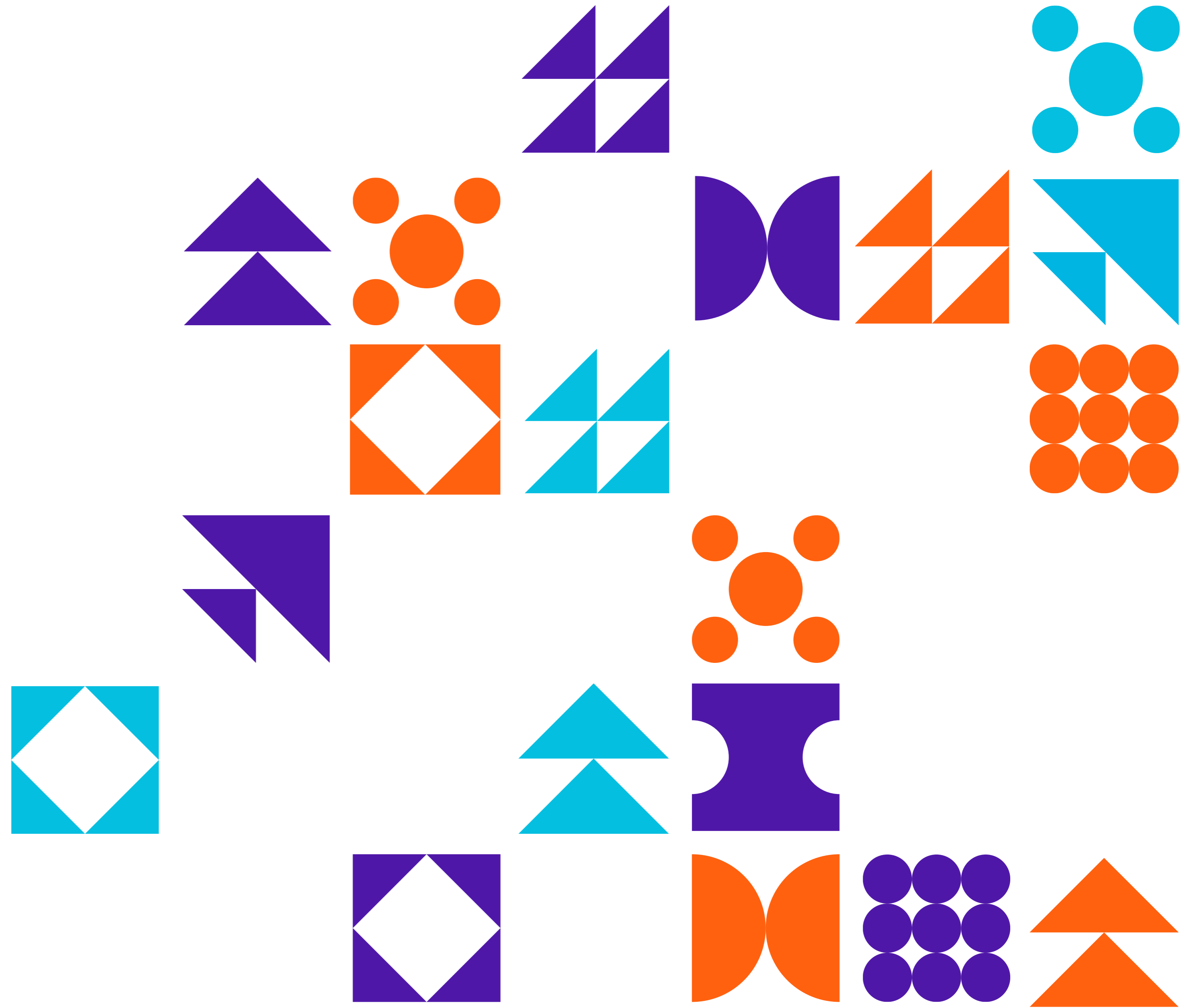


WELCOME!

Christchurch Branch

JUNE CHAPTER EVENT

1. Networking
2. Authentic Leadership – Mike Roberts
3. PMI Global Volunteers Summit – Prawindra Mukhia





Authentic Leadership

Be yourself...or if that doesn't work, be the person your team needs you to be!

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Power your project

DELIVERY | CONSULTING | TRAINING

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Our Training Services



Tailored Training

Custom built training and content, targeted for your organisation.



Mentoring and Coaching

Personal professional development

Fundamentals Courses
Global **PMI** and **PeopleCert** Certifications
(PMP/CAPM/PMI-ACP/Disciplined Agile/PRINCE2)
Governance/Sponsorship
Change Management

Chapter Partners



Mike Roberts

- PMP[®], CAPM[®], PMI-ACP[®], BICT, GDipPM
- Experience – Teaching and Practicing
- Volunteering
- Personal Interests
- Family
- Contact me:
 - mike@millpond.co.nz
 - [linkedin.com/in/mikeroberts/](https://www.linkedin.com/in/mikeroberts/)
 - +64 27 365 7550



What role do you play?



Leader/Manager?

What could you do differently?

Team Member?

Is there an opportunity for you to lead up?



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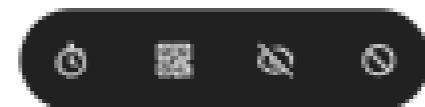
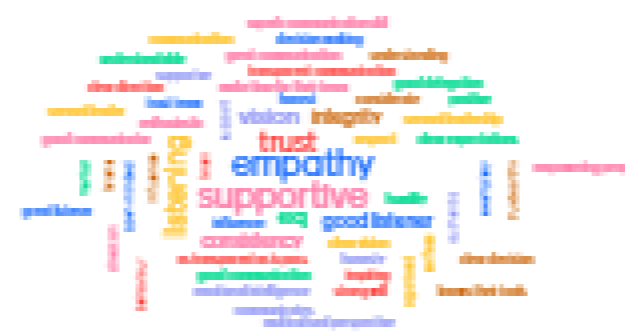
Authentic Leadership

How can we influence the direction and handling of conflict through good project leadership?


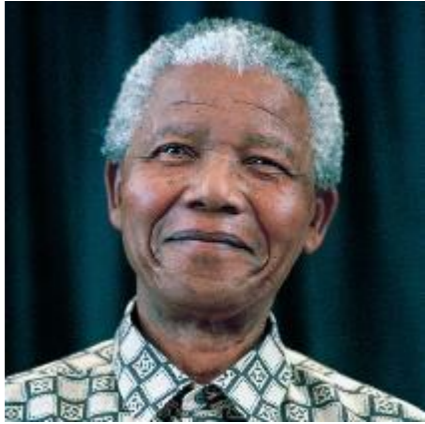




Join at menti.com use code 1812 7355



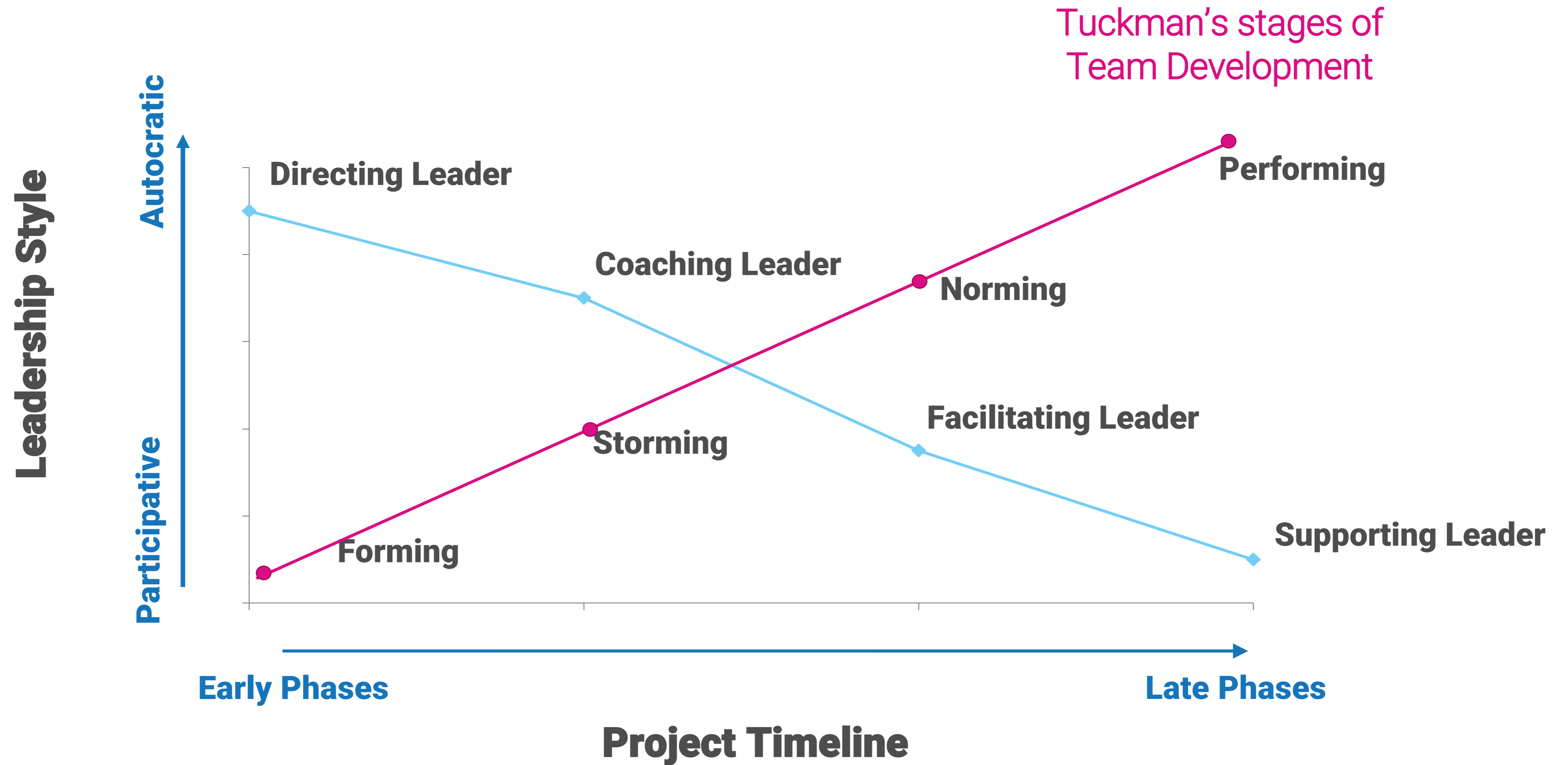
What makes for a great leader?
83 answers



Leadership styles

Autocratic	Makes decisions for the team Command and control		Martha Stewart
Democratic	Team makes the decisions Collaborative		Nelson Mandela
Transformational	Inspirational Creativity and innovation		Elon Musk
Servant	Support and empowers the team Team needs first		Susan Wojcicki
Laissez-Faire	Minimal guidance/direction Hand off - trust of the team		Warren Buffet
Transactional	Clear targets Reward or punishment		Howard Schultz

Leadership styles





Authentic Leadership

“Be yourself, everyone else is already taken.”

- Oscar Wilde

Authentic leadership is not a specific leadership style, but rather a set of characteristics and behaviors that can be applied to any leadership style.

It emphasizes the leader's **transparent personality, ethics, and values**.

Authentic leaders;

- are self-aware
- are genuine,
- are dependable
- inspire commitment and loyalty

Why is it important?

Open communication with and feedback from the team.



Team members feel comfortable expressing their ideas and opinions.



Leader behaviours do not deviate from what the team expect from them.



Enhances engagement and builds trust.



Leading to more (+20%) efficient teams.

Authentic Leadership is the single strongest predictor of an employee's job satisfaction, organizational commitment, and workplace happiness.

- Leadership & Organization Development Journal 27 (2006)

When things don't go well,
being an Authentic Leader will set you up with a
good strong relationship
as a foundation to work from.



How do I become an Authentic Leader?

The bad news:

- It takes time and is an ongoing process that requires continuous reflection, self-awareness, and a commitment to growth.

The good news:

- It's a simple 4 step process!

Step 1:
Get to know
yourself

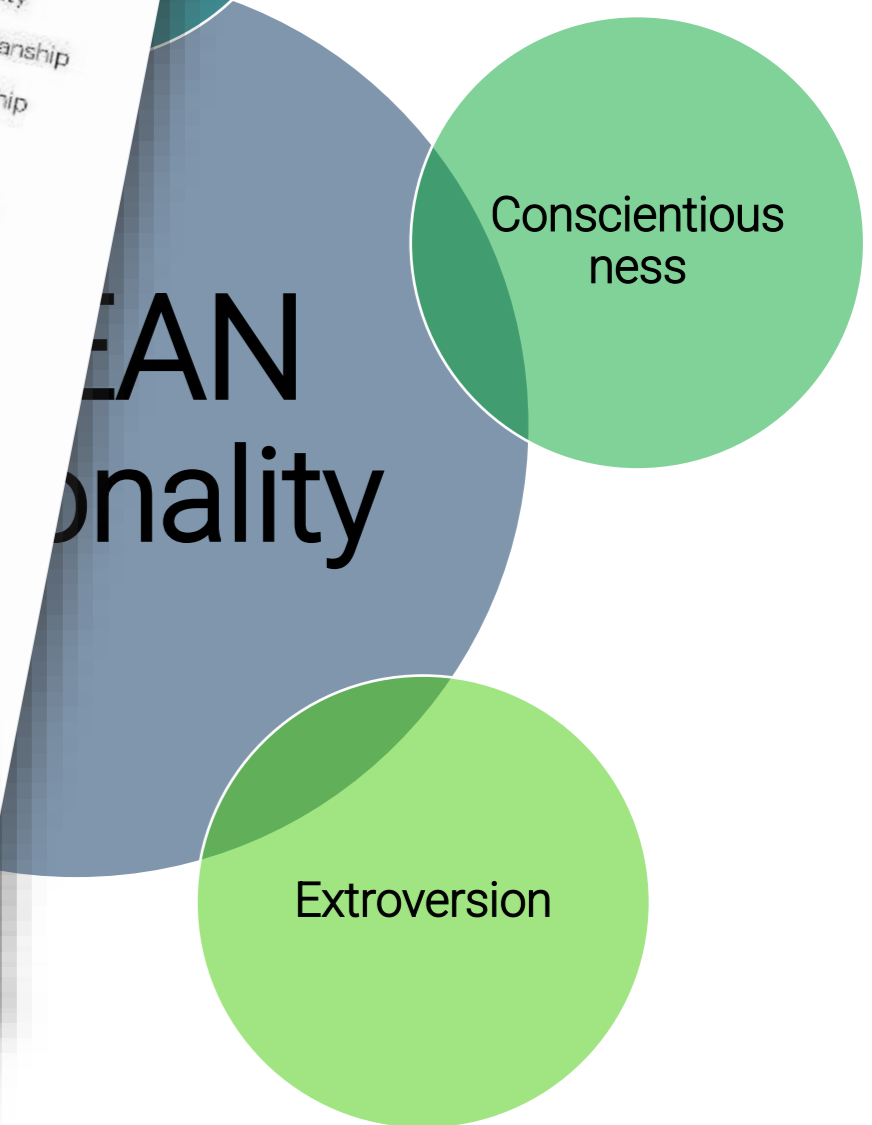
Step 2:
Live your values

Step 3:
Build strong
relationships

Step 4:
Continuous
learning and
growth

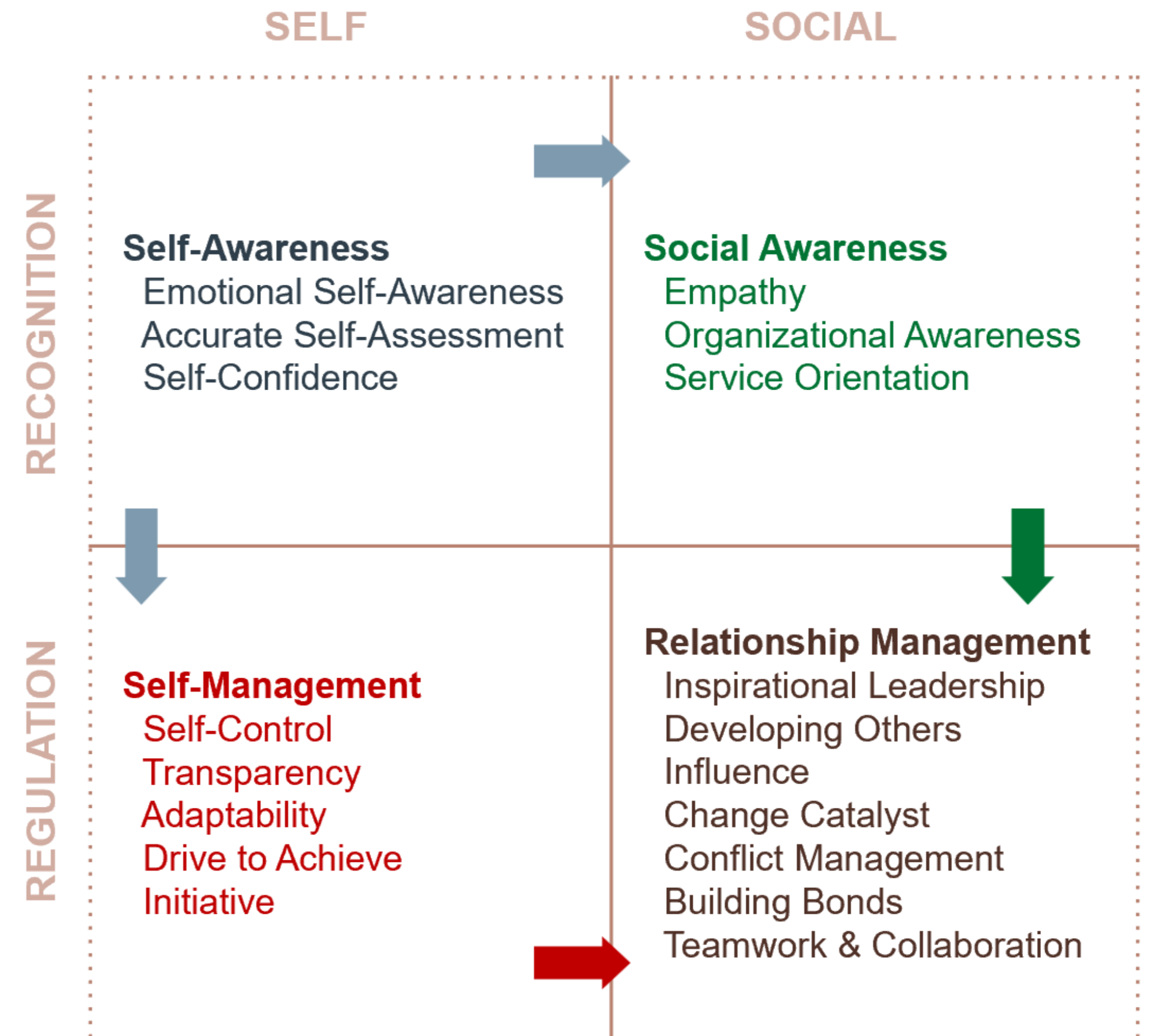
Step 1: Take a step back and get to know yourself.

- **Personality Profile**
 - Understand your strengths and weaknesses
- **Personal Values Assessment**
 - what resonates with you?
- **Ask colleagues for feedback**
 - how are you perceived?



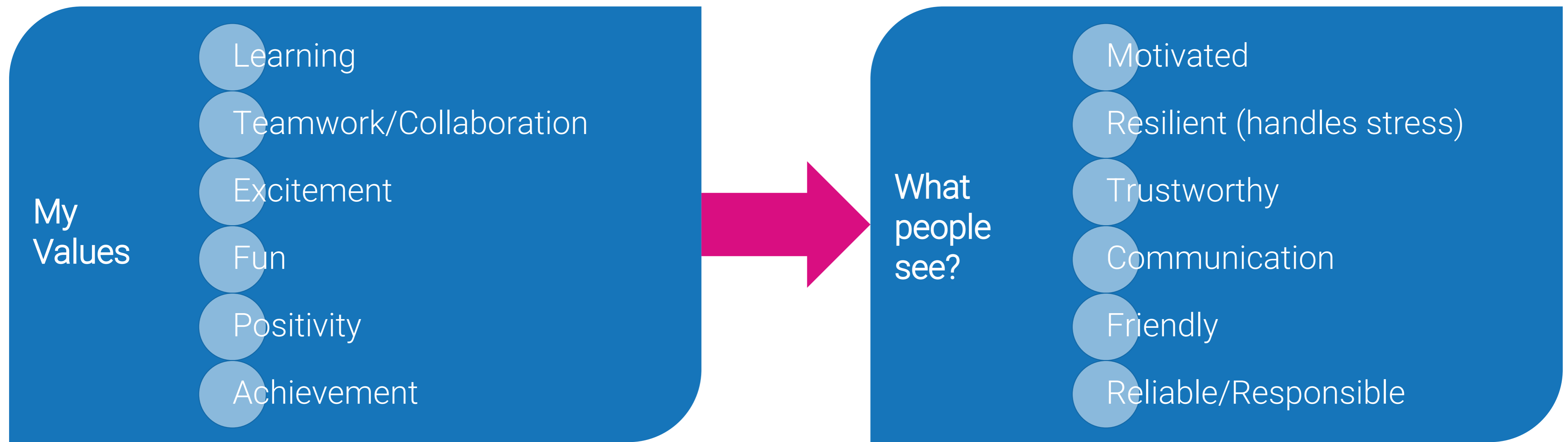
Step 1: Take a step back and get to know yourself.

- **What is your Emotional Intelligence (EQ) like?**
- **Free Test**
 - Global Leadership Foundation
- **You may need to work on this if you;**
 - have low confidence
 - are easily intimidated
 - are quick to get frustrated
 - let your emotions drive your actions
 - act before understanding



Step 2: Live your values

- **Align your actions and behaviour with your values.**
- **Observe yourself;**
 - Will be easier in a 'safe' environment.
 - Can be challenging in difficult/stressful situations.

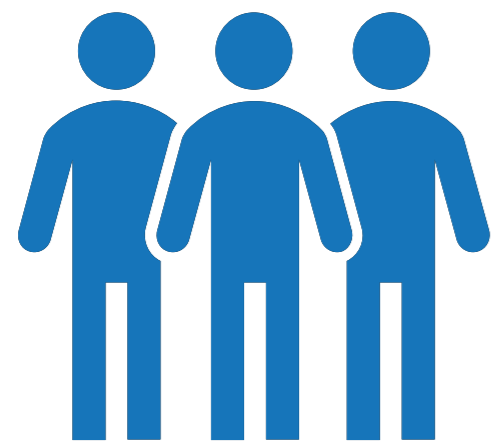


Step 3: Build strong relationships

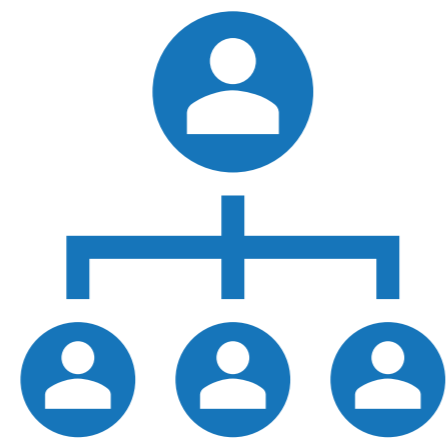
- **Leadership** needs **Trust**.
- Trust can't be dictated. It has to be built.
- Invest time in building meaningful relationships with those around you (Stakeholder Engagement 101?)

“Good leaders are people who are trusted by followers.”

- Colin Powell



Team



Management



Wider
Stakeholder
Community

Join at menti.com use code 1812 7355

 Mentimeter

How do you build trust with your colleagues, team, or manager?

▶ Start Mentimeter

25 Answers

Press **ENTER** to show answers

17


Step 3: Build strong relationships

*“What do **you** need from **me** as part of **your** role in delivering this project?”*

*“What do **I** need from **you** as part of **my** role in delivering this project?”*

If you give people what they want (or expect) then they will value you.
So you need to find out what this is.



Step 3: Build strong relationships

- Understand people's motivations?

- What do you want to happen?
- What does success look like?
- What frustrates you?
- What are you concerned about?

“Golive before the new season launch”

“We need to get the CFO on board”

“I’m worried about the risk to sales forecasts”

“Things are never done properly, I always have to clean up the mess”

- Be Human

- Celebrate the wins
- Don't pretend to know everything
- Share personal stories
- Let people know when you've made a mistake

“I don't want to keep working these long hours”

“We need to ensure our system is secure at all costs – we can't afford a breach”

- Socialise

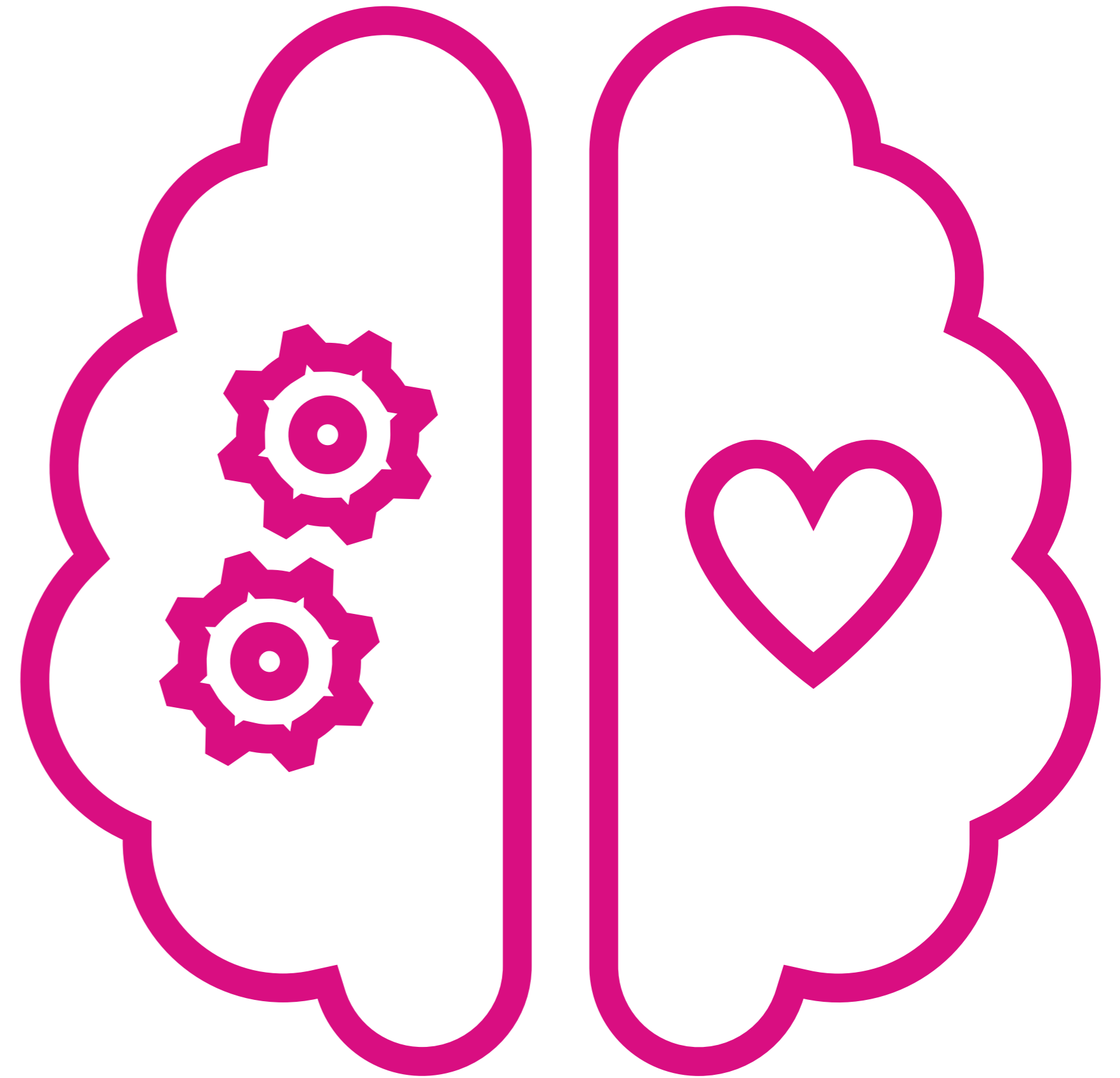
- ...you don't have to be besties

“How will we ensure a strong supply of materials”

Step 3: Build strong relationships

Don't be afraid to voice/verbalise your thoughts and emotions.

- Explain your thought process/logic/math.
- Let people know what you feel,
 - Use “I” messages;
 - “I feel frustrated as well, it just doesn't make sense”
 - “I'm struggling to work out a solution here, can you help me?”
 - “I need your help to make this problem go away”



Step 3: Build strong relationships

Channel your inner **Servant Leader**...

- Delegate/Share power and control
 - Builds a stronger and more collaborative team culture.
- Practice Active Listening
 - Encourage others to share ideas first.
 - Listen first, ask/share second. You learn more when others speak than when you speak yourself.
 - Don't talk over people.
- Remove roadblocks
 - People like people who make things easier/better for them.



Step 4: Continuous learning and growth

Its an ongoing exercise – *like most things!*

- Look for new/difficult experiences and opportunities for learning.
- Check in as your project progresses – things can (and will) change!
 - The project may go off the rails.
 - People will join/leave the team.
- Be open to feedback and constructive criticism.
- Step back from the hustle-bustle of work and reflect;
 - Ask yourself “how did that go?”, “what was I feeling and how did I react?”
 - Look around you – do you have any leaders who inspire you? Ask yourself - why is that?



What makes an inauthentic leader?

Say one thing and do another

Won't admit when they are wrong

Cover up weaknesses

In a disagreement, they will come across as defensive

Claim other people's ideas as their own

Use their position as power

If we don't trust our leaders;

- We question their integrity
- Don't look for opportunities to go above and beyond
- More likely to assume the worst – negativity bias



<https://www.tsw.co.uk/blog/leadership-and-management/authentic-leadership/>



Applying Authentic Leadership

To some fairly (familiar?) difficult personalities and conflict that may occur.

The super serious Manager/Sponsor

Characteristics

- Is technically very competent.
- Always demanding actions/updates;
 - Always on your toes.
 - No pleasantries in emails.
- Rarely agrees with the team's views/approach;
 - Just get it done their way.
- Incapable of smiling;
 - May crack a joke, and expect you to laugh.
 - Then when you do laugh, you don't know if it was a joke or not??

Authentic Leadership Approach

- Find out what he/she wants from you.
- Give him/her the time to share his thoughts.
 - Ask questions, clarify your understanding.
- Explain what you/the team think are the risks.
 - Try avoid being the middle-person between them and the team.
- Share the details of the conversation with the team.

The perfectionist Lead Engineer

Characteristics

- Their ideas are usually right.
- Likes to be involved in all conversations.
- Gets to the point that nothing can happen within the project without involving this team member;
 - The team relies on them.
- Gets annoyed at suggestions that do not work or waste time.
- Openly voices frustration of management.

Authentic Leadership Approach

- Meet with them separately;
 - Ideally away from their desk/workplace.
- Acknowledge the issues they are raising. Clarify what you know.
- See what you can do to reduce some of the pain;
 - Allow extra time for resources to take on duties.
- Represent their views to management. Explain the frustration;
 - In an non-emotive way.

The SME who never has anything positive to say!

Characteristics

- Each interaction is usually an expression of negativity;
 - Raises valid points, but just not in the best way.
- Often appears stressed.
- Not familiar with the uncertainty of projects.
- Focused on the past, when things were stable.
- Never completes any of the assigned tasks on time.

Authentic Leadership Approach

- Setup regular calls with them and their team.
- Share the overall project vision, progress to date, and the immediate next steps.
- Acknowledge the current issues;
 - Ask them to prioritise.
- Understand what their key business milestones are;
 - What has to be operational by when.
 - Can you work on a backup/contingency plan?

The slightly sensitive Analyst

Characteristics

- Is/looks stressed.
- Doesn't contribute often, but when they do, there is good reason for it.
- Struggles with too many open tasks.
- Likes to have plenty of notice, plans clearly laid out.
- Delivers quality output, that you know you can rely on.

Authentic Leadership Approach

- Show heart/compassion.
- Check in frequently and find ways to support them.
- Share the plan – where to next?
 - Emphasise their workstream
- Recognise their efforts;
 - But ensure you work out how they would like to be recognized.

Advice from Christian Horner



“I’ve got to learn about this team, the people, understand its strengths and weaknesses and that is what I set about the next six months doing. Just looking and listening, talking to people, getting to know and understand the business.”

You’ve got to;

- Surround yourself with the **right people**
- **Empower** those people
- Be **clear on the objectives** and what the expectations are
- And try to **remove the obstacles** so they can do their jobs.

-Christian Horner



Be yourself...

or if that doesn't work, be the person your team needs you to be!

Thank you!



Any Questions?



Contact us:

- www.millpond.co.nz
- info@millpond.co.nz | mike@millpond.co.nz
- [linkedin.com/in/mikeroberts/](https://www.linkedin.com/in/mikeroberts/)
- +64 27 365 7550



2023 PMI Leadership Institute Global Volunteer Summit

14-17 March 2023 | Madrid, Spain



My discoveries:

1. We are not alone
2. There is a huge knowledge bank to share
3. Together we can drive the change

The 2023 PMI LI Global Volunteer Summit was attended in person by **170** global volunteer leaders, from **21** volunteer teams, representing **56** countries, including **48** new global volunteers!



Focused on:

- upskilling global volunteers with a **focus on future-thinking leadership development and culture-building,**
- sharing latest **PMI strategy and thought leadership updates,** and
- providing opportunities for networking and collaboration.



Together We Can

- Build personal relationships that last, not just connections
- Listen to understand, and find ways to collaborate on solutions
- Celebrate successes and learnings, so we can all grow and move forward faster
- Support those around us, knowing that we can only succeed if we all succeed
- Give freedom within a clear framework, offering meaningful empowerment
- Consider the impact of our actions on all members of the PMI community, and act to create the best overall outcome in service of our mission



Our new PMI Culture Values

MAKE IT EASY

We are easy to deal with.

When things slow us down, we find a better way.

We prioritize the impact that matters most and take the most direct route to it.

AIM HIGHER

We set the standard in top quality work to create the greatest impact for the PMI community.

We lead the way by thinking long-term and acting in the short-term.

We fearlessly take ownership of what we do, knowing every action counts.

BE WELCOMING

We create genuine belonging for all, because our differences make us stronger.

We act with humanity, showing care, empathy and respect for others' needs.

We assume good intent and seek to understand, not judge.

EMBRACE CURIOSITY

We are always seeking ways to better serve the PMI community.

We see challenges as opportunities to innovate, and take them.

We feel able to fail fast in order to get it right.

TOGETHER WE CAN

We build deep, trusting relationships that help us work towards our mission together.

We use our shared purpose to unite us as a community and drive us forward to create impact.

We act in alignment with our global goals, while being empowered to deliver locally.

Safe to Thrive:
Driving inclusion
through
intersectionality and
psychological safety

Use TERA to create safety

TEAM - We're in this together/same team

EXPECTATION - I'm here to support you

RANK - I'm going to coach you, not just tell you (questions to solicit your input)

AUTONOMY - Your views and goals are important

The Evolution of PMOs: Delivering Value through xMOs



- CENTRALIZED
- DECENTRALIZED
- PMO
- TMO
- EPMO



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The key takeaway:

Together we can make the difference