Exercise

# Project Leader

Elizabeth had just joined a new organization in a project management role. While she had worked as a project management at her former company, she did not have any formal training or certification in project management. However, she was very successful in her previous position because of her ability to organize her team’s effort and find a path that led to success for her projects. She used a disciplined problem-solving process to get to root causes and resolve issues. Elizabeth was concerned whether she would be able to quickly earn the respect of the new team she was leading and decided to be proactive in further developing her leadership skills and abilities.

Elizabeth talked with her manager and peers, asking them what they thought she should do to develop her leadership skills, abilities, and authority with her project team. They gave her a total of ten ideas. She knew she could not do all of them, at least not immediately. So, she had to prioritize. Since she wanted to strengthen her leadership in all areas, she decided to separate the ideas into four categories, before she decided what to do first:

* Actions to increase her technical authority
* Actions to increase her positional authority
* Actions to increase her personal authority
* Actions that would not significantly impact

Segregate the ideas into Elizabeth’s four categories. One idea may fit in multiple categories.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Idea | Technical | Positional | Personal | None |
| Attend a project management training course. |  |  |  |  |
| Hold a project team-building session so she can get to know the team better and they can get to know her. |  |  |  |  |
| Do one-on-one meetings with all team members to develop a relationship with them. |  |  |  |  |
| Don one-on-one meetings with all stakeholders to determine why the project is important to them and understand their key objectives with respect to the project.  |  |  |  |  |
| Hold proactive project risk management meetings to demonstrate her critical thinking and action planning skills. |  |  |  |  |
| Join one of the organization’s employee leadership councils to better understand the organization and demonstrate her abilities to solve problems. |  |  |  |  |
| Attend a team leadership training course. |  |  |  |  |
| Volunteer to be a mentor in the organization’s mentor program for high school students. |  |  |  |  |
| Institute a “Friday pizza lunch” for the project team and provide the pizzas. |  |  |  |  |
| Develop a structured problem-solving course and teach it to her project team. |  |  |  |  |