



# Why Project Leaders Fail

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Website: <http://www.ssi-learn.com>

Welcome to the PMI Houston Conference & Expo and Annual Job Fair 2015

- Please put your phone on silent mode
- Q&A will be taken at the close of this presentation
- There will be time at the end of this presentation for you to take a few moments to complete the session survey. We value your feedback which allows us to improve this annual event.

# Identify the Correct Penny



# What was the purpose of this exercise?



- You grow so accustomed to how you perceive things that you think you have all the answers
- You are never done learning in life
- Allow your mind to continually grow during this presentation, your career and your life

# Overview:

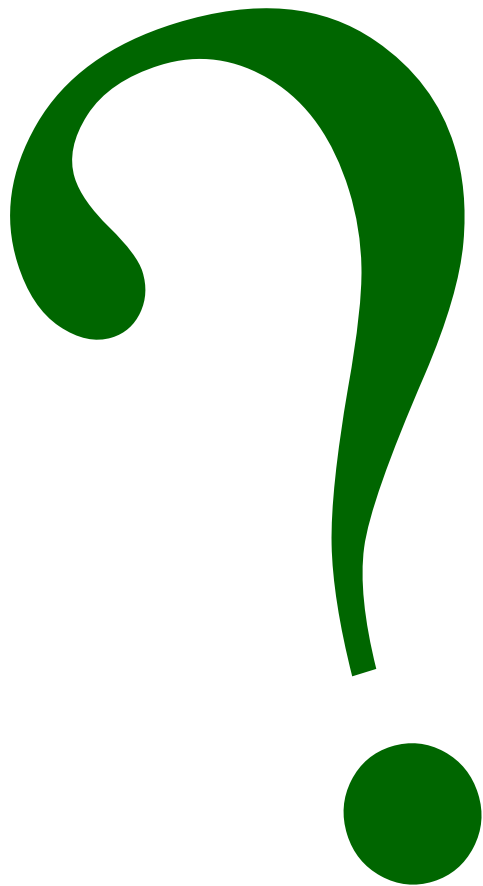
Greatest skills leaders can have

- Top five contributors to leadership failure
- Main cause of leadership failure
- The role of the leader
- How leaders can become more effective

**Over the years, studies  
have been conducted on  
why projects fail...**

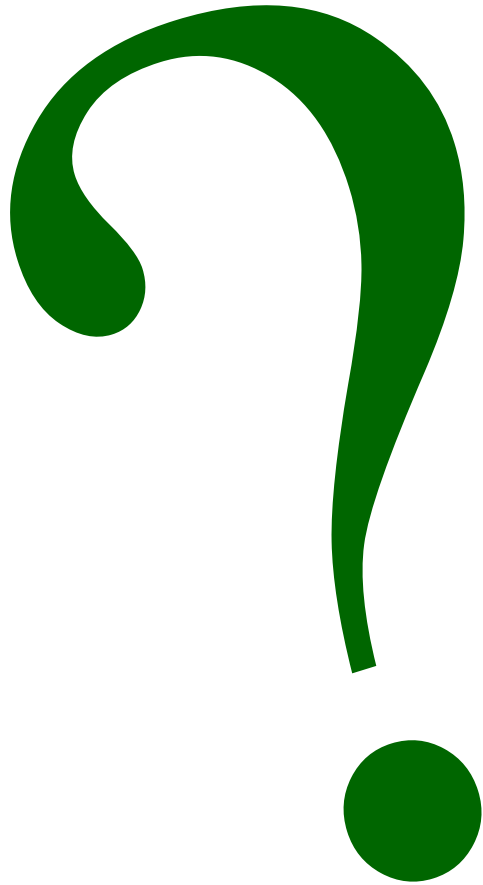
# **#1 Reason**

***Not adequately defining the  
objectives for the project***



**One area overlooked  
when evaluating  
project failure?**

***The Failure  
of Leadership***



**What is the  
greatest skill a  
leader can have?**

The greatest skill a leader can have?

# COMMUNICATION

*The basic ability to connect and get along with other people.*



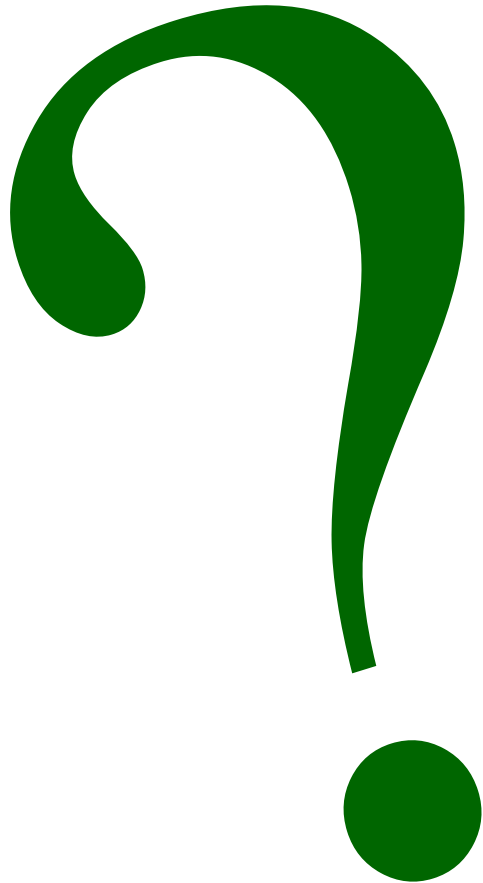
The Worst Manager you ever worked for...

**A group of *250 IT Employees***  
(who manage at least 10 staffers)  
**were surveyed about the worst  
manager they ever worked for.**

# The Survey Says...

*The top five contributors to leadership failure:*

<b>Poor Interpersonal Skills</b>	<b>58%</b>
<b>Self Centeredness</b>	<b>56%</b>
<b>Failure to Acknowledge Problems</b>	<b>55%</b>
<b>Untrustworthiness</b>	<b>54%</b>
<b>Weak Management Skills</b>	<b>52%</b>



**Main cause of  
Leadership  
Failure today?**

Main cause of Leadership Failure today...

**A lack of...**

# **Emotional Intelligence**

*Emotional ability and interpersonal skills are not something easily learned.*

# Emotional Intelligence

*...is often the distinguishing factor between great and average performers.*

# Emotional Intelligence Study at J&J found the following from 182 Questions

- 358 High Potential Managers had EI characteristics-survey of 1185 manager
- Service Orientation
- Focus on Developing Subordinates
- Self Confidence, Achievement Orientation
- Excellent Listening, Verbal and Written Communication Skills
- Influence Skills
- Change Catalyst

# The Role of the Leader

- One of the most critical responsibilities as a leader is selecting the staff members organization.
- The strength of your managerial staff will determine the fate of your organization.

# The Role of the Leader

About 35% of new managers and executives failed in their jobs within the first 18 months during 2014

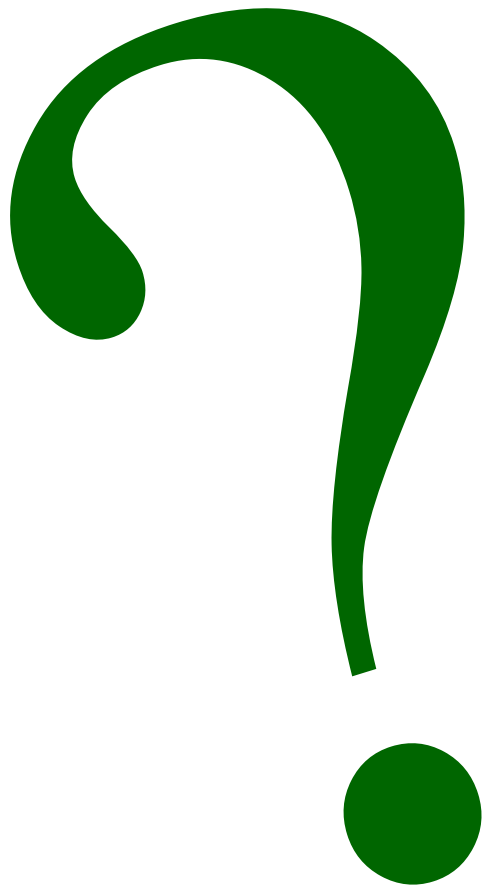
*Success in management and leadership is all about people and relationships.*

*"Failing New Managers" by Don Blohowiak, August 2005*



# The Role of the Leader

- Letting new managers fail is demoralizing to them and your staff
- It's viewed as a strike against you
- Interrupts your organizations productivity
- The success of managers is not only important to the organization but to your career advancement as well



# **Additional reasons for Leadership Failure today?**

Additional reasons for Leadership Failure today...

# Missed Coaching Opportunities

*Firing someone for nonperformance without proper support to succeed is as glaring an indictment of the manager as it is the employee. Both fail.*

# Missed Coaching Opportunities

## #1 Excuse

*“Leaders are frequently “too busy” to pay much attention to the development of their most critical resource – their employees.”*

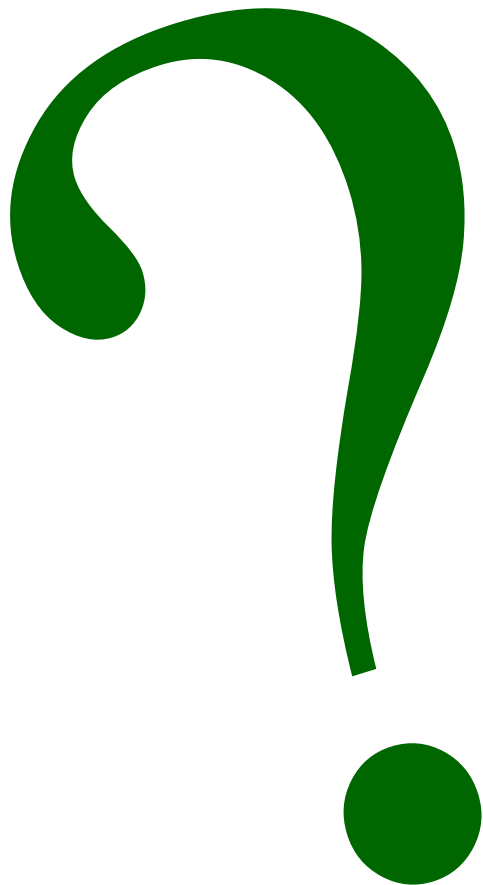
## Additional reasons for Leadership Failure today...

- Leaders do not share their vision
- Typically talk more than they listen
- Lack of inspiration
- No open door policy
- Personal Opinion influences decisions
- Lack of trust

# TEAM EXERCISE

## Characteristics of The Best Leaders

- Gather a team, select a leader, and agree to three characteristics of the best leaders
- Seven minute exercise
- Team Leaders should present findings



**How can leaders  
become more  
effective?**

Ask 6 difficult  
questions

*“Why Do Many Leaders Fail”, by Bob Rosner, May 2005*

# 1 How is that working for you?

- One question that most of us don't ask ourselves nearly enough
- 360 Evaluations where employees can rate their boss
- No reason NOT to know how you are doing as a leader



# 2

## Where are you vulnerable?

11 “derailers” or behaviors that can undo a leader:

1. Arrogance
2. Melodrama
3. Volatility
4. Excessive Caution
5. Habitual Disgust
6. Aloofness
7. Mischievousness
8. Eccentricity
9. Passive Resistance
10. Perfectionism
11. Eagerness to Please

# 3

## Do you analyze the adversity you are facing?

- Learn from your mistakes
- What patterns can you spot?
- What behaviors got you into trouble before?
- What did your critics say that ended up being right?

# 4

## Do you listen to your customer?

- Customers focus on getting more for less
- Important to see every interaction as a focus group where you can learn something new

# 5

## Do you have a mentor/confidant?

- “Reverse Mentoring”
  - Bosses learn from young workers about what its like on the front lines to learn about the challenges they face
- Point of view of a younger worker can differ from an older boss
- Everyone can profit by being mentored by someone

# 6

## Do you force yourself to change?

- As we get older, we get set in our ways
- The only difference between a rut and a grave is the depth

# Conclusion...

*“Leaders who can show trust, respect and appreciation are more likely to keep employees and if they can achieve that much, performance levels are also likely to increase.”*

# Conclusion...

- Companies must develop and learn from best practices regarding leadership
- Create organizational cultures that foster performance, pride and fun
- Build solid relationships between employer and employee
- Leaders need to be effective communicators



# EDUCATIONAL RESOURCES

The following texts make a good read for project managers and anyone in the business world.

## **Boss Talk in the 21<sup>st</sup> Century , A Leadership Guide**

*Great tips on how to be an effective manager.*

By Thomas J. Mattus

## **DESIGN A Life That WORKS**

By Michael Alan Tate

Good planning is critical in Life and Projects.

## **What Got You Here Won't Get You There**

*What's holding you back from being a better leader. A blunt approach to self assessment .*

By Marshal Goldsmith





# EDUCATIONAL RESOURCES

The following websites contain information for project managers including articles and tools.

[www.pmstudy.com](http://www.pmstudy.com)

[www.ganttthead.com](http://www.ganttthead.com)

[www.projectsatwork.com](http://www.projectsatwork.com)

[www.pmboulevard.com](http://www.pmboulevard.com)



# EDUCATIONAL RESOURCES

The following published articles are available on SSI's website – [www.ssi-learn.com](http://www.ssi-learn.com)

## Winning the War on Retaining Brain Power

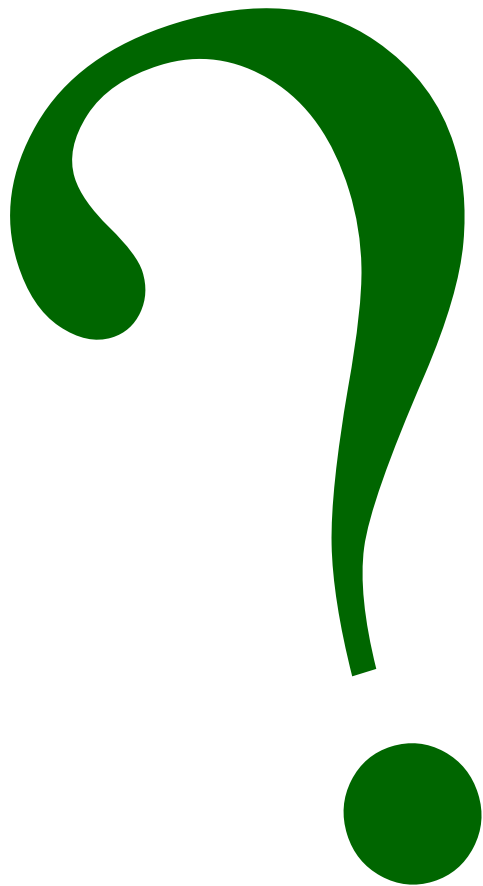
By Tom Mattus

## The High Cost of Employee Turnover

By Tom Mattus and Craig Ruvere

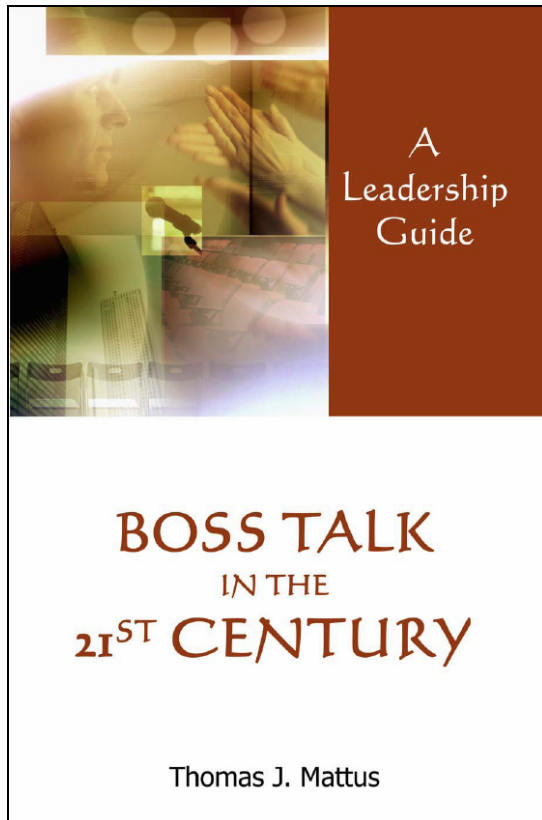
## How to Attain Project Success with Project Measurement

By Tom Mattus and Craig Ruvere



**Questions?**

# Boss Talk in the 21st Century by Thomas J. Mattus



## Now Available

\$32.95 per book with free shipping and handling.

Call with any questions or to receive an order form  
877-390-3057 or 631-331-4564 or  
e-mail [tom.mattus@ssi-learn.com](mailto:tom.mattus@ssi-learn.com)

Please send checks or purchase orders payable to  
Thomas Mattus to:  
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**Allow 20 business days for delivery.**

# Contact Information

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***Thank You***