



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

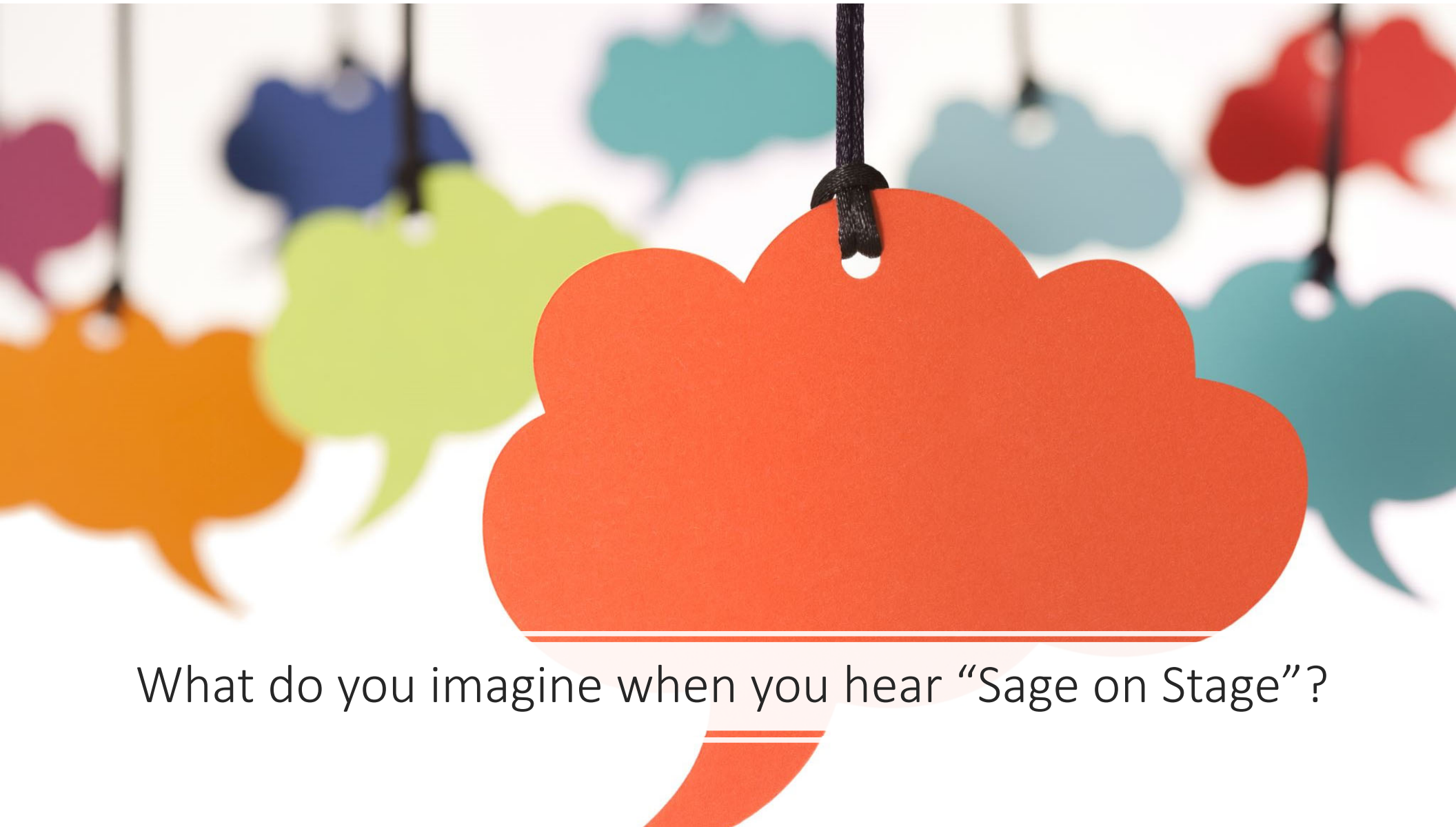


TRANSITION FROM BEING THE SAGE ON THE STAGE TO BEING THE GUIDE ON THE SIDE TO EMPOWER YOUR TEAMS

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Learning Objectives

- Knowing the difference between Sage on the Stage and Guide on the Side.
- Understand strategies for when to implement either
- Knowing when it is best to deploy either role



What do you imagine when you hear “Sage on Stage”?



Or this?



Sage on the Stage

- Concept originally based on teaching methods
- Sage means a *profound person*
- Stage refers to imparting knowledge by giving lectures
- This method is very “teacher” centric –
 - Teacher plays the major role.
 - Students are passive listeners. Spoon-feeding method.
 - May be seen as talking “at” you.

**“Every consider yourself a “Sage on the Stage”,
what characteristics did you exhibit?”**

Guide on Side

Student Centric
Approach to
teaching

Students are seen as
capable individuals,
and the teacher acts
as a guide

Question & case
studies used peak
interest

Seen as
“Talking to you.”

Comparison

Sage on Stage

Mentor / Expert / Specialist

- Community resource
- May or may not be the point person
- Knows their subject at a deep level

“This is how I would do it...”

Guide on Side

Coach / Support / Generalist

- Knows processes and subject matter
- May or may not be an expert
- Understands how to learn about a topic at a deeper level and supports others learning

“What would you do?”



Personal Story

Question 1

In chat box

If you have made a transition that caused you to redefine your identity, **what was your biggest challenge?**

How can these concepts
be translated into
Project Management?



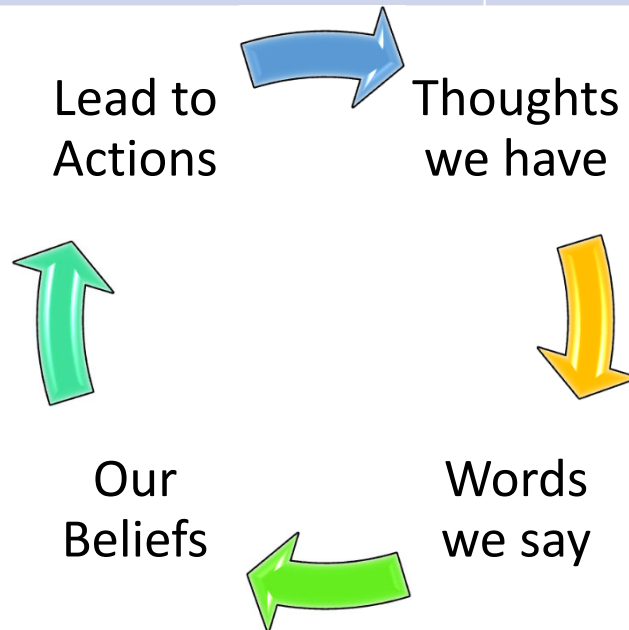
Transitioning Strategies

Strategies for Transitioning

Transitioning	Self	Team
1. Acknowledge	<p>How do you define yourself? What are your values? Is your identity bound with your expertise?</p> <ul style="list-style-type: none"> • Get a coach. • Start a journal. • Gain awareness. 	<p>How do you characterize your team members (e.g., go getters, lazy)? Does it seem like they ask you to tell them what to do?</p> <ul style="list-style-type: none"> • Acknowledge your beliefs about your team
2. Commit	<p>What change do you want to make? Why is this change important to you?</p> <ul style="list-style-type: none"> • Make a pledge to change. • Establish habits to support the transition. 	<p>Let your team know about your commitment to change and how they can support you.</p> <ul style="list-style-type: none"> • Commit to being vulnerable • Ask team for feedback and support

Strategies for Transitioning

Transitioning	Self	Team
3. Attitude	<p>Change takes work!</p> <ul style="list-style-type: none">• Acknowledge that change is hard.• Break the cycle	<p>Identify what changes you need to make?</p> <ul style="list-style-type: none">• Visualize yourself interacting as the “changed” you.



Strategies for Transitioning

Transitioning	Self	Team
4. Believe	<p>You can do it!</p> <ul style="list-style-type: none">• Confront your inner negative voice.• Maybe name your inner negative voice.	<p>The changes you make impacts your team.</p>
5. Accept	<p>What is within your control, your sphere of influence, and outside your control.</p> <ul style="list-style-type: none">• Worrying is using up tomorrow's energy today.• Rocky moments and set-backs will occur.	<p>You can only change you. Sometime the work situation or others are not ready for your changes.</p>

Question 2

In chat box

Have you made a major transition, **what other strategies have you used to support you?**

Growing Your Team

- Instead of telling your team what to do, ask questions.
- Guide team members with questions or scenarios.
- Establish clear expectations on individuals' roles and responsibilities.



When to be Sage vs. Guide.

1. FORMING



Team gets together, individuals are meeting each other and team formation starts.

2. STORMING



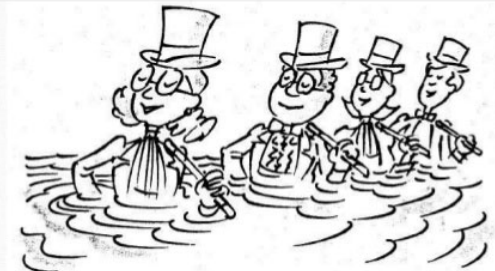
Chaotic fighting for leading positions and trials to set team cooperation.

3. NORMING



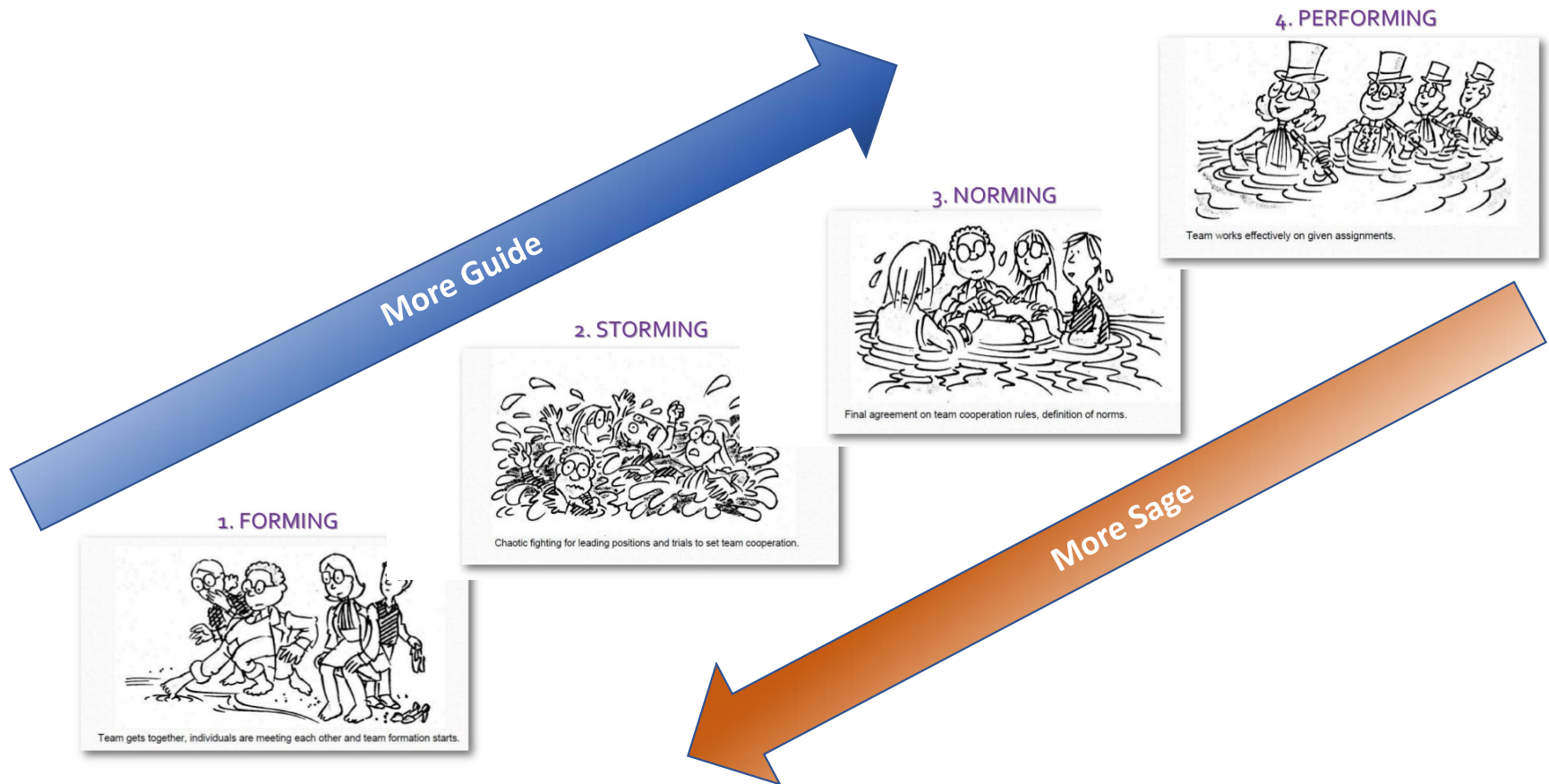
Final agreement on team cooperation rules, definition of norms.

4. PERFORMING



Team works effectively on given assignments.

When to be Sage vs Guide?



In Summary

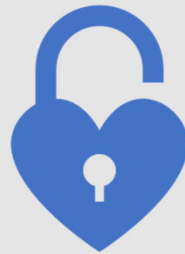
- The difference between Sage on the Stage and Guide on the Side is about perspective:
 - You-centric verses Other-centric
- Implementation of either role depends on your intent
- It is best to be a Sage when you need to impart knowledge and a Guide when you want to support the growth of others



Questions

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1:1



Offerings

- One-on-one Transition Coaching
- Speaker
 - Honoring Your Truth
 - Preparing Yourself for Major Transitions
- Team Building Retreats