

2022/23 Semester 1

IS3103 Information Systems Leadership and Communication

Lecture 10

Leading IT Talents and Virtual Teams

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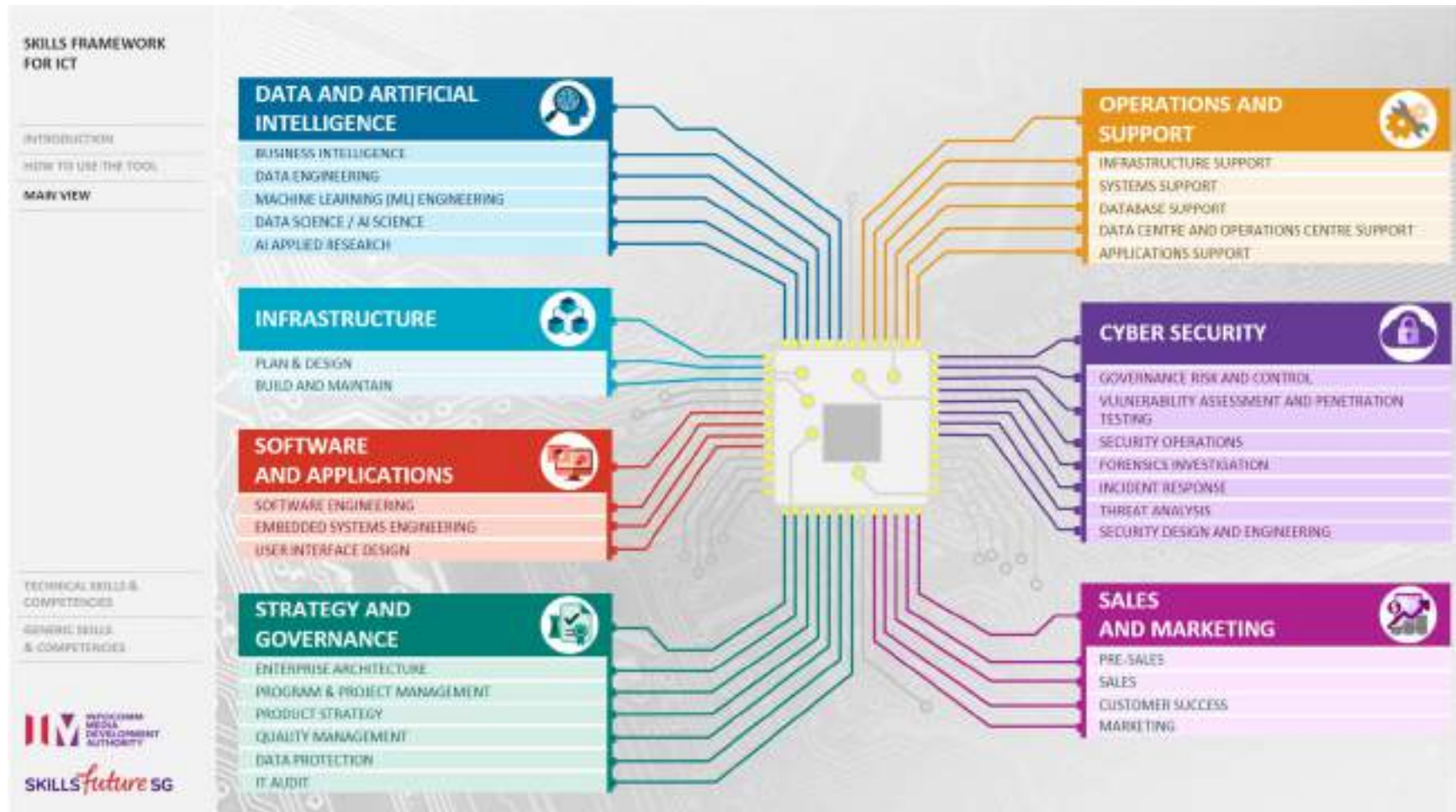
Career Pathing for IT Talents

- ▶ Career path programs are critical tools that can boost morale, improve productivity, and help IT leaders grow and retain top talent
 - ▶ Sequence of jobs along which one may be promoted within an organization
 - ▶ Give staff members a sense of purpose
 - ▶ Big-4 firms have clear career progression
- ▶ IT Talent Management often take a backseat to urgent day-to-day issues
- ▶ More focused on *recruiting* than *retaining* HR

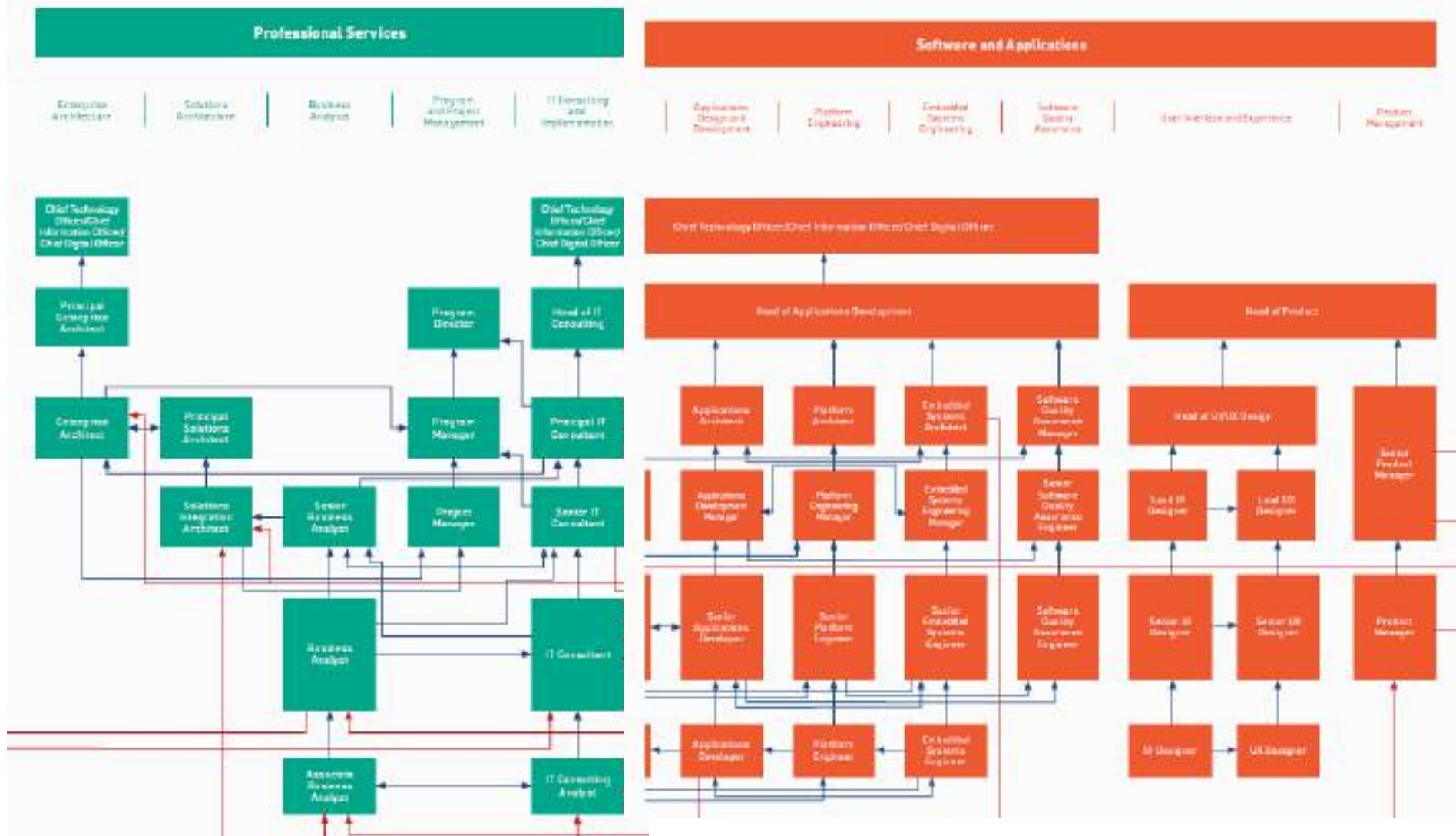


IMDA Skills Framework for ICT

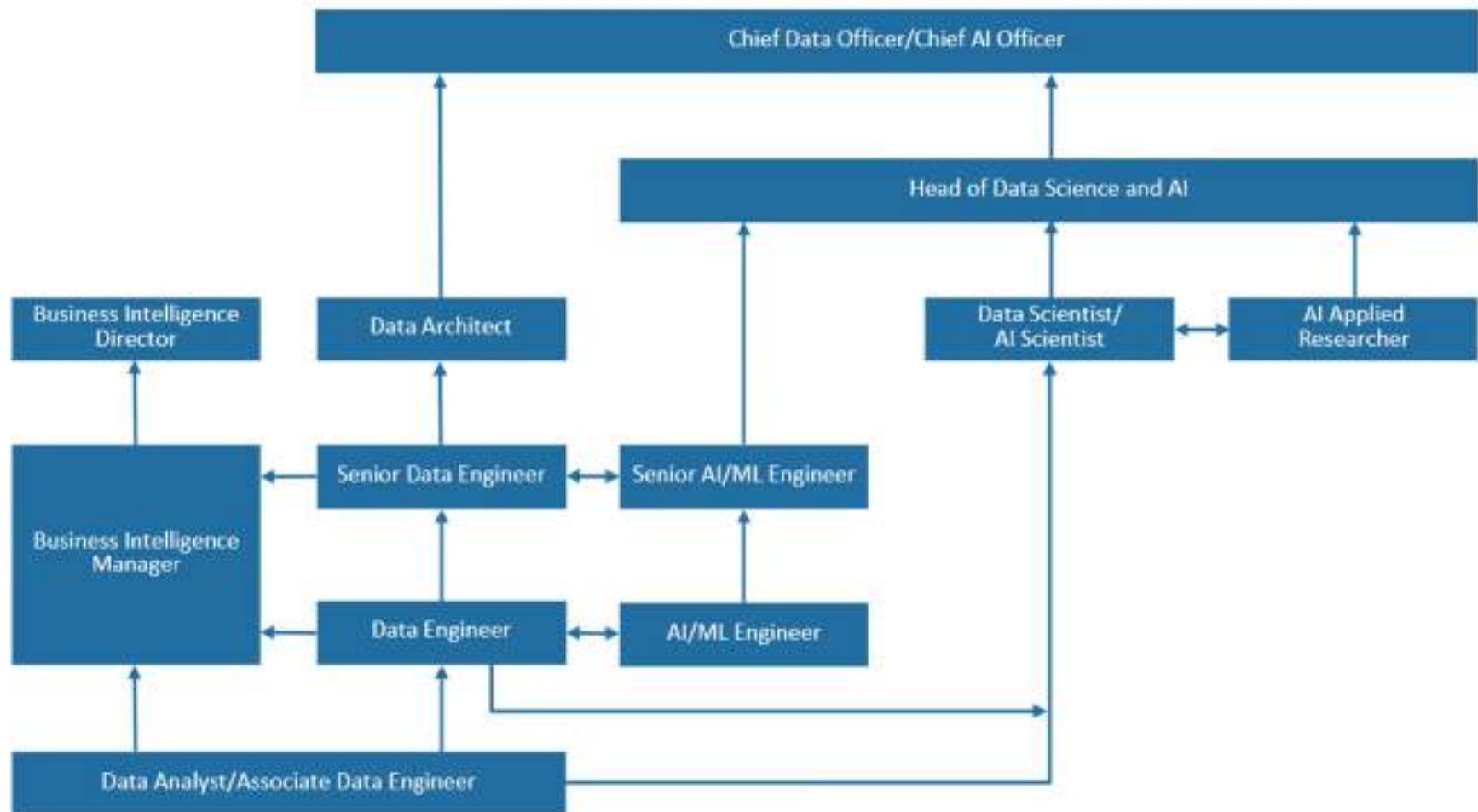
► http://bit.ly/ICT_framework



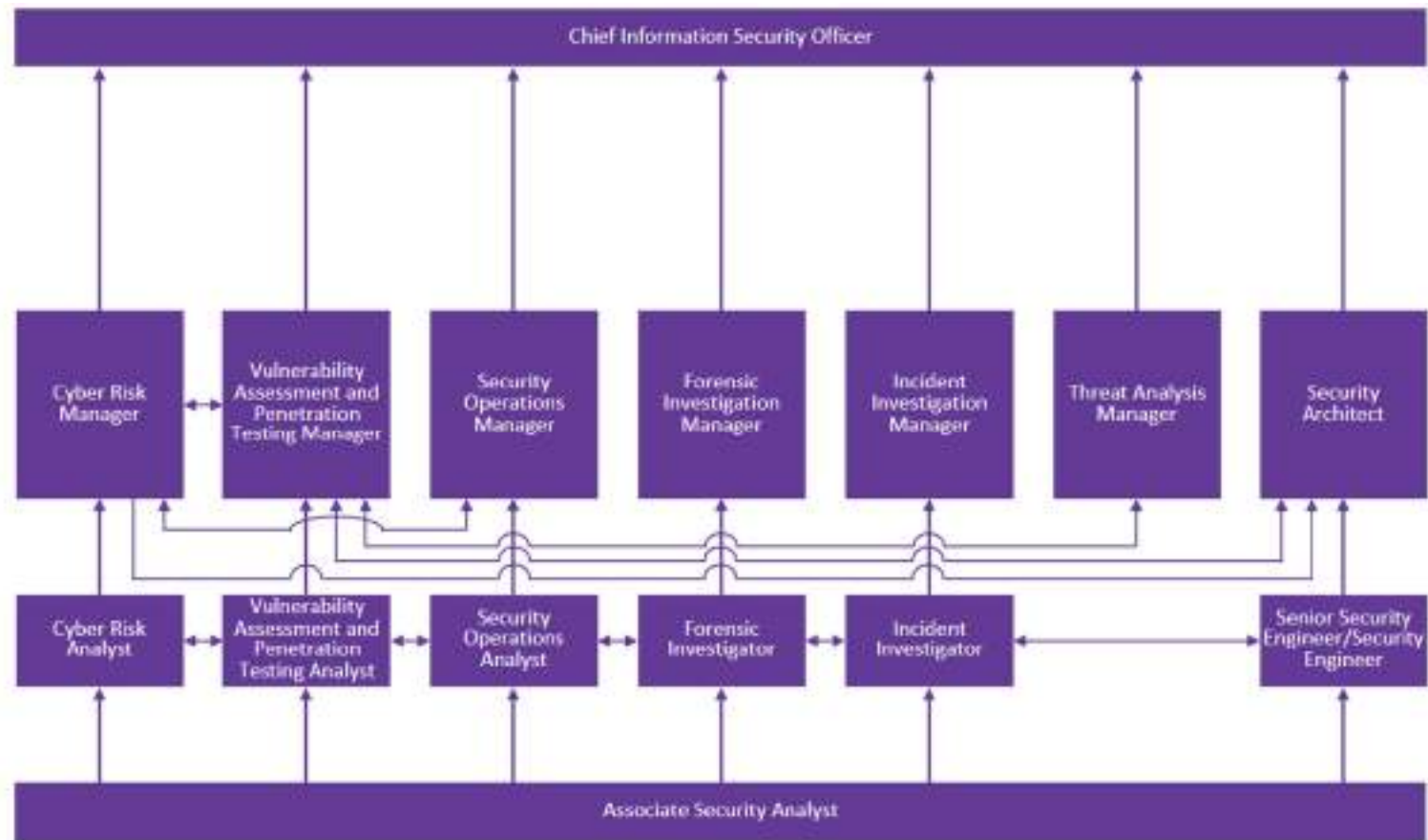
Typical ICT Career Paths (by IMDA)



Typical ICT Career Paths (by IMDA)



Typical ICT Career Paths (by IMDA)



Managing Diversity

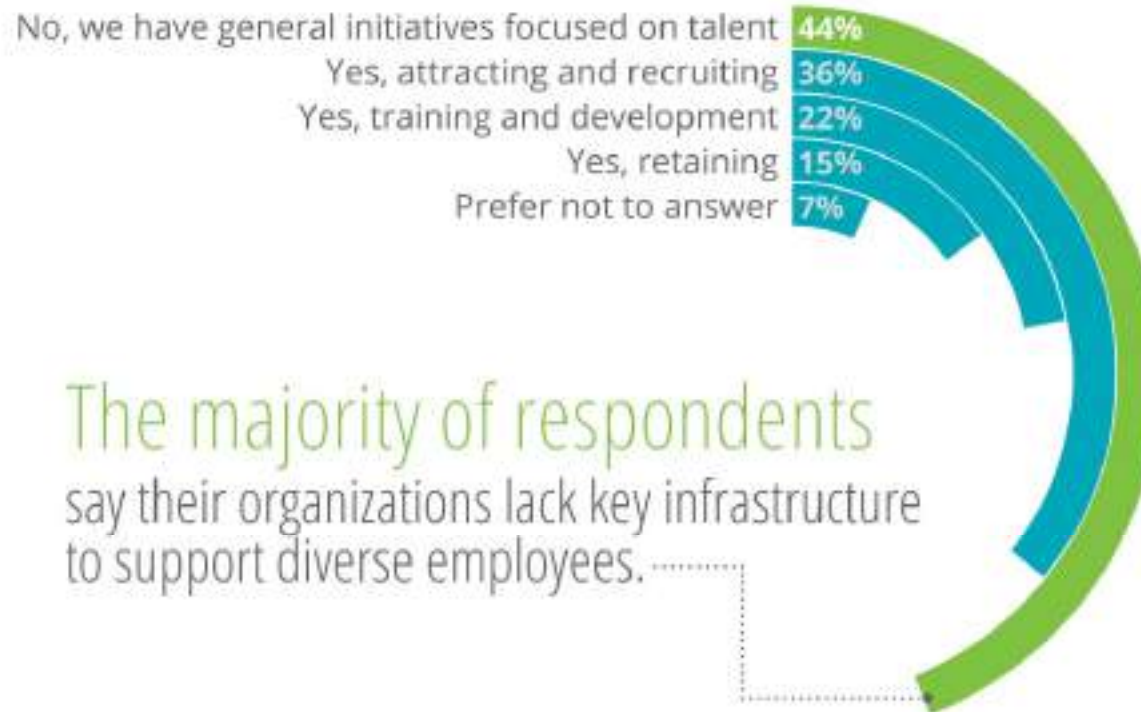
- ▶ Understanding cultural differences lays the groundwork for leading groups in a variety of cultures as well as for leading groups made up of diverse members
- ▶ The successful leader recognizes and responds to cultural differences; the leader who fails to appreciate cultural influences is doomed to frustration and failure
- ▶ Benefits of Diversity
 - ▶ Cost Savings (absenteesim, turnover, discrimination lawsuits, etc)
 - ▶ Attract Better Talents
 - ▶ Better Decision Making (less groupthink)
 - ▶ Greater Innovation
 - ▶ Higher Performance



FIGURE 1

Most companies have only general talent initiatives

Does your organization have initiatives in place specifically to recruit, develop, or retain a diverse IT workforce?



Note: N=126.

Source: Deloitte 2018 Global CIO Survey.

Deloitte Insights | deloitte.com/insights

2017 Harvey Nash/KPMG CIO Survey

Only one-third of organisations have diversity initiatives in place



Chart 13: Are you formally promoting a more diverse team?

Larger organisations far more likely to have diversity initiatives



Chart 14: Organisations with formal diversity initiatives in place, by IT budget.

2018 Harvey Nash/KPMG CIO Survey

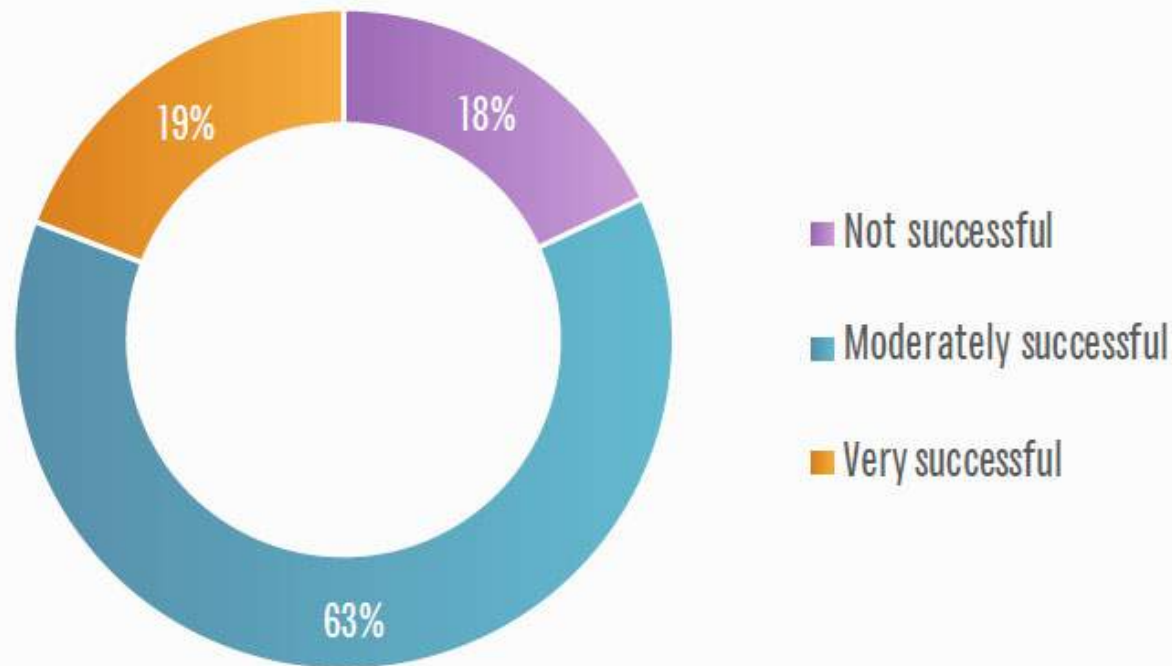


Figure 58. How successful has your current organisation been at promoting inclusion and diversity in the technology team?



Obstacles of Diversity

- ▶ Obstacles
 - ▶ Prejudices (personal)
 - ▶ *Ethnocentrism*: attitude (conscious or unconscious) that regards one's own culture as the measure by which all others should be judged
 - ▶ Power Differences (between cultural groups)

Leadership has a harder job to do than just choose sides. It must bring sides together.

—Jesse Jackson



Classifying Cultures

▶ **Hofstede's Cultural Dimensions (1967-1973)**

▶ Power distance

- ▶ Importance of power differences in culture
- ▶ *High-status individuals* try to look as powerful as possible and exert influence through coercive and referent power bases
- ▶ *Low power-distance cultures* are uncomfortable with differences in wealth, status, power, and privilege; they promote equal rights
 - emphasize interdependence and rely on reward, legitimate, and expert power



Classifying Cultures

▶ Hofstede's Cultural Dimensions

▶ Individualism-Collectivism

- ▶ distinguishes cultures by their beliefs about individuals and groups
- ▶ *Individualistic cultures* emphasize that the needs and goals of the individual and his or her immediate family are most important
- ▶ *Collectivist cultures* emphasize group identity and goals

▶ Masculinity-Femininity

- ▶ looks at roles assigned to the sexes
- ▶ In *masculine cultures*, men are thought to be assertive, decisive, competitive, ambitious, and dominant
- ▶ In *feminine cultures*, sex roles overlap. Neither sex is expected to be competitive, ambitious, or caring at all times



Classifying Cultures

▶ Hofstede's Cultural Dimensions

▶ Uncertainty Avoidance

- extent to which people feel uncomfortable in unstructured or unpredictable situations, and
- lengths to which they will go to avoid ambiguity by following strict codes of behavior or by believing in absolute truths
- ▶ Members of *high uncertainty-avoidance cultures* view uncertainty as a threat, are less tolerant, face high stress, seek security, believe in written rules and regulations, and readily accept directives from experts and those in authority
- ▶ Individuals in *low uncertainty-avoidance cultures* accept uncertainty as a fact of life, are more contemplative, experience less stress, take more risks, are less concerned about rules, are more likely to trust their own judgments or common sense rather than experts



Classifying Cultures

▶ Hofstede's Cultural Dimensions

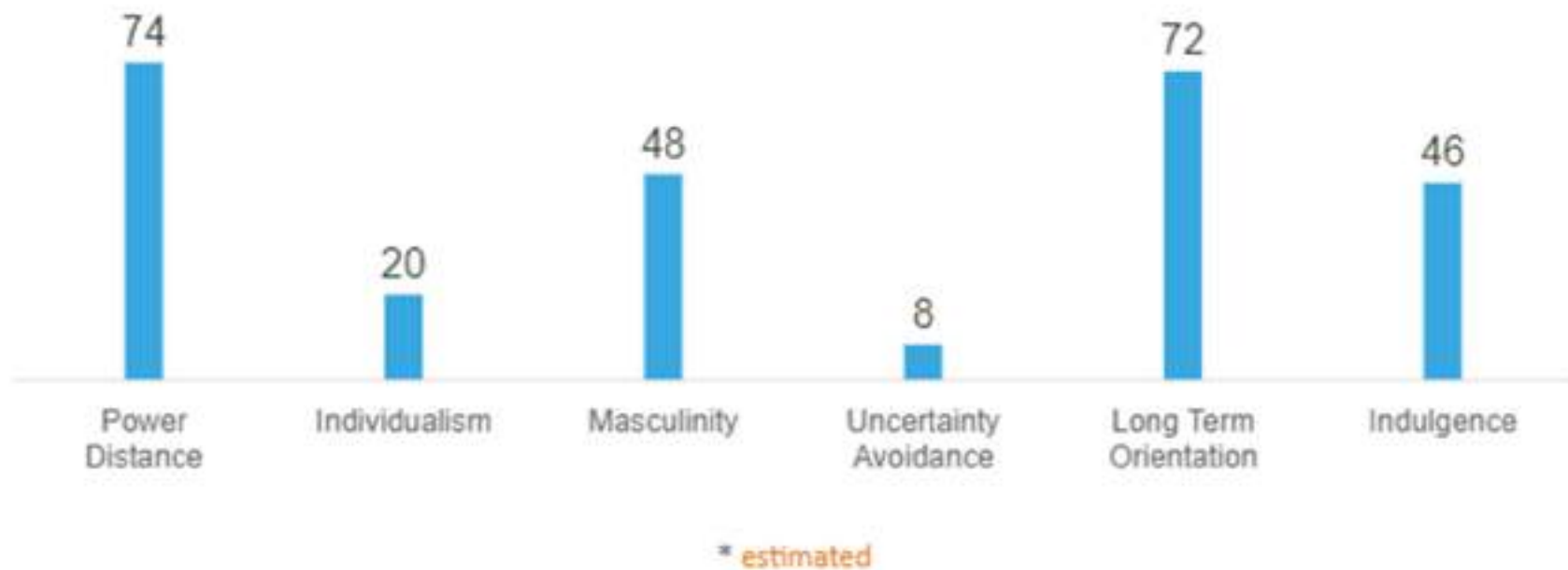
▶ Long-term/Short-term Orientation

- ▶ concerned with how citizens view the past, present, and future
- ▶ Cultures with a *long-term orientation (LTO)* encourage norms and behaviors that lead to future rewards
- ▶ Cultures with a *short-term orientation (STO)* focus on the past and the present, respecting tradition and expecting quick results

 <https://www.hofstede-insights.com/country-comparison/>



Singapore x



(New) Sixth dimension

Indulgence is defined as *the extent to which people try to control their desires and impulses*, based on the way they were raised.

Can introverts become good leaders?

- ▶ "He needs to speak up more, you know, make his presence felt in the room!"
- ▶ "I have no idea what's she's thinking when I present to her. She needs to be more vocal!"
- ▶ "I'm trying to get her promoted, but most of my peers don't know her. She needs to be more social!"



Introvert vs. Extrovert

Introvert traits

- Gentle
- Mature
- Like to be alone
- Good listener
- Afraid of conflicts
- Like deep conversations
- Hang out with small groups
- Like to focus at one thing at the time
- Work methodically and prudent
- Do not think of money and fame as an incentive
- Think before they speak
- Prefer to express in writing rather than speaking
- Have a rich inner life
- Focus best in quiet environments

Extrovert traits

- Assertive
- Dominant
- Strong need for companionship
- Talk rather than listen
- Avoid loneliness
- Like to entertain at parties
- Like to be the middle of attention
- Like to meet new people
- Tackle new assignment at work directly
- Chase rewards such as money and status
- Take fast decisions
- Do several things at the time
- Take risks
- Spontaneous

Personality Type Distribution in the General Population

Type	Frequency in Population	
ISFJ	■■■■■■■■■■■■■■■	13.8%
ESFJ	■■■■■■■■■■■■■	12.3%
ISTJ	■■■■■■■■■■■■■	11.6%
ISFP	■■■■■■■■■■■	8.8%
ESTJ	■■■■■■■■■■■	8.7%
ESFP	■■■■■■■■■■■	8.5%
ENFP	■■■■■■■■■■■	8.1%
ISTP	■■■■■■■	5.4%
INFP	■■■■■	4.4%
ESTP	■■■■■	4.3%
INTP	■■■	3.3%
ENTP	■■■	3.2%
ENFJ	■■■	2.5%
INTJ	■■	2.1%
ENTJ	■■	1.8%
INFJ	■■	1.5%

Data source: "MBTI Manual" published by CPP

Who are Ambiverts?

- Can a person really be a pure Introvert or a pure Extrovert?
- An ambivert is moderately comfortable with groups and social interaction, but also relishes time alone, away from a crowd.



WELL-KNOWN INTROVERT LEADERS



BILL GATES
Co-founder,
Microsoft



JEFF BEZOS
Founder & CEO,
Amazon



ELON MUSK
Founder & CEO,
Tesla, SpaceX



SERGEY BRIN
Co-founder,
Google



MARISSA MAYER
Former CEO,
Yahoo!



WARREN BUFFETT
President & CEO,
Berkshire Hathaway



PETER THIEL
Co-founder,
PayPal, Palantir



STEVE WOZNIAK
Co-founder,
Apple



M. ZUCKERBERG
Co-founder,
Facebook

Introverted Leadership

- ▶ Extroverted people would be more likely to emerge as leaders
 - ▶ fulfill the image of the prototypical leader by speaking up, asserting themselves, and making connections with others
- ▶ Recent research suggest that introverted people can also be effective leaders
 - ▶ better listeners: enables them to gather the ideas of followers
 - ▶ more aware of risks and more innovative
 - ▶ Because they work well alone, introverts can concentrate on developing their skills
- ▶ Introverts and extroverts can learn from each other
 - ▶ Introverts need to adopt extroverted behaviors when needed—engaging in small talk, leading meetings, approaching strangers, public speaking
 - ▶ Extroverts need to adopt introverted behaviors—listening, seeking out solitude for thought, and resisting unnecessary risk taking



Attributes of Successful Introverted Leaders

- Introverted leaders excel through small teams and one-on-one communication.
- Introverted leaders are exceptionally strong at mentoring because they easily establish deep, genuine connections.
- Introverted leaders are more apt to listen to others and have a greater sense of self-awareness.
 - This self-awareness not only applies to work culture, but translates into knowing how to take the long view; they can focus their energy on the big picture.
- Introverts are less likely to assign blame.
- The “Power of Introverts” TED Talk:
<https://www.youtube.com/watch?v=c0KYU2j0TM4>



Bill Gates on Introversion

- ▶ Here are a few techniques that Bill Gates have used over the years to play the extrovert while not losing his introverted qualities.

- **Build awareness**

- Quietness may be misunderstood as being aloof or arrogant. When you're an introvert, you need to be very aware of how your silence and need for personal space can come across to others.
- While it isn't in the nature of an introvert to reach out or be the center of attention, in the business world running teams and building relationships with clients means you *have to have* an extrovert persona.

- **Act the part**

- To lead teams, build businesses, and stand on a stage in front of thousands of people, Bill Gates have worked hard to *act* the part of an extrovert.
 - By *compartmentalizing* this part of his life, he has been able to hold on to the introverted qualities that have played a big role in getting him where he is today.
-

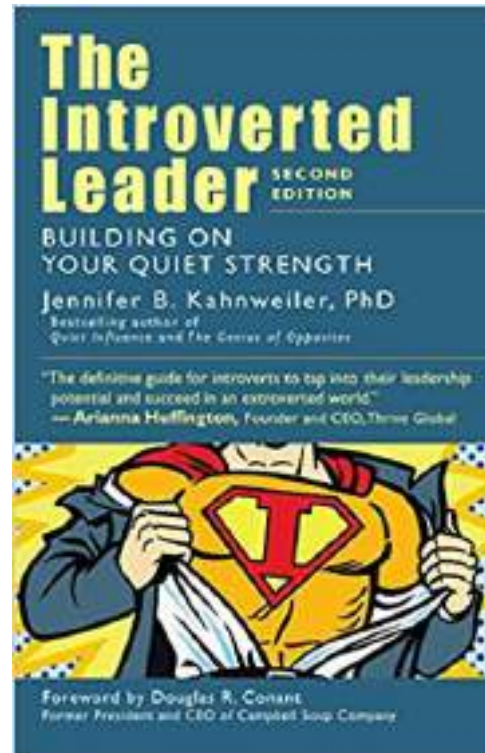


Bill Gates on Introversion

- **Know what you're talking about**
 - Being an introvert often means you place a premium on thinking time.
 - Use that to your advantage: Become a subject expert, read widely. Knowing your stuff makes *playing the extrovert* much easier. It shows you're passionate about the topic or industry and can also really help you articulate your message.
- **Join a team to lead a team**
 - Introverts usually form close, deep relationships, and working toward a common goal can fuel that process.
 - Being on a team reminds you how to play as part of a team. It also shows you that it takes a range of skill sets working together to win.
 - Being an introvert is by no means a personality trait that will hold you back in the business world. The careful, considered nature of an introvert is an asset many companies require to ensure they're executing the correct strategy.



References



Women and IT Leadership

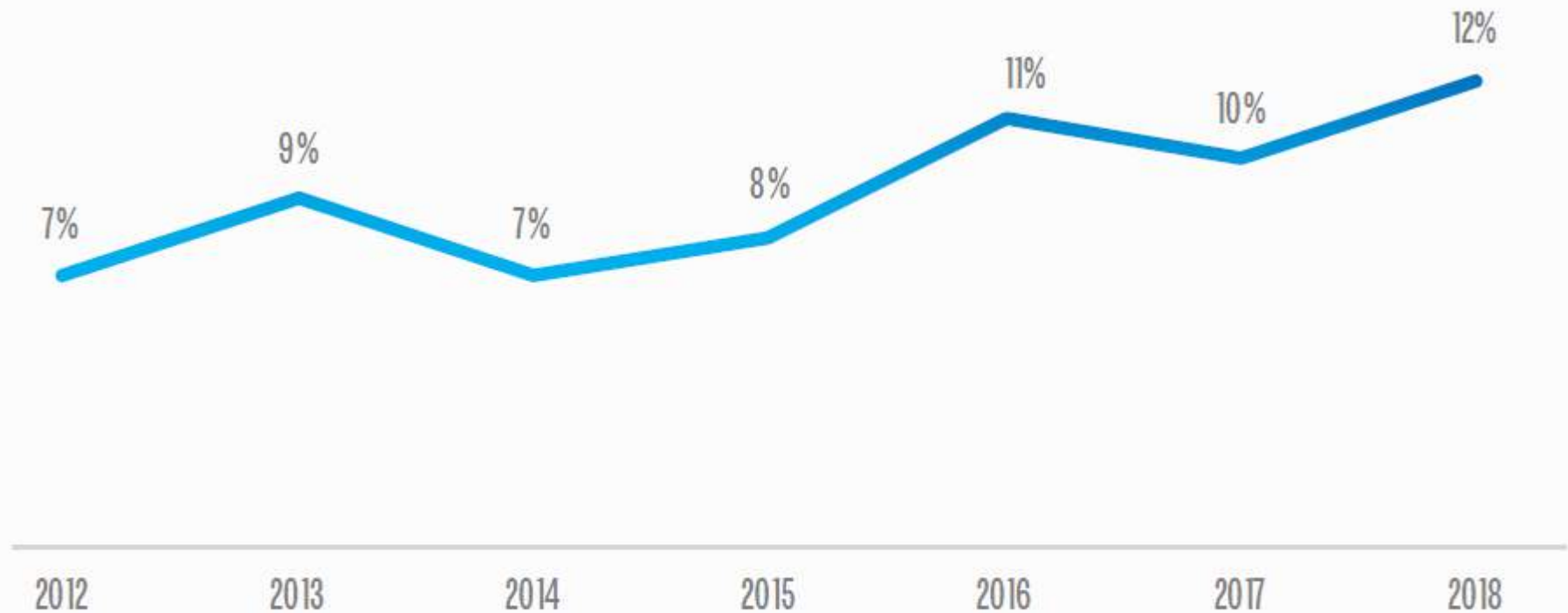


Figure 57. What is your gender? Female, 2012–2018

Source: 2018 Harvey Nash/KPMG CIO Survey



Forbes' World Most Powerful **Women** in Tech 2019

- ▶ Ginni Rometty, CEO, IBM (No. 9 on Power list)
- ▶ Susan Wojcicki, CEO, YouTube (No. 12)
- ▶ Safra Catz, CEO, Oracle (No. 14)
- ▶ Sheryl Sandberg, COO, Facebook (No. 18)
- ▶ Ruth Porat, CFO, Alphabet (No. 19)
- ▶ Amy Hood, CFO, Microsoft (No. 26)
- ▶ Jennifer Morgan, co-CEO, SAP (No. 49)
- ▶ Roshni Nadar Malhotra, CEO, HCL Technologies (No. 54)
- ▶ Gwynne Shotwell, President, SpaceX (No. 55)
- ▶ Maggie Wei Wu, CFO, Alibaba Group (No. 57)
- ▶ Hooi Ling Tan, Co-founder and COO, Grab (No. 63)
- ▶ Zhou Qunfei, CEO, Lens Technology (No. 68)
- ▶ Jane Jie Sun, CEO, Ctrip (No. 69)
- ▶ Lam Wai Ying, Chairman, Biel Crystal (No. 82)
- ▶ Mary Meeker, General Partner, Bond Capital (No. 83)
- ▶ Jenny Lee, Managing Partner, GGV Capital (No. 86)
- ▶ Meg Whitman, CEO, Quibi (No. 89)
- ▶ Anne Wojcicki, cofounder and CEO, 23andMe (No. 91)
- ▶ Aileen Lee, founder, Cowboy Ventures (No. 92)
- ▶ Kirsten Green, founder, Forerunner Ventures (No. 95)

Ginni Rometty, CEO of IBM

Ginni Rometty began her career with IBM in 1981 in Detroit. Since then she has held a series of leadership positions, most recently as senior vice president and group executive, IBM sales, marketing, and strategy.



Earlier she served as senior vice president, IBM Global Business Services, where she led the successful integration of PricewaterhouseCoopers Consulting. This acquisition was the largest in professional services history, creating a global team of more than 100,000 business consultants and service experts. Rometty serves on the Council on Foreign Relations, the board of trustees of Northwestern University, and the board of overseers and board of managers of Memorial Sloan-Kettering Cancer Center.



Susan Wojcicki, CEO, YouTube

Susan Wojcicki has been CEO of YouTube since February 2014. She succeeded for Google's \$1.65 billion acquisition of YouTube in 2006; the video site is now worth an estimated \$60 billion. Google's fifth employee, hired in 1999, she started as the search firm's first marketing manager and later headed advertising and commerce.

[Read More: Meet The Women Using AI Technologies To Change](#)

The World

Sheryl Sandberg, COO, Facebook

Sheryl Sandberg is a tech leader, activist, and author. She is the chief operating officer (COO) of Facebook and founder of LeanIn.org. In June 2013, she was elected to the board of directors by the existing board members, becoming the first woman to serve on Facebook's board; before she joined Facebook as its COO. Sandberg was vice president of global online sales and operations at Google, and was involved in launching Google's philanthropic arm (Google.org). Before Google, Sandberg served as chief of staff for United States Secretary of the Treasury Lawrence Summers.



Research on Gender Leadership Gap

- ▶ Men are more likely to *emerge* as leaders in short-term groups and in task-oriented teams; women are more likely to emerge as social leaders in small groups
- ▶ Male leaders tend to adopt a more task-oriented style based on gender norms while female leaders tend to have a more interpersonally oriented style
- ▶ Women adopt a more participative or democratic leadership style than men, reflecting a greater openness to collaboration and sharing power
 - ▶ When in top positions, though, women very often lead like their male counterparts by acting in a more autocratic fashion
- ▶ Overall, the differences between male-female leadership styles, while present, are small
 - ▶ Nonetheless, even small differences can have a significant cumulative impact on perceptions and behaviors when enacted on a daily basis in organizational settings



Creating the Gender Gap

- ▶ Product of the obstacles to diversity
- ▶ Common hurdles include
 - ▶ stereotyping
 - ▶ discrimination against females
 - ▶ denying women experience in important business functions like operations, manufacturing, or marketing
 - ▶ family demands
 - ▶ fear of powerful women
 - ▶ old boy networks that exclude women (“bro culture”)
 - ▶ social isolation
 - ▶ failure to receive mentoring and performance-based feedback



Narrowing the Gender Gap

- ▶ Blend agency with communion
 - ▶ Need to first establish an exceptional level of competence
- ▶ Build *social capital*
- ▶ Becoming role models for junior women colleagues
 - ▶ Form community “support group” for women



INNOVATION

Leadership In Tech: How Can We Get More Women To The Top?



Giuliana Corbo Forbes Councils Member

Forbes Technology Council **COUNCIL POST** | Membership (Fee-Based)

Mar 4, 2022, 07:15am EST

- ▶ A recent McKinsey report reveals that there is a positive relationship between diversity in executive teams and financial outperformance
- ▶ How can we get more women at the top in tech across the board?
 - ▶ Acknowledge unconscious bias
 - ▶ Educate tech leaders on the benefits of diversity in the workforce
 - ▶ Engage male allies
 - ▶ Provide more mentorship opportunities for women at every level
 - ▶ Start early: Educate women about careers in tech
 - ▶ Offer upskilling opportunities
 - ▶ It's about creating a culture of belonging

<https://www.forbes.com/sites/forbestechcouncil/2022/03/04/leadership-in-tech-how-can-we-get-more-women-to-the-top/?sh=12e6ada22808>

Leading Virtual Teams

- ▶ Use of technology to firm global virtual team to function across space and time
 - ▶ use e-mail, videoconferencing, online bulletin boards, groupware, project management software, and other electronic means to carry out their work
 - ▶ becoming more popular as organizations expand their international operations
- ▶ More challenging than leading a traditional team
 - ▶ have to cope with the problems created by space, time, and cultural differences as well as by computer-mediated communication channels
 - ▶ Members may feel isolated, lack commitment, or get distracted, manage miscommunications because of “lean” medium
 - ▶ Difficult to building a trusting climate





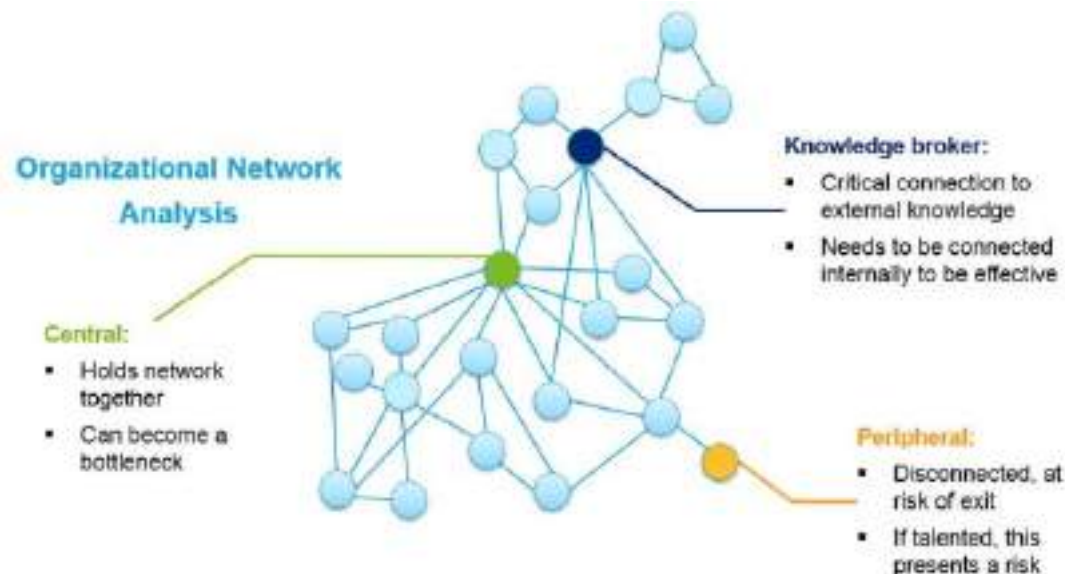
Leading Virtual Teams

- ▶ Relationship-oriented vs Task-oriented leadership?
 - ▶ Building team cohesion from informal interactions not easily done
 - ▶ Dependent more on task performance
- ▶ Timely e-mail responses to signal involvement, attraction, and attachment
- ▶ Create an “expertise directory”
- ▶ Creating and maintaining structure and detailed instructions more crucial for virtual teams
- ▶ Effective technology-task fit and skillful use of technology by members
- ▶ Enhance visibility, recognition, and rewards



ORGANIZATIONAL NETWORK ANALYSIS (ONA)

- ▶ An old technique used in sociology and anthropology
- ▶ Systematic approach and set of techniques for studying the connections and resource flows between people, teams, departments and even whole organizations
- ▶ Social relationships as nodes
- ▶ Software to do ONA: Netminer, UCINET, Pajek (freeware)



ORGANIZATIONAL NETWORK ANALYSIS (ONA)

WHAT BUSINESS QUESTIONS CAN ONA HELP ANSWER?

1

Who is influential
(positive or negative)
for driving change?

2

Which employees
are most at risk
of burnout?

3

Where will attrition put us
most at risk of losing
knowledge & connections?

4

How can we reduce the
time-to-productivity
of new hires?

5

What are the behaviours
of our high-performing
people/teams?

6

How can we measure and
increase the impact of our
diversity & inclusion
initiatives?

7

How can we stimulate
innovation within the
organisation?

8

Who are our 'real'
subject matter experts
and HIPOs?

Examples of ONA use cases (Source: David Green)



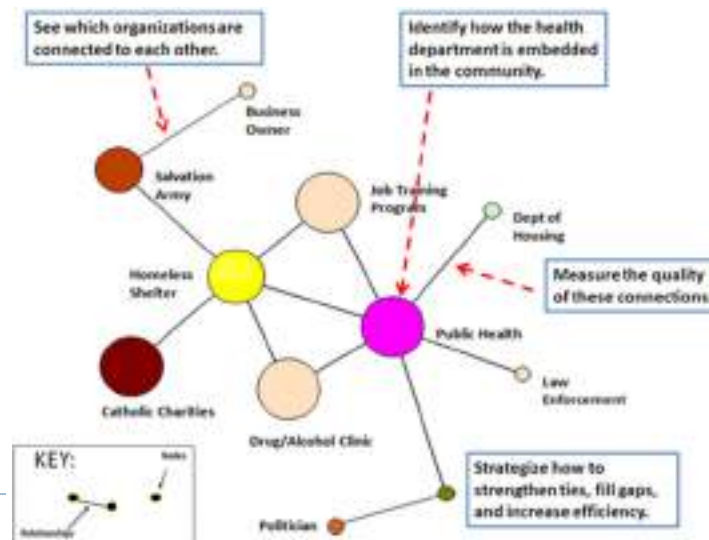
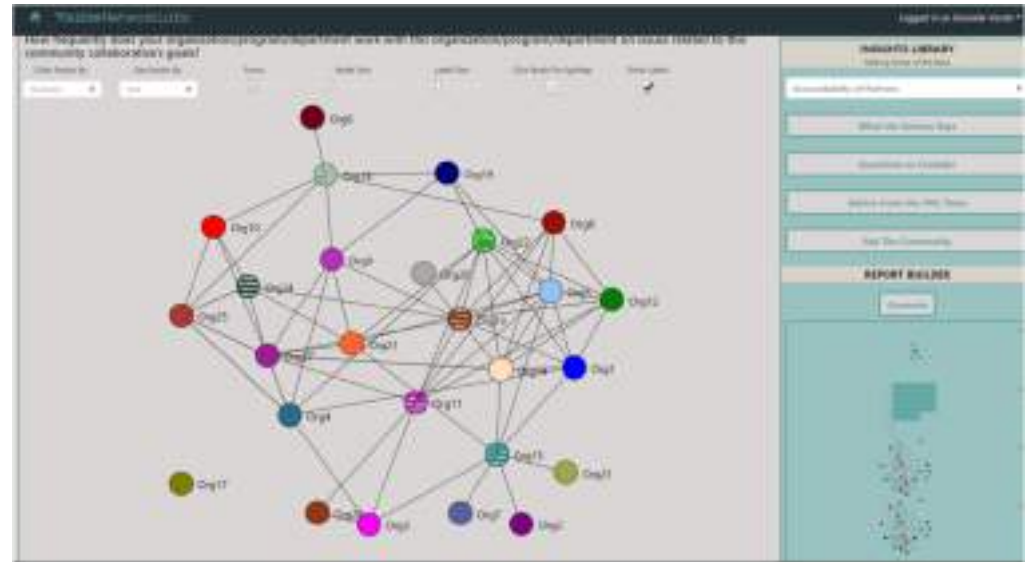
ORGANIZATIONAL NETWORK ANALYSIS (ONA)

- ▶ Social Network Analysis Tool: PARTNER

(<https://visiblenetworklabs.com/>)

- ▶ a platform to track social connectedness among people and organizations
- ▶ compute a range of powerful metrics:

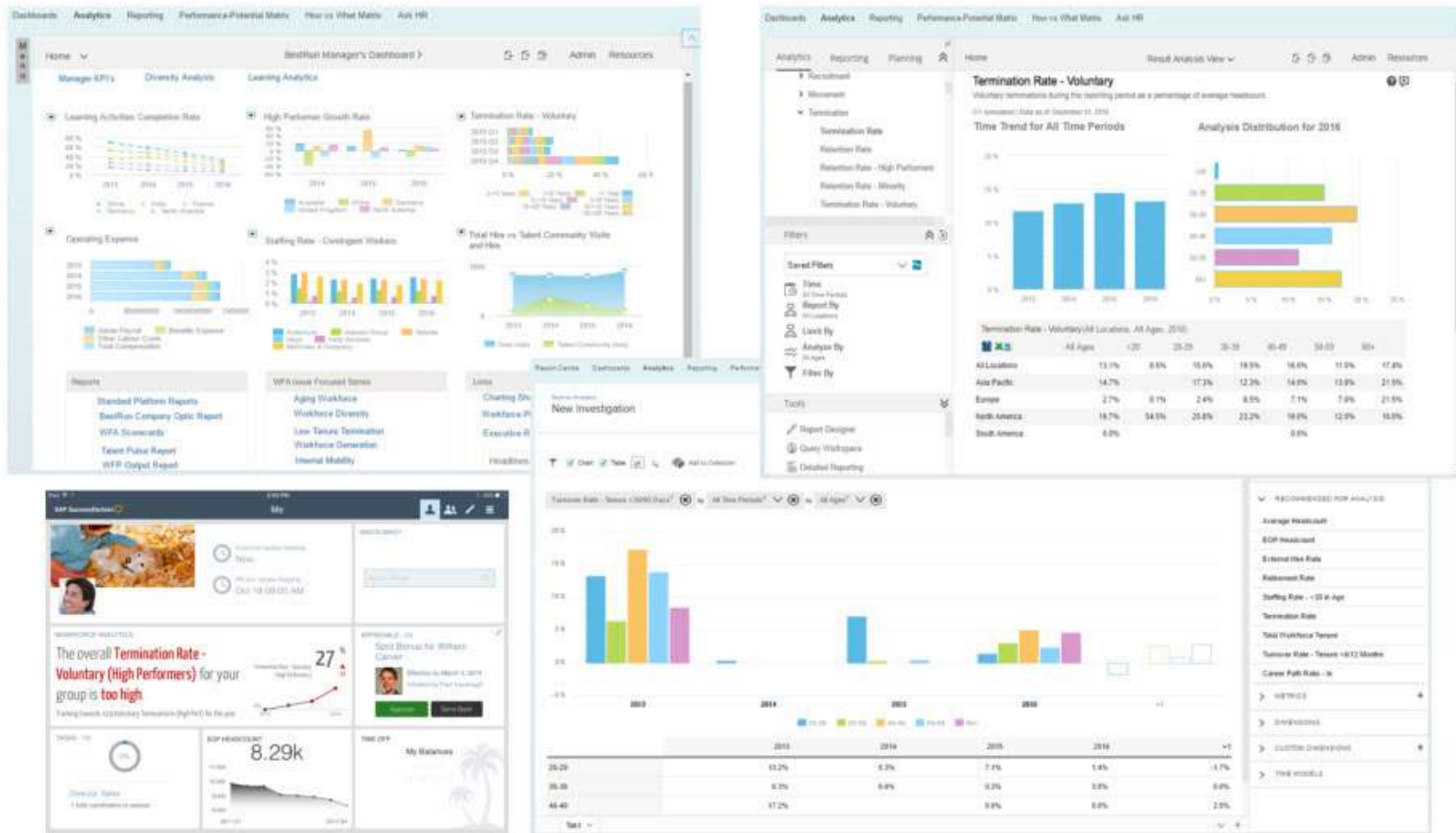
In Degree, Out Degree, Total Degree, and Density, Individual Power/Influence Score, Individual Level of Involvement Score, Individual Resource Contribution Score, Individual Overall Trust Score, Individual Reliability Score, Individual Mission Congruence Score, etc.



HR Analytics / Workforce Analytics



SAP SuccessFactors Workforce Analytics



Performance Management

- ▶ **What is performance management?**

- ▶ Performance management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals.

- ▶ **Key components**

- ▶ **Continuous process:** Performance management involves a never-ending process of setting goals and objectives, observing performance, and giving and receiving ongoing coaching and feedback.
- ▶ **Link to mission and goals:** Performance management creates a direct link between employee performance and organizational goals, and makes the employees' contribution to the organization explicit.



Workforce Analytics and Performance Management

▶ **Using workforce analytics to improve performance management**

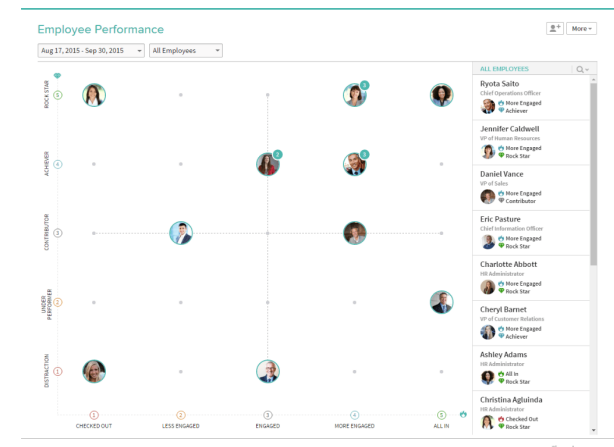
- ▶ Hire the top employees from the start
 - Workforce analytics help managers better evaluate resumes identify the most suitable and productive employees during the hiring process.
 - ▶ Easier assessments
 - Workforce analytics help managers better monitor the performance of employees
 - Workforce analytics provide timely feedbacks, which raises the performance and productivity.
 - ▶ Concrete measures
 - Workforce analytics provide real and detailed data
 - Performance reviews are more accessible to employees with goals that are measurable, trackable, and less vague.
 - ▶ Better predictions
 - Workforce analytics help employers track trends over time.
 - Workforce analytics can employers identify long-term problems such as demoralizing managers and lack of training or advancement opportunity and work to help address them.
-



Performance Management Software

- ▶ Performance management software is a technology that helps companies better understand their employees' performance and productivity.
- ▶ It allows leadership and managers to easily track, analyze and evaluate workers, ensuring goals are met or trending issues are addressed preemptively.
- ▶ Examples of performance management Software

- ▶ BambooHR
- ▶ Namely
- ▶ APS Online
- ▶ PurelyHR
- ▶ Zoho People
- ▶ Engagedly
- ▶ Gtmhub



- ▶ <https://www.softwareadvice.com/hr/performance-review-software-comparison/>

Leading Teams on the Metaverse



“

A QUOTE

“Within the next two or three years, I predict most virtual meetings will move from 2-D camera image grids—which I call the *Hollywood Squares* model, although I know that probably dates me—to the metaverse, a 3-D space with digital avatars.”

That's Bill Gates in his 2021 year-end blog, in which the former Microsoft leader describes a metaverse-based workplace as one that captures the feel of the real world. Avatars would meet in a virtual space and interact by using technologies such as VR goggles and motion-capture gloves that could capture facial expressions, voice quality, and body language. And spatial audio technology, which creates a surround-sound environment, would enable speech to sound as if it were coming from the direction of the person talking rather than from a computer's speaker. “We’re approaching a threshold where the technology begins to truly replicate the experience of being together in the office,” says Gates.

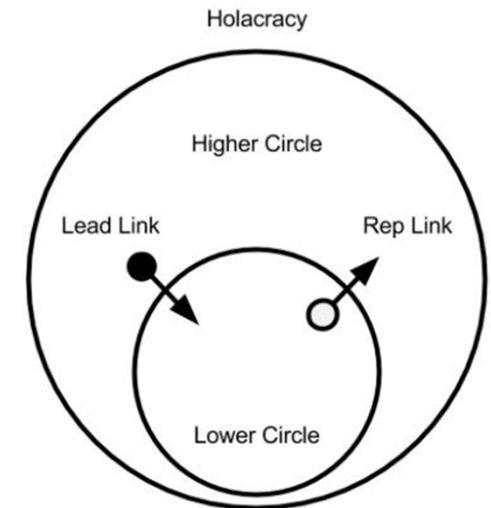
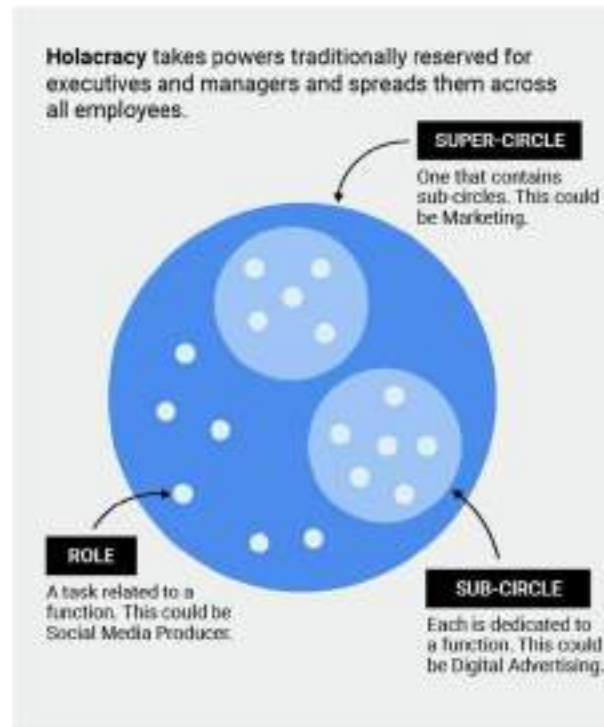
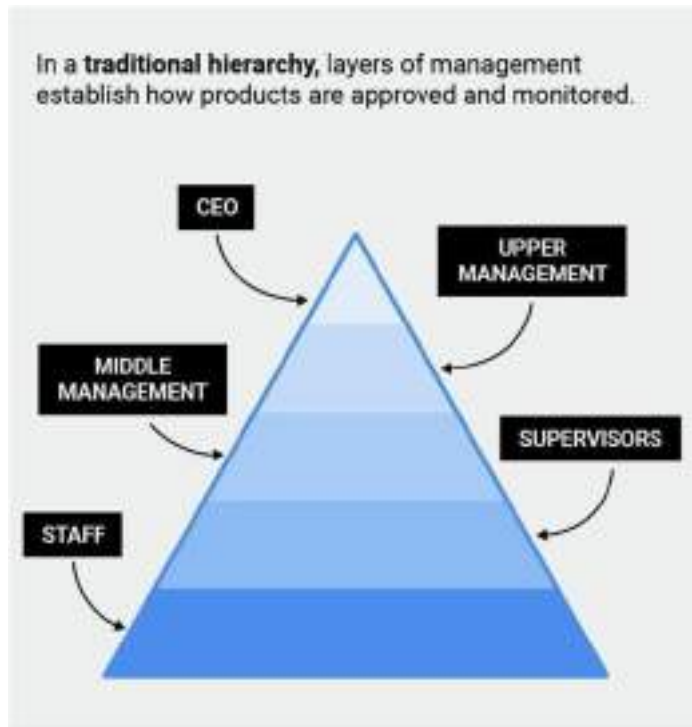


Holacracy



Holacracy: Implications for Innovation

(Optional Reading: Bernstein et al. (2016) "Beyond the Holacracy Hype" Harvard Business Review)

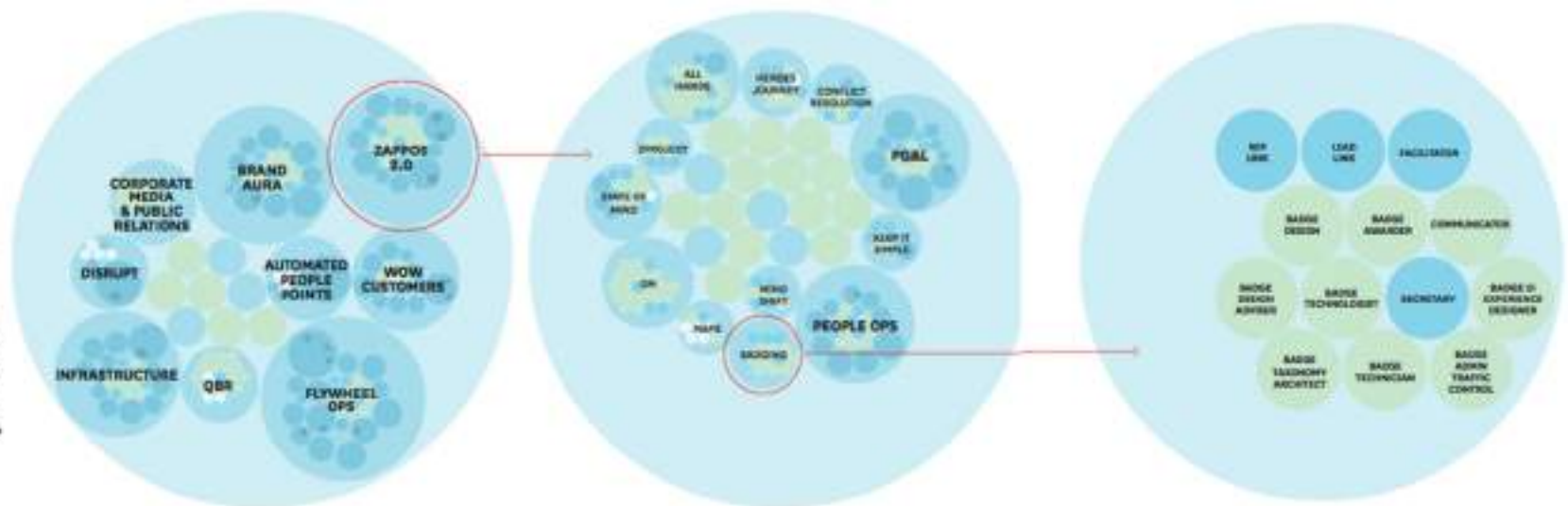


- Circles are structure
- Circles design and govern themselves (constitution)
- Lead Links connect circles

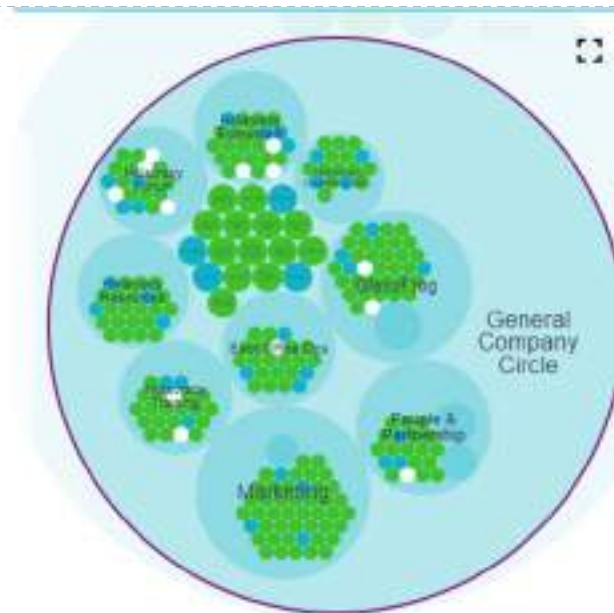
Halocracy at Zappos

Zappos's Structure: Circles Within Circles

If all the talk about circles seems abstract and confusing, these visuals of Zappos's structure may give you a clearer sense of what holacracy looks like in practice. Think of them as snapshots—they'll change shape over time, as the work evolves.



<https://app.glassfrog.com/organizations/5/orgnav/roles/3676>



GlassFrog

Overview Roles Members Finance Sales Projects Dashboard Metrics History

Core Roles

Circle Lead	 Michael Demeghe Circle Lead	Circle Rep	 Vanessa Circle Rep - 2023-03-01 to 2023-03-01
Facilitator	 Ryan Van der Ven Circle Rep - 2023-03-01 to 2023-03-01	Secretary	 Hendrik Secretary - 2023-03-01 to 2023-03-01

Roles

3rd Party Technical Services Provided
Daily support and 24/7 assistance of technical services to ensure business continuity of GlassFrog

Behavioral
Behavior is key to work through GlassFrog

Billing Admin

Business Manager
Champion the business needs of GlassFrog. They are the contact for all the right reasons

Client Coach
GlassFrog consulting delivered by Advisory coaches

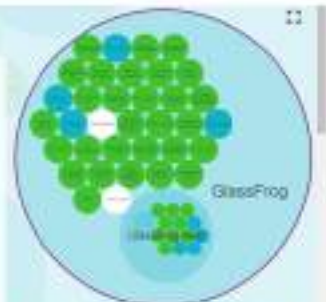
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Linda

 Chris
Chris

 Linda
Linda

 Hendrik
Hendrik

 Vanessa
Vanessa



View: General Company Circle - GlassFrog

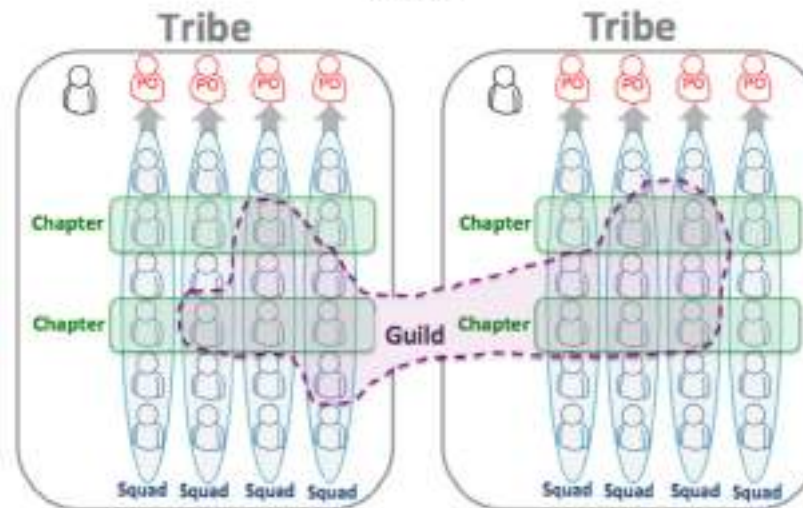
-  GlassFrog
-  3rd Party Technical Services Provided
-  Behavioral
-  Billing Admin
-  Business Manager
-  Circle Lead
-  Circle Rep
-  Circle Coach
-  Client Coach
-  Client Support
-  Client Support
-  Client Support

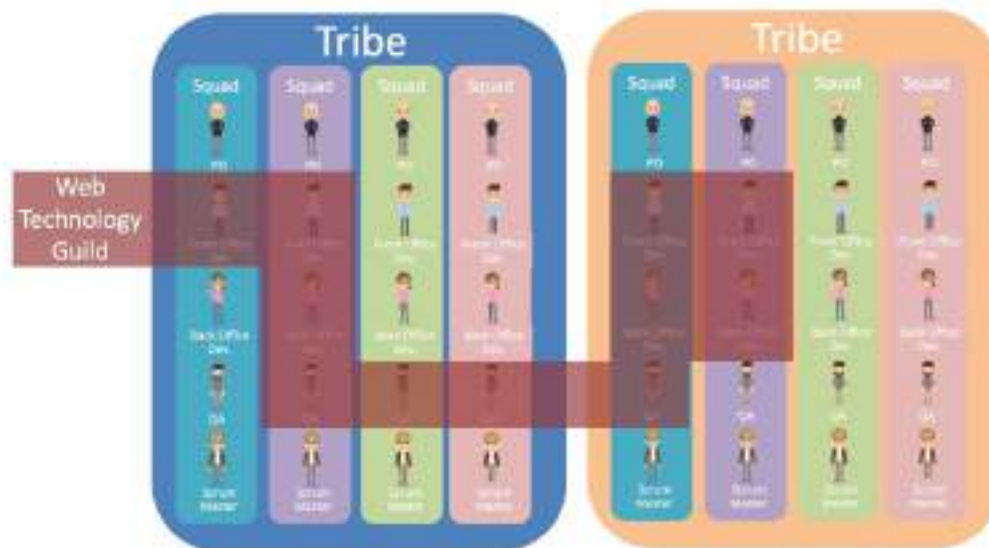
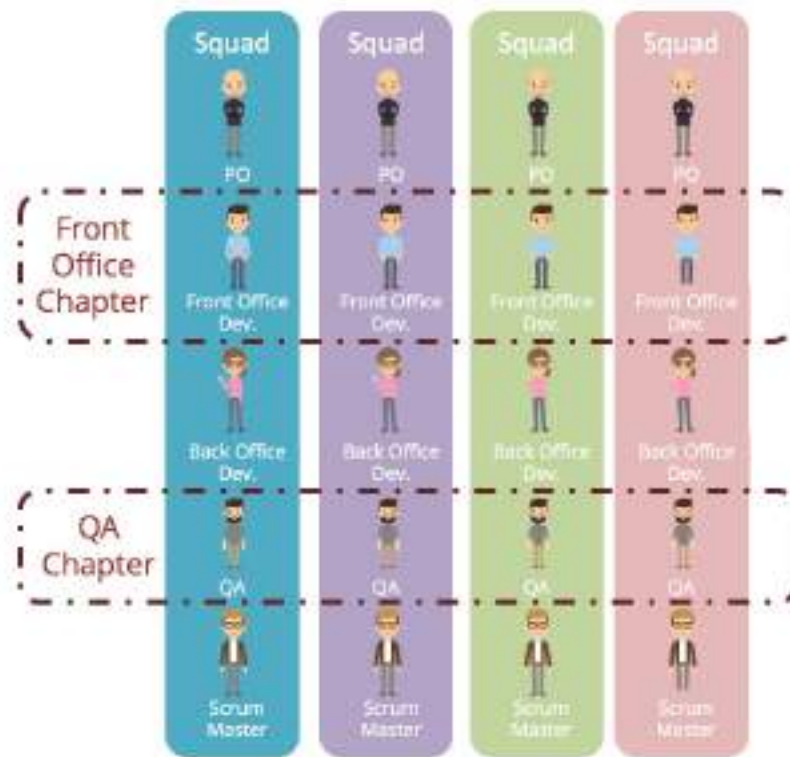
The Spotify Model of Organizing People for Innovation

- known to be extremely agile and innovative in developing new services and features
- Spotify's innovation culture and infrastructure is unique
- Borrowing from agile software development, it is organized into 'Squads', 'Tribes', 'Chapters' and 'Guilds'
- These teams go toward promoting teamwork, collaboration and innovation, as well as giving team members ownership and a sense of enablement

Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012





Zappos Minicase Discussion

- ▶ Are some organizations too large to function without traditional hierarchies?
- ▶ Are some types of employees a better fit for the holacracy model? What characteristics do they need to succeed in this system?
- ▶ Would you like to work at Zappos? Why or why not?
- ▶ Does a *change* to self-leadership have to be imposed from the top?
- ▶ What kind of organizational and individual resistance can we expect from a *change* to self-leadership?



Key Takeaways and Reflection Points from Lecture 10

- ▶ What is the role of career paths and how to retain IT talents?
- ▶ How to manage and lead a team with cultural, gender, and creativity diversity?
- ▶ How to lead a virtual team effectively?
- ▶ How can a leader effectively use workforce analytics to engage in performance management?
- ▶ What is the role of leadership in a decentralized self-organizing structure such as a holacracy?

