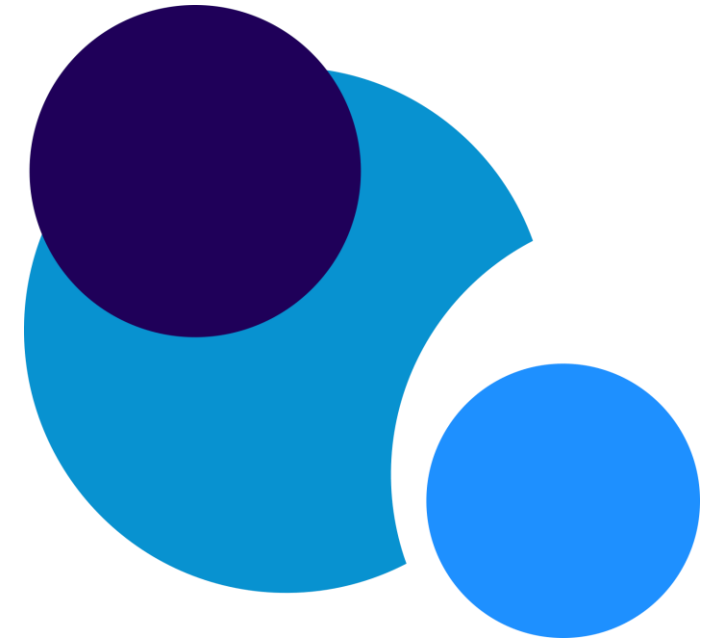


# Effective Leadership

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# Agenda



- Leadership
- Servant Leadership
- Finding Your Voice - Becoming An Influencer
- Power Skills
- Summary

# Introduction



Leadership is one of the most misunderstood concepts.

Often, we confuse leadership positions with true leadership. We think a leader is the one who tells others what to do.

The slides are from several presentations / workshops done by myself previously.

All pictures are either my own property or from free stock photos

# Introduction

## False perception



## True leadership - Helping Others Excel



# Introduction

## Know & understand yourself



## Know and understand those you lead



# Introduction

## Understand

- Yourself
- Others
- Human Reactions
- What happens when a person goes into conflict
- What stress does to you
- Individual Needs
- Need for Rest

## Nurture

- Individual approach - what gets this one person to stretch themselves
- How to show appreciation
- Celebrate your team members
- Encourage

## Bring out the Best

- See what they don't see yet -> Potential
- Push them gently
- Clear the way - enable
- Encourage
- Cheer along the way
- Give individualized assignments



# Leadership



Leadership is about People:

- Nurturing
- Shaping
- Bringing out the Best

Leadership is **not**:

- Instructing / Dictating
- Managerial Role / Position

## Be a Role Model

- Set the example
- Show the team that you are doing the same you expect of them
- Set the standards high
- Be ethical

## Cultivate a great mindset - work with people's values

- Understand the individual and his / her values
- Help them align their individual values to the team / corporate values
- Include the values in your discussions - when you come up with a plan check it against the values before you finalize



## Be supportive - help others excel, by enabling them

- It is **NOT** about you
- Encourage
- Find out gently why someone is not performing
- Ask how you can help them perform better
- Ask for feedback on your performance
- Be humble
- If someone does things differently than you planned it is not wrong

## Be flexible

- Yes, you spend time developing processes but keep assessing them
- There are many ways to skin a cat - don't be stuck on your ways
- Encourage the team to come up with new and better ways
- Encourage innovations
- Leave your preset plans at home - Let your Team develop the plan

# Leadership

## Show others that they can rely on you

- Create the right environment
- Build Trust
- Trust the Team
- Prove yourself reliable

## Give credit when it is due

- Praise
- Celebrate
- Achievement are reached by the individuals in your team
- But if the team fails, it is the leader who is to blame

# Leadership

## Challenge the processes - even if you created them

- Always check if the process works in the current situation
- Always check if the process makes sense in the current situation
- Ask the Team to find ways to improve it



# Leadership

**Set the general  
Direction - then let  
the Team have a go -  
You'll be surprised  
of the outcome**



# Leadership

- Commitment
- Alignment
- Direction

Where these 3 meet  
Leadership happens



# Servant Leadership



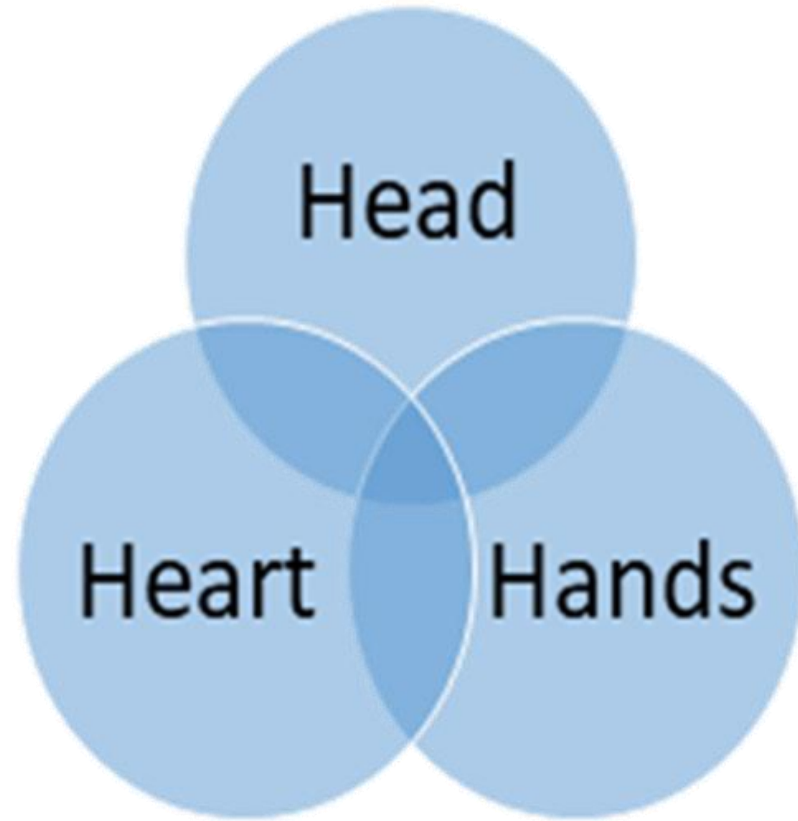
A Servant Leader is one who is entirely committed to develop the individuals in his team. He clears the path, prepares the ground and lets them go ahead. As long as they are moving towards the end goal, he does not interfere with the approach

# Servant Leadership - Robert K Greenleaf

- Robert K Greenleaf developed the concept
- First Essay in 1977
- Leader without authority in an uncertain world
- Leader
  - Strong vision
  - Servant approach
  - Ethical practices
- Greenleaf states that it yields better work relationships
- <https://www.greenleaf.org/>



# Servant Leadership



Blending Head, Hands & Heart

# 10 Elements of Servant Leadership

1. Listening - not to respond, but to understand
2. Empathy
3. Healing
4. Awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Commitment to the growth of people
10. Building community



# Servant Leadership

## Why does Servant Leadership work?

- Psychology
- People feel respected
- Confidence booster
- Trust
- Safe space
- Creates Space to grow
- It takes the individuality of team members into account



# Finding Your Voice - Becoming An Influencer



You can do it!

Every one can be an influencer. Actually, you have influence on others all the time. It is your choice if this is **positive** or **negative** influence.

Yes, you can influence your boss!

# Finding Your Voice

## Developing Your Personal Leadership Style

- Don't try to be someone else
- Be honest & vulnerable
- Do it your way
- Be sensitive
- Be a facilitator not a dictator
- Be business savvy



# Finding Your Voice

## People have different Focus

- People have different focus
- Figure out what their focus is and adapt your approach to it:
  - People
  - Performance
  - Process
- Read up on Strength Deployment Inventory SDI

## Examples

- Think how these 3 people would approach the same project:
  - Mother Theresa - People focus
  - Donald Trump - Performance Focus
  - Steve Jobs - Process Focus
- Try to imagine how they would report the same event - this will help you how to approach their different focus

# Understand your Superiors / Stakeholders

- Know their personality – What is their primary inner motivational Focus?
  - People?
  - Performance?
  - Processes?
  - Any combination of the three?
- Know their preferred reporting format
  - Narrative?
  - 2 sentences only?
  - Bullet points?
  - Statistics, Numbers Graphs?

**Use that knowledge for more impact through customized approach**



# Understand your Superiors / Stakeholders

- Does your boss / stakeholder like being asked for help?
  - Then bring your learnings / solutions etc. to him in form of questions
  - Ask for their input
  - Say you want to run something by them before you send it out / implement it
- Create customized Dash Boards for your bosses / stakeholders which reflect the format they like their data in. Develop it on your own computer, then show it to them, if they like it ask for permission to set it up for them
- Be creative and come up with what works for this particular stakeholder
- In order to do this, you need to get involved with them & build relationships
- Open up and invest yourself

# Build Trust - with your Superiors

- Ask for input on your solution
- Prepare valuable reports with relevant information - cut the small talk
- Do Lessons Learned Sessions with your Project Team, discuss the possible solutions and present to your Seniors
- Be on top of your projects - Have the information at your finger tips no matter when you are called
- Report exemplary behavior and successes of your individual team members
- Suggest workshops for your leadership team
- Where you see knowledge gaps
- Where you see opportunities - cost management workshop example
- These are not meant to point out shortcomings or blame, but to show opportunities - then let the knowledge sit and do its own work
- End the session with discussions

# Build Trust within your Team - Share Knowledge

## **This could take many shapes:**

- Knowledge Sharing sessions at the beginning of team meetings - 10 min
- Company wide Knowledge Campaign - like Basic PM customized for each department
- Weekly knowledge sharing for all employees - could be any topic
- Lessons Learned reporting
- What ever else fits your situation

## **Result:**

- They will get the confidence to speak up
- They will feel appreciated and recognized for their knowledge
- Their confidence will grow
- A growing sense of camaraderie and trust between team members

# Share Knowledge For Easier Work

- We often assume that our **Superiors and decision makers** understand what you do exactly – but it is often not the case
- We often assume that the other **internal stakeholders** understand their role in the project lifecycle – but often that is not the case
- What to do? Here are some examples:
  - Training – customized to the departments
  - Workshops
  - Flow charts – especially swim lane
  - Etc. – get interactive & make it fun

# Finding Your Voice

## Speak up during meetings with Seniors

Don't be afraid, but speak up and confidently bring your comments and suggestions - never confrontational - always as suggestions / contributions



## Be humble

It is not about you, but about the Team - more we, less me



## Be consistent

Make sure that your work is of a consistent quality, proof yourself reliable



# Becoming an effective Influencer

- It is not an overnight success
- Needs consistent work

## **But if you**

- ✓ build your relationships,
- ✓ build trust,
- ✓ prove yourself to be reliable and
- ✓ provide real insight,

suddenly you will find that you are influencing people and actually are influencing your Senior's decisions.

# Finding Your Voice

## Never underrate yourself!

If you play your cards well, you can be a major influencer, no matter your position in the company or in the project hierarchy





# Power Skills



While most people chase more and more certificates, degrees etc. many forget that your soft skills are what really sets you apart.

If you are in project management, in leadership or in management how you treat people, how well you understand them and how you engage them is key

# Power Skills

## Active Listening - the secret Weapon

- ✓ Listen to the end
- ✓ Remove your internal filters / biases
- ✓ Give everyone a chance
- ✓ Take difference of opinion as a chance for improvement



# Power Skills

## Be there for the Team

- Celebrate
- Praise
- Understand
- Listen
- Take time for each person
- Identify conflicts early & direct them to become opportunities



## Which Skills are really needed?

- Empathy
- Emotional Intelligence
- Relationship Building / Relationship Intelligence
- Individualized Communication
- Identify People's Focus Area
- Servant Leadership
- Be Kind



## Empathy

- Understand the Individual
- Understand where s/he is coming from
- See their current situation in its entirety
- Pick them up where they are and help them through the situation



# Power Skills

## Emotional Intelligence

- Emotions are what makes us human, do not suppress or deny them
- Understanding **yourself**, how you act / re-act when and why
- Learning to manage **yourself**, to keep emotions under control and to ensure you use your emotions for best success
- Understanding **the other person**, how s/he acts / re-acts when and why
- Learning to manage **yourself**, to help them keep emotions under control and to ensure they use your emotions for best success

## Leadership

Emotional  
Intelligence  
Managing Self

Emotional  
Intelligence  
Working with Others



## Relationship Building / Relationship Intelligence

- Leadership involves you as a person – be ready to get involved
- Find that one thing that you have in common with that one person and build a meaningful relationship on that
- If you have built relationships even conflicts become easier to handle
- Once you have established a relationship it becomes easier to engage that individual





## Individualized Communication

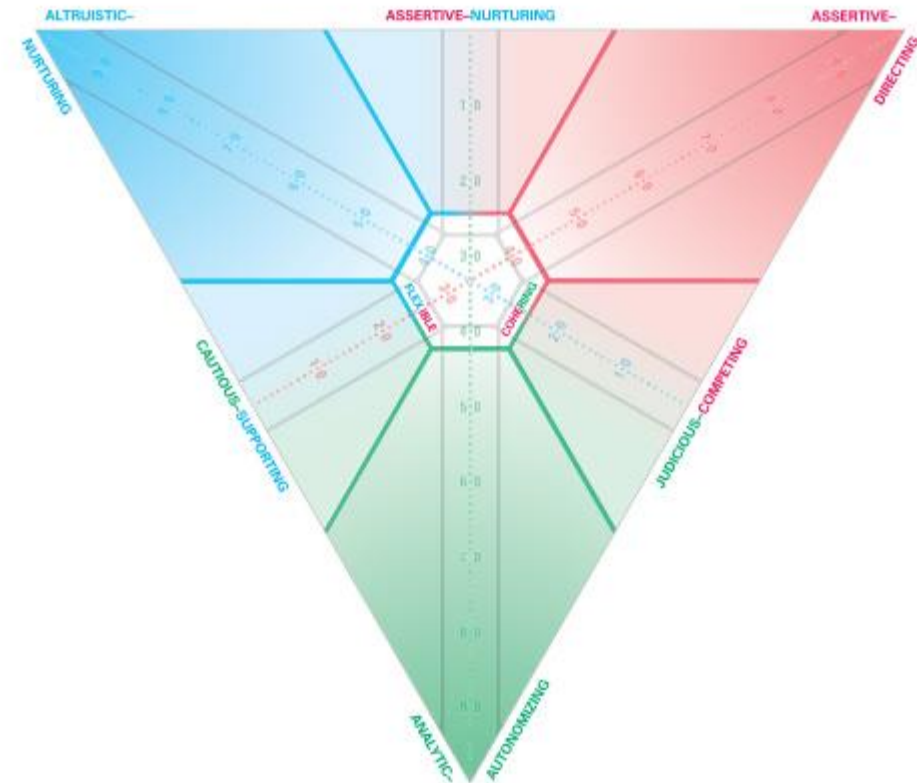
- Effective communication is highly individualized
- Use your knowledge about the person's focus area and communicate accordingly
- When communicating with a group meet the needs to the majority during the meeting and talk to individuals with different communication needs separately either before or after the meeting
- Develop checks and balances that allow you to confirm if what you communicated was received as intended
- Be as clear as possible
- Always define acronyms at the beginning



# Power Skills

## Identify People's Focus Area

- We all have different focus areas, yet we all fall into the following inner motivational value systems:
  - Blue - People
  - Red - Performance
  - Green - Processes
- There are people who show 2 or even all 3 motives
- The Core Strengths SDI assessment is psychometric testing that also looks at how behavior changes when we go into conflict
- I am a certified Strength Deployment Inventory (SDI) Facilitator and do both individual and group assessments - reach out for more information



# Power Skills

## Servant Leadership

- Discussed at length earlier in this presentation
- Focus is on developing the individuals



## Be Kind

- You achieve more in the end if you are kind
- An environment of trust needs kindness as a basis
- Kindness in leadership is true strength
- Kindness brings better and longer lasting results than cracking the whip



# Power Skills

## Keep Learning

- There is no perfect leader
- Once you stop learning you will start idling
- We grow through learning

## Remain Humble

- More “We”, less “Me”
- Leadership is not about me
- A true leader is there to help others grow

## Keep others in mind

- History is made by grooming new leaders
- True impact is felt when you help others grow

Keep a lookout for my upcoming Book on these power skills

# Summary

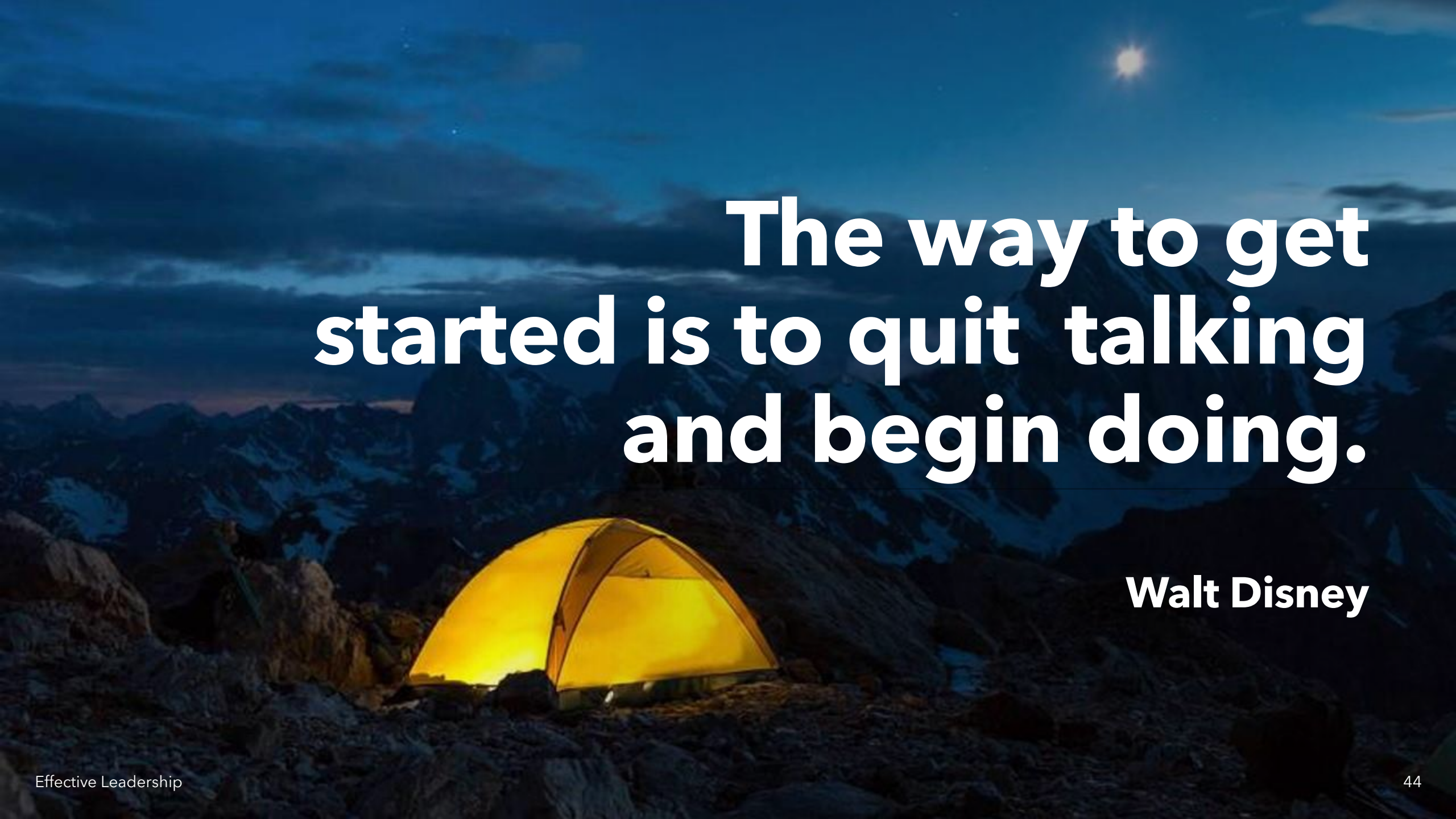


Leadership Skills need to be learned and then continuously honed. None of us is a perfect leader, but we can all learn to be better leaders.

Leadership is a highly individualized approach that takes the needs of the individual team member into account.

We are all on a journey - Let's keep learning!



A glowing yellow tent is pitched on a rocky mountain peak at night. The tent is illuminated from within, casting a warm yellow light. The background shows dark, rugged mountain ranges under a deep blue night sky with a few stars and a bright moon in the upper right corner.

**The way to get  
started is to quit talking  
and begin doing.**

**Walt Disney**





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**Thank you**

