Leading in IT: Technical, Meet Relational

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“You are responsible for the number, type and quality of relationships in your life.”

Keith W. McIntosh
WHY

“People don't care how much you know until they know how much you care.”

John C. Maxwell
### Importance of Relationships

**Activities that Are Important for a CIO’s Professional Development**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer relationships</td>
<td>92%</td>
</tr>
<tr>
<td>Professional associations</td>
<td>86%</td>
</tr>
<tr>
<td>Visits to other institutions/organizations</td>
<td>78%</td>
</tr>
<tr>
<td>Personal research</td>
<td>76%</td>
</tr>
<tr>
<td>Webinars</td>
<td>41%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
</tr>
</tbody>
</table>

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“... we have become convinced that creating effective relationships is the foundation of successful work in academia.”

-Wade Pickren, Founder, Cultural Strengths Research Collaborative; Director, Center for Faculty Excellence, Ithaca College

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2016 LBCIO Survey of CIO’s in Higher Education
Technology in Higher Education: Defining the Strategic Leader

Joint Information Systems Committee (JISC)

JISC - Figure 1: A model for IT leadership
“Our chief want is someone who will inspire us to be what we know we could be.”

Ralph Waldo Emerson
My First Mentor
"When an exceptional leader gets to know the people they support, understands what motivates them, what inspires them and what drives them – they can achieve mission success and make positive changes in people’s lives."

CMSgt Diane Slazinik

Pinning Ceremony, CMSgt Diane Slazinik
Scott Air Force Base, Illinois
September 1, 2016
“To handle yourself, use your head; to handle others, use your heart.”

Eleanor Roosevelt
Emotional Intelligence

Personal Competence

- **Self-Awareness** – Know how you are feeling and how those feelings affect those around you
- **Self-Regulation** – Control your emotions and actions
- **Motivation (Self)** – Put off short-term rewards for long-term success
- **Empathy (Social Awareness)** – An intuitive understanding of other people's emotions

Social Competence

- **Social Skill** – Likely to work positively with other people, and manage conflict effectively
### 13 Behaviors of High-Trust

<table>
<thead>
<tr>
<th>Character</th>
<th>Competence</th>
<th>Character/Competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talk Straight</td>
<td>Deliver Results</td>
<td>Listen First</td>
</tr>
<tr>
<td>Demonstrate Respect</td>
<td>Get Better</td>
<td>Keep Commitments</td>
</tr>
<tr>
<td>Create Transparency</td>
<td>Confront Reality</td>
<td>Extend Trust</td>
</tr>
<tr>
<td>Right Wrongs</td>
<td>Clarify Expectations</td>
<td></td>
</tr>
<tr>
<td>Show Loyalty</td>
<td>Practice Accountability</td>
<td></td>
</tr>
</tbody>
</table>

Stephen M.R. Covey, The Speed of Trust
www.franklincovery.com
Make Time for Building Relationships

In Person

Call

E-mail/Text

Video Conference

Listening Tour

Recurring Meetings

Staff Biographies / 1on1s
Staff Biographies / 1on1’s

**Process**

- Share my own completed biography with staff
- Ask them to complete one and return to me
- Read and respond
- Re-read, especially before I meet with them
- Use as a discussion guide for the 1on1
- 30 minutes

**Benefits**

- Learn what’s important to each person
- Learn how they think / process information
- They get to know you better
- Glean information to help you lead
# Situational Leadership

<table>
<thead>
<tr>
<th>Competence</th>
<th>Commitment</th>
<th>Leadership Style</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
<td><strong>Directing</strong></td>
<td>• Establish clear goals&lt;br&gt;• Closely monitor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Structure, organize, &amp; supervise)</td>
<td></td>
</tr>
<tr>
<td>Low to Some</td>
<td>Low</td>
<td><strong>Coaching</strong></td>
<td>• Be very clear&lt;br&gt;• Closely monitor&lt;br&gt;• Explain, solicit, and support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Direct; &amp; support)</td>
<td></td>
</tr>
<tr>
<td>Moderate to High</td>
<td>Variable</td>
<td><strong>Supporting</strong></td>
<td>• Give more freedom&lt;br&gt;• Provide support&lt;br&gt;• Share decision making</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Practice, listen, &amp; facilitate)</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>High</td>
<td><strong>Delegating</strong></td>
<td>• Get out of their way&lt;br&gt;• Provide resources&lt;br&gt;• Remove obstacles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Motivate, instill confidence)</td>
<td></td>
</tr>
</tbody>
</table>
“In the past I had focused on my hard skills – technical, project leadership, meeting management, etc. and purposely kept a bit of distance between myself and those I was leading… By being Open, Empathetic, Vulnerable, Human, by Listening, Reflecting, Connecting, Leaning in, I became more human to those I was working with… **The payoff has been significant in terms of better relationships**"
Andy Brantley  
President and CEO  
CUPA-HR

“No person is truly a leader unless he or she builds and cultivates collaborative, supportive, and meaningful relationships with others. This includes those he or she works with every day and peers across the country and around the world.”

John Walda  
President and CEO  
NACUBO

“I believe that the success of an organization is largely dependent upon the culture that is created within the organization. One of the most important cultural ingredients is an atmosphere where people care about one another, and that requires building the right relationships.”

John O'Brien Ph.D.  
President and CEO  
EDUCAUSE

“Take a risk and be vulnerable early in a relationship. We are all just people trying to do a good job. The worst thing for relationships is when we pretend to be something else.”
Remember

Develop your people skills.

Develop your emotional intelligence.

Build understanding and trust!

Schedule time to build relationships.

Practice situational leadership.

Seek a mentor and be a mentor.

Get involved in organizations.

Take charge and be proactive!

“Relationships are the foundation of leadership.”

John C. Maxwell
Resources

Technology in higher education: defining the strategic leader
https://www.jisc.ac.uk/reports/technology-in-higher-education-defining-the-strategic-leader

Through the Looking Glass: How Relationships Shape Managerial Careers

The SPEED of Trust: The One Thing that Changes Everything

Information Technology in Higher Education 2016 - Survey of Chief Information Officers

Relationships 101
https://www.amazon.com/dp/B00JWZKU4A

The 100/0 Principle: The Secret of Great Relationships
https://www.amazon.com/dp/B00FDX7UIQ
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