



How to Avoid Herding Cats

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Session ID:

Keys to Effective Leadership for IT Organizations

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Agenda

- About Your Presenter
- Introduction
- Situational Leadership
 - 4 Types of Followers
 - How to Adapt your Style
- Vignettes

Introduction

- Jeff Silverman is Sr. Manager with Grant Thornton, LLP as a leader in its Business Analytics practice. He is certified in over 20 different technologies and specializes in assessment and planning of analytic solutions. Jeff has acted in CIO/Sr IT roles for multiple clients in transition.
- Currently a Military Intelligence Lieutenant Colonel in the US Army Reserves, he previously led US Strategic Command's Big Data Initiative and has commanded a Military Intelligence Battalion of 500 intelligence operatives.
- Jeff was recently published on CFO Magazine, Insight Magazine, and multiple technology and leadership blogs



About Grant Thornton



Office locations

59 offices spread across 30 states and Washington D.C.



People

More than **8,500** professionals in the U.S.



Reach

Serve 36% of companies on the 2018 Fortune 500 list and 25% of companies on the Russell 2000 list



Partners

594 partners serving more than 8,000 clients in the nation



Our services

• Assurance • Tax • Advisory



Revenue

GT U.S. net revenue equals **\$1.9 billion**

What we do

A full suite of services provided by professionals with the right experience




Introduction

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IT Departments are the WORST!

- IT Organizations are notoriously difficult to management.
- Leaders are faced with project deadlines and dependencies, bureaucracy, and often a cast of team members that know more than they do on a given technology.
- How do you integrate a new programmer with minimal skill?
- How do you motivate an architect or Sr Developer that is set in his/her ways?

Situational Leadership

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Situational Leadership

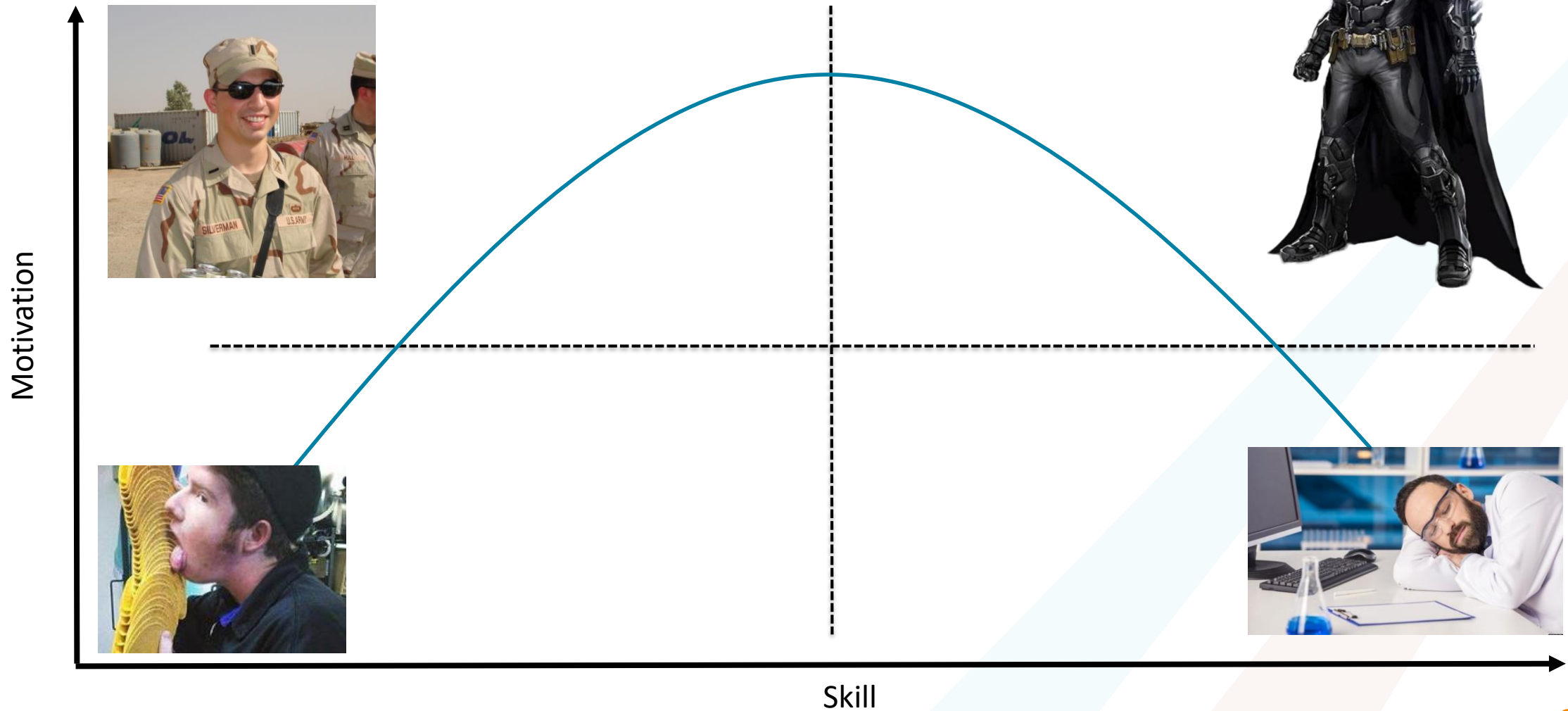
TRUE OR FALSE

The best leaders treat everyone the same

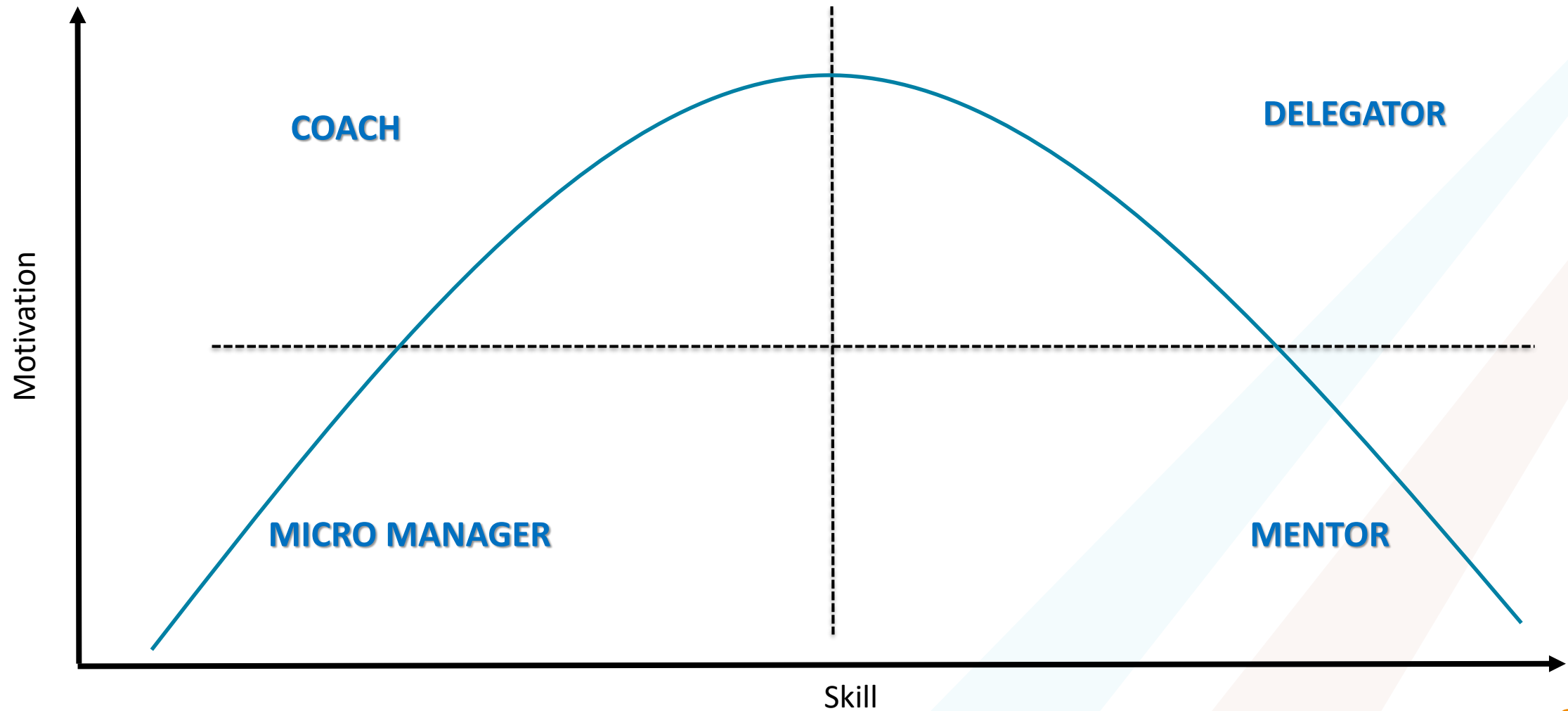
FALSE

The best leaders treat everyone according to their unique situation

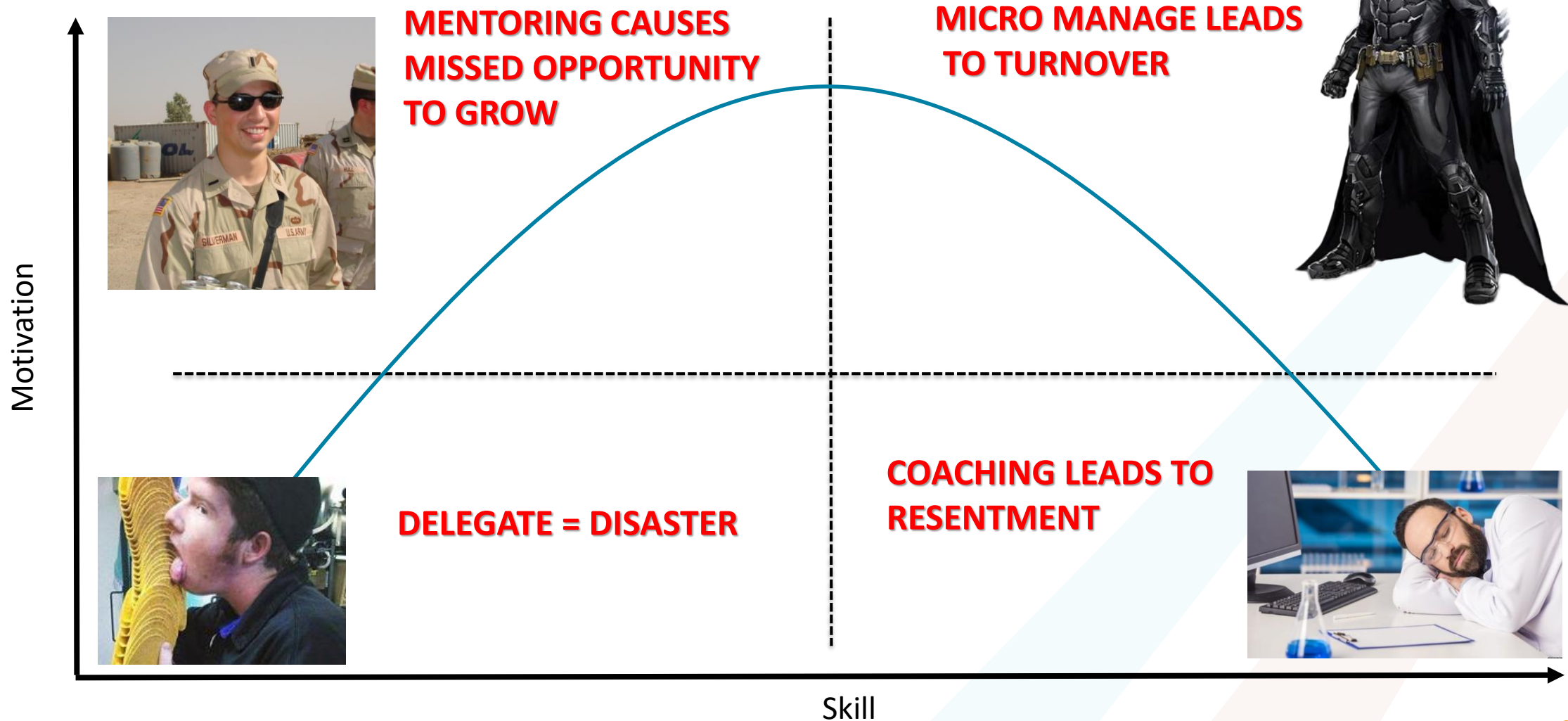
Categorize your Team



Adapt your Style



Do not Mismatch Approaches



Vignettes

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Scenario 1: The Help Desk is broken

Background:

The IT Help Desk is not getting through tickets fast enough on the day shift. Dave is a new hire out of college and is super excited to start in IT. He has not been able to keep up. Anusha, a two year veteran, also on the IT desk, has been checked out lately, despite being talented, she does the minimum, perhaps because she feels unchallenged.

How do you use situational leadership to diagnose and solve this problem?

Solution:

Make Anusha in charge of Dave's development. This will allow you to mentor Anusha (raising motivation, showing a management future), and Anusha can coach the eager yet untrained Dave. The synergy of Dave's motivation and Anusha's skill should raise the collective team

Scenario 2: We can't lose this guy!

Background:

Barry has been a consistent top developer in the DEV OPS group for 2 years running. However, you hear rumblings that Barry may be leaving the company due to friction with Gerald, his supervisor, who rides everyone on delivery (even when there is little to complain about). If Barry leaves, it will be the second talented developer to leave DEV OPS in a year.

How do you use situational leadership to diagnose and solve this problem?

Solution:

Barry is a level 4 type team member (Batman!) and Gerald is micro managing. It may not be salvageable to keep Barry in DEV OPS but offer alternative roles if possible to let Barry excel elsewhere. Gerald needs remediation on how to handle high performers, he is miscasting his approach. Set firm rules on how to manage the different quadrants.

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Monday

How to avoid herding cats, keys to effective leadership for IT organizations | Jeffrey Silverman | 2:30 p.m. ET

Tuesday

Using Oracle Cloud Payroll Costing as a strategic tool | Bill Stratton | 10:00 a.m. ET

Wednesday

Improve your reporting for executive eyes, OAC methods for effective presentations | Jeffrey Silverman | 10:15 a.m. ET

Connecting Oracle Cloud planning directly to on-premises Oracle Human Capital Management | Paul Mack | 10:15 a.m. ET

Expand your Payroll flows | Nicole Wasson | 11:30 a.m. ET





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