

Wednesday 28 September 2016

# **Network Evening**

## **Leading multi-organisational teams**

# Agenda

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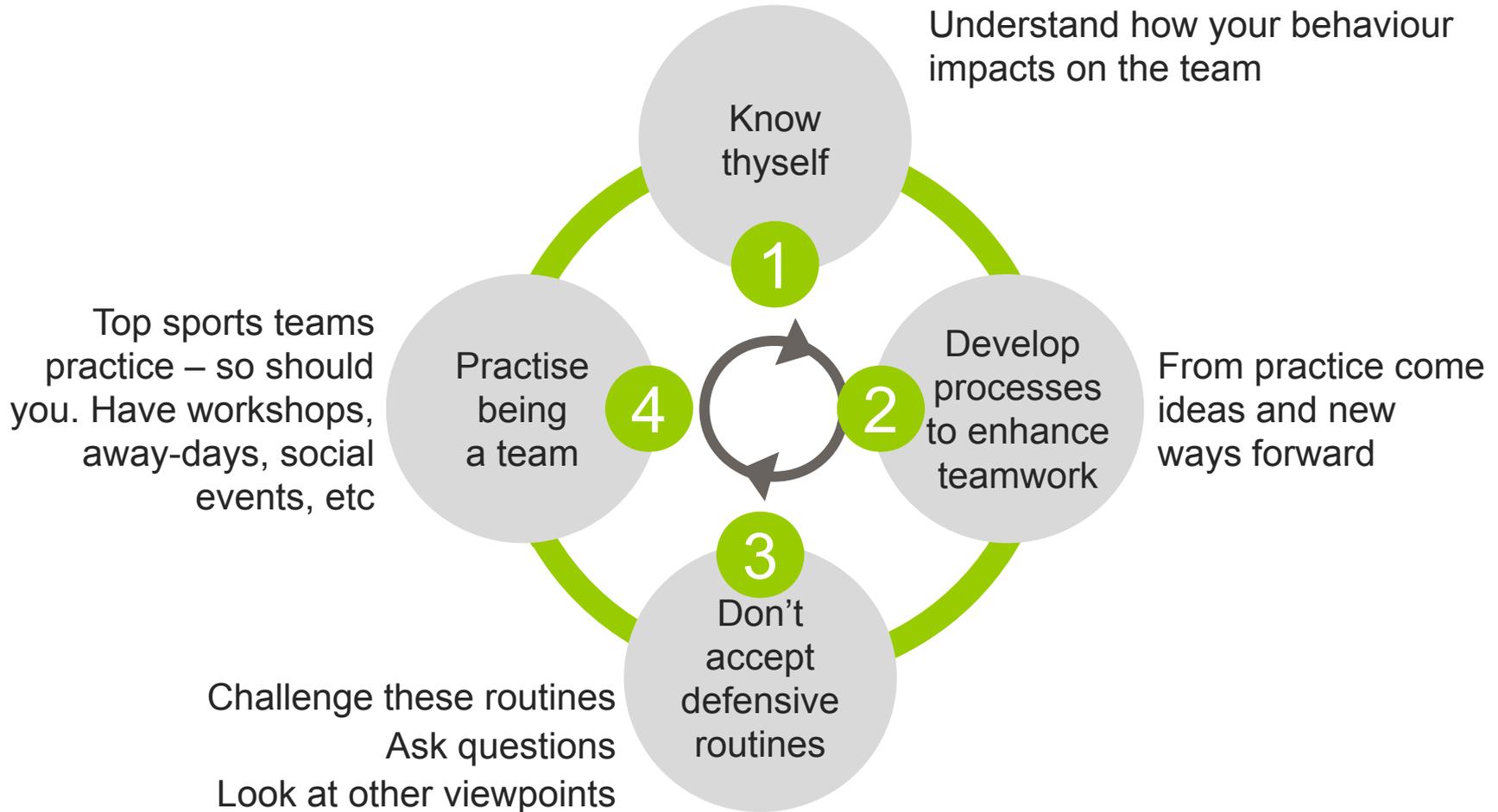
- Welcome and introductions
- The Panel:
  - Steve Radley, Senior Project Director, Amec Foster Wheeler
  - Ian Rudland, former CEO, Vail Williams
  - Jane Owen Jones, Director, Lloydmasters
- Questions for the panel
- Networking and refreshments

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Network Evening  
Leading multi-organisational teams

**Jane Owen Jones**  
Director, Lloydmasters

# MIT team model

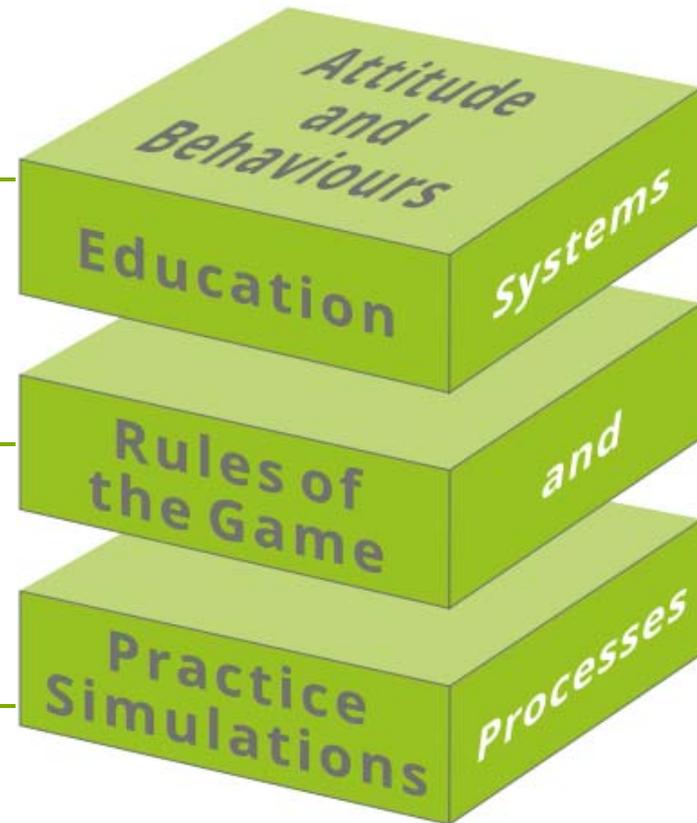


# The cube

Education: the learning of skills, methods, processes, philosophies, values, etc.

Rules of the Game: the way things are done around here. The rules need to be obvious to everyone and support the new culture required.

Practice simulations: opportunities which are given in order to practise the skills taught by simulations, project teams, outdoor training, etc.



# Goal Directed Planning (GDP) Overview

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- GDP is a project planning process which enables a three dimensional approach to be taken to a project. Goal management is key; these goals are the focus of the plan, so that any activities are driven towards them
- GDP process gains peoples' involvement, alignment, commitment, ownership and teamwork in order to deliver a desired project outcome

# Goal Directed Planning

## The process

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**Step 1** Identify result paths

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**Step 2** Allocate responsibilities

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**Step 3** Identify milestones

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**Step 4** Establish dependencies

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**Step 5** Produce activity plans

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**Step 6** Monitor the plan

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# The challenges of project delivery

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- Numerous reports founded on detailed research tell us what every project professional knows from bitter experience – a significant proportion of major projects, be they organisational change projects, IT or major capital projects, fail to deliver the desired business benefits for the approved expenditure and within the original timescales
- Lloydmasters has been using GDP in a variety of environments for a range of project types. These projects have typically been highly complex, multi-stakeholder undertakings where a number of diverse workstreams need to work together to deliver the end results

**It integrates seamlessly with existing approaches and provides a proven process, facilitated by highly experienced consultants and supported by a powerful software tool**

# Why use Goal Directed Planning?

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- The GDP process is highly interactive with group work and brainstorming sessions identifying the work to be completed, the issues to be dealt with and key interdependencies
- Outcomes are key and these are the focus of the plan, so that all activities are driven towards them. Ownership is allocated for each result path and the dependencies between milestones are established and target dates are set
- It facilitates teamwork and encourages participants to focus their attention and effort on project risks and issues. It also delivers an overarching strategic plan, usually on a single page, in which participants see the importance and relevance of their individual contributions, the key interdependencies and the various project outputs en route

Lloydmasters is an energetic and innovative team who share more than 240 years of extensive consulting and business experience. We remain small, maintaining no more than 20 in the organisation to ensure that we are flexible, unfettered by bureaucracy and thus more responsive to our clients' needs.

Since the 1980's we have saved our clients over £4 billion, worked with over 24,000 people and developed our project management methodologies and our approach to leadership development with 30 FTSE 100 companies.

Working in partnership is our basic philosophy of how we engage with our clients. We believe it's key to making a difference and ensuring that changes are sustainable.

We like to think that we are not archetypal consultants, producing lengthy reports, using business buzzwords or confusing management-speak. What we can guarantee is a collaborative and stimulating environment in which we will provide: original thought; a challenge to established thinking; vast experience; flexible delivery; long term relationship that grows to meet all the demands.

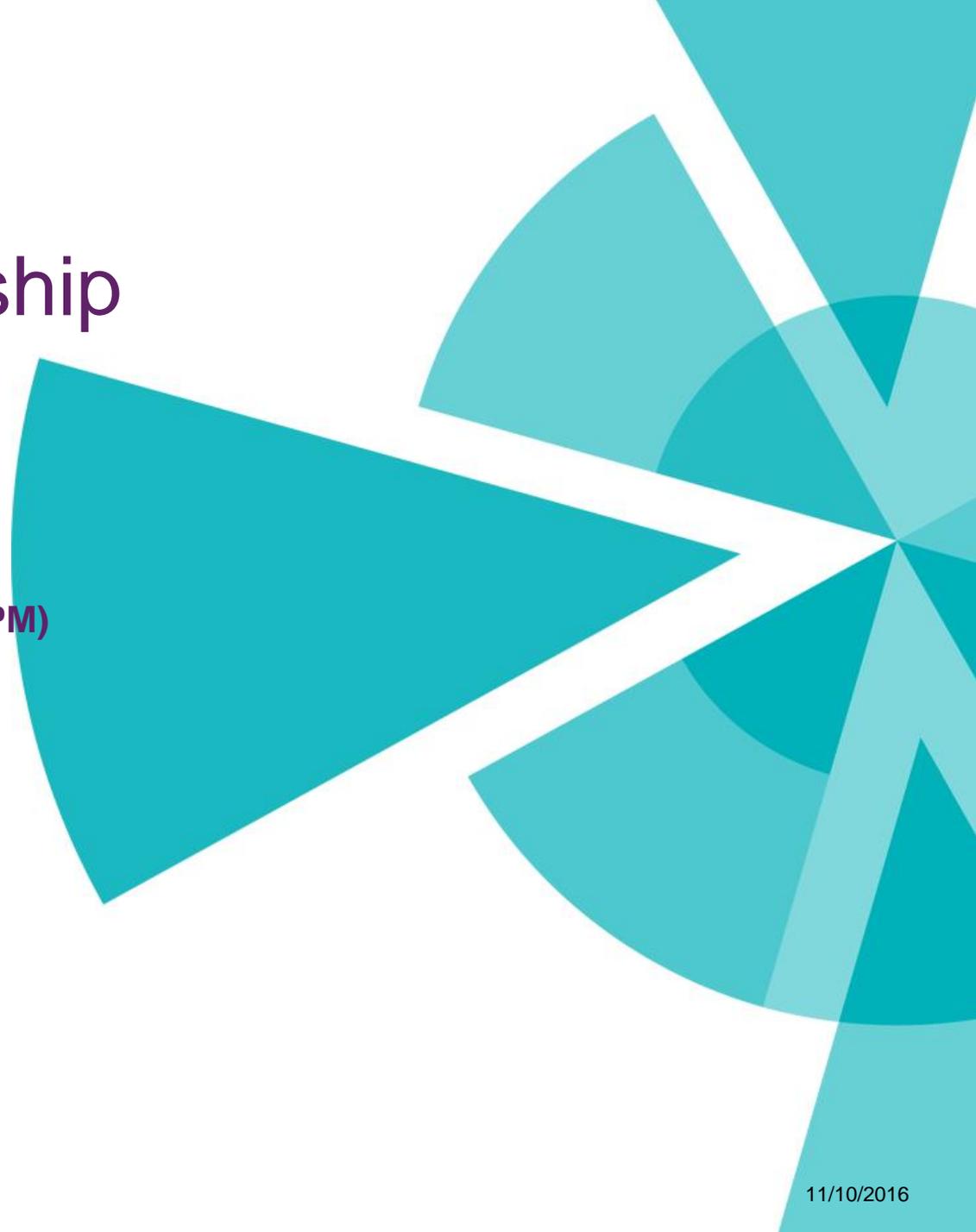
We work with some of the world's largest and most successful organisations throughout Europe, America, the Middle and Far East, Australia and Africa.

# Project Leadership

**Presented by:**

**Stephen Radley (MSc MAPM)**

**(Snr. Project Director)**



# Presentation Content

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- 1. Leadership in the context of project delivery.**
- 2. Critical Success Factors for Successful Project Leadership**
- 3. Project Leadership. “What does it take?”**

# Definition of Leadership

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## **Ref: Oxford Dictionary:**

*“ The action of leading a group of people or an organisation , or the ability to do this.” (mass noun)*

## *Synonyms:*

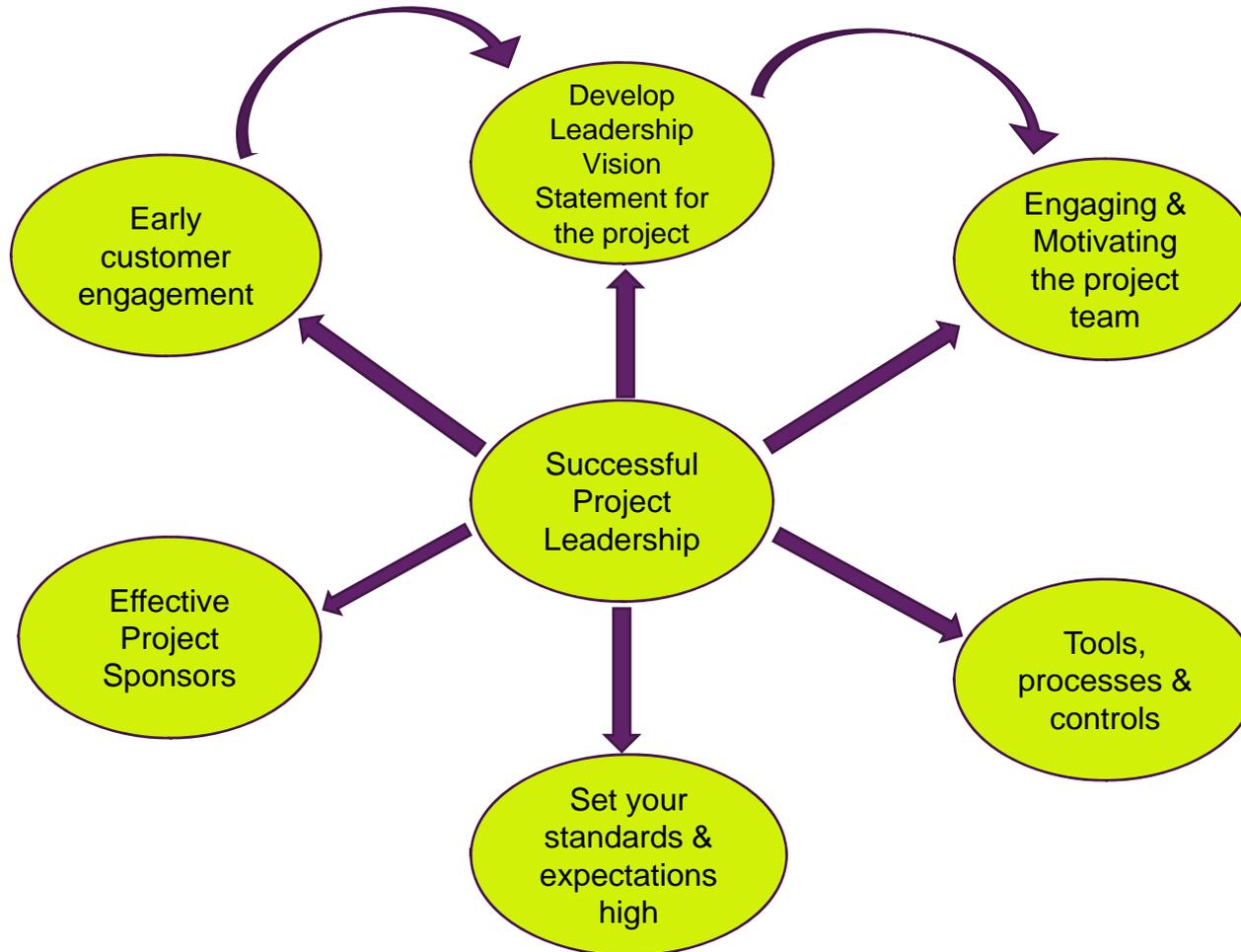
*Guidance, direction, authority, control, management, influence , etc*

## **In context of Project Management & Delivery:**

*“ The ability to successfully lead , facilitate and motivate a project team to deliver desired project outcomes.”*

*(Ref: S.Radley , Sept. 2016)*

# Critical Success Factors for Successful Project Leadership



# Early Customer Engagement

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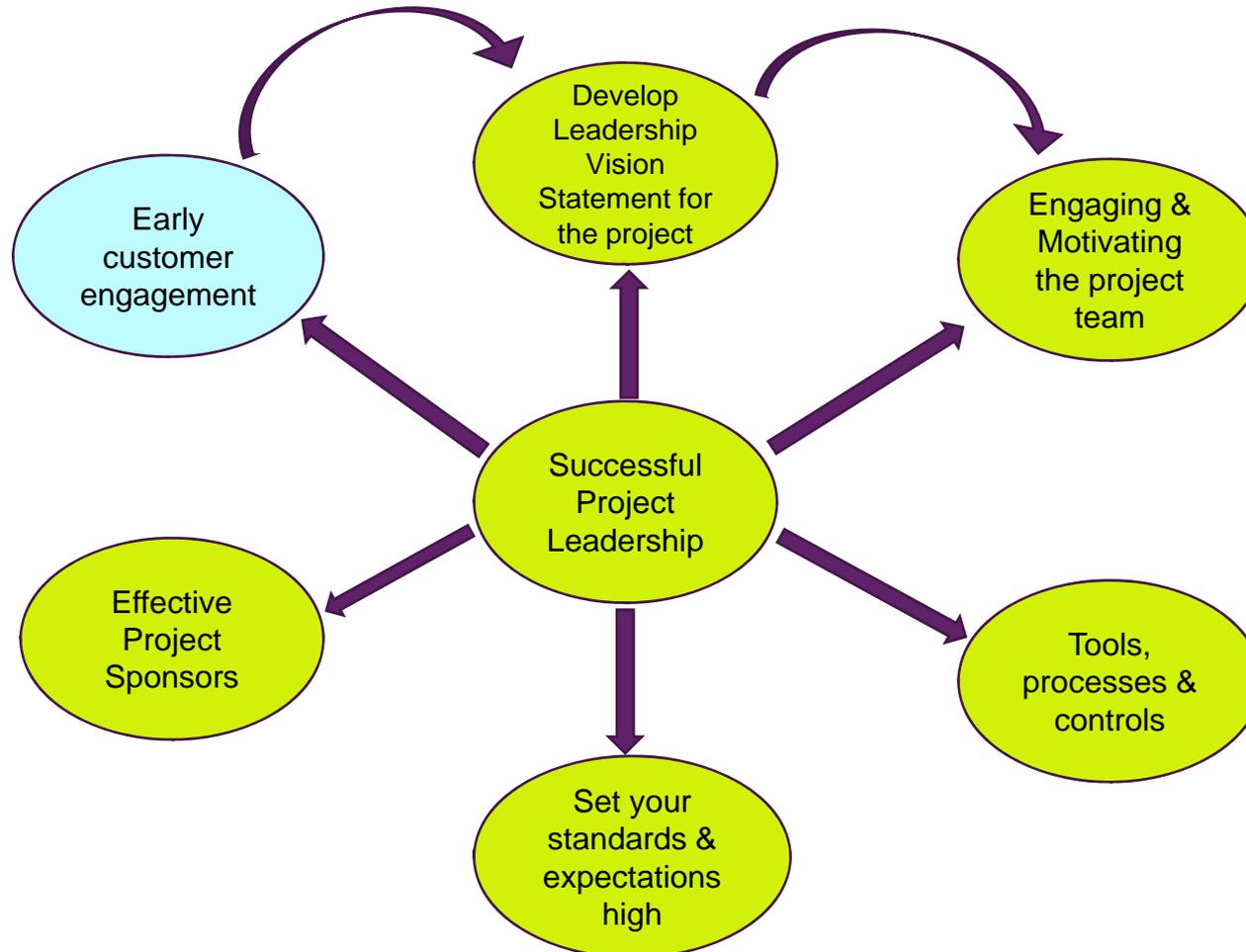
## Pre-Contract Award:

- Starts during pursuit phase before prequalifying to tender.
- Continue dialogue with target customer to gain an understanding of their project objectives, needs, wants, what keeps them awake at night ,etc.
- Ideally BD/Sales personnel should be supported by experienced Project Delivery personnel that can empathise and demonstrate a clear understanding of customers project challenges and end goals.

## Post Contract Award:

- Conduct project team alignment workshop with all key stakeholders.
- GDP process has been a “step change” for me in respect of gaining clarity around customer goals and objectives, the plan for delivering them and gaining commitment from key stakeholders to deliver the plan.

# Critical Success Factors for Successful Project Leadership



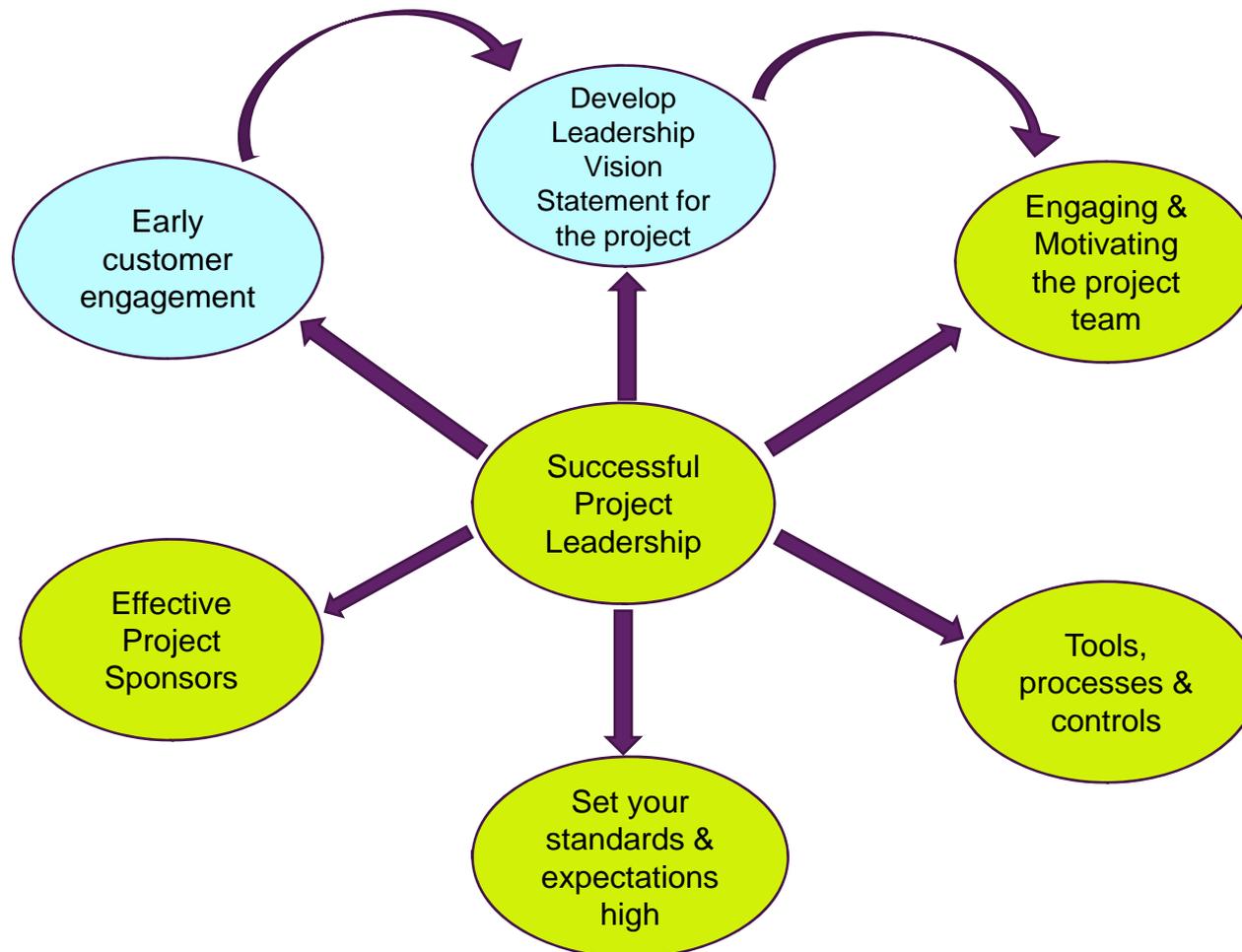
# Leadership Vision Statement for the Project

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- It is essential for the project “leadership” to communicate their vision of what success looks like for the project.
- Such statements should also aim to touch all project team members e.g. “ we want you to grow”, “provide opportunities and new experiences for you...” etc.
- Explain the environment and culture the leadership want during project execution.
- Vision statements should provide direction, inspiration and motivation for the project team.

Repeat the messaging throughout project execution. Regularly check if you are realising the “Vision” & take action if you are not.

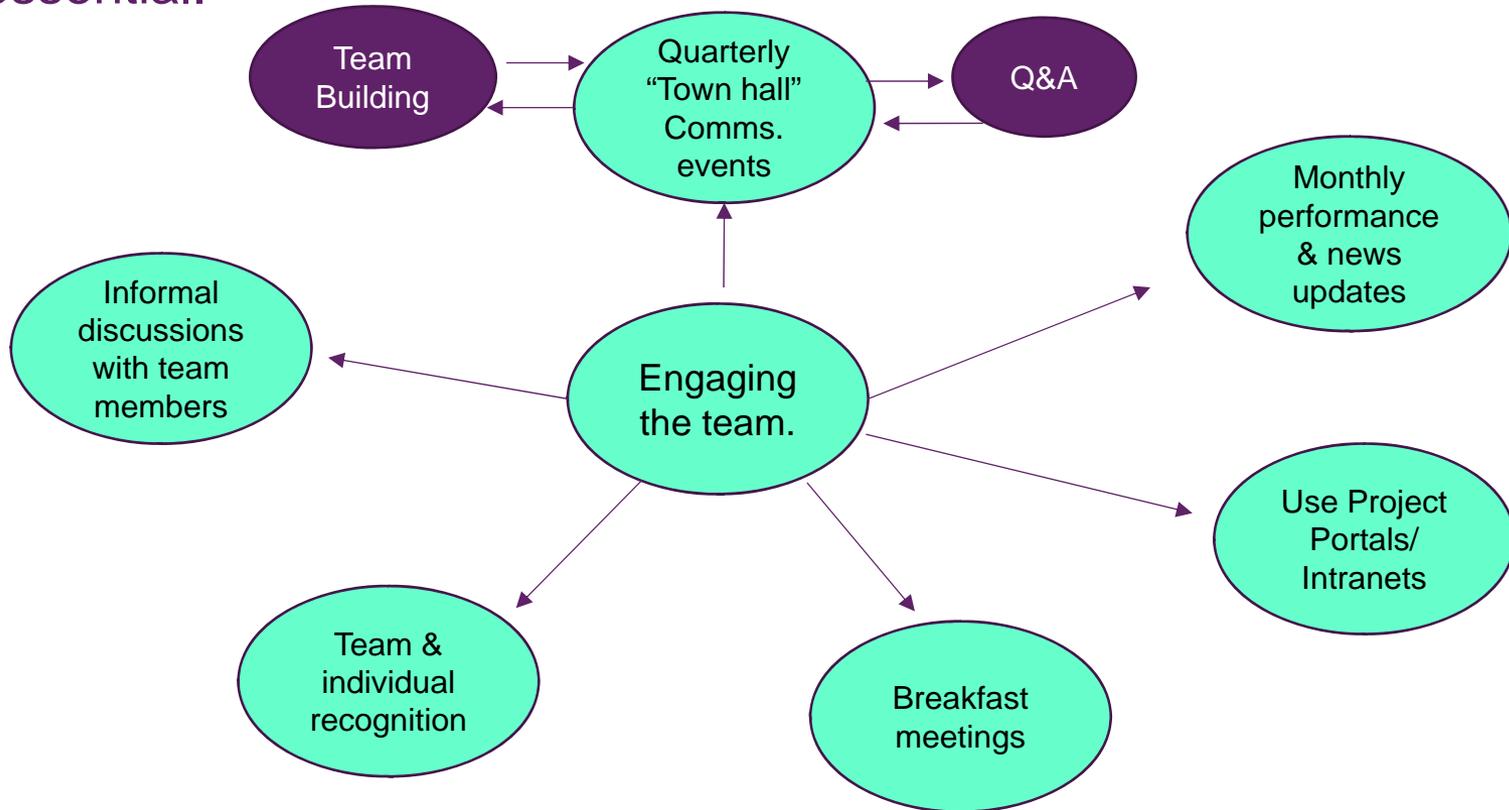
# Critical Success Factors for Successful Project Leadership



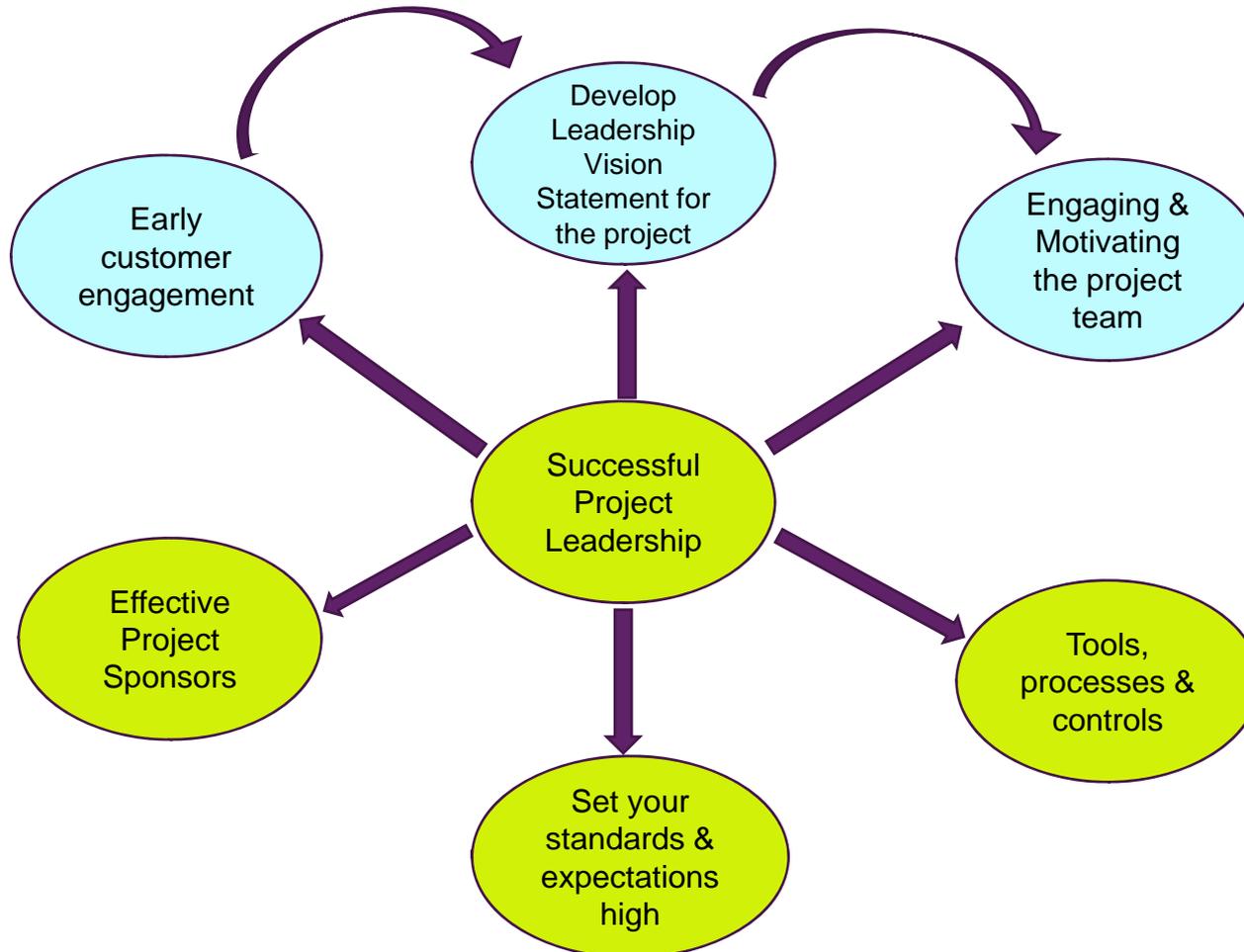


# Engaging & Motivating the Project Team

- Ongoing 2 Way communication with project team members is essential.



# Critical Success Factors for Successful Project Leadership



# Tools, Processes & Controls

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## **Corporate Leadership responsibilities:**

- Provide project teams with efficient and effective tools to implement and manage all core and support business processes.

## **Corporate & Project Leadership responsibilities:**

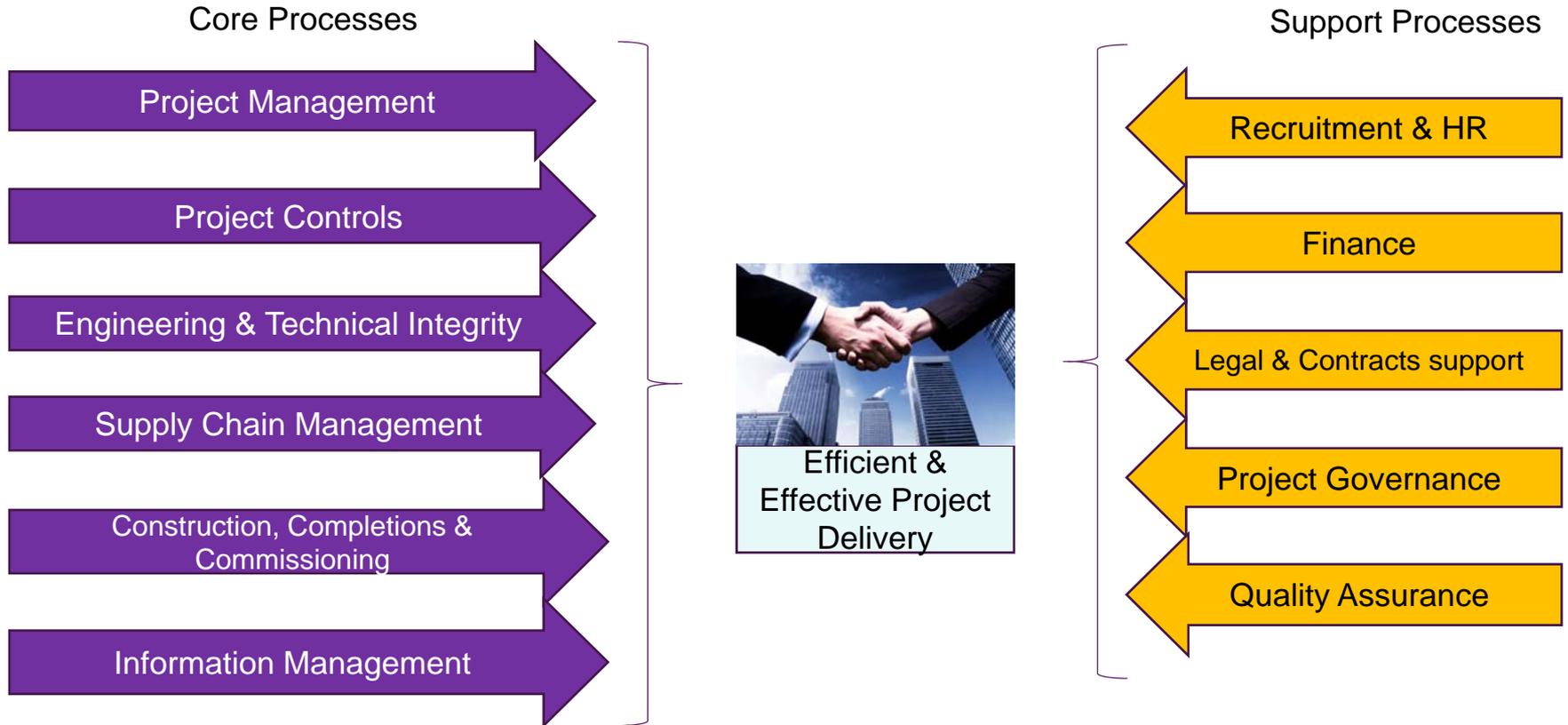
- Ensure core and support business processes required to deliver projects are:
  - clear
  - clearly communicated to & understood by project teams
  - accountabilities are clear for managing & delivering process improvements.

## **Project Leadership responsibility:**

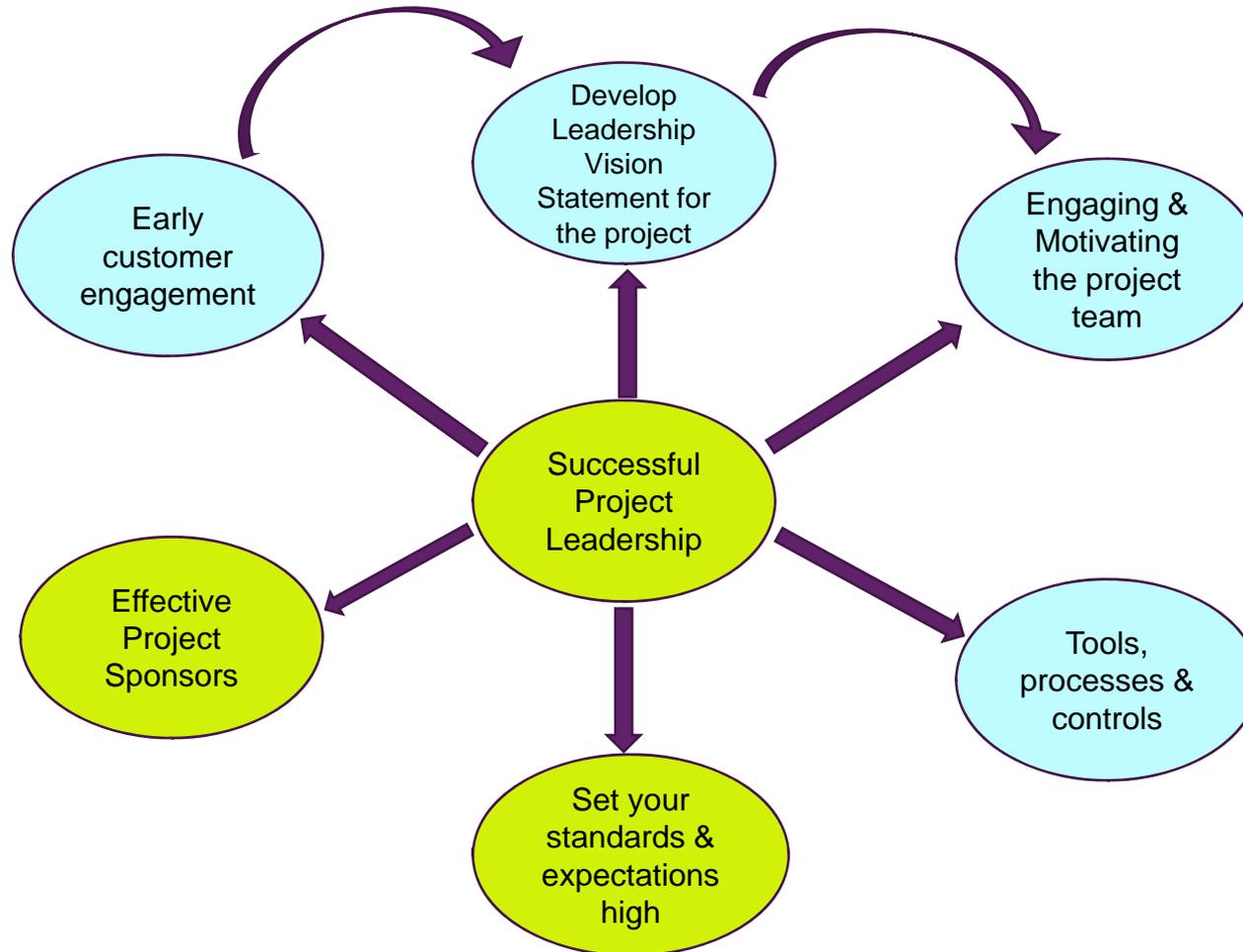
- Appropriate project controls and KPI's aligned to delivery of project objectives are in place.

How confident are you as a Project/Business Leader in the effectiveness of your tools, processes and controls ?

# Typical Project Processes



# Critical Success Factors for Successful Project Leadership



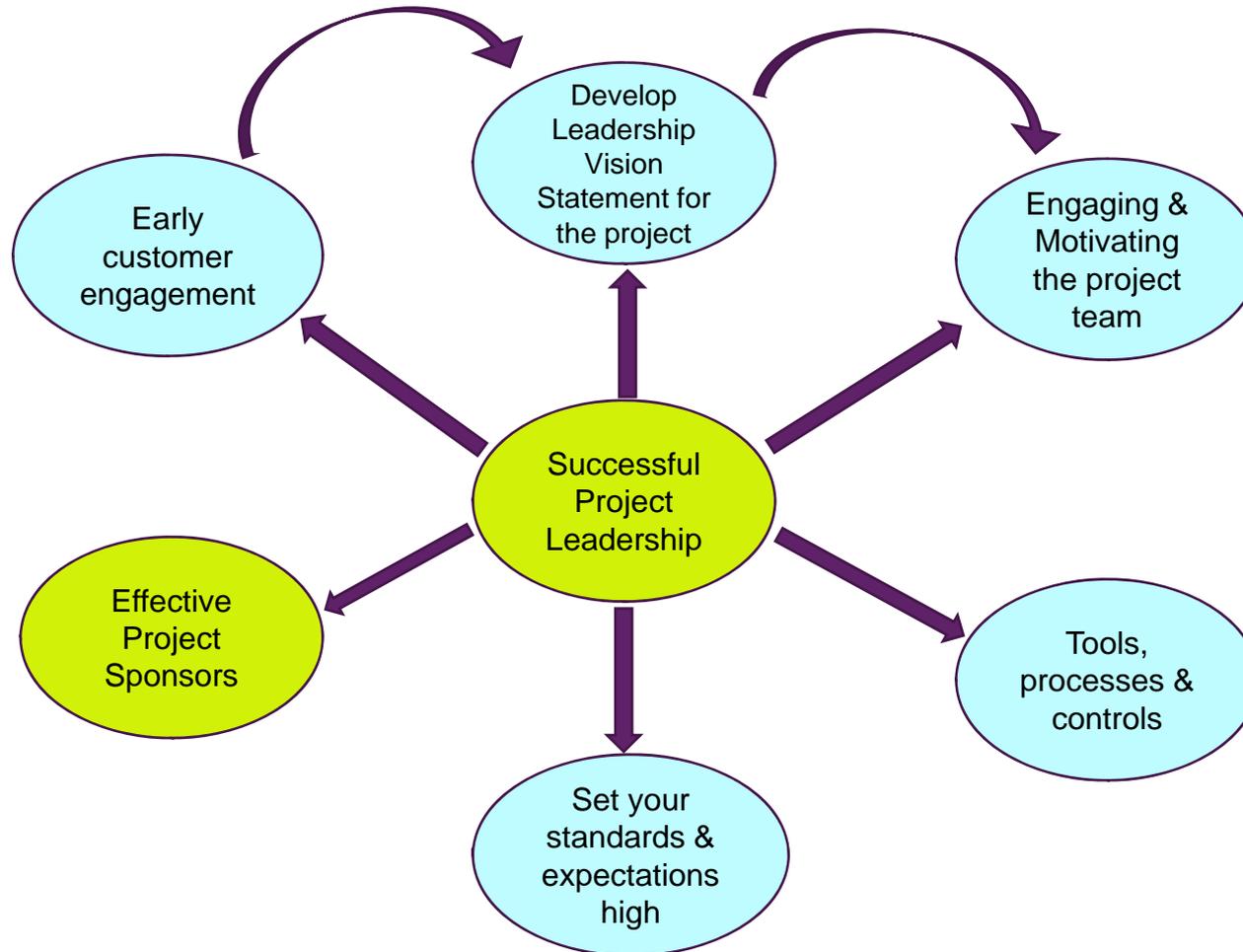
# Standards & Expectations

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- Set them high and communicate, communicate , communicate !
- Engage key players in planning and target setting. Their “buy in” is essential.
- In my experience, project teams rise to challenges if motivated to do so. (Ref: Engaging and motivating the team)
- Give recognition to individuals, groups and the whole team for their achievements.

*“ The ability to successfully lead , facilitate and motivate a project team to deliver desired project outcomes.”*

# Critical Success Factors for Successful Project Leadership



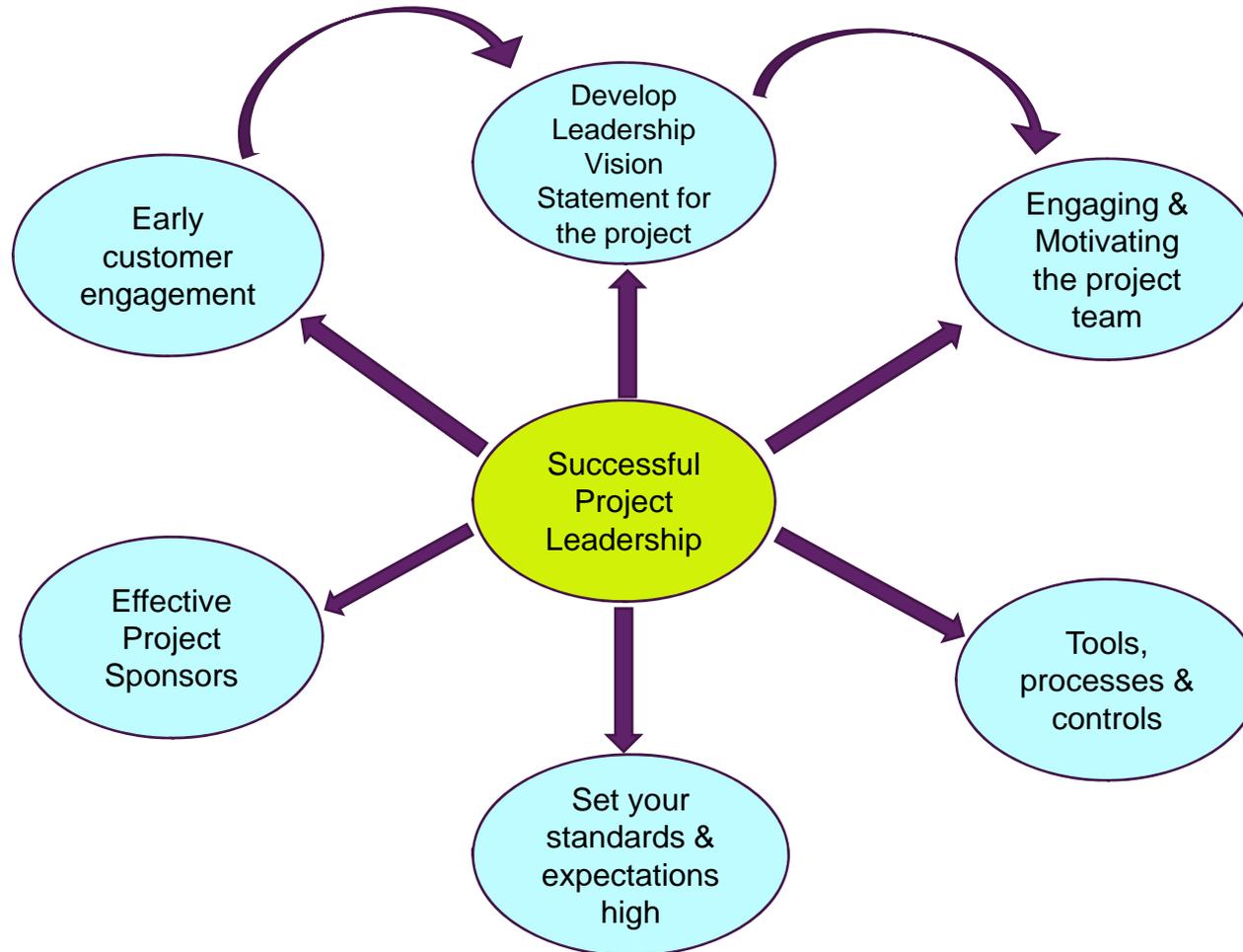
# Effective Project Sponsors

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- Project Sponsors have a key role in successful project delivery. This includes:
  - Customer relationship management (from the service providers perspective)
  - Ensuring the project team is clear and remains focused on project end game objectives.
  - Providing support to the Project Manager/Director when required.
  - Facilitating open and honest dialogue if the going gets tough.
  
- Silent project sponsorship often leads to poor relationship management & “snowballing” of issues.

Project Sponsors and Project Directors/Managers need confidence in each other to avoid a “failed marriage”

# Critical Success Factors for Successful Project Leadership





# Project Leadership : “What does it take ?”



- They learned through coaching and practicing the fundamentals of how to stay upright.
- They perfected their techniques over years of practice & further training
- They still fall over from time to time as they take some risks & try new things.

## Some Leadership Traits

- Determination
- Great communication skills
- Commitment to continuous improvement
- Lots of energy
- Recognising you need the best possible team around you