

Leadership Skills for Project Leaders

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PM in the AM
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The Backbone to Everything We Do

Leadership!

Dwight Eisenhower...

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”



Leadership Labs



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Fundamental Leadership Principles Taught at West Point

- *Ethics* – forms the basis of leadership
- *Communicating* – primary skill for leaders
- *Teamwork* – must think “group success”
- *Developing Other Leaders* – Assuring the future
- *Delegating* – expanding your reach
- *Planning* – when to follow/when to adjust/when to abandon
- *Learning from Failure* – perhaps our greatest teacher



Communicating

- The Plan
 - No plan survives first contact with the enemy
- The Why
- The Commander's Intent
- The Conditions and Circumstances
- The Left, Right, Front, Rear and Support Elements
- The Expectations

Developing Other Leaders

- “...the true measure of a leader is found in the eyes of your direct reports, the embrace of your spouse and the hearts of your children”

COL Tom Kail, combat leader

- Our leadership can affect hundreds, if not thousands of other people.

- Just Turn Around!

- “I start with the premise that the function of leadership is to grow more leaders, not more followers.” Ralph Nader

Learning From Failure

- **3 Types of Failure** (Army Major Doug Crandell)
 - Failures of What We Do
 - Failures of Who We Are
 - Failures of Who We Want To Be

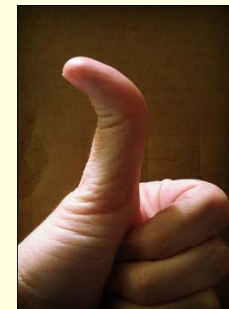
- Introspection and self-evaluation is critical to successful leadership and growth as a leader

- Inspect vs. Expect

- “Normalization of Deviance” – Diane Vaughn and Astronaut Mike Mullane

Some Additional Thoughts

- A's hire A's while B's hire C's
- Not passengers on a **cruise ship** – we are crew members on a **battleship**
- People don't care what you *know* until the know how much you *care*
- Most people don't quit their jobs; they quit their bosses
- The bucket
- Pointing your thumb



The Backbone

20 Points for Success As a Project Manager

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- ❑ Always Act with Integrity and Honesty: Always
 - ❑ Respond: “Responsability”
 - ❑ Anticipate: Over the horizon
 - ❑ Follow-up: “An action passed...”
 - ❑ Identify Problems *and* Solutions: Where is your value?

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- ❑ Demonstrate Personal Accountability: It's YOURS!
 - ❑ Work Hard: "If it were easy, everyone would do it"
 - ❑ Show a Sense of Urgency: Pep!
 - ❑ Foster Personal Discipline: Set the bar high for yourself
 - ❑ Lead by Example and Follow Well and Faithfully:
Always on parade

Be Loyal in All Directions: It is expected and should be

Be Consistent and Clear:

Counsel well, be specific



Show Gratitude and Respect for Others: Platinum Rule

Build Teamwork and Collaboration: You are rarely alone.
Extend your reach

Promote a Common Purpose: Focus on every opportunity

It's a long baseball season BUT every game counts (60/42/60)

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- ❑ Infuse Passion: Check for a pulse
 - ❑ Cultivate Your Reputation: Its all you have
 - ❑ Display a Seriousness of Purpose and a Sense of Humor: Study, learn and apply. Ease tensions, don't create them
 - ❑ Continue to Grow: Your own responsibility (point the thumb)
 - ❑ Care for Those in Your Charge: An honor to lead



Questions?



Thank You