

Career Development Tips for Leaders

Presented to PMI-OC Professional Development Day

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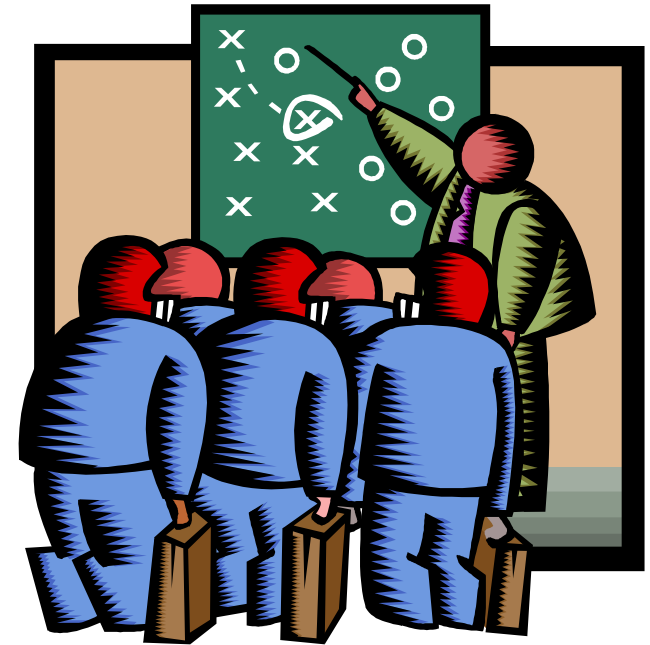
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What are some leadership qualities you admire?

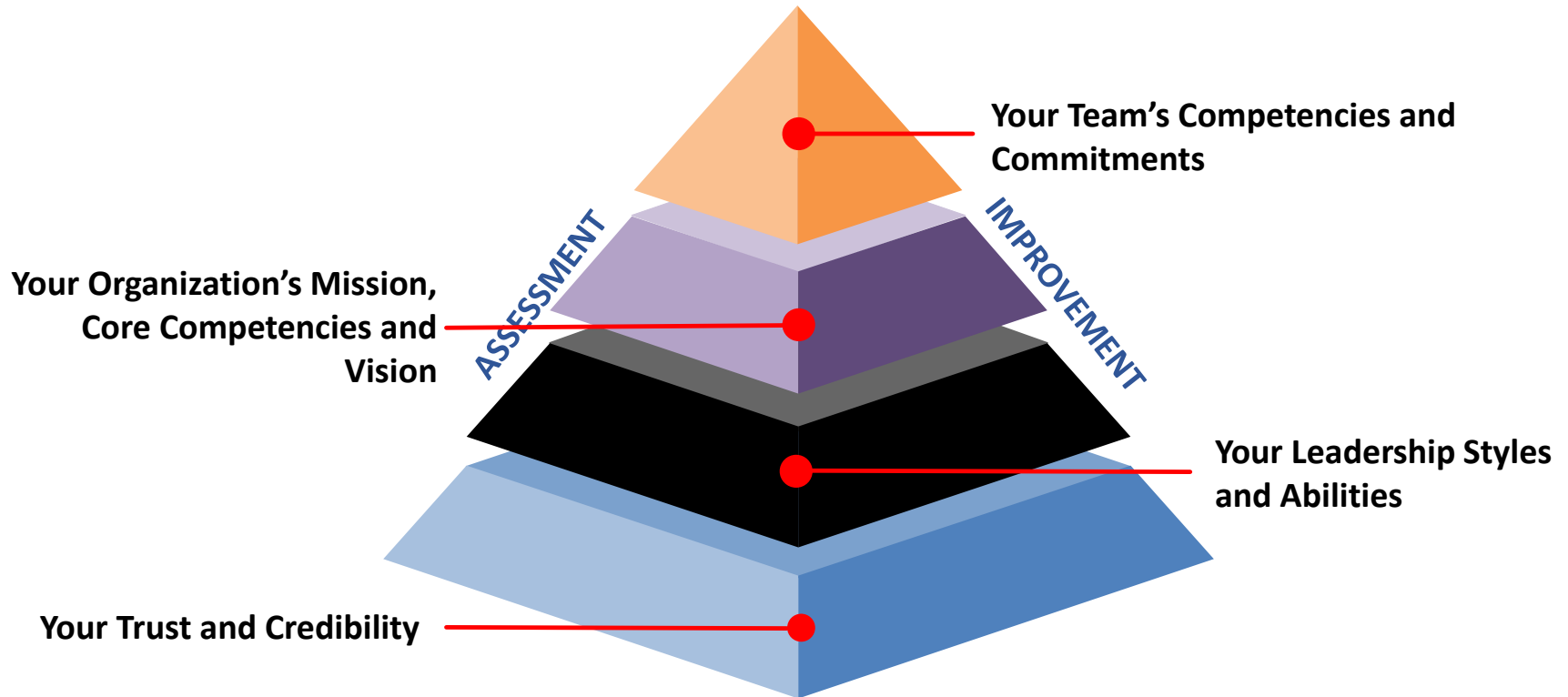
1. Inspires a shared vision
2. Good communicator
3. Integrity
4. Enthusiasm
5. Empathy
6. Competence
7. Ability to delegate tasks
8. Cool under pressure
9. Team-building skills
10. Problem solving skills



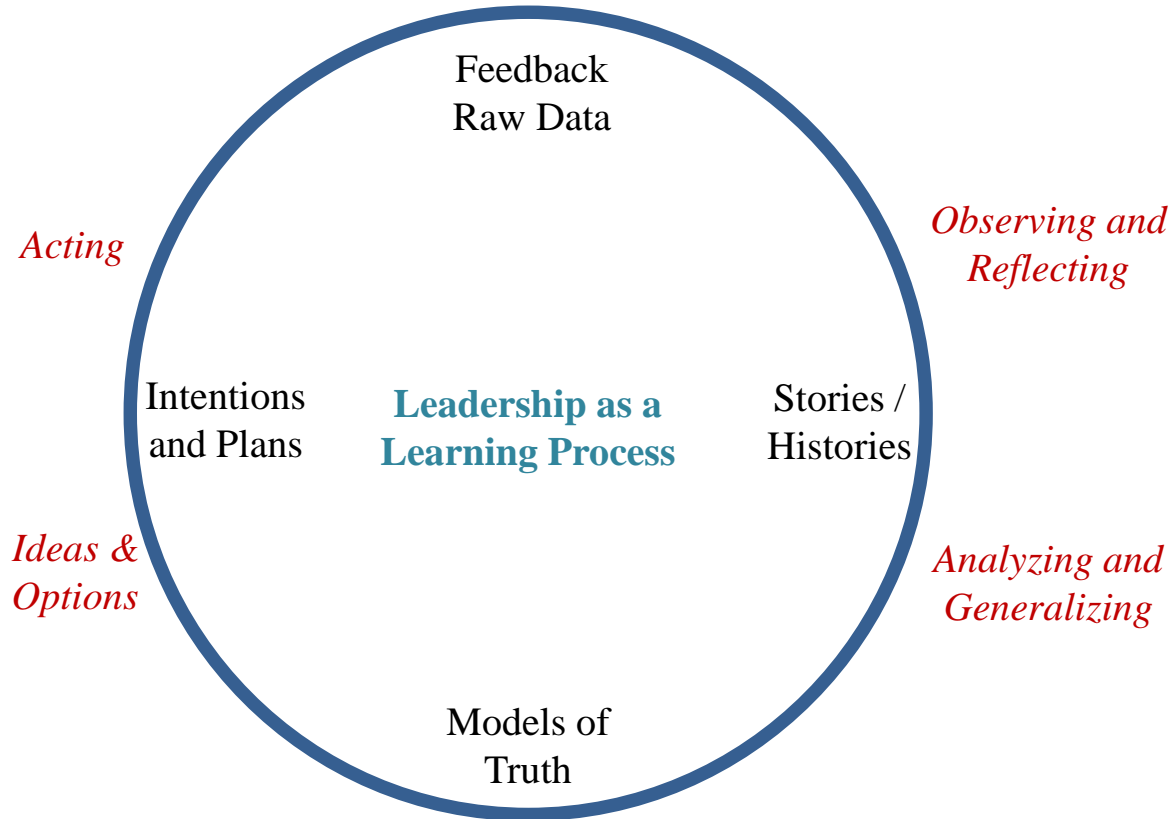
"Top 10 Qualities of a Project Manager ,” by Timothy R. Barry



Leadership Model



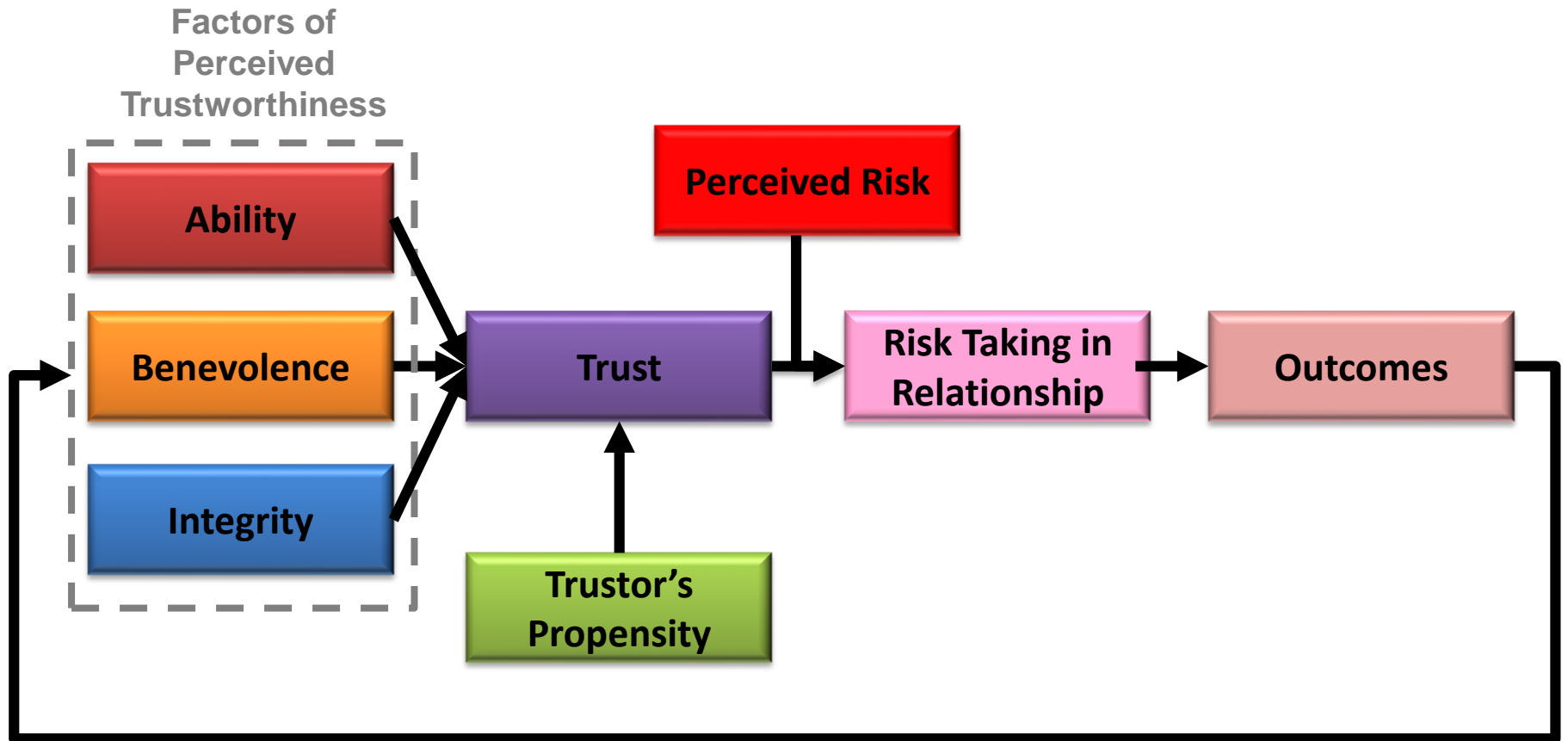
Leadership as a Learning Process





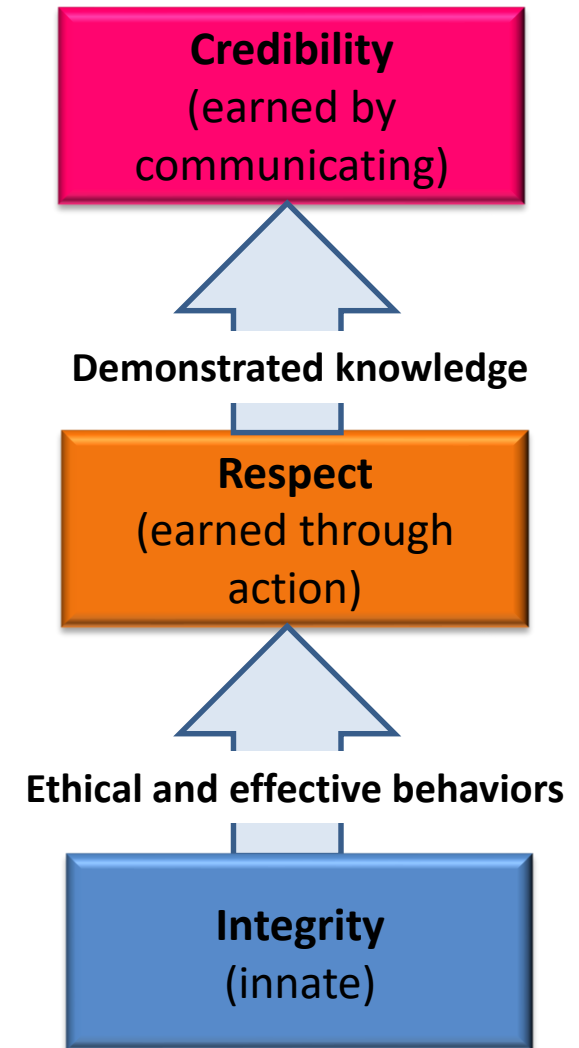
Your Trust and Credibility

Trust Model



Developing Trust and Credibility

- **Credibility** – The extent to which your team views the leader as a reliable source of information and decision making
- **Respect/Dignity** – Don't insult, manipulate, or humiliate anyone publicly or privately
- **Honesty** – Transparency, no hidden agendas, don't tolerate unethical behavior
- **Competence** – An understanding of the field sufficient to analyze a situation and develop several potential solutions
- **Accountable** – Taking full responsibility for actions and decisions, admitting mistakes
- **Loyal** – True to yourself, really care about others
- **Trusting** – Confident in the abilities of others





Your Leadership Styles and Abilities

Goleman's 6 Leadership Styles

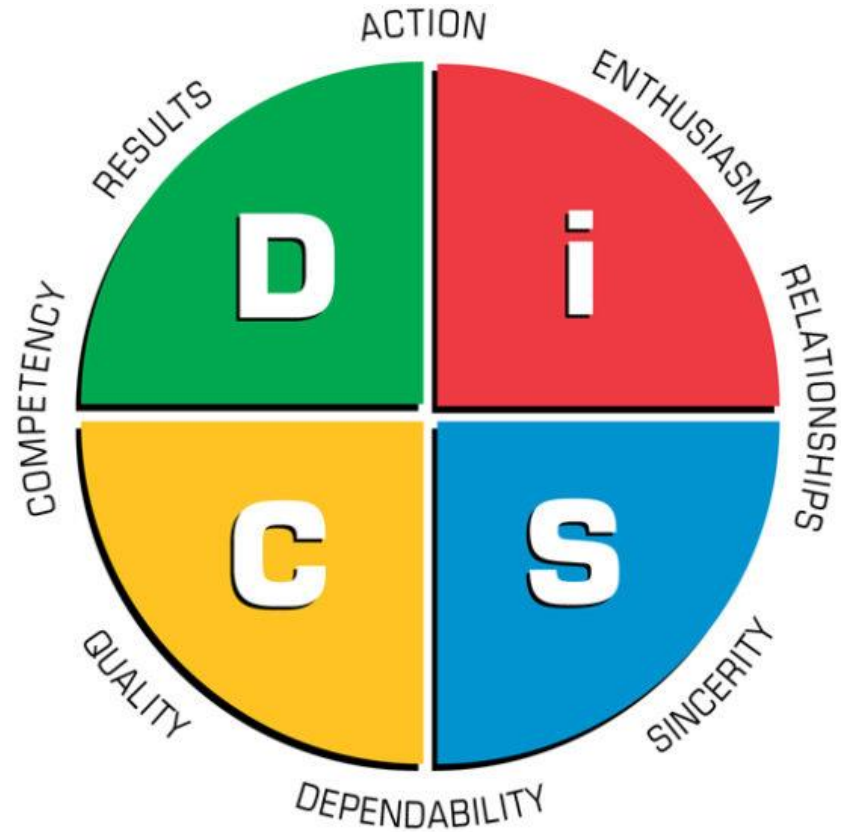
Visionary	Motivates people towards a vision	"Come with me"	Self-confidence, empathy, change catalyst
Coaching	Developing people for the future	"Try this"	Developing others, self awareness, empathy
Affiliative	Creates harmony and builds emotional bonds	"People come first"	Empathy, building relationships, communication
Democratic	Forges consensus through participation	"What do you think?"	Collaboration, team leadership, communication
Pacesetting	Sets high standards for performance	"Do as I do now!"	Conscientiousness, drive to achieve, initiative
Commanding	Demands immediate compliance	"Do what I tell you"	Drive to achieve, initiative, self-control

Based on *Primal Leadership* by Daniel Goleman, Richard Boyatzis, and Annie McKee

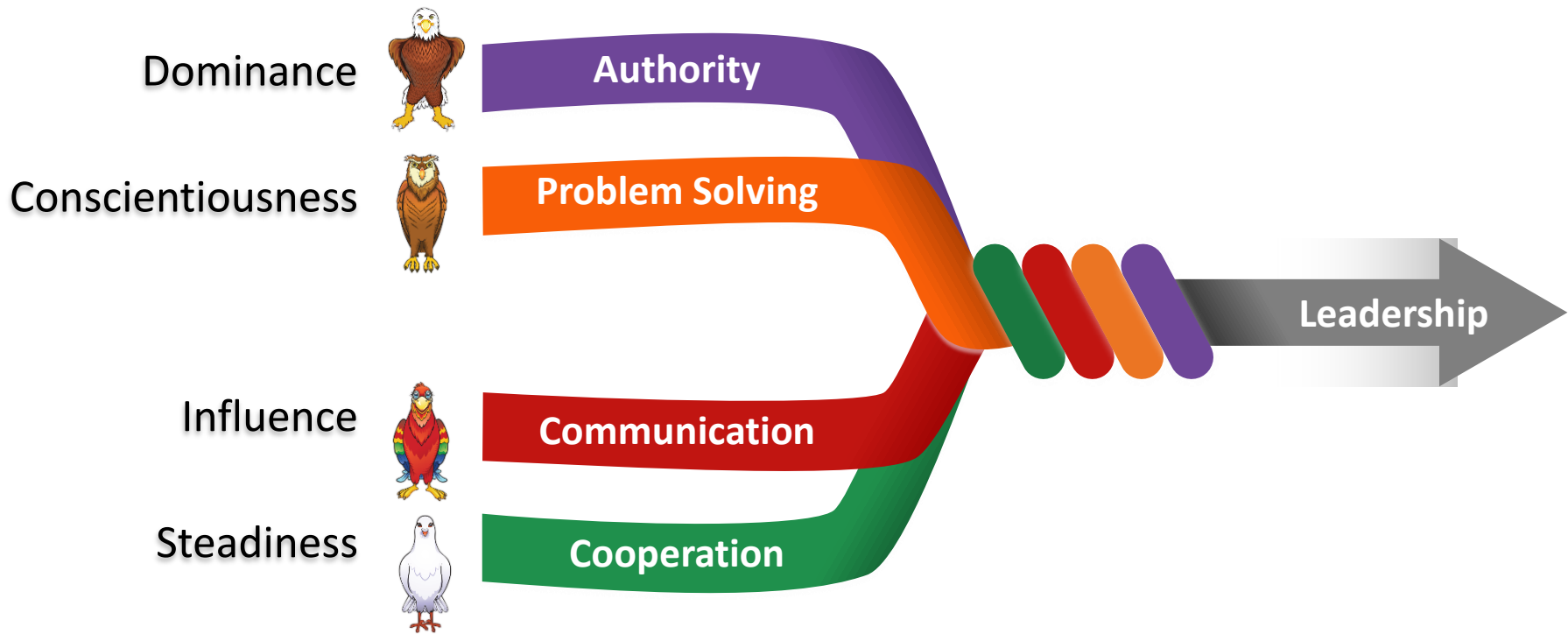


DISC for Understanding Behavioral Preferences

- **Dominance:** Direct, decisive, independent and to the point; bottom line and results oriented; often strong-willed, enjoy challenges and immediate results
- **Influence:** Optimistic, social and outgoing; enjoy being on teams, sharing openly, entertaining and motivating others
- **Steadiness:** Team players, cooperative and supportive of others; prefer being in the background, working in a stable environment; often good listeners and prefer to avoid conflict and change
- **Conscientiousness:** Cautious and concerned; focused on quality, details and accuracy



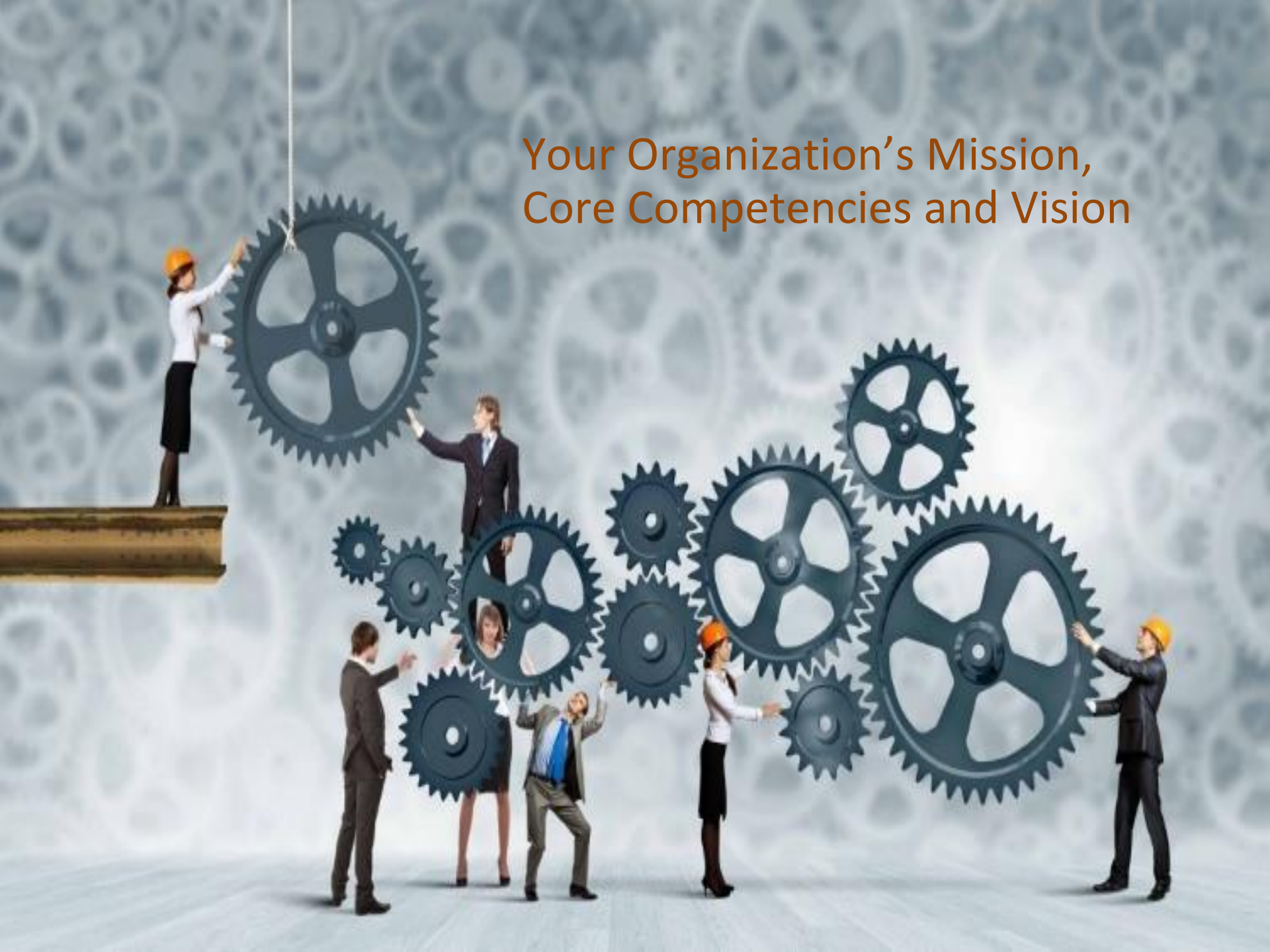
Each Personality Type has a Preferred Style



But your ability to lead is dictated by how well you use all the styles!



Your Organization's Mission, Core Competencies and Vision



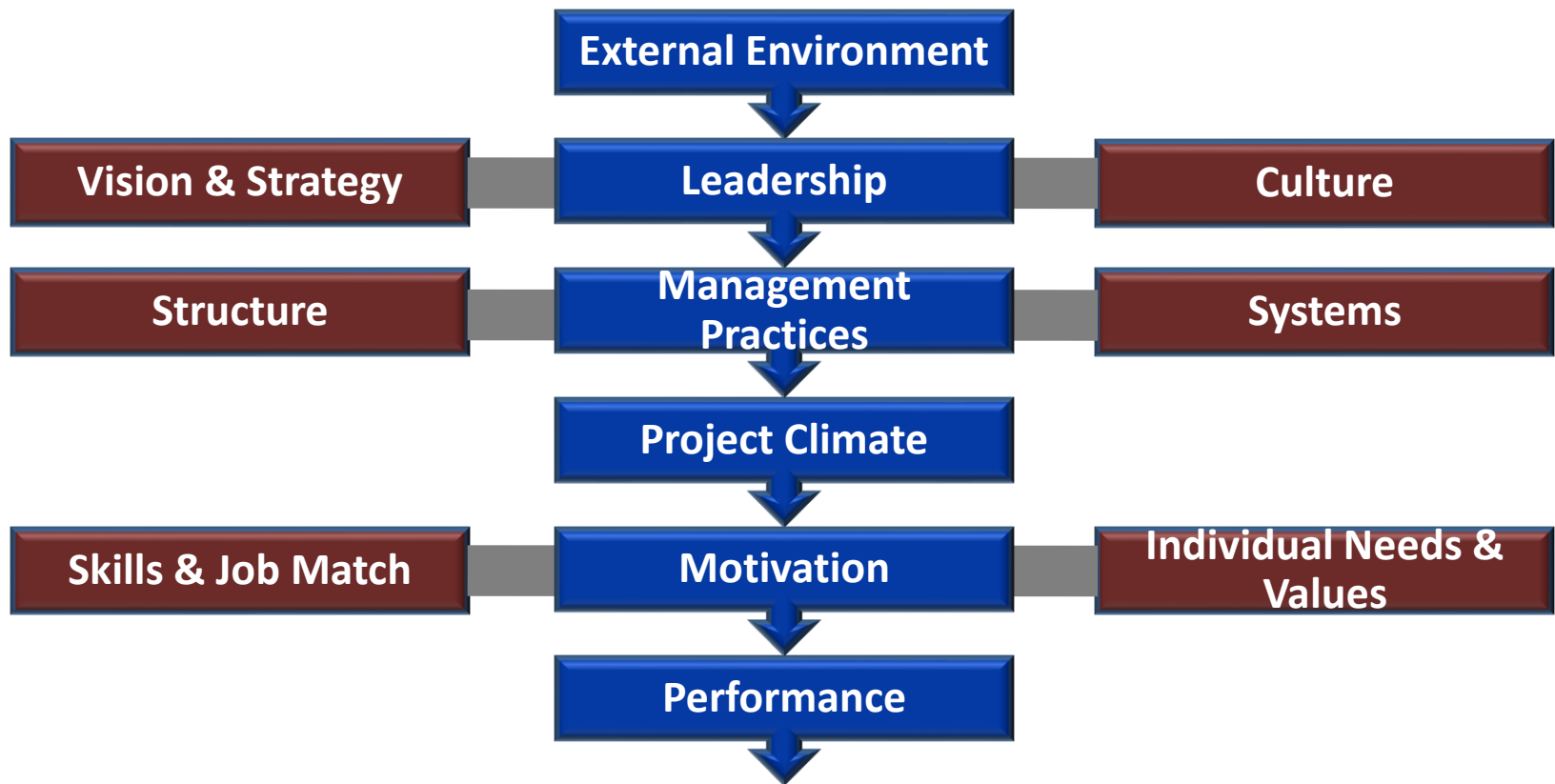
Assessing Your Organization

Your Organization	You As A Leader
<ul style="list-style-type: none"> • Mission / Purpose – How does your organization add value to society? 	<ul style="list-style-type: none"> • How do you add value to your organization and to society?
<ul style="list-style-type: none"> • Core Competencies – What does your organization do really well? 	<ul style="list-style-type: none"> • What are your leadership skills, abilities, and traits?
<ul style="list-style-type: none"> • Culture – What are the practiced values, beliefs, and assumptions? What drives the organization? How do you need to be to build / enhance trust? 	<ul style="list-style-type: none"> • Where do you spend your leadership time and money? What is your philosophy of leadership?
<ul style="list-style-type: none"> • Vision / Direction – What directions are being pursued and how are they worthy of people’s commitment? 	<ul style="list-style-type: none"> • What energizes you in your leadership role? What are you committed to?

If you don't understand your organization core purpose (or communicate it to your team), you can't align your team's activities



Burke-Litwin Model

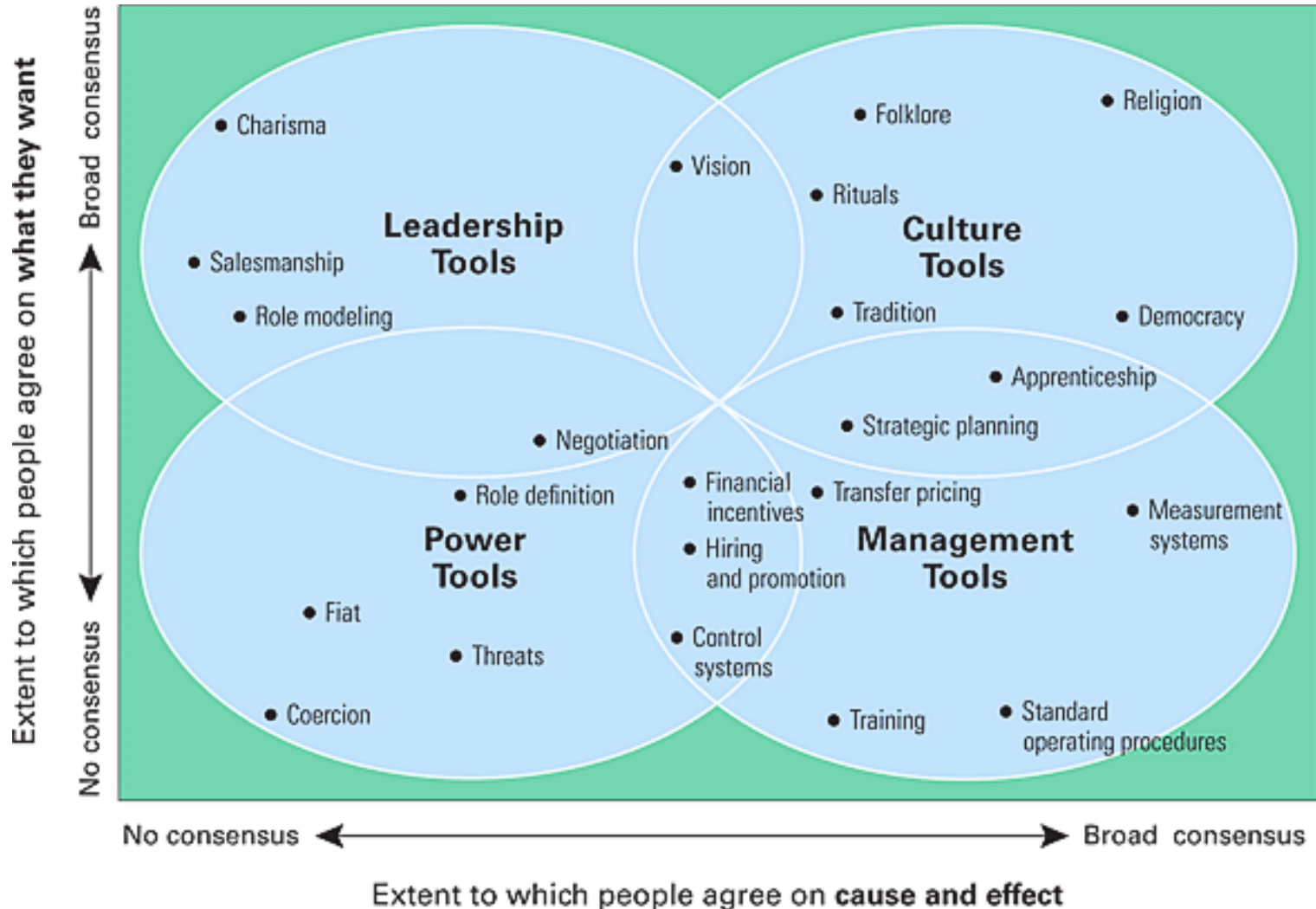




Your Team's Competencies and Commitments

The Tools of Cooperation and Change

Clayton Christensen, Matt Marx, Howard H. Stevenson



Assessing an Individual's Competence and Commitment in Fulfilling a Specific Role

Needed Competencies/Abilities

- Organizational savvy – political, historical knowledge
- Organization / administration abilities
- Project management
- Functional know-how
- Ability to influence

Needed Commitment/Drives/Energy/Enthusiasm/Attitudes /Traits

- Appropriate level of enthusiasm / passion / energy for role
- Openness to new ideas
- Proactively works to meet customer needs
- Integrity
- Empathic concern for customers' and others' needs
- Responsiveness / Can-do attitude
- Emotional maturity / Self-confidence

Adopting the Appropriate Leadership Role

Educating

- To have capable and well informed people

Counseling

- To have people with positive energy, attitudes, and commitment toward performing the work

Confronting

- To find the proper "fit" between the employee and the job or task

Coaching

- To help people continuously improve, grow, and develop

Mentoring / Facilitating

- To maximize the positive impact on the organization of high ability and high energy performance

Environmental Interface

- To be connected and attuned to customers' needs and values, competitors' strategies and actions



Leadership Model

