

Leading & Managing in a Geek World

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Leading Geeks (1)

- First, developers are different from other employees. Among those who choose to become developers, there are common patterns of behavior, attitudes and values. These patterns influence how one should lead. For example, developers may be more loyal to their technology than to their company or even project.

Leading Geeks (2)

- Developers also tend to have a “passion for reason,” a strong sense that all things are or should be completely rational rather than emotional.

Leading Geeks (3)

- The majority of projects fail not due to technical problems, but due to difficulties in leadership, management, client relationships and teamwork. In short, human problems doom projects, not technical ones.
- This is why leading geeks is such an important topic. The failure of leadership is responsible for the vast majority of project disasters.

Leadership and Management

- Are different
- Are both needed
- Good leadership provides inspiration
- Good management is necessary for *execution*

Leadership & Authority

- A leader is someone who, by force of example, talents, or qualities ... wields a commanding influence.
- Leaders *lead* the way
- Leaders demonstrate personal authority

What is “Authority”?

- ✓ Superiority derived from status that carries with it the right to command and give final decisions.
- ✓ Delegated power over others
- ✓ Power to influence thought and opinion
- ✓ Power to influence others' behavior
- ✓ Convincing force
- ✓ A combination of definitive masterfulness, clear sighted ingenuity and skill, and economical attainment of an objective

Management Authorities

- Delegated Authority
- External Authority
- Personal Authority

Personal Authority V. Corporate Authority

- Power to influence; convincing force
- A combination of definitive masterfulness, clear sighted ingenuity and skill, and economical attainment of an objective

- Delegated power over others
- Superiority derived from status that carries with it the right to command and give final decisions.

What is Management?

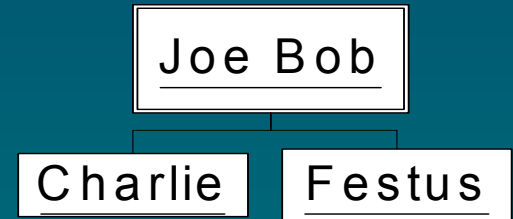
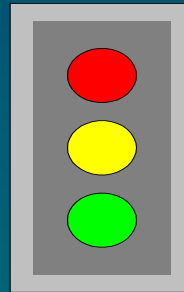
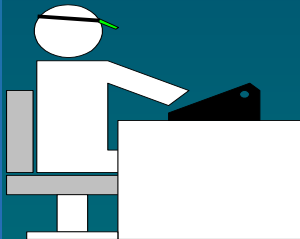
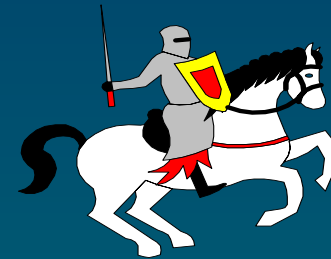
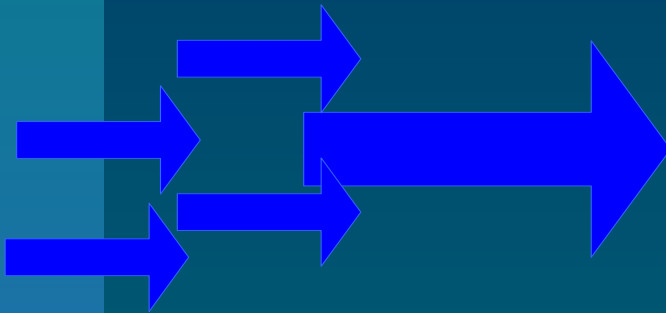
1. Meaningful – aimed at a specific result
2. Systematic – performed in an orderly and understandable way
3. Pro-active – planning for future events and change-adaptive
4. Social – dealing with the integration and interaction of people who have to cooperate to achieve goals effectively

Ichak Adizes

Leadership vs. Management

- You LEAD people.
- You manage processes, schedules and details.
- Managers are people who do things right, while leaders are people who do the right thing.
 - Warren Bennis, Ph. D. "On Becoming a Leader"
- Leaders & their visions inspire; managers ensure execution

Visualizations



ID	Task Name	Start	End	Duration	Sep 2004													
					1	2	3	4	5	6	7	8	9	10	11	12	13	14
1																		



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Leadership vs. Management

- Management is a discipline; its skills can be learned.
- Leadership abilities can form
- Maturity of the organization dictates its readiness for that discipline
- Similarly, different leadership styles work better with different types of organizations

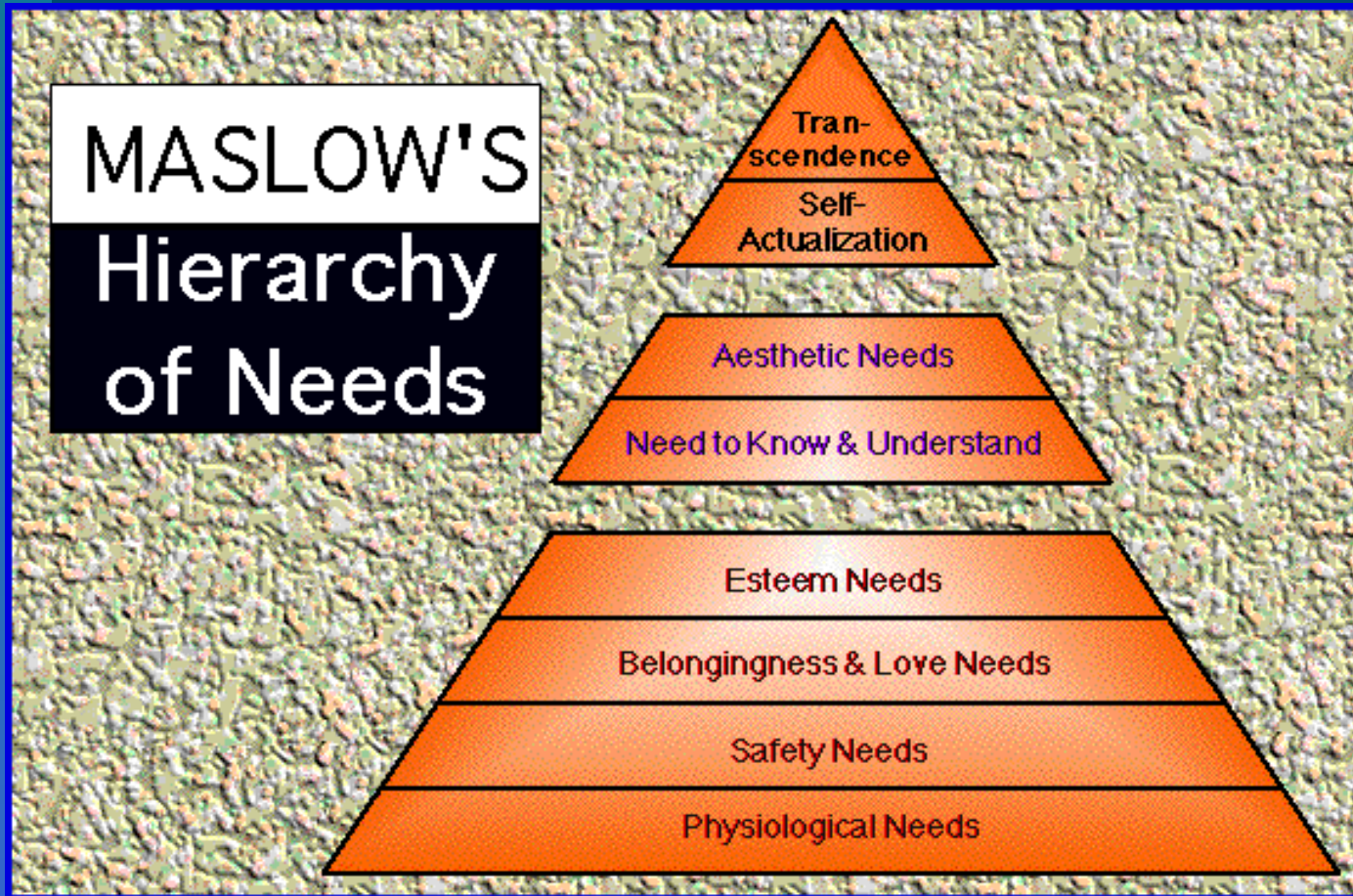
Great Employees Need Great Managers

- A 25 year study by the Gallup Poll organization
- surveyed over 1 million employees from various industries
- Asked Employees: What do the most talented employees need from their workplace?
- Found talented employees need great managers
- Then...Asked Managers:
How do the world's greatest managers find and keep talented employees?

Keeping Talented Employees

1. Do I know what is **expected** of me?
2. Do I have **materials and equipment** I need to do my work right?
3. Do I have the opportunity to do **what I do best** ever day?
4. In last 7 days have I **received recognition** or praise for good work?
5. Does my supervisor or someone at work seem to **care about me**?
6. Is there someone at work who **encourages my development**?

Maslow's Hierarchy of Needs



Maslow's Hierarchy of Needs

- 1) Physiological: hunger, thirst, bodily comforts, etc.;
- 2) Safety/security: out of danger;
- 3) Belongingness and Love: affiliate with others, be accepted; and
- 4) Esteem: to achieve, be competent, gain approval and recognition.

Great Managers

- Set expectations: define the right ***outcomes*** ...not the right steps
- Motivate people: focus on ***strengths*** ...not on weaknesses
- Develop employee: help find the ***right fit*** ...not the next rung
- When hiring employees: select for ***talent*** ... not just experience

Manager- ranked Motivators

Motivator	Rank
High Wages	1
Job Security	2
Promotion in the Company	3
Good Working Conditions	4
Interesting Work	5
Personal Loyalty of Manager	6
Tactful Discipline	7
Full Appreciation of Work Done	8
Help on Personal Problems	9
Feeling of Being In On Things	10

Employee-ranked Motivators

Motivator	Rank (M)	Rank (E)
High Wages	1	5
Job Security	2	4
Promotion in the Company	3	7
Good Working Conditions	4	9
Interesting Work	5	6
Personal Loyalty of Manager	6	8
Tactful Discipline	7	10
Full Appreciation of Work Done	8	1
Help on Personal Problems	9	3
Feeling of Being In On Things	10	2

Top 5 Motivating Techniques

- Manager personally congratulates employees who do a good job.
- Manager writes personal notes about good performance.
- The organization uses performance as the basis for promotion.
- Manager publicly recognizes employees for good performance.
- Manager holds morale- building meetings to celebrate successes. (Team rewards)

Ref: Dr. Gerald H. Graham, Prof. of Mgmt., Wichita State Univ, Kansas.

Ref: Bob Nelson, 1001 Ways to Reward Employees, 1994.

Cultural Style Sets The Tone

- Nails that stick up
- Boys' Camp/Club
- Death March
- Rewarding “heroic” effort rather than good planning and execution
- “Whatever it takes”

Leadership Styles

- Adizes' Role Types

1. Producer

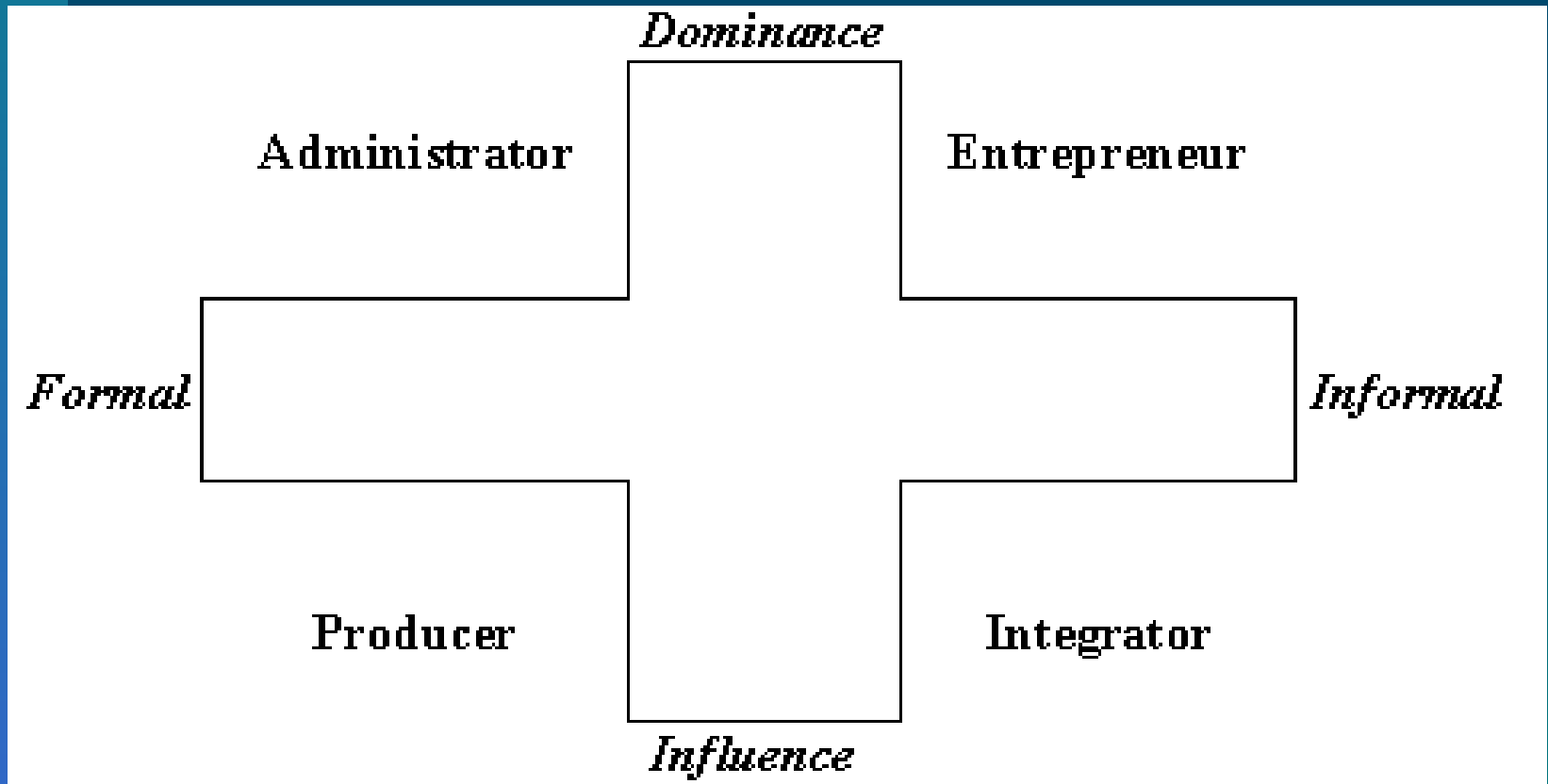
2. Administrator

3. Entrepreneur

4. Integrator

- Very few people are just one archetype

Adizes' Role Types



Leadership Styles

- Leadership Style Inventory
 - Commanding
 - Logical
 - Inspirational
 - Supportive

The Secret Handshake: Mastering the Politics of the Inner Business Circle. Kathleen Kelley Reardon, Ph.D.

Style	Focus	Persuades By	Introduces Change
Commanding	Results	Directing	Rapidly
Logical	New Directions	Explaining, Reasoning	Incrementally
Inspirational	New Opportunities	Creating Excitement	Radically
Supportive	Facilitating Work	Encouraging	Consulting with Others

Leading Geeks, Redux

- “The existential impulse to change the world stirs deep within the engineer. But it is a vague impulse that requires particular projects for its expression. ... Each new achievement discloses new problems and new possibilities. The allure of these endless vistas bewitches the engineer of any era.” Daniel C. Florman, *The Existential Engineer*

Leading Geeks, Redux

“The primordial joy of the successful hunt or the abundant harvest has its modern counterpart in the exhilaration of the man who has invented or produced a successful machine.” Daniel C. Florman, *The Existential Engineer*

Leadership *And* Management

- It takes good leadership and good management to enable a group of engineers to produce a “successful machine.”