JOHN MAXWELL
Certified Leadership:
• Coach
• Trainer
• Speaker
• DISC Behavioral Analysis Trainer
It Factor

- Agile Mind
- Servant Leader
- Entrepreneur
- Cross Functional
At the conclusion of this session, participants will be able to:

• Classify and define the critical leadership aspects that define the 'It’ Factor
  o Agile Mindset for PM’s & SM’s
  o Entrepreneurship
  o Learning Agility: Cross Functionality
  o Servant Leadership: Influence
Purpose

I Believe In The Power of Human Potential
Often used is sports, often refers to the seemingly intangible qualities of an individual that causes them to stand out, especially in areas of leadership.
Intro: My Story
Lock Requirements!
Hit The Date!
A hypo what...
#1 - Agile Mindset

- Agile Mind
- It Factor
- Servant Leader
- Entrepreneur
- Cross Functional
Organizations increasingly embrace agile as a technique for managing projects. A full 71 percent of organizations report using agile approaches for their projects sometimes, often, or always.
PMBOK® Guide 6th Edition

Now contains 186 pages on Agile
AGILE – WEBSTER’S

• having a quick resourceful and adaptable character:
  an agile mind
Agile Values

Agile Is A MINDSET
Described By 4 VALUES
Defined By 12 PRINCIPLES
Manifested In MANY PRACTICES


Graphic inspired by Ahmed Sidky, ICAgile, Riot Games
We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

<table>
<thead>
<tr>
<th>Individuals And Interactions</th>
<th>Over</th>
<th>Processes And Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Software [Deliverables]</td>
<td>Over</td>
<td>Comprehensive Documentation</td>
</tr>
<tr>
<td>Customer Collaboration</td>
<td>Over</td>
<td>Contract Negotiation</td>
</tr>
<tr>
<td>Responding To Change</td>
<td>Over</td>
<td>Following A Plan</td>
</tr>
</tbody>
</table>

That is, while there is value in the items on the right, we value the items on the left more.
Early Agile Experience

1st Scrum Master
We Hired Had A
Very Good
Resume
Early Agile Experience

1st Scrum Master
We hired had a very good resume

However, was very rigid & process centric

#EPIC_FAIL
THE FOUR PROJECT MANAGER PERFORMANCE SEGMENTS

Laggards (17%)
- Regularly require close supervision to prevent or resolve "troubled" project status.

Process Skill Proficiency

Fails to Meet Expectations
Somewhat Meets Expectations
Meets or Exceeds Expectations

n = 1,182 project managers and 87 organizations.
Source: CEB Project Manager Effectiveness Diagnostic.
Note: Total does not equal 100% due to rounding.
THE FOUR PROJECT MANAGER PERFORMANCE SEGMENTS

Laggards (17%)
- Regularly require close supervision to prevent or resolve "troubled" project status.

Apprentices (36%)
- Rely on established processes; make few judgment calls.

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THE FOUR PROJECT MANAGER PERFORMANCE SEGMENTS

Laggards (17%)
- Regularly require close supervision to prevent or resolve "troubled" project status.

Apprentices (36%)
- Rely on established processes; make few judgment calls.

Process-Crats (24%)
- Use tools and templates to their fullest potential.
- Manage projects primarily through methodology.

Meets or Exceeds Expectations
- Fails to Meet Expectations
- Somewhat Meets Expectations
- Meets or Exceeds Expectations

Entrepreneurial Skill Proficiency

Process Skill Proficiency

n = 1,182 project managers and 87 organizations.
Source: CEB Project Manager Effectiveness Diagnostic.
Note: Total does not equal 100% due to rounding.
Only 24% of project managers meet Entrepreneurial skills expectations.

- Entrepreneurs at least somewhat meet business partner expectations on process skill proficiency.

THE FOUR PROJECT MANAGER PERFORMANCE SEGMENTS

- Entrepreneurs (24%)
  - Leverage interpersonal skills and good judgment to effectively navigate project execution.

- Apprentices (36%)
  - Rely on established processes; make few judgment calls.

- Process-Crats (24%)
  - Use tools and templates to their fullest potential.
  - Manage projects primarily through methodology.

Laggards (17%)
- Regularly require close supervision to prevent or resolve "troubled" project status.

Fails to Meet Expectations: 17%
Somewhat Meets Expectations: 36%
Meets or Exceeds Expectations: 24%

n = 1,182 project managers and 87 organizations.
Source: CEB Project Manager Effectiveness Diagnostic.
Note: Total does not equal 100% due to rounding.
#2 - Entrepreneurship
However, PMOs’ best efforts still fall short; while project managers are maintaining on-time and on-budget rates, they seem to be sacrificing business outcomes attainment.

- Further, most project managers take a process-centric approach.

**Too Many Project Managers Miss the Mark**

**Project Managers Meeting Stakeholders’ Business Outcome Expectations**

- 57% Project Managers Meet Expectations
- 46% Project Managers Miss Expectations

- 11% Fewer Project Managers Meet Expectations

**Project Managers Taking a Process-Centric Approach**

- 76% Process Centric

Source: CEB analysis.

\[ n = 441 \text{ project managers.} \]

\[ n = 1182 \text{ project managers.} \]

\[ n = 1182 \text{ project managers and 87 organizations.} \]

Source: CEB analysis.
THE BEST PROJECT MANAGERS GO BEYOND PROCESS

Project Manager Effectiveness at Delivering Business Outcomes
Indexed, Bottom-Quartile Performance = 100

Top-quartile project managers demonstrate a few key traits that drive their effectiveness.

- Top-performing project managers are 1.8 times more effective in achieving anticipated business outcomes than bottom-quartile performers.

From Process-Oriented...
- Are process administrators
- Deliver on requirements
- Manage stakeholders
- Mechanically manage triple constraints
- Resist scope change
- Make process-oriented decisions

...To Entrepreneurial
- Are project Entrepreneurs
- Deliver business outcomes
- Forge business partnerships
- Effectively manage risks to business value
- View scope change as an opportunity for greater value delivery
- Make value-oriented decisions

Agile Mindset
- Shepherds the team
- Focus on Working Software
- Customer Collaboration
- Relieves Impediments
- Responding To Change Over Following A Plan
- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

n = 1,182 project managers and 87 organizations. Source: CEB analysis.
Entrepreneurs, in the purest sense:

1. are those who identify a need---any need---
2. and fill it
[Entrepreneurship] is a primordial [basic and fundamental] urge, independent of product, service, industry or market.
Initiative
/i-ni-shya-tiv/
def: The ability to solve problems and take actions by thinking of the solutions rather than being told or ordered what to do.

Key Entrepreneurial Trait
“It doesn’t make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.”

- Steve Jobs
“Can We Put ‘Spunky’ On A Resume?”

**Resume**
Vancouver, British Columbia  
555.468.5846  
sample@resume.com

<table>
<thead>
<tr>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have had 3 years experience in web design and development. I am familiar with a lot of the languages and software used in creating projects for the web. Furthermore, I have great project management skills and also work well either alone or with a group.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
</tr>
</thead>
</table>
| University of Resume  
Design Media  
Graduated January 2008 |

<table>
<thead>
<tr>
<th>Employment History</th>
</tr>
</thead>
</table>
| Ocean Suns  
Bannana Hut Manager  
Collaborated with other team members on special projects and events. Delivered exceptional service by greeting and serving customers in a timely, friendly manner.  
January 2012 - March 2015 |
| ComStream  
Web Designer  
Worked as team lead on many different client projects.  
Seattle, WA  
March 2015 - Present |
• Solution Based Approach
• What Problem Trying To Solve?

“If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”

Albert Einstein
"If the only tool you have is a hammer, you tend to see every problem as a nail."
#3 – Learning Agility T Shape Skills

- **B**road
- **R**ead
- **O**pen
- **A**ppliances
- **D**iscipline
- **E**xpertise
- **P**roblems
- **E**lectric

Ability to work outside of core area

Functional area, discipline, or specialty

**It Factor**

- Agile Mind
- Servant Leader
- Entrepreneur
- Cross Functional

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When we analyzed the top 60 drivers of project manager effectiveness, two key groups emerged: process attributes and Entrepreneurial skills and attributes.

THE TOP 60 DRIVERS CLUSTER INTO TWO KEY GROUPS

Collect 360-Degree Assessments → Calculate Project Manager Effectiveness → Identify Project Manager Performance Drivers → Interpret Practical PMO Implications

Factor Analysis of Top 60 Drivers
Illustrative

Factor Analysis
A statistical analysis that identifies which attributes naturally occur together, resulting in groups of common attributes

Entrepreneurial Skills and Attributes
- Stakeholder Partnership
- Judgment
- Risk Management
- Team Leadership
- Ownership and Commitment
- Learning Agility
- Business Knowledge

Process Attributes
- Process Adherence

CEB analysis
Learning Agility & T-Shape Skills

1. Have broad range of skills
2. Also has depth of expertise
LEARNING AGILITY & T-SHAPE SKILLS

1. Research-Personal Study
LEARNING AGILITY & T-SHAPE SKILLS

1. Research-Personal Study
2. Develop Your Professional Network
LEARNING AGILITY & T-SHAPE SKILLS

1. Research-Personal Study
2. Develop Your Professional Network
3. Look for New Opportunities in Current Situation
CROSS FUNCTIONAL DYNAMIC PMO

• Cross Functional, Versatile
• Diverse Range of Experiences
• Theoretically Could Put Them in A Variety of Contexts and They Should Thrive
The Law of The Lid

Leadership Ability Is The Lid That Determines A Person’s Level Of Effectiveness. The Lower An Individual’s Ability To Lead, The Lower The Lid On His Potential
#4 – Leadership

- Agile Mind
- Entrepreneur
- Cross Functional
- Leadership

LEADERSHIP
The true measure of leadership is influence - nothing more, nothing less.

— John C. Maxwell —
“People don't care how much you know until they know how much you care”

Teddy Roosevelt
Regardless if it’s Waterfall or Agile, it’s about working with people.
The Law of The Lid

Leadership Ability Is The Lid That Determines A Person’s Level Of Effectiveness. The Lower An Individual’s Ability To Lead, The Lower The Lid On His Potential
The Law of The Lid

People Naturally Follow Leaders Stronger Than Themselves
The Law of The Lid

3

Lid 4

“Failure is the limit of my abilities”

FIXED MINDSET

“I’m either good at it or I’m not”
“My abilities are unchanging”

“I don’t like to be challenged”
“I can either do it or I can’t”

“My potential is predetermined”

“When I’m frustrated, I give up”

“Feedback and criticism are personal”
“I stick to what I know”
“Failure is an opportunity to grow”
GROWTH MINDSET

“I can learn to do anything I want”
“Challenges help me to grow”
“My effort and attitude determine my abilities”
“Feedback is constructive”
“I am inspired by the success of others”
“I like to try new things”
It Factor

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It Factor

- Agile Mind
- Entrepreneur
- Servant Leader
- Cross Functional
It Factor Self Assessment

- Agile Mindset: 2.8
- Entrepreneurship - Initiative: 3
- Cross Functionality: 3.3
- Leadership: 3.3
Question & Answer
1 Free Coaching Session

- Agile
- Leadership
- Maximizing Human Potential

Contact

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nielmag@in-vision.biz
www.linkedin.com/in/niel
ACTION PLAN – WHAT’S NEXT?

• Based on your chart, will write down action plan for each area