Moving from Project Management to Project Leadership

A Practical Guide to Leading Groups

R. Camper Bull



Contents

Acknowledgments	xxv
About the Author	
Introduction	xxix
Management versus Leadership	xxxi
The Case for Communications	
The Power of Empowering People	xxiv
Engage in the Act of Leadership	
How to Use This Book	
Section 1 The Case for Project Leadership	
1. The Fundamentals	3
Vision	3
Passion	
Working through a Team	
Chapter 1 Review	
Vision	
Passion	
Working through a Team	8
2. The Project Manager as Entrepreneur	9
The Project Manager as Entrepreneur	
Steering the Project as an Entrepreneur	
Dealing with People as an Entrepreneur	
Customers	
Employees	
Owners	
Significant Others	
Dealing with the Unknown as an Entrepreneur	
The Fäilure to Be an Entrepreneur	
Getting the Entrepreneurial Mind-Set	
Traits	
Habits	17
Attitudes	17
Think Concrete	
Set SMART Goals	18
Put Your Thoughts on Paper	19
Start Small and Make a Habit	
Role-Play	20
•	

Foreword xxiii

	Look to Role Models	20
	Set Aside Time for Personal Development	20
	Chapter 2 Review	21
	Working with CEOS	22
	Key Points	22
3.	Understanding Teamwork	2 3
	The Fallacy of Teamwork	2 3
	Redefining How the Team Works Together	24
	Defining a High-Performing Team	
	Trusts and Has Confidence in the Other Team Members	27
	Clearly Understands What the Team Must Do	
	Embodies the Key Mission within Their Everyday Lives	27
	Takes Responsibility for the Team's Long- and Short-Term Goals	
	Displays Loyalty, Enthusiasm, and Zeal for Their Mission	27
	Encourages Differing Views and Perspectives to Gain an	
	Overall Understanding	
	Develops a Consensus on Strategies, Tactics, and Resources	28
	Defines Roles Clearly	28
	Cross-Trains So That Team Members Can Switch Roles Quickly	
	When Necessary	
	Encourages Risk Taking and Experimentation for New Solutions.	28
	Allows Constructive Criticism and Helpful Feedback to	
	Improve Team Members	29
	Uses Errors to Improve the Process—Not to Rebuke Other	
	Team Members	
	Develops a Verbal or Written History	
	Rotates Heroes Throughout the Team	29
	Has Leadership That Is Clear, Strong, and Able to Adapt to	
	Changing Situations Quickly	
	Strengthening the Team Triangle	
	Tasks	
	Individual	
	Commitment	
	Energy	
	Orientation toward Results	
	Autonomy	
	Team	
	The Power of True Teamwork	
	The Cure Starts at the Top	
	Chapter 3 Review	37
	m	•
4.	Teams versus Groups	
	Roles and Responsibilities of the Project Manager	
	Are We Really a Team?	39

Are We Ready for Heavy Lifting?	40
Do My Team Members Really Want to Be a Team?	
Have I Set the Right Attitude and Laid the Groundwork for	
Safely Becoming a Team?	42
Encouraging True Teamwork	
Redefining Conflict	
Productive Conflict Is about Getting to the Heart of the Issues,	
Not Getting in a Jab at Someone Else	43
People Promote the Idea That Is Best for Their Team, Not Their	
	43
Team Members Can Argue Both Sides to Aid in the Exploratory	
· · · · · · · · · · · · · · · · · · ·	44
Everyone Accepts and Stands behind the Final Decision of the	
Team, No Matter What Their Personal Preference	44
Hitting below the Belt	
Developing Your Team's IDEAS	
Identifying Attributes	
Debating Essential Issues	
Embracing Accountability	
Achieving Commitment	
Setting and Maintaining High Standards	
Chapter 4 Review	50
Encouraging Productive Conflict	50
Teamwork IDEAS	
T. I and anothing an arm Management	E2
5. Leadership versus Management	33 54
Leadership StylesThe Servant Leader	54
Leading from Behind Characteristics of a Servant Leader	20 50
Wants versus Needs	
Power versus Influence	
Influence and Authority	
The Ultimate Test of Servant Leadership	63
Does Your Organization Seek Enduring Success or Eventual	(1
Extinction?*	
Chapter 5 Review	
Servant Leadership	63
Section 2 The Extraordinary Project Leader	
6. Concrete Leadership	69
Achieving Commitment	
Developing Personal Rapport	

	Open Your Kimono	71
	Embracing Accountability	72
	Setting Expectations with Your Team	73
	Let the Individual's Actions Dictate Your Level of Involvement	73
	Discipline and Punishment	74
	Communicating Your Message	
	Share Stories to Inspire and Excite	
	Using Stories as a Memory Aid	
	Getting Started with Stories	
	Tips for Telling Better Stories	
	Develop Your Listening Ability	80
	Deciphering Conversation	81
	Sharing Dialogue	
	Focusing on Results	
	Begin with the End in Mind	82
	Recharge Your Batteries	83
	Chapter 6 Review	
	Achieving Commitment	84
	Embracing Accountability	84
	Communicating a Message	
	Focusing on Results	85
7.	Dealing with Change	87
	Expect Change	
	Change Happens: Be Prepared!	
	Resistance to Change	88
	Conflict Resolution	
	Coaching and Mentoring	
	Chapter 7 Review	
8	Leadership Sideways	95
٠.	Interacting with Stakeholders	
	Exciting Team Members	
	Assume You Are Wrong—about Everything	
	Incentives Can Actually Be Disincentives: Use Challenges Instead	98
	Motivate Yourself First: Others Will Catch On	
	Leading within the Company	
	Take an Interest in the People around You	
	Harness Mutual Respect	
	Listen to Others' Problems	
	Offer to Solve Others' Problems	
	Avoid Gossip and Office Politics	
		100

	Chapter 8 Review	101
	Stakeholders	102
	Team Members	102
	Leading within the Team	102
	_	
9.	Leading the Next Generation	103
	Characteristics of Generation Y	104
	The Project Leader's Role in Integrating Generation Y into the	
	Workplace	107
	Listen to the Employees' Needs	107
	Demonstrate That Input Is Valued	
	Develop Trust between Employer and Employee	
	Encourage Innovation	108
	Provide Opportunities within the Organization	108
	Involve Employees in Team Formation	108
	Consider Alternate Working Arrangements	108
	Require Them to Pay Their Dues	109
	Allow This Generation to Manage People and the Last	
	Generation to Manage Tasks	109
	Encourage Cooperation over Hierarchy	109
	Allow Them to Work Independently and Creatively	109
	Chapter 9 Review	110
	The Need for Professional and Personal Life Balance	
	Total Connectivity	110
	Company Loyalty	110
10.	Leadership Development	113
	Where Do Great Leaders Come From?	113
	Leadership Development	114
	Leadership Is Approached as a Team Feat Rather Than an	
	Individual Task	
	Everyone Is an Involved Team Member	115
	Leaders Learn to Be Flexible	
	Leaders Learn the Value of Peer Behavior and Discipline	
	Leaders Must Plan and Implement under Extreme Deadlines	
	Leaders Learn to Simplify	116
	Natural Abilities Are Developed	
	Leaders Face Physical and Mental Challenges	116
	Leadership as a Cultural Attitude	117
	Everyone Is a Leader	117
	Leadership Accountability	
	Attribute Checklist	119
	Accountability	
	Aligned Ideology	
	= · · · · · · · · · · · · · · · · · · ·	

Attention to Details	119
Coaching	119
Collaboration	
Commitment to Lead	120
Communication	120
Confidence	120
Conflict Management	120
Courage	120
Creativity	120
Curiosity and a Sustained Desire to Learn	120
Decision Making	
Delegating	
Dependability and Reliability	121
Desire to Help Others	
Empathy	121
Flexibility	121
Goal Setting and Planning	
Information Management	
Innovation	122
Insight	
Integrity	
Keen Sense of Justice	
Knowledge of Leadership Styles	122
Modesty	122
Motivation and Initiative	122
Optimism	122
Organization	
Passion	
Patience	123
Persistence	123
Persuasiveness	123
Planning/Ability	123
Problem Solving Skills	
Risk Assessment Ability and Courage to Take Risks	
Self-Discipline	
Sense of Urgency	
Sensitivity and Respect	124
Solidarity	124
Stamina	124
Steadfastness	124
Time Management	
Tolerance	
Vision	
Willingness to Step beyond the Comfort Zone	125
Working to Exceed Expectations	

Flaws That Can Limit Your Ability to Lead	125
Leadership Flaws	
Making Assumptions or Being Quick to Judge	125
Having Unclear Goals or Lack of Vision	
Fear of Delegation	
Refusing to Relinquish Power	
Lack of Human Investment	
Absence of Praise	
Inconsiderate Compensation	
Absence of Incentive	
Rigidity	129
Being Overly Critical	129
Showing Disrespect	
Being Hypocritical or Not a Team Player	130
Rigidity	130
Poor Decision-Making Skills or Indecisiveness	132
Ignoring the Best Interests of the Team or Disregarding	
Company Goals	132
Lack of Communication Skills	
Responding Appropriately	
Response Confirmation	
Nonverbal Communication	
Intentional Behavior	
Intentional and Disguised Behavior	
Unintentional Behavior	134
A Leader Can Learn to Interpret Silent Communication	
Positioning	
Posture	
Head Position	
Hands and Arms	
Breathing	
Eyes	
Eyebrows	
Mouth	
Facial Expressions	
Physical Contact	
Actions	
Charisma	
Smart	
Energy	137
Appearance	137
Confidence	137
Mood	
Delivery	
Passion	138

Conviction	138
Connection	138
Well-Written Speech	139
Believability	139
Recognition of Weaknesses and Flaws Is the First Step to	
Improvement and Recovery	139
Building Your Strengths	
What Are Leadership Strengths?	140
Your Leadership Plan	
Chapter 10 Review	142
Leadership Flaws	142
Leadership Strengths and Developing a Leadership Plan.	143
11. From Good to Great	145
Leadership Motivation	145
Criticism	145
Appreciation	
Principles of Leadership Persuasion	147
Common Ground	
Terms and Standards	147
Consistency	147
Authority	147
Accountability	148
Reciprocity	148
Social Acceptance	
The Seven A's of Persuasion	148
Announce	149
Arouse	149
Align	149
Affirm	149
Assure	150
Assist	150
Adjourn	150
Listening	150
The Benefits of Great Listening	150
You Cannot Talk When You Are Listening	
Ask Questions	
Ask Pertinent Questions	151
Relating to Others	
Remember What People Say	
Charisma	
Tips for Developing Charisma	
Become Interested in People and Show That You Care	
Be Enthusiastic	

Show Optimism	
Become Open	153
Passion	153
Advanced Leadership Concepts	154
The Flexible, Nimble, and Strategic Leader	154
Managing Relationships	154
Challenging Others to Change	
Expectations of Change	
Perception	
Learn to Lead Selflessly	156
Have a Purpose	
Getting Others to Work Together	156
Build Your Team	157
Integrity	
Courage	
Great Strength in Humility	
The Business Is People	
Learn to Enjoy People	
Sharing Information	
Feed Your Culture	
Chapter 11 Review	
Motivation	160
Persuasion	160
Listening Skills	
Charisma and Passion	160
It's All about the People	160
•	
Section 3 Getting Things Done as a Project Leader	
12. Project Leader Organization	163
Replication on the Individual Level	163
Individual Needs in the Team Triangle	164
Getting in the Zone	164
Why Most Attempts at Organization Fail	166
Taking Care of (Unfinished) Business	167
Developing a Workflow Management System	
The Workflow Management Model	168
Assemble	169
Choose Your Collection Containers	169
Analyze	170
Easy Item Analysis	
Arrange	
Non-Action Item Categories	173
Action Item Categories	

	Assess	
	Conduct Daily Assessments for Optimum Efficiency	177
	Weekly Workflow Assessments	178
	Make Reviews a Priority	
	Act	
	The Workflow Management Model in Action	179
	Assemble Phase	180
	Analyze Phase	181
	Arrange Phase	182
	Assess Phase	183
	Act Phase	183
	Final Thoughts	184
	Chapter 12 Review	
	Goals of the Assemble Phase	
	Goals of the Analyze Phase	185
	Goals of the Arrange Phase	185
	Goals of the Assess Phase	186
	Goals of the Act Phase	186
13.	Project Team Organization	187
	Achieving Organizational Buy-In	187
	Handling Gaps in the Workflow Model	188
	Identifying and Solving Issues before the System Fails	188
	The Project Team Decision-Making Process	189
	Understand	
	The First Question You Should Always Ask	190
	Focusing on the Desired Final Outcome	
	Brainstorm	
	Brainstorming Rules	192
	Investigate	195
	Using Available Tools and Resources	195
	Past Project Histories	
	Plan	
	Mission Critical: Define the Next Action	
	Execute	
	Stop and Renew	
	Resume	
	Review	
	Conclusion: The Questions You Ask Are Key	
	Chapter 13 Review	
	The Project Team Decision-Making Process	
	Understand	
	Brainstorm	202
		202
	Plan	202

	Execute	202
	Stop and Renew	202
	Resume	203
	Review	203
14.	Taking on Tasks	205
	Tasks and the Team Triangle	205
	The What, Why, and How of the Task Is Defined	205
	Batching for Increased Efficiency	206
	Assembly Line Batching	207
	Batching by Scheduling	
	Multitasking Is a Myth	
	Choosing What to Do on Any Given Day	
	Reining in Reactive Work	
	Dealing with Other Unexpected Issues	
	Choosing What to Do at Any Given Time	212
	Why "Time Management" Is a Misnomer	
	Calendaring 101	
	Getting Started	
	Sticking to Your New Schedule	
	Bringing Your Team on Board	
	Dealing with Distractions	
	Tips for Minimizing Distractions	
	Minimize Nonproductive Conversation	218
	Stay off the Internet	218
	Overcoming the Procrastination Problem	218
	The Perfect Procrastinator	219
	The Adrenaline Seeker	219
	The Genius	219
	Traits That Lead to Procrastination	2 19
	Chapter 14 Review	220
	Batching versus Multitasking	
	Calendaring	
Coı	nclusions	223
Ap	pendix	
	Team Exercises	
	Identifying Attributes	
	The 360 Review	
	Personal Histories	
	Behavioral Profiles	
	Debating Essential Issues	
	Conflict Resolution Exercise	
	Conflict Continuum Exercise	
	Thomas-Kilmann Model	230

Embracing Accountability	230
Team Effectiveness Exercise	
Team Scoreboard	231
Achieving Commitment	232
Clarification of Organizational Principles	232
Clarification of Team Principles	232
Setting and Maintaining High Standards	233
Resumé Exercise: The Perfect Team Member Is You	233
The "Tower of Babel"	234
Leadership Exercise: Role-Playing the Medieval Court	235
The Idea	235
Directions	235
The Zealot	236
The Bazaar Owner	
The Scout	237
The Oracle	237
The Knight Protector	
The Scribe	238
Father Confessor	239
The Flag Bearer	239
The Artisan	
The Tactician	
The Historian	
The Bard	
The Astronomer	242
The Heir Apparent	
The Black Knight	243
Leadership Exercises: 50 Percent More Brain, 50 Percent Less Storm.	
The Twenty-to-Breakthrough List	
In One Word	
Looking in Unlikely Places	
Trying the Unexpected	
Using Metaphors	
Read Your History	
Letting Chance Have a Role	248
Ask Questions Differently	
Let Go and Let Nature Take Its Course	
Developing Decision-Making Skills	250
Step 1: Define the Decision	
Step 2: Imagine There Is No Decision to Be Made	
Step 3: Imagine Doing Nothing	
Step 4: Create the Perfect Outcome	
Step 5: Imagine Decisions	
Step 6: Narrow Down Solutions	
Step 7: Consider Your Resources	251

Step 8: Consider the Timing	251
Step 9: Gather Input	
Step 10: Take Action	
Glossary	253
Bibliography	255
Index	257