

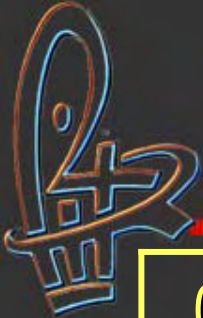


Leadership

Making Things Happen

Peter Leeson & Ayo Ogundeji

2004 European SEPG Conference,
London



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10:00 Break

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Objectives

Help you understand the combined need for management and leadership

Explain some basic principles and objectives of leadership

Help you identify your approach and your issues with regard to leadership

Help you determine the different types of leadership, appropriate to different situations

Focus leadership issues on process improvement needs



Expectations

Who are you?

What do you hope to get out of this session?

What are your leadership problems?

What would you like to solve?



Who Are We?



Ayo Ogundeji

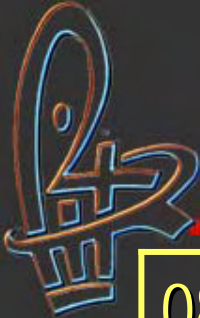
- 5 years experience IT
- Facilitator in the implementation of CRM, etc.
- Personal development programme
- Motivational speaker

Who Are We?



Peter Leeson

- Thirty years in the software industry
- Ten years in Software Process Improvement
- International Experience (Australia, Belgium, China, Denmark, France, Germany, Poland, UK, US...)
- SPI Models: CMM, CMMI, ISO 15504, Bootstrap
- Industrial experience in Software, Automotive, Finance, Communication industries



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Management Vs Leadership

What's the Difference?



A Failure Story – 1/9

The request:

- Bring an organization to CMMI Level 3
- Increase management control



A Failure Story – 2/9

The Approach

- Take over the role of Software Quality Manager for a limited time frame
- Manage a small team that is responsible for
 - SEPG
 - Quality Assurance
 - Configuration Management
 - Tools and Technical Support
 - Reviews
 - Implementation of Corporate Guidelines



A Failure Story – 3/9

The Context

- Key project
 - Major project was badly run
 - Project is currently running late
 - Commercially a lot is hanging on this project
 - Organization wants this project to benefit of all the improvements
 - Organization does not want this project to suffer from the effort required to improve
- Multiplicity
 - Many teams working on similar activities
 - Many standards running in parallel without interaction (CMM, Prince2, Six-Sigma)
 - Split quality responsibilities



A Failure Story – 4/9

Approach

- Build up desire to improve through presentations
- Focus one person full-time to support the main project
- “Outsource” the Configuration Management and tool support
- Set up regular training sessions in engineering, quality and management activities
- Implement a systematic approach to reviews and inspections
- Encourage tracking of time actually spent on tasks
- Organize practical workshops on techniques such as
 - Risk management
 - Estimating
 - Planning



A Failure Story – 5/9

Issues Encountered

- Lack of support from most projects:
 - Lack of people available for process action teams
 - Talk but no Walk
- Heavy management principles
 - Meetings, meetings, meetings
 - Committees and shared responsibility
 - Reports and plans more frequent than actions



A Failure Story – 6/9

Issues Encountered (continued)

- Lack of leadership
 - No clear vision or direction related to process improvement
 - No willingness to make the investment
- Internal politics
 - People relations based on politics
 - Complicated love-hate relationship with international HQ



A Failure Story – 7/9

Results

- Many things were accomplished with regards to metrics, estimating, planning, reviewing, risk management...
- Accomplishments were not recognized
- High expectations were set, and therefore not met



A Failure Story – 8/9

My Role

- I managed the SPI team
- I made plans
- I wrote reports
- I tracked progress
- I organized training
- I conducted workshops
- I worked the politics



A Failures Story – 9/9

***But I did not
provide the
leadership that
was needed!***



What's The Difference?

Management and Leadership:

Complementary, antithetical, parallel?



A Quick Comparison

The Manager...

administers

is a copy

maintains

focuses on systems and
structure

relies on control

has short-range view

The Leader...

innovates

is an original

develops

focuses on people

inspires trust

has long-range perspective



A Quick Comparison

The Manager...

asks how and when

has eyes on the bottom-line

imitates

accepts the status quo

is the classical good soldier

does the right thing

The Leader...

asks what and why

has eyes on the horizon

originates

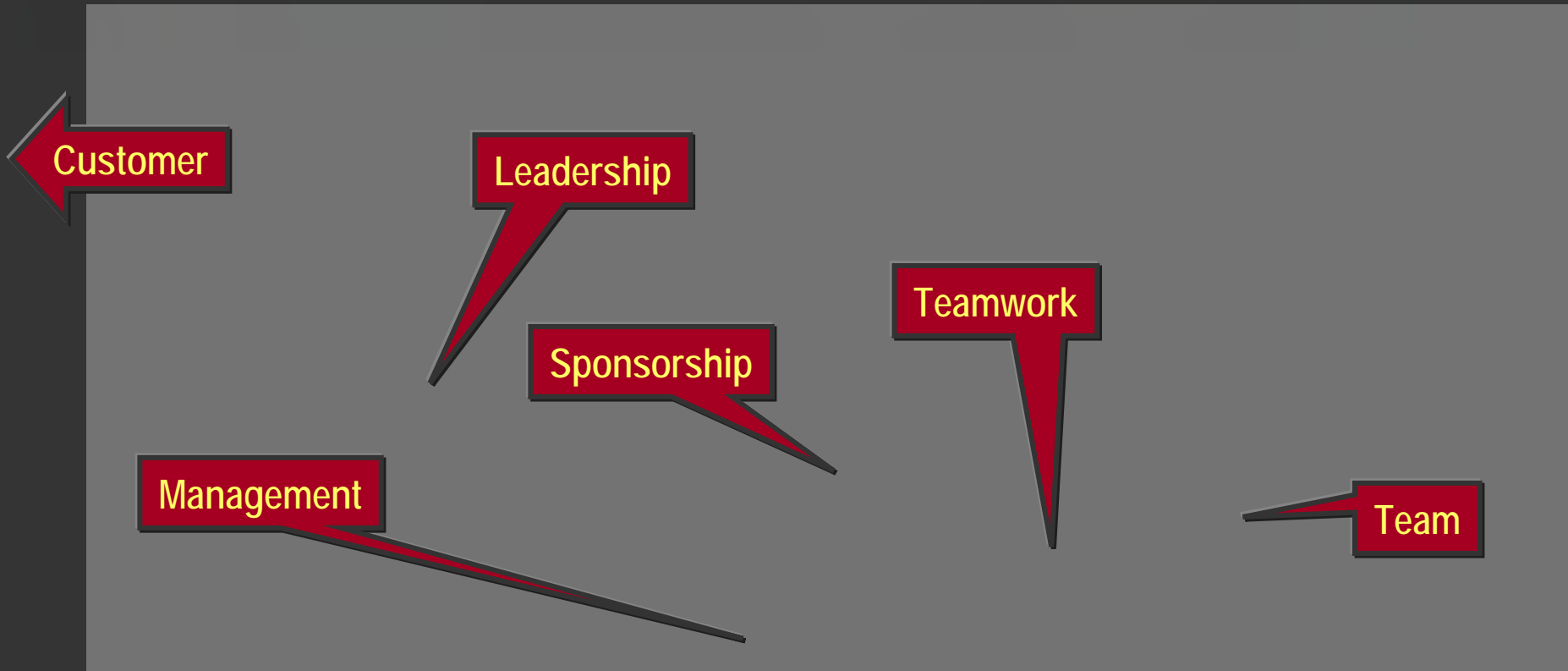
challenges the status quo

is his own person

does the thing right



Leading The Company





Roles

Manager

- Maintains perspective from behind the troops
- Establishes the environment
- Creates atmosphere
- Enables productivity
- Establishes priorities
- Likes stability
- Listener
- Business interests
- Get things done
- Control
- Information
- Documentation

Leader

- Charges in front of the troops
- Motivates
- Encourages
- Builds enthusiasm
- Communicates a vision
- Likes movement
- Speaker
- Personal interests
- Does things
- Leads
- Knowledge
- Abilities

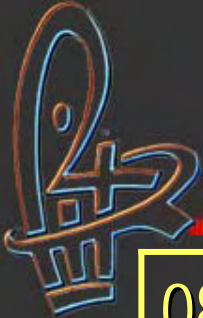


Issue



Leadership is difficult to control and presents a constant threat to management:

- They tend to step out of the frame and go to unproven places



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The Leadership Principles

The final test of a leader is that
he leaves behind him
in other men
the conviction
and the will to carry on
(*Walter Lippmann*)



Observation

Man under average conditions of working life uses only a small part of his thinking equipment

If we were able to force our brain to work at only half it's capacity, we could without any difficulty whatever, learn 40 languages, memorise an encyclopaedia from cover to cover and complete the required courses of dozens of colleges

Do you agree?



Astonishing!!!

You are a genius



Meet A Genius





Leader

I am a leader

Really?

Then, Study it, Share it & Practice it.

Do you study it? Of course I do – Yes!

Do you share it? Always, Easy stuff!

Do you practice it? Ah, Ur, Em, Please show me the way to the restroom? Back in a minute! Bye

"I hear and I forget. I see and I remember. I do and I understand." - Chinese Proverb



Objective

1. Appreciation for Leadership & Leaders
2. Baton Exchange
3. Continuity - Anticipation & Support for Innovation



Why Leadership? – What Got Me In?

Leading or serving?

The challenges

The insidious

Mirage – oasis

The vision

The questions



Decision Management

Power of Choice

Short Term and Long Term

Cutting edge and Proven way

Please the boss

Ethics and Comfort

Cost and Benefit

Quality, Cost, Time

Like, Want and Need



Power Of Thoughts

Do I become what I think about?

Quiet words

Word envelopes

Latent words

Do words reveal thoughts



THE 3 Ps

People

Persuasion

Philosophy



Persuasion

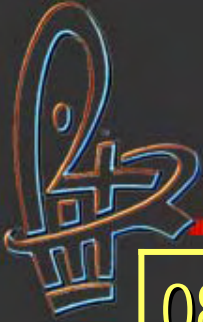
Data Integrity, Data Validity or both?

The Link – Integration

Test, Test & Re-test: Preparation - If I miss one day of practice, I notice it. If I miss two days, the critics notice it. If I miss three days, the audience notices it

– *Ignacy (Jan) Paderewski*

What they said - Quotes



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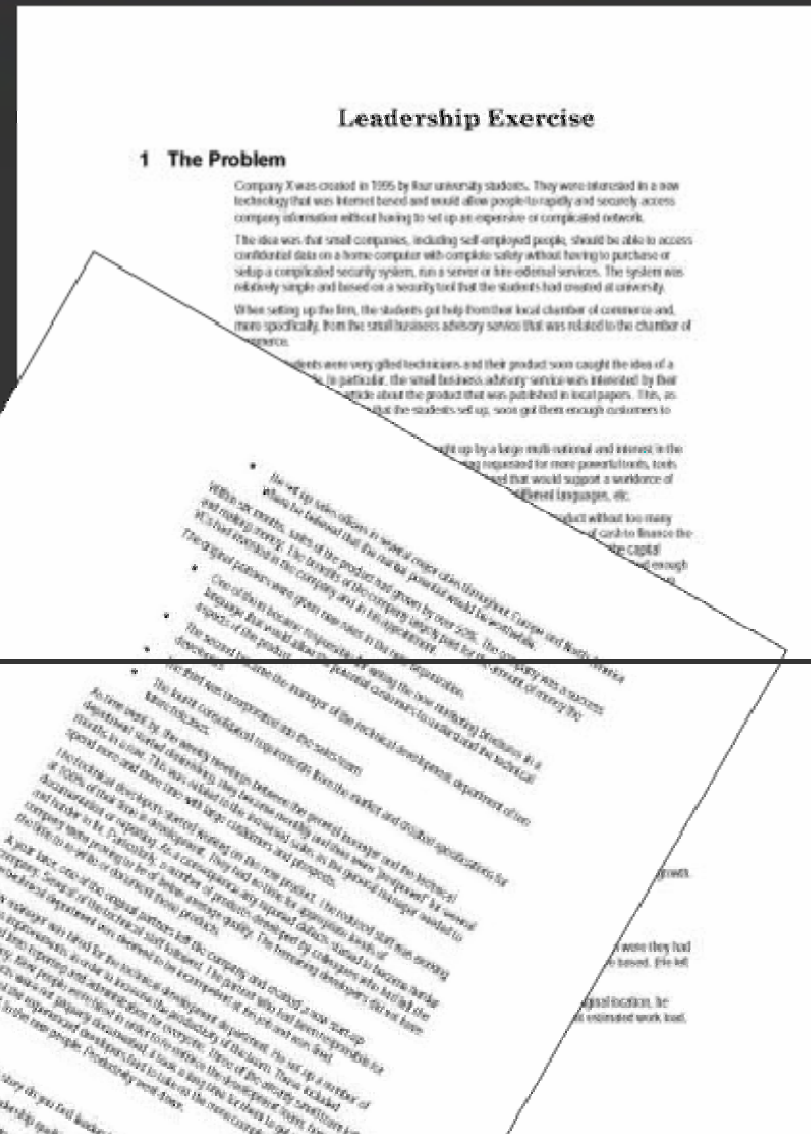
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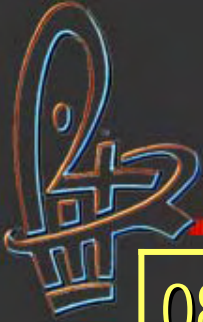
What Would You Do?

Consider the problem in the handout


Form teams

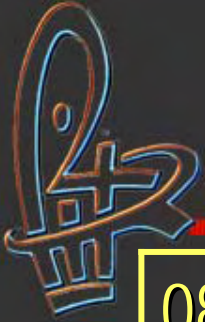
Prepare a presentation on the response





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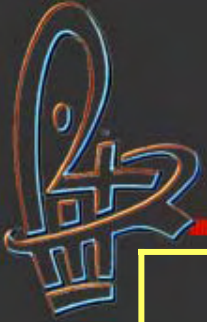


Situational Leadership

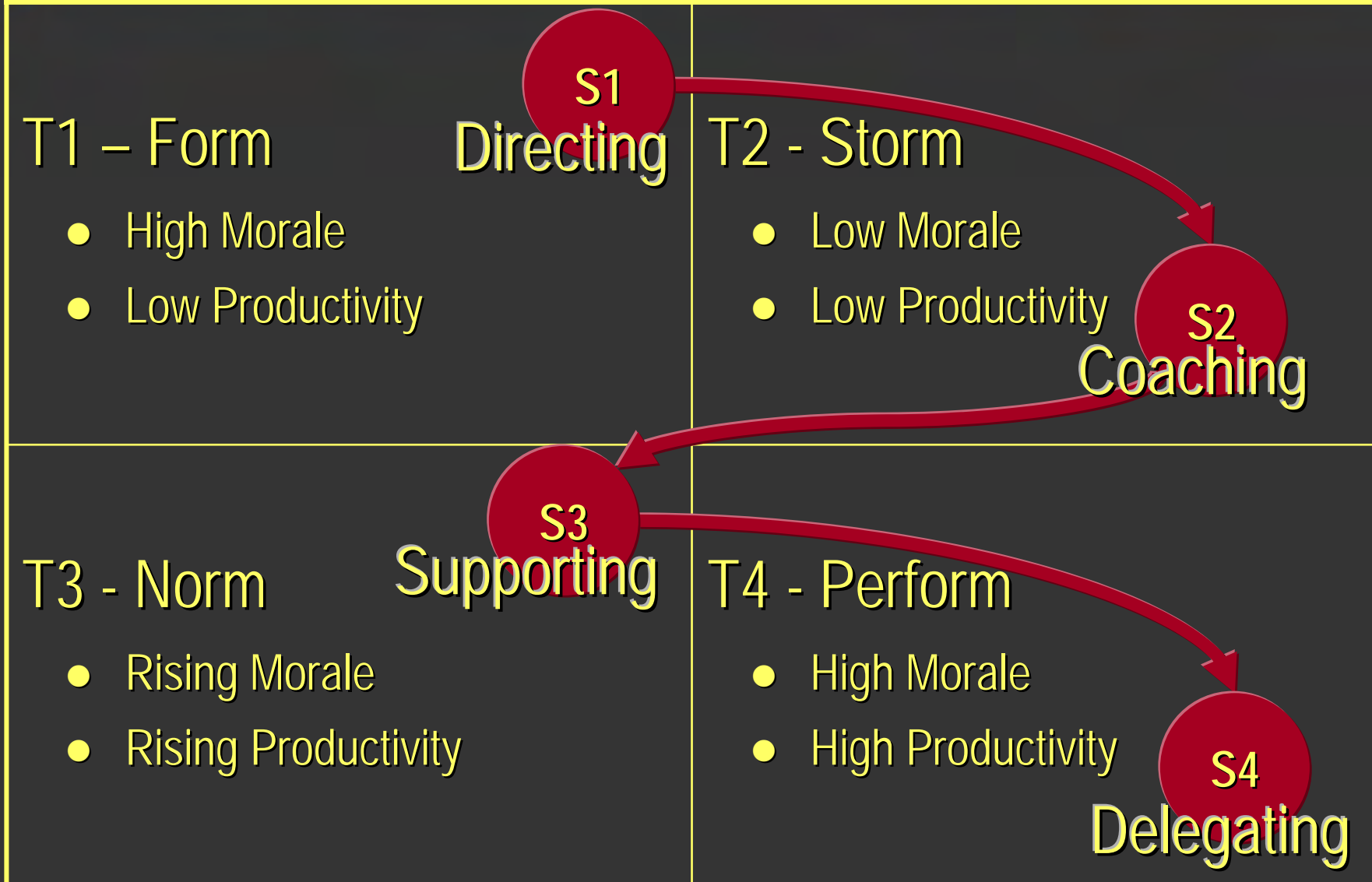
Directive Behaviour

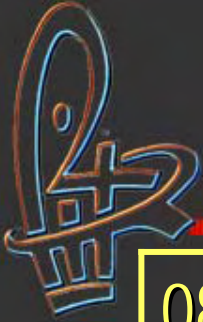
| | | |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| High | S1 – Directing <ul style="list-style-type: none">● Defining● Planning● Orienting● Teaching / showing and telling how● Checking / monitoring● Giving feedback | S2 - Coaching <ul style="list-style-type: none">● Exploring / asking● Explaining / clarifying● Redirecting● Sharing feedback● Encouraging● Praising |
| Low | S3 - Supporting <ul style="list-style-type: none">● Asking / listening● Reassuring● Facilitating self-reliant problem solving● Collaborating● Encouraging feedback● Appreciating | S4 - Delegating <ul style="list-style-type: none">● Allowing / trusting● Confirming● Empowering● Acknowledging● Challenging |
| | Low | High |

Supportive Behaviour



Team Building





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Philosophy – Leaders

Philosophy

The Foundation Stone

The Gift



The Foundation Stone

Socrates



Plato



Aristotle





Aristotle

Aristotle's ranking of Male Adults according to degrees of natural superiority in a 7 Tier Hierarchy



7 Tier Hierarchy

1. Well-born and wealthy who are virtuous
2. Well-born and wealthy not distinguished by virtue
3. Nouveau riche
4. Small independent farmers or peasants
5. Independent nomadic herdsman
6. Urban multitude: artisans, merchants, shopkeepers, labourers
7. Natural slaves and barbarians

The Gift



Potential

- Qualities or abilities that may be developed and lead to future success or usefulness



People

- Communicate with...
- Attract...
- Help...
- Sell to...
- Influence...
- Share with...
- Guide...

People



People

People don't care how much you know until they know how much you care

– *Victor Hugo*

The greatest good you can do for another is not just to share your riches, but to reveal to him his own

– *Benjamin Disraeli*



The Real Asset

The Richest Continent

Free, yet of greatest value



Leaders Mantle

"If I have been able to see further than others, it is because I have stood on the shoulders of giants."

- *Sir Isaac Newton*



The Baton Exchange

The key to successful leadership today is influence, not authority

– Kenneth Blanchard

Is it the manager's fault?

Understudy

Commitment to Positive Influence

Summary



Persuasion

Philosophy

People



Challenges Of Leadership

Freedom

Exposure

Pressure

Criticism

Relationship – Balance

Loneliness & Isolation

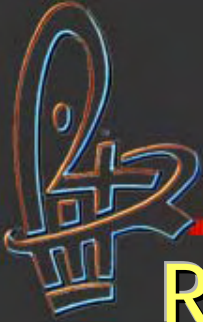
What are the challenges?



The Appeal

Share:

- The gifts – bestowed upon us
- The value of disciplined service
- The dignity of labour
- The returns of enterprise
- The joy of diligence

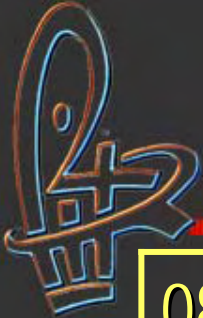


WIIFM

Resolve:

I have brought myself,
by long meditation,
to the conviction that
a human being with a settled purpose
must accomplish it,
and that nothing can resist a will
that will stake even existence upon its fulfilment

– Benjamin Disraeli



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Vision, Persuasion, Commitment

Bringing it all together



Both Are Required

Management is necessary because

- Managers understand the present
- Managers establish the basis for growth
- Managers provide the environment for productivity
- Managers work for the team

Leadership is necessary because

- Leaders focus on the horizon
- Leaders motivate people
- Leaders make things happen
- Leaders make the team work



Documentation

Documentation is management

Knowledge is leadership



Documentation allows to communicate data through space and time

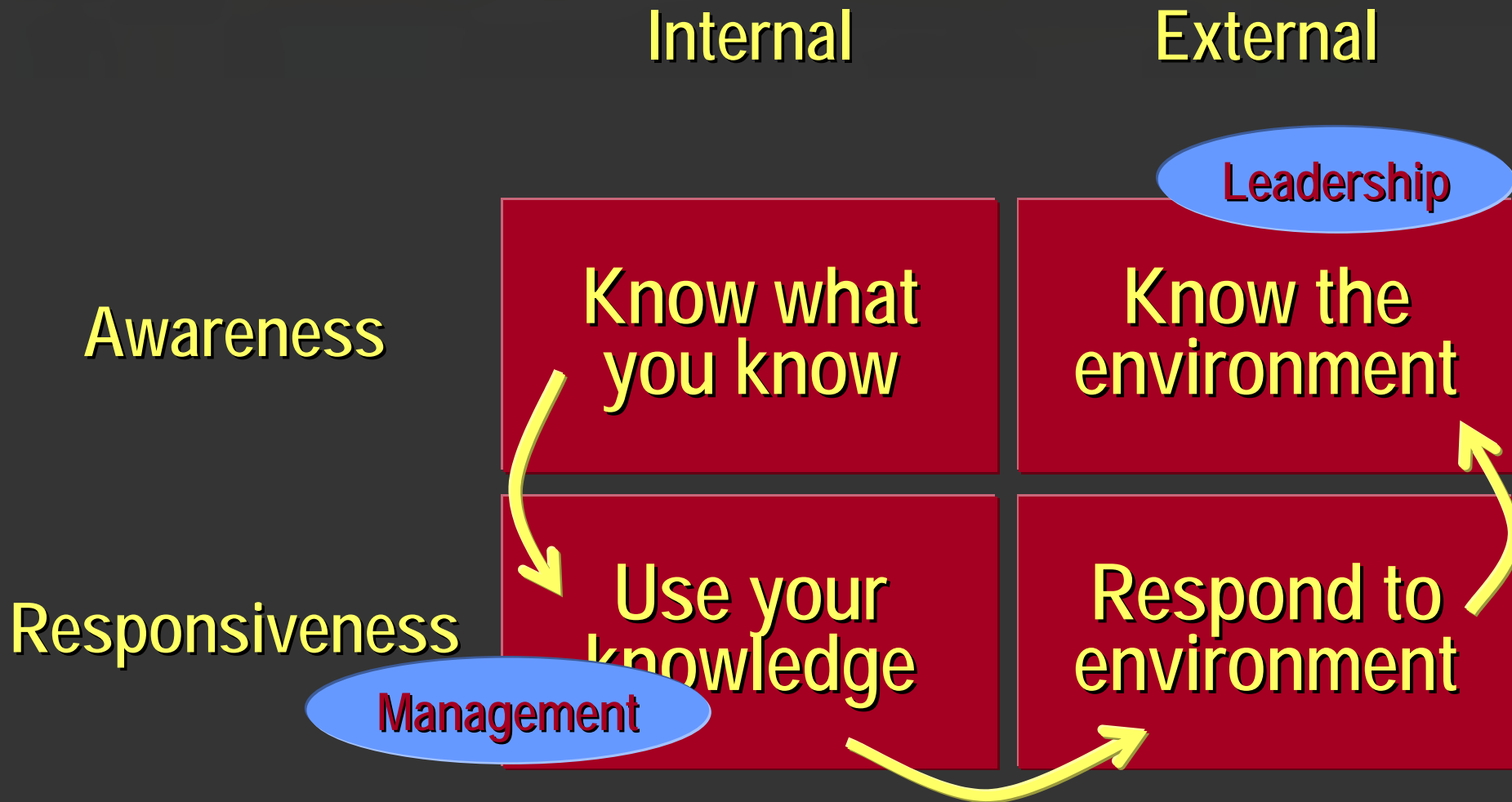
Information management allows to find the data when it is needed



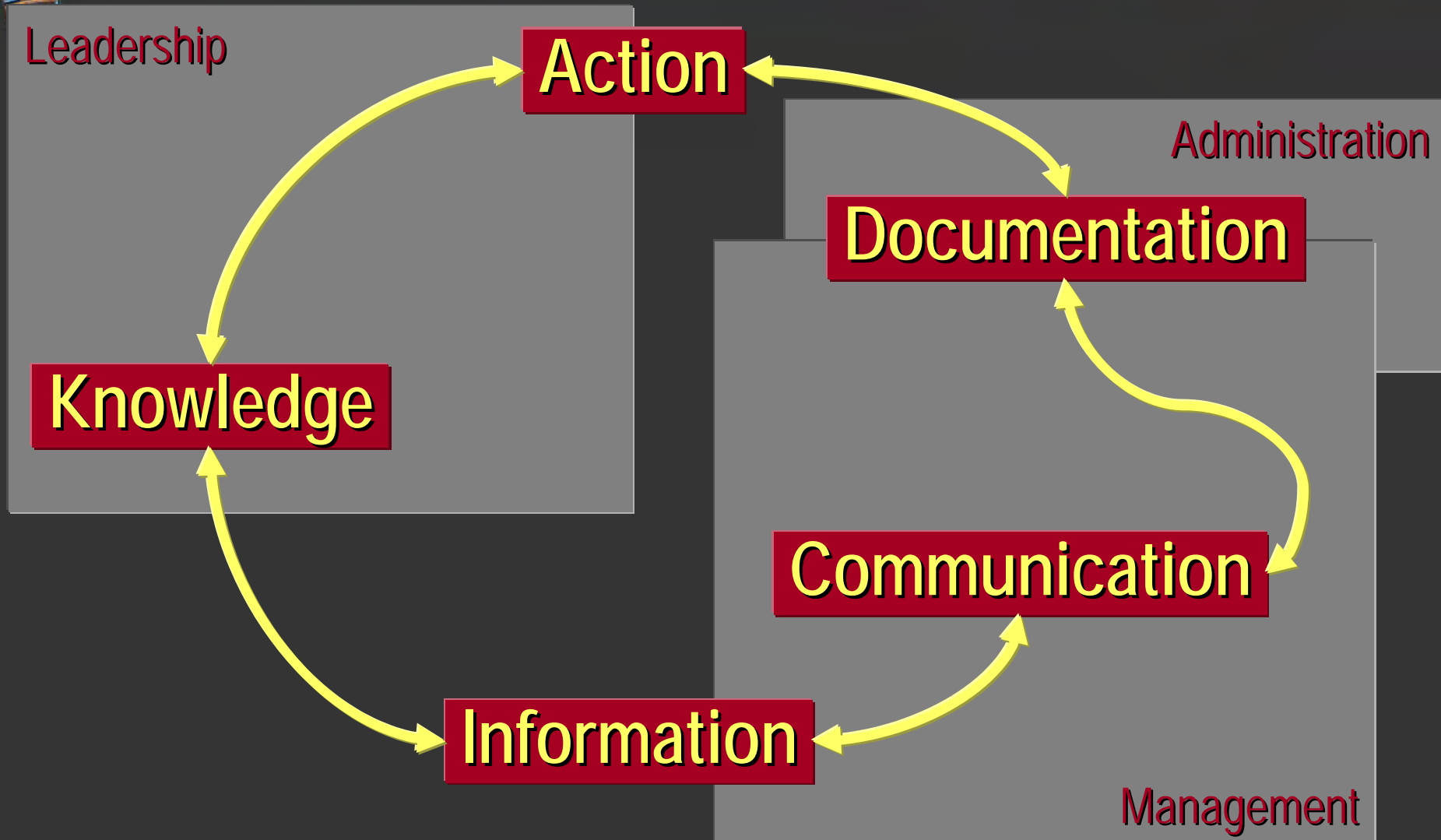
Knowledge management allows to use the data when it is useful



The Knowledge Chain

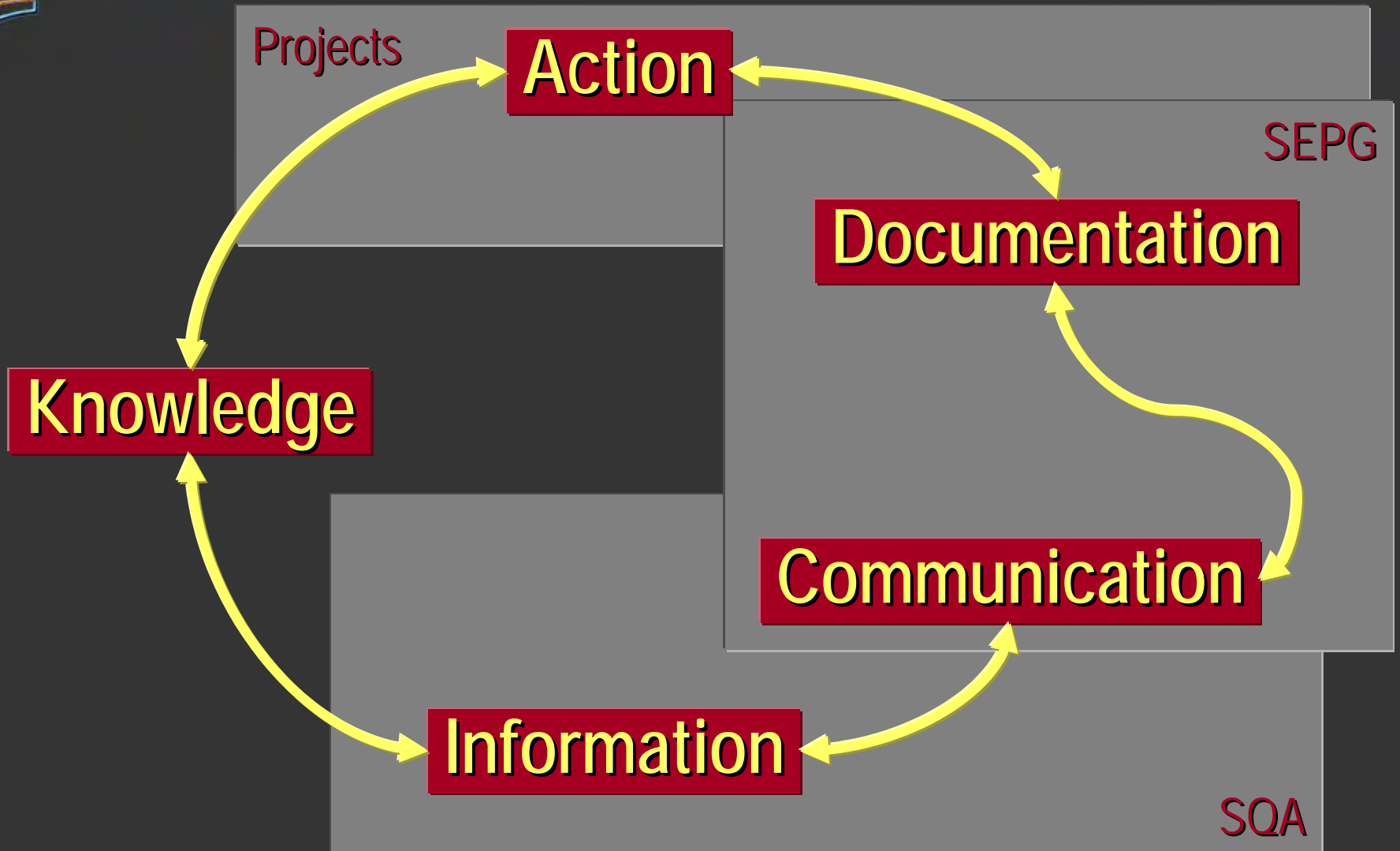


Leadership And Data





Leadership And Data





Models

Models and standards tend to focus on the management side:

- CMMI process areas include
 - 1430 occurrences of the term "Manage" and its derivatives
 - 68 occurrences of the term "Lead" and its derivatives

Models and standards tend to confuse documentation and knowledge



The Key Question

Is your process improvement programme being managed to death?



Principles Of Leadership

A Leader is a learner

- Be willing to listen before you try to lead
- Learn from the lessons of others

Leadership is based on Experience

- Experience is made from Mistakes



Fear Vs. Faith

Fear will stop you from making mistakes

Faith will help you make mistakes

Leadership requires faith:

- Seven factors of leadership are
 - Self-respect (faith in yourself)
 - Purpose (faith in your objective)
 - Accomplishment (faith in the lessons learnt)
 - Responsibility (faith in your abilities)
 - Knowledge (faith based on fact)
 - Mobility (willingness to step out in faith)
 - Example (demonstration of faith)



Leaders And People

People do things

- Technology, processes and the rest are only tools to help people do things

People are your assets

People follow leaders

Be prepared to lead your assets: invest in them



Take Responsibility

Take responsibility for what you do

Take responsibility for what your team does

Take responsibility for the mistakes made:

- They are learning opportunities

Delegate authority – keep the responsibility!



Lead To The Future

The future is far away

Process Improvement is a long-term vision

The long-term is growth, the short-term is survival

Leadership focuses on the long-term

Managers place the short-term (projects) above the long-term

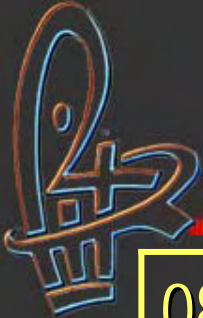


Support Your People

Encourage your people in their vision

Lead them by example: coaching is a way of "walking the talk"

If you do not lead, no one will follow



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Questions and Answers

Any Questions



You can find us later at the
Q:PIT stand or contact us by
e-mail:

Peter@q-pit.co.uk

ayo.sa@btinternet.com

Q:PIT

Reducing the Cost of Quality
through Process Improvement,
Information Management and
Teamwork

<http://www.q-pit.co.uk>

The Eagle Bay
Personal Development



Notes & Further Reading

Routledge History of Philosophy – Hugh H Benson

The Cambridge History of Later Greek and Early Medieval Philosophy

The Cambridge companion to early Greek Philosophy

Greek philosophers Socrates, Plato, Aristotle –
C.W.Taylor, R.M.Hare & J.Barnes

Becoming a Leader – Dr Myles Munroe

Reference: Class Ideology & Ancient Political Theory –
Wood & Wood

Ivan Yefremov – (Earl Nightingale "On Success")