

# Turning Project Management Into Project Leadership

“Yes, you are a leader!”

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# Everyone Leads

- Leadership vs. Management
- Project = Business (almost)
- Leadership and the PMBOK
- Vision
- Communication
- 3 Blind Mice
- Noise vs. Information
- Fire Fighting
- Empowerment
- Hootmanisms



# Leadership vs. Management

- Leadership
  - Inspire
  - Communicate Vision
  - Coalesce the Team
- Management
  - Sets Operational Goals
  - Monitoring and Problem Solving
  - Action Plans



Managers get people to do things  
right; leaders do the right thing.

(Leaders: The Strategies for Taking Charge by W. G. Bennis & B. Nanus)

So are we managers or leaders?

**We Must Do and Be Both**

# Project = Business (almost)

## Project

- Integration
- Scope
- Time
- Cost
- Quality
- HR
- Communications
- Risk
- Procurement

## Business

- Business Plan
- Core Competency
- Time
- Profits/Expenses/Margins
- Quality
- HR
- Communications
- Risk
- Procurement



# Leadership and the PMBOK

- 3<sup>rd</sup> Edition - Zero
- 4<sup>th</sup> Edition - p. 240 and 409(?)
  - “**Leadership.** Successful projects require strong leadership skills. Leadership is important through all phases of the project life cycle. **It is especially important to communicate the vision and inspire the project team to achieve high performance.**” PMBOK 4<sup>th</sup> ed. 2008



# Project Goal vs. Vision

- Project Goal: Tactical, Immediate, Focused, Clear and Defined Objective
  - Take the hill!
  - Team focused
- Vision: Strategic, Long range, Larger Objective/Goal
  - Win the war!!!
  - Company/Business Focused



“I am Spartacus!!”



# Vision

- What do we want to create?
- The vision is what is important; not just the project.
- Make it “real” for your team.
- Communicate it to EVERYONE

“Few, if any, forces in human affairs are as powerful as a shared Vision”

The Fifth Discipline by Peter M. Senge



# Communication: Internal & External

- PMBOK covers internal project communications
- PMBOK offers little on how to communicate with project sponsors, end users, executive management and stakeholders outside the project team. (PMJ December 2009)
- “...Project Managers who can adapt quickly and communicate...more likely to promote because they can talk to executives...” (PMNetwork January 2010)

# Three Blind Mice






# Communication Noise vs. Information

- The bane of communication (Email)
- Listening
- Verbal Overshadowing (Jonathan Schooler)\*
- In command; out of control (Kevin Kelly)\*

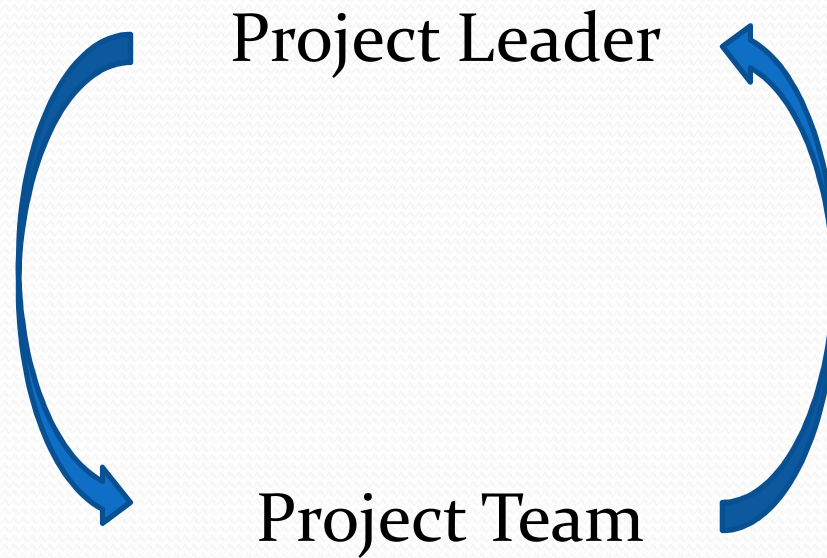
\*Blink by Malcolm Gladwell (author The Tipping Point)




When you hear gunfire...wait 5 minutes. If you're needed, they'll call.

(LtGen Paul Van Riper USMC-Ret)

EMPOWERMENT = TRUST





“Don't tell people how to do things, tell them what to do and let them surprise you with their ingenuity.”

General George S. Patton

# Fire!!!!

## Fundamental Attribution Error

- Blame the person
- Focus on the speck
- People are the problem



## Halo Effect

- Based on Past Experience or some other attribute
- Leads to false assumptions





Good is the enemy of great.

[Good to Great](#) by Jim Collins

Trust is they key to becoming great.



# “Hootmanisms”

- A leader should never take credit for the team’s work.
- More importantly a leader should never let the team take credit for his/her mistakes.
- You have to know yourself before you can lead others.
- Inspire everyone around you; you’ll find your own inspiration.