**IT Manager & Managing Technical Teams**

Read Chapter 1 & 2 in course text and review Module 1 lecture notes. Provide a thoughtful and comprehensive response to each of the questions below. Upload homework assignment using the link provided in Canvas on or before the scheduled due date.

1. In table format, define each of the five leadership styles, range high or low relative to directive and supportive behaviors, and key characteristics of each type.

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| --- | --- | --- |
| **Leadership Style** | **(High/Low) Supportive – (High/Low) Directive** | **Characteristics** |
| Delegating: This type mainly focusses on delegating ability to assess and initiate things independently to team members. This can be a excellent strategy if the team members are competent and feel responsible in individual work | Low Supportive – Low Directive | Pros   * Delegating style creates an optimistic and positive work environment * Creativity and innovation are highly valued   Cons   * Delegative style is difficult in adapt to change |
| Supporting: This style doesn’t involve delegating but providing support to an employee instead and look through the task completion which will help the employee to enhance their skills and handle tasks more efficiently without any supervision in the future | High Supportive – Low Directive | * Encourages team members to put their opinions forward * Maintaining healthy relationships between team members * Always focused on the objective |
| Coaching: This type includes empowerment, collaboration and fulfillment which creates a culture of high performance | High Directive – High Supportive | * Used to employ education and boosts teammates morale * Used to achieve goals on a collaborative partnership * Management takes care of setting goals, direction, rules and regulations * Management is responsible in decision making |
| Directing: This style allows the leader to impose and takes an authoritative approach to define an outcome | Low Supportive – High Directive | * This type of leadership is used when the teammates need clear guidance’s * Authoritarian leadership leads to consistent results * Command and control can clearly provide special importance or prominence |
| Situational: This type of Leadership goes usually by the team | High Supportive – Low Directive | * Provides an opportunity for leaders to drive behavioral change * School Leaders to effectively respond and accurately adapt to their environment |

1. Explain how IT Managers have to manage in four directions?

Four Directions IT managers manage are as follows

Managing stakeholders

This is an important piece where IT Manager should manage all the end users delivering IT services which means managing various suppliers, partners, customers etc

Managing Staff:

This is where the concerned managing person reports directly to the IT manager which can include vendors, consultants, contractors etc

Managing your Peers:

IT managers should set clear expectation with showing no partiality or favoritism and set clear boundaries with close friends or peers, should remind them they are in this together and by shifting mindset to empowerment

Managing Up:

IT Manager should provide status reports and project progress to their respective supervisor and discuss any issues or concerns that arise from the project

1. List and describe in sufficient detail twelve things an IT Manager does?

* Build a work culture to gain mutual trust
* Create a strength-based workplace culture that presents with strong connections between business performance and employee strength
* An IT manager should be able to overcome resistance and always be in front to drive employee success
* An IT Manager should communicate honestly by providing direct feedback without any shield of politeness
* An IT Manager should set an example to the people he works with by working with peers and supervisor and setting definitive goals
* Always open to new ideas
* Has a good knowledge and maintain a good overview of your Team’s workforce analytics
* IT manager should know how to manage time efficiently by maximizing his/her time which can take priority and get things done on time
* IT manager should delegate responsibilities to other people so that they can be efficient and appropriate to relinquish control
* IT Manager should coordinate, communicate, present and speak to the higher management
* IT Manager understands the strategy, business functions involved, workflow and decision making
* IT Manager should manage risks, costs time and the project teammate
* IT Manager motivates, coaches and develops teammates skill set for higher performance

1. List and describe in sufficient detail five successful attributes and five core activities associated with an IT Managers?

* IT Managers should be able to delegate work effectively to team Members who have the required skill set to get project or tasks done more efficiently and on time
* IT Manager should be able to calmly assess a situation calmly with his respective team members and handle situation without panicking when things aren’t going as planned
* IT Managers needs to stay on the top of developing and emerging technologies and be flexible to adapt to the right thing becoming an asset to the company
* IT Manager should be focusing on the organizational objectives rather than just focusing on divisional or departmental goal
* IT Manager should have a well-developed interpersonal skill with technical skills in addition to motivating team members
* IT Manager should know how to strategically plan, anticipate and identify future technologies as well as work on improving the efficiency of current systems

1. List and describe in sufficient detail five key considerations for managing technical teams?

* Reward an individual hard work, provide recognition for the problem solved, give credit for every challenge they succeed
* By providing necessary tools or the required technology which will help you team in delivering project with everything they need
* Providing them the freedom to empower the team, engineers or the technical experts are passionate about what they do and do not like when they are interrupted, by letting them be can be useful
* By setting a vision for the entire team and by setting goals and ground rules
* By Creating a team plan with sensible objectives and metrics needed to deliver a project
* Maintaining a good relationship with the team members

1. What approach should an IT manager take when dealing with disputes, disagreements, or opposition between teams or individuals?

Stay alert and proactive, disputes and disagreements are common and can escalate quicker. If you spot a conflict, step in where needed or involve HR to resolve or to take necessary action. By observing facial expression, body language, tone of voice you can typically determine the signs of conflict and be aware of the situations within your team. The more you know an individual team member the easier it becomes for you to pick up and identify tensions and the detail of conflict

Solution: Speak to the team member individually who are involved in the conflict, listen to both of their concerns and keep it confidential, try asking the same questions to avoid any partiality or favoritism, avoid making any assumptions. Bring People together and behave as a moderator, always encourage active listening so both the parties can understand where they are coming from. If a conflict is affecting the entire team, ask for everyone’s perspective, provided the matter is neither sensitive nor confidential.

If the informal conflict resolution does not work for some reason, you will need to be willing to take formal proceeding if you must, few instances might need disciplinary actions, in any doubt engage or partner with HR for advice

1. How does understanding individual personality types and communication styles aid the IT Manager?

You don’t need an assessment tool to understand your personality type, understanding your communication style and personality type and help becoming self-aware and those who are different from you

* Your personality type and communication style play an important role on how you are well suited for an IT manager, how well you perform your responsibilities and your overall work satisfaction
* Knowing your personality can diffuse conflicts before they arise
* Identifying how your personality type is different from others which can provide you with a great appreciation for diversity and what it means to your team
* Enhance and improve decision making, trying to better assess the choice at hand before passing or making a decision

1. Outline and describe five situations that would warrant and counseling session with an employee?

* Counseling is generally a formal discussion between a supervisor and your teammate about his job performance and possible areas of improvement
* Counseling involves one on one two-way conversation about a situation and set expectations going forward, this is usually provided by a counseling memo that records the expectations
* Assess it efficiently by asking question, how did the employee take this wrong step? how likely is this going to repeat? was there enough coaching or training provided to the employees?
* Review the gravity of the incident
* Review the circumstances of the incident and the impact on work environment
* Be optimistic and explain your concerns
* Always ask for employee’s input
* Keep it confidential and keep and open mind
* Try to be a good listener and focus on the behavior and not the person

1. Outline and describe five situations would warrant and coaching session with an employee?

* Employees expect feedback from their managers which will help them to know how they are performing and what they need to improve.
* Scheduling one on one meetings regularly and provide feedback.
* Feedback should not be from manager but also from other team members which will build a culture and relationships.
* Motivating employees to try something new which will help in growth and bring potential would challenge them.
* Employee Ideas and opinions should be valued.
* Each employee will have different skills so it’s good to interact frequently and learn new skills from each other.
* Employees can also provide regular feedback to improve the performance.
* Mistakes can happen but dealing with employees to explain what went wrong and how to avoid them in future and not to blame.
* When Employees succeeds, they should always be recognized with appreciation in front of team or thank you email.
* Coaches should check with employees if they have any outstanding challenges or issues.

1. What are the four types of feedback and describe the purpose of each?

Positive Feedback

The following feedback consists of positive remarks, appreciation and recognition, which often makes professionals motivated and encourage them to keep going

Negative Feedback

This type of feedback is based on the delivery of a project, this basically focuses and points out mistakes, this is an inefficient and ineffective type of feedback and can often lead professional demotivated and discouraged. Always try to avoid giving negative feedback

Positive Feed Forward

An arbitrary form of feedback that help team members or an employee achieve required goals usually with a planned set of actions

Negative Feed Forward

This form of feedback helps in avoiding unwanted behaviors, this type of feedback is more arbitrary in nature and is based on the information that already exists

1. Why is having a high degree of emotional and cultural intelligence important attributes for an IT Manager?

Emotional Intelligence is the ability to control and express your emotions. Leader with emotional intelligence have better relationship with team members which help them to improve performance of the team and reach goals. Leader will understand the emotions of issues and will be able to help take better decisions. Leaders with self-management will be able to adapt the changes and move forward which have a positive impact and set goals to the team. Employees will gain trust on emotionally intelligent leaders which will inspire to lead. They can not only understand own emotions but also other emotions which will build relationship between them. Once the relationship is built employees can do teamwork and solve issues throughout the organization and overall helps in growth of company.

Cultural Intelligence is capability to relate and work in diverse situations. This will help leaders to trust and like their team and colleagues and adapt different cultures and countries and learn how to work with employees which will help to shape a company. Leaders should plan and prepare for cross cultural cases and implement them properly. Culturally Intelligent leaders who acts according to the cultural situations will be able to achieve goals and gain the trust of employees.

Note: Be sure to submit/upload homework assignment deliverable (M.S. Word Document) in Canvas on or before scheduled due date.