

# Leveraging Expertise What Every Project Team *Really* *Needs to Know* about Leadership



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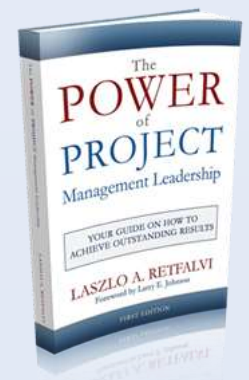
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# Getting To Know Laszlo



- 35 years in Engineering, Project Management, and Business
  - Products, Systems, and Services to Military, Para-Military, Public, Government, and Private Customers
- Instructor at University of California at Irvine
  - Applied Project Management
  - Recipient – Distinguished Instructor Award
- Instructor at Oregon State University
  - Risk Management
  - Leadership
- Author “*The Power of Project Management Leadership*” CS Publishing 2014



***Focused on helping individuals and organizations succeed***

# Agenda of Session

## How to Become an More Effective Leader in an Project Environment

**“THE KEY TO SUCCESSFUL  
LEADERSHIP *IS INFLUENCE*,  
NOT AUTHORITY”**

Dr. Ken Blanchard

# Our Journey

- Key Take Aways
- The Challenge
- First Things First – Self Awareness
- Project Management Leadership
- The 30 Minute Project Management Leadership Challenge
- Personal Plan for Growth
- Review of Key Take Aways
- The Bottom Line
- Contact Information



**The ability to  
learn is the  
most important  
quality a leader  
can have**

# Warm Up Question

Let's take a few moments to reflect on the following:

Based on your experience, what do you consider the most important behaviour when working in a team ?



# Key Take Aways



- Management and Leadership *are not the same*
- The ability to establish *confidence* and *trust* plays a critical role in your success
- Learn to lead yourself *first*
- There are several components and attributes that lead to being an *outstanding* Project Manager
  - *Project Management Leadership Model®*
- *Leadership* is about *people* and *change affects people*



# The Challenge

- Organizations *struggle* on how to determine the observable behaviours that are expected from a successful Project Manager
- Numerous models exist
  - Basic issues emerge in their practical application
- Project management certification and training are an excellent foundation for understanding what needs to be done and in what order
- What makes a Project Manager an *outstanding* Project Manager ?



**The secret is in how well they have mastered  
*project management leadership***



# Our Next Question

Let's take a few moments to reflect on the following:

What common phrases can you think of used to describe credible leaders ?



# Examples of Common Phrases

- They practice what they preach
- Their actions are consistent with their words
- They do what they say they will do
- They put their money where their mouth is
- They follow through on promises
- They walk the talk

**I'M NOT BOSSY, I HAVE  
LEADERSHIP  
SKILLS**

Source: The leadership Challenge 5<sup>th</sup> Edition Kouzes Posner

# Learn to Lead Yourself *First*

Your Team  
is Watching!

- True leadership *starts with yourself*
- Techniques to help
  - Invest in yourself
  - Lead by example
  - Lead with compassion
  - Form trusting relationships
  - Align and play your strengths
  - Work-life balance
  - *Be ready to be wrong*



**Embrace mistakes and errors *as learning* by admitting to others mistakes you've made yourself**

# Project Management Defined

- “Management” stems from the from Latin “manuagere” which means *to lead by the hand*
  - Term so broadly applied that it has become an accepted daily activity
- PMI® PMBOK® defines project management as *“the application of knowledge, skills, tools, and techniques to project activities to meet project requirements”*
- What differentiates a Project Manager from another?
- Includes aspects such as:
  - Planning - Rock-solid detailed project plan
  - Budgeting - Realistic cost budgets, revenue, profit, and cash flow
  - Communications - Clear, concise and complete
  - Others



# Alternative Definition

**Project Managers plan, manage, and handle details in a way that lets project stakeholders *relax***



# Team Question

*Introduce yourself to your neighbour*

Take a few moments to reflect on the following:

In your experience, what are leadership qualities of someone you have worked with in the past that have:

- left a *positive mark* on you ?
- left a *negative mark* on you ?



# Leadership Defined

- We hear the leadership term quite often and quite frankly, its become a catch all *overused term*
- Leadership is about establishing direction and *influencing* others to want to follow that direction
  - Involves change
- Leadership is about *people* and *change affects people*
  - *Many individuals overlook that it's about people*
- Leadership has become *so important* because the business world itself has become more competitive and full of change
- There has been extensive research on the concept of leadership and its various definitions
  - Numerous “classification” systems in the past 50 years
- *No wonder PMs struggle with this*

It's all about  
people !

# Alternative Definition

**The true measure as to whether someone is a leader is whether they have willing followers. Following a leader implies it is voluntary. They want to do it.**

**This is based on your ability to *inspire trust and confidence***

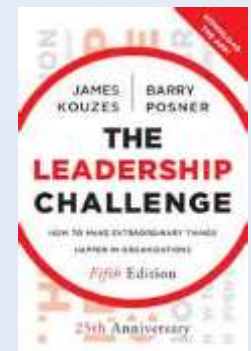


# Characteristics of Admired Leaders

Kouzes and Posner

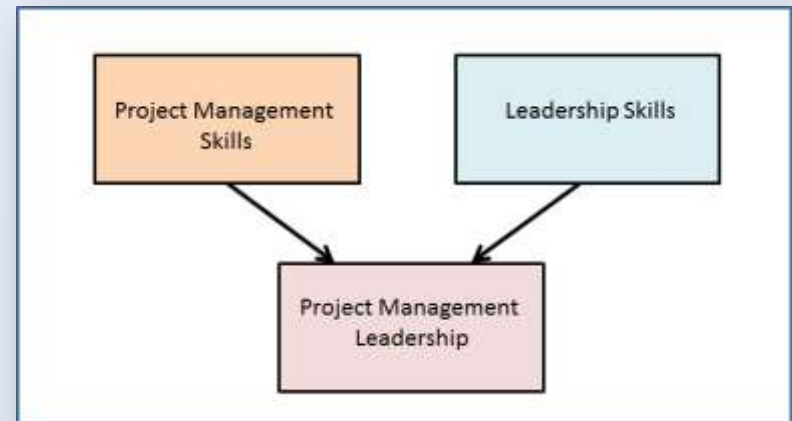
Top 4

Characteristic	1987	1995	2002	2007	2012
HONEST	83	88	88	89	89
FORWARD-LOOKING	62	75	71	71	71
COMPETENT	67	63	66	68	69
INSPIRING	58	68	65	69	69
Intelligent	43	40	47	48	45
Broad-minded	37	40	40	35	38
Fair-minded	40	49	42	39	37
Dependable	33	32	33	34	35
Supportive	32	41	35	35	35
Straightforward	34	33	34	36	32
Cooperative	25	28	28	25	27
Determined	17	17	23	25	26
Courageous	27	29	20	25	22
Ambitious	21	13	17	16	21
Caring	26	23	20	22	21
Loyal	11	11	14	18	19
Imaginative	34	28	23	17	16
Mature	23	13	21	5	14
Self-Controlled	13	5	8	10	11
Independent	10	5	6	4	5



# Project Management Leadership

- *Project Management* is about planning, controlling, and coping with complexity
- *Leadership* is about adopting a visionary stance and guiding people through change
- Part of the secret is that *both are necessary for success* in today's project environment
- Part of the secret ?
  - *Something is missing!*



# Project Management Leadership

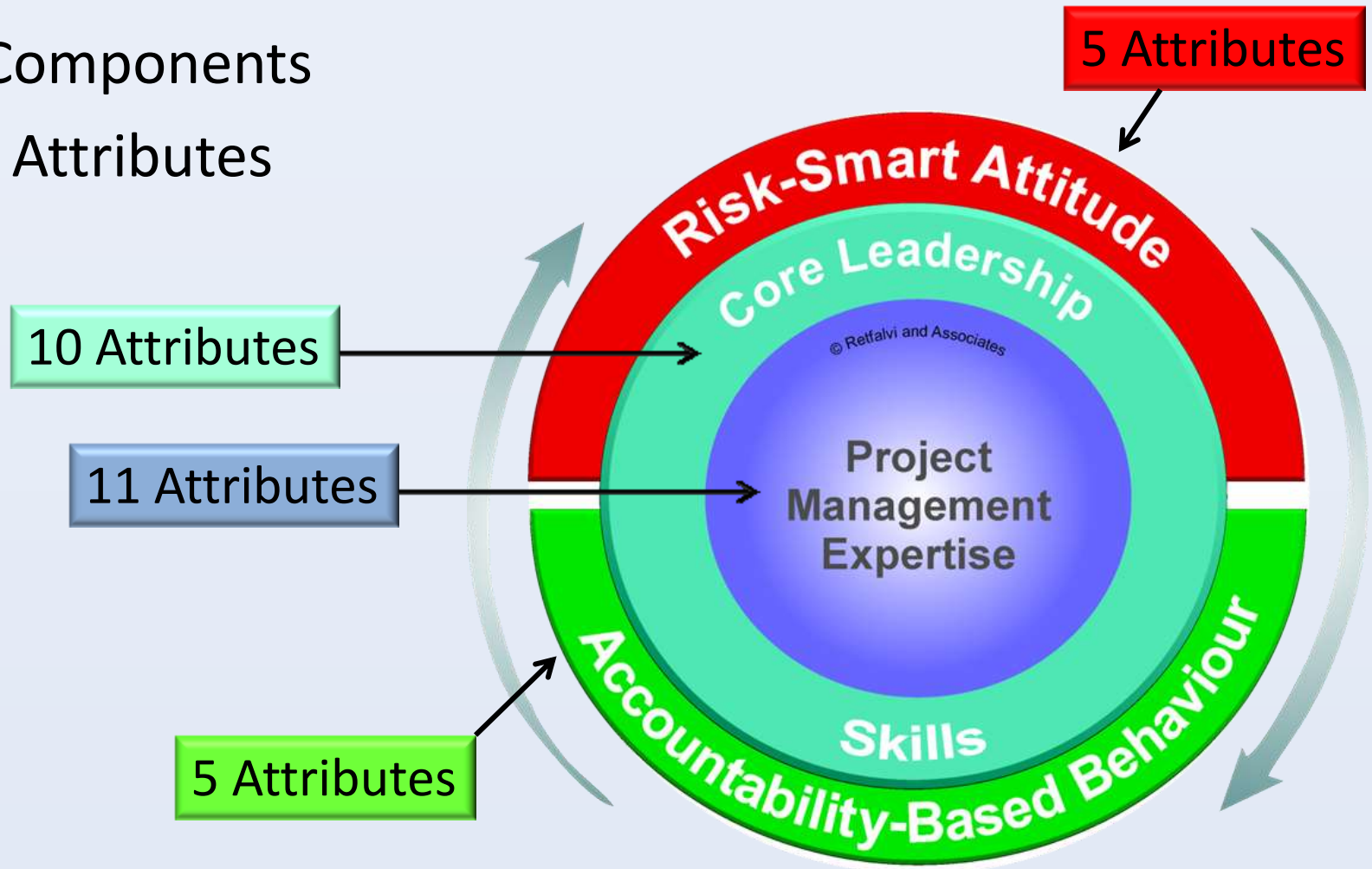


# Project Management Leadership Model<sup>©</sup>



# Project Management Leadership Model<sup>©</sup>

- 4 Components
- 31 Attributes



# Project Management Expertise



## Understand the Big Picture

- Valued for the ability to balance and communicate an overall understanding of a project with the details
- Clear understanding of Customer and stakeholder priorities
- *Aligned with strategy*
- Ability to explain your project simply and with clarity
  - “30,000-foot view”
- **Focus on what is important** and not what is easy





# Core Leadership Skills



## Demonstrate Your Competence

- As the leader, people need to have confidence that you are a competent Project Manager
- Being competent is not about being the expert in every area *but having enough skill and experience to make effective decisions*
- Clearly understand the basics of project management
- *Adjust your leadership style based on the situation*
- Ensure you listen to Subject Matter Experts
- Train to improve your skills



# Risk-Smart Attitude



## Look for Opportunities

- Risk is generally associated with bad news and negative connotations
- Creates a mindset that is a challenge to change
- Many struggle with finding opportunities in a project
- Grass roots issue – use of the word *mitigation*
- Ask yourself – *how can I deliver a more successful project ?*





# Accountability-Based Behaviour



## Set Clear Expectations

- Critical step in ensuring accountability
- Team members *need to know* what is expected of them
- Many individuals find setting clear expectations a difficult challenge
- Clear, concise and easily related to
- *Focus on performance and not on process*



# The 30 Minute Project Management Leadership Challenge

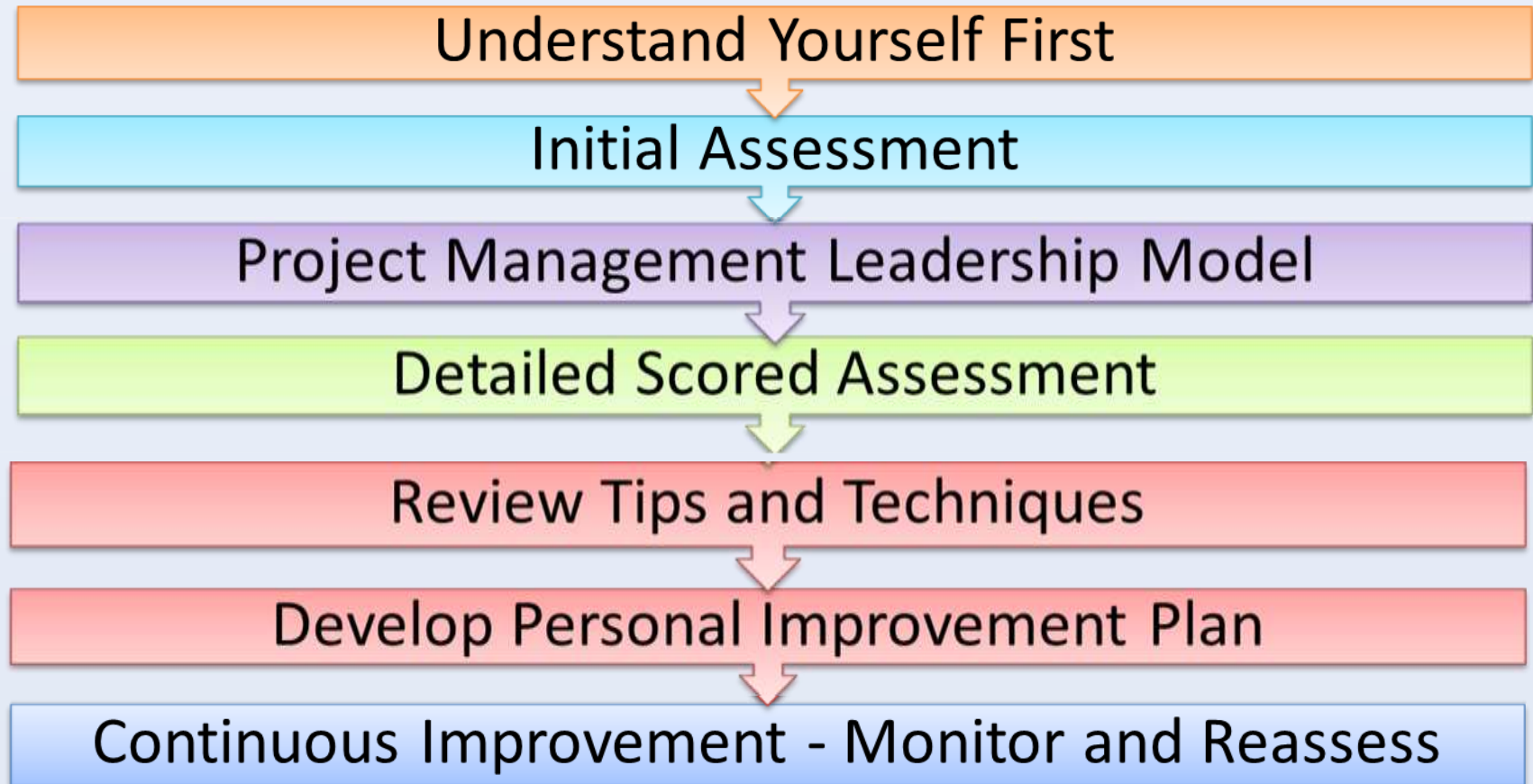
- Identify a colleague or friend you will work with as a “leadership buddy”
- Complete an initial assessment of *yourself and of your partner*
- Share the results and *openly* discuss
  - Ensure you are constructive and use examples
- For each component – work together and identify *one improvement* each of you will strive to improve
  - Small “nudges” lead to big changes
- Agree to follow up and compare progress
  - *Hold yourselves accountable*



# The 30 Minute Project Management Leadership Challenge

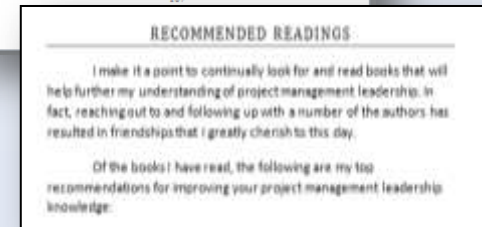
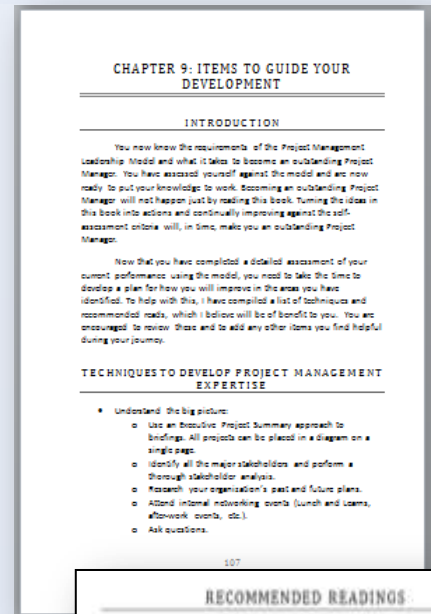
Component	Initial Assessment		
Project Management Expertise	Weak	Average	Strong
Core Leadership Skills	Weak	Average	Strong
Risk-Smart Attitude	Weak	Average	Strong
Accountability-Based Behaviour	Weak	Average	Strong

# Your Path to Success



# Personal Improvement Plan

- *You need to take the time* to develop a plan for how you will improve in the areas you have identified
  - It does not happen by itself
  - It requires effort
- Recommended Reads



**Turn your plan into actions and make a point to**  
***continually improve against the self-assessment criteria***

# Key Take Aways



- ✓ Management and Leadership *are not the same*
- ✓ The ability to establish *confidence* and *trust* plays a critical role in your success
- ✓ Learn to lead yourself *first*
- ✓ There are several components and attributes that lead to being an *outstanding* Project Manager
  - ✓ *Project Management Leadership Model®*
- ✓ *Leadership* is about *people* and *change affects people*



# The Bottom Line



**Leadership is about people**

**If others do not have *trust and confidence* in you, you will struggle as a leader**

**There is simply no way to get around this**



# Additional Information



## Enough is Enough - Let's Talk About True Project Leadership

by Laszlo Retfalvi

June 16, 2016 | 60:17 | Views: 5,572 | PDUs: 1.00 | Rating: 6.20 / 7

Management of medium to large complex procurement and integration projects is a difficult challenge. Research and industry experience has concluded that leadership competence is not an optional project management

Tags: Leadership, Leadership, PMP/PgMP, PMI-RMP, PMI-SP, PMI-ACP, PfMP, PMI-PBA



## Strengthen Your Project Management Leadership Skills

by Laszlo Retfalvi

June 17, 2015 | 53:51 | Views: 3,183 | PDUs: 1.00 | R

The best Project Managers are outstanding leaders. They motivate, bring people together, and accomplish great things. They are organization. They are the ones that succeed. Leaders

Tags: Leadership, Technical, Leadership, PMP/PgMP, PMI-SP, PMI-ACP, PfMP, PMI-PBA



## Outstanding Project Managers Have Mastered Key Skills and So Can You!

by Laszlo Retfalvi

September 27, 2017 | 60:12 | Views: 840 | PDUs: 1.00 | Rating: 5.78 / 7

The best Project Managers are outstanding leaders. They motivate, bring people together, and accomplish great things. They lead with accountability, are risk aware, and have courage to act. They get the best and most exci

Tags: Career Development, Leadership, Leadership, PMP/PgMP, PMI-RMP, PMI-SP, PMI-ACP, PfMP, PMI-PBA



## Let's Talk About REAL Project Risk Management

by Laszlo Retfalvi

May 31, 2017 | 61:59 | Views: 3,780 | PDUs: 1.00 | Rating: 5.74 / 7

In today's environment with pressures for business value and growth, increased profit, and enhanced accountability, organizations must address the proper management of project risks in order to succeed. In order to



PM Podcast



## Talent Management 2017: Project Leadership Demystified: How to Set Yourself Up for Success!

by Laszlo Retfalvi

December 07, 2017 | 63:10 | Views: 1,954 | PDUs: 1.00 | Rating: 4.10 / 5

Management of medium to large complex procurement and integration projects is a difficult challenge. As projects increase in complexity and schedules become more aggressive, the ability of a Project Manager to effectively lead projects teams and influence stakeholders significantly improves the chances of successful project execution and organizational success.



# Questions ?

# Contact Information



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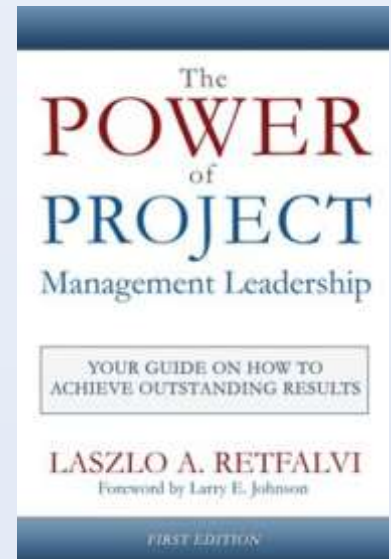
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