

# PMI SYMPOSIUM 2015

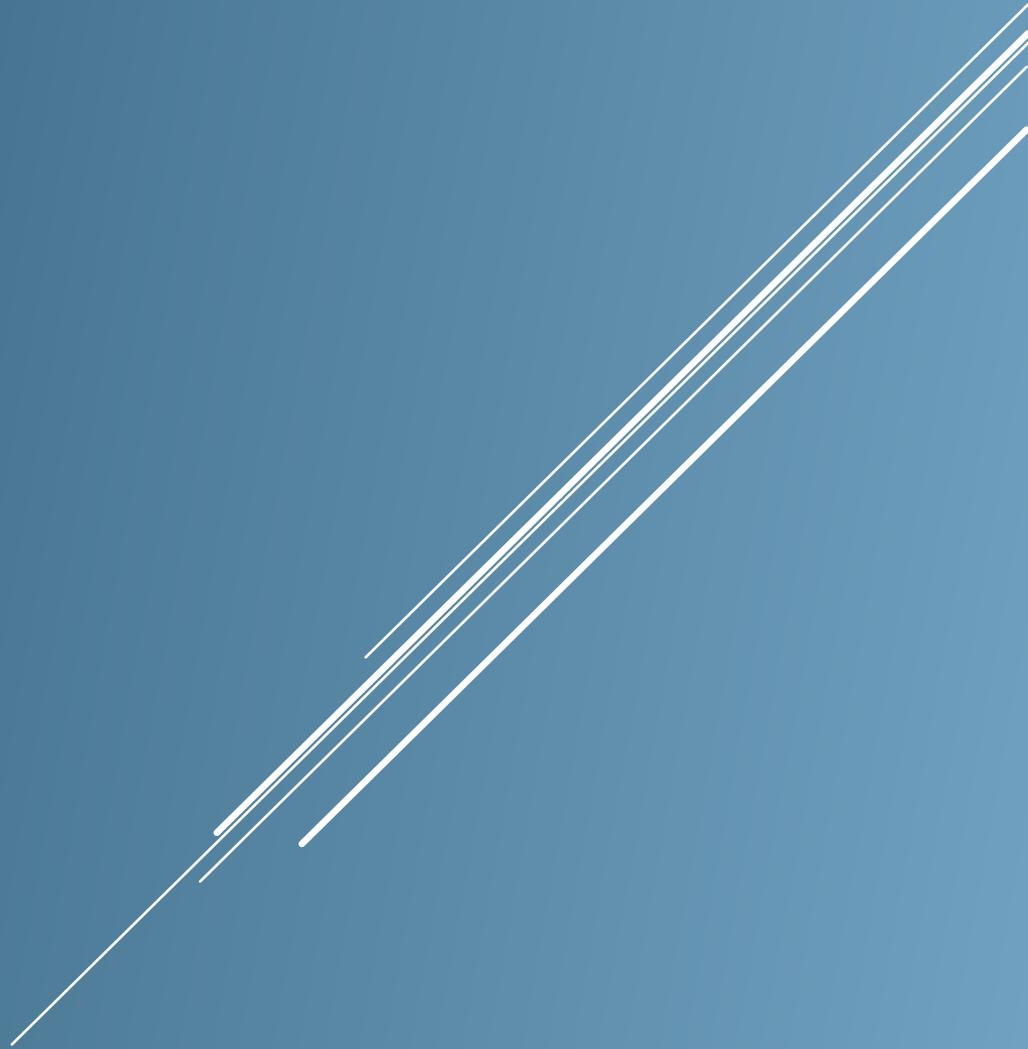
The Leadership GPS

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# INTRODUCTION



# The Leadership GPS

- 1. Where are you going?**
- 2. What are the conditions?**
- 3. How are you going to get to your destination?**
- 4. Be prepared for detours.**
- 5. Make room for others.**
- 6. Show them how it is done.**
- 7. Take your hands off the wheel.**
- 8. Let them drive.**
- 9. Is everyone buckled up?**
- 10. Defensive driving.**



# Project Managers Are Leaders

Project Managers lead success through all phases of the project—

- ❖ Initiation
- ❖ Planning
- ❖ Execution
- ❖ Monitoring & Controlling
- ❖ Closure



# Project Managers Are Leaders

## ❖ Project Managers lead success by leveraging **important strengths**

- ❖ Managing Change
- ❖ Team Building
- ❖ Motivation
- ❖ Communication
- ❖ Influence
- ❖ Political and Cultural Awareness
- ❖ Decision Making
- ❖ Negotiation
- ❖ Trust Building
- ❖ Conflict Management
- ❖ Coaching

“It is not necessary to change. Survival is not mandatory.”  
— Edwards Deming

“Of all of the things I’ve done, the most vital is **coordinating the talents** of those who work of us and pointing them **toward a certain goal.**”

— Walt Disney

Leadership is a Journey...



# That Others Have Traveled Before



# Whenever Possible, Follow the Road More Traveled

## The Leadership GPS

For those destinations that are the hardest, for the routes you have not traveled before, follow the path that others have taken successfully before you.



# The Three Phases of Leadership

## RELATIONSHIP

Establishing the Foundation

## UNDERSTANDING

Enhancing the Foundation

## KNOWLEDGE

Equipping for Success

“What we need for leaders is those who are so helpful that they, in effect, do away with the need for their jobs. But leaders are never out of a job, never out of followers. **Strange as it sounds, great leaders gain authority by giving it away.**”

— Admiral James B. Stockdale

# Leadership is Relationship

The Relationship Built Through Leadership Is Remembered Long After Understanding and Knowledge Are Imparted.



**“I don’t have enough time to talk about the impact Coach Dungy had in my professional life, my personal life...”**

— Mike Tomlin, Head Coach Pittsburgh Steelers talking about Tony Dungy who gave Tomlin his first NFL coaching position at Tampa Bay.

# Relationship – Establishing the Foundation

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# Relationship – Establishing the Foundation

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# Where are You Going?

**You have to know where you're going. If you don't know where you're going, you'll never know if you've arrived.**

## **Driving**

- ❖ Whether you are driving to the corner store for bread or gas, or taking a week long trip across the country, you need to have a plan on where you are going.

## **Leadership**

- ❖ Leadership is no different from driving. You have to know where you are going – **your purpose as a team** – or you risk not getting there.

# Where are You Going?

**In all areas of leadership, purpose matters.**

Tony Dungy, Former head coach of the Indianapolis Colts (Started 2002):

Win games and extend out into the community in a meaningful way.

# Relationship – Establishing the Foundation

1. Where are you going?
- 2. What are the conditions?**
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# What are the conditions?

**The information you gather by looking, listening, and learning will be that on which you base all future steps to successful leadership.**

## **Driving**

- ❖ External conditions.
  - Is the weather warm and sunny or cold and snowing?
  - Are the roads you will travel well paved or full of potholes?
- ❖ Internal conditions
  - Is your car new and in good condition or in need of repair before you can make any trip?
  - Is the gas tank full or getting near empty?

## **Leadership**

- ❖ External conditions.
  - Is the economy growing, retracting or stable?
  - Is the industry competitive and established, or new and innovative?
- ❖ Internal conditions
  - Is the team reaching its goals?
  - Is morale high? Are employees satisfied with opportunities?

# What are the conditions?

## What are things like before you start?

Tony Dungy, Former head coach of the Indianapolis Colts 2002

### ❖ **External conditions (Lack of trust, and large scale change)**

- The Dot com bubble had burst in 2000 and the stock market continued to fall into 2002 fueled by 9/11.
- Accounting scandals (Enron, Tyco, WorldCom) which lead to Sarbanes-Oxley regulations.
- For the 2002 season a new expansion team was added (Texans) bringing the total number of teams to 32. The schedules were changed and divisions were realigned. Seven teams replaced their head coaches.

### ❖ **Internal conditions (Lack of trust and a single point of failure)**

- Relied on quarterback Peyton Manning to win games – In 2001 the Colts had the 2nd highest points scored, while Manning had his highest number of interceptions since his rookie year and defense gave up most points in league.

# Relationship – Establishing the Foundation

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# How are you going to get to your destination?

**Successfully achieving your team's purpose comes through a vision that consistently delivers small successes for each team member.**

**Tony Dungy, head coach of the Indianapolis Colts – 2002**

**Where was he going? To win games and extend out into the community in a meaningful way.**

**What were the conditions? Change from all directions. A lack of trust in the economy, the NFL, and on the team.**

**How did he get to his destination? Come together as a complete team (offense, defense, and special teams), by doing the ordinary things better than anyone else.**

**How did he begin implementing his leadership vision?**

**Five areas of ordinary things to focus on doing better than anyone else:**

- **Top 5 in the NFL in giveaway/takeaway ratio**
- **Top 5 in the NFL in fewest penalties**
- **Top 5 in overall special teams**
- **Make big plays**
- **Don't give up big plays**

# Relationship – Establishing the Foundation

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# Be Prepared for Detours

**To succeed in reaching your destination, expect detours and have a plan to move around or through them.**

## **Driving**

- ❖ Detours that keep you from driving on your chosen route are physical impediments like construction trucks, emergency vehicles, potholes, or damaged cars.

## **Leadership**

- ❖ The detours you will face as a leader are not physical impediments, but the responses of some of the people around you who are dealing with the change.

**In both driving and leading, if you pay attention you will see the detours coming and be able to take action to avoid running into them.**

# Be Prepared for Detours

**To succeed in reaching your destination, expect detours and have a plan to move around or through them.**

**The first response to change is fear of failure.**

In this response, there will be doubt cast over the possibility that your vision will work.

**There is no better way to remove doubt or fear than through the observation of success.**

# Be Prepared for Detours

## **The First Response to Change is *Fear of Failure***

**After losing in the first round of playoffs in the 2002 season to the Jets 41-0, the Colts kicker appeared on television talking about how frustrated he was about the loss.**

**He said what the Colts needed was a somebody who was going to get in peoples face and yell and that Tony was too mild mannered to be successful.**

**Tony didn't change a single thing he was doing to achieve his vision.**

# Relationship – Establishing the Foundation

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# Make Room For Others

**The success of a journey often depends more on who you are with than where you are going.**

**Leaders who desire to be successful will discover that they need other leaders to carry out their vision.**

“Surround yourself with the best people you can find, delegate authority, and don’t interfere as long as the policy you’ve decided upon is being carried out.”

– Ronald Reagan

# Make Room For Others

**The success of a journey often depends more on who you are with than where you are going.**

## **Tony Dungy's Leadership Team at Indianapolis**

- ❖ Long term commitment to coaching.
- ❖ Prepared for the vision of being a team that played together, like a family.
- ❖ Successes in career that demonstrated ability to successfully execute the vision.
- ❖ A team of leaders who have diverse backgrounds.

	Player	Coached With Tony	High School Coach	College Coach	NFL Coach
Tom Moore	✓	✓		✓	✓
Gene Huey	✓			✓	
Howard Mudd	✓	✓		✓	✓
Clyde Christensen	✓	✓		✓	✓
Jim Caldwell	✓	✓		✓	✓
John Teerlinck	✓	✓		✓	✓
Ricky Thomas	✓	✓	✓	✓	✓
Alan Williams	✓	✓	✓	✓	✓

# Next Steps

We have reviewed the first five steps of successful leadership

## RELATIONSHIP

1. Where are you going?
2. What are the conditions?
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Continue to learn the remaining five steps.

## UNDERSTANDING

1. Show them how it is done.
2. Take your hands off the wheel.
3. Let them drive.

## KNOWLEDGE

1. Is everyone buckled up?
2. Defensive driving.

Continue to learn throughout your whole career.

THE TASK OF A LEADER IS TO GET  
THEIR PEOPLE FROM WHERE THEY  
ARE... TO WHERE THEY HAVE  
NOT BEEN.

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THANK YOU

