

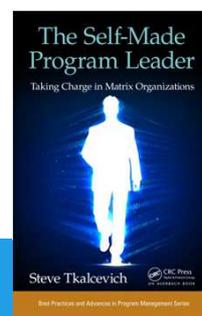


## The Self-Made Program Leader

Taking Charge in Matrix Organizations

Available at CRC Press [www.crcpress.com](http://www.crcpress.com), Barnes & Noble, Chapters and others

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## Preface

The book has been written to discuss working in matrix environments for project, program and portfolio managers and providing tactics to succeed.

How does one manage oneself and lead others? The book takes a unique approach to understanding the matrix structure and tactics to succeed. Without a plan to success leaders are left to operate in ways that may be less than efficient and idea for their situation.

The idea for this book came from my dissertation for my master of business administration degree with the University of Liverpool in 2012-2013. I was looking at novel ways to reduce employee turnover and increase workplace commitment for leaders.

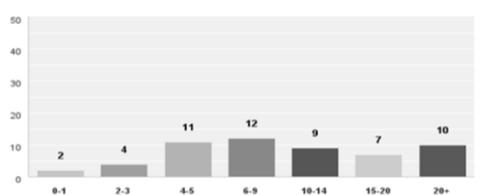


## Introduction

- This webinar will present a unique approach to understanding the matrix structure and the tactics needed to succeed based on the book *The Self-Made Program Leader: Taking Charge in Matrix Organizations*. From this webinar you will gain insight into the minds of a group of 55 project, program, and portfolio managers all who have worked in matrix environments. Lessons learned from both their successes and failures will be discussed.
- This goal of this webinar is to show a clear path for project, program, and portfolio managers to lead others within a matrix environment regardless of the industry or complexity. It shows you proven strategies and behaviors that you can use to successfully deliver your projects, programs, and portfolios.

## Demographics

- *How many years of experience did the surveyed group have as a project, program or portfolio manager?*



## Traits and Characteristics

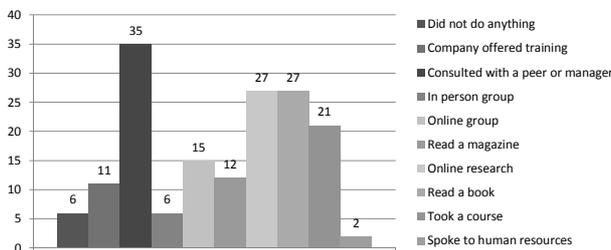
- Successful Self-made leaders demonstrate the following traits and characteristics in a matrix organizational structure.



TIP: Have a professional support system of 6-10 individuals that you can discuss honestly your goals and work on your challenges...

## How do you prepare for your leadership role?

- Preparation tools for your leadership role.  
*Responses from 55 project, program and portfolio managers.*



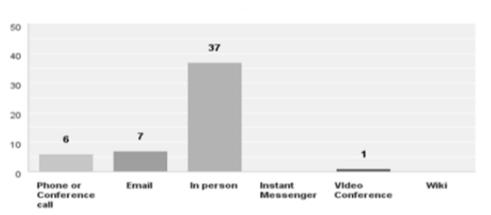
One of the strategic questions asked among the group of project, program as portfolio managers was “what did you do to prepare yourself for your management role in a matrix structure?”

## Preparation for your Leadership Role

- Think about better understanding yourself as a leader and what changes do you improve
- Understand your self-awareness skill as a leader and see if it can be improved
- Join a professional community, online or in person, such as PMI.
- Build your group of six-ten professionals and commit to meet regularly (weekly / bi-weekly).
- Need to improve public speaking? Try joining a local Toastmasters group in your area.

## Communication Methods

What communication method did they find most useful when conveying important information to your team members you do not have formal authority over?

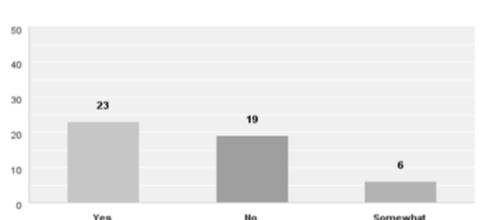


## Understand your organizational structure

- Recognize how the organization structure and attributes effect the project, program and portfolio manager
- Be familiar with upward managing and horizontal relationships
- Recognize the five bases of power (expert, referent, reward, legitimate and coercive)
- Discover the hidden key players of your team and nurture relationships with upcoming stars
- Learn and understand what is the DNA of your organization and what is its "secret sauce"
- Dig deeper and understand common causes of communication breakdowns in organizations

## Influence of past roles

- *Specifically, did a past role in the organization prepare you for being in a leadership role without authority?*



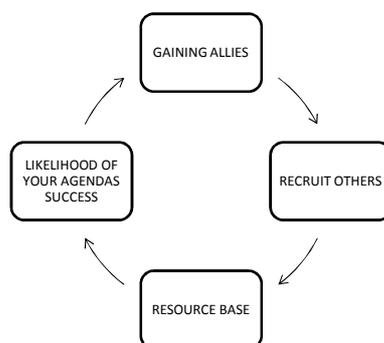
## Questions for you..

- Specifically, what do you do in order to get cooperation from a team member that you did not have authority over?
- What was your biggest barrier to success in your role as a program manager in a matrix environment?
- State any other factors that have provided positive impact for success in your role in the organisation which you did not have authority in. In other words, your secret sauce for Program Management in a matrix environment.



## Coalitions

- What is a coalition? Usually, a coalition is a union temporary in nature but can be permanent agreement between two or more groups that seek to obtain more influence collectively than each individual group can obtain on its own.



*The four main components of a coalition*

## Building your coalition

- Recognize the main components of coalitions.
- How will you be a politician in your role?
- Find you political mentor.
- Recognize the levels of participation within a coalition.
- Explain differences between ad-hoc, in person and remote meetings.

Questions:

- What is the opportunity a coalition presents?
- Why will others contribute to your success?
- Are there any non-economic risks?
- What kind of follow-up should you make to your success?

## Gaining influence through volunteering

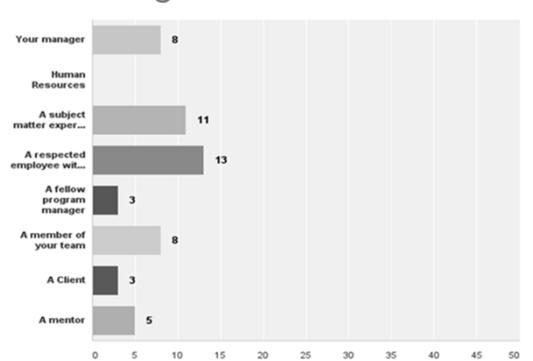
- Create mind map of areas to improve through a volunteer role
- Identify a volunteering organization and role
- Determine time and location commitments
- Make meaningful contribution volunteering and do not forget to network
- Create lunch and learn sessions for your organization
- Post volunteering - follow-up, maintain contacts & and celebrate successes

Questions:

- Have you had any positive experiences in volunteering to date that benefited your career?
- How can volunteering be associated to your career?
- Identify the opportunities that can be made by volunteering for your situation.
- What should organizations know about your volunteering job to help you in your career?

## Who can you look for support?

- *Results from 55 Project, Program and Portfolio Managers...*



## Leadership Perceptions for those without Authority

- As a leader establish a wide and disperse followership
- Review and understand your perception of your leadership style by your followers
- Engrain the mantra “leadership cannot be accomplished without followers”
- Engage your manager on having 360 degree feedback of yourself

## Self-Awareness Checklist

- What exactly are your task or project goals?
- Which goals are of primary importance, and which can be set aside if necessary?
- What are your personal and career goals, and do they help or hinder task success?
- Are you using all available resources?
- Do you set the many potential currencies you can earn and have available to trade?
- Are you willing to assert your legitimate claims for collection?
- Are you reluctant to use some currencies, even when they would work? Do you know what is stopping you?

## 90 day action plan

- Identify key stakeholders, trusted employees and those that act as the hub of information within the company.
- Build relationships that benefit all parties. Reach across the aisle to mend any past poor experiences that person may have had in the past dealing with someone in your role.
- Sit with your manager and identify what priorities you should be trying to achieve within your first 90 days. Your list and your managers may differ slightly.
- Meet with every one of your customers internally or externally and set a clear path for communication going forward.
- Do your research. What worked in the past? What was tried and what was not tried as of yet? Do not let this list take over your future goals but use it to serve as a warning not a direction that you should heed.
- Identify a volunteer role that helps you gain influence or build a skill that is needed in the role.

## Conclusion

- This Webinar has taken you from the very starting point in your role in a matrix structure along the duration of the role and providing you with though provoking awareness about your perception from your followers.
- [www.crcpress.com](http://www.crcpress.com) / The Self-Made Program Leader: Taking Charge in Matrix Organizations
- ISBN 9781482233131. Hardcover or e-book.

Presentation references: Tkalevich, S. (2015). *The Self-Made Program Leader: Taking Charge in Matrix Organizations* Boca Raton, FL. Auerbach Publications / CRC Press

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