Leadership Skills for the Project Manager

Enterprise Productivity Consulting LLC
Speed • Stretch Without Boundaries

RefineM PROJECT MANAGEMENT CONSULTING

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Instructor –MDI of Missouri State University

Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Leadership Skills for the Project Manager
   a. **Highly Effective Project Teams**
      * **What is a key ingredient to increased success?**
   b. **Situational Approach Perspective: a summary**
      * **Leadership Styles**
      * **Developmental Levels**
   c. **How does the situational approach work?**
   d. **How do we improve our skills and effectiveness?**
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Q & A

RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management/ Agile topics.

John's Life History

- A machinists apprentice @ 16
- Production Assembler (GM)
- Supervisor Training (10 Weeks)
- Inspection Supervisor
- Production Supervisor
- Process Engineer
- Industrial Engineer via (GMI)
- MRP Manager
- Production Control Manager

- Materials Manager
- Reliability Engineering Manager
- GMPS Team (NUMMI)
  - Convert plants to Lean
- Left GM (After 26 years)
- Joined Otis (completed MBA)
- UTC Corporate Office
  - Mgr. Mfg Council
  - UTC Kaizen Office
  - UTC Flex Team

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John's Life History - Continued

* UT Automotive –

* Manager Business Re-engineering

* Carrier – Syracuse
    * Project Manager
        * Product Delivery System (PDS)
        * Asia (14 Plants) 3 years
        * DCC – 1st Gold Site

* Operation's Manager – CTD

Spouse: Barbara – 50 Yr's (2015)
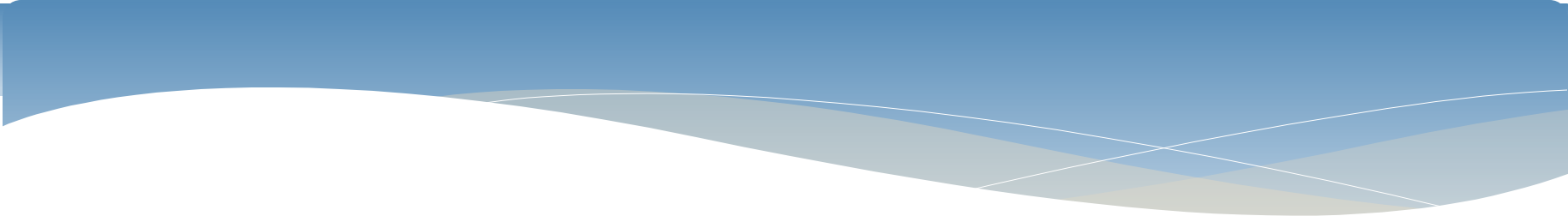 ◦ Two sons
  ◦ Four Grandchildren
  ◦ One Grand Dog

Hobbies
  ◦ Golf
  ◦ Grandchildren
  ◦ Tennis
  ◦ SW Missouri SCORE - Vice Chairman

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What are your expectations from this webinar?

Why are you here today?

If you were to select **One Personal Behavioral Quality** to assist you as a successful project manager,
what <u>single word</u> would you use?

*P.s. There are **no** wrong answers*

Behavioral Adjectives

* agreeable
  alert
  ambitious
  boundless
  brave
  calm
  capable
  cheerful
  coherent
  comfortable
  confident
  cooperative
  courageous
  credible

* decisive
  detailed
  determined
  diligent
  dynamic
  eager
  efficient
  encouraging
  energetic
  enthusiastic
  excited
  exuberant
  fair
  faithful
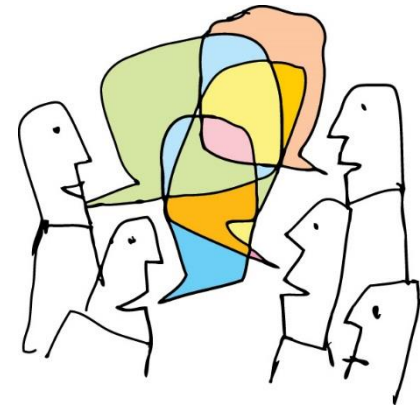
Behavioral Adjectives

* fearless
  frank
  friendly
  funny
  generous
  gentle
  happy
  harmonious
  helpful
  honorable
  impartial
  industrious
  instinctive
  kind-hearted
  knowledgeable

* likeable
  lively
  mature
  nice
  obedient
  painstaking
  peaceful
  perfect
  placid
  plausible
  pleasant
  productive
  protective
  punctual
  receptive

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Behavioral Adjectives

* reflective
  resolute
  responsible
  rhetorical
  righteous
  selective
  self-assured
  sensitive
  shrewd
  sincere
  skillful
  smiling
  steadfast
  stimulating

* successful
  succinct
  talented
  thoughtful
  tough
  trustworthy
  unbiased
  upbeat
  vigorous
  vivacious
  warm
  willing
  wise
  witty

Why do some teams march in unison and achieve their goals?

Or… why do some teams lose steam, lose focus waste time, get stressed, and eventually fail?

Your thoughts and comments?

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My preferred answer is.......

* **Clarity**

Definition of Leadership

Leadership is the ability to influence others, with or <u>without authority.</u>

All successful endeavors are the result of human effort; thus, the ability to influence others is a mastery of:

- ✓ **Clarity of Purpose**
- ✓ **Clarity of Plan**
- ✓ **Clarity of Responsibility**

Any assumption that our team members clearly understand the Purpose, Plan, and Responsibility is Dangerous Thinking

Clarity of Purpose

* Teams know why they exist
* Teams know what they are trying to achieve
* They understand the impact the project will yield
* The leader must ground the team in its purpose;

The result:

Team members see the importance of their work

Clarity of Plan

* Requires:

  - ✓ A well-defined "reviewed & approved" Charter
  - ✓ Team members providing timely feedback
  - ✓ Frequent Project Tracking
  - ✓ Goals are monitored to meet specific dates
  - ✓ Conducting the 5 Whys when required

Without Clarity of Plan:

- ✓ **Projects slip past deadlines**
- ✓ **Teams drift in the wrong direction**
- ✓ **Meetings end without clear actions**
- ✓ **Issues are revisited without resolution**

Clarity of Responsibility

* Each team member knows and owns their piece of the plan

  ✓ Chaos results when two or more people are responsible for the same task

* Leaders must give the members autonomy to complete the task

  ✓ Give them the space and freedom to deliver it

  ✓ However, good leaders offer coaching and support when needed

    ▪ Will address this point again later

The <u>Leader</u> is responsible to provide:

- ❖ Clarity of Purpose
- ❖ Clarity of Plan
- ❖ Clarity of Responsibility

Leaders don't force people to follow - they invite them on a journey.

~ Charles S. Lauer

Ask Yourself this Question:

Would I follow me?

Individual Differences

Because we all have different thoughts, training, education, upbringing, motivations, etc., should we lead everyone in the same way?

The Situational Leadership (theory) Model

* The fundamental underpinning of the situational leadership theory is that there is no single "best" style of leadership. Effective leadership is task-relevant, and the most successful leaders are those that adapt their leadership style to the maturity of the individual.

OR

SITUATIONAL LEADERSHIP THEORY

is a leadership theory developed by Paul Hersey, professor and author of the book Situational Leader, and Ken Blanchard, leadership guru and author of *The One Minute Manager*, while working on the first edition of *Management of Organizational Behavior* (now in its 10th edition).

Paul Hersey

Ken Blanchard

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Situational Approach

Effective leaders…….

1. Recognize what employees / team members need

   a) You must determine the development level of your project team members

   b) Then assess their competence and commitment
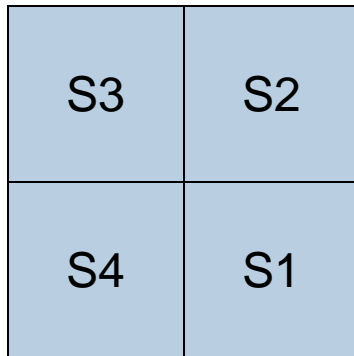
2. Then…..adapt your own style to meet those needs

Source: Management of Organizational Behavior (10th Edition)

   ◦ by Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson
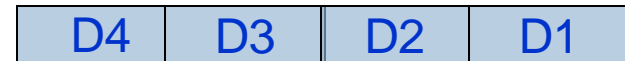
Leadership Styles

Supportive Behavior

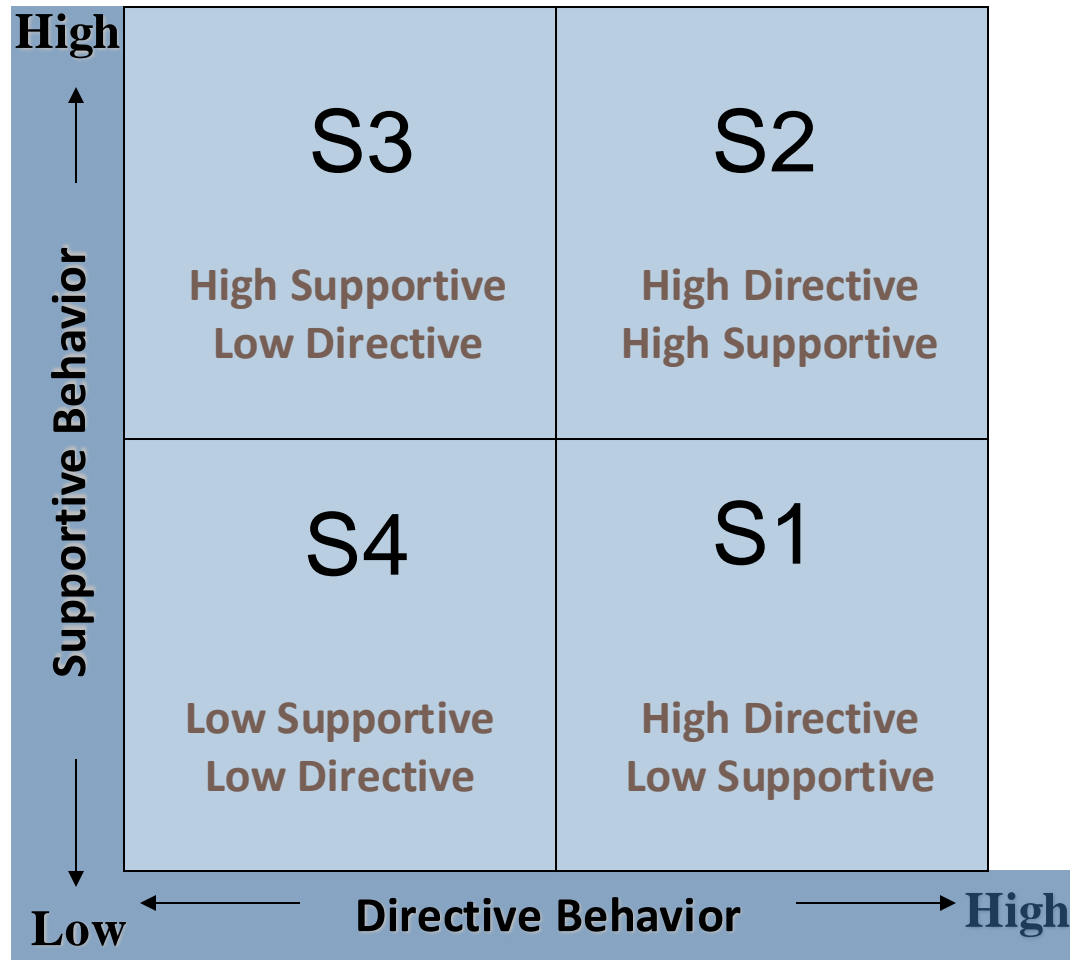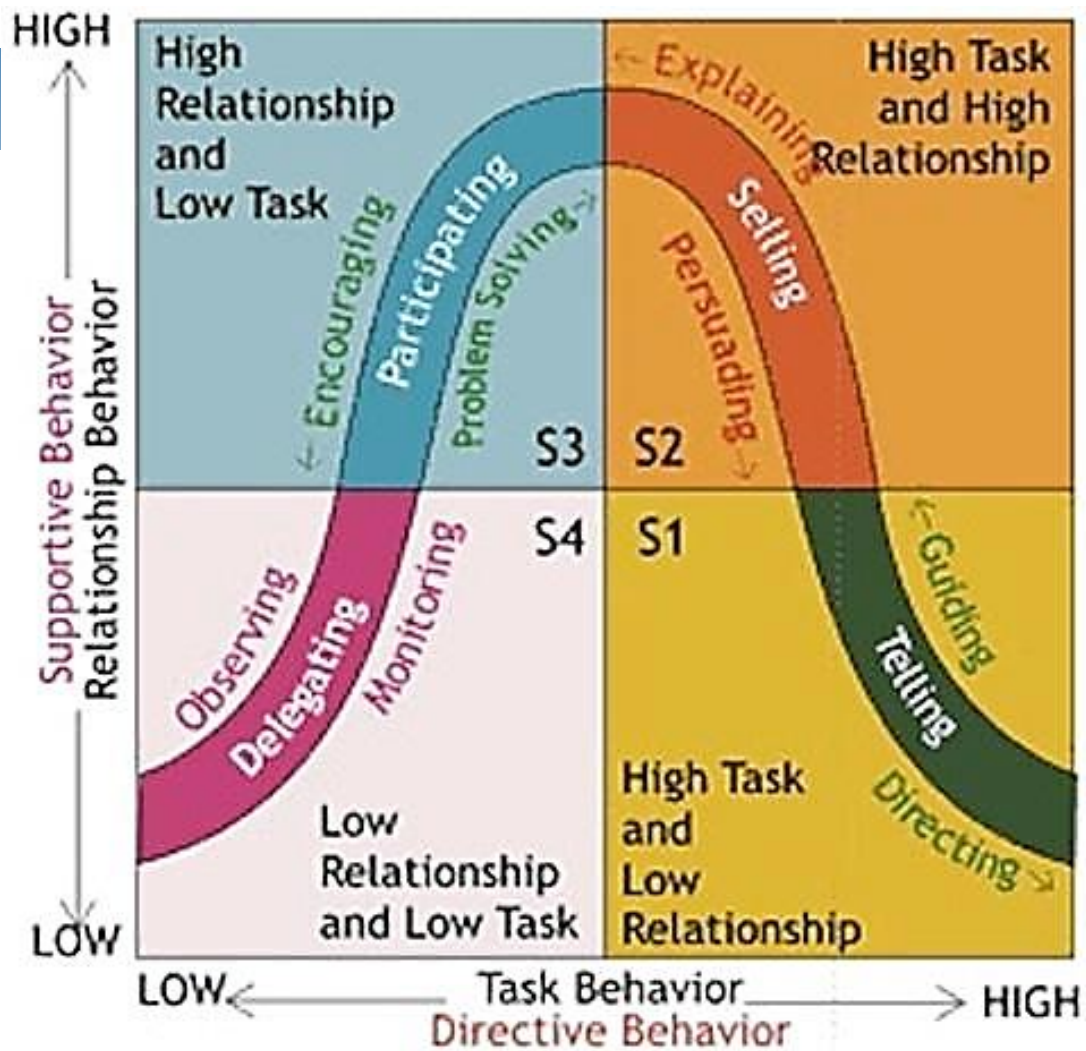* Behavior pattern of the person (the leader) who will influence others.

S3	S2
S4	S1

Directive Behavior

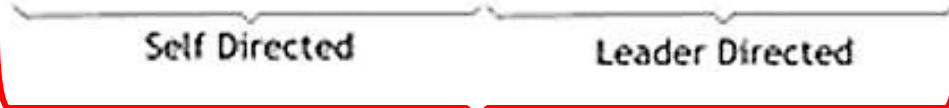* Degree to which you believe your team members have the competence & commitment to accomplish a given task/activity.

D4	D3	D2	D1

The Four Leadership Styles

Supportive Behavior (vertical axis, Low to High)

Directive Behavior (horizontal axis, Low to High)

S3 High Supportive Low Directive	**S2** High Directive High Supportive
S4 Low Supportive Low Directive	**S1** High Directive Low Supportive

Development Level of Individual

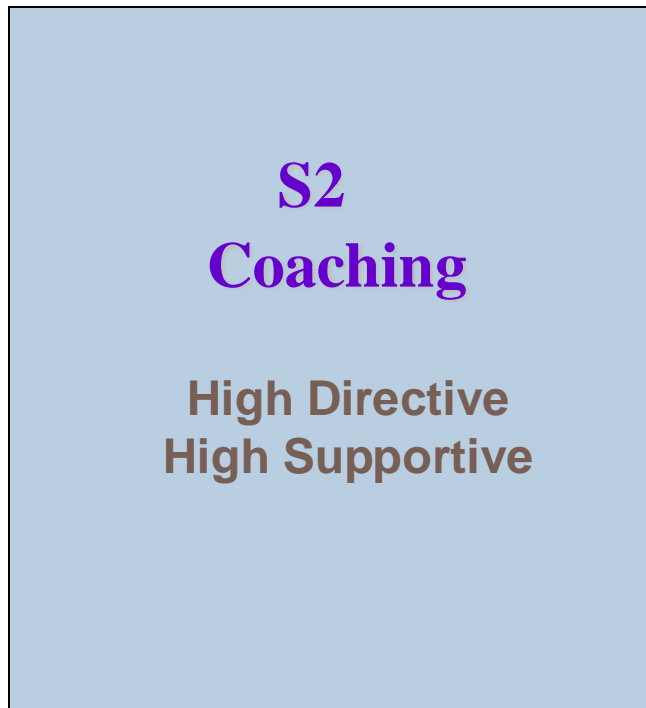# S1– Directive Style

S1
Directing

High Directive
Low Supportive

* **Leader:**

  ✓ Focuses communication on goal achievement *(clarity)*

  ✓ Spends less time using supportive behaviors

  ✓ Goal achievement instructions *(clarity)*

  - What, when, and how
  - close supervision

Situational Leadership Model

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S2– Coaching Style

S2
Coaching

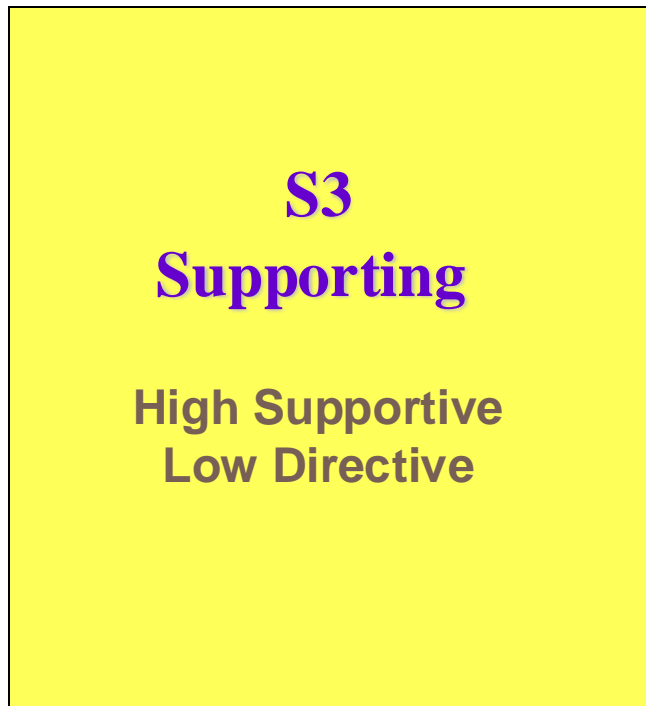**High Directive**
High Supportive
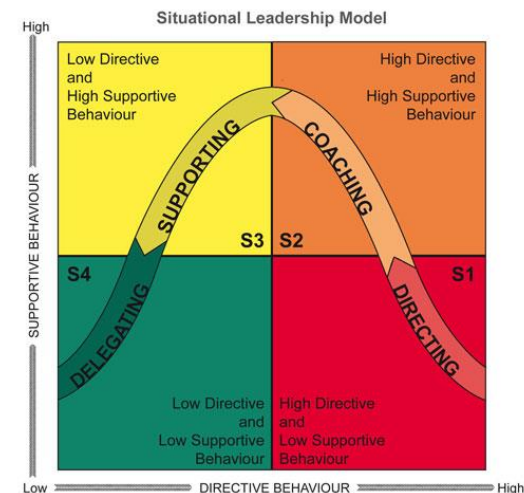
* **Leader:**
  - ✓ focuses communication on:
    - ▪ goal achievement
    - ▪ supporting subordinates' needs
  - ✓ involvement through encouragement and soliciting subordinate input
  - ✓ still makes decision
  - ✓ *Clarity*

Situational Leadership Model

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S3– Supporting Style

S3
Supporting
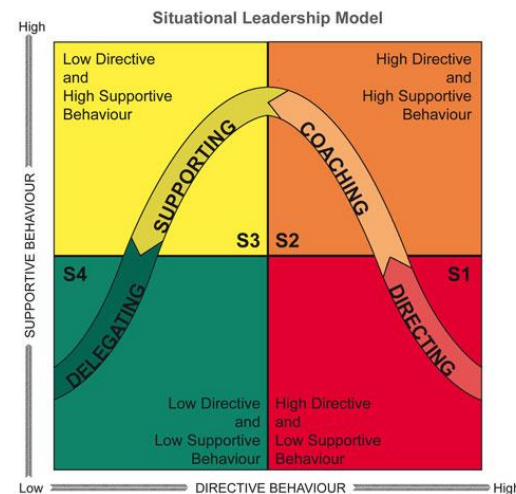
**High Supportive
Low Directive**
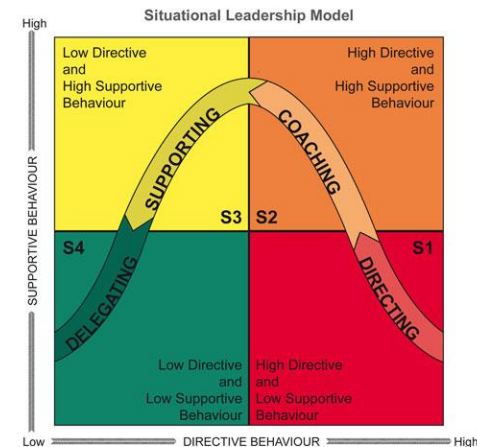
∗Leader:

- ✓ does not focus solely on goals
- ✓ uses supportive behaviors to bring out follower's skills
  - listening
  - praising
  - asking for input
  - providing feedback
- ✓ delegates day-to-day decision-making

S4– Delegating Style

S4
Delegating

Low Supportive
Low Directive
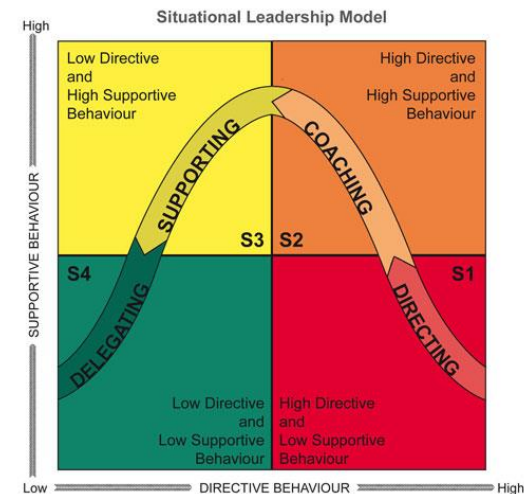
* **Leader:**

- ✓ offers less task input and social support
- ✓ Lessens involvement in:
  - planning
  - control of details
  - goal clarification
- ✓ Gives subordinates control
- ✓ Refrains from intervention and unneeded social support

Situational Leadership Model

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Developmental Indicators

* Experience
* Related skills
* Intelligent & can think through problems
* Can find & use resources
* Self-directed

* Interest in activity
* Volunteers for the activity
* Discussion with others
* Positive attitude toward group
* Follows through

Treat people as if they were what they ought to be and you help them to become what they are capable of being.

~Johann Wolfgang Von Goethe

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How does the situational approach work?

Focus

* Employees / team members move forward and backward along the developmental continuum

* <u>Effective leaders</u>
  - ✓ diagnose where subordinates are on the developmental continuum
  - ✓ adapt his/her leadership style to the prescribed style
* ***Leaders must be flexible in their leadership behavior***

Situation Evaluation Questions

* What is the task that subordinates are being asked to perform?

* How complicated is the task?

* Are the subordinates sufficiently skilled to accomplish the task?

* Do they have the desire to complete the job once they start?

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What are some situational leadership strengths?

Positives of a Situational Leadership Style

* It is well known and frequently used for training leaders

* It is a practical approach that is easy to understand and apply across a variety of settings

* It is prescriptive and shows how leaders should act to achieve leadership effectiveness

* It emphasizes leader flexibility - there is not one best style of leadership, several styles are needed which depend on the requirements of the situation

* Work gets done on time, without surprises

What are some criticisms of the situational approach?

Negatives of a Situational Leadership Style

* The Leader must understand and be competent in this method

* Is it truly Leadership or is it management? Or both?

* To particularly astute employees, situational leadership can be perceived as manipulative or coercive

* A leader faces a significant amount of pressure to constantly analyze his situation before making decisions on actions.

* A situational leader may be deemed inconsistent and hard to predict by followers, which can produce a lack of trust in his direction.

How could you apply the situational approach?

Application of these concepts

* **Useful in project management & consulting**

  - ✓ But applicable to everyone
  - ✓ During all project stages
  - ✓ In any type of organization
  - ✓ Regardless of your formal or informal role as a leader

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Implementing the Process

* **Steps in Situational Leadership.**

  ✓ Make an overview per employee of his/her tasks

  ✓ Assess the employee on each task (D1...D4)

  ✓ Decide on the leadership (management) style per task (S1...S4)

  ✓ Discuss the situation with the employee

    ▪ Make a joint plan.

    ▪ Follow-up, check and correct.

Understanding Yourself and Others

* **Learn how to understand yourself better and how to relate to others:**
  - ✓ Take a Myers-Briggs Indicators test
  - ✓ Read the Six Thinking Hats – by Edward DeBono
  - ✓ What do you like to do?
  - ✓ What don't you like to do?
  - ✓ What about others? (Ask them!)

* Be assertive; not passive or aggressive

* *Updated Golden Rule: "Do unto others as they would have done unto themselves"*

References

* The 7 Habits of Highly effective people – Stephen Covey
* Good to Great – Jim Collins
* The Greatest Salesman in the World – Og Mandino
* Think & Grow Rich – Napoleon Hill
* The Emperor's Handbook – Marcus Aurelius
* Developing the Leader Within You – John Maxwell
* The Situational Leader – Dr. Paul Hersey
* Management of Organizational Behavior – Hersey & Blanchard

ARE THERE ANY QUESTIONS?

More Training Opportunities From RefineM

Training	Kansas City	Charlotte	Springfield	Atlanta
PM Fundamentals	Apr 13-14	May 11-12	---	---
Agile Fundamentals	Apr 15-16	May 13-14	Apr 09-10	---
PMI-ACP® Exam Prep	Apr 15-17	May 13-15	---	---
Authentic Leadership	---	May 11-12	Aug 24	---
PMP® Exam Prep	---	---	May 19-22	---
Do More With Less*	---	---	May 01	Aug 27
Also offered as a ½ day instructor-led online course Apr 08				

Visit http://refinem.com/trainings/ for more details

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Rewarding Our Loyal Attendees

* **Anyone who has attended 3 Lunch and Learn Webinars in a row is eligible for a prize drawing.**

* **3 Prizes Per Month:**
  - ✓ 50% off our toolkit
  - ✓ 25% off any of our training courses
  - ✓ $10 Amazon Gift Card

Congratulations to the winners!
Stay tuned for our next drawing in May.

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May Lunch and Learn

* *Agile Certifications*
  - ✓ **Clear the confusion surrounding Agile certifications**
  - ✓ **Learn about types, governing bodies, qualifications**
  - ✓ **Plot your course to Agile career success**
* *Wednesday, May 6, 12:00-1:00 PM Central*

Register Today - Don't wait for the last Minute

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How to Claim 1 PDU for this Webinar?

* PDU Category – B, Continuing Education
* Program Title – Webinar on "Leadership Skills for Project Managers"
* Date Started – Today's date
* Date Completed – Today's date
* Hours Completed – 1.00
* Provider
  * ✓ Name – RefineM
  * ✓ Phone # 417-414-9886
  * ✓ Email – nks@refinem.com
* PDUs Claimed – 1.00

Questions?

NK Shrivastava, MBA, PMP, RMP, ACP, CSM, SPC

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