

Leadership Without Authority

CIC TechForum
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Leading Without Authority

- Focus on leadership not management
- Keys: influence, visibility, practice and process
- Opportunities for both technical and organizational leadership
- Prepare yourself to lead
- Prepare your peers
- Prepare your supervisor
- Lessoned learned...and a little advice

Leadership Not Management

- Leaders direct, managers execute
- Leadership is an occasional act
- Leaders champion change, they may or may not manage people



The distinction between leaders and managers...

- Leaders and managers perform a subset of unique functions
- Work group performance can be increased by staffing a productive mix of leaders and managers
- Successful organizational change is highly dependent upon effective leadership throughout an organization
- Distinctions between leading and managing highlight the point that leadership is not restricted to people in particular positions or roles

Leadership

Leadership – “Influencing employees to voluntarily pursue organizational goals.”

(From: Organizational Leadership and Change Management⁵)

Leadership

Leadership means vision, cheerleading, enthusiasm, love, trust, verve, passion, obsession, consistency, the use of symbols, paying attention as illustrated by the content of one's calendar, out-and-out-drama (and the management thereof), creating heroes at all levels, coaching, effectively wandering around, and numerous other things. Leadership must be present at all levels of the organization. It depends on a million little things done with obsession, consistency, and care, but all of those million little things add up to nothing if the trust, vision, and basic belief are not there.

*(From: **Passion for Excellence**⁶)*

Keys to Leadership Without Authority

- Visibility – Those with the authority must be able to see you
- Influence – Choose or volunteer for roles that allow you to effect others
- Practice – Find a way to practice, give and get feedback
- Process – Build team functions and use systems thinking skills as expressions of leadership



(From: Organizational Leadership and Change Management⁵)

Influence

- Share what you have learned
- Join a team that is going somewhere or doing something important
- Lead by example – walk the talk, practice what you learn
- Work up, down and across your organization

Visibility

- Solicit Input – let it be known that you are doing something
- Make a presentation or give a talk to/for the decision makers
- Serve – chair a committee, lead a team
- Manage by walking around

Practice

- Listen to advice given and pass it on
- Pay attention, someone is watching you
- Follow and lead at the same time
- Make room and take corrective action
- Be reliable and consistent
- Recognize and celebrate success
- Show your passion, motivate

Process

- Create and work in teams where leadership and experience is shared
- Communicate clearly and appropriately
- Look at and for the big picture so that we fix the right things
- Find the values that make risk taking worthwhile

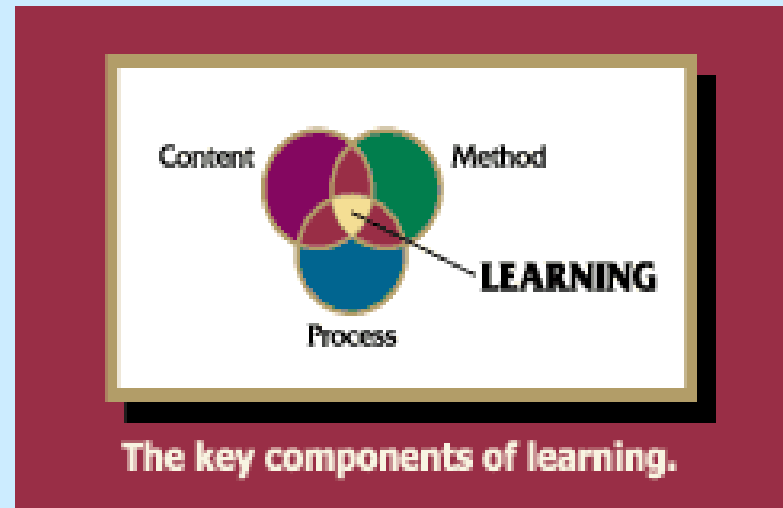
Opportunities for Technical and Organizational Leadership



- IT Leadership Occasions
- Applications in All Career Tracks

There are Many Leadership Occasions for IT Professionals

- Communications & Socialization
- Transformation & Change
- Operations & Management
- Protection & Compliance
- Information Resources & Content
- Instruction & Research

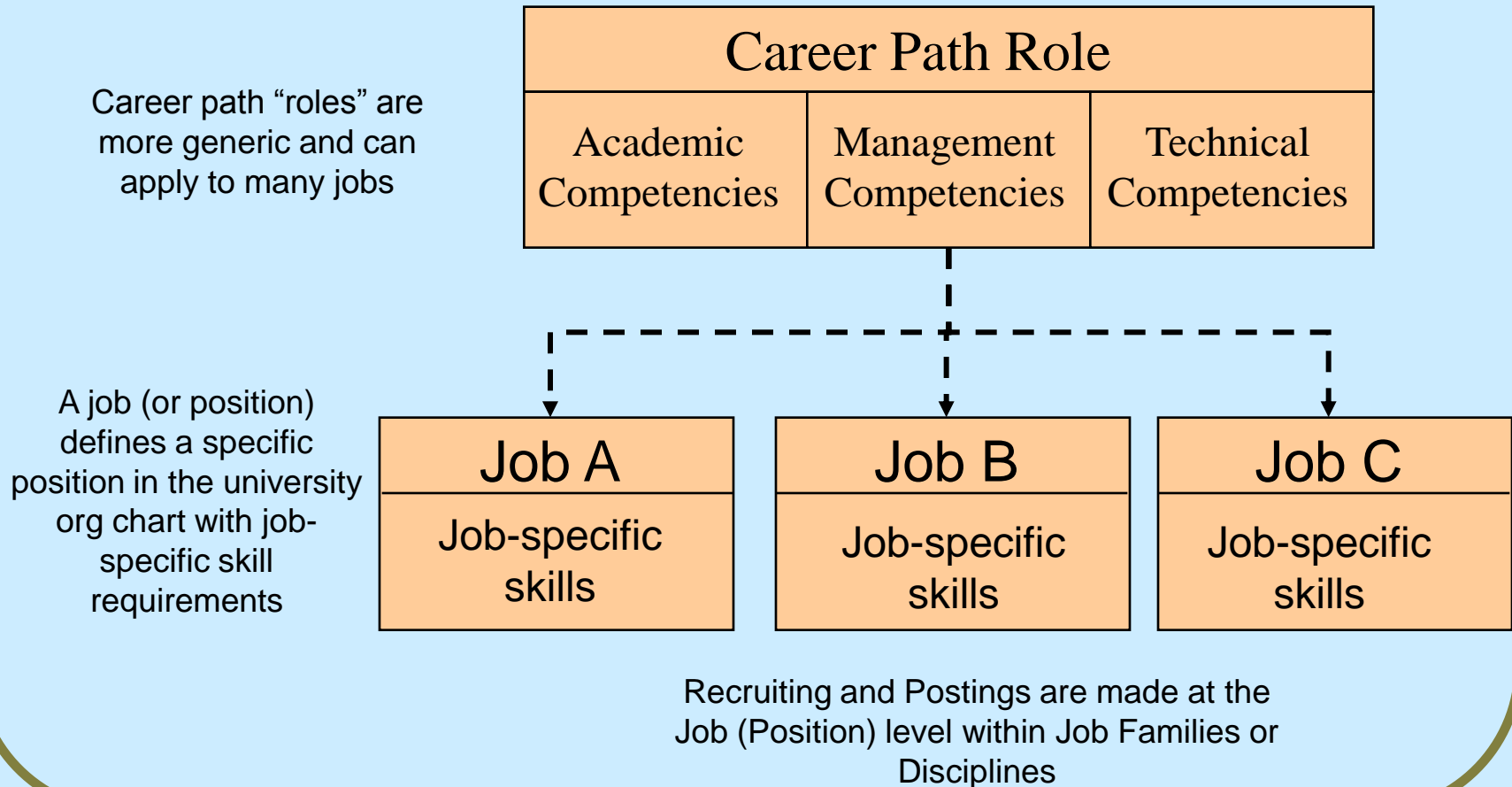


Each occasion enables our institution's mission

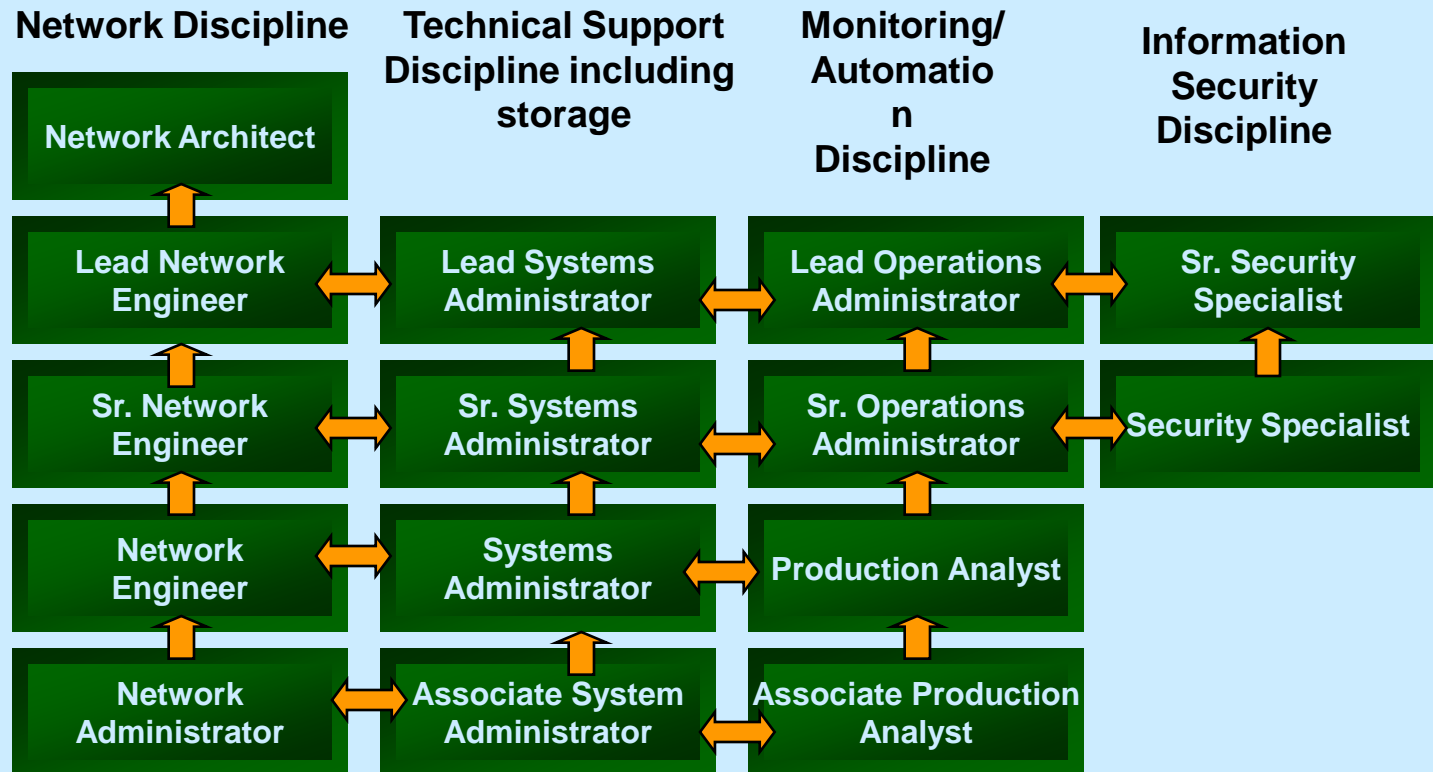
Career Paths

- **Senior/Executive** – Building the Next Generation of Chief Information Officers
- **Manager** – Refining Operational Effectiveness and Best Practices
- **Technical** – Raising Competencies and the Certification of Skills
- **New entrants and transfers** – Performing Basic Services and Support Activities

Distinction of Roles vs. Jobs

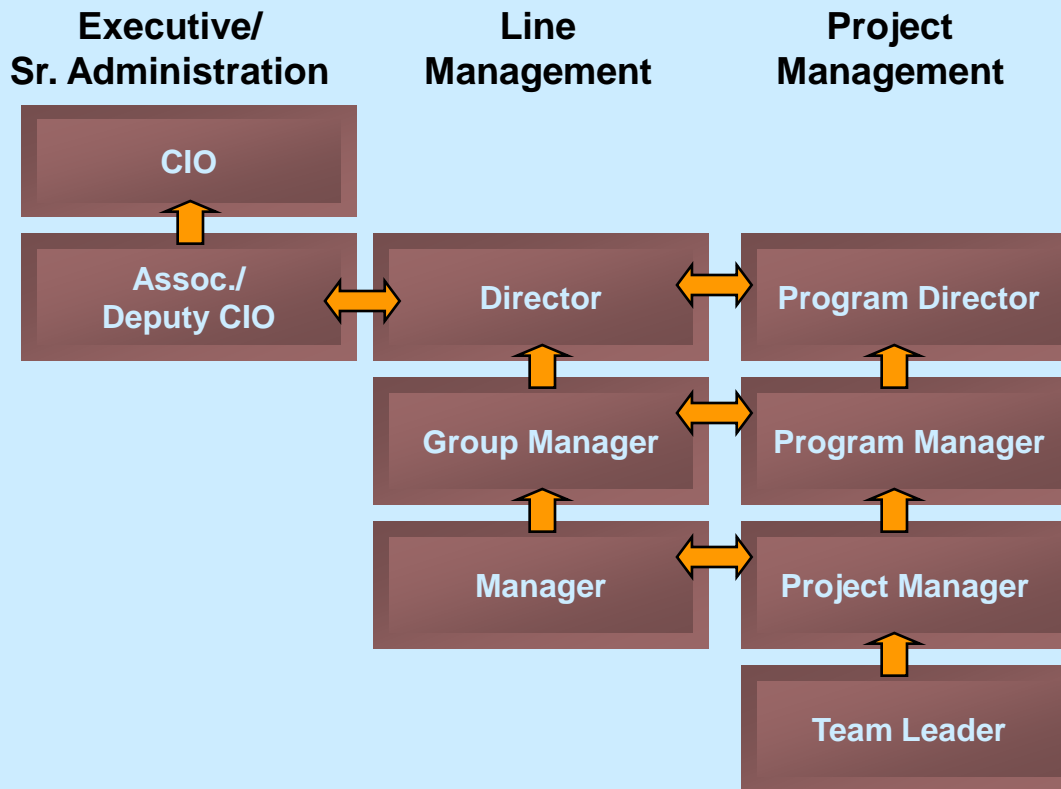


Sample Infrastructure Discipline



- A technical career path has many options

Sample – Managerial Discipline



- Management career paths exist at several levels within the organization's structure

Building the Next Generation of CIO's in Academe

- The primary goal of IT is to align with major enterprise objectives
- The CIO must have a voice in institution level decision making
- The CIO must understand, influence, present information in appropriate terms
- Transition is the CIO's stable state
- Communication and relationship building are equally important as technology leadership skills
- CIO's must strike a balance
- The CIO is responsible for cultivating leadership abilities at all levels of the IT organization

Raising Competencies and Certification of Skills

- Security Administration
- Project Management
- Instructional Design
- Network Administration
- System Administration
- Programming & Application Development



Exemplary Service and Support

- Meeting or exceeding service levels
- Being accountable for quality and producing value
- Creating predictable change processes with minimal service disruptions
- Creating recovery and continuity in systems and services

Preparing Yourself for Leadership



- What's your motivation?
- What organizational goal are you pursuing?
- What are the risks of taking a leadership position?

Do Your Homework

- Read:

- Zander, Rosamund Stone and Zander, Benjamin. The Art of Possibility. Boston: Harvard Business School Press, 2000. "Leading from Any Chair," pages: 66 - 77.
- Heifetz, Ronald. Leadership without Easy Answers. Cambridge, Massachusetts: Belknap Press, 1994. Chaps 8, 9
- Fisher, Roger and Sharp, Alan. Lateral Leadership: Getting It Done When You Are Not The Boss. London: Profile Books Ltd., 2004. pages: 183-186.

Motivation for Leading from Where You Are

- Are you new in your job and want to demonstrate that you can add value?
- Have you been in your job for awhile and want to expand or add to your competencies?
- Have you been in your job for awhile but have a new boss or organization leader?
- Do you need to improve your performance in certain areas of your current job?

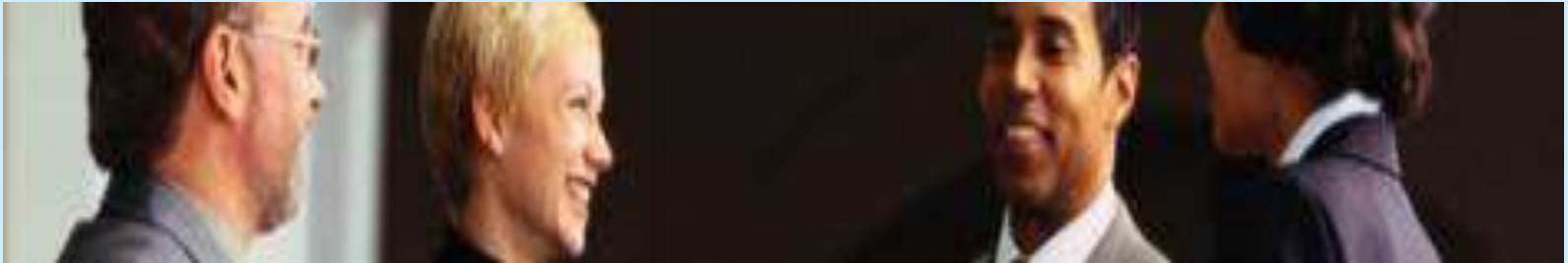
(From: Educause's Creating a Professional Development Plan⁴)

Initial Developmental Activities

- Attending conferences/meetings which focus on your specialty area
- Attending conferences/meetings which focus on your institution and institution type
- Shadowing a person who does what you want to do well
- Finding a mentor or coach
- Formal training and education

Prepare Your Peers

- Effective teamwork makes your leadership visible
- Create ground rules for managing conflict
- Determine team and individual objectives up front



Groups vs. Teams

Group	Team
Work on common goal	Commit to common goal and self-developed mission
Accountable to manager	Accountable to each other
Often unstable culture and frequent conflict	Member trust and collaborative culture
Leadership assigned to a single person	Shared leadership
Members may accomplish their goal	Members achieve synergy: $2+2=5$

(Adopted from: Tools for Teams: Building Effective Teams in the Workplace⁷)

Group Functioning

- **Leader–member** relations reflect the extent to which the leader has the support, loyalty, and trust of the work group.
- **Task structure** is concerned with the amount of structure contained within tasks performed by the work group.
- **Position power** refers to the degree to which the leader has formal power to reward, punish, or otherwise obtain compliance from employees.

(From: Organizational Leadership and Change Management⁵)

Team Functioning

- **Leader–member(s)** reflects leadership rotation among team members based upon member expertise to handle a specific situation.
- **Task structure** is coordinated to assure and achieve integration. Members bring different expertise and functional experience to the team.
- **Team Power** refers to the team's power and ability to manage their own work and make decisions from within the team.

(From: Organizational Leadership and Change Management⁵)

Prepare Your Supervisor



- Build a relationship so that you can influence decision making
- Work together to determine opportunities that support organizational goals
- Establish a clear set of objectives

Supervisor Relationship Success Factors

- Tend to have supportive or employee-centered relationships with employees
- Use group rather than individual methods of supervision
- Set high performance goals for the individuals and for the group

(From: Organizational Leadership and Change Management⁵)

Systems Thinking Characteristics

- Understanding performance requires documenting the inputs, processes, outputs, and customers that constitute an organization
- Organization systems adapt or die
- When one component of an organization system optimizes, the organization often sub-optimizes
- An organization behaves as a system, regardless of whether it is being managed as a system
- If you pit a good performer against a bad system, the system will win almost every time



Lessons in Leadership without Authority

- Understand your motivation and risks
- Build from your first leadership experiences and experiments
- Never underestimate the necessity of teamwork
- Consider the entire organization when determining leadership occasions
- Use Intelligence, Humility, Integrity – and Listen

My Personal Lessons Learned

(Looking, Listening and Learning)

- Realized the value of every experience
- Answered the question - do you want to be the boss?
- Talk and listen often to the customer, client or consumer
- Frustration is a mighty motivator for me
- Practice by participating in reviews/consulting
- Make an effort to recognize examples of leadership
- Know my limits and re-evaluate them often

So are you ready?

- Know where you're headed
- Perform an honest personal assessment
- Invest in the time to learn
- Get out of your comfort zone
- Mentor someone and/or be mentored
- Let your supervisor/administrator know what you need and what is needed

Thank You!

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