

Leadership Lessons for Operations Project Managers

Operations Manager PROSPECT Course
14-18 February 2005

Real World Leadership Issues

- ◆ Modeling Army Values
- ◆ Management vs. Leadership
- ◆ Level V Leadership
- ◆ Situational Leadership
- ◆ Communications
- ◆ Teams – Build before you lead
- ◆ Conflict Resolution

Modeling Army Values

Loyalty – Speak well of the Corps

Duty – Respond when called

Respect – Value your teammates

Selfless service – Humility

Honor – Be worthy of honor

Integrity – Always be the same

Personal courage – Speak up

Management vs. Leadership

◆ Managers

- Resource focus
- Efficiency focus
- Deal with “Things”
- Do things right
- Technical proficiency
- Tactical

◆ Leaders

- Personal focus
- Motivational focus
- Deal with People
- Do the right thing
- Values model
- Strategic

Level 5 Leadership

Level 5 Level 5 Executive

Builds enduring greatness through a paradoxical blend of personal humility and professional will

Level 4 Effective Leader

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards

Level 3 Competent Manager

Organizes people and resources toward the objective and efficient pursuit of predetermined objectives

Level 2 Contributing Team Member

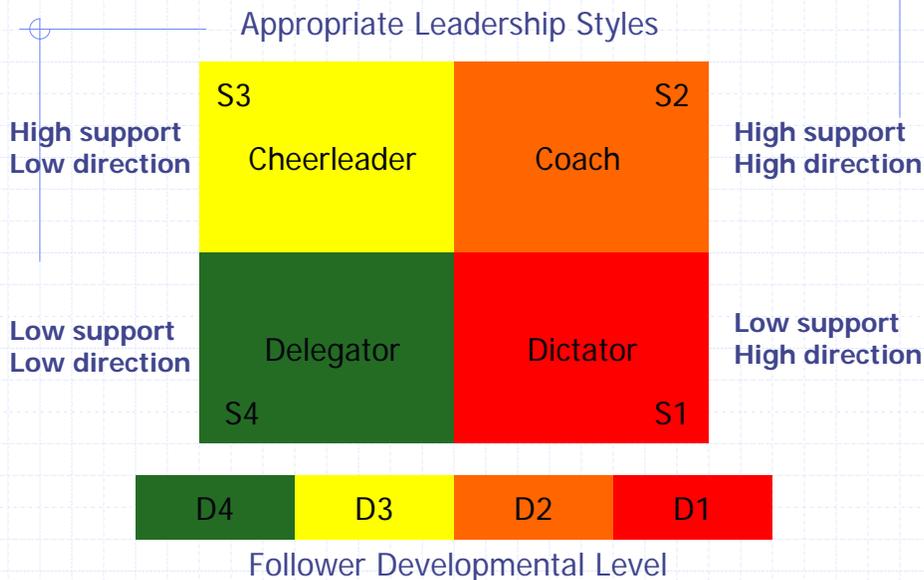
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting

Level 1 Highly Capable Individual

Makes productive contributions through talent, knowledge, skills, and good work habits

* From "Good to Great" by Jim Collins

Situational Leadership



Situational Leadership

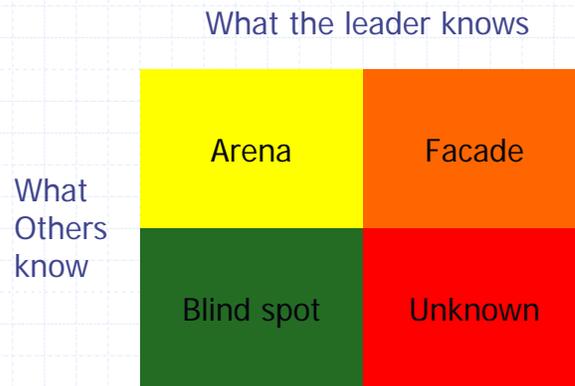
- ◆ Is your natural style best in every situation?
If not, what happens when you apply it all the time?
- ◆ What situations demand what styles?
 - **New employees**
 - **New technology**
 - **Poorly motivated workers**
 - **Changed missions**
 - **Seasoned veterans**
 - **Others**

The Importance of Communication

- ◆ Information is the life blood of any organization
- ◆ When communication breaks down – the rumor mill kicks in
- ◆ Communication model

Communications Model

◆ The Johari Window



Communications Tips

- ◆ How can we increase the “arena”?
- ◆ Effective communication means less talking and more LISTENING
 - Active listening techniques
- ◆ Meeting rules
 - Agenda, time limits, meeting mgmt., etc.
- ◆ Brainstorming – Use it as a problem solving technique

Building the Team

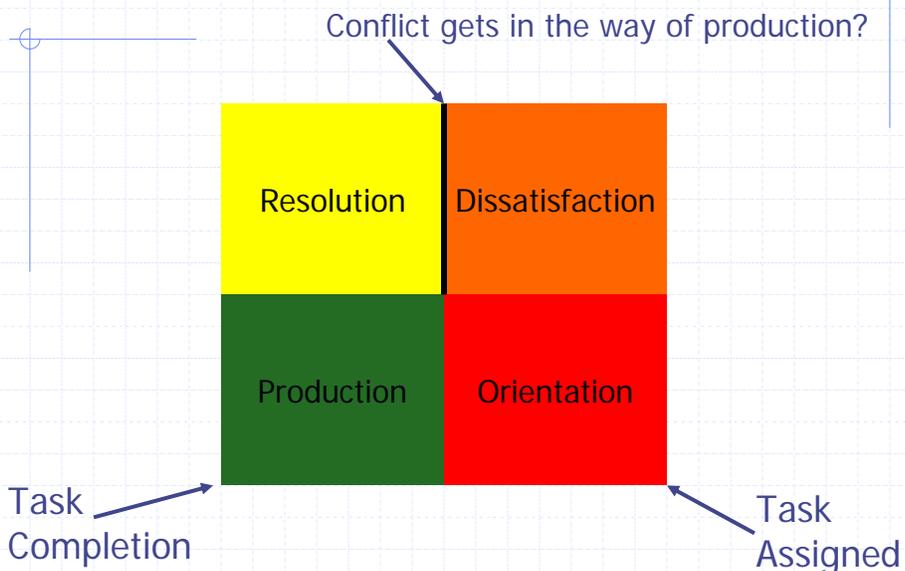
(You can't lead a team until you build it)

Group Development Model

Phases of Group Development

- Forming (orientation)
- Storming (dissatisfaction)
- Norming (resolution)
- Performing (production)

Group Development Model



Teambuilding Techniques

Very important in a PMBP organization!

- ◆ Where and how to facilitate?
- ◆ Assign roles and rules
- ◆ How will conflict be resolved?
- ◆ How will decisions be made?
- ◆ Does the mission need defined?
- ◆ Who are customers/stakeholders?
- ◆ What do they need/expect?
- ◆ How is success measured?

What sort of leader will I be remembered as?

- ◆ Ethical? – Modeling values
- ◆ Positive? – Building others up
- ◆ Humble? – Caring less about me
- ◆ Visionary? – Preparing for the future
- ◆ Caring? – Considering others needs
- ◆ Effective? – Leading toward excellence
- ◆ One that people wanted to work for?

Questions