

SEVEN UNBREAKABLE RULES OF SOFTWARE LEADERSHIP

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Introduction

- ▶ My perspective
- ▶ Executive Roundtable discussions since 2002
- ▶ Executive Summits since 2004
- ▶ Increasing contact with exec's up to C-level
- ▶ Personally relevant – my job at Construx for 20 years

No Shortage of Advice on Leadership

Define an Inspiring Vision **Synergize**
Be Prepared Let other people take the credit **Don't micromanage**
Sharpen the saw **Delegate** **Show up on Time**
Seek first to Understand; then to be understood
Build a team of leaders **Lead by Example**
Aim for the 70% Solution **Begin with the end in mind**
Praise publicly; criticize privately **Find the Essence**
Create organizational clarity **Empower Your Staff**
Build an Upside Down Pyramid Think win-win or no deal
Create a team identity **Overcommunicate the Vision**
Tear Down Silos

NO SHORTAGE OF NUMBERED ADVICE ON LEADERSHIP ...

Increase Productivity, Profits, and Your Own Prosperity

6



**The
One
Minute
Manager**

**Kenneth Blanchard, Ph.D.
Spencer Johnson, M.D.**

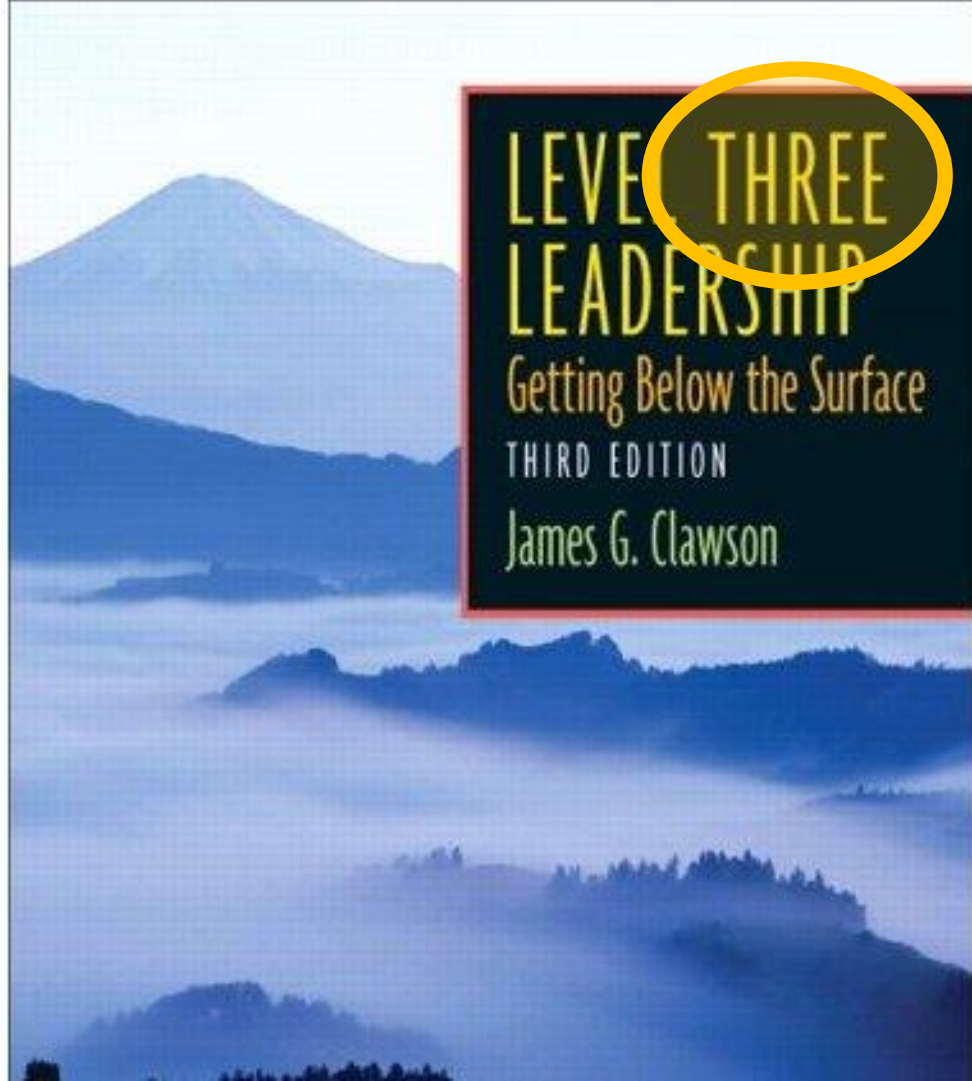
Two-in-a-Box™ Relationship Model: Cognizant's Global IT Services Delivery Edge

Executive Summary

Through a proprietary methodology called Two-in-a-Box™ (TIB) Relationship Model, Cognizant embeds personnel with demonstrated domain experience in the client organization to help drive IT strategy and ensure business alignment.

Not All Relationships Are Created Equally

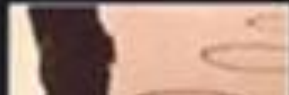
It's never been more critical to select the appropriate IT service provider to assist everything from applications development maintenance and testing, to infrastructure business process. The tendency among r



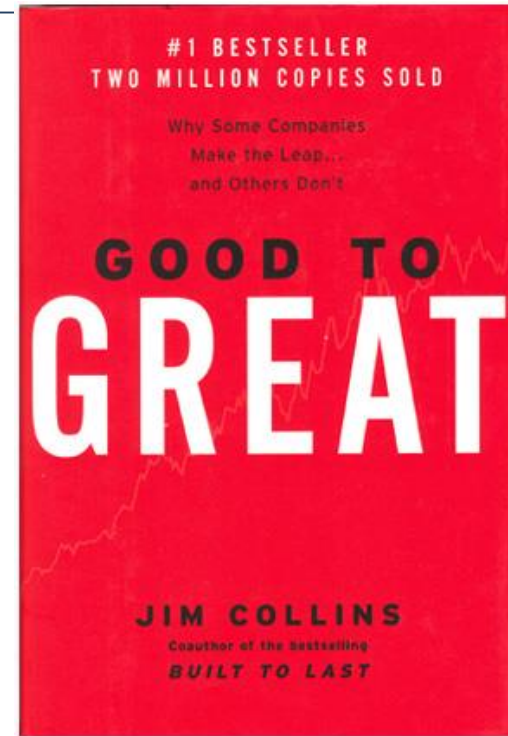
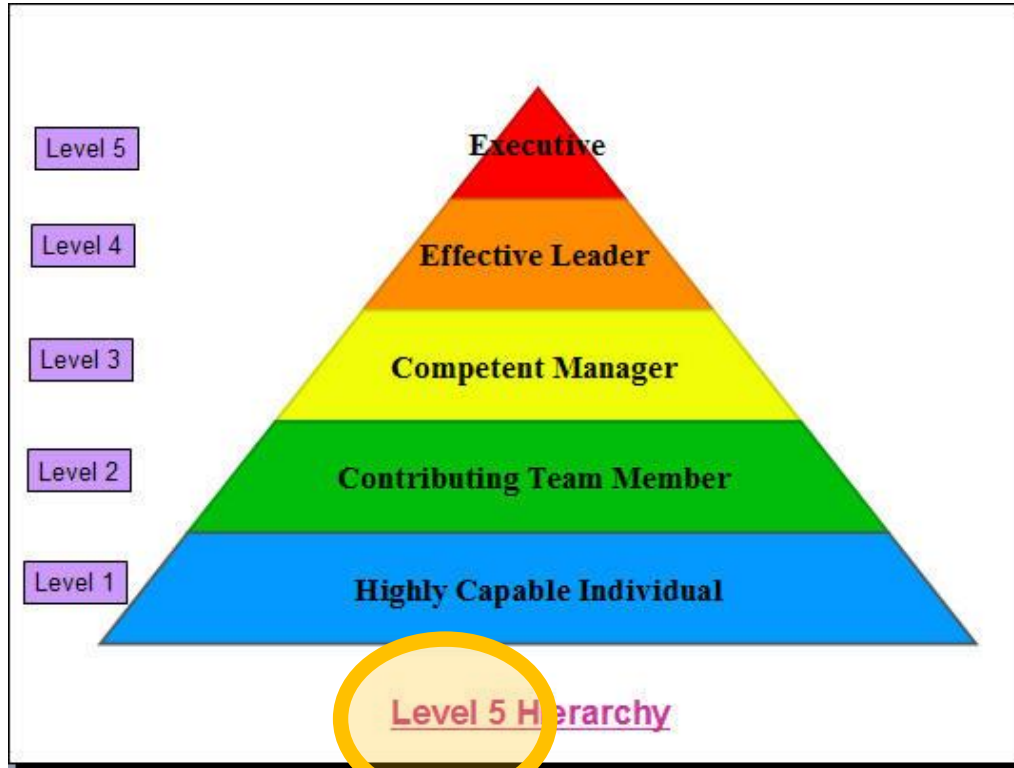
NATIONAL BEST-SELLER

The **FOUR**
OBSESSIONS
of an
EXTRAORDINARY
EXECUTIVE

A LEADERSHIP FABLE



Level 5 Leadership



THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®



• • • • •
**A Leadership
 Challenge
 Resource**
 • • • • •

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DISCOVER MORE AT: WWW.LEADERSHIPCHALLENGE.COM. ISBN 978-0-470-55971-0

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Leading High Performance Organizations



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THE 7 HABITS OF
HIGHLY
EFFECTIVE
PEOPLE

Powerful Lessons
in Personal Change

With a New
Foreword and
Afterword
by the Author

“A wonderful book that could change your life.”
—Tom Peters, bestselling author of *In Search of Excellence*

Stephen R. Covey

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A NEW BREED OF LEADER

8 LEADERSHIP QUALITIES

THAT MATTER MOST IN

THE REAL WORLD

What Works, What Doesn't, and Why

nine LESSONS

of successful school leadership teams



Distilling a decade of innovation

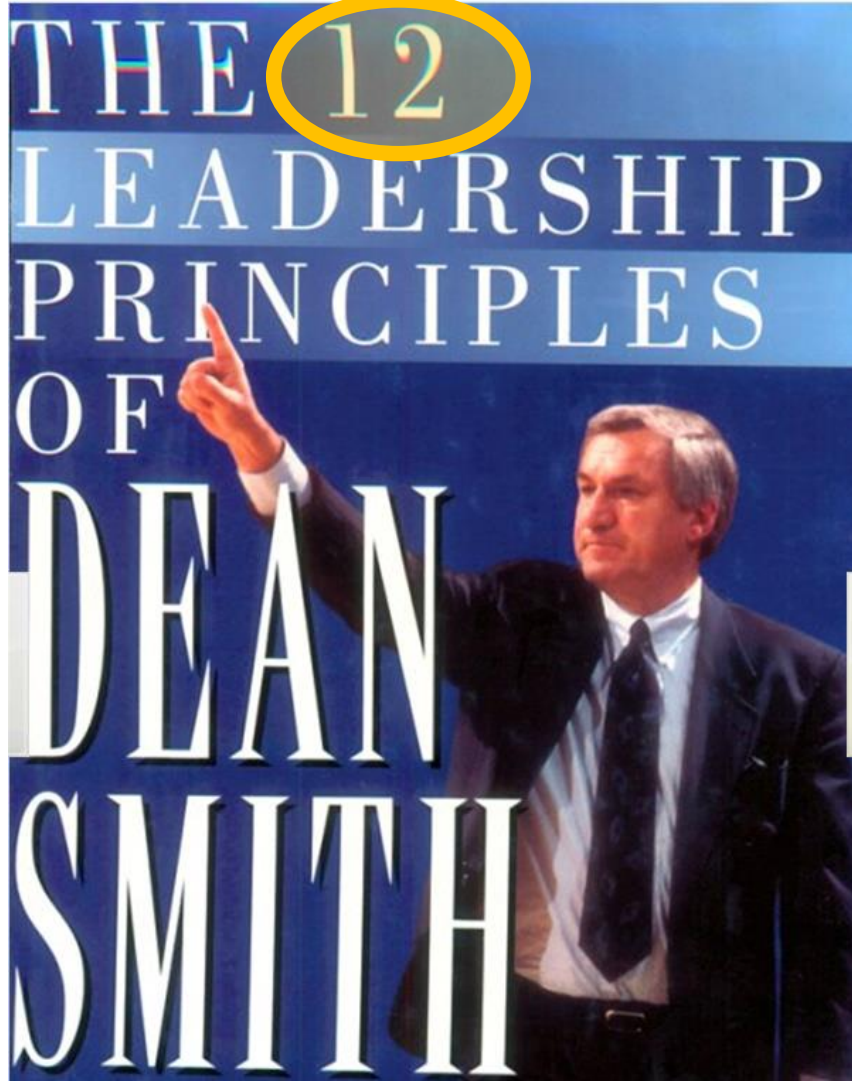
**BUILDING
LEADERS** THE
**WEST POINT
★ ★ ★ WAY**



TEN PRINCIPLES FROM THE NATION'S
MOST POWERFUL LEADERSHIP LAB

United States Army 11 Leadership Principles

1. Be tactically and technically proficient
2. Know yourself and seek self-improvement
3. Know your soldiers and look out for their welfare
4. Keep your soldiers informed
5. Set the example
6. Employ your unit in accordance with its capabilities
7. Ensure the task is understood, supervised and accomplished
8. Train your soldiers as a team
9. Make sound and timely decisions
10. Develop a sense of responsibility in your subordinates
11. Seek responsibility and take responsibility for your actions



YOU GET THE IDEA ...

XI

Construx®

JOHN C.
MAXWELL

REVISED & UPDATED
—
10TH ANNIVERSARY EDITION

NEW YORK TIMES
BUSINESS BESTSELLER
WALL STREET JOURNAL
BESTSELLER
**OVER 1 MILLION
COPIES SOLD**
BUSINESS WEEK
BESTSELLER
FOR OVER A YEAR

THE 21 IRREFUTABLE
LAWS OF
LEADERSHIP

CORPS BUSINESS

THE **30** MANAGEMENT PRINCIPLES OF THE U.S. MARINES



THE SEVEN UNBREAKABLE RULES

#1

BE SURE YOU'RE GOING SOMEWHERE

A black and white photograph showing a tank in a city that has been completely destroyed. The tank is in the foreground, and the background is filled with rubble and the remains of buildings. The word "Leadership" is overlaid in white text on the top left of this image.

Leadership

A colorful landscape painting depicting a peaceful scene. In the foreground, a group of people are gathered on a grassy bank, some sitting and some standing. A river flows through the middle ground, with a small boat visible. In the background, there are lush green trees and a large, classical-style building with columns. The word "vs. Management" is overlaid in black text on the top right of this image.

vs. Management

Leadership = Leading Somewhere

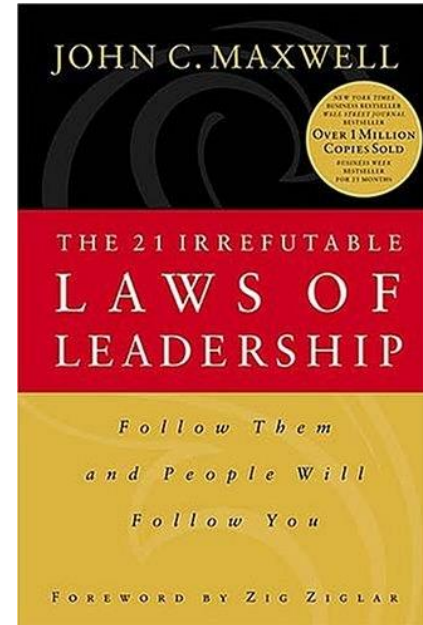


Ezra Meeker



Define Where You're Going, to Lead with the Heart

John C. Maxwell:
"You Must Win People's Hearts
Before You Win Their Minds"



Clear Destination



#2

TAKE RESPONSIBILITY

XI

The Job Predictor



How Far Do
You Take *Take*
Responsibility?



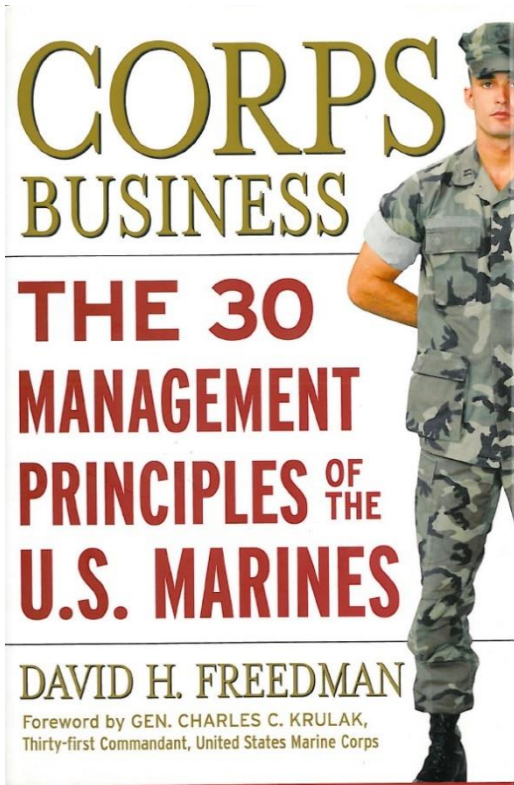
Lead Both Up and Down



#3

MAKE DECISIONS IN THE FACE OF AMBIGUITY

Make Decisions



#4

PUT THE
ORGANIZATION FIRST

Putting Organization First Involves Making Choices & Taking Responsibility

35



#5

BE PASSIONATE ABOUT YOUR COMPANY'S BUSINESS

What's Interesting About Your Business?



#6

BECOME A STUDENT OF COMMUNICATION

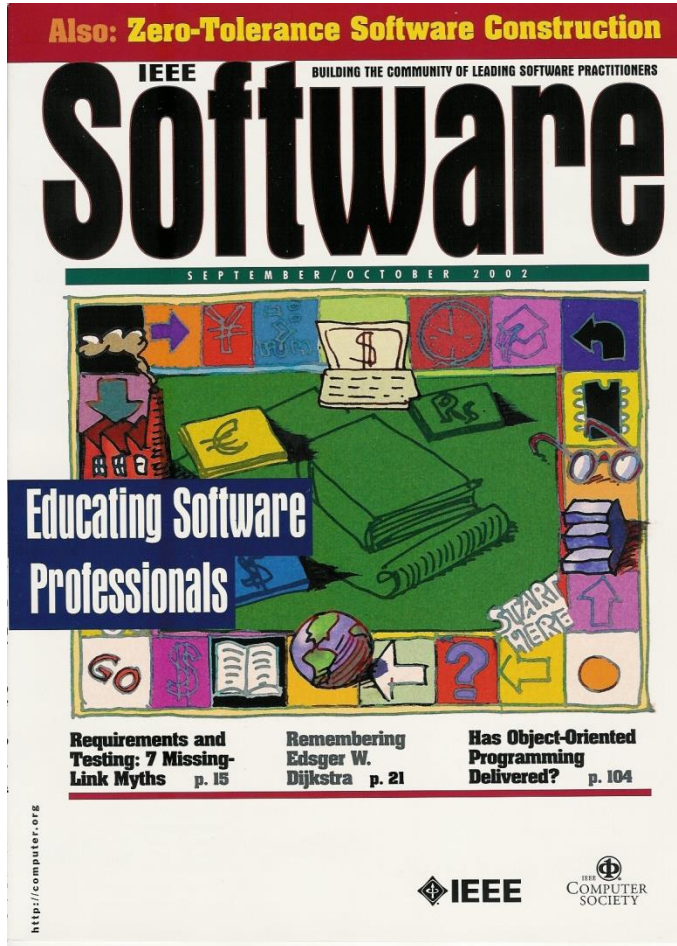
Become a Student of Communication

- ▶ Adapt Style to Audience
- ▶ Connection to other rules
 - Literal leadership
 - Take responsibility
 - Decisiveness
 - Passion
- ▶ Remember actually to do the communication

#7

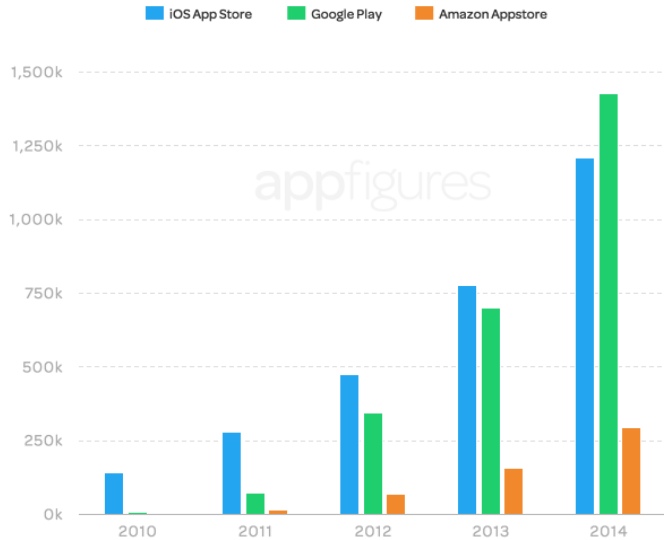
TREAT YOUR STAFF AS VOLUNTEERS

Treat Your Staff as Volunteers



Why Treat Staff as Volunteers?

Total Number of Apps by App Store



Apple's App Store Is Growing by 1,000+ Apps a Day

Number of new apps submitted to Apple's App Store per month



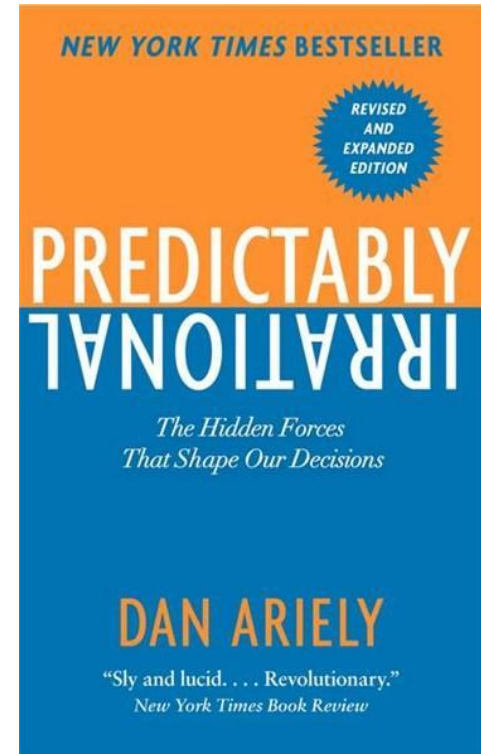
@StatistaCharts Source: pocketgamer.biz

Treat Your Staff as Volunteers



Treat Your Staff as Volunteers

- ▶ Predictably Irrational, Dan Ariely
 - “Chapter 4: Why we are happy to do things but not when we are paid to do them”



SUMMARY

XI

The Unbreakable Rules—Summarized

- ▶ Be Sure You're Going Somewhere
- ▶ Take Responsibility
- ▶ Make Decisions in the Face of Ambiguity
- ▶ Put the Organization First
- ▶ Be Passionate about Your Company's Business
- ▶ Become a Student of Communication
- ▶ Treat Your Staff as Volunteers

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