PROJECT MANAGEMENT – MAKING BETTER LEADERS: THE LEADERSHIP SKILLS TO GETTING IT DONE

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STORY

Project management requires leadership...

Especially when things are not going to plan...
MANAGING CHANGE

Kotter’s 8 step model is the gold standard

Project management and managing change is a leadership skill

This talk is meant to complement that work

DISCLOSURES

Chair, MPLA

LEARNING OBJECTIVES

1. Understand what project management is and its role in operations.
2. Understand the physicists role in projects and improve project execution.
3. Learn project management basics/tools to utilize immediately in the work environment.

IMPACT'S LEADERSHIP AGILITY

“Ability to react quickly with adaptive and decisive leadership action to successfully address real-time challenges in your environment”

DISCOVERING YOUR AGILITY

What you believe

What you know

What you do

IMPACT’S LEADERSHIP AGILITY FRAMEWORK

“When we take action on these five drivers, we create the conditions necessary for ourselves and others to navigate this dynamic and evolving new world.”

David Cooper, Impact International
OUTLINE – AGILITY LEADERSHIP

Readiness & Scanning
Awareness & Self-management
Communicating & Inspiring
Adaptive Action
Collaboration & Integration

https://www.impactinternational.com/leadership-agility

AGILITY LEADERSHIP:
Readiness & Scanning
MINDFULNESS

Develops this ability to notice-decide-act
Brings consciousness
Focuses attention
  • Externally & Internally
Brings perception clarity

READINESS & SCANNING

• Looking ahead, seeking information, make sense of the environment
• Experience in other drivers inform and strengthen future action
• What are you noticing? How are you drifting away from intended purpose?

Grahame Broadbelt, Impact International, Leading without authority

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READINESS & SCANNING

Sensing how you respond to physical and emotional stressors

Learn how leadership thinking and approach has changed

SCANNING METHODS

Journaling to reflect on your
- Personal response
- Approach to leading
- Focus of energy and effort
- Results in your organization, family, community

Can unconsciously drift from goals.
Consider and identify where you* are (or could be) drifting away from out intended purpose and goals.

*You & your team (@work)
*You as an individual


Impact International, Scanning & Practical Drift.pdf
SCANNING METHODS

Scan using SWOT:
• Strengths
• Weaknesses
• Opportunities
• Threats

Consider your
• Current abilities/situation
• Resources
• Future

AGILITY LEADERSHIP:
Awareness & Self-management
AWARENESS & SELF-MANAGEMENT

Sensing how you respond to physical and emotional stressors

Four Basic Emotional Families, Table 2.7 (Stein and Book, 2011)
AWARENESS & SELF-MANAGEMENT

• Choose how you respond to your feelings
• Redirect disruptive emotions in healthy ways
• Adapt to people & events
• Use noticing to improve your self awareness, manage your attention and be present

https://www.impactinternational.com/leadership-agility

AGILITY LEADERSHIP:

Communicating & Inspiring
COMMUNICATING & INSPIRING

• Provide information and guidance to others
• Help others understand the
  • Context: situation and its impact
  • Purpose: objectives
  • Direction: actions and roles required to move forward

COMMUNICATE THROUGH HUMAN CONNECTION

Through authenticity & vulnerability

Share
• Your challenges
• Your experience of change

• Your approach to new ways of working
• Sharing difficult decisions
• Disclosing your learning
• Demonstrating your self-awareness
### FOUR GENERAL COMMUNICATION PREFERENCES

<table>
<thead>
<tr>
<th>Inner world + detail</th>
<th>Inner world + big picture</th>
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<tbody>
<tr>
<td>• Instructor</td>
<td>• Philosopher</td>
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<tr>
<td>• Relate to what they know</td>
<td>• Relate it to new theories, concepts</td>
</tr>
<tr>
<td>• Stepwise change</td>
<td>• Little routine</td>
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<tr>
<td>• Think through alone</td>
<td>• Work ideas alone</td>
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<td>• Adventurer, Hero</td>
<td>• Detective, Explorer</td>
</tr>
<tr>
<td>• Relate it to work they do</td>
<td>• Relate it to changing things in their world</td>
</tr>
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### AGILITY LEADERSHIP:

**Adaptive Action**
LEADERSHIP AS ACTION

Leadership happens when **somebody** notices that something needs to happen – and acts to address it.

Leadership comes down to **noticing, deciding, acting** and **reflecting** on what has happened.

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LEADERSHIP IS MORE THAN BEING HELPFUL

1. Was the act noticeable? Did it stand out?
2. Did the act have the potential to change things for the better?
3. Was the act done in good faith for the general good / group?
4. Did the act have legitimacy? Did people accept you had the right to act?
WHEN THINGS GO WRONG

People lose sight of goals and why they are important, they lose the sense of what is happening and why; they misunderstand and make false assumptions.

People lose faith in themselves and one another, they start to feel undervalued, misrepresented or marginalized. Sociability and solidarity start to fail.

Order and structure is too little or too much to support action and initiative. Structures and processes do not support learning or facilitate collaboration.

LEADERSHIP IS A RELATIONAL PROCESS

Notice – what is missing, what needs attention?
Inward and outward mindfulness; presence

Decide – should I act or not, and what should I do?
Judgement, impulse control, resources

Act – to restore meaning, value and structure
Courage, compassion, commitment

Reflect – i.e., Notice again
DECIDE LEADERSHIP HACK - MVS

Lacking Meaning
- Confusion
- Unclear or disputed goals
- Assumptions
- Misunderstanding
- Unaligned effort

Make sense of what is happening
- Make sense of purpose & strategy
- Provide a vision
- Support clear communication
- Negotiate and clarify goals
- Test assumptions
- Gain various perspectives

Impact International, Developing Leadership Action.pdf

CHARACTERISTICS OF AN EFFECTIVE VISION

Conciseness
Clarity
Abstractness
Stability
Future orientation
Challenge
Desirability / ability to inspire

Associated with higher performance outcomes

DECIDE LEADERSHIP HACK - MVS

Lacking Value
- Exclusion
- Isolation
- Domination
- Disengagement
- Lack of feedback

Create a sense of belonging, values, people
- Promote personal respect & responsibility
- Bring the right people to the right problems
- Recognize & advocate the impact of the group
- Celebrate shared success
- Amplify missed messages

DECIDE LEADERSHIP HACK - MVS

Lacking Structure
- Role confusion
- Not best use of time or resources
- Uneven levels of contribution in conversation
- Last minute panic

Address chaos, drift, pessimism
- Address uncertainty
- Restore roles & resources
- Define space & pace
- Negotiate team ground rules
- Prevent scope creep or unnecessary activities
LEADERSHIP AS ACTION

**Notice** – what is missing, what needs attention?
*Inward and outward mindfulness; presence*

**Decide** – should I act or not, and what should I do?
*Judgement, impulse control, resources*

**Act** – to restore meaning, value and structure
*Courage, compassion, commitment*

**Reflect** – i.e., **Notice** again

Richard Little, Impact International, *2016 AAPM Summer School*

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**CHALLENGE**

Your thinking
- Be aware of unconscious bias
- Actively scan for bias

Self-doubt
- Have self-belief in ability to succeed

The status quo
- Be willing to step “into the spotlight”

Distorted beliefs
- ABCDE technique
- Learned Optimism

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PROJECT IMPLICIT

Gender stereotypes are reflected in distributional structure of 25 languages

Molly Lewis and Gary Lupyan

Cultural stereotypes such as the idea that men are more suited for paid work and women home and family, may contribute to gender imbalances in science, technology, engineering among other unstable gender disparities. Might these stereotypes be learned from gender stereotypes are reflected in the large-scale distributional structure of natural language associations embedded in the statistics of 25 languages and relate these to data from logical gender associations (N = 1,604,490). People’s implicit gender associations are strongly encoded in the statistics of the language they speak. These associations are further reflected in occupation times (for example, “water/wealth”). Our pattern of findings: linguistic associations shape people’s implicit judgements.

On the gender–science stereotypes held by scientists: explicit accord with gender-ratios, implicit accord with scientific identity

Frederica L. Smyth and Brian A. Nosek

Department of Psychology, College of Arts and Sciences, University of Virginia, Charlottesville, VA, USA. Other Center for Open Science, University of Virginia, Charlottesville, VA, USA

Women’s representation in science has changed substantially, but unevenly, over the past 40 years. In health and biological sciences, for example, women’s representation among U.S. scientists is now unparalled or greater than men’s, while in physical sciences and engineering they remain a clear minority. We investigated whether variation in https://implicit.harvard.edu/implicit/aboutus.html

TESTING & CHALLENGING ASSUMPTIONS

• Takes courage – Brené Brown

  Be you.

  Be all in.

  Fall. Get up. Try again.

• Self-belief

  Putting into practice at work.

Brené Brown, Which Book Do I Read First?
POSITIVE PSYCHOLOGICAL INTERVENTION

ABCDDE Disputation

1. Adverse experience
2. Beliefs about the adverse event
3. Consequences of your beliefs
4. Dispute current beliefs
5. Energized and optimistic about the adversities

Need 3 characteristics that determine success:
- Aptitude
- Motivation
- Optimism


AGILITY LEADERSHIP:

Collaboration & Integration
COLLABORATION & INTEGRATION

“Connects people, systems, and the organization to align leadership action with the wider environment, to develop and ensure:

• Clear understanding of interdependencies and others’ needs
• Collaborative culture to support cooperation
• Monitor and adjust for collective effectiveness

THINK ABOUT YOUR TEAM

Your Team ↔ Other Teams
COLLABORATIVE CULTURE

Psychological Safety
• Members feel respected & able to work without fear of consequences (mistakes)
• Cultivate through
  • Inclusion
  • Learning
  • Contributing
  • Provocation

Diversity of Ideas
• Teams seek out, understand, and build on diverse (even conflicting) ideas
• Encourage through
  • Seek out diverse viewpoints
  • Ask questions to understand
  • Summarize to check understanding
  • Build on others’ ideas
  • Understand the root cause of a problem (vs. quick fix)

MONITOR & ADJUST

Collectively Notice—Decide—Act
• Help the system “see itself” (practical drift)
• Share sense-making and decision taking (MVS)
• Enable aligned action

Resolve Disconnection
• Recognize and accept the disruption
• Prioritize and focus on the next thing (not all things)
• Fail fast
• Revisit & review success measures (adaptation)
IMPACT'S LEADERSHIP AGILITY

LEADERSHIP SKILLS TO GETTING THE JOB DONE

What you believe
What you know
What you do