

Leading Projects for Success

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About Me

- Chief Experience Officer at Elevate
- Project leadership for 10 years
- Undergraduate in the Arts, Graduate in Business
- Rhythm: How To Make Great Things Happen
- I like coffee

Overview of the Day

- Objective: know the difference between leading a project and managing a project. Feel confident in our ability to achieve the right results.
- Management vs Leadership
- Define Leadership
- Define the project lifecycle
- Look at leadership applications at each stage of the project
- Answer lots of questions

Get To Know You

Take some time to get to know the people around you. We will have some group work.

Manager vs. Leader

What's the difference and why does it matter

The Framework

- Premise: Our complex world today demands more project leadership.
- Project Management: Project management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives. *(the association of project management)*
- Project Leadership: The application of influence to assist people in taking intentional action towards achieving project objectives.

Exercise #1

- I'll say a word, and you write down what comes to mind right away. Make a list.
- Try to keep what you write to 1 -3 words each thought. Don't write sentences, just jot down thoughts.
- Don't self edit, just let it flow

MANAGER

LEADER

Exercise #1

- Get in groups and discuss your thoughts.
- Create a master list of 12 - 15 short thoughts or words. Try for 1 - 3 words per thought if possible.
- Once this is complete we'll read them out loud and I'll make a master list.

**Would you rather work for
a great manager or leader?**

Why Leadership

- “Everything rises and falls on leadership” -John Maxwell
- Leadership believes in what’s possible. Hope.
- Managers deligte. Leaders inspire.
- Managers leverage project process. Leaders leverage project culture.

Subjective Leadership

Defining leadership from the subjective
standpoint of our group.

Exercise #2

- Think about the best 1 or 2 leaders you've personally worked alongside.
- Now, list out the highlights of working with this person. Maybe 3 or 5 key things or events..
- Create a list of attributes of working with this leader, thinking about these key events.

Exercise #2

- Get in groups and discuss your thoughts.
- Create a master list of 12 - 15 attributes.
- Once this is complete we'll read them out loud and I'll make a master list.

Objective Leadership

Defining leadership in an objective and measurable way.

**Leadership is influencing
people to take action.**

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Objective Leadership

- Our goal as project leaders is to influence people to take the correct actions for a specific result.
- Project managers only get process. They don't get people. They don't have any true influence.
- Let's consider Systems Thinking

Systems Thinking

- Systems thinking was brought to the mainstream by Peter Senge.
- Every project is an ecosystem.
- Everything in that ecosystem is interdependent.
- Influence, people, and action are how we adjust the levers of this ecosystem.

Influence

- Influence is really a paradox
- Influence isn't about others, it's about you
- We become worth following
- We earn influence.

People

- You must understand your people
- You should know them on an emotional level
- People aren't just a “resource”
- Never stop listening
- There are a ton of soft skills for successful projects

Action

- Great leaders are known for what they accomplish
- We don't remember them for their plans
- We must have a bias for action and movement

**Ultimately, leaders bring
out the best in others.**

**Key: leaders don't follow
clients. They inspire clients.**

Quick Break

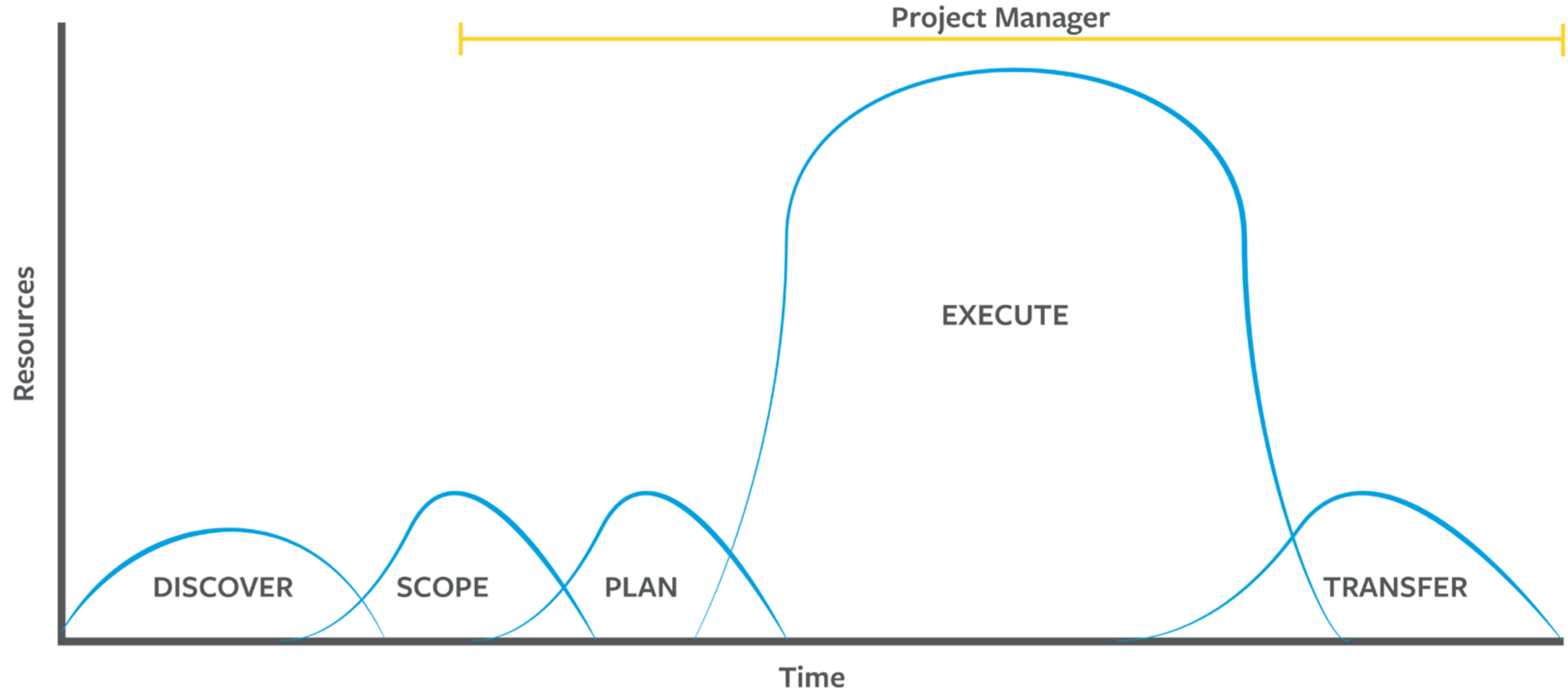
Let's take a quick break.

*"A leader takes people where they want to go.
A great leader takes people where they don't
necessarily want to go, but ought to be."*

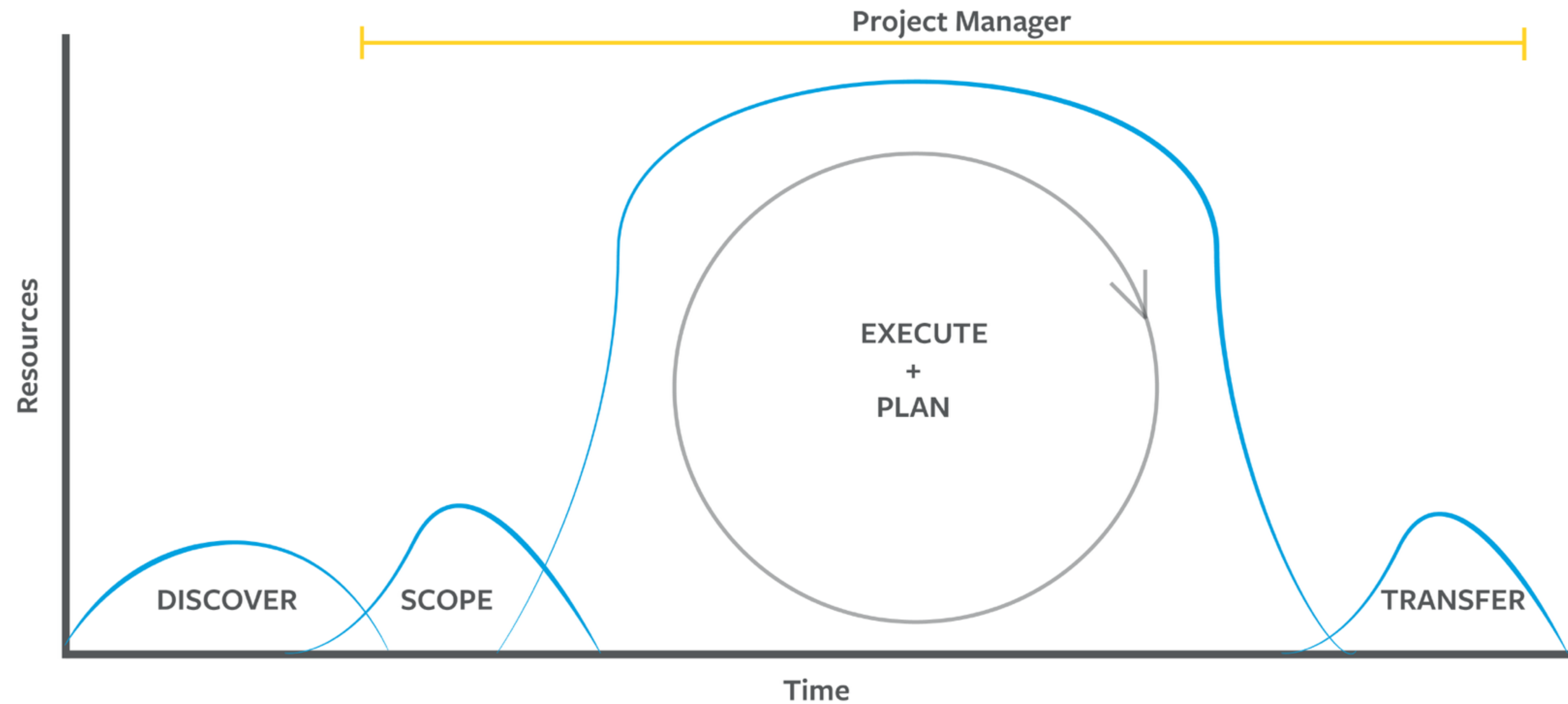
–Rosalynn Carter

Project Lifecycle

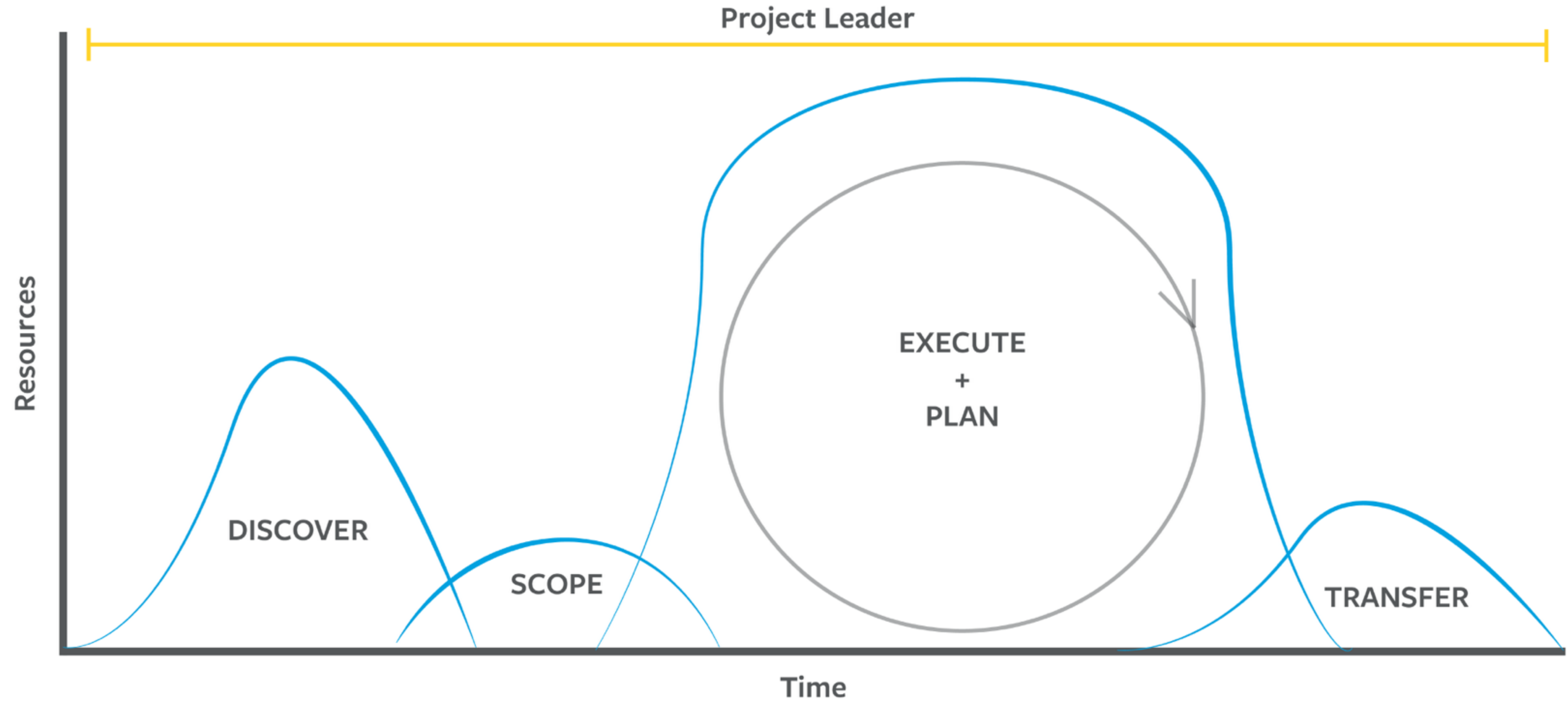
Traditional Project View



Iterative Project View



Project Leadership View



Leading the Lifecycle

Let's break it down further.

Commander's Intent and Concept of Operations

Maj. Richard Dempsey, U.S. Army, and Maj. Jonathan M. Chavous, U.S. Army

PLANNING DECISIVE OPERATIONS

Commander's Intent

As described in ADRP 5-0, the commander's intent "succinctly describes what constitutes success for the operation. It includes the operation's purpose, key tasks, and the conditions that define the end state. It links the mission, concept of operations, and tasks to subordinate units. A clear commander's intent facilitates a shared understanding and focuses on the overall conditions that represent mission accomplishment."¹⁰ Commander's intent, when used properly, should bridge the gap between the mission and the concept of operations.

A clear commander's intent enables a shared understanding and focuses on the overall conditions that represent mission accomplishment. During execution, the commander's intent spurs disciplined initiative. Notice that in the illustration below, the TF 1-22 commander provides the expanded purpose that is broader in scope than the purpose in the mission statement. Since his battalion is the decisive operation for the brigade, and the brigade is a shaping operation for the division, it is appropriate for the TF 1-22 expanded purpose to be broader than the brigade's purpose, but more narrow than the division purpose. The commander has also identified key tasks that his unit must accomplish. These key tasks are incorporated into every course of action that his staff develops. Finally, the conditions that represent the end state are broad in nature and

represent the conditions that must be set in terms of terrain, civil, and enemy forces in relationship to TF 1-22. Again, all of these conditions must be set by any course of action that is developed for consideration.

Commander's intent, however, is not a comprehensive statement that leads to mission success. If subordinates do not have a clear understanding of the concept of the operation, leaders will simply execute at the whim or the initiative of whoever is in the lead. When discussing an overreliance on intent, Holder stated, "When we do this, however, we omit the unifying element of the plan, the idea that pulls everything together, which is the commander's concept of what he wants to make happen and how he plans to accomplish his goal."¹¹ In preparation for 3rd Armored Cavalry Regiment's deployment to Iraq, Maj. Gen. McMaster echoed Holder's words in a letter to his regimental leaders dated 25 January 2005. Then-Col. McMaster stated the following:

The concept of operation is the most important part of the order and, since the 1990s, most of our Army has not done this well. The result is that we tend to overwrite intent and then go immediately into a detailed scheme of maneuver. It is one of the reasons why we often tend to fall out of plans prematurely. The concept is the only element of an order

TIRED Lt. Gen. (then Col.) L.D. Holder wrote an article for view titled "Concept of the Operation—See Ops Overlay." Holder voiced his concerns that the Army was drifting away from field order and that leader focus had shifted away from to win a combined arms fight. Holder argued that an

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Expanded Purpose & Key Tasks

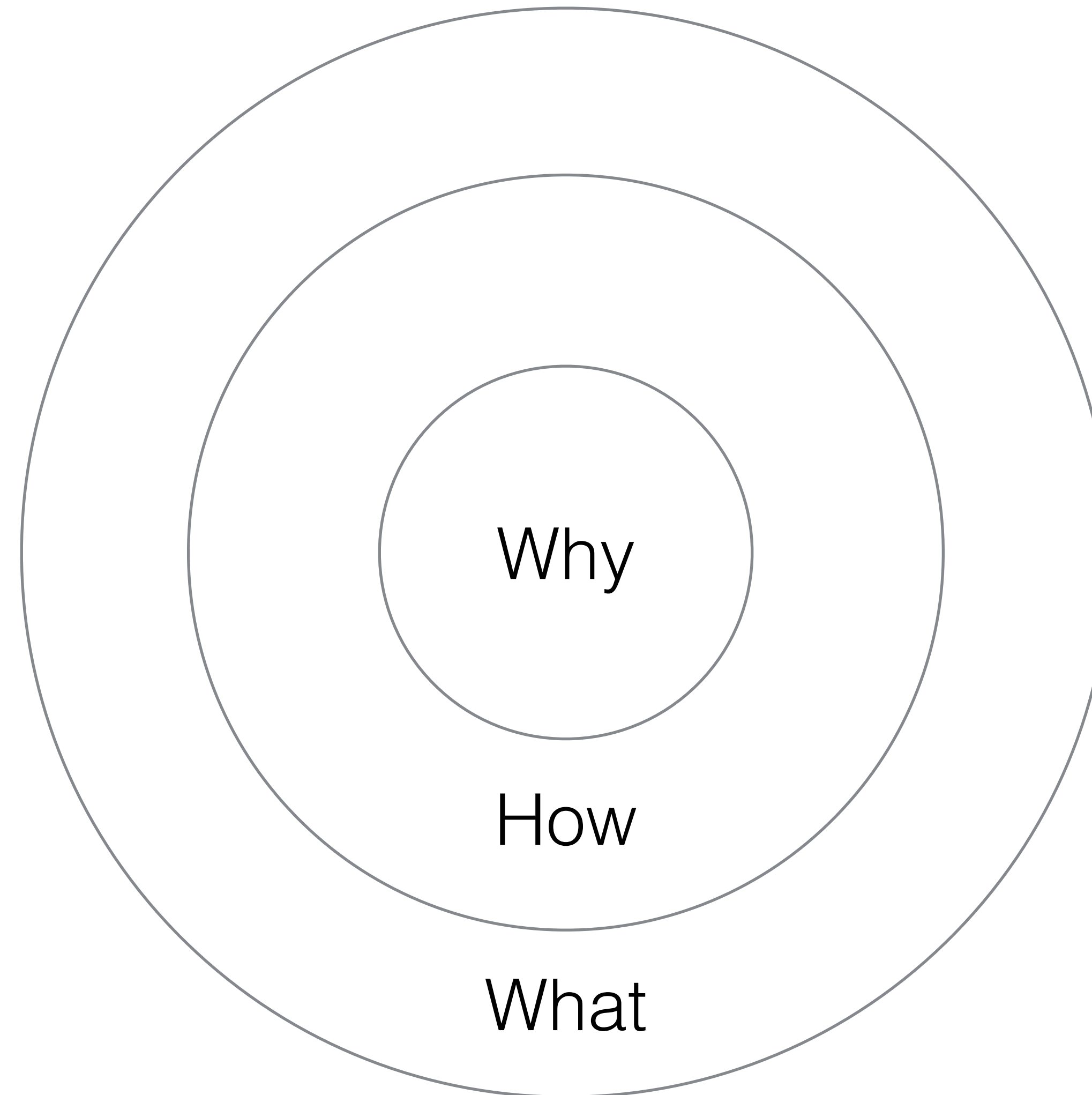
Concept of the
Operation

Commander's Intent

- No plan survives contact the enemy
- Your client is not the enemy! (who is?)
- This get's to the “why” behind the “what”
- Design on Purpose

The Golden Circle

Golden circle,
advanced by Simen
Sinek in his book,
“Start with Why”.



Discovery

- Gain influence and trust
- Define the “why” for the project
- Get to know the people - stakeholders
- Set the example for what you expect

Scope

- Define the “what”
- Be sure the scope aligns with “why”
- Understand the emotional side of the project that doesn’t make it on paper.
- Clearly set and communicate expectations.

Plan & Execute

- Plan and execution are equally important.
- Great leaders make things happen. Don't get stuck in the plan.
- A great plan with no execution is worthless.
- Be married to the project intent, not your plan.
- Revisit the “why” often.

Transfer

- Good projects start at the end.
- Breakdowns at transfer are too late to fix.
- Recent research I did shows 1/3 of teams are underperforming and off track.
- You should be celebrating, not hiding.

Attributes of Great Projects

One more thing...

Exercise #3

- Think about the best project you've ever been involved with.
- List all the attributes of the project. Try to keep them to one word.
- Get with your group and narrow your list to 12 - 15 attributes.

The Final Thought

OK, just one more thing...

**Ask great questions
and listen intently.**

So, Any Questions?

Thank You.

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