INTRODUCTION

“I’m lost, and I really wanted this promotion!”

Be careful what you ask for. Most of us have heard this familiar saying. IT leaders now can testify as to its veracity. CIOs have lamented for years that they were not invited to a “seat at the table” with their senior-level colleagues. It appears that what they wished for is happening. The “2002 State of the CIO” survey conducted by CIO magazine and reported in their March 1, 2002, issue contains evidence that IT leaders are increasingly viewed by their business unit colleagues as strategic business partners. That is the good news, but it carries a challenge.

The challenge for IT leaders is that they and their colleagues are under increasing pressure to help produce quantifiable business results. The recent downturn in IT spending is, in part, a result of the perception among CEOs and other C-level executives that investments in IT have not resulted in expected bottom-line improvements. This is ratcheting up the pressure for increasingly competent IT leadership. Adding to already-high stress levels, the transition from individual contributor to leader and manager continues to be a source of difficulty and frustration.

This series of two articles focuses on this “toughest transition” and describes ways in which CIOs and their leader and manager colleagues can improve the transition process.

PAYOFF IDEA

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sition process. The articles are in the form of a case study, framed by recent economic events. Part 1 introduces Robin, a new IT leader, and focuses on the challenges she experiences as she begins her transition. Part 2 continues Robin’s story as she prepares to lead a multi-location team working on customer-related initiatives.

A bibliography of recommended reading is included.

SETTING THE STAGE
I had been invited to be a presenter during a series of in-house IT leadership development programs. The current economic downturn exacerbated by the events of September 11, 2001, had not spared this organization, and it, like so many others, was struggling with the resulting layoffs and confusion. “Do more with less” had returned as the corporate mantra. Project ROIs were in fashion. The shorter the proposed project time horizons and the more customer-focused the applications, the better their chance of being approved.

Because of layoffs, the IT staff was spread thin, and new and different ways to restructure and reorganize seemed to be on every meeting’s agenda. Stress ran rampant.

That was the bad news. The good news was that the company was blessed with an enlightened and people-savvy CIO. As he was fond of saying he had paid his dues “in the trenches.” And “in the trenches” carried a double meaning. He had spent time in the military as a line officer and had also climbed the IT leadership ladder from the bottom up. This combination gave him an unusual awareness of how important good leadership and management is, especially in tough times. “You can get away with a lot when everyone is fat and happy; but when the lean times come, you better have leaders and managers who know what they’re doing.”

He was the champion behind this series of programs. Given the circumstances, it would have been easier to put the programs “in the parking lot” until “things return to normal.” But as he said in his opening remarks, “Leadership requires a willingness to forsake taking the easy — and sometimes the conventional — way out. It means being clear and explicit about what you believe in, then pulling the resources together to make it happen. I believe in these programs, and when we’re through, I hope you will also. So let’s get to work.”

Each program was five days in length, split into three-day and two-day sessions, separated by one month. During the month, participants were assigned a healthy required reading list of articles and books, all dealing with the nontechnical side of IT leadership and management.

THE TOUGHEST TRANSITION
The CIO always “kicked off” the first day and “wound up” the fifth day. My job was to help get the programs off the ground, administer the Myers-Briggs Type Indicator (MBTI), provide the continuity throughout, and help close the programs on the final day. I also provided post-program support via e-mail coaching.
My presentations focused on what I call the “toughest transition.” I describe this transition as the changes in roles and responsibilities one must master when moving from individual technical professional to manager or leader. Many IT professionals find this to be the most difficult career transition they are ever called upon to make. I introduce the “toughest transition” this way:

This transition is toughest because it requires three major work/life changes.

First, it means giving up some of what you know, like to do, and that gives you a good deal of job satisfaction and self-esteem.

Second, it means taking on some of what you don’t know, aren’t sure you’ll like, and that may not (at least initially) do much for your job satisfaction and self-esteem.

Third, it means moving from working on tasks where there is some certainty, specificity, and even some “answers,” to tasks that will probably seem vague, unclear, perhaps ill-defined, and worst of all, may appear to lack answers — at least in the short run.

What complicates matters is that there is often little time or energy devoted to preparing IT individual contributors to make this transition. What is even worse is that there may be few role models of really good IT managers or leaders around to help coach or mentor others through it.

As a result, many IT professionals who are embarking upon this career shift find themselves in a lonely and often uncomfortable place. As did Robin, as we will soon find out.

“NOW I FEEL LIKE THE DOG THAT CAUGHT THE BUS — WHAT DO I DO NOW?”

Following one of my first-day sessions, a participant asked if she could join me for dinner. Robin had introduced herself to the group as “a veteran IT professional and a struggling leader/manager.” During our meal she confided that, “As far as my new position is concerned, I’m feeling lost, and I really wanted this promotion! I’ve been in the department for several years and feel like I’ve paid my dues as an individual contributor. Frankly, I lobbied for this assignment. I was ready to leave if I didn’t get it but the job market is so lousy that …well anyway, I got the job. Now I feel like the dog that caught the bus — what do I do now?”

She paused, preoccupied. I waited, then paraphrased: “You’re feeling like you don’t know what to do with the prize you just acquired.”

She got back on track. “My title is Team Leader. I’m attempting to guide this group of about a dozen people spread over our four different locations. That’s fine, but from something you said this morning, I’m feeling that I don’t really know what I’m supposed to be doing.”

I must have looked confused. “You mentioned something about there being a difference between leading and managing. I’ve heard that said, so it’s not new news. I’ve always assumed, however, that the leaders would be our CIO and his direct reports, and the managers would be all the others. But now I’m supposed to be a Team Leader. I don’t know what that means; and if I don’t, I’m sure my people don’t. We’re all just stumbling around. You also said something about the importance of learning how to manage yourself so that you can manage and lead others. You talked about changing roles and letting go, and I know this is a major
challenge for me. I’m one of those people whose self-esteem is all wrapped up in my job and my job has always had a significant technical dimension. I find it very difficult to let others run with the technical stuff while I try and learn the people stuff. I’m not doing a good job of self-managing.”

I assured her that letting go is a very common difficulty for those making this transition. “It’s hard to unlearn behaviors that have served us well for years. But we have to unlearn the old before we can really learn the new.”

I also asked her if she could be more specific about what she was experiencing each day.

“I’m finding that I can’t concentrate on anything for more than a few minutes at a time. I never seem to complete anything. I jump from one thing to another and most of the time I go home feeling like I’ve accomplished nothing except falling farther and farther behind.”

“Behind?”

“Behind. Especially with what it is that I’ve always really enjoyed: the hands-on stuff, like what we were just talking about. I’ve always considered myself to be a problem-solver. That’s why I got into IT in the first place. I like to get my hands dirty and solve problems that others cannot. That’s how I positioned myself for this job: as someone who’s a doer, who can get stuff done.

“What’s really got me down is that last week I had my first performance review as an IT leader/manager.” She paused and drifted again. After a moment the floodgates opened. “It was awful. I knew going in that things weren’t great. But I didn’t think they were that bad.”

“That bad. How bad is that bad? Can you share specifics?”

“Sure can.” She seemed to pull herself together. “First, I have to say that I was initially defensive. But that passed, because deep down I knew the feedback was accurate. One of my director’s major observations was that I seemed to be trying to micromanage everything, with everybody. And she was right. Which was why I was jumping from one thing to another and going home feeling more and more behind. She also said that I seemed to be so focused on what was going on right now that I was losing sight of what needed to be done over the long term. She was right again. I needed to hear these things. It was painful, but the timing was good because when the smoke cleared, she said she had reserved a spot in this program for me. If she had asked me to attend before I took the job I would have resisted.”

“Resisted?”

“Yes, resisted, because I wouldn’t have believed that I needed this. After all, I’ve consistently been on the high end in all my performance reviews.”

“But probably on the high end of performing as an individual contributor. As a leader/manager, the competencies are different.”

“So I’m discovering. Oh, I knew they would be different, but what I didn’t realize was that I would have to make such a complete turn away from what I’ve really liked doing toward something that at times seems so strange. My director is perceptive. She said I had moved from what she described as a ‘confident professional to a tentative and uncertain team leader.”
“Let me interrupt for a moment. I need to ask you to describe how she presented this team leader opportunity to you? How did she describe it? I’m not as concerned about the specific words as I am about the overall tone of what she said.”

“That’s interesting. I remember the conversation well. She said things that on one hand sounded intriguing and even maybe fun, but on the other hand sounded very strange.”

“Like?”

“Like, ‘We’re organizing what will be a highly visible team of about a dozen people selected from the IT staffs at our four locations. Their jobs will be to interface with key user-partners who work with our external customers and together try and do some new — and as of now — undefined things. We need to improve relationships with our user-partners, find ways to communicate and collaborate with them more effectively, and help them do their jobs better. I need a team leader who knows this company, is comfortable with technology, and most important of all, knows how to get things done.’ That sounded good, and what followed sounded even better. She said, ‘You’ve talked with me about moving up and away from your individual contributor role. You’ve also emphasized your track record as a ‘doer’ and this is the kind of person I need in this position. Interested?’

“I went home and thought about it. As I said, it sounded intriguing, perhaps fun, but also a little strange.”

“In what ways strange?”

“When I went back and talked with her, she said she had no plan, only a direction. Who ever heard of trying to do something like this with no plan? When I asked her for the plan, she said things like, ‘Use your imagination. Go and talk to the people. Listen to them. Listen to their hunches, and trust your own. You’ve got good instincts. You’re also creative; use your creativity. Forget what works now. Tomorrow’s going to be different; that’s all we know, and we have to come up with what’s going to work tomorrow. Still interested?’ Well, yes, I said. I really couldn’t say no, so here we are. And here I am, a ‘tentative and uncertain team leader.”’

**MYERS-BRIGGS TYPE INDICATOR**

We had about finished dessert and coffee, not to mention a long day, and our energy levels were fading. It seemed appropriate to close this coaching session, and I decided to do so by going back to the Myers-Briggs (the MBTI).

“Robin, do you recall our session on the MBTI this afternoon? Your preferences were ISTP: Introverted Thinking with Extraverted Sensing. Your dominant preference is Thinking — which you do internally, as an Introvert — and your auxiliary preference is Sensing, which you do externally. Your Tertiary preference is N, or Intuition, which means that it probably doesn’t come into play all that often. Let me share some insights about what those preferences mean in terms of what you heard your manager say when she presented the Team Leader opportu-
nity. You recall the way in which you just described her proposal: ‘no plan, just a direction … use your imagination … go and talk … listen to their hunches … trust your own … use your creativity … we have to come up with what’s going to work tomorrow.’ She was describing her expectations the way an N might. The way I might, as a matter of fact.

“I’m an ENTJ: Extraverted Thinking with Introverted Intuition. My N, and I’m a strong N, is my auxiliary preference. My dominant is T, or Thinking. As an Extravert, I use my dominant Thinking function externally and my Auxiliary Intuition function internally. What this means in everyday behavior is that I think globally and conceptually — that’s the N working — and I express what I’m thinking out loud. I love to kick ideas around, and the ideas can be works in progress.”

“Just like my director does.”

“And I bet it…”

“Sounds strange, just like I said.”

“Sure it does. We Ns can sound strange to Ss. But then, Ss can sound strange to us too. That’s the nature of preferences, of differences. We need to learn about the differences, respect them, and realize that our organizations, departments, and teams need these differences. Our differences make us stronger. Our challenge as leaders and managers is to learn about these differences and how to honor and accommodate them.

“What happened was that your director described the position expectations in N language. That explanation would have sounded terrific to me. To you, as an S, it sounded strange. As an ISTP, you would have described the expectations quite differently. You would have used more concrete, down-to-earth language, and been more practical and factual in terms of what you think needs to happen.”

“So how do I ‘honor and accommodate’ these differences?”

“Before I respond to that, one more point. This difference in preferences between you and your boss also helps, I believe, to explain why you received a not-so-great performance review. She was expecting N behaviors — the way she might have gone about doing the job. You behaved the way an S would behave — the way you would and did behave. There was a disconnect. So now back to your question. You honor and accommodate these differences and repair the disconnect by going back to her, sharing these insights, and requesting an opportunity to discuss your performance further. After all, she nominated you for this program. I expect she’ll be pleased to see that you’re getting something out of it. Explain that you’ve had the opportunity to see your performance issues through another set of lenses; that’s one of the benefits of the MBTI. Try and see the job’s needs and expectations through her eyes. Encourage her to discuss her expectations with you in detail. This won’t be easy for her. As an N, it’s not as easy for her to deal in details as it is for you, an S. But be patient. And please remember, this may — and probably will — take more than one meeting.

“What’s my goal?”

“Spoken like a true problem-solver. ISTPs tend to be good problem-solvers, by the way. And you said that about yourself. Well, you were right, and I expect
this is one of the reasons she offered you the job. You mentioned yourself that she said she needed someone who knew how to get things done.

“Your goal is to arrive at some common ground around the performance expectations that she has for the position. You both need to be in agreement about what the job entails and what it doesn’t entail; also about what constitutes a high level of performance and what doesn’t. You might also want to go back to that point I made this morning about there being differences between leading and managing. I'm suggesting that you and she discuss these differences and work on coming to a common understanding about what combination of leading and managing she has in mind.”

“What do you think she has in mind?”

“I think she needs leadership and is looking for leader behaviors. I also think you've been seeing the role as a management position and have been trying to do the manager thing. I don't think that's where she's coming from, based upon what I've been hearing.”

Robin paused. “Which leads me to the question of what these differences are. I remember you said something this morning about leading from the right and managing from the left. You also referred to both sides of our brains and that intrigued me. But you told us that we would be returning to this issue tomorrow, so perhaps I'm getting ahead of the game.”

“A bit, but that's OK. I did say we would return to these differences tomorrow, and we will. I also did something else, remember? I gave you all these three questions to think about between now and then. You might think about them in the light of this conversation and I'll open our session tomorrow with some discussion.”

• Do you perceive yourself to be a manager or a leader? Why?
• Do you believe this perception aligns with the needs and expectations of the person to whom you report?
• Who is the most difficult person you will ever have to manage (or lead)?

“I think I already know my answers to those questions, especially that last one,” she said ruefully, as she pushed away from the table.

(Note to readers: You might want to think about these questions also. Perhaps you’re an IT leader, or a manager, or perhaps an individual contributor. What are your answers and how do they relate to your performance?)

CHALLENGING QUESTIONS

I opened Day Two’s morning session by displaying the above three questions on the screen. “Anyone care to comment?” I asked.

Guess whose hand went up.

“Stew, I want to go directly to your third question. You talked yesterday about the importance of self-management and of learning how to manage yourself so that you can manage and lead others. I know that changing roles and letting go is
a major challenge for me. My job has always had a significant technical dimension and I’m finding it very uncomfortable letting others run with the technical stuff while I try and learn the people stuff.”

“And?”

“And I’ve come to the conclusion that the most difficult person I will ever have to manage — or lead — is myself. I’ve also concluded that learning how to self-manage is Job One for me if I’m going to make it as an IT manager and leader.”

“I like what I’m hearing Robin and it leads directly to the toughest question. I’m not looking for an answer right now. You can answer if you wish, but you can also hold if you like.”

“And the question is?”

“The question is: do you really want to manage and lead? Related questions include: are these really the roles for you? What job-related challenges really are self-motivating? Where does your passion lie? What do you really like to do, what do you do well, and what do you want to do more of in the future?”

Note to readers who are making or contemplating the “toughest transition”: you might think about these questions too:

• Do you really want to manage and lead? Are these the roles for you?
• What job-related challenges are self-motivating?
• Where does your passion lie?
• What do you really like to do, what do you do well, and what do you want to do more of in the future?

Robin was silent but someone else jumped in. “Those questions go to the heart of it. I’ve been thinking about what Robin said, and I have similar concerns. I guess that’s one of the reasons we’re here.”

“Yes it is. Please continue to think about the first two questions and as you do so, let’s discuss the differences between leading and managing. Think about where you fit and what you believe the needs and expectations are of the person to whom you report.

LEADING, MANAGING, AND SELF-MANAGEMENT

“We lead from the left and we manage from the right. By left and right, I’m referring to the left and right sides of our brain. They are different, but complementary. The left side — the side many IT professionals prefer and where they are most comfortable — is our analytical, structured, predictable, and orderly side. The left side is where managers like to live. The right side is where leaders like to live. It’s more experimental and less analytical. It’s more unstructured, less structured. It’s more creative and less predictable. And it’s more visionary — even messy at times — and less orderly.

“In Myers-Briggs terms, those of you who have a preference for S on the Sensing-Intuition scale will probably feel at home on the left side of the brain. Those of you who have a preference for N will probably feel at home on the right side
of the brain. Again, we have both sides to work with but we tend to prefer one side or the other. Remember that the S–N preferences are about how we learn and take in information. Ss learn through the five senses and are practical, detail-oriented people. They look for known facts and have a focus upon the present. Ns learn through a ‘sixth sense’ and look for relationships, possibilities and what could be in the future.

“What’s more, if we prefer Sensing, we probably are more comfortable with the here-and-now of managing. If we prefer Intuition, we probably are more comfortable with the visionary aspects of leadership. Again, most of us have both S and N within us, but we prefer one or the other.”

“Where do you fall, Stew, and how did your preferences affect your self-management?”

“True confessions. I’m an ENTJ, with a very strong N. I was a better leader than a manager and always had more trouble working with — and delegating to — Ss than to Ns. Ss, of course, also had more trouble working with me. I had to work very hard managing myself so that I could both manage and lead as necessary. But managing was always less fun and more of a challenge. Leading was always more fun and I seemed to have greater success in leadership situations.”

“Can you say more about this ‘managing self’ business?”

“Sure, I can and I will, but what would you like me to talk about? It sounds like there’s something specific about self-management that’s on your mind.”

“Yes, well, Robin talked earlier about self-management being Job One for her and I can identify with that. But my challenge isn’t so much sorting out the managing and the leading as it’s doing the delegation thing. Robin talked also about her love of doing, of rolling up her sleeves and getting the job done. Sounds like me. I know I can do the stuff better than most, faster too, and I’m getting caught in the micromanaging trap. But, we’ve got to get stuff out the door.”

“Micromanaging is alive and well within IT management ranks, including among CIOs. It’s not a new phenomenon, and it’s also not peculiar to IT. It’s found frequently in other staff functions, where highly successful individual contributors are rewarded with promotions to manager. The thinking is that if a person can do a job very well, then he or she should be able to oversee others doing similar jobs, at the same time raising their performances. Well, it rarely works that way. Most of the time we lose good contributors and gain not-so-good managers. The team begins to spiral down and we have to move into damage control.

“We’re trying to improve our leading and managing and avoid having to do damage control, hence these programs. ‘Letting go’ is a challenge, but it’s a major aspect of learning how to manage oneself. There are no ‘magic bullets’ and not everyone succeeds, so let’s look at the process.

“One of the major issues in learning to let go, delegate, and empower is that of feeling personally secure, of being self-confident and comfortable managing and leading colleagues who know more — or who are learning more — than you about a piece of technology, an application, or the latest software release. This is a challenge for many would-be IT manager/leaders; but if they find it hard to let
go, neither they nor their employees will be able to grow. Everyone will lose, and some will fail.

“Now, let’s consider empowerment for a moment. Empowerment is a most uncomfortable concept for many IT managers, especially those who may be left-brained, with a strong bias toward control. The word conjures up threatening images of people running around, doing their own thing, in an unstructured manner, perhaps a little bit out of control. And yet, don’t we long for employees who will exercise initiative, seize the moment, and do what has to be done to get work accomplished? Most of us pride ourselves on being highly self-motivated. If we are, then why wouldn’t we value this trait in others, especially those whom we hire to work for us?

“A wise person once talked with me about ‘The Paradox of Power.’ I don’t know where this observation originated but I believe it’s true. The Paradox of Power says that you gain power by giving it away. There is never enough of the leader to go around. The more you are able to empower others who work with you and for you, the more power will ultimately flow to you. As you widen and deepen this two-way power flow, the more synergy you will be able to create. And with more synergy comes more accomplishments.

“I like to think of delegation as the ‘meat’ on the bones of empowerment. There are those who view delegation as ‘old economy,’ and perhaps the term does sound dated. But recent economic and financial events are reminding us of the importance of fundamentals, the blocking and tackling of running organizations.

“Delegation is fundamental. It goes to the heart of leading and managing: getting work done through others. As one famous leader — I believe it was President Dwight Eisenhower — put it, ‘Leadership is getting others to do what you want done because they want to do it.’ This is as true today as it ever was.

“Done well, delegation improves personal and team productivity, enhances overall effectiveness, is a prime motivational tool, and is the centerpiece for developing the knowledge and skills of others. Delegation empowers both delegators and delegatees. If we don’t learn to let go of the familiar and take hold of the unfamiliar, we won’t grow. On the downside, delegation can also create a sense of disequilibrium: a feeling of confusion, and certainly being out of our comfort zone. But as Margaret Wheatley reminds us in Leadership and the New Science, ‘Disequilibrium is a necessary condition for growth.’

“Why do so many IT managers find delegating so difficult? Why do so many wind up micromanaging? Here are several reasons.”

Note to readers: Is it a challenge for you to delegate? Do you find yourself micromanaging (or being micromanaged)? Which of these reasons behind poor delegation apply to you, and what have you done about them?

“Managers micromanage and find delegating difficult because they:

• Derive personal satisfaction from ‘doing the job myself.’
• Identify personally with the particular job, task, or assignment.
• Believe that ‘I can do this better and in less time than....’
• Have a high need for perfection: ‘Nobody can do this like I can. Nobody.’
• Are overly invested in control.
• Are insecure in their role.
• Are afraid; they fear that the job either won't be done well, or perhaps will be done better than they would do it, or that their job security blanket might disappear, or …?
• Are unwilling or unable to accept the responsibility for the performance of others.
• Believe that they don’t have the time to train, explain, follow-up, etc. (While this belief may be real, it may also be a rationalization.)

“Learning to let go, delegate, and empower others takes time, desire, and a willingness to change. Not everyone succeeds, and I’ve had IT managers say to me that they would just as soon give up their management or leadership position, move back to an individual contributor role, and continue their careers on an individual contributor track.

“Now, not as many do this as talk about it. There’s a price to be paid, and it can be a big one. The price can be paid in reduced self-esteem as well as in dollars. Better to succeed at what we’re trying to accomplish here: improve the selection and education process, thereby increasing the odds for success.

“Let’s return to delegation and prepare to close this session by thinking about some ways to improve the process. I expect you all can identify with delegation gone bad, so you’ll probably be able to identify with these guidelines.”

CHECKLIST FOR IMPROVING YOUR DELEGATION

1. “Delegating is more than simply giving people work to do. Delegation is a complex process of influence, control, interdependency, and accountability. If it’s going to work well, it means that those doing the delegating have to know their people. ‘Knowing your people’ may sound like Management 101, but it’s also a neglected part of managing and leading. It’s tougher today to ‘know our people.’ Virtual and dispersed workforces, the use of consultants and contractors, and diminished levels of organizational loyalty all work against the creation of close-knit teams and organizations. Not everyone to whom we’re delegating is sitting out there in our cube farm. They may be on the other side of the world. And they may not even work for the same organization that we do.

2. Delegation is also complex because it almost always involves people above us as well as below us in the chain of command. Sometimes even outside our chain of command. And, when you involve people on multiple levels, you bring into play a variety of points of view, biases, and beliefs, all of which impact how delegation is handled and work gets done.

3. Before moving on, let me say a word about chain of command. You might think that ‘chain of command’ sounds very ‘old economy.’ Well, perhaps it does, but I believe that recent events remind us of the importance of struc-
ture, rigor, and discipline in organizational processes. What goes around comes around and I see structure, rigor, and discipline coming around.

4. We need to know our people in terms of not only who they are but what they are. Yes, this means keeping a skills inventory up-to-date, but it also means much more. It means knowing as much as you can about your people, their interests, career aspirations, and what motivates them.

5. This brings us to alignment. The more you know about your people, the better job you can do aligning what needs to get done with those who can help you do it.

6. And this brings us to our conclusion for this session. It is that expectations have to be managed proactively from the outset and throughout the delegation and empowerment process. ‘Managing the expectations’ means being willing to walk the talk as well as talk the talk. It means demonstrating through your own behavior what you want as well as describing it in words. It means remembering that ‘actions speak louder than words’ and that ‘what you do speaks so loudly I cannot hear what you say.’ It means remembering that shaping behaviors is one of the leader’s key responsibilities, and that behaviors are shaped through the judicious combination of words, actions, and behaviors.

7. Finally, ‘managing the expectations’ also means ‘managing and changing the culture.’ Cultures are described by their icons, models, and symbols. Cultures are slow to change and can be terribly resistant to change. More corporate mergers falter over failed culture change than most any other variable. When you attempt culture change, you need to work at changing the organization’s icons, models, and symbols. One of the models to examine is what behavior is rewarded and what behavior is not rewarded. If you’re trying to change a culture, you may need to change what you reward, and what you don’t.

“Let’s close with an assignment. I’ll distribute a short reading list of four current and outstanding books about managing and leading. Please select one book and read it before you return for the final two days of the program. Also, on the day before you arrive, please jot down your answers to the following.

“Look back over what you did and what you accomplished during the four weeks between our sessions. Select one thing that you did repeatedly that if you stop doing in the future would improve your performance and your work–life balance. Then, identify one thing that you did not do that if you start doing in the future would improve your performance and your work–life balance.”

Note to readers: You might want to look at these books yourselves, and think about the above two issues.

**Recommended Reading**


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