

Leadership and Management

Leadership vs Management

- Leadership is typically expressed in terms of goals and vision;
- Management is typically expressed in achievement of objectives
- Leaders define where we want to be – managers get us there
- Examples of great leaders?
 - Dwight D. Eisenhower
 - Abe Lincoln
 - Steve Jobs
- Great managers?
 - Warren Buffet
 - General William T Sherman

Define our Terms

- What is....?
 - “Vision”
 - “Goals”
 - “Objective”

Define our Terms

- Vision - An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.
 - “Plan for 2020!”
 - “One company!”
- Goals - An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.
 - Increase customer service
 - Decrease cost of delivery
 - Increase sales revenue
- Objective - A specific result that a person or system aims to achieve within a time frame and with available resources.
 - Institute front-line decision making by increasing sales and payment history queries
 - Decrease cost of delivery by consolidating distribution centers
 - Increase sales revenue by opening new sales regions or adding new products

Vision

The essence of leadership is vision, which you articulate clearly and forcefully on every occasion (Theodore Hesburgh, President of the University of Notre Dame).

- **How does “Vision” relate to Project Management?**
 - **Clarity of what to accomplish**
 - **Do we deliver what customers want? Or, what they need?**
 - **So, scope (ideally) becomes reflection of goals and objectives, aligned to the company vision**
 - **Change requests as well, align to goals, objectives and vision**

"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion." --Jack Welch

Execution

The vision of leadership permeates the workplace and is manifested in the actions, beliefs, values and goals of your organization's leaders.

- **As Project Managers, it is incumbent on us to be the ringleader, achieving not only the objectives and organizational goals, but also the corporate vision and culture**
- **We do that through:**
 - **Clarity of communication**
 - **Continuity of communication**
 - **Creating a vision emphasized work environment**
 - **Behavior reflective of that vision**
 - **Unwavering focus on objective and goals**
 - **Ability to apply diverse influence models**

Clarity of Communication

The vision of leadership permeates the workplace and is manifested in the actions, beliefs, values and goals of your organization's leaders.

- **Where and how do you set the tone?**
 - **Initiation**
 - **Project charter documenting project objectives in alignment with goals**
 - **Creating a shared responsibility team - “we have met the enemy and he is us”**
 - **Recognition of team development models – Form, Storm, Norm, Perform**
 - **Recognition of diverse human elements (part of storming)**
 - **Making the team feel like a team including customers, clients and management**

Continuity of Communication

The vision of leadership permeates the workplace and is manifested in your actions, beliefs, values and goals

- Commitment to honesty and transparency
- This is not “one and done”
 - As team members change, return to the team development models – Form, Storm, Norm, Perform
 - Develop internal process (change, risk and issue management) emphasizing continued shared responsibility
 - Project status reporting
 - Project schedule planning
 - Project estimating
 - Resource planning
 - Project team meetings
 - Project team 1x1

Diverse Influence Models

Influence is the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

- Charismatic influence – people do for you because they like you
- Borrowed influence – people do for you because you are acting under a superior's command
- Technical influence – you're the most knowledgeable person in the room
- Authoritarian influence – you have the highest rank
- Administrative influence – you have the seat of power
- Consultative influence – we brought you in and paid you a lot
- Experiential influence – you've done this before and know how to do it

No one model is always the best model or the one that will always work – ideally we switch between models based on situation

“Why, this stinks of politics....I'm above politics”

Office Politics

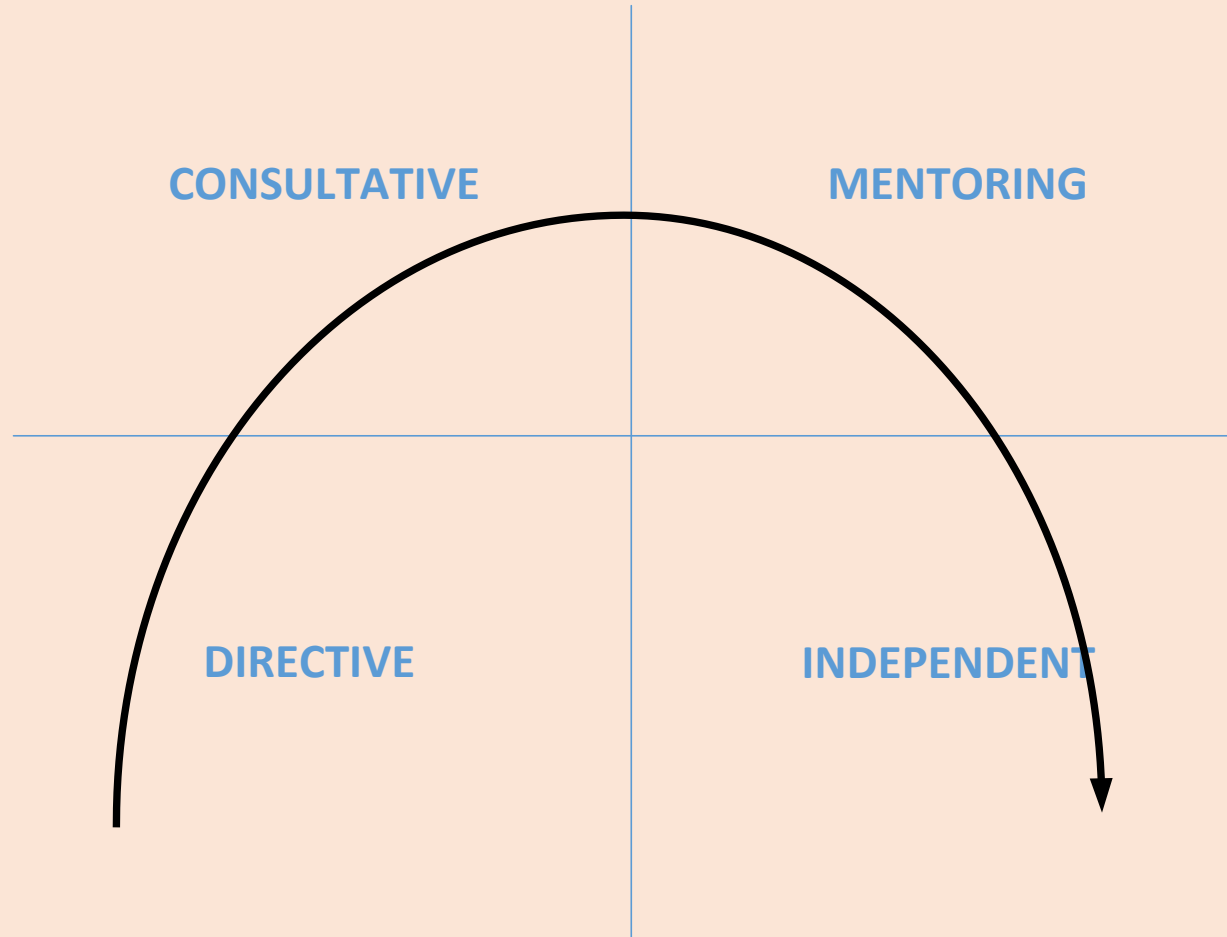
Companies are, by nature, political organizations

- To make an impact in your own organization, you're going to need to learn to play the game
- That doesn't mean playing dirty, but influencing those around you
- People are emotional beings with conflicting wants, needs, and underlying (often unconscious) biases and insecurities
- Not everyone is friend or foe; many people are somewhere in between
- Which doesn't mean there aren't people indulging in less positive behaviors
 - Creatively remembering the truth
 - Gossiping as way to exchange information, vent their frustrations, and bond with co-workers when they don't trust their leaders

To survive and thrive at work, you can't just sit out on the sidelines, our work involves dealing with people

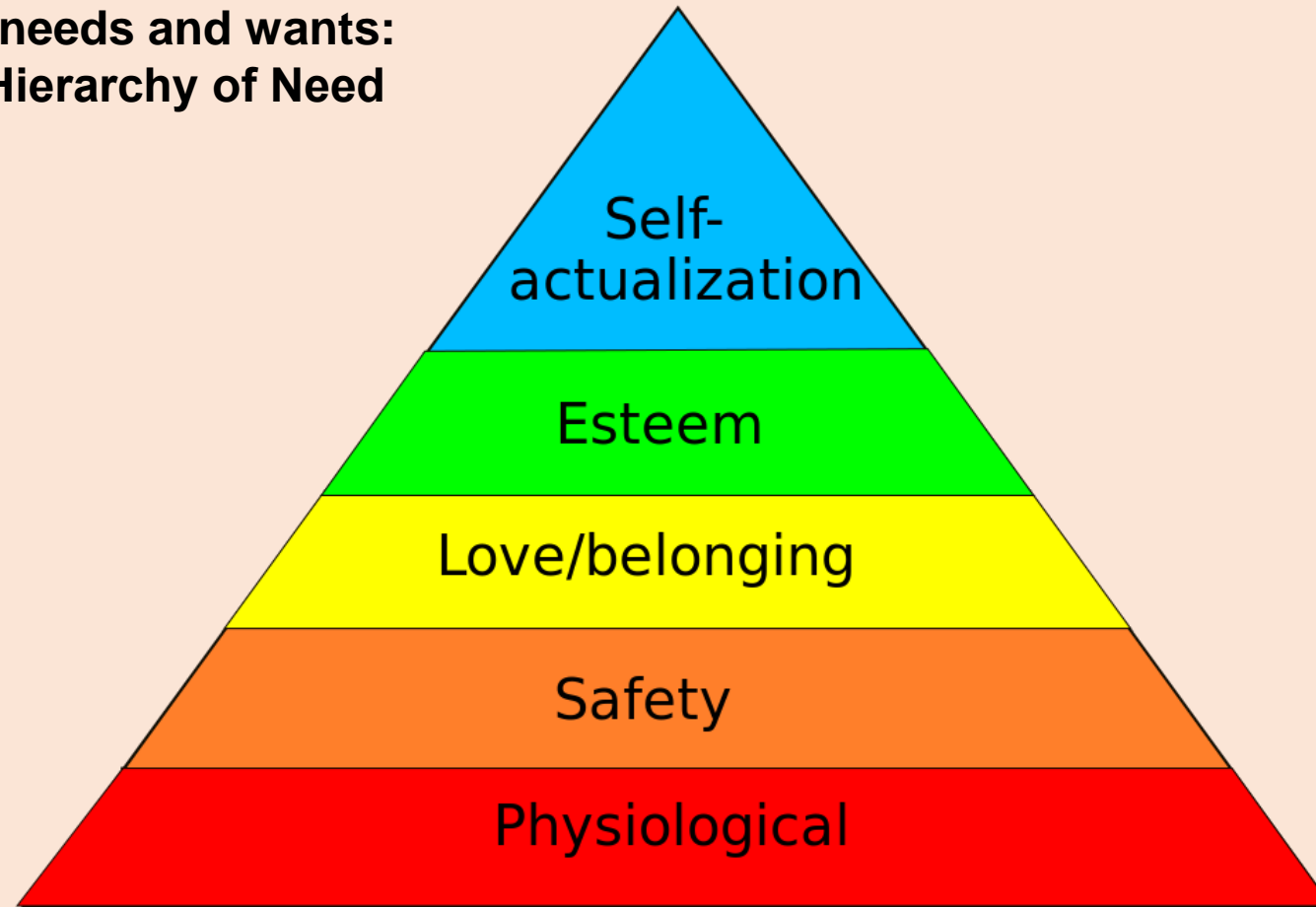
Team Leadership

Not all teams and team members are created equal:



Team Leadership

**Satisfying needs and wants:
Maslow's Hierarchy of Need**



Team Leadership

Satisfying needs and wants: Maslow's Hierarchy of Need

- Recognition of one's peers
- Recognition of job well done
- Recognition of effort expended
- Rewards for job well done
- Honest and clear feedback
- Recognition of career path
 - What staff did well – keep doing it
 - Where there are opportunities for improvement – time for change
 - How to get to next level
 - What is the next level
 - Honesty and transparency

Don't forget your own needs and wants

Summary

Effective leadership is walking the walk, recognizing you work with humans and helping your organization achieve (sometimes, define) goals and objectives

- It's more than managing a set of tasks
- It includes clear, concise articulation of organization needs and wants – managing up
- And it includes the welfare, concern and best use of your project staff – managing down
- It also includes your ability to separate your human bias from the equation