

Leading On Purpose – The Art of Facilitative Leadership

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Session # ADV09

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Seven Key Messages

1. Leadership is a decision not a position
2. Leadership needs to be situational
3. Facilitation sustains purpose and leadership
4. Self management builds capacity
5. Advocacy trumps resistance
6. Lead on purpose from the middle
7. Legacy tells the story

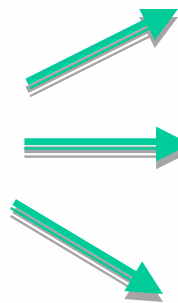
Project Manager Prime Directive

Optimize Outcomes
For ALL Stakeholders By
Effectively Leveraging
Resources

The Environment

Plan, Organize, Direct and Control

VOC change



Expectations

People

Risk

Manage



Lead

Optimize Outcomes

Focus, Mobilize, Sustain and Excel

The Theories

“Great Man”

Trait

Situational

Contingency

Behavioral

Management

Participative

Relationship

Leadership Reality

Leadership is a
decision not a position

1. **Team members choose to follow**
2. **Application is situational**
3. **Leadership is an inside job**
4. **Character and competence matter**
5. **Building relationships is as important as getting results**
6. **Your leadership legacy tells the real story**
7. **Leadership is about influence**

Leadership is About Influence

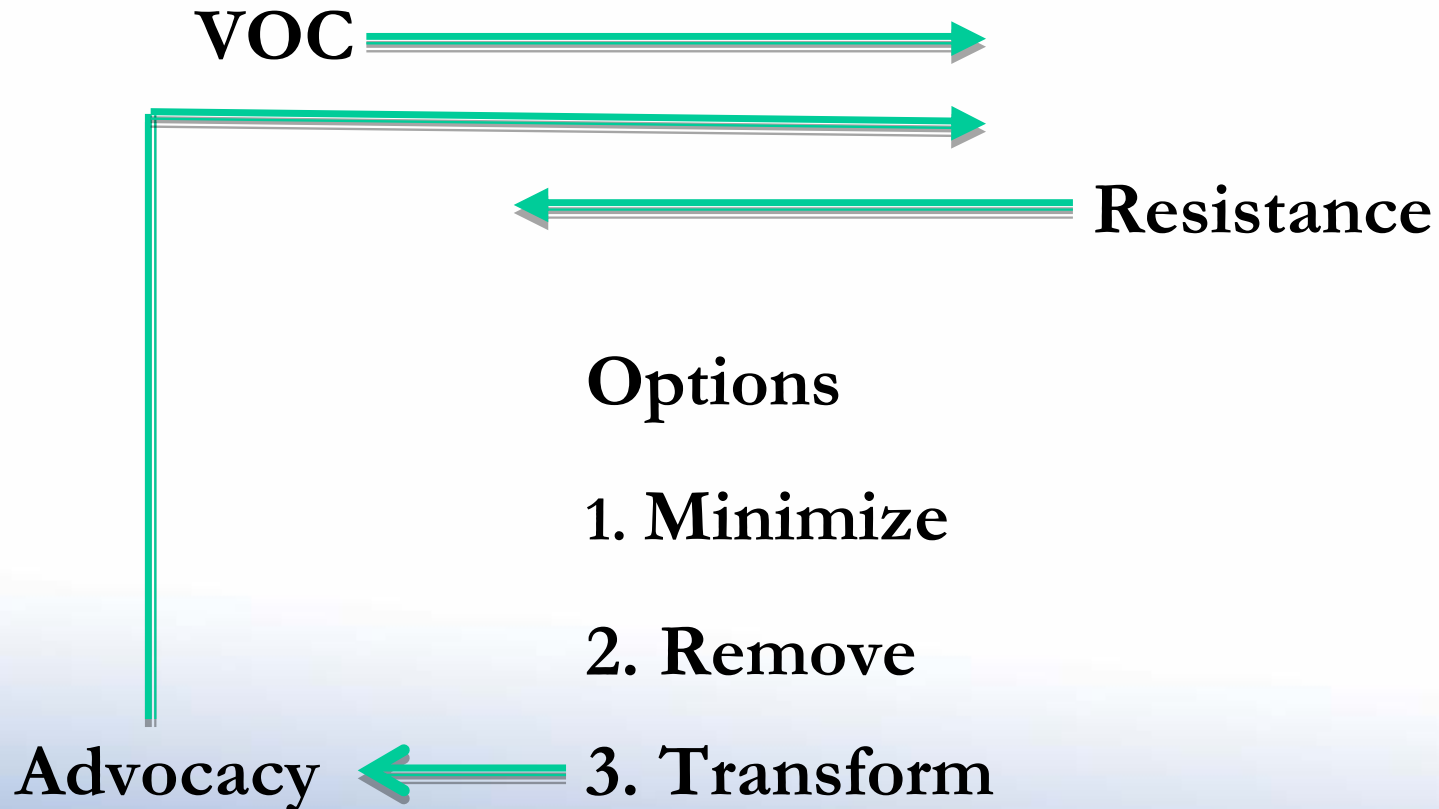
- INTEGRITY – builds relationships on trust
- NURTURING – cares about people as individuals
- FAITH – believes in people
- LISTENING – values what others have to say
- UNDERSTANDING – sees from their point of view
- ENLARGING – helps others become bigger
- NAVIGATING – assists others through difficulties
- CONNECTING – initiates positive relationships
- EMPOWERING – gives them the power to lead

From: *Becoming a Person of Influence* by Jim Dornan

Colin Powell on Leadership

“ Leadership is the art of accomplishing more than the science of management says is possible.”

The Problem



Our Human Design is Complex

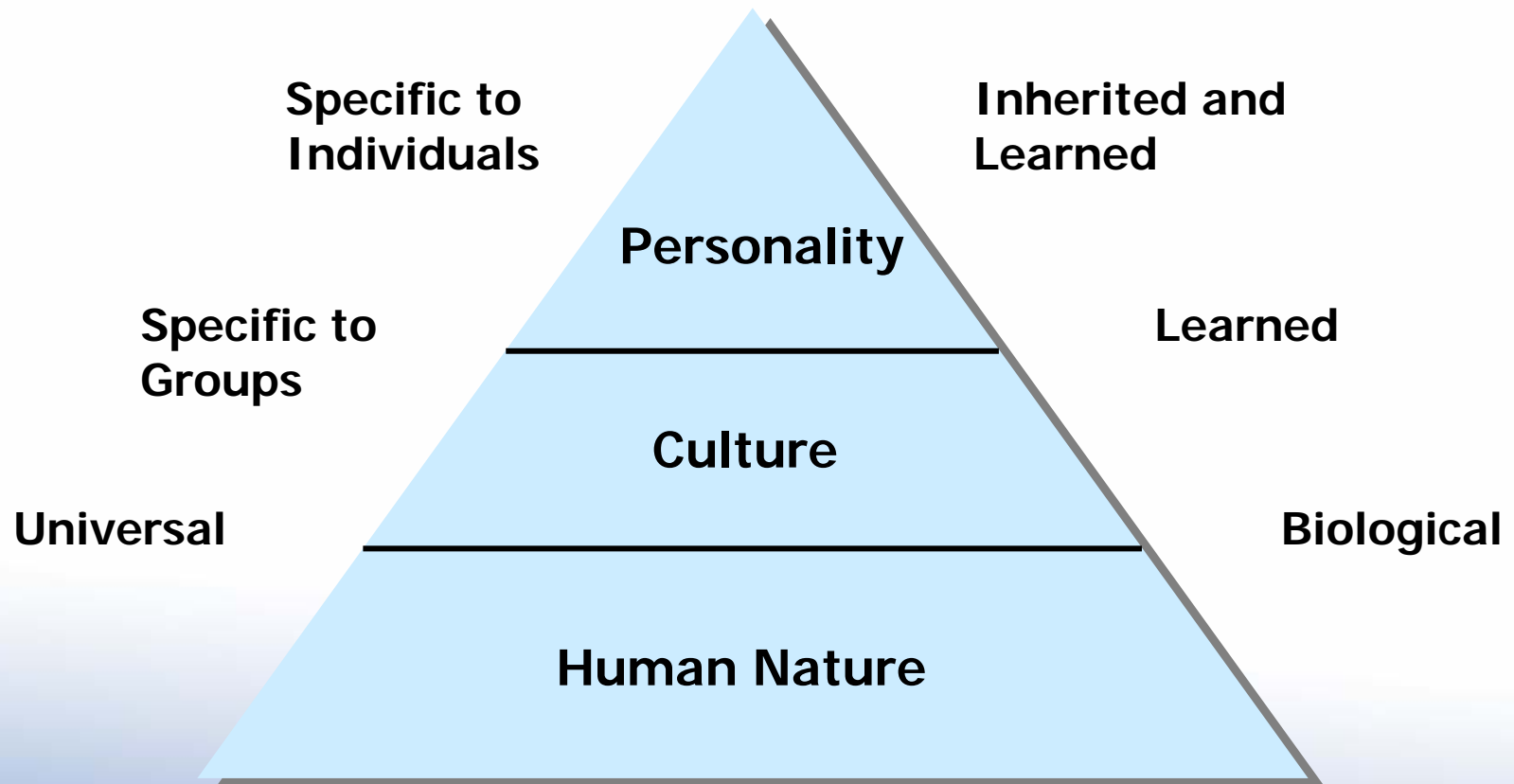
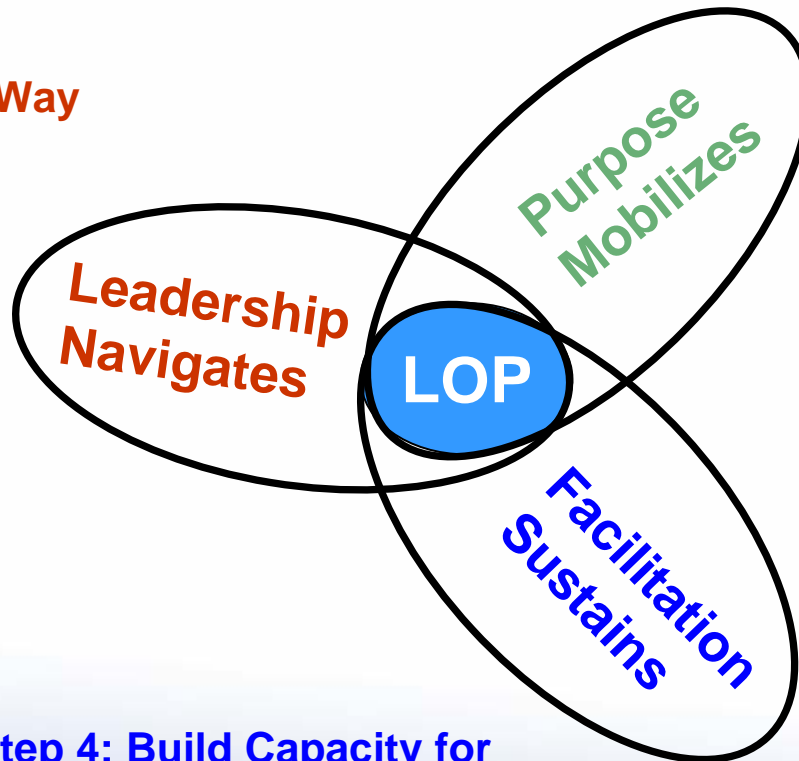


Figure 1 – Three Levels of Mental Programming

The Solution – Lead on Purpose

**Step 5 : Lead the Way
“Model”**



**Step 1: Frame the Purpose
“Engagement”**

**Step 2: Facilitate a Constructive
Environment
“Trust”**

**Step 3: Transform Resistance
to Advocacy
“Leverage”**

**Step 4: Build Capacity for
Self Management
“Growth”**

Bill Richardson on Facilitative Leadership

“Build capacity for self management in your team by becoming a thinking partner not a thinking replacement”

Leading Through Project Management



Where the Rubber Hits the Road

Knowledge Areas:

- Integration
- Scope
- Time
- Cost
- Quality
- Human Resources
- Communication
- Risk
- Procurement

Code of Ethics and Professional Conduct

- Ensure Individual Integrity
 - Responsibility
 - Respect
 - Fairness
 - Honesty
- Contribute to PM Knowledge Base
- Enhance Personal Professional Competence
- Promote Interaction Among Stakeholders

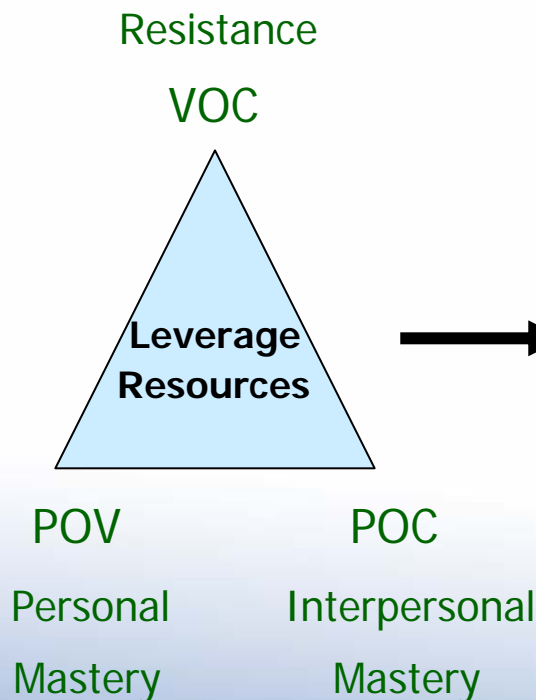
Value Propositions?

Optimized Outcomes
For ALL Stakeholders Because
Resources Were Committed To These
Outcomes Not Just Compliant To The Task

People Feel Good About Themselves, Their
Team, Their Organization and Most
Importantly About Their Leadership

Your Leadership Legacy Tells the Story

Expectations



Leadership Framework



Management Discipline



Legacies That Inspire

- George Washington Goethals
- Alexander the Great
- Ernest Shackleton
- Abraham Lincoln
- Eunice Kennedy Shriver
- People Making a Difference.....in your project,
in your home, in your life

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Before I Close...



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Action Mastery

Three interrelated pathways:

1. Awareness
2. Commitment
3. Practice

Goethe on Life and Leadership

“ Until one is committed there is hesitancy,
the chance to draw back, always ineffectiveness...
Boldness has genius, power and magic in it.
Begin it now.”

*Make a Difference
As Well as Make a Living
Lead on Purpose*