

People Skills and Leadership

A one hour summary as requested by ACEC:

Self Evaluation

The manager as leader

Personal and self management

Understanding individuals

Teamwork and communication

People oriented skills

AVAILABLE IN FRENCH ON REQUEST

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What would YOU like to get out of this session?



This session can provide you with a basic understanding of skills needed to deal with people in a design professional and collegial environment, while keeping a firm's quality and financial objectives in view. To earn their respect and trust, a leader needs to successfully motivate a team of knowledge workers.





Georg Wilhelm Friedrich Hegel 1770 - 1831

Hegel We as Consultants

Theses *best job possible and refine continuously*

Antithesis *clients want cost effective solutions*

Synthesis *manage scope, time and cost*

The seven DaVinci Principles 15th Century

Curiosita – an attitude of curiosity and continuous learning.

Dimostrazione – an ability to learn and to test knowledge by experience.

Sensazione – a development of awareness and refinement of sight and other senses.

Sfumato – a willingness to embrace and accept uncertainty, ambiguity and paradox.

Arte/Scienza – a development of balance between science and art, logic and imagination.

Corporalita – a calculated desire to achieve poise, fitness and ambidexterity.

Connessione – a recognition that all things are interconnected.

Principles of 21st Century Leaders

Clarity of Intentions – stating a measurable goal, what is it your really want?

Awareness - self-awareness and awareness of the world around you

Knowledge - identify incorrect data or assumptions

Imagination – time for dreaming but also time for focusing

Memories - of past successes and failures – what went well, what not

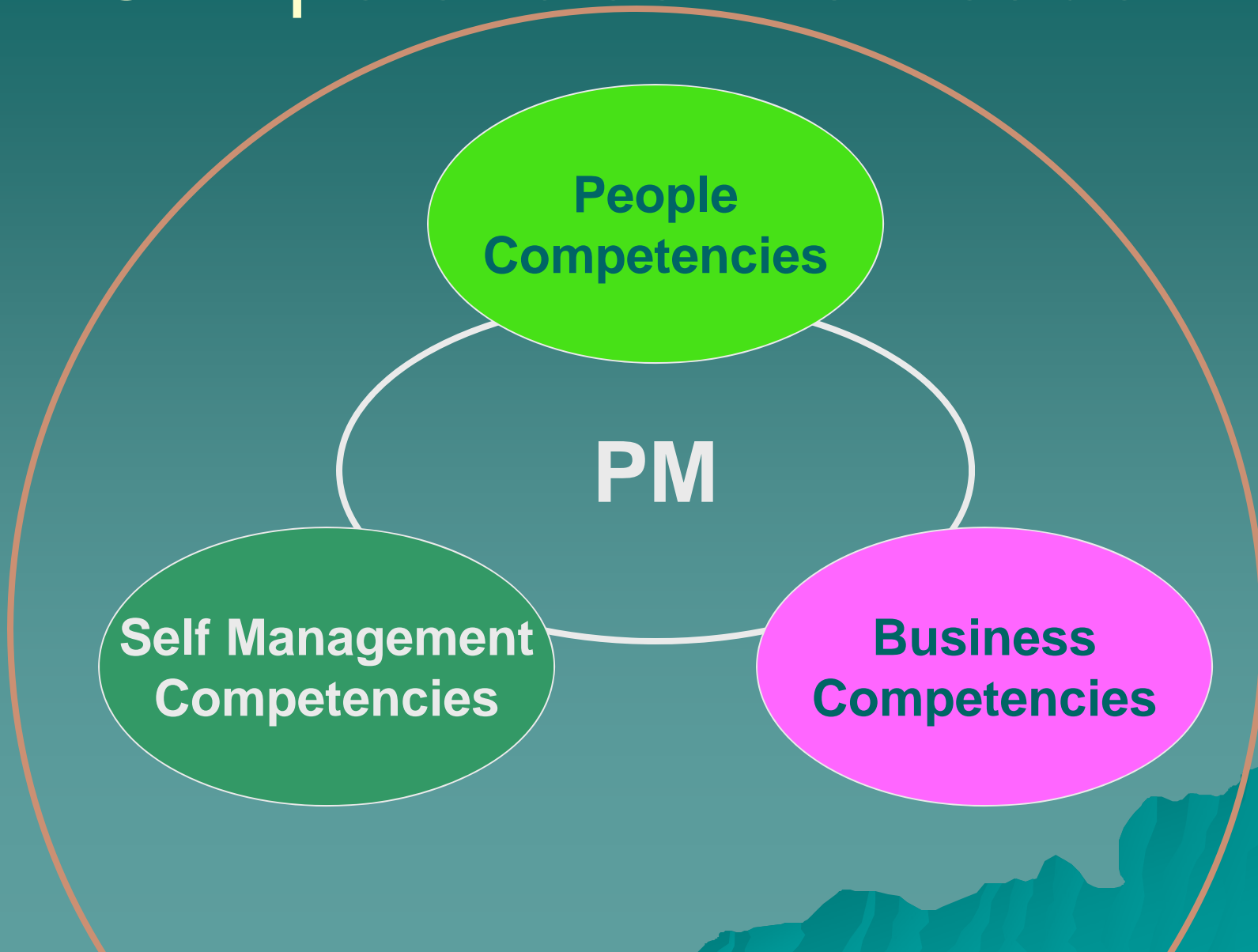
Empathy – to gain the support of others

Appreciation – acknowledge others, they will reciprocate

Learning Objectives

- ◆ Self Evaluation.
- ◆ Leadership Competencies.
- ◆ Teamwork.
- ◆ Communication.

Competencies of a Leader



People Competencies

- ◆ Establishing Focus, Setting out Goals.
- ◆ Providing Motivational Support.
- ◆ Supporting and Enhancing Teamwork.
- ◆ Empowering Others.
- ◆ Managing Change.
- ◆ Developing Others.
- ◆ Managing Performance.
- ◆ Communicating.
- ◆ Interpersonal Awareness.
- ◆ Influencing Others.
- ◆ Building Collaborative Relationships.
- ◆ Customer Orientation.

Self-Management Competencies

- ◆ Self Confidence.
- ◆ Stress Management.
- ◆ Self Control.
- ◆ Personal Credibility.
- ◆ Flexibility.

Why are People Skills Important?

“We are in the realm of the invisible. We have to manage what we can’t see. We are in a knowledge economy, but some of our attitudes and methods may still be stuck in the industrial era. Our core assets are not in buildings and machinery, but in the intelligence, skills, experience and commitment of employees, who are all knowledge workers.”

Why are People Skills Important?

We provide design solutions,

Knowledge based activities

Individuals > Teamwork > Clients

People management vs Process management



The Project Manager as Leader

- ◆ Leadership through empowerment by a group
- ◆ or through delegation.



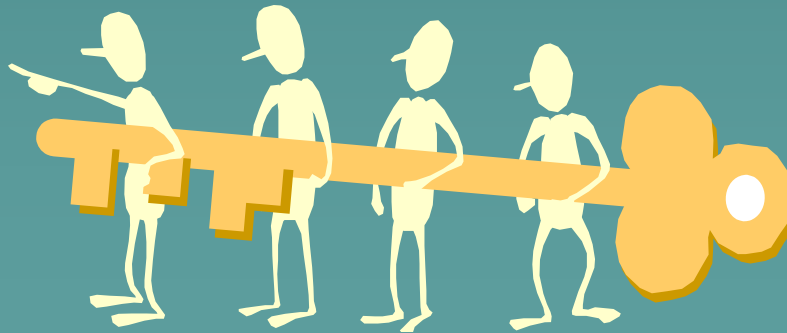
Project Manager as Leader - be a Role Model

Lead by example – model the behavior you expect from your team.

- ◆ The Tardiness Taboo
Show respect for others. Don't be late. Ever.
- ◆ Appearances
Look sharp, slightly more formal than people you're meeting,
- ◆ Presenting Yourself
Make eye contact with all present, judge situation,
- ◆ Making Connections
Introducing others is good form, follow protocol,
- ◆ Business at Hand
Get business items started the most effective way,

Leading a Project Team

- ◆ **Task** - Getting the job done,
- ◆ **Process** - How group acts as a unit,
- ◆ **Synergy** - Group exceeds capacity of sum of individuals,



Leading a Project Team

- ◆ Support and enhance teamwork.
- ◆ Offer coaching and mentoring opportunities.
- ◆ Understand the people you lead.
 - Interpersonal awareness of diversity on your team. (age, gender, culture)
- ◆ Provide Motivation.
- ◆ Effective Communication.

Mentoring / Coaching

- ◆ The role of mentoring in project teams.
- ◆ The PM can play the role of mentor.
- ◆ The PM can enhance results and team **satisfaction** in proven steps.

Interest – Suggestions – Feedback – Motivation

Understanding the People You Lead

Be aware of the diversity of the individuals on your team.

- ◆ Cultural
- ◆ Gender
- ◆ Age

Diversity

- ◆ Work well with people having different ethnic, social, or educational backgrounds.
- ◆ Grow professionally by learning to understand the concerns and perspectives of others.
- ◆ Base impressions on a person's behavior, not stereotypes.
- ◆ Understand own culture and those of others and how they differ.
- ◆ Respectfully help people to succeed.

Individuals

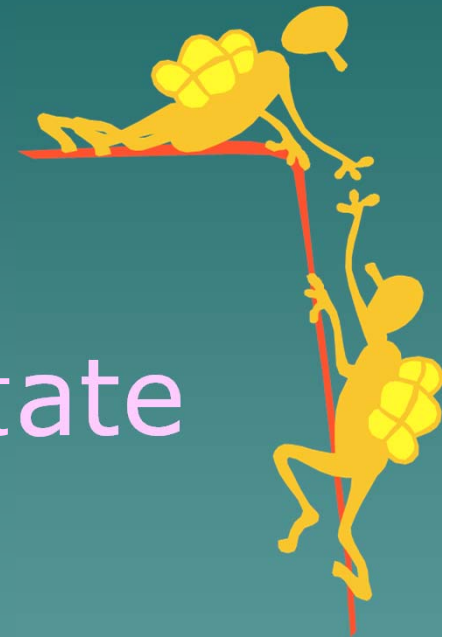
- ◆ Respecting the Role and the Person.
- ◆ Respecting Talent and Skill.
- ◆ Respecting Viewpoints.
- ◆ Replace *Labeling & Stereotyping* with *Listening & Problem Solving*.

Age - the "Generation Gap"

- Be aware of the age diversity in your team. Not all motivational factors apply to all age.
 - **Traditionalists**, born before 1946,
Generation X, born 1966 – 1981, and
Nexters, born after 1982.
- We may have two or more generations on the same job.
- Be aware of knowledge and experience, but also tap the fresher training and comfort with technology.
- Younger staff are looking for more flexibility and recognition.

Working Together

- Engage with People.
- Assist and Mentor, facilitate training.
- Recognize talent and results.



Motivation - a Tall Order

In our knowledge environment, the team is a group of professionals who are not simply there to follow orders, but must be intelligently motivated, feel part of the project and want you and all the team members to succeed.

That is a tall order.

Understanding Motivation

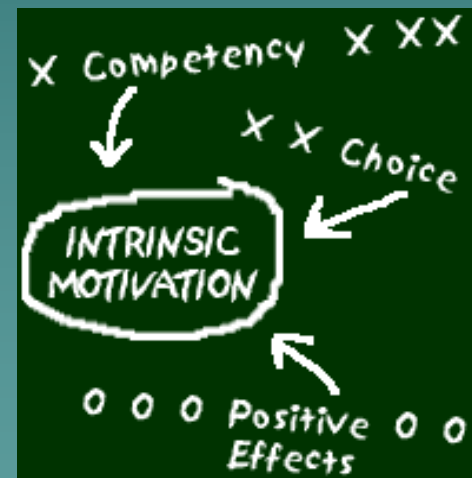
Maslow and Herzberg

MOTIVATION

Extrinsic Motivation



Intrinsic Motivation



Some Important Motivators

Herzberg's Model:

Maintenance Factors

Dissatisfiers (if absent)

Supervision

Personal Growth

Job Security

Recognition

Company Policy

Achievement

Employee Relations

Pay (Dual Factor)



Motivating Factors

Satisfiers

Autonomy

Responsibility

Job Enrichment Opportunities

Sense of Participation

Pay (Dual Factor)

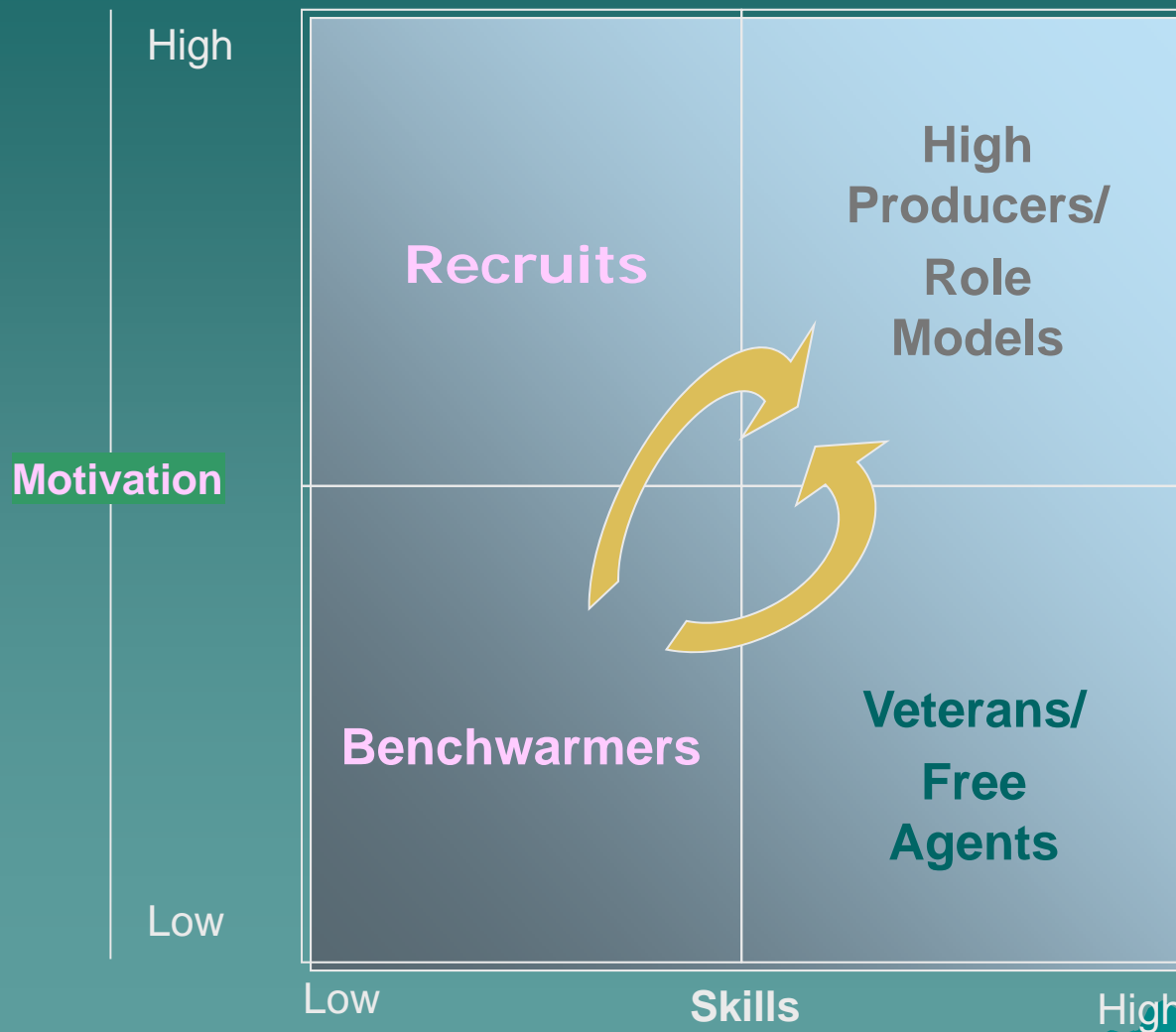
Progression Systems (Moving up the Ladder)

Suggestion Systems (Using Employees' Ideas)

Lateral Movement

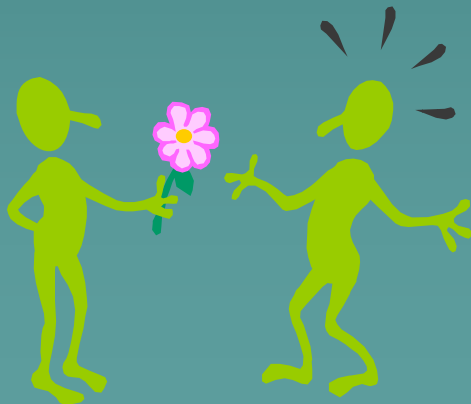


Assessing Your Team Members



Effective Communication for Project Leaders and Managers

- ◆ What is communication?
- ◆ Giving and Receiving Feedback.
- ◆ Providing Recognition.



What is Communication?

Research in Communications:

“Engineers and chartered accountants lag behind many of their foreign counterparts when it comes to the essential soft skills”.

Communications skills are not necessarily the top skills of technical people.

Studies show that about 70% of engineers, scientific technologists, accountants and computer workers are introverts.

Effective Communication

1. Respect others.
2. Listen.
3. Think before responding.
4. Avoid malicious gossip.
5. Use appropriate speaking style; body language.
6. Be assertive.
7. Recognize and respect differences.
8. Give praise. Praise in Public, correct in Private!!
9. Offer constructive comment.
10. Keep information flowing.
11. Avoid e-mail when voice can do it better.

What is Feedback?

- ◆ Feedback is simply the sharing of observations about job performance or work-related behaviors.
- ◆ Feedback should encourage the recipient to move forward by learning, growing, and changing in a positive direction.
- ◆ Feedback is a two-way street.
- ◆ Cushion



Feedback - Why is it Important?

When you give constructive feedback to others, you:

- ◆ Reinforce or encourage a more effective way of working.
- ◆ Redirect a behavior or point out a more productive path of action.
- ◆ Help the recipient to prepare for better performance.
- ◆ Contribute to learning and developing of the recipient.

When others give you honest feedback, you can improve:

- ◆ Relationships.
- ◆ Work Process.
- ◆ Results.
- ◆ Awareness.

How to Give Feedback

1. Plan

Identify the issue, the impact, and performance objectives. Collect all the details you need.

2. Be direct, upbeat, and non-judgmental.

Describe behavior and its impact on you and others.

3. Let the other person respond and listen actively to response. Confirm understanding of behavior and impact. Be open to new information.

4. Focus on a solution - make a suggestion or request and then check for understanding. Work out something that meets both your needs.

5. Check for agreement/commitment on next steps.

6. Do not do it when angry, emotional, subjective, no venue

How to Receive Feedback

- **Plan** how you will be open to the feedback.
- **Stay open** to information given.
- **Clarify** the context from your perspective.
- **Learn** from, and decide on validity of feedback.
- **Consider options** for responding, then decide on an action.
- **Describe** your commitment and time frame. Include the reasoning behind what you believe you cannot accomplish.
- **Thank** the other person for the feedback, and ask for his or her support in helping you achieve the goal.

How to Give and Receive Feedback - Exercise

Exercise

- ◆ Break into groups of three.
- ◆ Make notes in preparation, think of a situation where you would need to give feedback to an employee.
- ◆ One give the feedback, one receives, one observes.

Feedback matrix re subject: Exercise

Providing Recognition

- ◆ Research confirms the energizing power of recognition.
- ◆ Recognition is a huge contributor to increased levels of morale and self-motivation.
- ◆ Studies show that lack of recognition is one of the single biggest reasons why people leave an organization to work elsewhere.
- ◆ BUT – Praise in public, chide in private!!

Recognition - Do's

- ◆ Do it now.
- ◆ Make it public.
- ◆ Be specific.
- ◆ Make a big deal out of it.
- ◆ Consider the receiver.
- ◆ Do it often.
- ◆ Do it evenly.
- ◆ Be sincere.

Recognition - Don'ts

Problems when providing recognition:

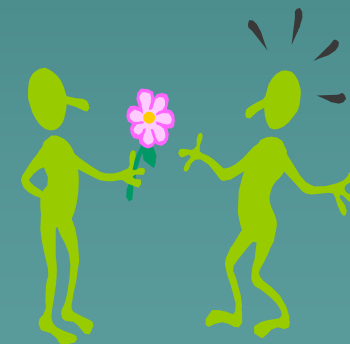
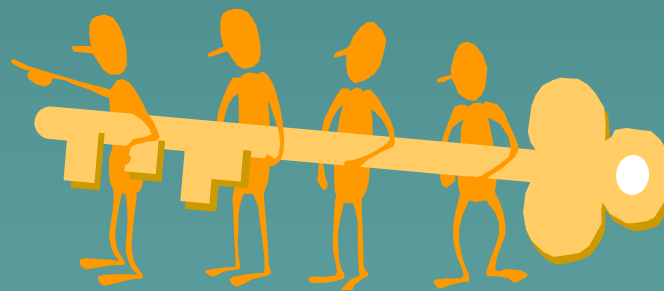
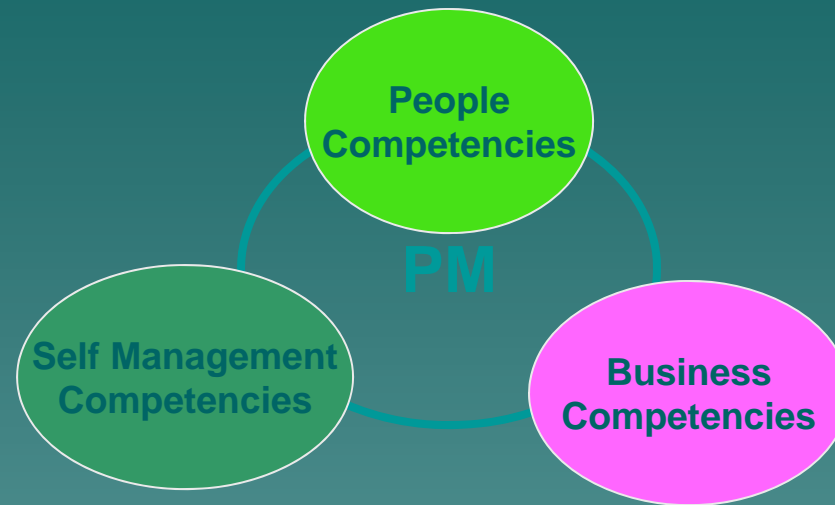
- ◆ Obvious flattery or exaggerated praise
- ◆ A prelude or "cushion" to criticism.
- ◆ Paternalistic tone.
- ◆ Not timely. (e.g., weeks or months after the event)
- ◆ Focuses primarily on top performers, excluding others.
- ◆ Impersonal, phrased in generalities and platitudes.

Negotiation

- **Listen** to and understand the other party's position.
- Identify **common goals** among different parties in conflict.
- Clearly present the **facts** and arguments of your position.
- Create possible ways to **resolve** conflict; make reasonable compromises.



What We Discussed



References and Self Help - Go Beyond...

Your HR department can help with
"People"...

Books on leadership can stimulate your
thinking.

Visit local bookstore, library, or online;
check out the Management/Business
section and the Self Help/Psychology
section.

Or visit the Net... allpm.com or pmi.org



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Remember: “We are in the realm of the invisible. We have to manage what we can’t see. We are in a knowledge economy, but some of our attitudes and methods may still be stuck in the industrial era. Our core assets are not in buildings and machinery, but in the intelligence, skills, experience and commitment of employees, who are all knowledge workers.”

As leaders lead by example to earn respect and inspire.

Thank You!

Other training by DFS covers marketing, risk management, contracts, project management, financial management and HR.

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DFS training is flexible and can be designed for an industry gathering or an individual firm. It can address principals as well as intermediate and junior professionals. Training can vary from lectures to workshops to coaching. An in-depth interview will pin-point the issues facing you and your team.

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