

How to Avoid Herding Cats

Keys to Effective Leadership for IT Organizations

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Session ID:

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8/16/2021



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
 - Grant Thornton











About Grant Thornton





















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Federal, multistate and foreign tax

Tax accounting and risk

Tax function optimization

Accounting for income taxes

Global compliance and reporting

Public finance services Cash flow and yield

verification Arbitrage rebate compliance

Examination and reviews Conflict minerals reporting

Sustainability reporting Vendor compliance Service organization controls HIPAA/HITECH security and privacy controls Cybersecurity controls Other subject matters

Federal tax

Corporate tax M&A Loan staff and outsourcing services Accounting methods

Cost segregation Interest and penalty services

Research tax credits

Section 199 - DPAD Fixed asset services

Financial statement audits

Examinations and reviews

Accounting consulting

Public

finance

services

services

Partnerships

Tax accounting and risk advisory

State and local

Transaction

PONISOFY

Private wealth

Human capital

Business risk

services

Business

services

Federal International

Our

Clients

Tax

Business consulting and technology

Financial management Strategy and performance improvement Technology strategy and management

Technology Transformation

Business risk services

Risk advisory services Forensic advisory services Data analytics

Transaction advisory

Diligence Corporate finance Operations Tax

State and Local Tax

Controversy Credits and incentives Real and personal property tax Reorganizations, M&A Sales, use and other transactional tax Unclaimed property (escheat)

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Corporate executives **Business owners** Family office services

International tax

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Human capital services

Actuarial Benefits Compensation Employment tax Global mobility services Human resource services







Introduction



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



Situational Leadership

TRUE OR FALSE

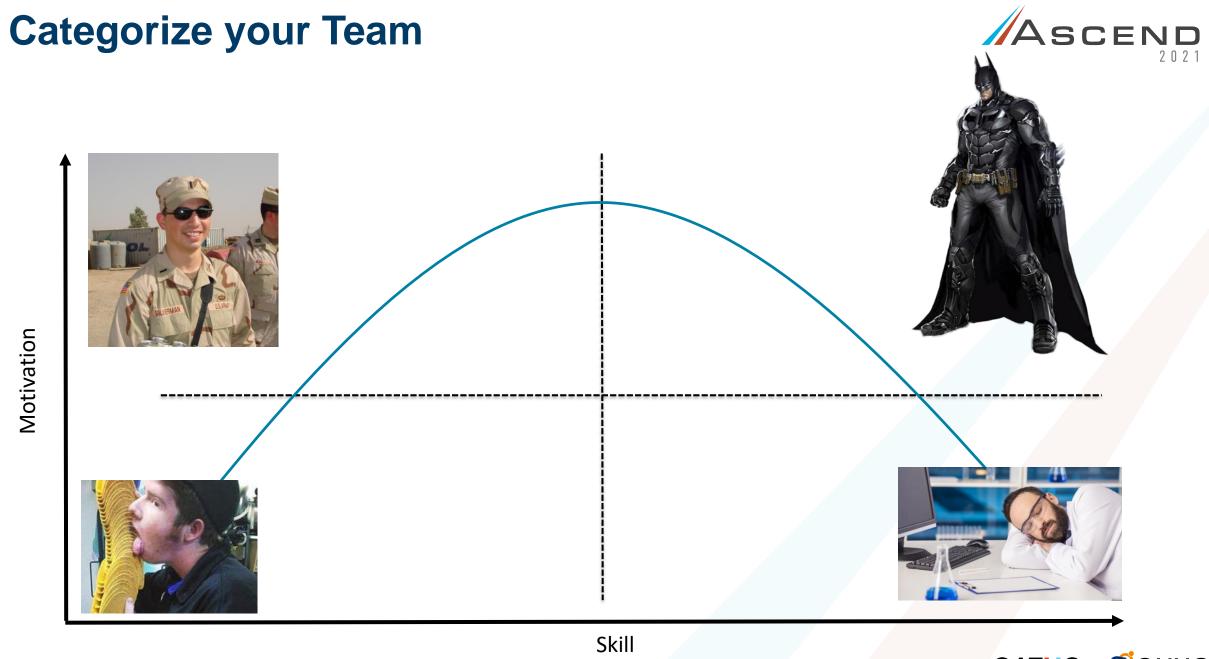
The best leaders treat everyone the same

FALSE

The best leaders treat everyone according to their unique situation



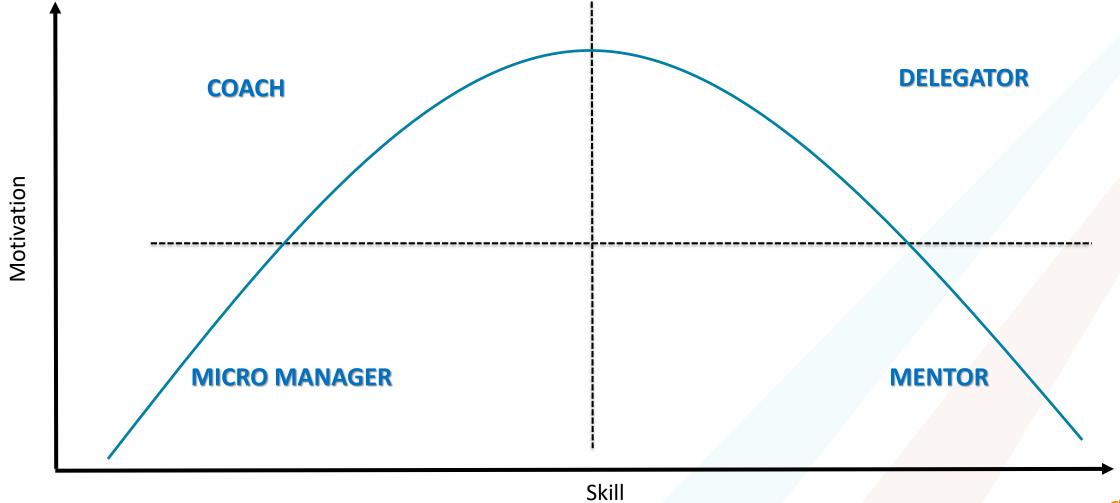








Adapt your Style





Do not Mismatch Approaches



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Vignettes



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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