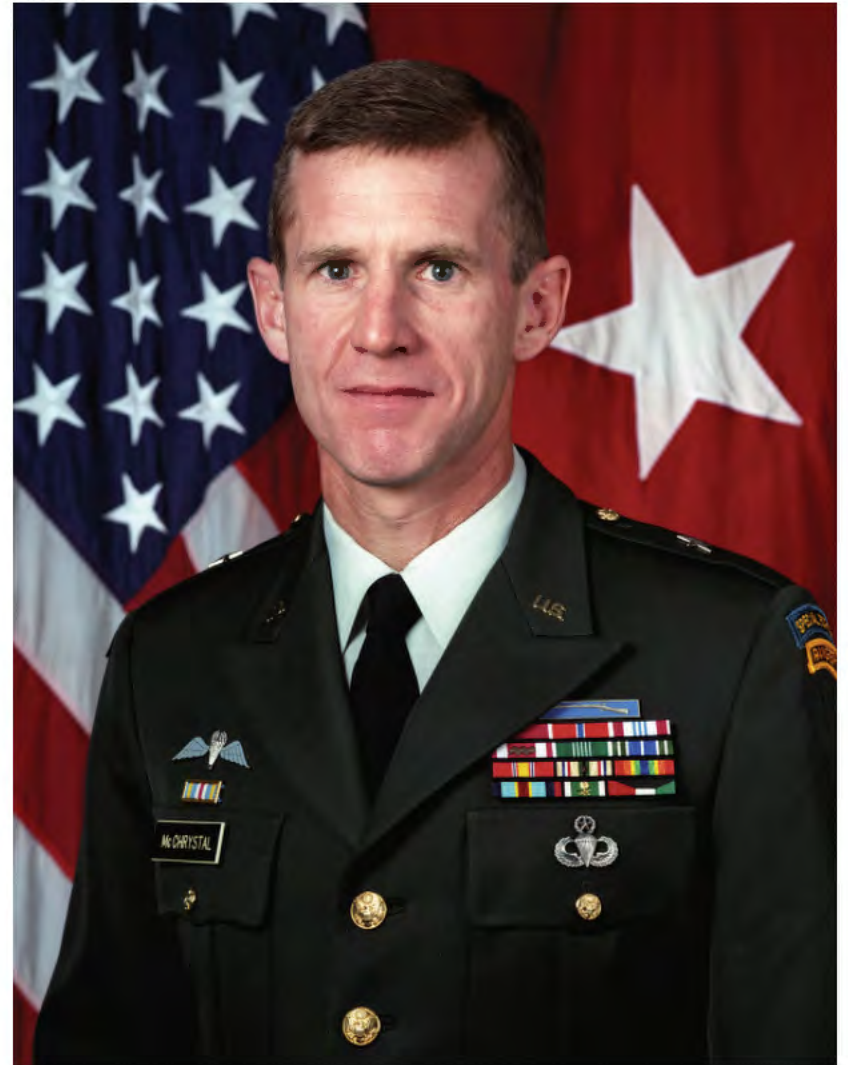# PMI Pikes Peak Chapter Strategies for the Agile Leader

Jim Emerick

13 June 2019

Introduction | Iraq 2004

- **Stanley McChrystal**

- **Job Competence**

- **Industry Knowledge**

- **Leading Change**

- **Execution**

Do you consider yourself highly competent within your current industry?

Leadership Competencies

- **Airline Crews Structured as a Command**

- **United Flight 173 | 28 Dec 1978**

- **Story | Outcome**

Source: https://en.wikipedia.org/wiki/United_Airlines_Flight_173

Pikes Peak Regional Chapter

Leadership Characteristics

- **Airline Crews Structured as a Team**

- **US Airways Flight 1549 | 15 January 2009**

- **Story | Outcome**

Frederick Winslow Taylor

"[A laborer] shall be so stupid and so phlegmatic that he more nearly resembles in his mental make-up the ox than any other type… the workman who is best suited to handling pig iron is unable to understand the real science of doing this class of work. He is so stupid that the word "percentage" has no meaning to him, and he must consequently be trained by a man more intelligent than himself into the habit of working in accordance with the laws of science before he can be successful."

Have you ever felt members of other teams you work with just don't understand what your team's role is?

Individual Teams | Jerks
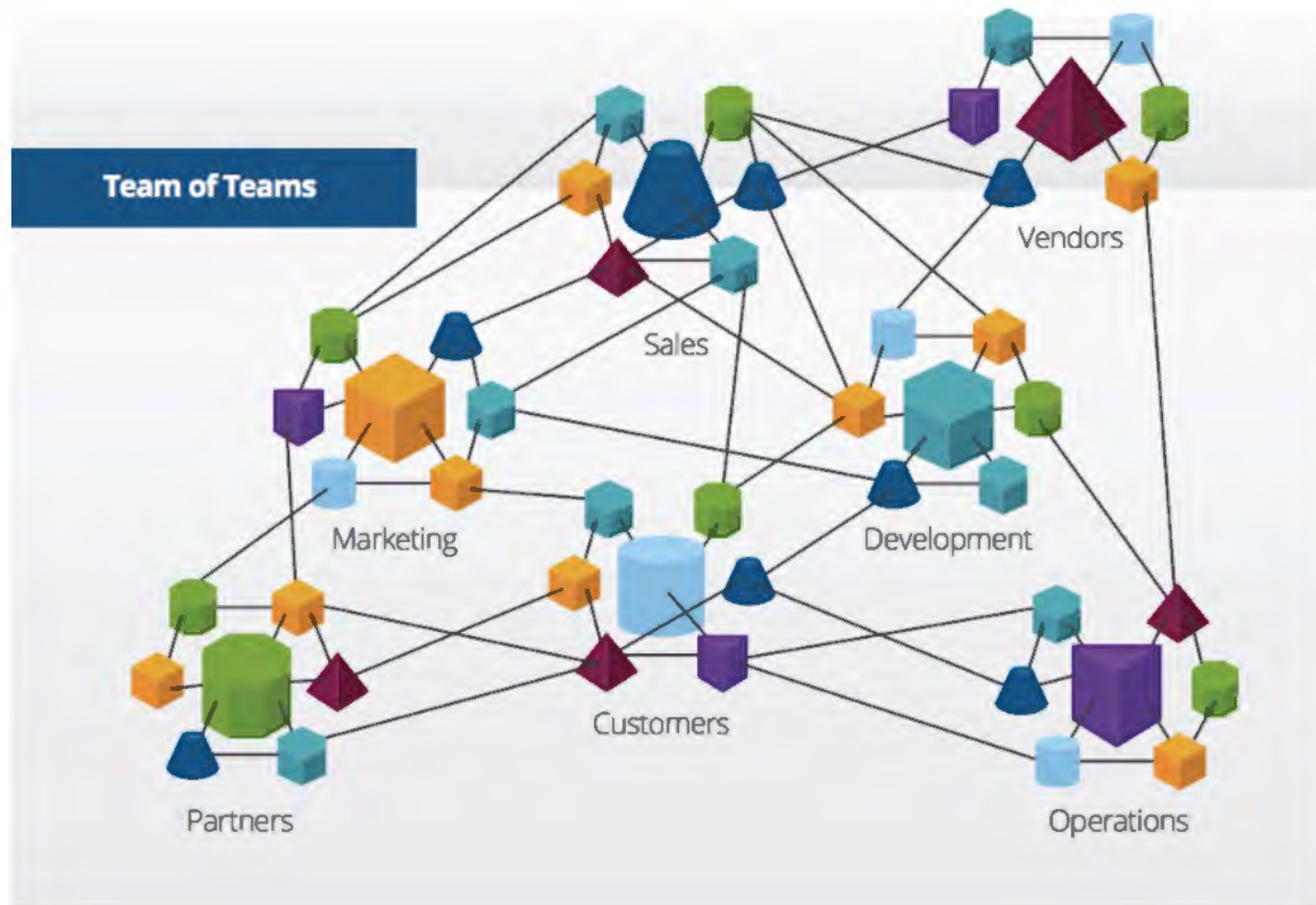

Navy Seals

Army Rangers

Delta Force

AF Special Ops

Pikes Peak Regional Chapter

Interconnected Team of Teams

Team of Teams

Vendors

Sales

Marketing

Development

Customers

Partners

Operations

When in the role as team leader, do you generally believe your experience and knowledge produce the best decisions for the group?

Decision Making

- **Terrorist Spotted**

- **Decision Making Needed**

- **Story | Outcome**

Be a Gardener

- **Create a Nurturing Environment**

- **Allow Growth**

- **Story | Outcome**

Pikes Peak Regional Chapter

Evaluation | 360 Example

Competencies

Vision and Strategy

Job Competence

Industry Knowledge

Communication Skills

Leading Change

Execution

Characteristics

Leadership Image

Develop a Following

Judgement/Decision Making

Personal Ethics

Coaching/Mentoring

Building Teams

Leadership Growth

Numbers to Think About

95%+

5%

25,000

33

42

5,000

87%

17%

19.2%

32.7%

Engaged leaders increase operating income…

Focus | People or Results?

Leaders who focus on social skills, or people, are viewed as great leaders:

12% of the time

Leaders who focus on results are viewed as great leaders:

14% of the time

Leaders who focus on people and results are viewed as great leaders:

72% of the time

Focus | People or Results?

Less than one percent of leaders focus on both people and results.

Imagine the multiplier effect possible when focusing on people as much as results.

Leadership Philosophy

What Does Leadership Mean to Me?

Describe what leadership means to you
written in third person.

Operating Principles

Description of how you will carry out your duties.

Expectations

What you expect of others and what they can
expect of you.

McChrystal's Leadership Philosophy

What Does Leadership Mean to Me?

Be a gardener.

Operating Principles

"Small things in a complex system may have no effect or a massive one, and it is virtually impossible to know which one will turn out to be the case."

Expectations

"We just needed every member of the Task Force to know someone on every team."

Your Leadership Philosophy

What Does Leadership Mean to Me?

Describe what leadership means to you written in third person.

Personal Values

What you believe in; such as honesty, commitment, respect for others

Operating Principles

Description of how you will carry out your duties.

Expectations

What you expect of others and what they can expect of you.

Non-negotiables

What you will demand and what you will not tolerate.

Priorities

What's important, and in what order.

Personal Idiosyncrasies

Your peculiar likes or pet peeves.

Commitment

Your willingness for feedback.

Break

Leadership Toolbox for the Project Manager

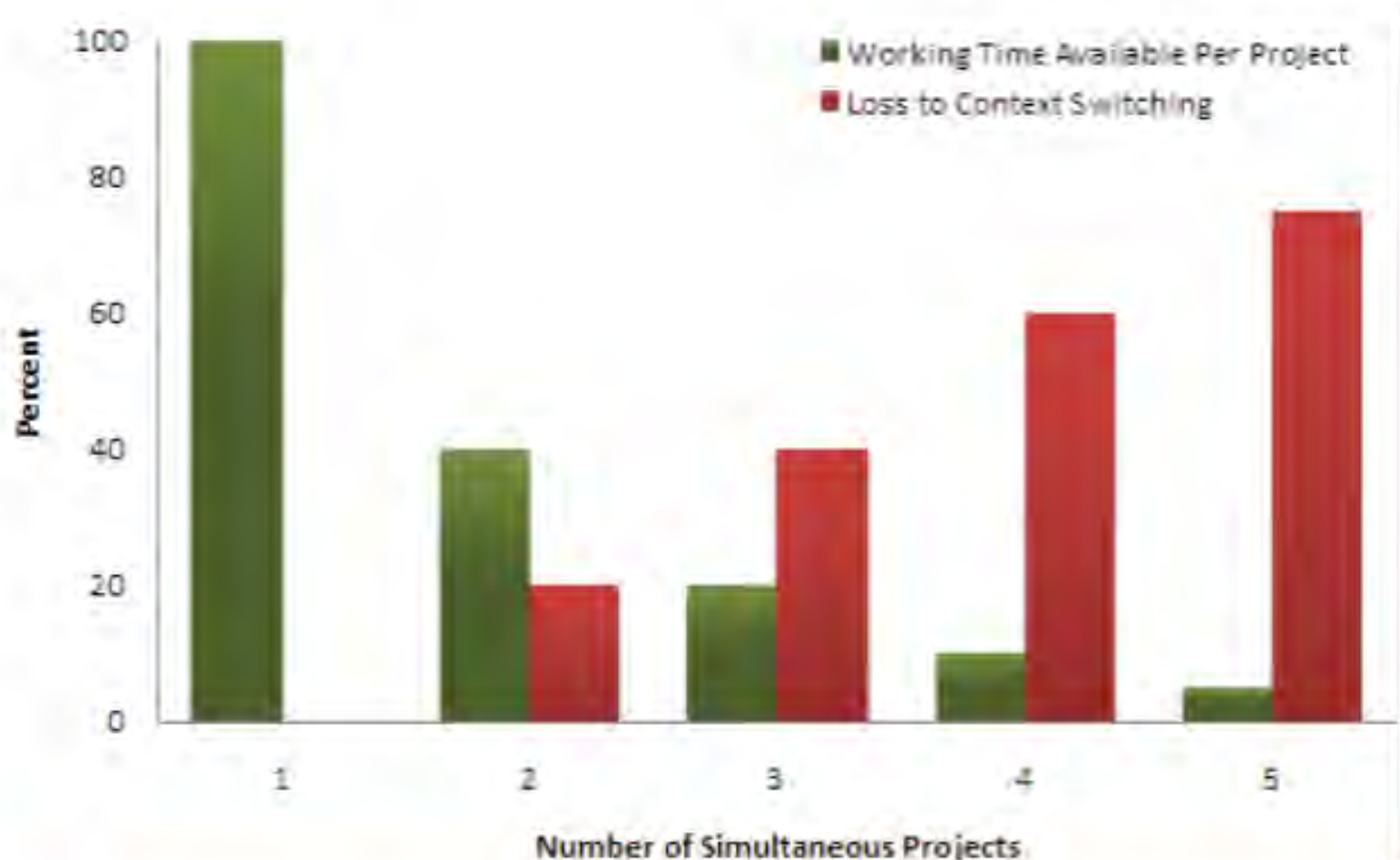## Jim Emerick

13 June 2019

Agenda

- **Introductory Comments**

- **Multitasking Exercise**

- **Team Discussion**

- **Clarity of Intentions and Energy**

- **Team Discussion**

- **Brief-Back Exercise**

- **Team Discussion/Journaling**

- **Adjourn**

Multitasking Exercise

Perform exercise in pairs (performer and timer). Record and discuss results.

Context Switching | Exercise

Pikes Peak Regional Chapter

Clarity of Intentions and Energy

- **Information sharing**

- **Requests**

- **Promises**

- **Sharing of oneself**

- **Debating, decision-making, or point-proving**

Only two communication types drive results

Brief-Back Exercise

Brief-Back Exercise

1. Pair up with a partner.

2. "A's" you have two minutes to communicate the message to "B" and initiate a "brief-back" to check interpretation matches intent.

3. Debrief with each other how the communication and brief-back worked.

4. Switch roles and repeat the exercise.

Discussion/Journaling

Follow Jim

www.academyleadership.com/Emerick/

www.linkedin.com/in/jimemerick/

www.choinque.com

@choinque

choinquecast

Register for the next
Leadership Excellence Course
USAF Academy 15-17 October 2019
Use discount code PMICOSPR

Pikes Peak Regional Chapter