

MANAGING/LEADING FROM WITHIN

Claire Picken

- ▶ Currently Program Manager of the Arctic Offshore and Patrol Ship (AOPS) with Lockheed Martin
- ▶ Previously was the Software and Systems Engineering Manager With Lockheed Martin
- ▶ Started my career in the Canadian Armed Force as an Aerospace Engineering office

ABOUT ME

- ▶ Projects and Leadership
- ▶ Behaviours
- ▶ Teams/High Performing Teams
- ▶ Team Leadership
- ▶ Useful Skills

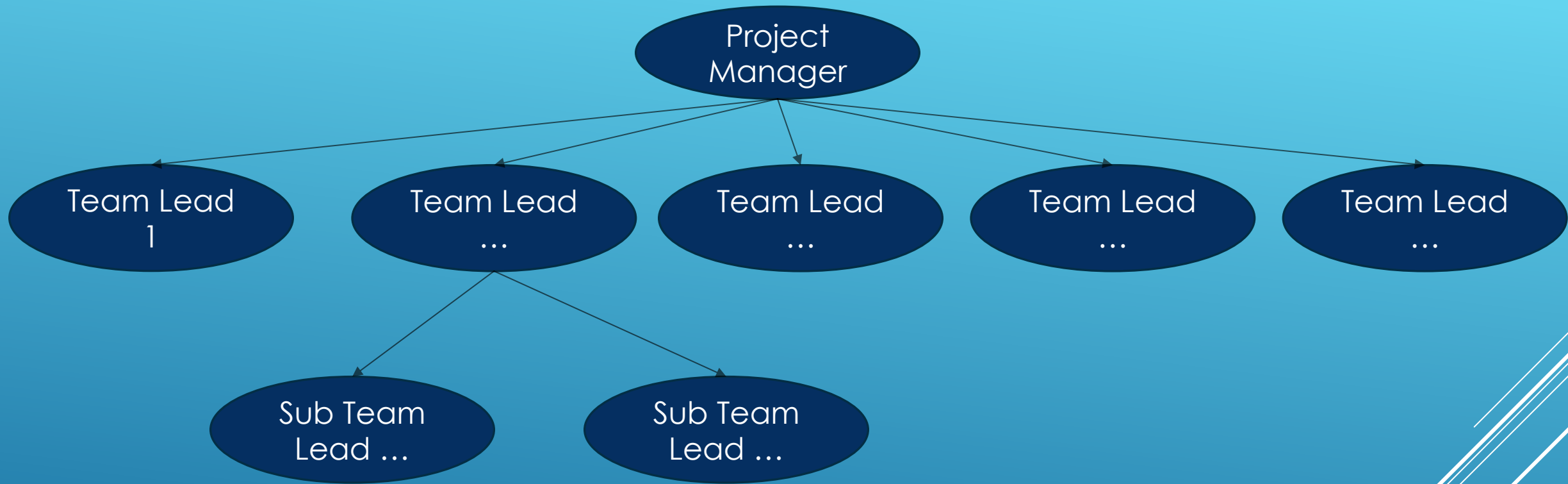
ADGENDA

- ▶ Many of today's projects are complex and require skilled Project Managers, but not everyone can be the Project Manager.
- ▶ In this session we will look at the value of leadership skills in a variety of technical and management areas.
- ▶ We will explore the value of teams, their members and team leads.
- ▶ We will also look at team dynamics and what makes a high performing team.
- ▶ We will look at behaviours for leaders and individuals on a project

MANAGING/LEADING FROM WITHIN

1. Leadership is not just for PMs and bosses.
2. Everyone on a project can demonstrate leadership behaviours
3. Influence comes from all levels

KEY TAKE AWAYS



TYPICAL PROJECT STRUCTURE

- ▶ Literature and Internet
 - ▶ Manager vs Leader
- ▶ Managers manage things
- ▶ Leaders lead people
 - ▶ If no one is following you, you are not leading

WHO'S THE LEADER?

Sometimes the project manager is not the project leader. This can create a leadership vacuum.

“Leadership is the art of accomplishing more than the science of management says is possible.”

General Colin Powell
Chairman (Ret), Joint Chiefs of Staff

LEADERSHIP

Why do you care?

An understanding of the qualities and characteristics of a good leader is the first step in becoming one

- ▶ Think of the good leaders you have met. What are some of their characteristics?

QUESTION

10

9/30/2019

LEADERSHIP IN ACTION

- **Actions within the team**
 - Face reality
 - Set clear simple visions
 - Execute tactics
 - Commit for team
 - Teach
 - Establish stretch challenges
 - Lead team improvement efforts
 - Communicate
- **Actions within the business**
 - Form strategies
 - Exceed plans
 - Connect with program objectives
 - Meet commitments
 - Supportive of organizational improvement efforts that meet business objectives
 - Communicate

LEADERSHIP EMPATHY

The leader must build empathy with his team while getting the job done. This does not mean being popular. Key components of this include:

1. Must have credentials, experience in tasks they ask others to perform
2. Are teachers and share their talents and experiences with others
3. Work for the good of the organization, rather than themselves
4. Do not abuse their power and authority
5. Show respect for team members
6. Criticize in private when needed and praise in public
7. Respond pro-actively to the problems of their team members both inside and outside the work place

PERFORMANCE EXCELLENCE- DEDICATION & COMMITMENT

There are many people capable of doing a difficult assignment, but few with the dedication and commitment to assure success. Others can and will measure a person's commitment in the following ways:

- ▶ Their actions - not words
- ▶ The ownership of the problem
- ▶ Persistence and perseverance
- ▶ Lack of anti-organizational behavior such as:
 - ▶ Problem avoidance
 - ▶ Blamepassing
 - ▶ Everyone for themselves - CYA
 - ▶ Malicious obedience (Defiant Compliance) - Following letter of the law
- ▶ Enthusiasm
- ▶ Consistency
- ▶ Honesty

High Performance Behaviours - Intangibles

13

9/30/2019

PERFORMANCE EXCELLENCE - INITIATIVE MODEL

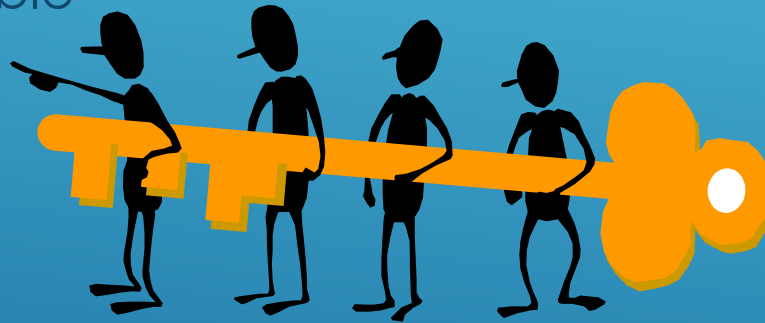
Leaders and team members increase their value by taking initiative. Consider a five level initiative model:

1. Wait until someone tells you what to do
2. Ask what you should do
3. Recommend or propose a course of action with management approval
4. Act without approval but advise management immediately after
5. Act without approval and routinely report your actions.

Question: For you what is the right level?

DEFINITION OF A TEAM

“A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable”



From: The Discipline of Teams by Katzenback
and Smith

Harvard Business Review March-April 1993

TEAMS

Why do you care?

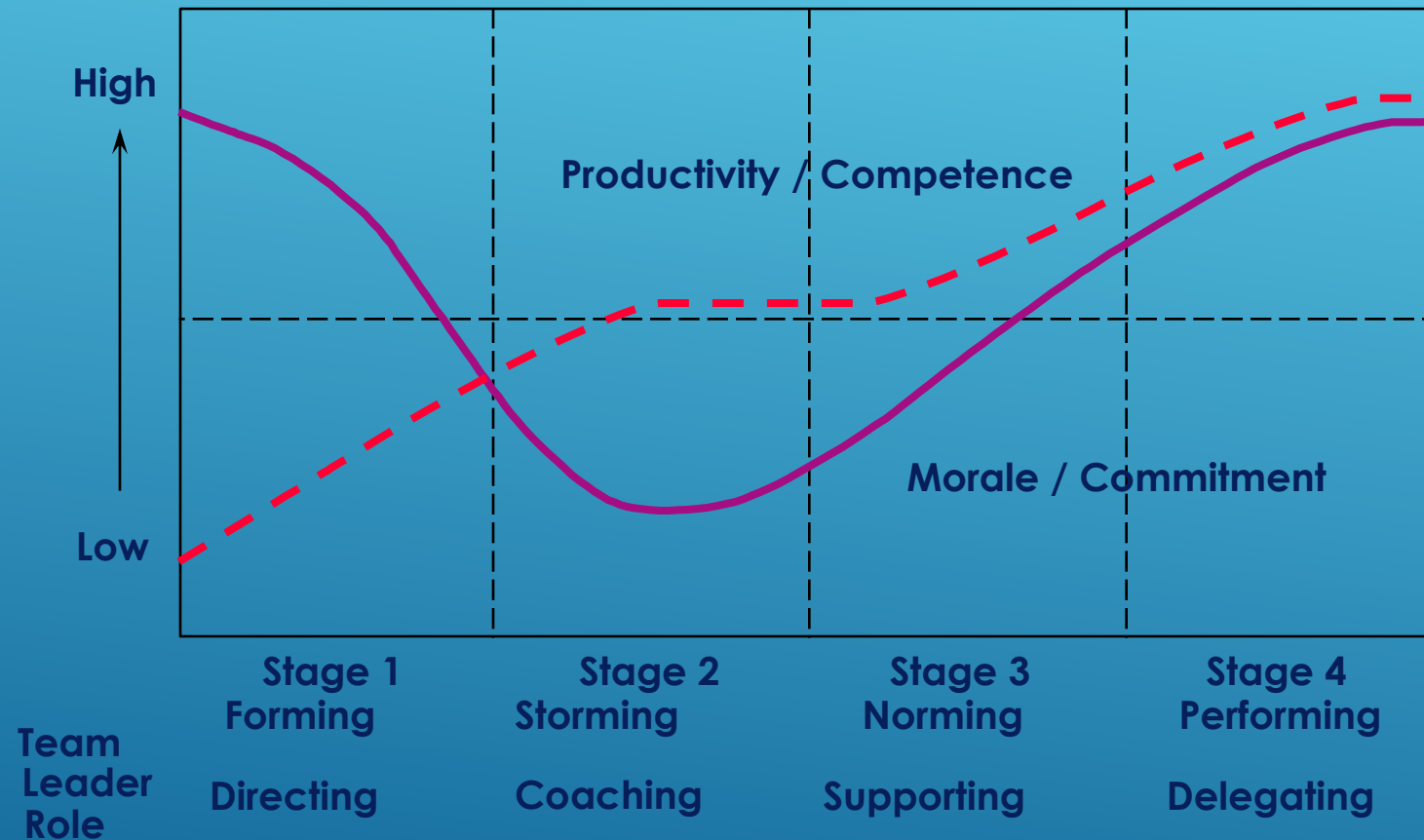
Understanding the types and characteristics of high performing teams is a prerequisite for leading one.

- ▶ Your PM/Team Lead may be a great leader
 - ▶ Good leaders are good mentors, good listeners
 - ▶ Good Leaders have a vision
 - ▶ Use the opportunity to learn and ask questions
 - ▶ Volunteer to take on extra tasks
- ▶ What if they are not?
 - ▶ No one operates well in a vacuum
 - ▶ No vision
 - ▶ Does a project need a leader, is a manager enough?
 - ▶ Who can be the leader?
 - ▶ Team Lead?
 - ▶ Team Member?

LEADERSHIP VACUUM

So what is the impact on a team?

FOUR STAGES OF TEAM DEVELOPMENT



PERFORMING STAGE OF TEAM DEVELOPMENT

As team members become more comfortable with each other, and better understand the project and what is expected of them, they become a more effective unit with everyone working in concert.

- **Feelings**
 - Members have insight into personal and group processes, and better understand each other's strengths and weaknesses
 - Satisfaction at the team's progress
 - Trust
- **Behaviors**
 - Constructive self change
 - Ability to prevent or work through group problems
 - Close attachments to the team

From: The Team Handbook by Peter Scholtes

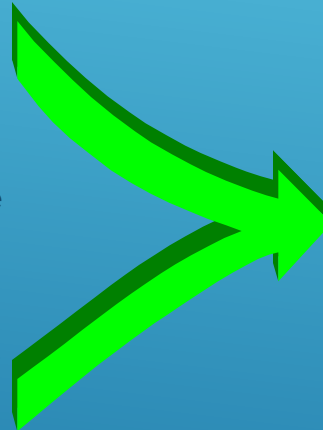
TEAM EXCELLENCE ENCOURAGING INNOVATION

CARING

- ▶ Having an environment that allows open and honest communication
- ▶ Support or attack an idea without threatening the person
- ▶ Mutual support; identify and be concerned with team mates

SHARING

- ▶ Team has a common objective
- ▶ A clear sense of how everyone fits in
- ▶ Everyone on the team is familiar with what is expected and acceptable
- ▶ Explicit operating procedures



DARING

- ▶ Encouraging everyone on the team to be innovative and adventurous
- ▶ Non-competitive; all ideas are marked as team property

Adapted from: "Beating the Risks of Reengineering" by Michael Hammer

TEAM EXCELLENCE

Team building requires a climate of trust and openness - one in which problems, concerns and ideas are aired without fear of repercussions.

Trust and openness are built when people:

- ▶ Are treated fairly, with respect
- ▶ Are listened to and not punished for making suggestions
- ▶ Are told the truth as soon as possible
- ▶ Are treated with consistency; the words and behaviors match
- ▶ Are encouraged to discuss important concerns and issues openly
- ▶ Believe that others have their best interests at heart
- ▶ Value cooperation and collaboration over competition

From: "Developing Superior Work Teams" by Dennis Kinlaw

HOW TO EXCEL AS A TEAM LEAD

- ▶ Balance administrative, bureaucratic and technical responsibilities
- ▶ Understand and balance political and technical priorities
- ▶ Demonstrate independence and initiative
- ▶ Understand and satisfy the needs of higher management
- ▶ Tailor team priorities to program priorities for cost, schedule and quality
- ▶ Further career and technical growth of team members
- ▶ Facilitate team decision-making
- ▶ When needed, act with decisiveness and willingness to make unpopular decisions

SUPPORT TEAM MISSION

The team lead must promote the project goals or vision within the team via the team mission. Once the team mission has been established, the team lead must inspire the team to pursue its mission.

In order to get your team to achieve the team mission, you must:

- ▶ Advertise and sell the mission at every opportunity
 - ▶ Be intolerant to indifference to the mission
 - ▶ React strongly and decisively to individuals undermining the mission
- ▶ Be an enthusiastic cheerleader
- ▶ Demonstrate a passion
- ▶ Pick people who share your passion and empower them
- ▶ Make the journey fun

MANAGEMENT AND TEAM LEAD RESPONSIBILITY

It is important to identify who has which responsibilities

- ▶ One location may have different roles for managers and leads than another location
- ▶ Different programs at the same location may have different role expectations
- ▶ Individual personalities within a program may result in role variations

There is no single right answer to who does what

**The key is to know on YOUR PROGRAM what
the expectations are for YOU**

TEAM LEAD ROLE

- **Accountable for all team work products:** cost, schedule, quality and measures
- **Tracks, monitors, and reports** team progress and status
- **Ensures consistency** of team plans, schedules, actions and results with big picture
- **Communicates** decisions and commitments of the team
- **Acts as a facilitator and/or a technical expert**
- **Negotiates** for and 'defends' the team
- **Acts as primary team interface** to other teams, management and the customer
- **Ensures team goals** are defined and that the team tracks to those goals
- **Helps the team to establish team priorities**
- **Develops strategic and tactical team plans/replans** that are then validated by the team
- **Provides input to Managers** on team members' performance
- **Mentors and provides feedback** to team members
- **Resolves conflict** on the team
- **Monitors and nurtures team morale**
- **Fosters teamwork**

CONFLICT

Is conflict on a team positive or negative?

"In one of our concert grand pianos, 243 taut strings exert a pull of 40,000 pounds on an iron frame. It is proof that out of great tension may come great harmony."

- Theodore Steinway

Technique for Providing Feedback/Difficult Conversations

▶ DESCRIBE THE BEHAVIOR

When you dominate the interaction by talking loudly and interrupting others...

▶ STATE YOUR REACTION

... I am frustrated...

▶ DETAIL THE IMPACT

...because I find it turns the other participants off and then we don't get all the best ideas on the table.

▶ DESCRIBE AN ALTERNATIVE BEHAVIOR

I would like you to consider holding your input until at least two other people in the group have given theirs...

▶ STATE THE ANTICIPATED POSITIVE RESULT

...then we can be assured that we get the best ideas surfaced because everyone will be heard...

▶ ASK FOR A RESPONSE

What do you think about this approach?

1. Leadership is not just for PMs and bosses.
2. Everyone on a project can demonstrate leadership behaviours
3. Influence comes from all levels

KEY TAKE AWAYS

Last Note

- ▶ No class or book will provide a complete solution
 - ▶ Successful leaders must practice to improve their skills
 - ▶ Leads must tailor what they learn to their own style and environment

