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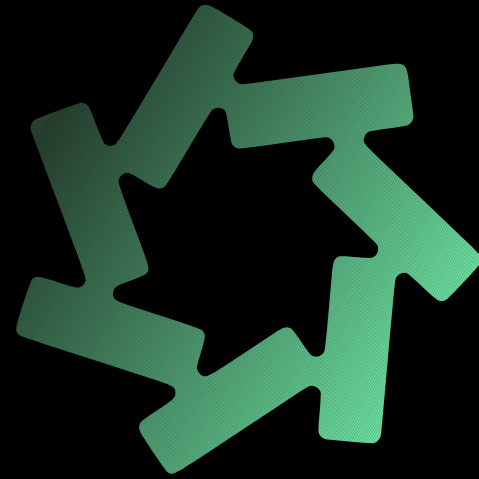
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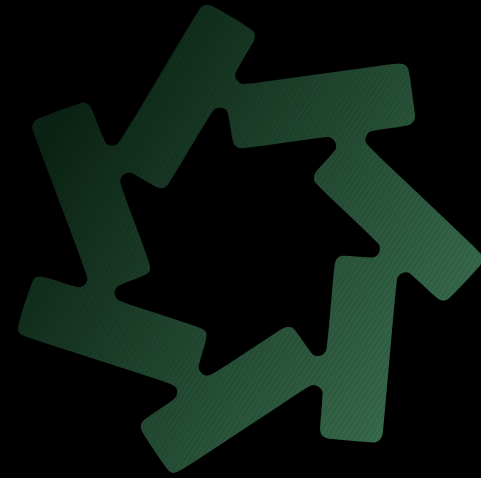
<https://omimo.org/>

Manager's Conference 2026
May 16 2026, Tashkent

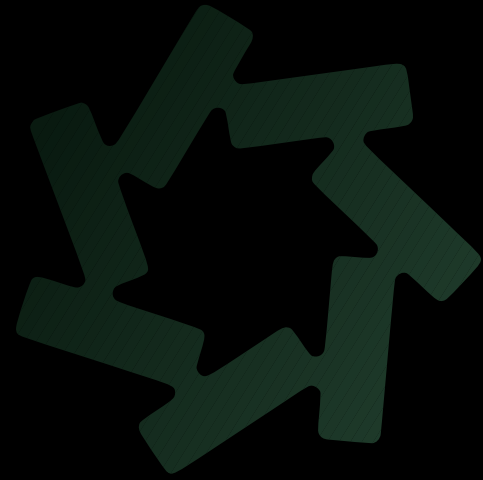


Leader's Behavior Compass

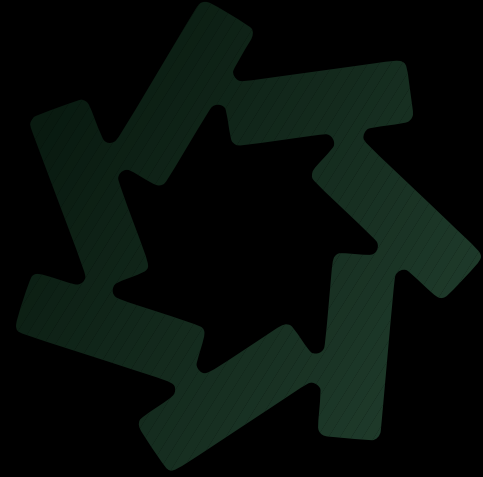
Nader K. Rad



Nader K. Rad



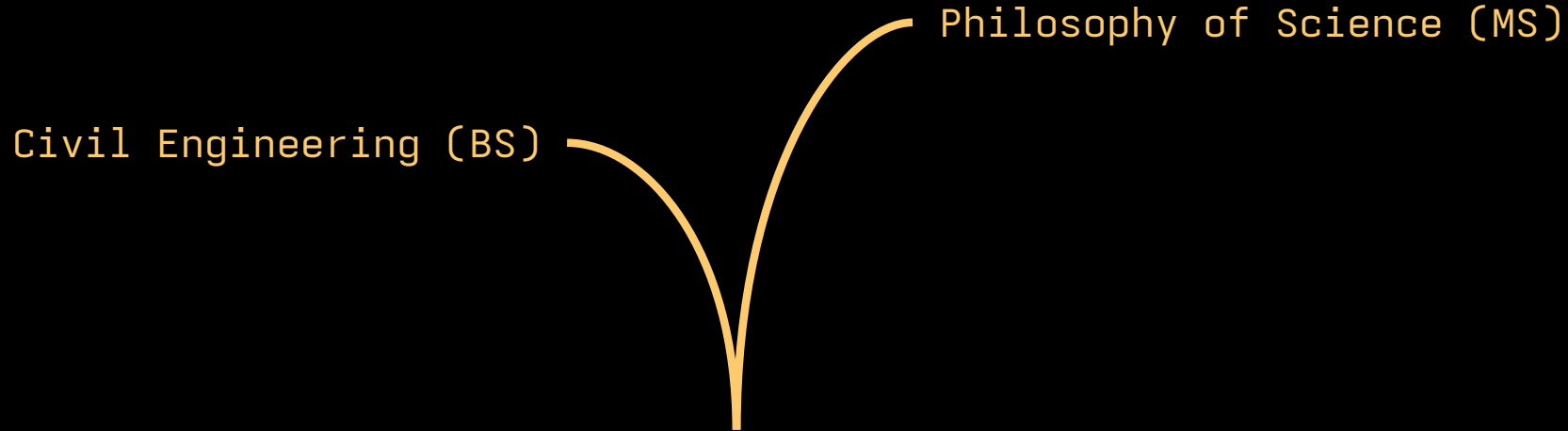
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Nader K. Rad

minimalist project management architect

Core team member @ OMIMO
Training specialist @ Management Plaza



minimalist project management architect

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Training specialist @ Management Plaza

29 Years of
working with
projects

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Process Plant Projects

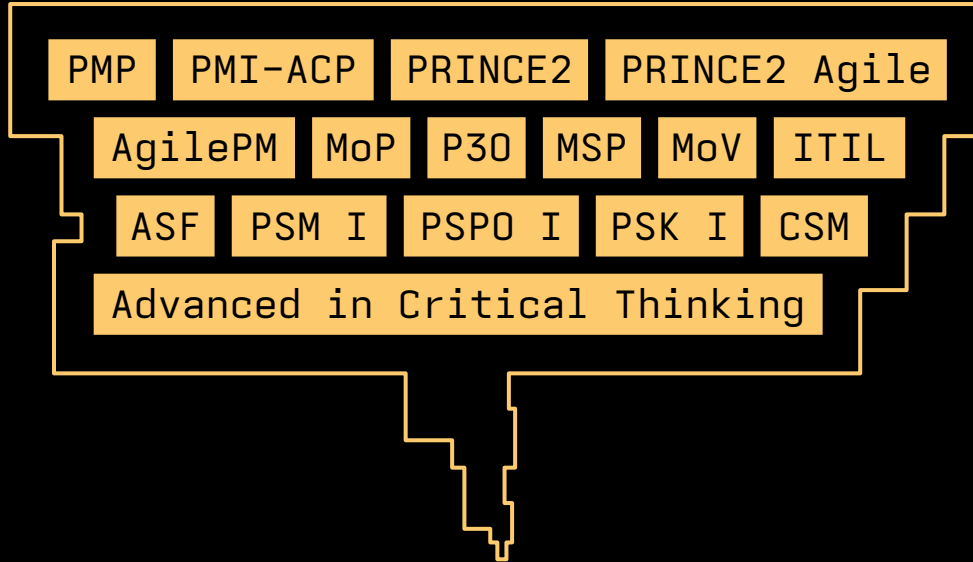
IT Projects

Construction projects

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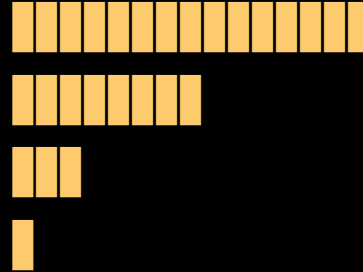


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Contributing to standards
Writing books and articles
Making eLearning courses
Giving presentations

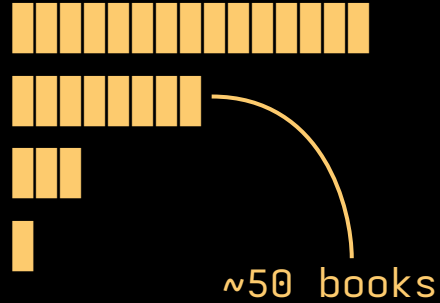


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Contributing to standards
Writing books and articles
Making eLearning courses
Giving presentations



~50 books

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CORE TEAM

P3.express
NUPP
PMBOK Guide v7
micro.P3.express
P5.express
P1.express
Compass
P4.express

CONSULTANT

PRINCE2 v6
PRINCE2 Agile v1
MSP v4
PRINCE2 Agile v2

Disclaimer!

Opinions in the presentation are mine and not those of any organization I've worked with, such as OMIMO, PMI, and PeopleCert.

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NUPP
PMBOK Guide v7
micro.P3.express
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P4.express

CONSULTANT

PRINCE2 v6
PRINCE2 Agile v1
MSP v4
PRINCE2 Agile v2

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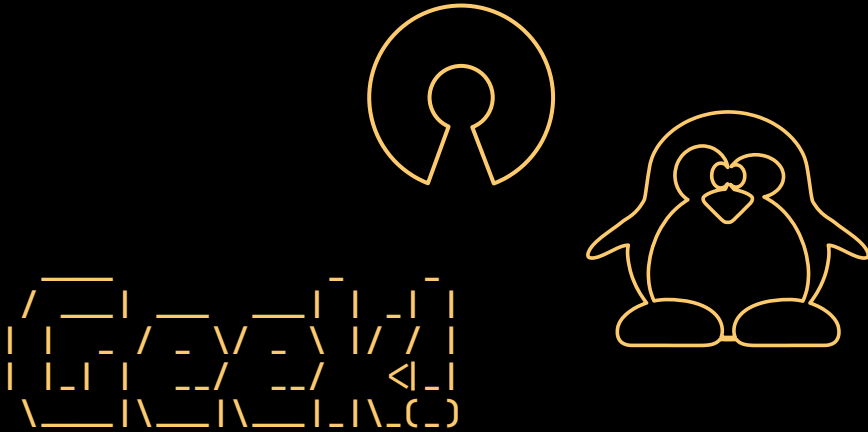
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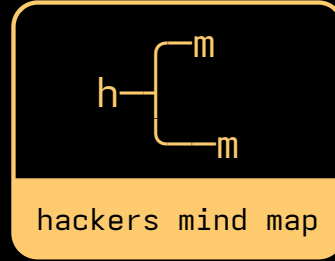
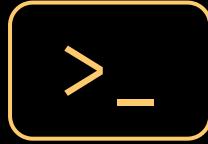
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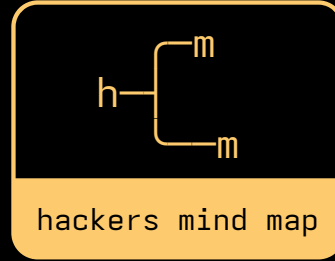
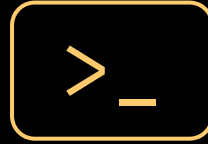
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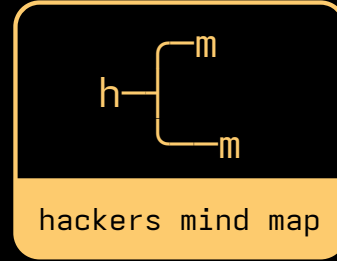
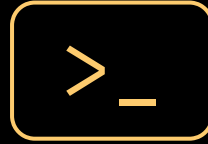
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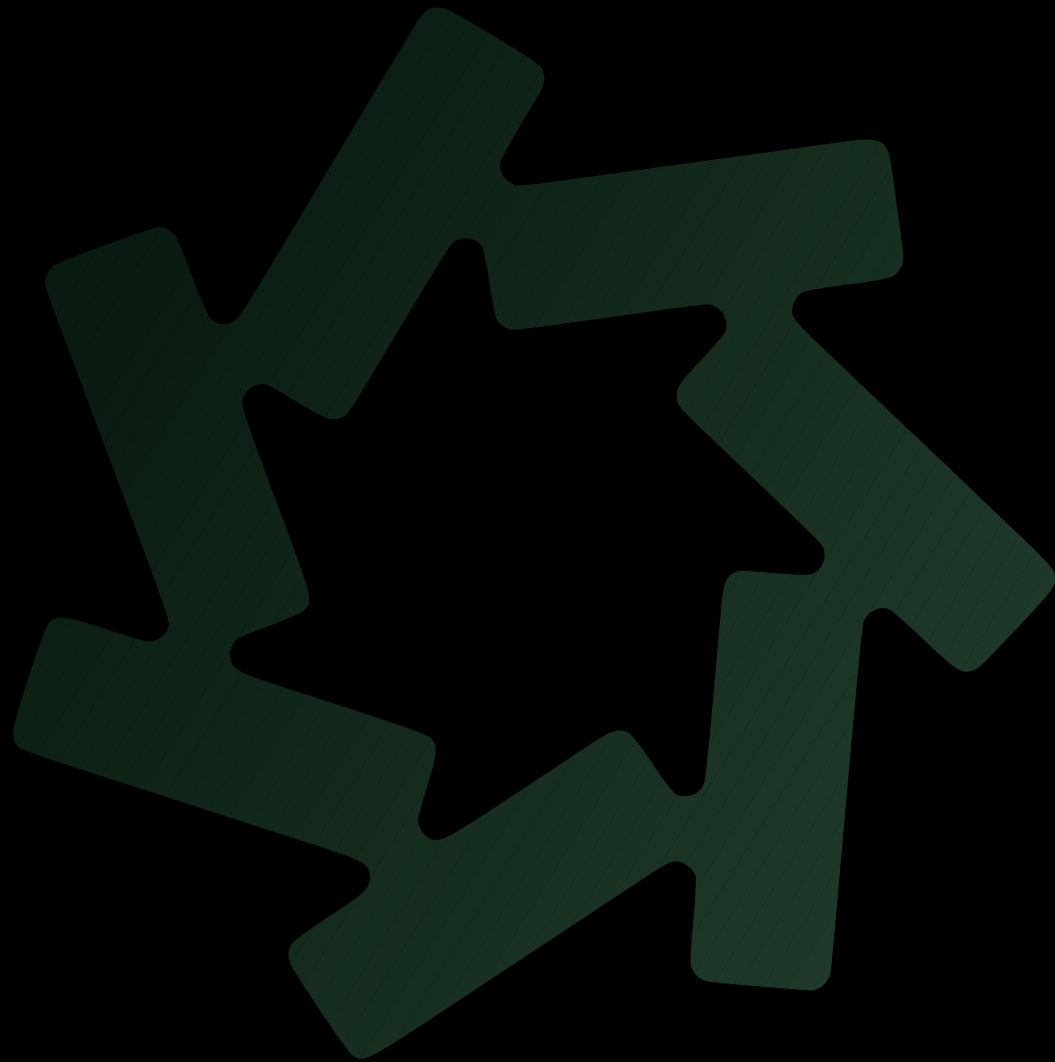
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What are the most common definitions people around you have for “leader” and “manager”?

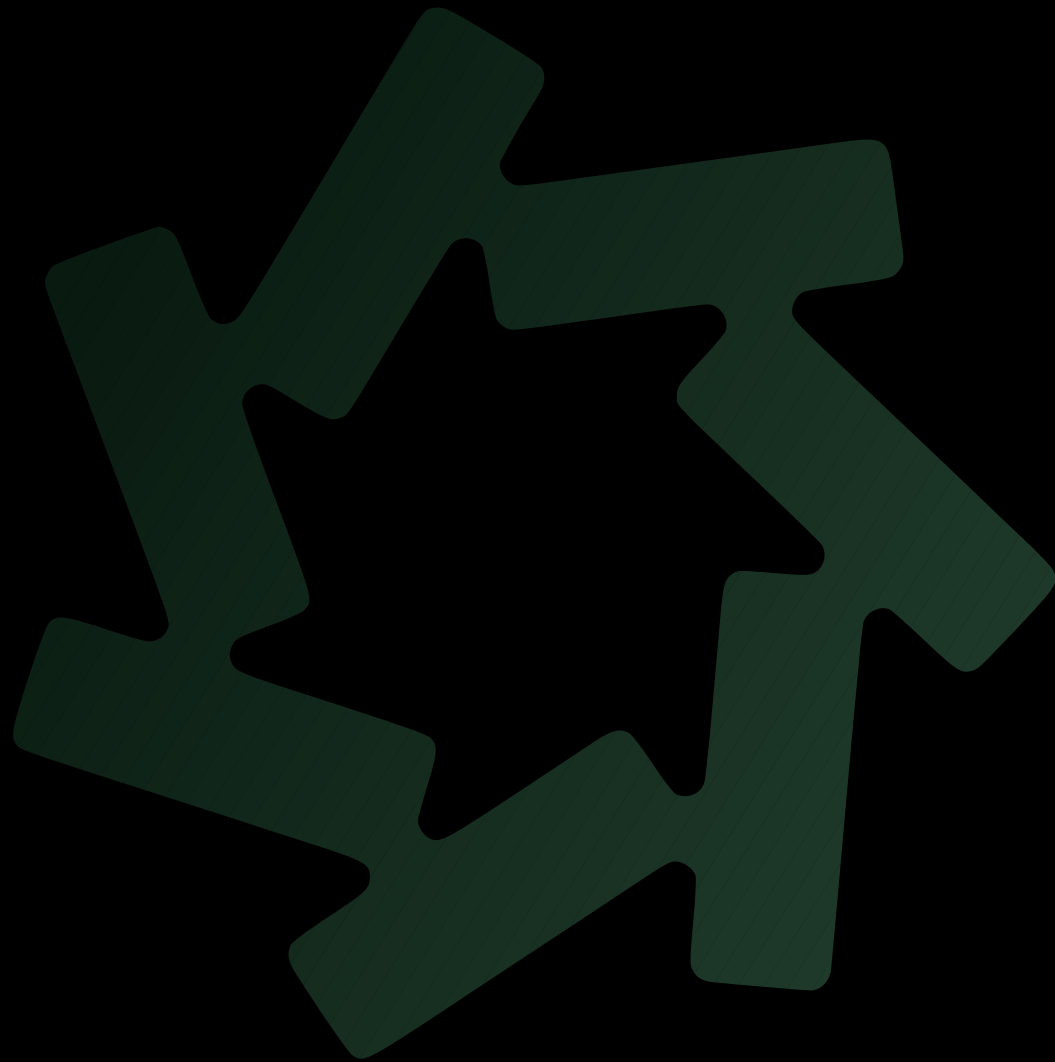


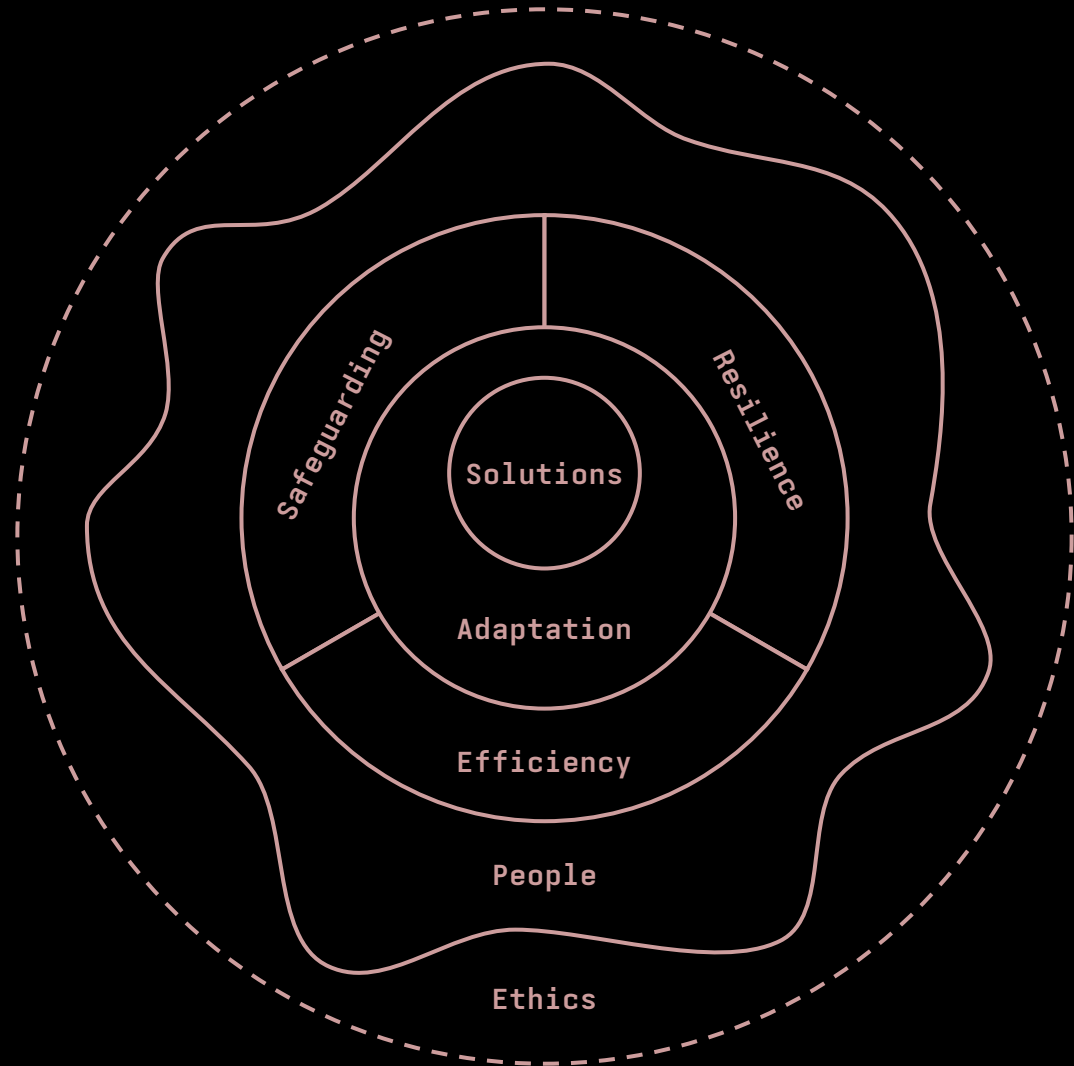
Who's a "leader"?

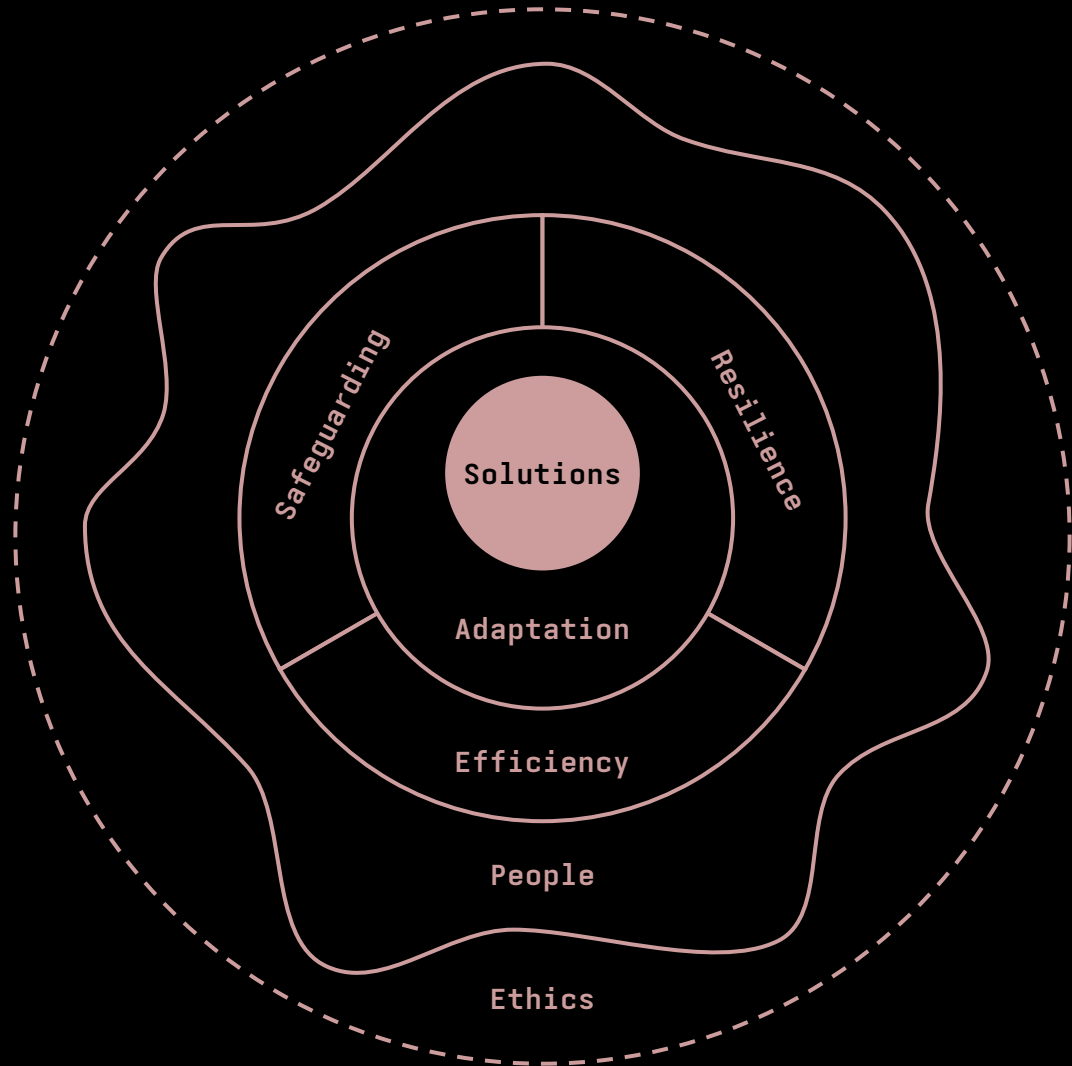
Someone who motivates, guides, and sometimes pushes a group of people toward creating desirable results

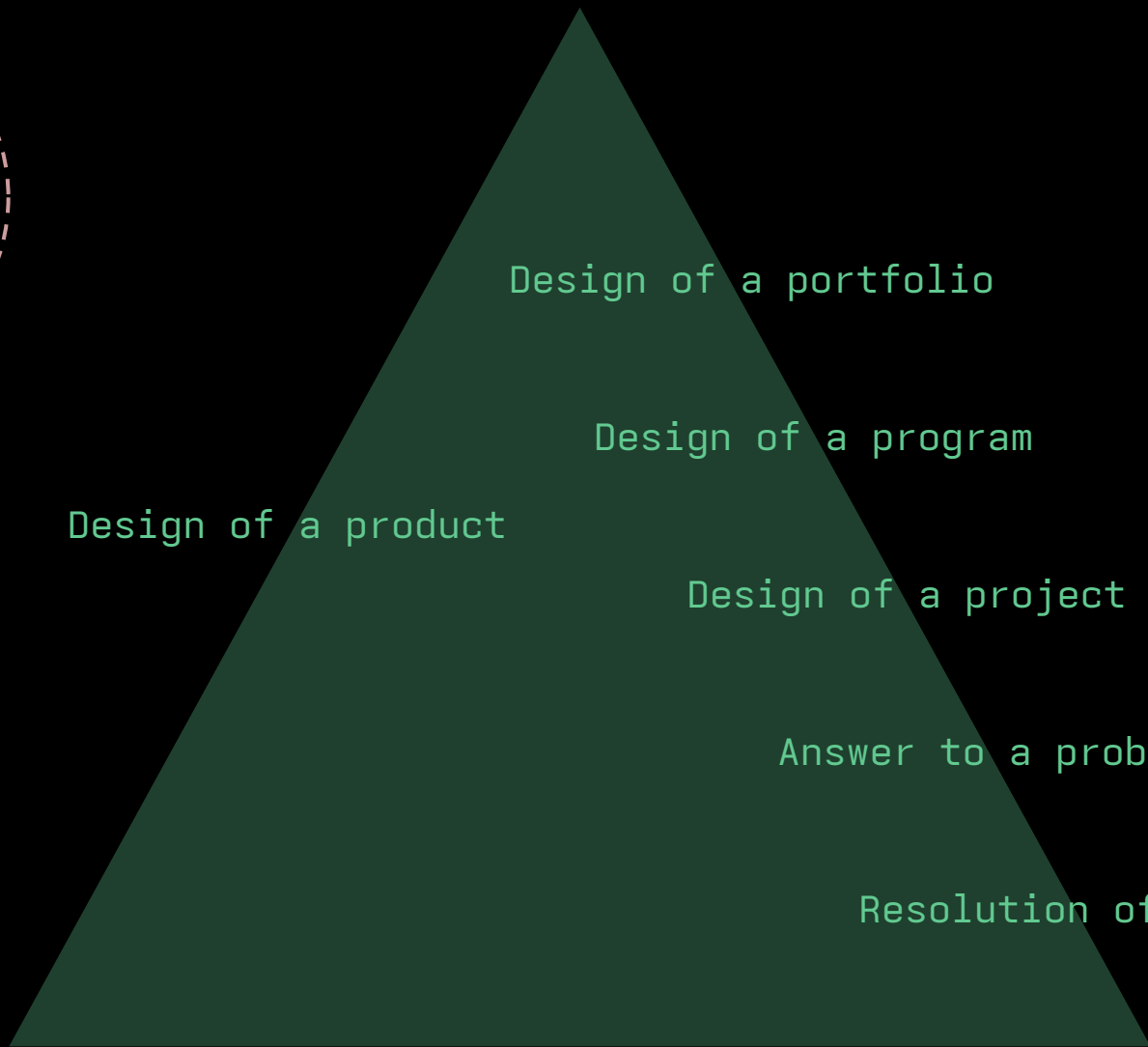
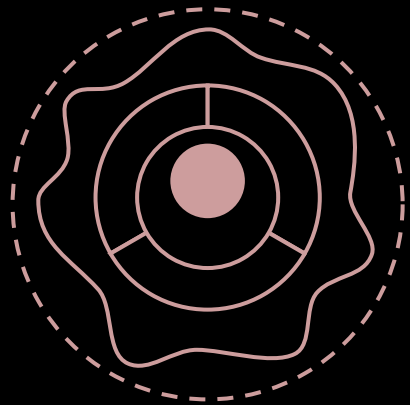
Who's a "manager"?

A leader who's officially in charge of a group of people









Design of a portfolio

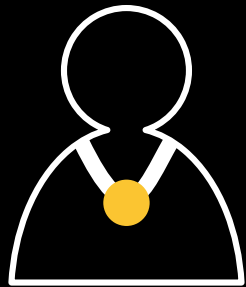
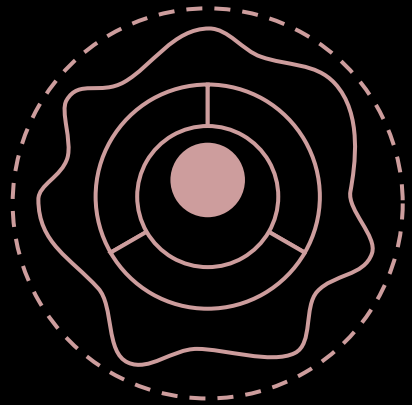
Design of a program

Design of a product

Design of a project

Answer to a problem

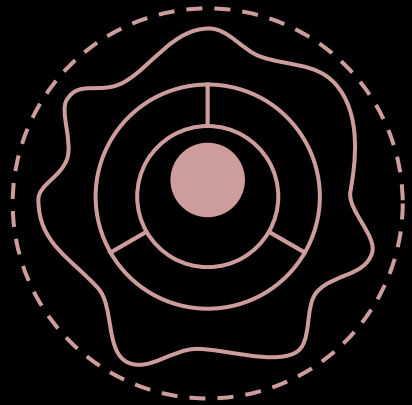
Resolution of a conflict



The leader
designs the solution



The leader
facilitates others
to design the solution

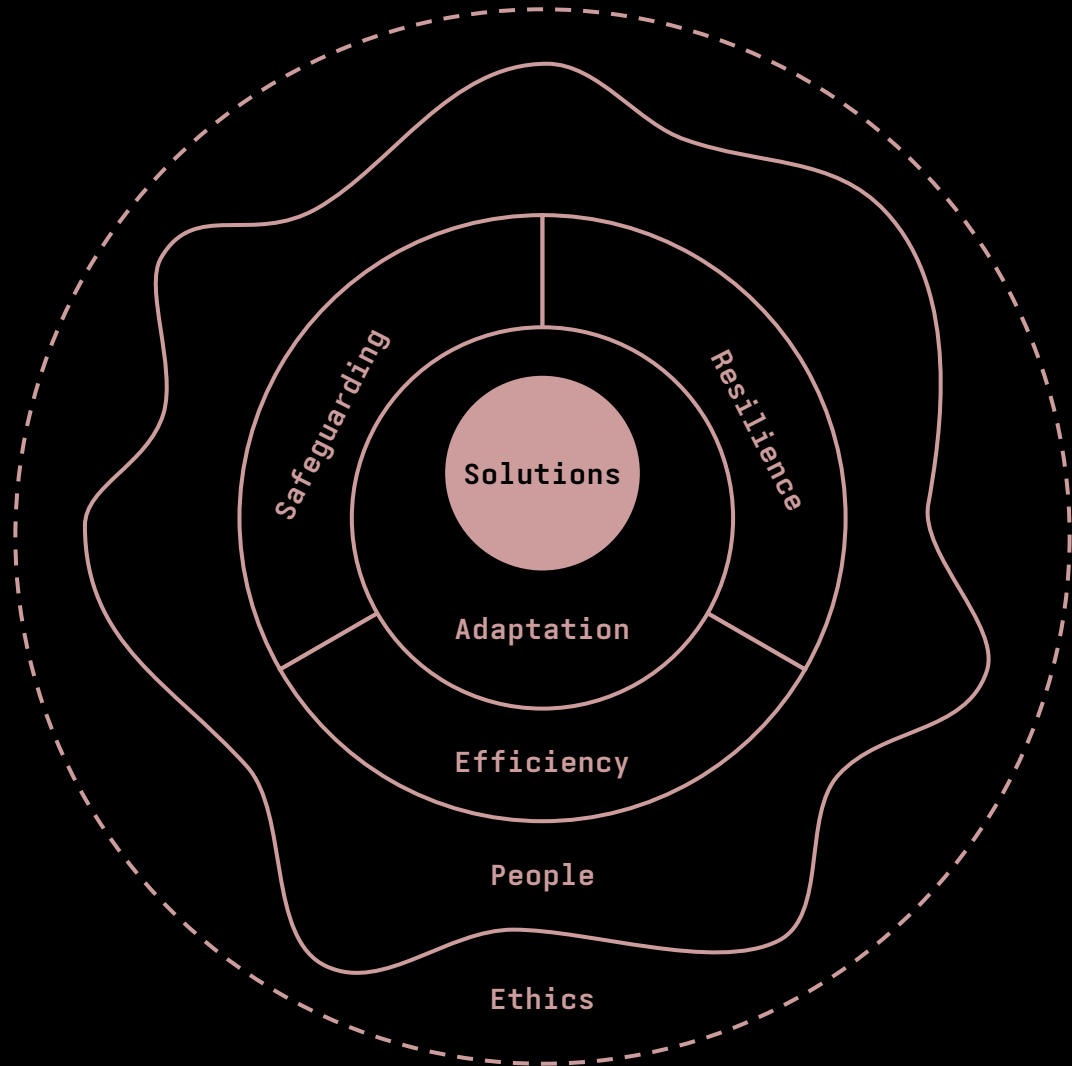


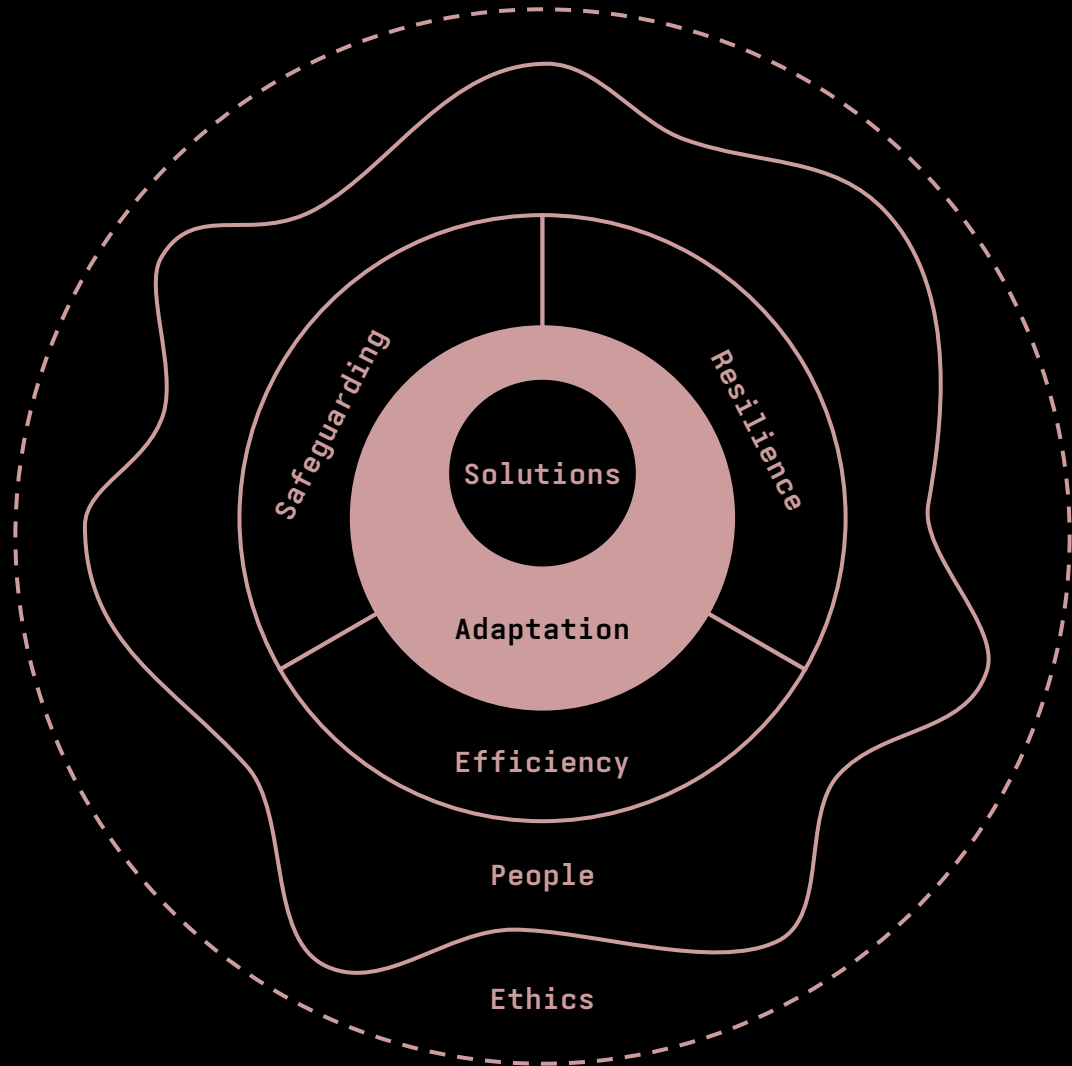
#14

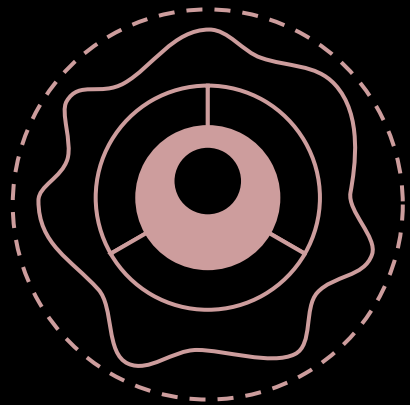
You don't act too conservatively out of fear of failure but rather take measured, reasonable risks.

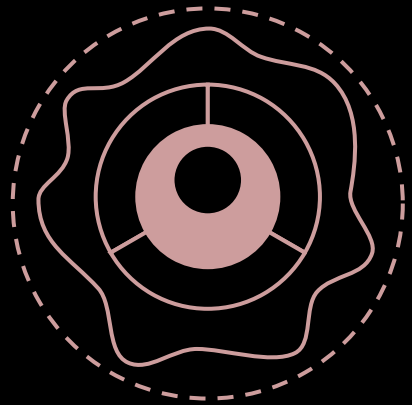


Think of another desirable behavior for leaders in the “solutions” category.

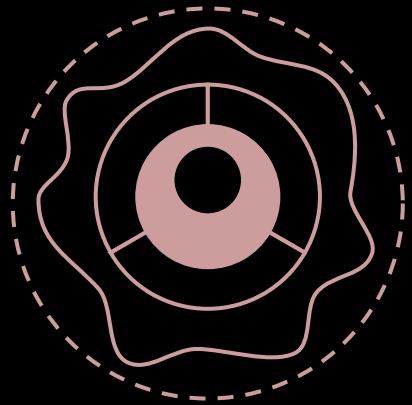




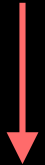




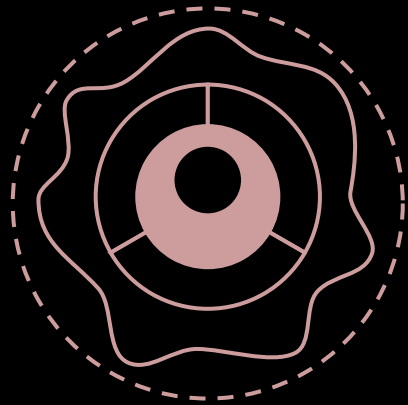
Rigidity $\neq$ Adaptation $\neq$ Sloppiness



Rigidity $\neq$ Adaptation $\neq$ Sloppiness



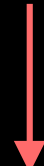
Too much planning upfront
and no structured feedback
and adjustment mechanism



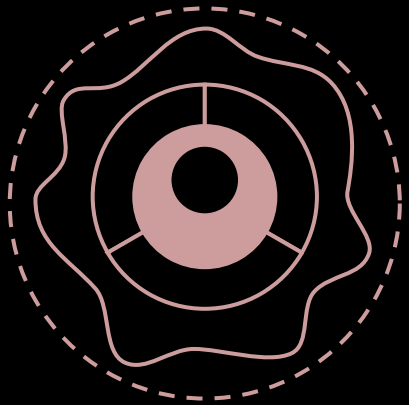
Rigidity $\neq$ Adaptation $\neq$ Sloppiness



Too much planning upfront
and no structured feedback
and adjustment mechanism



Not enough planning upfront
and no structured feedback
and adjustment mechanism

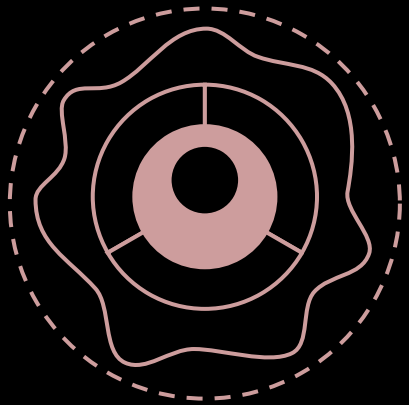


Enough planning upfront with
functional feedback mechanisms and
embedded adjusting possibilities

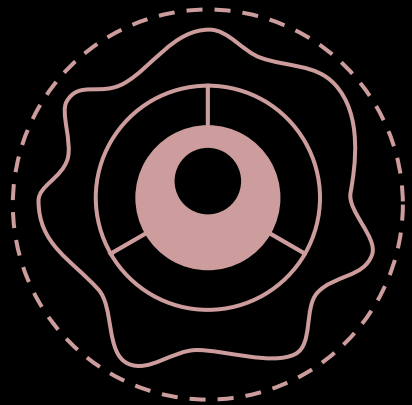
Rigidity $\neq$ Adaptation $\neq$ Sloppiness

Too much planning upfront
and no structured feedback
and adjustment mechanism

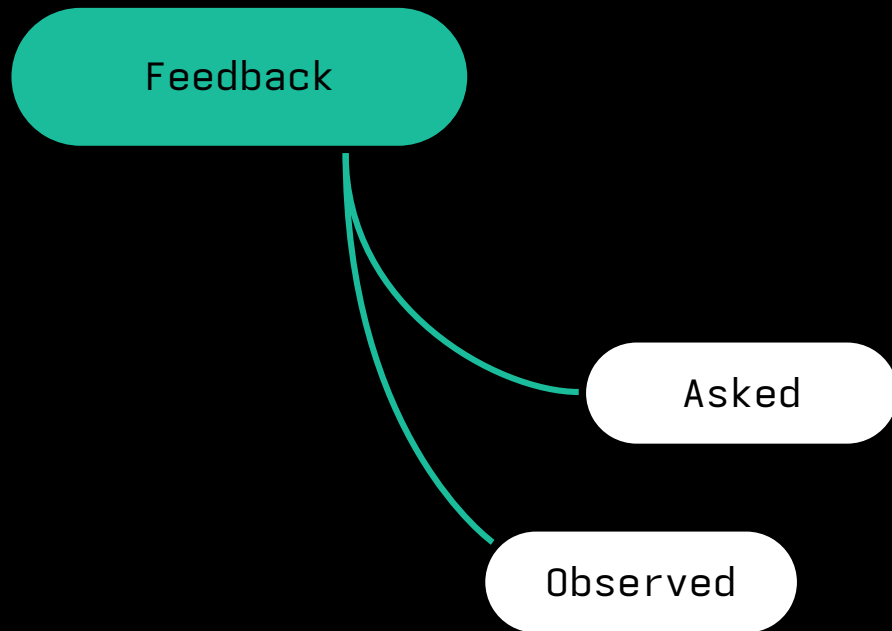
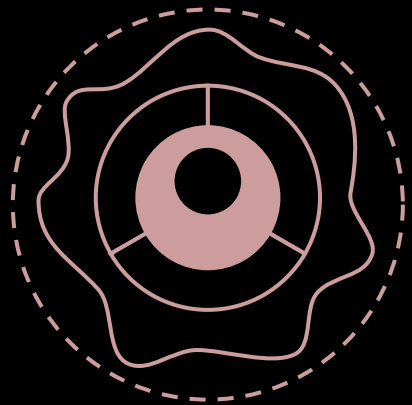
Not enough planning upfront
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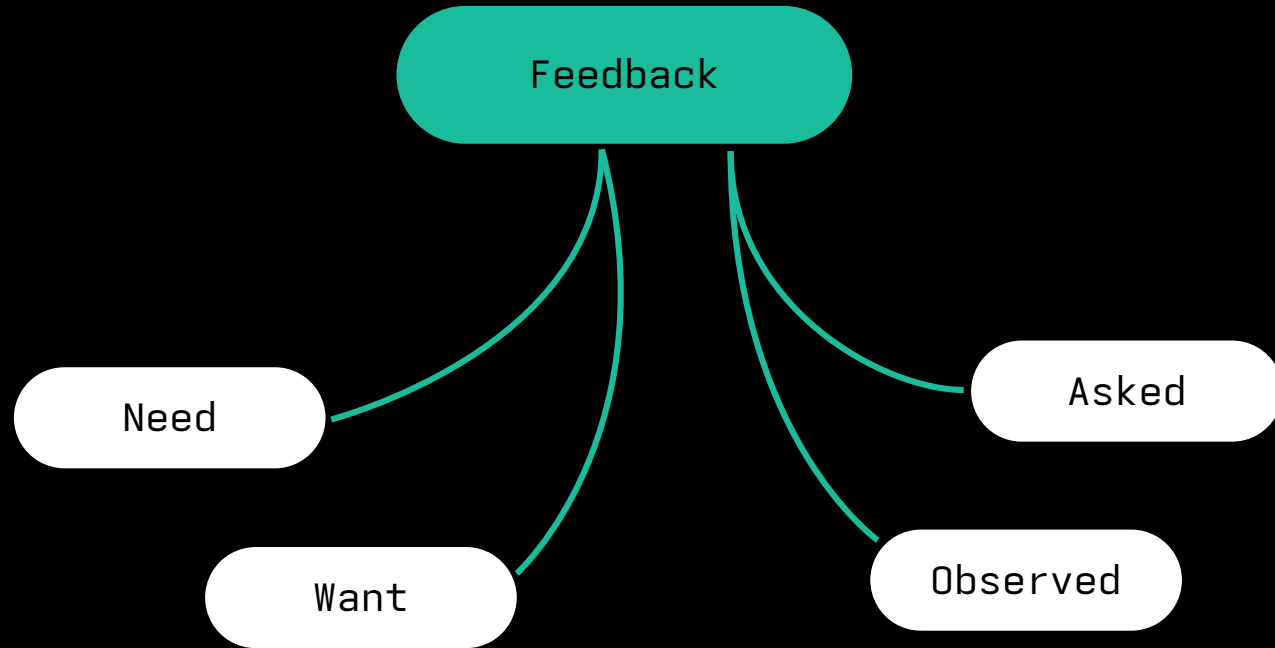


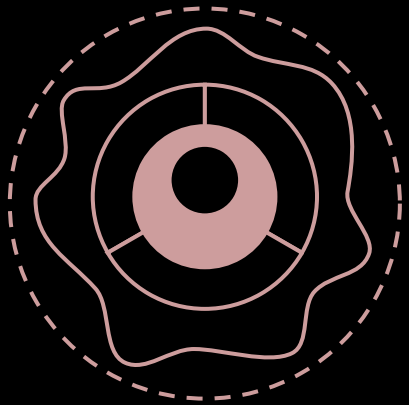
Enough planning upfront with
functional feedback mechanisms and
embedded adjusting possibilities



Feedback







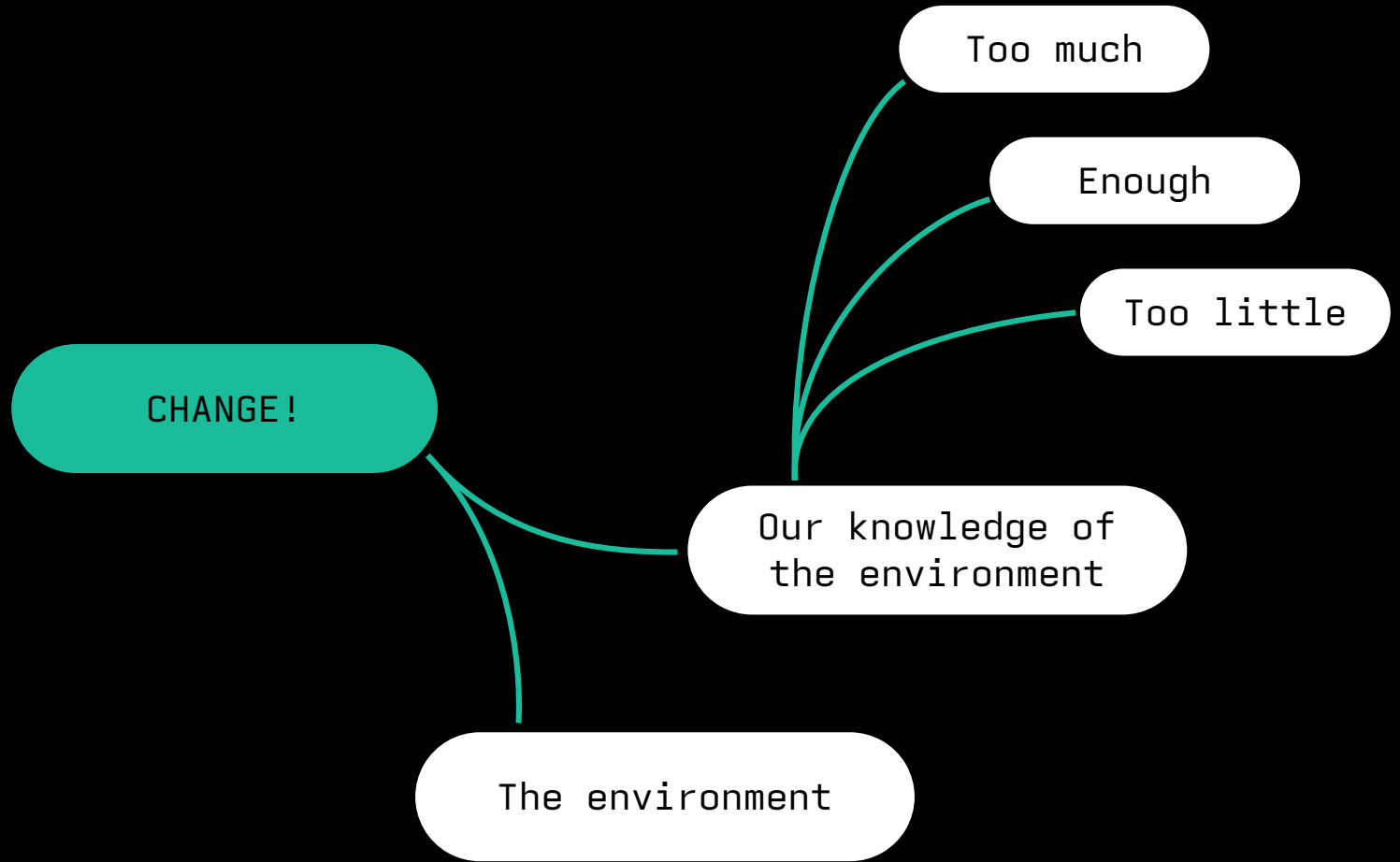
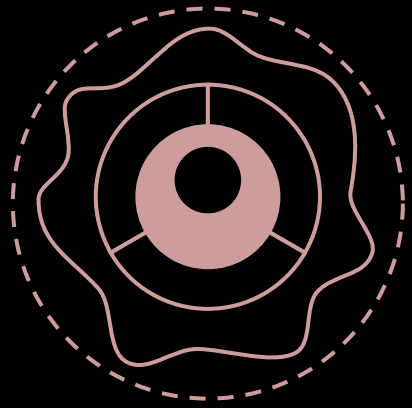
CHANGE !

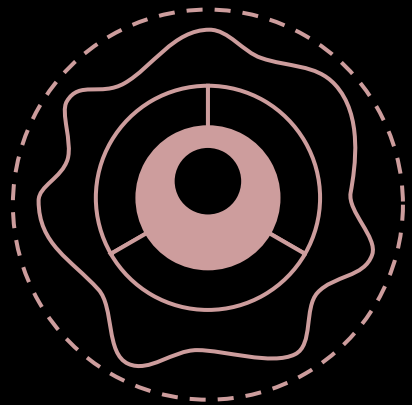


CHANGE !

Our knowledge of
the environment

The environment



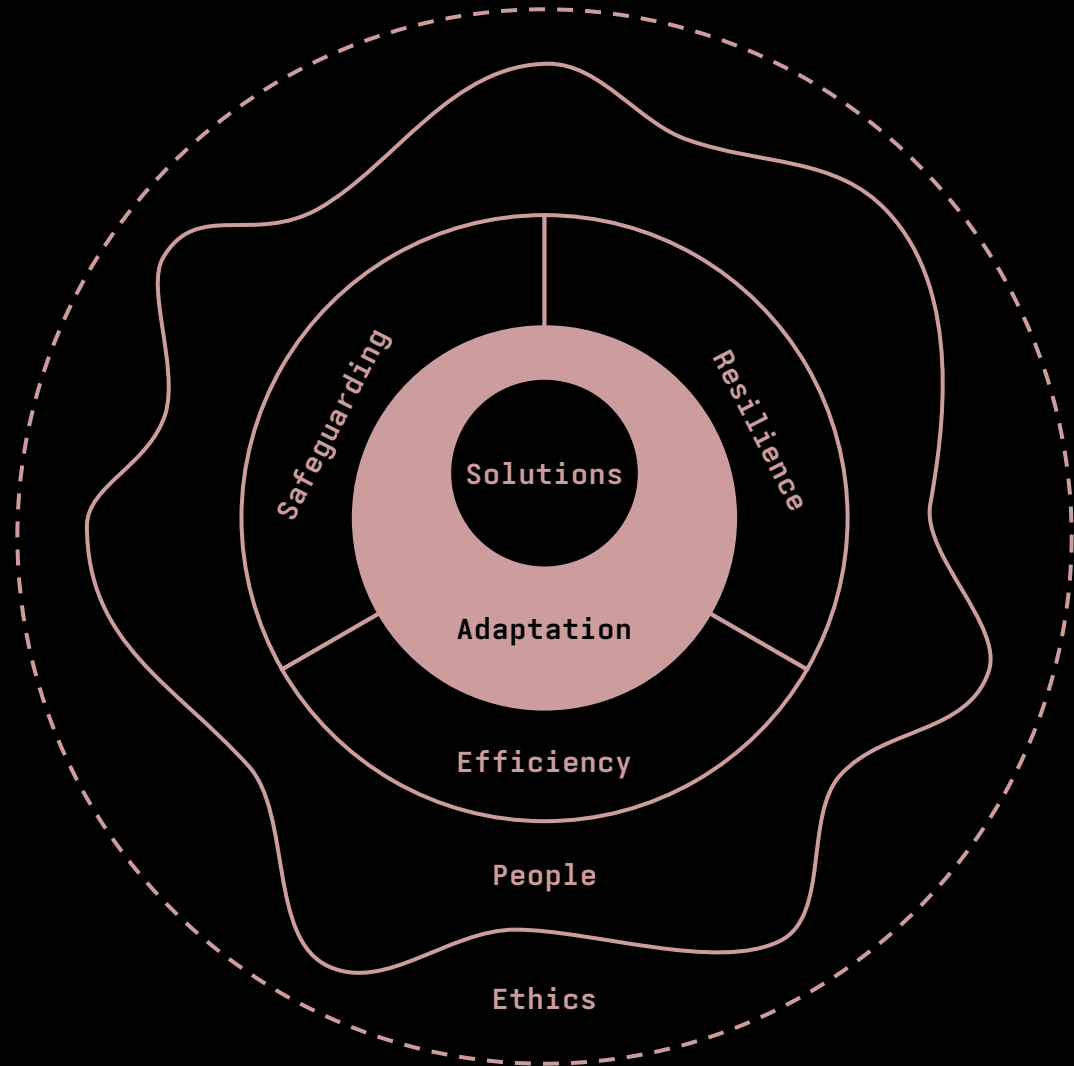


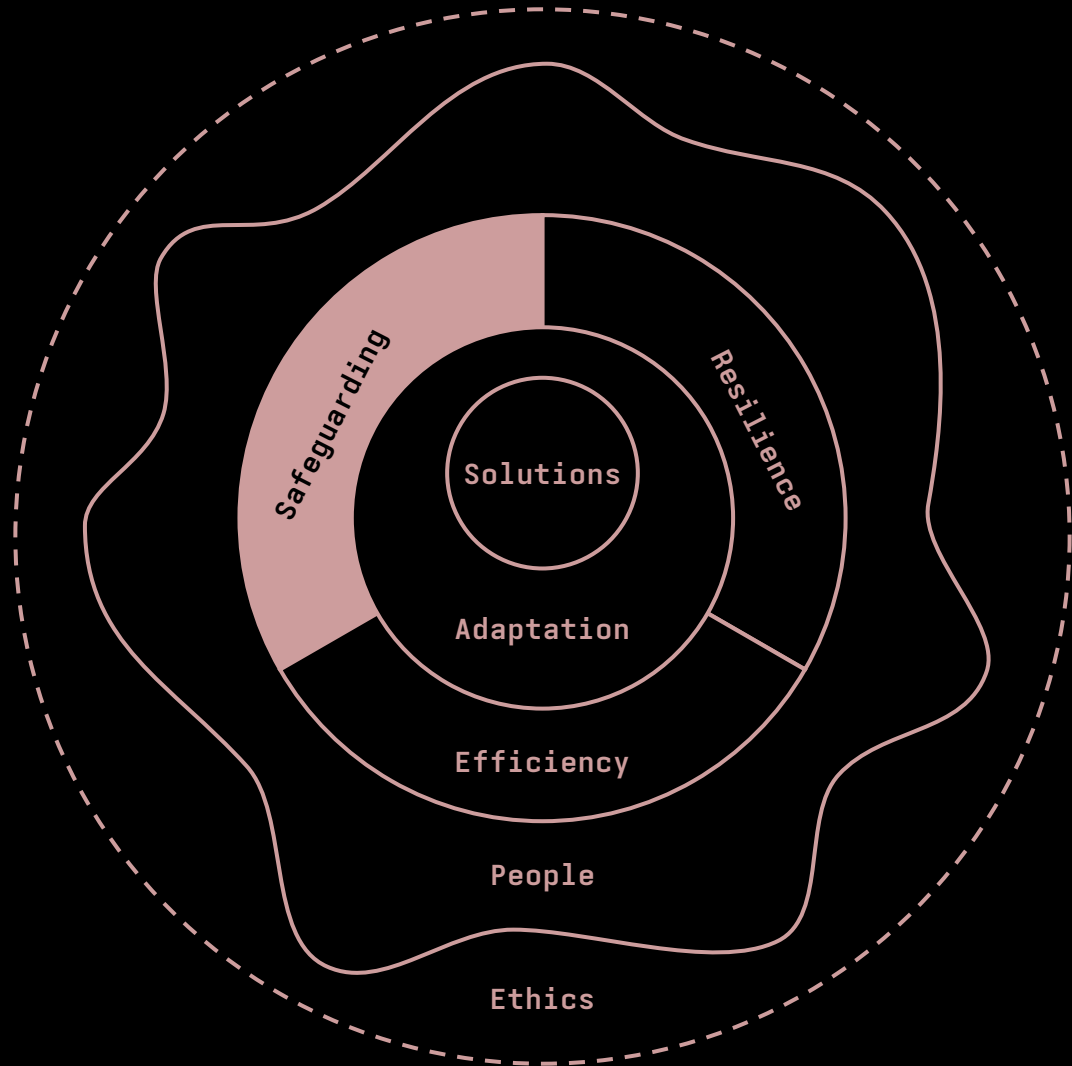
#9

You are always proactive and encourage others to be proactive as well.

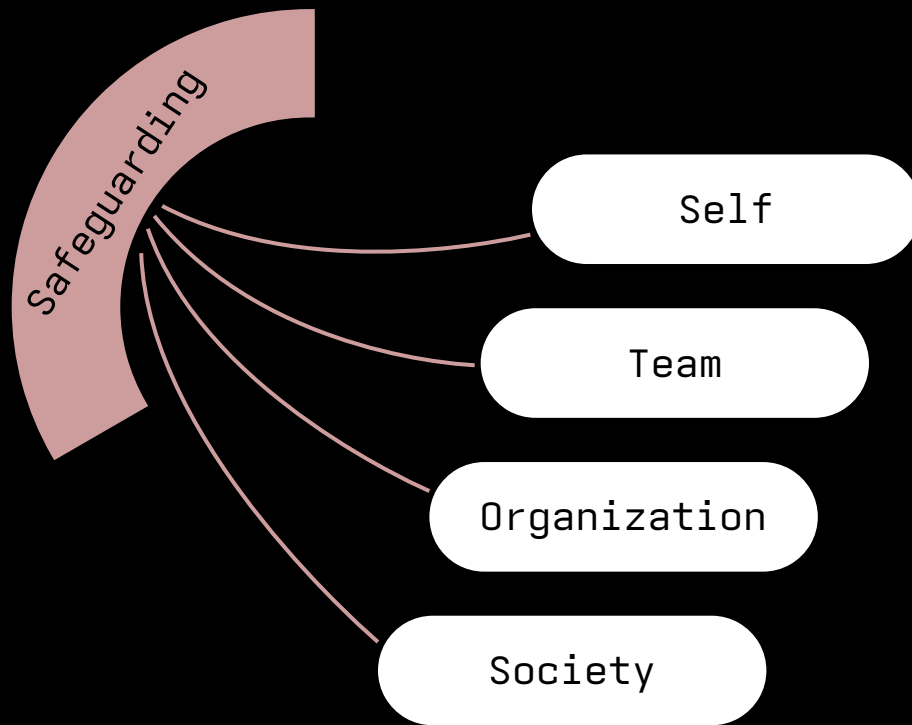


What are the most interesting things you've experienced related to adaptation?









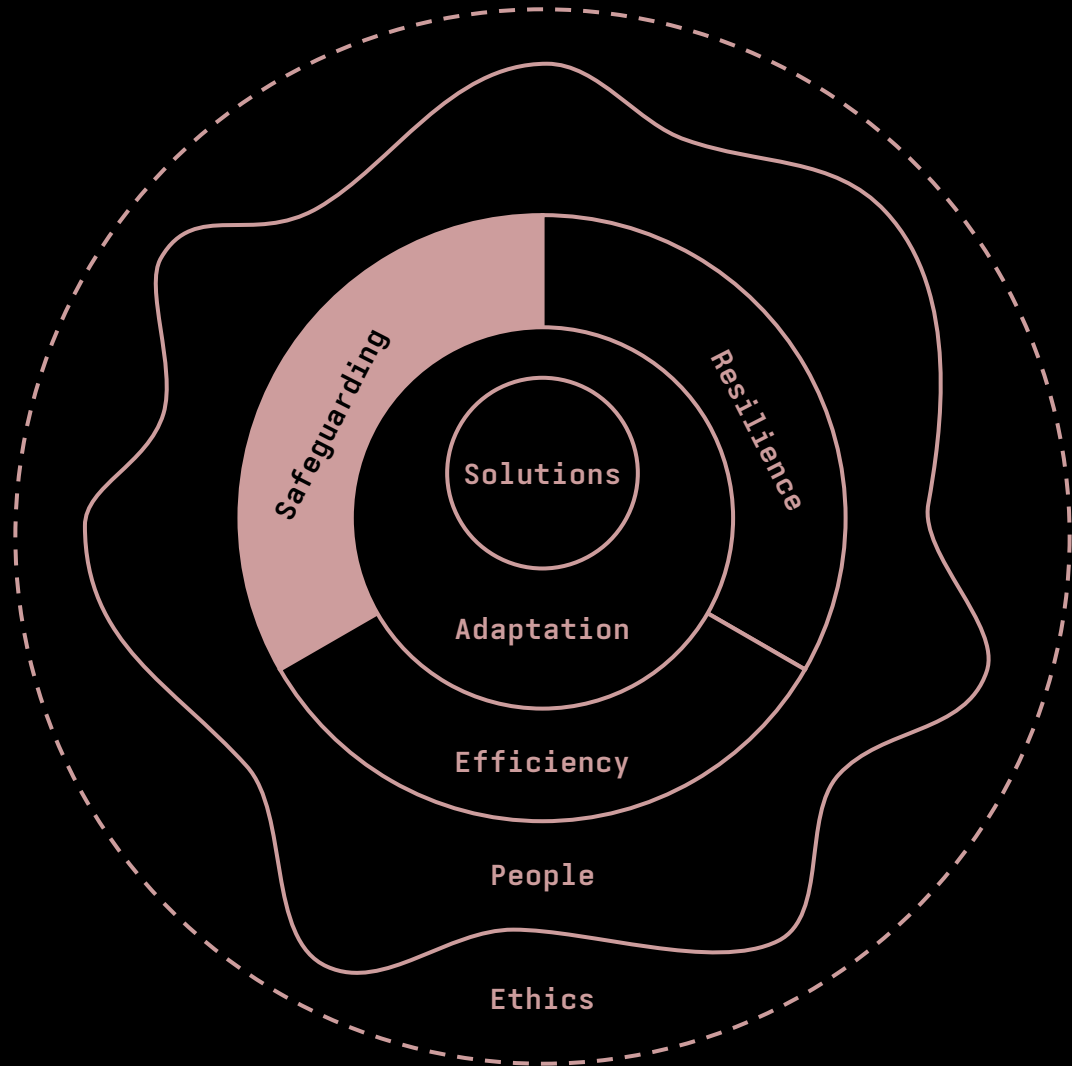


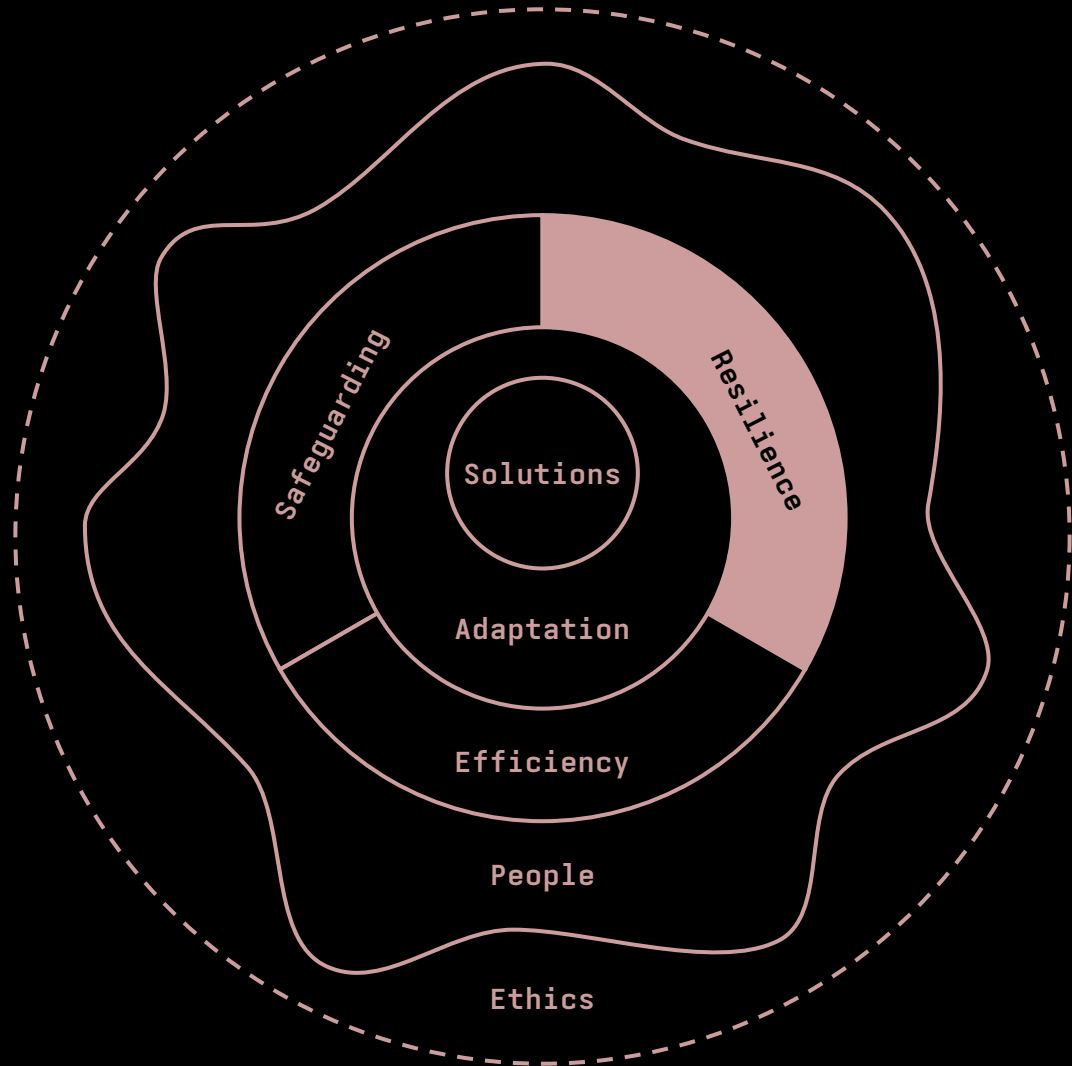
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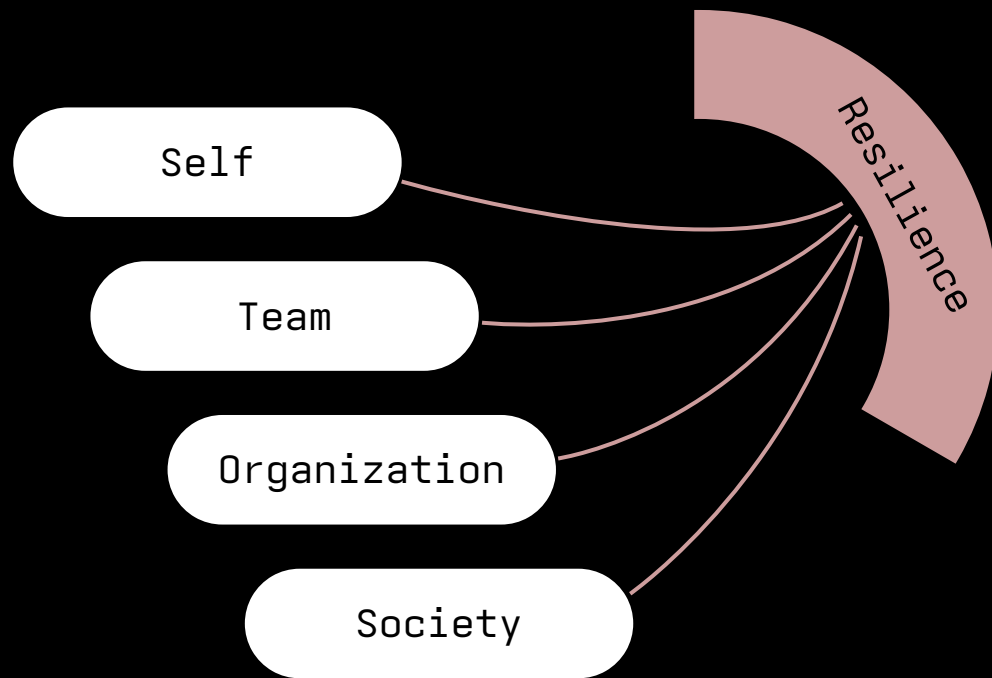
You ensure that decisions and approvals, especially those from external sources, are recorded and traceable.

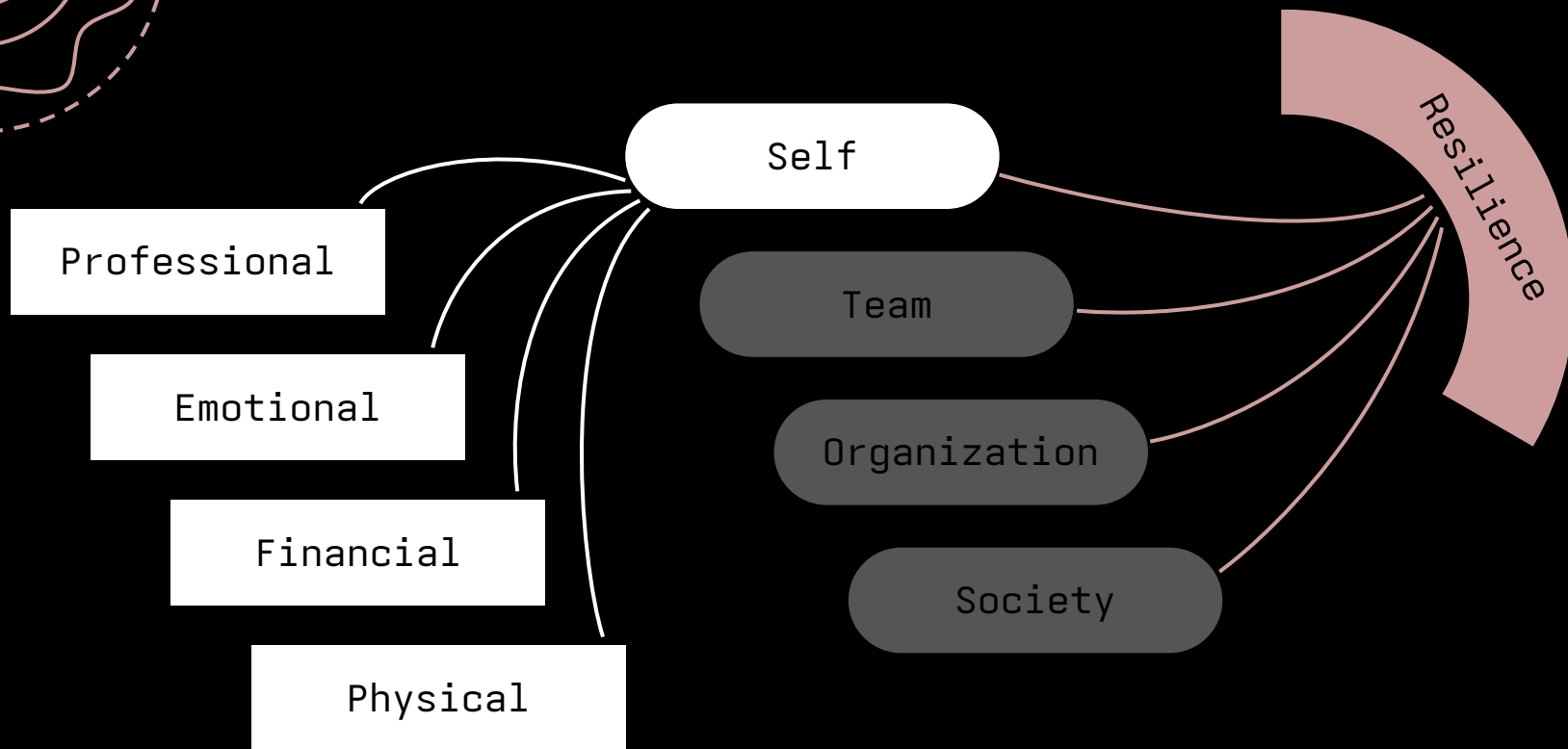


In a meeting, the customer representative has asked you to make a strange change and they refuse to fill in a written change request form for it. What would you do?









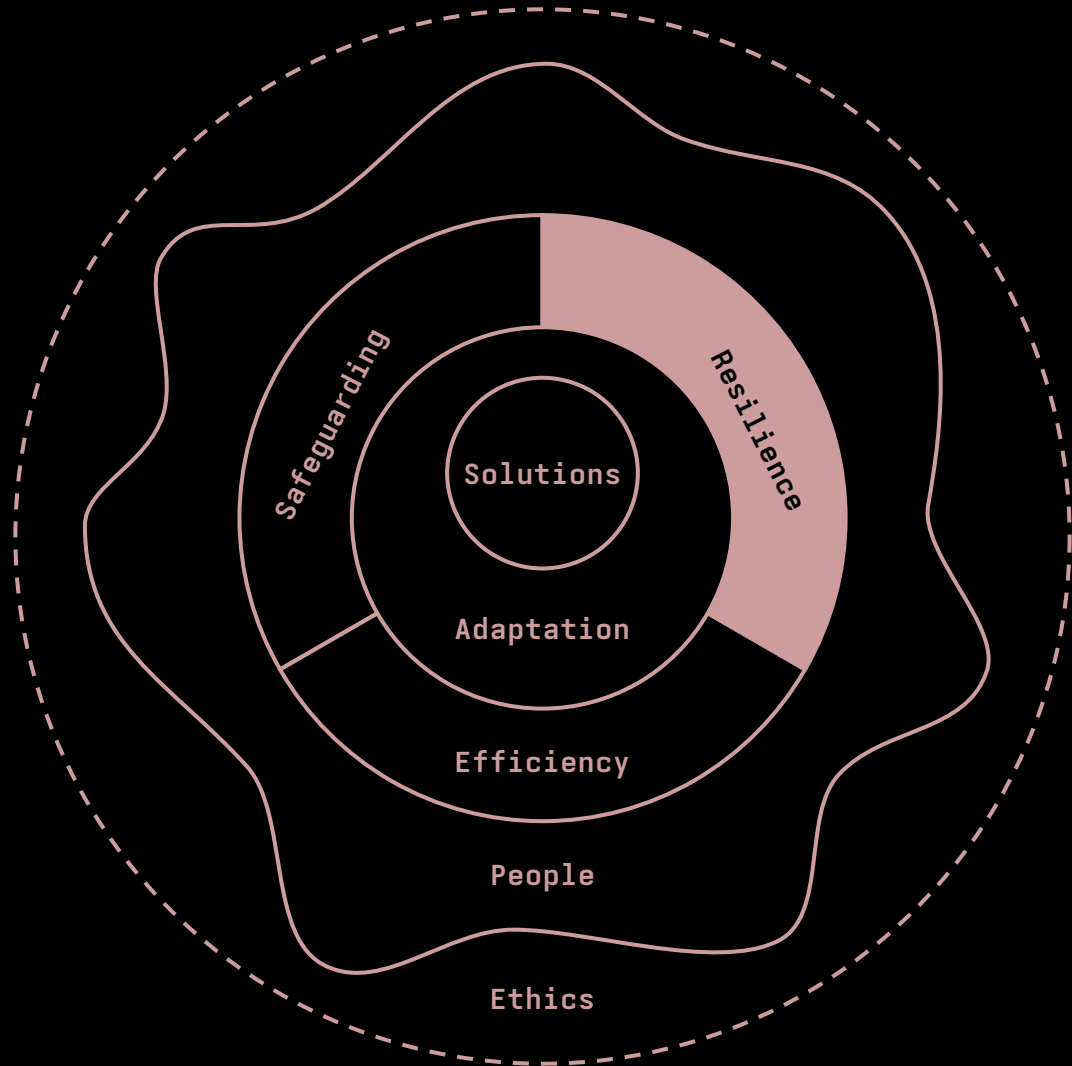


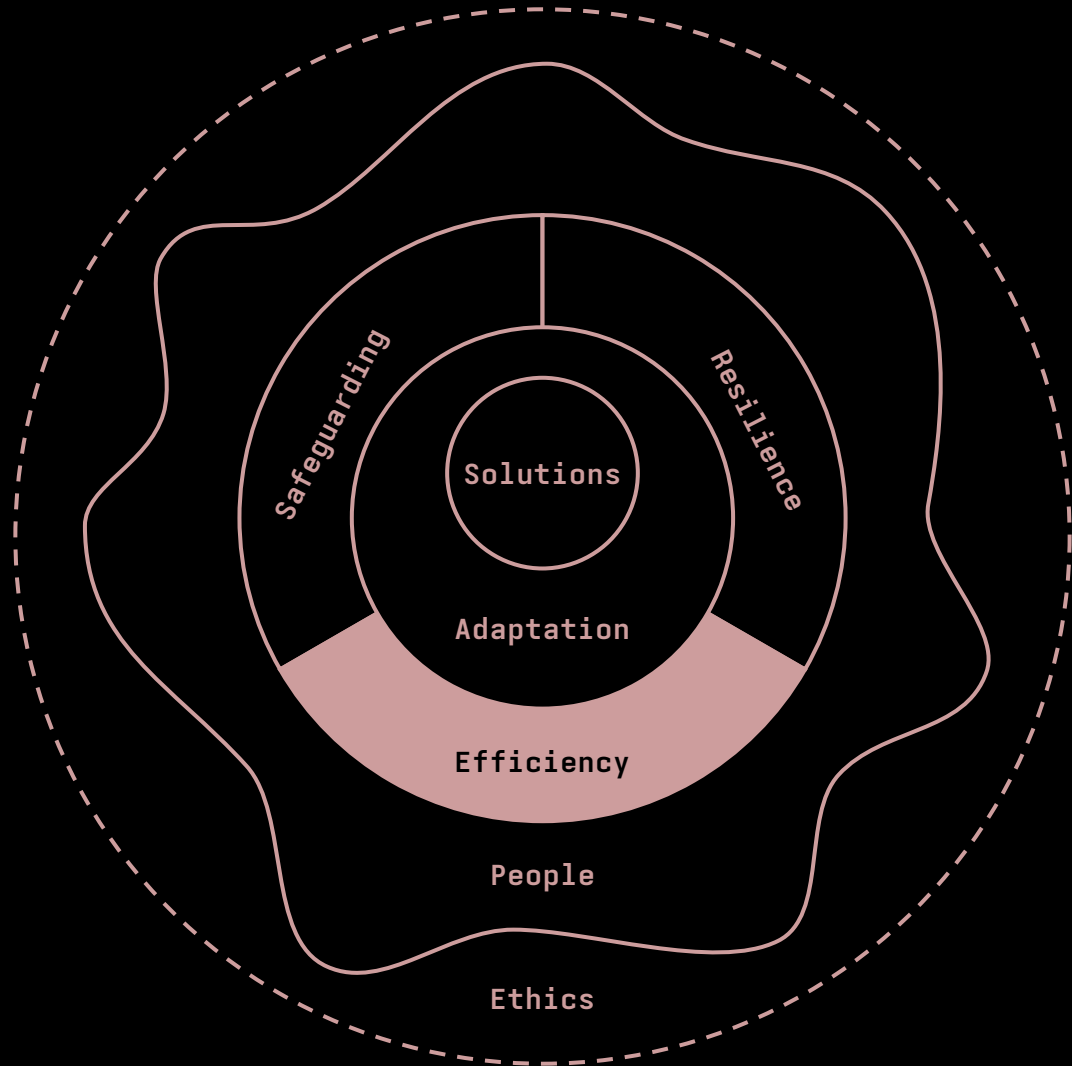
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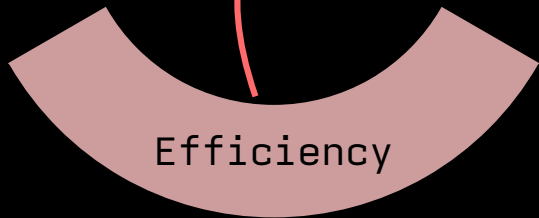
You ensure that there's an effective versioning and backup system for the information you and your teams create.

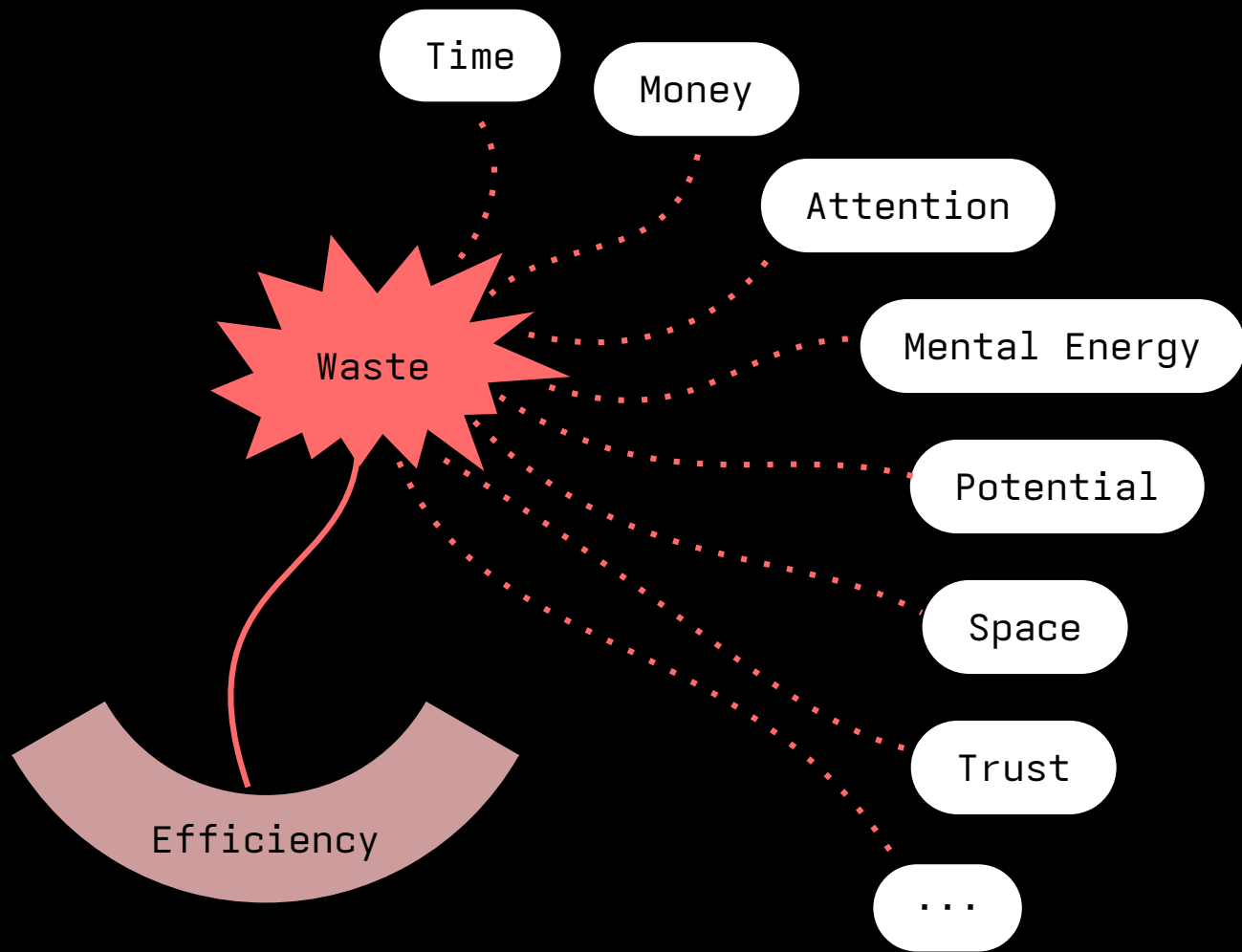


You can spend a total of 100 hours in the next two years, learning topics relevant to work. Give examples of 2 professionally resilient topics and 2 professionally vulnerable ones.









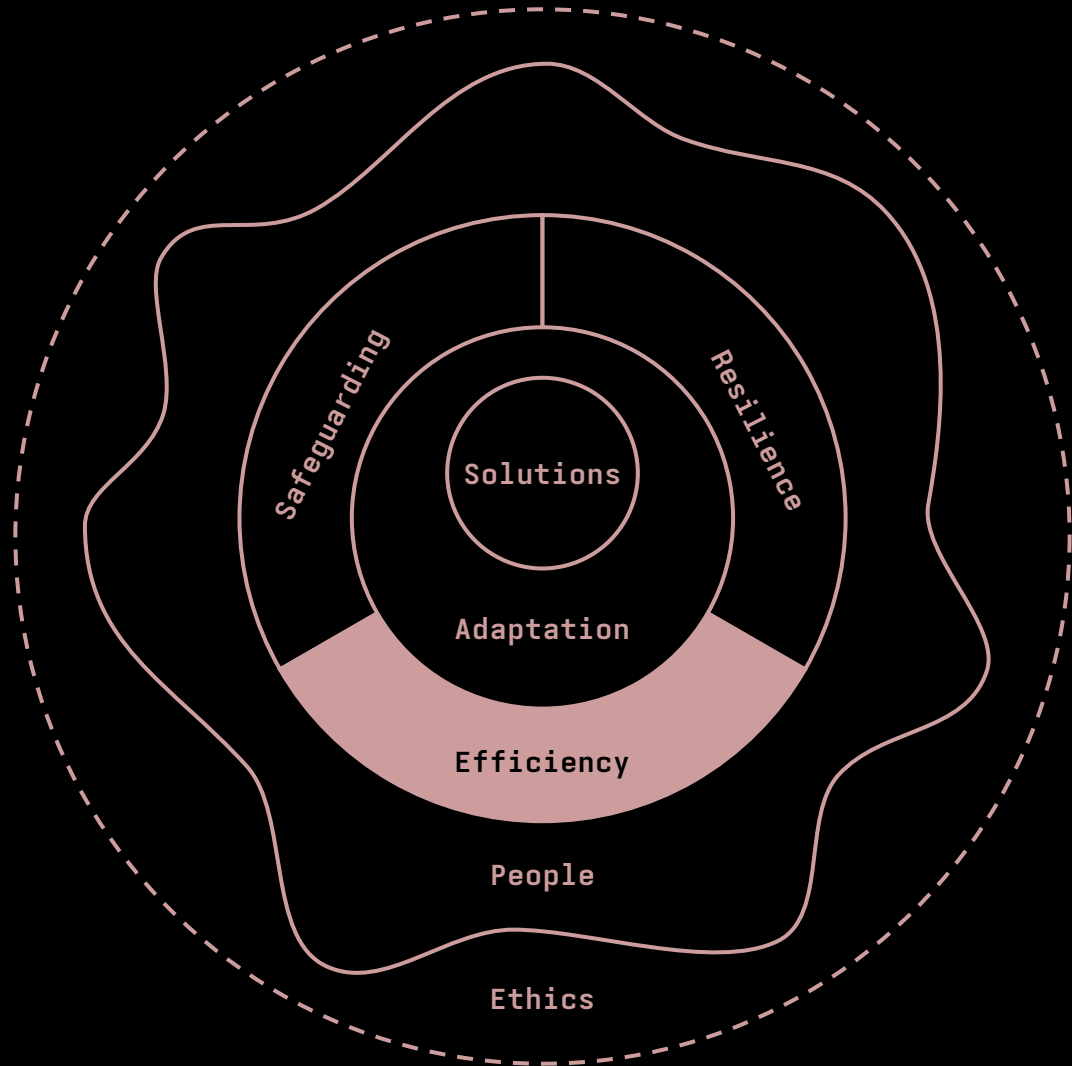


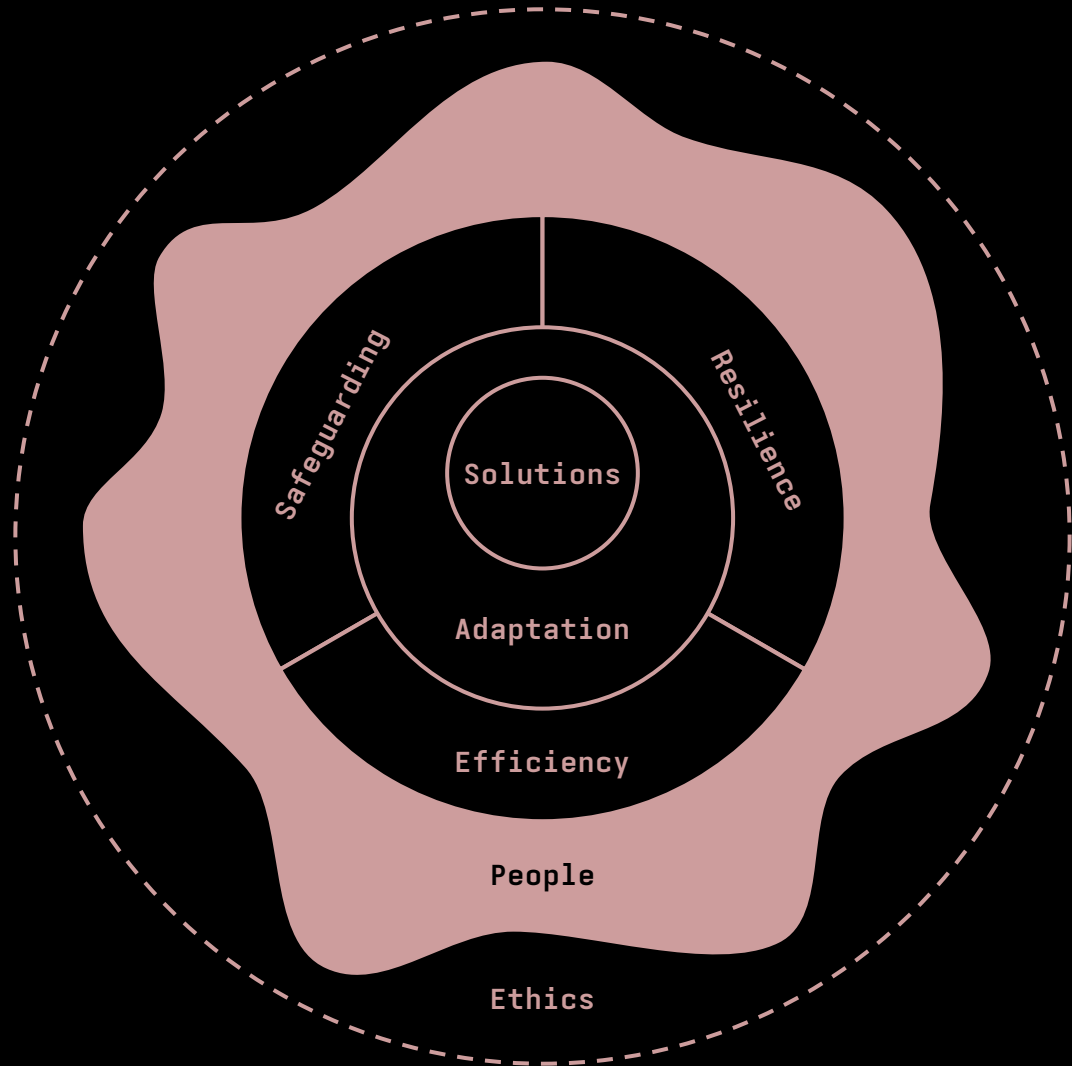
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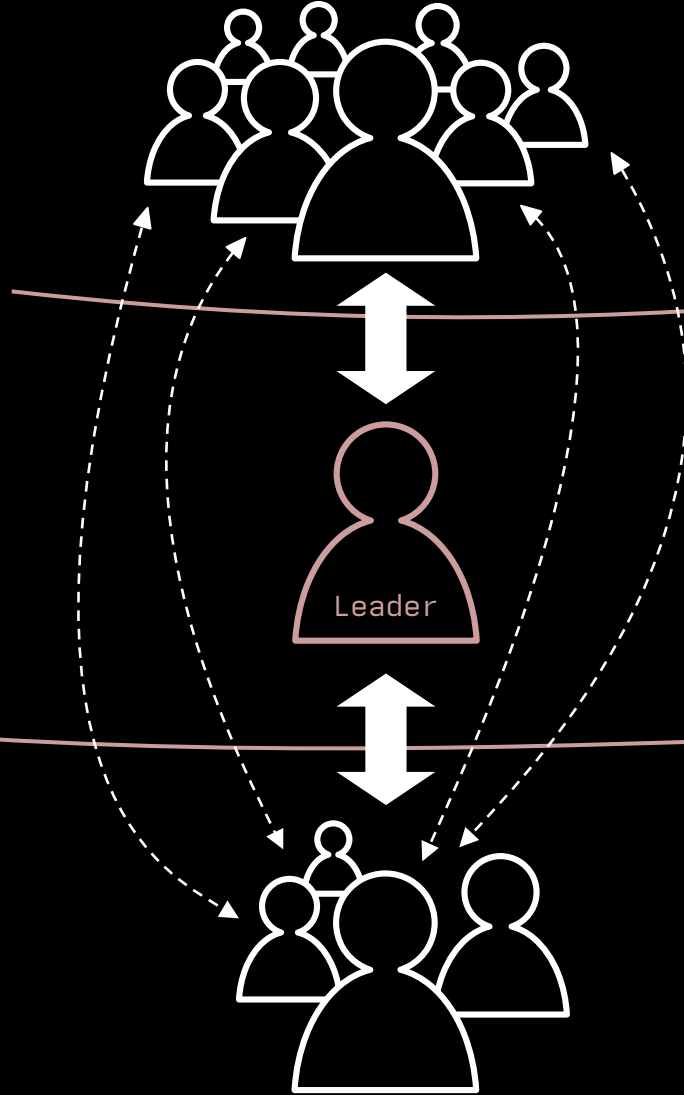
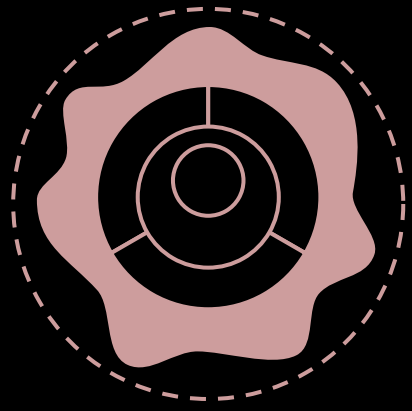
You avoid clutter and waste by focusing on the essential aspects of the subject.



Using appropriate standards
can help increase efficiency.
Name a few of them related to
your field.

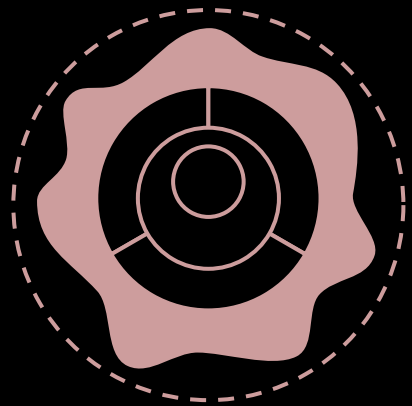




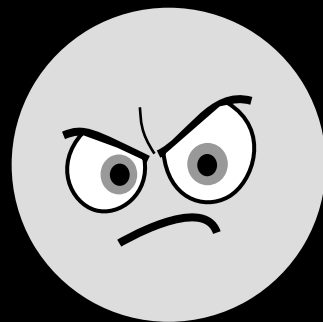


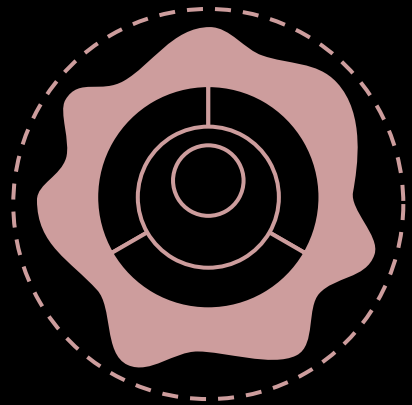
People who expect results
(managers, customers, society, ...)

People who create the results
(led by the leader)



VS.





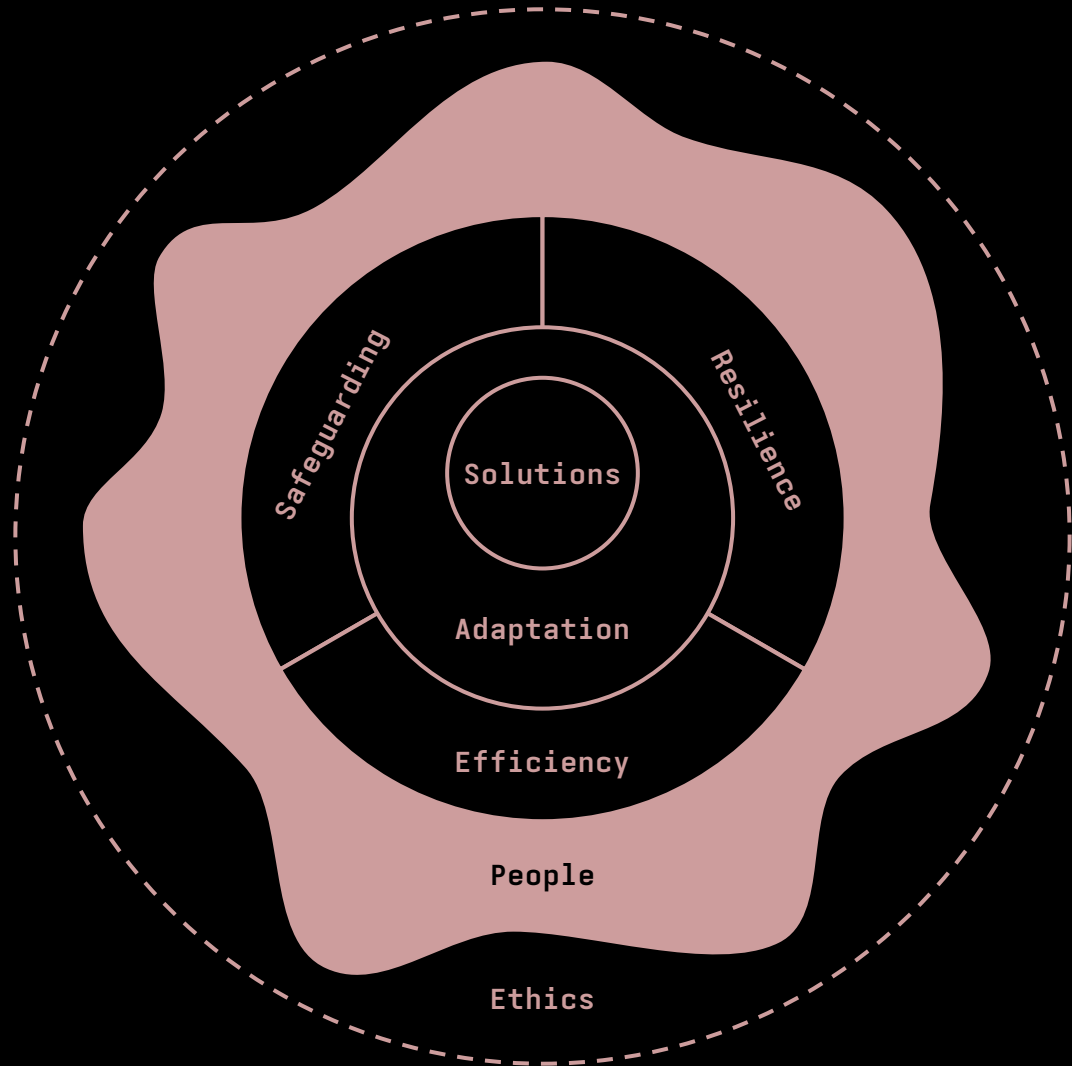
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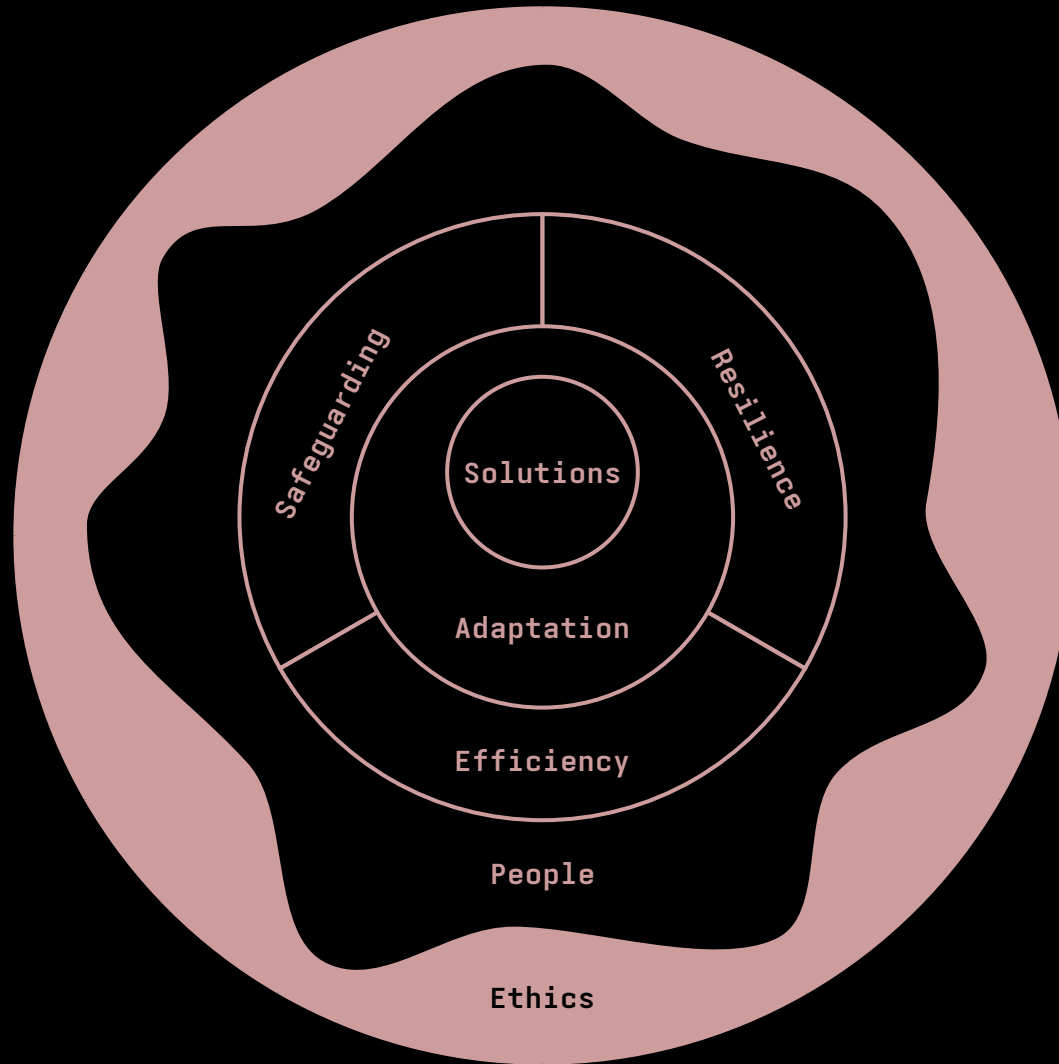
You alert your managers to their mistakes but support their decisions if they don't change them.

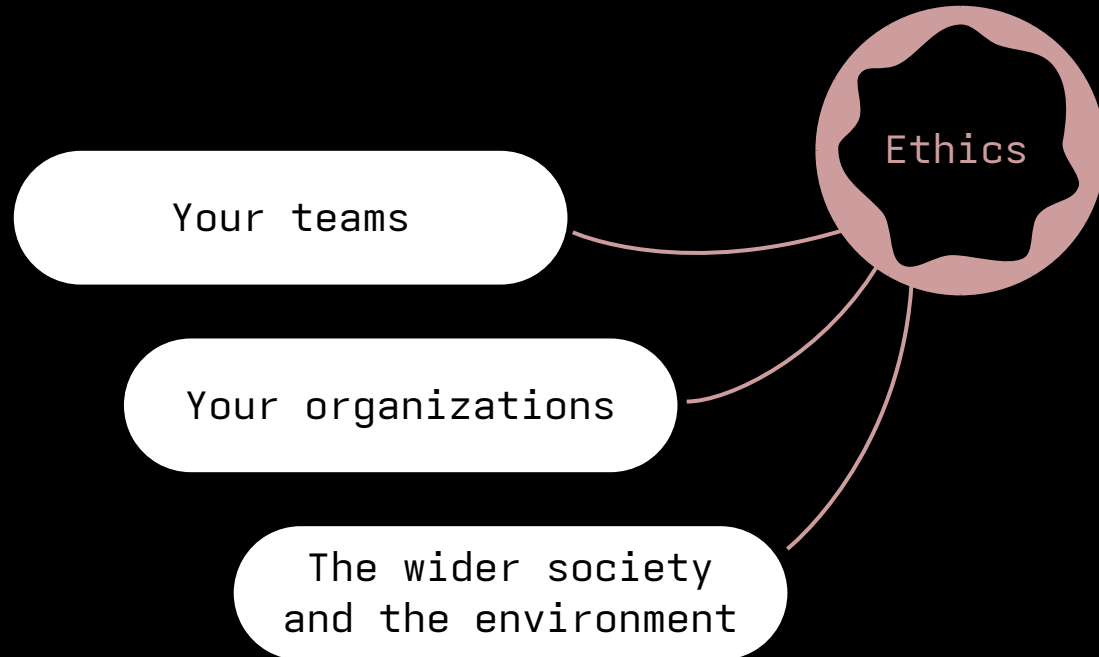
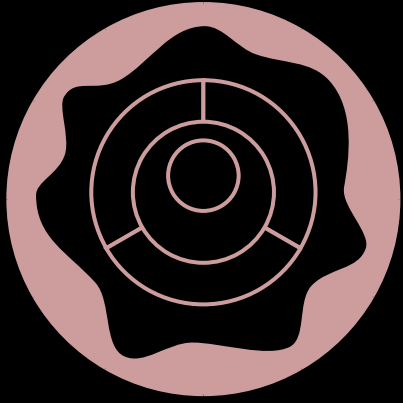


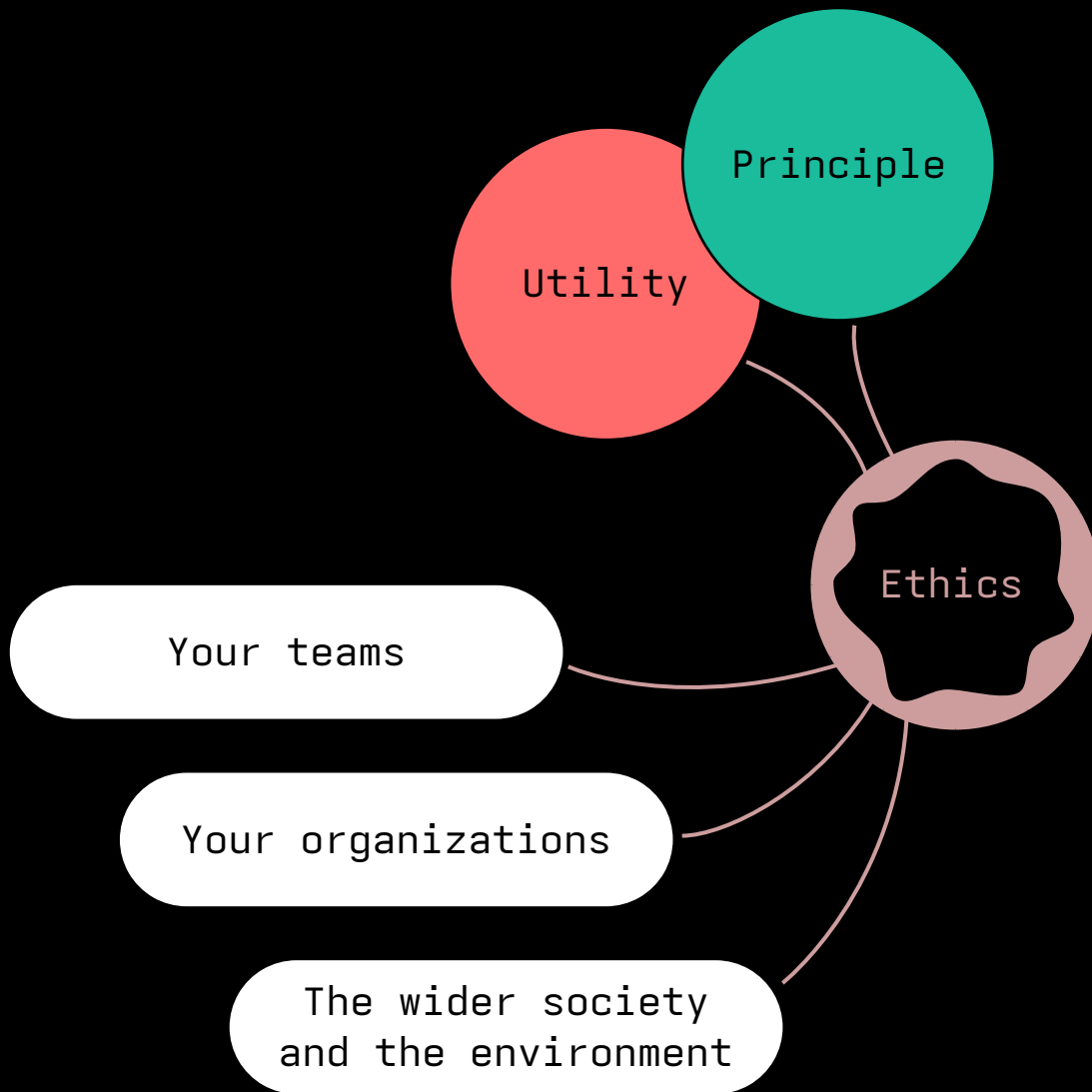
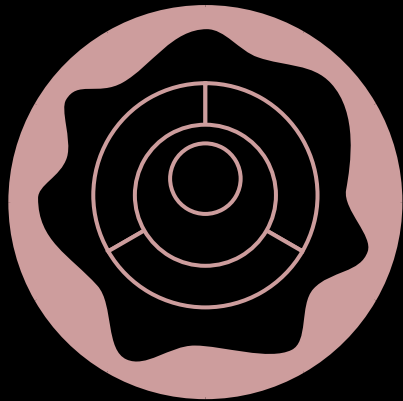
You have a 250,000 UZS budget
to reward a team member.
What would you do?

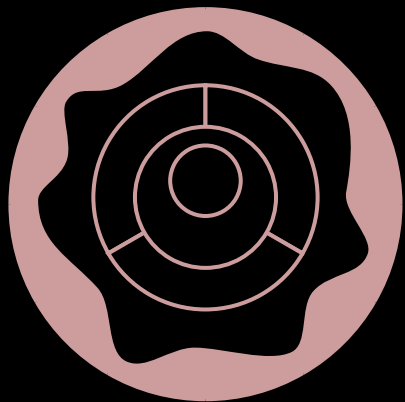
For people who don't live in Uzbekistan,
that's the money you normally pay for 3 or 4 meals in an average local restaurant.
Don't convert the money using exchange rates and instead answer the question
based on the money needed for 3 or 4 average meals in your region.









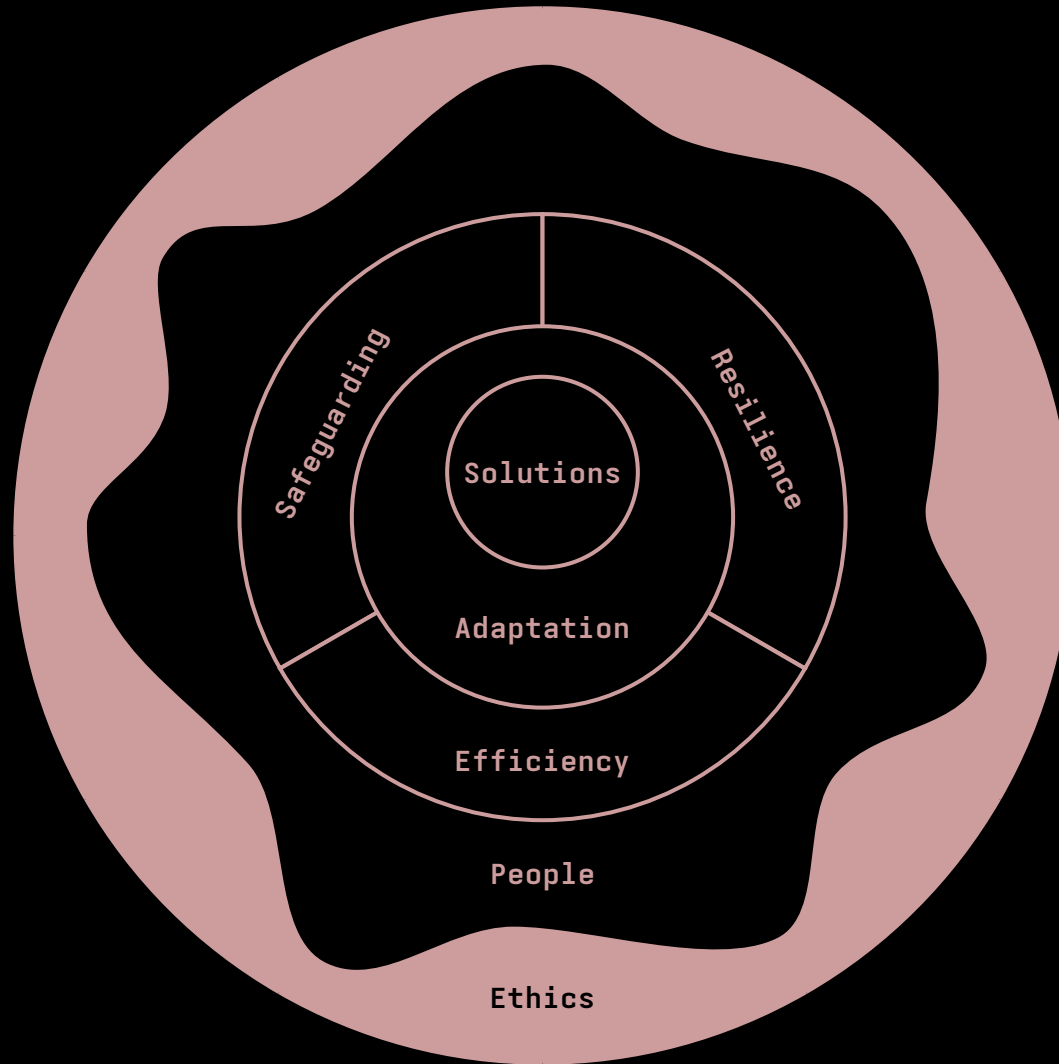


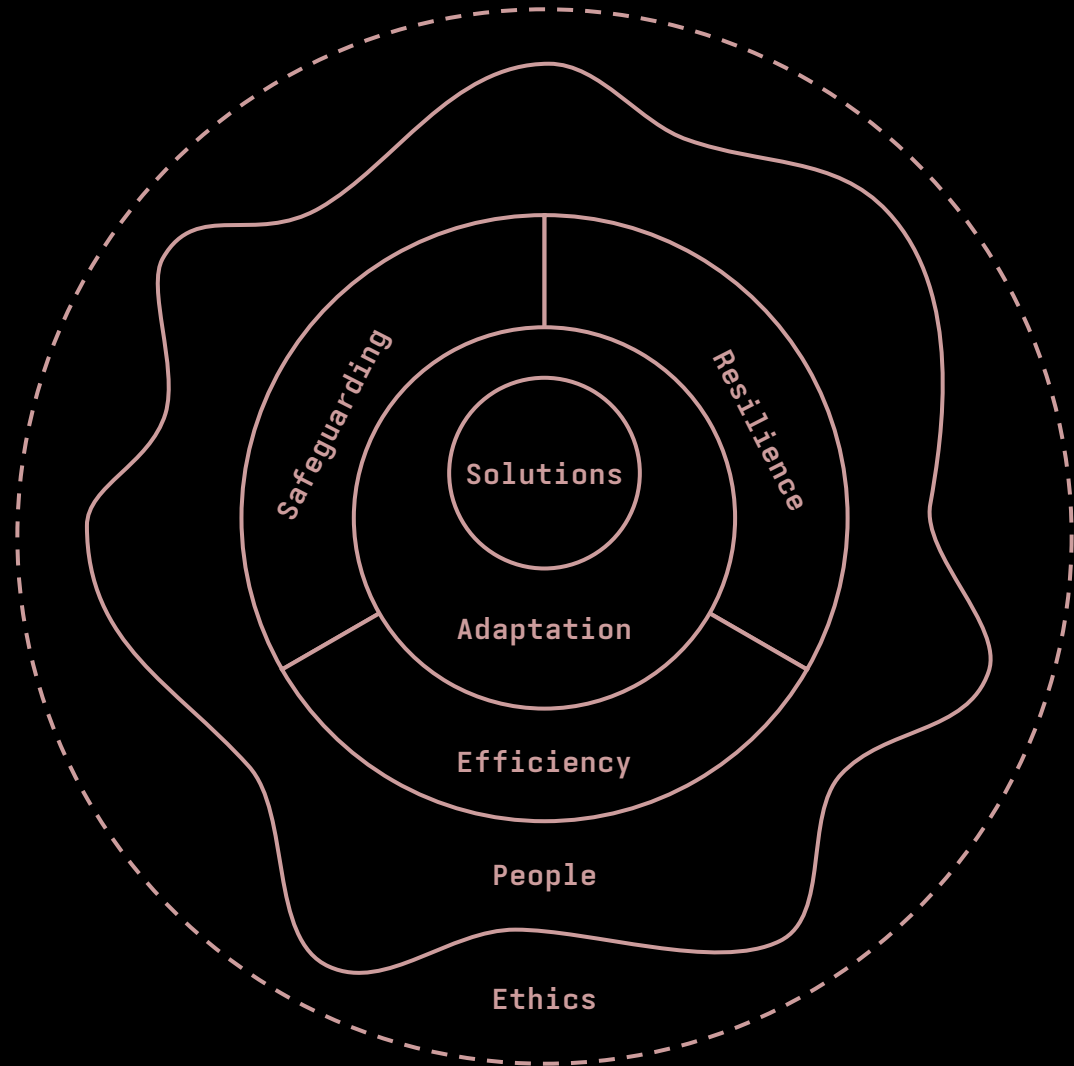
#9

You pursue opportunities that benefit both you and others and avoid zero-sum situations when possible.



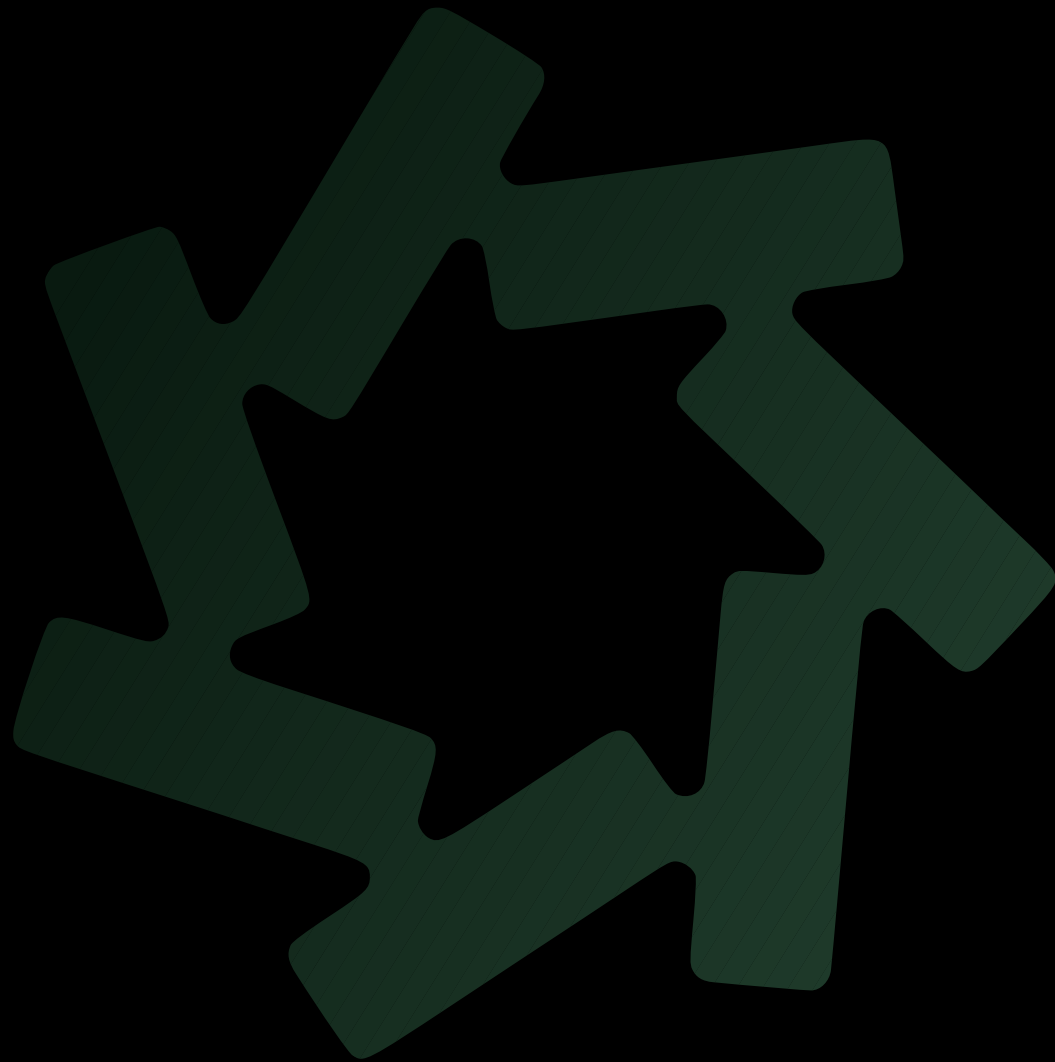
You're going to build a structure next to a cultural heritage site. You're worried that digging the ground might damage the site. Your sponsor says that it's safe and they accept full responsibility. What would you do?







Which are your
strongest and weakest
categories in the Compass?





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- This slide deck
- Related resources