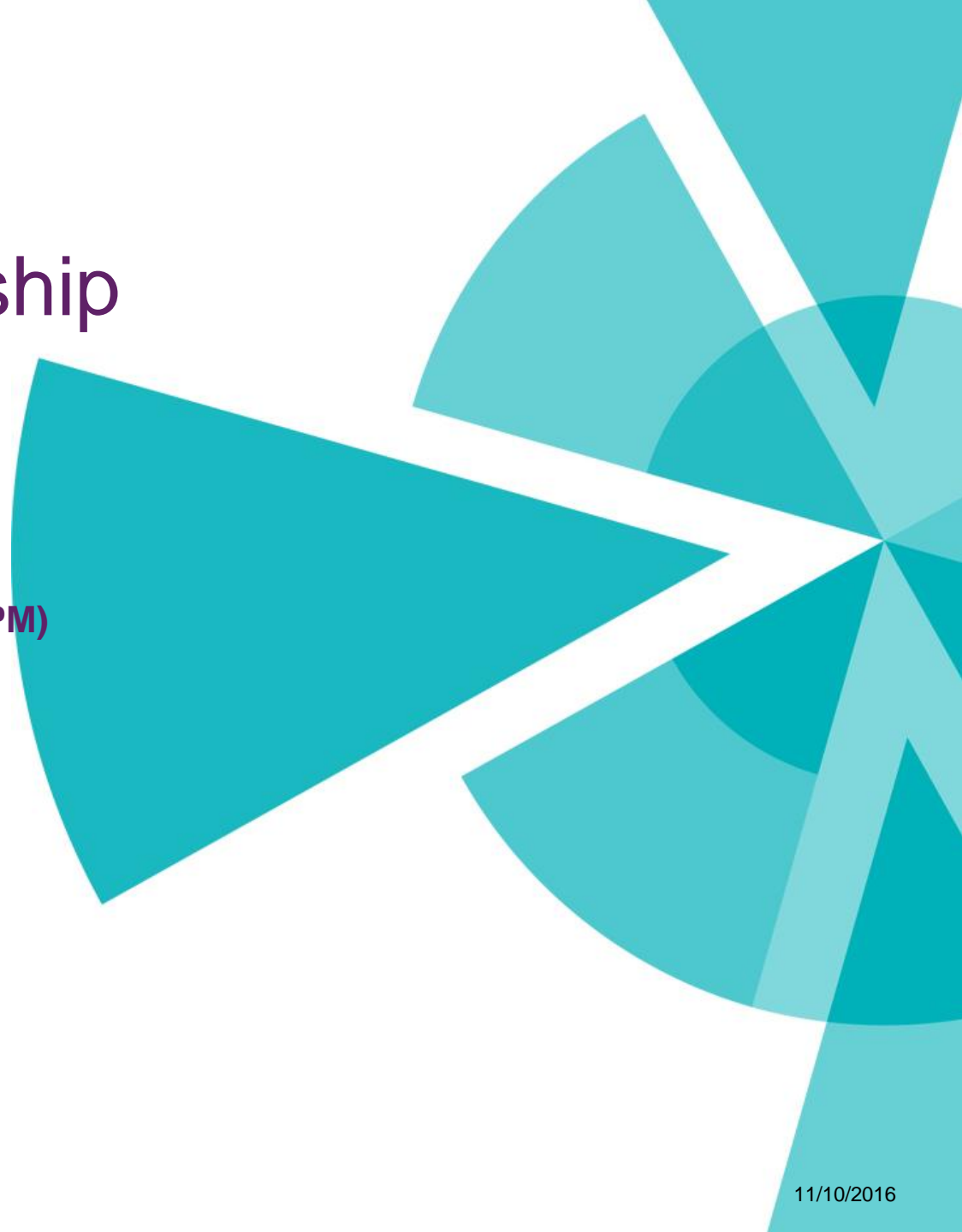


Project Leadership

Presented by:

Stephen Radley (MSc MAPM)

(Snr. Project Director)



Presentation Content

- 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

Ref: Oxford Dictionary:

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

Synonyms:

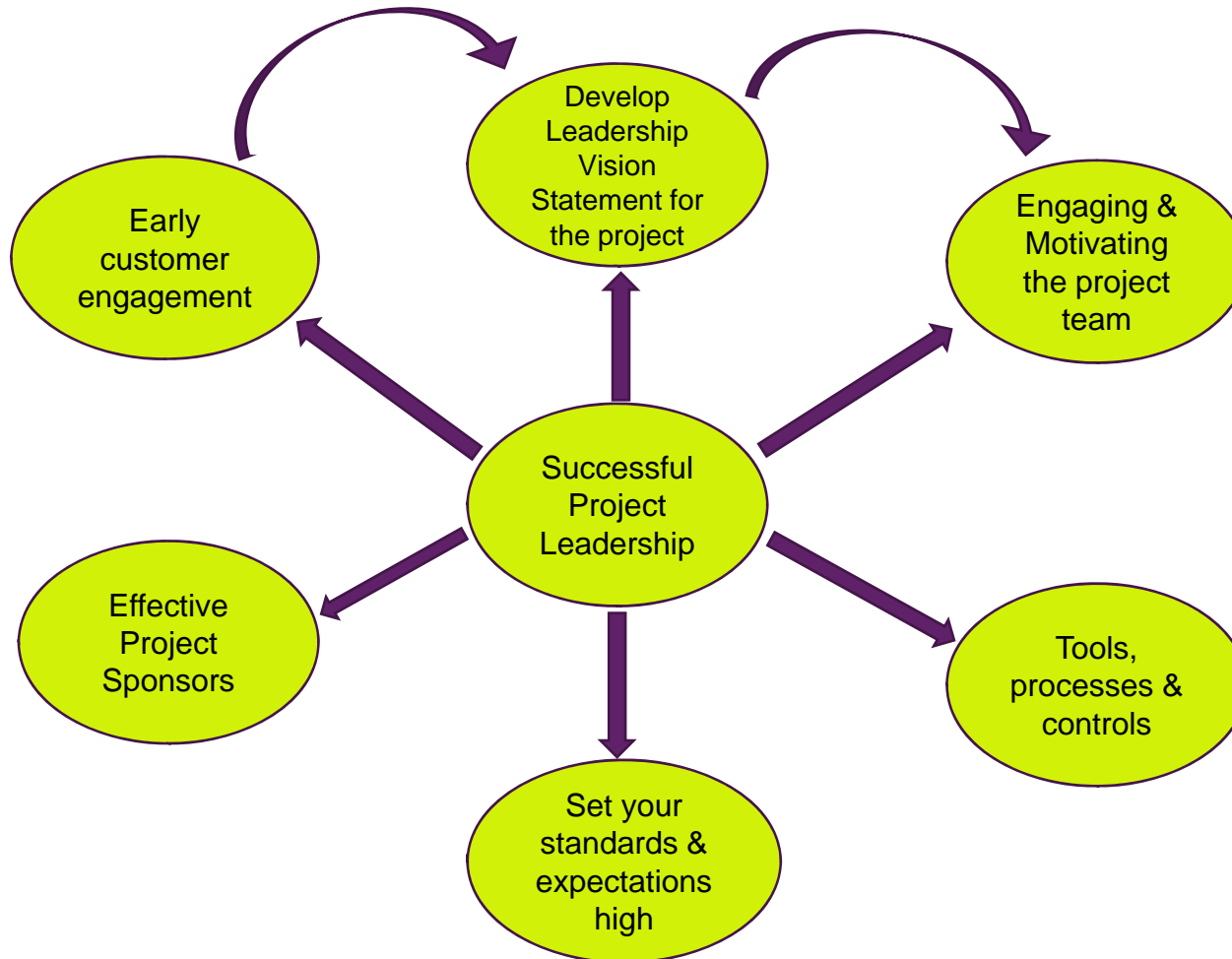
Guidance, direction, authority, control, management, influence , etc

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

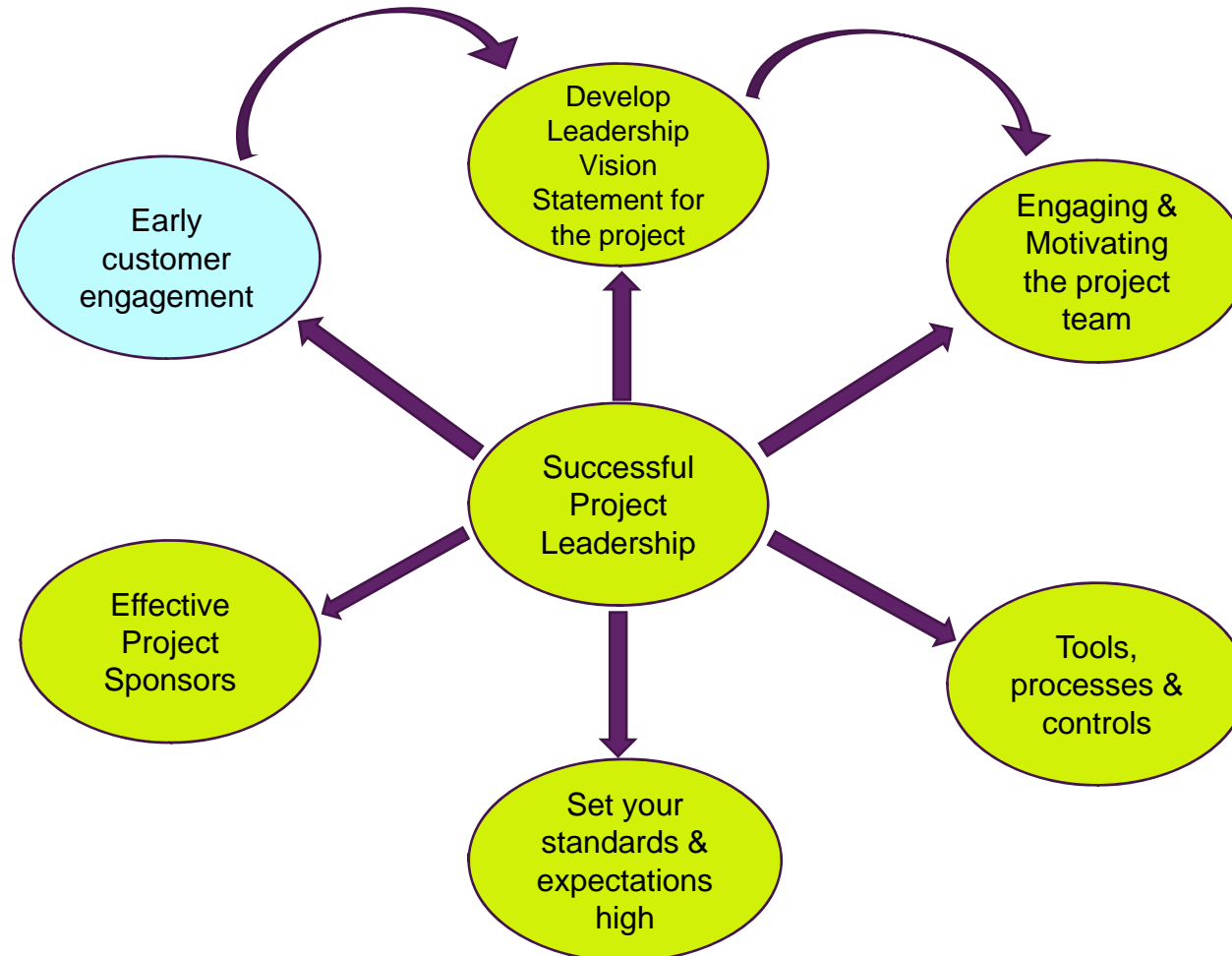
Pre-Contract Award:

- 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

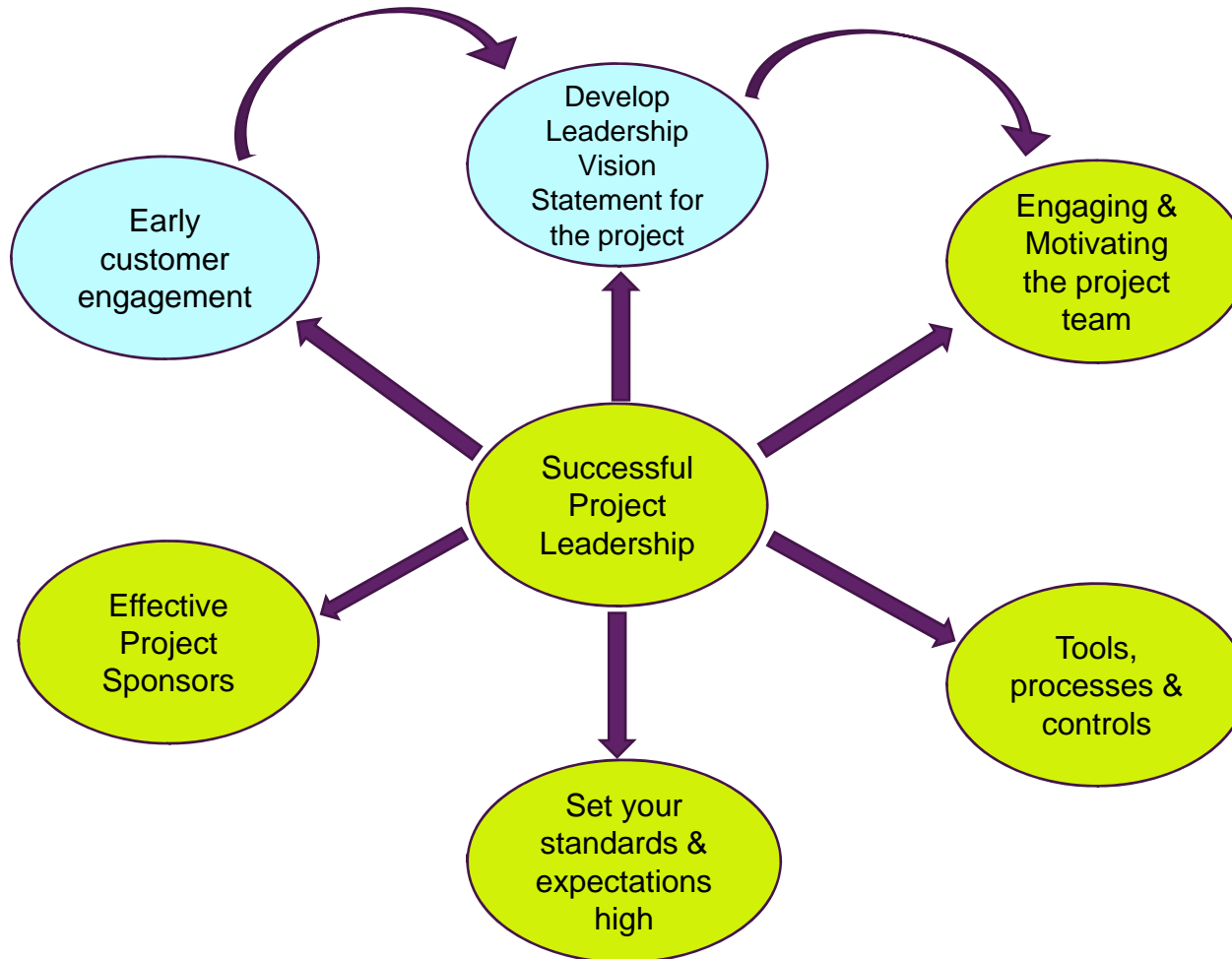


Leadership Vision Statement for the Project

- 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.

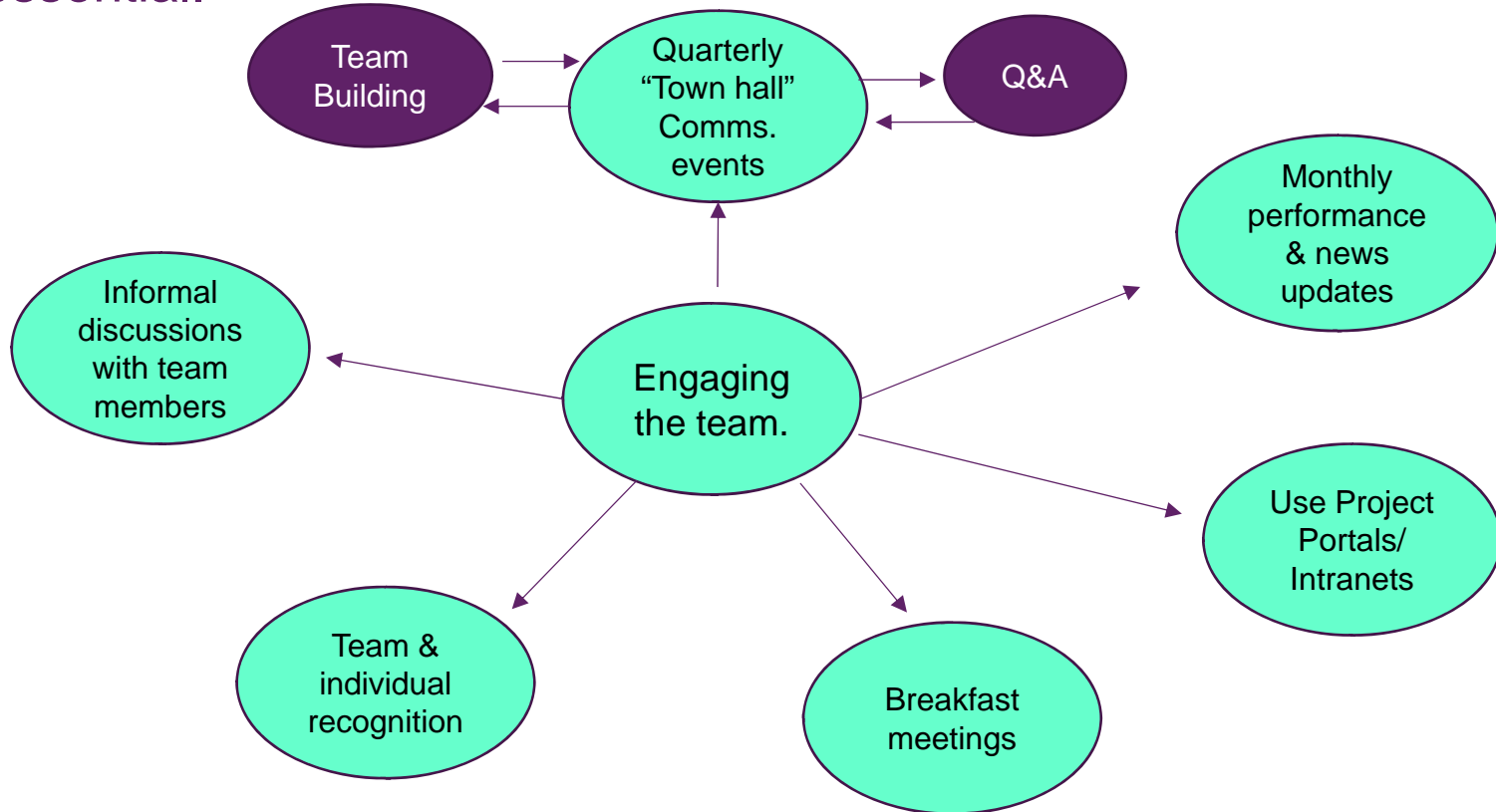
Critical Success Factors for Successful Project Leadership



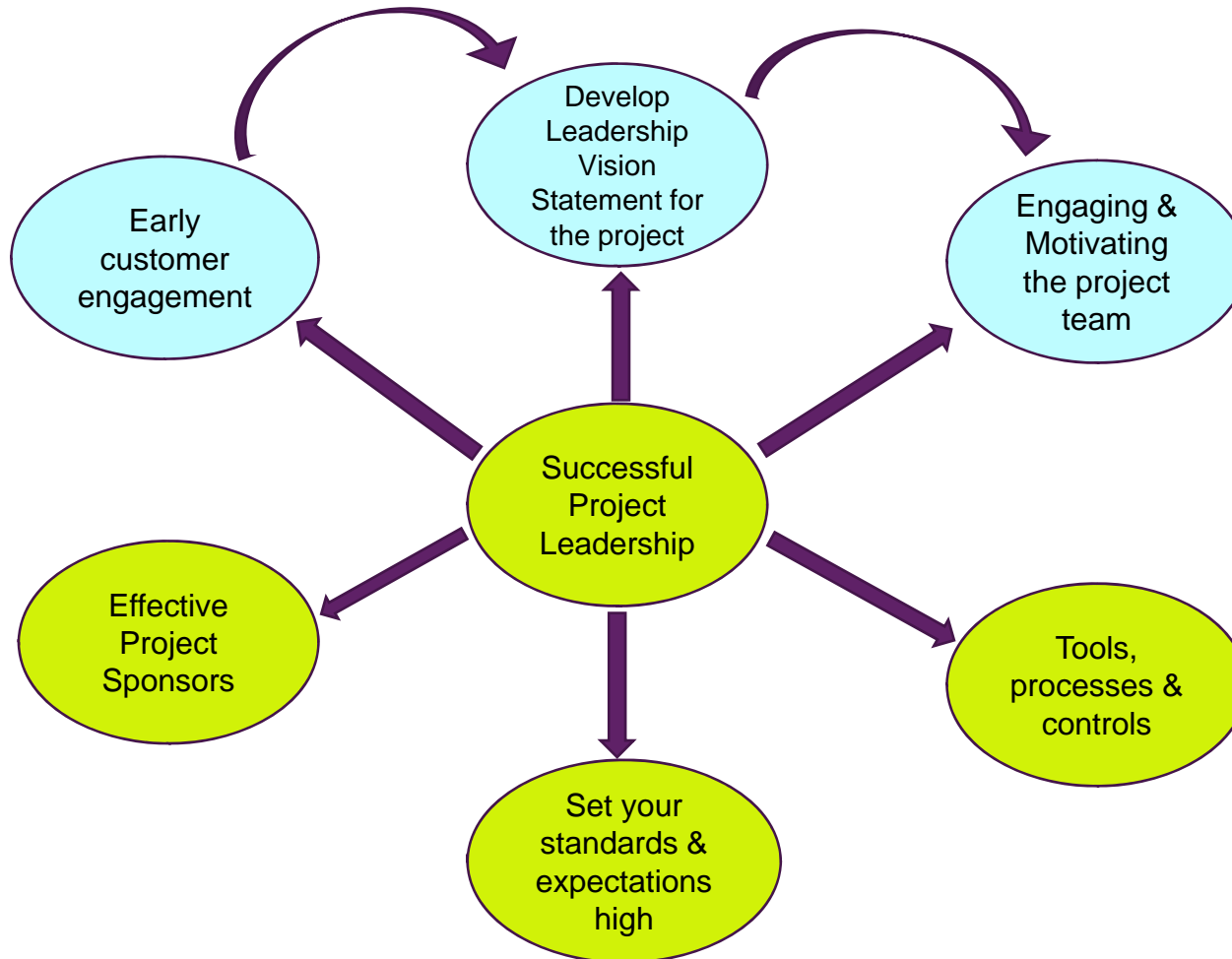


Engaging & Motivating the Project Team

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



Critical Success Factors for Successful Project Leadership



Tools, Processes & Controls

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:

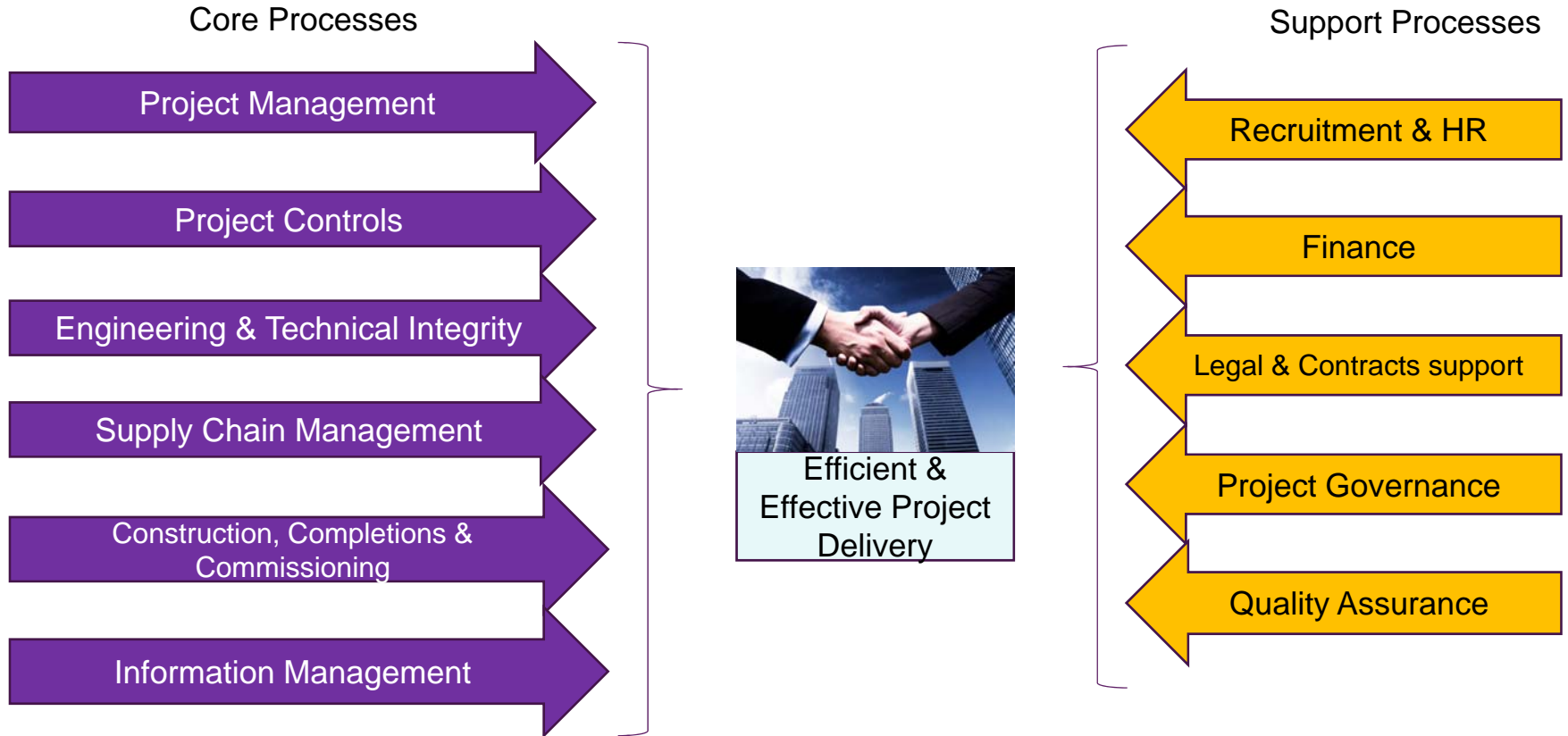
- Ensure core and support business processes required to deliver projects are:
 - clear
 - clearly communicated to & understood by project teams
 - accountabilities are clear for managing & delivering process improvements.

Project Leadership responsibility:

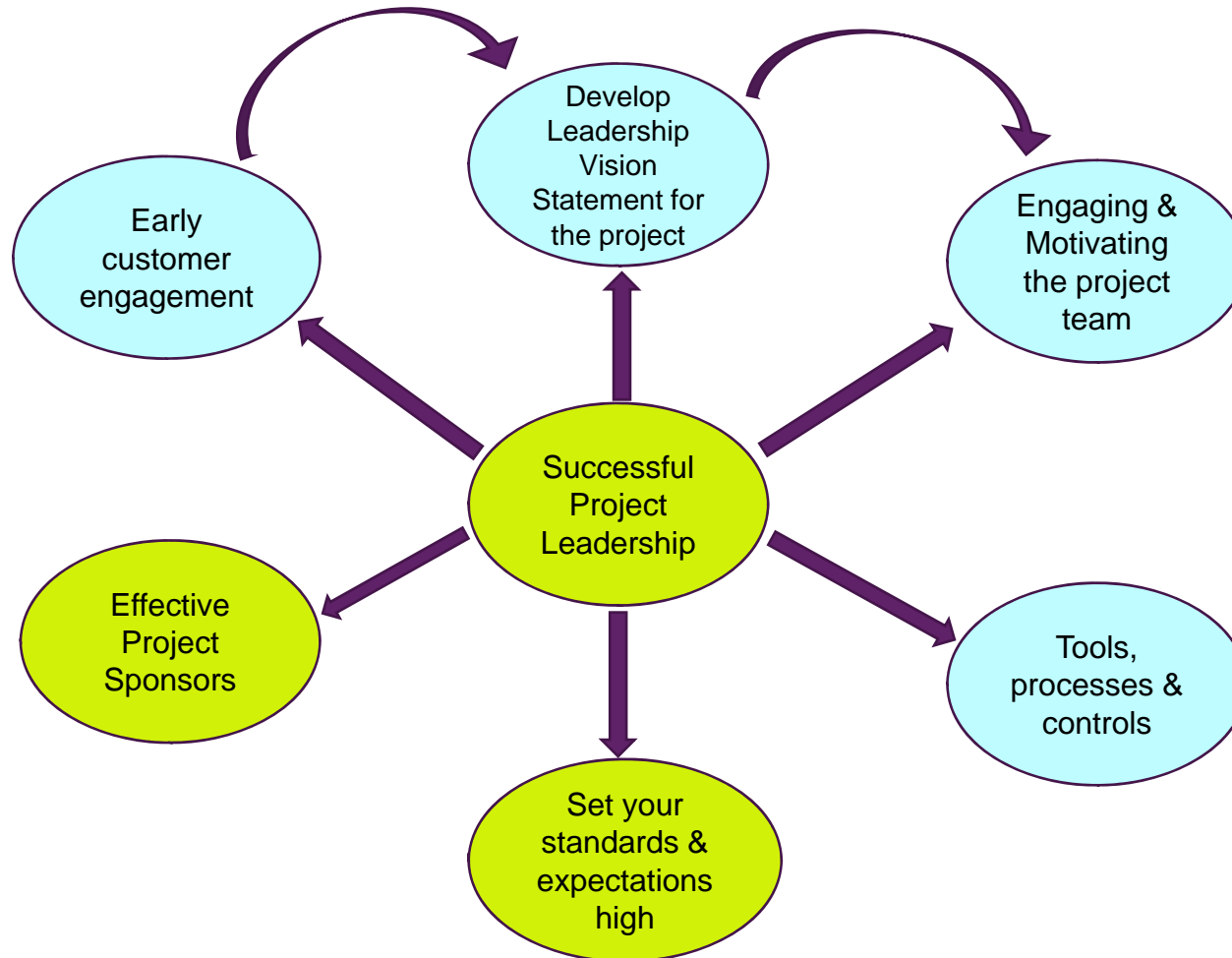
- Appropriate project controls and KPI's aligned to delivery of project objectives are in place.

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

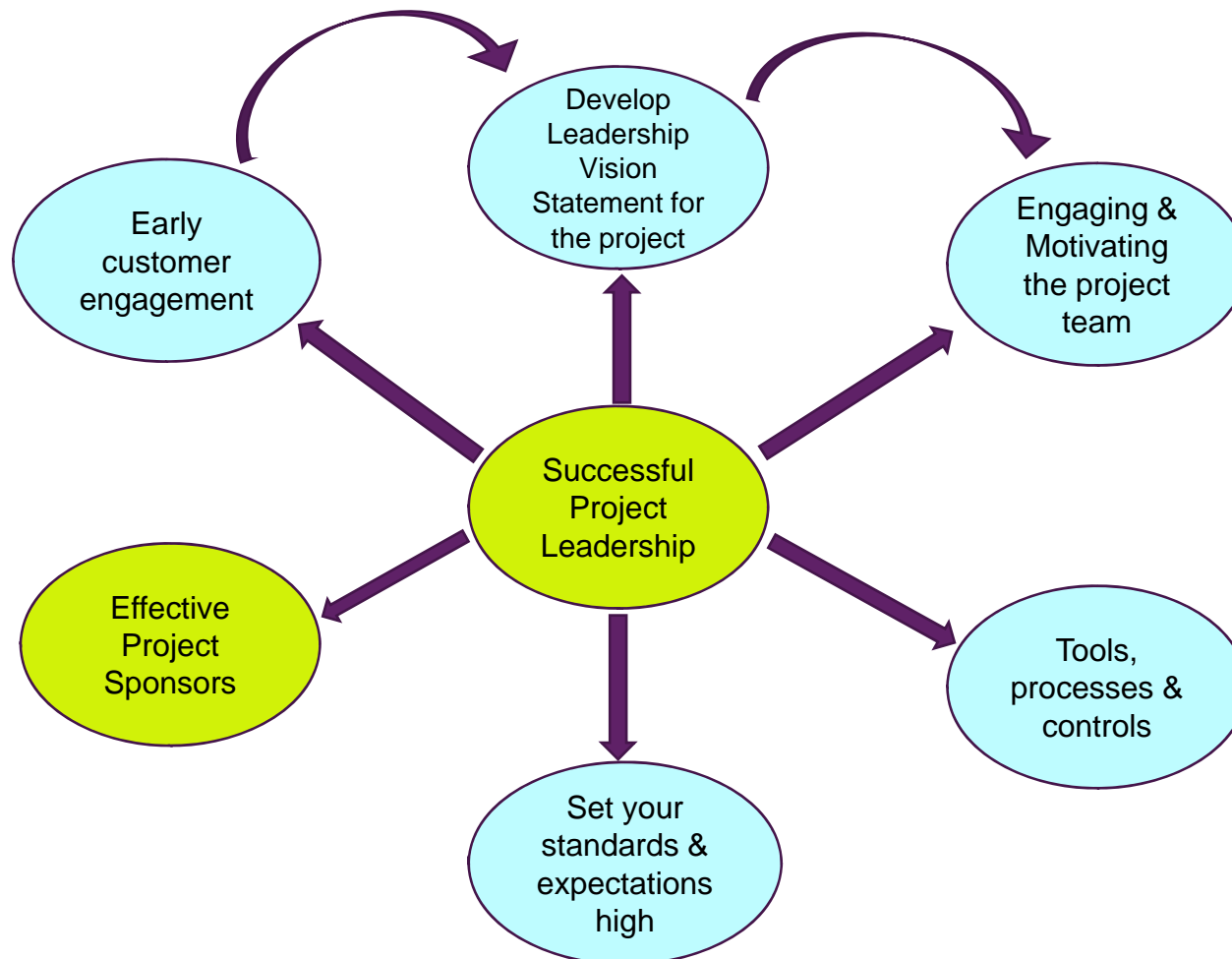


Standards & Expectations

- 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



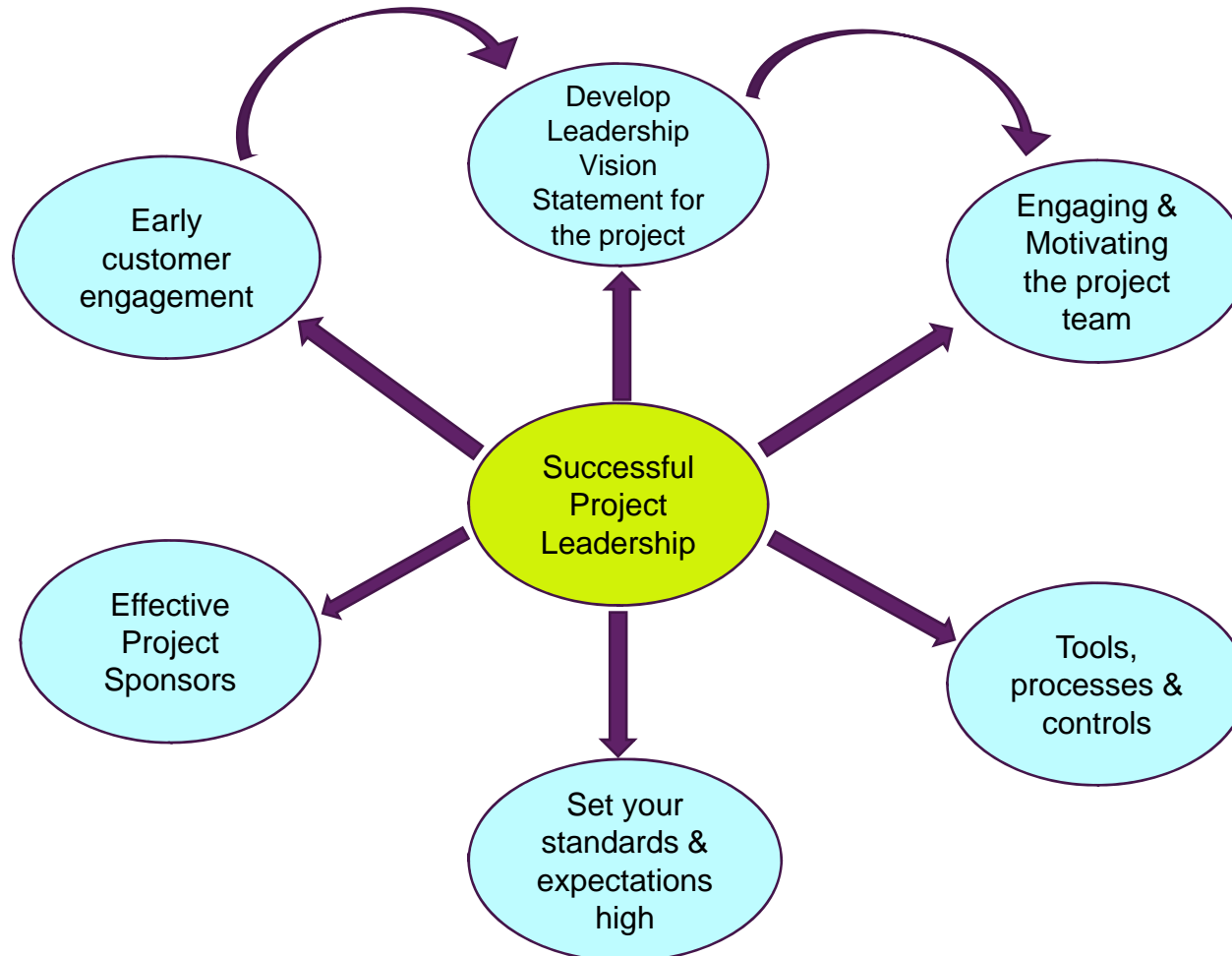
Effective Project Sponsors

- 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