

# IT Leadership



**KNOW***Digital*

November 5, 2020  
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- Management principles
- 6 Key Leadership Skills
- Strengthen personal competencies

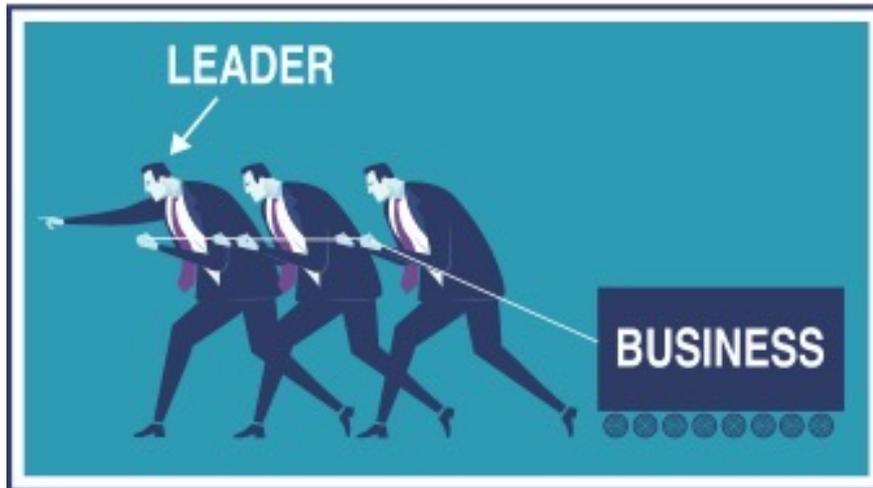


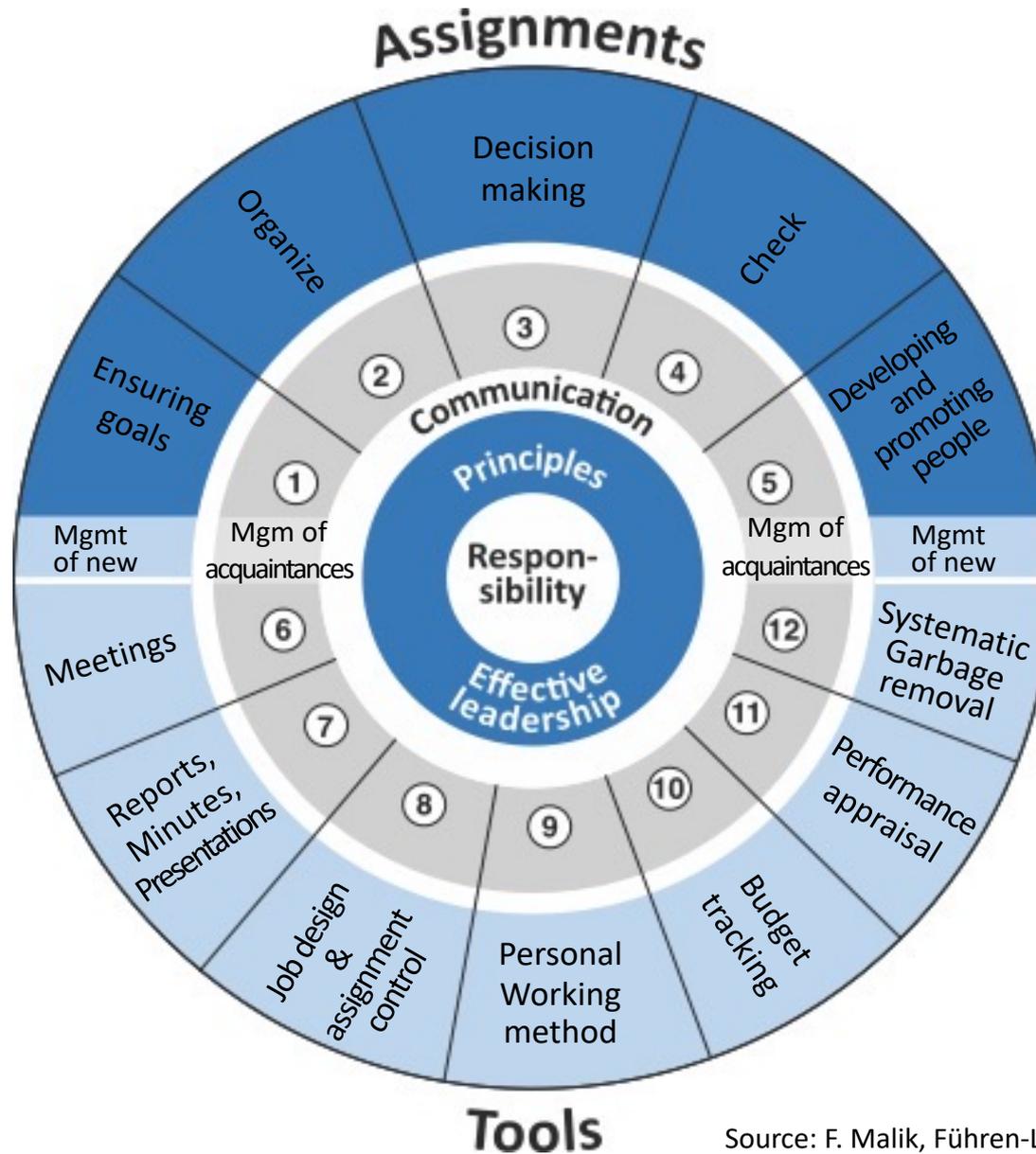


**Leadership** is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

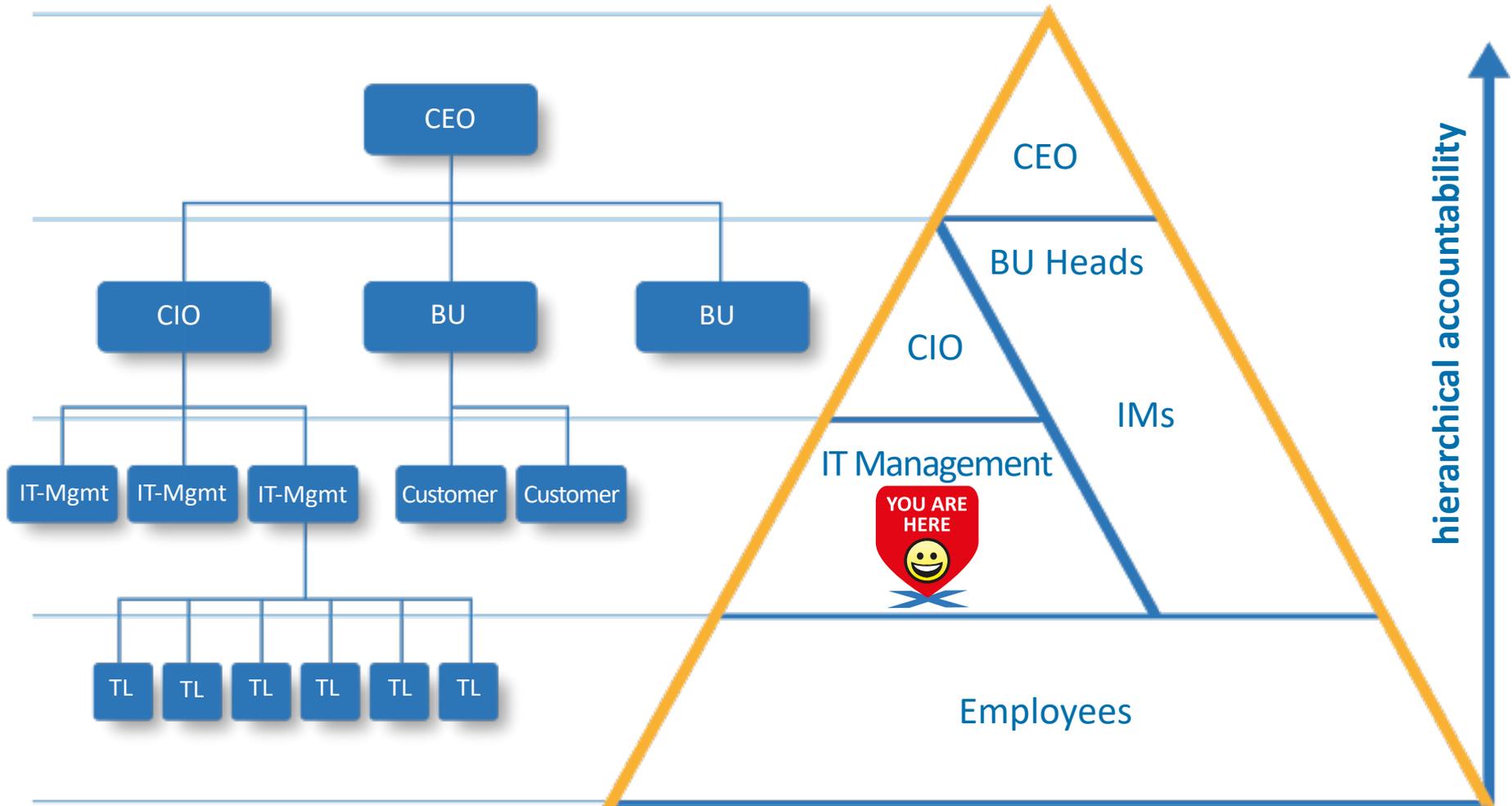
**Leadership isn't management.** This is the big one. Leadership and management are not synonymous. You have 15 people in your downline and P&L responsibility? Good for you, hopefully you are a good manager. Good management is *needed*. Managers need to plan, measure, monitor, coordinate, solve, hire, fire, and so many other things. Typically, managers manage *things*. Leaders lead people.

# Leaders vs Managers as a caricature

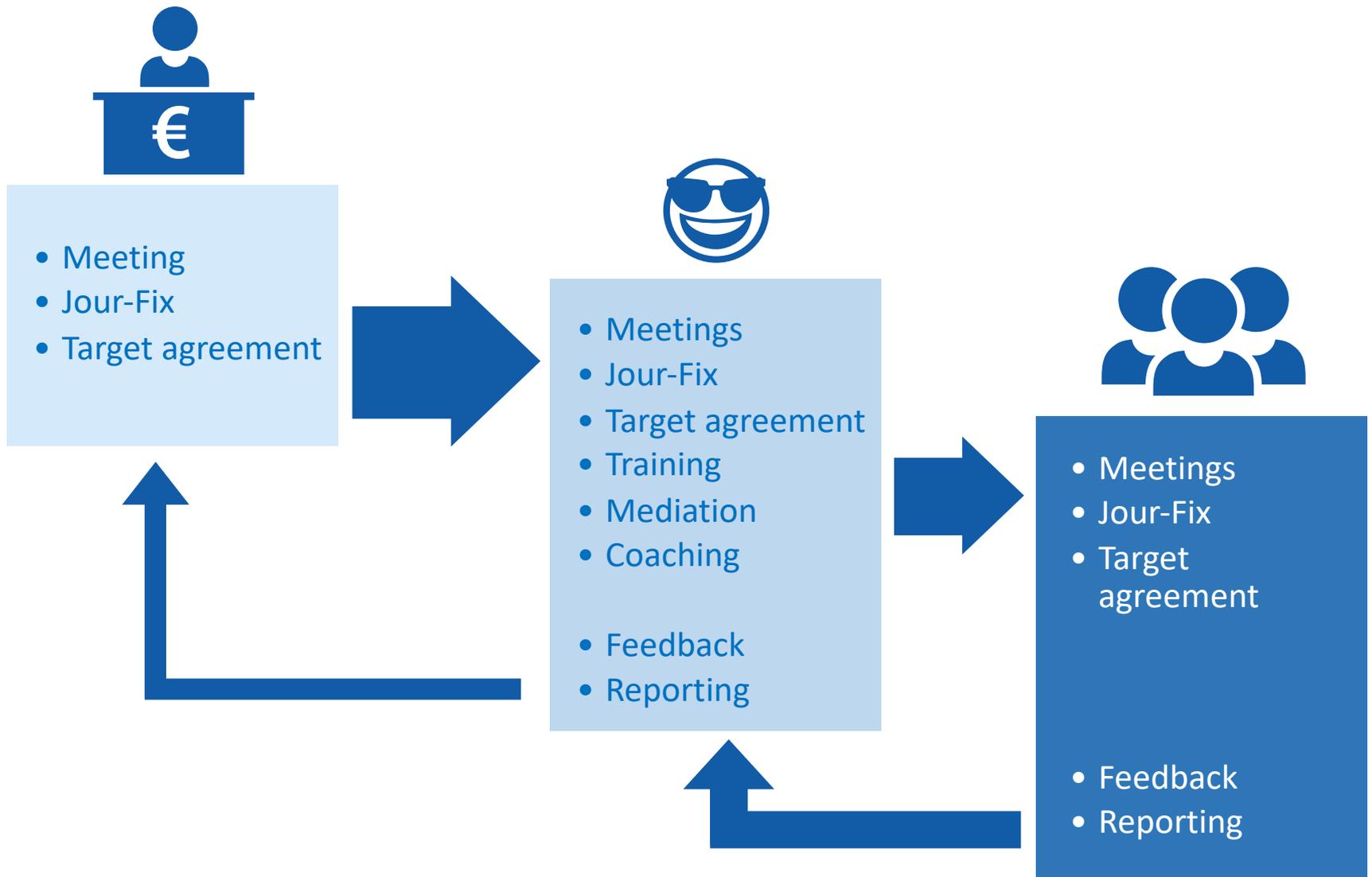


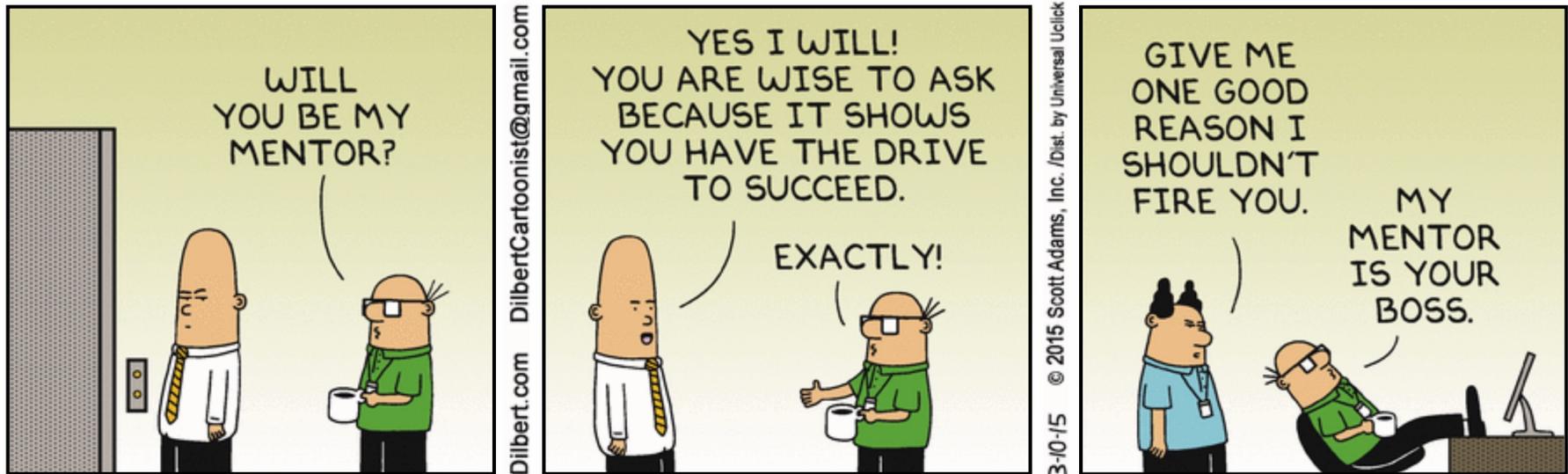


# Be aware of your positioning



BU = Business Unit / TL = Team Leader / IM = Information Manager





Management is also the management of subordinates,  
but that's not all (...)

It is far more important to also "manage" bosses and colleagues.



## *How should people be to be considered for a leadership position?*

It is not a matter of personality, character, education or social background, however important these factors may be in individual cases. The key to their effectiveness does not lie in their virtues either, as is so often assumed (...)

The key to effectiveness lies not in being, but in doing - in the way we act. It is not who someone is that is decisive, but how someone acts. As human beings, effective leaders are completely different.

It is not the being that counts, but the doing!



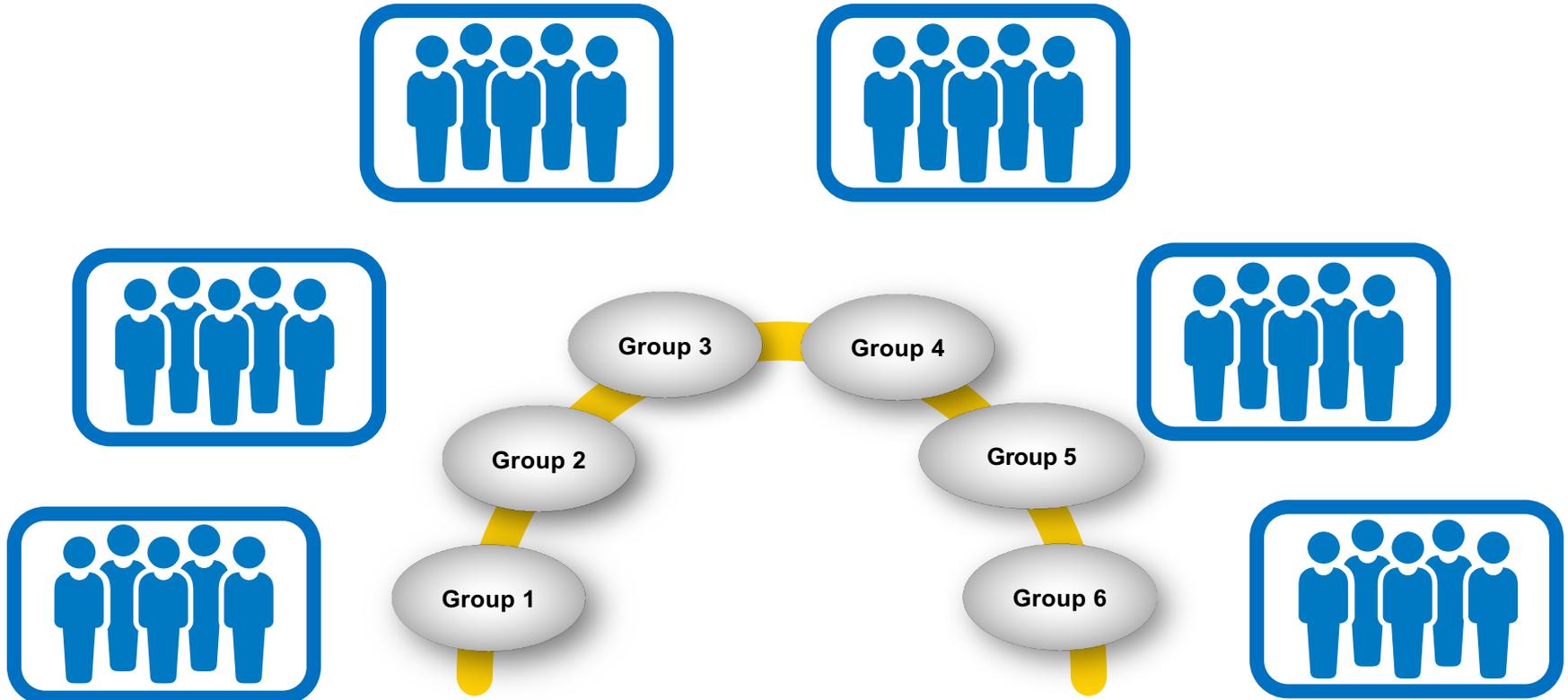
Success has four letters...



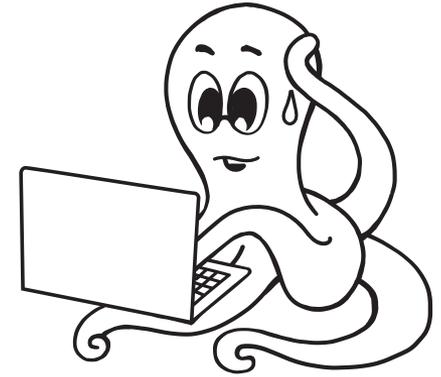
# SWOT Analysis of Management Practices



- What is going well?
- What is annoying?
- What could go better?
- Where does it get really cool?



# SWOT analysis: where do we stand?





1. Take requirements and goals as ground points: Using reality and pressure for development
2. Confidence in success: will to succeed, courage, fun, HOW attitude
3. Dealing with borders: actively leaving the comfort zone, openness
4. Communication: esteem, eye level, supportive atmosphere
5. DO or LET: Approach decisions and have self-responsibility/self-confidence accordingly
6. Step by step: Consistent implementation of actions, dosage of requirements and strengths to consider

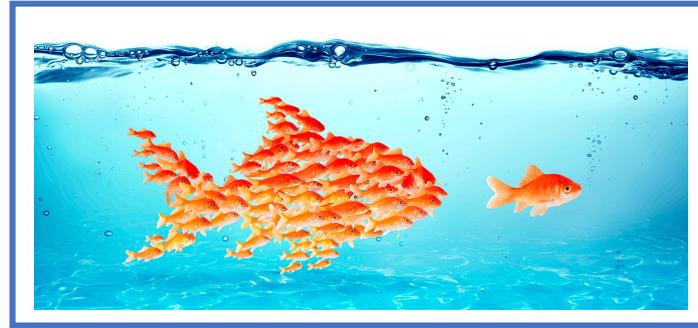




If you want to go fast, go alone  
If you want to go far, go together (African proverb)

Together  
Everyone  
Achieves  
More





## Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



## Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They Resist control by group leaders and show hostility.



## Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



## Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

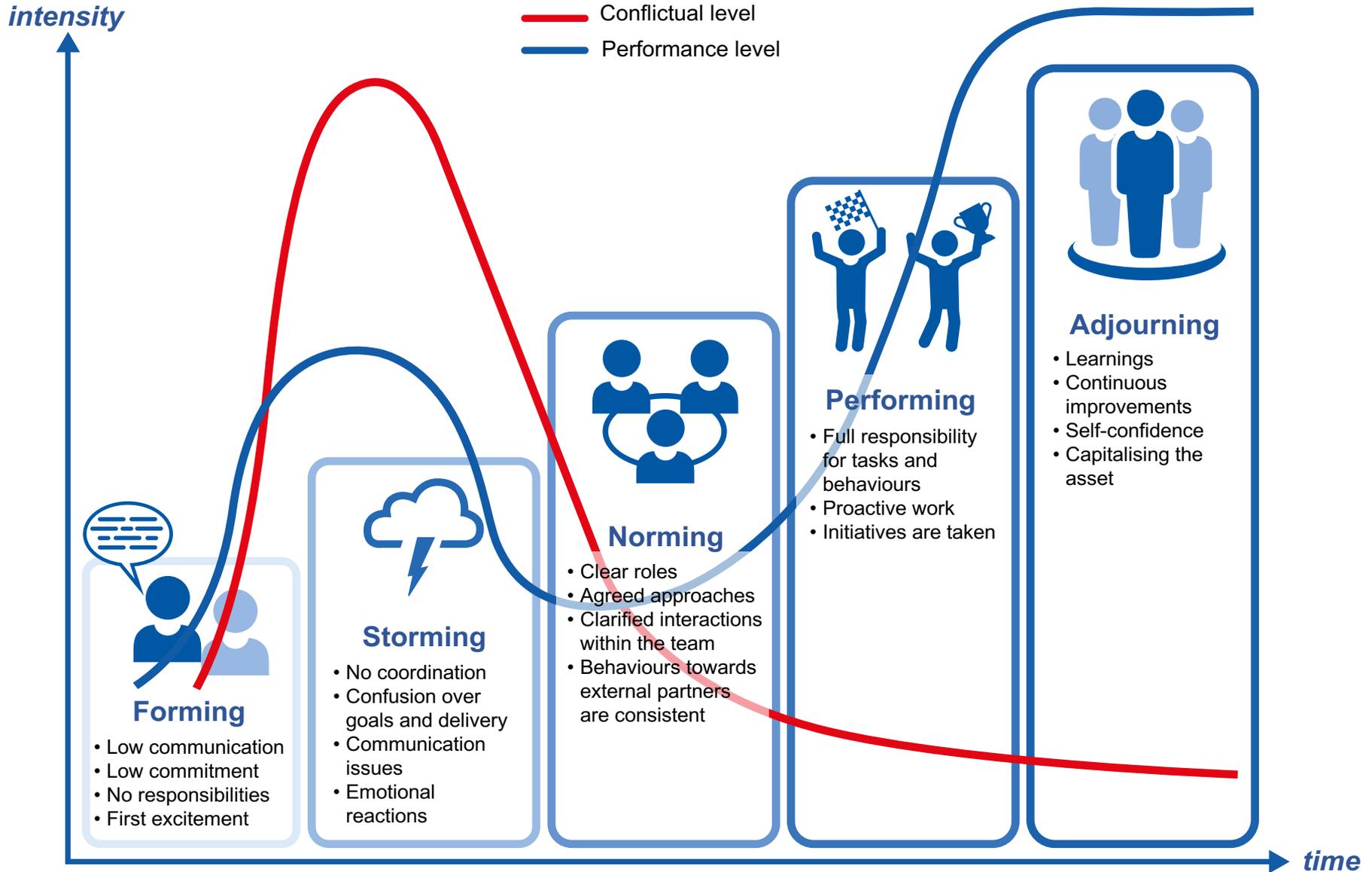


## Adjourning

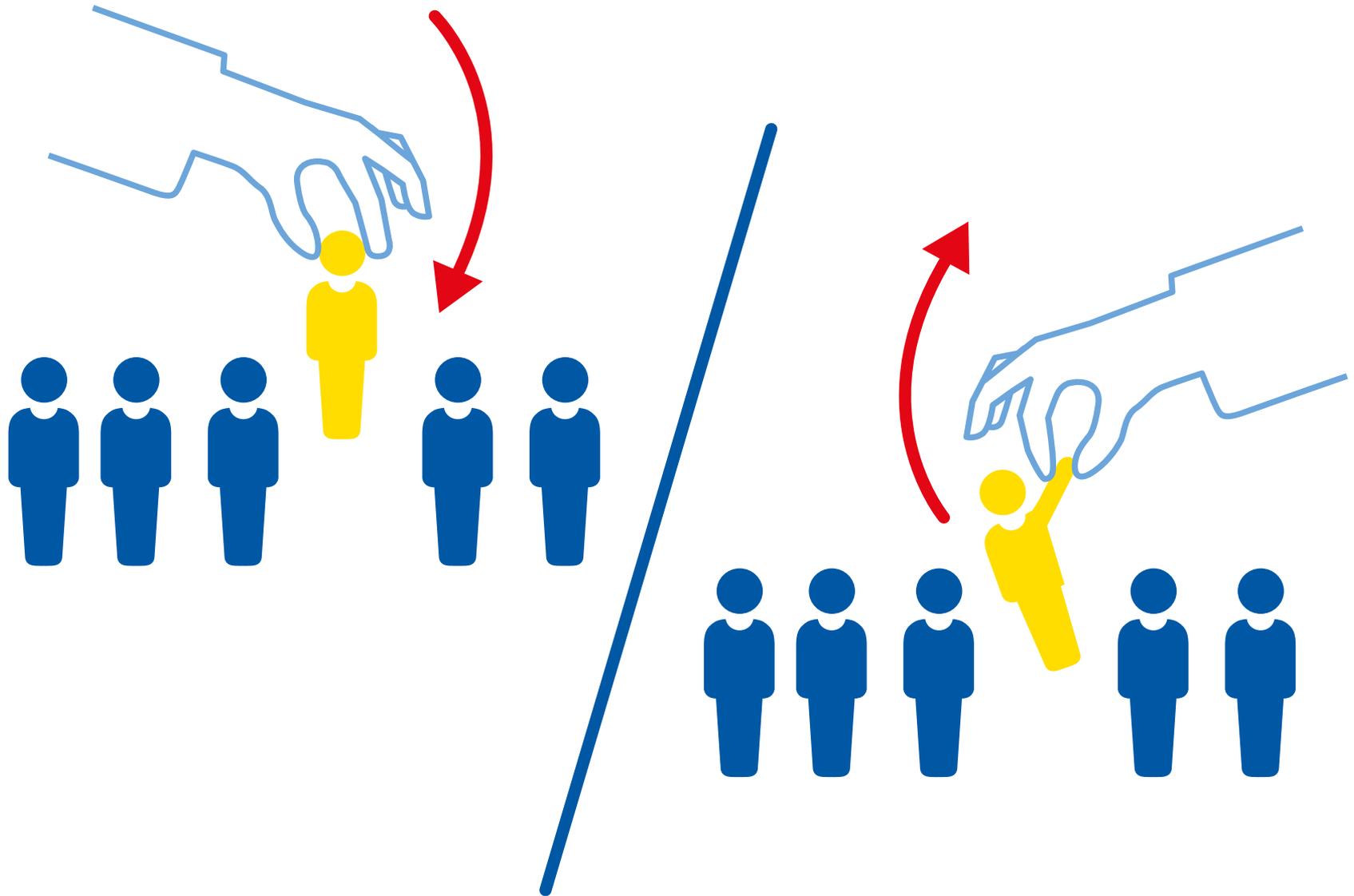
The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



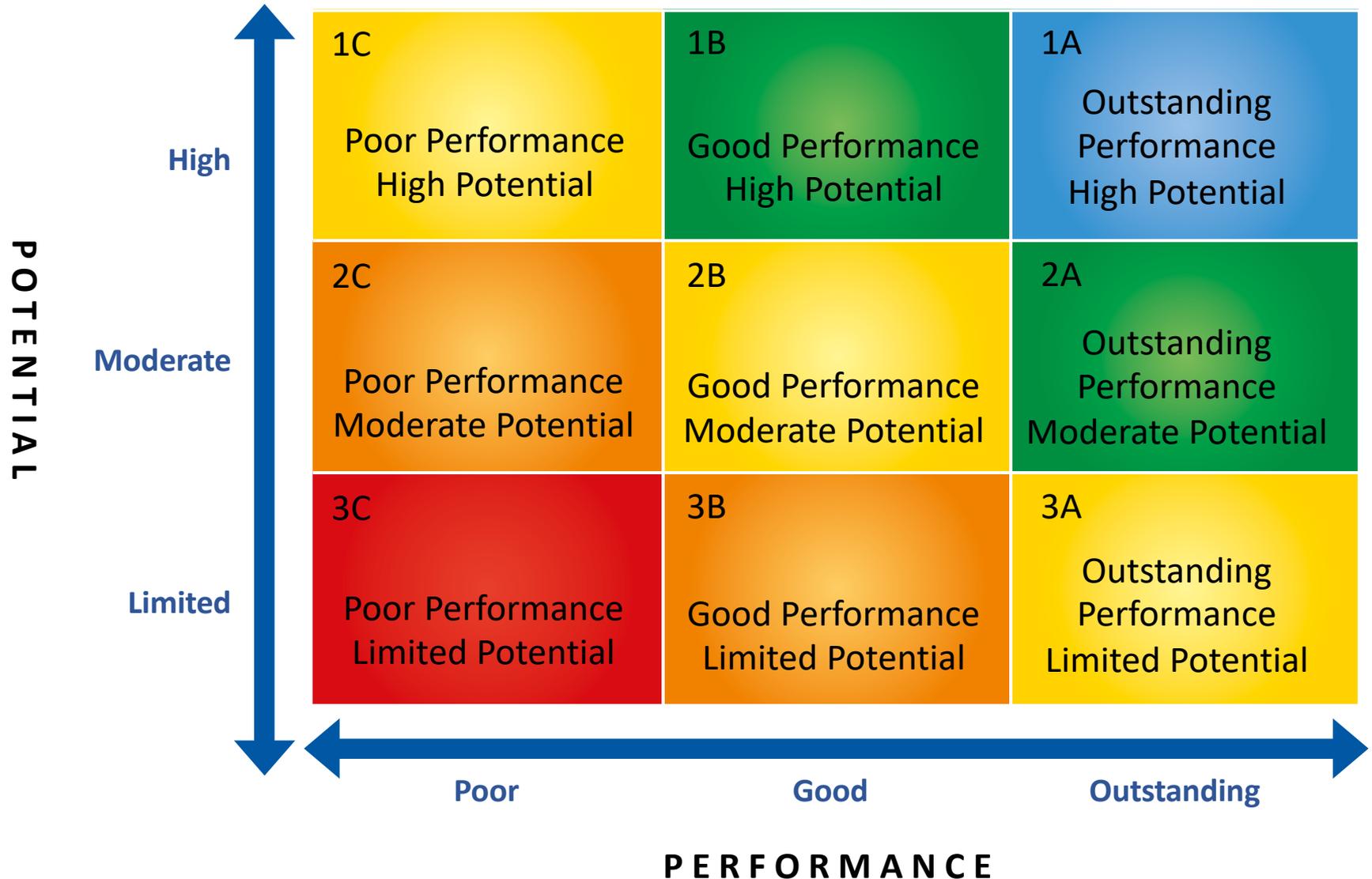
# The Ups and Downs of teamwork...



# Make sure to have the right people at the right place



# Managing a team: the 9-box grid



# Example of using a 9-box grid





**When do you perform best?**

**Am I ready to leave my comfort zone?**







## Main ingredients...

- Desires
- Needs
- Expectations
- Power
- Feelings

## Main causes...

- Lack of communication
- Undefined or not clear roles
- Wrong expectations
- High workload
- Stress
- Personal conflicts
- Preferential treatment
- Poor management

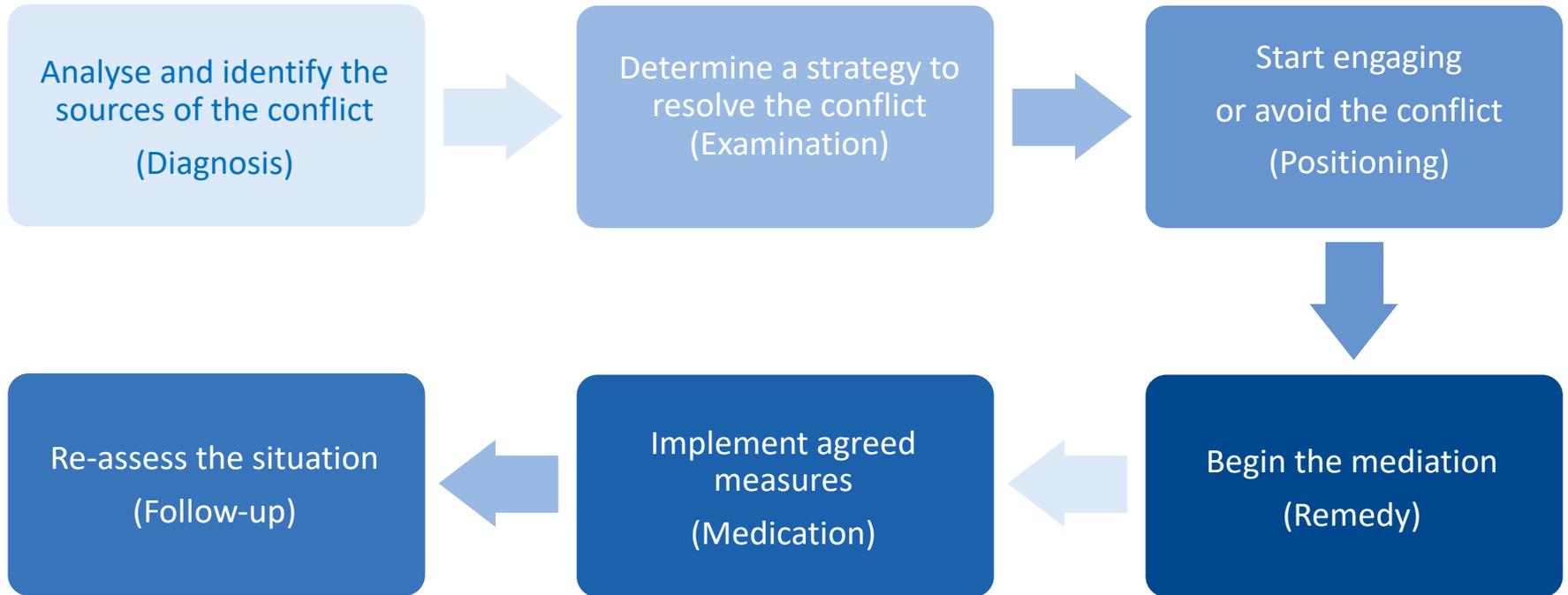


**Conflict = disagreement on opinions, attitudes, beliefs, expectations, needs, perceptions or values**

**Communication may solve most of the conflicts!**

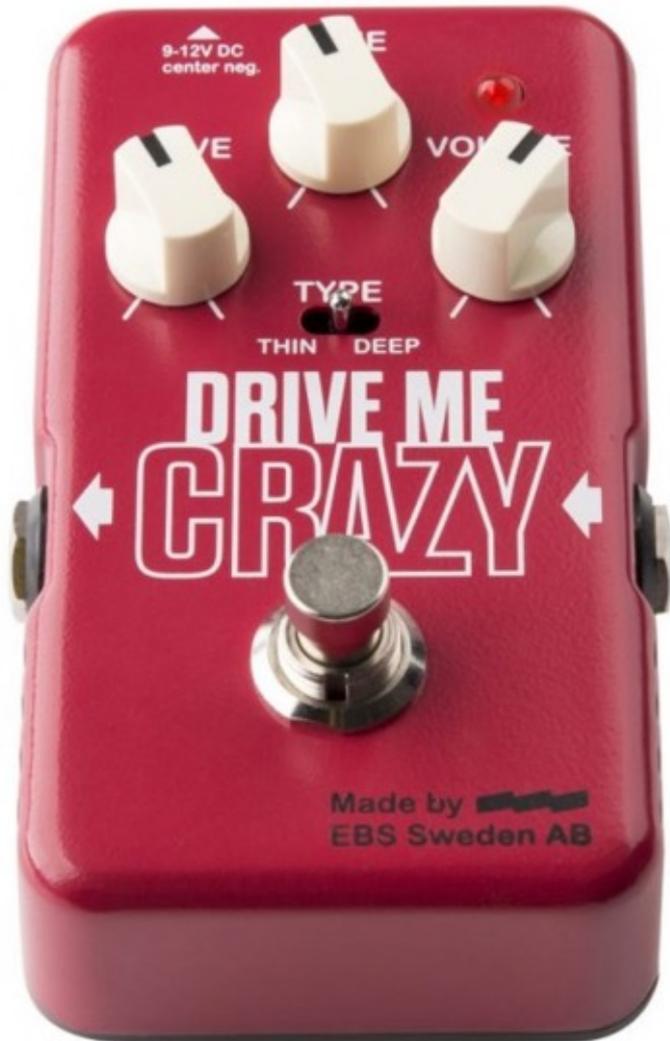


Avoidance	Lose - Lose
Competition	Win - Lose
Compromise	Win/Lose – Win/Lose
Accommodation	Lose - Win
Collaboration	Win - Win



- Keep the interest of the company in mind
- Preserve dignity and respect
- Listen with empathy

- Discuss solutions
- Agree on the solution and follow-up
- Honor diversity and avoid group think



## What are your **Hot Buttons**?

People or situations which irritate and let you produce destructive responses



## As a result ...

- Strong negative emotions
- Feelings of personal provocation
- Impulsive responding
- Tension and stress



**When did I experience my last conflict situation?**



**How can I achieve a win-win situation in a current conflict?**



## Sharks (win-lose)

They follow a scarcity model – all there is needs to be taken: there must be winners and losers. They want to be the winner, regardless of the costs.

*When in conflict with a shark:* One bad move, and you'll be eaten. Sharks will eat virtually anything, including their own kind.

## Carps (lose-win)

They also follow a scarcity model, but they believe they cannot win. They will swim away quickly instead of dealing with the conflict.

*When in conflict:* carps will either give in, or get out. Carps tend to gather together until sharks arrive and eat them.

## Dolphins (win-win)

They believe in potential scarcity and potential abundance. They have a much higher intelligence than sharks and carps, and have the ability to learn from their experience. Their behavior is not predictable; they change their actions after having evaluated the situation. Usually they will go for a win-win outcome, but can deliberately choose for a lose-win strategy. Dolphins like to win, but they don't need for you to lose unless you insist on it.

*When in conflict:* successfully adapts to any situation they encounter. They shouldn't stay among the carps, have to be careful not to bleed (even when bitten), and use intelligent strategies to defeat the sharks.



**Train your self-awareness and self-management**  
**Don't tire yourself out trying to beat the waves**  
**Find other dolphins to surround yourself with**  
**Know which dolphins you should be friends with**  
**Don't be afraid of sharks**

Source: <https://medium.com/nature-s-way-of-communicating/5-dolphin-principles-that-will-make-you-a-better-negotiator-d76312a26c8b>

# Do we have a deal?



# Prepare your business negotiation carefully



Defend the interest of your company

Prepare your arguments



Know the arguments and intention of your counterpart

Get external support if needed

Know the way you want to go and prepare a plan B

Know the history

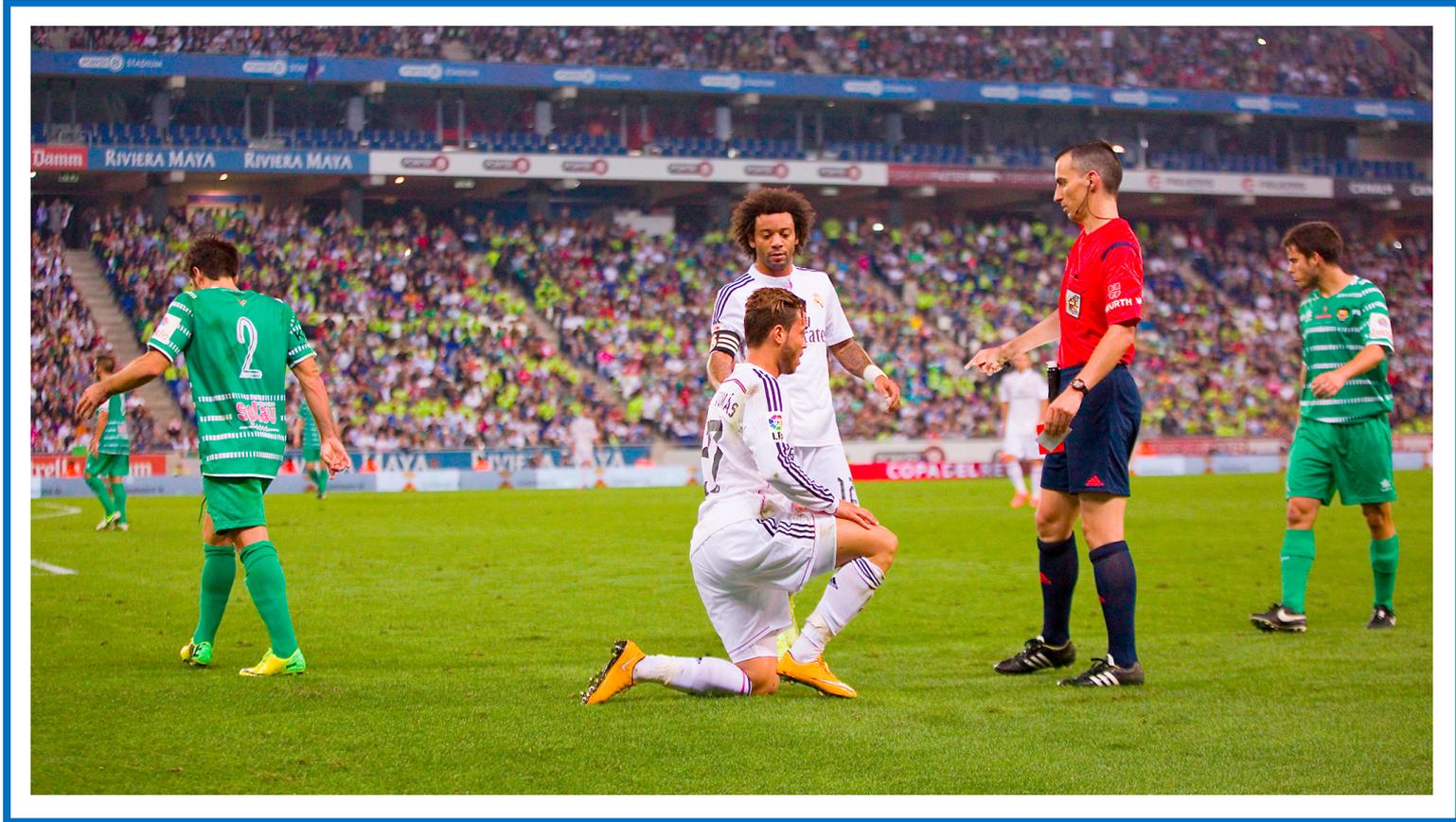


How went my last negotiation?



How do I prepare myself for a negotiation?

# Penalty decision...





- We make around 20,000 decisions every day
- Abdomen or head: Many of our spontaneous judgements are made unconsciously and from the abdomen. But is that why they are better? Amazingly wise: yes. Most of the time anyway
- Determination is more than a decision to make ("If you have to make a decision and you don't make it, that's a decision too")
- You decide in favor of an iPhone and thus against all other smartphones that you could have bought (this also usually applies if you have decided in favor of a partner).
- For fear of losses, we make rather stupid decisions, those that promise short-term rewards.
- The dilemma of long-term decisions: A compromise may not be so bad, but many compromises in a row can take us far from our ultimate goal.

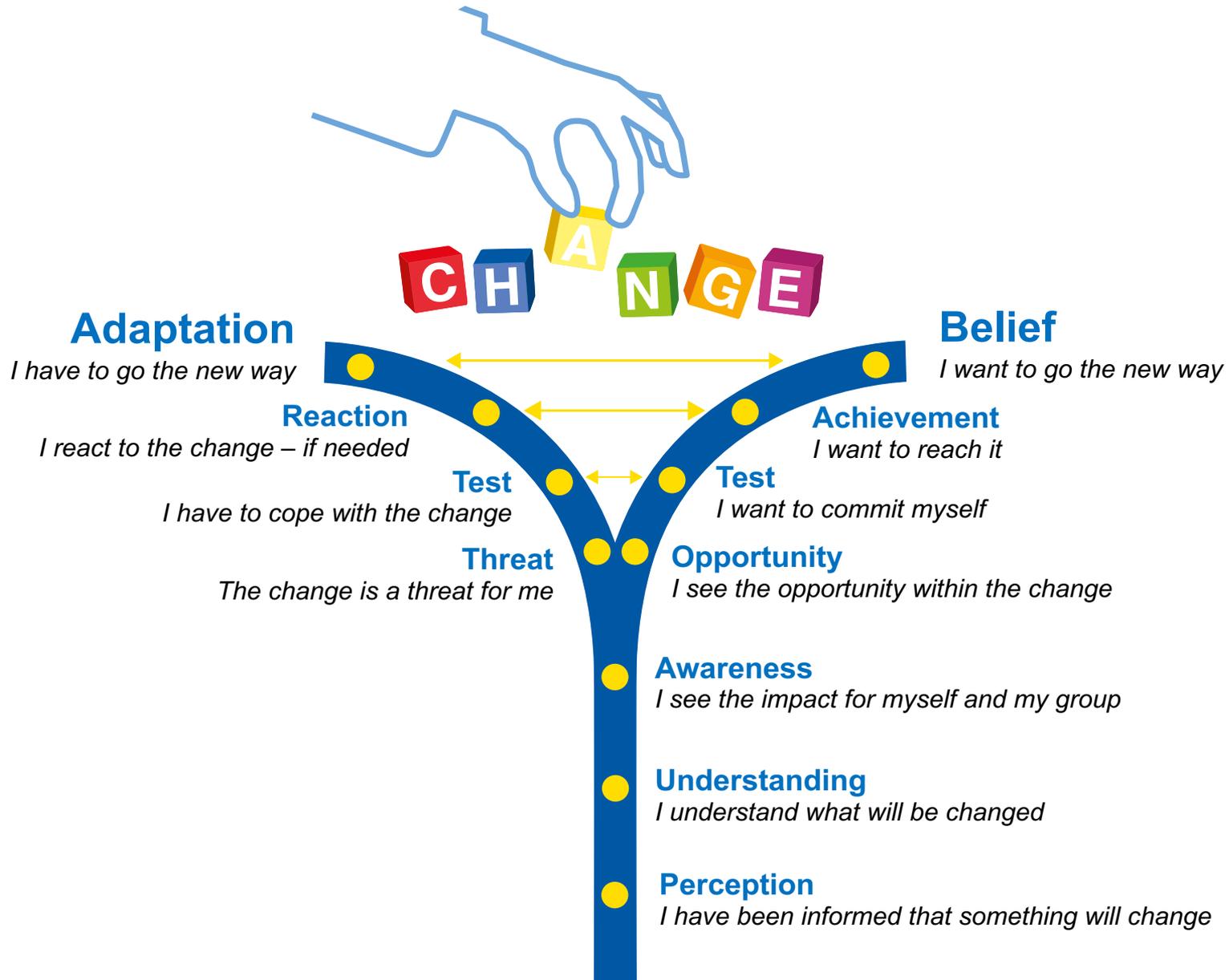


**When was the last time I made an important decision?**



**How do I check the correctness of my decisions?**







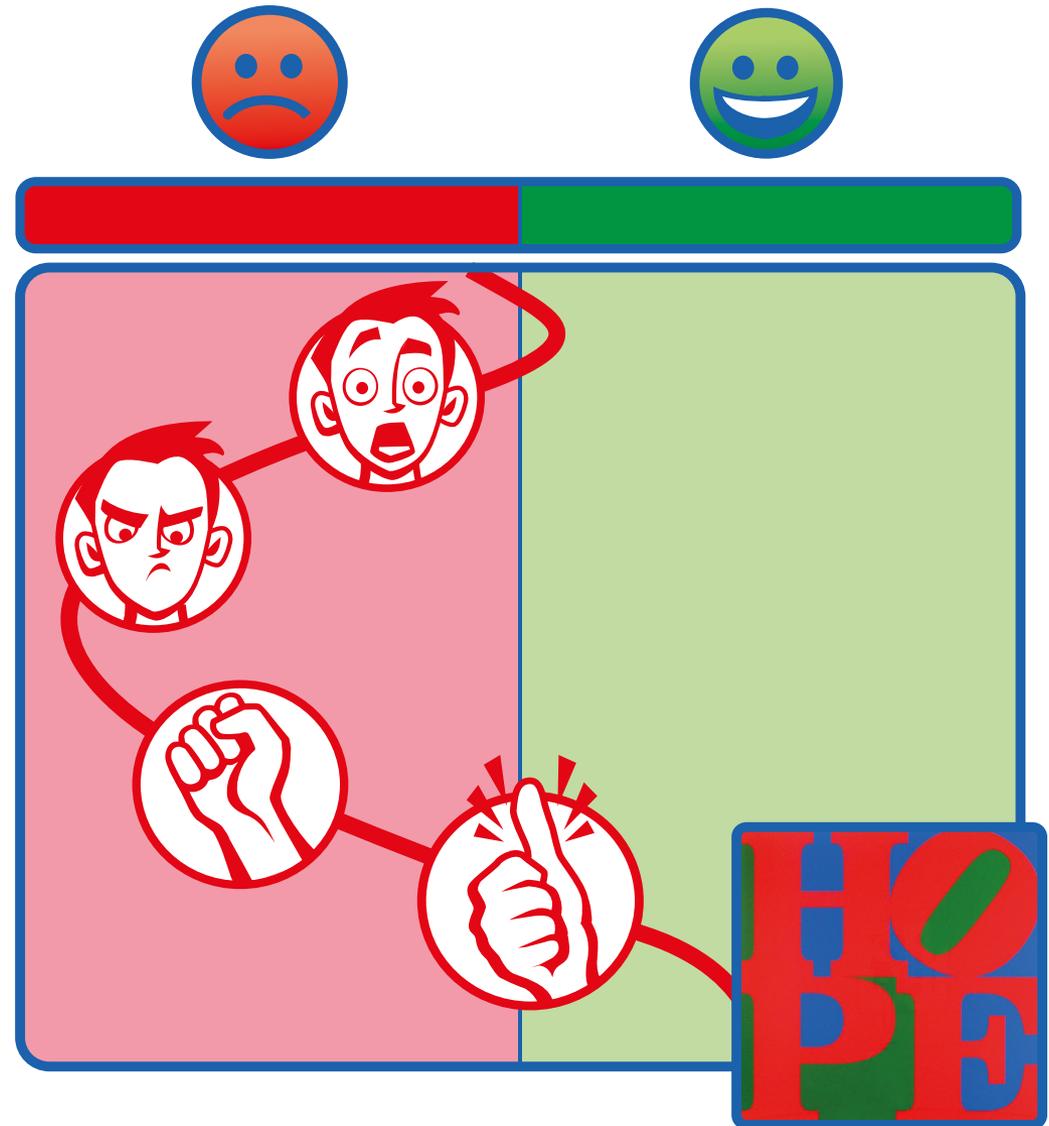
Shock

Anger

Resistance

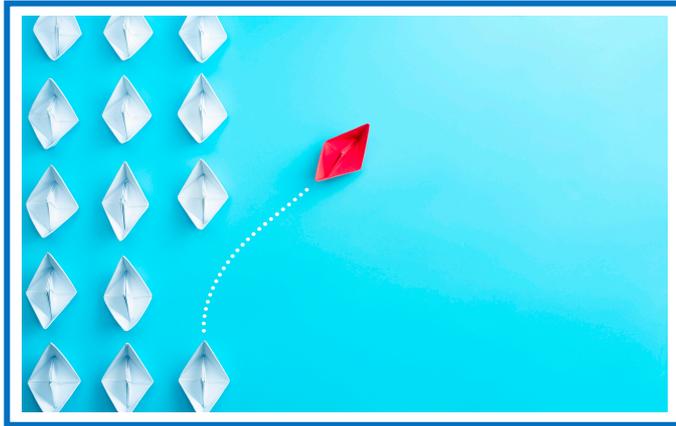
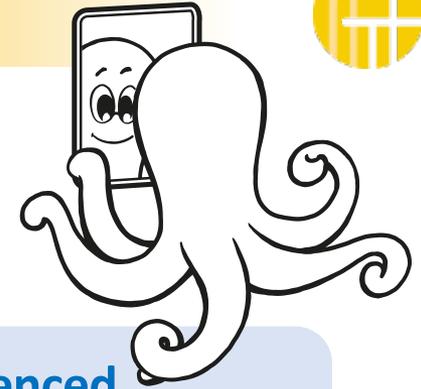
Acceptance

Hope



# In uncertain situations, following questions arise





**What changes have I experienced and what memories do I have of them?**



**How can I prepare myself positively for changes? What prevents me from doing this?**

# Are you motivated?





# Motivation

- How is my performance measured?
- Am I paid fairly?
- What additional incentives are there for performance?
- Is my work appreciated; does it contribute to the company's success?

- Is the job challenging and diversified?
- Does the job offer possibilities to learn?
- Can I decide autonomously?
- Is the job appreciated by my colleagues and off the job in my private life?
- Do I have fun on the job?
- Do I have access to Knowledge Management?

Reward and salary

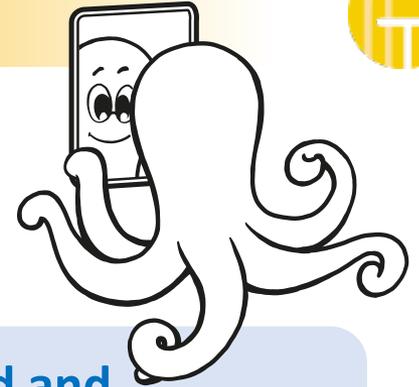
Job characteristics

Career development

Social environment

- Does the job help my career?
- Am I fostered and supported in my job?
- Am I learning something new or can I extend something I already know?
- Am I entrusted with increasing responsibility?
- How quickly am I progressing?

- Are values and objectives shared?
- What form does teamwork take?
- What is the management culture like?
- How does communication take place?
- Are relationships based on mutual trust and openness?
- Is the profession respected in my private surroundings?

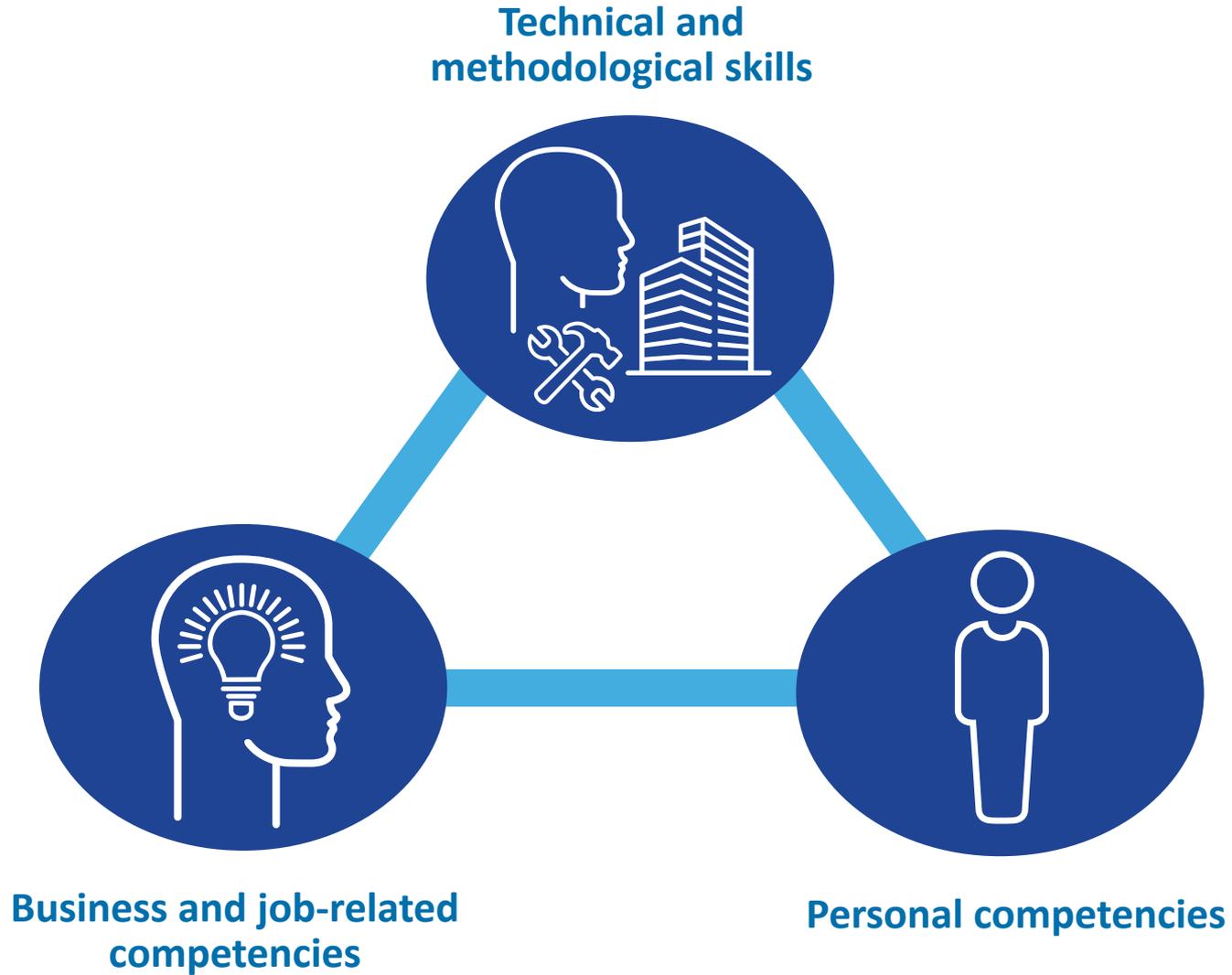


**What keeps me motivated and what expectations do I have of my manager and the organization?**

**What expectations and motivational factors do I know about my employees?**



Area	Myself
What do I think of teamwork?	
How do I deal with conflicts?	
What is my negotiation style?	
How do I like making decisions?	
How do I react to changes?	
What motivates me and where do I lose energy?	





- Personnel management
- Communication
- Self-management/leading one's own person
- Social skills
- Design and problem solving
- Dealing with complexity
- Abstraction capability





## Personnel management

### Claim to leadership

- Leadership motivation and claim to leadership
- Persuasiveness
- Willingness and ability to assume responsibility
- Ability to coach
- Ability to delegate
- Assertiveness (personality, natural authority, tenacity)
- Ability to think ahead
- Ability to clearly describe, allocate and monitor tasks to ensure that they have been carried out appropriately

### Ability to develop employees

- Ability to assess performance
- Ability to develop employees

### Team-building capacity

- Organize teamwork
- Ability to form teams, select and integrate employees
- Ability to inspire and motivate employees for the common cause

## Communication (1/2)

### Ability to deal with conflict and criticism

- Recognizing conflicts and developing solution strategies
- Ability to constructively address and solve communication problems and conflicts
- Ability to deal with difficult situations
- Ability to give feedback and deal with feedback
- Ability to reach consensus

### Dialogue capability

- Ability to engage in dialogue
- Empathy and empathy
- Contact ability
- Openness to differences in age, gender, religion, disability and nationality
- Diplomatic behavior
- Ability to exert influence
- Dialectics (leading conversations and negotiations, leading conferences)
- Rhetorical skills
- Negotiating ability
- Exhilaration
- Fascinate customers



## Communication (2/2)

### **Credibility and authenticity**

- Ability to act and act credibly and authentically
- Verbal and non-verbal communication

### **Linguistic expressiveness**

- Written and oral communication appropriate for the addressee
- Comprehensibility and traceability
- Presentability
- Moderation skills
- Ability to conduct conversations and meetings

### **Information management**

- Information procurement
- Information processing
- Information brokerage

### **didactics**

- Knowledge sharing
- Andragogical and didactic skills

## Self-management (1/2)

### **Work motivation and commitment**

- Personal responsibility
- Performance motivation, initiative, dynamism and commitment
- Design motivation
- Work-life balance

### **Self-reflection**

- Self-awareness, recognition of one's own feelings
- Self-control, ability to constructively classify one's own emotions
- Self-confidence and self-confidence

### **Work techniques**

- Task planning and prioritization, time management, process systematics
- Systematic and disciplined working method
- Planning and organization of your own workplace
- Organizational ability
- Ability to cope with stress, resilience
- Dealing with the unforeseen
- Dealing with complex situations

### **Willingness and ability to learn**

- Willingness and ability to learn



## Self-management (2/2)

### personal skills

- Appearance, effect, charisma
- Self-confidence and self-control
- Emotional Creativity
- Ability to put oneself in other people's shoes
- Trustworthiness
- Ability to think networked

## Social skills

- **Sensitivity**
- **Ability to cooperate and tolerance**
- **Ability to integrate and work in a team**
- **Cooperation with management**
- **Information readiness**
- **Self-discipline, frustration tolerance, self-control**
- **Sense of responsibility, conscientiousness, reliability**
- **Respect and appreciation**
- **Ethics, Integrity, Loyalty, Credibility, Solidarity**
- **Win-win mentality**

## Design and problem solving (1/2)

### innovative capacity

- Ability to develop visions and strategies
- Ability to identify and seize opportunities
- Ability to deal with tensions and contradictions
- Openness and flexibility to change

### Problem-solving ability

- Ability to recognize and analyze problems
- Ability to recognize complex things, to think in alternatives, to find syntheses
- Systematic and structured thinking
- Analytical, logical thinking skills
- Strategic thinking and action

### Decision-making ability

- Ability to decide
- Ability to control decision-making processes

### Implementation capability

- Implementation capability
- Risk appetite and risk capacity (entering into experiments)
- Results-oriented action



## Design and problem solving (2/2)

### creativity

- Ability to find your own solutions to problems
- Fantasy, Intuition
- Talent for improvisation
- Creative Ideas
- Innovative capacity

### Result and result orientation

- Result, result and goal orientation
- Ability to share and live corporate values
- Entrepreneurial thinking and acting

## Abstraction capability

- Mediation of abstract facts (presentation of results, visualization techniques)
- Perspective formation
- Linkages
- Categorization, typing
- Simplification, focusing on the essentials
- Analogies, correspondences
- Spiritual openness, creativity, joy of experimentation
- Recognition of superordinate correlations
- Thinking in models
- Imagination

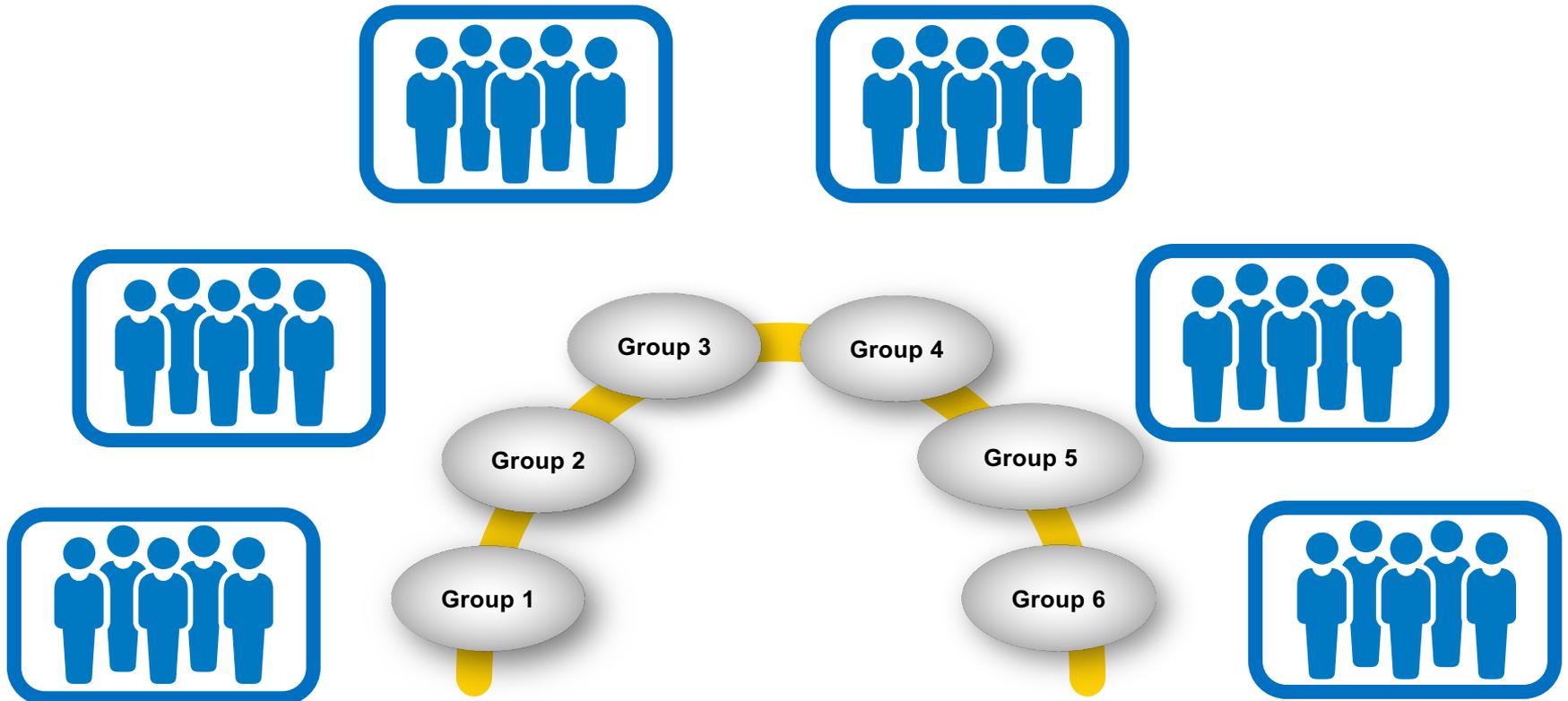
## Dealing with complexity

- Thinking in systems (analyzing, abstracting, structuring, ordering, synthesizing)
- Categorizing (distinguishing between open and closed systems, between structural and behavioral complexity)
- Separation of system and environment (delimitation)
- Creating subsystems (partitioning a system into subareas)
- Grouping (forming element clusters with similar elements)
- Networking (exposing relations and interactions between elements, clusters, subsystems, etc.)
- Visualization (creation of system, relationship, process, development, portfolio graphics, etc.)
- Dealing with uncertainties and probabilities

# Strengthen your personal strengths



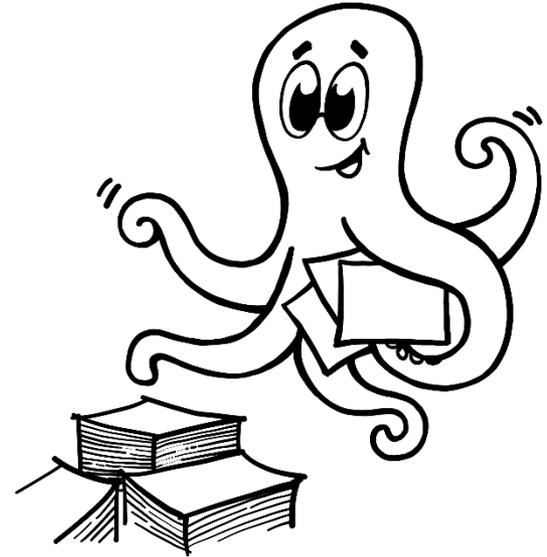
- Concretely describe one of your strengths
- Explain one possible potential for improvement
- Define your own resolution







- Tuckman's Stages of Group Development (forming, storming, norming and performing)





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**KNOWLEDGE**