

PMI® EMEA Congress 2018

Stop Managing and Start Leading: The Engaging Leader
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Learning Objectives

Stop Managing and Start Leading: The Engaging Leader

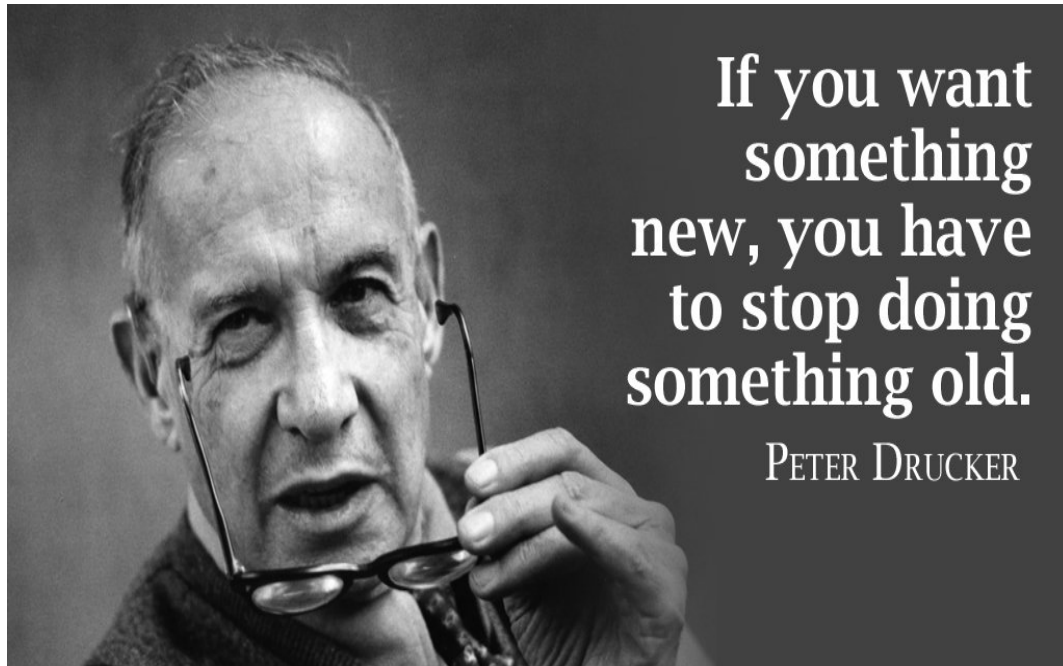
At the conclusion of this session, participants will be able to:

- 1) Identify engaged and disengaged teams;
- 2) Apply learnings and activities to make the teams more engaged.

What are we going to discuss?

- Management and leadership
- Engaged vs. disengaged,
 - actively engaged vs. actively disengaged
- How disengaged employees look like
- What to do to engage employees

Before we start...

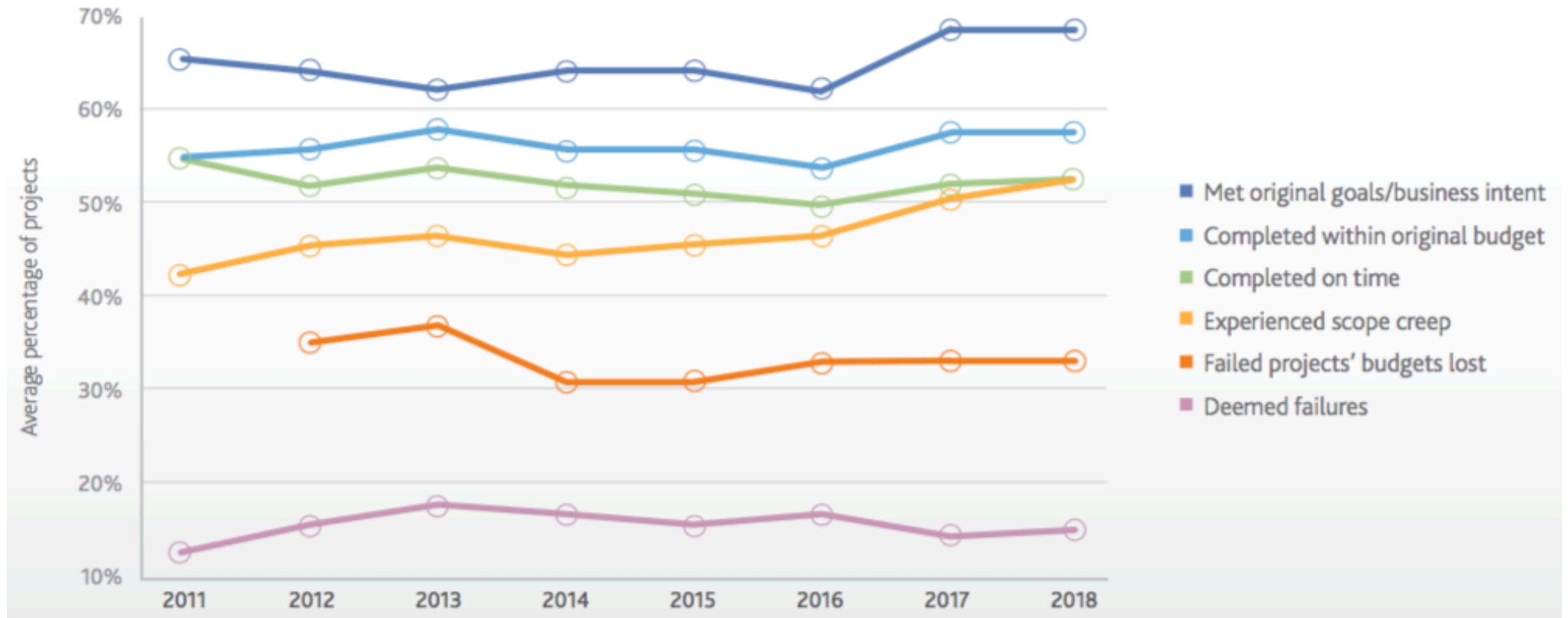


“All organizations need to know that virtually no program or activity will perform **effectively** for a long time without **modification** and redesign.”

Drucker, P. F. (2004). *The Daily Drucker*. New York, NY: HarperCollins. p. 6

Why are we discussing this in the first place

Figure 6: Project Performance Metrics



Source: PMI's Pulse of the Profession - 2018

Why are we discussing this in the first place



Management and Leadership

While **technical project management** skills are core to program and project management, PMI research indicates that they are **not enough** in today's increasingly complicated and competitive global market place. Organizations are seeking added skills in **leadership** and business intelligence.

PMBOK Guide – Sixth Edition, p.57

Management and Leadership

“Leadership compliments management;
it doesn’t replace it.”

Kotter, John in Business, H., (1998). *Harvard Business Review on Leadership*. Harvard Business Press.

Management and Leadership

Managers

Administer and control

Focus on systems

Cope with complexity

Eye on the bottom-line

Accept the status quo

Are trained

Operate within the culture

Leaders

Innovate and inspire

Focus on people

Cope with change & ambiguity

Eye on the horizon

Challenge the status quo

Learn

Create the culture

Adapted from Yemm, G. (2012). *Leading your team*. Harlow, UK: Pearson. p. 7

Begin with the end in mind

Advocate a clear **vision**

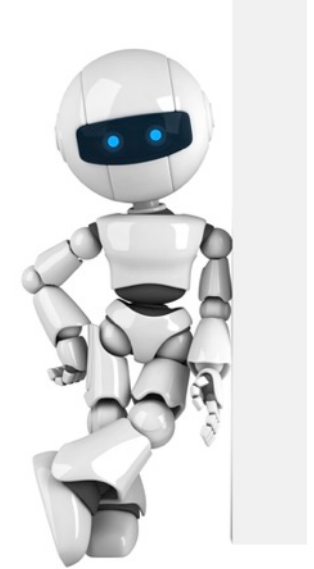
Walk the talk – **Authenticity**



Promote creativity and **innovation**

Create a contagious **culture**

People have different personalities



“No part of the productive resources of industry operates at a lower efficiency than the human resources.”

Drucker, P. F. (2004). *The Daily Drucker*. New York, NY: HarperCollins. p. 16

and they make up teams with different personalities



Teams are usually made of



Doers

Drive and momentum

Focus on the job



Thinkers

Have good ideas

Reject bad ones



Carers

Ease tension

Promote harmony

... and their actions and roles are

1/3



Plant

Non-conformist,
individualist, innovative



Resource Investigator

Extroverted, sociable,
the 'outside' link



Co-ordinator

Disciplined, natural
organiser, makes decisions

Adapted from Yemm, G. (2012). *Leading your team*. Harlow, UK: Pearson. p. 28

... and their actions and roles are

2/3



Shaper

Energetic, proactive,
goal oriented



Monitor/Evaluator

Serious, logical,
challenger



Team Worker

Social, diplomatic,
communicator

... and their actions and roles are

3/3



Implementer

Practical, reliable,
converts ideas to actions



Completer

Detail person, the dotter
of i's and crosser of t's



Specialist

Confident,
problem solver, learner

Engaged vs disengaged

Disengaged

‘Checked out’

No energy, no passion

Indifferent

‘Whatever’

Follow orders blindly

Actively Disengaged

Toxic

Undermine the team



(Actively) Engaged

Passionate

Innovative, contagious

Engaged vs disengaged – impact on projects

Disengaged

Low-quality outcomes
Unhappy customers

Indifferent

OK results
No excitement

Actively Disengaged

Missing deadlines
Wrong outcomes



(Actively) Engaged

Successful projects
'Wowed' customers

How can you spot disengaged people

Complain

Make excuses

Distracted

Don't help others

Gossip

Know it all



Lack enthusiasm

Irresponsible

Work alone

No initiative

No questions

No growth

Lie

The engaging leader

Walk the talk

Be passionate,
it is contagious



Be present

Listen to the text
and the 'subtext'

Spend time with your team

- More time with the team makes **high performing** teams
- Frequent **conversations** lead to high performance
- Formal and informal chats – all interactions count



Help your team find their meaning

- **Engage** your team **emotionally**
- Help them find their **personal meaning** through work activities
- Good leaders are meaning makers



Start the day with a team huddle

- Don't limit the conversation to **work-related** matters
- Share a **joke**, point out someone's **achievements**
- Team huddles encourage a sense of unity and team spirit



Instil a mantra

- Engage your team with a **sharp mantra**: 2-5 words
- Google: **Don't be evil**
Nike: **Let's do it**
- Helps your project team develop a powerful emotional connection with your project and its outcome



Create a courageous culture

- Embed a **courageous environment** to promote **authenticity** and cultural diversity
- Promote company **values**
- Respect and value everyone's opinion and let people thrive



Include the team in project's strategy

- You would get different and **better ideas**
- Those who have **leadership potential** are revealed
- The team will feel more connected to the project



Autonomy, Mastery, Purpose

- Show them the **bigger picture**, ensure every one is **competent**, and increase their **autonomy**
- Always talk **purpose**
- This requires a culture change – but again, you are managing projects, which means you are introducing change



Actively promote creativity

- Make creativity a **top priority** in your agenda
- Consider a **20% program** (Google)
- Encourage your staff to take advantage of any resource to light a spark



Encourage healthy lifestyle

- Healthy bodies and minds lead to **healthy business** performance and productivity
- Encourage '**walk and talk**' meetings
- Businesses with 'healthy lifestyle' attract and retain good people



Plan for a fluid project team

- Full time, part time, contract, contingent, and **flexible** working agreements
- With **AI** and **robotics**, a new suite of solutions exists
- What motivates a millennial and what motivates an old-timer are vastly different



Tailor communication style to your team

- **Adapt** your style, this will increase their engagement
- This might be a challenge given your **team structure**, but it is worth the effort



- Seeing you adapt to their ways shows that you listen

Positive reinforcement

- Catch your team doing **something good**
- A simple '**thank you**' goes a long way
- Rewarding desirable behaviour will strengthen productivity



Give and receive feedback

- Lead by example: give **constructive feedback** and handle constructive feedback
- Shows your **humility** and **confidence**
- This inspires your team to follow suite and aspire to be like you



Promote random acts of fun

- Create a rewarding and **fun** environment
- This encourages people to **spend time** with each other
- This creates a culture of spontaneity and fun and strengthens their loyalty to the team and the organisation



Takeaway



Spend time
with the
team



Instil a
mantra



Autonomy,
Mastery,
Purpose



Plan for a
fluid team



Promote
random acts
of fun

Let's recap

- 'Managing' is important and **necessary**, but **not sufficient**
 - Managing ensures compliance – do the thing right
 - Leading drives commitment – do the right thing
- When you **first lead** and then manage your team:
 - they will do the **right thing right**
- Today's employees are **highly skilled** and **resourceful**
 - 'Hygiene' measures like pay and job security are not enough
 - You need to keep them **inspired**, **challenged** and, **engaged**

Evaluate this Session!

#402: Stop Managing and Start Leading: The Engaging Leader

Provide your feedback via the event mobile app by completing a brief evaluation!

If you bookmarked/added this session to your **Personal Agenda**... a link to the survey is now in your activity feed! Tap the post to get started.

Or, **to access the survey:**

- Select Agenda
- Select session
- Tap **Take Survey** at the bottom of the screen.



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