
INFLUENCING WHEN YOU DON'T HAVE AUTHORITY

A CASE FOR GRATEFUL LEADERSHIP IN PROJECT MANAGEMENT



#IWORKFORGM

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DISCLOSURES



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GRATEFUL LEADERSHIP CERTIFIED PROFESSIONAL –
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LIVE IN SOUTHEAST MICHIGAN WITH MY WIFE OF 33
YEARS; 9 CHILDREN; 4 GRANDCHILDREN

DOES THIS SOUND FAMILIAR?



- **Here's the scenario:**

- You are NOT the CEO of the company
- You have work that needs to get done so you can deliver what is expected of you
- You need other people to deliver what is expected of them so the entire team can deliver the whole package
- You need other people to support you and the team
- But nobody reports to you...

- Sound familiar?
- Something a Project Manager faces daily

SCENARIO

- Story:

- Have you ever had to "uninvite" someone from a meeting?
- Ask them not to show up?
- How can you do that gracefully?

UNINVITE A CUSTOMER FROM A MEETING

- Definitions:
 - **Definition of *authority***
 - 1a: power to influence or command thought, opinion, or behavior
 - Example: the president's *authority*

- Legitimate Authority – Authority a person has based on their position within an organization, company, political group, etc.
 - **Definition of *influence***
 - 1: the power or capacity of causing an effect in indirect or intangible ways

DEFINITIONS

<https://www.merriam-webster.com/dictionary/authority>

<https://www.merriam-webster.com/dictionary/influence>

- Acknowledgment:

“Acknowledgment is a heartfelt and authentic communication that lets a person know his or her value to the organization or team and the importance of the contribution that they make.”

- Judith W. Umlas

Grateful Leaders Consistently Use Acknowledgment

Audience Participation:

Do you know someone that you would call a Grateful Leader? Why?

Something to think about:

Would you consider yourself a Grateful Leader?

GRATEFUL LEADERSHIP

THE ACKNOWLEDGMENT ADVANTAGE

- Practice Acknowledgment as often as you can
- Use the 5 Cs
 - Consciousness
 - Choice
 - Courage
 - Communication
 - Commitment
- Does your organization have a recognition system?

GRATEFUL LEADERSHIP AND INFLUENCE

- How do you feel when you work with a Grateful Leader?
 - When you report to the Grateful Leader?
 - When you work with a peer that is a Grateful Leader?
 - When a Grateful Leader Reports to you?
- Grateful Leadership isn't about your position in an organization!
- It's about relationships
- Grateful Leadership is about the Value of the person.
- Let's look at where to apply this

GRATEFUL LEADERSHIP AND INFLUENCE - 360°

- Influencing Those That Work For You
 - Identifying the value of everyone on your team
 - Grateful Leadership Builds Trust and Communication
- Influencing Upward
 - You aren't "brown-nosing" or "sucking up" - must be sincere
 - Find those inspiring qualities and let management know that you see this in them
 - Building up TRUST
- Influencing Laterally - Peers
 - Relieves Fears, Builds Trust, and a Sense of Collaboration
 - Takes Time, Consistency, and Sincerity

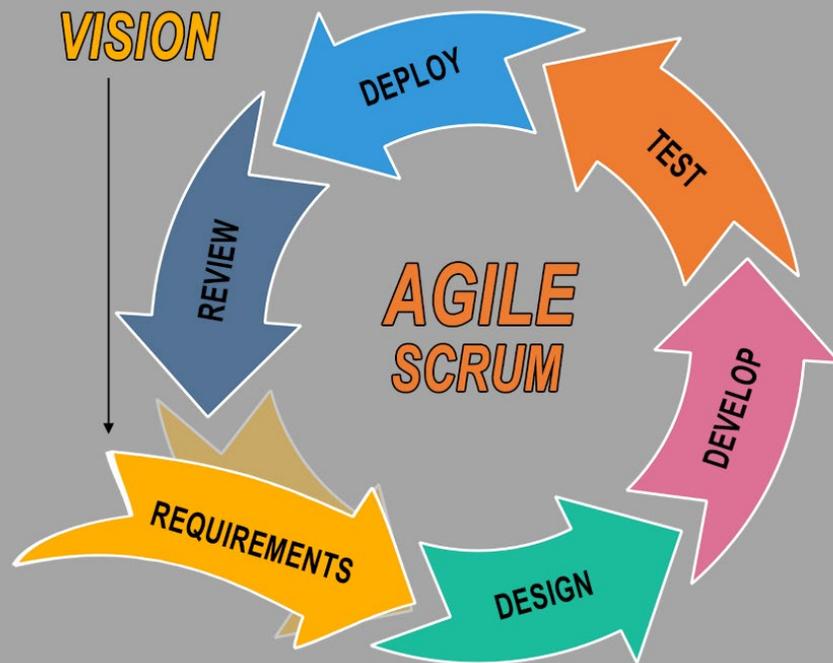
INFLUENCING IN THE PROJECT MANAGEMENT FRAMEWORK



INFLUENCING DURING THE 5 PHASES OF A PROJECT



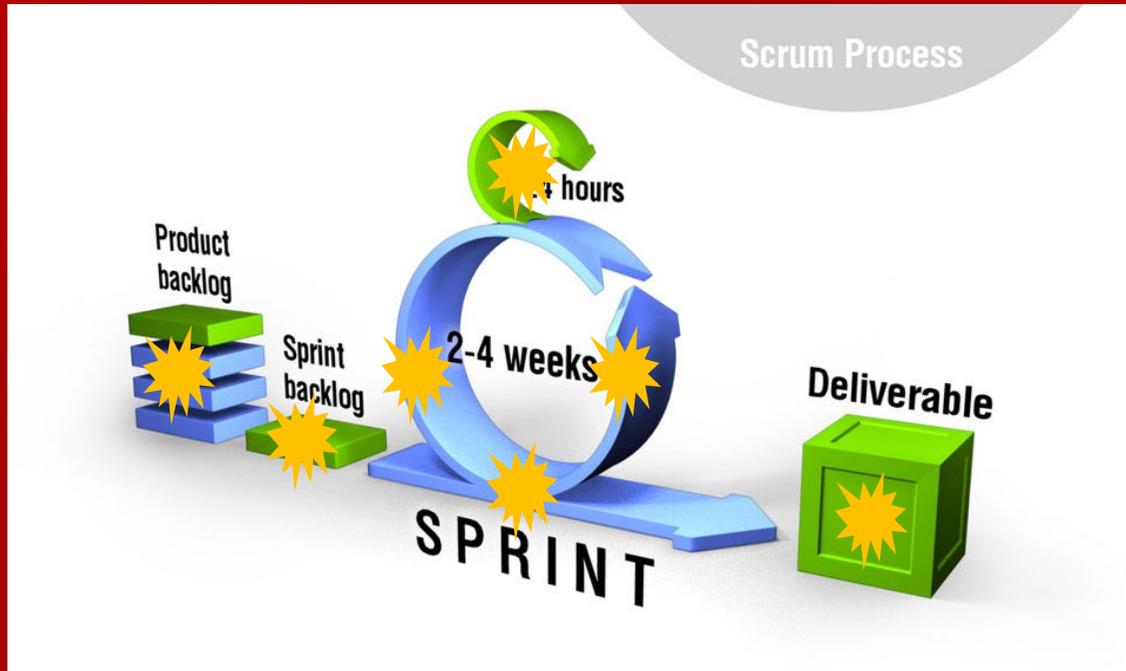
- Project Initiation
- Project Planning
- Project Execution
- Project Control
- Project Close



THE SCRUM FRAMEWORK ACKNOWLEDGMENT CHALLENGE:

Communications is a key function in all projects

- Build Acknowledgment into all parts of the Communications Plan



HOW MANY PLACES IN YOUR SPRINT CAN YOU ACKNOWLEDGE SOMEONE?

Key Events:

- Sprint Initiation
- Daily Standups
- Customer Demos
- Retrospective / Sprint Review

NEXT STEPS

- Remember:
 - Influence isn't about getting things done, it's about relationships
 - Grateful Leadership is a solid strategy for building relationships
- Start practicing Grateful Leadership yourself
- Become part of a group of people that are committed to Grateful Leadership – Have presentations / training done for you and your team
- Join the *Center for Grateful Leadership* – founded by Judy Umlas
 - www.gratefuleadership.com

THANK YOU

QUESTIONS?