




Using Situational Leadership to Create High Performing Teams






Using Situational Leadership to Create High-Performing Teams

Joseph A. Lukas
PMP, PE, CCE, CSM


TRANSFORMATION

Management to LEADERSHIP



PDC 2013
Professional Development Conference

Monday, May 20th &
Tuesday, May 21st






Company Background

- **Consulting and Training** (online, public and private)
 - Project Management
 - Program and Portfolio Management
 - Business Analysis
 - Interpersonal Skills
 - Agile Projects
- **Educational Webinars**
 - Earn ~20 PDU's per year
 - <http://www.pmcentersusa.com>

TRANSFORMATION

Management to LEADERSHIP





University of Houston
Clear Lake





The University of Vermont
CENTER FOR LEADERSHIP & INNOVATION





©Joe Lukas - May 20-21, 2013 - Professional Development Conference

2

Using Situational Leadership to Create High Performing Teams



Presentation Topics

1. High Performance Team (HPT): Definition and Characteristics
2. Five Key Elements Needed for High Performance Teams
3. Ten Key Rules for Developing High Performance Teams
4. Role of the Project Manager
5. Using Situational Leadership



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

3



1. HPT Definition

High Performance Team (HPT): a group of people with specific roles and complementary talents and skills, committed to a common purpose, who consistently show high levels of collaboration and innovation, and produce superior results



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

4

TRANSFORMATION
Management
to LEADERSHIP



2

Using Situational Leadership to Create High Performing Teams



High Performance Teams

- Most people don't recognize or acknowledge the fundamental differences between the operation of existing teams and the desired operating style of a high performance team, although people nod knowingly if the topic was raised
- High Performance Teams don't just magically emerge out of existing teams because someone said it was a good idea



HPT Characteristics

- Clear Purpose/Goal
- Individual Commitment
- Shared Leadership
- Diverse Backgrounds & Appropriate Members
- High Team Spirit & Morale
- Open Communication
- Constructive Feedback
- Productive & Creative
- Loyalty/Respect
- Accountable
- Trust (mutual)



Note: It is the job of the Project Manager to create the team climate!



Using Situational Leadership to Create High Performing Teams



2. Five Key elements Needed for HPT's

A High Performance Team won't likely exist unless the following five elements are present:

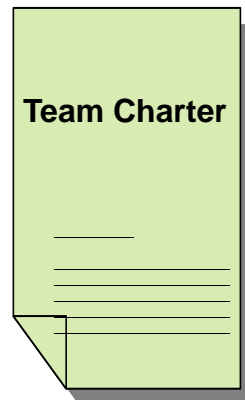
1. Team Charter
2. Understanding of roles (and responsibilities)
3. Trust among team members
4. Good open communications
5. Emotional Intelligence (understanding personality styles)



2.1 Team Charter

What it is...

- Upfront agreement among team members that defines operating guidelines for the team
- Includes:
 - Team Name
 - Team performance measures
 - Expectations of team members
 - Rules of engagement
 - Administrative procedures

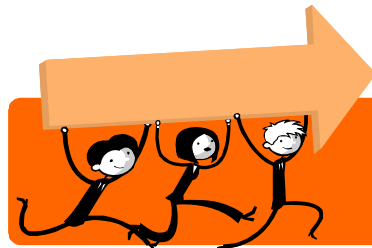


Using Situational Leadership to Create High Performing Teams



Why Use a Team Charter?

- Sets team performance objectives
- Sets expectations for success
- Sets guidelines for being a team member
- Sets the roles and responsibilities for the team members
- Sets the ground rules for team operation



DmCenters USA

©Joe Lukas - May 20-21, 2013 - Professional Development Conference

9



Sample Team Ground Rules

- Stay on track
- No long winded speeches
- Keep the overall goal in mind at all times
- Each of us is 100% responsible
- Listen-Listen-Listen
- Decision-making
- Don't duck issues/conflict
- Don't be 'polite' to the extreme
- Help to list action items
- Give everyone a chance to participate
- Be open and honest
- Be sensitive to others' needs



DmCenters USA

©Joe Lukas - May 20-21, 2013 - Professional Development Conference

10

Using Situational Leadership to Create High Performing Teams



2.2 Understanding of Roles

- Most organizations have this covered – with job descriptions for each project team member
- Best Practice is to review the roles and responsibilities when each new project team to ensure agreement and commitment
- My experience – at times a project team will notice some items that should be changed



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

11



2.3 Trust Among Team Members

- Confidence in and reliance on a person's good qualities, especially fairness, truth, honor, or ability
- Earned by actions over time



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

12

TRANSFORMATION
Management
to LEADERSHIP



6

Using Situational Leadership to Create High Performing Teams



2.4 Good Open Communications

- Sharing of information among team members
- Raising issues
- Polite disagreement among team members
- Concise communications (emails, text, phone) - and promptly answered
- HPT's are cognizant of:
 - Non-verbal (gestures and body language)
 - Paralingual (tone of voice, emphasis on certain words)



2.5 Emotional Intelligence (EI)

Ability to...

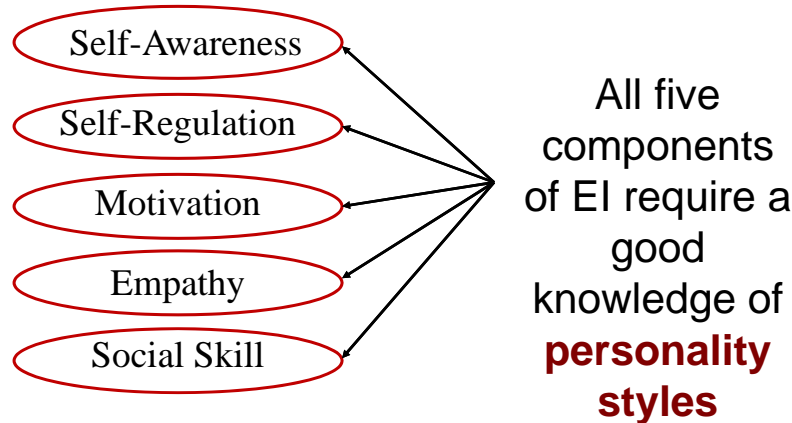
- recognize and manage your **own** emotions
- effectively deal with the emotions of **other** people (i.e., dealing with different personalities)

You can't have a High Performance Team if team members have low EI



Using Situational Leadership to Create High Performing Teams

EI and Personality Styles



Understanding Personality Styles

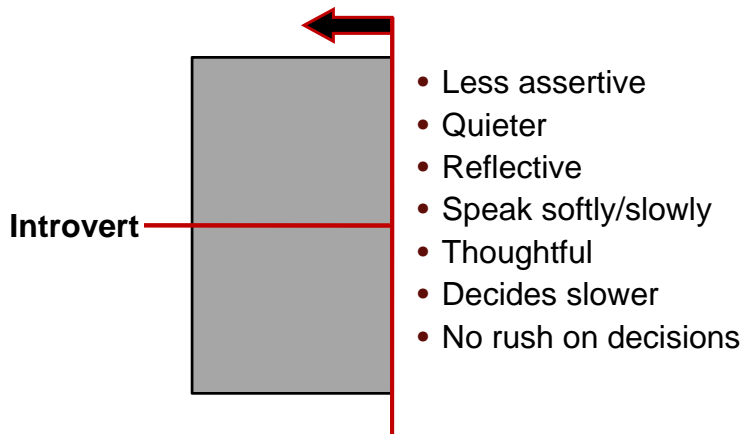
- **Personality** = collection of emotional and behavioral traits that characterize a person
- Nature vs. Nurture?
- Everybody has a preferred personality (behavioral) style
- **William Marston** wrote *Emotions of Normal People* in 1928 which introduced the **four quadrant behavior model** (extrovert-introvert, thinker-feeler)



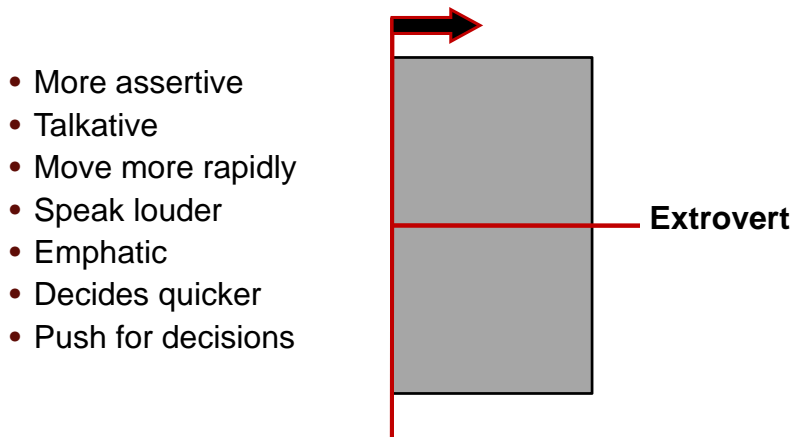
Using Situational Leadership to Create High Performing Teams



4-Quadrant Model Explained



4-Quadrant Model Explained

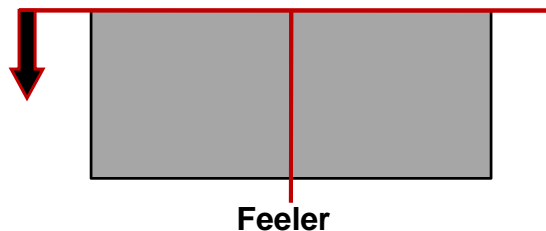


Using Situational Leadership to Create High Performing Teams



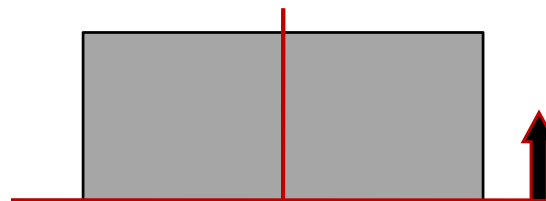
4-Quadrant Model Explained

- More responsive
- “Playful”
- More facial expressions
- Expresses feelings
- Focus on feelings



4-Quadrant Model Explained

Thinker



- Less responsive
- Serious/reserved
- Fewer facial expressions
- Control feelings
- Focus on facts



Using Situational Leadership to Create High Performing Teams

PMI
NORTHERN UTAH CHAPTER

Four Basic Personality Styles


	Thinker		
Introvert	Analytical	Driver	Extrovert
		Amiable	Expressive
	Feeler		

DmCenters USA ©Joe Lukas - May 20-21, 2013 - Professional Development Conference 21

PMI
NORTHERN UTAH CHAPTER

C: Style Clues

- Interactions may be difficult
- Tends to be very formal
- Minimal facial expression
- Minimal eye contact or gestures
- Long pauses in conversation
- May not consider the feelings of others
- Tends to focus on minor details
- Questions may seem critical and insensitive to others



DmCenters USA ©Joe Lukas - May 20-21, 2013 - Professional Development Conference 22

Using Situational Leadership to Create High Performing Teams

S: Style Clues

- Relaxed posture
- Calm and quiet tone
- Makes eye contact
- Listens before responding
- May be slow to adapt – likes a routine
- Avoids rejection
- Takes difficulties personally
- May become stubborn if pushed to make a decision



D: Style Clues

- Direct
- Uses emphatic language
- Leans forward, makes eye contact
- Quick to show impatience
- Can appear arrogant
- Tends to push too hard
- Tends to be a poor listener who doesn't absorb feedback



Using Situational Leadership to Create High Performing Teams

i: Style Clues

- Relaxed posture
- Fills silences
- May lack focus
- Loses interest easily
- Too casual at times
- Tends to be poor at planning and follow-up
- Uses lots of gestures and eye contact



Flexing Based on Styles

Analytical	Driver
<ul style="list-style-type: none"> • Be prepared and thorough • Don't be flippant on issues • Allow time to discuss details • Don't ask for a quick decision 	<ul style="list-style-type: none"> • Be brief and direct • Focus on objectives and results • Avoid unnecessary details • Be assertive and confident • Don't say it can't be done
Amiable	Expressive
<ul style="list-style-type: none"> • Be patient and supportive • Ask their opinion • Don't "spring surprises" on them 	<ul style="list-style-type: none"> • Engage in 'small' talk • Be friendly, open, and flexible • Don't bore them with details • Don't be pessimistic

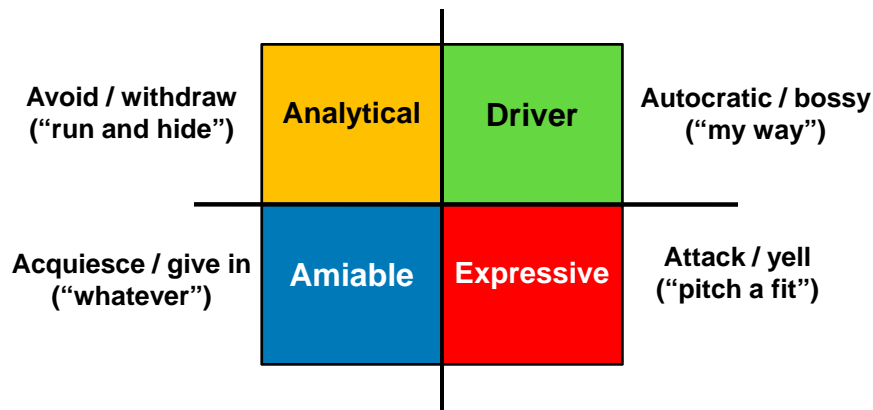


Using Situational Leadership to Create High Performing Teams



Personalities Under Stress

Under stress, people move away from their dominant (natural) style and into their “back-up” style



DmCenters USA

©Joe Lukas - May 20-21, 2013 - Professional Development Conference

27



Final Comments on Personality

- Most people are not exclusively one type/temperament
- No style is “best”
- Training on personality styles teaches you (and your team) how to recognize and work with people’s style



DmCenters USA

©Joe Lukas - May 20-21, 2013 - Professional Development Conference

28

TRANSFORMATION
Management
to LEADERSHIP



14

DmCenters USA
May 20-21, 2013

Joseph A. Lukas
PMP, PE, CCE, CSM

Using Situational Leadership to Create High Performing Teams



3. Ten Rules for Developing HPT's

1. Create interdependencies among team members
 - Avoid having team members work in silos
 - Promote cooperation and working together
2. Establish goals
 - Understand the project objective, then establish goals for the project team
3. Determine how team will make decisions
 - Should be part of the Team Charter – which shouldn't change much from project to project, but review with each new project team



Ten Rules for Developing HPT's

4. Provide clear and constant feedback – team member should be able to provide feedback without offending other team members
 - Key element of good open communications
5. Keep Team Membership Stable
 - Tough if long project, but multiple changes can make it hard to maintain a HPT
6. Allow Team Members to Challenge the Status Quo
 - Can result in new and creative ideas



Using Situational Leadership to Create High Performing Teams



10 Rules for Developing HPT's

7. Learn How to Identify and Attract Talent
 - Succession planning – if/when you lose team members – know who you want as replacements
8. Take Personality Styles Evaluation
 - DiSC is ~\$10 per hard copy, on-line version is more expensive (~\$50) but more comprehensive
9. Create a Learning Environment
 - Your role as Project Manager means you should be helping team members develop new skills
10. Focus on the Project Purpose
 - Ensure team understands value of project to the organization and protect the business case



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

31



4. Role of the Project Manager

- Teams that 'click' always have a leader who creates the environment and establishes the operating principles and values that are conducive to high performance

Study done by Europe-based Centre for Organizational Research

- Project Manager is that leader – and has a key role and responsibility in developing a High Performance Team



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

32

TRANSFORMATION
Management
to LEADERSHIP



16

*DmCenters*USA
May 20-21, 2013

Joseph A. Lukas
PMP, PE, CCE, CSM

Using Situational Leadership to Create High Performing Teams



Leadership Techniques for HPT's

1. Be genuine
2. Ask good questions
3. Talk about things – even hard things
4. Follow through on commitments
5. Let others speak first
6. Listen
7. Face up to non-performing team members
8. Have fun, but never at others' expense
9. Be confident and dependable



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

33



Topic 2

Situational Leadership® II

- Process for developing people by providing effective leadership over time, so that they can reach their highest level of performance
- Purpose: open up communication and to increase the quality and frequency of conversations about performance and development



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

34

TRANSFORMATION
Management
to LEADERSHIP



17

Using Situational Leadership to Create High Performing Teams

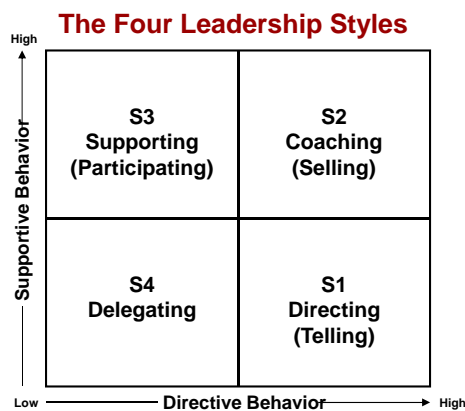


Situational Leadership® II Theory

- No single 'best' style of leadership
- Effective leadership is task-relevant
- Successful leaders adapt their leadership style to the maturity of the individual or group they are attempting to lead
 - Capacity to set high but attainable goals
 - Willingness and ability to take responsibility for the task
 - Relevant education and/or experience of the individual or group for the task



Situational Leadership® Styles

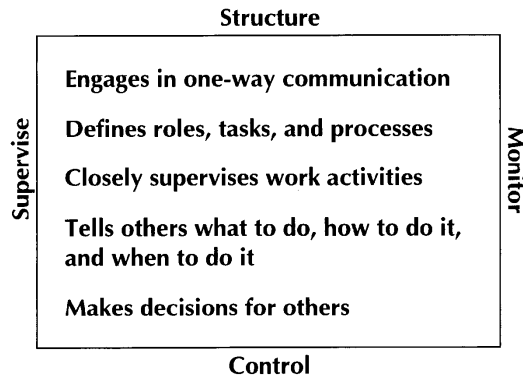


Using Situational Leadership to Create High Performing Teams



Directive Behavior

The extent to which the leader—



Adapted from Blanchard, 1985

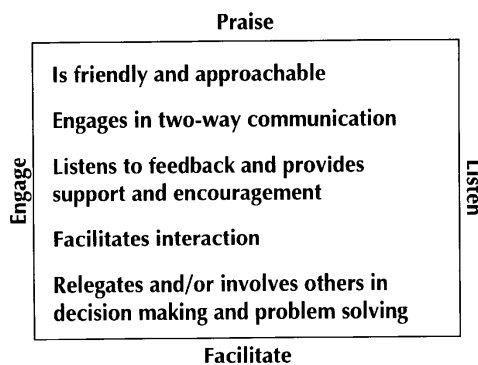
©Joe Lukas - May 20-21, 2013 - Professional Development Conference

37



Supportive Behavior

The extent to which the leader—




Adapted from Blanchard, 1985

©Joe Lukas - May 20-21, 2013 - Professional Development Conference

38

Using Situational Leadership to Create High Performing Teams



Situational Leadership® Styles


S3	S2
S4	

S1—Directing

High directive/low supportive

Leader initiates problem solving and decision making and communicates decisions and solutions to others


Leader closely supervises implementation



Blanchard, 1985

39

©Joe Lukas - May 20-21, 2013 - Professional Development Conference



Situational Leadership® Styles


S3	
S4	S1

S2—Coaching

High directive/high supportive

Leader provides guidance and direction but also solicits and listens to feedback and suggestions from others

Leader continues to make most decisions



Blanchard, 1985

40

©Joe Lukas - May 20-21, 2013 - Professional Development Conference

TRANSFORMATION

Management to LEADERSHIP



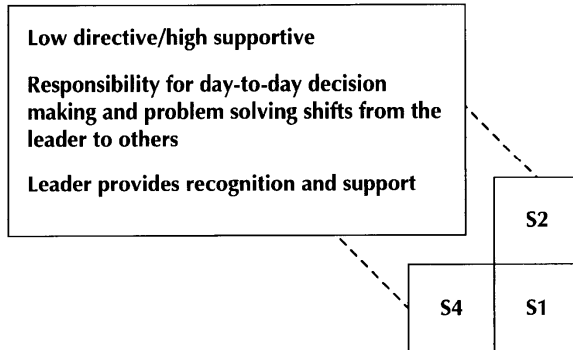
20

Using Situational Leadership to Create High Performing Teams



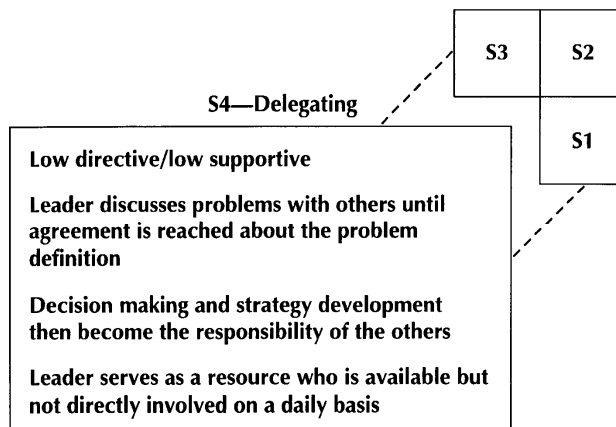
Situational Leadership® Styles

S3—Supporting



Situational Leadership® Styles

S4—Delegating



Using Situational Leadership to Create High Performing Teams



Situational Leadership®

Key Principles

- People have a primary situational leadership style (and secondary leadership style)
- There is no “best” leadership style
- The role of the leader is to provide to others what they cannot provide for themselves
- Successful leaders are able to adapt their leadership style to fit the requirements of the situation

Adapted from Blanchard, 1985



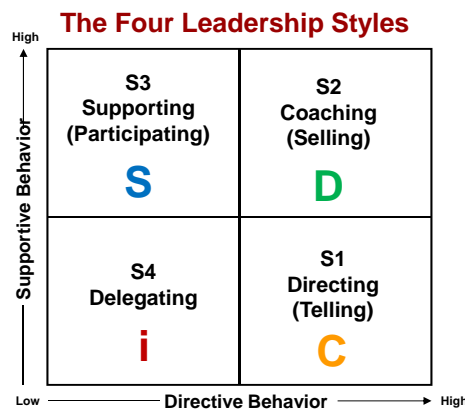
©Joe Lukas - May 20-21, 2013 - Professional Development Conference

43



Situational Leadership® Styles

‘Easiest’ for which DiSC Style?



Blanchard, 1985



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

44

TRANSFORMATION to LEADERSHIP

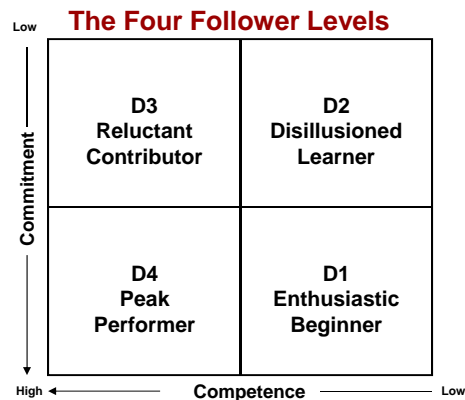


Using Situational Leadership to Create High Performing Teams



Situational Leadership®

Developmental Levels



Blanchard, 1985

45

©Joe Lukas - May 20-21, 2013 - Professional Development Conference



Dimensions of Follower Development

Competence

- Skills, knowledge, and expertise that enable one to perform a repertoire of tasks and activities without supervision
- Defined in relation to a specific task or activity, not in terms of natural talents or abilities
- Can be developed through education, training, and experience

Commitment

- Confidence in one's ability to perform a task or activity well without supervision
- Motivation, interest, enthusiasm for performing the task or activity
- Willingness to invest one's energy in the task



Blanchard, 1985

46


©Joe Lukas - May 20-21, 2013 - Professional Development Conference

TRANSFORMATION
to LEADERSHIP



23

Using Situational Leadership to Create High Performing Teams



Developmental Levels of Followers


D3	D2
D4	

D1—Enthusiastic Beginner (*Apprentice*)


Low competence/high commitment

Has little previous knowledge or experience but is ready and eager to learn

Blanchard, 1985

 47

©Joe Lukas - May 20-21, 2013 - Professional Development Conference



Developmental Levels of Followers


D2—Disillusioned Learner (*Journeyman*)

Some competence/low commitment

Has discovered that the task is more difficult or less interesting than anticipated


D3	
D4	D1

Blanchard, 1985

 48

©Joe Lukas - May 20-21, 2013 - Professional Development Conference

Using Situational Leadership to Create High Performing Teams



Developmental Levels of Followers

D3—Reluctant Contributor (Veteran)


High competence/variable commitment


Knows how to do the task but questions own ability to perform the task without supervision

Vacillates between enthusiasm and self-doubt

	D2
D4	D1

Blanchard, 1985

 ©Joe Lukas - May 20-21, 2013 - Professional Development Conference 49



Developmental Levels of Followers


D4—Peak Performer (All Star)

High competence/high commitment

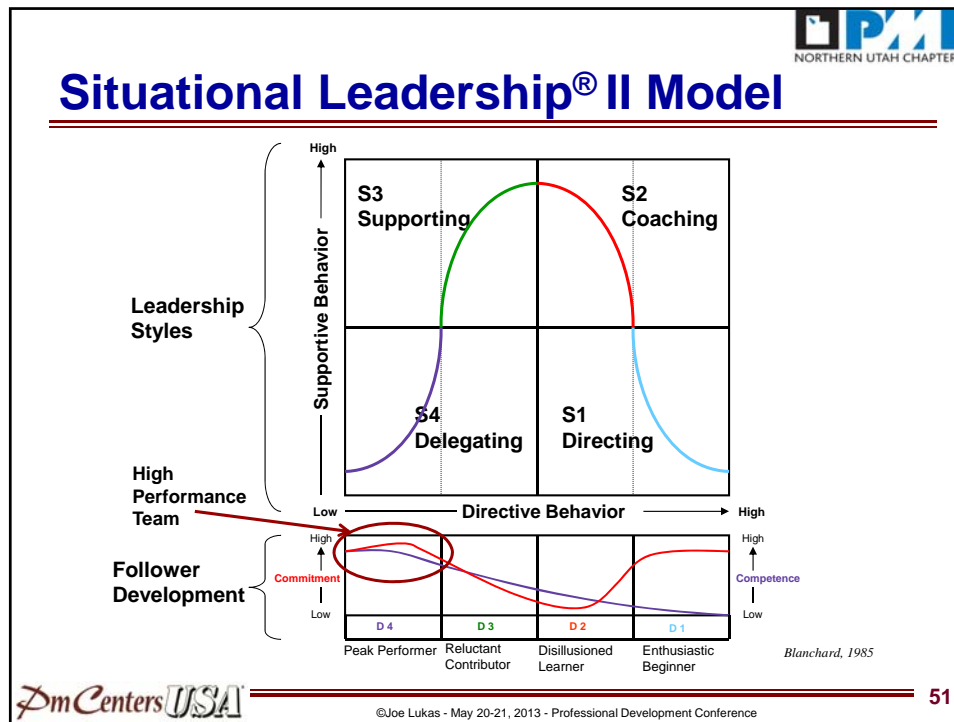
Knows what needs to be done and is enthusiastic and eager to take control

D3	D2
	D1

Blanchard, 1985

 ©Joe Lukas - May 20-21, 2013 - Professional Development Conference 50

Using Situational Leadership to Create High Performing Teams



PMI
NORTHERN UTAH CHAPTER

Leader's Developmental Challenge

- Treat each person differently
- Adapt leadership style to match the situation
- Change way of interacting with people as they grow in competence and commitment for specific tasks



Using Situational Leadership to Create High Performing Teams



Conclusion

- High Performance Teams just don't happen – it takes work and effort by the team members!
- Five Key elements needed
 - Team Charter
 - Understanding of roles
 - Trust among team members
 - Good open communications
 - Emotional Intelligence
- Practice the ten rules for developing HPT's, and the leadership techniques for HPT's
- Use Situational Leadership



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

53

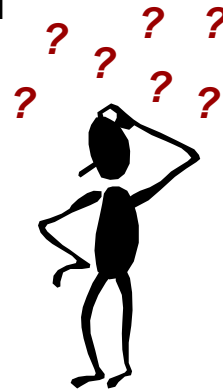
Contact Information



Name: Joseph A. Lukas, PMP, PE, CCE, CSM

Email: joe.lukas@pmcentersusa.com

Phone: 863-583-5493



Any Questions???



©Joe Lukas - May 20-21, 2013 - Professional Development Conference

54



Joseph A. Lukas
PMP, PE, CCE, CSM