

# LEADERSHIP AND TEAM BUILDING

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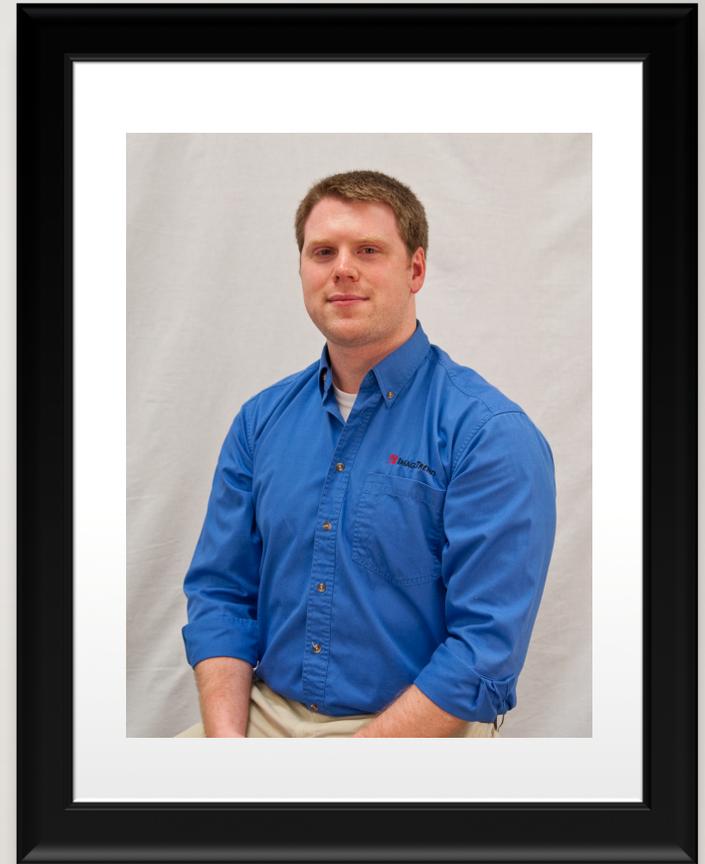
BY MATT ALLINDER



# BIOGRAPHY

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- .NET Developer
  - WPF,WCF,ASP.NET, Silverlight
- Lead Developer
- Software Development Manager
  - 4 different product teams.



# AGENDA

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- You as a Leader
- Communication
- Delegation
- Coaching
- Team building
  
- Resource Slides

# YOU AS A LEADER

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# THE MANY HATS OF A LEADER

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- Decision Maker
- Communicator
- Crisis Management
- Project Manager
- Barrier-breaker
- Coach
- Referee



# LEADERSHIP STYLES

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- Visionary
  - Cast vision with the why
  - Builds trust and motivation for new ideas
- Coaching
  - Focuses on developing people
  - Good for teams with new developers
- Relational
  - Focuses on creating bonds
  - Builds trust
- Democratic
  - Builds consensus and gets feedback
  - Good for experienced developers

# LEADERSHIP STYLES CONT.

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- Pacesetter
  - Expects excellence and self-direction
- Autocratic
  - Commands and expects follow through
  
- Certain Roles and Styles are conducive

# WHAT KIND OF LEADER ARE YOU?

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- What are your leadership strengths
- What do you like about your leaders
  - Find a Mentor
- Good leaders make positive impact

# RESOURCES

- [Myers Briggs](#)
- [DISC Assessment](#)
- [What Great Managers Do](#)
- [Guide: Identify what makes a great manager](#)
- Leaders Eat Last
- Strength Finders
- Born to Build
- Start With Why

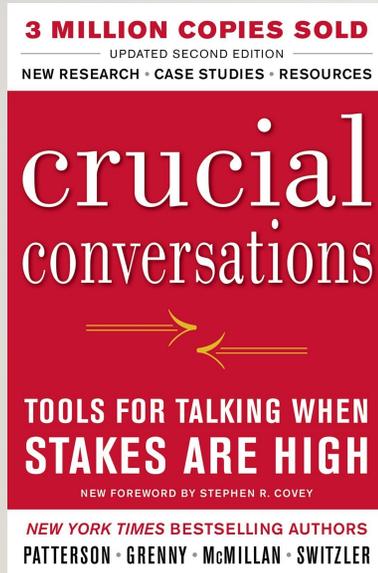
# COMMUNICATION

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# CRUCIAL CONVERSATIONS

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- How to handle high-stakes, highly emotional conversations
- How do you react in crucial conversations
  - Violence or Silence
- Break the reaction cycle
  - Take a breath
  - Ask yourself:
    - What do you really want
    - How should you act to get that

# PATH OF ACTION

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- Understand the path of action
  - We hear something
  - We tell ourselves a story
  - We react to story
  - We act
- Work backwards to figure out the story
- Common Unhelpful Stories
  - Victim
  - Villain
  - Helpless



# RESTORING DIALOG

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- Make sure the conversation is safe
  - Mutual Purpose
  - Mutual Respect
- Contrast to fix Misunderstanding
  - I want / meant
  - I don't want / mean
- Shared Pool of Knowledge

# EXPLORE THE OTHER SIDE

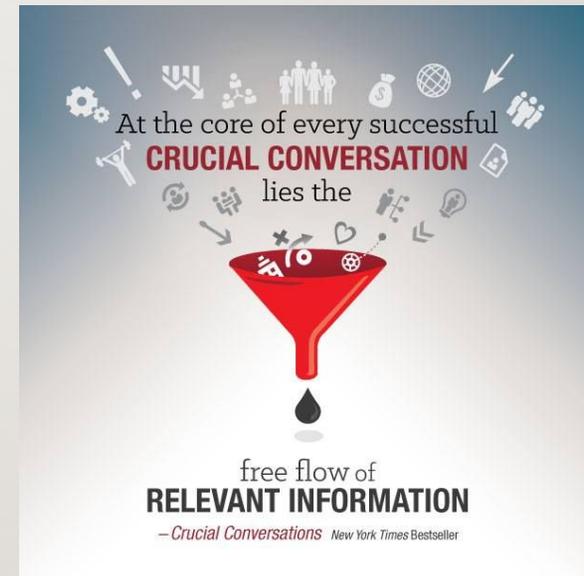
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- Ask to get things rolling
  - I'd really like to hear your opinion on this
  - Please let me know if you see it differently
- Confirm their Feelings
- Paraphrase to Acknowledge Story
- What if they are wrong?
  - Agree
  - Build
  - Compare

# SPEAKING PERSUASIVELY

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- Share your facts
- Then tell your story
- Ask them to share their story
  
- Useful skills
  - Talk tentatively
  - Encourage testing



# ACTIVE LISTENING

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- Non-Verbal Signs of Attention

- Eye Contact
- Smile
- Posture
- Distractions

- Verbal Signs of Attention

- Questioning
- Clarification
- Summarization
- Reflection

**Don't just act like you are listening!**

# RESOURCES

- Crucial Conversations
- Interpersonal Communication: Relating to Others
- Case Studies in Interpersonal Communication: Processes and Problems
- Resolving Conflicts at Work: A Complete Guide for Everyone on the Job
- Difficult Conversations: How to Discuss What Matters Most

# DELEGATION

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# DELEGATION

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- It will help you
  - Help you manage all your responsibilities
  - Keep you from being a bottleneck
- It will help your team
  - Trains them
  - Promote more engagement
  - Feel a sense of responsibility/ownership
- When to Delegate?



# HOW TO DELEGATE

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- Set a clear objective
- Provide necessary information and guidance
- Identify milestones and set a completion date
- Provide Feedback

# RESOURCES

- [To be a Great Leader, You have to Learn How to Delegate Well](#)
- [7 strategies for Delegating Better and Getting More Done](#)
- [Successful Delegation](#)
- [How to Delegate to Employees](#)
- **Leaders Eat Last**

# COACHING

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# COACHING

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- Build Trust
- Teachable Moments
- Play to their strengths
- Reinforce with Positive feedback
- Praise in public, correct in private

# PERFORMANCE IMPROVEMENT

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- Know HR's Policy
- Attitude vs Skill Issue
  - Attitude
    - Focus on behavior and facts
    - Set clear expectations
  - Skill
    - New method for training
    - Start small
- PIP Conversation
  - Agree there is a problem
  - Clarify expectation
  - Mutual Commitment
  - Agree on method to measure success
  - Establish milestones

# RESOURCE

- Crucial Accountability
- Leaders Eat Last
- [What is Coaching?](#)
- [How to Coach:A Programmers Cheat Sheet](#)
- Coaching and Development On Lynda.com

# TEAM BUILDING

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# PSYCHOLOGICAL SAFETY

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- Safety will foster better cooperation and ideation
- Avoids preventable mistakes
- Allows teams to address issues sooner and better
- Teams will be more resilient to challenges
  
- Lead by example
  - Focus on learning from issues, not blaming
  - Acknowledge your own mistakes
  - Be curious, ask questions.

# ESTABLISHING A TEAM CULTURE

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- Setting Expectations
  - Demonstrate your expectations
- Promoting a culture of learning
- Prioritizing the well-being of your people
- Win goes to team, loss goes to the lead

# RESOURCES

- Leaders Eat Last
- Power of Habits
- [Psychological Safety and Learning Behavior in Work Teams](#)
- [The five keys to a successful Google team](#)
- [Guide: Understand team effectiveness](#)
- [Building a Psychologically Safe Workplace](#)

# TAKE AWAY

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- Reflect and aim for small improvements
- If you can, find a mentor
- Improve your Crucial Conversation Skills
- Become a coach for your team
- Establish a Psychological Safe team

QUESTIONS?

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# THANK YOU!

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- [mallinder@imagetrend.com](mailto:mallinder@imagetrend.com)
  - @mlallinder