

Inspirational Project Leadership

The Center for Project Leadership – Columbia University
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- Project Management – Global Process Owner (GPO)

- 39 Years with P&G
 - Project Manager
 - Technical Engineer
 - Divestiture Project Manager
 - Start-up Manager
 - Environmental Engineer

- Memberships
 - NASA Project Management Training Board
 - SE Ohio Project Management Institute (PMI) Executive Advisory Board
 - Construction Industry Institute (CII)

- Triplet 17 year old daughters

P&G video

Leadership : a Definition

P&G's Definition:

The Capability to transform organizations to win in the face of intense challenge and competition.

P&G Leadership Assessment Tool Documentation

Key Roles of Effective (The 5 Es)

ENVISIONS

the Future- recognizes opportunities.

ENGAGES

others in owning and developing the vision and strategies.

ENERGIZES

people and resources to achieve the vision.

ENABLES

self & others to achieve the vision by leveraging strengths and removing barriers.

EXECUTES

Develops executable plans to deliver the strategy, holds self and others accountable.

Hypothesis

- Project Managers too often focus only on **Executes**. The other four “E’s” might or might not be leveraged.
- One might call focusing only on **Executes** as Transactional Leadership.
- The complete model is required to drive **YOUR** Leadership development

Transactional Project Leadership

- Problem solving issues (transactions) as they arrive.
- Planning
- Controlling
- Procedures
- Goal articulations

Inspirational Project Leadership

- Strong Strategic Focus
- Lateral Thinking –draw on external experience.
- Vision & Communication
- Principled – committed, courageous, demanding of themselves & others.
- Reflective – humility, not being afraid to show vulnerability.
- Risk Takers
- Accessible
- Value Attitude – value skills and training but focus on attitude.

Characteristics of Leaders

“... leaders are made, not born. They

- choose to lead.
- step up and over time stand out.
- learn to get comfortable with uncertainty
- embrace change”.

P&G's Characteristics of Leaders

- Strong and clearly defined personal values and character
- Choose what's right for the Business and total Organization over personal gain
- Honest and have high personal integrity
- Have a deep respect for others
- Committed to the dream of greatness
- Constantly learning and seeking to be the best and “in touch”
- Change agents- incite passion and inspiration in others
- Caring and Demanding

How should we think about these
characteristics in the context of
Projects?

QUALITIES

vision
empathy
confidence
intuition
humility

COMPETENCIES

directing
listening
analyzing
trusting
confronting
coaching

VALUES & BELIEFS

integrity
honesty
drive/ambition
caring
courage
open-mindedness
learning

THE LEADER

INTERACTIONS

modeling directing
encouraging inspiring
challenging enabling

IMPACT ON FOLLOWERS

committed enthusiastic
respected energized

IMPACT ON OTHERS

IMPACT ON OTHERS

IMPACT ON THE BUSINESS

IMPACT ON THE ORGANIZATION

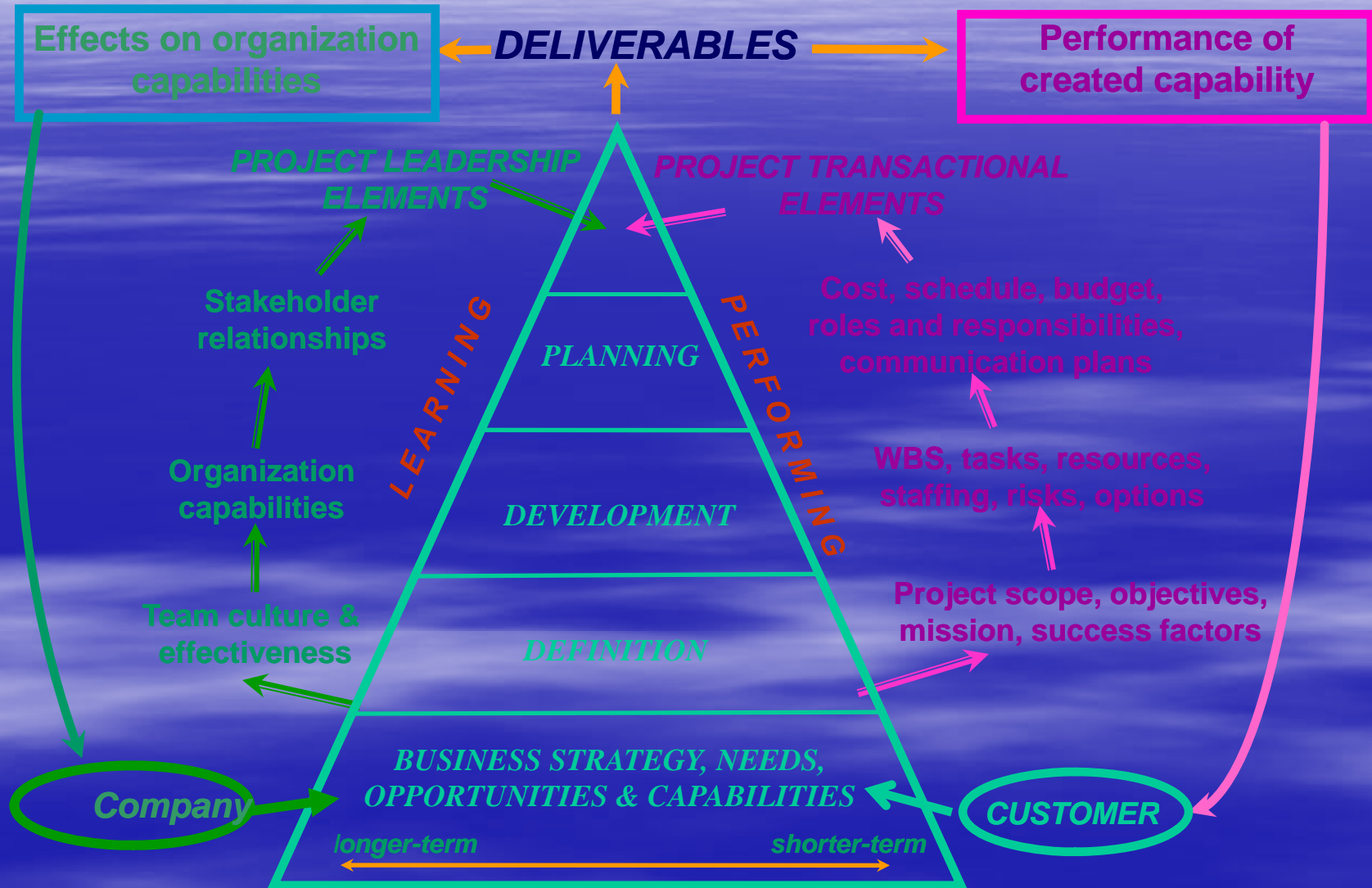
aligned synergy

Project Leadership: Self Check

- *To what extent do I empower others ?*
- *Does my behavior reflect my respect for others ?*
- *Am I consistent in demanding high quality for myself and for others ?*
- *How does my behavior effect the spirit of others?*
- *How do I foster teamwork ?*
- *How do I encourage learning ?*
- *How would I feel if I were the recipient of my behavior ?*

How do you take this information
and apply it to Project
Deliverables?

COMPREHENSIVE PROJECT PLANNING



Leadership Outcome

The Outcome of Effective Leadership is:

*The creation of **conditions**
for the **team and for each individual**
which encourage and enable :*

- **maximum effective contributions,***
- **highest performance,***
- **greatest individual growth and satisfaction.***

Project Leadership

Good leadership ASSURES:

- ◆ **alignment with Corporate Strategy and Project Objectives**
- ◆ **integration of task, processes, people and teams**
- ◆ **competence in technical, managerial and organizational areas**
- ◆ **commitment of customer, management, key stakeholders and the project team,**
- ◆ **everyone's accomplishment and satisfaction (and fun!)**

Project Leadership - Summary

- ◆ **Project Leadership is more than managing the transactional aspects of the project.**
- ◆ **Project Leaders need to deliver on all 5 E's.**
- ◆ **We rely on our Projects as a way to Grow Executional Excellence.**
- ◆ **Everyone should exert leadership at times**
- ◆ **There are different organizational models specifying leadership skills (eg. 5E model) but they all show organizational growth and business results as key elements.**

Questions and Answers