



# The 5 Most Valuable Leadership Characteristics For ITSM

*David Ratcliffe*  
*President, Pink Elephant*

*[david.ratcliffe@pinkelephant.com](mailto:david.ratcliffe@pinkelephant.com)*  
*<http://blogs.pinkelephant.com/president>*  
*<http://twitter.com/pinkerdavid>*



# Do Not Confuse!

<b>Manager</b>
Pre-Occupied With The Present
Plans
Thinks Process
Considers Activities
Concerned With Measurements
Works On Administration
Establishes Systems & Structure
Controls
Narrow Focus
Asks How & When?
<b>IS ESSENTIAL!</b>

<b>Leader</b>
Pre-Occupied With The Future
Visions
Thinks Beliefs & Values
Considers Attitudes
Concerned With Behaviours
Works With People
Establishes Trust
Innovates
Wide Focus
Asks What & Why?
<b>IS ESSENTIAL!</b>

Reference: <http://guides.wsj.com/management/developing-a-leadership-style/what-is-the-difference-between-management-and-leadership/>



## There Are Two Kinds Of Leader

---

We often think of a “Leader” as someone who:

- Is in charge and provides direction to others
- Thinks up creative solutions
- Makes the important decisions and takes responsibility

“Designated Leader”

Whereas, a good “Leader” is someone who influences others to do the right things.

“Self-Empowered Leader”



# Qualities Of An Effective Leader

---





## LEADERSHIP

- 1. SHOWING A VISION FOR THE FUTURE**
- 2. GENERATING RESPECT**
- 3. DESCRIBING A WORKABLE APPROACH**
- 4. ENABLING & INSPIRING ACTION**
- 5. COMMUNICATING EFFECTIVELY**

Leadership is about **THE FUTURE**

*"I have a dream ..."*



Leadership is about **SEEING A VISION**

*“If you can dream it, you can do it.”*





## Future Direction In ITSM

---

1. What kind of ITSM organization are you trying to be?
2. What kind of culture are you working with?
  - Respect for rules vs. innovation
  - Internal focus vs. external focus
3. What is your mission and how are you going about it?
4. Do you have specific objectives and how do you know if you're achieving them?





## Vision & Goals In ITSM

---

WHERE are we headed? WHY? WHEN? & HOW?

This means:

- Thinking about what's relevant
- Understanding the vision for the future
- Ensuring our goals are clearly understood
- Making things happen!

*“It is a terrible thing to see and have no vision.”*  
- Helen Keller

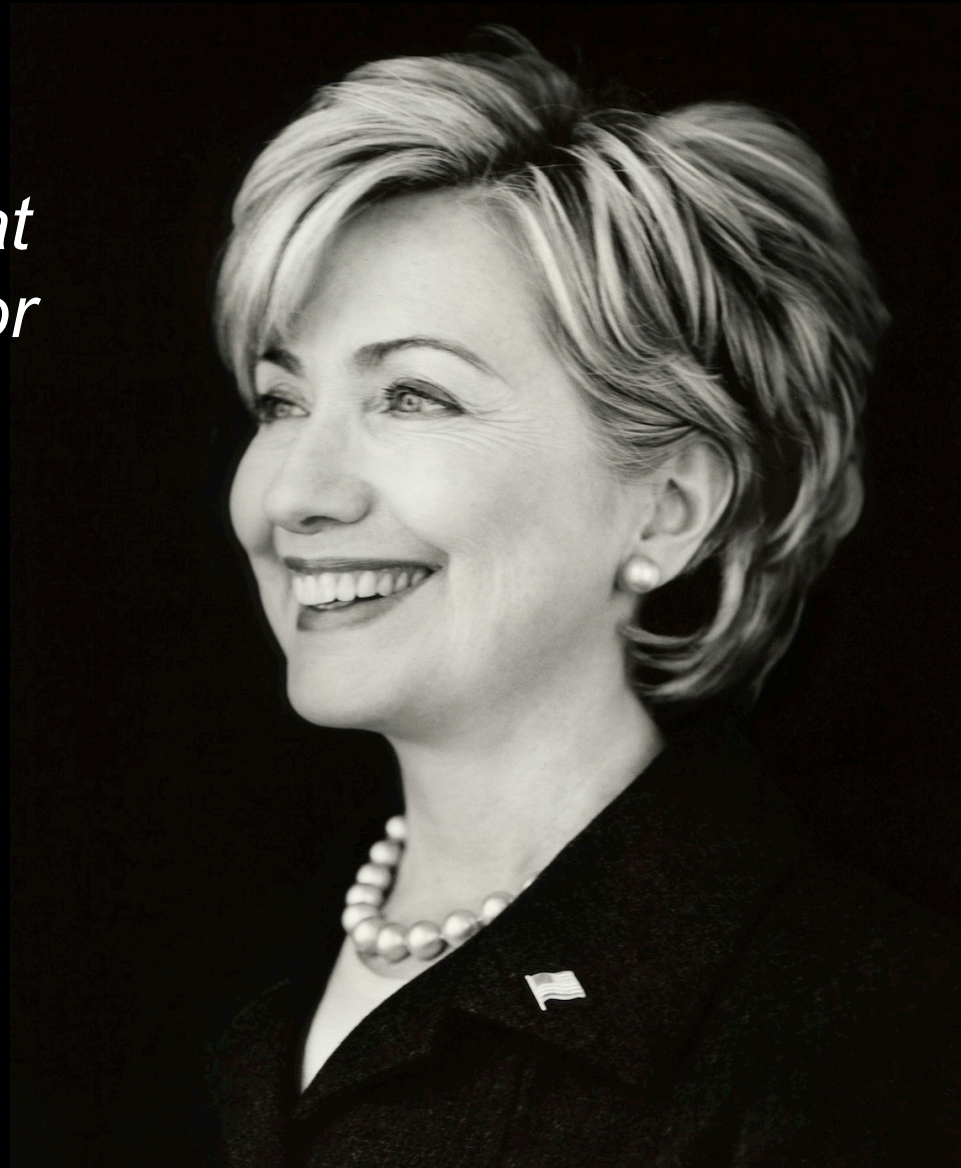


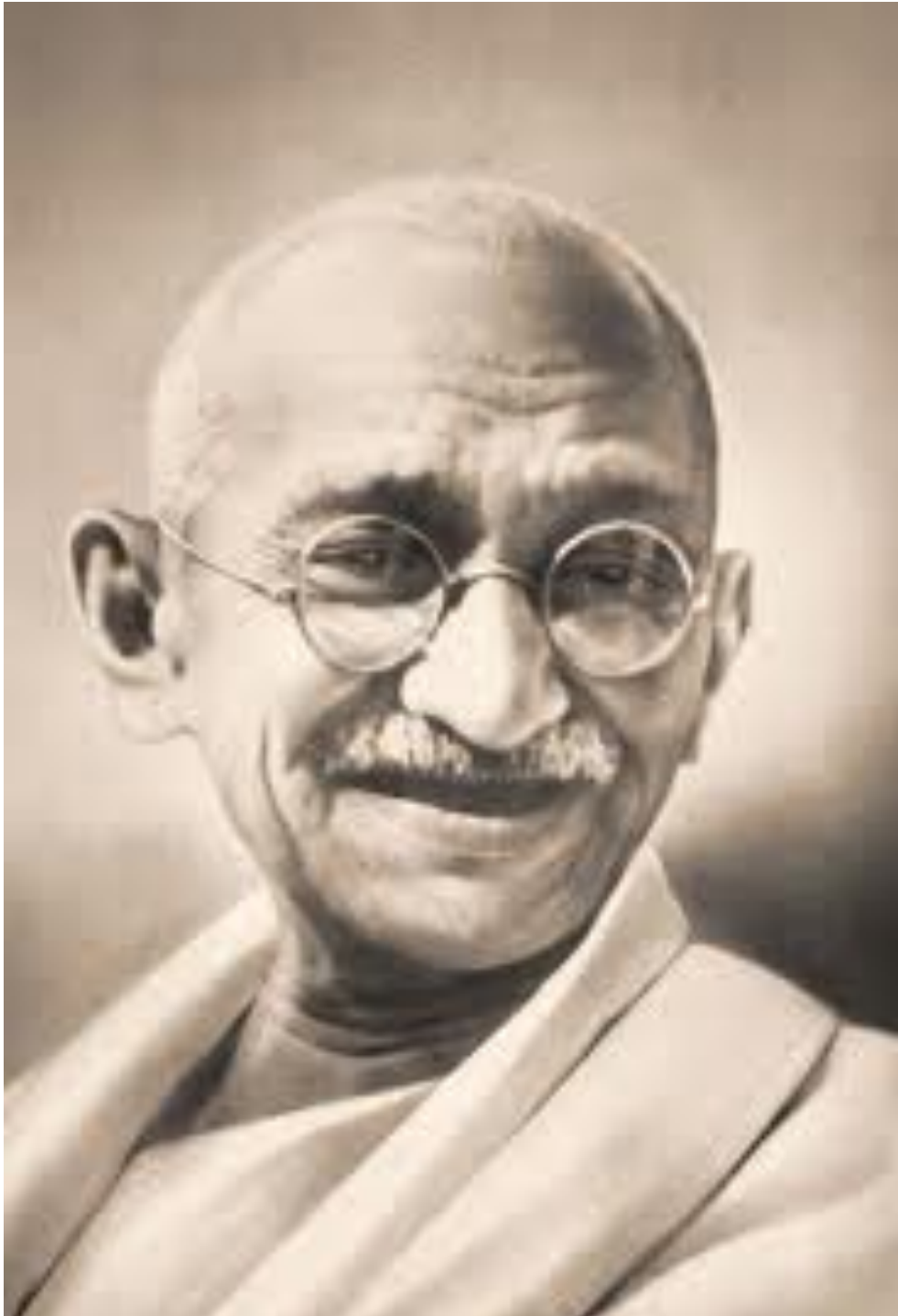
## LEADERSHIP

1. SHOWING A VISION FOR THE FUTURE
- 2. GENERATING RESPECT**
3. DESCRIBING A WORKABLE APPROACH
4. ENABLING & INSPIRING ACTION
5. COMMUNICATING EFFECTIVELY

Leadership is about  
**STAYING WITH YOUR VALUES**

*“You show people what  
you’re willing to fight for  
when you fight your  
friends.”*





Leadership is about

**DOING  
WHAT'S  
RIGHT**

*“Even if you are a  
minority of one,  
the truth is the truth.”*



# Authenticity In ITSM

---

1. If you are authentic:
  - You will be respected
  - You will be recognized as a trusted leader
  - You will have a greater opportunity to be successful
2. Do not let process, or policies, get in the way of doing what's right.
3. Understand your corporate/department culture and work with it – not against it.



## LEADERSHIP

1. SHOWING A VISION FOR THE FUTURE
2. GENERATING RESPECT
- 3. DESCRIBING A WORKABLE APPROACH**
4. ENABLING & INSPIRING ACTION
5. COMMUNICATING EFFECTIVELY

Leadership is about **RELEVANCE**

*“However beautiful the strategy,  
you should occasionally look at the results.”*



Leadership is about **SETTING GOALS**

*“We chose to go to the moon .... not because it is easy,  
but because it is hard.”*







## Relevance In ITSM

---

1. Seek out information about current business goals.  
(Where will you get this information from?)
2. Relate ITSM activities to business goals. (Can ITSM metrics be linked to business metrics?)
3. Prioritize on the most valuable ITSM outcomes.  
(Understand which activities really **NEED** to be done as opposed to what **CAN** be done.)



# LEADERSHIP

1. SHOWING A VISION FOR THE FUTURE
2. GENERATING RESPECT
3. DESCRIBING A WORKABLE APPROACH
- 4. ENABLING & INSPIRING ACTION**
5. COMMUNICATING EFFECTIVELY

Leadership is about  
**UNDERSTANDING POWER**

*“Being powerful is like being a lady.  
If you have to tell people you are, you aren’t.”*



Leadership is about **EMPOWERING**

*“We want to empower our people; we want to strengthen them; we want them to build up their own country ”*





## Culture In ITSM

---

1. Do you know what we mean by “culture”?
2. What kind of culture exists in your organization?
3. How will you position your plans and messages?
4. Culture should never be the excuse for why something does not work.
5. Power comes from access to resources. You are Empowered when you’ve been given: Knowledge, Skills, Tools, Budget, Time and People.
6. You are showing Leadership when you Empower your co-workers.

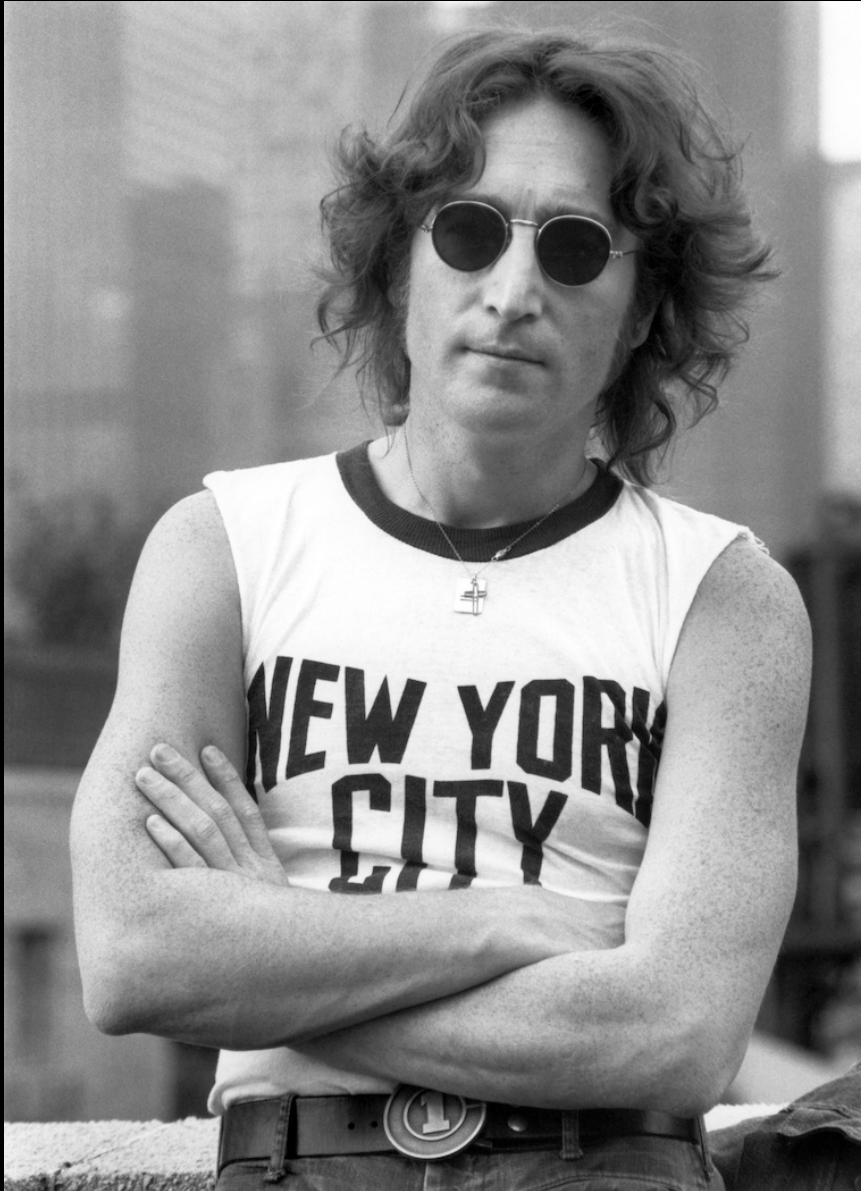
*“Organization charts and fancy titles count for next to nothing.”*  
- Gen. Colin Powell



# LEADERSHIP

1. SHOWING A VISION FOR THE FUTURE
2. GENERATING RESPECT
3. DESCRIBING A WORKABLE APPROACH
4. ENABLING & INSPIRING ACTION
- 5. COMMUNICATING EFFECTIVELY**

# Leadership is about **COMMUNICATING**



*“You may say  
I’m a dreamer,  
but I’m not  
the only one.”*

*I hope some day  
you’ll join us,  
and the world  
will be as one.”*



## Communicating In ITSM

---

1. Explain the benefits of a process, activity or policy & keep re-explaining.
2. Talk with co-workers about how what we're doing supports the vision & goals.
3. If you share knowledge you will be respected as trustworthy, helpful and confident; you will be judged on what you say as well as what you do.
4. I know "speaking up" can be daunting, but ...

*"Only two things are more difficult than making a speech:  
climbing a wall leaning towards you,  
and kissing a girl leaning away from you."  
- Winston S. Churchill*





## Anyone Can Influence & Help Co-Workers

---

People will respect you as a leader as long as:

- You know what you're talking about and understand all the key issues
- Your advice and help is relevant and positive
- You have a reputation for honesty & integrity
- You can communicate effectively

**Note: none of the above is dependent upon you being in a position of authority!**



# Developing Good Leadership Qualities

---

1. Think about the leaders around you (at work, at home or in your other social circles):
  - Which ones do you consider to be good leaders. Why? What positive leadership qualities do they demonstrate?
  - Which ones do you consider to be poor leaders. Why?
2. Review your own leadership abilities:
  - Identify your strengths and how you can use them more
  - Identify your weaknesses and how you can improve them
3. Read books on Leadership
  - Think about how you can adapt what you learn to work within your ITSM organization



# What I Want You To Do When You Return To Work

---

1. Understand your business - the true vision, goals and strategy of your organization.
2. Understand your team goals, culture & approach:
  - Don't be afraid to question them
  - Listen to what others say and think
3. Make decisions & encourage others to be decisive; figure out how to do it - and do it!
4. Put your Leadership strengths to good use immediately while working on your weaknesses.
  - Read, listen & learn
5. Share your new knowledge and experiences.

# Thank You!

---



[david.ratcliffe@pinkelephant.com](mailto:david.ratcliffe@pinkelephant.com)

[www.pinkelephant.com](http://www.pinkelephant.com)

<http://blogs.pinkelephant.com/president>

[www.twitter.com/pinkerdauid](http://www.twitter.com/pinkerdauid)