

What Is Project Leadership?



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Worldwide Project Management
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PMI Region One Conference
May 18, 2013

PMI Northern Utah Chapter
Professional Development Conference
May 20, 2013

Dr. Michael Poli

Industry Experience – 34 Years

Software, Systems, Product Management, Project Management, Training

- AT&T Bell Laboratories
- Exxon Systems
- Olivetti Systems
- EDS (Electronic Data Systems)
- IBM (International Business Machines)

Academic Experience – 15 Years

Distinguished Associate Professor and Associate Director
Stevens Institute of Technology – PMI Accredited

- Introduction to Project Management
- Advanced Project Management
- Project Portfolio and PMO
- Strategic Management
- Technology Management

Worldwide Project Management – 1 Year

Topics

- Transition To Strategic Project Leadership
- Learn How To Manage And Lead
- Know Yourself And Build Your Skills
- Develop, Lead And Motivate Your Team
- Identify And Manage The Politics
- Continue Your Self Development

The New Paradigm

Much Of What We Do Today Resembles
Project-Based Activity.

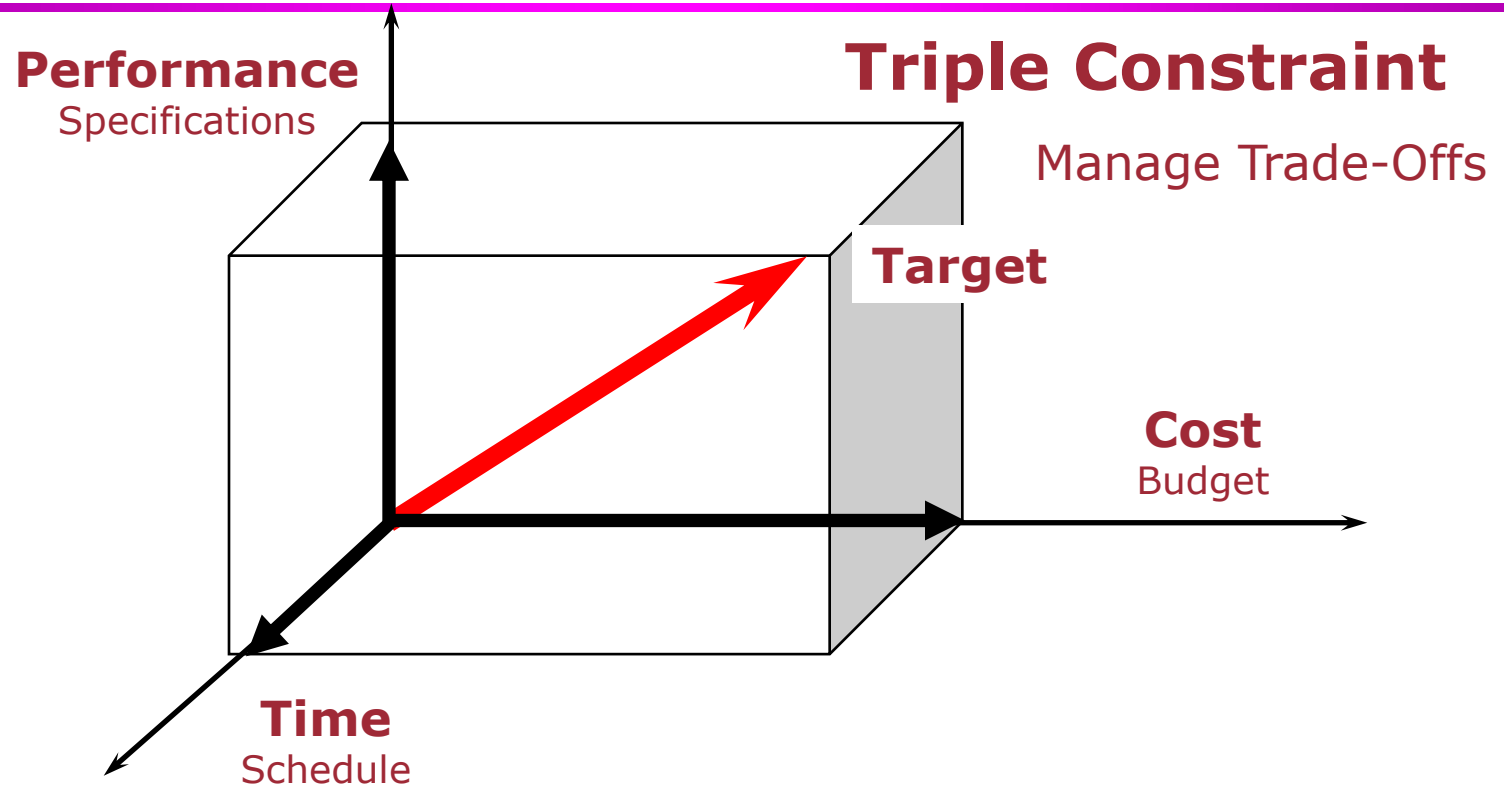
If You Understand **Project Leadership**
You Will Find Your Role Easier And More Rewarding.

SUCCESS

**“Before Anything Else,
Preparation Is The Key To Success.”**

Alexander Graham Bell

Traditional Project Success



Traditional Project Management

LEFT BRAIN

LOGIC
ANALYSIS
SEQUENCING
LINEAR
MATHEMATICS
LANGUAGE
FACTS
THINK IN WORDS
WORDS OF SONGS
COMPUTATION



Short Term

Efficiency

“Do Things Right”

- On Time
- Within Budget
- To Specification

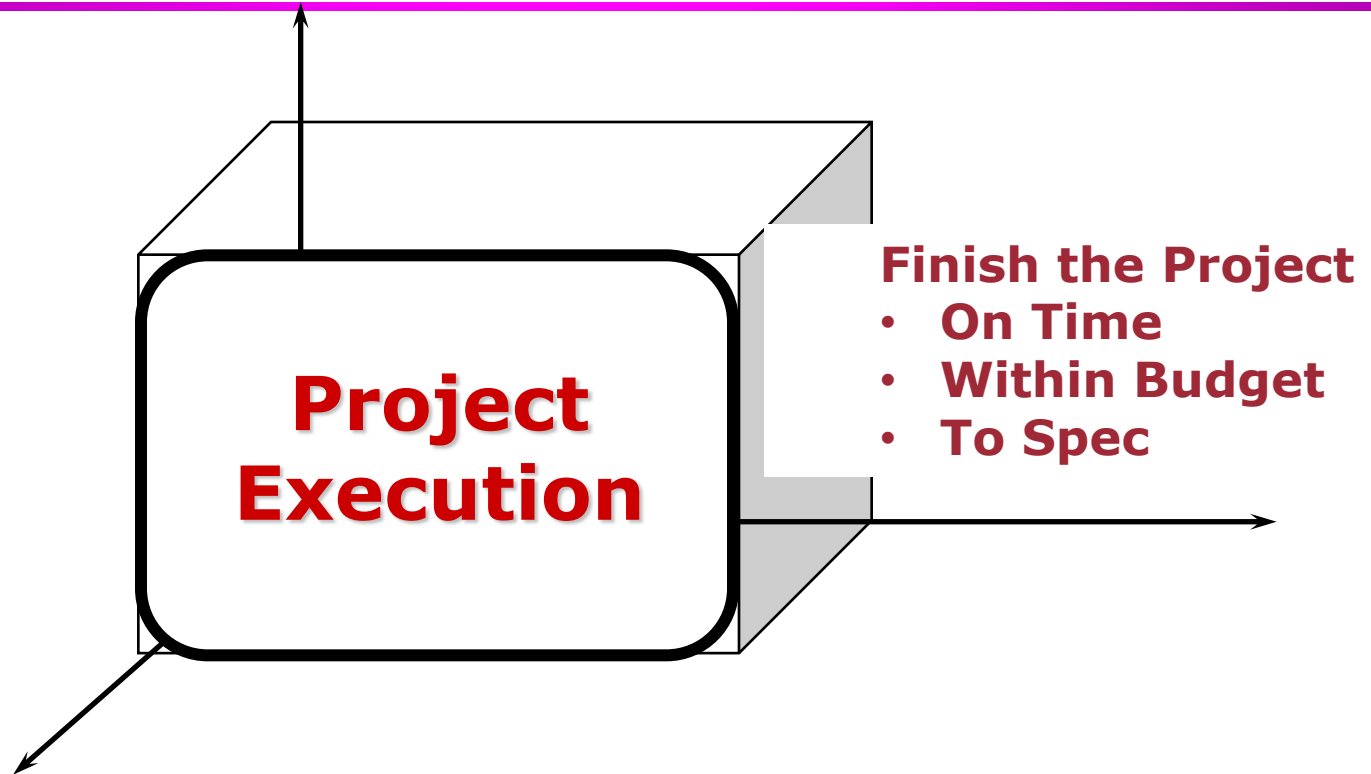
“Just Do It!”



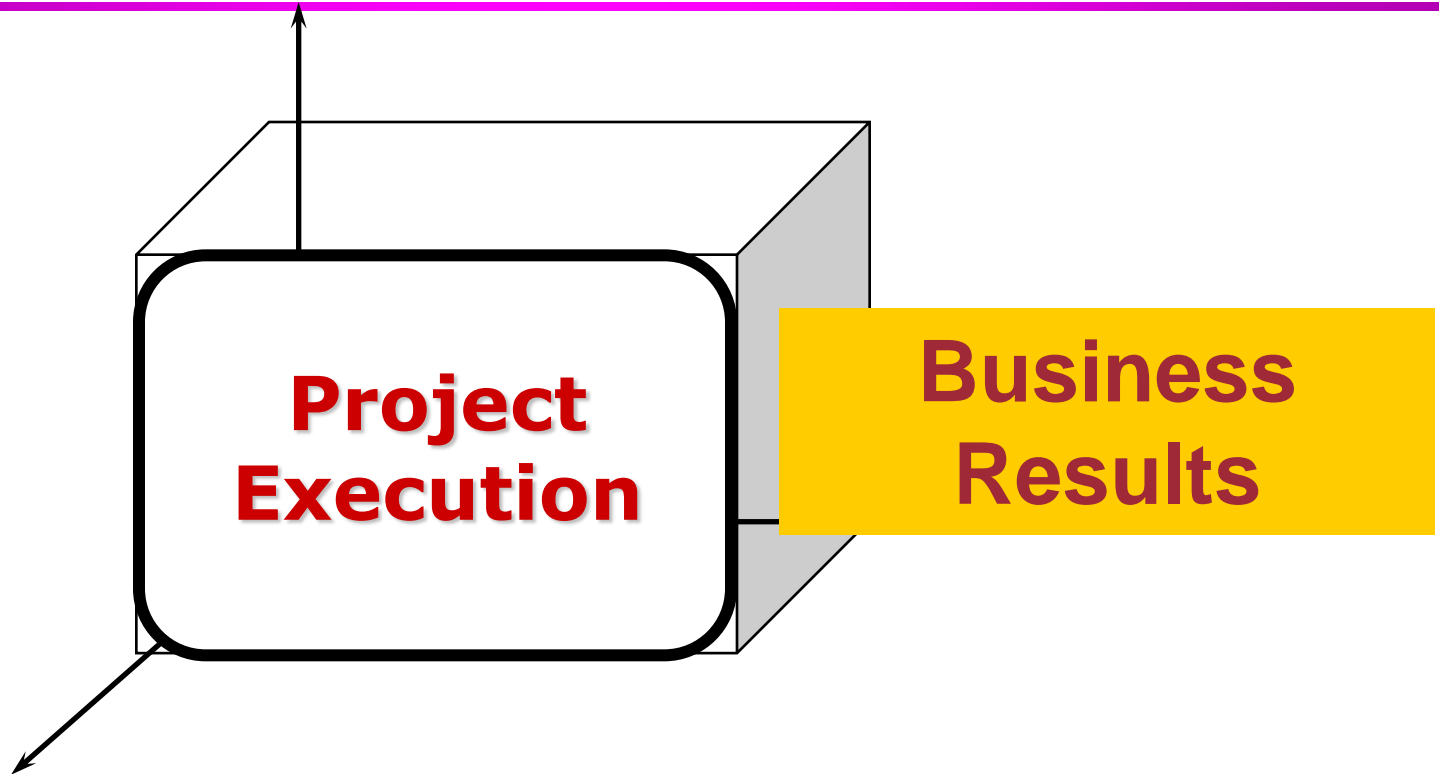
® The “Swoosh” is a trademark of the Nike Corporation

Negative
Be a Robot
Don't Think
React

Thinking “Inside-the-Box”



Start Thinking “Out-of-the-Box”



Strategic Project Management

Long Term Effectiveness
"Do the Right Things"
Right Brain

Added Measures

- Business Results
- Competitive Advantage
 - Profitability
 - Strategic Intent

Project Strategy

The Path to Achieving Competitive Advantage/Value*

Positive
Be a Leader
Think
Act

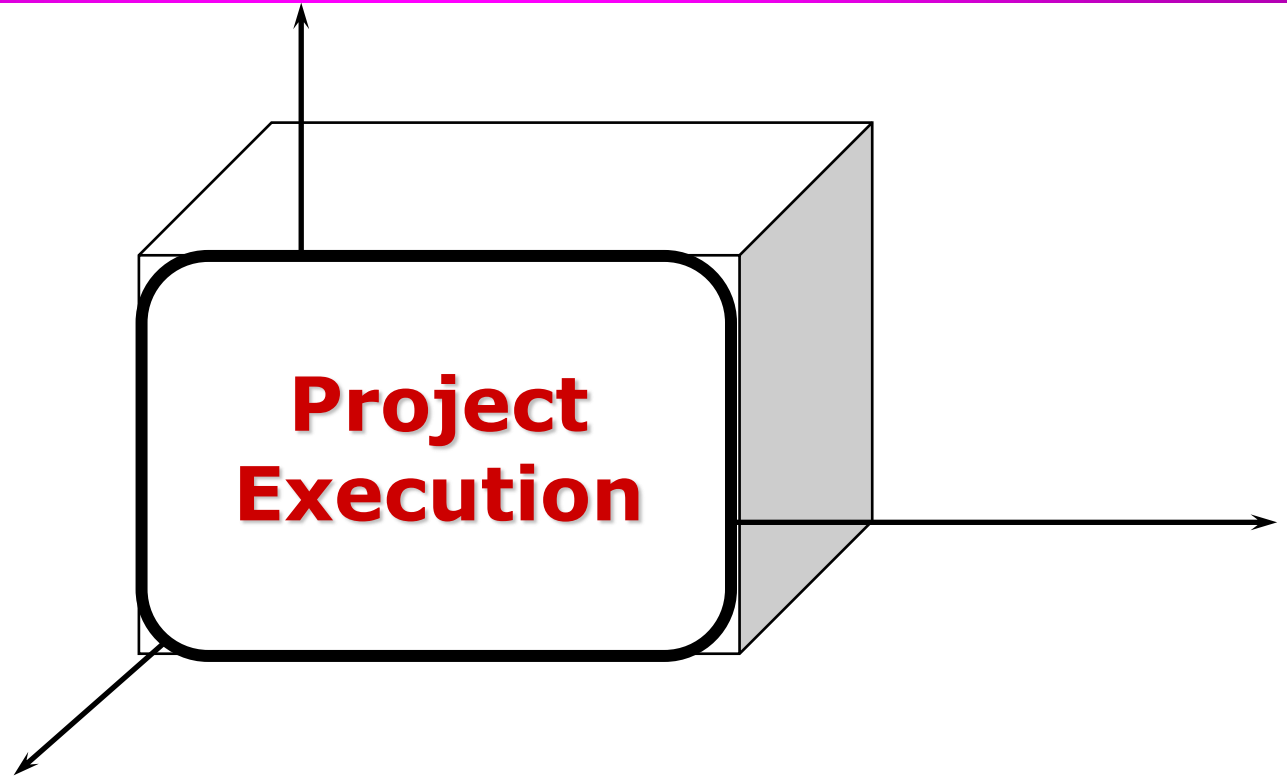
* Dr. Michael Poli
PhD Dissertation



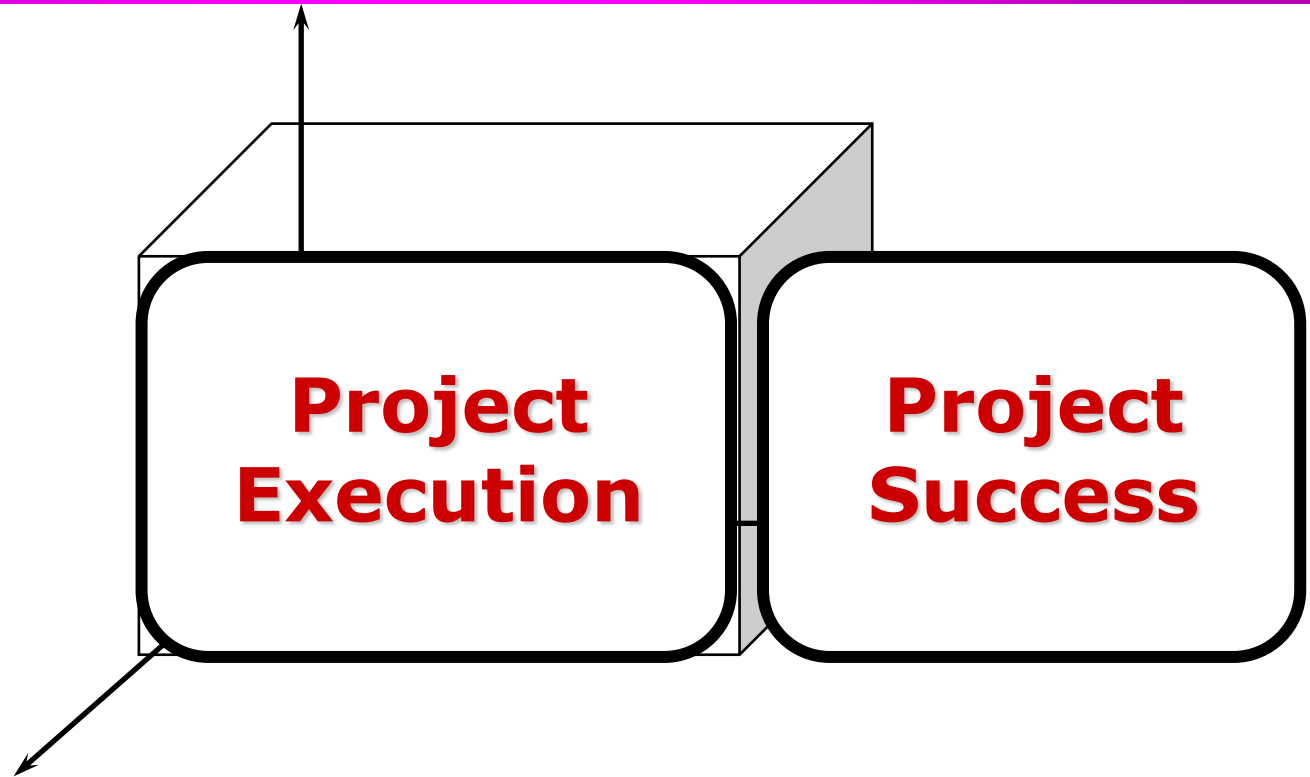
RIGHT BRAIN

CREATIVITY
IMAGINATION
HOLISTIC THINKING
INTUITION
ARTS (Motor skill)
RHYTHM (Beats)
NON-VERBAL
FEELINGS
VISUALISATION
TUNE OF SONGS
DAYDREAMING

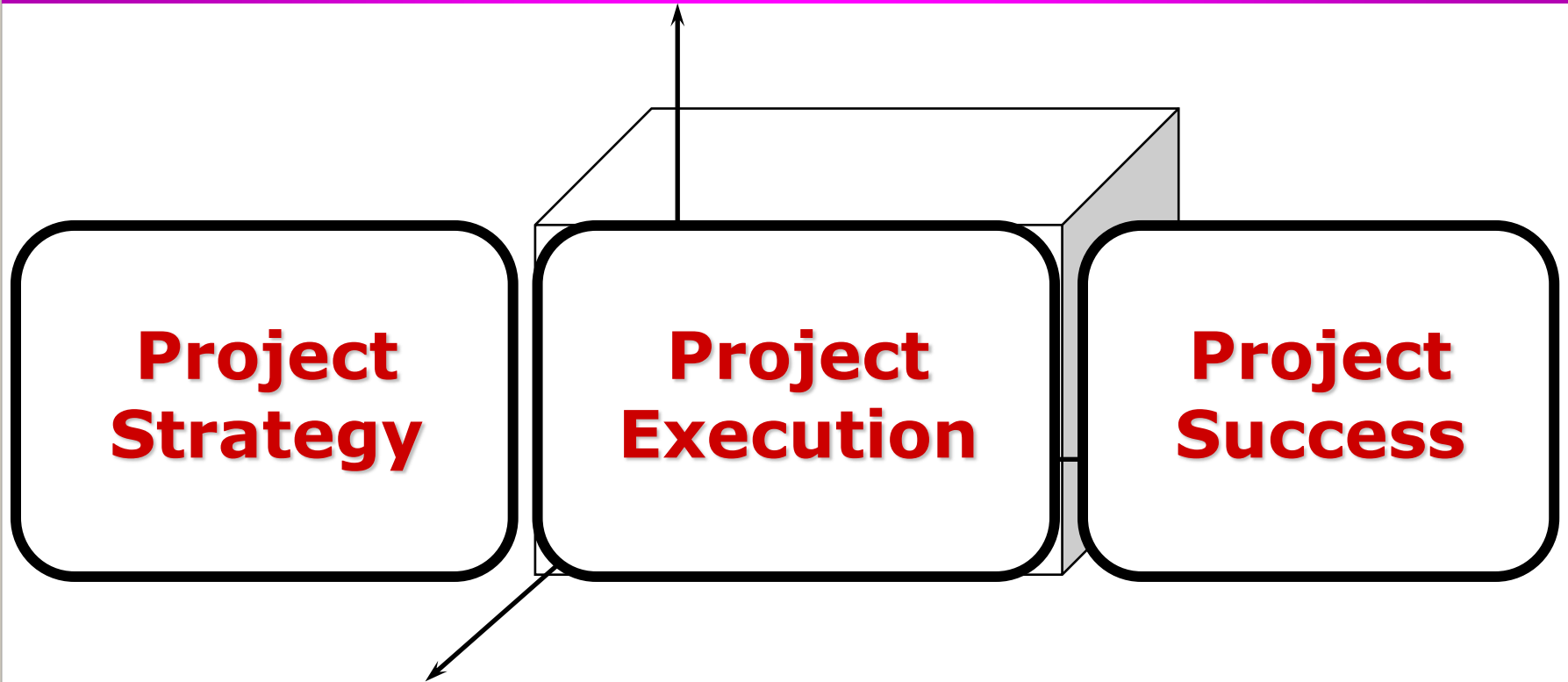
Execute Well “Inside-the-Box”



Measure Results “After-the-Box”



Strategize "Before-the-Box"



LEADERSHIP



**Trained, Agile, And Adaptive Leaders Who
Are Ready Today And Relevant For
Tomorrow's Challenges**

Leaders and Managers

Attribute

Empowerment
Achievement
Teamwork
Innovation
Results Oriented
Personality
Power Base
Task Execution
Planning
Effect On People

Leader

Provide Vision
Provide Opportunities
Inspire
Lead Improvisation
Do The Right Thing
Innovative
Inspirational
Mission Oriented
Belief And Commitment
Emotional

Manager

Provide Resources
Reduce Risks
Coordinate
Provide Structure
Do Things Right
Administrative
Orders
Objective Oriented
Goals Set By Others
Logical

Strategic Project Leadership©

“Do Things Right”

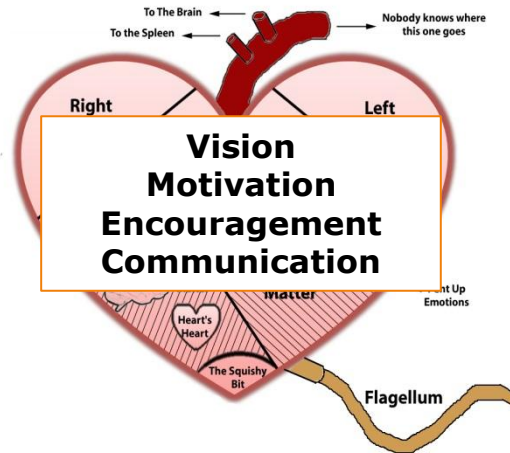
LEFT BRAIN

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WORDS OF SONGS
COMPUTATION



“Do Things The Right Way” With Heart

THE HUMAN HEART



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The SPL Group

“Do The Right Things” RIGHT BRAIN

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IMAGINATION
HOLISTIC THINKING
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Principles of Strategic Project Leadership©

Principle 1 – Leadership

Focus Project Management On Business Results.

Turn Project Managers Into Leaders.

Make Them Responsible For The Business Results.

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YOURSELF

**This Above All: To Thine Own Self Be True,
And It Must Follow, As The Night, The Day,
Thou Canst Not Then Be False To Any Man.**

- William Shakespeare

Develop Your Personal SWOT

Perform A Systematic, Self-evaluation
Of Your Leadership Competencies.

Understand Your
Strengths And **W**eaknesses
As Well As Your
Opportunities And **T**hreats.

Discover Your Strengths

Get 360° Feedback

Questions For You, Co-workers, Friends And Family

- What Comes Easily To You?
- What Areas Have You Received Awards Or Public Praise?
- What Are The Areas Where Others Have Said,
“I Wish I Could Do That As Well As You?”
- What Are Your Natural Talents?
- What Talents Have You Identified From Other Sources?

Maximize Your Personal Value

- Maximize Your Value To Your Organization.
- Discover Your Natural Style And Qualities.
- Develop Those Qualities Into Tangible Skills.
- Include 'Soft' Skills That Are Critical To Influencing.
- Close Desired Competency Gaps.
- Find A Role In The Organization That Values The Type Of Leader That You Are.

Master the Fundamentals

Understand The Fundamental
Elements Of Project Management
Which Need To Be Mastered In Order To
Succeed When Acting As A Leader.

Shape Your Leadership Skills

Learn The Skills Possessed By
Effective Strategic Project Leaders.

Shape Your Leadership Skills To
Meet The Changing Demands Of
Projects And Business Goals
In Innovative Dynamically
Changing Environments.

YOUR TEAM

**"Coming Together Is A Beginning.
Keeping Together Is Progress.
Working Together Is Success."
- *Henry Ford***

Build Your Project Team

- Identify The Characteristics And/Or Profiles Of People Who Will Enhance The Project Team's Performance.
- Select/Recruit Individuals Whose Character, Skills And Potential Closely Match That Profile.
- Develop The Skills/Abilities Within Those Individuals So That They Can Fulfill Their Potential Within The Project Team.
- Build And Shape Your Project Team, So That They Are Equipped To Become Truly Effective.

Develop Your Project Team

- Define The Right Outcomes – Set Expectations
 - Accuracy, Availability, Partnership, Advice
- Motivate The Individual
 - Let Them Be More Of What They Are
 - Treat Them As They Want To Be Treated
 - Spend The Most Time With The Best
 - Provide Feedback, Create A Dialogue
- Develop The Individual
 - Create Excellence And Respect In Every Role
 - Ask Questions

Motivate Your Project Team

- The Work Itself
- Fulfill Their Needs
- Give Them Respect
- Listen To Them, Ask Them Questions
- Ask Them "What Do You Need To Become The Best?"
- Provide Meaning – Let Them Do Something Of Value
- Empower Them
- Give Them Goals – So That They Will Know What To Do
- Let Them Know That They Are Part Of A Unique Team
- Let Them Have Fun
- Encourage Them To Compete And Win

Is Fear Part Of This List?

Is Love Part Of This List?

**When They Can Say "I Will Do Anything For Him/Her"
You Will Know That You Are A True Leader**

Create A Great Place to Work

- Let Your Team Know What Is Expected Of Them.
- Give Your Team The Materials/Equipment To Do Their Work Right.
- Give Your Team The Opportunity To Do What They Do Best Every Day.
- Give Your Team Recognition Or Praise For Doing Good Work.
- Show Your Team That You Care About Them As A Person.
- Encourage Development – Individually And As A Team.
- Show That Your Team's Opinions Count.
- Make Your Team Feel That Their Job Is Important.
- Ensure That Your Team Is Committed To Doing Quality Work.
- Talk To Your Team About Their Progress.
- Give Your Team Opportunities To Grow And Learn.

Gallup Poll

POLITICS

*I'm Not A Politician
And Don't Want Any Part Of Politics.
- Calvin Klein*

What Is Politics?

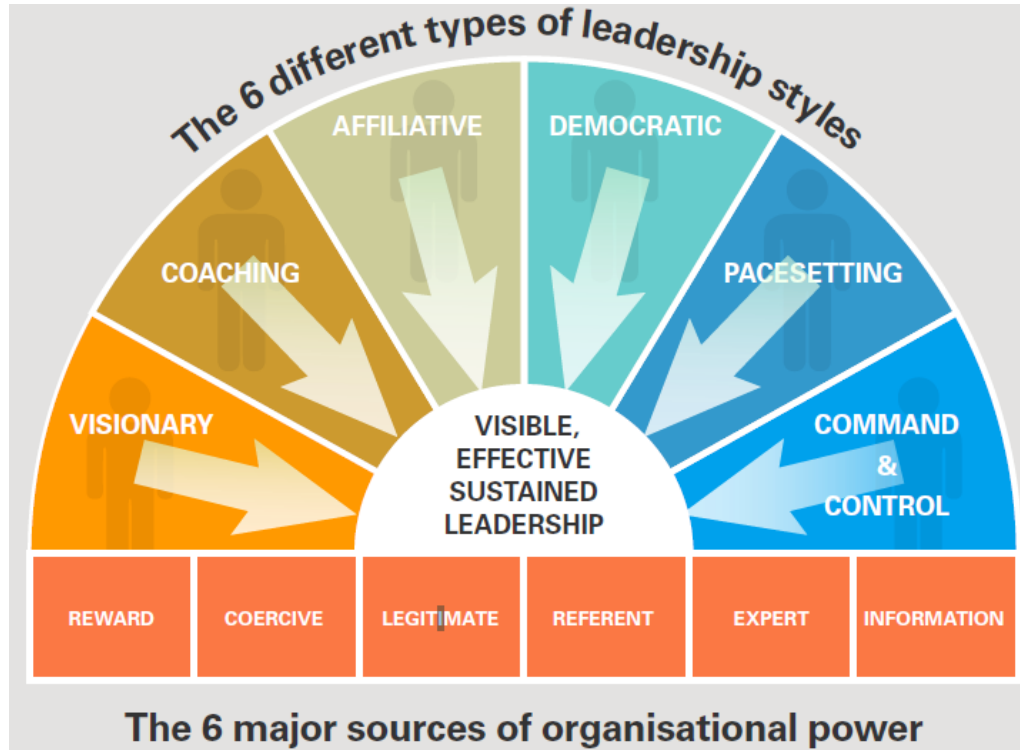
- The Pursuit Of An **Individual Agenda**, Not Organizational Need
 - Power, Promotion, Image, Dislike,...
- Typical **Behavior**
 - Abuse Of Power, Miscommunication, “Sucking Up,” Playing Favorites, Personality Conflicts, Sabotaging Other’s Work, Gossip And Badmouthing, ...

**The Politics and Ethics of Leadership
Should Not and Cannot Be Ignored**

Leadership Styles and Power

Leadership

- Visionary
- Coaching
- Affiliative
- Democratic
- Pacesetting
- Command and Control



Power

- Reward
- Coercive
- Legitimate
- Referent
- Expert
- Information

Use Your Personal Power

Influence Decision-Makers
Irrespective Of Your Level
In The Organization.

How to Deal With Politics

- Two Types Of Politics
 - Inside Your Team
 - Around You And Outside
- Do You Need Power?
- Know Your Sources Of Power
 - Position, Expertise, Personal Influence, Alliances, Networks, Top Management
- Establish Your Own Approach To Leverage The Politics

Leverage Politics

- Create Your Principles And Stick To Them
 - Set The Rules In Your Team
 - Confront Politics And Conflict
 - Respond – Clarify What You Don't Tolerate
- Build Your Network – Inside And Out
- Manage Your Boss
- Find A Mentor, Coach
- How To Deal With Enemies?
- Don't Compete With People
- Be Good To All, Be Happy When They Succeed

Final Words

- Transition To Strategic Project Leadership
- Learn How To Manage And Lead
- Know Yourself And Build Your Skills
- Develop, Lead And Motivate Your Team
- Identify And Manage The Politics
- Continue Your Self Development

Excellence Requires Passion!

Thank You!

Michael Poli

Worldwide Project Management

"Excellence Requires Passion"

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