Mastering Tech Leadership

in 60 minutes or less



Tim Berglund
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Vision-Casting

Discontent

Shepherding

Management

Being Followed

Vision Casting

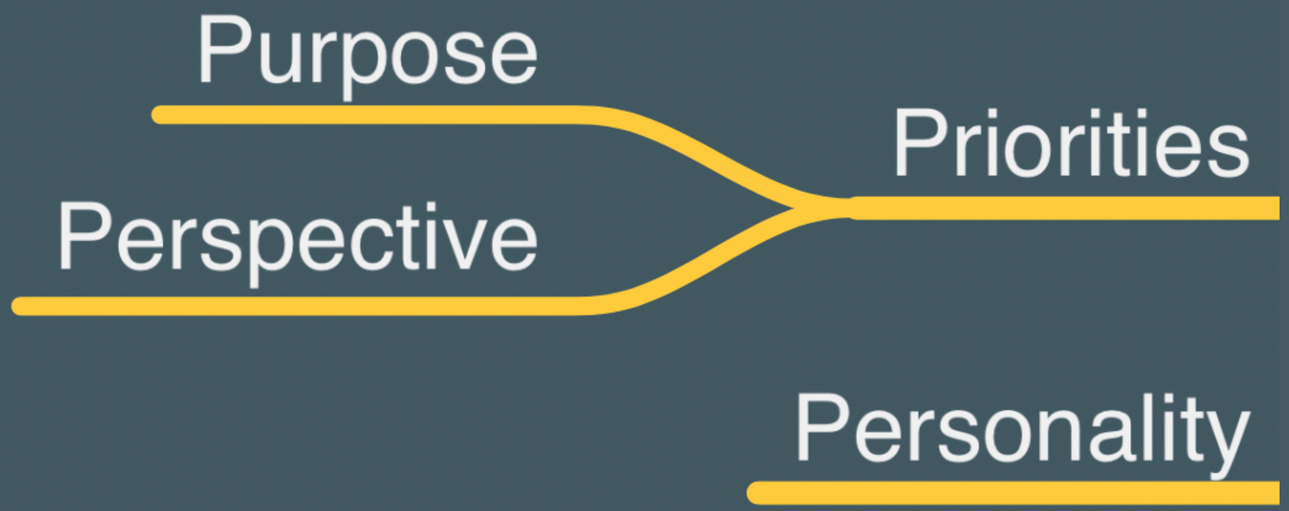

YOU,
A MANAGER
DIRECTIONLESS
TEAM

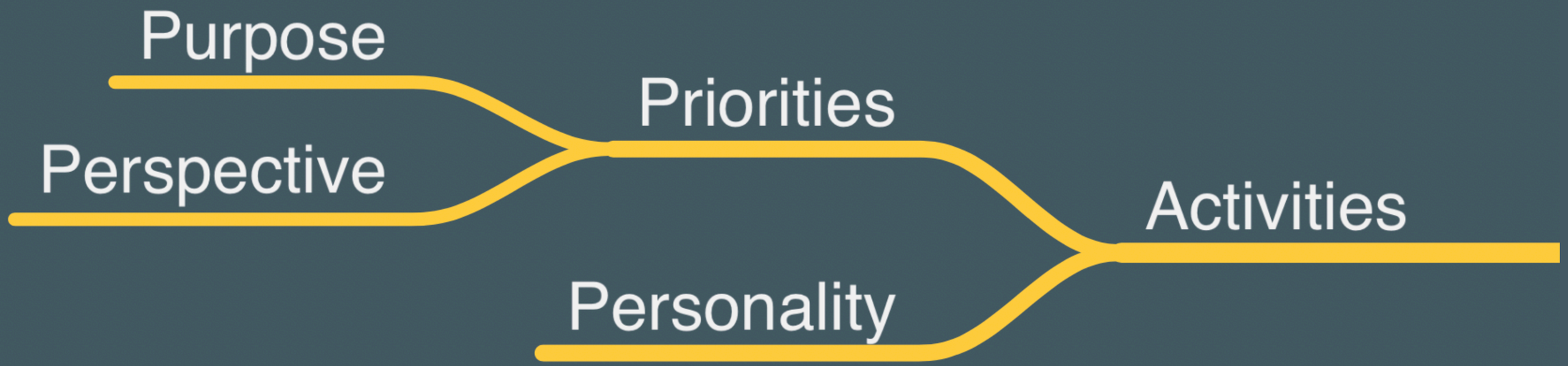
Purpose

Purpose

Perspective

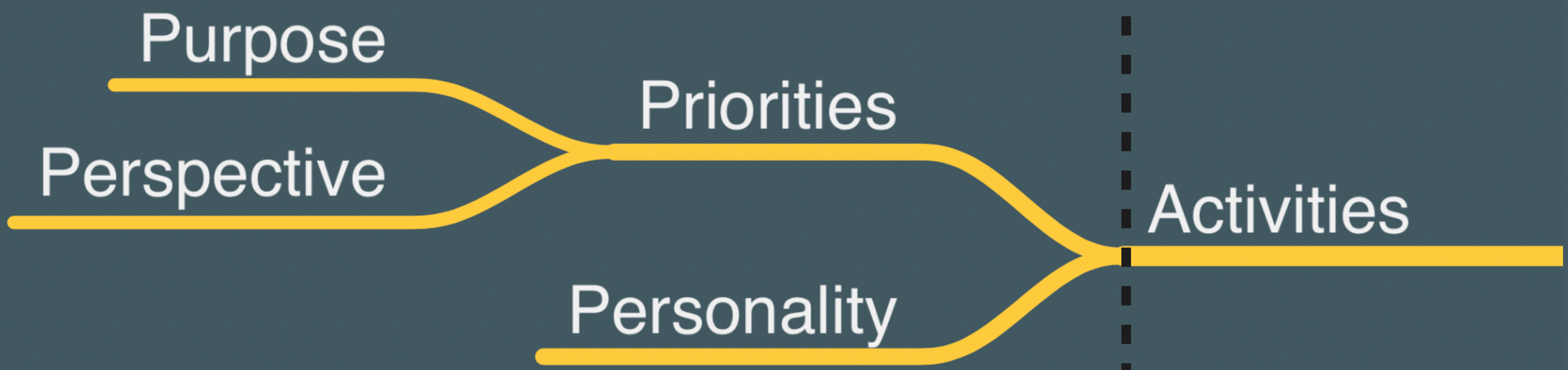

Purpose
Perspective
Priorities


Purpose
Perspective
Priorities
Personality


Purpose
Perspective
Priorities
Personality
Activities

Leadership

Individual Contributors



Discontent



Discontent

- The world is not as it ought to be
- You are unsettled until it is set right
- Avoiding the shadows

Shepherding

Psychological Safety

Google’s Discovery

Two properties separated effective teams from ineffective ones.

Air time management: every team member felt like they had the ability to be heard in group discussions.

Social sensitivity: team members could sense how each other felt through unspoken cues.



Unit: Technology and Operations Management

Contact:
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Send Email

ADDITIONAL INFORMATION

Working Knowledge Articles

Linked In Profile

Amy C. Edmondson

Novartis Professor of Leadership and Management

Amy C. Edmondson is the Novartis Professor of Leadership and Management at the Harvard Business School, a chair established to support the study of human interactions that lead to the creation of successful enterprises that contribute to the betterment of society.

Edmondson has been recognized by the biannual Thinkers50 global ranking of management thinkers since 2011, and most recently was ranked #3 in 2019; she also received that organization's Breakthrough Idea Award in 2019, and Talent Award in 2017. She studies teaming, psychological safety, and organizational learning, and her articles have been published numerous academic and management outlets, including Administrative Science Quarterly, Academy of Management Journal, Harvard Business Review and California Management Review. Her most recent book, The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth (Wiley, 2019), offers a practical guide for organizations serious about success in the modern economy and has been translated into 11 languages.

Her prior books – Teaming: How organizations learn, innovate and compete in the knowledge economy (Jossey-Bass, 2012), Teaming to Innovate (Jossey-

In the News

11 May 2020
Forbes
Why Leader's Communications Don't Connect And What To Do About It

20 Apr 2020
Harvard Business Review
How to Talk to Your Team When the Future Is Uncertain

15 Apr 2020
Dose of Leadership
Creating a Fearless Organization With Amy Edmondson

13 Apr 2020
Harvard Business Review
What Good Leadership Looks

Psychological safety:

“A team climate characterized by interpersonal trust and mutual respect in which people are **comfortable being themselves**.”

Your Brain Under Threat

- Short-term thinking
- Diminished creativity
- Black and white thinking
- Reverting to pattern/training

Techniques to help your team feel safe

Managing Airtime

- Make space for quiet people
- Help talkative people manage themselves
- As a leader, always speak last
- Let people use their air time to criticize your ideas



Social Sensitivity

- Watch facial expressions
- Use gallery mode on Zoom calls
- Watch for people who start to talk, then stop themselves
- You may be a natural at this—or it may be incredibly difficult
- What do you do if it is?



Communication

The DiSC Model

- A communication style assessment
- Not a personality test (although those are fun)
- A way to communicate with employees as they are

The DiSC Model

- Dominance
- Influence
- Steadiness
- Conscientiousness

The DiSC Model

- Benefits and pitfalls to each!
- There is no “right” one for a leader, or for a human being

D I

C S

D I

More Powerful
than Environment

C S

Less Powerful
than Environment

Environment is Unfavorable

Environment is Favorable

D

I

C

S

D I

C S

Outgoing

Reserved

Task-Oriented

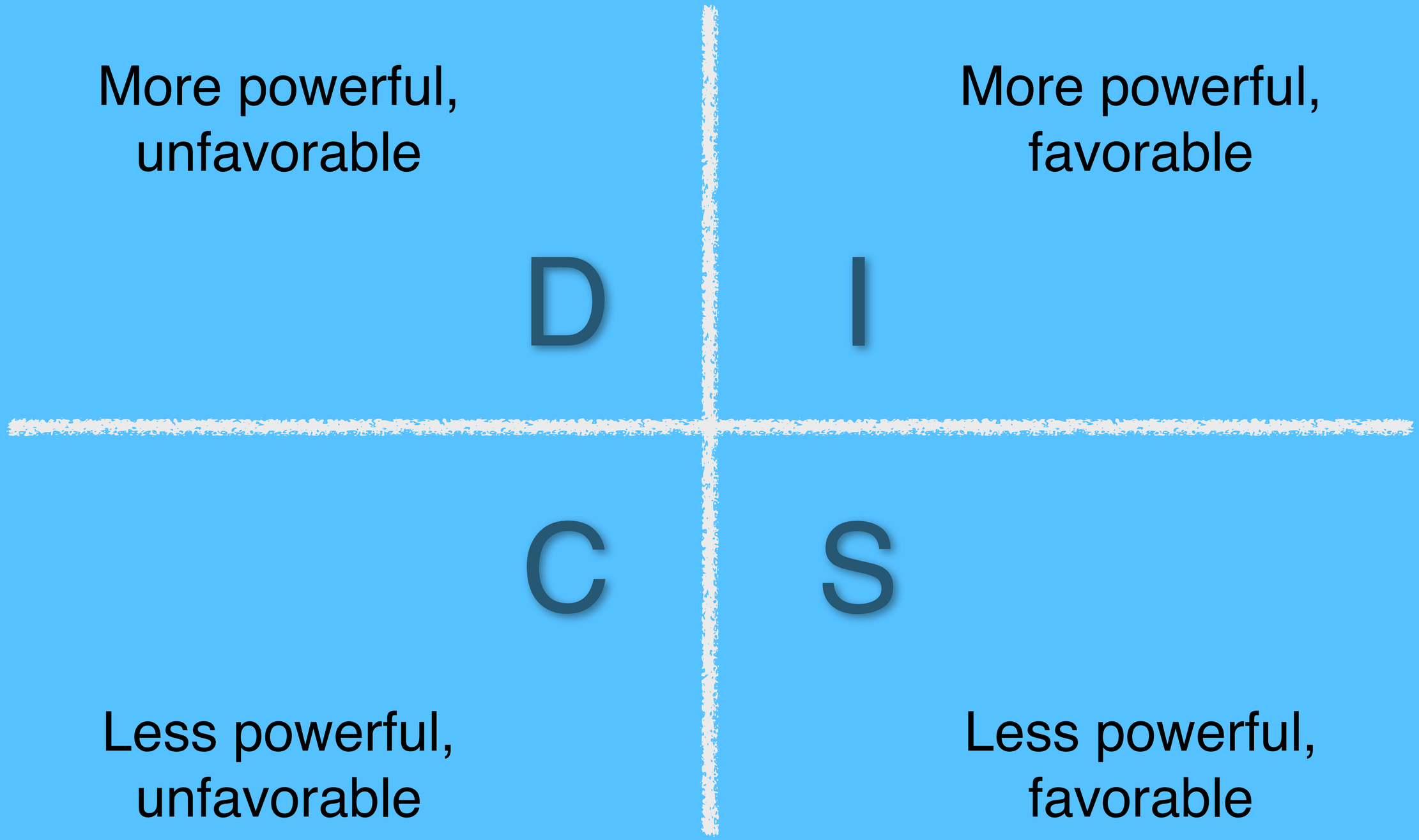
People-Oriented

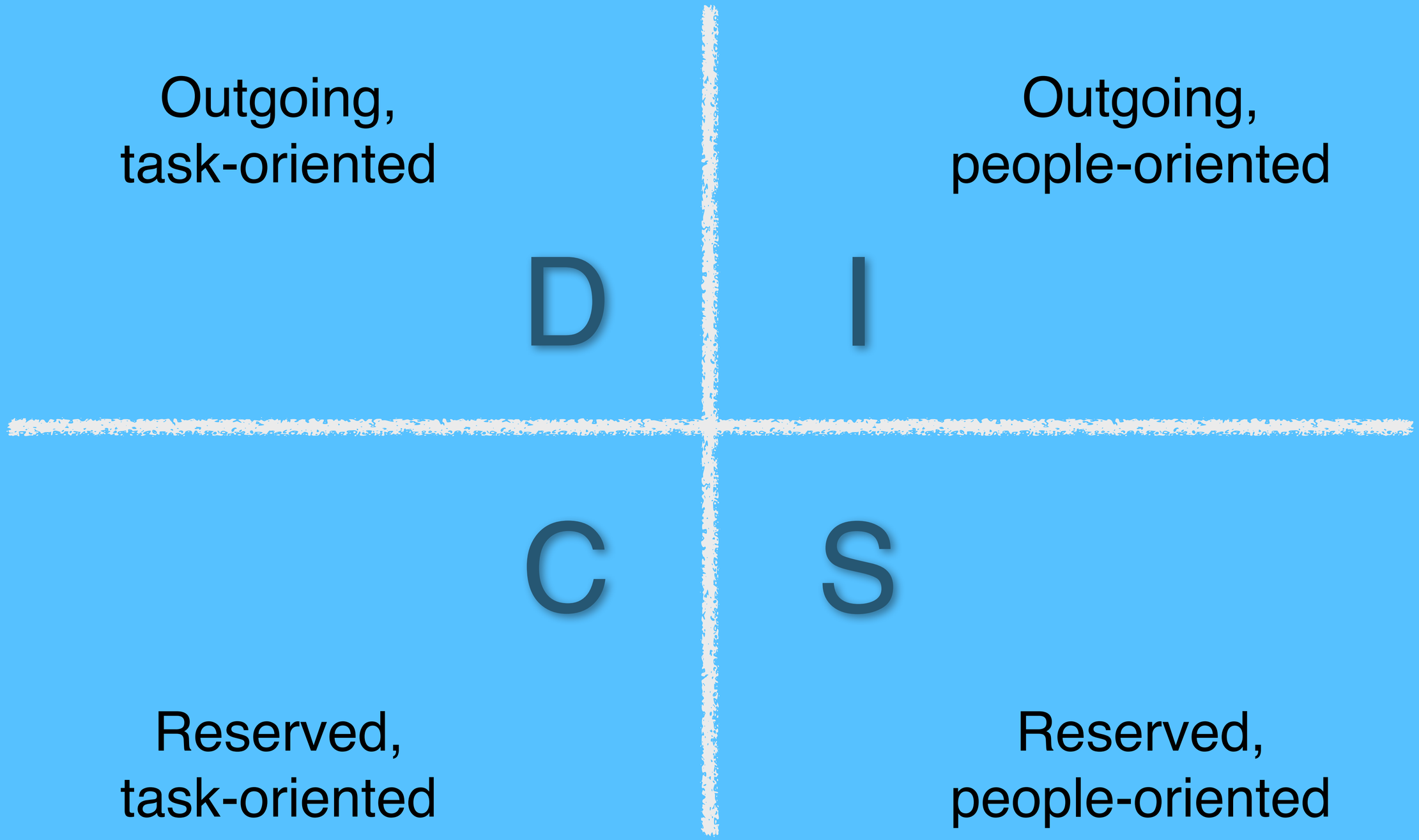
D

I

C

S


More powerful, unfavorable
More powerful, favorable
D
I
C
S
Less powerful, unfavorable
Less powerful, favorable


Outgoing,
task-oriented
Outgoing,
people-oriented
D
I
C
S
Reserved,
task-oriented
Reserved,
people-oriented

High D

- Fire! (No “ready” or “aim.”)
- Focus on bottom-line results
- Prefer to be in charge
- “Make me a sandwich”

High I

- Ready? Fire! Aim!
- Big picture, not detail-oriented
- Enthusiastic, optimistic
- Popularity > results
- Center of attention
- “Everybody! There’s sandwiches!”

High S

- Ready? No, really, are you ready?
- Reliable, dependable
- Good listeners
- Don’t like change
- Like consensus
- “Did you get the sandwich you wanted?”

High C

- Ready, aim, aim, aim, aim, aim, aim…
- Precise, detail-oriented
- Realistic estimates
- Good at finding problems
- Can be overly critical
- “No, cheese goes on first, then tomato.”

Management


PROJECT MANAGEMENT
1.- COMMUNICATION
Brainstorming
Tactics
WORK TEAMS
Strategy
ORGANIZATION
PLANNING
2.- DEVELOPMENT
Requirement
FINANCE
Design
Process
3.- COMPLETION
Testing
CUSTOMER
Marketing
Delivery
ANALYSIS
QUALITY
30%
GROWTH
MON
TUE
WED
THU
8 AM
9 AM
10 AM
W.R.
CHAIRMAN MEETING
TRAINING
TCS PARTNERS
LUNCH (NORTH HALL)
PROJECT DELIVERY
COACHING (WORK)
3 PM

Manager Tools® “Basics”

Where to start? What are the *foundational podcasts*, the *core principles* that underly our philosophy?



One on Ones

Effective managers create relationships with each of their directs. To do that, we recommend spending 30 minutes every week talking to the direct about their work.

A solid relationship with one's directs is the most important thing great managers do. The best way we know to make that happen is One on Ones.

- One on Ones - Part 1
- One on Ones - Part 2
- One on Ones - Part 3
- One-on-Ones, Questions

Feedback

Great managers talk about performance all the time. They do so easily, quickly both positive and negative. Our feedback model tells you exactly what to say and how to say it.

- Feedback - Part 1
- Feedback - Part 2
- Feedback - Part 3
- Feedback - Part 4
- Feedback, Revisited
- Improve Your Feedback with DiSC

Coaching

Great managers are never satisfied. They ask for higher performance. Our goal-driven coaching model makes it easy for you to oversee the skill and performance improvement of your directs - in 5 minutes a week. If you've been avoiding coaching because training plans take too much time, you're doing it wrong.

- Coaching, Part 1
- Coaching, Part 2

https://www.manager-tools.com/manager-tools-basics

One on Ones

- 30 minutes, once a week
- A time of relationship building
- First 15 minutes are theirs, last 15 minutes is yours
- Avoid status
- Absolutely must customize this
- Philosophies of note-taking
- Ultimately, *customize these to each person*

Performance Communication

- Quarterly or annual mechanisms



Performance Communication

- Quarterly or annual mechanisms
- Must be continuous
- Must be oriented towards growth and delivered in empathy
- Must *happen*



Nurture

- People should grow under your management
- Growth in strengths
- Mitigate weaknesses
- Think about trajectory
- As much as you can, care for the person



Should you?

- Are you willing to decrease so others can increase?
- Do you want to build bigger things than you can build alone?
- Are you able to empathize with people by default?
- Can you engage confrontation when necessary?
- Do people follow you?

Thank you.

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