

# Leadership for IT Service Management

## Introduction

IT people are often given extensive training and support in their technical skills development but are left to pick up leadership skills 'on the job'.

While there is a cross-over into more general management and leadership, the content of this workshop focuses on the demands placed on leaders that are specific to the IT Service Management profession.

## Who Should Attend?

IT specialists who are making their first step into team leadership and management and IT managers who have been in a service management related role for a period of time but not had any formal training.

## The Learning Challenge

People working in IT often regard activities outside their specialist field as peripheral to their 'real work'. Also, they find themselves in a culture where they must be seen to have all the answers; where questioning themselves or asking others for help is seen as a sign of weakness. This is especially true in times of change.

To overcome these very real barriers to learning and continuous improvement, we take a facilitator role rather than a traditional trainer role. We provide the process and tools for learning, plus input and guidance where appropriate. The participants also contribute content, through their own live case studies and experiences. They are encouraged to:

- Define what they need to learn and the changes they wish to make very clearly, including required evidence of success, and agree this with their managers
- Specify exactly how they will put new knowledge and thinking into practice, and how they will 'sell' these to others back in the workplace
- Clarify how they will judge success – starting with the end in mind

## What knowledge will you gain?

In addition to addressing the specific topics of the workshop, participants will develop their broader communication, problem solving and collaborative working skills. They will learn to:

- Initiate and sustain honest and open dialogue, including with the people who might previously have been seen as 'part of the problem'.

- Appreciate others' constraints, dependencies and levels of knowledge that may influence attitudes and behaviours and have an impact on the work to be done.
- Help each other to handle difficult situations or conflicts, often discovering that others face similar issues, and that many conflicts can be 'nipped in the bud'.
- Build confidence in their own – and their colleagues' - knowledge, intuition and skills, rather than relying on a 'subject expert' or a manager.

## How can you translate this knowledge into results?

Investing in the development of a leadership skill-set for a career in a management role will enable service managers to improve the performance of their team and build trust, openness and motivation. This in turn will lead to better talent management and job enrichment and increased retention of valued staff members.

In addition, better communication and team working will drive improved collaboration with teams and departments across the organisation. Service managers will be able to gain and sustain buy-in to organisational, technological and process changes, and enable their organisation to optimise their investment in IT.

## Course Content

### Day 1 - Strategic and commercial thinking for ICT

Leadership in service management. Setting the context and objectives

What is leadership? Definitions and role clarification

Finding your style and understanding others' ways of working

Identifying and managing stakeholders

The stereotypes that get in the way of strategic ICT and how these can be influenced, using the ABC (Attitudes, Behaviours and Culture) of ICT

Analysis of the end-to-end service management process to identify where and how good leadership can influence relationships and delivery

Sphere of influence and control, networking and 'politics' redefined

### Day 2—Leading technical teams

The normal dynamics of effective and high-performing teams

Simulation game

Motivation

Team 'Health Check'. How to get your team to share responsibility for team relationships

Time and priority management

'Plan', 'Do', 'Check', 'Act', Deming applied to leadership including 'never plan alone, delegation, giving feedback, tips for handling conflict

## **Day 3—Communicating with the business and leading change**

The communication process—typical barriers in organisations and techniques for overcoming them  
'Marketing' ICT services—breaking the taboo. Tips from the world of sales and advertising to help to improve communication with the business

How to make meetings short, relevant interesting and useful

The fundamentals of the change process

Kotter's 8 steps—'Our Iceberg Is Melting'

Leading changes in Service Management

Communications 'Blueprint' to create your own communications plan

Action planning to transfer course content back to the workplace

## **Next Steps & Related Information**

Depending on job role, this course is a valuable complement to the ITIL related and Project Management courses. Not sure which is your next course? A Pink Elephant consultant can help you map out your next steps on an ITSM career path.