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Transforming IT Culture

How to Use Social Intelligence, Human Factors, and Collaboration to Create an IT Department That Outperforms

Frank Wander

TRANSFORMING IT CULTURE

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> The greatest revolution of our generation is the discovery that human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives.
>
> —WILLIAM JAMES

Dedicated to the Corporate Weaver: To those great and selfless leaders who unfashionably rely on sensitivity and outflowing concern to bond with their people; who peer deeply inside them with perceptive social intelligence (sogence); who understand that the social environment is their loom and their professionals are threads of experience; who weave these threads, one to another, forming a closely connected tapestry of mind and emotion, highly productive and deeply collaborative. Done skillfully, the result is pure harmony—information and productivity flow across the fibers. This is human social fabric, the material of modern productivity—the postindustrial equivalent of an assembly line. In this factory, what matters most are not the cost and quantity of thread but the quality—and whether each thread can be tightly woven into the section of the tapestry where it is needed.

This book uses the information technology (IT) profession as a lens through which we can see the importance of understanding the human factors of productivity and how to use them to unlock IT organizational effectiveness; this is how you make IT failure a rare exception, greatly increasing the success of projects, individuals, and teams; this is how you create an IT department that outperforms and companies that outcompete. Our workers are more than mere "human resources," a dehumanizing description of talent that just reinforces the notion that professionals are interchangeable parts. They aren't—and they never were! The next productivity revolution will be launched by applying human understanding to unlock the full potential of our people. At long last, we will move beyond our industrial-era management practices and rely on trust, caring, and unselfishness to liberate the productivity of our knowledge workers.

The companies that leverage human understanding to embrace their people will own the future. The need is yesterday; the time is now.

CONTENTS

FOREWORD xi

ACKNOWLEDGMENTS xiii

Introduction 1

The Passing of an Era 2
A New Era Brings a New Focus 3
A Quick Book Tour 6
Note 10

CHAPTER 1 A Shining Light: The Blind Spot Revealed 11

A Race to the Bottom 12
Human Understanding Enters the Workplace 13
We Have Been Taught Not to See or Feel 15
Unlocking Human Potential 16
Dawn of a New Productivity Model 17
Working Social 19
The Social System Is the Factory 20
Notes 21

CHAPTER 2 Corporate America's IT Organization: Failure Is All Too Common 23

Still Broken after All These Years . . . 24
Unfortunately, the Truth Is Worse 29
If We Would Just Embrace and Trust Our People . . . 30
Offshore Outsourcing: A Deeper Look 33
Notes 36

CHAPTER 3 Workers as Machines: A Social Pathology 37

He's a Good Hand 37
The Machine Age: Still Felt Today 38
Birth of Corporate Easter Islands 41
Our Human Resource Practices Remain Primitive 41
Selectively Continue the Past; Fully Embrace the Future 43
Notes 44

CHAPTER 4 The Unseen Art and Emotion of IT: The Acme Inc. Philharmonic Orchestra: Knowledge as Notes, Leaders as Conductors, Programmers as Composers 45

A Product of Mind and Emotion 46
Limitations of Language and Our Resultant Inability to Communicate 50
Social Cohesion and Conceptual Unity 52
And the Instruments Keep Changing 56
The Encore. A Callback. Bravo! 57
Note 57

CHAPTER 5 Case Study: An Unproductive State of Mind: Toxic Leadership and Its Aftermath 59

Toxic to Competitive Advantage 64
Conclusion 64
Note 66

CHAPTER 6 What Are We Waiting For? Applied Science at Work 67

Hawthorne Studies 68
Pygmalion in the Classroom 70
Empathy, Caring, and Compassion 71
Organizational Citizenship Behavior 74
Mood Is Contagious 76
Limbic System 77
Maslow: Humanism in the Workplace 80
Working Memory 84
Mirror Neurons 85
Other Thoughts 87
Notes 87

CHAPTER 7 Empathy and Compassion: The Socially Cohesive and Resilient Organization 89

The Toxic Handler: Empathy and Compassion in Action 90
Dysfunctional Organizations Have Less Time for Compassion 92
Empathy and Compassion: A Research Perspective 93
Notes 96

CHAPTER 8 Designing a Collaborative Social System: Working Social: How the Right Culture Unlocks Productivity 97

Designing Collaborative Social Systems 98
Why a Collaborative Social System Matters 103
Notes 106

CHAPTER 9 The Social Compact: Organizational Citizenship Behavior 107

Living the Values 108
Shaping IT: One Interaction at a Time 110
Courtesy Is Contagious 111
Giving versus Getting 119
Citizenship Performance 120
Notes 122

CHAPTER 10 The Servant Leader: Prosocial and Authentic 123

Opening Night 124
Using Social Intelligence and Caring to Lead from Below 125
Conducting Styles 127
Servant Leadership in IT: Giving Credit While Silently Helping Drive Group Success 128
Academic Views 131
Moving the Group from "I Get It" to "I See It" 133
Notes 135

CHAPTER 11 Social and Emotional Intelligence: The Organizational Canvas Meets the Social Paintbrush 137

Personal and Social Competence 138
Sogence in Action 140

Understanding Expression: A Social Skill from Our Past 142
Good Vibrations: The Right Social Sentiment Energizes a Performance 144
Notes 150

CHAPTER 12 Designing an Innovative Culture 151

Talent and Mood 152
The Human Factors 153
Build a Culture of Creativity 154

CHAPTER 13 Workforce Planning: Maximizing the Productivity of Your Talent—Today and Tomorrow 157

Workforce Planning Gap 158
Goals and Process 160
Context Diagram 161
Outsourcing and Offshoring 164
Notes 172

CHAPTER 14 How to Successfully Transform Your Organization: Putting It All Together 173

High-Level Outline 175
Best Practices in Detail 185
Conclusion 187

ABOUT THE AUTHOR 189

INDEX 191