M P you G

Situational Leadership with Self-Actualization Mindset

November 25, 2017 @ 10:00 AM – 12:30 PM IST

Presenter: Harishankar Vaikom Mahadevan

Agenda

10:15 AM – 11:30 AM

- 1. Situational Leadership
- 2. Self-Actualization
- 3. Inside-Out execution

Snacks Break

11:45 AM – 12:30 PM

- 4. Setting the mind to Self-Actualization
- 5. Elevation of Self-Actualization
- 6. Agile and Situational Leadership

Note of Thanks

- A big THANKS to my mentors who have influenced and motivated me towards self-actualization.

Note of Thanks

- Thanks to Venkat D Ramesh, my friend and colleague for helping in creating images that are included in this presentation.

Foreword

- This presentation has been prepared based on my experience gathered over a period of time striving to attain self-actualization state.

- The words and advice from my mentors, which is not available in books, have been contemplated to coin the wordings and construct this presentation.

- This presentation is based on my paper submitted for PMI India 2017 national conference on the same topic under the theme "Project Management Leadership > In a rapidly changing world".

Anything catchy about this topic?

• Situational Leadership with Self-Actualization Mindset

Your thoughts please… before we move on!

M P you G

Paradigm Shift

- Believe it or not – Leadership style has already undergone a paradigm shift.

- And the question to leaders is…

"As true leaders, have we shifted to the paradigm?"

Present Leadership Demand

- In a dynamic world which embraces change almost daily in modern age, the inevitable truth of rapid change demands a swift change in leadership style to successfully manage projects.

- The exponential growth in usage of agile methodology to implement projects successfully, justifies the fact that the project management leadership has already taken a paradigm shift, wherein <u>leading with agility</u> has become the need of the hour.

- Situational leadership with self-actualization mindset is the leadership style that is being looked forward to in project managers of this era.

- Importantly, the success of the team in <u>embracing the change to deliver seamless value to the customer consistently</u>, becomes the most important situational leadership contributing factor.

M P you G

Driving Factors for Situational Leadership

- The project managers are faced with many challenging situations to deal with in due course of a project.

- While most of the challenging situations especially that are related with soft skills come with experience for the project managers, exhibiting robust leadership skills in tough situations and working towards acquiring those skills still does not come out naturally for most of the project managers.

- The primary reason for these situations look to be tough for project managers is that they seem to be focusing on the problem on hand and getting too much into it rather than focusing towards the solution to prevent the problem recurrence.

- A momentary lapse in focus towards solution could pave way for the situational and environmental factors to pouch on the situation to take the problem to a different level making it difficult for the project manager to get the situation under control.

Situational Leadership

- Situational leadership is all about making the difference with the manager being in control of the situation rather than the situation being in control of the manager.

- This kind of leadership will be highly efficient, which nurtures and facilitates growing as a team in efficient and rapid realization of customer value and business.

- Situational leadership comes naturally to people who constantly look inside them to analyze their own self on various dimensions and parameters and in due course of time attain to a state where they realize themselves with their own self.

- Such kind of people are a rare breed as they focus on the changeless while others focus on the change thinking about how to adapt to the change or how to the change the change itself, which is inevitable.

Situational Leadership

- Focusing on the changeless allows one to do an anatomy analysis of subtle things that are internal and realize his/her own actual self and thereby transcend himself/herself into the state of self-actualization.

- Once the changeless i.e. self-actualization is realized, accepting any change comes naturally to the individual as the consciousness is always self-actualized.

- This would enable the individual to operate from the self-actualization mindset at any point of time, which allows him/her to deal or handle the change efficiently rather than thinking about adapting or embracing the change.

Self-Actualization

- Self-Actualization is the process of analyzing, identifying and realizing one's own actual self, which is changeless.
- While all the things that are around an individual are subject to change, there is something within an individual which is changeless.
- Self-actualization process makes an individual transcend and elevate to a state where the individual's changeless entity is realized by means of which all that change are handled or dealt efficiently.
- This process consists of three phases.
  - ✓ Self-Analysis
  - ✓ Self-Identification
  - ✓ Self-Realization

Self-Actualization

- Each of these three phases are to be executed by an individual in a sequential fashion.

- The completion of the previous phase will lead into the initiation of the next phase and this would happen naturally in the process.

- The individual will realize his actual self upon completion of all the three phases.

Self-Analysis

- Self-Analysis phase in the self-actualization process involves in interrogation of self to your own self.

- The interrogation can also be made to a subject matter expert on self-actualization who can guide the individual to think and find answers for the questions.

- But it is recommended that the answers to the interrogation be found by the individual himself/herself while the subject matter expert can help and facilitate the individual to find the answers for self-interrogation.

Self-Analysis

- An individual's <u>character</u> is built and determined by a group of <u>behaviors</u> that he/she exhibits. The behavior is formed by a set of <u>habits</u>. The habit is constructed by <u>thoughts</u>. The thought is created by a set of <u>impressions</u> registered in one's mind through various incidents or events observed or gone through in one's life.

- While many focus on changing the character of individual in a positive way, it is important to recognize and understand that the basis of character that is formed through the drilled down chain of behavior -> habit -> thought -> impression.

- Upon recognizing and acknowledging this fact the individual need to travel inwards to clear out negative impressions and enhance positive impressions which will lead naturally to build a strong self-actualized character, rather than just focusing on the character and determine ways to change it.

- The initial step towards self-analysis is to understand the absolute consciousness of an individual that is void of any impression.

M P you G

Self-Analysis
(Building of Character)
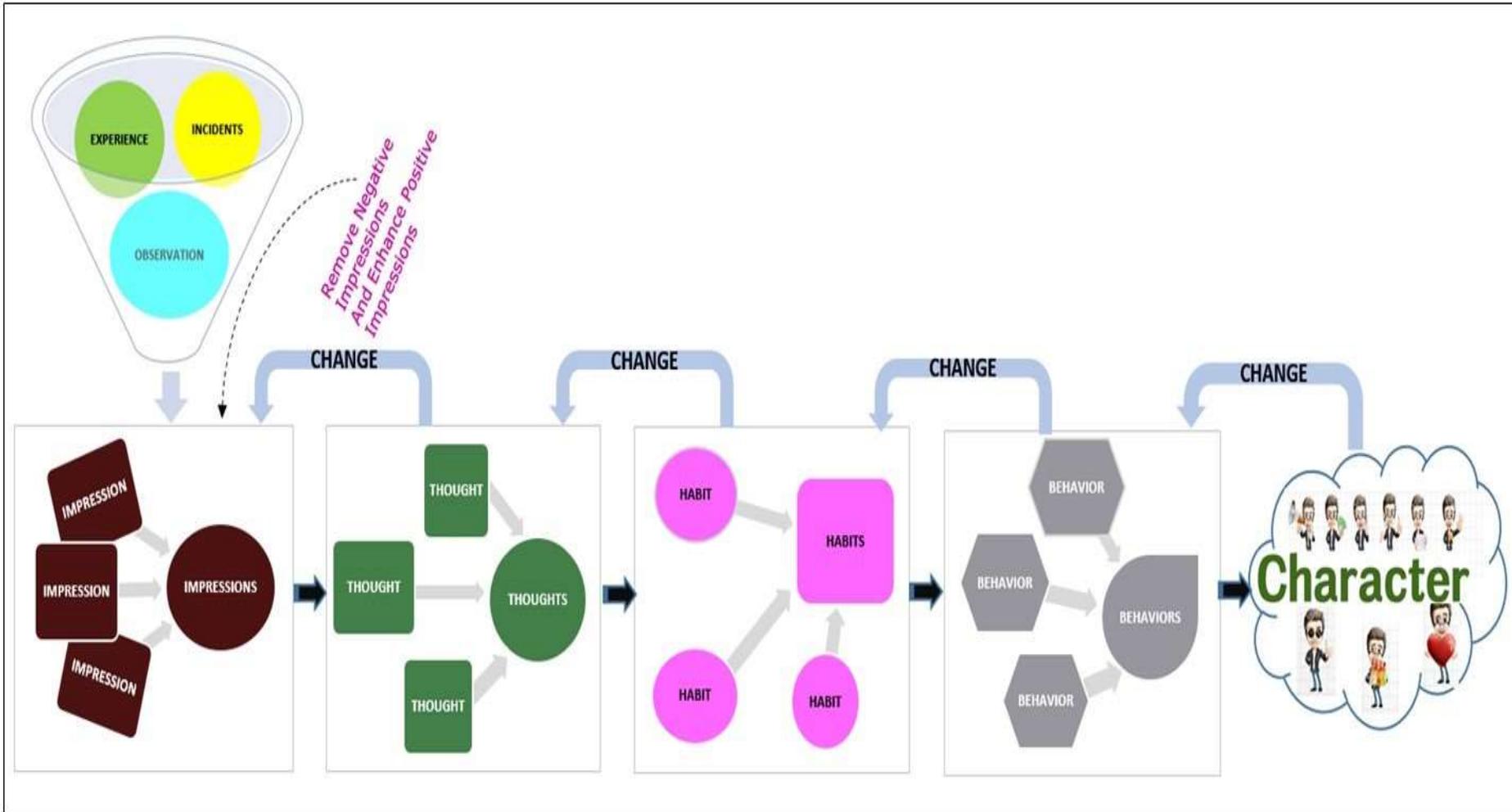
Self-Identification

- Once the absolute consciousness is understood and recognized by the individual, the next step is to understand and analyze the various layers/sheaths that the individual is compound with.

- Upon analysis the individual would realize that his/her composition is of four sheaths – physical, air/breath, mind and intellect.

- All these sheaths are bound on top of one another with physical sheath being the outer most followed by air/breath, mind and intellect inside. The inner sheaths are subtler than the outer sheaths, which is very evident on analyzing them.
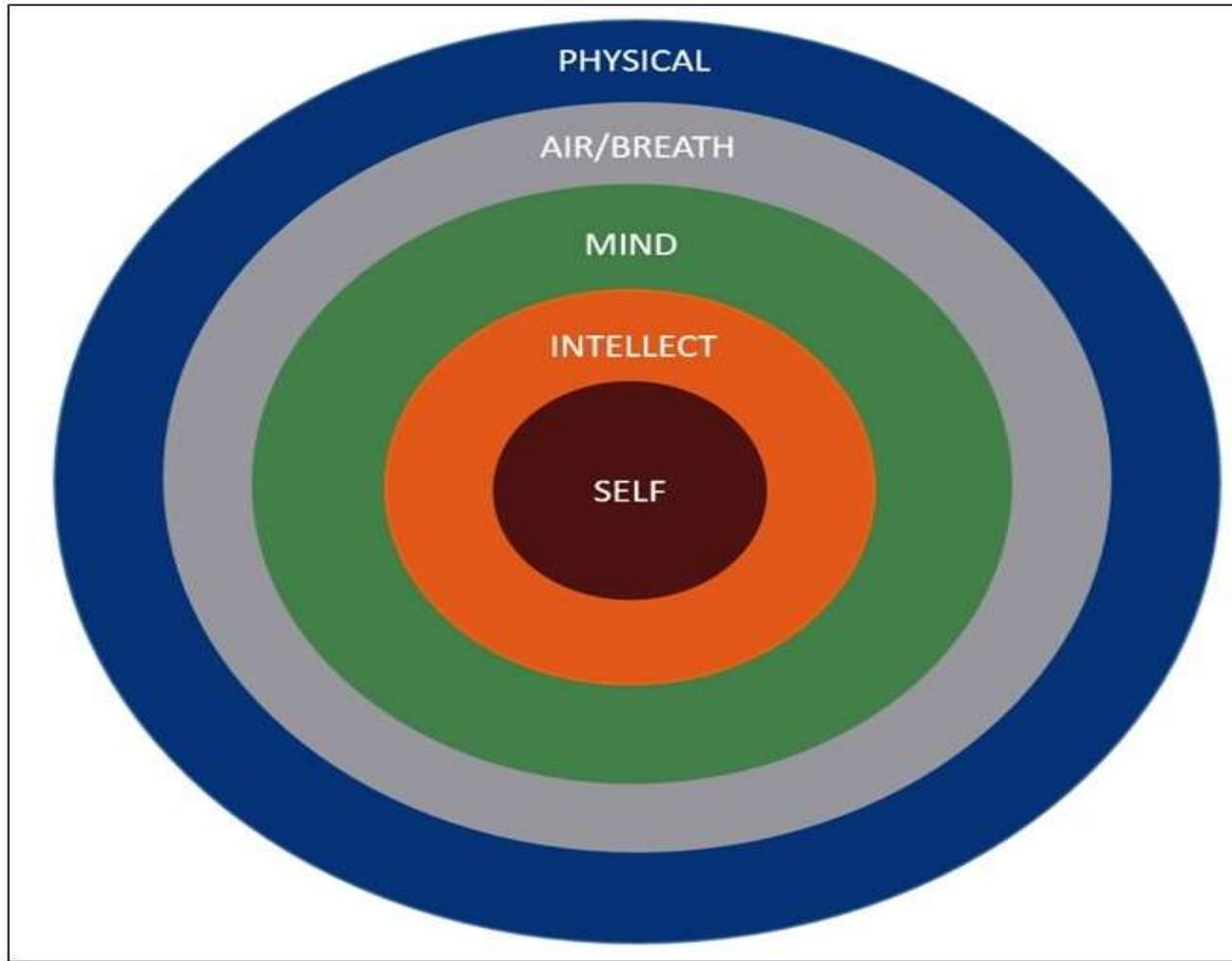
Self-Identification

- The physical sheaths driven by physical organs in an individual (such as see, hear, smell, taste and feel) can be physically seen not only for the individual himself/herself, but also can be seen physically for others too.

- The air/breath sheath is subtler than the physical sheath as it can only be felt through respiration and not seen physically. The air sheath controls the physical sheath naturally as without air/breath the physical sheath cease to function.

- The mind sheath is more subtle as it can neither be seen physically nor felt. The mind sheath control the air/breath sheath which is evident in the fact that an individual's breathing pattern varies based on his emotions.

- The subtlest of all sheaths is the intellect which guides and facilitates the mind to gain control over the execution of outer sheaths.

M P you G

Self-Identification

- It is very important for an individual to understand all these sheaths/layers and realize that the changeless self should be something subtler than the intellect and strive to understand and be the changeless.

- The individual on contemplating on the subtlest changeless thing will transcend inwards to find his identity in his own self and this will complete the phase of self-identification.

Self-Identification

Self-Realization

- Upon self-identification, the individual begins to realize the fact that his/her identified self is of same nature as the so called 'self' in other entities as well. The phase of self-realization gets invoked naturally at this stage.

- The individual realizes that the self is in unison with all other so called 'self' and the ultimate changeless in the only self that controls all the changes that happen around.

- The realization of the fact that the changes are temporary and the changeless is permanent happens ultimately to the individual.

- The individual gets the strong realization of the fact that with the execution from <u>inside-out</u> i.e. from changeless self to changing outside demands, any change can be handled or dealt easily and effectively.

- The completion of self-realization phase results in the individual attaining self-actualization.

M P you G

Self-Realization
(Inside-Out execution from actual self)
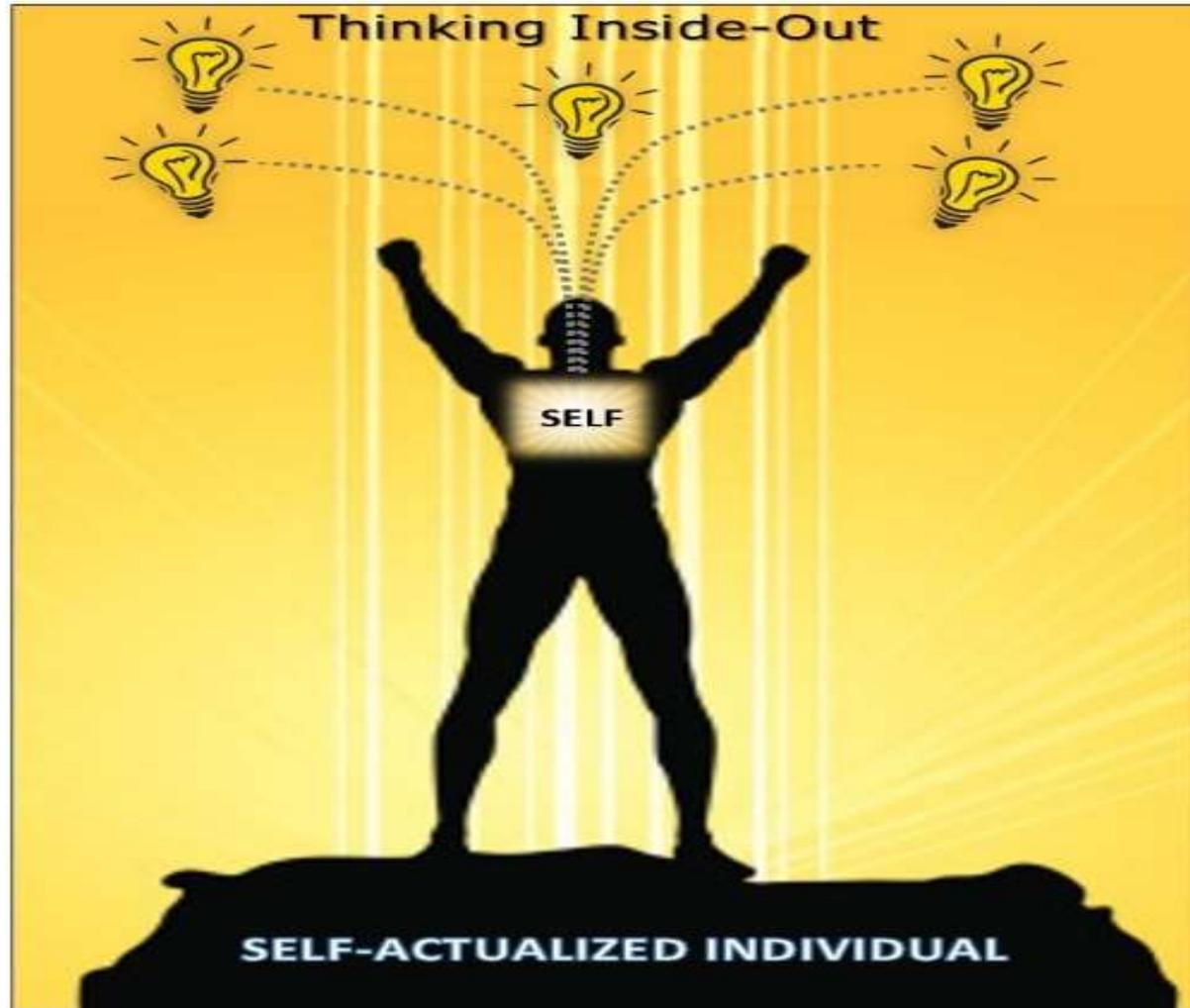
Inside-Out Execution

- This will be a state where the individual will forever operate from his actual self by executing inside-out from changeless to the change.

- The individual will be void of attaching any attributes to the task on hand and will be visualizing the task on its real face value rather than adding upon any parameters that attribute to deter the task originality.

- The individual will be void of any negative impressions that could misdirect him to draw a circumference of imaginary circle with radius of negativity.

- The individual will have a clear, stable and changeless acumen to consider, identify and analyze the benefits and pitfalls of the task on hand, and come out with a positive and beneficial solution that cater to fulfil situational demands.

- A state of self-actualization will enable the individual transcend as a leader to exhibit consistent, strong and fulfilling situational leadership skills time and again.

Setting the mind to Self-Actualization

- When an individual starts executing and operating from inside-out, his actual self will be in control of all the outer sheaths that embodies the actual self.

- With this operating model, an individual's actual self will have control over the intellect and instructs the intellect to permanently set the mind to self-actualization driven thinking.

- The mind is void of ego which enables to eliminate the thinking from individual's perspective alone and instead think from everyone's perspective to find a permanent solution for any issue.

- The mind operates from inside-out and is not influenced by the situations that are external. The situations are lead effectively by the self-actualized mind enabling the situational leadership to be exhibited naturally that leads from inside-out to determine clear, strong and efficient solution for any challenge posed by situations.

Elevation of Self-Actualization

- The elevation of self-actualization is about an individual who has attained self-actualization mentors, guides and facilitates other individuals to attain the state of self-actualization.

- Elevation of self-actualization creates a group of self-actualized individuals, who in turn will elevate it further. This process will help in creating more self-actualized individuals in the team (it is good to aim for the entire team), which will make the team efficiently handle challenging situations with self-actualized mindset.

- Situational leadership with self-actualized mindset becomes a team effort in a successful process of elevation of self-actualization.

Elevation of Self-Actualization

- While there are multiple seeds of self-actualization constructively sown, the one individual who was the first seed becomes the greatest leader who has elevated to the greatest level of self-actualization merit by operating inside-out efficiently to effect a renaissance of changeless internal change to handle the changing changes.

Agile and Situational Leadership

- While the requirements (called as user stories in agile) are subject to change, the changeless at any point of time in a project is the customer vision and business goal/objective.

- Agile methodology requires strong situational leadership skills, as "Responding to change over following a plan" is one of the most important agile manifesto aspect. Situational leadership skill with self-actualization mindset enables to respond to change efficiently by thinking inside-out from the changeless customer vision/objective.

- The roles of scrum master, product owner, agile coach and to an extent the development team too need to employ situational leadership skills in agile based on real-time project situations.

Agile and Situational Leadership

- The importance of attaining and possessing a self-actualized mindset attains highest degree of significance in agile, as situational leadership skills becomes an imperative and fundamental demand in agile.

- This is due to the fact that situational leadership skill will enable, coach, facilitate and make the team operate inside-out, to look inside themselves in aligning with the changeless customer vision and deliver value out to the customer consistently, iteration after iteration in an efficient manner.

Situational Leadership – Real time scenarios in Agile

Situation #1:

Scope change due to requirements change needed by the customer

Management Leadership:

Analyze the impact due to scope changes. Update the project plan to factor in scope changes.

Direct the team to execute the project as per revised plan. Manage the project as per the revised plan to ensure delivery without schedule and cost impact.

This will be done by the project manager exhibiting good management skills. The execution is good but not as effective as in agile. The team member is not involved and the customer vision is not given ample focus.

Situational Leadership – Real time scenarios in Agile

Situational Leadership (Agile):

- Keep in mind customer vision. Do not disturb current sprint execution. Use backlog grooming event to discuss with team member on scope change effect on requirements and update the product backlog with reprioritized product backlog items based on scope change. Execute high priority items in the upcoming sprint. Keep delivering value to the customer.

- This will be done by the product owner exhibiting situational leadership skills. The team member is involved in backlog grooming meeting to consider his thoughts before reprioritizing the product backlog and the customer vision is always the focus.

- Understand the current lay of land from the team looking at the sprint backlog. Coordinate with the product owner to determine if any trade-off can be made in requirements, by possibly splitting an epic requirement into small stories and deliver high priority stories in the current sprint and the rest in future sprints. Involve the development team in the discussion with product owner. Reiterate customer vision and facilitate the team to deliver redefined sprint backlog items on time.

- Scrum master performs this exhibiting situational leadership skills. The value is delivered to customer even if some tasks were moved to next sprint.

Situational Leadership – Real time scenarios in Agile

Situation #2:

Team struggling to complete accepted requirements on time

Management Leadership:

Look for options to make the team complete accepted requirements on time. Try to employ crashing or fast-tracking schedule compression techniques. Either make the team stretch beyond work hours or negotiate with the customer on schedule to borrow time.

The project manager can satisfy only one entity in this case and earn the wrath of others. Schedule compression may not go well with team that is already struggling, so is making the team stretch. Schedule negotiation with customer may extend the schedule but will lose customer confidence.

Situational Leadership – Real time scenarios in Agile

Situational Leadership (Agile):

Understand the current lay of land from the team looking at the sprint backlog. Coordinate with the product owner to determine if any trade-off can be made in requirements, by possibly splitting an epic requirement into small stories and deliver high priority stories in the current sprint and the rest in future sprints. Involve the development team in the discussion with product owner. Reiterate customer vision and facilitate the team to deliver redefined sprint backlog items on time.

Scrum master performs this exhibiting situational leadership skills. The value is delivered to customer even if some tasks were moved to next sprint.

Situational Leadership – Real time scenarios in Agile

Situation #3:

Process not followed properly by the team.

Management Leadership:

Identify the gap. Change the process to make it easier for the team to follow. Allocate cost and resources to the team to get trained on the process.

The project manager does this with good intention but this will not be as effective as agile. This is because execution is not from inside-out but the vice-versa.

Situational Leadership – Real time scenarios in Agile

Situational Leadership (Agile):

Understand the reason for process non-conformance. Bridge the process knowledge gap by mentoring the team on following agile. Coach and facilitate the team to self-organize, collaborate and conduct scrum events effectively.

Agile coach or scrum master performs this exhibiting situational leadership skills. The change is brought in the team by coaching and facilitating them towards process conformance.
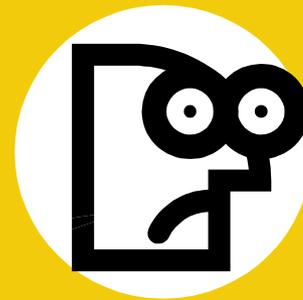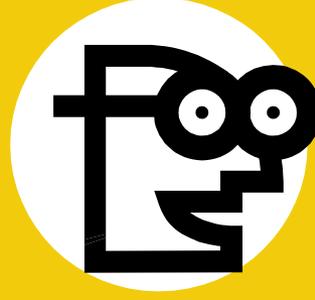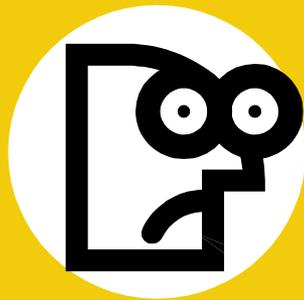
Conclusion

- Situational leadership provides a new dimension to the leadership skill and the time has come for every project manager to adapt to this paradigm shift in leadership style.

- Situational leadership is very effective in dealing with the changes to provide efficient and workable solution to challenges faced by the project manager.

- This leadership style is induced into the managers to be executed automatically when the self-actualization state is sought for and attained.

- This enables the managers to think inside-out and operate from changeless to the change and thereby effectively handle situational changes by naturally exhibiting the situational leadership skills.

Welcome Aboard!

Situation is <u>NOW</u> for you to self-actualize and become a situational leader.

Welcome Aboard!

It's QUESTION TIME!!

Thank You!

http://chennai.mpug.com/