Developing Project Leaders:
What can you do to streamline and accelerate the development of your project leaders when most of the “training” is on the job?

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# Education versus Training

Both Are Needed!

<table>
<thead>
<tr>
<th>Education is Largely:</th>
<th>Training is Largely:</th>
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<tbody>
<tr>
<td>To think and create</td>
<td>To do</td>
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<tr>
<td>To do right things</td>
<td>To do things right</td>
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<tr>
<td>To be more effective</td>
<td>To be more efficient</td>
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<tr>
<td>To lead</td>
<td>To follow</td>
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<tr>
<td>Long term impact</td>
<td>Immediate result</td>
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<tr>
<td>Broadly-based</td>
<td>Narrowly focused</td>
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**Both Are Needed!**
A good mentor...

- Is someone absolutely credible whose integrity transcends the message, be it positive or negative
- Tells you things you may not want to hear but leaves you feeling you have been heard
- Interacts with you in a way that makes you want to become better
- Makes you feel secure enough to take risks
- Gives you the confidence to rise above your inner doubts and fears
- Supports your attempts to set stretch goals for yourself
- Presents opportunities and highlights challenges you might not have seen on your own
Mentoring: Teaching What it Means to be a Leader

- Formal mentoring programs almost never work
- Mentoring is as important as anything you do and more important than most of what you do
- Many people can derive no benefit from mentoring because they think they already have all the answers, because they have limited potential, or because they view mentoring as just a way to get a better job with higher pay
- Pick who you want to mentor
- Do a reasonable job mentoring a few than a pitiful job mentoring many

Terry Little, Academy Sharing Knowledge (ASK), The NASA Source for Project Management & Engineering Excellence
Mentoring:
Teaching What it Means to be a Leader

• **Communicate** expectations to those below you that they have a mentoring responsibility for which you will hold them accountable

• **Meet** with each person you mentor regularly and meet with everyone you mentor as a group; send articles or suggested readings, as well as some words of counsel (it’s critical that these be predictable and personal)

• As a senior manager, you are always engaged in “informal-informal” mentoring; others take their cues from us since we higher up the bureaucratic pyramid than they are. When others seek to emulate us, we have mentoring at its finest.

Terry Little, Academy Sharing Knowledge (ASK), The NASA Source for Project Management & Engineering Excellence
Experienced-Based Development of the Project Leader-Manager
“Because engineering and medicine have so much codified knowledge that must be learned formally, the trained expert can always outperform the layperson. Few of us will trust the intuitive engineer or physician, with no formal training.

Yet we trust all kinds of managers who have never spent a day in a management classroom... “

Henry Mintzberg, “Managers not MBAs”, 2004
Practice vs. Profession (cont.)

Engineering... can be called a profession.

Management is not a profession...it is above all a practice.

Henry Mintzberg, “Managers not MBAs”, 2004
Management as a Craft

“..Put together a good deal of CRAFT with a certain amount of ART and some SCIENCE, & you end up with a job that is above all a PRACTICE.

.. Most management is craft, meaning that it relies on experience – learning on the job.”

Henry Mintzberg, “Managers not MBAs”, 2004
“Most people do not accumulate a body of experience.

Most people go through life undergoing a series of happenings, which pass through their systems undigested.

Happenings become experiences when they are digested, when they are reflected on, related to general patters, and synthesized.”

Saul Alinsky, “Rules for Radicals”, 1971
“WE had the experience
But missed the meaning”

T. S. Eliot
Primary Components of Leadership and Management Development

✓ Individual’s attributes, early development, organizational culture and role models, one-on-one mentoring, formal education and training

✓ Experience
✓ Thoughtful Reflection (individual & collective)
✓ Theories
✓ Stories & case studies
✓ An open dialogue
Next Steps:
Consortium for Project Leadership

General Themes:
• How to lead successful projects
• How to develop project leaders
• How different organizations can develop project leadership knowledge tailored to their specific needs and context

Charter:
• Develop better/tailored solutions for leadership development of project managers and senior managers
• Conduct in-house leadership development workshops
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