

Leading for Results

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Introduction

High-performance cultures require leaders who:

- leverage their self-awareness,
- understand their leadership style, and
- place value on the power of strong relationships.
- know that sustained effort and achieving project results are a function of interaction and interdependence, and they
- develop strong working relationships as keys to sustained success.

Introduction

Relationships exist in a frame of reference; change the frame of reference, and you can achieve greater results.

This presentation provides a new perspective, frame of reference, highlight of tools, and recommendations to ensure that greater project results are the outcome in practice.

Are You “In the Game?”

- Are your intentions truly honorable, in that you are willing to adopt a different way of thinking, adapt a new system so it feels natural, and apply it enthusiastically?
- Are you in this new game, realizing that the rules of the game have changed?
- We need new practices that are not trivial—practices that allow us to cope with an increasingly global, constantly changing world, where communication is instant, and our identities are examined and at risk at all times.

Marcel Proust wrote:

“The real voyage of discovery
consists not in seeking new
landscape but in having
new eyes.”

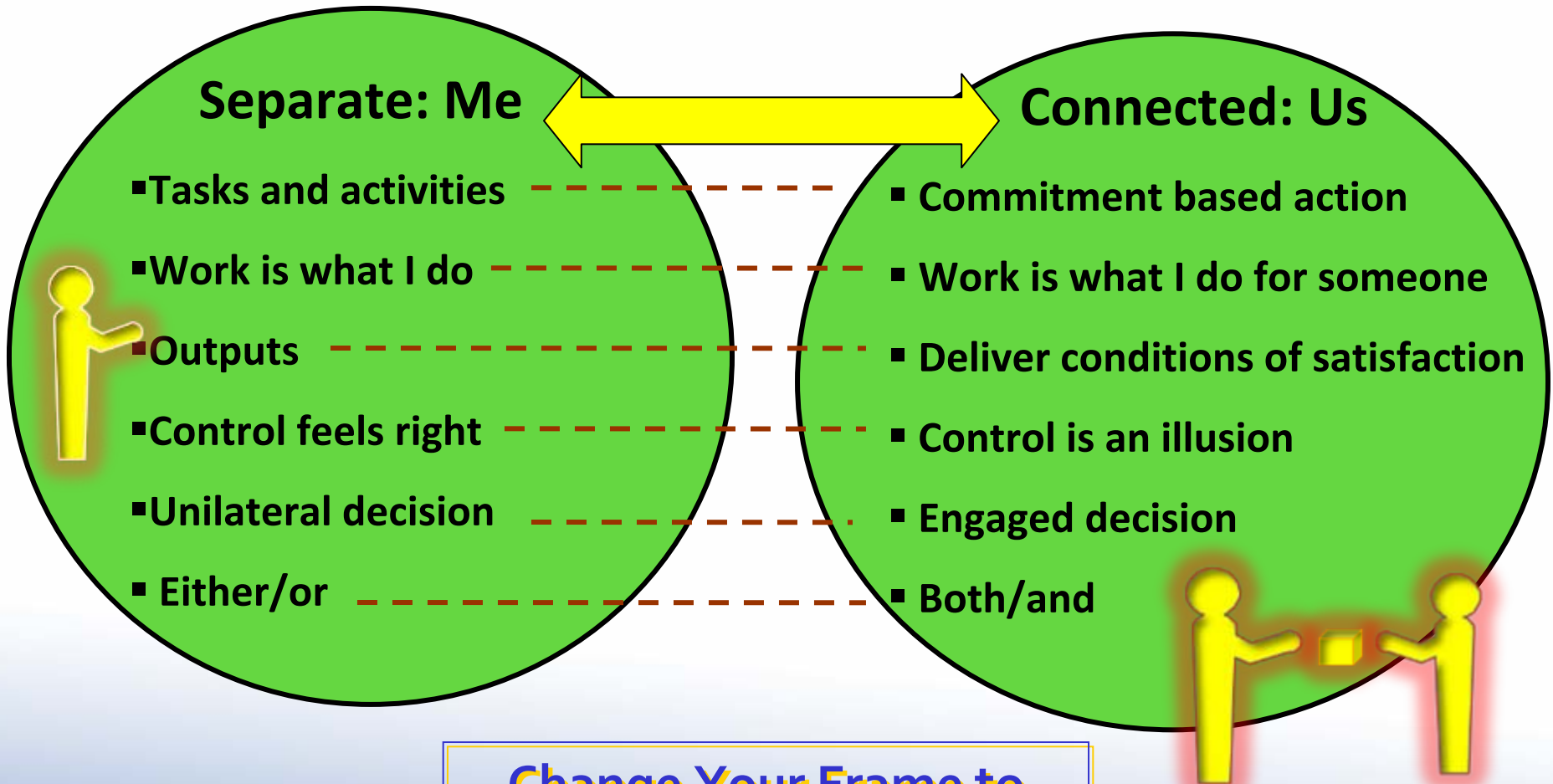


This is a good thing
because:

**WE CAN'T FIX
WHAT WE
CAN'T SEE!**



Perspective: Frames of Reference



**Change Your Frame to
Accelerate Your Evolution**

The Missing Communication System

Alignment is how goals and projects link to and execute the organizational strategy.

Alignment

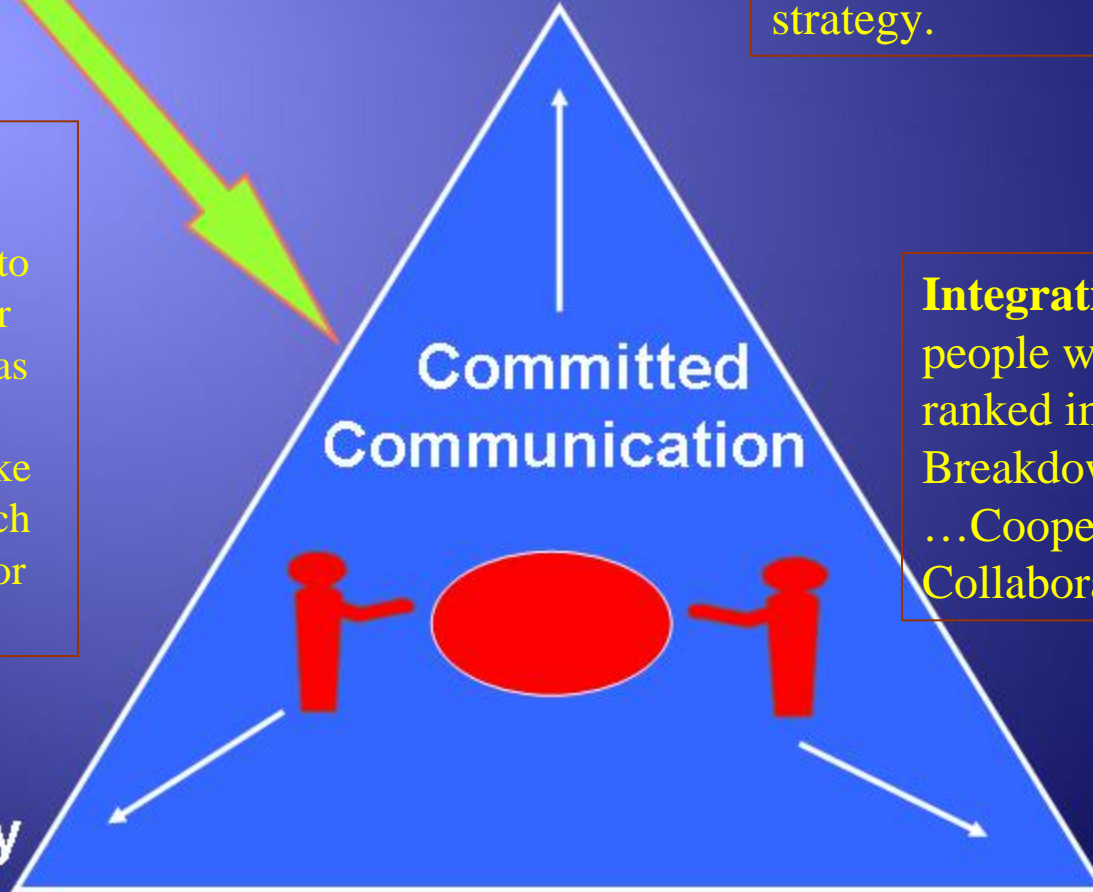
Committed Communication

Integration is the way people work together, ranked in four levels: Breakdown...Conversing...Cooperation...Collaboration.

Accountability is how people make promises to deliver on commitments to each other and then either deliver or re-negotiate...as opposed to a *slippage* culture where people make promises to deliver to each other then either deliver or don't deliver.

Accountability

Integration



Enemies of Learning and Change

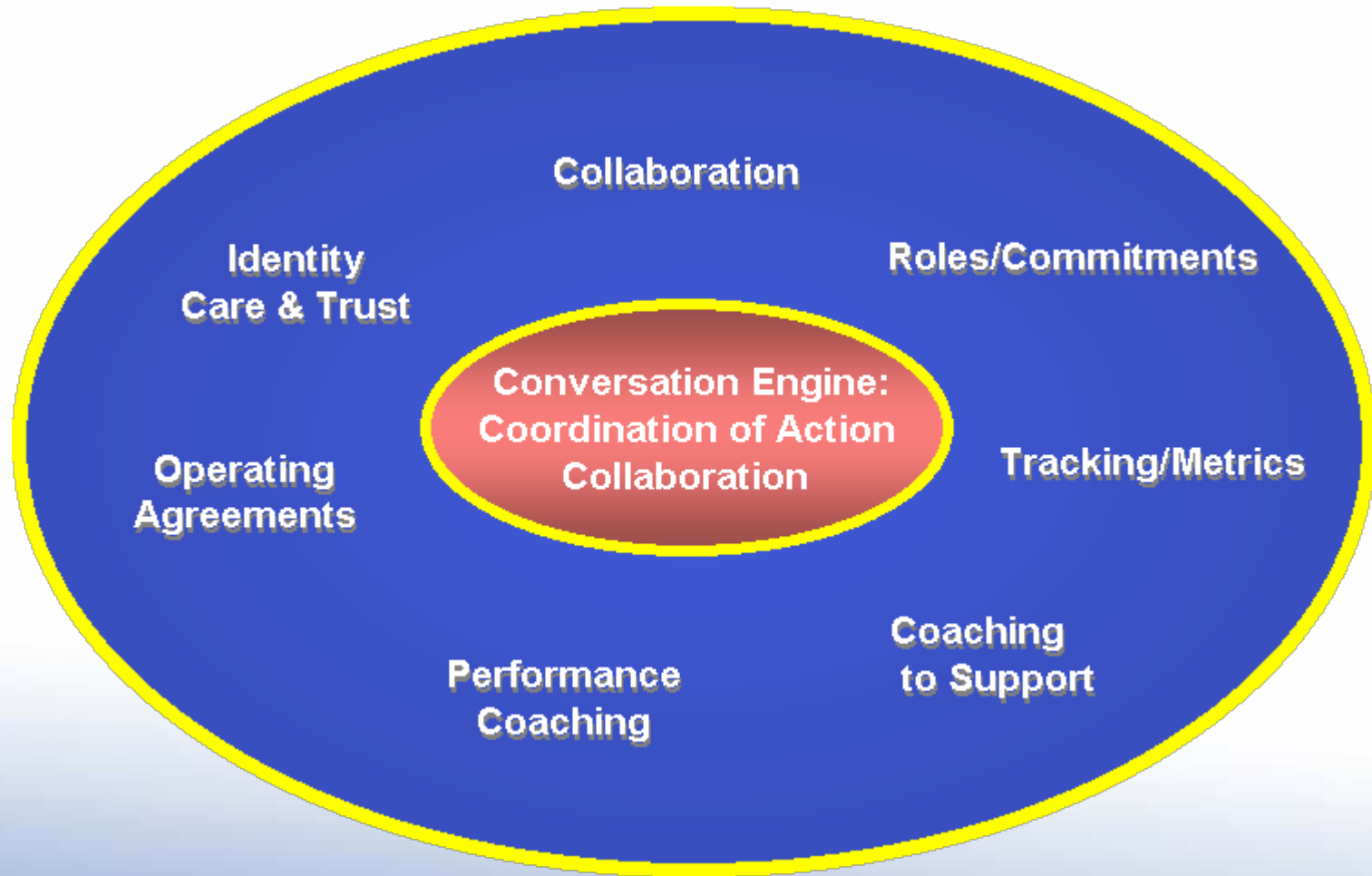
- Can't admit we don't know
- Cognitive Blindness—*I don't know what I don't know*
- No need . . . problem lives “out there”
- Already “knows” . . . a certainty person
- Inability to Unlearn: U.S. Auto
- Natural reactive processes
- Beliefs or agenda challenged
- Too busy—learning not a priority
- Ability to comprehend
- Distracted or not “present”
- Global: “accent/language” makes it difficult to interpret
- Power filter.



Gaining a Competitive Advantage

- Do I believe I am successful and have confidence that I'll continue to be successful?
- Is it possible that as I become more successful, it is harder to deal with feedback that is inconsistent with the way I see myself?
- The more I believe in what got me to where I am... am I more likely to ignore, rationalize, or deny the cues I get from others that I could do better?
- Can I get what I want by operating as usual?
- Are people honoring my requests and delivering to my conditions of satisfaction?
- Am I "in the game," ready to change, want to "dance"?

Tool Set



Leading for Results

- See a problem...and have exhausted all other moves
- Intend to make change
- Adopt a new perspective
- Do an assessment of now condition
- Visualize the desired condition
- Implement the perspective and tool set
- Achieve optimized results.

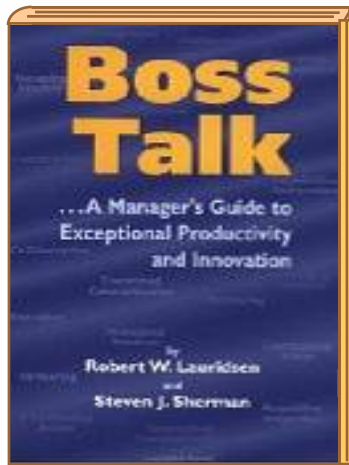
Action Steps

- **Question:** Can I get what I want by operating as usual?
- **Ask:** Do I intend to change?
- **Consider:** Do I need to alter my perspective regarding my interaction with others?
- **Observe:** What is stopping me from acting different?
- **Antidote:** Increase my ability to observe
- **Request:** Over next few weeks, notice which frame is sourcing my thoughts, actions, and conversations
- **Practice:** Applying new processes and tools.

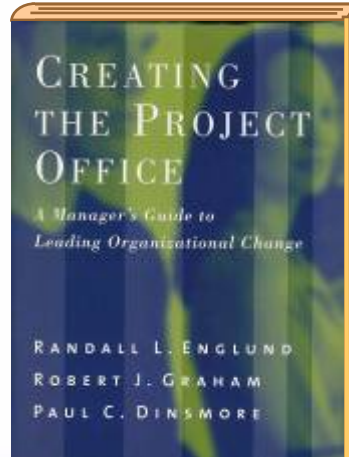
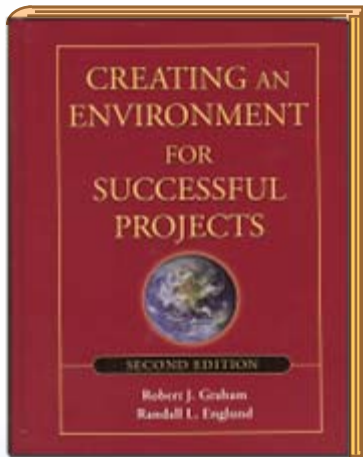
Summary Objectives

- Use the three cornerstones and the fundamentals for building a high-performance culture and developing effective working relationships both onsite and across distance. Develop an aligned, collaborative team that pulls together.
- Tap the power of a commitment based managerial system; elevate the levels of personal and team performance by shifting from activities to commitment-based management.
- Make a powerful shift in the effectiveness and efficiency of daily interactions; save time by reducing wasted conversations while increasing commitment to goals and objectives.

References



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