# Leadership vs. Management



**NK Shrivastava,** PMP, RMP, ACP, CSP, SPC4
**CEO/Consultant/Agile Coach - RefineM**

# Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Leadership vs. Management
   a) Why are both important?
   b) What is a Leader?
   c) What is a Manager?
   d) Managing vs. Leading
   e) Complexity vs. Change
   f) Planning vs. Setting Direction
   g) Organizing vs. Aligning
   h) Problem Solving vs. Inspiring
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Rewarding Our Star Attendees
8. Q & A

**This webinar today will be focused on discussion.
Be prepared to share your experiences with the group.**

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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?

# NK Shrivastava, PMP, RMP, ACP, CSP, SPC4

**RefineM**

**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 |
|---|---|
| Emotional Intelligence and Project Leadership | Oct 5 |
| Six Leadership Styles | Nov 2 |

* New Projects
  - ✓ 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 to be leadership skills?**

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# Who Can Use These Skills?

* 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

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# Management vs. Leadership



- Why are both important?
- What is a Leader?
- What is a Manager?
- Managing vs. Leading
- Complexity vs. Change
- Planning vs. Setting Direction
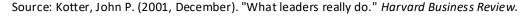- Organizing vs. Aligning
- Problem Solving vs. Inspiring

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# Why are leaders and managers both important?

* Projects fail all the time – why?
  - ✓ Schedules slip, budgets get overrun – management issues
  - ✓ Team cannot cope with change – leadership issue

* "Most U.S. corporations . . . are overmanaged and underled."
  - ✓ Professor John Kotter, Harvard Business School

* Both leaders and managers are necessary

## How are both different?

Source: Kotter, John P. (2001, December). "What leaders really do." *Harvard Business Review.*

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# Exercise

**How do you differentiate between a leader and a manager?**


**Think about it for a minute.**


**Share your thoughts with the group.**

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# What is a Leader?

* Someone who creates a vision

* Someone who builds trust with others

* Someone who is followed by others
  ✓ But followers are free to stop at any time

**What else?**

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# What is a Manager?

* Someone with authority over a unit or group

* Responsible for ensuring smooth operation

* Someone who has subordinates, not followers

**What else?**

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# Managing vs. Leading

* There is a difference between managing and leading
  - ✓ Not everyone can excel at both
  - ✓ However, executives can and should develop at both over time

* Managers:
  - ✓ Help team cope with <u>complexity</u>
  - ✓ Engage in <u>planning</u>, budgeting
  - ✓ <u>Organize</u> and staff team
  - ✓ Control and <u>problem solve</u>

* Leaders:
  - ✓ Help team cope with <u>change</u>
  - ✓ <u>Set direction</u>
  - ✓ <u>Align</u> team to vision
  - ✓ Motivate and <u>inspire</u>

Source: Kotter, John P. (2001, December). "What leaders really do." *Harvard Business Review.*

# Complexity vs. Change

* Managers: Help team cope with complexity

  - ✓ Complexity that is not addressed leads to chaos

  - ✓ Effective management helps replace chaos with order

  - ✓ Effective management brings consistency to processes

* Leaders: Help team cope with change

  - ✓ Fast change is inevitable in the modern business climate

  - ✓ The more change takes place, the more leadership is required

  - ✓ Effective leadership keeps team on the path despite changes

**What % of your job is managing complexity vs. managing change?**

**Can you think of examples of either that you want to provide?**

Source: Kotter, John P. (2001, December). "What leaders really do." *Harvard Business Review.*

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# Planning vs. Setting Direction

* **Managers: Plan & budget**
  - ✓ Set targets and goals
  - ✓ Lay out the plan for meeting targets and goals
  - ✓ Allocate resources toward the targets and goals

* **Leaders: Set a direction**
  - ✓ Develop a vision of the future
  - ✓ Develop strategy to produce changes needed to achieve the vision

**What % of your job is planning vs. setting direction?**

**Can you think of examples of either that you want to provide?**

Source: Kotter, John P. (2001, December). "What leaders really do." *Harvard Business Review.*

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# Organizing vs. Aligning

* Managers: Organize & staff

  ✓ Build structure of jobs and reporting relationships

  ✓ Train the team

  ✓ Communicate plans

  ✓ Decide how much authority to delegate and to whom

* Leaders: Align to vision

  ✓ Talk to people about the vision

  ✓ Get them to comprehend the vision

  ✓ Empower people to participate in achieving the vision

**What % of your job is organizing vs. aligning?**

**Can you think of examples of either that you want to provide?**

Source: Kotter, John P. (2001, December). "What leaders really do." *Harvard Business Review.*

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# Problem Solving vs. Inspiring

* Managers: Solve problems
  - ✓ Compare planned and actual performance and document variances
  - ✓ Raise the alarm when variances signal major risks or issues
  - ✓ Make sure that quality lapses are corrected

* Leaders: Inspire team
  - ✓ Satisfy human needs for achievement
  - ✓ Recognize and reward success
  - ✓ Cultivate strong networks of informal relationships

**What % of your job is problem solving vs. inspiring?**

**Can you think of examples of either that you want to provide?**

Source: Kotter, John P. (2001, December). "What leaders really do." *Harvard Business Review.*

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# Conclusion

1. Both leadership and management skills are important

2. Both can be developed over time

3. Understanding the differences is vital

* Master these concepts to develop effective leadership

**Help drive results for your teams
with leadership and management skills**

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# Next Online Training Course

**Advanced Techniques in RIsk Management**
**Friday, Sept 16, 9:00 AM-1:00 PM CT**

**$250 regular registration**

*Take your risk management to the next level.*

More info at https://refinem.com/training/advanced-techniques-in-risk-management/

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# Featured Upcoming In-Person Training

## Project Management Professional (PMP)® Exam Prep

**Course Details:**

**When:** Multiple Dates

**Where:** Multiple Cities

**Format:** 4-day, in-person training

**Fee:** $1,595 until 3 weeks before course start date, $1,800 afterwards
*Food and course materials included with fee. Other discounts available.*

**Earn:** 35 PDUs / Contact Hours

**Register:**

Oct 10-13, Atlanta, GA    REGISTER

Oct 24-27, Raleigh, NC    REGISTER

Oct 31-Nov 3, Springfield, MO    REGISTER

Dec 05-08, Kansas City, MO    REGISTER

Feb 06-09, Springfield, MO    REGISTER

Feb 13-16, Kansas City, MO    REGISTER

May 01-04, Springfield, MO    REGISTER

May 08-11, Kansas City, MO    REGISTER

*Contact us about future dates or to arrange for this training to be delivered in your organization or city.*

*Prepare to earn your PMP® certification with RefineM.*
**More info at https://refinem.com/training/pmp-exam-prep-course**
**Contact us at Contact@RefineM.com**

# Introducing our PMP Exam Prep Site

## More details at https://examprep.refinem.com

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# Next Lunch and Learn

* *Emotional Intelligence and Project Leadership*
  - ✓ What are the important components of emotional intelligence?
  - ✓ How can you improve your emotional intelligence?
  - ✓ How can emotional intelligence enhance your project leadership?
* *Wednesday, October 5, 12:00-1:00 PM Central*

## Register Today - Don't wait for the last Minute

# 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 vs. Management"
   *(complete this first, before you go to #5)*
5. **Provider:** "RefineM LLC" *(don't select dropdowns)*
6. **Date started:** September 7, 2016
7. **Date completed:** September 7, 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!
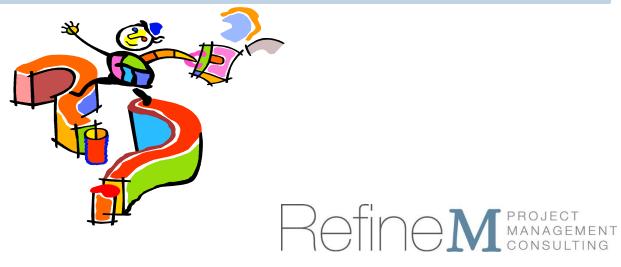### Stay tuned for our next drawing in October.

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# Questions from Attendees

1. **What are some tips to develop your own leadership style/brand?**

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# Questions?



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# More Training Opportunities From RefineM

| Training Title | Springfield | Kansas City | St. Louis | Instructor-Led Online |
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| **Adv. Techniques in Risk Management** | | | | Sept 16 |
| **Leadership Skills for Project Managers** | | Oct 06 | Nov 16 | |
| **Agile Fundamentals / Agile 101** | | Nov 9-10 | Oct 20-21 | |
| **PMP® Exam Prep** | Oct 31-Nov 3 | Dec 5-8 | | |
| **PMI-ACP® Exam Prep** | | Nov 9-11 | | |
| **Risk Management for Projects** | | Nov 14 | | |
| **Advanced Techniques in MS Project** | | | | Nov 30-Dec 1 |

\*

**Please visit https://refinem.com/training/ for more details.**

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