



**2017 IIBA®
Leadership
Webinar Series**

Welcome

Module 5

Values of Leaders &
Creating Environment to
Unleash 360° Leaders

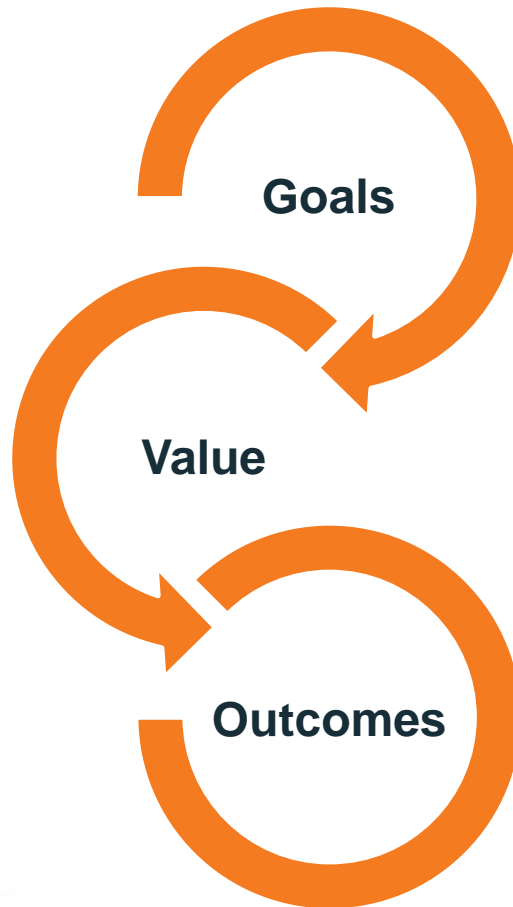


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IIBA Leadership Webinar Series

- Prepare and increase personal effectiveness and performance



- Connect the challenges that we face with the essential practices of outstanding Leaders
- Inspire a new generation of Leaders
- Align for strategy implementation and to achieve desired results
- Transition from individual contribution to leading a team
- Set up individuals, teams and IIBA to evolve, adapt and build a better future



The 360° Leader: Developing Your Influence From Anywhere in the Organization

Myths & Challenges

Judy Alter

April 12 2017

Principles to Lead Up

Marlene Barker

April 26 2017

Principles to Lead Across

Jared Gorai

May 10 2017

Principles to Lead Down

Jamie Champagne

May 24 2017

Value & Steps to Create an Environment

Moeed Israr

June 7 2017

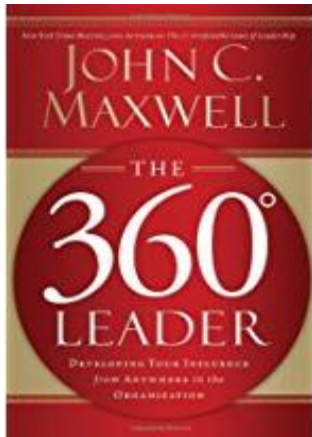
Panel Discussion

June 14 2017



All Webinars

- Live at 4:00pm ET
- Recorded for future reference



Key Takeaways

- Why you should invest in developing leadership skills
- Challenging leadership myths
- Value of 360° Leaders
- Creating an environment that encourages 360° Leaders



Leadership as part of an Organization Design



The Star Model – Jay Galbraith (adapted)

Leadership at the Sr. Levels



The Adapted Star Model: What Could Go Wrong?

Leadership at the Sr. Levels



Going From Nowhere To Somewhere!



A struggling team



Everything is tough



A motivated team



Team on cruise control



The 360° Leader

Business Analysts & 360° Leadership



What is 360° Leadership?



Lead your
Subordinates



Lead
Yourself



Lead
Your Boss



Lead
Your Peers



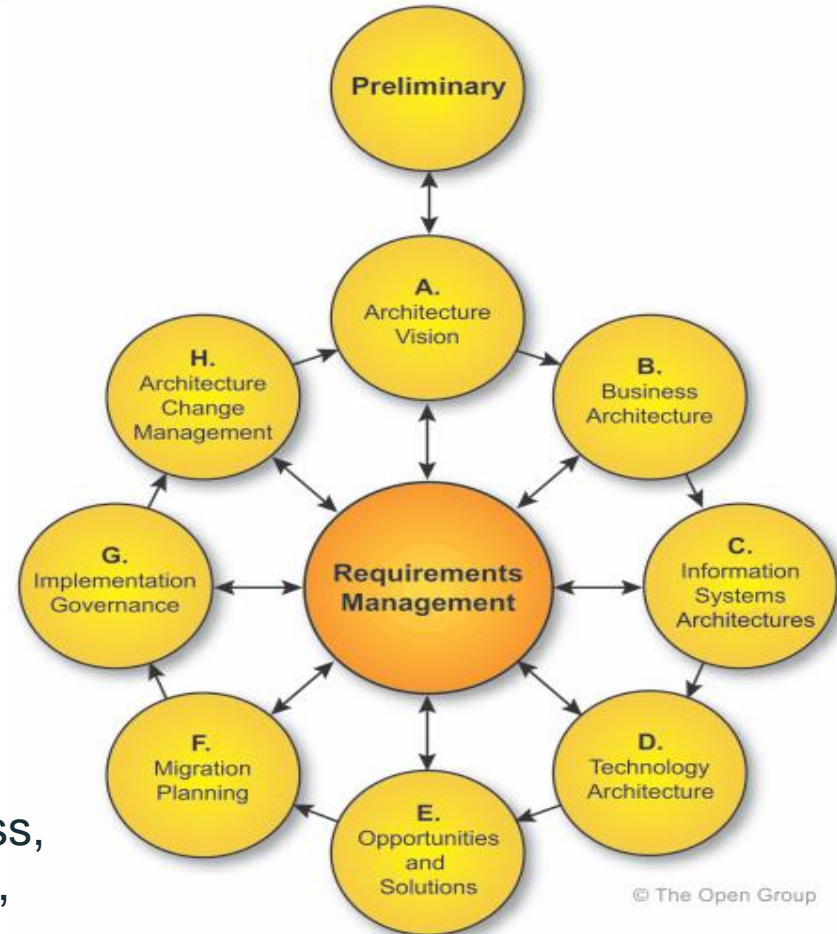
TOGAF Model (Framework)

Business Analysts interact with:

- Business Architects
- Information Architects
- Technical Architects
- Solution Architects
- Migration Planning Groups
- Implementation Teams
- Governance Groups
- Change Management Groups

360 Degree Leadership Required:

- Business Analysts have to work across, up and down the organization to elicit, model and manage requirements



DNDAF Model (Tools)

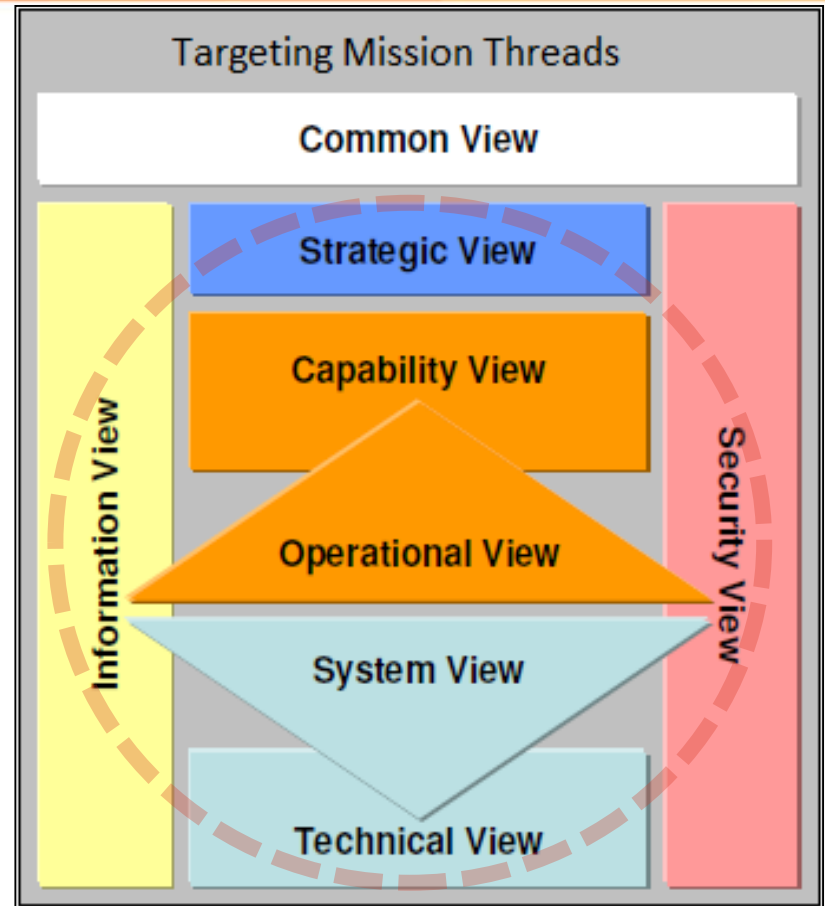
Business Analysts develop:

- Common Views
- Capability Views
- Operational Views
- System Views
- Information Views
- Security Views
- Technical Views

50+ tools / views that a Business Analyst can develop

360 Degree Leadership Required:

- To develop these views, BA works across, up and down the organization



The 360° Leader

The Values of 360° Leaders



Overview

5 Values of 360° Leaders

1. A leadership team is more effective than just one Leader
2. Leaders are needed at every level of the organization
3. Leading successfully at one level is a qualifier for leading at the next level
4. Good Leaders in the middle make better Leaders at the top
5. 360° Leaders possess qualities every organization needs



Value #1

The team is more effective than just one Leader

- Hire the right people
- Shape people into a high performing team
- Empower the team
- Listen to the team
- One person is not enough!



Value #2

Leaders are needed at every level of an organization

When there is no Leader:

- Vision is lost and decisions are delayed
- Conflicts last longer than they should
- Productivity suffers
- Low morale
- Ultimately, success is difficult



Value #3

Leading successfully at one level is a qualifier for leading at the next level

- You need to know where you are now, to know where you want to go
- The journey starts where you are, not where you plan to be
- Leadership skills are needed at every level, but each level you move up requires greater skill
- Leading now will build your profile
- Look for opportunities to lead, such as a volunteer board



Value #4

Good middle Leaders make better Leaders at the top

- Top Leaders need Leaders at the middle – allows them to focus on their priorities
- Help those above you (leading up)
- Leaders in the middle see more of the day-to-day work, influence can be stronger than top Leaders



Value #5

360° Leaders have qualities every organization needs

Accountability

Resourcefulness

Communication

Discernment

Adaptability

Security Maturity

Perspective

Endurance

Servanthood

The 360° Leader

Creating the Environment to Unleash 360° Leaders



Overview

- *“People don’t leave their company – they leave their Leader”*
- This part is aimed at top Leaders because they are in a unique position to help others flourish
- Even if you aren’t a top Leader, these 12 power unleashing activities provide solid advice



Power Unleashing Activities #1 - 3

1. Things we value

Place high value on others

2. Promote growth

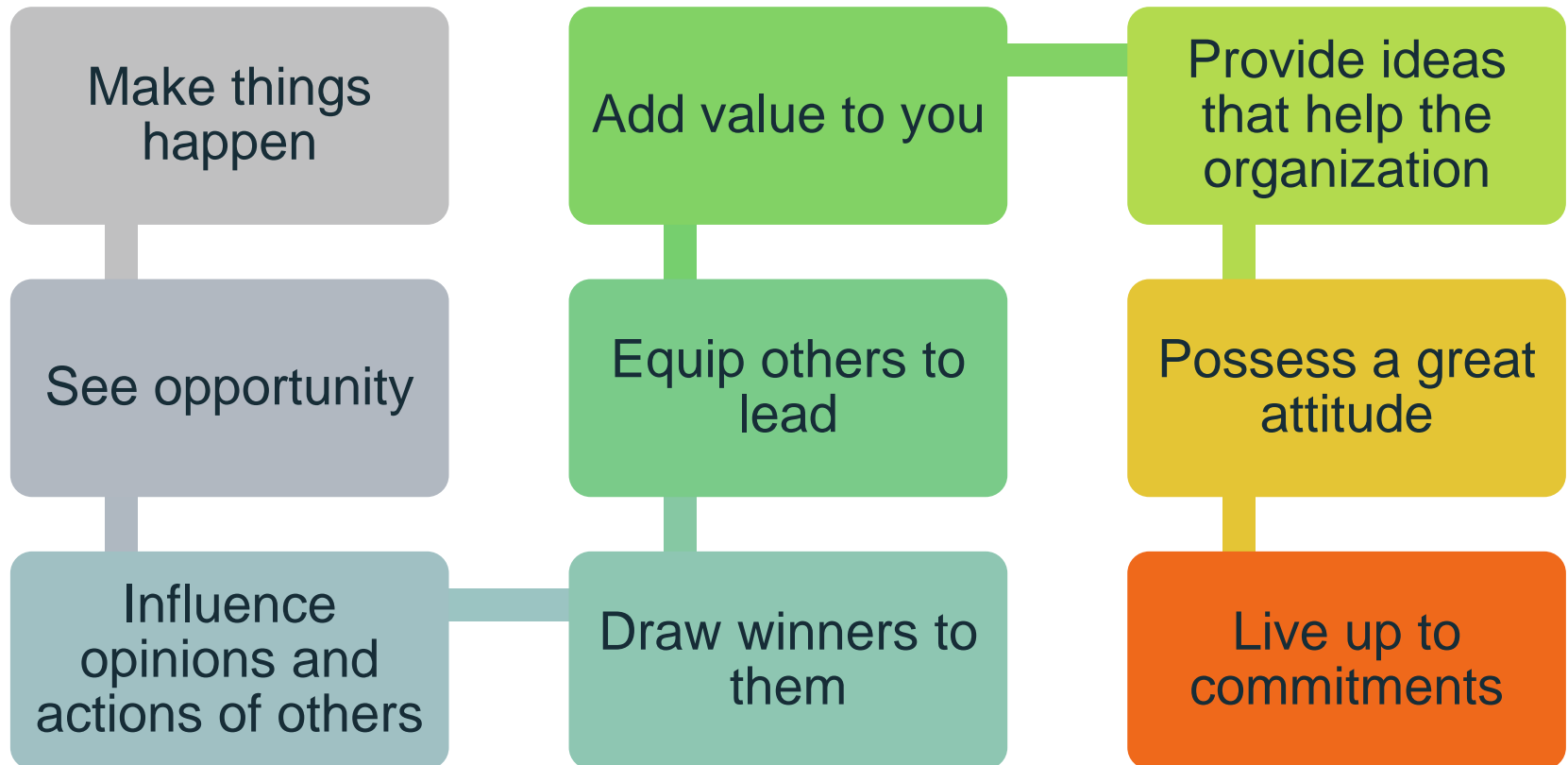
Commit resources to people

3. Encourage Leaders

High Value on Leadership

Power Unleashing Activity #4

Look for potential leaders, people who:



Power Unleashing Activities #5 - 8



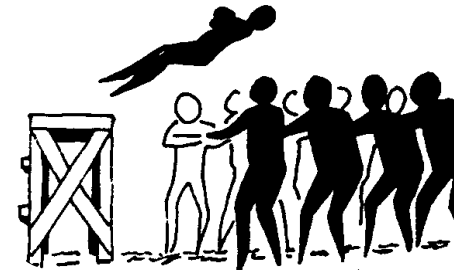
Know and respect your people



Provide opportunities to lead



Leadership initiatives should be rewarded



Provide a safe environment



Power Unleashing Activities #9 - 11



Grow alongside your people

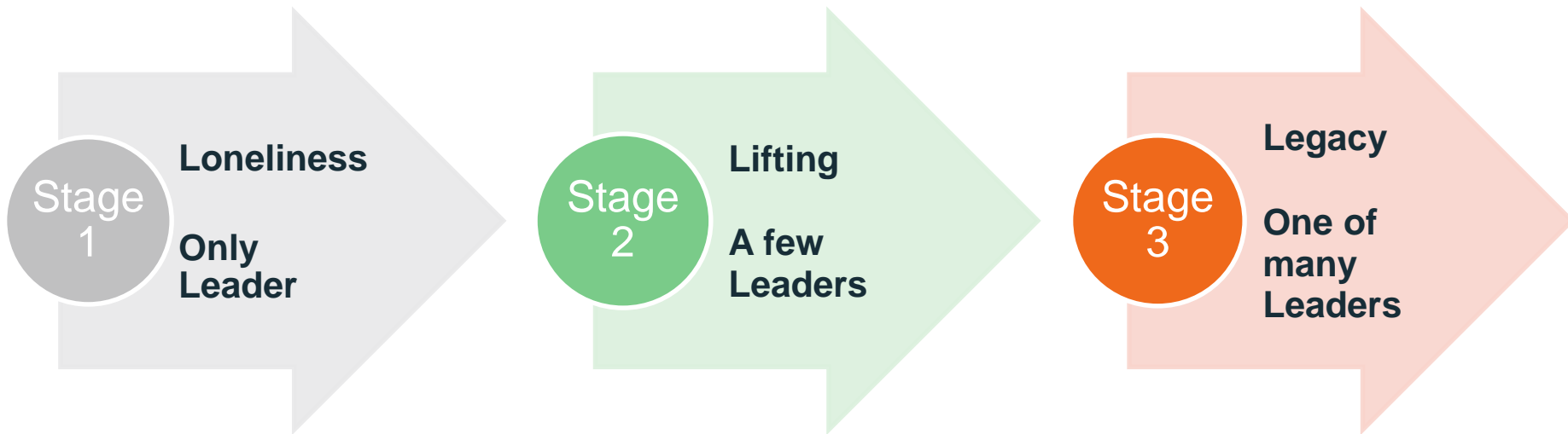
Draw people with great potential into your circle

Commit to developing a leadership team



Power Unleashing Activity #12

Be a “lid lifter” and unleash your Leaders to lead



Key Takeaways

- Why you should invest in developing leadership skills
- Challenging leadership myths
- Value of 360° Leaders
- Creating an environment that encourages 360° Leaders





ENABLING OTHERS

Foster Collaboration

YOU CAN'T DO IT ALONE

- A sense of shared creation and shared responsibilities
- Commitment to foster collaboration
 - Create a Climate of Trust
 - Facilitate Relationships
 - Strengthen Others



World-class performance



Create a Climate of Trust

Invest in Trust

- Team member's satisfaction
- Quality of communication
- Honest sharing of information



Be the first to Trust

- Leader go first to trust
- Self-disclosure gains trust
- Trust can't be forced



Share Knowledge and Information

- Be sensitive and respectful to others
- People have to see concern in action
- Accept others advice and guidance



Facilitate Relationships

Develop Cooperative Goals & Roles

- Good reason to work together – common goal
- Role must be designed so that every person's contributions are both additive and cumulative to the final outcome



Structure Project to Promote Joint Effort

- People cooperate if the payoff of the interdependent effort is more than that associated with working independently
E.g. running a workshop, strategic planning, etc.



Strengthen Others

- Enhance self-determination
- Develop competence and confidence
- Mentorship, Coaching
- Advise them, don't control them
- Convince others to give them a chance



Opportunity ~~to~~ fail

Set them for success



Enabling Others

- Listen
- Give feedback
- Build consensus
- Resolve conflicts based on shared values



- Search and seize opportunities
- Generate small wins
- Learn from experience



- Enhance team skills
- Acknowledge and admit your mistakes
- Share your concerns
- Listen and acknowledge to feedback



- Conduct root cause(s)
- Restructure
- Rebuild



The 360° Leader

Myths



The Myths of Leading From the Middle of an Organization

Seven Myths:

- The Position Myth
- The Destination Myth
- The Influence Myth
- The Inexperience Myth
- The Freedom Myth
- The Potential Myth
- The All or Nothing Myth



The Myths of Leading From the Middle of an Organization

- The Position Myth: “I can’t lead if I am not at the top.”
- The Destination Myth: “When I get to the top, then I’ll learn to lead.”
- The Influence Myth: “If I were on top, then people would follow me.”
- The Inexperience Myth: “When I get to the top, I’ll be in control.”
- The Freedom Myth: “When I get to the top, I’ll no longer be limited.”
- The Potential Myth: “I can’t reach my potential if I’m not the top Leader.”
- The All-Or-Nothing Myth: “If I can’t get to the top, then I won’t try to lead.”



The Position Myth: “I can’t lead if I am not at the top.”

The Five Levels of Leadership

- **Position:** Rights – People follow because they have to. Your influence does not extend beyond your job description
- **Permission:** Relationships – People follow because they want to. People will follow you beyond your authority



The Position Myth cont'd.

- **Production:** Results – People follow because of what you have done for the organization
- **People Development:** Reproduction – People follow because of what you have done for them
- **Personhood:** Respect – People follow because of who you are and what you represent. Few Leaders make it to this step



The Destination Myth:

“When I get to the top, then I’ll learn to lead.”

- Leadership is not learned at the top but is learned in the trenches
- The time to learn leadership is before you have a leadership position
- Many of you will become a Leader but many more will never reach the CEO level
- Prepare, Prepare, Prepare...especially while the stakes are low



The Influence Myth: “If I were on top, then people would follow me.”

- A person can be granted a position but not leadership
- A person has to earn their influence
- A person doesn't make a Leader, but a Leader can make the position



The Inexperience Myth: “When I get to the top, I’ll be in control.”

- People overestimate the amount of control the person at the top has in an organization
- There are many factors that control the organization
- The larger the organization, the more factors involved
- Influence is one of the most critical skills at this level



The Freedom Myth:

“When I get to the top, I’ll no longer be limited.”

- Leadership is not a ticket to freedom
- The higher a person rises in an organization, the less freedom they have



The Potential Myth: “I can’t reach my potential if I’m not the top Leader.”

- Few people want to reach the middle of an organization
- People need to aim to reach the top of their potential, not the top of the organization
- People have more impact from anywhere else in the organization than the top spot



The All-Or-Nothing Myth: “If I can’t get to the top, then I won’t try to lead.”



- Most people will never be a CEO
- Should they give up leading?
- A person may have more influence from their current position

Discussion



Join the discussion ...

- Share your experiences
- Ask questions
- Contribute your ideas

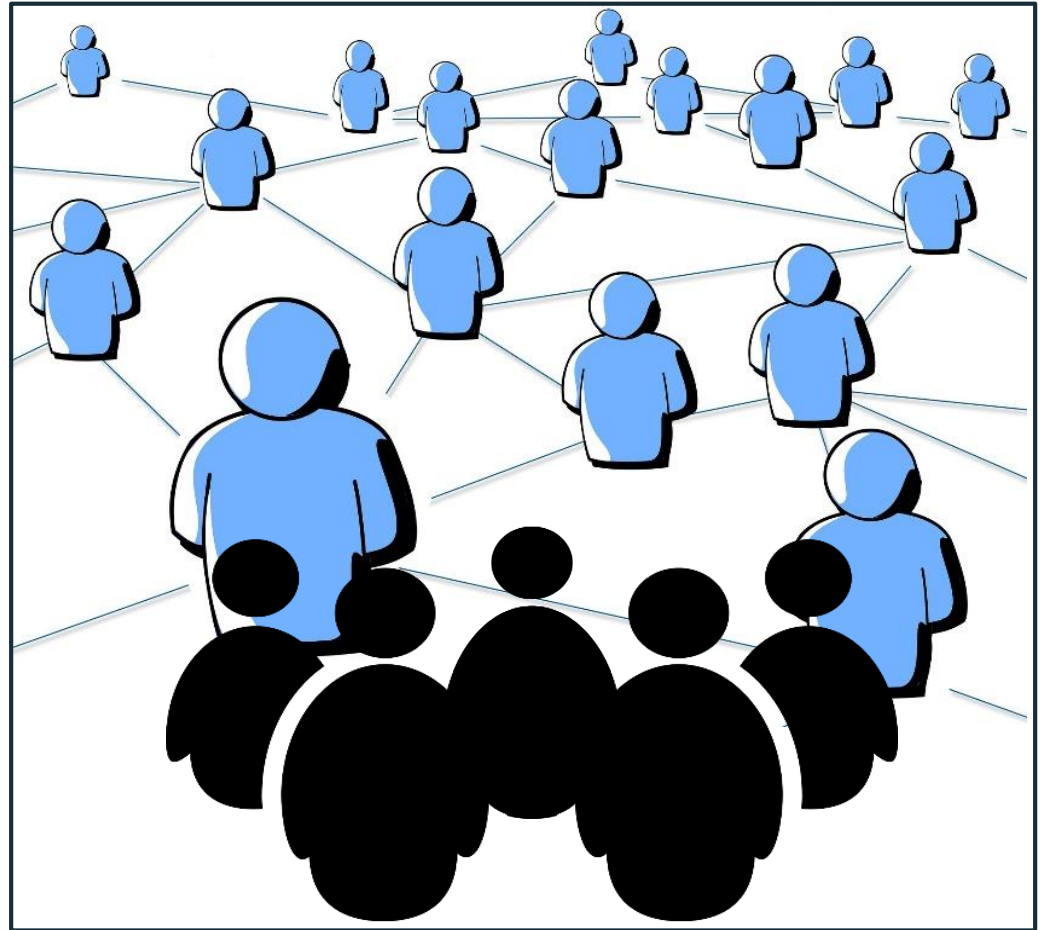
Join Our Next Leadership Series Webinar

The 360° Leader and You Panel Discussion

June 14, 2017

4:00pm ET

- Together, series presenters will be part of a moderated panel discussion
- Contribute your questions and comments
- Don't miss it!



See you at BBC 2017 in Orlando USA

Look for the Enhanced
Leadership Series live
at BBC 2017

...stay tuned for
details!

