

Leadership Overview

MGMT 676
Project Management

Topics of Leadership for Projects

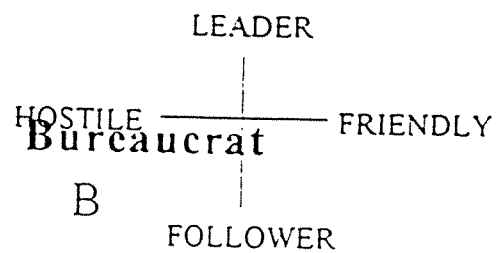
- Empowering Innovative People
- Managing at the Speed of Change
- Real Change Leaders
- Competitive Advantage Through People

Primary Personality Traits

- Leaders have a drive to take control in personal encounters and a desire to be paramount.
- May manifest itself through a cluster of traits such as initiative, decisiveness, forcefulness, and independence. They are goal-oriented and self-motivating.

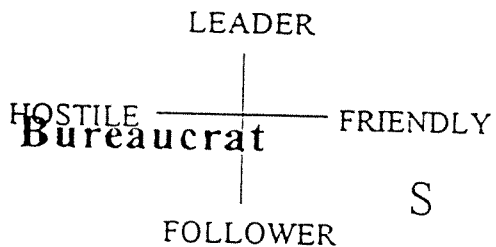
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Hostile + Follower = Bureaucrat



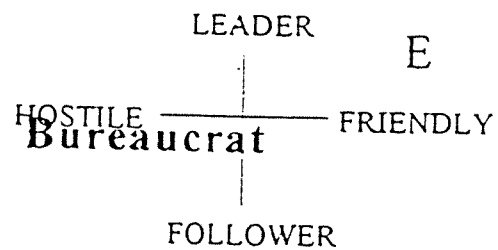
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Friendly + Follower = Socialite



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Warm + Leader = Executive



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Leaders Never Waste a Moment

For the most part, CEO's come in before the hired help and if they leave early, its probably to host a reception or dine with a client or have drinks with a member of the board - not, as is widely believed, to gallivant.

Project Managers ARE project CEO's.

WSJ CEO Style

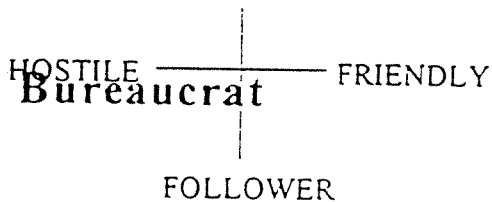
CEO's at Work and Play

- 83% of CEO's responding to WSJ survey work between 10 - 12 hours on a typical workday - 92% routinely work weekends
- CEO's devour free time in the same efficient manner with which they manage their corporations. (projects)

WSJ CEO Style

Where does a Dictator fit?

LEADER? or BOSS!



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Leadership & Non-verbal Rapport

- Pacing - discuss levels, speed, respect
- Positive Motivation
- Physical Rapport
- Matching Body Postures - Mirroring
- Cross-matching - not mimicking
- Matching Breathing

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Leading & Motivating Creative Personnel

to Increase Productivity & Employee Retention

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Meeting Their Basic Needs

- The Challenge of Creation
- Recognition/Fame
- Compensation

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Although power, recognition, compensation, and limits represent only about 30 to 40 percent of what motivates an individual to work, they are important.

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Your own creative efforts to meet the needs of your staff in these areas can pay off in ...

- vastly increased productivity
- job satisfaction on their part.

EEP

Managing at the Speed of Change

- How resilient managers succeed and prosper where others fail.
- The Beast - disrupted expectations
- The Food - ambiguity
- Head and Heart

The Speed of Change

- What is resilience?
- How does it affect the way organizations change?
- What does it feel like to be absorbing change at a speed slower than it is occurring around you?

MSC

The Change Imperative

- What has changed about change?
- What are the symptoms of “too much, too fast”?
- Why is managing change a business imperative of today?

MSC

Change in Change

- its magnitude
- the approach it requires
- increasing seriousness of its implications
- diminishing shelf life of the effectiveness of our response to it

MSC

Lessons Buried in the Mystery

- What are some of the hidden patterns that explain the mystery of change?
- How can managers use these patterns to increase resilience in their organization?

MSC

The Pivotal Clue

- Resilience is the pivotal clue that allows the mystery of change to be reframed into an understandable and manageable process.
- “change, adapt, overcome” - Clint Eastwood - *Heartbreak Ridge*

MSC

One + One is greater than Two

- How do resilient people gain energy during change rather than feel depleted by it?
- Why are synergetic relationships the soul of a successful change effort?

MSC

The Nature of Resilience

- What are the characteristics that separate resilient people from those who suffer from future shock?
- How can resilience be fostered in people and organizations?

MSC

Opportunities & Responsibilities

- What are the responsibilities that come along with learning how to increase human resilience to organizational change?
- Project change?

MSC

Real Change Leaders

- Learn to vary their organizing and leadership approaches.
- Use 3 “flexible units” effectively.
- In the right situations, under the right conditions, and with the right discipline, each can align change activity.

RCL

Real Change Leaders

The 3 most flexible units:

- Teams
- Single-leader Working Groups
- Champions and Mavericks

Teams

- Teams are best when the potential for collective performance is high, the solution and approach are unclear, and you have the time and skills to build a real team.

RCL

Single-leader Working Groups

- Single-leader Working Groups are best when time and efficiency are critical, the task/solution is straightforward, and the potential for high collective or joint performance and skill enhancements is not high.

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Champions and Mavericks

- Champions and mavericks are best when you want individual attention, creativity, and accountability - and when individual expertise is more important than multi-person skills

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A Note on Mavericks

- Though related in their individualism and courage, the maverick descriptor refers to champions who do not fit comfortably into the behavior patterns and norms of their organizations.

RCL

Competitive Advantage Through People

- 16 Practices of Managing People (*handout to be distr.*)
- *Managing vs. Leading*
- Barriers to doing the Right Thing - *the Wrongs*

CATP

Managing vs. Leading

Some define these as follows:

- Managing is “doing things right.”
- Leading is “doing the right thing.”

CATP

Barriers to Doing the Right Thing

- Wrong Heroes
- Wrong Theories
- Wrong Language

CATP

Wrong Heroes

- With business heroes like Frank Lorenzo, it is little wonder that change in how we manage people - change consistent with achieving competitive advantage through those people - is problematic.

CATP

Wrong Theories

- Theory “X”
- Theory “Y”
- Theory “R”
- Many other theories..and economic models, etc.

CATP

Wrong Language

- Language is a powerful, if not the most powerful, method of social influence. (i.e. Disneyland)
- Managerial language is critical. This language both reflects and determines how people think about the managing process. (i.e. attributes of statements made)

CATP

A Simple Decision Rule

- To what extent is a given policy, behavior, practice, and so forth consistent or inconsistent with what we know about achieving competitive advantage through people?

CATP



Project Leadership & Communications

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The Articulate Executive - HBR



The Busy Executive...

- **spends 80% of his or her time...
listening to people...**
- **and still doesn't hear half of
what is said!**
- **Learn to LISTEN attentively!!!**

The Articulate Executive - HBR



The Hidden Messages Managers Send

- **Managers can enhance their understanding of communication among people by attending to**
- **images**
- **settings**
- **body language**

The Articulate Executive - HBR



Trust and Insight

- **The best, and most common, and the hardest way of getting information, is face to face, in plain English.**
- ***There is no real substitute.***

The Articulate Executive - HBR

Thank You for Your Attention



• Remember....

You LEAD by...

- **Communicating**
- **Leading**
- **Instilling TRUST**

AllenWeb



UPDATE! Jun 98



ERP Project Management Basics - Part 1

ERP Project Management - Part 1	ERP Project Management - Part 2
Management and Implementation - <i>The Importance of a Positive Corporate Culture</i>	The Vendor Relationship - <i>Balancing Benefits with Risk</i>
Corporate Culture - <i>the Seeds of Failure - The Right Attitude Can Make or Break a Project</i>	Risk Goes With the Project - <i>Prepare to face the Danger</i>
Committing Management - <i>Gradually Encourage Corporate Ownership</i>	Implementation Will Hurt - <i>But Preparation Will Help Ease the Pain</i>
Ownership Starts on Day One - <i>Finding and Keeping Project Enthusiasm</i>	Are You Ready for a New System? - <i>Determine Company Intentions and Commitment</i>
Increase Success by Avoiding Failure - <i>12 Steps to Risk Reduction</i>	How Important is Cost? - <i>Be True to the Budget</i>
Angels in the Executive Suite - <i>Working Miracles with the Right Manager's Support</i>	The Importance of Technology - <i>Preparing for Your Company's Future Needs</i>
It's Your Project and Your Project Manager - <i>Owning Implementation Keeps Credit and Blame In-House</i>	The Necessity of Functionality - <i>What Do You Want Your System to Do?</i>
Project Justification - <i>Honesty is the Best Policy</i>	The Right Time for Reengineering - <i>The Truth Behind a Growing Concept</i>
Using Consultants - <i>When and Why Managers Seek Help From the Outside</i>	Implementing What You Need - <i>A Quick List for Corporate Success</i>
Who Are the Decision Makers? - <i>Seeking a Supportive Steering Committee</i>	Overcoming Resistance to Change and Managing Expectations - <i>The Key</i>

• Management and Implementation

The Importance of a Positive Corporate Culture

No project is executed in a vacuum. Projects are realized within the confines - both physical and psychological - of a given company. Perhaps today's most complex project is implementing an enterprise resources planning (ERP) system. By its very nature, the unfolding of such a large project is influenced by the company environment, and it is that environment that can breed success or failure. Oftentimes, corporate culture is an extension of its management, but even with the most optimistic manager, it is unlikely that an entire company will change its attitude just to increase an ERP project's chances of success. Management must recognize the subtleties inherent in the company culture and develop an implementation plan that works around, or avoids, pitfalls.

Although corporate cultures are very complex, there are some key indicators that can greatly impact your ERP project:

- Does your corporate culture discourage micro-management?
- Does your business environment value team participation over individual heroics?

- Does your company encourage quick conflict resolution as opposed to hoping disagreements will go away by themselves?
- Can the project manager handle the necessary responsibility and authority?
- Will all managers commit to personal as well as corporate goals?
- Will responsibility for failure as well as success be shared?
- Can resources be committed?
- Can a committee be established to resolve management differences in a timely manner/
- Will the project manager be an experienced, respected, powerful user?
- Will top management support remain steadfast despite project and/or market problems?

There are few companies that can answer yes to all of these questions, but knowing how your company deals with each is important to your project's success.

Most companies are not fertile fields eagerly awaiting your ERP plow, but instead are potential minefields ready to blow up the unsuspecting. This coverage will go to some lengths to make you more cognizant of how to identify, avoid, and/or defuse

these bombs.



• Corporate Culture - the Seeds of Failure

The Right Attitude Can Make or Break a Project


Before you turn your implementation dream into a reality, you first must set boundaries that will define the corporate culture. No project can succeed without a shared spirit of cooperation. However, even though most companies are unwilling to admit it, there is often much in the corporate ethos and culture that negatively impacts the likelihood of success. There are many defining characteristics to every corporate culture. Making the following decisions will help you ensure success for the implementation:

- Consultants cannot override managers.
- Managers give pre-defined responsibilities to the project manager.
- Managers commit to company-approved project goals.
- Within budget, committees have complete authority.
- Responsibility for failure is shared by the whole team.
- The project manager has final approval on program changes.
- Committees have override authority vis-a-vis individual managers.
- Management disagreements are resolved quickly.
- The project manager is an operating user.
- The project manager can make difficult decisions.
- The training budget will not be reduced.
- Management aligns its expectations with reality.
- The company will not attempt to off-load blame to a third party.

If you can make all of this happen, your corporate culture will help you attain success.

You probably cannot respond positively to all of these statements, but your project still must be played out within the corporate culture, whether you like it or not. You probably will have no real opportunity to change it, so you must learn to first recognize it, then evaluate its impact, and finally work around it.



 *No project can succeed without a shared spirit of cooperation.*

Back

• Committing Management

Gradually Encourage Corporate Ownership

Corporate culture is a key facet of company management, and the most effective way to work within the corporate culture is to get management to believe in the project. They must commit to the project so that its success or failure also is their success or failure. By doing this, even the corporate culture may bend to your will.

The best projects slowly draw management into deeper commitment. In this way, managers have time to adjust to escalating responsibilities instead of falling into them all at once. Such escalating steps may be:

- obtaining support for the justification costs/benefits analysis;
 - developing a detailed needs analysis wherein the managers select and weigh their own functional requirements;
 - assigning discrete, closed activities to responsible managers;
 - having multiple sign-off steps; and
 - as start of the project, distributing shirts, cups, and other promotional material to all levels of management and employees that prominently display the implementation date.
- With any luck, your management may be committed before they realize what's happened to them. And, by the time they realize their commitment level, they'll have assumed partial project ownership. Joint ownership means joint risk - greatly reducing the likelihood of a designated scapegoat. This is the essence of committed management - shared responsibility and shared risk.

Back

• Ownership Starts on Day One

Finding and Keeping Project Enthusiasm

One of the greatest challenges of major system implementation projects is sustaining the enthusiasm and commitment throughout the course of the entire project. Involvement engenders ownership, and employee involvement secured early and maintained consistently can spell the difference between success and failure. This involvement starts with requirements definition (the SCOPE) and software selection. The more people feel they have had a say in setting priorities and selecting a system, the more they will feel compelled to stay involved, even during rough times. If the software selection is perceived to have been done by a chosen few, the masses can feel justified in remaining aloof. Full-scale mutiny is unlikely, but if most of the crew feels they are just along for the ride, the odds of weathering the inevitable storm are greatly reduced.

While ownership can be secured with involvement, it cannot be sustained without constant forward movement. Long lapses between action steps are certain to lessen workers' focus and dedication. From the moment of the project kickoff, time becomes the project's worst enemy. While care must be taken not to rush into premature decisions, getting bogged down in weeks or even months of analysis work will sap the energy of those waiting to get to work. The longer you spend analysing the problem, the fewer people you'll have ready to roll up their sleeves to solve it.

The process of defining system requirements and narrowing down the list of acceptable software vendors is most often the biggest culprit in the time versus enthusiasm scenario. IF it takes months for the selection team to emerge from the conference room with its list of software packages for people to start viewing, they will have a tough time recapturing that enthusiasms that has dissipated in the interim.

Encouraging Ownership

No matter how anxious you may be to make your project a success, not everyone will jump at the chance to participate.

Sometimes incentives need to be offered to elicit a higher degree of ownership. For so-called bad apples - those who refuse to go along, becoming a detriment to the project - the incentive of keeping their jobs may be enough. Let them know they must be either part of the team or not involved at all - the only alternative is removal. Big-ticket projects are tough enough without naysayers. Another more accepted practice that encourages a willing team spirit is awarding financial incentives. If all responsible managers' end-of-year bonuses are dependent on specific project and financial goals, their buy-in, especially as the implementation approaches, becomes even more committed. The company must recognize that some project goals must be rewarded when met, regardless of whatever overall profit and sales goals for the the business are.

Successful projects comes only from management with a strong sense of responsibility.



• Increase Success by Avoiding Failure

12 Steps to Risk Reduction

It's human nature to begin a project with dreams of success. With an implementation, project teams plan that each step taken will be successful, each attained goal building on preceding successful steps. But this is only part of the total equation for a working system. Equally important is the plan to avoid failure.

Avoiding failure, that is, risk reduction, is separate from planning for success. In a world where only good things happen, you need only plan how to move forward. In real life, however, most of our large errors blindside us because we had our sights set on looking forward to success and weren't aware of potential downfalls. Any large project is as much an exercise in risk aversion as it is in task accomplishment.

Successful project managers anticipate what can go wrong. While they cannot identify every possible misstep, spotting just a few reduces the risk of complete failure. (*Uncertainty management here is a must*). Avoid potential risks by incorporating the following into the company culture.

- **Don't do things for the wrong reason.** Identify the benefits that will result from your project, then make sure every project-related action is directed toward achieving those benefits. remember, benefits supersede company politics.
- **Own the project.** All managers own the project. They will be credited for its success, or blamed for its failure.
- **Failure is not an option.** No one should believe that the project will be terminated. Doubt is not tolerated.
- **Warn off the disbelievers.** If successful results are truly important to your company, naysayers must be silenced. Remove those who won't support the project, or if that's not possible, make their future success with the company dependent on the system's success.
- **Cast implementation details in concrete.** Set believable dates and do not change them. Promote the implementation loudly and often, leaving no room for anyone to believe that the company will tolerate missing the deadline.
- **Keep the project under control.** The longer and larger a project, the greater the likelihood of failure. Nine months is usually the extent of management's attention for any implementation effort.
- **Designate a single leader.** Shared leadership is divided leadership.
- **Don't demonize your vendor.** Never use your software vendor as a scapegoat. You will need his goodwill as well as his technical support for the long-range success.
- **Keep functional managers accountable.** An ERP implementation is not merely a "computer project," it is a strategic business project and must be approached as such.

- ◆ **Make business objectives the primary drivers of the project.** Investing in technology for the sake of technology does little more than drain company assets. Business objectives must be the primary drivers.
- ◆ **Don't let technology jargon intimidate system users.** When system users do not understand what is being explained about the system, they will lose their enthusiasm for making the system work.
- ◆ **Do not over-modify.** Perfectionists try to customize the system down to the smallest detail, they will only succeed in building a fragile house of cards that is certain to crumble at the inopportune time.

To keep the project in-hand, periodically reassess where it stands, especially in regards, to potential problems. Also verify that the project team's attention is focused on the right goals. Remember the two important and mutually dependent goals: success and not failing.



All managers own the project. They will be credited for its success, or blamed for its failure.



◆ Angels in the Executive Suite

Working Miracles with the Right Manager's Support

Every project needs a guardian angel, an overseer who can make things happen. The angel who champions the project must come from the upper reaches of the organization for the following reasons:

1. the angel must have the clout to obtain needed resources at critical points without scaling many approval layers,
2. the angel must show that upper management has a stake in the project just as much as those operating the day-to-day chores, and
3. the angel must be able to bring warring parties to the table and force necessary compromises in a timely fashion.

It's best when this angel is the "top guy" in the organization, but for many companies the angel is a mid-level vice president. The angel's job is easier when the project is contributing directly to the overall success of the company - when corporate goals cannot be adequately met without the new systems (e.g., sales volumes exceed current system capability or the Year 2000 problem will cause bookkeeping chaos).

But many projects have far less immediate underpinning. These are systems that are being implemented to increase control, replace obsolete functions, establish more flexible systems, embrace a new technology, or replace a recalcitrant vendor. It's not easy to develop a sense of urgency for this type project, so urgency is usually generated by management. Projects like this should be as short as possible so as not to lose what is probably minimal support at best. Market conditions, management changes, and unexpected bumps in the project road all can have a disastrous effect.

Given this environment, the angel's motivations should be parochial. With a bonus performance dependent on implementation success, the angel should be responsible for departments that expect the most from the new/improved functionalities. When possible, the angel's focus should be financial. Financially justified projects demand management support, and when things get tough, the pressure

to complete such projects usually goes up rather than down. Projects with questionable bottom line impact are the first ones to be jettisoned.



• It's Your Project and Your Project Manager

Owning Implementation Keeps Credit and Blame In-House

There is no concept more important to implementation success than project ownership. And if you fail, it's your fault. If you can even imagine a scenario where an outside firm could be the fall guy, you might as well forget the project - the necessities of implementation leave no room for a scapegoat.

Outsiders may be brought on to help, but they aren't responsible for your project's success. Some negative consequences of outsourcing project management include:

- it will seem you don't trust your staff's ability or experience,
- the outsider can walk away if things get tough, and
- the outsider won't be there to help run things on a day-to-day basis.

Even the best consultants consider your company's needs as third in line, right after themselves and their firm.

Now that you've decided to keep project management in-house, the choice of a project manager is next. The project manager must be committed (the project strongly impacts his area of responsibility), respected (he has experience and capability that others in the company trust), and powerful (he will make things happen, sometimes even with intimidation if necessary).

The background of the project manager is crucial - after all, there is a difference between operations staff - the "how" people - and systems staff - the "why" people. It's best to have a background spanning both, but if that's not possible, someone from the operations side of the business is preferable - the "why" can be accommodated by the steering committee, but "how" knowledge must be on the front line.

The project manager's demeanor is equally important. The attitude spectrum runs from taskmaster to crowd-pleaser - the ideal candidate being somewhere in the middle. While the project should not resemble a forced march, a successful project manager understands that the job isn't a popularity contest. Salesmanship is a trait often overlooked when selecting this position, yet it is one of the most powerful tools a project manager can carry.

A Different Type Project

Even the best user-sourced project managers have to start from scratch - project implementation is different than most managerial projects. While an effective manager may be able to organize a department to do the same routines on a day-in, day-out basis, implementation requires identifying and implementing thousands of steps that each occur only once. The project manager will need training and guidance for this kind of project, or will need to look to an experienced project administrator to help.

Even a strong project manager cannot succeed when others believe the project can be stopped or delayed. Everyone involved must believe from the beginning that an on-time implementation is the