

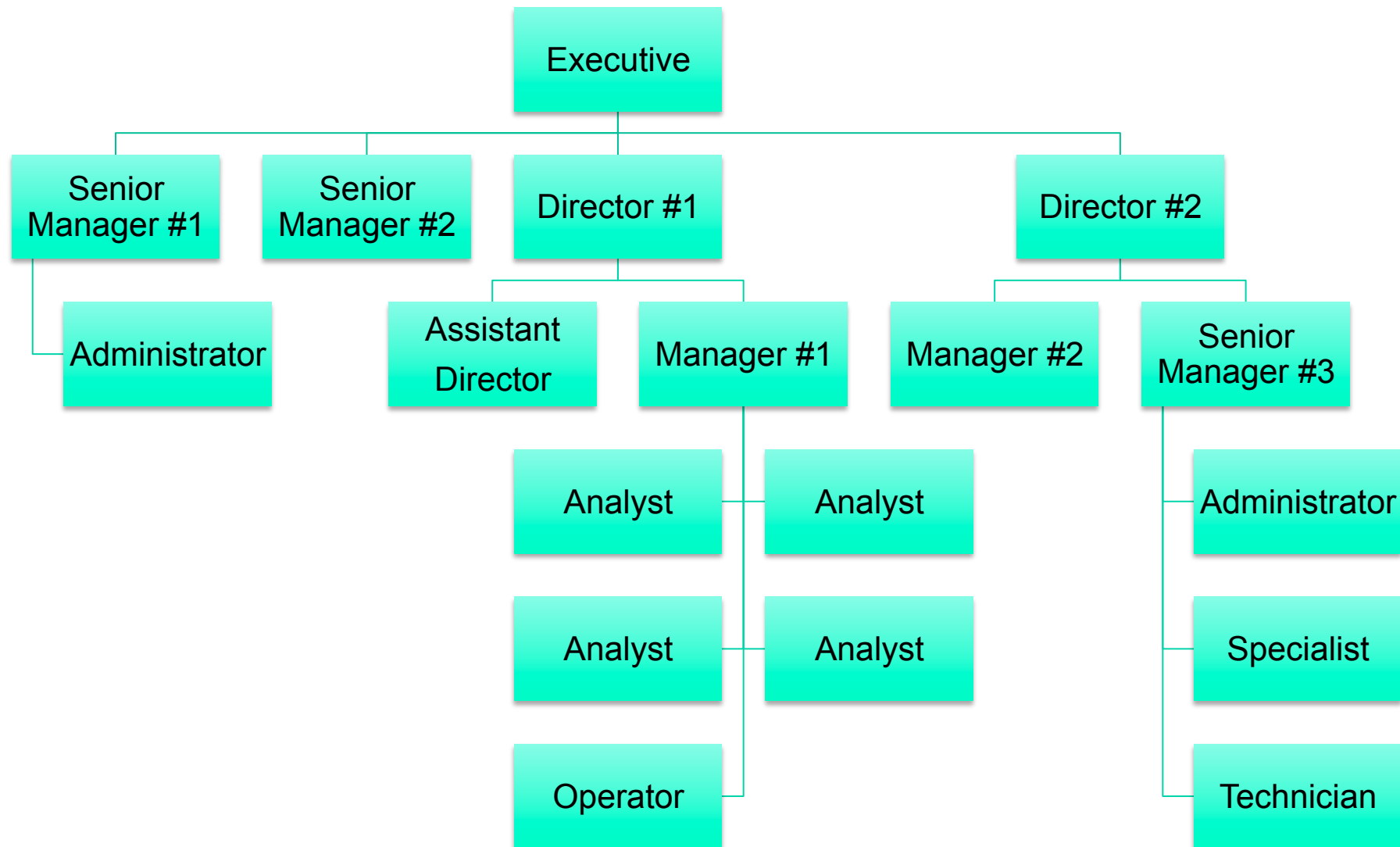


# ITSM Leadership: You Don't Need To Be In Charge To Get Results

*David Ratcliffe*  
*President, Pink Elephant*

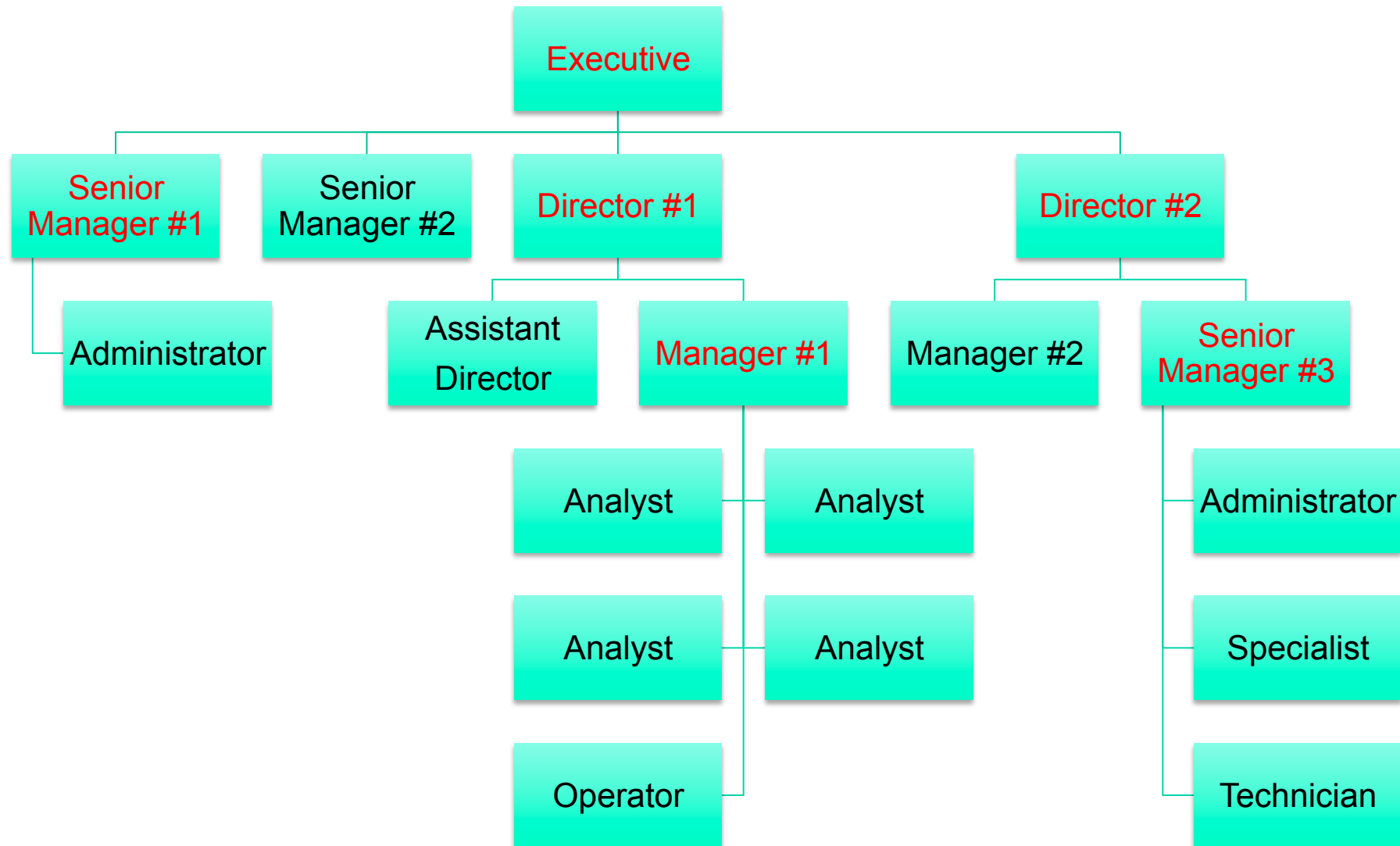


# Where Is The Leader?





# Where Is The Leader?





# When We Think Of “Leadership”

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We often think of a “Leader” as someone who:

- Is in charge.
- Provides direction to others.
- Thinks up creative solutions.
- Makes the important decisions.
- Takes responsibility.

“Designated Leader”

# Do Not Confuse!



## Management

Pre-Occupied With The Present

Plans

Thinks Process

Considers Activities

Concerned With Measurements

Works On Administration

Establishes Systems & Structure

Controls

Narrow Focus

Asks How & When?

**IS ESSENTIAL!**

## Leadership

Pre-Occupied With The Future

Visions

Thinks Beliefs & Values

Considers Attitudes

Concerned With Behaviours

Works With People

Establishes Trust

Innovates

Wide Focus

Asks What & Why?

**IS ESSENTIAL!**

Reference: <http://guides.wsj.com/management/developing-a-leadership-style/what-is-the-difference-between-management-and-leadership/>

# Everyday Leadership Is Really ALL About ....

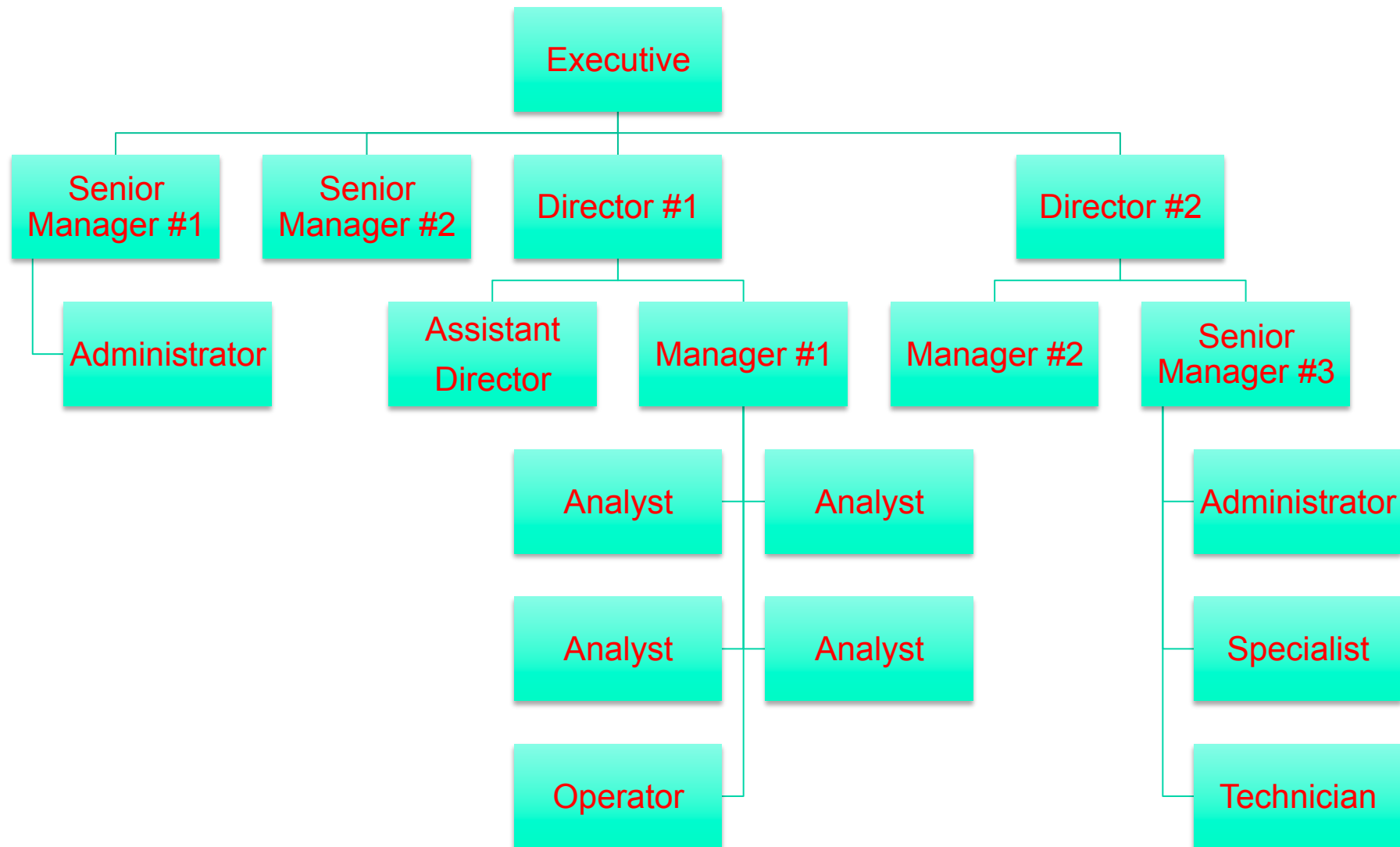
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## Influencing & helping others to be successful



# Anyone Can Provide Leadership



# Leadership Qualities







# Leadership is about...

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- The Future
- Taking Action
- Imagining
- Seeing A Vision
- Setting Goals
- Confidence
- Optimism
- Persistence
- Understanding Priorities
- Knowledge & Learning
- Using Intelligence
- Thinking
- Thinking Differently
- Attitudes
- Showing The Way!
- Providing Clarity
- Doing What's Right
- Integrity
- Staying With Your Values
- Inspiring Others
- Caring For Others
- Honesty
- Communicating
- Decisiveness
- Determination
- Understanding Power
- Empowering
- Courage
- Creating Trust
- Love



# Leadership is about...

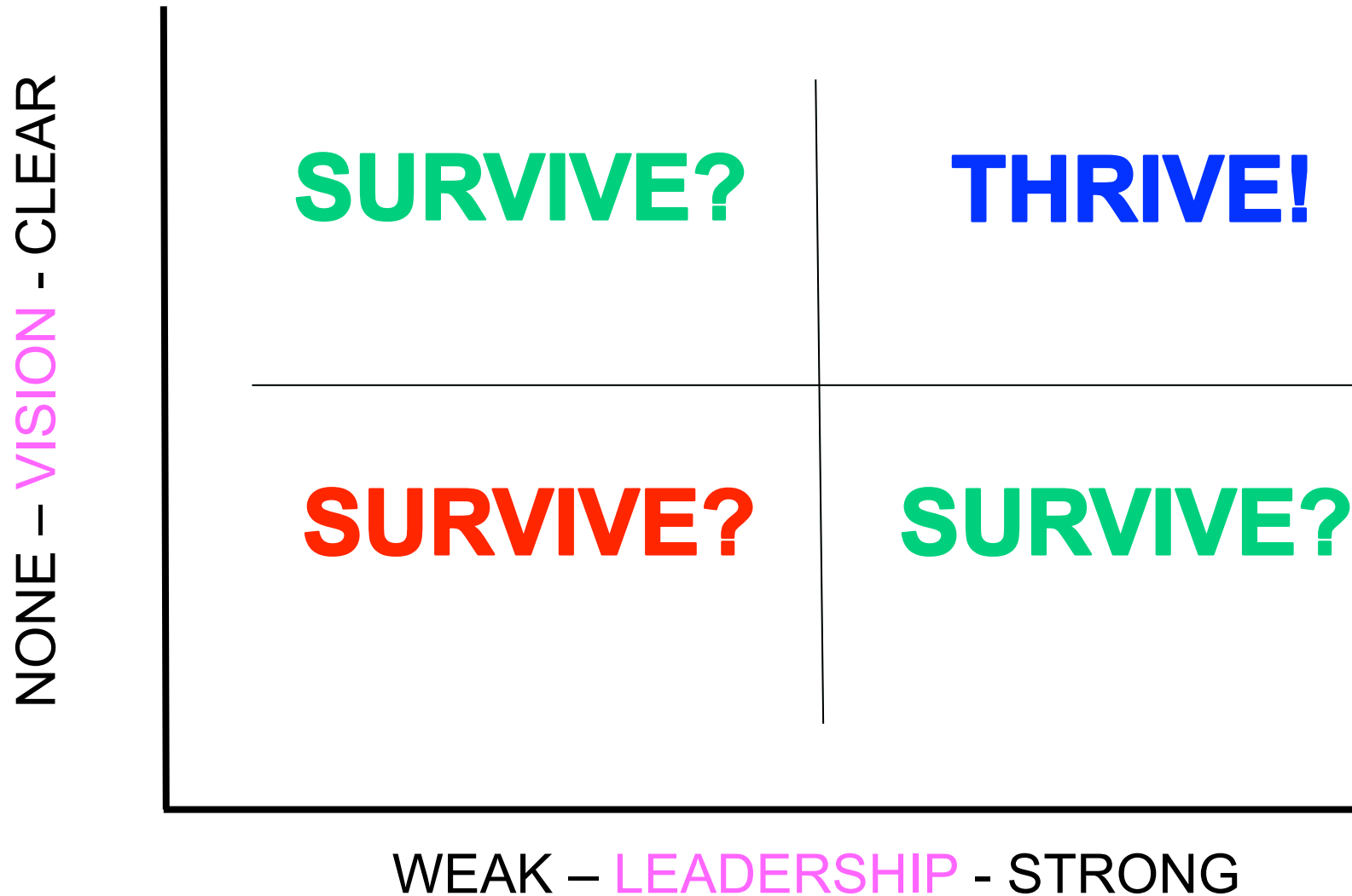
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Leadership is about **THE FUTURE**

*"I have a dream ..."*







1. What kind of ITSM organization are you trying to be?
2. What kind of culture are you working with?
  - Respect for rules v innovation
  - Internal focus v external focus
3. What is your mission and how are you going about it?
4. Do you have specific objectives and how do you know if you're achieving them?

*"However beautiful the strategy, you should occasionally look at the results."*

**- Winston S. Churchill**



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Leadership is about  
**KNOWLEDGE**  
**&**  
**LEARNING**

*“Books were my pass  
to personal freedom.”*







Leadership is about  
**USING  
INTELLIGENCE**

*“A jug fills drop by drop.”*



# Leadership is about **THINKING**

*“If I have done the public any service,  
it is due to my patient thought”*





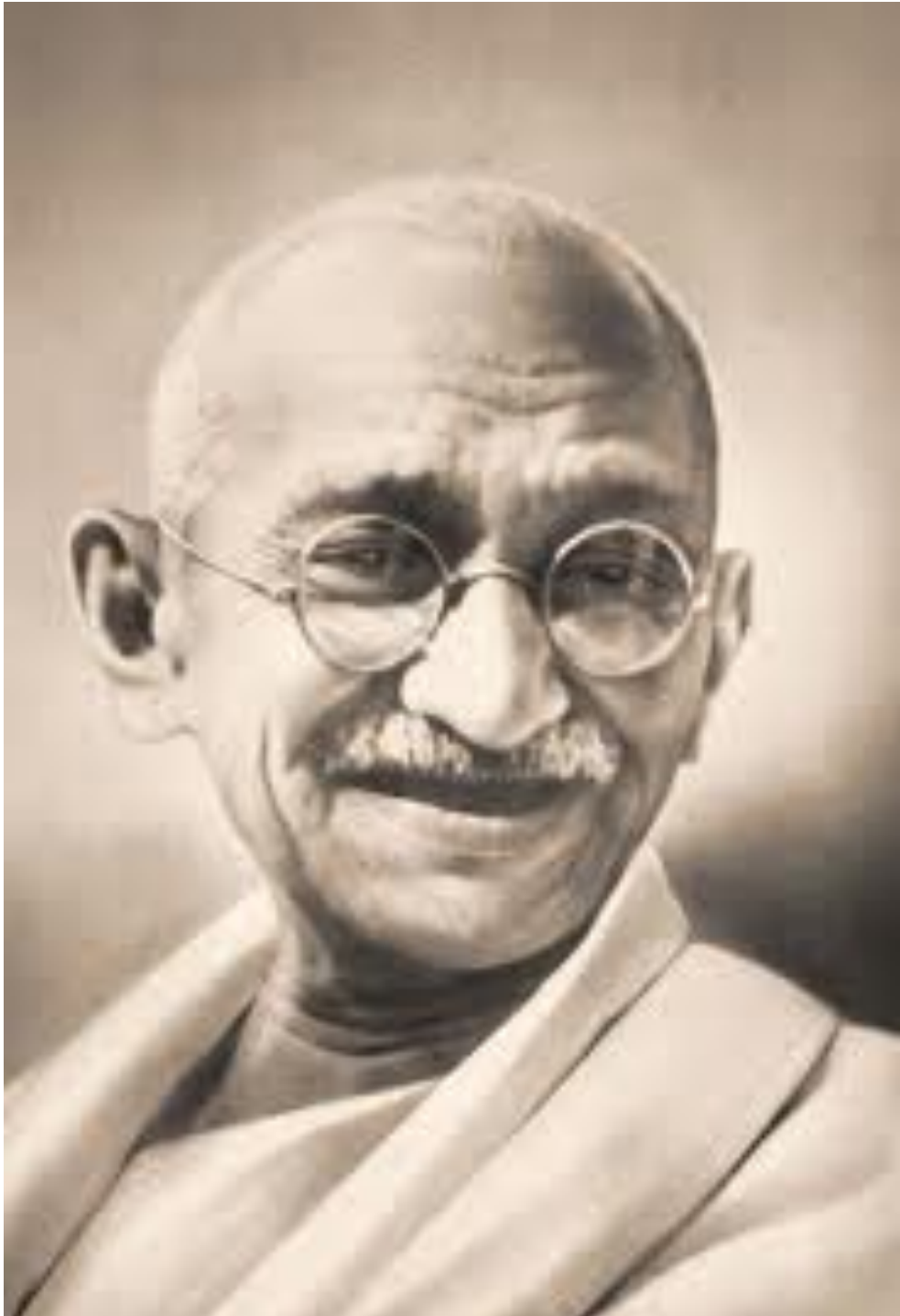
1. What kind of information do you need to help you and your organization be successful? Where will you get this information from?
2. How will you then use that information?
3. Having facts alone does not make you an ITSM Expert. You need to analyze, think, decide and act on the information you've gathered.
4. Going through this process will give you experience.
5. Experiencing success makes you an Expert.



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Leadership is about  
**DOING  
WHAT'S  
RIGHT**

*“Even if you are a  
minority of one,  
the truth is the truth.”*

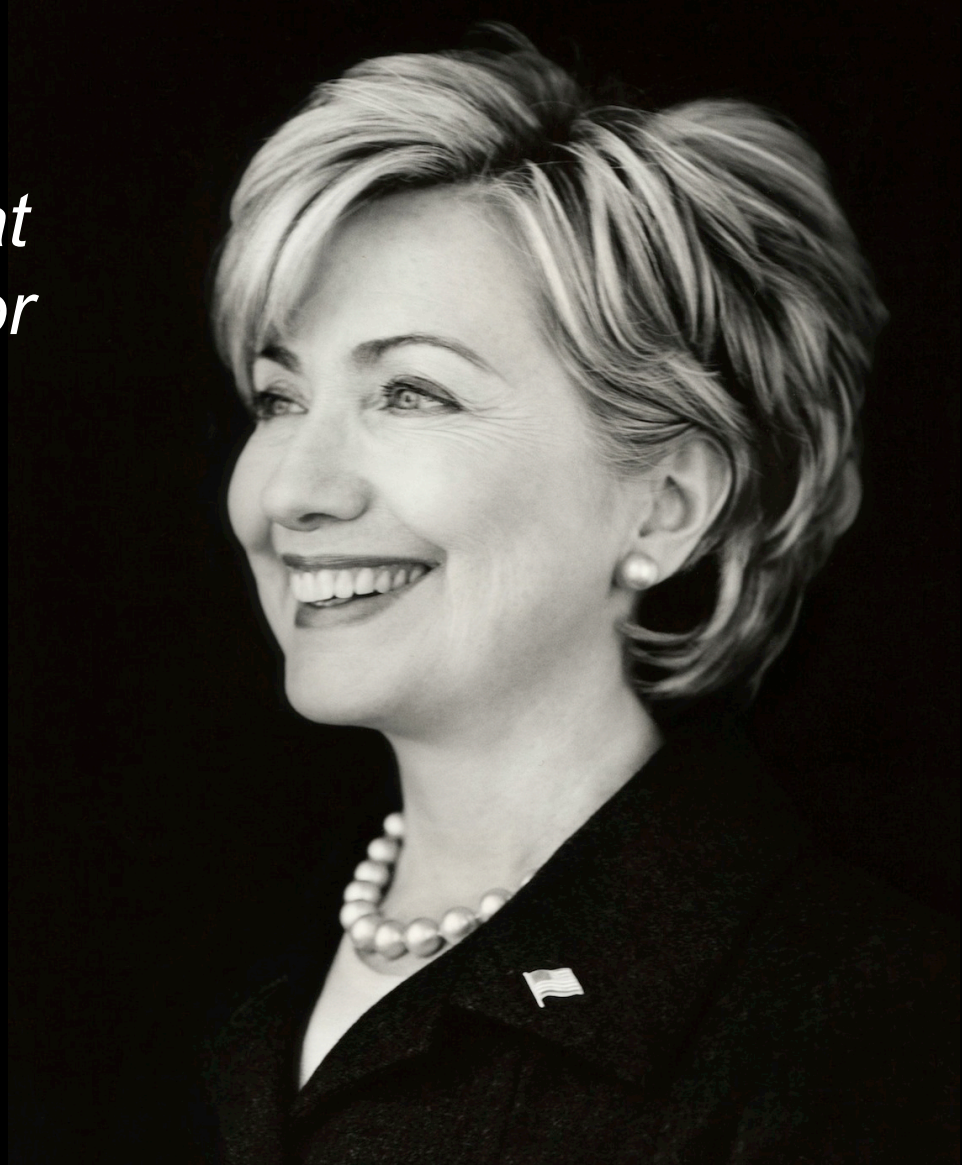
Leadership is about **INTEGRITY**

*“When you live for others’ opinions, you are dead. I don’t want to live thinking about how I will be remembered.”*



Leadership is about  
**STAYING WITH YOUR VALUES**

*“You show people what  
you’re willing to fight for  
when you fight your  
friends.”*







# AUTHENTICITY in ITSM

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1. If you are authentic:
  - You will be respected.
  - You will be recognized as a trusted leader.
  - You will have a greater opportunity to be successful.
2. Do not let process, or policies, get in the way of doing what's right.
3. Understand your corporate/departmental culture and work with it.



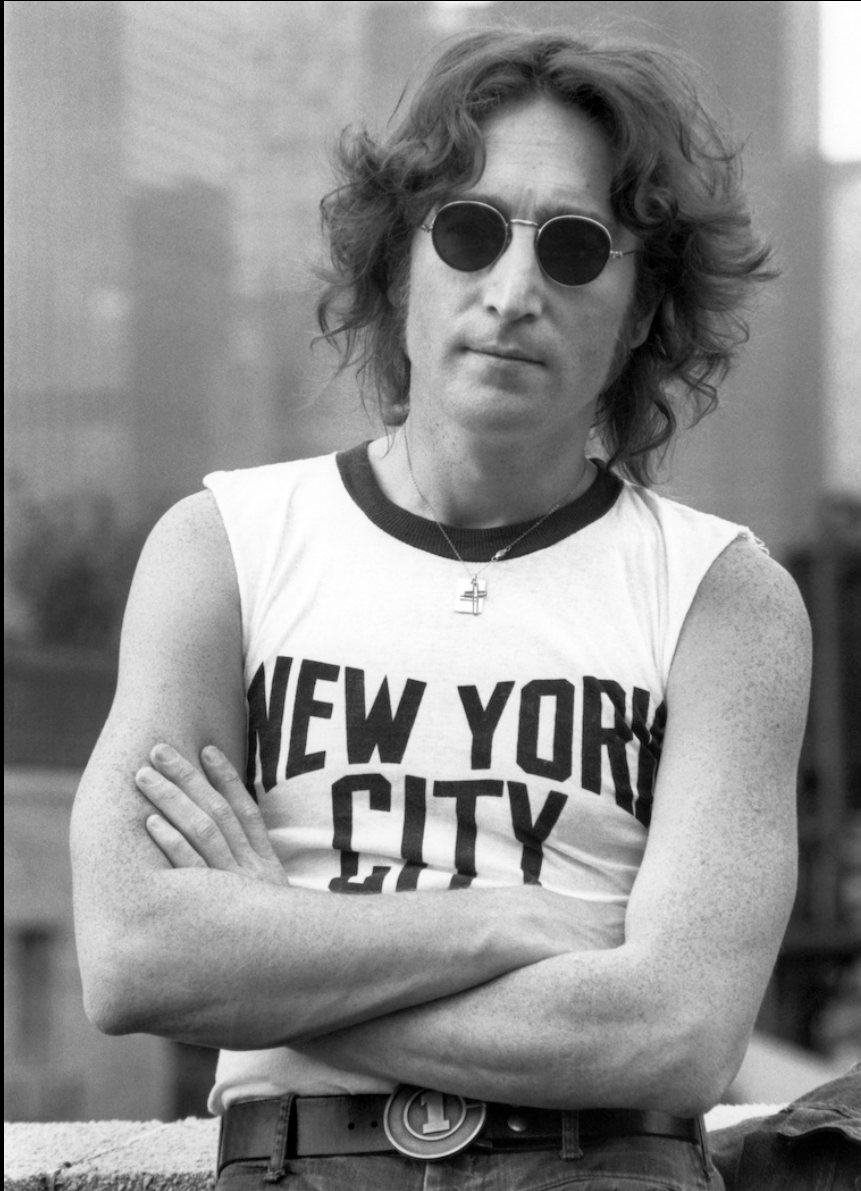
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Leadership is about **COMMUNICATING**



*"All you need is love."*



1. If you need people to follow process then explain why – and keep re-explaining why until they get it.
  - Face-to-face usually better than email or phone
2. Take opportunities to remind co-workers of the Direction. Talk about how what you're doing supports the vision & goals.
3. If you share knowledge – bad as well as good - you will be viewed as trustworthy, helpful and confident.
4. Prof. John Kotter says leaders tend to “under communicate” by a factor of x10 or even x100!!
5. Remember – you will be judged on what you say as well as what you do.



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Leadership is about  
**UNDERSTANDING POWER**

*“Being powerful is like being a lady.  
If you have to tell people you are, you aren’t.”*



Leadership is about **EMPOWERING**

*“We want to empower our people; we want to strengthen them; we want them to build up their own country ”*



# POWER in ITSM

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1. Power comes from access to resources. You are Empowered when you've been given:

- Knowledge
- Skills
- Tools
- A budget
- Time
- People

2. You are showing Leadership when you Empower your co-workers.

*“Organization charts and fancy titles count for next to nothing.”*

- Gen. Colin Powell



# Anyone Can Influence & Help Co-Workers

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People will respect you as a leader as long as:

- You know what you're talking about and understand all the key issues.
- You have a reputation for honesty & integrity.
- You can communicate effectively.
- Your advice and help is relevant and positive.

**Note: none of the above is dependent upon  
you being in a position of authority!**



# Examples Of Leaders In ITSM

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## Cathy Kirch

- Process Architect
- Allstate Insurance Company
- Understands the needs of her employer.
- Seeks out new knowledge.
- Carefully considers plans and actions.
- Communicates regularly with co-workers.
- Shares knowledge & experience within the industry.
- Co-founder of the itSMF priSM project.
- “ITSM Practitioner of the Year – 2006”





# Examples Of Leaders In ITSM

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## Rob England “The IT Skeptic”

- Independent.
- Industry Commentator.
- Very knowledgeable & experienced.
- Well informed and opinionated.
- Writes books & blogs.
- Provides ideas and suggestions.
- Encourages people to connect and share.
- Reputation for integrity.





# Developing Good Leadership Qualities

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- Think about the leaders around you (at work, at home or in your other social circles):
  - Which ones do you consider to be good leaders. Why? What positive leadership qualities do they demonstrate?
  - Which ones do you consider to be poor leaders. Why? What negative leadership qualities do they demonstrate?
- Review your own leadership abilities:
  - Identify your stronger leadership qualities and how you can use them more
  - Identify your weaker leadership qualities and how you can work on improving them.
- Read books on Leadership
  - Think about how you can adapt what you learn to work within your ITSM organization.



# What You Can Do When You Return To Work

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1. Assess your relationships with others:
  - Who are the key people you need to work with?
  - How can you improve your working relationship with each one?
2. Understand your business - the true vision, goals and strategy of your organization:
  - Don't be afraid to question them.
  - Listen to what others say and think. Use this as an opportunity to improve the quality of your relationships.
3. When you commit to something – do it!
4. Use your strengths; work on your weaknesses.
  - Read, listen & learn.
5. Share your new knowledge and experiences.

# Successful Leaders

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*“Leadership is all about getting the most out of people. It’s about creating a sense of purpose and conditions of trust while displaying moral and physical courage.”*



- Gen. Colin Powell



# ITSM Leadership: You Don't Need To Be In Charge To Get Results

*David Ratcliffe*  
*President, Pink Elephant*

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*<http://twitter.com/pinkerdavid>*