Today’s Objectives

✓ Gain an overview of the art and science

✓ Understand why projects are executed and why they’re failing

✓ Define how this relates to the art and science of PM

✓ Explain which is more important
Definitions

PM (Art) – Using soft skills to define the business value, clarify the vision, determine requirements, provide direction, build teams, resolve issues, and mitigate risk

PM (Science) – Applying knowledge, skills, tools and techniques to project activities to meet the project requirements

The “Art” of PM

- Lead
- Motivate
- Negotiate
- Communicate
The “Science” of PM

Plan  |  Schedule

Measure  |  Control

TOP reasons why projects are failing?

Art or Science

Art
1. Lack of executive support
2. Lack of user involvement
3. Inexperienced Project Manager
4. Unclear business objectives
5. Changing requirements
6. Incomplete/poor requirements
7. Poor software infrastructure
8. Incomplete/poor methodology
9. Poor estimates/lack of planning
10. Lack of resources
11. Unrealistic expectations
12. Didn’t need it any longer

Science

Both

## Characteristics of Effective and Ineffective Project Managers

<table>
<thead>
<tr>
<th>Characteristics of Effective Project Managers</th>
<th>Characteristics of Ineffective Project Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leadership by example</td>
<td>1. Set bad examples</td>
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<tr>
<td>2. Visionary</td>
<td>2. Not self-assured</td>
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<tr>
<td>3. Technically competent</td>
<td>3. Lack technical expertise</td>
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<td>4. Decisive</td>
<td>4. Poor communicators</td>
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<tr>
<td>5. A good communicator</td>
<td>5. Poor motivators</td>
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<tr>
<td>6. A good motivator</td>
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<td>7. Stands up to upper management when necessary</td>
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<td>8. Supportive team members</td>
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<td>9. Encourages new ideas</td>
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## The #1 Reason Why PMs Fail: TOO SOFT!

1. **Holds back** from providing constructive criticism to project members
2. **Avoids escalating to higher levels** of management project-related problems that are at an apparent impasse for resolution
3. **Unwilling** to passionately **defend the right project plan** to the project sponsor, executives, or client
4. **Behaves as** if there is little or no authority to support their responsibility
5. **Puts off** insisting on and driving **good project management practices** throughout the project
6. **Lax in holding project members accountable** for their commitments and actions
7. **Takes on too much work** instead of assigning tasks to the appropriate project members
8. **Remiss in** seeking out and **obtaining needed project management training** of both hard and soft skills
9. **Avoids** or excessively delays **making key decisions**
10. **Predominately focuses on other than top 3 problems**

Has this ever happened to you?

Source: Farmer, John

The “Art” of Communication

- Who... needs to be communicated with?
- What... should be communicated?
- When... will this be communicated?
- Why... are they receiving this communication?
- How... will this be communicated?
Observation as an “Art”

- **Participation**
  - Do members contribute?
  - Has there been any change?

- **Influence**
  - Who is listening and who is not?
  - Is there any rivalry?

- **Decision-making Procedures**
  - Are members included in the decision?
  - Do some members try to push decisions through?

- **Group Atmosphere**
  - Do people seem involved?
  - Do any members repeatedly annoy others?

- **Maintenance/Task Functions**
  - Do members help each other?
  - Do they cut each other off?

- **Membership**
  - Are there any loners?
  - Are subgroups positive or negative?

- **Feelings**
  - Are you seeing anger, excitement, etc.?
  - Are responses positive or negative in nature?

- **Norms**
  - Are topics avoided?
  - What happens when members agree/disagree?

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Estimating Challenges that are Works of “Art”

- The farther one moves up the organization, the easier, faster, and cheaper the job looks
- Wishful thinking leads many to underestimate cost and time
- Negotiations are normally made between the boss and worker to get a more realistic estimate

What to do

- PM should watch for opportunities and coach individuals as they become more familiar with the general tendencies of the person doing the estimating
- Software can definitely help with project time and cost management, as well as other areas
- Put in activity sequences vs. hard coding dates
### Meeting Challenges that Require “Art”

<table>
<thead>
<tr>
<th>Challenge</th>
<th>What to Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Side Bar</td>
<td>Call attention to it; ask for opinions on topic</td>
</tr>
<tr>
<td>Monopoly</td>
<td>Interrupt during breaths; ask others to talk</td>
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<tr>
<td>Weeds</td>
<td>Focus on agenda; request “off-line” conversation</td>
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<tr>
<td>Confusion</td>
<td>Reframe information; ask questions</td>
</tr>
<tr>
<td>Silence</td>
<td>Ask for feedback; Call on the person by name</td>
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### The “Art” of Leadership – What Comes to Mind?
The “Art” of Leadership – What Comes to Mind?

- Think of someone you personally know that you feel is a leader.

- Think of 2-3 things (traits or qualities) about them that makes you consider them a leader.

Common Leadership Traits / Qualities
Leadership Traits

- Actions are real indicators, especially in stress
- Required to sustain excellence
- Courage to tell the truth and as you see it
- Trust / Honesty / Integrity

Leadership Traits

- Make good first impressions
- Share yourself, your passion
- Tell stories
- Focus on others
- Everyone wants to be part of something special
- Inspire
Leadership Traits

- Keep learning
- Be ready every day
- Do your homework, follow-up
- Don’t need to be expert on everything

Leadership Traits

- Approachable
- Foster relationships
- Mutual respect
- Take responsibility
- Interpersonal Skills

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Leadership Traits

- Work as hard as everyone else
- Decisions are linked
- Not a decision until you commit/take action
- You won’t know everything before the decision
- How problems and decisions are framed matters
- Risk tolerance

Decision Making

Definition of Leadership

Leadership is the “Art” of **motivating** a group of people to act toward achieving a common goal.

Leadership is **influence** - nothing more, nothing less.

John Maxwell
The 21 Irrefutable Laws of Leadership
- by John Maxwell

1. The Law of the Lid
   Leadership ability determines a person’s level of effectiveness
2. The Law of Influence
   The true measure of leadership is influence – nothing more, nothing less
3. The Law of Process
   Leadership develops daily, not in a day
4. The Law of Navigation
   Anyone can steer the ship, but it takes a leader to chart the course
5. The Law of Addition
   Leaders add value by serving others
6. The Law of Solid Ground
   Trust is the foundation of leadership
7. The Law of Respect
   People naturally follow leaders stronger than themselves
8. The Law of Intuition
   Leaders evaluate everything with a leadership bias
9. The Law of Magnetism
   Who you are is who you attract
10. The Law of Connection
    Leaders touch a heart before they ask for a hand
11. The Law of the Inner Circle
    A leader’s potential is determined by those closest to him
12. The Law of Empowerment
    Only secure leaders give power to others
13. The Law of the Picture
    People do what people see
14. The Law of the Buy-in
    People buy into the leader, then the vision
15. The Law of Victory
    Leaders find a way for the team to win
16. The Law of the Big Mo
    Momentum is a leader’s best friend
17. The Law of Priorities
    Leaders understand that activity is not necessarily accomplishment
18. The Law of Sacrifice
    A leader must give up to go up
19. The Law of Timing
    When to lead is as important as what to do and where to go
20. The Law of Explosive Growth
    To add growth, lead followers – to multiply, lead leaders
21. The Law of Legacy
    A leader’s lasting value is measured by succession
Laws of Leadership

Leadership requires the ability to do more than one thing well

No one does all 21 laws well

Focus on strengths, build leadership team to complement the others

Irrefutable Laws of Leadership

Ever work with/for someone that had the title but not the leadership ability?

#2 The Law of the Influence

- Sometimes a person is a leader
- Titles don’t have much value, can give leverage but no leadership only buys time

- Can not be given
- It’s the leader that makes the position

Factors:
- Character
- Relationships
- Knowledge
- Intuition
- Experience
- Ability
Irrefutable Laws of Leadership

#6 The Law of Solid Ground

- The most important thing!
- Foundation of leadership
- Frequent and honest communication
- Work harder than the rest of your team
- Do what you say, and say what you do
- Take responsibility
- Build your character

Do you stop and reflect on past experiences?

PM as Leader

When in a project does a PM have to be a leader?

- Keeping project aligned to business strategy and goals
- Managing expectations (getting them)

- Building the team - forming, norming
- Motivating team when it gets tough
- Conflicts
- Knowing when the team needs guidance

- Escalating issues, not personal
- Making the tough calls
- Sharing status

CEO of your project
PM as Leader

Know yourself

Know your people

Know when to get out of the way

Develop YOUR Leadership Capabilities

Improve

Self Assessment / Evaluation

Self-study / Read / Watch & Observe

Opportunities

Work, projects, "stretch assignments"
Sports Teams
Volunteer Orgs
At Home
Lead

- PMs often have limited positional authority
  - Need to rely on influence and other less tangible means
- The best project managers are outstanding leaders
Management & Performance in Organizations (MPO) Model to Help with the “ART”

Traits & Behaviors

- Traits – How are you naturally wired
- Behaviors – How you “show up”
- Most traits ingrained by mid-late teens
- People’s traits don’t change, behaviors are always changing
- 80% of population falls into 1 of the 16 profile types
Personality Profiling

You can't change your personality
You can't change other people's personalities
You can modify behaviors every once in a while
Understanding others' "quirks" usually makes us more tolerant
Press the right buttons
Thank you!

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