Leaders don’t create followers, they create more leaders.

- Tom Peters
Agenda

- Purpose of the OECoP
- Presentations
- Upcoming Events
The Organizational Performance Office

Established in Business and Finance

Directives:
• Lower operating costs.
• Improve efficiency and effectiveness.
• Improve quality.
• Improve the work environment.
• Deliver outstanding customer experiences.
OECoP Partners

ASU PM network:  pmnetwork@asu.edu

Ira A. Fulton Colleges of Engineering
Global Outreach and Extended Education:  https://goee.asu.edu/

Learning, Training and Development Network:  opo@asu.edu
Purpose of the OECoP

Promote the use of:

• Process improvement.
• Change management.
• Project management.
• Employee development.
• Organizational development.

Share ideas and information.

Present methodologies, tools and industry best practices.

Discuss and solve operational issues.

Expand business networks.
Presentations

Leading with Strengths

Pamela Brooks
Organizational Development Consultant
Human Resource Programs

Leading Successful Project Teams

Adriana Kuiper
Director
OKED Operations

Building and Sustaining Relationships with Internal Stakeholders and Colleagues

Rudy Bellavia
Managing Director and Chief of Staff
Office of the Executive Vice President, Treasurer and CFO
Leading with strengths

Pamela Brooks
Organizational Development Consultant
Office of Human Resources
Positive gossip
Agenda

{ 
  Leading from strengths.
  Identifying strengths.
  Tools to enhance strengths.
}
Why lead from strengths
Talent + Knowledge + Skills

= Energy X Engagement X Happiness
Identifying strengths
Sharing passion

**What** draws you in?

**What** makes time fly?

**What** could you talk about all hours in the night?
Love it or loathe it

1. Keep track for one week what you **love about your work** and what drains you.
2. **Look for opportunities** to make the loves more of your job.
3. Find people who like to do things that you do not, **find balance in your team**.

Marcus Buckingham
Tools to enhance strengths
Assessments
DISC, Passion, Judgment
https://www.viacharacter.org

New classes
leadership, communication

New networks
across silos and occupations

Self-exploration
Appreciative Inquiry
Grow Coaching
Liberating Structures
http://www.liberatingstructures.com/
Once a month, receive an email with details and updates about upcoming LWD workshops.

[links.asu.edu/subscribe](links.asu.edu/subscribe)
Aug. 3, 2018

Leading successful project teams

Adriana Kuiper
Director, OKED
Knowledge and Enterprise Development Operations

Arizona State University
Objectives

• Understand management skills.
• Understand leadership skills.
• Be aware of the similarities and differences.
• Learn how to develop your skillset to be more effective.
“Management is about effectively dealing with complexity, leadership involves dealing with change. The nature of projects is changing…”

Jennifer Krahn and Francis Hartment
Importance of management skills in project management
Management skills

• Focus on implementing and following processes.
• Monitor and track daily activities.
• Ensure that team members have the right tools to perform their assignments.

• Successful project managers:
  1. Implement project management methodologies.
  2. Leverage project management and collaboration tools and techniques.
  3. Follow PPM standards within their organization.

Management skills are developed through experience and practice.
Importance of leadership skills in project management
Leadership skills

• Focus on continual improvement.
• Challenge existing processes.
• Look for different opportunities to improve productivity.

• Successful project leaders:
  • Set and achieve strategic goals.
  • Align projects and programs to those goals.
  • Motivate organizations to focus on strategic goals.

Leadership skills are developed through observation and maturing.
The difference between managers and leaders

<table>
<thead>
<tr>
<th>Leaders</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovate.</td>
<td>Administer.</td>
</tr>
<tr>
<td>Seek challenges.</td>
<td>Maintain status quo.</td>
</tr>
<tr>
<td>Think long term.</td>
<td>Think short to mid term.</td>
</tr>
<tr>
<td>Motivate and inspire.</td>
<td>Control.</td>
</tr>
<tr>
<td>Have higher levels of influence.</td>
<td>Have limited influence.</td>
</tr>
<tr>
<td>Worry about doing the right things.</td>
<td>Worry about doing things right.</td>
</tr>
</tbody>
</table>
The commonality between managers and leaders

- Both managers and leaders are measured by the performance of their team.

- Essential leadership skills for project managers are:
  - Inspiring teams and individuals.
  - Negotiating and communicating.
  - Listening and influencing.
  - Team building and motivation.
“… management skills provide a foundation for developing leadership skills. Effective leaders have the ability to apply the appropriate skill at the appropriate time and in the appropriate place.”

Charles Cadwell
Successful managers may not be successful leaders…

• But you can develop leadership skills and grow to become an effective leader.

• Successful project leaders integrate leadership with project management through continual learning and development in an effort to complement project management skills.

• Bennis and Thomas describe four key competencies of leaders:
  • Adaptability.
  • Motivation.
  • Voice.
  • Integrity.
How can you begin your growth in developing leadership skills?
## Understand project characteristics

<table>
<thead>
<tr>
<th>Project characteristic</th>
<th>1st Skill</th>
<th>2nd Skill</th>
<th>3rd Skill</th>
<th>4th Skill</th>
<th>5th Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large scope</td>
<td>Leadership</td>
<td>Relevant prior experience</td>
<td>Planning</td>
<td>People skills</td>
<td>Communication</td>
</tr>
<tr>
<td>High uncertainty</td>
<td>Risk management</td>
<td>Expectation management</td>
<td>Leadership</td>
<td>People skills</td>
<td>Planning</td>
</tr>
<tr>
<td>Very novel</td>
<td>Leadership</td>
<td>People skills</td>
<td>Vision</td>
<td>Self confidence</td>
<td>Expectation management</td>
</tr>
</tbody>
</table>

Source: Krahn and Hartment; PMI.org
Develop your team’s performance

• Inform yourself and find opportunities to continue your education.
• Make sure your team members understand their role in achieving the organizations’ strategic goals.
• Understand the strengths and interests of each team member.
• Evaluate past performance on projects against project characteristics.
• Listen to your team members and provide them with continuous feedback.
Develop your team’s performance

• Set metrics and track against those metrics to measure performance.
• Get a trusted outside perspective.
• Don’t be afraid to propose changes.
• Allocate weekly introspection time for yourself.
Aug. 3, 2018

Building and sustaining relationships with internal stakeholders and colleagues

Rudy Bellavia
Managing Director and Chief Of Staff
Office of the Executive Vice President, Treasurer and CFO
January 1991 – Student in Res. Life

January 1993 – FTE in Res. Life

March 1995 – Hired at Purchasing and Business Services

January 2003 – Moved to Business and Finance IT after a consolidation of services

March 2011 – current role

27+ years at ASU

It’s been a long journey
Why do we need relationships at work?
On average we spend **46 hours** per week together at work
Connecting with someone doesn’t take a lot of effort:
• You engage in conversation
• Share some interests
• And the next thing you know…
Important because:

- Better place to work
- Reduces staff turnover
- Builds morale and loyalty
- Encourages learning
- Increases productivity
How and why do we build these relationships as leaders?
Be part of your team

• Leadership is not always about being in front. Authority doesn’t make you a leader
• Encourage by praising the successes of others
• Give credit for their contributions
• Provide constructive criticism and be open to receiving feedback about you
• Do your share of the work

There are leaders and those who lead. Leaders hold the position of power or authority. But those who lead inspire others – Simon Sinek
Reduce turnover and increase productivity

- Employees want to feel connected and share the same vision as their leaders.
- Hire the right people.
- Developing positive relationships with other team members is critical.
Develop trust and loyalty

- Develop trust by guarding confidences.
- Coach and give support.
- Keep your word.
- Take responsibility for your mistakes.
- Integrity is central to trust.
- Be fair, honest and most of all respectful.
- Empower them to be confident and know they can trust you.
It’s the little things that count

• Take time to recognize your teams.

• Always keep your door open.

• Listen attentively and be engaged.

• Be a mentor to others.

• Think, act, and communicate the same way.

• Take pride in what you do and inspire them to believe in what you believe in.
Upcoming Events

Presented by the Business and Finance Organizational Performance Office
Are you looking to gain experience in project management?

Who can get involved?
Whether you’re new to project management or an experienced practitioner, you’ll be able to contribute and get something out of it.

What type of volunteer opportunities are available?
• Coordination, development and delivery of training.
• Coordination of networking events and discussion groups.
• Be a PM Network representative at your location.
• Propose your own idea to the PM Network.

What are the next steps?
• Decide your area of interest.
• Join the PM Network distribution list.
• Look out for a PM Network survey or contact us by email.
• Contact pmnetwork@asu.edu with questions or concerns.

Volunteer with PM Network to earn professional development units and experience
Center for Services Leadership

Strategic Service Institute

- **Module 1 – Service Management** | Sept. 24-26
  - Components underpinning excellence in service delivery.
  - Designing the service experience with service blueprinting.
  - Implementing and delivering the service experience.
  - Understanding the impact of service experience on the customer.

- **Module 2 – Advanced Service Leadership** | Sept. 26-28
  - Unleashing service growth.
  - Getting closer to the customer.
  - Capturing value from services to secure profitable growth.
  - Leading the service organization.

For information and registration visit: [https://research.wpcarey.asu.edu/services-leadership/](https://research.wpcarey.asu.edu/services-leadership/)
W.P. Carey Certificate in Services Experience Management

Courses for this program include:

• Foundations of Service Excellence.
• Delivering Service Excellence.
• Blueprinting Service Experiences.
• Voice of the Customer.

For information and registration: https://research.wpcarey.asu.edu/services-leadership/
Center for Services Leadership

Compete Through Service Symposium

Tech that propels the future of service and mastering service culture

Oct. 24-26, 2018

Hilton Scottsdale Resort & Villas
Office of Human Resources
Leadership & Workforce Development

Working from Strengths
Friday
Aug. 24, 2018
9 a.m.—noon
UCNTRA 134
Tempe campus

https://cfo.asu.edu/professional-development
Lean Six Sigma Certification Training
A partnership with Ira A. Fulton Schools of Engineering, Global Outreach and Extended Education.
Organizational Excellence Yellow Belt Certification

- One day certification event.
- Sep. 21, 2018.
- 9 a.m.–5 p.m.
- Lunch provided.
- Open to all ASU faculty and staff.
- $99 per person - discounted rate.
Lean Six Sigma

Lean Six Sigma for Service Green Belt Certification

• Sept. 4 – Nov. 13, 2018
• Tuesdays and Thursdays
• 8 a.m.–noon.
• Open to all ASU faculty and staff.
• $320 per person - discounted rate.
Lean Six Sigma

Lean Six Sigma for Service Green Belt Certification

• Complete the final exam with greater than 70 percent score.
• Complete a final project.
ACMP® is a global community of like-minded professionals dedicated to leading the way change works.

• Self-Affiliate with ACMP Phoenix: acmpglobal.org/page/chapters

• Joining a local chapter provides:
  ▪ In-person professional development.
  ▪ Best-in-class change management tools and resources.
  ▪ Access to regional conferences, webinars and newsletters.
11th annual CSW/SC Professional Development Conference

- Oct. 17-18
- Largest university-provided development conference for staff nationwide.
- Contact Karen Engler-Weber, CSW program director Karen.Engler@asu.edu.
What topics do you want to see at an upcoming OECoP event?

Email your ideas to the OPO@asu.edu by Friday, Aug. 31.

Subject Line: August Call To Action
November OECoP event

Nov. 13, 2018
9–11 a.m.
Turquoise Room | Memorial Union
Contact Us

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Organizational Excellence
Community of Practice
new perspectives
new ideas