

Leadership, Workplace Engagement & Key Skills for Driving Change

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What Kind of Leader are You?

Better said as, “What kind of leader do you want to be?”

- Positional – Demand respect and loyalty... fear
- Inspirational – Lead by example and charisma
- Collaborational – Lead by committee
- Consensus Building – Lead by relationship

– or –

What Kind of Leader are You?

- Servant Leader – an Enabler
 - Remove your peoples barriers to success
 - Take things off your boss’s plate and avoid putting things on his/her plate
 - Listen to understand, not to respond
 - Be a voracious learner – Lunch & Learns, Vendor Demos, Technical Networking are inexpensive means to learn and stay current
 - Admit when you are wrong! “I don’t care who is right, I want to do what is right!”

What Kind of Leader are You?

Whatever type you choose, you must pick a set of principles upon which you will lead; i.e., evaluate situations and make decisions.

Principle-based leadership is essential!

Not emotion-based!

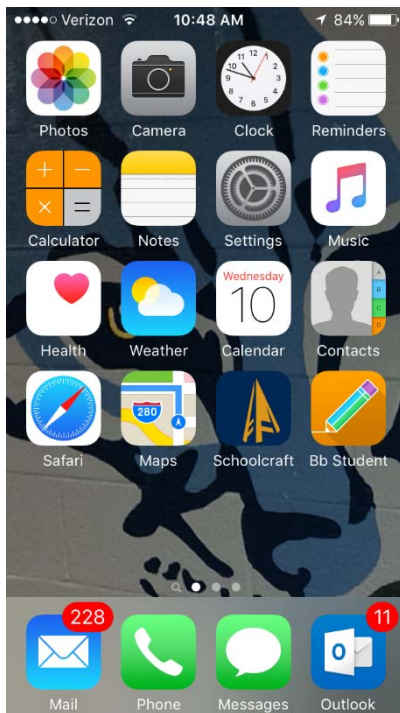
Remember: A principle doesn't change with time or circumstance.

Setting the Stage to Driving Change

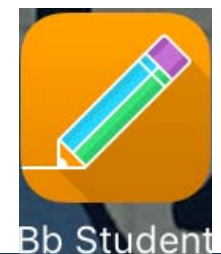
- Set a Mission Statement that is Actionable! – a Mantra
 - Schoolcraft IT: “We Enable Work!”
 - Know your place: We are not the principle revenue generator for the business
 - Meaning, we are a service organization, so customer service is paramount! (isn't this always true?)
- Create a Strategy or Strategies that Reflect the Mission
 - We do not deploy successful technology, we deploy successful end users!
 - Users should feel that IT has their back. “We Enable Work!”
 - Communication is as important as the fix, deployment, or technology – No “black hole”
 - Know your primary stakeholders and deliver their requirements

Know your primary customer's requirements

The Students



- Immersive Multimedia:
 - Smartphones, Tablets, Texting, Facebook, Twitter, Instagram, Reddit, FaceTime, Video, PayPal, Virtual Escort, Campus Maps, Schedules, etc.
- Instant Access from Anywhere:
 - Registration from Smartphone, WIFI Blackboard access, Portal with "always relevant content", Class notifications



Making An Impact

- Empower others to their best.
- Know what drives the business.
- Communicate – consistently and clearly... keep it simple.
- Keep everyone on same page.
- If it doesn't lead to a positive client outcome, it is not worth doing! Enable the business!
- The devil is in the details; monitor end user success.
- Courage to say what is most needed with genuine concern.
- Seek the truth.
- A complete solution will always take you out of your comfort zone. Cross the border & learn.
- Listen to understand, not to respond!
- How you got to a spot is much less important than how you will move forward. Forget about blame.
- The only value in discussing the past is to avoid repeating mistakes!
- Don't fear being hurt.

Skills Required: Growth vs. Fixed Mindset

Fixed – Intelligence is static

- My hand was dealt
- I'm "a natural"
- Challenge = Risk to avoid
- Effort won't change it
- Feedback – how dare you!
- You're lucky!
- Potential is limited

Growth – Intelligence is developed

- I can change the hand I was dealt
- I am constantly evolving
- Challenge = Opportunity
- Effort = Path to Mastery
- Feedback = Learning Opportunity
- Inspired by success of others
- Higher Levels of achievement

Have a Growth Mindset!

Ref: VMworld 2017 – How to think and act like an Innovative CIO

How To Get Started – K.I.S.S.

BE A LIST MAKER & REVIEWER

- Record status and next steps
- Set expected completion
- Never more than two lines
- Subordinates report weekly
- Mark done this week, erase next
- Always ask, “anything new?”
- Creates scope / velocity / accountability / expectation of multi-tasking

REQUIREMENTS TRACEABILITY

- Brainstorm requirements
- What is a good requirement?
 - Shall statement, singular, measurable, granular
- Provide work product that meets each requirement
- Create objective validation tests
- Must be absolute focal point that drives project acceptance

Strategize, Specify, Plan – Complete Requirements are Essential!

- R&V Plan
 Requirements & Validation Plan
 – Or –
 Requirements Traceability Matrix
- “Shall” Statements
 - Granular
 - Singular
 - 17 Pages

R&V Plan								
Date: 7/3/2014		Project Name: Virtual Desktop Infrastructure			Project Number:		R&V Lead: Christopher C. Denny	
ID	Date Received	Source	Type (e.g., Business, GUI, etc.)	Requirement (Shall Statement)	Work Product/Use Case	Validation Method	Validation Date	Validated By Whom
13	7/3/2014	JM	Software	The System "Shall" have built-in or supported screen sharing / collaboration (IE instructor can	VMware Horizon View supports this functionality	Demonstrate screen sharing via Horizons View .	9/25/2015	Bill Fox
14	7/11/2014	JM	Software	The System "Shall" have business continuance in local campus weather, fire, security incidence	VMware HA, SRM and Compellent Live Volume are all features of an enterise business continuity strategy.	Demonstrate Horizons View Client access from both Data Centers validates this requirement	7/15/2015	Christopher C. Denny
15	7/11/2014	JM	Software	The System "Shall" have business continuance in pandemic outbreak work at home	Remote management and remote access is essential during a pandemic outbreak. Desktops (entire solution) accessible from home, limited by bandwidth.	Demonstrate Horizons View Client access from both Data Centers validates this requirement	7/15/2015	Christopher C. Denny
16	7/11/2014	JM	Software	The System "Shall" have capability of roaming document folders	Roaming profiles are an option and included in the expectation of services.	Demonstrate single, unique user access on multiple devices by recommendations from Access	9/25/2015 9/25/2015	Bill Fox Christopher C. Denny
17	7/3/2014	JM	Software	The System "Shall" have centralized security, activity reporting	VMware vCenter offers a centralized activity report.	Demonstrate how VMware vCenter and Trend micro updates via server	7/15/2015	Christopher C. Denny
22	7/7/2014	JG	Software	The System "Shall" have Data encryption between user and server	PCoIP supports encrypted connectivity.	Demonstrate that encryption is enabled.	9/25/2015	Bill Fox
24	7/7/2014	JG	Security	The System "Shall" have Desktops with a recommended time screen lock time out	VMware Horizon View and Time screen lockouts are supported.	Demonstrate settings on multiple devices by recommendations from Access Interactive or by means of AD Group Policies.	9/25/2015	Bill Fox
25	7/7/2014	JG	Security	The System "Shall" have Desktops shall have a virus scanner	Trend Micro Deep Security provides the ability for virus scanning.	Implemented though Trend Micro on the VSI project. Testing and demonstration will take place.	8/30/2015	Patrick Turner
26	7/7/2014	JG	Software	The System "Shall" have Desktops shall have restore points	Restore points are customized based on RPO and RTO objectives. An in-depth procedure is written upon selection.	Validate that user profile folders are redirected or roaming to prevent data loss and no longer require restore points for VDI.	7/15/2015 9/25/2015 9/25/2015	Jason Greifenberg Bill Fox Christopher

Successful Leadership

- First, Own Everything! – i.e., Care and have integrity!
- Must understand “Value” is perception, not always \$
- Know who all the stakeholders are for an issue/project
- Study the stakeholders to know what they value / need and how they process information (what are their measuring methods? – what does success look like?)
- Tailor your message to the above and how your outcomes support or detract from them; this requires you to have a relationship with your peers and other stakeholders
- Be able to articulate the business, tactical, technological, etc. outcomes and how they give value to the business
- Have a win-win relationship with vendors and stakeholders

Powerful Tips

- Be principle centered
- You become what you think about
- Don't defend yourself, your outcomes will do that just fine!
- Critique with genuine concern
- Make your biggest detractor an evangelist
- Monthly touch points with peers to review priorities, issues, communication, etc.
- Helps, Hinders, Needs – evaluates staff attitudes, cultural issues, road to success
- Reward and acknowledge high performance, goal attainment, or significant contribution
- Social activities “designed” to create “family”... the need to be valued
- Conference attendance is a privilege and should always result in a detailed trip report
- Open and honest over the long haul wins!

A Call to Action

For IT

- Know the Business/Market
- Be First Mover
- Don't Geek Out: Talk Money
- Proactively Manage Innovation
- Innovation isn't just the technology
- Measure Measure Measure
- Have a plan, have a road map

For Leaders / Aspiring Leaders

- Know the business
- Be proactive – own your career path
- Develop a growth mindset
- Have a mentor
- Create a career journey line
- Care/Learn about all of IT
- Don't steal credit, give it
- Mentor the worthy
- Self Evaluate

Ref: VMworld 2017 – How to think and act like an Innovative CIO

Summary

- Am I developing rapidly enough
- Am I growing in business savvy & technical prowess
- Do I have clear goals and a path to achieve them
- Do I have a good mentor
- Am I mentoring the right people – Work with people who will do something with it
- Are my soft skills improving
- Am I being paid fair market value
- Have I become complacent

Ref: VMworld 2017 – How to think and act like an Innovative CIO

Questions

Thank you!

The Art of **Innovation** – Guy Kawasaki – Chief Evangelist – Member of the Apple 2E Project

1. Make meaning (not money) – make the world better
2. Make a mantra (not a Mission Statement) – e.g., We Enable Work – Three Words – Memorable
3. Jump to the next curve – Ice Harvesting, Ice Factory, Refrigerator
4. Don't worry, be crappy – Shoot the engineers and start production – it won't be perfect at first
5. Roll the DICEE –Deep–Intelligent–Complete–Empowering–Elegant
6. Bake, don't eat – Be innovative, creative, teach a man to fish
7. Let 100 flowers blossom – accept unexpected positive outcomes – claim victory and move on
8. Churn, baby, churn – Take your best shot and ship!
9. Niche thyself – Unique/Value graph – be the upper-right quadrant
10. Perfect your pitch – approval – partnership – capital – recruiting
11. Don't let the bozos grind you down – resist the naysayers – believe

in your vision