
Seven Habits of Highly Effective...

Project Leaders

Bob Galen

Agile Architect, ChannelAdvisor

Principal, RGCG, LLC

www.rgalen.com bob@rgalen.com

Introduction

- Why create this workshop or presentation?
 - I consider myself somewhat a student of leadership. Not a master mind you, but simply a student.
 - I'm intrigued by this thing called leadership and terms like effectiveness when applied to it. I've also seen what a powerful and positive effect it can have.
 - After 15 years of leading teams, I find that I still do not have a silver bullet when it comes to core practices. What I *have discovered* are core principles that generally apply and make a difference!

Introduction

Core Principles

- Goal setting, when you take the time to do it, works
- Effective delegation is hard, but it works
- Leading teams is “soft”, but I can feel when it’s “working”
- Clear and crisp performance feedback is a must
- Employee development is a critical and ongoing task
- Just when you think you’ve got it, it changes, but the core patterns seem to be consistent
- Folks really connect to their first level managers

Introduction

- As I packaged them together in my mind, I thought of the Stephen Covey – 7 Habits book. So I packed up the concepts in 7 categories for presentation.

- Habits Worksheet
 - For each habit – collect notes as requested. This will become your session notes and “to do list” when you return to work.
 - After each habit, we’ll explore feedback and reactions from the group.

- Breakouts
 - We’ll also have a breakout session or two – time permitting.

The Seven Habits

Logical Flow

1. Personal Reflection
2. Setting the Stage
3. Create Learning Organizations
4. Motivating Your Team
5. Handling the “Hard Bits”
6. Proactively Managing Up
7. Provide Compelling Leadership

Presentation Flow

- ❖ Personal Reflection
- ❖ Handling the “Hard Bits”
- ❖ Setting the Stage
- ❖ Proactively Managing Up
- ❖ Create Learning Organizations
- ❖ Motivating Your Team
- ❖ Provide Compelling Leadership



Habit #1

Personal Reflection

Success is achieved by developing our strengths, not by eliminating our weaknesses

To acquire knowledge, one must study, but to acquire wisdom, one must observe.

---Marilyn vos Savant

Personal Reflection

You

- Get to know yourself
 - Personality type (Myers-Briggs or others available online)
 - Preferences (Data vs. Feelings)
 - Well rounded or a workaholic
 - Relate best to similar or all people

- Strengths & Weaknesses
 - Do you leverage your strengths?
 - How do you mitigate your weaknesses? (Let's discuss some strategies)
 - Do you bring outside interests or experiences into the job?

Personal Reflection

History

- Historical career reviews
 - What was and wasn't said in feedback; Key mentors
 - Career growth "patterns"
 - Variance of fit in cultures and companies
- Past positions, past teams, past projects
- Successes and failures. How have you succeeded? How have you failed? Core lessons from each.

If a project has no risks. Don't do it.

---Tom DeMarco & Timothy Lister from Waltzing with Bears

Personal Reflection

Failure

- John Maxwell's seven abilities needed to "Fail Forward"
 - 1. Achievers reject rejection
 2. Achievers see failure as temporary
 3. Achievers see failures as isolated incidents
 4. Achievers keep expectations realistic
 5. Achievers focus on strengths
 6. Achievers vary approaches to achievement
 7. Achievers bounce back

Edison, 10,000 failures and one success – always failing forward!

Personal Reflection

Passion

- Find your passion
 - Where is it? What gets you excited?
 - Eager to get to work in the morning? To get going?
 - It doesn't get old or boring

- Professionalism
 - Passionate about what you do – enough to continue developing yourself
 - Professional memberships, volunteer, mentoring
 - Certifications, continuous learning, speaking at professional meetings and conferences

Personal Reflection

Adaptability

- How easily have you adapted in the past? Do you still have the same “nimbleness”?
- Comfort level with new technologies & new techniques
- Open minded, early adopter attitude

Problems cannot be solved at the same level of awareness that created them

--- Albert Einstein

Personal Reflection

Journaling

- Keep a journal of your “*adventures*”. It take only a few minutes a day.
- Focus it towards your activity:
 - Projects – lessons, observations, methods, successes & failures
 - Teams – people, strengths, weaknesses, next time
 - Yourself – personal observations
- Review it periodically, once a week
- Use it for performance reviews, your own self assessment and retrospectives – leading toward adjustments



Habit #5

Handling the “Hard Bits”

You don't develop courage by being happy in your relationships everyday. You develop it by surviving difficult times and challenging adversity.

---Epicurus

You're fired!

---Donald Trump

It is an immutable law in business that words are words, explanations are explanations, promises are promises but only performance is reality.

---Harold S. Geenen

“Hard Bits”

Effective Hiring

- It starts with a commitment to building your team
- Clear goals for your needs
- Don't be afraid to be disruptive
- Craft a unique interview for each position
- Prepare for the interview, clear roles and responsibilities
- Consider team based interviewing
- Debrief as a team, try to achieve consensus, or at least no firm opposition (no thumbs down)
- Always go with your “gut”

“Hard Bits”

Composing your Teams

- Complimentary skills
- Broad skills – for now and into your future
 - Technical – in the large and small
 - Don't forget soft skills (teaming, presentation, communication)
- With natural, inquisitive, quick learners
- Consider passion for the Profession of Testing
- One size does not fit all – be disruptive
- Do certifications matter or help?
- Always, always hire the BEST – **Top 20%** caliber people
- Hire your replacement
- Cultural fit IS important

“Hard Bits”

Good to Great – Excerpt #1

The Good-to-Great leaders began the transformation by first getting the right people on the bus (and the wrong people off the bus). And then figuring out where to drive the bus.

Who should always come before what (vision, strategy, organization structure, and tactics)

---Jim Collins

“Hard Bits”

Feedback

■ Face Them

- ❑ Don't look for divine intervention
- ❑ 100% of the time, it doesn't improve on its own
- ❑ More people recognize it than you realize
- ❑ It takes time for a direction to form, so don't wait

■ Learn to give feedback

- ❑ At the point of attack and continuously
- ❑ To all members of your team
- ❑ Be honest and constructive, say what's on your mind, and ensure it's clear
- ❑ Be congruent across your team

“Hard Bits”

The 95% Feedback “Gap”

- As a “Team Repair” consultant I notice that:
 - Leaders often share strong opinions related to team & individual performance issues
 - But when I look for direct, clearly communicated evidence in performance appraisals I find...
 - 5% or less of what I “heard”

- As a “Leadership Skills” instructor, I notice that:
 - When asked, about 95% of the IT Leaders feel that providing detailed, precise, real-time, clear feedback is clearly a strength of theirs

- So why the gap?

“Hard Bits”

Receiving It Too

- Listen to your team...truly listen
 - Group 360 degree communications

- Learn to receive feedback
 - It's a gift from others, truly welcome and cherish feedback
 - It isn't good or bad, it simply is
 - My strategy is to gather it first, then digest it, then look for the “truth” in it, then work to adjust
 - If you don't receive it well, you won't receive it often. Be receptive!
 - It isn't just what's been said, it's what hasn't been said. Consider body language and other clues

Aspects of Active Listening

People speak at 100 – 175 WPM, but listen at 600-800 WPM.

This can create mind drift.

- Spend more time listening than talking
- Do not finish sentences of others
- Do not answer questions with questions
- Are aware of their biases
- Never daydream or drift
- Let the other speaker talk, don't dominate the conversation
- Do not plan responses while other person is speaking
- Provide feedback, but don't interrupt
- Summarize for understanding
- Ask open ended questions
- Take brief notes

The “One Thing”

When it comes to risky, controversial, and emotional conversations, skilled people find a way to get all relevant information out into the open.

That’s it. At the core of every successful conversation lies the free flow of relevant information. People openly and honestly express their opinions, share their feelings, and articulate their theories.

They willingly and capably share their views, even when their ideas are controversial or unpopular.

---Crucial Conversations, Patterson, Grenny, McMillan, Switzler

“Hard Bits”

Managing Group Performance

- Consistent principles, but tailor to individuals

- Communicate your “soft side” performance expectations
 - Energy, enthusiasm, learning, effort, stretch – over hours
 - Results – over hours
 - Attitude and effort – over hours

- Deciding who gets your time?
 - Top down, not bottom up
 - Start with your top 20% and high potential employees, then focus on the remainder – *First Break All The Rules, Buckingham & Coffman*
 - Pareto Principal applies here as well

“Hard Bits”

Good to Great – Excerpt #2

The Good-to-Great leaders were rigorous, not ruthless, in people decisions. They did not rely on layoffs or restructuring as a primary strategy for improving performance.

Three practical disciplines for being *rigorous* in people decisions:

1. When in doubt don't hire – keep looking.
2. When you know you need to make a people changes – act!
3. Put your best people on your biggest opportunities, not your biggest problems.

---Jim Collins

5 Dysfunctions of a Team -- Lencioni





Habit #2

Setting the Stage

Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.

---Jack Welch

When it is obvious that the goals cannot be reached, don't adjust the goals, adjust the action steps.

---Confucius

Setting the Stage

Vision

- A vision is a statement about what your organization wants to become
- It should resonate with all members of the organization and help them feel proud, excited, and part of something much bigger than themselves
- A vision should stretch the organization's capabilities and image of itself. It gives shape and direction to the organization's future.

Year after year, Westin and its people will be regarded as the best and most sought after hotel and resort management group in North America

---Westin Hotels

Setting the Stage

Mission

- Mission or Purpose is a precise description of what an organization does
- It should describe the business the organization is in
- It is a definition of “why” the organization exists currently
- Each member of an organization should be able to verbally express this mission

To give ordinary folk the chance to buy the same thing as rich people.

---Wal-Mart

Setting the Stage

The Balance

- Vision is a critical characteristic for a good leader.

The eternal dilemma is keeping your eye on the ball of today (Mission), while playing on the field of tomorrow (Vision).

- You need to constantly be thinking globally within your team
 - Have a personal vision and mission for yourself and your team
 - Thinking globally – towards key improvement actions across the organization
 - Always be ready to make recommendations for key challenges OR have amplification advice to strengthen the team
 - Be bold and get some skin in the game

Setting the Stage

Operations Planning

- Performed on an annual basis
- Begin with team retrospectives
- 12-18 business views (guess if you have to)

- Annual performance review and goal setting at the team level
- Short term strategy (projects, initiatives)
- Team staffing (core competency, gaps and training plans)

Setting the Stage

Team Entry

- First Impressions
 - Proving yourself
 - It takes more time to “recover” than you think
 - It takes time to build trust

- Notion of “Entering” new employees
 - Enroll them as part of the interview process
 - Work area preparations and introductions
 - Setting expectations and effective mentoring
 - Weekly 1:1 meetings and 30 day goal setting

Setting the Stage

Initiating Projects

- Charter your projects and iteratively re-charter them for changes
 - Team organizational structure with clear roles, complementary skills and fit
 - Defining requirements & scope
 - Design, architecture, tools, approaches
 - Getting to the true *purpose* of the effort. Define what success will look like.
 - Establish working patterns for:
 - Construction, progress tracking, re-work
 - Processes and teamwork
- For challenging projects, consider enrolling your team to meet the goals

Setting the Stage

Stories

- I've always felt that the story is one of the best communications methods for describing desired behavior
- Stories of past successes, what's worked well, and what hasn't
- Stories of efforts – Above & Beyond
- When promoting, tell a story indicative of your decision-making thoughts
- In times of stress, tell amusing team stories of embarrassing moments – to lighten the mood
- They create another view to the team, culture, special qualities, what's valued, how you operate, etc.



Habit #6

Proactively Manage Up

They will continue to challenge you until you challenge them back. Then the trust, respect and true challenge begins.

--- Galen

The primary job of the manager is not to empower but to remove obstacles.

--- Scott Adams

The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty.

--- Winston Churchill

Proactively Manage Up Loyalty & Perceptions

- Where is your loyalty – Team or Management?
 - Actually, it's a bit of both
 - For Agile Coaches & PM's (ScrumMasters) it's toward the team!
- Managing perceptions
 - They're everywhere! Are they reality? Sometimes...
 - First look to understand your perceptions - 360 degree feedback, mentors, leadership inquiries
 - Understanding your technology context and business domain is paramount
 - Being open-minded and flexible is next

Proactively Manage Up Schedule Pressure

- Don't simply agree. If pushed for a reply, buy whatever time you can. Remember, to some degree, it's a game of chicken
- RAD workshops are ideal forums for pulling together estimates, schedules and options
- Always provide estimates in ranges and provide levels or areas of risk, then commit to more accuracy over time and ITERATE
- Don't over commit based on overtime assumptions
- Always speak in terms of options and trade-offs

Proactively Manage Up Negotiation

- Be prepared to say – No, or Yes, but...
 - Technologists have a natural tendency to over-commit. To over negotiate to over simplify.
 - Always the “Can Do” attitude is rewarded, while “Push Back” is not
- Respond with your real thoughts
 - If it looks like too great a challenge – say why. Don’t be afraid to say what’s on your mind – be honest and emotive
 - Be prepared to be a lone voice. Saying “No” takes a great deal of courage
 - Career risk and trust factors come into play
 - Use it ONLY when necessary, don’t become a naysayer
 - Remember - it does get their attention

Proactively Manage Up Negotiation

- If you are going to say No or Yes, but...
 - Provide some context – Explain why it's not possible, the limitations, the risks, the possible business outcomes
 - Provide some options – Explain what might be possible, trade-offs, if only...
 - Provide some decision criteria – Provide details (time, resources, \$\$\$) on critical decision criteria

- Remember, *they* can “*Handle the Truth*” or at the very least need to be “*Hearing the Truth*”

Proactively Manage Up

Buffering 101

- Your there to help, notion of servant leadership
- In the Scrum Methodology, the Scrum Master is there to remove impediments to progress. They're also responsible for “buffering” the team from unnecessary interruptions and activity.
- Expose the success and power of the organization, but don't let the organization derail your focus
- Always keep your team focused on
 - Core functions, priorities and the “next” two weeks

Proactively Manage Up Politics

- Decide on the landscape in your organization
 - Explore & identify the requisite activity level & power players
 - Determine what matters – role, function, perception, skill levels
 - Your acumen matters to you AND your team
- Always manage to your central boundaries
 - Character, ethics, comfort zone – staying true to yourself
 - Apply the Golden Rule – treating others how you would like to be treated
 - Be honest and tell it like it is
 - It's about the results!



Habit #3

Create Learning Organizations

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

---John Quincy Adams

*The mediocre teacher tells. The good teacher explains.
The superior teacher demonstrates. The great teacher
inspires.*

---William Arthur Ward

Create Learning Organizations Environment

- Allocate time and funding for learning
 - Construct a per employee time and funding allotment
 - Reserve at least a week per year of employee focused training
- Hire colleagues who are natural learners
 - Interview for training interests, personal goals, future plans.
 - Check to see “who” is responsible for their learning
 - Ensure there is a zest for their profession

Create Learning Organizations

Two Way Commitment

- Emphasize the personal commitment
 - Sharing the responsibility (planning, time, funding, trade-offs)
 - Providing the drive and energy

- Reward learning initiative
 - Finding classes that are local, community colleges, or professional group sponsored
 - Find alternative training opportunities (professional groups, conferences, Yahoo discussion groups)

Create Learning Organizations

Vision

- Have a vision or path for learning in your organization
 - Operations plan is a wonderful place to craft this
 - Organizational goals (Leadership, Technology, Process, Management)
 - Targeted goals (Individuals, Teams, Organizational)

- Socialize within your organization
- Establish shared ownership
- Emphasize their career development

Create Learning Organizations

Creative Learning

- Reading groups (offset book costs)
- Libraries, book of the month
- E-learning opportunities with incentives
- Internal Lunch & Learn or “Brown Bag” opportunities
- Sponsor local professional groups (IT, Process, PM, IEEE, Tools, Vendors)
- Discussion groups or study groups
- Create your own collaborative and learning website
- Team presentations
- Sponsor certifications

Create Learning Organizations

Retrospectives

- Conduct Retrospectives
 - Post project, regardless of outcome
 - End or beginning of the year
 - Team departures
 - From a personnel review perspective
 - Accomplishments and focus points

- Important aspects
 - Creating a “safe” atmosphere
 - Devote sufficient time and process (facilitation, preparation)
 - Doing something with the results (make at least one adjustment)

Create Learning Organizations

Appreciative Inquiry

The 4-D Cycle

- Don't focus on the weaknesses, problems or mistakes. Instead...
 - ***Focus on the strengths of the organization!
What do you do really well and how do you amplify it?***
 - Move from deficit based to – positive based change

After affirmative topic choice:

1. Discovery – appreciate what is
2. Dream – imagine what might be
3. Design – determine what should be
4. Destiny – create what will be



Habit #4

Motivating Your Team

Leaders must be close enough to relate to others, but far enough ahead to motivate them.

---John Maxwell

In motivating people, you've got to engage their minds and their hearts. I motivate people, I hope, by example - and perhaps by excitement, by having productive ideas to make others feel involved.

---Rupert Murdoch

Motivating Your Team

Desire is the key to motivation, but it's determination and commitment to an unrelenting pursuit of your goal - a commitment to excellence - that will enable you to attain the success you seek.

---Mario Andretti

Motivating Your Team

Connection

- Employee's naturally "connect" to their 1'st level manager's
 - In survey's, approximately 80% say that it's the most important thing keeping them on the job – certainly in the Top 3!

- Show them
 - You have a mission, you're invested and excited about the possibilities!
 - You understand the domain and technology
 - You understand the challenges
 - You understand & care for them
 - Be yourself, be real

Motivating Your Team

Trust

- Apply effective empowerment and delegation principles
 - Realize you can't do it all – so trust your team!
 - Work your top 20%
 - Delegate even when you realize the results won't be “perfect”
 - Allow the organization to learn and, yes I'm saying it, make mistakes

- Allow decisions to be made without your approval

- Create alternate decision-making models
 - Conflict can be very good. It generates ideas, alternatives, passion, buy-in, energy, teamwork

Motivating Your Team

Direction

- Communicate a compelling vision to where you're going
 - Strategic longer term vision (1 year and beyond)
 - Tactical, laser focus (steps to getting there)
 - And repeat...

- Recognize your successes and build on them
 - Recognize those that are supporting your vision
 - Take time to celebrate success – even if it's an email, meeting, day off, ice cream social, etc.
 - Share “stories” of success. What are the proud examples of the past?

Motivating Your Team

Individual Recognition

- Take the time and effort to recognize those who are supporting the vision
- Sometimes it's a simple thank you
- Other times, peer and public recognition can be wonderful
- It's rarely about the money
- Don't forget their families and the more personal the recognition the better
- Also recognize those who are “stretching” the most – remembering that effort counts

Motivating Your Team

Covey – Trusting Behaviors

Stephen M. R. Covey's
book – *The Speed of
Trust*

13 Behaviors that Foster &
Increase Trust

1. Talk Straight
2. Demonstrate Respect
3. **Create Transparency**
4. Right Wrongs
5. Show Loyalty
6. **Deliver Results**
7. Get Better
8. **Confront Reality**
9. Clarify Expectations
10. Practice Accountability
11. **Listen First**
12. Keep Commitments
13. Extend Trust



Habit #7

Provide Compelling Leadership

Leadership is getting someone to do what they don't want to do, to achieve what they want to achieve.

---Tom Landry

Management works in the system; Leadership works on the system.

---Stephen R. Covey

Know what's weird? Day by day, nothing seems to change. But pretty soon, everything's different.

---Bill Waterson

Provide Compelling Leadership

Handling Ambiguity

- Not everything will be clear or known. Learn to deal with that
- A decision made immediately with 70% clarity is better than a decision made later with 100% clarity
- Failure is part of the game of ambiguity. Fail small though.
- Guide your teams through it with confidence – mapping next steps clearly and precisely to your vision, mission, purpose and goals

Provide Compelling Leadership

Dealing with Change

- You can't simply react to change or ignore it. You must lead your teams through it
- Grasp the change
- Map it to your function and role
- Look for the impacts and requisite adjustments
- Make the strategy and journey visible within the team
- Be cognizant of the change adoption curve and be patient

Remember, change has a counterpart called complacency. Don't change for its own sake, but do change.

Provide Compelling Leadership

Balanced

- Balance is the Key!
 - Tactical vs. Strategic
 - Now vs. Future
 - Delivery vs. Maintainability
 - Initial cost vs. Long term cost

- Weighed against your point of view – short term vs. long term
 - You at least have to *appear* to be interested in the long term – or maintain a “Longer Term Mindset”
 - Shorter job tenures equate to a greater short term focus

Servant Leadership Model

The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test...is this:

Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?

---Robert K. Greenleaf

It's NOT about the Leader, it IS about the team

Provide Compelling Leadership By Example

- Have passion, joy, enthusiasm for what you do
 - Or do something else
- Bring “It” every day – effort, attitude and focus
 - Or do something else
- Care for your team, your mission, excellence as a driving goal
 - Or...

Provide Compelling Leadership

Excellence

*is the result of caring more than others think is wise;
risking more than others think is safe;
dreaming more than others think is practical;
and expecting more than others think is possible.*

---Anonymous



Wrap-up – 7 Habits

1. Personal Reflection
2. Setting the Stage
3. Create Learning Organizations
4. Motivating Your Team
5. Handling the “Hard Bits”
6. Proactively Managing Up
7. Provide Compelling Leadership

Review high points from attendee – “Habit Collection Sheet”

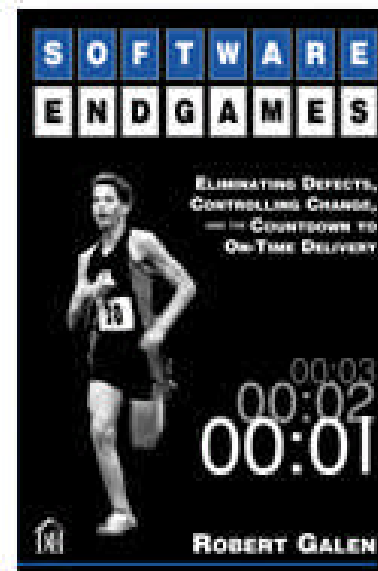
Thank you for the time!

Questions?

Contact Info

Software Endgames: Eliminating Defects, Controlling Change, and the Countdown to On-Time Delivery
published by Dorset House in Spring 2005.
www.rgalen.com for order info, misc. related presentations, and papers.

Robert Galen
RGalen Consulting Group, L.L.C.
PO Box 865, Cary, NC 27512
919-272-0719
www.rgalen.com
bob@rgalen.com



Servant Leadership Model

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. He or she is sharply different from the person who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve – after leadership is established. The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, will they not be further deprived?”

--- Robert K. Greenleaf

It's NOT about the Leader, it IS about the team!

References

- Altier, William, “The Thinking Manager’s Toolbox – Effective Processes for Problem Solving & Decision Making”, Oxford University Press, (1999)
- Brantley, Mary Ellen and Coleman, Chris, “Winning the Technology Talent War – A Manager’s Guide to Recruiting and Retaining Tech Workers in a Dot-Com World”, McGraw-Hill, (2001)
- Buckingham, Marcus, Coffman, Curt, “First Break all of the Rules – What the Worlds Greatest Managers do Differently”, Simon & Schuster, (1999)
- Collins, Jim, “Good to Great – Why Some Companies Make the Leap and Others Don’t”, Harper Business, (2001)
- Covey, Stephen, “The Seven Habits of Highly Effective People”, Simon & Schuster, (1989)
- Covey, Stephen, “The 8th Habit – From Effectiveness to Greatness”, Free Press, (2004)
- Covey, Stephen M. R., “The Speed of Trust – The One Thing That Changes Everything”, Free Press, (2006)
- DeMarco, Tom, "The Deadline - A Novel About Project Management", Dorset House Publishing, (1997)
- DeMarco, Tom, “Slack – Getting Past Burnout, Busywork, and the Myth of Total Efficiency”, Broadway Books, (2001)
- DeMarco, Tom and Lister, Timothy, "Peopleware - Productive Projects and Teams", Dorset House Publishing, (1999, 1987)

References

- Fisher, Roger and Ury, William, “Getting to Yes – Negotiating Agreement Without Giving In”, Penguin, (1981)
- Haneberg, Lisa, “High Impact Middle Management – Solutions for Today’s Busy Managers”, Adams Media, (2005)
- Hohmann, Luke, "Journey of the Software Professional - A Sociology of Software Development", Prentice Hall, (1997)
- Kerth, Norman, “Project Retrospectives – A Handbook for Team Reviews”, Dorset House Publishing, (2001)
- Lencioni, Patrick,
 - “The Five Temptations of a CEO – A Leadership Fable”, Jossy Bass, (1998)
 - “The Four Obsessions of an Extraordinary Executive”, Jossy Bass, (2000)
 - “The Five Dysfunctions of a Team – A Leadership Fable”, Jossy Bass, (2002)
 - “Silos, Politics and Turf Wars – A Leadership Fable”, “Jossy Bass, (2006)
- Manns, Mary Lynn, Rising, Linda, “Fearless Change – Patterns for Introducing New Ideas”, Addison Wesley, (2005)
- Maxwell, John, “Failing Forward – Turning Mistakes Into Stepping Stones for Success”, Thomas Nelson Publishers, (2000)
- Patterson, Kerry; Grenny, Joseph; McMillan, Ron, and Switzler, Al, Crucial Conversations, McGraw-Hill, (2002)

References

- Patterson, Kerry; Grenny, Joseph; McMillan, Ron, and Switzler, Al, *Crucial Confrontations*, McGraw-Hill, (2005)
- Rothman, Johanna, "Hiring the Best Knowledge Workers, Techies & Nerds", Dorset House Publishing, (2004)
- Rothman, Johanna & Derby, Esther, "Behind Closed Doors – Secrets of Great Management", The Pragmatic Programmers, (2005)
- Tabaka, Jean, "Collaboration Explained – Facilitation Skills for Software Project Leaders", Addison Wesley, (2006)
- Weinberg, Gerald M., "Quality Software Management - Congruent Action", Dorset House Publishing, (1994)
- Weinberg, Gerald M., "Quality Software Management – Anticipating Change", Dorset House Publishing, (1997)
- Welch, Jack, "Winning", Harper Business (2005)
- Whitney, Diana and Trosten-Bloom, Amanda, "The Power of Appreciative Inquiry – A Practical Guide to Positive Change", Berrett-Koehler Publishers, (2003)

www.rgalen.com Web References

- 7 Habits of Highly Effective IT Managers -
http://www.rgalen.com/t_files/SevenHabitsOfHighlyEffectiveManagersShort.pps
- Communicating “state” –
http://www.rgalen.com/t_files/SoftwareTestingAndPR.pps,
QA Assessment - http://www.rgalen.com/t_files/ProductAssessmentTemplate.doc
- Project Chartering –
http://www.rgalen.com/t_files/ProjectChartering.pps,
http://www.rgalen.com/t_files/CharteringExampleScenarios.doc
- Coaching –
http://www.rgalen.com/t_files/Coaching.pps
- Card based planning (WideBand Delphi) -
http://www.rgalen.com/t_files/SoftwareWBandNoteEstimating.pps
- Ops Plan –
http://www.rgalen.com/t_files/OperationsPlanTemplate.doc
- Successful projects -
http://www.rgalen.com/t_files/ProjectManagement10KeysOriginal.pps,
http://www.rgalen.com/t_files/PM_10KeysPaper.doc

General Web References

- www.appreciative-inquiry.org – AI centered site
- <http://appreciativeinquiry.cwru.edu/> - AI Commons
- www.apln.org – Agile Project Leadership
- www.ccl.org – Center for Creative Leadership
- www.dorsethouse.com – Dorset House publishing. Wonderful technology leadership resource
- www.greenleaf.org – Greenleaf Center for Servant-Leadership
- www.injoy.com – John Maxwell's leadership website
- www.joelonsoftware.com/articles/GuerrillaInterviewing3.html - Interviewing: Joel on Software
- www.retrospectives.com – Norm Kerth's site
- www.tablegroup.com – Patrick Lencioni's website
- <http://www.nwlink.com/~donclark/leader/leadcom.html> - communication info

Web References

- Association for Psychological Type, www.aptcentral.com
- MBTI, www.mbti.org OR www.capt.org
 - 16 personality types. Full assessment available
 - Free mini assessment - www.personalitypathways.com/type_inventory.html
 - General test resources - www.personality.com
- True Colors, www.truecolors.org
 - 4 primary personality types. Fun, informal and whimsical variant of MBTI. Highly recommended for “lightweight” team introductions.
- Enneagram Institute, www.enneagraminstitute.com
 - Nine personality types. Targeted towards personal relationships and growth
 - Free “mini test” available on the website