Stop Managing and Start Leading The Socially Intelligent Leader

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Agenda

- Successful projects
- Project leadership
- Emotional and Social intelligence
- ~~Manage~~ Lead people to deliver useful projects
- Become a socially intelligent leader
- Stop managing and start leading

Successful Projects

- What do we mean by successful projects?
- How can we tell *for sure* whether a project is successful?

Projects – why, what, who, how?

Stakeholders

"If you can't make it good, at least make it look good."

Project Management vs Project Leadership

- Project Managers should resemble **leaders** more than **administrators/managers**.

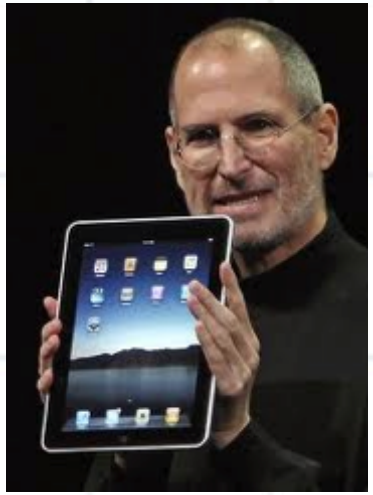
  Why?

  – Projects are change, not business as usual (BAU)
  – BAU requires **rational** skills ➔ **management**
  – Change requires **emotional** skills ➔ **leadership**

  – To effect change, you need a team with leadership attitude

Leadership Attitude

- To have a team with leadership attitude, you need an **inspiring** leader



Leadership

- Leadership is **not** a business skill, it is a **life style**

Being a leader is like being a lady. If you need to explain to others that you are, then you are not.

Margaret Thatcher

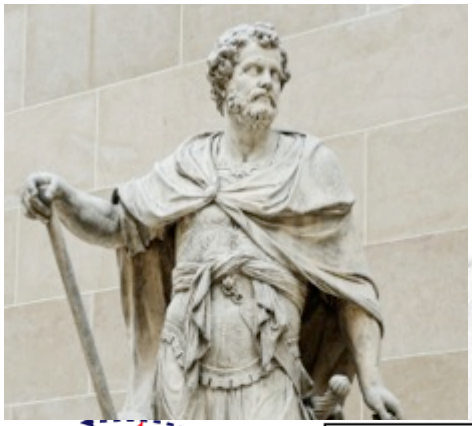
Emotional and Social Intelligence

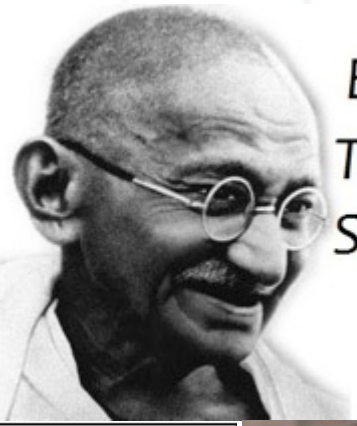
- Studies are continually highlighting the importance of emotional and social intelligence in skills leadership

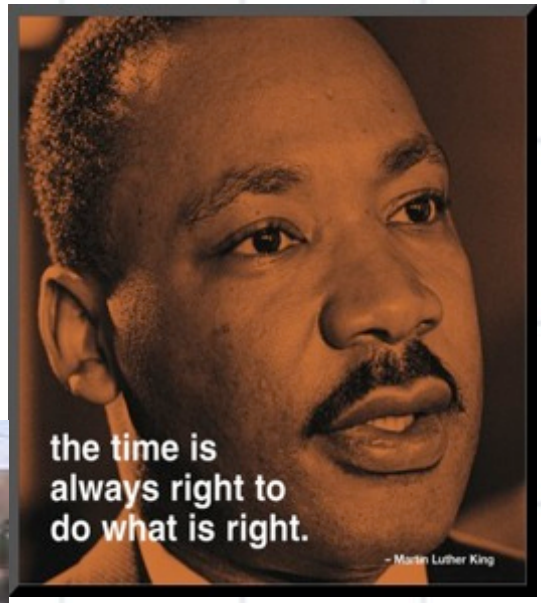
Findings – Emotional and social intelligence competencies are found to represent a practical and theoretically coherent, reliable and valid approach to assessing and developing individuals in diverse cultures.

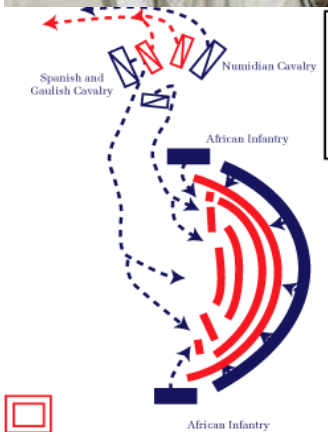
Emmerling & Boyatzis (2012)

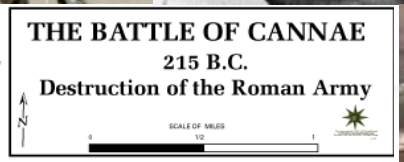
Emotional and Social Intelligence

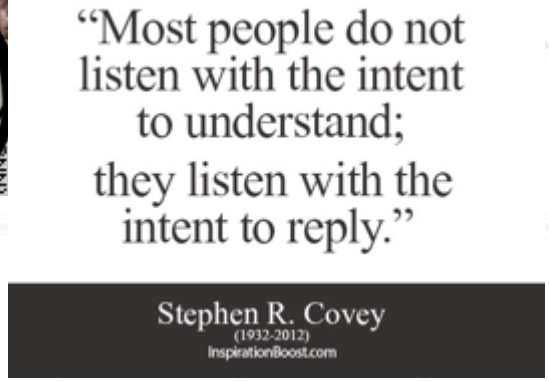












Hannibal

Emotional and Social Intelligence

Understand the surrounding ➔ Influence and lead others

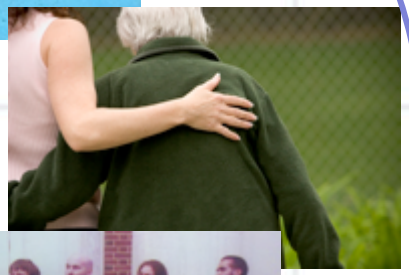
Empathise accurately

Listen with full receptivity

Understand feelings & intentions

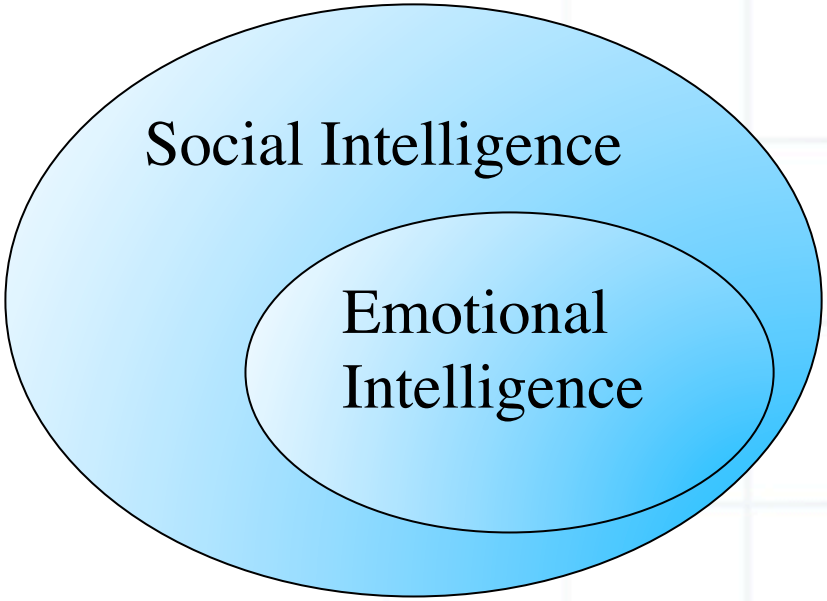
Synchronise

Care

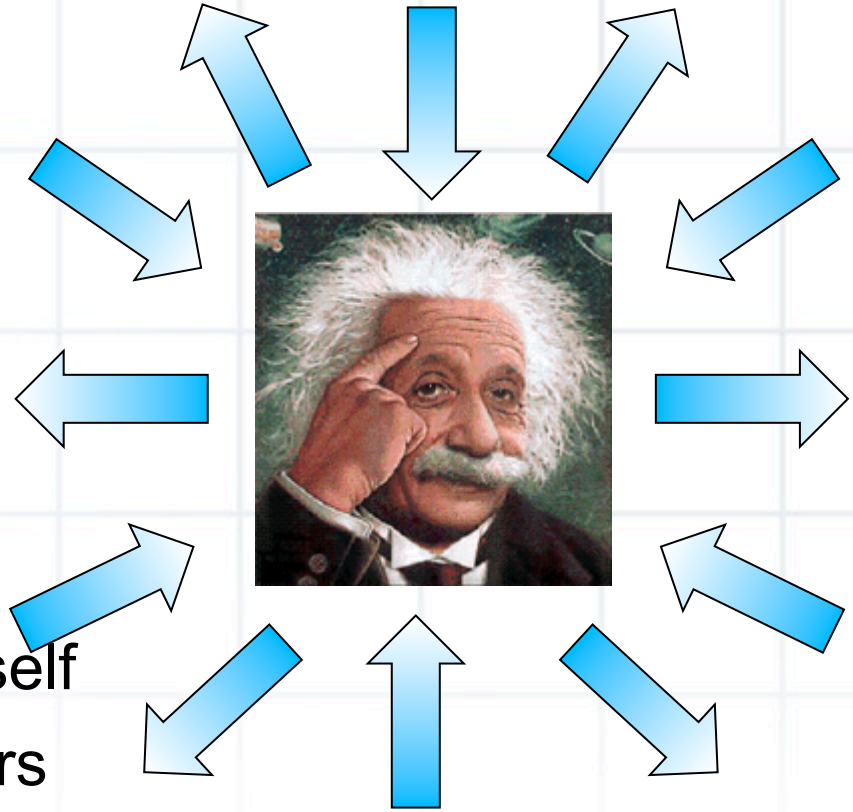


Lead

Emotional and Social Intelligence



EI is subset of SI



EI is knowing oneself

SI is knowing others

Emotional and Social Intelligence

Lead to

EI is subset of SI

OR

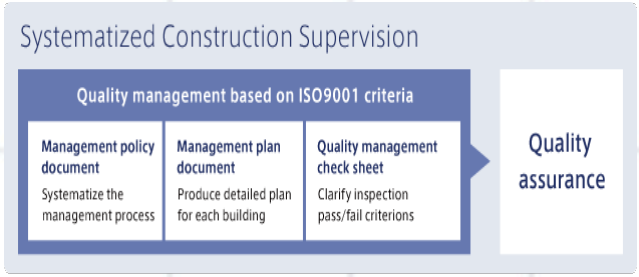
EI is knowing oneself

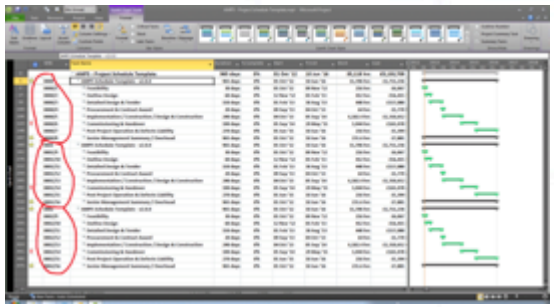
SI is knowing others

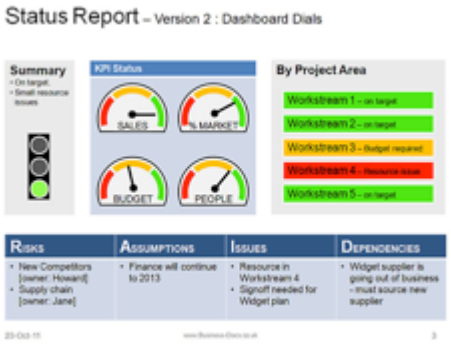
It’s time to acknowledge that…

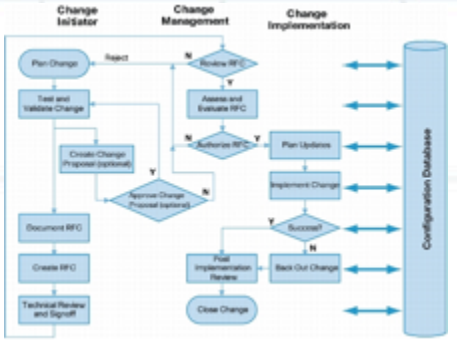
- Managing projects in the standard, rational, methodical and logical manner is necessary, but **not sufficient**

Likelihood	Consequences				
	Insignificant (Minor problem easily handled by normal day to day processes)	Minor (Some disruption possible, e.g. damage equal to $500k)	Moderate (Significant time/resources required, e.g. damage equal to $1million)	Major (Operations severely damaged, e.g. damage equal to $10 million)	Catastrophic (Business survival is at risk damage equal to $25 Million)
Almost certain (e.g. >80% chance)	High	High	Extreme	Extreme	Extreme
Likely (e.g. between 60% and 80% chance)	Moderate	High	High	Extreme	Extreme
Moderate (e.g. between 10% and 50% chance)	Low	Moderate	High	Extreme	Extreme
Unlikely (e.g. between 3% and 10% chance)	Low	Low	Moderate	High	Extreme
Rare (e.g. <3% chance)	Low	Low	Moderate	High	High







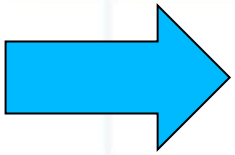


It's time to…

- **Understand** the people you are dealing with, and know what makes them tick

It's time to…

- Become an emotionally and socially intelligent leader
  - Empathise
  - Attune
  - Understand
  - Synchronise
  - Care
  - Influence



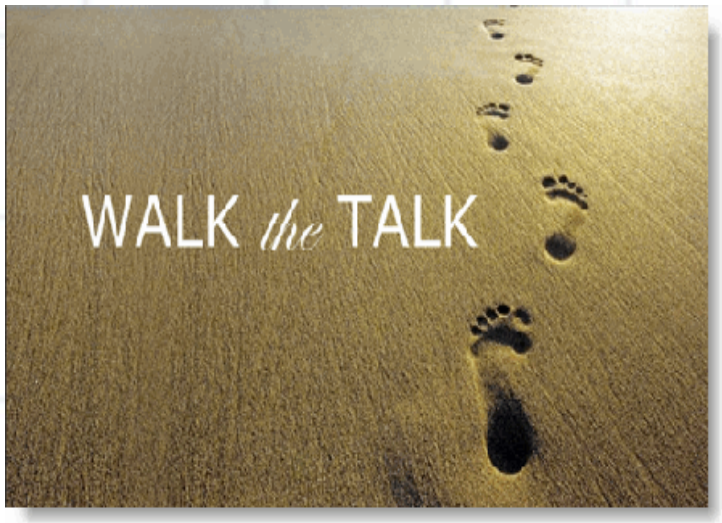
  - Advocate a clear vision
  - Walk the talk
  - Gain their trust
  - Coach, inspire, and motivate
  - Innovate, take risk, explore
  - Develop new leaders

Advocate a clear vision

- Formulate and promote a **clear vision**
- **Excite** the team and make them **believe**

Walk the talk

- Walk the talk: Lead by example, or don't lead at all
  - **Listen** with full receptivity
  - Practice genuine **empathy**
  - Exhibit **authenticity**



Gain their trust

- Have **followers**, not subordinates
- Be **accountable**, and demand it

Coach, inspire and motivate

- **Stimulate** their thoughts and hearts
- Fix the dissatisfaction factors
  - company policies, supervision, salary, status, relationship with supervisor and peers
- Push with the **satisfaction** factors
  - achievement, recognition, the work itself, responsibility, advancement, growth

Engage the team

- Turn their toxic behaviour of intimidation, anger and frustration into **nourishing** behaviour of respect, enthusiasm and appreciation

Give praise

- Add a bit of perfume to the workplace

Innovate, take risks, explore

- Encourage **innovation**
  - foster breakthroughs
- Take **chances**
  - get off your comfort zone

- **Explore**, challenge the status-quo
  - in-san-i-ty:
    doing the same thing and expecting a different result

Develop new leaders

- Be a **role model** for new leaders
- Create a **legacy**

Stop managing and start leading

- Stop thinking only of the triple constraints of your project, and start **understanding** and **caring** for the concerned people
- Stop thinking that you know what customers want, and start **attuning** to them
- Stop treating the sponsor as the cash cow and start **empathising** with them

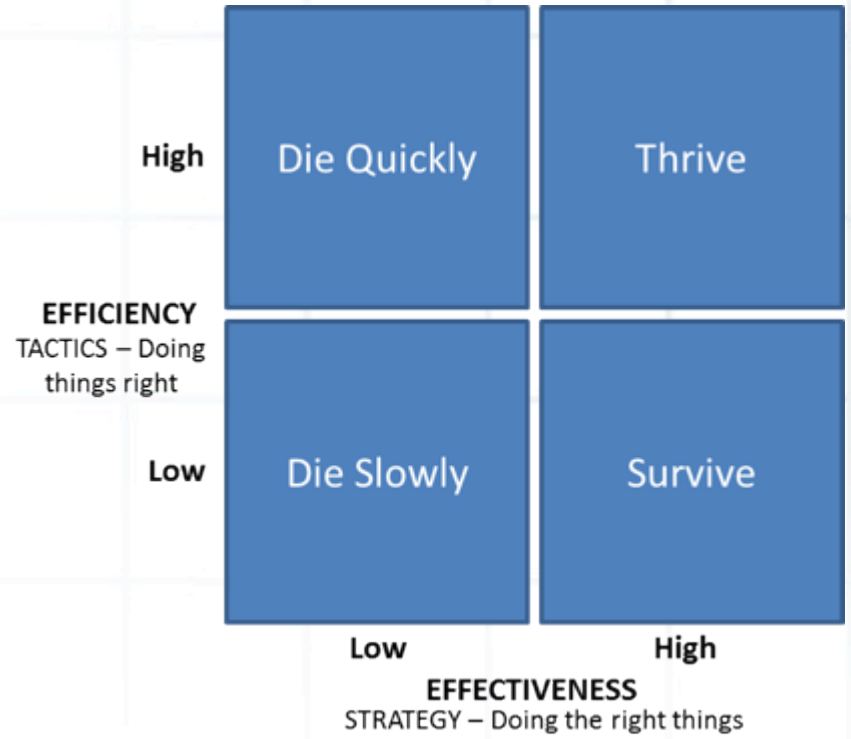
Stop managing and start leading

- Stop flogging your team members until their morale improves, and start **synchronising** with them
- Stop following the crowd and start **innovating** ideas and **influencing** outcomes
- Stop delivering projects that blindly meet the requirements and start delivering **useful** projects

> There is nothing so useless as doing efficiently that thing which should not be done at all. Peter Drucker

Final word

- Stop asking your team to do the thing right and start asking them to do the **right thing**



Matrix developed by Andrew Cooke and posted on http://growthandprofit.wordpress.com/2013/02/25/efficiency-vs-effectiveness/

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