



AGC
THE CONSTRUCTION
ASSOCIATION

Stepping up your IT career

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Stepping up your IT career

What do you need to be successful at each level of leadership



What we will cover

- Why do you want to be a leader?
- Levels of leadership
- Lining up your IT strategy
- Measuring your effectiveness

Why do you want to become a manager/leader/director etc ?

0 responses

Your why is
important!



The Motive - Patrick Lencioni

"Rewards-centered leadership: the belief that being a leader is the reward for hard work; therefore, the experience of being a leader should be pleasant and enjoyable, free to choose what they work on and avoid anything mundane, unpleasant, or uncomfortable.



The Motive - Patrick Lencioni

Responsibility-centered leadership: the belief that being a leader is a responsibility; therefore, the experience of leading should be difficult and challenging (though certainly not without elements of personal gratification)."



What is your current level at your company?

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Entry level

0

Professional but no direct reports

0

IT Manager

0

Director, VP or Similar

0

CIO or similar

0

Not within the IT department



Where do you aspire to be in the coming years?

0

Stay where I am at

0

Become a manager

0

Become a manager of
managers/functional leader



Levels of Leadership

- Individual Contributor
- Manager of IC
- Manager of Managers
- Manager of Function

Individual Contributor to People Manager

Shifting from getting things done on your own power, to the power and efforts of others



Tools to develop

- Comfort with difficult conversations
- Coaching and Teaching
- Accountability
- Outcomes vs "doing it your way"



I feel like I am not growing as fast or
being efficient lately...

– *Direct Report when managing an Intern for the first time*



Manager to Manager of Managers/Function

Building and empowering a management team with the ability to execute the "commanders intent" and thinking strategically about IT



Tools to develop

- Understanding how your company does business and makes money
- Coaching, especially 1 on 1 check ins
- Accountability/Feedback
- Building partnerships
- Vendor management



I am curious about how the company operates at multiple levels, and my mentor provided perspectives from a larger organizational view

– Manager after completing NGL training



Organizational Context



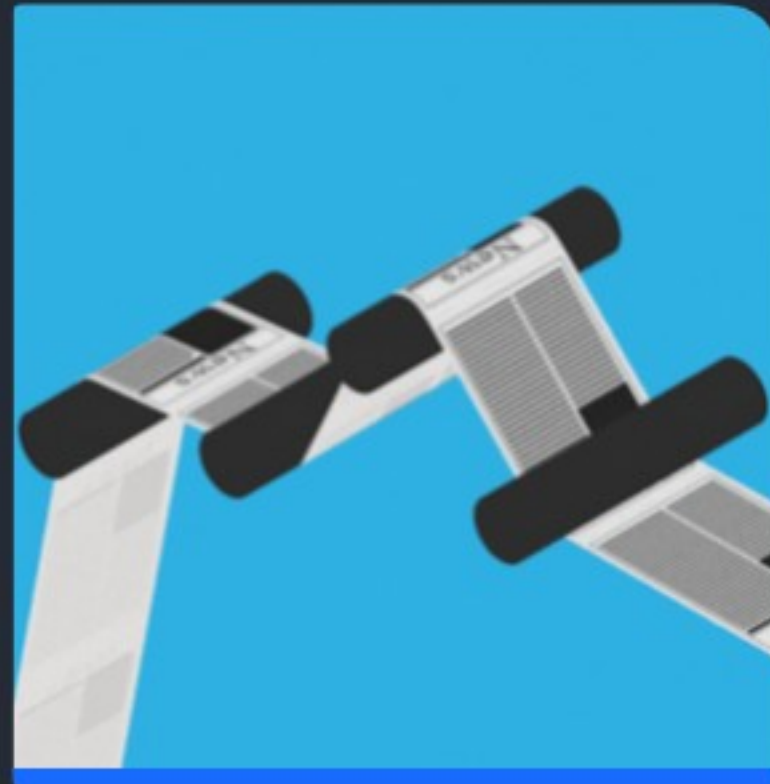
What is your company's strategic focus

- Operational Excellence
- Product Leadership
- Customer Intimacy



What do you think your company's strategic focus is?

0



Operational
Excellence

0



Product Leadership

0



Customer Intimacy



Based on your answer, how does your tech stack limit or enable your strategic focus?

Organizational views of IT

- Conservative: IT is a necessary evil
- Moderate: IT can bring productive value
- Aggressive: IT creates value and revenue
- Leading Edge: IT is core to profit and revenue

Where does your organization fall?

Is your company conservative (1) or Leading Edge (4) in their view of the use of technology?

Conservative

Leading Edge

Approach for Conservative or Moderate

- Practice Lean IT
- Pitch efficiency or time savings
- Encourage and reassure your team
- Highlight cost savings or good concessions when negotiating renewals
- Visit ops and departments to look for waste or non value added work



Approach for Aggressive or Leading Edge

- Practice Lean IT
- Demonstrate scalability, rapid deployment and how it ties to increased revenue
- Challenge and Invest in your team
- Budget for and use R&D funds that improve business outcomes
- Visit ops and departments to look for waste or non value added work



Strategic Partner

- Integrated into the business
- Helps the business to succeed

Trusted Advisor

- Helpful and reliable
- Mutual respect and understanding

Service Provider

- Prevent big mistakes
- Routine interaction

Order Taker

- Engage when something is needed
- Misperceptions create distrust

Evaluate your IT influence.



Continued learning

- Lean IT by Steven C. Bell
- Any Patrick Lencioni books
- Heavy Strategy Podcast
- Next Generation Leadership (Inspire Leadership Network)
- Dale Carnegie Human Relations course
- Seek out peers at larger organizations

