Key Leadership Skills

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. 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

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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.

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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
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* Products for Project Professionals
  * ✓ Essential Gear for Project Managers
  * ✓ PMP Exam Simulator
  * ✓ PMP Videos at Vimeo

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

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What's New at RefineM

* Upcoming Free Webinars

Webinar Title	Date
Agile Practices for Waterfall Teams: Overview	Mar 1
Maintaining a Backlog	Apr 5

* New Projects
  - ✓ 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

* PMP Videos at https://vimeo.com/ondemand/refinempmpexamprep

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Key Leadership Skills

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

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Developing Clarity

- What is Clarity?
- Clarity of Purpose
- Clarity of Plan
- Clarity of Responsibility

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Overview of Clarity

* What is clarity?
  ✓ Clear understanding
  ✓ Free of any ambiguity
  ✓ Transparent

* How does clarity help you?
  ✓ Aligns you to goals
  ✓ Keeps you from losing steam

How else do you define clarity?

How else can it help you?

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Overview of Clarity

* 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 team members clearly understand the Purpose, Plan, and Responsibility is Dangerous Thinking

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Clarity of Purpose

* Leader's responsibility is to ground followers in their purpose

* To achieve clarity of purpose, leaders need:
  - ✓ Clear roles and responsibilities
  - ✓ Clear explanation of why project is needed
  - ✓ Clear explanation of benefits

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Clarity of Purpose: Benefits

* Teams know the purpose of the project

* Teams know what they are trying to achieve

* They understand the impact the project will yield

The result:

Team members see the importance of their work

Clarity of Plan

*To achieve clarity of plan, leaders need:
  - ✓ A well-defined, reviewed, and approved project charter
  - ✓ Timely feedback from Team members and subject matter experts
  - ✓ Frequent Project Tracking
  - ✓ Monitoring of goals to meet specific dates
  - ✓ Conducting the 5 Whys / root cause analysis when required
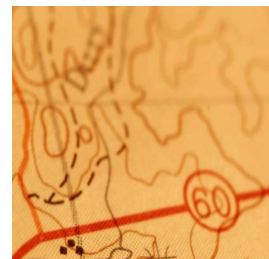
Clarity of Plan: Benefits

* Projects meet their deadlines rather than slipping

* Teams stay in the right direction rather than drifting

* Meetings end with clear actions rather than ambiguity

* Issues are resolved rather than being revisited

The result:

Team members stay on track toward success

Clarity of Responsibility

* To achieve clarity of responsibility, leaders need:
  - ✓ A clear plan with well-defined tasks
  - ✓ One person responsible for each task
    - ▪ Chaos results when two or more people responsible for same task
  * Ability to give autonomy, coaching, and support

Clarity of Responsibility: Benefits

* Each follower knows their piece of the plan
  - ✓ Each follower also owns their piece

* Each follower has what they need to deliver their piece
  - ✓ They have enough autonomy to see it through
  - ✓ They also have enough support if they need it

The result:

Team members are empowered

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Inspiring and Motivating

- What Is Inspiring / Motivating?
- Tips for Inspiring and Motivating

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

~ Charles S. Lauer

Ask Yourself this Question:

Would I follow me?

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What Is Inspiring / Motivating?

* Traits that motivate / inspire others
  - ✓ Setting Vision
  - ✓ Practicing Integrity
  - ✓ Displaying Courage
  - ✓ Showing Realism
  - ✓ Taking Responsibility

* Being able to motivate self first

* Skillful persuasion of others to committing ideas / action

* Ability to energize people into increasing commitment

Sources: http://zengerfolkman.com/the-16-days-of-competencies-10-inspires-and-motivates-others-to-high-performance/
http://www.amanet.org/training/articles/How-to-Become-a-Motivational-Leader.aspx

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Tips For Inspiring / Motivating

* Create a clear picture of the end goal
  - ✓ Help the team keep it in mind

* Help the team see what they are creating
  - ✓ Display pictures or designs so people see the result of their work

* Celebrate accomplishments, not progress
  - ✓ Direct focus to end goal while celebrating a few of the small victories

Source: http://www.forbes.com/sites/rochellebailis/2014/10/29/two-simple-scientific-approaches-to-motivational-leadership/#3bf102dd1116

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Effective Communication

- ▪ Why is communication important?
- ▪ How to communicate effectively
- ▪ How to listen effectively
- ▪ How to negotiate effectively

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Why Is Communication Important?

* Up to 90% of project manager's job is communicating

* Communication is more than verbal and written
  ✓ Body language and other non-verbal cues are very important

* Effective communication helps build bridges
  ✓ Projects consist of people from many different areas, backgrounds
  ✓ Project manager's job is to bring everyone together

Why else is communication important?

Communicating Effectively

* Effective communication means presenting information:
  ✓ The right way or format
  ✓ At the right time
  ✓ To the right audience
  ✓ With the right impact

* Skills used in effective communication
  ✓ Listening,
  ✓ Questioning and Probing
  ✓ Negotiating
  ✓ Mastery of body language

Source: *PMBOK® Guide,* Fifth Edition

Listening Effectively

* Active listening leads to more efficient communication
  - ✓ Message is understood the first time
  - ✓ No frustration from misunderstandings, having to repeat later

* Steps of active listening
  - ✓ Acknowledge the message and the sender
  - ✓ Clarify the message by asking questions
  - ✓ Confirm understanding

* Remove barriers to comprehension
  - ✓ Identify sources of noise and address them

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Negotiating Effectively

* Understand that negotiating is inevitable
  - ✓ Organizations have a lot of different departments and agendas
  - ✓ People are constantly trying to win at something

* Understand that negotiations can deliver mutual benefit
  - ✓ Win-lose does not have to be the goal

* Plan carefully for negotiations
  - ✓ Keep the end goal in mind

* Look for ways that both sides can win
  - ✓ This way mutual trust is maintained

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Relationship Building

- Why build relationships?
- Relationship building steps

Why Build Relationships?

* Building relationships as a leader is long-term investment
  - ✓ Takes more time and energy but worth it in the long run

* Relationships can lead to collaboration opportunities
  - ✓ More investment in future

* Relationships help you get things done

What other reasons are there?

Source: Verma, Vijay (1996). *Human resource skills for the project manager*. Newtown Square, PA: Project Management Institute.

Relationship Building Steps

* Form new relationships
  - ✓ Team members
  - ✓ Peers
  - ✓ Networking events
  - ✓ Mentorships (as either a mentor or mentee)

* Get to know the person well
  - ✓ Find ways to work with them, know more about them

* Cultivate bonds
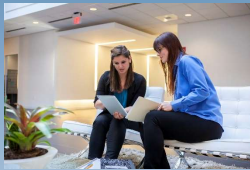 - ✓ Find common ground

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

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Developing Others

- ▪ Why is developing others important?
- ▪ Effective coaching
- ▪ Effective feedback

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Why is Developing Others Important?

* Strong factor in building credibility and relationships

* Long-term investment in team and organization
  - ✓ By developing others, they can be future leaders

* Forces dialogue to take place
  - ✓ Developing others requires lots of communication
  - ✓ Which in turn improves climate in many other ways

* Effective way to give back
  - ✓ Many leaders owe their success to a mentor or teacher
  - ✓ Developing others enables them to one day continue the cycle

Why else is developing others important?

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

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Effective Coaching

* Effective coaches help their teams by:
  - ✓ Identifying their strengths and weaknesses
  - ✓ Identifying career goals and build a plan to reach them
  - ✓ Clarifying roles and responsibilities
  - ✓ Delegating
  - ✓ Accepting short-term struggles in the interest of long-term learning
  - ✓ Giving lots of instruction and feedback

What else?

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

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Effective Feedback

* Feedback is important to developing others

* Effective feedback can help build relationships

* Ineffective feedback can alienate people

* Tips for effective feedback
  - ✓ Provide feedback on the actions, not the individuals
    - ▪ This inspires a growth mindset rather than fixed mindset
  - ✓ Be direct, not vague
  - ✓ Separate the positive and negative
    - ▪ Sandwiching negative between positive leads to confusion
  - ✓ Be precise and to the point

Source: http://www.ccl.org/leadership/pdf/publications/tencommon.pdf

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Next Five

- ▪ Next Five
  1. Strategic Thinking
  2. Managing Change
  3. Decision Making
  4. Collaboration
  5. Delegation

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Conclusion

1. Practice these skills
2. Develop a plan for improvement in the skills
3. Think about highest priorities among the next five

Enhance your key leadership skills

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Next Online Training Course

Agile Practices for Waterfall Teams
Feb 07, 8:30 AM-4:30 PM
$450

Learn key agile practices for your teams.
More info at https://refinem.com/agile-practices-for-waterfall-teams-public/
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May 08-11, Kansas City, MO	REGISTER
Jul 31-Aug 3, Kansas City, MO	REGISTER
Sept 18-21, Springfield, MO	REGISTER
Oct 30-Nov 2, Kansas City, MO	REGISTER

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

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Next Lunch and Learn

* *Agile Practices for Waterfall Teams Overview*
  - ✓ What are the key agile practices?
  - ✓ How can these practices be adapted to a waterfall team?
  - ✓ What are some best practices when adapting?
* *Wednesday, March 1, 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:** "Key Leadership Skills"
   (complete this first, before you go to #5)
5. **Provider:**   "RefineM LLC" *(don't select dropdowns)*
6. **Date started:**   February 1, 2017
7. **Date completed:**   February 1, 2017
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:

Max W.

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

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Questions?

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More Training Opportunities From RefineM

Training Title	Springfield	Kansas City	Joplin	Online
Agile Practices for Waterfall Teams	Apr 04 Oct 19	Mar 24 Sept 22		Feb 07 Jul 20
PMP® Exam Prep	Mar 06-09 Sept 18-21	May 08-11 Jul 31-Aug 3 Oct 30-Nov 2		
Agile Fundamentals / Agile 101		Feb 22-23 May 17-18 Aug 16-17 Nov 15-16		
PMI-ACP® Exam Prep		Feb 22-24 May 17-19 Aug 16-18 Nov 15-17		
Leadership Skills for Managers	Mar 22 Sept 28	Apr 27	Jun 08	May 23-24 Nov 08-09
Process Improvement Workshop	Sept 27	Jun 15	Apr 20	
Advanced Techniques in MS Project		Oct 11		May 03-04 Sept 06-07

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

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