

**FROM A
GOOD PROJECT MANAGER
TO A GREAT LEADER**

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From a Good Project Manager to a Great Leader

“... companies are facing a major leadership crisis. More than 10,000 baby boomers are retiring every day, and when talented senior leaders head for the door, they take decades of valuable experience with them.

A recent survey predicted a 30% drop in the number of appropriately aged managers available for leadership roles between 2009 and 2015.

To make matters worse, professionals considered emerging leaders account for only 8% to 10% of the current talent pool.”

Forbes.com, June 2013

Project Managers Make Great Leaders



Agenda



Learning Objectives

1. Define leadership
2. Define a leader
3. Help you to understand where you are today in terms of leadership
4. Stimulate you to think about your future as a leader
5. Get you thinking about what you need to do to become a great leader

Our Road Map

- Attributes of a Leader
- Strategic Thinking and Strategic Planning
- Leadership Styles
- Good Judgment
- Communicating Like a Leader
- Managing Relationships

and

We will develop our Professional Strategic Plan

Introductions





What's the difference between management and leadership



Moving from a Manager to a Leader

The Seven Seismic Shifts of Perspective and Responsibility

- Specialist to Generalist
- Analyst to Integrator
- Tactician to Strategist
- Brick Layer to Architect
- Problem Solver to Agenda Setter
- Warrior to Diplomat
- Supporting Cast Member to Leading Role



www.Forbes.com

Leadership 101...



- All Leaders are alike...
- One size fits all
- If you have been a leader in one place you can be a leader anywhere

**ATTRIBUTES, SKILLS,
KNOWLEDGE**



Let's Talk!

What makes a great leader?

In a group: list the key attributes, skills and knowledge our leaders require?



The Best of The Best

- Know the whole business & the industry
- Are Great Decision Makers
- Know how to deal with people
- Are Great Communicators
- Think and Act Strategically



Your Turn....

Where do you stand?



Exercise:

look at your attributes OR skills

- Pick 3 strengths
 - How can you LEVERAGE these?
- Pick 3 weaknesses
 - How can you improve on these?



**STRATEGIC PLANNING
&
STRATEGY EXECUTION**



Leaders Think
Strategically





Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources)

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

www.en.wikipedia.org/

The Strategic Plan *'The Action Plan for Your Business'*

- Current State
 - Determine where you are.
 - Understanding Your Core DNA
 - Current Mission statement
 - What are you?
 - What or who is your market?
 - Your product or services evaluation
 - SWOT analysis
 - External environment
 - Internal environment
 - Your competitive analysis

The Strategic Plan *'The Action Plan for Your Business'*

- The Future State
 - Identify what's important.
 - Define what you want to achieve.
 - What will you be? To Whom?
 - Who will be accountable?
 - What will it take to make it happen?
 - Developing Key Strategies and Priorities
 - Looking ahead – seeing the future – creating a the Vision

The Strategic Plan

'The Action Plan for Your Business'

- How will you get there?
 - Prioritizing the work to be done
 - Creating the Plan
 - Cascading to the business plan
 - Aligning people and resources
 - Establishing a portfolio of work
 - Signing off on a budget
 - Executing the plan

Strategic Planning Basics

- Do's
 - Use a facilitator
 - Get off site
 - Have the right people in the room
 - Have your research done
 - Explain the process - Many peeps will not know how to create a strat plan – won't admit it
- Don't
 - Have the wrong people in the room
 - Assume that everyone thinks like you
 - Ignore the work and time and effort involved going forward

Meet my Friend Rob McLellan

Chairman

Northleaf Capital Partners
January 2010 – Present (5 years 6 months)
Non Executive Chair

Chief Investment Officer

TD
August 1996 – January 2010 (13 years 6 months)
CIO

Managing Director

Lancaster Financial Holdings Inc.
May 1988 – August 1996 (8 years 4 months)
Mergers and Aquisition, Private Equity, Risk Arbitrage

Vice President and Director

McLeod Young Weir Limited
September 1982 – April 1988 (5 years 8 months)
General Corporate Finance

The Globe and Mail
Mar. 23, 2015 12:00PM EDT

Toronto-based carrier Wind Mobile Corp. said Monday Mr. Krstajic will take over as chief executive while founder Mr. Lacavera will become honorary chair of the board. He is stepping down from his role as chairman to make way for Robert MacLellan, a former executive with Toronto-Dominion Bank with more governance experience.

On Strategic Planning



The Downfall of Most Strategic Plans

Execution...



On Strategy Execution



Your Professional Strategic Plan



LEADERSHIP STYLES



What's Your Leadership Style??

www.yourleadershiplegacy.com/assessment.html





YOUR LEADERSHIP LEGACY
BY ROBERT M. GALFORD AND REGINA FAJIO MARUCA

- Ambassador
- Advocate
- People Mover
- Truth-Seeker
- Creative Builder
- Experienced Guide

Ambassador



- Ambassadors instinctively know how to handle a variety of situations with grace. They tend to be the people diffusing nasty situations. The ones getting involved in conflicts on behalf of broad constituencies, as opposed for their own benefit. They are apt to be persistent in a gentle way -- to be persuasive and at the same time respectful.
- An Ambassador, for example, might be someone who can introduce a whole host of people-assessment and development frameworks with the result that employees understand and accept the new order easily.

Advocate



- Advocates instinctively act as the spokesperson in a group. They tend to be articulate, rational, logical, and persuasive. They also tend to be relentless (in the positive sense of the word), championing ideas or strategic positions. Advocates tend to use both linear and non-linear approaches when they argue a point.
- Top managers who are natural Advocates may do very well at navigating through rough waters.
- Being in rough waters is part of the reason they revel in their work.
- (Many Advocates tend to see things in black and white only. Advocates very often need Ambassadors on their senior management teams -- to help them temper their messages and persuade employees to "buy into" their decisions.)

People Mover



- Think: Talent-spotter, career-builder, motivator, someone with parental, nurturing qualities.
- People Movers instinctively take the lead in building teams. They're also instinctive mentors.
- They generally have large contact lists; they are always introducing new people to new ideas and new paths.
- They're also generally mindful of their employees' lives outside of work; they view performance through the larger lens of potential.
- There is a certain "holiday card joy" that comes with being a People Mover; when people continue to update you on their progress because they know you'll care, even if you have nothing in common with them and are effectively out of touch with them, you know you're a People Mover.

Truth-Seeker



- Think: fairness, good judgment, equalizer, level-headed, process-oriented, scrupulous neutrality, objectivity is the high standard.
- This is the only role for which there is a "prerequisite;" Truth-Seekers are unfailingly competent in their field; their competence is unquestioned.
- Truth-Seekers instinctively level the playing field for those in need. They also help people understand new rules and policies. They act to preserve the integrity of processes. They try to identify the root-cause issues, or pivotal issues. They also step in to ensure the just and fair outcome if the process has failed to yield the same.
- Successful individuals in the Human Resources function are generally natural Truth-Seekers. Truth-Seekers also tend to gravitate towards line-manager positions.

Creative Builder



- These visionaries and entrepreneurs are happiest and most driven at the start of things. They instinctively see new opportunities for new products, new companies; spot niche markets; take ideas and make them real. They're also often "serial entrepreneurs" over time, even in one leadership post.
- They instinctively understand that building is not necessarily about invention, but about process of making an invention real. Builders are constantly energized by new ideas, yet they have the staying power to see them through to fruition.
- Builders are fascinated with implementation. Real estate developers are often "builders" in this way (beyond the obvious connection); they feel most rewarded when a project gets underway, or is newly completed.
- Builders sometimes get into trouble if they remain in one place for too long. Builders can successfully remain in a single leadership position only if they figure out how to feed their own need for new projects.

Experienced Guide



- These individuals have an ability to listen, put themselves in others' shoes and help people think through their own problems; they are natural therapists.
- Often, they are seemingly bottomless wells of information on a diverse range of topics. These are the people who can always be counted on to supply the right quotation or the right historical connection.
- They are not necessarily mediators, yet often find themselves "in the middle," with people on both sides of a conflict seeking advice. After a stressful corporate meeting, the "post-meeting, closed-door meeting" often takes place in the Wise One's office.
- The role naturally lends itself today to the position of minister, counselor, trusted advisor.
- They are often found one level down from the top in organizations. They get their greatest satisfaction helping others get through the day and helping others see the bigger picture. They empathize.



- Ambassador
- Advocate
- People Mover
- Truth-Seeker
- Creative Builder
- Experienced Guide

Hire the Right Leader



- Start-up tech company
- 10-year old marketing company in growth mode
- 30-year old organization in the wrong line of business
- New restaurant in town
- High tech company losing \$1M a year
- Product development company ready to be acquired
- A gaming company about to double in size

Ambassador – Grace, diffusing nasty situations, persistent in a gentle way, persuasive, respectful.

Advocate – Spokesperson, articulate, rational, logical, and persuasive, relentless

People Mover – Talent-spotter, career-builder, motivator, parental, nurturing qualities.

Truth-Seeker – Fairness, good judgment, equalizer, level-headed, process-oriented, scrupulous neutrality, objective

Creative Builder – Visionaries and entrepreneurs, driven at the start of things, serial entrepreneurs, fascinated with implementation

Experienced Guide – Ability to listen, able to put themselves in others' shoes, natural therapists, trusted advisor.

Your Professional Strategic Plan



**LEADERS ARE GREAT
DECISION MAKERS**



AND SHOW GREAT JUDGEMENT

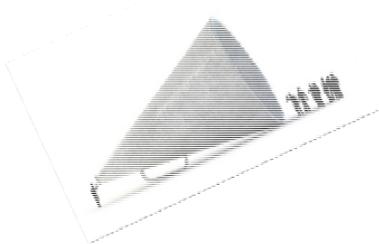
3 Steps to Making a Big Decision

- Preparation
- The Call
- Execution





Great Leaders are Great Communicators



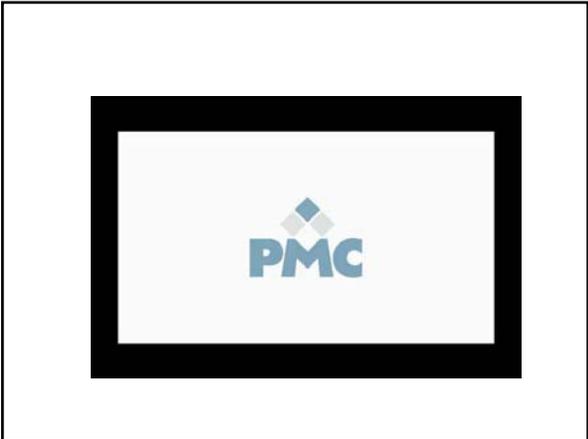


The Science of Communicating

- Prepare how you'll communicate
- Deliver the message
- Receive the message



Crunch It!





Communication Tools

Presentations

Meetings

Your 20 Second Elevator Speech

Listening

Writing

Letters

The Corporate Ambassador

A Cool Tool to Better Understand People

Shark



- Direct and straightforward
- All about themselves
- Willing to be confrontational
- Blunt / Brutally honest
- Focused on what it believes is most important at the time

Whale



- Nurturing to all
- Puts others in front of itself
- Social
- Open / Honest / Friendly /
- Non-Aggressive
- Shows compassion

Dolphin



- Likes to have a good time
- Likes others to have a good time
- Outgoing
- Friendly
- Gets distracted by shiny items

Sea Urchin



- Analyzes everything all the time
- Thrives on data, reports, input
- Detail-oriented
- Internalizes feelings and opinions
- Focused on one thing at a time

YOUR PROFESSIONAL STRATEGIC PLAN AND WRAP UP



How Do We Get There?

- Knock your Responsibilities Out of the Park
- Help your Boss Succeed
- Seize Leadership Opportunities, No Matter How Small
- Look for White Space
- Don't Be a Jerk
- Find Role Models
- Build Relationships



Words of Wisdom – Part 1

- Keep Your Professional Strategic Plan Up-to-Date
- Find Courses and Grow
- Get a Professional Coach
- Find a Mentor
- Create an Advisory Group
- Grab any chance you can to take on a leadership role



Words of Wisdom – Part 2

In your journey...

- Build bridges – don't burn them
- Network as much as possible
- Give credit to others as often as you can
- Be generous when things go wrong
- Learn to love leadership



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THANK YOU

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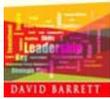




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