

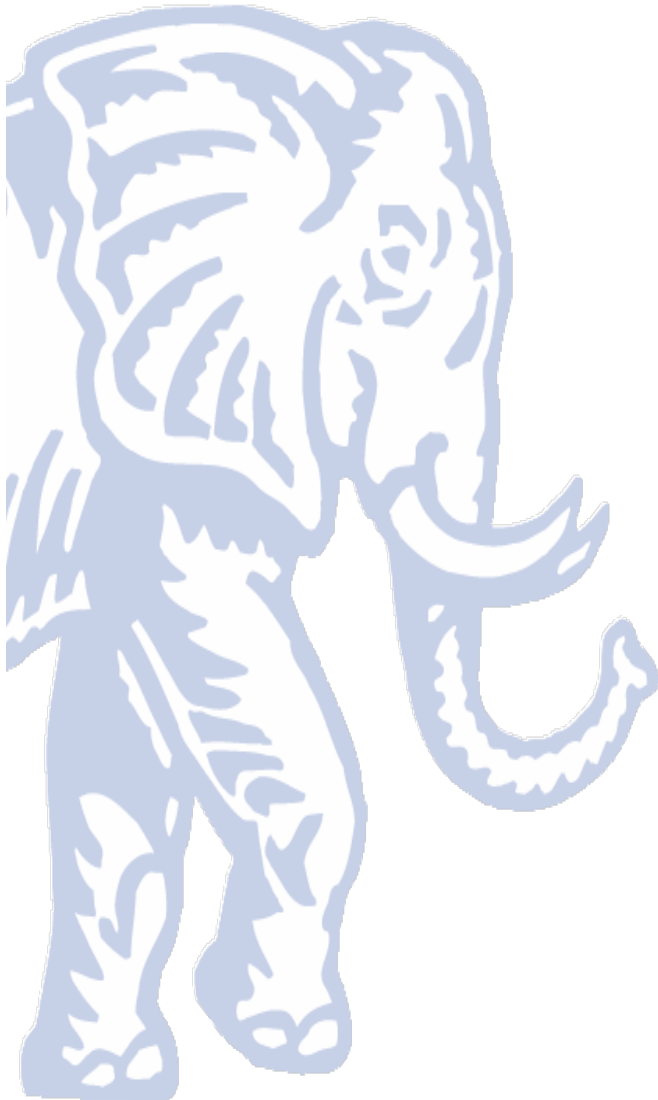


The 5 Most Valuable Leadership Characteristics For IT Leaders

David Ratcliffe

President

Pink Elephant



Agenda



1. My Assumptions
2. My Goals
3. Some Leadership Definitions
4. The Two Leadership Types
5. My Top 5 Leadership Characteristics
6. Your Next Steps



My Assumptions About You ...

1. You work in ITSM and have a few years of experience.
2. You find it challenging to get new things done because projects tend to drag on and on.
3. You're responsible for key IT assets (hardware, software, people, services).
4. You go to work each day with the intention of doing a good job.
5. You want the business you work in to be successful.
6. You'd like some advice from me on how where to focus.



My Goals ...

“Success” for me
is about what I can
inspire **YOU** to achieve.

New knowledge is not enough,
I need you to change behaviors
so you can generate better results.



When We Think Of “Leadership”

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

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



Dysfunctional Leadership Means

People don't know:

- WHAT they're supposed to be doing.
- WHY they need to do it.
- HOW they should be doing it.
- WHO is responsible for what.
- WHAT to do first.
- HOW they'll know they're successful.
- WHEN to start.
- WHEN to pause.
- WHEN to stop.



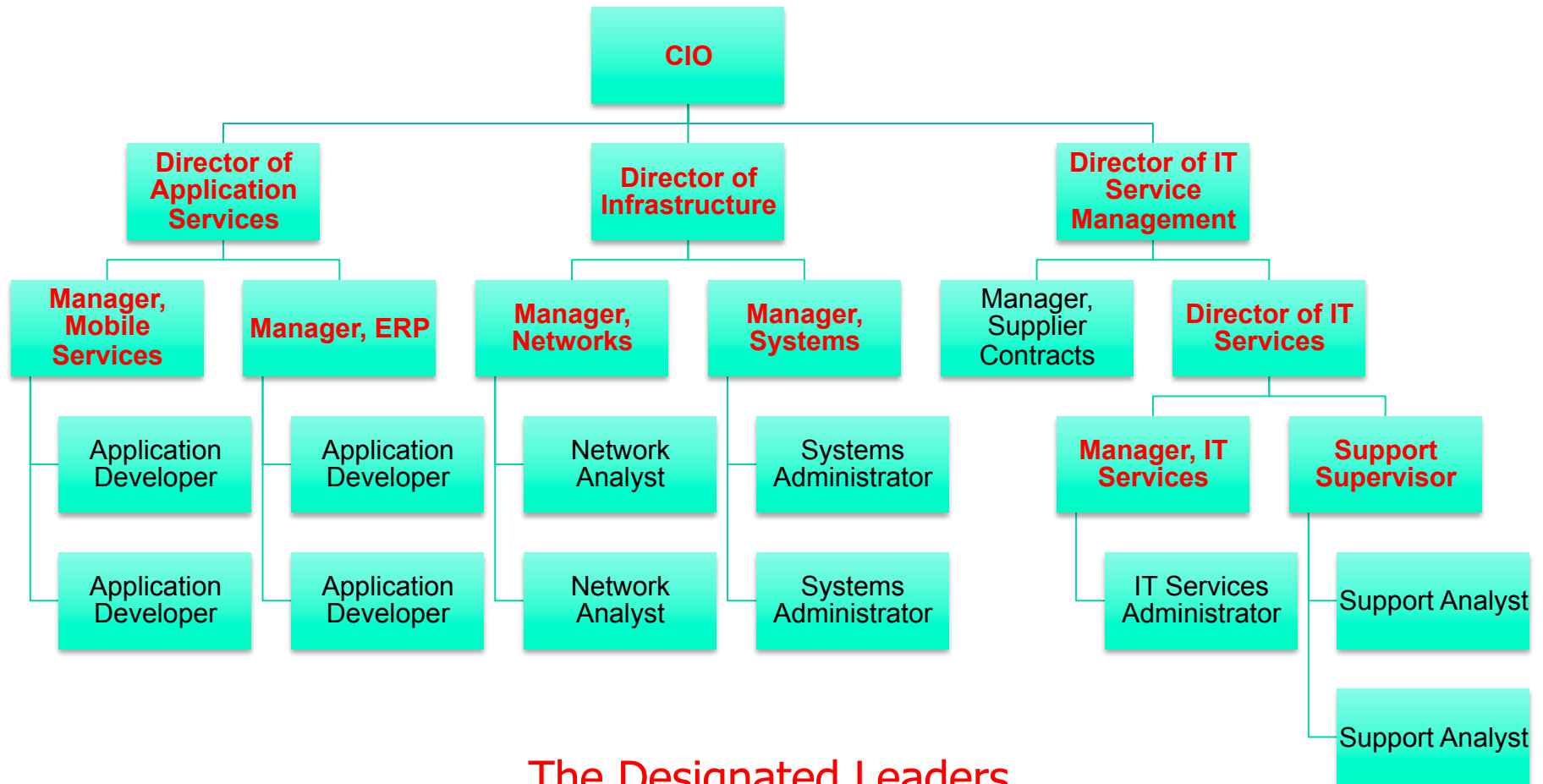
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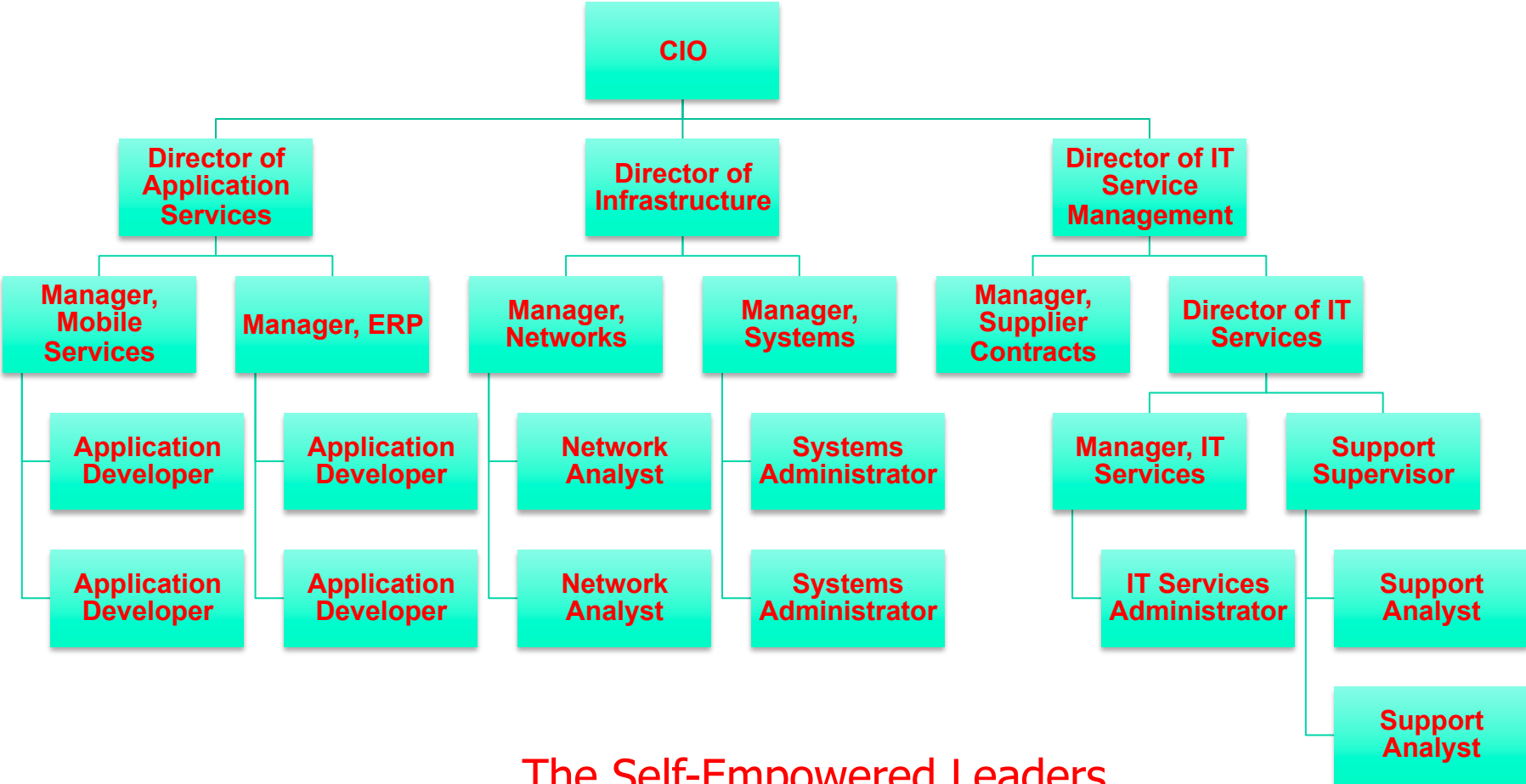
But there are actually two types of leader.

Leaders Hired or Promoted





Anyone Can Provide Leadership





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/>



Real Leadership Means ...

- The activity of leading a group of people, or an organization involves:
 1. Describing a clear vision.
 2. Sharing that vision with others so that they will follow willingly.
 3. Providing the information, knowledge & methods to realize that vision.
 4. Coordinating & balancing the conflicting interests of all members & stakeholders.
- A leader steps up in times of crisis, and is able to think and act creatively in difficult situations. Unlike management, leadership cannot be taught - it is learned and enhanced through coaching & mentoring.

www.businessdictionary.com



My Leadership Capability Cloud





LEADERSHIP

- 1. IDENTIFYING WITH A VISION**
- 2. GENERATING RESPECT**
- 3. DESCRIBING A WORKABLE APPROACH**
- 4. EMPOWERING & INSPIRING ACTION**
- 5. COMMUNICATING EFFECTIVELY**

Leadership is about **THE FUTURE**

"I have a dream ..."



Leadership is about **SEEING A VISION**

“If you can dream it, you can do it.”





Future Direction In ITSM

1. What kind of ITSM organization are you trying to be?
2. What is your mission and how are you going about it?
3. What are your specific objectives and how do you know you're achieving them?



The Purpose Of ITSM

WHERE are we headed? WHY? WHEN? & HOW?

This means:

- Thinking about what's relevant
- Understanding the vision for the future
- Ensuring our actions & objectives are clearly understood
- Making things happen!

"It is a terrible thing to see and have no vision."
- Helen Keller



Vision, Mission, Goals in ITSM

VISION

- WHAT you want your ITSM to look like.

MISSION

- HOW you will realize that vision (strategy; approach).

OBJECTIVES

- Specific achievements you need to fulfill (activities; targets)



Pink's Vision & Mission

VISION

“Pink Elephant – leading the way in IT service management best practices”

MISSION

To enable IT service management excellence by:

- researching & documenting best practices through **PinkONLINE**
- promoting them through **PinkCONFERENCES**
- delivering them through **PinkEDUCATION**
- practicing them through **PinkCONSULTING**

OBJECTIVES

- **xxx**
- **yyy**

Example of Vision & Mission For ITSM


University of
Leicester
Search Site

University Home
University A-Z
Maps and Directions



IT Services

[Home](#) / [Offices](#) / [IT Services](#) / [About](#) / [Vision and Planning](#) / [Our vision statement](#)

IT Services

About

→ **Overview**

→ **News**

→ **What's New**

→ **Events**

→ **People**

→ **Policies and regulations**

→ **Vision and Planning**

- **How decisions are made**

Our vision statement

Our vision statement for the provision of IT services to the University

- We provide strategic **IT leadership** for the University
- We are **customer focussed**. We aim to provide services that are aligned to the needs of the whole University and are continuously developed to give maximum value and benefit. We are constantly listening to our stakeholders. Priorities for developments are set by their needs and the wider University Strategic Plan
- Our target is to offer comprehensive services that **enable** the University to deliver effectively in all areas: **research; teaching and learning; administration and commerce**. Departments can rely, and build upon our services to support specialist activities. They have no reason to duplicate them
- All **IT professionals** are recognised for their contribution, have clear direction and are given the resources, training and support to do an excellent job.

Further information

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Leadership is about **CREATING TRUST**

“And that’s the way it is”



Leadership is about
STAYING WITH YOUR VALUES

*“Here are the values I
stand for:
honesty, equality,
kindness, compassion,
treating people the way
you want to be treated
and helping those in
need.”*



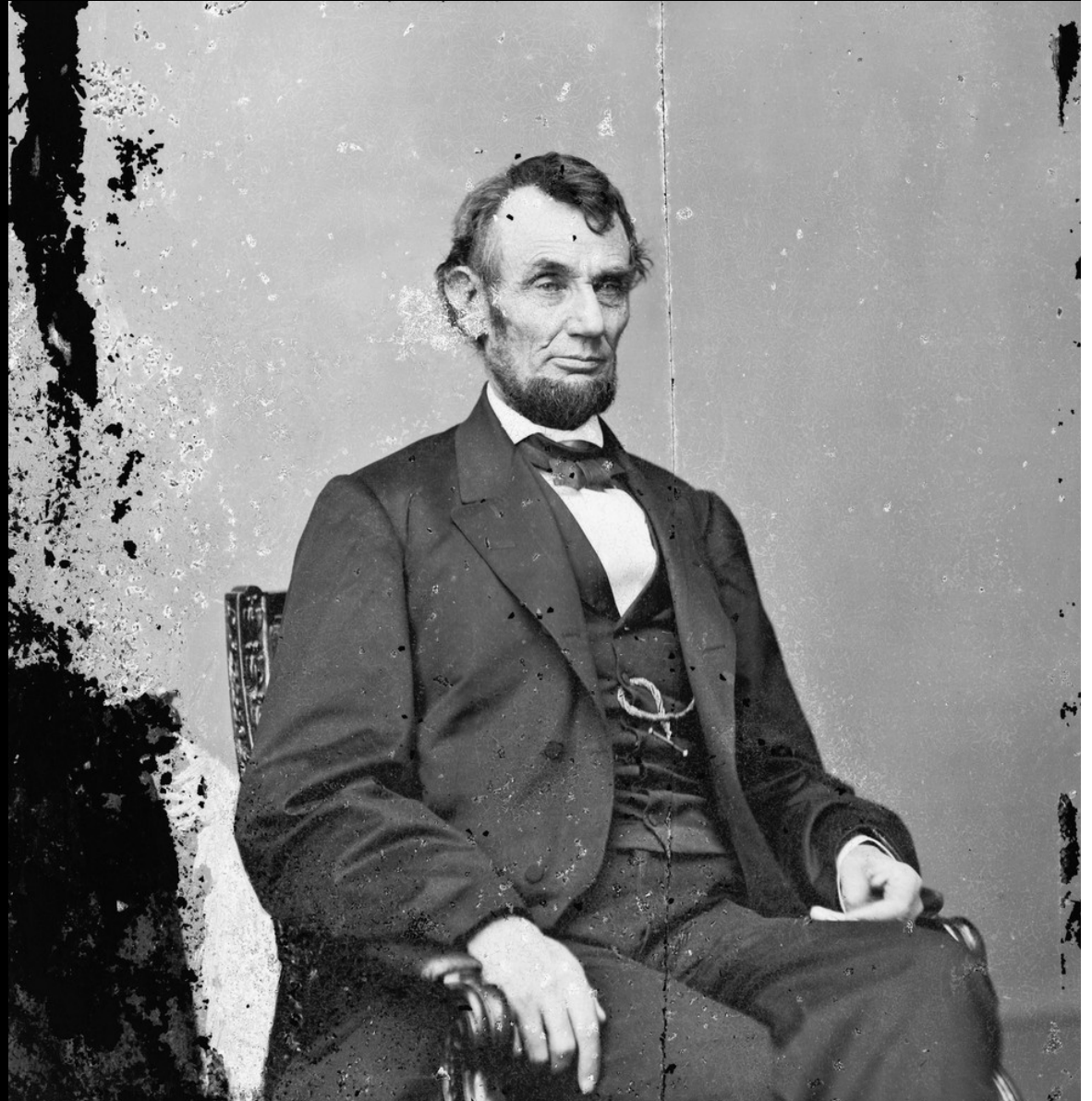
Leadership is about **HONESTY**

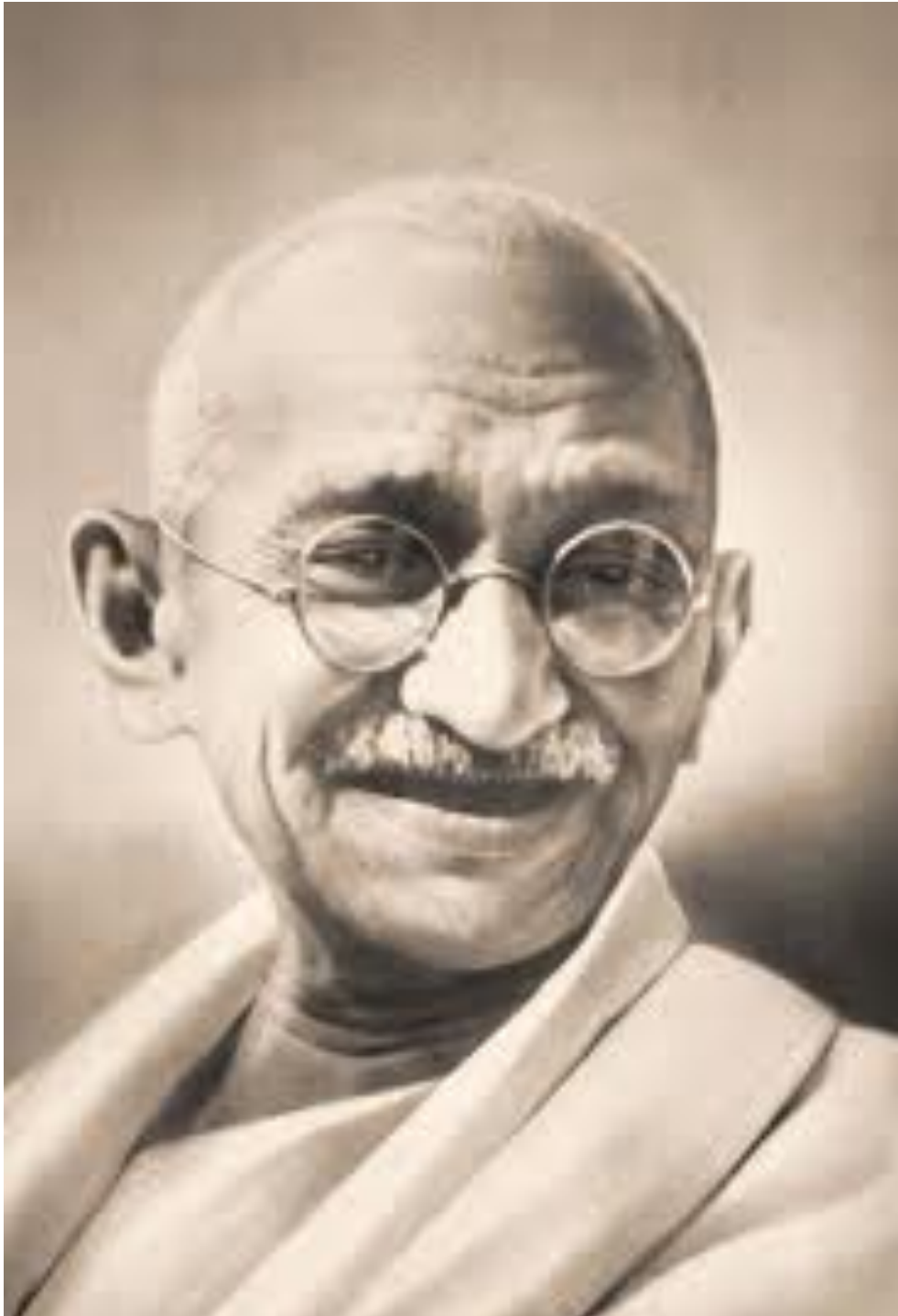


*“Deep down
if we really accepted
that Africans were
equal to us,
we would all do more”*

Leadership is about **INTEGRITY**

*“You cannot escape
the responsibility
of tomorrow
by evading it today.”*





Leadership is about

**DOING
WHAT'S
RIGHT**

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



Authenticity In ITSM

1. Do you understand the difference between “ethics” and “values”?
2. 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
3. Do not let process, or policies, get in the way of doing what’s right.



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Leadership is about **RELEVANCE**

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



Leadership is about **SETTING GOALS**

*“We chose to go to the moon not because it is easy,
but because it is hard.”*





Relevance In ITSM

1. Seek out information about current business goals.
(Where will you get this information from?)
2. Relate ITSM activities to business goals. (Can ITSM metrics be linked to business metrics?)
3. Prioritize on the most valuable ITSM outcomes.
(Understand which activities really **NEED** to be done as opposed to what **CAN** be done.)



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Leadership is about **EMPOWERING**



*“As we look ahead
into the next
century,
leaders will be
those who
empower others.”*



Understand How To Empower Others





POWER in ITSM

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



Culture In ITSM

1. Do you know what we mean by “culture”?
2. What kind of culture are you working with?
 - Respect for rules vs. innovation
 - Internal focus vs. external focus
3. What kind of culture exists in your organization?
4. How will you position your plans and messages?
5. Understand your corporate/department culture and work with it.
6. Culture should never be the excuse for why something does not work.

Leadership is about
UNDERSTANDING POWER

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

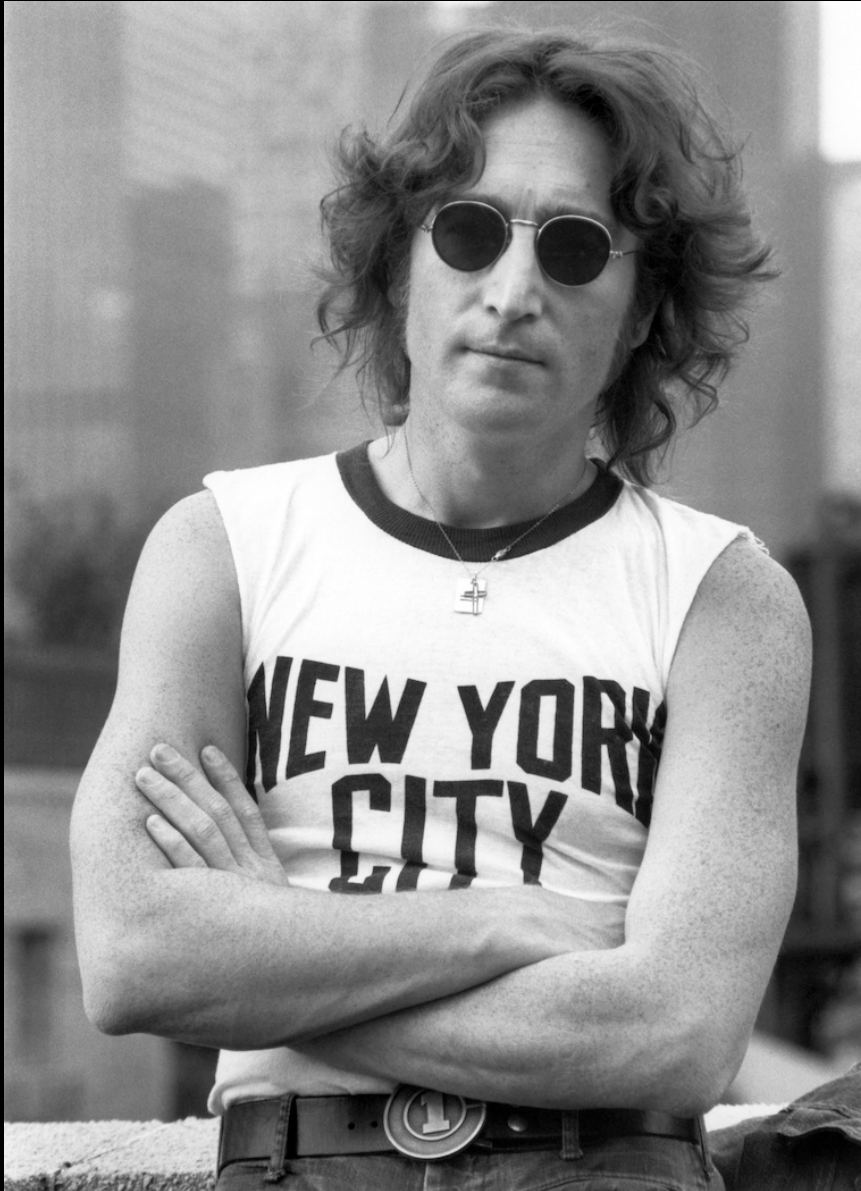




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Leadership is about **COMMUNICATING**



*“You may say
I’m a dreamer,
but I’m not
the only one.”*

*I hope some day
you’ll join us,
and the world
will be as one.”*

Leadership is about **PROVIDING CLARITY**



“Our five year mission:

*to explore strange new worlds,
to seek out new life and new civilizations,
to boldly go where no man has gone before.”*



Communicating In ITSM

1. Explain the benefits of a process, activity or policy & keep re-explaining.
2. Talk with co-workers about how what we're doing supports the vision & goals.
3. If you share knowledge you will be respected as trustworthy, helpful and confident; you will be judged on what you say as well as what you do.
4. I know "speaking up" can be daunting, but ...

*"Only two things are more difficult than making a speech:
climbing a wall leaning towards you,
and kissing a girl leaning away from you."
- Winston S. Churchill*



Anyone Can Influence & Help Co-Workers

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 get things done!
- Your advice and help is relevant and positive
- You can communicate effectively

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



Next Steps

Designated Leader	Self-Empowered Leader
1. Find out the vision, mission & objectives for your business.	1. Find out the vision, mission & objectives for ITSM?
2. Think about how ITSM can support & enable the business.	2. If it makes sense, socialize it.
3. Assemble a small team to develop vision, mission & objectives for ITSM.	3. If it doesn't make sense, or is absent, discuss with your peers.
4. Inform anyone who would benefit from knowing (IT staff, users & suppliers)	4. If there's consensus then look for the opportunity to revise. If not, think again about #3!
5. Never stop.	5. Once it's clear, socialize it.
	6. Never stop.



Next Steps

Designated Leader	Self-Empowered Leader
1. Make sure when you delegate you're being reasonable in your expectations. A stretch challenge is OK for rising stars – as long as you regularly check-in and offer support.	1. Where you see a co-worker struggling, offer up resources at your disposal after making sure they're still on-track with relevant activities that support the right objectives.
2. Go down the list of knowledge, skills, tools, funds, time, assistance to make sure your team have the resources they need to accomplish their objectives.	2. Don't hold back from asking for the resources you need.
3. Break projects into smaller achievable segments – short-term wins.	
4. Make yourself available for advice and adjustments.	
5. Expect changes.	



Actions

Designated Leader	Self-Empowered Leader
1. Verify that the metrics and targets in ITSM are relevant to business objectives. If they're not, change them.	1. Consider the the metrics and targets you have in ITSM. If they're not directly relevant to business objectives talk about it with your co-workers.
2. Verify here's an effective improvement process in place for reviewing performance and identifying and controlling follow-up actions.	2. Are you comfortable there's an effective improvement process in place? If not, talk about it with co-workers.
3. Go back to step 1 on a frequent basis to ensure ITSM continues to deliver value to the business.	3. Go back to step 1 on a frequent basis to ensure ITSM continues to deliver value to the business.

Questions?



david.ratcliffe@pinkelephant.com

*<http://blogs.pinkelephant.com/president>
<http://twitter.com/pinkerdavid>*

