



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Project Leadership



**“No business plan survives first contact
with customers.”**

Josh Kaufman

“The Personal MBA”



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Project Manager Power Within the Organization

DISCUSSION

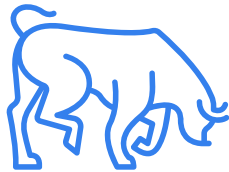
How much power and authority do you have over the projects you work on?



SOFPM

Project Manager Authority Level

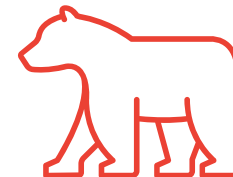
Know the type of organization you work within.



Strong Matrix

Functional Matrix

Weak Matrix



SOPPM



PROS and CONS of Matrix Organization Types

	WEAK	BALANCED	STRONG	FUNCTIONAL
Line Manager Authority	HIGH	LOW	LOW	MEDIUM
Project Manager Authority	LOW	HIGH	HIGH	MEDIUM
Resource Allocation	MEDIUM	HIGH	HIGH	MEDIUM
Ability to Innovate	LOW	MEDIUM	HIGH	MEDIUM



SOFPM

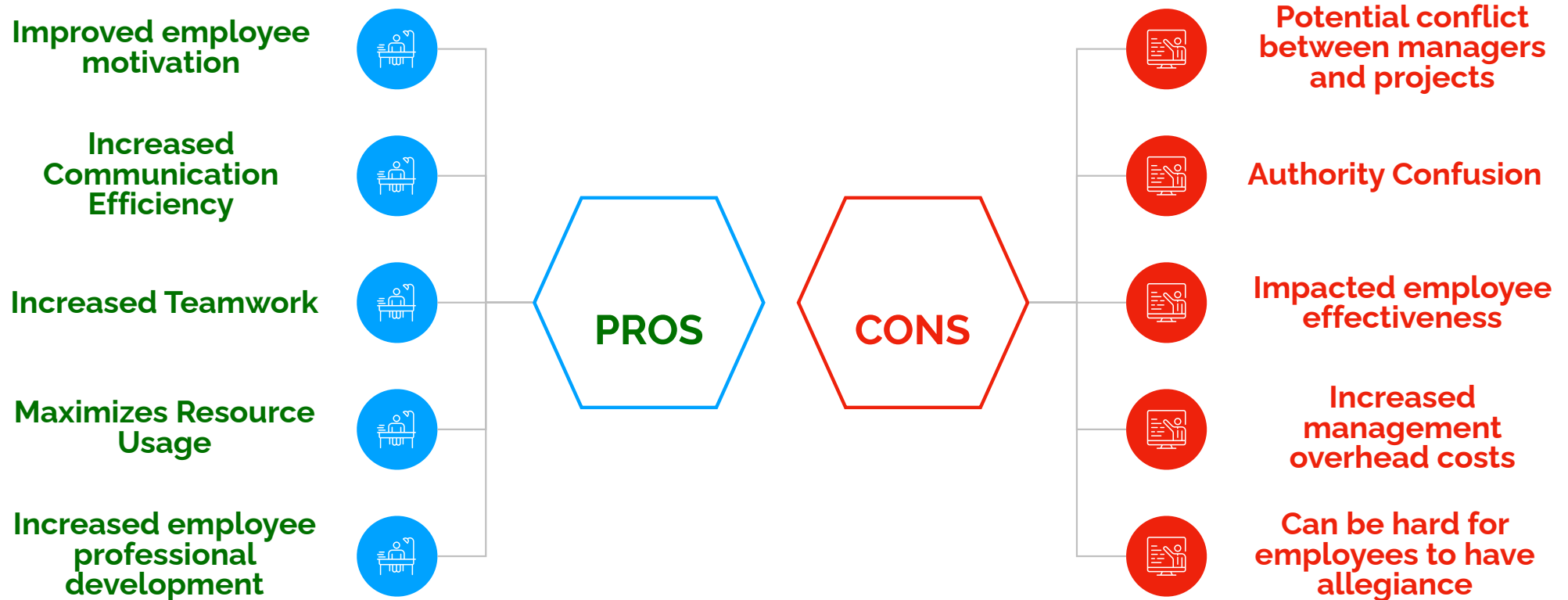
DISCUSSION

Why do you think it important to understand where projects fit in the organization?



SOFPM

Considerations of Strong Matrix Organizations



SOFPM

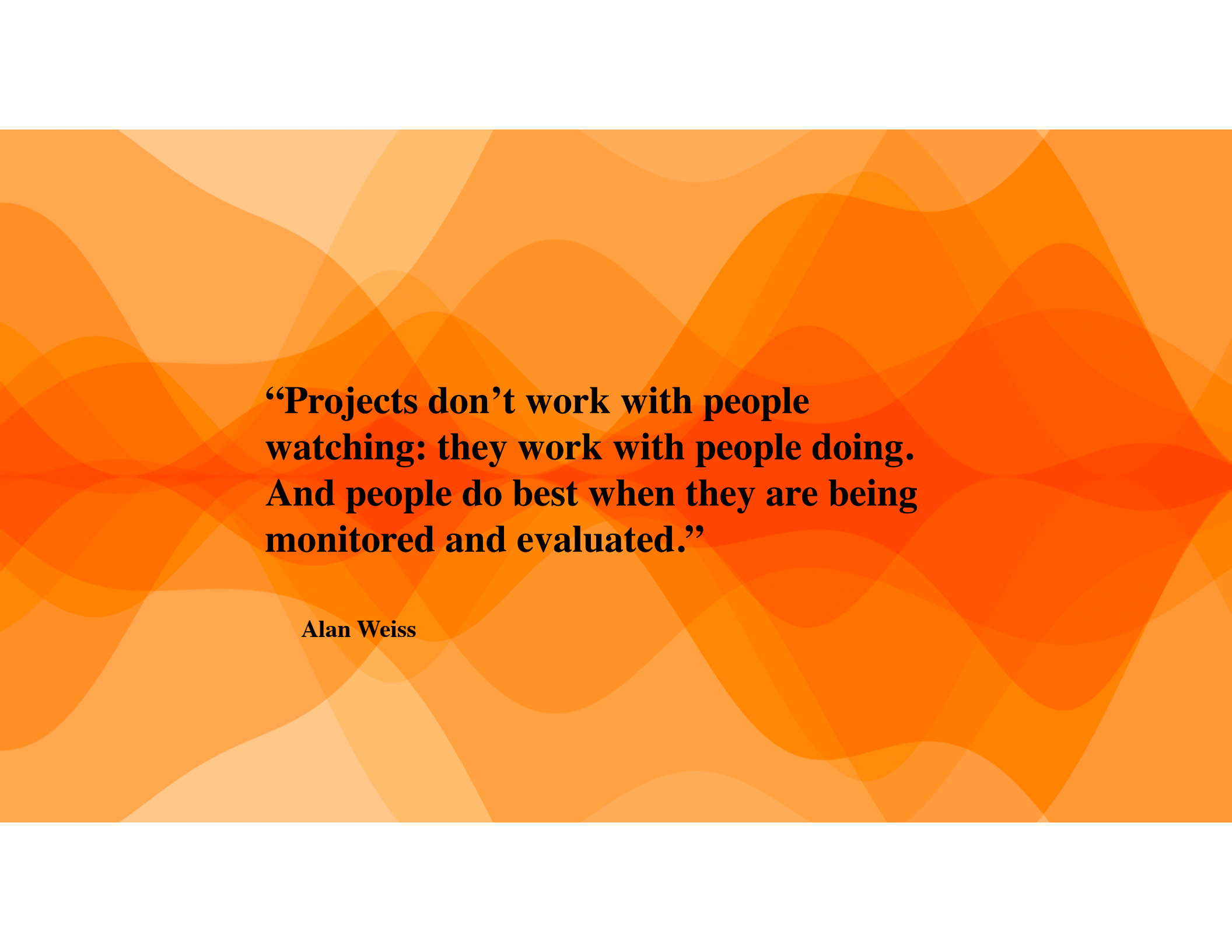


DISCUSSION

What kind of organization are you in?



SOFPM

The background of the slide is a solid orange color with a pattern of overlapping, semi-transparent, wavy shapes in various shades of orange, creating a dynamic, layered effect.

**“Projects don’t work with people
watching: they work with people doing.
And people do best when they are being
monitored and evaluated.”**

Alan Weiss

Your Project Team

What does your project “**dream team**” look like?

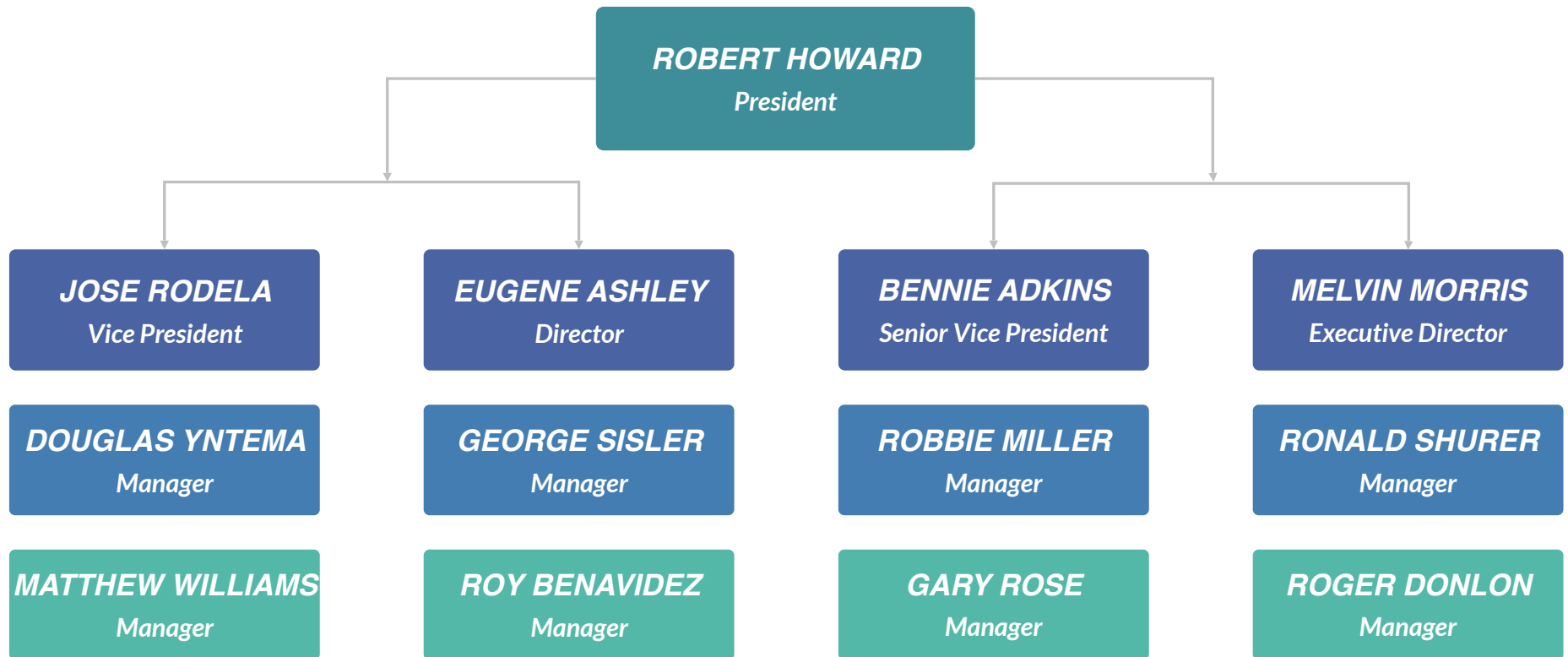
How will you acquire them?

Where do they come from in the organization?



SOFPM

Remember the Matrix Categories?



SOFPM

Team Development

Understanding **Matrix Organizational Structures** and how they impact team development is a major factor for quality project management.

Building **effective** and **empowered** project teams is necessary to achieve the project goals you desire.



SOFPM



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Leadership Styles

DISCUSSION

What is your leadership style?



SOFPM

6 PM Leadership Styles

<https://brightwork.com>

	COERCIVE	AUTHORITATIVE	AFFILIATIVE	DEMOCRATIC	PACESETTING	COACHING
METHOD	Immediate compliance	Vision Focuses	Creates harmony	Consensus through participation	High standards	Develops people
PHRASE	Do what I tell you	Come with me	People come first	What do you think?	Do as I do	Try this
EI:	Driven to achieve	Change catalyst	Relationship builder	Communication and collaboration	Driven to achieve	Empathy and self-awareness
WORKS WITH	Crisis or with problem employees	When clear direction is needed	To fix a team	To build buy-in	Quick results from a motivated team	Helping develop long term strengths
IMPACT ON CULTURE	NEGATIVE	VERY POSITIVE	POSITIVE	POSITIVE	NEGATIVE	POSITIVE



SOFPM



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

DISC

DISCUSSION

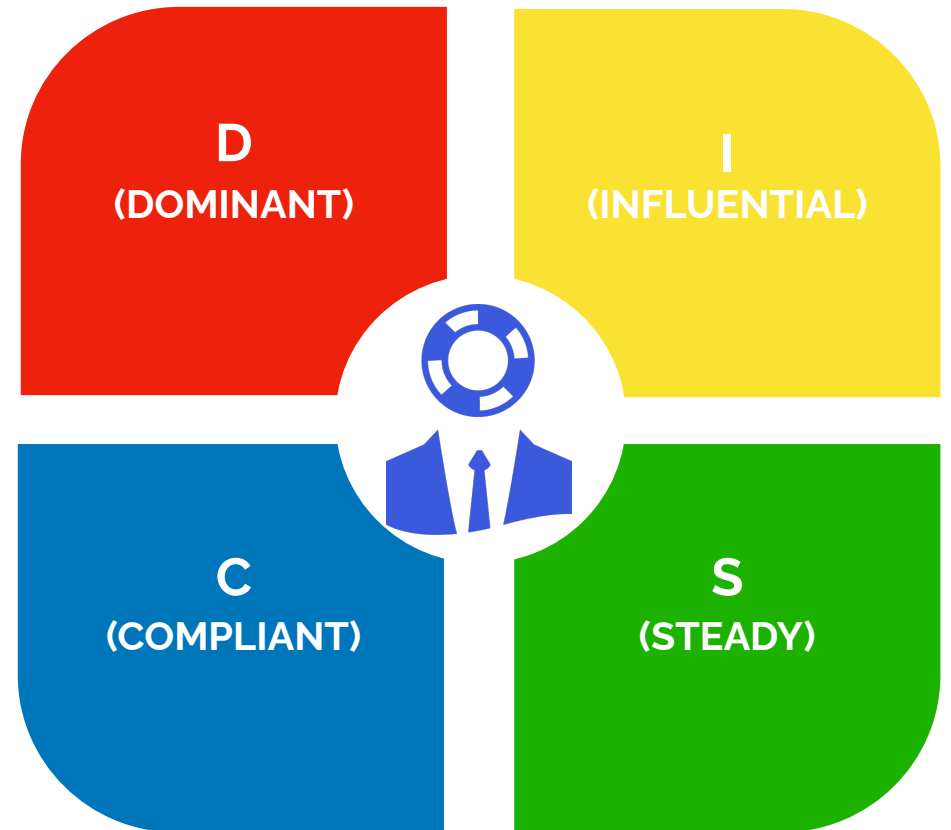
Do you tailor your approach to people who have different personality types than you?



SOFPM

DISC Personality Assessment

DISC can be helpful in recognizing how you respond and what considerations to take when **communicating with others**.

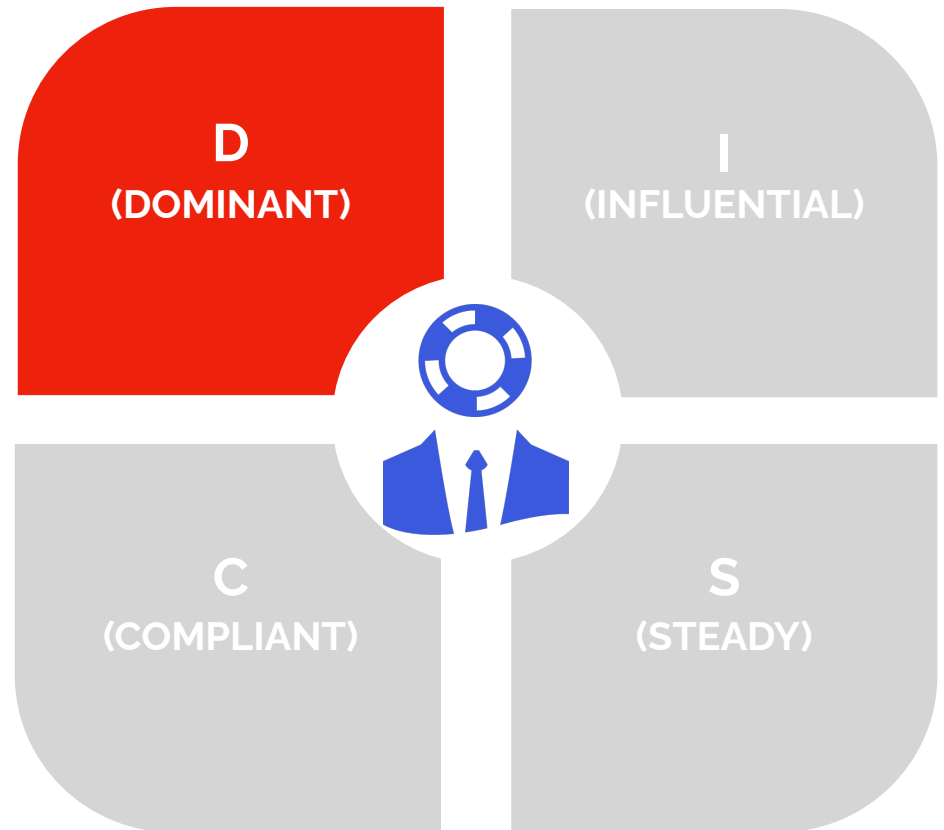


SOFPM



D: Dominant Styles

Direct, goal focused, quick, and decisive. They tend to think of themselves individualistically and tend to ask questions that affect them directly.



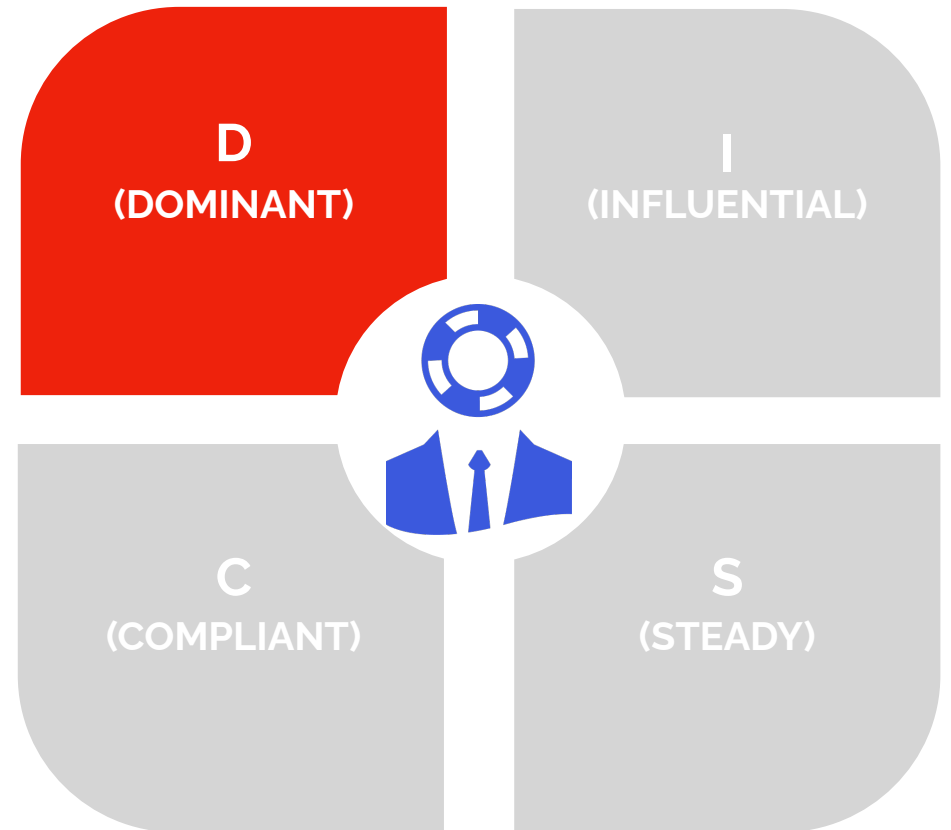
SOFPM



D: Dominant Styles

They do not want a lot of details, but **just the facts** they need to know.

D-styles will ask questions like, “what’s the bottom line?” or “what’s in it for me?”



SOFPM



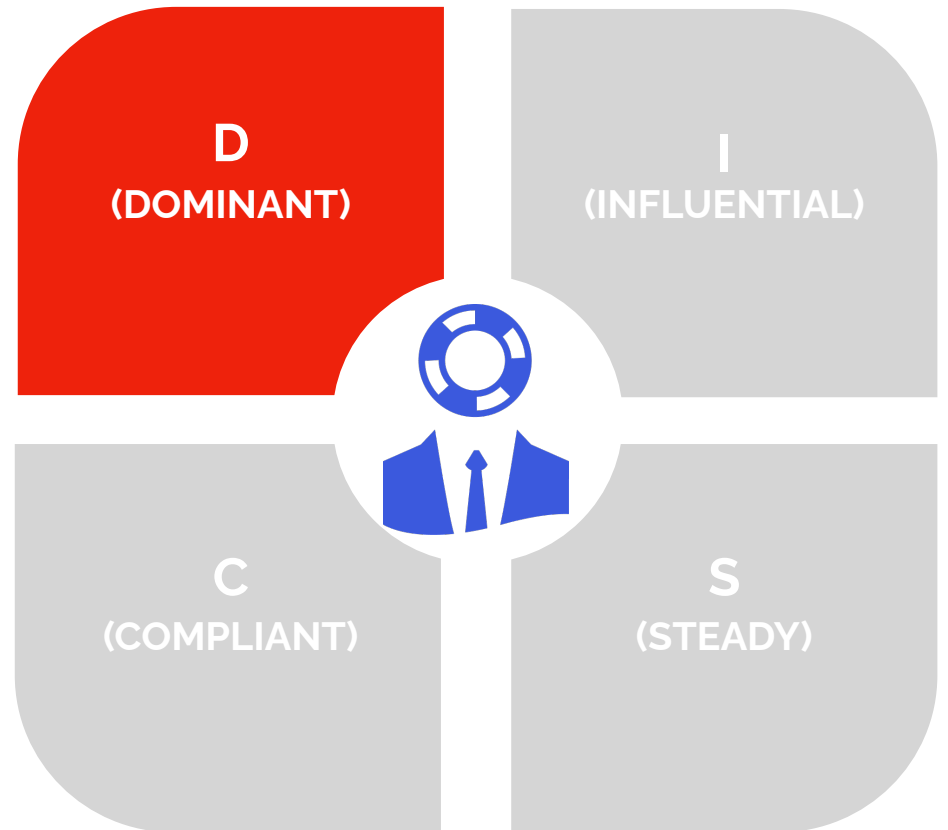
D: Dominant Styles

View Themselves As:

Direct, Decisive, Doer

Often viewed as:

Domineering and Demanding



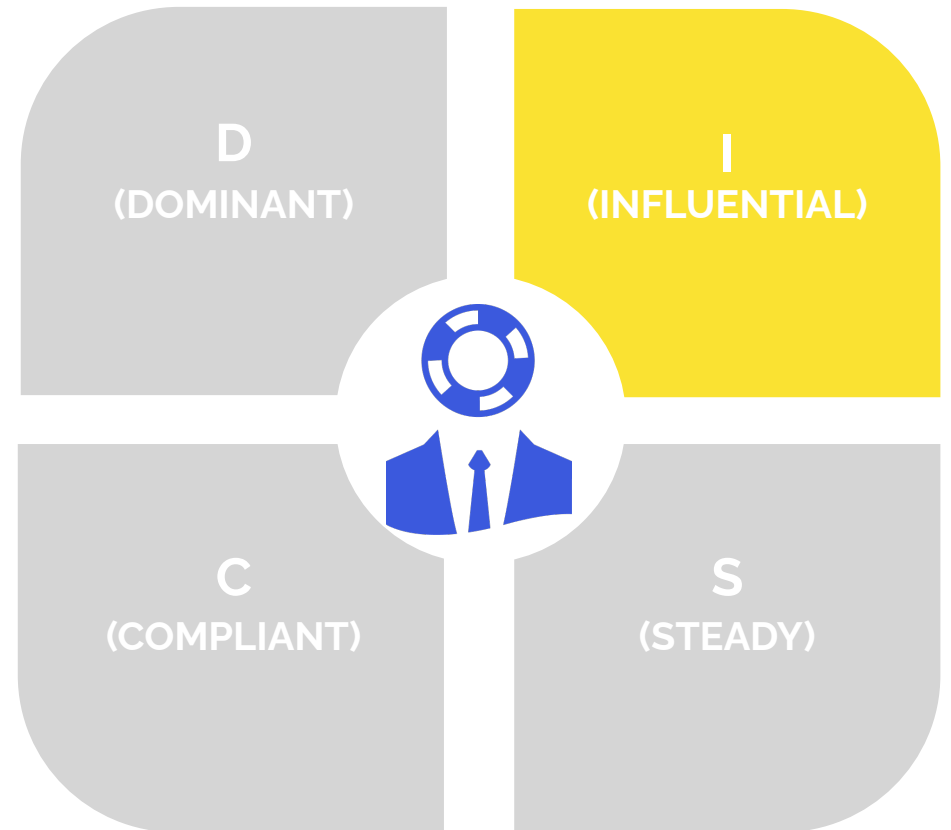
SOFPM



I: Influential Styles

Social, energetic, and talkative.

They like to be liked and also to be the center of attention and **focus on interactions over tasks.**



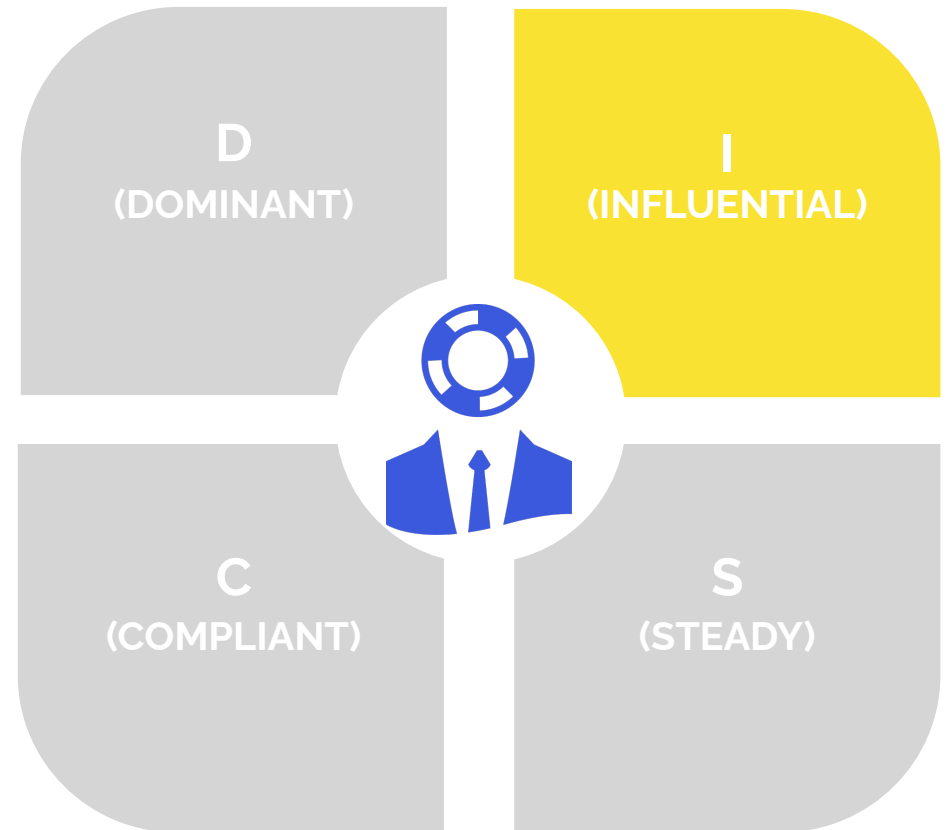
SOFPM



I: Influential Styles

They are all about the people and ask the “who” questions.

I-styles tend to ask questions like, “who’s going to be at this meeting?” or “who else is using this?”



SOFPM



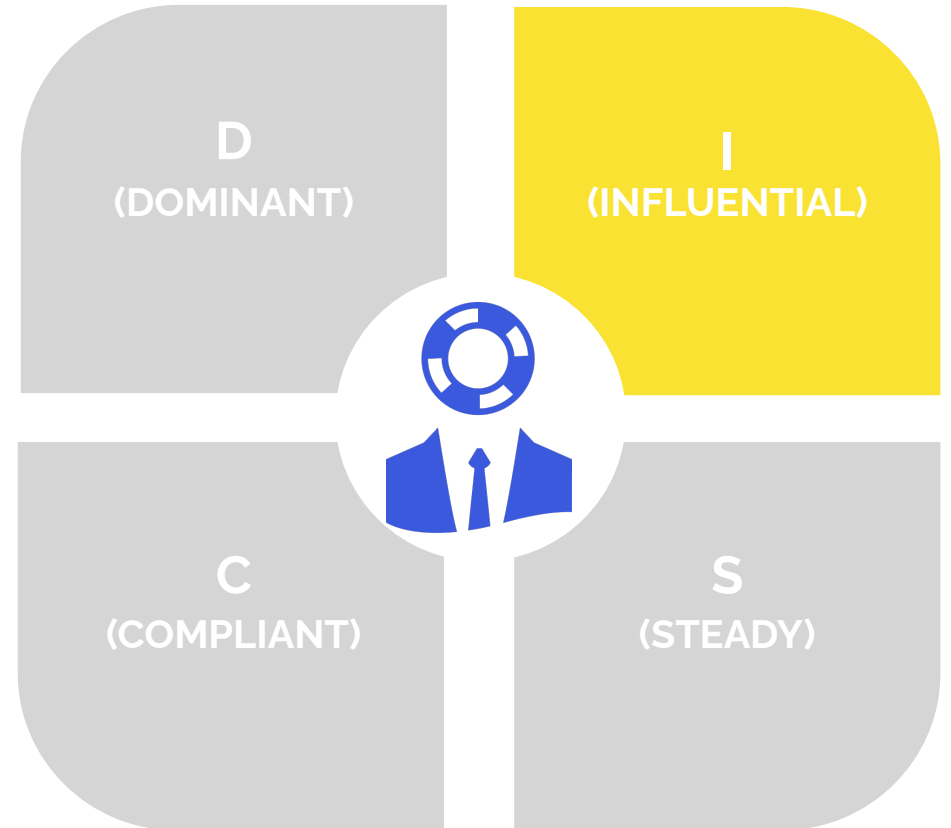
I: Influential Styles

View Themselves As:

Inspirational, Interactive, Interesting

Often viewed as:

Impulsive and Irritating

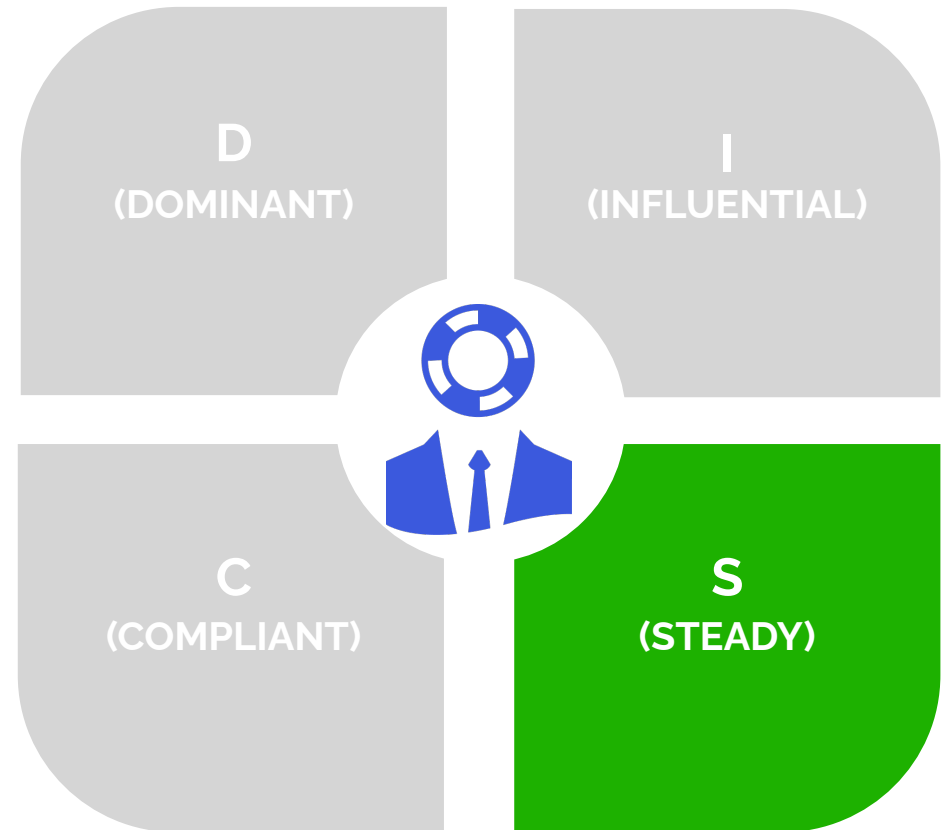


SOFPM



S: Steady Styles

Reserved and prefer to have as much understanding as possible before making decisions by asking a lot of questions to make sure the decision is right for them **and** the people close to them.



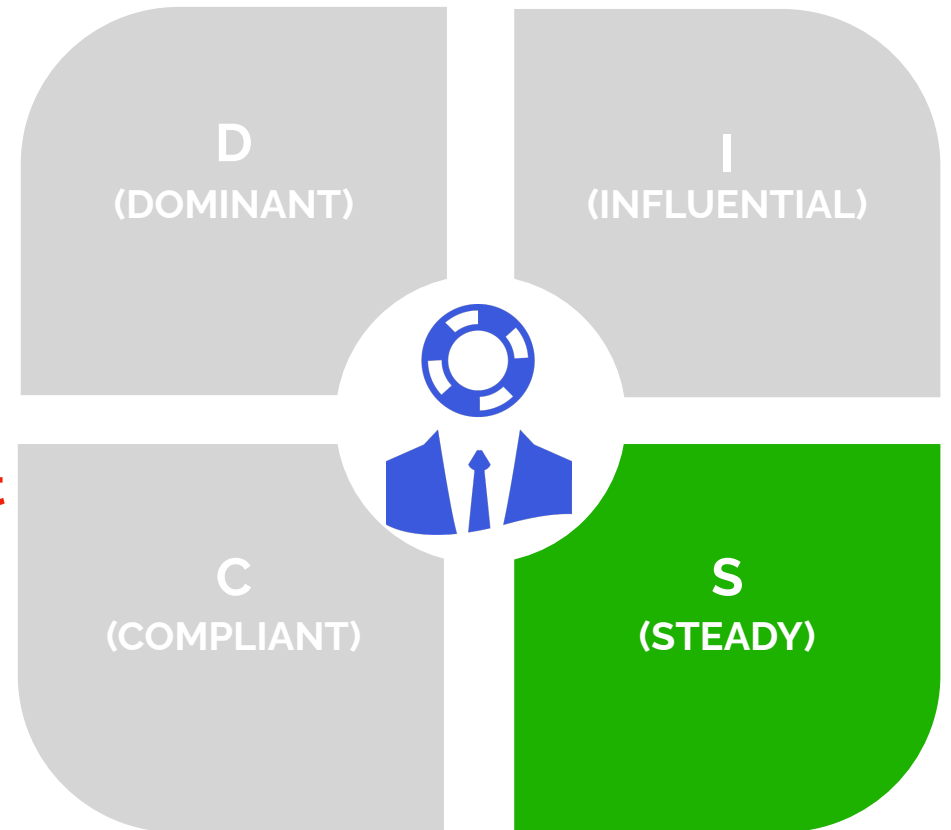
SOFPM



S: Steady Styles

S-styles tend to ask the “how” questions (often in plural form).

For example, they ask “how are we doing to do this?” or “how is this going to impact us?”



SOFPM



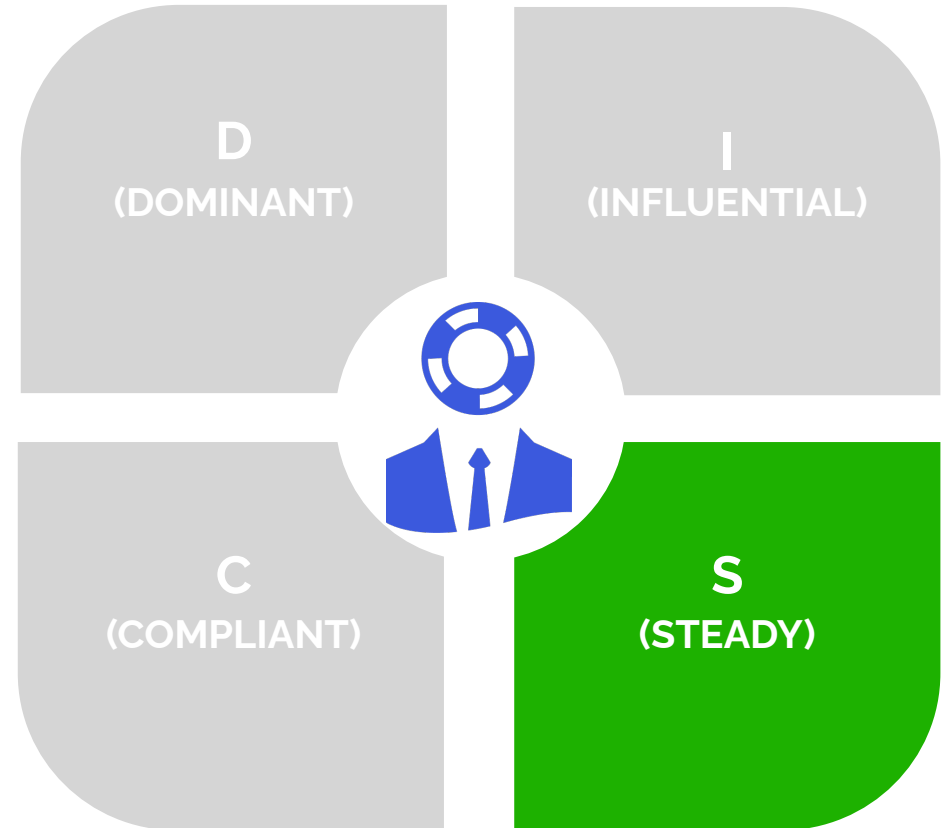
S: Steady Styles

View Themselves As:

Stable, Supportive, Sincere

Often viewed as:

Slow and Sensitive



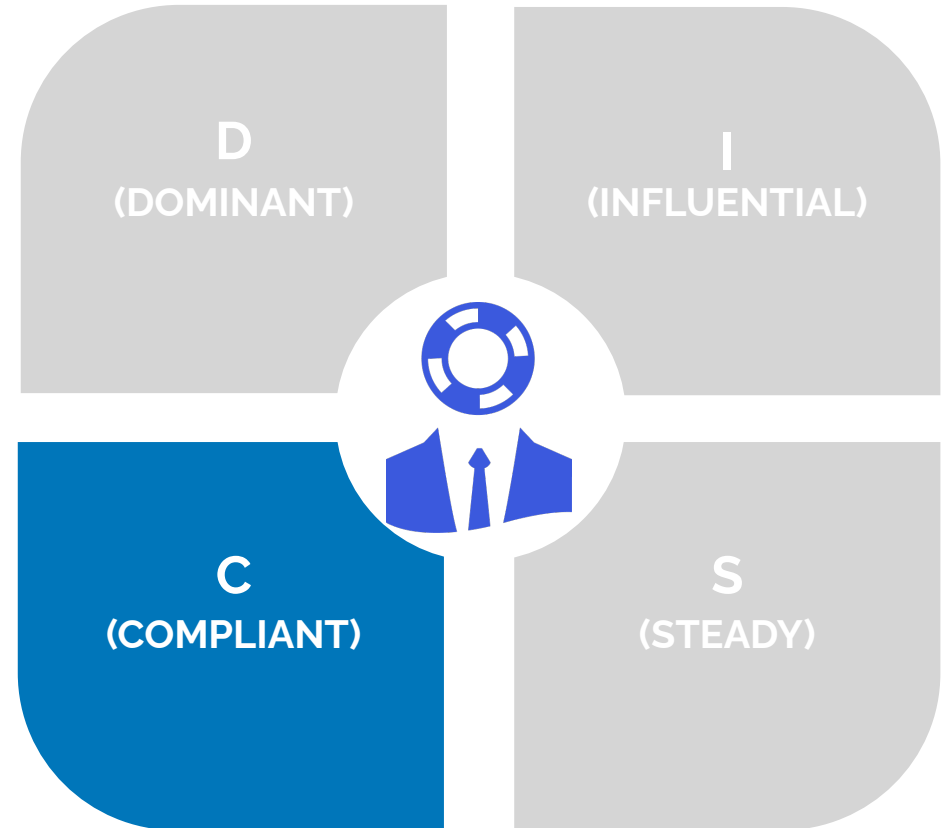
SOFPM



C: Compliant Styles

Analytical and reserved.

They want to know as many facts and data as possible to make the correct decision.



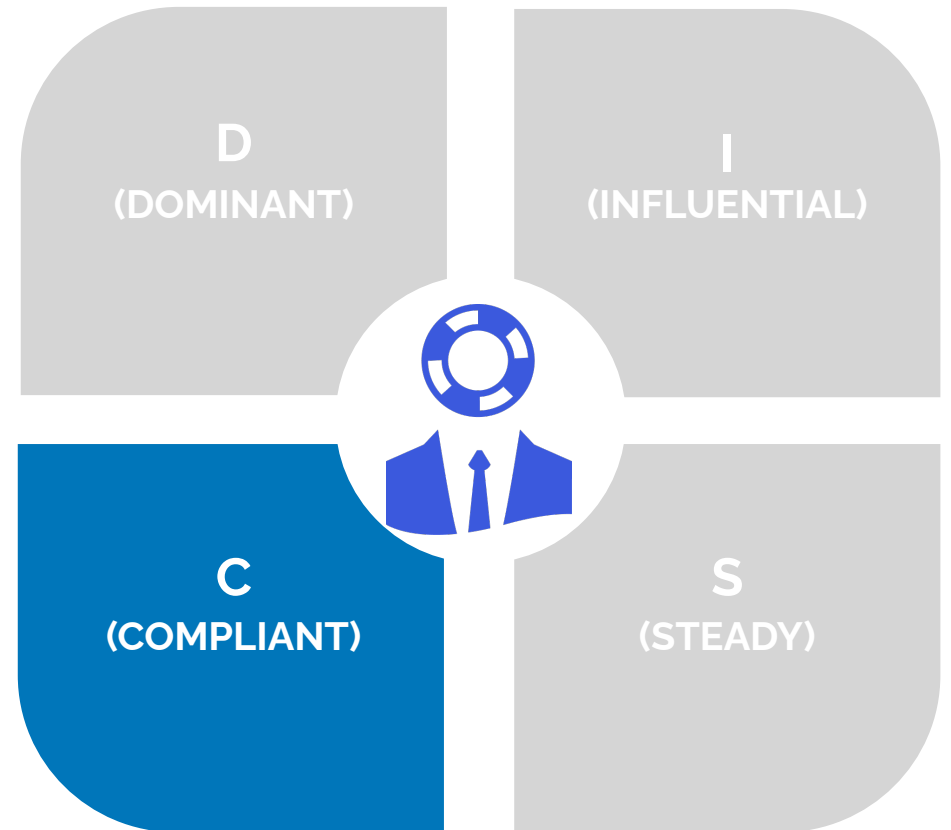
SOFPM



C: Compliant Styles

C-styles are cautious and will ask a lot of questions.

They tend to ask the “why” questions like “why does it work this way?” and “why is that step necessary?”



SOFPM



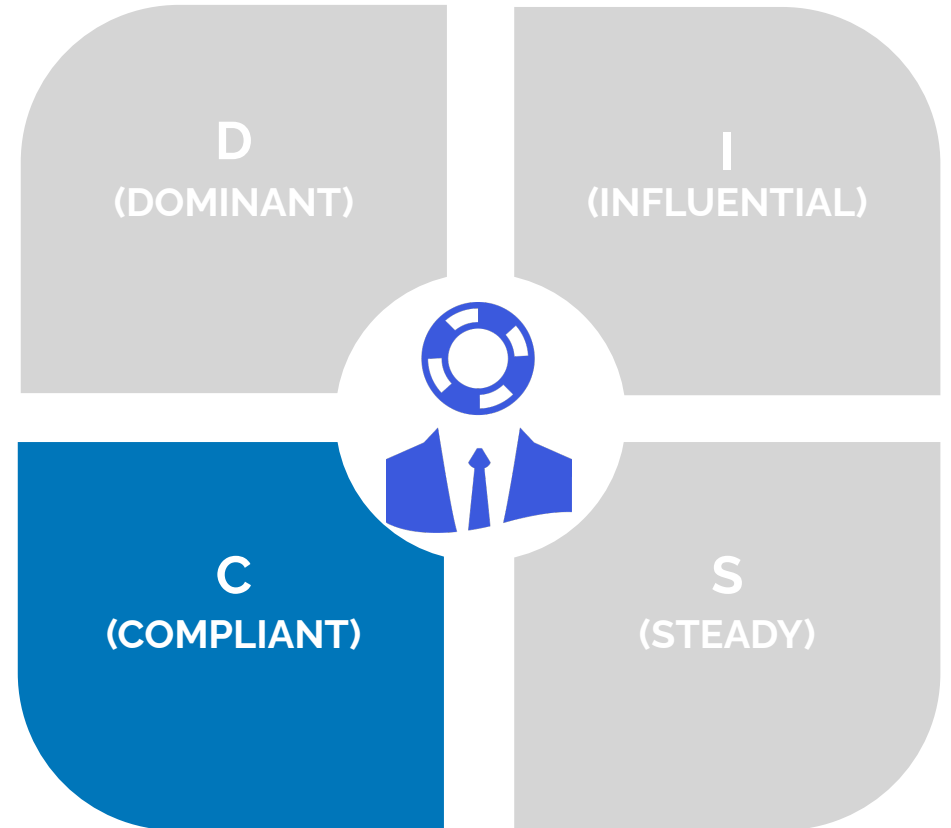
C: Compliant Styles

View Themselves As:

Cautious, Careful, Conscientious

Often viewed as:

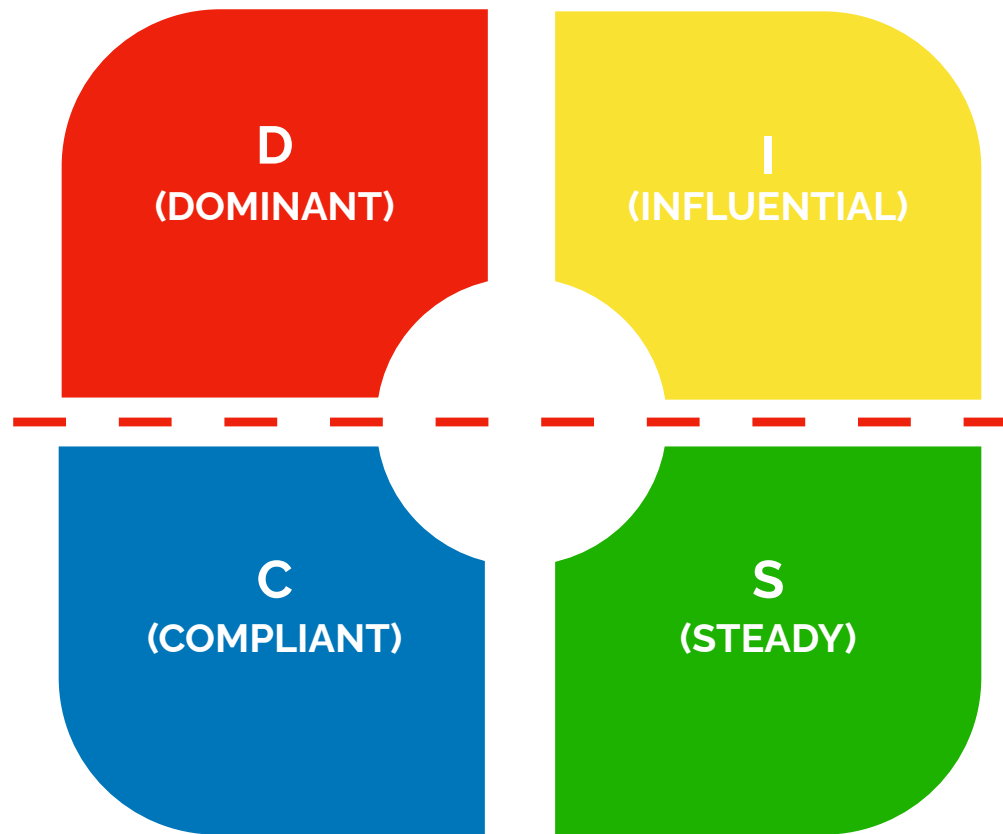
Calculating and Condescending



SOFPM

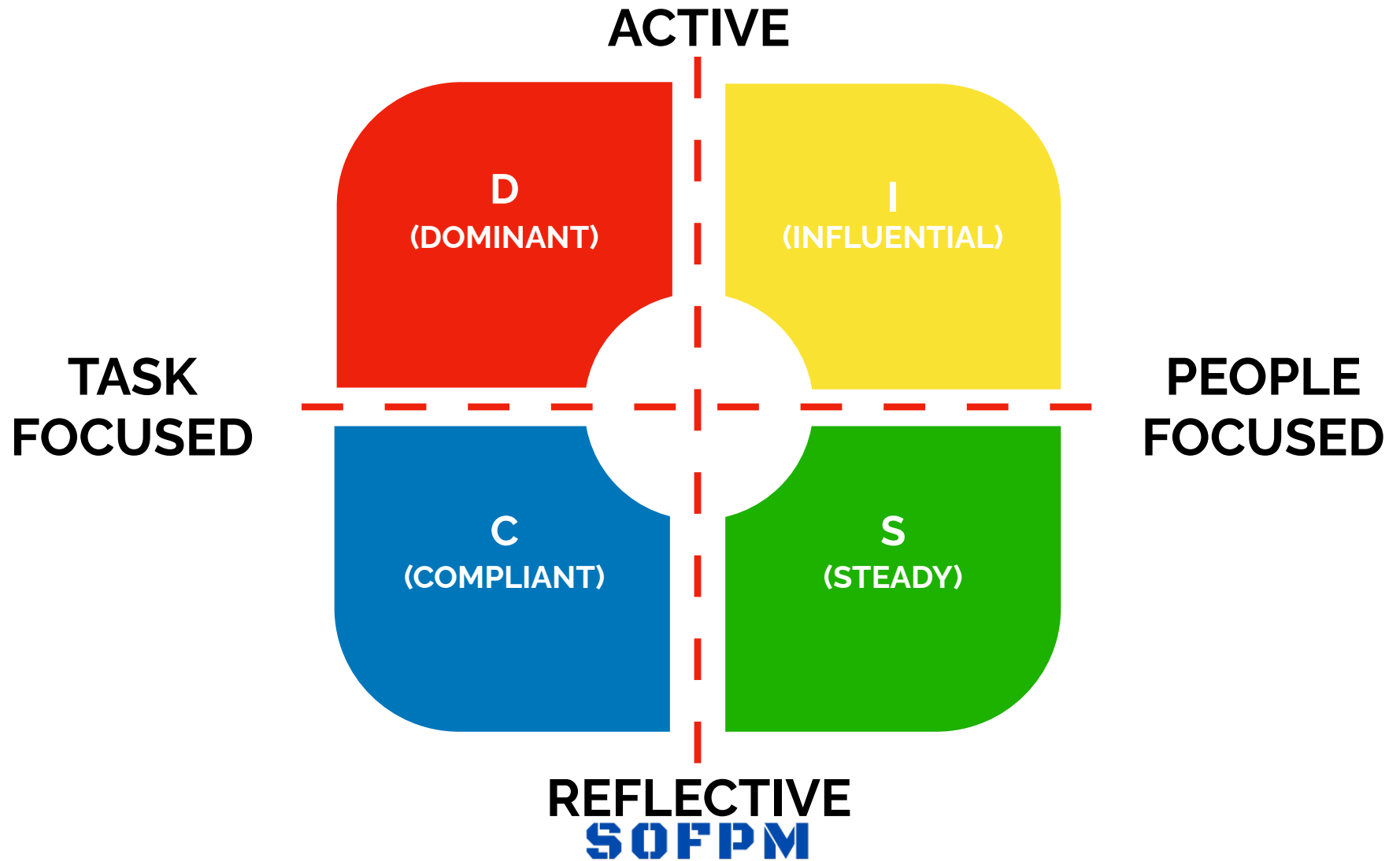


ACTIVE



REFLECTIVE
SOFPM





DISCUSSION

What are signs some is UNABLE or UNWILLING to accept delegated responsibility?

How do you respond to either?



SOFPM



SOFP

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Situational Leadership

Hersey and Blanchard Situational Leadership

Paul Hersey and Ken Blanchard first published their Situational Leadership Model in their **1982** book, *Management of Organizational Behavior: Utilizing Human Resources*

LEADERSHIP STYLES
MATURITY LEVELS
PERFORMANCE READINESS
DEVELOPMENT LEVELS



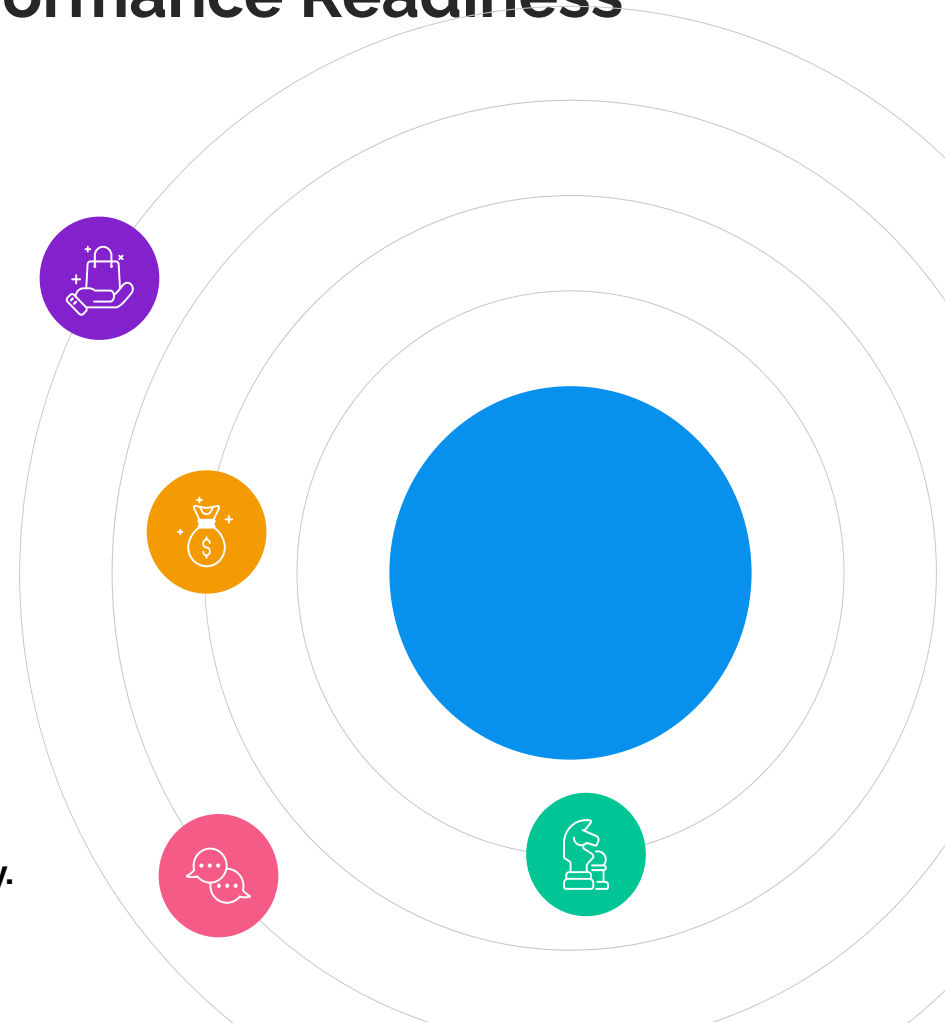
SOFPM

Situational Leadership : Performance Readiness

R1

Unable, Insecure, Unwilling

Tell them what to do and how to do it. Manage closely.



SOFPM



Situational Leadership : Performance Readiness

R2

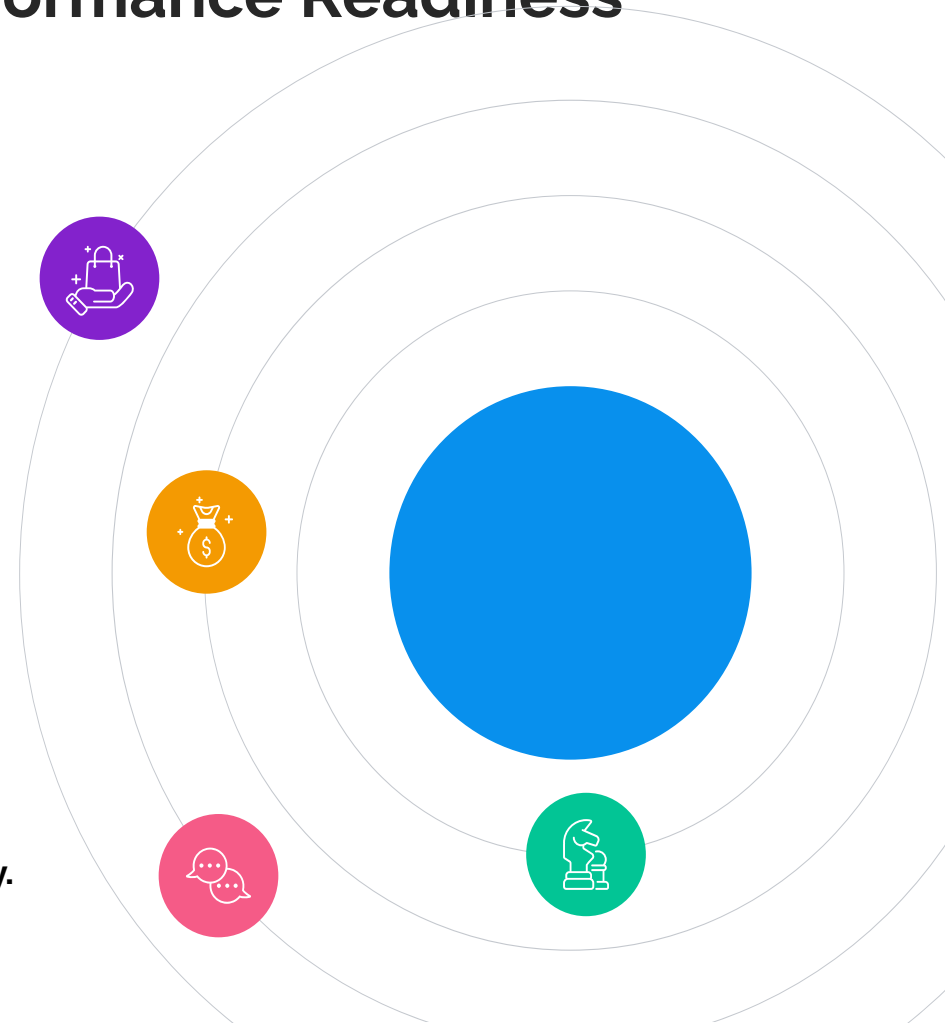
Unable, Confident, Willing

Explain in stages. Supervise closely.

R1

Unable, Insecure, Unwilling

Tell them what to do and how to do it. Manage closely.



SOFPM



Situational Leadership : Performance Readiness

R3

Able, Insecure, Unwilling

Provide Challenges. Encourage them.

R2

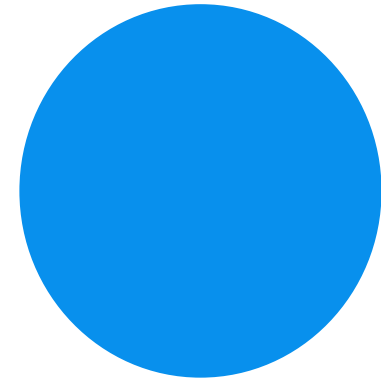
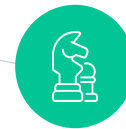
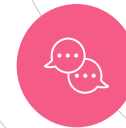
Unable, Confident, Willing

Explain in stages. Supervise closely.

R1

Unable, Insecure, Unwilling

Tell them what to do and how to do it. Manage closely.



SOFPM



Situational Leadership : Performance Readiness

R4

Able, Confident, Willing

Remove Blockers. Monitor and Support.

R3

Able, Insecure, Unwilling

Provide Challenges. Encourage them.

R2

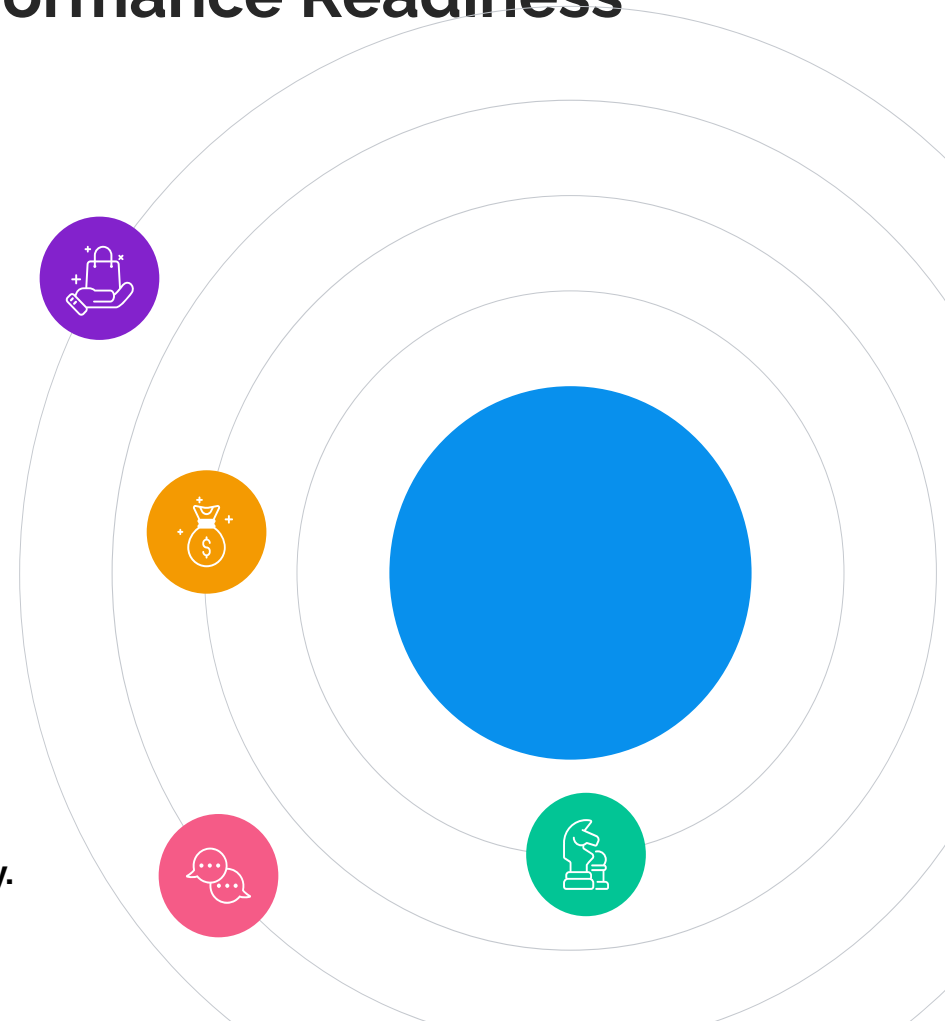
Unable, Confident, Willing

Explain in stages. Supervise closely.

R1

Unable, Insecure, Unwilling

Tell them what to do and how to do it. Manage closely.



SOFPM



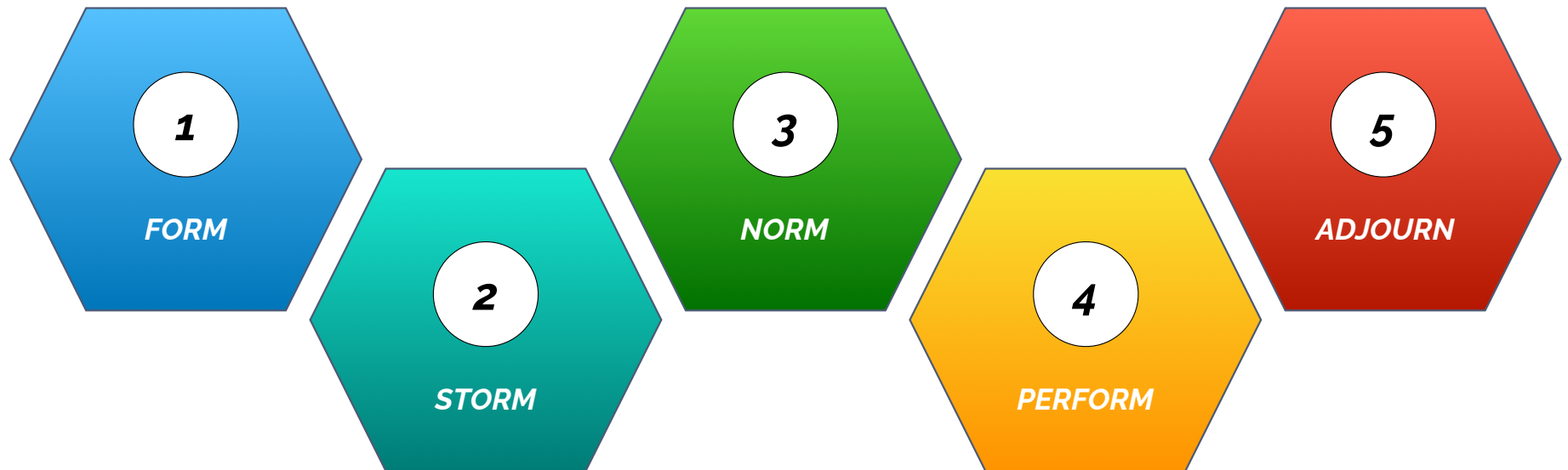


SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

The Tuckman Model of Team Building

The Tuckman Model



SOFPM



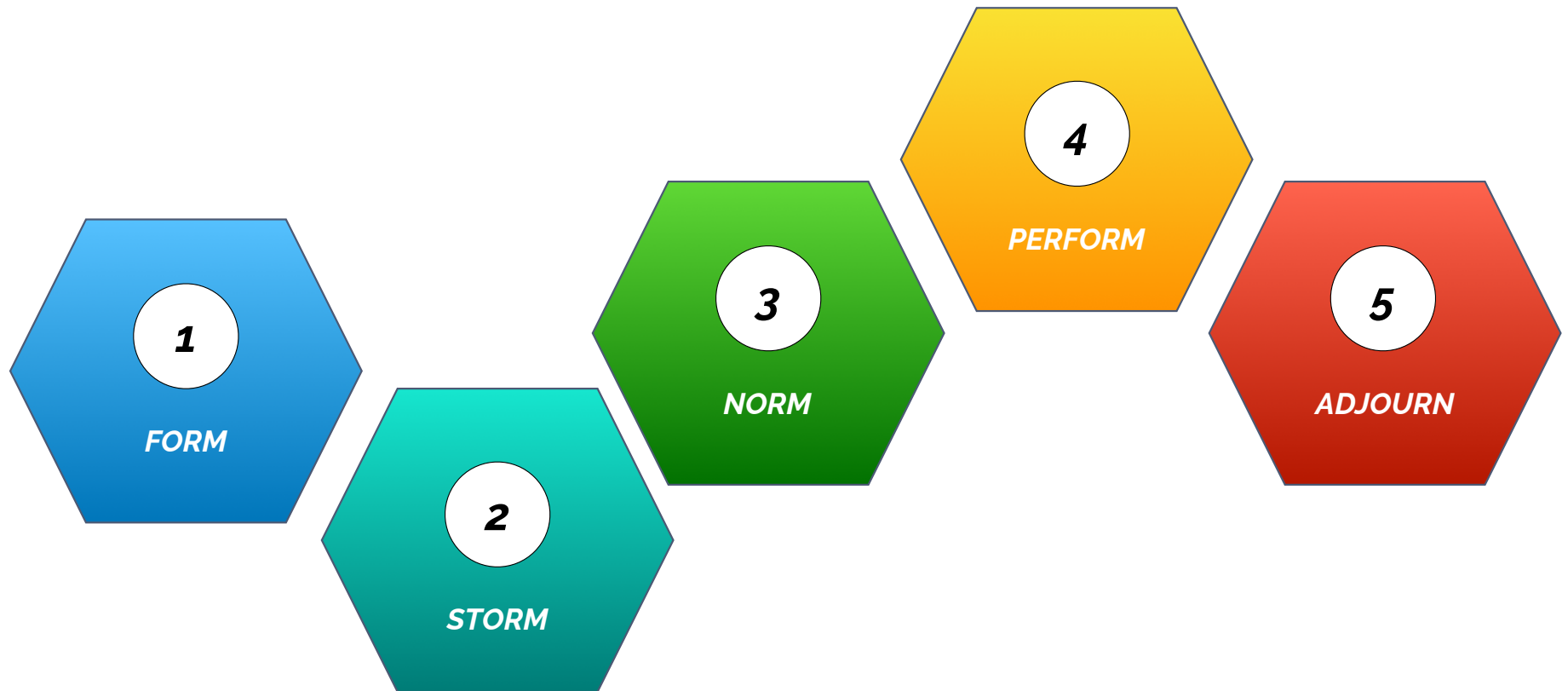
The Tuckman Model

Stage	Biggest Issue	Team Feels	Team NEEDS:
Form	Where do I fit in?	No clarity of purpose, No commitment, Tentative	DIRECTION
Storm	Who's in charge?	Confusion around priorities, Independent of each other, Tension	GUIDANCE
Norm	What's next?	Ownership, Cohesion, Confidence	FACILITATION
Perform	How can I help?	Shared responsibility, Proactive, Happy	AUTONOMY
Adjourner	What happens to me now?	Closure, Sadness, Separation	EMPATHY



SOFPM

The Tuckman Model



SOFPM





SOFP

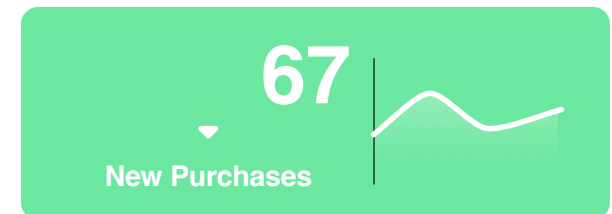
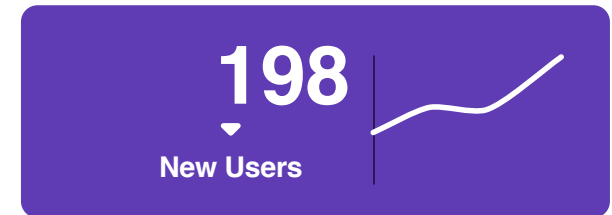
(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

KPIs and OKRs

Key Performance Indicators (KPIs)

The critical (key) quantifiable indicators of progress toward an intended result.

KPIs provide a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on **what matters most**.



SOFPM

Managing with KPIs

Managing with the use of KPIs includes **setting targets** (the desired level of performance) and tracking progress against those targets.



SOFPM

Managing with KPIs

Managing with KPIs often means working to **improve performance** using leading indicators, which are precursors of future success, that will later drive desired impacts indicated with lagging measures.



SOFPM

Objectives and Key Results (OKR)

OBJECTIVES

Define what **desired outcomes** need be achieved.

KEY RESULTS

Measurable outcomes that objectively define **WHEN** the objective has been met.



SOFPM



Objectives and Key Results (OKR)

Should exist at the:
**Organizational, Department, Team,
and Project Levels**



SOFPM



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Barriers to Innovation

BARRIERS TO INNOVATION

RESTRICTIVE
PURPOSE OR
PROCESS

POWER
STRUCTURES /
SUNK COSTS

INSUFFICIENT /
INADEQUATE
RESOURCES

UNREALISTIC
EXPECTATIONS

INSUFFICIENT /
INADEQUATE
INCENTIVES

HISTORY OF
FAILED PROJECTS

FEAR OF THE UNKNOWN

SOFPM





SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Project Leadership Take-aways

Key Points from Leadership



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Know the type of organization you are in and how much authority you have over your projects.

Understand *your* teams.

Know *your* leadership style.