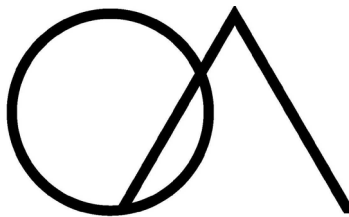


Leading in a Technology Organization *in the Digital Age*

Fillable PDF



*Unleashing the Power of IT
by Developing the Human Side of Technology
and Changing the Conversation About Strategy, Culture and Talent*

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Introduction

Workshop Goals

- ◆ Further your organization's digital agenda
- ◆ Drive tangible business value and create revenue
- ◆ Attract, retain and develop key leaders
- ◆ Turn talented individuals into high performing teams
- ◆ Change the culture and brand of the technology organization
- ◆ Build board and C-Level relationships
- ◆ Communicate and market the value of the IT investment
- ◆ Build strategic partnerships with key vendors

Workshop Agenda

Module 1

- ◆ Introduction
 - What is Leadership

- ◆ Purpose, Vision & Goals
 - Vision
 - Business Focus & Prioritization
 - Delegation

- ◆ Inspiring Others
 - Brand & Leadership
 - Relationship Management

Module 2

- ◆ Emotional Intelligence
 - Qualities of Great Leaders
 - Self-Awareness

- ◆ Leading in a World of Ambiguity
 - Decision Making
 - Diversity & Inclusion

- ◆ Action Planning & Wrap Up

About Ouellette & Associates

Moving IT Up The Maturity Curve



Introduction

What is Leadership?

- ◆ Leadership vs. Management

- ◆ Leadership answers two questions:
 - Where are we going?
 - Why are we going there?

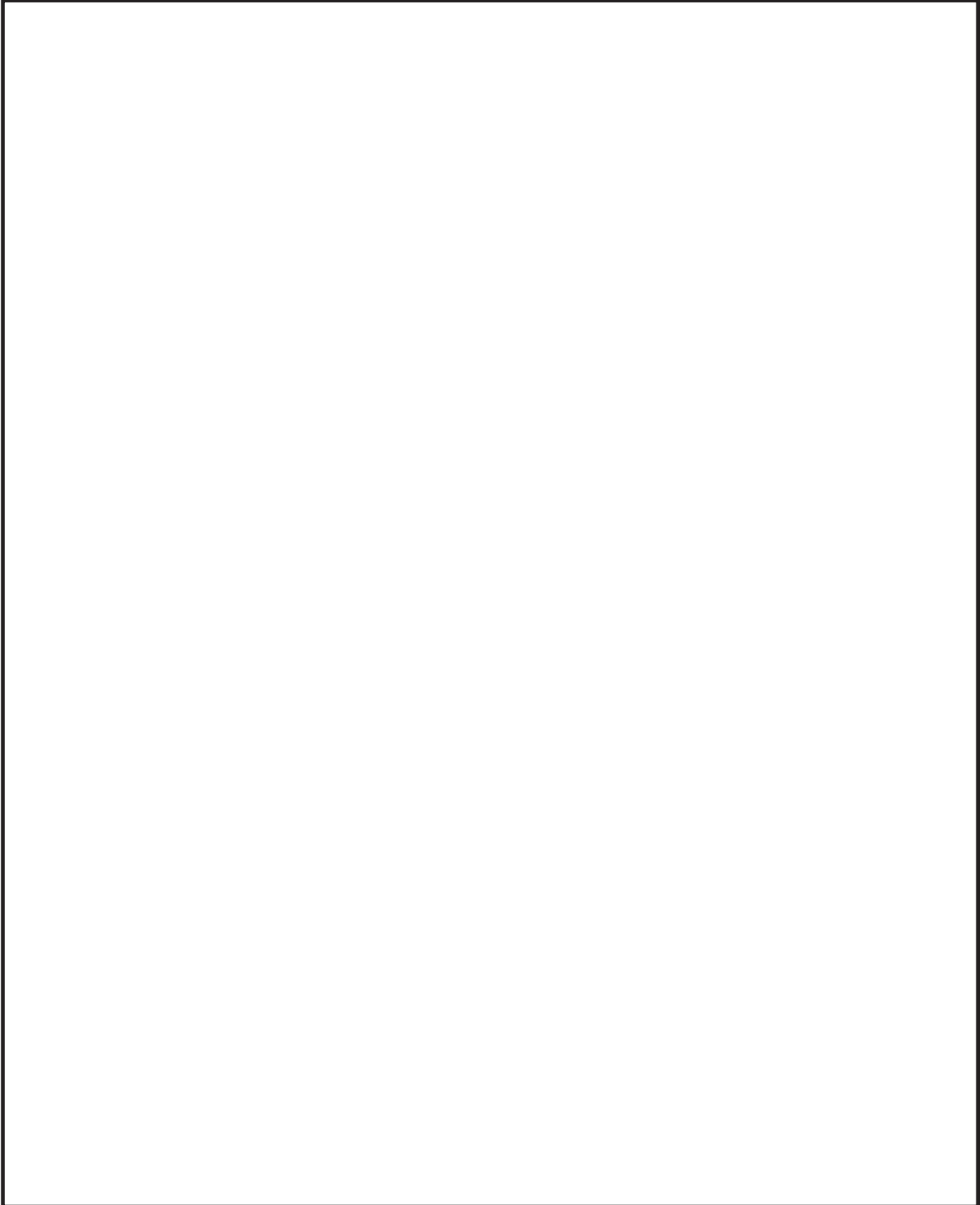
- ◆ Management answers a different question:
 - How are we getting there?



Leadership Roles

- ◆ Business Executive
- ◆ Evangelist
- ◆ Captain of the Ship
- ◆ Teacher & Coach
- ◆ Cheerleader
- ◆ Strategist
- ◆ Innovator
- ◆ Shop Foreman

Notes

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Vision

- ◆ A vision must be inspiring

- ◆ Who's vision is it anyway?
 - Caribbean Vision Creation

 - Mel Brooks...



- ◆ Tie the vision to what makes people “tick”

- ◆ Link between their jobs and the vision

- ◆ Creates a sense of ownership of the vision

Purpose, Vision & Goals

Business Focus & Prioritization

◆ Alignment is a four letter word!

◆ Outcomes & Impact

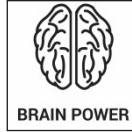
◆ Three key questions:

- What outcomes are we striving for?



- How do my efforts help us achieve them?

- If our objectives don't support these key outcomes, why are we doing them?



What Matters Activity

1. CEO's Strategic Goals/Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

2. Current Major Projects/Initiatives

3. Projects Aligned with Strategic Goals/objectives

Projects Tangential to Strategic Goals/Objectives

Projects Unrelated to Strategic Goals/Objectives

4. How can I...

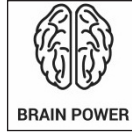
- Invest more human and financial resources into the aligned projects?
- Move the tangential projects to the back burner?
- Sunset the activities unrelated to strategic goals/objectives?

Purpose, Vision & Goals

Delegation Allows You To...

- ◆ Do what you are uniquely qualified to do
- ◆ Create management bandwidth by helping others move up in class
- ◆ Build bench strength
- ◆ Position people for broader responsibilities





Last Month's Calendar Activity

Review the last 30 days on your calendar and capture the following:

1. Who did you meet with?	2. What was discussed?
Management	
Clients	
Peers	
Staff	
Vendors	

3. How much of your time (%) was focused on:

- Technical conversations
- Strategic conversations

4. Which meetings/activities could be delegated to someone on your team to act as your proxy?

Notes

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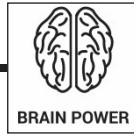
My Leadership Brand

- ◆ Great philosopher Pete Townshend -



“Who are you?”

- ◆ Who do I want to be?
- ◆ Who do people think I am?
- ◆ How do I bridge the gap?



Three Adjectives of Brand Activity

In your group, discuss the following:

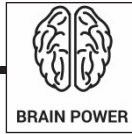
1. What three adjectives do you want to be known for?
2. What adjectives would people currently use to describe your brand?
3. What adjectives would people currently use to describe your team's brand?
4. What are the gaps between what you want people to say and their current perspectives?
5. How can you bridge the gaps?

When Building Relationships...

- ◆ Focus on helping others succeed
- ◆ Be a team builder - give others credit
- ◆ Build credibility
- ◆ Say what you mean & mean what you say
- ◆ Think about what's in it for them
- ◆ Remember, leaders serve
- ◆ And...perception is reality

When you're a leader, it's never about you!





Whose Support Do I Need Activity

1.	Stakeholder Group	What's in it for them to do what I need?
	My staff	
	Management	
	Peers	
	Clients	
	Vendors	
	Financial Resources	

The goal is not to motivate people to accomplish *your* agenda, it's for you to find ways to sync what you need them to do to *their* agenda!

Leadership Qualities

- ◆ Authenticity
- ◆ Inspirational
- ◆ Trustworthy
- ◆ Humble
- ◆ Strong bias towards action

Emotional Intelligence

Leadership Qualities

- ◆ Genuinely care about people
- ◆ Show your humanity
- ◆ Be “likable”
- ◆ Be accountable
- ◆ Be receptive to honest feedback

Self-Awareness

- ◆ Self Management
- ◆ Social Awareness
- ◆ Relationship Management



Leading Through Ambiguity

Decision Making

- ◆ The trap of big data
- ◆ Paralysis by analysis
- ◆ Closing window of opportunity
- ◆ Making mid-air corrections
- ◆ Making the right decision vs. Making the decision right!



Leveraging Diversity

- ◆ We are all equal - but we are not all the same!

- ◆ Surround yourself with people who have
 - Different talents

 - Different perspectives & backgrounds

 - Different Experiences

- ◆ Accepting differences vs. Embracing differences

- ◆ Seek first to understand...none of us can walk in another person's shoes

Leading Through Ambiguity

Leveraging Diversity

- ◆ Cultural Dexterity is the ability to differentiate, embrace and leverage differences in order to:
 - Seize Opportunities
 - Make Decisions
 - Resolve Conflicts

- ◆ Lean into the discomfort

- ◆ We all have unconscious biases - but we can and must evolve

- ◆ Do we treat different people like “insiders” & “outsiders”?

- ◆ Consciously work to surround yourself with people that are different than you

Inclusion

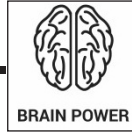
- ◆ Diversity is Creating the Mix....
Inclusion is Making the Mix Work

- ◆ There is no “them” only “us”!

- ◆ Executive Engagement - sponsoring & participating in Diversity Initiatives

- ◆ Reverse Mentoring

- ◆ Real inclusion - not lip service
 - Fight developing and hanging out in cliques - but...
 - Create and leverage communities of interest (i.e., Business Resource Groups)



Diversity & Inclusion

In your group, discuss the following:

1. What will I do to lean into my discomfort?

Action Planning Form

Action Planning Form

What is Leadership? - Pages 8-9

What leadership roles do I currently play in my organization?

How much of my focus is on helping people understand why we are doing things?

How much of my focus is on working with people to understand how to do things?

Vision - Page 11

Whose vision is being espoused in my organization?

Have we engaged our people to understand how they view our vision?

Do our people see the connection between the work they do every day and the vision of the organization?

Action Planning Form

Business Focus & Prioritization - Pages 12-13

Do we understand the key priorities for the business?

How are we ensuring our activities & investments are in sync with the goals of the business?

Are we investing in activities which won't help us "move the chains"?

Delegation - Pages 14-15

How am I spending my time?

What am I doing to allow my people to “step up in class” and take on broader responsibilities?

Am I micro-managing my people or my processes? If so, why?

Action Planning Form

Brand & Leadership - Pages 17-18

How do people currently perceive my brand?

Who can I ask that would give me honest and balanced feedback?

What am I planning to do about it?

Relationship Management - Pages 19-20

Do I take time every month to build & nurture key relationships?

Do I exhibit empathy and look at the world through the eyes of others?

What type of people do I attract? What kind of people do I struggle to connect with?

Action Planning Form

Leadership Qualities - Pages 21-22

Which of these qualities do I aspire to?

Which do I already possess?

What can I do to acquire new leadership qualities?

Self-Awareness - Page 23

How do I know when I am emotionally off-center?

What do I do to adjust?

What cues do I look for to determine how others are feeling?

Action Planning Form

Decision Making - Page 24

How long does it take me to make decisions?

Whose input/guidance do I ask for?

Am I more focused on being right or moving forward?

Diversity & Inclusion - Pages 25-28

Does my leadership team all look and think like me?

Do I “accept” people who are different or do I see the value in their differences?

Look beyond the obvious - yes race, gender and sexual orientation are important, but so are differences in religion, priorities and through.



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