



# LEADERSHIP: THE PROJECT MANAGER AS CHANGE AGENT

Carl Lovell, PMP  
East Idaho Chapter PMI  
October 16, 2012



# MANAGER

A person who has control  
of an institution, business, project

- ✿ Plans
- ✿ Organizes
- ✿ Coordinates

# LEADER

A person who influences a group of people towards the achievement of a goal.

- ✿ Inspires
- ✿ Motivates

# MANAGER VS LEADER

- ✱ The manager administers; the leader innovates.
- ✱ The manager maintains; the leader develops.
- ✱ The manager focuses on systems and structure; the leader focuses on people.
- ✱ The manager relies on control; the leader inspires trust.
- ✱ The manager asks how and when; the leader asks what and why.
- ✱ The manager imitates; the leader originates.
- ✱ The manager accepts the status quo; the leader challenges it.
- ✱ The manager does things right; the leader does the right thing.

# 4 ROLES OF LEADERSHIP

STEPHEN COVEY

## \* Pathfinding

- \* What is our purpose?

## \* Aligning

- \* How does the whole system work together?

## \* Empowering

- \* How do we cultivate the environment?

## \* Modeling

- \* Do I take responsibility?



# PRINCIPLE

If you cannot lead yourself  
You cannot lead others

# CHANGE AGENT

Someone who "alters human capability or organizational systems to achieve a higher degree of output or self actualization."

# CHARACTERISTICS OF A CHANGE AGENT

- ✿ Lives in the future, not the present
- ✿ Fueled by passion and inspires passion in others
- ✿ Strong ability to self-motivate
- ✿ Must understand people

*May better be termed a Change Leader*

# CHANGE PROCESS

- ✿ Ending
  - ✿ Celebration
- ✿ Beginning
  - ✿ Arrival
- ✿ The Middle
  - ✿ Transition

# CHANGE FACTORS

- ✿ Reason for Change
- ✿ Objective of Change
- ✿ Organizational Culture
- ✿ Values
- ✿ Beliefs
- ✿ Routines

# CHANGE LEADER

If you cannot lead  
yourself through change  
You cannot lead others  
through change



# ENDINGS

- ✿ When you take the first step
- ✿ There must be an Ending
- ✿ It's where we start
- ✿ Celebrate
- ✿ Cannot go back

# BEGINNING

- ✿ Future
- ✿ Vision
- ✿ Result of Change/Transition
- ✿ Where we arrive; not where we start

# TRANSITION

- ✿ Duration
- ✿ Resistance
- ✿ Distraction - Target Fixation
- ✿ Model the Beginning

# KEYS TO LEADING YOURSELF

## ✿ Learn Followership

- ✿ Leaders who have never followed well or submitted to authority tend to be prideful, unrealistic, rigid and autocratic.

## ✿ Develop Self-Discipline

- ✿ Each of us is “monarch” over our own lives.

## ✿ Practice Patience

- ✿ Leaders need to remember that the point of leading is not to cross the finish line first; it's to take people across the finish line with you.

## ✿ Seek Accountability

- ✿ Accountability isn't just the willingness to explain your actions to others. It begins long before we act.

John Maxwell

# CLOSING THOUGHT

“We have not succeeded in answering all of the questions,

In fact, we are not sure we have answered any of the  
questions at all,

But we feel we are confused on a higher level  
and about more important things.”

Anonymous

# PERSONAL READING

## Life Transition

Glory to Glory

Carl Lovell

Tate Publishing

Scheduled for release January 2013