66. Leadership in the 21st Century

Heqi Wang: The Symposium is a great opportunity for many people and many experts who are coming all around the United States, and even the world to collaborate many ideas and theories, and what are they thinking the future of project management is?

Kendall Lott: That was Heqi Wang, a graduate student in UMD's Project Management Program, and a volunteer at this year's symposium. That's right folks, it's time for our second episode of Highlights from the 2019 Project Management Symposium at the University of Maryland. This time our focus is on Leadership in the 21st century work space. Special attention is paid to the people skills required to run effective organizations and teams in today's environment. You'll hear from Joseph Launi on how to manage and lead a new generation of workers.

Joseph Launi: There's a lot of Servant Leadership principles in how to deal with millennials.

KL: Stephen Shields on getting the most from your team.

Stephen Shields: It takes four engaged folks to make up for every one actively disengaged person.

KL: Ryan Anderson and Johanna Quintero explain the actual science behind good leadership techniques.

Johanna Quintero: We are 95% subconscious. So everything that happens in our brain is not about being rational.

KL: Jeannette Terry shares handy tips for conflict resolution.

Jeannette Terry: There is really a cost to unresolved conflict.

KL: Julie DeSot looks at change management, and it's more than just problem solving.

Julie DeSot: We've got to stop relying just on problem solving, and start thinking about, "Is there a way that we can look at valuing what's best?"

KL: And John Forsythe wraps it up with an insightful study of the evolving role of leaders.

John Forsythe: The biggest challenge of this move towards digital isn't the technology. It's the people, and frankly it's the leadership.

Announcer: From the Washington DC chapter of the Project Management Institute, this is PM Point of View, the podcast that looks at project management from all the angles. Here is your host Kendall Lott.

KL: The world is changing. Fast. What made a leader great yesterday doesn't necessarily apply

today. Think virtual. Think millennials. To engage the members of our teams, we might have to throw out – or at a minimum adapt – the old rules and tenets to fit today's work environments and demographics. Let's start by listening in on Joseph Launi's session: Managing and Leading Millennials.

Joseph Launi is the president of Project Management Experts, which provides project management training to federal and commercial clients with a focus on the skills, knowledge and experience needed to improve their project management competency. He's published numerous works on software implementation, project planning, and team motivation.

Joseph Launi (02:39): I need a quick show of hands. How many… do we have any millennials in the room? Oh beautiful. You millennials. First of all, thank you for coming. Second of all, in this presentation, we're going to poke some good-natured fun at you, please don't walk out. Millennials have grown up with cell phones, laptops, internet access, and access to a highly socialized network. They grew up being told they were special. As a result, they tend to be confident, entitled, and sometimes even narcissistic. And they average 50 texts a day. Work-life balance is considered essential.

You know, one thing I've learned in life is there are two ways to get into a swimming pool. One of them is to cannonball into the deep end. And the other way is to start in the shallow in and take a few little steps in to you get used to the water. Our millennial generations tend to cannonball right into the deep end.

When we talk about a productive team member, I summarized it all here. Somebody that wants to influence, wants to make a difference. A team member is confident and proud. A team member is driven to achieve. They want to be experts in something. In subject matter. They enjoy independence, meaning self-directed work. These young people are showing up on our projects with the same skills of a productive team member. They're confident. They want to succeed, they want to influence. They want to achieve. They're passionate about their roles and about their subjects. They like a sense of independence.

What challenges most of us, especially baby boomers in dealing with millennials, is that they show up on their projects very differently than we showed up when we were age. We showed up on our projects, and if you were like me, "Hey, I'm going to listen and I'm going to learn and I'm going to really step back and not make too much of a fuss." Millennial show up on the job with that skill set. They're not afraid. But I think the problem is in our generation, my generation, we're a little intimidated by that.

First of all, you've got to step back and you've got to think to yourself, "wait a minute, they have these skills. I like these skills, and if I want to be successful, I have to be very careful about how I manage these skill sets. I mean, there's a lot of servant-leadership principles in how to deal with millennials. My job as a servant-leader is to create other leaders. To encourage young people to grow up to become more, even more productive, and actually take my job once I leave.

Let me give you some recommendations so you walk away with something. Number one, if you're an autocratic leader, "Do this, do that, do it my way…" If you're that type of leader, be prepared. These young people are going to move on. Consider delegating creative activities that they can handle. They're going to want to take on a lot, and they're going to get bored quickly, so consider

delegating stuff to them that they can handle. Let them run with an activity that might challenge them. Let them struggle. Let them get a little bit over their head. Let them find out, but they have to take accountability if they make mistakes; they have to understand where they succeed and when they fail. And coach them. Use a consultant or a coaching style, not a dictatorial style.

Class Participant: Many millennials I've met, including myself, when we first enter the workforce, and see that people who have been around for 10 years have accepted broken processes, and slow innovation. We want to fix that.

JL: Yeah.

Class Participant: So we're not moving fast, but we're not willing to tolerate working inefficiently.

JL: Yeah, I think that's where your leader can help you, because part of working in the business world, in general, is building relationships. And you don't want to throw spears at executives. We can help you to send those messages in a way that's diplomatic.

As a millennial, I would want a boss that was allowing me to be creative. Listen to what I had to say, and put fear aside. I've had some bosses that were managing me, because they were so afraid of *their* boss and that I might step on their toes because they might have to step on the toes of their boss. That's just not the way to lead or manage. So I would want somebody that was more open-minded, encouraged me to influence, encouraged me to improve. Coach me, mentor me…I think encourage, not discourage.

Thanks for your participation. That was awesome. I hope you enjoyed it. Thank you.

KL: So what's different? Having passion, goals, needing a reason to work? I'm not so sure these are different, but Joe has hit a key element—comparing the boomers to the millennials when they were at the same age. Boomers learned on the job, millennials perceive a readiness to dig in…so instead of maturing staff, the focus can be on challenging them to achieve and let it work out. But here's a thought, PMs: Millennials are not college kids anymore…these folks are now 24-39 years old...Yeah that's right. They're almost 40. They aren't just your staff, they are your leaders, and likely your managers. So I ask, shouldn't we start talking about not managing but being managed by millennials? Now there's a twist…what does a "cannonball" into work look like when their your boss? Talk amongst yourselves.

Stephen Shields, a Senior Consultant with Gallup, works with organizations to optimize their human capital. He consults with clients on employee culture, customer interactions, targeted hiring, and talent development, providing practical insights and timely interventions that facilitate learning, execution, and accountability. Here he talks about Thriving Strengths-based Leaders.

Stephen Shields (09:09): People have ignored a critical aspect of project management and of leadership historically, and that's the human dimension – human resources, human capital. That is a part of project management. And if you think about what makes your jobs really hard, a lot of time, it's the technology is hard, the technology is a challenge, project management can be a challenge. But think about the headaches that people cause.

So you may or may not know that Gallup has won two Nobel prizes in the field of economics.

Our first Nobel prize was won 17 years ago by Dr. Daniel Kahneman, who teaches at Princeton. And he and Dr. Amos Tversky, an Israeli scientist were able to upend the world of economics by this one insight: 70 percent of our decisions are emotional. Finish the quote for me: people will not remember what you say; they won't remember what you do. What will they remember? How you made the feel, right?

So here's why we've screwed up in the past, in both management and project management: we have treated people like rational, logical robots. But do you know what the people who you work with actually are? They are quivering masses of emotional hysteria. And we need to lean into this neurological phenomenon, rather than leaning away from it. This changes, how we manage people. I'll give you one specific example.

Our current performance management system was developed during the World Wars, in the United States at least, when we had to build this huge organization to try to fight the access powers. And classical economics was the thought of the day. So the decision was made, and has been replicated across multitudinouss Fortune 500 companies, that if I work for you, you only need to talk to me formally about my performance once one or twice a year. And if I'm a rational, logical robot, that's true. I just need information from you. Here's what I doing well, here's where I'm screwing up. I'll make necessary changes. We're all good. But if instead, most of my decisions are emotional, we've got to have more of an organic relationship right?

We have to have more…and you have to deal with me more informally and not just formally.

About 30% of the United States loves their job. About 50% of the United States…it's just a job. They don't love it, they don't hate it. They're the "not engaged." And then between 13 and 20% of the United States, depending on the year, really is miserable, and hates their job. And the negative productivity of the actively disengaged is so significant that when we do statistical correlation studies with productivity, it takes four engaged folks to make up for every one actively disengaged person.

One of the characteristics of the engaged is that they think one or two levels above their pay grade. They have psychological ownership of the organization. Managers can account for at least 70% of the variance in team level employee engagement. The manager is the most significant cultural force in an organization or in a project.

A study that we did with 80,000 managers a few years ago, and we looked at the performance metrics of their teams…And we were looking for unique behaviors from the managers who had teams with high performance metrics versus managers with teams who had average or low performance metrics. And we were able to identify a number of differentiating characteristics. But one of the most significant ones, is that the best leaders, the best managers, the best project managers, they were commanding about outcomes, but they were collaborating about the means to achieve those outcomes.

Let's talk a little bit about what it means to be an engaging project manager that will optimize the likelihood of getting discretionary effort from your folks, okay? You know what discretionary effort is? It's what you don't have to do to keep your job. Discretionary effort is when someone who's working for you on your projects sees something that needs to be done – it's not part of their J.O.B.

to do it, but they do it anyway, because it's the right thing to do.

Discretionary effort is the single most significant functional differentiator between those who are engaged and those who are not engaged. To the degree that you can be collaborating, you want to be collaborating. Why? Discretionary effort only arises in a collaborating environment. Micro-managing managers screw up because they leave no space for discretionary effort.

We have a proprietary formula that we applied to all 12 of these questions. So depending on how people answer them, we can say that they are engaged, are not engaged, are actively disengaged. The most foundational question is, "What do I need to do today? If every single day you're not sure what you're supposed to be working on, it's almost impossible to engage you. So when you've got a brand a job, your first question is, "What do you want me to do?" and "Are you going to give me the stuff that I need to be able to do it?"

The question with the strongest statistical correlation with job stress on the screen is question number two: Do I have the materials and equipment I need to do my job right? The fastest way to disengage a project team is to not give them what they need to do their J.O.B. Then these four questions deal with the job itself. And if you're joining a new organization, your third question is, "Am I going to like…is this consonant with my talent? Okay? Then, "Am I going to be recognized when I do a good job?" And then, "Does my supervisor, or someone at work, care about me as a person? Do they see me as a cog in the machine, or do they see me as a living, breathing person?" You and I are offended when we are treated just as our job title. But not we're given the respect and dignity of being a person. Then, not only do I want to do the job well today, I want to do it better tomorrow. So is there someone who encourages my development?

So we've got our new job, we know what we're supposed to do, we've thought about the job itself. And now we start looking around. Question a number 7: "So does anybody care about anything I have to say around here? In fact, you know, what do I even care about what we're trying to accomplish? As I look at all these other people around here, does anybody else care about what we're trying to do it? And do I feel like I work in a caring environment?" So this deals with the quality of your work community.

And then the last two questions deal with your future at that organization. Question number 11: "Has somebody sat down with me and talked to me about my progress in the last 6 months," And question number 12, "Have I learned anything here in the last year?"

Okay, which one of the 12 questions is the best predictor of engagement?

The best predictor of engagement in the world is question number seven, "Do my opinions count at work?" Often the second biggest predictor: "My supervisor or someone at work cares about me as a person." Let's thematically join those two. As a person – and that operationalizes to – my opinions count. It doesn't mean you agree; it means you listen. What connects 5 – Cares about me as a person – and 7 – opinions count at work – is respect. Respect is the foundation of engagement.

If the only thing you get out of our conversation today, is that I need to be consistently respectful, you've won. And you can be a hard charger. You can be demanding. You can insist on excellent performance. And you can still do it in a way that's respectful.

KL: So as a coach, and change management consultant, I've had a saying, "Management isn't rocket science…its harder." Rocket science is just math, very complicated math—but people, that's infinitely complex. Stephen really hits that with his, "People are quivering masses of emotional hysteria." It was interesting that to approach that quivering mass we should think about it as directing the outcomes (so bring some structure to that quivering), and collaboration on the means. (That is, allow the power of the "mass" to work). What a key insight. We all want to provide and be the beneficiaries of discretionary effort. Let's engage with people with that end in mind…allowing them to provide the value they are so desperate to give. As managers we can't motivate others, but we can set the collaborative environment that reduces the stress of risk and increases the opportunity for engagement.

JKL: In this next session, Johanna Quintero and Ryan Anderson describe some effective leadership techniques, and then explain the real biological reasons that make them work. Johanna Quintero is CEO of SmartVine, Inc., a marketing & consulting company that helps companies grow in a smart way. She has training in neuro-leadership, neuro-management and neuro-marketing from Salamanca University and Braidot Institute in Spain. Ryan Anderson is vice president and principal in charge of the DC metro office of the Christman Company. Prior to that he was a Captain in the US Army Corps of Engineers.

Ryan Anderson (19:26): We're going to talk about something really fun today: The art and the science of motivation and high performance. So, I'm Team Arts; Johana is Team Science. And we've both had a lot of experience managing and leading people. So we're going to talk about creating motivation, which is sometimes maybe the hardest thing. But then the life cycle of motivation – when you get into the ups and downs of a project, how do you keep that going? And then how do you translate that into high-performance?

Johana Quintero: I think everyone knows what is this?

RA: Brain.

JQ: Thank you Brian. We have the ancient…some people call it reptilian…brain. The other one is emotional, and the last one is executive. Three different processes in our brain, right? So, what we need to understand, there are two different kinds of motivators. One is instinctual. I'm going to put it here. And the other one is conscious. Do you know... someone knows what is the percentage between subconscious and conscious in our brain? Someone?

Class Participant A: 70 – 30?
Class Participant B: 50-50?

JQ: So the last research: We are 95% subconscious. So everything that happens in our brain, it's not about being rational. So we don't have that rational part. And the other one is just five percent. Our brain is taking care of the instinctual. Food, right? Who likes food? Sex? I don't want to ask that. And then the executive part is the one that wants prestige. We want a better house. So what happened? Business leaders and project managers think like the only way that you can motivate your people is with money. What you need to understand is these desires. Because that's what activates discipline, commitment, and resistance in your people. So when you explain to your team

a team rewards like, "Okay you're going to have more opportunities to... for education, so you can have a better job." Or "you're going to grow in our company." Or you have a team that is going to help you to grow professionally…This is the part that you need to be clear. And also in the personal life – go for the meaningful desires, so that you can create motivation in your people. The only thing that you can do is create the environment where you make them feel inspired to do their best, and work in high performance. Motivation is internal. Why? Because it's attached about your values, your beliefs, your needs. So you create environment, and everyone motivates in a different way.

RA: So my first job after college, I was in the army, I was a second lieutenant, and I was put in charge of a platoon of about 30 to 35 soldiers. And I felt like I was the youngest one, and the least experienced. And I had some really good tips about how to build cohesion, and create motivation. So I did three things.

Number one, I tried to learn something personal about every single one of my soldiers, and I wrote it down in a notebook because we didn't have the technology we've got today. And I knew if I was going to see one of them, I could take a peek at that so that I could remember it, so I could go up to Sergeant Smith and say, "Hey, how is your wife Catherine doing? And your son, Joey? Is football still going on?" And I used that to try to create a connection with each of my soldiers, and it worked pretty good.

The second thing I did was, you hear people say, get your hands dirty, or get your boots muddy, and I literally did that. So we would go out on these field exercises, and we would come back and the vehicles would be very muddy, and it's kind of cliché, but most of the officers would immediately go back and work on paperwork. And I'd stay, and help wash the vehicles, and soldiers are like "Wow I've never seen an officer do that." So I literally did that.

And then the third thing I did was I went to each of them at different times and said, "Look I know you're an expert at what you do. Please teach me so that I can better lead you." And I learned a lot by doing that. But that also sends a message that "Hey, what you do is important and I want to learn what you're doing." We had a very high performing team, and won a lot of awards.

Fast forward in my career, this is about ten years ago, and I'm a construction project manager on a $120 million project at an airport. Very complex, very challenging, and it was a junior job. And now the challenge was, over the life cycle of a project, how am I going to get that high level of motivation? So I said, "Okay I know we're going to have several milestones throughout this project. Let's find a reason or an excuse to celebrate those milestones. Let's find small victories that we can build on. And that's what we did. Maybe it was a pizza party or maybe it was letting the workers leave a little early on Friday. I'll give us little things like that and it seemed to make a big difference, and it helped us over a two-year project kind of recreate that motivation we really got at the beginning. So, Johanna, give us the science as to why that worked.

JQ: So of course, you know, everything that is new helps your brain to feel motivated and want more, but then when you get familiar the motivation goes down, right?

So what happened here? Oh, it's new. So, all of your people are super excited right? And as a project manager, you always think about, time, resources, systems, deliverables. And you know what? The biggest challenge that you have is dealing with your people. Because you have a meeting

and you say, "Okay this is our project; this is what we're going to do." And they are like. "Okay, cool." Now our brain is super excited. Everything is new. Big goals actually activate you brain and you want more. But what happens in the real life?

RA: Ups and downs.

JQ: So what you need to do, you have to break it up, the vision, in small steps. Why? Because then your brain just wants to achieve this part. They don't need to think about all of this way. And then you have to celebrate with them every milestone that the team achieves. And that's a really powerful technique.

RA: And when I gave them pizza, I really tapped in to that reptilian brain, right?

Who can tell me what this is a picture of? Notre Dame football. So, what Notre Dame football does, they have a sign that says Play Like A Champion. And every player touches it before they run out onto the field, so it's the last thing in their brain before they play the game. So what we did on a construction project site is we put signs up at the front of the site that said Build Like A Champion Today. And we had fun with it, and the workers would touch it…I guess not all of the workers would touch it, but most workers would touch it, and all of the workers would *see* it on their way in. And then, because if you know construction, you sort of have a trailer, where you're maybe not building, you're doing administrative work. So we had Manage Like A Champion Today. And so we just had fun with this, this sort of catchy... and most people knew where it was from and it became this sort of rallying cry.

And so, how about some science on that, Johann, as to why that was successful?

JQ: Words have power to actually change the shape of your brain. To change behaviors, and change the way that you act. So you can feel nervous, like I was before I came here. But the way that I talked to myself before I came here, that helped me to be in high performance. Orientation words, like how you act. So Play Like A Champion, so your brain starts associating, like this is the words that I have to do every day.

So keep in mind that you have to have a clear purpose. Not only for your business. What is my purpose and like role in that project? When I understand what it is in fact what I'm doing, I'm motivated.

The second part is the values. Are my values, my individual values, are they matching with my organizational values?

The third part is rituals. And rituals is not what you do like taking coffee every day. Rituals is what you do to feel inspired. To achieve better things. And your people need those rituals in your team. And then, of course, it's about behaviors. When you work with all of them, that's what magic happens.

RA: Thank you very much.

JK: So with 95% of our activity being subconscious, and 97% of our decisions being emotional...why are we studying project management techniques anyway? NO seriously…we learn

tools and techniques—but why? I think Ryan and Johanna have hit on it with making it personal – to get to peoples' values and beliefs so that they motivate themselves. And we as leaders can push to create the environment to inspire – an environment that is both creative and an opportunity to create rituals. *There's* some project management. Regularized behaviors, not just for the benefits of standardization, but of conveying meaning and value.

Hey, PMs, a shout-out for a new podcast that I found very interesting and very well-produced. It's called PMO Strategies with Laura Bernard, Laura is the host and producer and a long-time PMO leader and consultant. There aren't many podcasts out there that focus on PMOs, and I think this one is both highly educational, from her own impact framework to the guests she also occasionally has on the episodes, as well as very listenable. She offers the chance to connect with her website and blog to get more information, and to dig deeper into the topics of how to make your PMO more business value-driven and more strategic. Check it out. PMO Strategies with Laura Barnard.

Jeannette Terry is founder and CEO of Tercon Partners, an organizational development consulting firm that provides coaching and team development for Fortune 100 companies and mid-sized companies in the energy industry. She's an authority on cross-cultural teaming and has developed a methodology for reducing costs in cross-cultural conflict. Here are a few of her quick tips for improving your conflict resolution skills.

Jeannette Terry (30:23): When I say the word conflict, what do you think of first?

Class Participant A: Annoying coworkers.

JT: Annoying coworkers!

Class Participant B: Differences of opinion.

JT: Differences of opinion. If not resolved, conflicts often do not resolve themselves, what do they do instead?

Group: They fester.

JT: They fester. They go under the service and they pop up again sometimes over the same issue, because the person keeps bringing it up. And in the long run unresolved conflict costs money. And it interferes with schedule. It affects project drivers.
So here are some things. I want you to look at these for a minute. Are you guilty of any of these? Avoiding and doing nothing. Taking a win-lose approach. Demonizing the other person. I've done it myself. Irreconcilable differences…sounds like divorce court. Talking about the other person instead of *to* them. Very common…to get somebody else aside and say, "Do you believe what Jim did in the meeting last week? It's unbelievable.

There is really a cost to unresolved conflict. It starts small. Maybe it is communication lapses; people get a little out of sorts and so they don't return their emails, or they don't return calls because they're annoyed. Occasionally safety or quality issues. This is level one.

Look at level two. It can actually create turnover on a project because people go, "I don't want to put up with this. There's too much tension in our meetings and trying to make decisions. Then we

get in the middle there, factions and cliques… Ever seen those on a project team? And reduced collaboration. This can affect customers. If there's this underground ripple of unresolved conflict. And how about a toxic culture overall? That's pretty serious. So there are a lot of costs to unresolved conflict.

When conflict occurs, if we talk about it, and we have somebody who can facilitate a healthy discussion, here are all things that you can have…Discussion opens up, and eventually, the team and the individuals grow by being part of that – as long as there side rails and boundaries. One of the last slides I'll show you is a group of ground rules for fighting fair. And just posting it sometimes changes the dynamics in that team meeting.

So, alternative third ways. Third ways are either/or. We're in this meeting, Nick's advocating for his way, and Lis is advocating for hers, and some people are just slipping down in their seats, wishing they were doing something else.

So it's either or either or. One of the very constructive techniques that I recommend to you is dialogue instead of debate. So instead of either or, in this meeting, let's understand each other, and we might even find a third way. It's not A. It's not B. It might be a blend.

The Rosetta Stone of understanding how to be a better conflict resolver is this: the word is self-esteem – yours and theirs. Have you ever heard of the defensiveness spiral? So if I diminish the other person's self-esteem by criticizing, blaming, calling names. When I do that, your self-esteem takes a hit. And when your self-esteem is going down, you go into this big time. And you see it in the other person too. When there is criticism, and when there is labeling, if you have to resolve a difficult issue with somebody else, don't forget: they brought their self-esteem, with them also.

Your goal is to preserve their self-esteem even you think they're impossible to work with and deal with. You will have more power and more leverage if you go, "You know what? I'm going to try that approach because I'm going to have the upper hand."

 And then empathize. It's impossible to sustain anger with someone who is agreeing with you and empathizing. "I agree…either, it shouldn't have happened…" or "We need to look at that right away." And then when you can tell the next step... So the power here is, we need to find a solution. And if I have one after I've listened and I've not gone into the defensiveness spiral, and I've validated her right to have her idea, I could get to the point there… "What shall we do? Would this work or…?" It could be the solution is, "Let's agree to have another meeting with blank blank blank to try to resolve this."

If you're going to use ground rules, they need to be posted in your meetings and all the people in the meeting must buy in, and be willing to enforce them. So if it's a project team, just start out with getting group agreement, we're all going to support it. And then somebody has to model it, somebody has to speak up and say, "Sam, I feel like you kind of slipped into the blaming mode. And one of our own rules was we're going to try to avoid that."

My experience is that there needs to be periodic pulse taking. So I'm showing you something that is one of our products. It's the project team alignment survey. It doesn't have to be this one. Do this survey on projects every six months, or it could be every year, but that's a long time. And it measures project team alignment on eight dimensions – things like, "I'm clear about what the

direction is of the project for the next six months." People rate on a scale of one to five. Ability to deal with conflict. People rating their team on how well they do in conflict. The one that is always the highest scored category on here is what? Individual commitment to the team.

We as a company have consulted 25 of Chevron's projects of all sizes. But I can tell you that that is consistently the highest one. People in engineering and construction are committed, and they love the work, and that is something that is usually quite high. If it goes down, the project is in real trouble. And leaders need to know. Team communication. You can pick up some really good breakdowns in communication by just doing this.

Number 8 we added a few years ago. Well-being. And how would you know whether the culture was good on a project? What do you think is in this well-paying category?

Class Participant C: Work-life balance

JT: Yes. Work-life balance issues. Absolutely. Do I feel…one of the questions is, "Do I feel like there is time to balance work on this project?" Well-being is, "I can get to the people who really have the ability to say Yes or No or send me to somebody else, so we can keep the project moving along."

Class Participant D: Do you see correlations or patterns over time that would line up with forming storming norming performing because some of the conflict I've observed in teams, some of is, honestly, just quite normal.

JT: Yes!

CPD: Normal areas of conflict in the early stages. So that context can help settle the mood a little bit. The group understands,"Yeah, we're going through the normal kind of…"

JT: That's right, that's a very good point, if you all know that model. So I think that is the end for today. Thank you.

KL: Unresolved conflict has cost. And I hadn't thought of all the ways. I always think of it as time, lost in venting and argument, and even in lost staff attendance. But Jeannette highlighted something that is a fundamental PM Point of View® perspective. Conflict can mess with schedule and project drivers. That's right in our domain, PMs. Even before we descend into the pit of cliques and factions, we face delays. And of course, if you get into a full-blown toxic culture, a major – read expensive – intervention will be needed. And it all relates to protecting people's self-esteem. Delivering hard news while trying to accommodate that self-esteem will be the single hardest thing you do in management, and it ties directly to our projects. I vote PMI starts including tools and techniques for Conflict Management in our Guide to the Body of Knowledge.

Dr. Julie DeSot is a professional development and project management coach, with over 20 years of experience. She's managed projects supporting the GSA, TSA, US Marine Corps, the US Navy, and many other public organizations. She tells us about Appreciative Inquiry, an effective, and maybe not quite so disruptive approach to change management.

Julie DeSot (39:46): Just even the word change or change management. When you hear those

words, what are some of the kind of feelings that you get?

Class Participant A: Fear.
Class Participant B: Excited.
Class Participant C: Why me?
Class Participant D: New Opportunity.

JD: Oh, OK!

Class Participant E: Not again.

JD: Not again. Absolutely. Obviously change is inevitable, and while change can be good, it also feels very disruptive at times, as well, because it does feel like, "Oh my gosh, we were just doing it like that, yesterday, and it's different already. There is that sudden change, that difference, and it feels painful? So that's what I'm actually…where I want to get to today is, "How can we make change not so painful not feel so sudden?" And that's where I bring in the Appreciative Inquiry.

I want to first break out the two words of appreciate and inquiry before we get into the model. And so, with appreciate: valuing, or increasing the value. To me when I think of problem-solving it feels like that's something broke. And usually, when something's broke, we don't see value in it, we see value in something that's not broken. Or where can we maybe increase that value? And that's where inquiry comes in as well, is looking to those new possibilities. Where can we go from here? Search for the best.

So search for the best in people. So your team members, yourself, your organization, the environment…It is a systematic discovery. So, we do go through a method of it. And then also at the very end here: "If most effective and most capable." So starting to look at, "If this company or this project, this team, me… what would it look like?" or "What could I be if I was working at my most effective?" How capable am I really? How capable is my team? Versus ,"What's wrong with my team?"

Alright, so with Appreciative Inquiry, we have this 4D model. So we've got Discovery, Dream, Design and Destiny. So coming back to Discovery. So with that, we are looking at inquiry. What is the best of now? Or taking value in what is best today, what already exists. With the Dream, we're looking at, we're shared visioning, or looking at "Where can we go? What can it look like? And then with Design or alignment, "How do we get there?"

So taking, again, back to saying, "Here's what is working. How can we increase that or how can we take advantage of it?" And then again, how can we make it better? Or where do we want to go? And then the designing, how do we get there? And then Destiny maintaining it. Making sure we don't fall back on those old habits.

So I do believe in problem solving when it's appropriate, but we've got to stop relying just on problem solving, and start thinking about, "Is there a way that we can look at valuing what's best? What did we do that was so good, that we can take that and continue moving on? Continue making it even better. So in here, like I said, there is a lot of connections. So identifying a problem, or setting a context. Going into the analysis: What's going on? What caused our issues? Or here on the right, with Appreciative Inquiry, "What is good?" What's that value? Proposing solutions… There's

sometimes you've got to dream, "What might it be?" That's a kind of solution, right?

Action Planning. What do we need to do to fix the problem? Or how will we get there? How do we take advantage of these strengths? And then to take the action. Sustain what we create. And that is actually my presentation.

KL: So if change is considered disruptive, then reducing the disruption may allow us to achieve faster value. Like strengths-based leadership for individuals (focusing on what's right rather than what's wrong with people) Appreciative Inquiry through the four Ds, of Discovery Dream Design and Destiny allows organizations to rely on what has worked right, rather than focus on what hasn't worked, when we engage in change. This approach dramatically improves the desire for individuals to provide their discretionary effort.

John Forsythe is a Managing Director in the Federal Organizational Transformational service line of Deloitte consulting. He specializes in helping clients affect broad organizational changes across boundaries and chains of command. Listen to what he has to say about the modern workplace, the top organizations in the world today, and what makes them so successful.

John Forsythe (44:54): I'm going to start with a question. Should be a pretty easy question for all you. What do those three industries have in common? Retail, hotel hospitality, and public transportation. What's happened to those organizations, especially in the past few years? Total disruption, yes! Hotel Hospitality. The Number One provider of hotel hospitality is Air BnB. What don't they have any of? Hotels.

Number One provider of Public Transportation. What don't they have any of? No cars. Amazon. Number One provider in retail. What don't they have any of? Stores. Well they have a few now, they've got Whole Foods, right?

The message here: Traditional creators of value are no longer needed. What creates value for these organizations? What do they have that led them to be Number One in their respective industries? An incredible digital platform. That digital platform allows them to connect, as an organization. It allows them to connect with their customers in a way that was unprecedented before. Through that digital platform, they have oodles of data. And they have the ability to make sense of that data. They can make decisions through that data. Their customers can make decisions with all that data. The digital platform, incredible amounts of data. They have a workforce that is collaborative, a workforce that is innovative, agile, risk tolerant. Actually appreciates risk. Focus on the customer as opposed to internally oriented. And most importantly that workforce is unburdened by the day-to-day operations that consume most people. Can you imagine a world in which you are unburdened of the day-to-day data entry, transaction processing, documentation, paper pushing?

So when you think about the workplace experience it starts with this move towards digital. People don't want to be doing the work that can be automated. If you talk to any millennial or digital native, you ask them, "Hey, what do you want to be doing?" "I want to have meaningful impact from Day One, if I don't have it, I'm looking for a job already, someplace else."

Yet management is stuck in the mindset of, come in, earn your stripes for a few years, doing transaction processing and documentation, and report generation. And maybe then, once you prove yourself that you understand how things work here, then we'll give you meaningful work. They're

already walking out the door.

Take a look at yourselves and the work that you're doing. How much of that work is really relying on work that can be automated? That we have the technology now that can replace, because that's what the Amazons and Ubers and Air BnBs have done.

So when we talk about digital, it's not only the technology, but digital is a mindset. We all have more technology in our pockets and use it as individuals. More technology than put the NASA space shuttle into space. But our businesses and public organizations, especially, have prevented us from having the same kind of flexibility that we have right in our pockets. Studies have shown that no human anywhere in this planet will be doing data entry or transaction processing within the next decade. We will be fully automated. And if you're not heading down that path, you're behind.

Societal Impact. Doing well by doing good has now become the number one driver for success in organizations, right? But when we look at human capital trends, we start thinking about the future of work, how work dramatically shifts. How the automation of routine tasks frees up the humans to do more human work. What does a culture look like where you've got employee engagement…an employee population that really comes to work fully engaged as humans? How do you fully support employees through advanced learning approaches? There are tremendous different things that organizations are trying to do.

But frankly, it is more easy for an Uber, or Air BnB, to come into the industry from the outside, than it would be for a Marriott, for example, to do it for themselves. If you frontload the insertion of digital technology, if we talk about freeing up to humans to be more human, we've got to realize most of your organizations, there are going to be people that will jump towards that. There are going to be people who can be skilled to be moving towards that more human set of skills. And let's all admit it, there are going to be people that will not give up that data entry, transaction processing, report generation and documentation, unless you pull it from their cold dead hands. You as organizational leaders should look for workforce transition strategies that are respectful of the different mindsets. Because it's not one size fits all.

There is no such thing as a career anymore in a single organization. A career is a set a diverse experiences across multiple employers over the course of a longer period of time than existed before. Did you know that this generation in this point right now is the first generation in human history that most of them can expect to live to 100?... So if you think of the average time with an employer, a career is a set of 15 to 20 different employers over the course of 60 years, doing things that it fill and energize an individual.

In addition to creating an environment where they're not doing the crappy work, you can create an environment that we call Simply Irresistible. A place where people are dying to go work in. And stay when they're there. So what makes an organization Simply Irresistible? First and foremost, meaningful work. Is what I am doing meaningful to me? And do I have a clear sense that what I'm doing has impact on society? And other things we talk about there is autonomy. Do you have to make decisions on the themselves? And getting away from the organizational silos, working on small, effective cross-cultural teams is more likely to create that direct line between my day-to-day actions and a sense of meaning in my life.

The second thing that creates a Simply Irresistible organization: Supportive management. Not a

manager that tells me what to do, but a manager that frees themselves up to help me in my career, mentoring, coaching, developing me giving me the responsibitilies and opportunities to grow my career.

What do you think is the single greatest data point when it comes to retention of a millennial?

Class Participant A: Growth Potential.

JF: Growth potential! If their answer to the question, "Are you going on your job?" is no, trust me, they are already looking for a job someplace else. So if you're not continuously providing learning opportunities, you're going to lose your top talent.

Instead of "gaining experience," it's "having experiences." I want to dabble in this over here, and then I want to try this over here. I want to do some CIM work, and I want to do some planning work and I want to do some Human Capital work. And that kind of mosaic of experience is self-crafted by the employee. And adding value as they both learn and deliver and bring new ideas to an organization. That's the career of the future. It's not the latter, it's that lattice going different directions multiple different ways at their own pace. As fast or as slow as they want to be doing, making their life experiences. Life comes first.

Positive work environment: I want to shape my work around my life, as opposed to having shaped my life around my work. You will get tremendous productivity, creativity, innovation and energy if you figure out when and how and where they best do their work. Ask. What's most important to you and how can I as employer help you achieve that? While you're helping us achieve our mission. If you can create that kind of environment, that kind of flexibility, you will become the employer of choice.

Trust in leadership is the last one. And very importantly, visibility and access to leadership. Leaders who can go around, ask questions; have questions asked of them, and people trust that they are on the same page with them, that's what's going to keep them together as an employee.

Work, workplace, and workforce. In the past workforce was a certain set in stone kind of workforce – individual and not much diversity. The work was kind of stable, and the workplace was at HQ. Each organization now realizes that each of these decision points, what kind of work happens, what kind of workforce, meaning regular employees, contractors, gig, freelancers, crowd sourcing, automated workforce, hybrid workforce. The workforce is no longer just the single employee, it's a multifacets…a workforce ecosystem, to include the robots as well as multiple different sources of talent. And the workplace can be varied, depending on what they want their vision and strategy to be.

So the biggest challenge of this move towards digital isn't technology. It's the people, and frankly it's the leadership. It takes a different leadership style than most of grew up with. I grew up working for Baby Boomers. And I worked in a mainly controlled environment and did what they told me to do, and followed through with it. Managing director, finally an executive. Guess who I work for now. My workforce. I don't tell them what to do. I think of leadership in this environment as flipping the typical organizational pyramid upside down. The leader at the bottom of the organization enabling the workforce to achieve what they want to in their careers, while achieving the mission. Allowing bright young minds to figure out a new way of doing something that you

can't imagine because they're so connected to technology…So that kind of freedom and enablement of a workforce to do what they think is best, enabled by leaders who are clearing barriers for them so that they can be successful, that's the leadership of the future.

Thank you very much for your time.

KL (55:18): Disruption. So, if creation of value comes from digital platforms and a workforce that is unburdened by the day-to-day operations of handling transactions and documentation (paper pushing), and thus risk taking, it sounds like automation is the answer. But John has pushed us farther along by asking us to think as managers in both how we train and inculcate new workers as well as consider workforce transition strategies.

You think Millennials don't want routine tasks. Neither do their Gen X and Baby Boomer counterparts, but I highlight this for those of the older generations: If the Millennial is the boss then perhaps we should hear John's message in a new way. We'd best, not spend time showing how good we are at following routine processes as a way of showing value and protecting our jobs. If the manager had wanted autonomy when they were rising and sees it as a virtue, it's best we show the same. We need to show we can work in the lattice and not just focus on the ladder as members of the team.

As an employee at the end of performance reviews, I used to ask, "What will I learn this next year, that I don't know today?" And thus thrust the shared ownership of my growth on a manager who I was indicating I trusted to provide me the environment for growth and autonomy. All of us should be asking this.

So what did we learn from this episode? That conflict costs money. The sooner you can resolve it the better. We heard once again, that perhaps the best approach to leading today's workforce is to take on the role of servant leader. Keeping your team engaged through the complete life cycle of the project is absolute key to success. That means, clearly establishing everyone's role and making sure that they have access to all the necessary resources. And once again, for like the 60th time out of our 66 episodes, we hear how the most important thing of all is relationships. Build them, maintain them, honor them.

Now, on this Millennial construct folks, we managers have met the Millennials and they are us. Flip the script. It's not how we manage them, but rather how we respond to their management. Oh and hey, Millennial managers. You may be pounding hard to solve problems and be goal-oriented, and be very individualized, but just remember, you've still got to treat those Boomers and Gen X-ers with R.E.S.P.E.C.T.

Oh, and listeners, I'll leave you with this. You thought these generational discussions over the last decade were daunting or even interesting? Wait till you meet the bucket of chuckles that is Gen-Y. Now two years into the white collar workforce, it all begins again. Hey – that just means room for new speaker topics at symposiums.

Special thanks to all our presenters in this episode: Ryan Anderson and Johanna Quintero, Julie DeSot, John Forsythe, Joseph Launi, Stephen Shields and Jeannette Terry. I would also like to thank the recordists Marci Owens, Felicity Keeley, and Prusha Hasan. And most of all I would like to thank John Cable and everyone at the University of Maryland's Project Management Symposium,

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Announcer: Our theme music was composed by Molly Flannery, used with permission, Additional original music by Gary Fieldman, Rich Greenblatt, Lionel Lyles, and Hiroaki Honshuku. Post-production performed at M Powered Strategies.

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Be sure to tune into our next episode when we convene a round table of experts to delve into project management and cyber security.

Charles McGann: Well the worst that can happen is you could become an open door to any of your business partners. You could become an open door, and people can mine all your data and just continue to add all that data to something else.

Susan Parente: So the project manager needs to include that security awareness as part of the actual requirements for the project.

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