Leadership Skills Overview

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Leadership Skills Overview
   a) What is Leadership?
   b) Managers vs. Leaders
   c) Emotional Intelligence and Project Leadership
   d) Six Leadership Styles
   e) Top Ten (Top Five + Next Five) Key Leadership Skills
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Rewarding Our Star Attendees
8. Q & A
9. Supporting Slides

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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.

Your Expectations

What are your expectations from this webinar?

Why are you here today?

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Helping organizations turn their project management capability into a *competitive advantage*

CEO/Consultant since Dec 2011

- Agile Transformation/Coaching/Adoption
- Project Management/ Process Improvement Consulting and Training
- Products for Project Professionals
  - ✓ Essential Gear for Project Managers
  - ✓ PMP Exam Simulator

My professional journey b/f RefineM

20+ years of Successful Project Leadership

- Led 100s of projects of all sizes, successfully
- Recovered many projects, saved millions of $
- Implemented numerous process improvements
- Coached/mentored 100s of PMs, and executives
- Board Member – SWMO PMI Chapter (2008-2014)

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What's New at RefineM

What's New at RefineM

* Upcoming Free Webinars

Webinar Title	Date
Leadership vs. Management	Sept 7
Emotional Intelligence and Project Leadership	Oct 5

* New Training Engagements
  - ✓ Develop a process improvement framework for healthcare company in KC
  - ✓ PMP Exam Prep Public course in Springfield, Missouri
  - ✓ PMP Exam Prep for students in Kabul, Afghanistan
  - ✓ Project management framework for an electronics company in UK
  - ✓ Agile coaching for a large technology corporation

* PMP Exam Prep Test Simulator
  - ✓ https://Examprep.RefineM.com

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Leadership Skills

1. **Overview**
2. Leadership vs. Management
3. Emotional Intelligence (EI) and Project Leadership
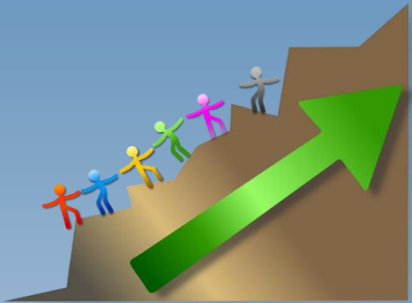4. Six Leadership Styles
5. Key Leadership Skills

What else do you consider advanced skills?

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Who Can Use These Techniques?

* Project managers who also need to lead projects
  - ✓ PMs looking to take on greater leadership role

* May or may not have a certification such as PMP®

* PMO leads / directors looking for training for PMs

Leadership Skills Overview

- What is Leadership?
- Managers vs. Leaders
- Emotional Intelligence and Project Leadership
- Six Leadership Styles
- Top Ten (Top Five + Next Five) Key Leadership Skills

Importance of Project Leadership

* Project managers need to be project leaders as well

* Must be able to:
  - ✓ Set vision for a project
  - ✓ Guide team through conflicts
  - ✓ Work with stakeholders and team for mutual success

What are the steps to becoming a project leader?

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Steps to Become a Project Leader

1. Understand leadership
   - ✓ And how it differs from management

2. Harness emotional intelligence (EI)

3. Understand and apply situational leadership

4. Study and practice key leadership skills

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What Is Leadership?

- Your Thoughts
- Definitions of Leadership
- Managers vs. Leaders

What is Leadership?

* Difficult to define because of varying expectations
  - ✓ "The only definition of a leader is someone who has followers."
    –Peter Drucker

  - ✓ "Leadership is the capacity to translate vision into reality."
    –Warren Bennis

* Wikipedia: "the ability of an individual . . . to 'lead' or guide other individuals, teams, or entire organizations".

Sources:
1. Wikipedia (2016). "Leadership." *Wikipedia*. Accessed 10 July 2016 from *https://en.wikipedia.org/wiki/Leadership*
2. *http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/2/#44437d77e825*

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Dimensions of Leadership

* Physical: Ability to display composure, persuade others

* Mental/emotional: Better influencer, communicator

* Macro: Better at grasping big picture

* Micro: Better at specialized tasks

* Spiritual: Displays better wisdom, values

Project Leadership: Better able to manage execution

Source: *https://en.wikipedia.org/wiki/Leadership*

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What Do Leaders Do?

* Get results
  * If leaders don't get results, why have leaders?

* Provide inspiration and motivation

* Align team to a vision

What else?

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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Managers vs. Leaders

Managers	Leaders
Help teams cope with complexity	Help teams cope with change
Set plan and budget	Set vision and direction
Organize and staff team	Align team to vision
Solve problems	Inspire team

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

Emotional Intelligence (EI) and Leadership

- What is Emotional Intelligence?
- How does it affect leadership?
- Improving Emotional Intelligence

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What is Emotional Intelligence?

* Emotional intelligence (EI): "the ability to manage ourselves and our relationships effectively."
  - ✓ Leaders lacking EI competency found to be less effective overall
    - ▪ Rarely rated as outstanding in performance reviews
    - ▪ Divisions underperformed by average of almost 20%

* Four Fundamental EI Capabilities
  1. Self-Awareness
  2. Self-Management
  3. Social Awareness
  4. Relationship Management / Social Skills

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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Emotional Intelligence (EI)

How is this person feeling?
Describe her emotional state in one word.

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Self-Awareness

* Awareness of own emotions

* Awareness of how emotions impact:
  - ✓ Overall performance
  - ✓ Relationships with others

* Examples of Self-Awareness:
  - ✓ Being confident in yourself and your abilities
  - ✓ Being able to realistically evaluate your strengths and weaknesses
  - ✓ Having a strong sense of self-worth

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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Self-Management

* Ability to regulate emotions

* Ability to keep emotions from being destructive

* Examples of Self-Management
  - ✓ Having strong self-control
  - ✓ Being trustworthy
  - ✓ Being adaptable to different situations
  - ✓ Taking initiative

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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Social Awareness

* Awareness of importance of interactions with others

* Skill in recognizing, meeting needs of others

* Examples of Social Awareness
  - ✓ Being able to understand perspective of others
  - ✓ Being able to sense emotions of others
  - ✓ Being able to understand and navigate organizational politics
  - ✓ Being able to understand and meet customer needs

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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Relationship Management

* Skill in interacting with others

* Examples of Relationship Management
  - ✓ Influencing others
  - ✓ Communicating effectively
  - ✓ Developing others
  - ✓ Building bonds
  - ✓ Teamwork

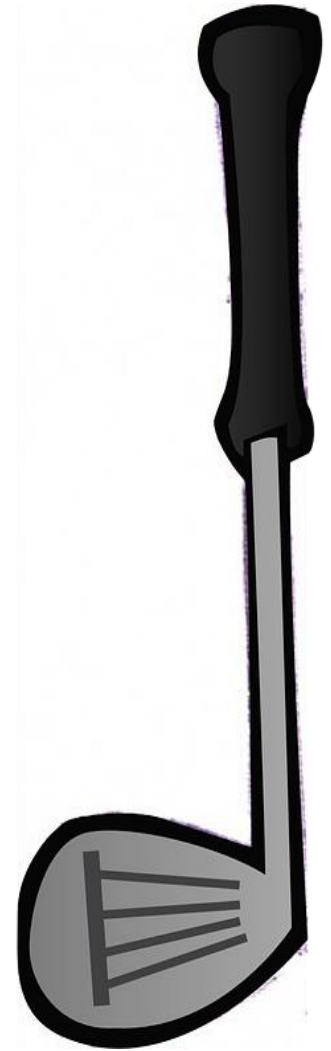Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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Leadership Styles

- Overview
- Six Leadership Styles
  - Coercive
  - Authoritative
  - Affiliative
  - Democratic
  - Pacesetting
  - Coaching

Overview of Leadership Styles

* Daniel Goleman defined six leadership styles

* Each is based on EI competencies

* Each has unique impact

* Leaders use different styles at different times
  - ✓ Like golf clubs for different situations
  - ✓ Putter best for green, driver best to start with
  - ✓ Likewise, different styles work best at different times
  - ✓ For example, crisis mode versus normal operations

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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Leadership Styles Overview

Style	Mode	Phrase	EI Competencies	Works Best	Impact
Coercive	Immediate compliance	"Do what I tell you."	1. Drive to achieve 2. Initiative 3. Self-control	1. In crisis mode 2. When turnaround needed 3. With problem employees	Negative
Authoritative	Mobilize team toward a vision	"Come with me."	1. Self-confidence 2. Empathy 3. Change catalyst	1. When clear direction needed 2. When new vision required	Positive
Affiliative	Create harmony, build bonds	"People come first."	1. Empathy 2. Relationship building 3. Communication	1. When rifts need healing 2. When motivation needed	Positive
Democratic	Build consensus with participation	"What do you think?"	1. Collaboration 2. Team Leadership 3. Communication	1. When buy-in needed 2. When consensus needed 3. When input desired	Positive
Pacesetting	Set high performance standards	"Do as I do, now."	1. Conscientiousness 2. Drive to achieve 3. Initiative	1. When quick results needed 2. When teams are motivated	Negative?
Coaching	Develop team for the future	"Try this."	1. Developing others 2. Empathy 3. Self-awareness	1. In improving performance 2. In long-term development	Positive

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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Key Leadership Skills

- Top Five
  1. Developing Clarity
  2. Inspiring/Motivating
  3. Effective Communication
  4. Relationship Building
  5. Developing Others

- Next Five
  6. Strategic Thinking
  7. Managing Change
  8. Decision Making
  9. Collaboration
  10. Delegation

Relationship Management

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  - ✓ Building bonds
  - ✓ Teamwork

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review.*

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First Five

1. Developing Clarity and Focus

2. Inspiring and Motivating

3. Effective Communication

4. Relationship Building

5. Developing Others

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Next Five

1. Strategic Thinking

2. Managing Change

3. Decision Making

4. Collaboration

5. Delegation

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Conclusion

1. Understand what leadership is, and isn't
2. Develop emotional intelligence
3. Develop situational leadership styles
4. Begin practicing specific skills

* Master these concepts to develop effective leadership

**Help drive results for your teams
with advanced leadership skills**

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Feb 13-16, Kansas City, MO — REGISTER

May 01-04, Springfield, MO — REGISTER

May 08-11, Kansas City, MO — REGISTER

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Next Lunch and Learn

* ***Leadership vs. Management***
  - ✓ What are the key roles of a project leader?
  - ✓ What are the key roles of a manager?
  - ✓ How can you harness both to drive results on your teams?
* ***Wednesday, September 7, 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?

1. **Visit** ccrs.pmi.org and log in.
2. **Click** on "Report PDUs" link.
3. **Click** "Courses and Training" in upper left.
4. **Activity Name:** "Leadership Skills Overview"
   (complete this first, before you go to #5)
5. **Provider:** "RefineM LLC" *(don't select dropdowns)*
6. **Date started:** August 3, 2016
7. **Date completed:** August 3, 2016
8. **Contact person:** NK Shrivastava
9. **Contact phone:** (417) 763-6762
10. **Contact email:** Trainings@RefineM.com
11. **PDUs:** 1.00 Leadership.
12. **Click** on the "I agree this claim is accurate" box and then Submit.

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Rewarding Our Star Attendees

* **Anyone who attends 3 Lunch and Learn Webinars in a row is a Star Attendee and is eligible for a prize drawing for a $10 Amazon gift card.**

  This month's winner is:
  Liz B.

Congratulations to the winner!
Stay tuned for our next drawing in September.

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Attendee Questions

1. What are your top 3 leadership tips to guarantee career promotion?

2. What leadership skills are most important in the 21st century and when working with millennials?

3. What are some new leadership models?

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Questions?

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Training Title	Springfield	Kansas City	St. Louis	Instructor-Led Online
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Agile Fundamentals / Agile 101		Aug 24-25	Oct 20-21	
PMI-ACP® Exam Prep		Aug 24-26		
Leadership Skills for Successful Teams	Aug 24			
Lean 101	Aug 26			
Leadership Skills to Drive Results	Aug 31			
Change Management	Sept 01			
Advanced Techniques in Stakeholder Management				Sept 08
Adv. Techniques in Risk Management				Sept 16
Leadership Skills for Project Managers		Oct 06	Nov 16	
Risk Management for Projects		Nov 14		
Advanced Techniques in MS Project				Nov 30-Dec 1

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