

# Leadership

And the TL Role

# What is Leadership?



**No, really...**

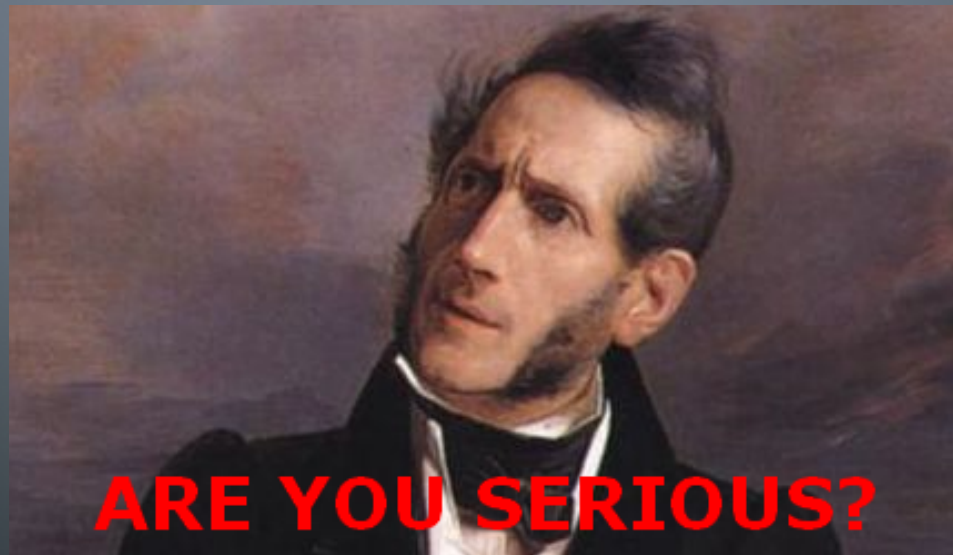
# What is Leadership?





# What is Leadership?

- “a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task” – **Wikipedia**
- “the position or function of a leader, a person who guides or directs a group” – **Dictionary.com**



# What is Leadership

- It's a lot more than “guiding a group”
- There are many people put into the role of “leader” who are not real leaders.
  - Everyone has seen an incompetent boss...
- You are all Leaders. You wouldn't be TLs if you weren't.

# What is Leadership?

- What makes a good Leader?
  - What's the one thing that separates a bad leader from a good leader?
  - There doesn't seem to be one...

# What is Leadership

- “Traits of a good Leader”
  - A great search phrase if you like variety
  - My results?
    - 50+ different traits identified
    - Many valid “experts”
    - “Consolidation”
  - I found a classic example...



# What is Leadership?



# What is Leadership?

“The consummate leader cultivates the moral law, and strictly adheres to method and discipline; thus it is in his power to control success.” – **Sun Tzu**

# The Power to Control Success

- Doesn't that sound awesome?
- Three Traits of a **consummate leader**
  - Moral Law
  - Method
  - Discipline





# The Power to Control Success

Determine what the **right** thing to do is, **how** to do it, and have the **courage** and **tact** to push for it to happen.



# The Power to Control Success

- But what does that mean?
  - The Right Estimate
    - I need you to believe in your estimates. Whatever they end up being.
    - Would YOU want to do the project at that budget?

# The Power to Control Success

- But what does that mean?
  - The Right Deals
    - AM needs our feedback
    - You heard it from the top: We want to do the right projects.

# The Power to Control Success

- But what does that mean?
  - Conduct our business with integrity
    - Don't Gouge our customers
    - Don't waste our client's money
    - If something isn't going right, tell people.

# The Power to Control Success

- Let's examine Sun Tzu's Consummate Leader again.
  - Moral Law
    - NO DRINKING!



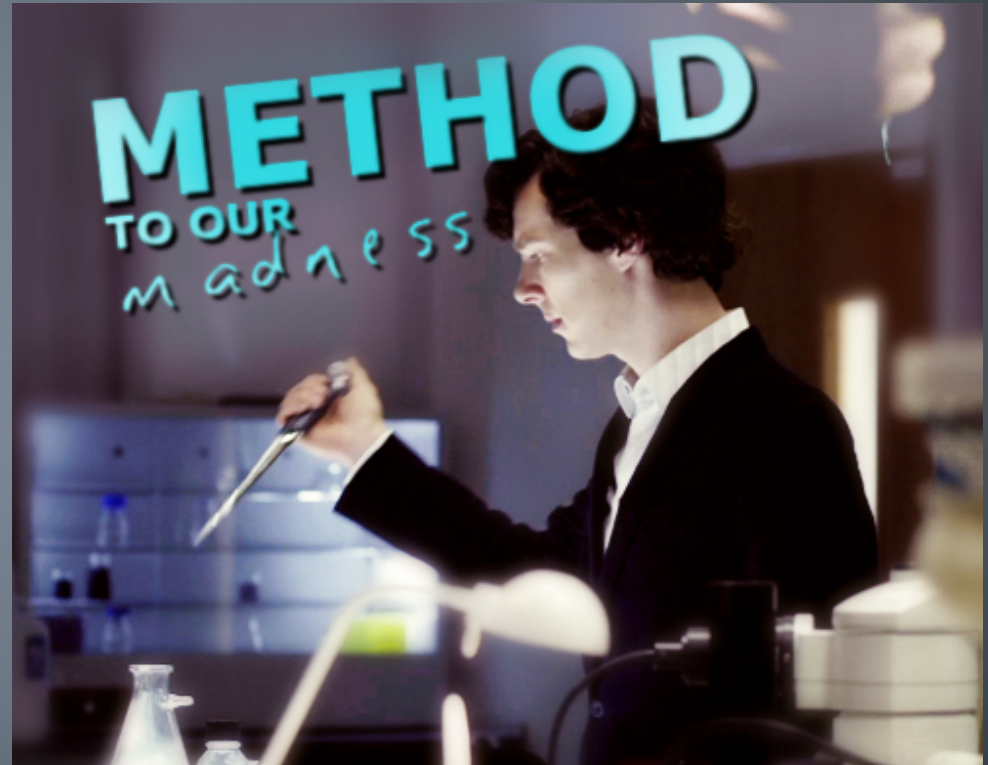
# The Power to Control Success

- Let's examine Sun Tzu's Consummate Leader again.
  - Moral Law
    - Trust
    - Integrity
    - Humility
    - Magnanimity



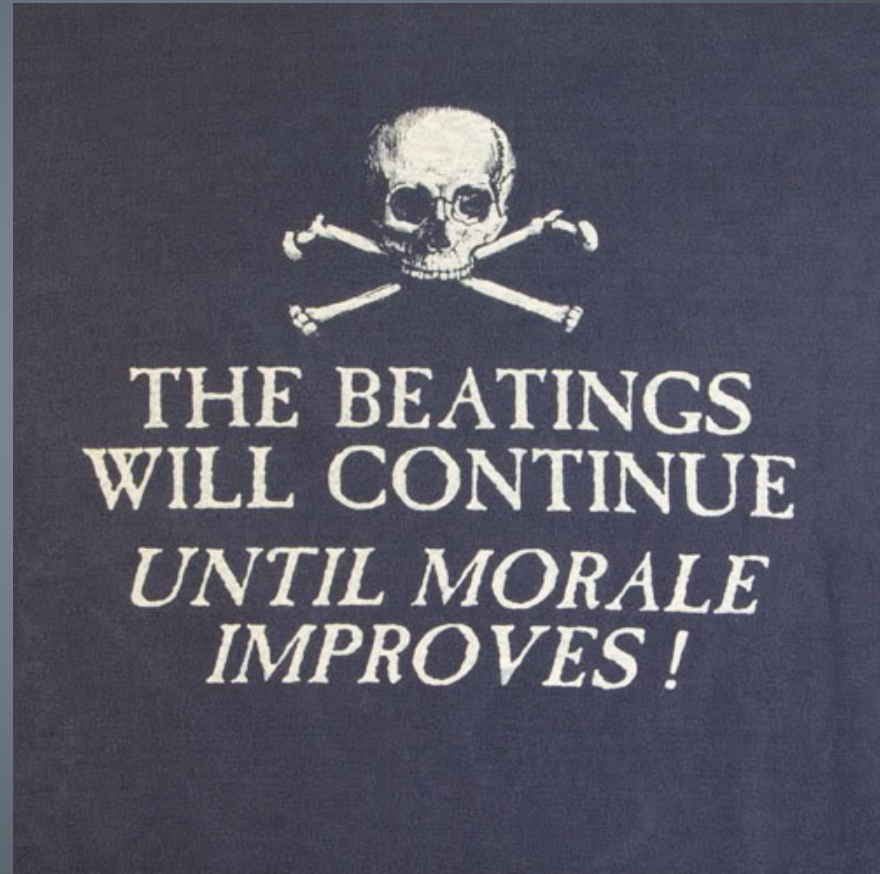
# The Power to Control Success

- Method
  - Processes
  - Competence
  - Precision



# The Power to Control Success

- Discipline
  - Self Control
  - Prudence
  - Tact
  - Coolness
  - Courage





# Types of Leadership

- Most common – Direct Leadership
  - Leadership books
  - Articles
  - Fairly uniform types of leadership traits.
    - Trust
    - Compassion
    - Vision
    - Stability





# Types of Leadership

- Indirect Leadership
  - That's my term.
  - Leading without specifically having followers
  - A somewhat different set of Traits
    - Trust
    - Courage
    - Stewardship
    - Competence

# Types of Leadership

## Direct Leadership

- Trust
- Compassion
- Stability
- Vision

## Indirect Leadership

- Trust
- Courage
- Stewardship
- Competence

- Moral Law
- Method
- Discipline

# Application of Leadership

- **Areas of Leadership as a TL?**
  - Technical Leadership
  - Consulting/Client Leadership
  - Sales Leadership
  - Team Leadership
  - Leadership within the TL Group
  - Leadership within Cynergy

# Technical Leadership





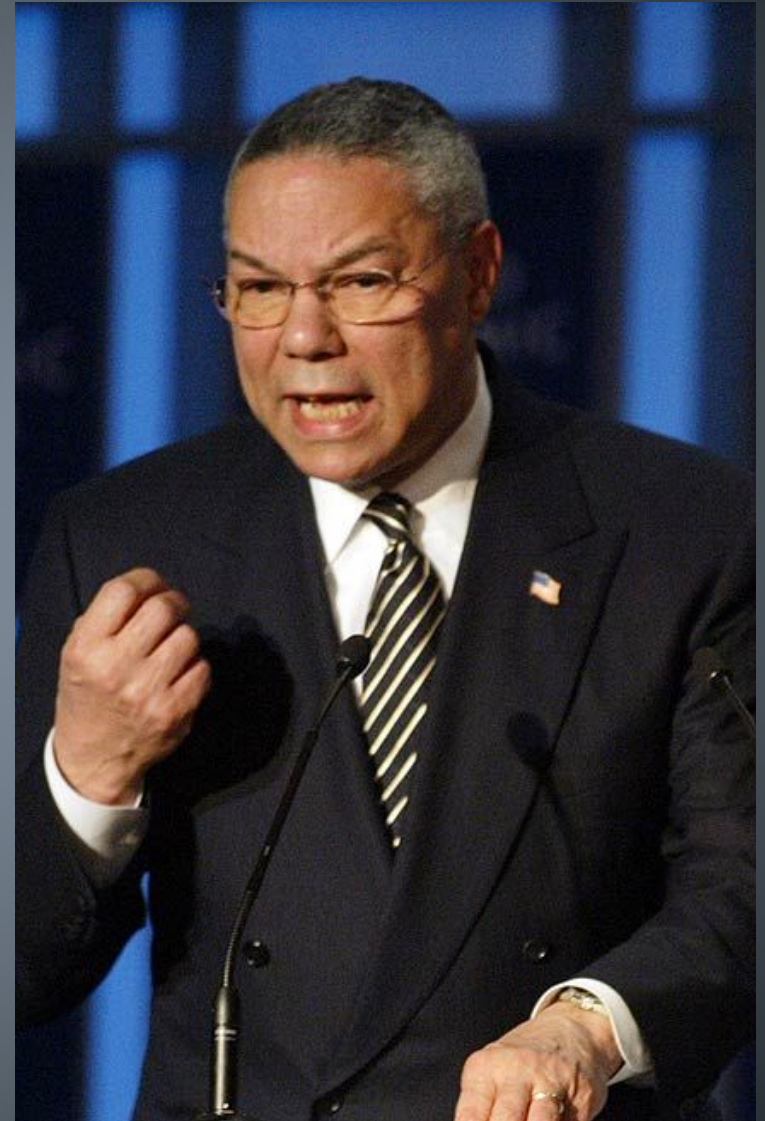
# Technical Leadership

- How do we exhibit Technical Leadership?
  - Guiding customers to the best technical decisions.
  - Creating the best technical architecture for our projects
  - Code Reviews (writing the best code)
  - Exploring new technologies
  - Improving our execution process

# Consulting/Client Leadership

"Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand."

-- General Colin Powell



# Consulting/Client Leadership

- How do we exhibit leadership with our clients?
  - Guiding them to the best technical decisions
  - Helping manage scope creep (stewardship)
  - Focusing on making the client successful
  - Identifying, communicating and mitigating project risks.



## WTF, Cloutier!?!

-- Anonymous AM





# Sales Leadership

- How do we exhibit leadership with sales?
  - Confidence and competence on sales assessment calls.
  - Authenticity and excitement
  - Tact and Honesty.
  - Deliver on the value we sold them. (Be yourselves)
  - Create estimates we are confident in.
  - Strong assessment write-ups
  - Feedback to sales – Are these the right projects?

# Team Leadership



- "Never tell people how to do things. **Tell them what to do** and they will surprise you with their ingenuity." -- **General George S. Patton**

# Team Leadership

- How do we exhibit leadership with our Teams?
  - Make sure they understand the project goals
  - Providing Tasks
  - Encouraging the team members
  - Shielding them from client bullshit
  - Addressing problems as necessary

# Team Leadership

- How the Army defines leadership
  - Be tactically and technically proficient
  - Know yourself and seek self-improvement
  - Know your ~~soldiers~~ **developers** and look out for their welfare
  - Keep your ~~soldiers~~ **developers** informed
  - Set the example
  - Ensure the task is understood, supervised and accomplished



# Team Leadership

- How the Army defines leadership
  - Train your ~~soldiers~~ **developers** as a team
  - Make sound and timely decisions
  - Develop a sense of responsibility in your subordinates
  - Employ your unit in accordance with its capabilities
  - Seek responsibility and take responsibility for your actions

# TL Group Leadership





# TL Group Leadership

- Actually, I'm not here to talk about myself
- How do we lead within the group?
  - Brown bags
  - Architect Role
  - Mentoring
  - Willingness to help on aliases

# Company Leadership





# Company Leadership

- How do we exhibit leadership within the company in general?
  - Continual Process Improvement
  - Pushing up suggestions to management
  - Knowledge Sharing (brown bags)

# The Power to Control Success

Determine what the **right** thing to do is, **how** to do it, and have the **courage** and **tact** to push for it to happen.

# The Power to Control Success

- Not easy
- A lot of different aspects to leading as a TL.
- Support each other in this endeavor

# Leadership

- Questions and Discussion
- Examples?