

# (Digital) Leadership

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# Transformation Trajectory Megatrends

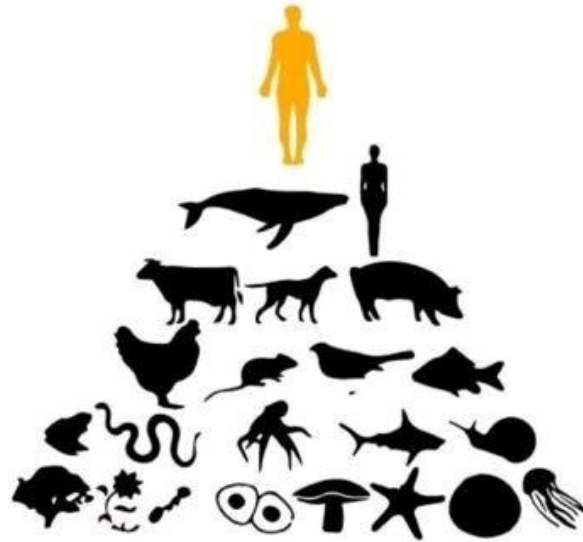
1. Transformation of divided scientific disciplines into clusters ->  
Future structure & dynamics of universities
2. End of geographical rootedness of universities ->  
Future of Work
3. Novel business models for implementation of flexible (possibly regional or global) collaboration structures of universities

# Some Leadership challenges in Academia

1. **Limited money** available -> tenure-track staff competing for limited resources -> VC mindset
2. **Being first** matters -> challenge for teamwork
3. **Metrics for comparison** -> anxiety, anger, frustration, inferiority/superiority complex, etc.
4. Does the system reward and **encourage toxic people**? -> promotion path not really existing
5. Reviewing system for **grants a lottery**? -> emotional stress
6. University culture (top-leadership) flows top-down and potentially poisons research groups through implemented policies, processes, and **excessive hiring of administrative staff** [1]
7. **Centralization of “support” departments** vs decentralized knowledgeable staff in research groups

[1] Benjamin Ginsberg. The Fall of the Faculty: The Rise of the All-Administrative University and Why It Matters

# A new operating system for leaders



**Ego System**  
"It's About Me"

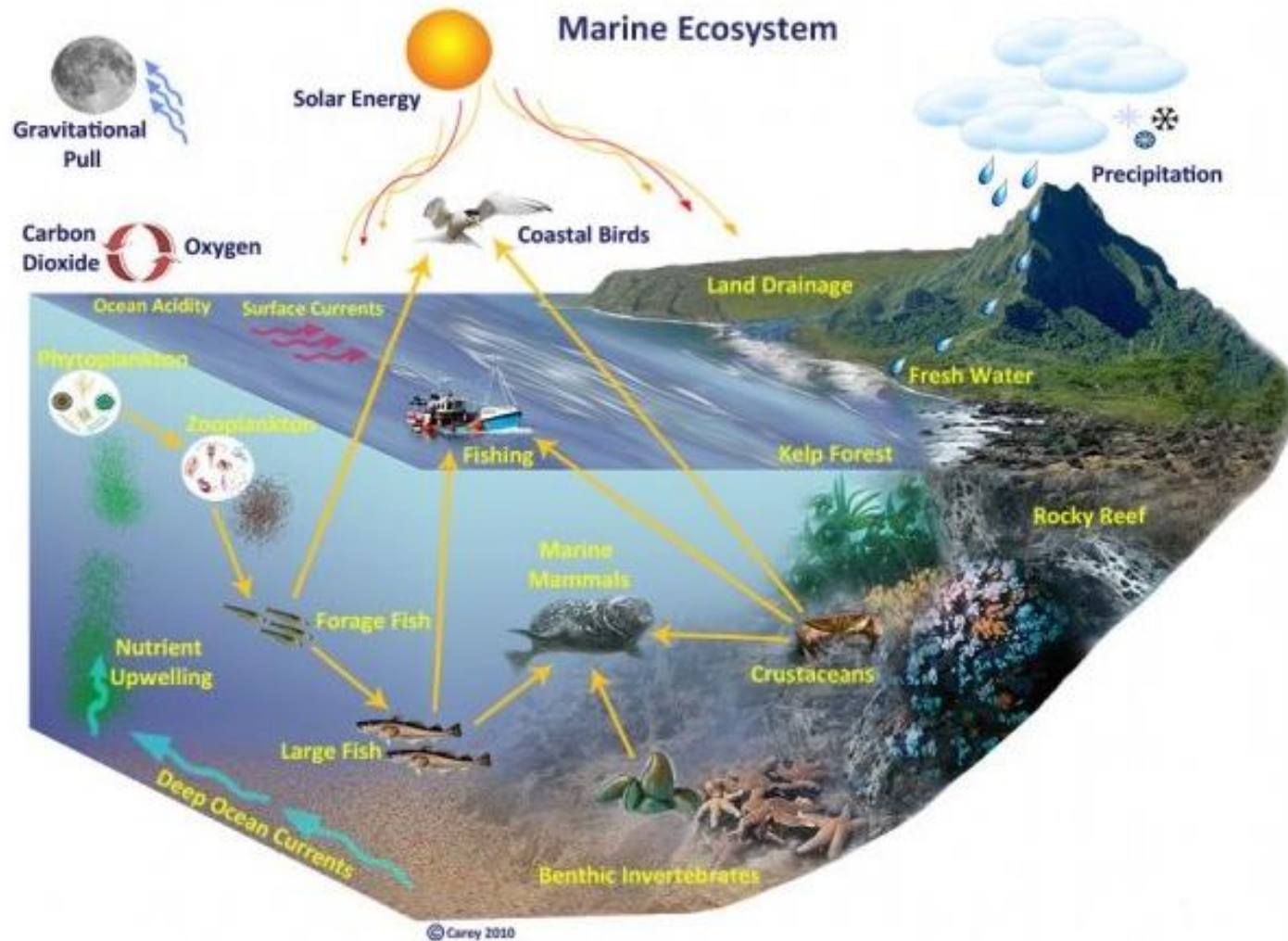
Top Down Control, Command,  
Independent Silos, Territoriality, Power  
Struggles, Self-Interest, Withholding  
Information, Blaming



**Eco System**  
"It's About Us"

Influence, Conversation, Aligned Agility,  
Partnership, Mutual Empowerment,  
Mutual Support, Joint Knowledge,  
Mutual Accountability

# Ecosystems - metaphor for academic environments

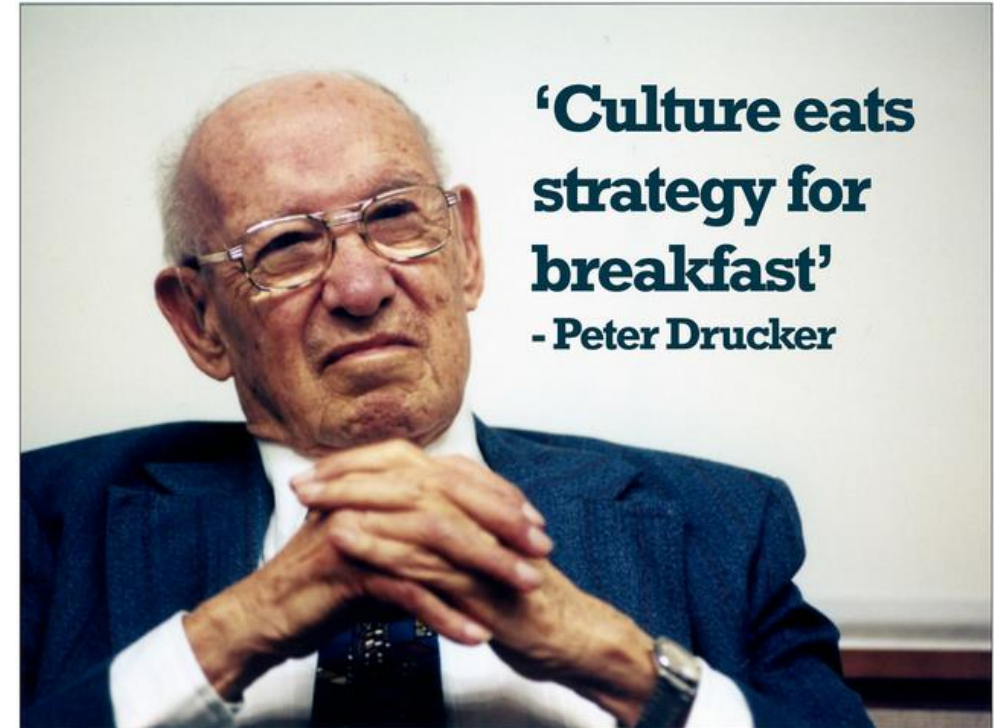


**Complex system** with networked dependencies and intrinsic adaptive behavior – has:

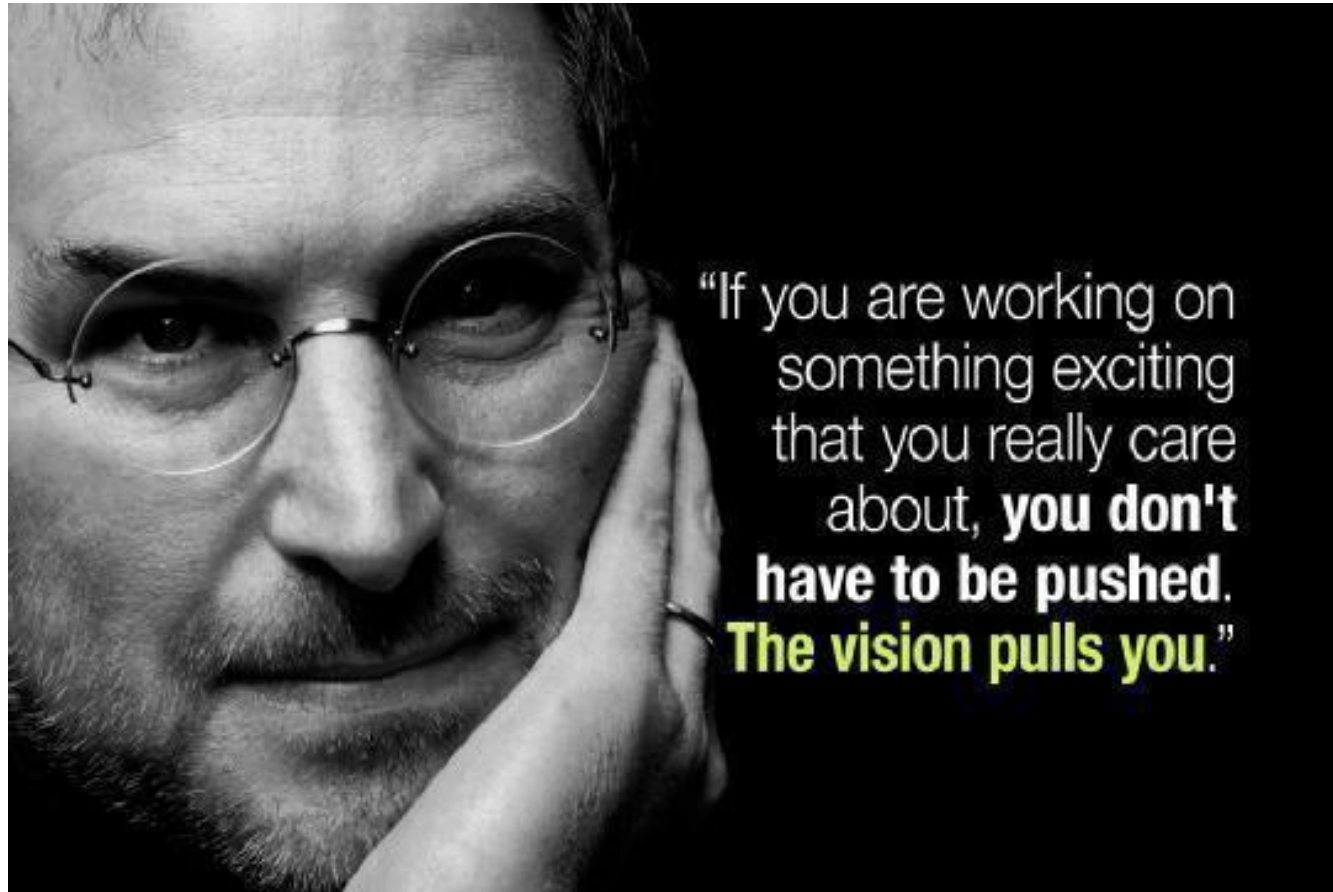
- 1. Robustness & Resilience mechanisms:** achieving stability in the presence of disruption
- 2. Measures of health:** diversity, population trends, other key indicators
- 3. Built-in coherence**
- 4. Entropy-resistance (Syntropy)**

# Culture of Collaboration & Learning

- reinforce a **collaborative value** within own research group
- everyone is **encouraged to collaborate**, but not compete
- in this **environment**, it is harder for the ego to run wild
- liberated from the **stress of competition**, they can focus on research and be more productive



# High Performance Culture



**KPI=**  
~~**Key Performance Indicators**~~

The New Leadership

**KPI**

Keep people interested  
Keep people informed  
Keep people involved  
Keep people inspired

# LEADERSHIP STYLES



## SCORE SYSTEM

Efficiency Engagement

Time	Team
Output	Ownership
/10	/10

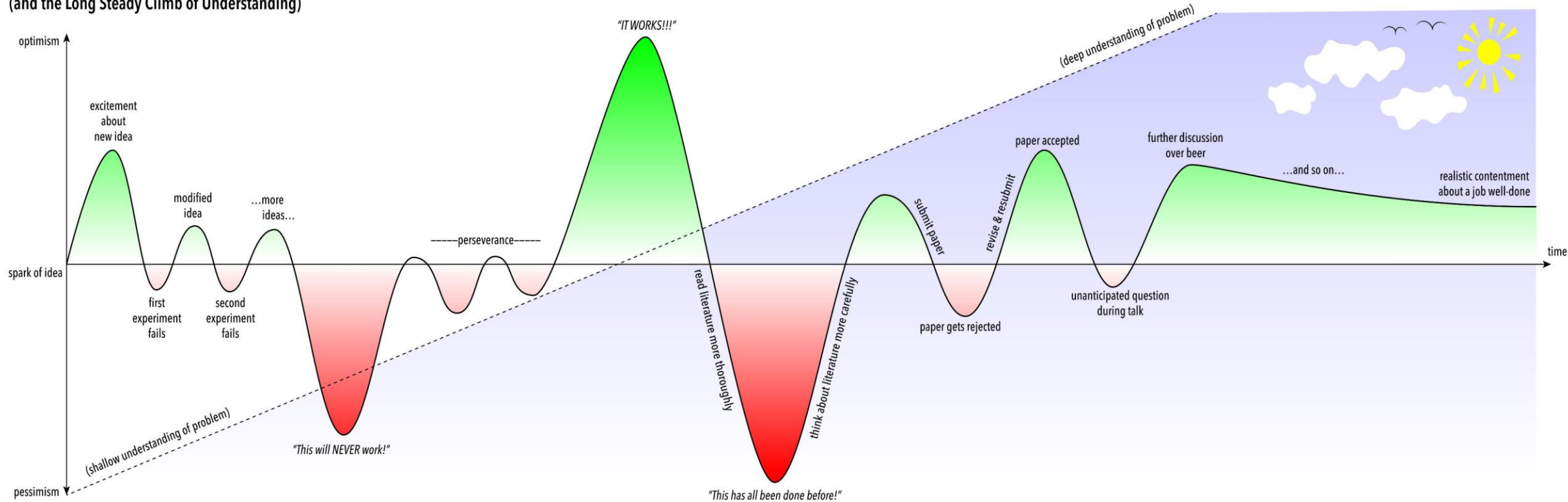


# Goleman's 6 Leadership Styles

<b>Visionary</b>	Motivates people towards a vision	"Come with me"	Self-confidence, empathy, change catalyst
<b>Coaching</b>	Developing people for the future	"Try this"	Developing others, self awareness, empathy
<b>Affiliative</b>	Creates harmony and builds emotional bonds	"People come first"	Empathy, building relationships, communication
<b>Democratic</b>	Forges consensus through participation	"What do you think?"	Collaboration, team leadership, communication
<b>Pacesetting</b>	Sets high standards for performance	"Do as I do now!"	Conscientiousness, drive to achieve, initiative
<b>Commanding</b>	Demands immediate compliance	"Do what I tell you"	Drive to achieve, initiative, self-control

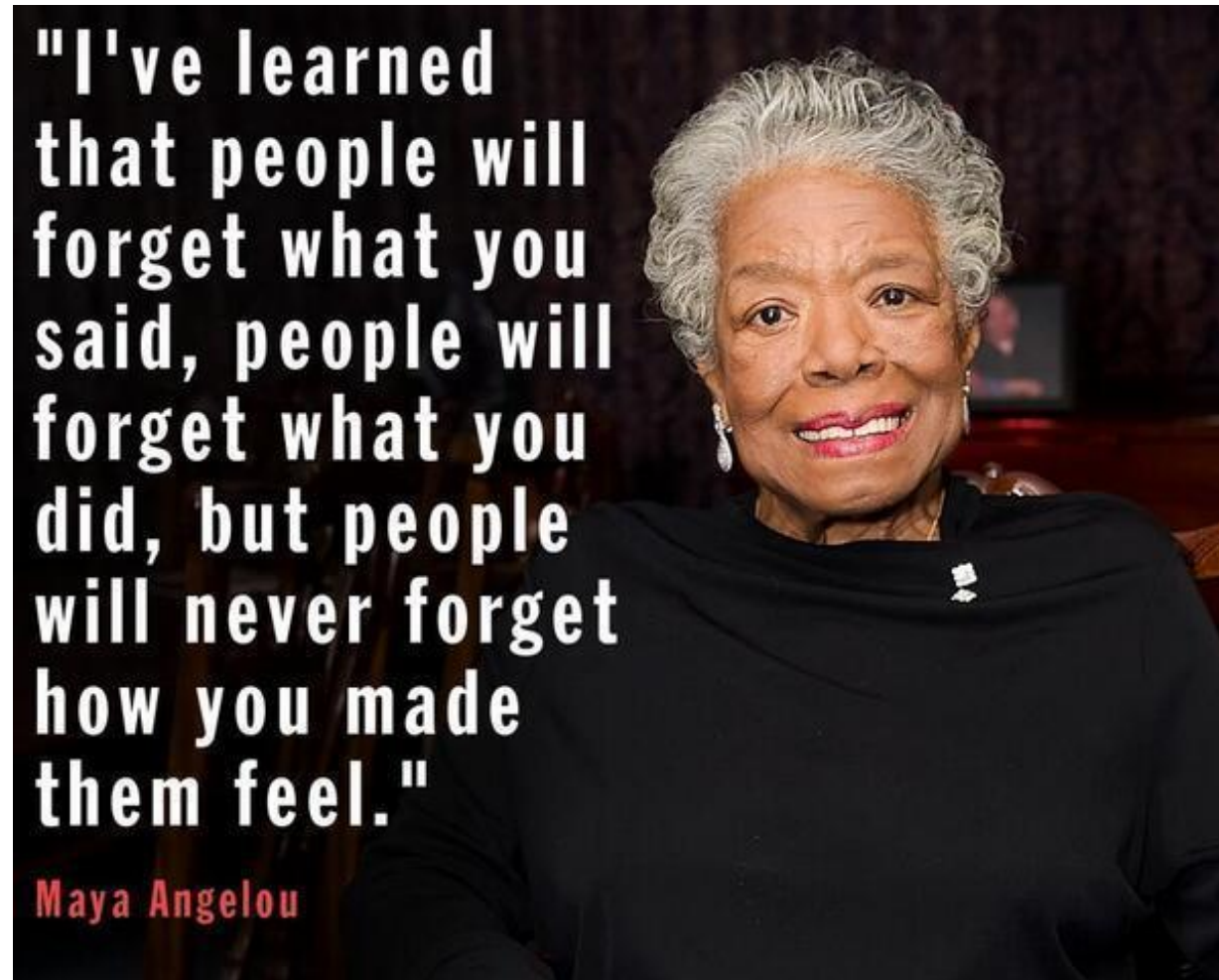
# Leadership styles needs to adapt to phases

The Emotional Rollercoaster of Research  
(and the Long Steady Climb of Understanding)

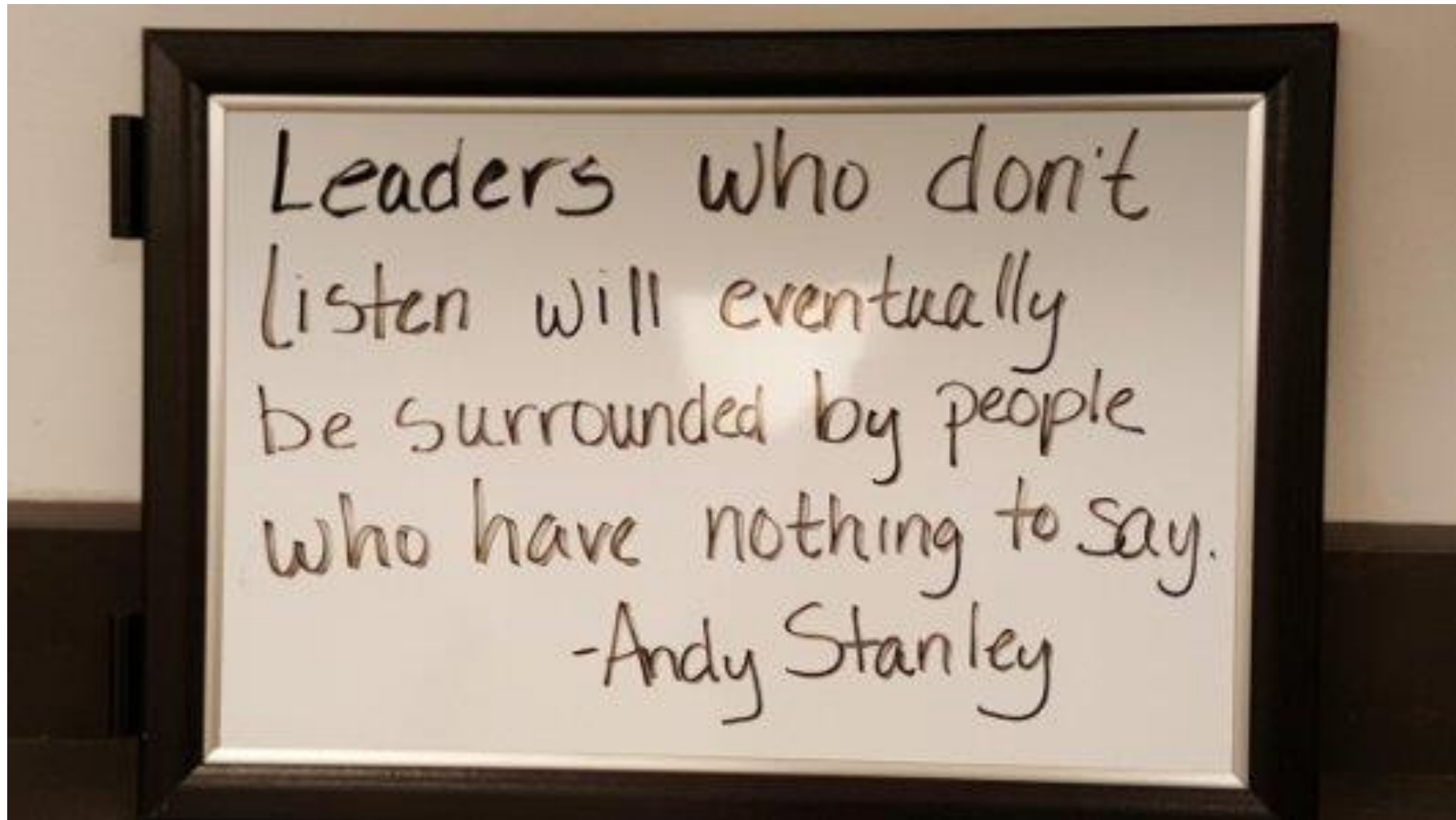


Keenan Crane (kmcrane@cs.cmu.edu)

# Leadership & Empathy



# Leadership & Listening



# Being kind to yourself & people



**If you see a leader going kind when the going gets tough, you've got the right leader.**

# Leadership & meetings and respecting time



*“My God . . . those meetings really  
could all have been e-mails.”*

# Life-cycle (in Academia)

- 21-34 years: *Who am I, What can I become?*
- 35-42 years: Family, Career, establish oneself
- 43-49 years: Is that all important? *Who am I becoming?* Change? Making more conscious decisions
- 50-65 years: Consciousness (humble and grounded), maturity, “re-birth”
- 65+ years: Mentoring, becoming role model, giving back



# Hiring the right people?

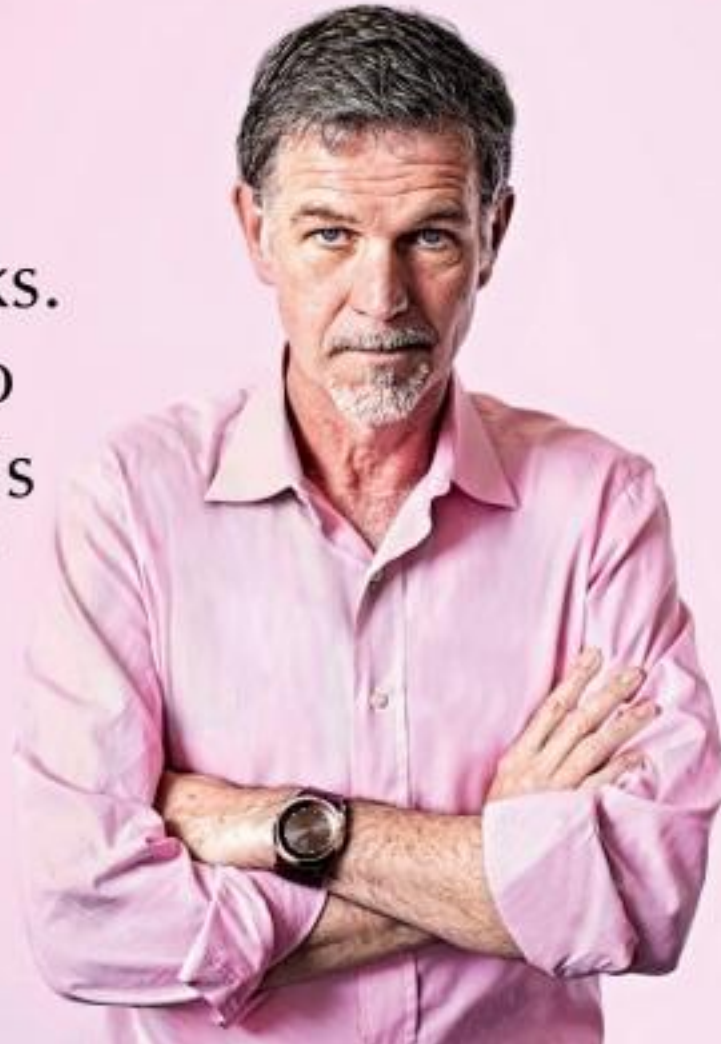




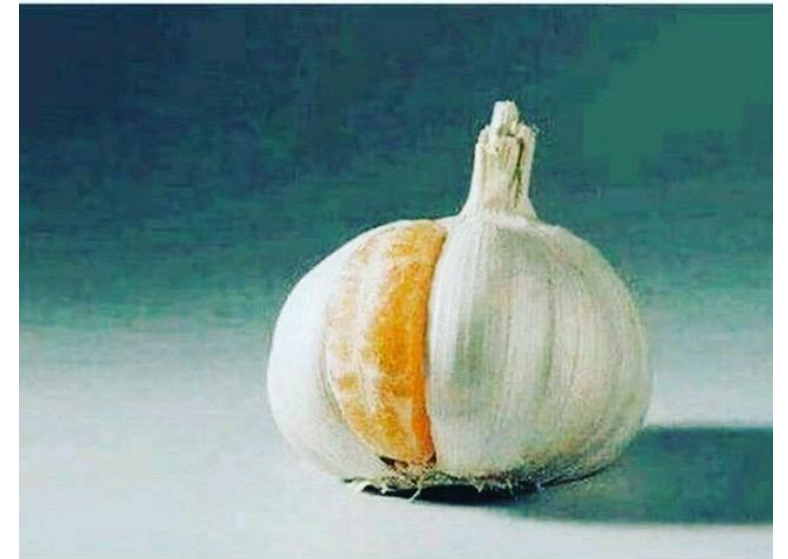
# Hiring the right people?

“Do not tolerate brilliant jerks. The cost to teamwork is too high.”

Reed Hastings  
CEO Netflix

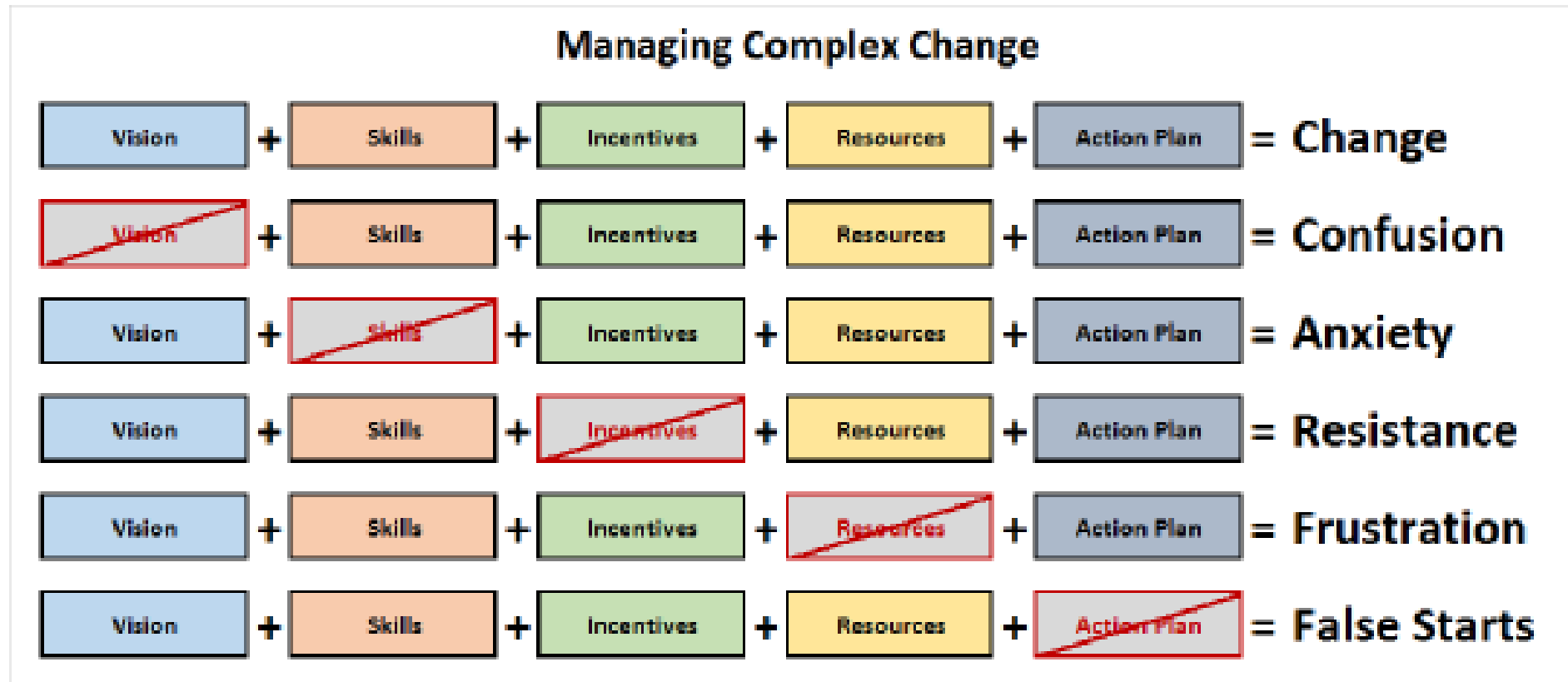


**Just because you fit in**

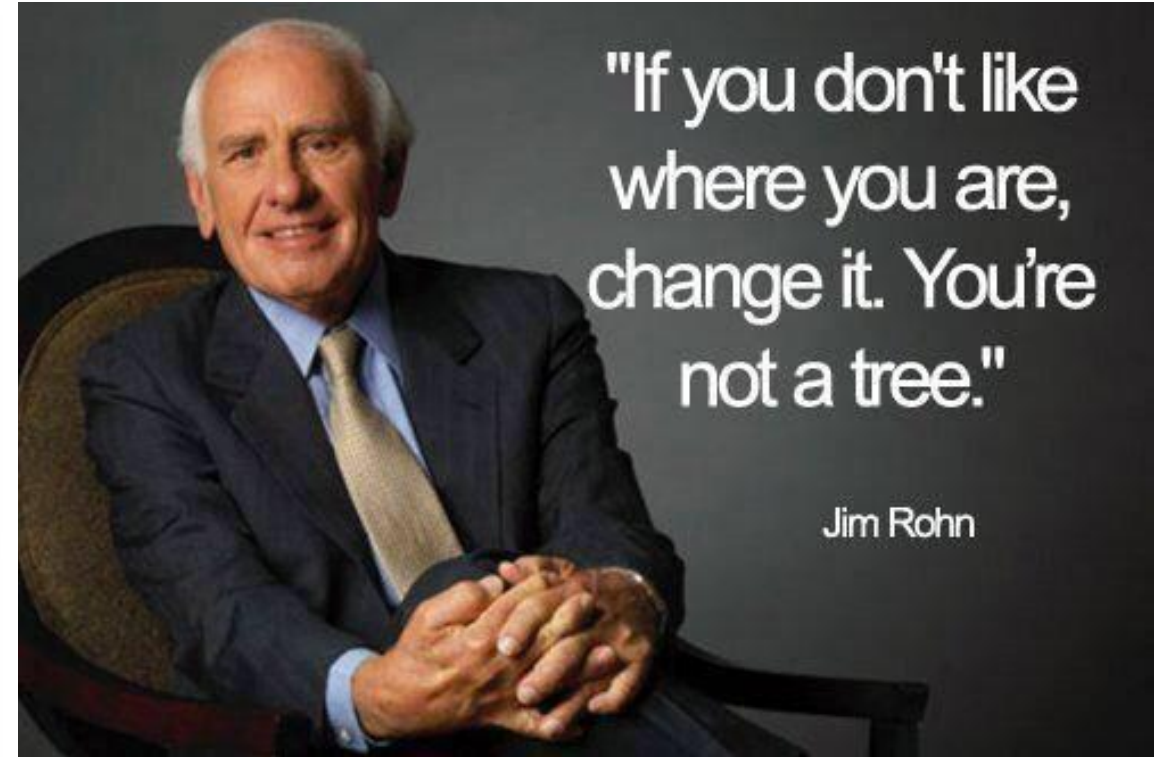
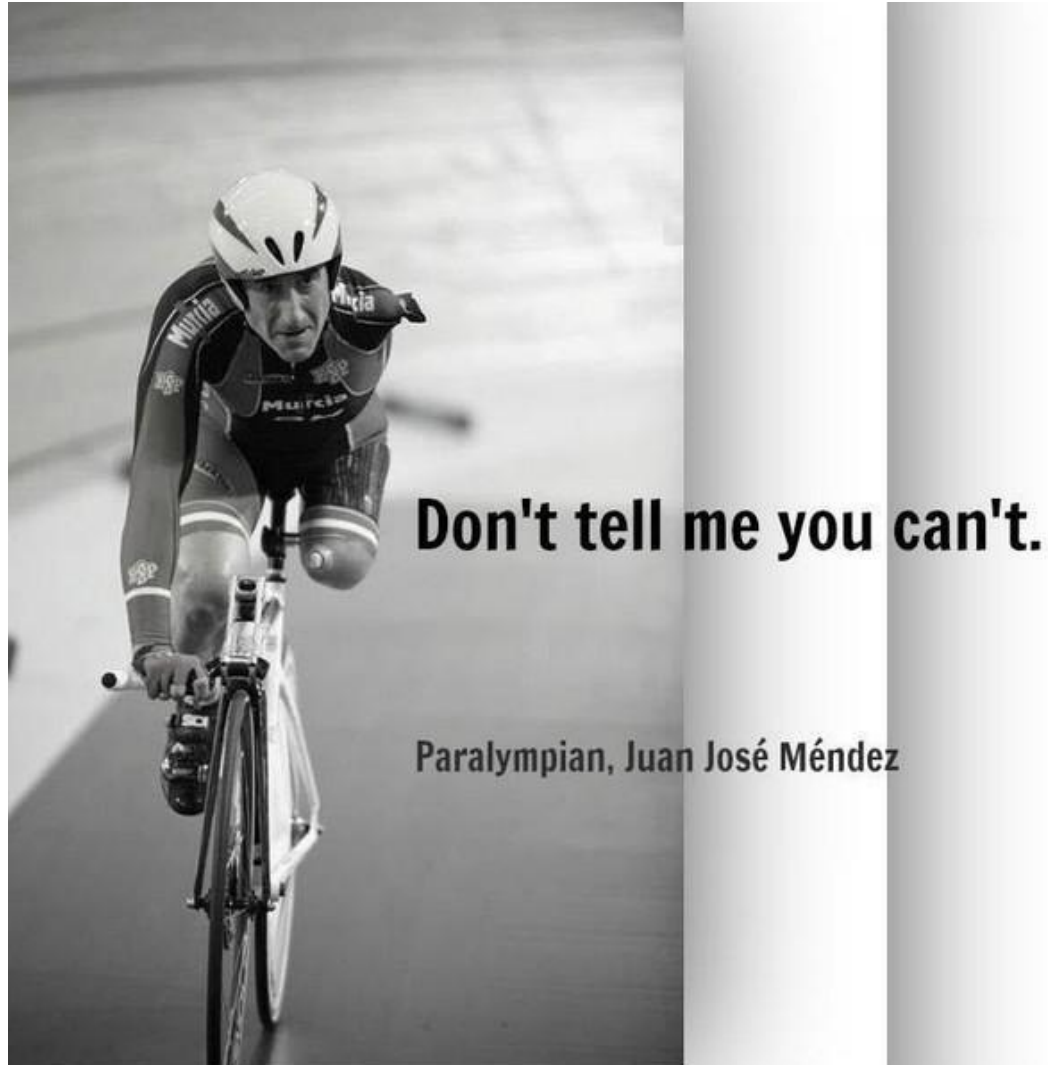


**Doesn't mean you belong there**

# Change is possible /1

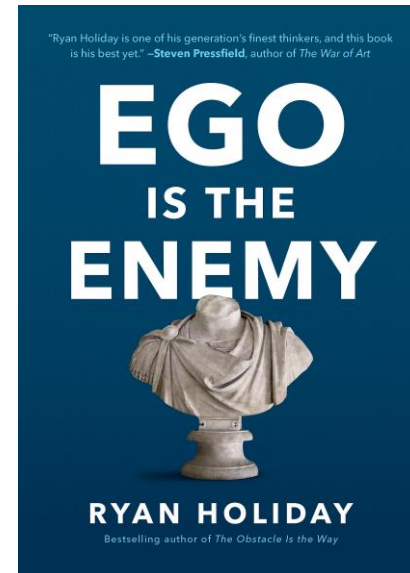


# Change is possible /2



# Academic Ego – the dirty dozen

1. stop **reading and learning** from other's research
2. stop **seeking input** from colleagues and students
3. **can't tolerate criticism** of own research, or take scientific criticism as personal attacks
4. **stop citing others** and make papers mostly about our own work
5. no longer take the time to **meet students and junior colleagues** who want advice
6. attend conferences only when we have a speaking role; or sulk when a meeting is held in our area of expertise and **we are not invited**
7. **write negative peer reviews as a principle** or tend to reject manuscripts as editor, when own work is not cited
8. **expect all own grants to get funded** and all manuscripts to get accepted; if they don't, we tend to appeal reject decisions
9. **expect to be a first or senior author on all papers**
10. sulk when we are overlooked for **awards and prizes**
11. offer **expert opinions on all topics**, even topics we have little expertise in
12. are **unable to retire from academia** at the appropriate time (i.e. cannot quit when we are ahead); and/or not able to recruit and mentor junior colleagues to take over after us



# Conclusion: Strategies against Academic Ego

1. Find a way to always remain a **curious student**
2. Find a **larger purpose** and work towards that
3. Build and work in a team where **collaboration**, not competition, is the **culture**
4. Find **mentors and colleagues** who can critique own work and keep us grounded and sober
5. Look for **role models** that we can observe and learn from
6. Remain **humble and grounded**

# Thanks for your attention



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