Team Dynamics & Global Leadership in the New Millennium
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Agenda

• Project Management Today
• Team Dynamics
• Leading Virtual Teams
• The Generation Gap & Workplace dynamics
• What is Leadership?
• Millennium Leadership Trends
• Strategies for the Millennium
World of Project Management

• Global & Virtual

• Collaboration and Teamwork (High Performance Teams)

• Cultural Intelligence
  * Organizational Culture
  * Region / Country Culture
  * Multi-generational culture
Collaborative Project Environment

- Organization Culture
- Media
- Clients
- Environment (Social, Political, Legal)
- Business Strategy
- Requirements
- Suppliers
Team Dynamics

- Team Personalities
  * Myers Brigg, SDI
- Team Development
  * Tuckman’s model
- Team Types
  * Co-Located
  * Virtual
  * Hybrid
- Team Composition – The Generation Gap
  * Boomers, Gen X, Gen Y
Co-Located Teams

- F2F teamwork – Scrum Team
- Team development theories
  - Tuckman’s model
  - Tubbs theory
  - McGrath’s TIP theory
Virtual Teams

* **Definition** — Physically separated but linked thru communication,

* **PMI Statistics**

* **Virtual Team Values** — Diversity, Productivity, Virtual prototyping

* **Challenges of Virtual Teams** — lack of personal connection, disconnect from big picture, facilitating meetings not easy
Virtual Teams - Strategies for success

* Lead Differently – define direction, formalize roles & responsibilities
  
  3 Cs – Context, Community, Co-activation

* Achieve Clarity - on goals, process & roles

* Building Trust - measured in terms of reliability based on geography

* Establish Communication Charter - keep member aligned thru communication

* Leverage Technology – tools to keep members connected - communicate & collaborate

* Decision Making – explicit description of how decisions will be made
Hybrid Teams

- Virtual & Co-located
- Team members from different companies
- MIT 4 Capabilities Leadership Framework
  - Sensemaking, Relating, Visioning, Inventing
Generations in the Workplace – The Power of Three

* **Baby Boomers** 1946-1964 76M
* **Gen X** 1965-1979 46M ~ 50M
* **Gen Y** 1980-2000 78M ~ 88M
“I have a new rule. I will not attend meetings that start after 5 pm. I have a life”

“So I told my boss – If you’re looking for loyalty – buy a dog”

“He has no work ethic. He is just a slacker. At his age, I was grateful I had a job”
Baby Boomers

* Born: 1946 to 1964
* Teens: 1959 to 1983
* Today (2015): 51 to 69 years old

Children of Causes and Revolution
Vietnam War
Widespread protests, Civil Rights movements
Assassinations of idealistic leaders - Kennedy and King
Promote Equality
Baby Boomers – Workplace Characteristics

* Anti-Authoritarian – Participative Management
* Work to Live (Exciting adventure)
* Job Title & Compensation
* ‘You are valued / needed’
Baby Boomers!

"As a Baby Boomer, I never thought the boom would be the sound of my retirement accounts collapsing."
* Born: 1965 to 1979
* Teens Years: 1978 to 1998
* Today (2015): 36 to 50 years old

A Diverse Group of “Friends”
Gen X - Defining Events

- End of the Cold War - fall of the Berlin Wall
- Entry of woman into the workforce
- Increase in their parents’ divorce rate
- Growth of the internet
Gen X – Workplace Characteristics

- Anti-institution – MBO
- Information-rich & Entrepreneurs
- Invented the term work-life balance
- ‘Do it your way’, ‘Forget the rules, get end results’
Generation X

HA! Finally, I'm going to get you Generation Xers to read the Trib!

Actually, I consider the Trib to be boring, patronizing and rather irrelevant.

Yeah, but now our boring, patronizing and irrelevant paper is on the Web!
generation y (gen y)

- born: 1980 to ~2000
- teen years: 1993 to mid 2010s
- today (2015): 15 to 35 years old

upbeat and determined
Gen Y – Defining Events

- Terrorism: 911 World Trade Center, Oklahoma City
- School Violence: Columbine, Virginia Tech
- Natural disasters - Global Warming, AIDS and other pandemics
- Ubiquitous technology
Gen Y – Workplace Characteristics

- Work is means to the end
- Participative style
- Digital communication only
- Instant feedback (instant gratification)
- ‘You will work with creative people’
Generation Y
Gen Y – a new definition!

connected-anywhere-anytime- multi-tasked-through-anyapps- or-gadgets-I-choose-regardless-of-official-policy-so-just-deal-with-it!
Gen Y & Workplace Changes

- Less Meetings
- Shorten Workday
- Redefine Retirement
- Higher Starting Salaries
- Reinvent Performance Review
Leadership is ...

- A fundamental state.
- A learning continuum.
- To me, leadership is multifaceted ...
  - Vision – Realistic, Clear values & Attractive future
  - Motivation – Myers-Brigg, SDI
  - Execution – Follow-through is the cornerstone
    Know the people and business
    Reward the Doers
Leadership in the Millennium

Two distinct changes

* Vision to Implementation
* Workplace values & Emotional intelligence
Collective Leadership

* Leadership as a Collective Genius - Kellogg’s Leadership Model
* Collective leadership – Linda Hill

Exhibit 1: Willingness to Innovate

- Purpose
  - *Why we exist*

- Shared Values
  - *What we agree is important*

- Rules Of Engagement
  - *How we interact with others*

Exhibit 2: Innovation Ability

- Creative Abrasion

- Creative Resolution

- Creative Agility
Other Millennium Leadership Trends

* Total Leadership - Stewart Friedman
* Leading from behind
* Future Leadership Landscape – Leaderships Online
* Hierarchical Vs Network (Malcolm Gladwell) - Nielsen Consumer 360 - Malcolm Gladwell on Hierarchies and Networks.mp4
Changing Workplaces – 6 Shifts

* Shift 1: From Harmony to Identity
* Shift 2: From team work to Collaborate
* Shift 3: From Job security to growth
* Shift 4: From support the work to supporting the worker
* Shift 5: From worker to explorer
* Shift 6: From work & life to working and living
Organizational Changes

* Listen & learn
* Adapt policies to deal with generational diversity.
* Accelerate experiments with social networking
PMI Study

- PMI Market Development, August 2010
- Global Populations – Generational Shift
- Generations in the Workplace
- Training & Development
- Marketing to Generations
Global Distribution of the PMs by Generation

North America
Western Europe
Latin America
China
India

- Gen Z
- Gen Y
- Gen X
- Boomers

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Strategies for the Millennium

Engage the future workforce
Recruit, retain and train
Motivation in the millennium
Mentoring the new workforce
Engaging the future workforce

* New assumptions about how the world works
* Differing motivations driven by the varied roles work plays in our lives
* The new diversity: individual needs and preferences
* Workplace strategy for the future workforce
Recruiting, Retaining & Training

- Recruiting & Retaining the Generational Workforce
- Communication Strategy – The Flight from Conversation
Motivation in the Millennium

- Age & Generations Study
- Make job offer about them
- Interesting workspace
- Money – remuneration growth
- Flexible hour
Mentoring the New workforce

- Reverse Mentoring
  - HP Case Study
- Group Mentoring
  - Dare2Share
  - Mentoring at AT&T
- Anonymous Mentoring – Why Stop with One Mentor?
The Final Word …

- Focus on Innovation via collaboration
- Manage the differences effectively
- Create Workplace choices
- Appreciate the strengths
References

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- *Managing Generation Y* by Carolyn A. Martin and Bruce Tulgan (Paperback - Jan 2001)
- *GitNit Right with Millennials, An Intimate Look at What Matters Most to the Biggest Generation In History* by Deloris Valdez Jarvis (Paperback - Jul 28, 2008)
- *Mind Your X’s and Y’s: Satisfying the 10 Cravings of a New Generation of Consumers (Hardcover)* by Lisa Johnson (Author)
- PMI Volunteer Strategy Meeting - PMI Market Development, August 2010