



Research, "Chainsaw Planning"® & Training

P.O. Box 5120 • St. Cloud, MN 56302-5120 • (800) 500-7017 • Fax (320) 202-1010 • www.bigrivergroup.com

## *Leadership Issues*

- **How to challenge the status quo of the traditional competitive, individualistic organization.**
- **How to inspire a clear, mutual vision of what the organization should and could be.**
- **How to empower members through cooperative teamwork.**
- **How to lead by example.**
- **How to encourage the heart of the members to strive & persist.**

**Source:**

Johnson, D.W. & Johnson, F.P. (1997). *Joining Together: Group Theory and Group Skills*. Boston: Allyn & Bacon.



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# **Master Leadership Challenges & You'll Gain Followership**

**Performing these five functions will help most leaders achieve goals**

**Redefine the Map**

**Develop Followership**

**Teach & Learn**

**Build Community**

- 1) Culture**
- 2) Infrastructure**
- 3) Governance**

**Manage Paradox**

**Source:**

Jacobson, R. (1998). Master leadership challenges, and you'll gain followership. Business Forum: Commentary; Star Tribune (Jan. 1998).



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## **How Do Leaders Create Followers?**

### **First:**

**Create a feeling of significance - that their contributions matter.**

### **Second:**

**Create a feeling of community - a unity of purpose around work & others.**

### **Third:**

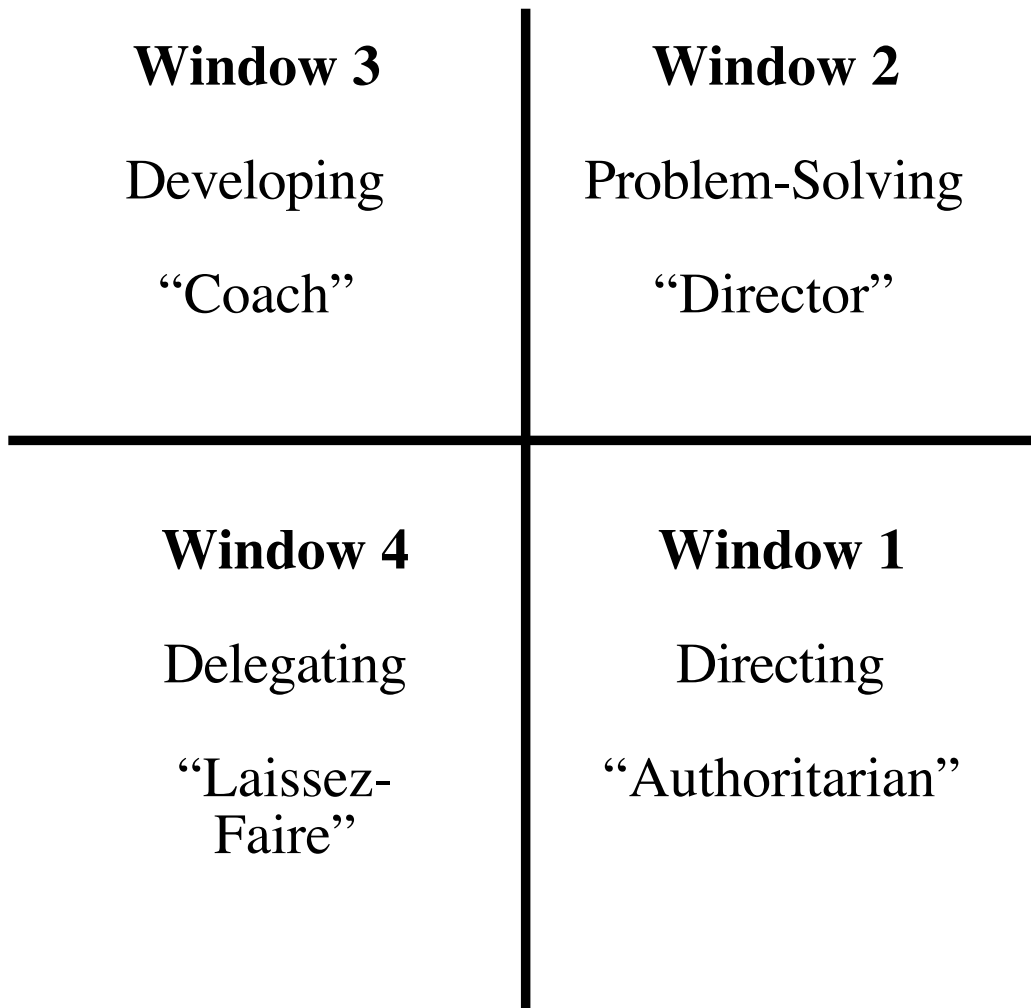
**Create excitement & challenge - that "edgy" feeling.**

### **Source:**

Goffee, R. & Jones, G. (2001). Followership: It's personal, too. Harvard Business Review; December.



*The Leader's Window*  
*John D.W. Beck & Neil M. Yeager*  
© 2001 - Davies-Black Publishing





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*Why Teams Fail*

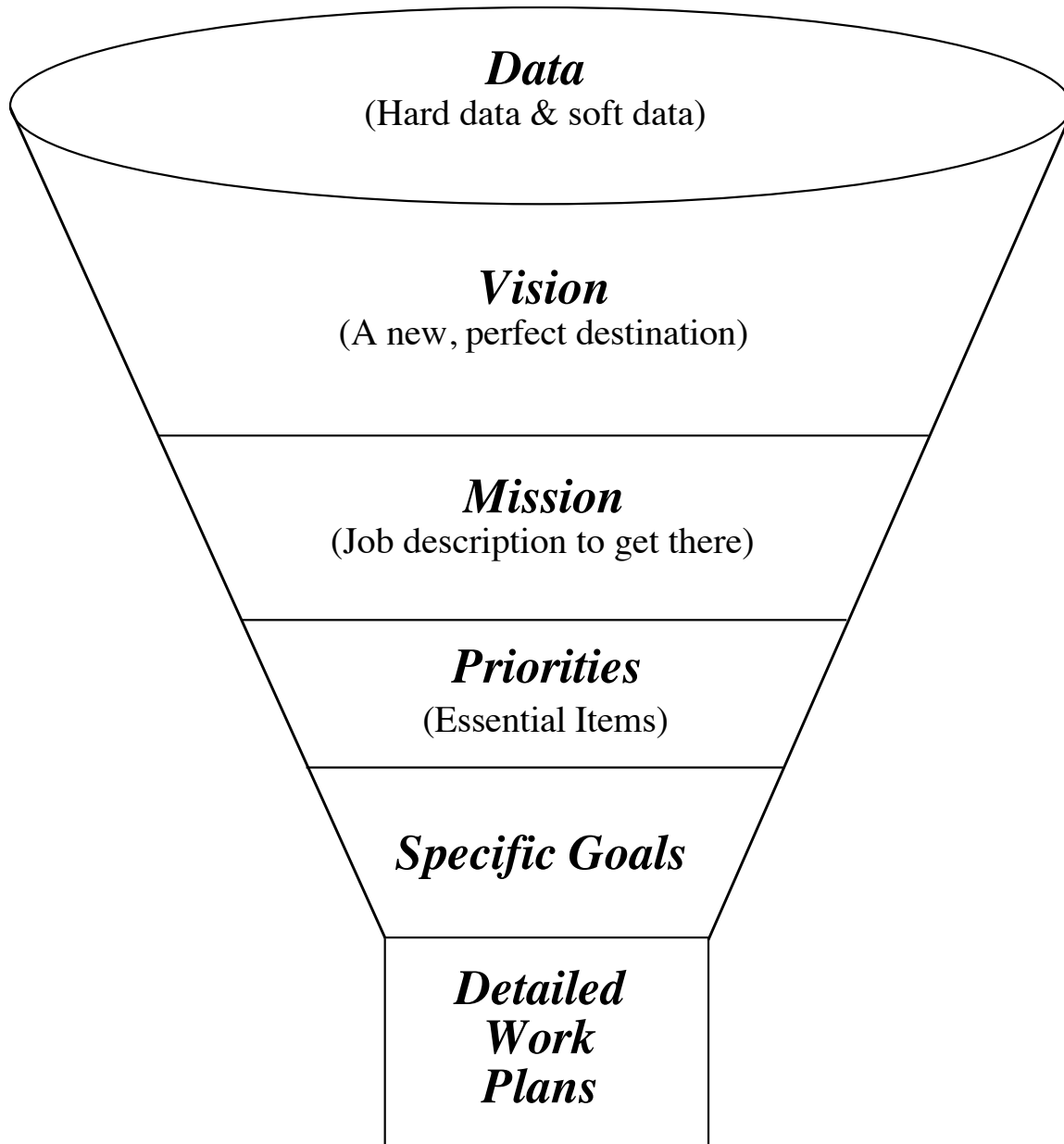
Why managers say teams failed to meet expectations:

<b>Goals unclear</b>	XXXXXXXXXXXXXXXXXXXXXXXXXXXX 55%
<b>Changing objectives</b>	XXXXXXXXXXXXXXXXXXXXXXXXXXXX 55%
<b>Lack of accountability</b>	XXXXXXXXXXXXXXXXXXXXXXXXXXXX 51%
<b>Lack of management support</b>	XXXXXXXXXXXXXXXXXXXXXXXXXXXX 49%
<b>Lack of role clarity</b>	XXXXXXXXXXXXXXXXXXXXXXXXXXXX 47%
<b>Ineffective leadership</b>	XXXXXXXXXXXXXXXXXXXXXXXXXXXX 45%
<b>Low priority of team</b>	XXXXXXXXXXXX 40%
<b>No team-based pay</b>	XXXXXX 30%

(USA Today - Tuesday, February 25, 1997: The Hay Group)



## ***Chainsaw Planning***© • **System Overview**





***Chainsaw Planning®***  
**Worksheet #1: Outcome Diagnosis**

	<b>Positive</b>	<b>Less Than Positive</b>
<b>Intended</b>	1)	1)
	2)	2)
	3)	3)
	4)	4)
	5)	5)
<b>Unintended</b>	1)	1)
	2)	2)
	3)	3)
	4)	4)
	5)	5)



## Sample Vision & Mission Statements

### Vision Statements Describe New Destinations.

- **An ideal organization**
  - "We will become a top-ten University"**
  - "The best restaurant in town: Your first choice for fine dining"**
- **Ideal services**
  - "The Auto Glass Company that provides the best customer service"**
  - "The Restaurant that provides unmatched attention & service"**
- **Ideal lives**
  - "Developing a cure for cancer before 2010"**
- **Ideal products**
  - "Producing flawless vehicles at a reasonable cost"**
  - "A 200-pound buck hanging in a tree by 10:00 AM Saturday"**

### Mission Statements are Job Descriptions.

- **What an organization will do**
  - "Provide an excellent university education at an average price"**
  - "Provide the best food and the best service in our area"**
- **What services will be provided**
  - "We make our customers' lives easier by replacing all auto glass with no disruption in their work or home schedules"**
  - "Need credit? Bad credit? We arrange loans for anyone"**
- **How lives will be changed**
  - "Providing an exceptional environment & instruction, & first-class equipment to help our customers improve fitness"**
- **What products will be delivered**
  - "On-time delivery, every time"**
  - "A deer hunt with flawless planning & attention to detail"**



## ***Chainsaw Planning*®** **Worksheet #3: Priorities**

**(Write your organization's new Vision here.)**

**(Write your organization's new Mission here.)**

**Step #3: Identify between 4 & 6 Priorities.**

**1)**

**2)**

**3)**

**4)**

**5) (Optional)**

**6) (Optional)**



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## *Chainsaw Planning*®

### Worksheet #4A: Priorities to Goals

**Priority #1**

Goal  
Goal  
Goal

**Priority #2**

Goal  
Goal  
Goal

**Priority #3**

Goal  
Goal  
Goal

**Priority #4**

Goal  
Goal  
Goal

**Priority #5**

Goal  
Goal  
Goal

**Priority #6**

Goal  
Goal  
Goal



## ***Chainsaw Planning*® Worksheet 4B: Goal Workplan**

**Admiration of the Problem** (ID all sub-issues & hurdles; 5 minutes)

**SMART Goal** (specific, measurable, attainable, realistic and timely)  
(in 20 words or less; 5 minutes)

**Objectives / Action Steps** ( $\leq 4$ ; 10 minutes)

- 1)
- 2)
- 3)
- 4)

**Timeline**  
(desired per objective)

- 1)
- 2)
- 3)
- 4)

**Resources**  
(needed per objective)

- 1)
- 2)
- 3)
- 4)

**Responsibility**  
(name per objective)

- 1)
- 2)
- 3)
- 4)

**Evaluation Plan** (Quantitative and/or Qualitative; 5 minutes)

Quantitative:

Qualitative:



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## **From: Project Manager Skills for Tough Times**

By: Eric Spiegel

<http://www.projectmanagerplanet.com/leadership/article.php/1613481>

### **Delegate, Mentor, Lead**

The PM should focus on delegation, mentoring and leadership to bring out the best in their development team.

A better use of time for PMs is to improve their ability to plan and track tasks, deliverables and resources, as well as manage client expectations.

Process improvement is another critical skill for project managers. The five levels that define this maturity process are *Initial, Repeatable, Defined, Managed and Optimized*.

### **People Skills Paramount**

**PMs should put a primary focus on people skills including leadership, delegation, conflict resolution and negotiation.**





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## **From: Project Management Disciplines**

By: [Businessperformance.com](http://www.businessperformance.com)

[http://www.businessperform.com/html/project\\_disciplines.html](http://www.businessperform.com/html/project_disciplines.html)

### **1. Stakeholder Management**

Identifying project stakeholders and their requirements and managing their communication needs and issues.

### **2. Risk Management**

Identifying project risks and creating and implementing mitigation strategies in order to minimize the impact on the project.

### **3. Issues Management**

Identifying issues that impact the project and managing them through to resolution.

### **4. Resource Management**

Controlling and prioritising project expenditures on products, services and labor in order to achieve the objectives of the project within the agreed budget.

### **5. Task Management**

Assigning, prioritizing and monitoring project tasks and workflows in order to complete the project on schedule.

### **6. Quality Management**

Ensuring that project deliverables meet the agreed standards and satisfy stakeholder requirements at each stage of the project.

### **7. Project Change Control**

Setting a project baseline and identifying, reviewing, approving and monitoring proposed changes to the project scope.

### **8. Project Team Management**

Selecting project team members, clarifying roles, providing feedback and motivating for high performance.

These project management disciplines are applied to varying degrees throughout the [project phases](#). A well-skilled Project Manager knows when and to what extent to apply each discipline







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Name:

Organization:

Desired Project Outcome(s):

Priority	Topic	Action(s)	Time Frame	Other Information
	<a href="#">Stakeholder Management</a>			
	<a href="#">Risk Management</a>			
	<a href="#">Issues Management</a>			
	<a href="#">Resource Management</a>			
	<a href="#">Task Management</a>			
	<a href="#">Quality Management</a>			
	<a href="#">Project Change Control</a>			
	<a href="#">Project Team Management</a>			