

Effective Leadership Practices and Skills Needed to Achieve Project Goals



AGENDA

1. Managers vs. Leaders
2. Leadership Styles
3. Leadership Skills
4. Things Leaders Must Do
5. Awareness of Behavioral Styles
6. Understanding Generational Uniqueness
7. Coaching/Feedback Generation Specific Suggestions
8. Questions

Managers

- Administers
- Is a Copy
- Maintains
- Focuses on system and structure
- Relies on control
- Short range view
- Asks how and when

Leaders

- Innovates
- Is an original
- Develops
- Focuses on people
- Inspires trust
- Long-range view
- Asks what and why

Managers

- Eye on bottom line
- Imitates
- Accepts status quo
- Classic good soldier
- Does things right

Leaders

- Eye on horizon
- Originates
- Challenges status quo
- His/Her own person
- Does right thing

LEADERSHIP SKILLS


Technical (SMART)

- Action
- Thinking


Interpersonal (NICE)

- People
- Character

THINGS LEADERS MUST DO

- **Remain Calm** (Don't Panic, Plan)
 - **Set the Direction** (Vision, Mission, Values)
 - **Set Goals** (The What & When)
 - **Define Roles** (The Who)
 - **Form Teams** (The We)
 - **Provide Feedback** (The How)
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THINGS LEADERS MUST DO (cont.)

- Get Feedback
 - Get a Personality
 - Find a Culture You Like and Copy it
 - Spread Some Joy (Rewards)
 - Get a Life (Work/Life Balance)
 - Get Help (No One Leads Alone)
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ADDITIONAL RESPONSIBILITIES OF EFFECTIVE LEADERS

- Succession Planning
- Attracting/Retaining Talent
- Developing Team Members
- Partnership/Collaboration
- Maintain Perspective
- Performance Management (Why is it important?)

AWARENESS OF BEHAVIORAL STYLES



AWARENESS OF BEHAVIORAL STYLES

Critical

Industrious

Indecisive

Persistent

Stuffy

Serious

Picky

Expecting

Moralistic

Orderly

Pushy

Strong Willed

Severe

Independent

Tough

Practical

Dominating

Decisive

Harsh

Efficient

Conforming

Supportive

Unsure

Respectful

Ingratiating

Willing

Dependent

Dependable

Awkward

Agreeable

Manipulating

Ambitious

Excitable

Stimulating

Undisciplined

Enthusiastic

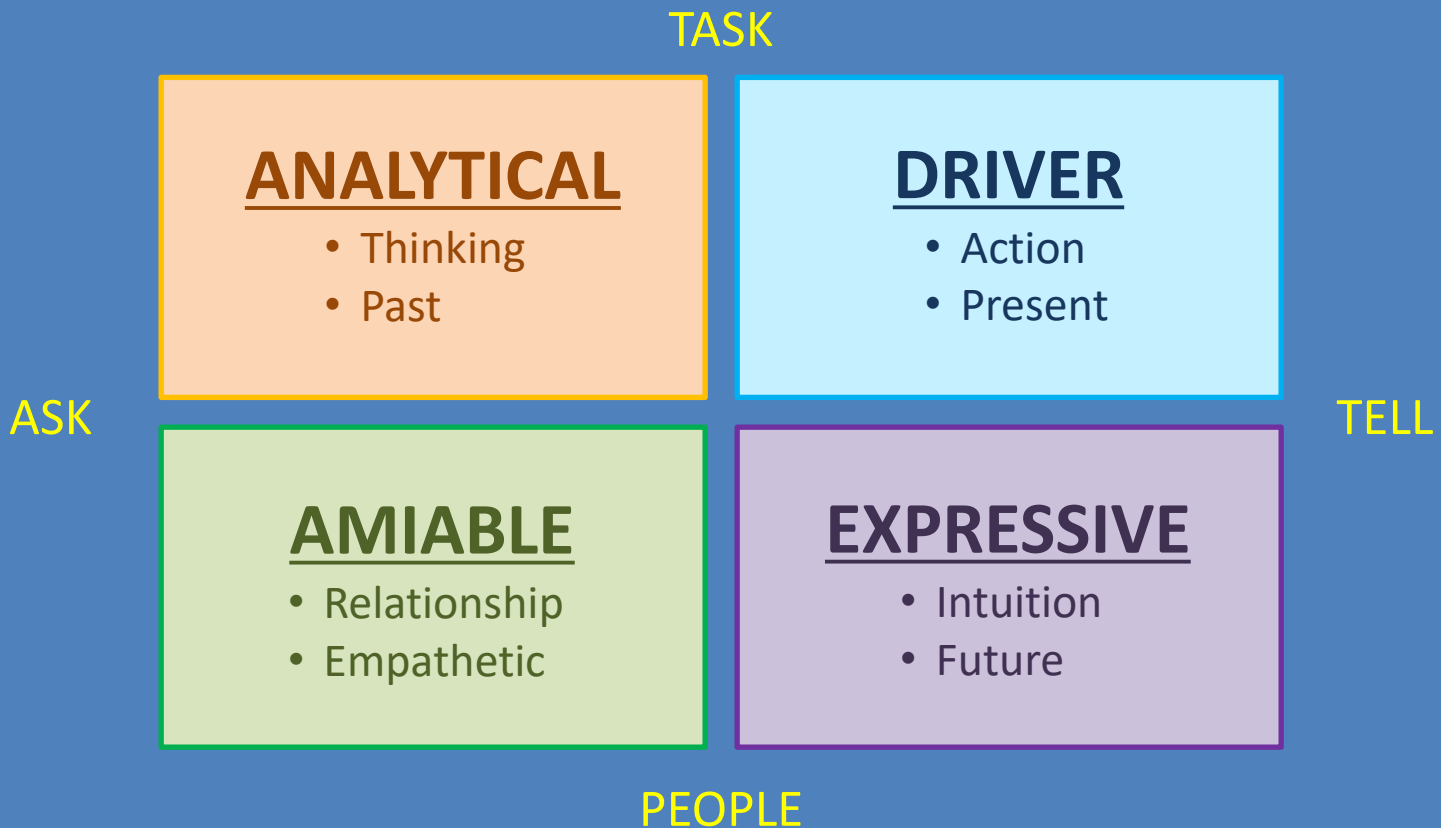
Reacting

Dramatic

Egotistical

Friendly

AWARENESS OF BEHAVIORAL STYLES



VERSATILITY WITH DRIVERS

DO'S

- Be clear, brief, to the point
- Stick to business
- Come prepared with all requirements, objectives
- Present the facts logically
- Ask specific questions

DON'TS

- Ramble or waste time
- Try to build personal relationships
- Forget or lose things
- Leave loopholes
- Ask rhetorical questions
- Come with ready made decisions

VERSATILITY WITH EXPRESSIVES

DO'S

- Support their dreams
- Be Stimulating
- Leave time for relating socializing
- Don't deal with details
- Ask for their opinion
- Provide ideas for action
- Provide testimonials
- Offer incentives

DON'TS

- Legislate
- Be curt or cold
- Do facts first
- Impersonal or judgmental
- Talk down to them
- Be dogmatic

VERSATILITY WITH AMIABLES

DO'S

- Start with personal comment
- Show sincere interest in them
- Draw out personal goals
- Present your case softly
- Ask how questions
- Be casual and informal
- Define individual contributions
- Provide assurances and guarantees

DON'TS

- Rush into business
- Stick to business
- Be domineering or demanding
- Debate about facts and figures
- Manipulate or bully
- Be vague
- Offer guarantees you can't deliver

VERSATILITY WITH ANALYTICALS

DO' S

- Prepare and be accurate
- Approach directly
- Support their thoughtful approach
- Take your time and be persistent
- Provide step-by-step time table
- Give time to think
- Provide practical evidence

DON' TS

- Be disorganized
- Be casual
- Rush decisions
- Be vague or waist time
- Provide personal incentives
- Threaten, coax, or whine
- Use opinions as evidence
- Use gimmicks

GENERATIONAL UNIQUENESS

Age Span:

BUILDERS: (1929-1946) 62 to 81 years old

BOOMERS: (1947-1964) 57 to 75 years old

GEN X: (1965-1979) 41 to 56 years old

GEN Y: (1981-1994) 25 to 40 years old (Millennial)

GEN Z: (1997– 2012) 9 to 24 years old

GENERATIONAL UNIQUENESS

Traits:

BUILDERS: Conservative, Discipline, Respect for authority, Loyal, Patriotic, Practical

BOOMERS: Idealistic, Break the rules, Time stressed, Politically correct, Optimistic, Want recognition

GEN X: Self-sufficient, Skeptical, Flexible, Media/Info/Tech savvy, Entrepreneurial

GEN Y: Confident, Well-educated, Self-sufficient, Tolerant, Socially/politically conscious, Hopeful and optimistic

GEN Z: Diversity, Digital native, Feedback, Growth, Engagement

GENERATIONAL UNIQUENESS

Work Is:

BUILDERS: Inevitable

BOOMERS: Exciting Adventure

GEN X: Difficult Challenge

GEN Y: To Make a Difference

GEN Z: Independent, Creative, Entrepreneurial

GENERATIONAL UNIQUENESS

Work Ethic:

BUILDERS: Loyal, Dedicated, Follow the Rules

BOOMERS: Driven, Workaholic

GEN X: Balanced

GEN Y: Values Diversity and Change

GEN Z: Values Diversity, Inclusion and Equity

GENERATIONAL UNIQUENESS

Leads By:

BUILDERS: Hierarchy

BOOMERS: Consensus

GEN X: Competence

GEN Y: Pulling Together

Gen Z: Influence, Results Driven, and Service Minded

Coaching/Feedback with Builders

- Offer opportunities for them to mentor
- Offer opportunities to continue working perhaps in a part-time position
- Allow them to volunteer if they do not want to continue working
- Show them that you value their expertise and contribution

Coaching/Feedback with **Boomers**

- Help them explore their next set of workplace options
- Demonstrate how your organization can continue to use their talents
- Walk the talk on work/life balance by redesigning their jobs to accommodate multiple life demands
- Encourage them to enrich their present job and grow in place if they need to slow their career pace

Coaching/Feedback with Gen X

- Talk to them about their reputation not just job tasks
- Give them your candid perspective and feedback
- Acknowledge their ability to work independently
- Encourage them to leverage their entrepreneurial abilities
- Help them get the most out of every job position by discussing what the job can do for them and what they can learn from it

Coaching/Feedback with Millennials

- Demonstrate the stability and long-term value of your organization
- Show how your organization is flexible and filled with learning opportunities
- Provide work schedules that help them build careers and families at the same time
- Make groups and teams part of their job

Coaching/Feedback with Gen Z

- Don't assume and don't overgeneralize
- Coach them to succeed in your particular culture and organizational system
- Appreciate their gifts and help them to overcome their weaknesses, one by one, person by person
- Share yourself openly
- Don't assume or act as if you know it all



QUESTIONS?



Thank You!



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