

Managing in reality

Lesson

Leadership competencies II

Agenda

- Leadership competencies
- Developing People and Communities
- Enabling performance and growth

Leadership competencies

- What differentiates good leaders
 - Client Partnering } Partner with clients
 - Thinking Horizontally }
– Informed Judgment } Manage business
– Strategic Risk Taking }
 - Collaborative Influence }
– * ***Developing People and Communities*** } Manage people
– * ***Enabling Performance and Growth*** }
– Earning Trust }
 - Passion for Company's Future }
 - **Embracing Challenge, Drive to Achieve** } **Be The Leader**

*) today subject

Enabling performance and growth

- Outstanding IBM leaders focus on strategic priorities to provide on-going clarity to their teams.
- Establishes clear performance expectations and holds people
- Ensures team members have the resources to do their job.
- accountable for results.
- They anticipate and remove obstacles that interfere with the ability of these teams to deliver value to the client in pursuit of business growth.
- They demonstrate the courage to challenge influential people in order to remove inhibitors to performance.
- Ensure that people are mobilized around common goals and objectives. This includes encouraging and supporting others, as they take significant entrepreneurial risk and protecting them from inappropriate consequences.
- Shares information to help others make effective decisions.

Developing People and Communities

- Leaders who exhibit this competency commit significant time and effort to develop themselves and other individuals, teams, and communities in IBM to better serve our clients and the world.
- Self development
 - Accepts tough assignments to broaden skills.
 - Sets an example by continually seeking new developmental opportunities.
- Developing others
 - Formulates an accurate assessment of an individual's capabilities and development needs.
 - Provides developmental feedback and advice.
 - Gives positive feedback for improved performance in the moment
 - Recognizes and addresses poor performance.
 - 'Gives up' or moves key resource to another part of the organization for their individual's growth and/or to support major common goals

Ready to test the two
competencies in a role play?

Role play: DB manager

- DEAL SIGNED, HURA! 😊
- NOW COMES THE RESPONSIBILITY TO DELIVER! 😞

- You are manager of an application/database team with 20 people.
- You need to cover a new challenging work for appr. 1 FTE.
- You expect
 - Professional of high caliber, who will make analysis of a complex database environment and achieve optimization and higher database performance
 - Start within 1 month and duration 6 months.
- You can offer
 - Attractive education on database performance. Financial bonus in case of remarkable results. Future promotion to higher expertancy level
- There are only few experts in your team, who could do the job. One of them is long term ill and the others are utilized on existing clients. However, you plan to re-organize the team and release one of the experts for the new work. It will be challenging, but doable.
- So far, you have never failed to deliver required service, and you want to keep your high reputation.

- Director has invited you to a meeting with this expert from your team and one of your peer managers (he is managing project management team). You are not sure, what exactly is the meeting about.

Role play: PM manager

- DEAL SIGNED, HURA ! 😊
- NOW COMES THE RESPONSIBILITY TO DELIVER ! 😞

- You are manager of a team of 12 project managers
- They are utilized, but you get requirement to assure leadership for new project.
- The project is of low to medium complexity and could be managed by junior PM, may be a good person from some technical team could manage.
- You have asked Resource Deployment Manager to help you find such resource in your company.
- You expect
 - Junior project mgmt capability. Technical background will be advantage. Reliable and target oriented person
 - Start within 3 months and duration 6 months.
- You can offer
 - Education in project management area. Coaching and advisory support. Further development in project management career

- Director has invited you to a meeting with one of your peers (leader of database team) and one of the experts from his team. It may be a candidate to lead your new project and your problem may be solved.

Role Play: Director

- **„Top gun“ employee has visited you**
- He is working as database expert for quite long time and have very good reputation
- He enjoys working for the company, **BUT after some years he is losing motivation to do the same job!**
- **He is interested to move to project management area.**
- He has invested considerable time to study PM discipline in his free time and though he has limited experience in this area, he is self confident to manage simple project right away.
- As project management is out of the scope of his current manager, he asked for a meeting with you - director to talk about his future development. Last time you met was, when you were giving him award for excelent database job ... so you know each other
- You have now invited for a meeting with two impacted managers, Database team and PM team, to find a WIN-WIN solution for company and your top employee.