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Authentiek Leiderschap in Projecten

Welkom bij dit interactieve webinar! We starten om 13:15u.

Praktische zaken

- Praktisch:

- PLI webinars:
  - rondom een thema
  - mensen en ervaringen met elkaar verbinden,
  - efficiënt, effectief en laagdrempelig.

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Agenda

1. Introductie
2. Management versus Leiderschap
3. Authentiek leiderschap
4. Vertaalslag naar je eigen praktijk

Introductie

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richt zich specifiek op leiderschapsontwikkeling voor projectmanagers

Jivan Schuurmans

Co-founder
The Project Leadership Institute

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Co-founder
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CEO
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Waarom ben jij hier?

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Leiderschap in projecten maakt het verschil

Process Groups	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Activities	Define a new project or new phase, identify stakeholders, and obtain authorization "Authorize the Work"	Develop an integrated project management plan to attain project objectives "Plan the Work"	Complete the work and satisfy project objectives "Work the Plan"	Track and review project progress and performance; manage variance and change "Control the Plan"	Finalize all activities and formally close the project or phase "End the Work"
Key Outputs	• Project Charter • Stakeholder Register	• Project Mgt. Plans & Related Documents - Scope - Requirements - Schedule - Cost - Quality - Human Resources - Communication - Risk - Procurement - Change - Stakeholders	• Project Deliverables • Work Performance Data • Team Performance Assessments • Project Communications (e.g. status reports) • Selected Suppliers & Agreements • Change Requests • Issue Log	• Change Logs • Approved Change Requests • Work Performance Information • Schedule Forecasts • Cost Forecasts • Updates to Project Plan • Quality Control Measurements • Verified Deliverable • Accepted Deliverables	• Final Product, Service, or Result (i.e. purpose of project) • Closed Procurement (e.g. formal signature of acceptance)

PRINCE2 PMI PMP IPMA Registered Education Programme NL agile

Project Management

An essential requirement

for good projects

Project Leadership

The differentiating factor

for excellent projects

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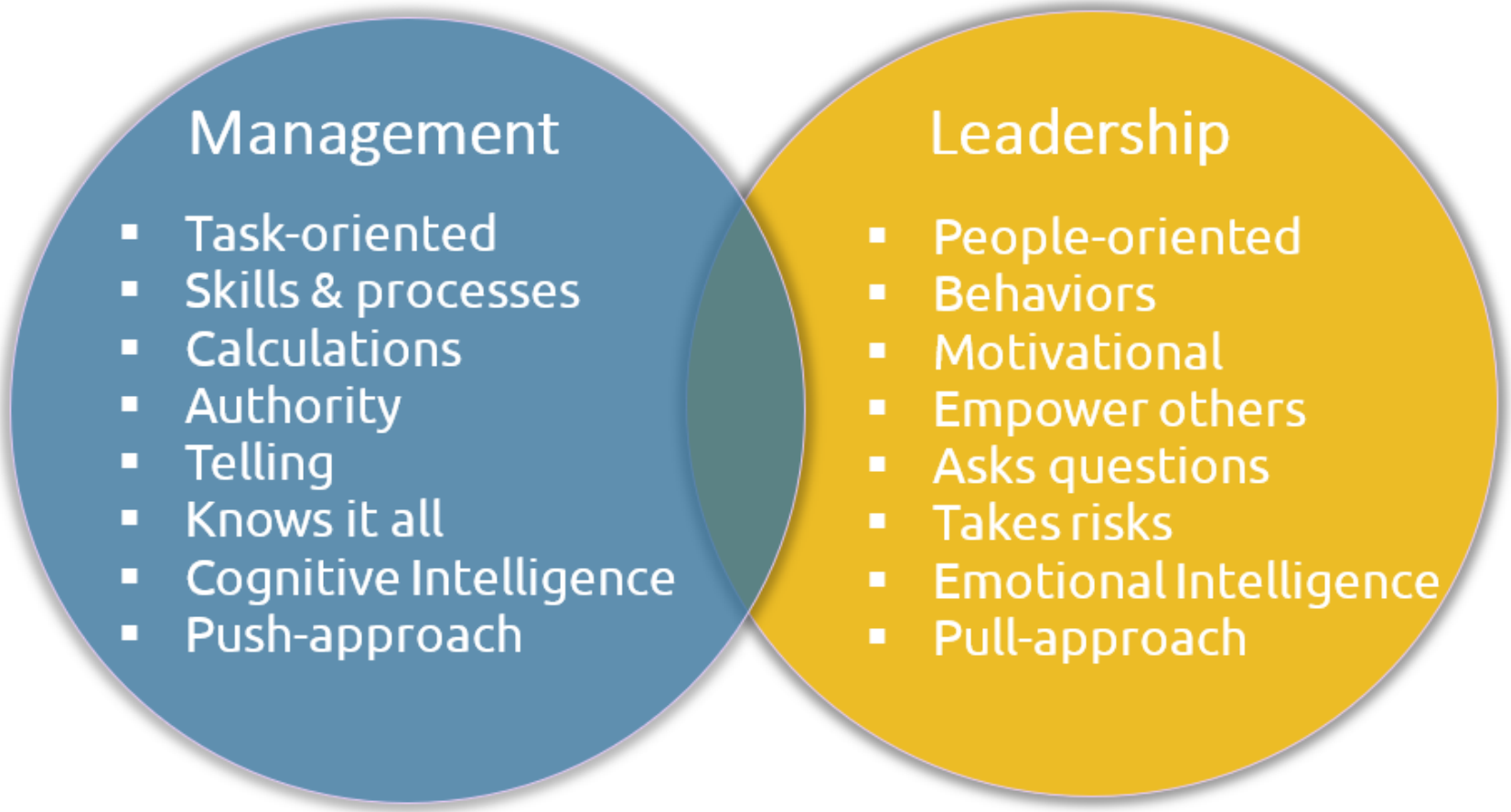
Management versus Leadership



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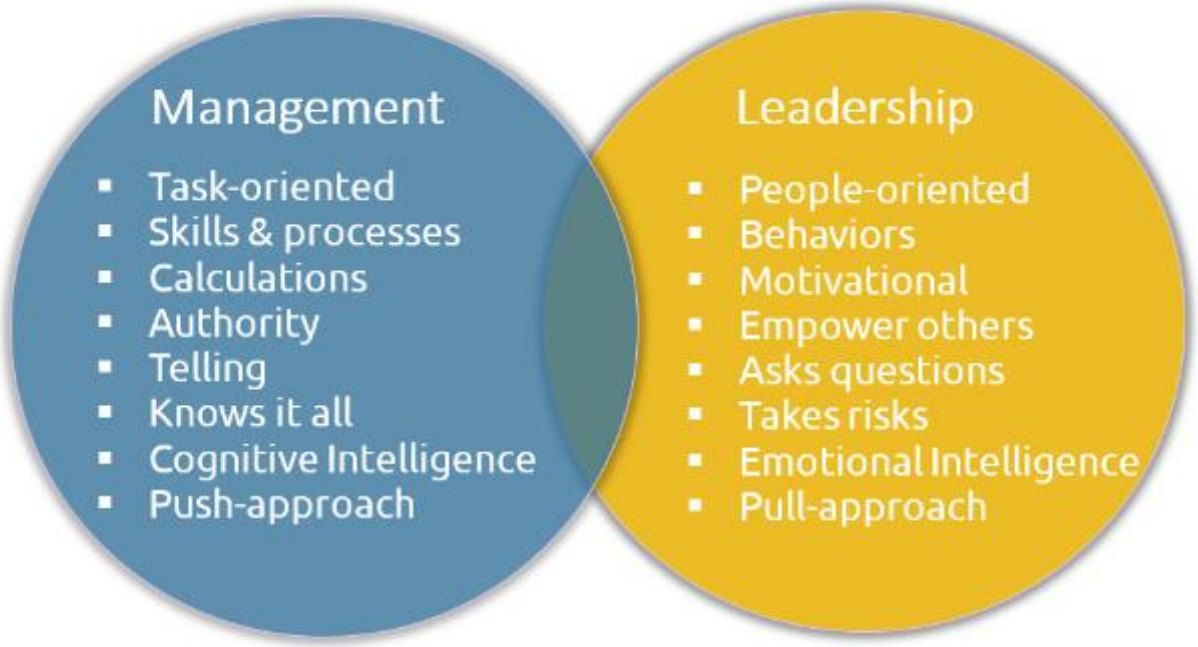
Jouw eigen praktijk: een poll via de chat

- Kijkend naar afgelopen weken, hoeveel procent van je tijd lag jouw focus op leiderschap?



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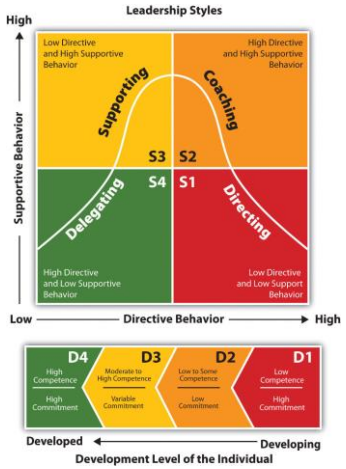
Zoveel soorten leiders, leiderschapsmodellen en leiderschapsstijlen

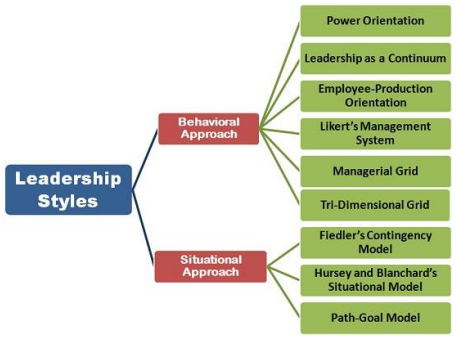
Goleman's 6 Leadership Styles

Visionary	Motivates people towards a vision	"Come with me"	Self-confidence, empathy, change catalyst
Coaching	Developing people for the future	"Try this"	Developing others, self awareness, empathy
Affiliative	Creates harmony and builds emotional bonds	"People come first"	Empathy, building relationships, communication
Democratic	Forges consensus through participation	"What do you think?"	Collaboration, team leadership, communication
Pacesetting	Sets high standards for performance	"Do as I do now!"	Conscientiousness, drive to achieve, initiative
Commanding	Demands immediate compliance	"Do what I tell you"	Drive to achieve, initiative, self-control

Leadership Styles

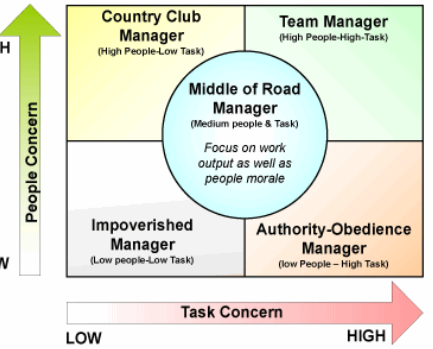
- Authoritarian
  - Directive behaviors
  - Decides alone
  - Focuses on tasks
- Laissez-Faire
  - Permissive
  - Abstains from leading
  - Power with staff
- Democratic
  - Open communication
  - Team leader
  - Focuses on people
- Bureaucratic
  - Insecure
  - Knows the rules
  - Impersonal





The Seven Styles of Leadership

Wisdom/Visionary	7	SERVICE TO HUMANI
Mentor/ Partner	6	COLLABORATION WITH CUSTOMERS A
Integrator/ Inspirer	5	DEVELOPMENT OF CORPORATE COMMUNI
Facilitator/ Influencer	4	CONTINUOUS RENEW
Manager/ Organiser	3	BEING THE BEST, BEST PRACTI
Relationship Manager	2	RELATIONSHIPS SUPPORTING CORPORATE NE
Crisis Director	1	PURSUIT OF PROFIT & SHAREHOLDER VAL



Blake & Mouton's Leadership Grid

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Leiderschap in projecten

- Terra incognita
- Sturing in niet-hiërarchische situaties
- Wisselende teams
- Samenwerkingsverbanden
- Stakeholders
- Bouwen aan vertrouwen
- Resultaatgericht
- Steeds nieuwe ronde, nieuwe kansen

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Authentiek Leiderschap

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Authentieke Projectleiders, so what?

Authentieke projectleiders:

- Staan dichter bij zichzelf
- Gebruiken hun innerlijke kracht zonder moeite
- Hebben impact in de organisatie
- Zijn ‘aligned’ en geloofwaardig
- Observeren meer
- Zijn helder
- Maken betere en essentiëler keuzen
- Zeggen wat ze doen, doen wat ze zeggen

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Wanneer ben jij authentiek?

- In welke situaties is dat het geval?
- Wat ervaar je dan?
- Wat denk je dan?

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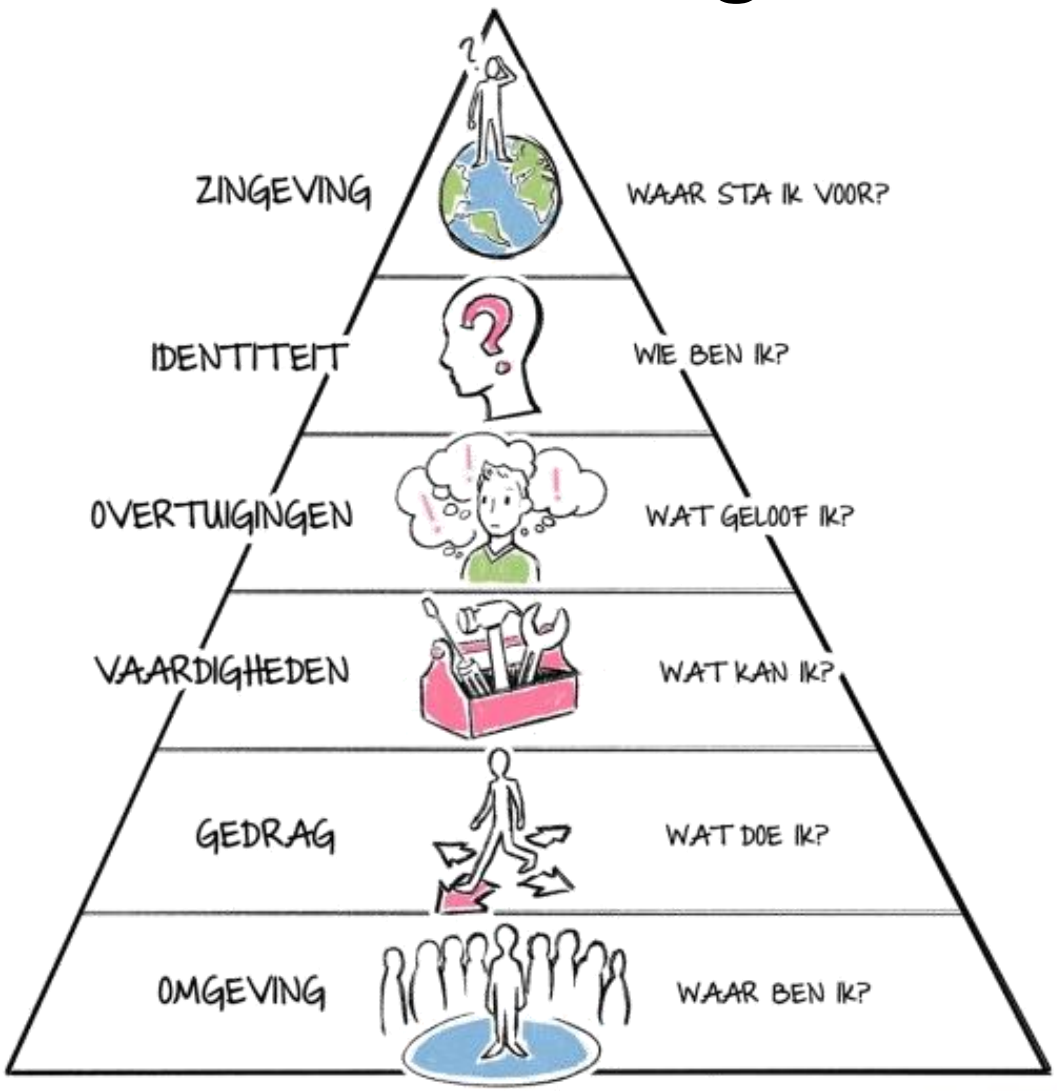
Dilts-Bateson Logical Levels



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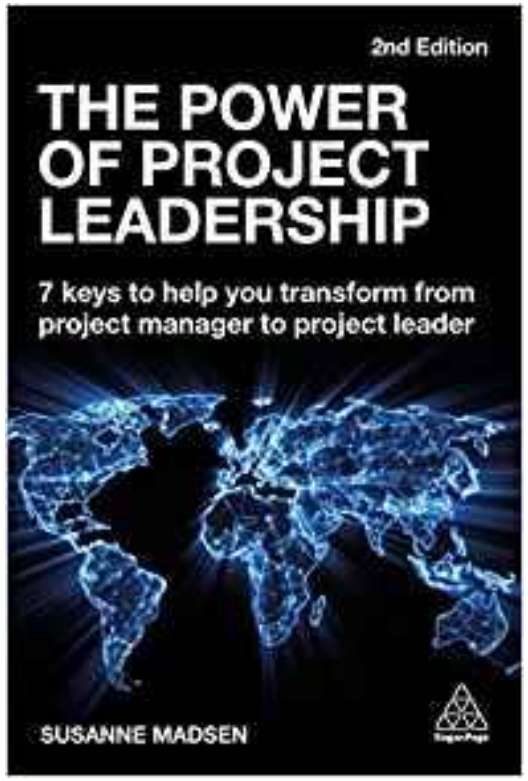
Eerste stappen richting authentiek leiderschap in projecten

- Neem minstens elk uur een stap terug
- Kijk naar je rolmodellen. Wat zouden zij doen in deze specifieke uitdagende situatie?
- Noteer aan het eind van elke dag je positieve leiderschapservaringen
- Wat moet ik afleren ipv aanleren? Wat moet ik ‘ont’wikkelen?
- Verlaag je verwachtingen om hoger te bereiken
- Organiseer persoonlijke feedback
- Heb het goede gesprek met je partner
- Vul de leiderschap vragenlijst in
  - 7 Keys for Project Leadership



Bestel via Amazon: The Power of Project Leadership

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Verder ontwikkelen?

Ontwikkeltraject Authentiek Leiderschap in Projecten, voor ervaren PM's.

- Start januari 2020
- SMART- learning concept 50% classroom/50% eigen praktijk
- 4 high-impact trainingsdagen en 4 maanden doorlooptijd
- Multi levels aanpak: jezelf, team en project omgeving
- Impact gegarandeerd
- Brochure op aanvraag

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Evaluatie

Wat zijn jouw take-aways van dit webinar?

Nog tips?