Leadership Skills For Project Managers

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Leadership Skills For Project Managers
   a) What is Leadership?
   b) Managers vs. Leaders
   c) Emotional Intelligence and Project Leadership
   d) 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.

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Your Expectations

What are your expectations from this webinar?

Why are you here today?

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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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Attendee Questions

1. Does a leader need to always have followers? (from Mustafa)
2. I am preparing for the PMP Exam. What resources do you have? (from Mushtaq)

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   - Free Live PMP Chats – every 1st and 3rd Thursday (next chat May 17) – https://refinem.com/free-pmp-live-chat-with-nk/
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     - ✓ Eleven Tips for Passing the PMP Exam
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What's New at RefineM

What's New at RefineM

Upcoming Free Webinars	Date
Business Requirements Gathering for Agile Projects	June 6
I am a PMP now, what's next? Career options for PMPs	July 11

* New Training and Outreach
  - ✓ Several in-person and virtual PMP classes in 2018
  - ✓ New BA classes – Business Analysis Fundamentals and Business Requirements Gathering for Agile Projects
  - ✓ New Agile class – Kanban Fundamentals / Kanban 101

* PMP Exam Prep Test Simulator - https://Examprep.RefineM.com
* Agile Videos and PDU Bundle at Vimeo
* Live PMP video chat sessions every 1st and 3rd Thursday

Leadership Skills

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

What else do you consider advanced skills?

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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

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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*

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

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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 his 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

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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

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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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Examples of Each Core Skill

Self-Awareness
- ✓ Confidence
- ✓ Realistic evaluation of strengths / weaknesses
- ✓ Strong self-worth

Self-Management
- ✓ Self-Control
- ✓ Trustworthiness
- ✓ Adaptability
- ✓ Initiative

Social Awareness
- ✓ Ability to understand others' perspective
- ✓ Ability to sense others' emotions
- ✓ Ability to navigate organizational politics
- ✓ Customer orientation

Relationship Management
- ✓ Influencing
- ✓ Effective communication
- ✓ Developing others
- ✓ Building bonds
- ✓ Teamwork

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

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Thought Patterns

Thoughts come to mind.
   Example: I passed the PMP® Exam!

Thoughts leads to *feelings*, which can trigger new *thoughts*.
   Example: I'm happy about passing/upset about not passing.

Feelings trigger *action*, which can trigger new *thoughts* and worldview.
   Example: I'm so happy I will jump for joy!

Repeated action creates *behavior*, which molds personality over time. It also feeds back into triggering new *thoughts*.
   Example: This person is very positive all the time.

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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

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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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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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Achieving Clarity and Focus

* Clarity of Purpose
  ✓ Explain roles and responsibilities and the project's purpose
  ✓ Benefit is that teams understand what they want to achieve
* Clarity of Plan
  ✓ Track project and ensure team knows the plan
  ✓ Benefit is that teams stay in the right direction
* Clarity of Responsibility
  ✓ Give team clear direction and autonomy to achieve goals
  ✓ Benefit is that the team buys in to the project and plan

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

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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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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

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.

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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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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?

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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?

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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

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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Next Lunch and Learn

* ***Business Requirements Gathering for Agile Projects***
  - ✓ How are business requirements gathered in Agile?
  - ✓ What differences are there between Waterfall?
  - ✓ What techniques can be utilized for success?
* ***Wednesday, June 6, 12:00-1:00 PM Central***

Register Today - Don't wait for the last Minute

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Attendee Questions

1. Does a leader need to always have followers? (from Mustafa)
2. I am preparing for the PMP Exam. What resources do you have? (from Mushtaq)

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6. **Date started:**   May 2, 2018
7. **Date completed:**   May 2, 2018
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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* **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:
Nathan W.**

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

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Questions?

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