

# 21<sup>st</sup> Century Leadership of Global Project Teams

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# Welcome and Intro

What region do you live in?

Asia Pacific

EMEA

Latin America

North America



# Agenda

- Management vs. Leadership
- 18<sup>th</sup> Century Industrial Management
- Characteristics of Leaders
- 21<sup>st</sup> Century Leadership Model
- Leadership Tools
- Leading Edge Organizations
- Roadmap for Transformation

# Management vs. Leadership

**M** - My

**A** - Actions

**N** - Never

**A** - Actually

**G** - Generate

**E** - Enthusiastic

**R** - Response

**L** - Likeable

**E** - Energetic

**A** - Attitude

**D** - Deserving

**E** - Everyone's

**R** - Respect

*Franks Saladis 2006*

# 18<sup>th</sup> Century Industrial Management

- Manufacturing
- Labor Intensive
- Repeatable Processes
- Moving to Automation
- Quantity vs. Quality
- Little Regard for Individual Needs



# Characteristics of Leaders



What are they?

# Influential People in Your Life

- *Visionary*
- *Knowledge champion*
- *Holistic perspective*
- *Uses systematic processes*
- *Communicator*
- *Openness*
- *Innovator*
- *Encourages personal self development*
- *Beliefs*
- *Optimism*
- *Courage*
- *Teamwork*
- *Prepared*
- *Confident*
- *Passion*
- *Values*
- *Creativity*
- *Humility*

# 21<sup>st</sup> Century Leadership

- ★ Collaborative Influencing Relationship
- ★ Leader/Follower Interchangeable Roles
- ★ Desired Intended Change
- ★ Mutual Benefit and Purpose



# Leadership Tools

- Non-violent Communications
- Communities of Involvement
- Collaborative Inquiry
- Embracing Diversity



# Non-Violent Communications

- Observing the factors that are affecting our well being
- Relating our feelings to what we are observing
- Identifying the needs that are creating our feelings
- Requesting the concrete actions we require to enrich our lives

# Communities of Involvement

- Producing the engaged organization
- Widening the circle of involvement
- Connecting people to each other
- Creating communities for action
- Embracing democratic principles

# Collaborative Inquiry

- Forming collaborative inquiry groups
- Creating the conditions for learning
- Reflecting and then acting on the inquiry question in iterative cycles
- Making meaning by constructing group knowledge

# Embracing Diversity

- Respecting perspectives based on values and beliefs
- Recognizing language and communication styles
- Becoming culturally sensitized, aware and rich
- Recruiting and retaining of talent

# Dimensions of Great Places to Work

## TRUST

**Credibility:** Managers regularly communicate with employees about the company's direction and plans, and solicit their ideas

**Respect:** Fostering a spirit of collaboration across departments and creating a work environment that's safe and healthy, work life balance is a practice and not a slogan

**Fairness:** Economic success is shared equitably through compensation and benefit program everybody receives equitable opportunity for recognition

## WORKPLACE RELATIONSHIPS

**Pride:** Involvement of Employees in Corporate Social Responsibility

**Camaraderie:** Creating a Fun Place to Work

# Best EU Companies to Work For

## Small 50-500

- Reaktor Innovations
- Consol
- 4flow
- Piscines Idelaes
- &Samhound

## Large > 500

- Microsoft
- Google
- Cisco
- 3M
- Impuls Finanzmanagement

*Great Place to Work Institute 2008*

# Best North American Companies

## Canada

- DLGL Ltd
- Environics
- Nycomed
- iTRANS
- Softchoice

## United States

- Google
- Quicken Loans
- Wegmans Food
- Edward Jones
- Genentech

# Best Indian Companies



RMSI IT Consulting  
Marriott International  
Google  
Agilent Technologies  
Classics Stripes

# Best Japanese Companies

Microsoft

Sony Marketing

Morgan Stanley

Recruit Agent

Asahi Breweries



# Best Latin American Companies



Chemtech Brasil

Coca Cola de Chile

Kimberly Clark Ecuador

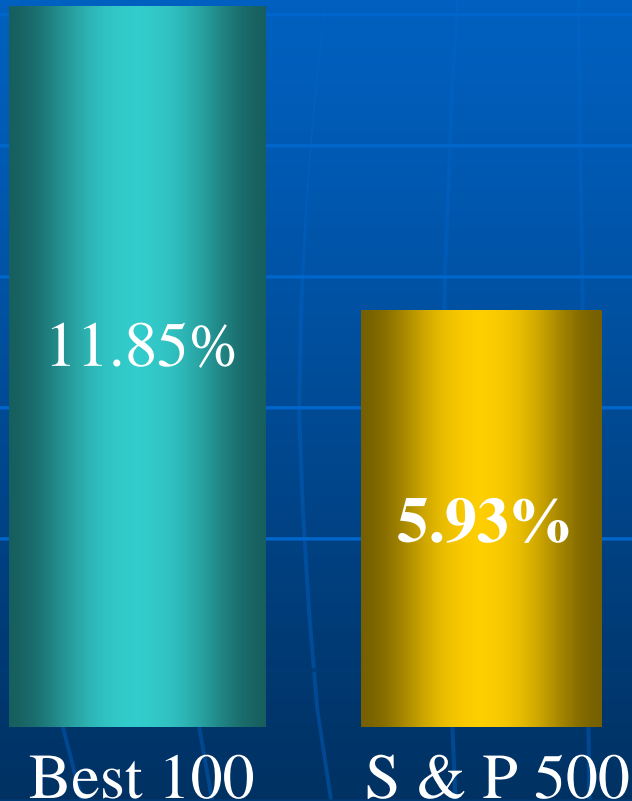
Transbank Chile

BancoEstado MicroEmpresas Chile

# Best Practices = Good Business

- Receive more qualified job applicants
- Experience lower levels of turnover
- Enjoy higher levels of customer satisfaction
- Foster great innovation, creativity and risk taking
- Benefit from higher productivity and profitability

# Best Practices = Good Business



**From 1998-2007**

The Best 100 companies in the United States have consistently outperformed the cumulative return of Standard & Poor's 500 by a substantial margin

*Great Place to Work Institute 2008*

# The Transformational Leadership Roadmap

- Self Assessment EQ / EI
- Environmental Factors
- Business / Political Climate
- Iterative and Incremental Steps
- Balance Management + Leadership
- Develop Social Capital

# The Beginning

- Practice Compassion and Empathy
- Build, Develop and Nurture Relationships
- Communicate, Communicate, Communicate
- Think Globally and Act Locally
- Lead with your Head, Heart and Hands

# Feedback

- Open Discussion
- Comments
- Clarification
- Examples
- Thoughts



# References

- *Terms of Engagement*, Axelrod, Richard
- *Collaborative Inquiry in Practice*, Bray, Lee, Smith, & Yorks
- *Emotional Intelligence for Project Managers*, Mersino, Anthony
- *Non-Violent Communications*, Rosenberg, Marshall
- *Leadership for the 21<sup>st</sup> Century* Rost, Joseph
- *Great Places to Work Institute*,  
<http://www.greatplacetowork.com>

*“Leadership is like follow the leader. You follow someone until they do something really stupid and then you follow someone else!”*



*Anonymous five year old*

Innovation through collaboration...

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