



# Strengthen Your Project Management Leadership Skills

How to be the Best at Your Game

Laszlo A. Retfalvi P.Eng. PMP PMI-RMP

17 June 2015

1

## Proprietary Notice

This presentation contains sensitive information and or information proprietary to Retfalvi and Associates Inc. and/or other parties, and shall only be used in the manner and for the purpose for which it has been provided.

Use of this documentation for any other purpose or disclosure of the documentation to third parties is strictly prohibited without prior written authorization from Retfalvi and Associates Inc.



2

## Laszlo Retfalvi P.Eng. PMP PMI-RMP

- Principal of Retfalvi and Associates
- 30 years in Engineering, Project Management, and Business
- Recipient of the 2013 UCI Extension Distinguished Instructor Award
- Author "*The Power of Project Management Leadership*" CS Publishing 2014
- Focused on helping individuals and organization succeed



LinkedIn

twitter

## Agenda of Session

- Key Take Aways
- Background
- What Happened ?
- The Challenge
- Culture of High Performance Project Management
- Project Management Leadership
- Project Management Leadership Model<sup>©</sup>
- Review of Key Take Aways
- The Bottom Line
- Contact Information



## Warm Up Question

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

In your experience, what are qualities that you look for in a Project Manager or that resonate with you ?



## Key Take Aways

- Management and Leadership *are not the same*
- It takes *true leadership* to successfully drive today's aggressive and complex projects
- The ability to establish *confidence* and *trust* plays a critical role in your success
- There are several components and attributes that lead to being an *outstanding* Project Manager
  - *Project Management Leadership Model*®



## Background

- While the Project Manager may be focused on what needs to be done and may well know how to get the job done, *he or she may not be acting as a project leader*
- Individuals and groups who support Project Managers often end up *not fully understanding* what is expected of them or, for that matter, what's expected of their Project Manager

**This disconnect in expectations greatly hampers project performance, creating team *frustration* and erosion of trust and confidence**

## What Happened ?



- Email and instant communications
- Numerous standards, guidelines, and methodologies
- Countless software tools each promising project success
- Global virtual teams
- Social media groups for any problem area
- Time management challenges
- Technology and tools now seem to be considered *more important* than Project Management skills
- As a result, *there has been a shift*

**The “Art” of being a Project Manager is slowly being lost**

## 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 ?



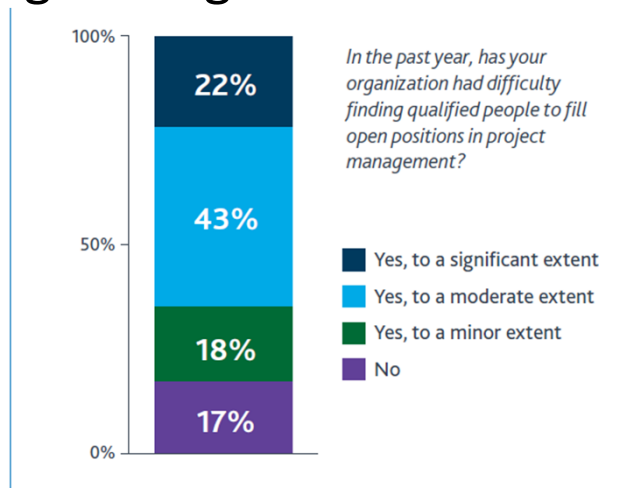
The secret is in how well they have mastered  
*project management leadership*

## The End Goal - Help Create a Culture of High Performance Project Management



Source: PMI Pulse of the Profession 2015

## Finding the Right Talent



Source: PMI Building High-Performance Project Talent 2013

## PMI Triple Constraint of Project Management Skills



Source: PMI Pulse of the Profession In Depth Study: Talent Management 2013

# Google Project Oxygen



- 1. Be a good coach**
  - Provide specific, constructive feedback, balancing the negative and the positive.
  - Have regular one-on-ones, presenting solutions to problems tailored to your employees' specific strengths.
- 2. Empower your team and don't micromanage**
  - Balance giving freedom to your employees, while still being available for advice. Make "stretch" assignments to help the team tackle big problems.
- 3. Express interest in team members' success and personal well-being**
  - Get to know your employees as people, with lives outside of work.
  - Make new members of your team feel welcome and help ease their transition.
- 4. Don't be a sissy: Be productive and results-oriented**
  - Focus on what employees want the team to achieve and how they can help achieve it.
  - Help the team prioritize work and use seniority to remove roadblocks.
- 5. Be a good communicator and listen to your team**
  - Communication is two-way: you both listen and share information.
  - Hold all-hands meetings and be straightforward about the messages and goals of the team. Help the team connect the dots.
  - Encourage open dialogue and listen to the issues and concerns of your employees.
- 6. Help your employees with career development**
- 7. Have a clear vision and strategy for the team**
  - Even in the midst of turmoil, keep the team focused on goals and strategy.
  - Involve the team in setting and evolving the team's vision and making progress toward it.
- 8. Have key technical skills so you can help advise the team**
  - Roll up your sleeves and conduct work side by side with the team, when needed.
  - Understand the specific challenges of the work.

Source: New York Times Business 2013  
© Google Inc. All rights reserved. Google and the Google Logo are registered trademarks of Google Inc.

## 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*



## 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***

## Our Next Question

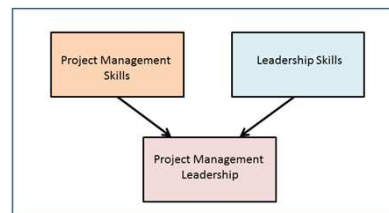
Let's take a few moments to reflect on the following:

In your experience, what are leadership qualities of someone you have worked with in the past that have left a positive mark on you ?



## 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!*

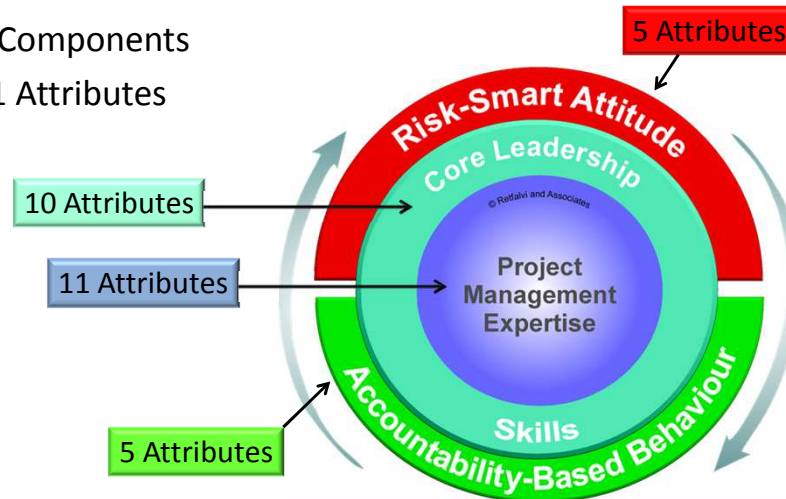


## Project Management Leadership Model<sup>®</sup>



## 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
- Ability to explain your project simply and with clarity
  - “30,000-foot view”
- **Focus on what is important** and not what is easy

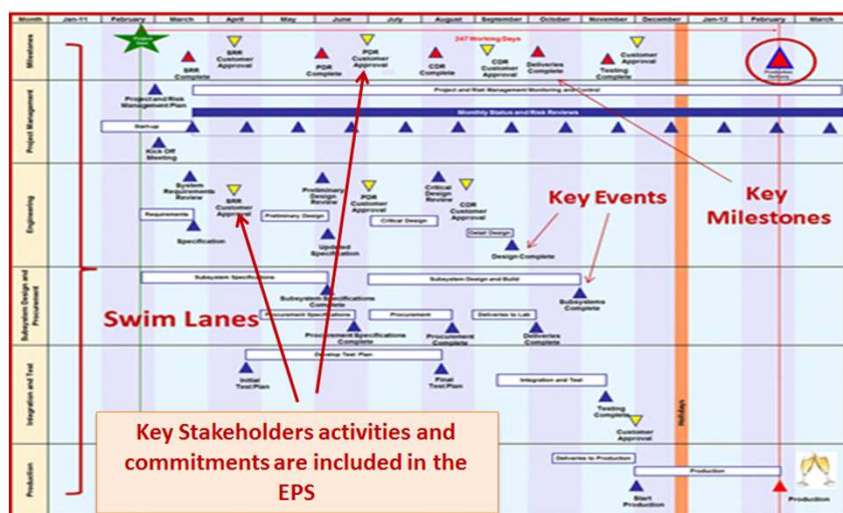


# Executive Project Summary

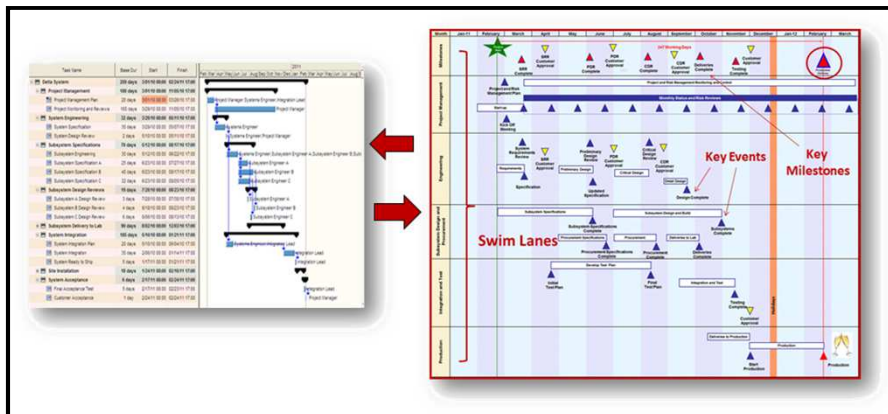


- High level
- Single-page view
- Swim Lanes
- Milestones
- Key activities
- Business oriented
- End date and time remaining *clearly* shown

## Executive Project Summary – A Closer Look



## Which View is Easier to Understand ?



The EPS is a very useful tool in the Project Manager's toolbox

## 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*



## Project Management Leadership Model<sup>®</sup> Initial Assessment

Take a few moments to quickly do a personal assessment:

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

## Let's Take It One Step Further

Take a few moments to reflect on the following:

Q1 – How do you think *your team* would rate you against the below?

Q2 - How do you think your *boss/supervisor* would rate you against the below ?

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

**IF YOU'RE  
WAITING  
FOR A SIGN  
THIS  
IS IT.**

## Your Path to Success



## Critical Success Factor



© Refsalvi and Associates

**All components must be practiced simultaneously**

## Key Take Aways

- ✓ Management and Leadership *are not the same*
- ✓ It takes *true leadership* to successfully drive today's aggressive and complex projects
- ✓ The ability to establish *confidence* and *trust* plays a critical role in your success
- ✓ There are several components and attributes that lead to being an *outstanding* Project Manager
  - ✓ *Project Management Leadership Model*®



**Reaching out is a strength not a weakness**

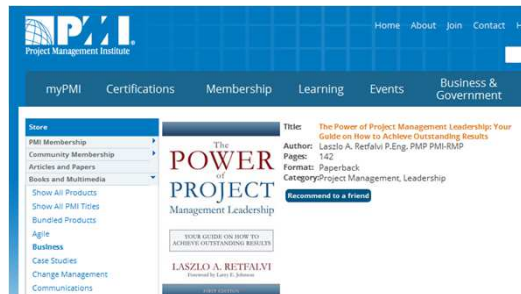
## The Bottom Line

**Leadership *is not an optional* project management skill, but a key part of being a successful and respected Project Manager**

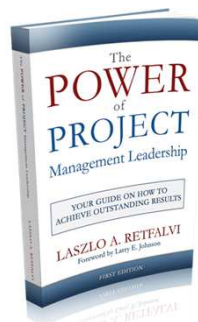
**Strive to be an *outstanding* Project Manager**



# The Power of Project Management Leadership



PMI Market Place



March 2015



## Questions ?

## Contact Information

**Name:** Laszlo A. Retfalvi P.Eng. PMP PMI-RMP

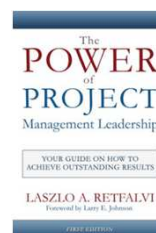
**Organization:** Retfalvi and Associates Inc.

**Position:** Principal

**Template Email:** info@pm-leadership.com



You may request the EPS template using this address and type "Template" in the subject line



*"Trusted Partners Helping Our Clients Succeed"*



37

## How to Claim your PDU?

- All eligible live webinar attendees will receive 1 PDU automatically.
- All members watching the recorded session will also receive your PDUs automatically.
- Please allow 10 – 14 business days for PDUs to reflect on your transcript.
- If you did not receive your PDU or have any questions on PDU claims, please contact [CommunitySupport@pmi.org](mailto:CommunitySupport@pmi.org)
- **For any other queries, please contact [pmleadershiptrack@gmail.com](mailto:pmleadershiptrack@gmail.com)**



38