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# Leadership - Are You a Survivor ?

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# Overview

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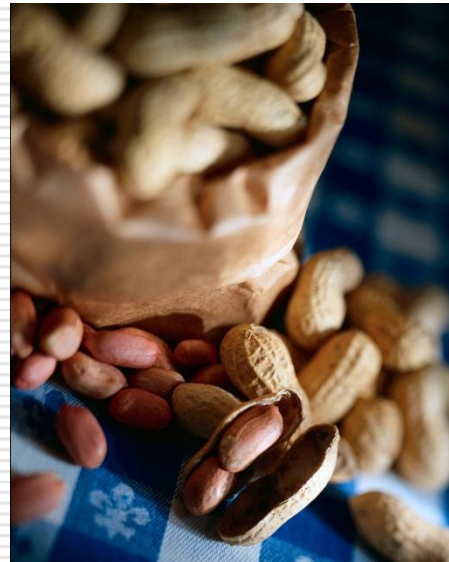
- An examination of attributes that make Project Managers and Project Leaders successful



# Project Management “In a **NUTSHELL**”

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- The application of skills, tools, techniques and knowledge to deliver the project’s intended functional outcomes.



# Challenges exist to effective project management and project leadership...

## Project Management

- Lack of PM skills, experience and/or discipline
- Best practices methods, tools, and techniques are unknown/not available
- Unclear on goals, objectives, scope, and expectations
- Inaccurate effort estimation
- Poor resource planning
- Poor supplier integration / management
- Lack of relevant measures or information on project performance
- Lack of stakeholder alignment to project goals
- Scope change not recognized and managed
- Unclear responsibilities across the project
- Unrealistic deadlines

## Project Leadership

- Lack of project leadership skills and experience
- Unable to effectively navigate the political company landscape
- Lack of time available to manage the project
- Lack of project commitment / ownership
- Poor communication skills
- Unable to engage and drive involvement/decisions from sponsors, stakeholders, or users

# ...However, leading practices in project management and leadership can help.

## Project Management

### 1. Initiate and Plan The Program / Project

- ❑ Perform oft-neglected setup tasks (e.g. Business Case, Project Charter, Risk Assessment, Project Approach & Schedule, Kickoff Meeting)

### 2. Define and Enforce Project Controls

- ❑ Identify go/no go, compliance, review cycles, etc. required within the project. Implement and communicate required control procedures.

### 3. Control Scope and Manage Change

- ❑ Facilitate scope definition. Monitor scope. Manage changes through agreed-upon change control process.

### 4. Mitigate Risks; Resolve Issues

- ❑ Define risk assessment approach and timing. Identify risks before they become issues. Perform risk assessment as agreed. Mitigation risks. Resolve issues.

### 5. Track Budget and Monitor Metrics

- ❑ Define budget and all project related-metrics. Monitor and report variances and performance against plan.

### 6. Track and Manage Schedule, Deliverables

- ❑ Define project schedule, roles and responsibilities as well as deliverables. Track schedule on a daily basis. Monitor deliverable quality and progress.

### 7. Close Project / Transition Knowledge

- ❑ Perform lessons learned. Close contracts. Transition resources and knowledge. File project documents. Celebrate.

## Project Leadership

### 1. Connect Corporate and Business Unit Strategy to Project Objectives / Benefits

- ❑ Understand company and business unit strategy. Tie the project objectives and expected benefits to the strategy in order to engage stakeholders and team members so that they understand "why" they should commit time/energy.

### 2. Know Your Role / Own Your Program

- ❑ Understand what role you must play for this program to be successful. No one will follow a leader who doesn't believe strongly in or isn't committed to what he or she is doing.

### 3. Set Goals and Act On Them

- ❑ The most successful PM leaders set clear and compelling goals for themselves and their team and then act on them.

### 4. Develop and Empower Team Members

- ❑ 90 to 95 percent of the time, if people understand clearly what they're supposed to do and achieve, they will complete the task with success.

### 5. Network

- ❑ Recognizing the large number of stakeholders external to their organization, successful PM leaders thrive on relationships and influence.

### 6. Be Open and Honest

- ❑ The foundation for each successful PM leader is personal credibility and integrity. Empower people to make sound business decisions.

# Project Leadership Perspective

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# Attributes of a Successful Project Manager



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- ❑ **Collaborative management style** – Doing it alone, no matter how skilled you are, is never as effective as engaging the project team and stakeholders in problem solving and decision making.
  - ❑ **Adaptability** – No matter how well a project is planned, with potential failure points identified, there will always be unforeseen problems. Flexibility and creative thinking will be required to overcome such challenges.

# Attributes of a Successful Project Manager (continued)

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- ❑ **Resourcefulness** – Engage people to ‘figure it out’ while occasionally thinking outside the box to solve problems. Maintain a persistent approach to overcoming obstacles and resource allocation issues.
- ❑ **Unparalleled communication skills** – The best leaders are the best communicators with stakeholders, project teams, and their peers. They possess the ability to tailor their communication to the people with whom they interact.



# Attributes of a Successful Project Manager (continued)

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- ❑ **Commitment to desired conclusion** – When there are obstacles such as scope changes and confusion. Leaders keep driving the vision of the project sponsors and supply the necessary energy to keep the team's focus on meeting the project's objectives.



# Attributes of Successful Leaders (L-E-A-D-E-R-ship)

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- L = Lateral Thinking
- E = Empowerment
- A = Active Optimism
- D = Determination to Improve
- E = Encouragement of Delegation
- R = Real Potential



# Lateral Thinking

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- Lateral Thinking is a variety of methods to get us out of our usual way of thinking.
  - Breaks down the instilled and predetermined patterns we often employ when working on a problem.
- Through lateral thinking, project managers try different perceptions, concepts, and points of entry.
  - They consider multiple possibilities and approaches instead of a single approach



# Empowerment

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- Using leadership skills to influence a team of non-direct reports
  - Processes (such as relationships) and empowerment become important
  - Successful leaders are able to motivate, energize, and empower others, whether in their reporting relationship or not
  - When people are excited and empowered, it affects both their initiation and persistence
  - Empowered people get more involved, take on more difficult situations, and act more confidently



# Are we *Tellers* or *Teachers*?



- ❑ Monitors / enforces the project plan
- ❑ Drives team to dates
- ❑ Focuses on results

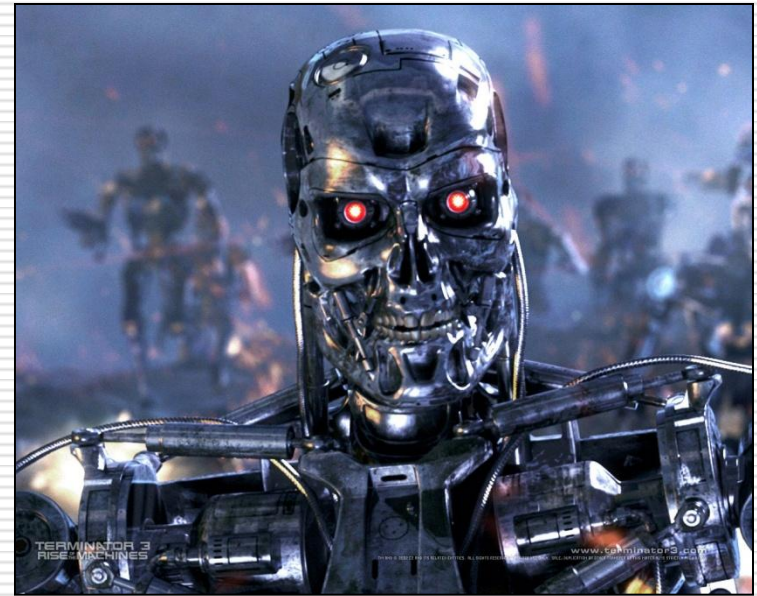


- ❑ Works with team members to create a plan
- ❑ Communicates goals; let's team define how
- ❑ Focuses on buy-in

# Are we *Humans* or *Machines*?



- ❑ Shares the plan's "story" regularly
- ❑ Promotes 1:1 dialogue, closeness
- ❑ Is a catalyst for communication
- ❑ Grounded in reality

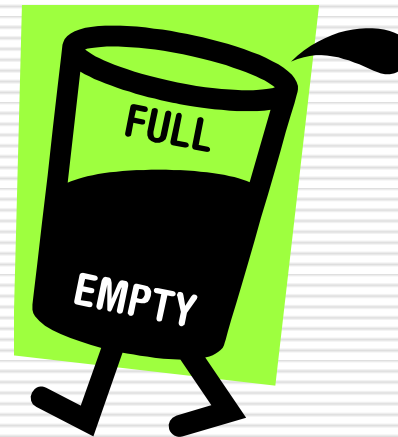


- ❑ SDLC / PLC
- ❑ Methodologies
- ❑ Documents

# Active Optimism

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- ❑ Leaders are optimistic. They think positively. Positive thinking is more than just avoiding negative emotions. It translates into actions that are forward thinking and involved.



# Recognize the HERO

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# Determination To Improve

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- A strong determination to constantly improve is a simple idea. Just ask, What can I/we do even better?
- How can you build a safe, stimulating, and open environment for transparent, and truthful, communication?

# Encouragement of Delegation

- What *power* do leaders have in their organization
  - Delegation is one of the most important roles of your job as a leader
  - Requires you to spend time with your team members, thus developing interpersonal relationships
  - Helps set performance standards based on team members rather than purely on their activity



# Encouragement of Delegation

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## ■ Types of Power

- Coercive
- Connective
- Expert
- Informational
- Legitimate
- Referent
- Reward

## ■ Emotional Intelligence (EQ)

## ■ Leadership Finesse



# Real Potential

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- To meet future challenges, leaders must be inspired by real potential and strategies for the future.
- Only then can they set a vision with reasonable goals and promote the process of developing effective strategies to achieve them.
- For leaders, a successful future requires real planning now.



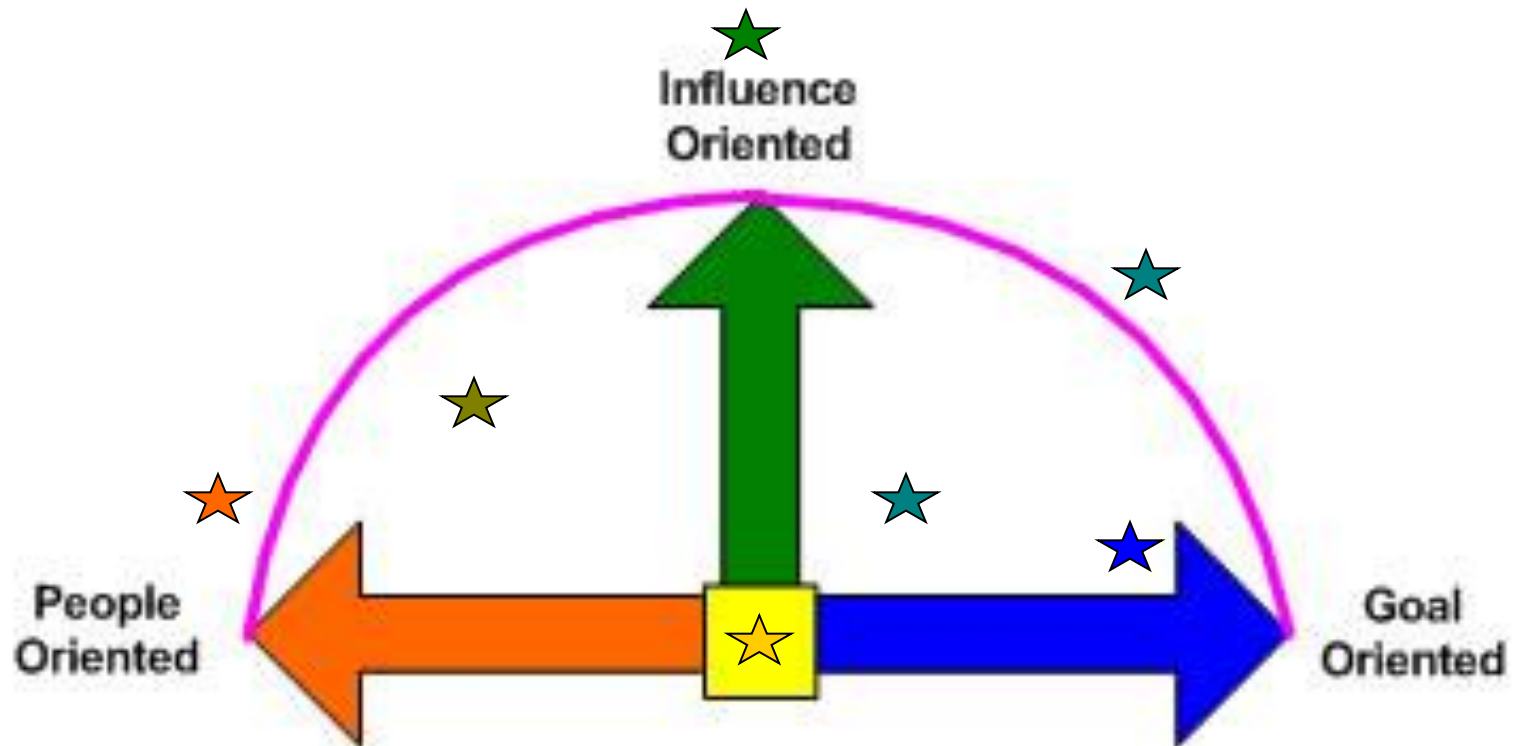
# Becoming the Survivor: The Next Level

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- ❑ Ability to inspire and motivate project teams
- ❑ Ability to develop project resources to be more effective contributors
- ❑ Clear understanding of how project team work outputs fit into the bigger picture
- ❑ Ability to make tough decisions, including saying “no” when necessary

# The Survivor

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# Group Discussion

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- Is there a difference between successful Project Managers and Leaders? Is there overlap?
- How do relationships/friendships factor in?
  - Balancing friendship with being friendly
  - Friendship is critical as your team will work hard for you if they know you have genuine care for them
  - Care is demonstrated in many different ways with our different team members
  - The challenge for some is going too far in trying to have our team members “like us”
- Where are you?
- How do you get to where you need to be to be successful?
- Applying techniques

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# Questions



# Resources

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- ❑ <http://www.careworkstech.com/news/project-management-vs-project-leadership-are-they-the-same>
- ❑ <http://www.executivebrief.com/project-management/project-manager-vs-project-leader/>

# Backup Slides

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# PM Maturity

Dimension	Description	Basic	Emerging	Established	Leading
<b>Organization</b>	Degree to which [company] has PM leadership and vision which the culture supports and buys into, involvement in the industry and larger community, sharing information and providing leadership in the PM community.				
<b>Capability Development</b>	Degree to which the [company] aligns job roles, training, knowledge access, industry / professional organization recognition and mentoring to meet the current and/or changing business needs.				
<b>Methods and Processes</b>	Degree to which there is quality and completeness, business and process alignment, adoption of methods, work intake, requirement elicitation, traceability and testing, and knowledge transfer in BA activities.				
<b>Tools and Templates</b>	Degree to which there are continuous updates to quality and completeness, tools that support business and process alignment, templates that support PM leading practices, adoption through the organization, and access (distribution).				
<b>Governance</b>	Degree to which there is policy development, policy enforcement, governance standards, regulators and auditors, re-use of requirements, business knowledge and requirements.				

ILLUSTRATIVE

● Current ▲ Recommended

# Facilitation: What's it take?

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Preparation...



*...or Impromptu?*