



Leadership: Finding Your Way

SC18 WHPC Workshop

11.11.2018 | Laura Schulz | Leibniz Supercomputing Centre (LRZ)

Robert K. Greenleaf in *The Servant as Leader*, 1970

www.greenleaf.org

“A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.”

Some Leadership Philosophies & Key Concepts



Servant Leadership

Lead from behind

- People come with their own motivations. Know them.
- Understand non-monetary currency needs and pay out that way.
- Fuel their motivation with inspiration of mission and greater purpose.
- Remove obstacles, including yourself (operational friction).
- The job of a leader is to create new leaders.

Military Leadership

Not command and control!

- Soldiers **are** the army. Provide them resources and the ability to function.
- Always prioritize mission over ego.
- Communicate Commander's Intent.
- Invest in relationships.
- There are no professional privates; up or out.
Actively prepare to advance and assume the leadership role you will have.

Transformational Leadership

Versus transactional leader

Four pillars:

- Individualized consideration
- Inspirational Motivation
- Intellectual stimulation
Creativity and autonomy
- Idealized Influence
(role model)

The Big Picture

Know the goal/mission/vision, refer to it often and orient your actions to it.
Don't know the goal? Ask.
Do they not know the goal? Ask to help develop it.

Others

You are a leader right now, to those around you in every direction. Model the leader role.
Learn (observe, ask) motivations. Practice active listening and active presence. Know the troops!
Connect colleagues with opportunities.

Communication and Perspectives

Work on being a better communicator.
Practice now. Your messages amplify the higher up you go and carry more consequence.
Always consider and respect other perspectives.
Their truth is as valid as yours.

Self

Commit to thinking and studying leadership with the same focus you advance your technical skills.

- Harvard Business Review article subscription to start!

Actively prepare to move up now. Don't wait to be tracked for leadership.
Do it your own way. Nervous? Do it anyway. 😊

Contact

Laura Schulz
schulz@lrz.de

