Managers and Leaders

CSCI 5040: Professional Master's Project (1 of 2)

Lecture 16

Learning Objectives

- Review leadership and management, in general and in software development

- Review design team activities/class schedule & deliverables

Some material from Alan Paradise's lectures on Leadership

Cat Herding

The daydreams of cat herders

The Three Envelope Joke

- First day a new manager starts, they meet the manager who's leaving the job they're taking. As the previous manager is leaving, they say, "I put three envelopes in the drawer of the desk for you. Open one if you're in trouble."

- New manager starts work, and after a while, gets into trouble.

- They go to the desk, open the first envelope. It has a card inside that says, "Blame the Previous Management." New manager blames the prior manager, things calm down.

- Again, trouble happens, again, the manager opens an envelope. The card in this one says, "Reorganize." New manager reorganizes the department, things calm down.

- Trouble comes a third time, the manager goes to the last envelope. The card inside says, "Make Three New Envelopes."

Project Management…

- You must manage **Scope** and **Requirements**

- You must manage **Risks** and **Issues**

- You must **Communicate** and report **Status**

- You must **Plan** work, execute **Tasks** to **Schedule**, and measure **Progress**

So… Does Management = Leadership?

- Think of a good manager you have known or worked for
- Think of someone you'd consider a great leader

- What skills, habits, characteristics make a good Manager?
- What about for a great Leader?

Leading vs. Managing
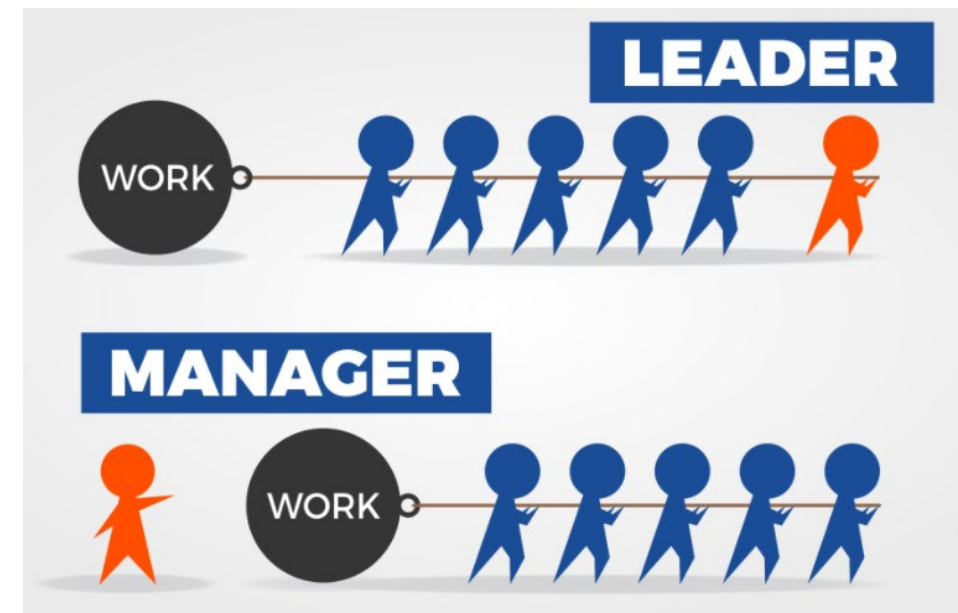
Leaders	Managers	
• Doing the right things	• Do things right	Peter Drucker
• Developing new processes	• Maintain the status quo	
• Innovating	• Administer	
• Originating	• Imitate	
• Earn their position	• State a position	
• Earn respect	• Position-based respect	
• Focus on people	• Focus on things	
• Inspire trust	• Strive for control	
• Focus on potential	• Focus on results	
• Long-term goals	• Short-term view	

Leadership

As for the best leaders, people do not notice their existence

The next best, people honor and praise

The next, the people fear; and the next, the people hate

When the best leader's work is done,
the people say, "We did it ourselves"

-- Lao Tzu, from the Tao Te Ching, 601-530 BC

Becoming a leader:

• Vision, inspiration, sacrifice

• Commitment, caring, dedication

• Growing others into leadership

My leadership stories…

- My First Boss, My First Lead Position
- Two Reviews – Praise in Public, Punish in Private
- Using Food: Project Rescue Pizza
- Using Food: Engineering Lunch All-hands

Key prerequisites to being a leader

- Good public speaking skills
  - Plan
  - Practice
  - Engage with the Audience
  - Pay Attention to Body Language
  - Think Positively
  - Cope with Nerves
  - Watch Recordings of your Presentations
  - https://www.mindtools.com/CommSkll/PublicSpeaking.htm

- Good written communication skills - email especially
  - Subject lines matter
  - Use bullet points and ask for actions
  - Keep it short
  - Don't mix/muddle content
  - Be pleasant
  - Be careful of the tone
  - No exclamation marks or emojis
  - Avoid offensive anything
  - Proofread email before sending
  - NEVER send an email when you're angry or frustrated
    - Put it in a Word doc instead
  - Don't use email if a phone call or talk will handle it better
  - https://drexel.edu/goodwin/professional-studies-blog/overview/2018/October/12-tips-for-writing-effective-emails/

Things I Believe In – Servant Leadership

- Servant Leadership asks leaders to give priority to the needs of their colleagues and teams to be the best steward for an organization
  - It is a conscious decision to lead in order to better serve others, not to increase their own power
  - The objective is to enhance the growth of individuals in an organization and to increase teamwork and personal involvement
- Servant leaders strive to **be authentic, open and honest, accepting, present, and useful**

- See the references for more information
  - https://www.penguinrandomhouse.com/books/6448/the-servant-leader-by-james-a-autry/9781400054732/
  - https://www.greenleaf.org/what-is-servant-leadership/

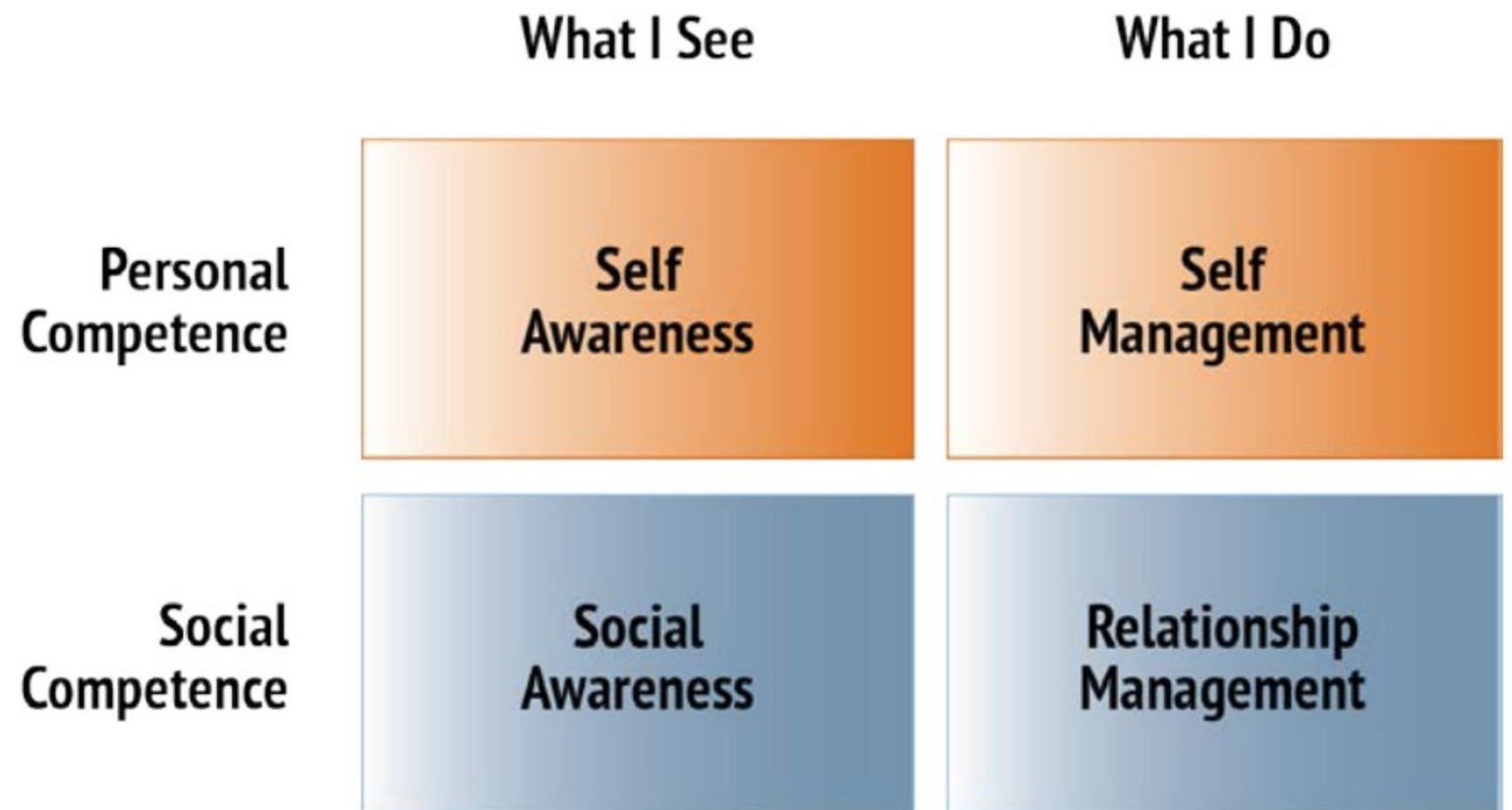Four Sayings That Can Lead to Wisdom
- "I was wrong."
- "I'm sorry."
- "I don't know."
- "I need help."
Taken from author Louise Perry

I'm here for you. If you need anything, ask.

Emotional Intelligence

- When people deal with people…

- Emotional Intelligence (EQ) is the ability to recognize and understand emotions in yourself and in others, and to use this awareness to manage your behavior and relationships appropriately

- It affects how we feel, act, navigate social situations, make decisions and achieve positive result

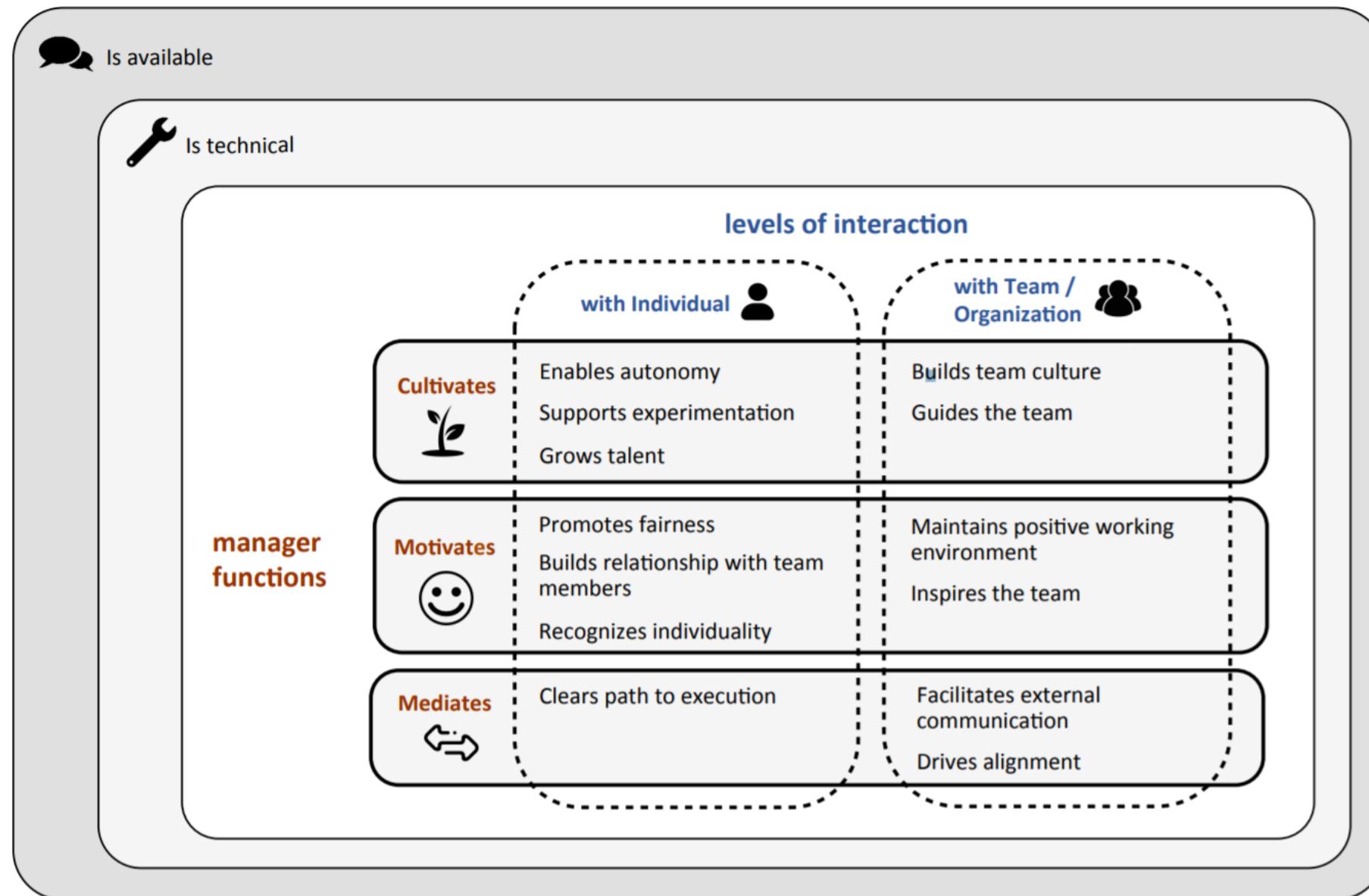|	What I See	What I Do
Personal Competence	Self Awareness	Self Management
Social Competence	Social Awareness	Relationship Management

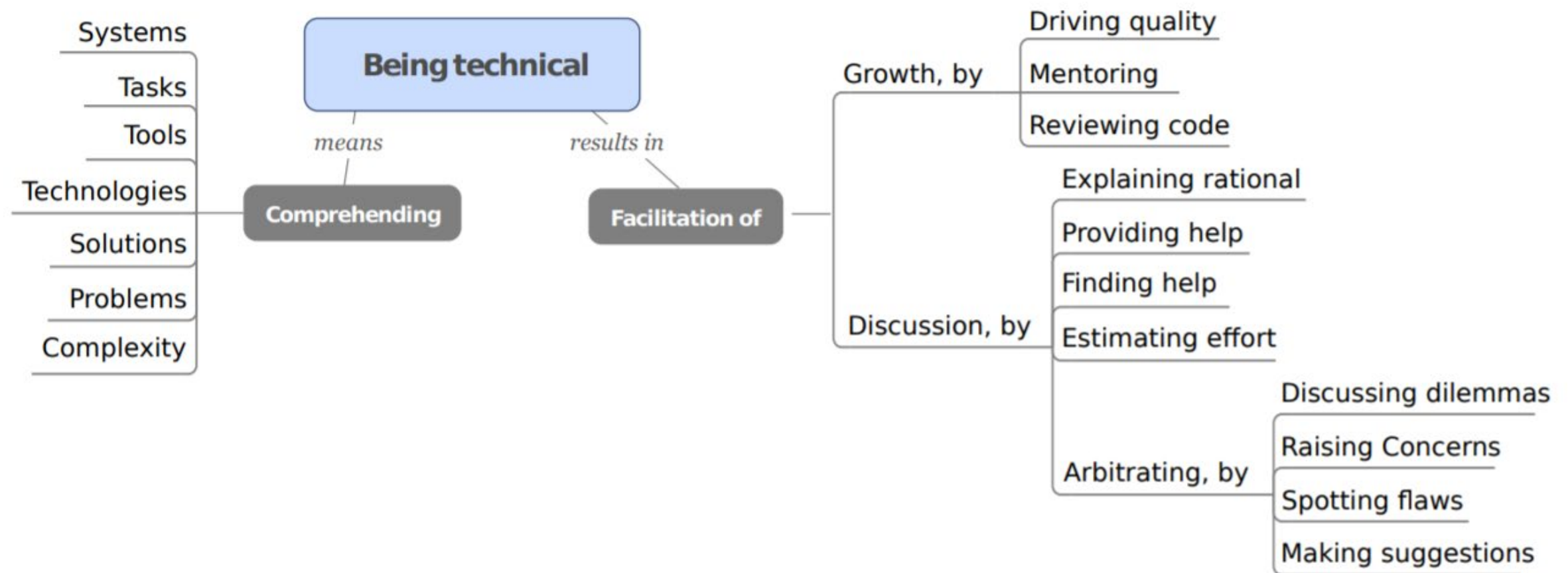-- Travis Bradberry and Jean Greaves, Emotional Intelligence 2.0

Bruce Challenges:
- Temper
- Anxiety/Imposter's Syndrome
- Social Situations

Great Software Engineering Managers

- https://www.microsoft.com/en-us/research/uploads/prod/2018/06/kalliamvakou-tse-2018.pdf

Great Software Managers: Being Technical

- https://www.microsoft.com/en-us/research/uploads/prod/2018/06/kalliamvakou-tse-2018.pdf

Management Styles

- No one-size fits all
- Directive
- Training
- Coaching
- Hands-off

Status	Confidence	Ability	Managerial Style
New Employee at New Task	Low	Low	Directive
Beginner	Higher	Low	Training
Intermediate	Low	High	Coaching
Advanced	High	High	Hands-off

The rare event: a toxic manager/leader

"People don't leave jobs, they leave managers.

If employees don't get along with their managers, don't like them or don't respect them, they will leave a company despite a high salary or great benefits."

-- Renee Sylvestre-Williams, "Why Your Employees Are Leaving", Forbes

- Most people get it, the cardinal rule of working in an organization, and possibly to life in general is just "Be Nice".
- So, it doesn't happen often, but it does happen
- Sometimes your manager or leader is nearly impossible to work for – distrustful, scheming, egotistical, untruthful, micromanager, etc.
- Unfortunately, there's usually only one good answer – find a better manager – in a new job or a different team
- Bottom line: life is too short to work for a toxic lead

Learning new skills

- You may not have a particular skill you need to be a good leader or manager, if not, you need to learn it.
- When you need to learn something new or different:
  - Find someone who is good at it
  - Watch that person do it
  - Get that person to talk about how they do it
  - Practice doing it yourself with his or her guidance
  - Ask the person to give you feedback
  - Practice doing it on your own
  - Seek feedback until you've mastered it
  - Don't be afraid to say you're still learning something
 - Do ask for help or suggestions

-- Travis Bradberry and Jean Greaves, Emotional Intelligence 2.0

Get a Mentor

- One suggestion for many people who aspire to be leaders, is to find a mentor
- Good mentoring practices
  - Relationship before mentorship
  - Character before competency (help with self awareness)
  - Loudly optimistic, quietly cynical
  - More loyal to mentee than company
  - Honesty
  - Be "good people", be devoted to helping others

  - https://hbr.org/2017/02/what-the-best-mentors-do

Favorite Management References

- Servant Leadership: https://www.teamgantt.com/blog/servant-leadership and others in the slide

- Great Software Managers: https://www.microsoft.com/en-us/research/uploads/prod/2018/06/kalliamvakou-tse-2018.pdf

- Chief Joy Officer: How Great Leaders Elevate Human Energy and Eliminate Fear – Rich Sheridan

- Managing Humans, 3rd Edition – Lopp

- Soft Skills – Sonmez
  - Software Developer's Life Manual
    - Career, Marketing yourself, Learning, Productivity, Finances, Fitness, Spirit
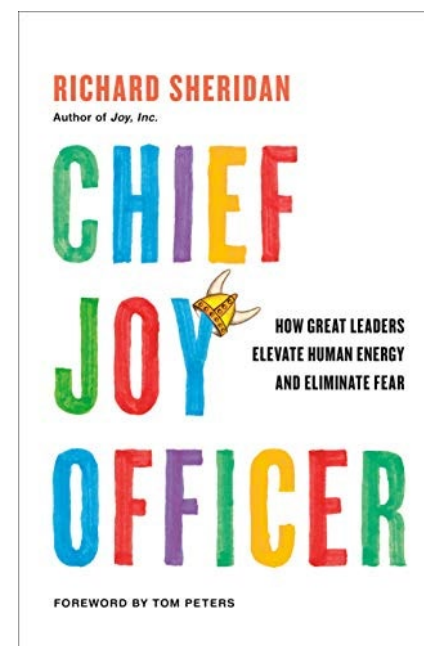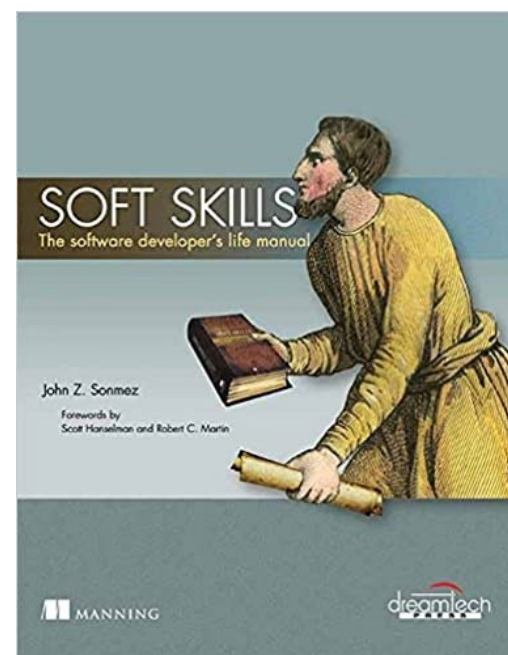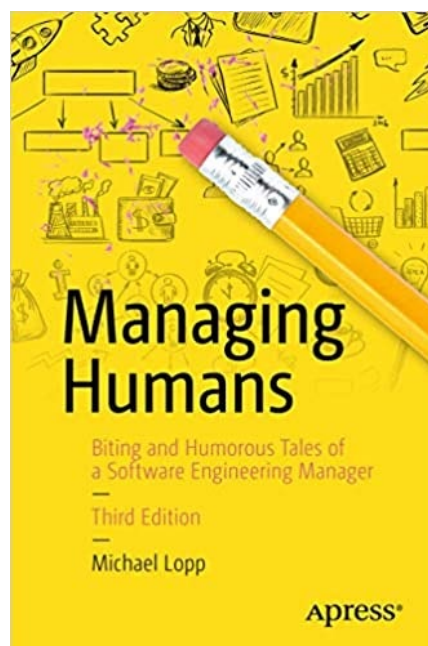
What's Left?

- Last Project Status Update 10 (due 11/20)
- Close out your last Sprint no later than week of 11/30
- Close out your last Sprint Report (due 11/30)
- Assessments (due on or before last day of class 12/7, more soon)
  - Instructor
  - GSS
  - Sponsor
  - Team Self-assessments
- Participation (Piazza responses to discussion topics)
- Attendance (status updates and speakers)
- Final Exam (as with Midterm, take home essay questions w/citations)
- Final Presentation
- Closing out projects until class in January
- Grading

Final Presentation

- I would like your team to create a final presentation
  - In PowerPoint or a similar tool
- You'll make the presentation twice
  - Once in class on Tue 12/1 or Thur 12/3
    - Sign-up sheet at:
      - https://docs.google.com/document/d/1tGWn DYGA-BACxSDdQocHWzejREJiC1vZ2ni7LNOyhN8/edit ?usp=sharing
  - Again for your sponsor sometime after 11/30
  - You can arrange a date/time
- The presentation should be about 15 minutes long
  - Do a run through prior to presenting to ensure timing
- You can decide if one team member or multiple team members will present the actual pitch
  - all team members should be present
- Include the content outlined here →
- The PDF or PPTX should be turned in by 12/1 before class

- Final Presentation Content
  - Project Name and Team Members
    - should be introduced at the presentation
  - Sponsoring Company
    - Primary sponsors should be recognized
  - Recap of Project Brief/Overview
    - What are you doing for the sponsor
    - What business problem is being solved
    - High-level scope of work
  - Describe/Diagram Architectural Design
    - High-level view of the solution you're building
  - Activity Review
    - Pre-scrum activities/deliverables
    - Deliverables from the scrum sprints
    - Primary activities of each team member
  - Summary of Work Completed
    - Identify any accomplishments so far
  - Summary of Lessons Learned
    - Issues you ran into, how you overcame them
  - Progress Assessment
    - where your team (and sponsor) thought you would be by now
  - Future Work
    - Describe the expected deliveries/milestones for next semester (as you understand them today)

Overall PMP Schedule

- Week 3: 9/7
  - Team assignments, sponsor meetings, Charter/project brief assigned
- Week 4: 9/14
  - Sponsor meetings, Charter/project brief completed
- Week 5: 9/21
  - Start development of WBS & Requirements
- Week 6: 9/28
  - WBS & Requirements – pass 1 reviewed by sponsor
- Week 7: 10/5
  - WBS & Requirements
  - Start to build out your Product Backlog (review with Sponsor when able)
  - Start at practice/short Scrum sprint
- Week 8: 10/12
  - WBS & Requirements – (if needed) pass 2 reviewed by sponsor
  - Complete a practice/short Scrum sprint
  - Submit first Sprint Summary Report Form
  - Midterm exam (take home)

Overall PMP Schedule

- Week 9: 10/19
  - Begin full two-week Scrum sprint – Architectural/System Design?
- Week 10: 10/26
  - Scrum ends – Submit Sprint Summary Report Form 1
- Week 11: 11/2
  - Begin sprint – Design/Prototyping?
- Week 12: 11/9
  - Scrum ends – Submit Sprint Summary Report Form 2
- Week 13: 11/16
  - Begin sprint – Design/Prototyping?
  - **Lecture: Closing the class – final assignments**; Speaker on 11/18 Lalit Pandit
- Week 14: 11/24 (off 11/26-11/27)
  - Sprint ends – Submit Sprint Summary Report Form 3 (due 11/30)
  - **Lecture: Leaders and Managers**
- Week 15: 11/30
  - In-class and for sponsor project presentations 12/1, 12/3; Brief closing Lecture 12/3
  - Assessments: Instructor, GSS, sponsors, peer
  - Update participation/attendance
- Week 16: 12/7
  - No classes
  - Final exam (take home/Canvas – as Midterm)

YOU ARE HERE

Class Feedback

- I really appreciate your feedback on things I can do better or add/drop/change for future classes

- FCQs (should be in your e-mail)
  - http://colorado.campuslabs.com/courseeval
  - Open 11/23 12 AM, close Wed 12/2 11:59 PM
  - How I'm "graded" for performance reviews as an instructor

- Discussion topic 10 on Piazza

- Post anonymously (publicly or privately) on Piazza

- Come by and see me, e-mail, etc.

Next Steps

- No weekly status meetings needed after this week, request time if your team needs it

- No classes or office hours Thursday/Friday; reach out on Piazza or e-mail if you need anything

- Please try to visit Discussion Topics weekly for comments (and participation grades)

- Teams should be closing last two-week Scrum sprint – expectation is 10 hours work/week/team member

- I will be sending an email out to sponsors about closing the projects for the winter break – I will share that email with you when it goes

- Sign up for a Final Presentation slot

- Please cc Bruce & Preethi on sponsor e-mails

- Preethi and I are available for any help you need – just ask!