

1) Accomplishment

Please describe the single most significant contribution or accomplishment that you have made to your organization that demonstrates your leadership skills and/or a globally-oriented perspective (500 words or less).

On becoming Software Director at X, I was entrusted with the mission of developing the company's first commercial software, which would enable the company to contend in the multi-billion-dollar wireless market. The challenge was awesome on two main accounts. First, the product was extremely complex – in its groundbreaking technology and in the amount and diversity of software driving it. Second, the Software Group was understaffed, with only thirteen, mostly inexperienced, members working in the framework of two uncooperative teams.

Driven to conquer the challenge, I knew that only a highly-motivated, technically skilled, cohesive software group could manage to surmount these obstacles and enable X to accomplish its crucial goal. I went to great lengths to encourage my existing two team leaders to replace their inward-focused leadership approach with the wider perspective required for cooperative teamwork, but these efforts failed repeatedly and I had no choice but to release them. Careful analysis of the requisite competencies and makeup of a productive software group led me to define it as requiring four cooperative disciplines (MAC, Drivers, Tools, and Integration), and I recruited a leader and employees for each. Throughout the disciplines' growth process, I allowed leaders ample space in which to develop and build their authority, while at the same time offering appropriate direction on managerial and technical dilemmas. I continually reassessed prioritization to ensure optimal group-level work agendas and put an emphasis on continuous conflict resolution, generous praise, and personal example.

Due to a lack of qualified Israeli recruits for the Drivers discipline and following a comprehensive due-diligence study on possible business models, programming quality, and location, I decided to establish a design center in Kiev, Ukraine. This creative solution presented another set of difficulties – mostly attributable to the members' physical and cultural remoteness and resulting sense of detachment from the rest of the group. To remove this barrier, I flew the Kiev-based employees to Israel for 6-week training sessions and on-site work to familiarize them with their Israel-based peers and with company work methods. I ensured company recognition of their national holidays, and worked hard to obtain budgets to reward them for their dedication. To improve synchronization and communication between the sites, I took on a strong Ukrainian site manager, who complemented work conducted by the discipline manager in Israel, and as the center grew in members and complexity, I developed and led a 2-day management workshop in Kiev, which served also the purpose of instilling in the employees a sense of being nurtured.

Within a year-and-a-half, the group's four disciplines have grown to include over 60 devoted, professional, team-minded members, twenty of whom are at the Kiev site. Kiev employees' effectiveness has urged other X groups to recruit there, making the site X's largest outside of Israel. The software group has met, in addition to its foremost goal of releasing X's first commercial software, also the objective of making

X one of the first companies in the world to acquire the prestigious WiFi 802.11n certification – proof of product quality.