



Michelsen Project Consulting ApS

Project Leadership – Leading People in Projects

The generics

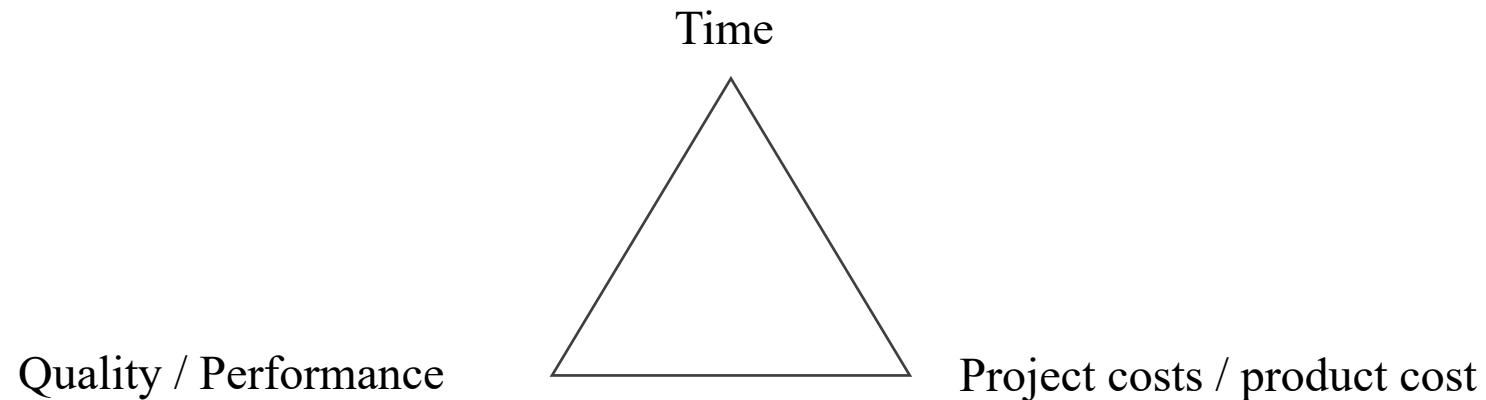
Target Group;

- Project Leadership Group
- Resource Owners

Project Leadership – Elements

The Competitive Environment -> Forces on Project Team

- Pressure on company;
 - meeting time-to-market is exploiting 'window of opportunity' to establish a sound competitive company position.
- Pressure on project team;



Project Leadership – Elements

Definition of Project Team

What is a project / project team?

- A project is an organization of people dedicated to a specific purpose or objective, with 'well-defined objectives and sufficient resources to carry out all the required tasks' [Cleland, King 1998].
- A team is made up by a small number of people with complementary skills and committed to reach a shared goal, the small number keeps them flexible, the complementary skills give them ability to produce results, and the shared goals sets their purpose and direction.

Project Leadership – Elements

Project Team Characteristic

The 5-element theory of J.R.Katzenbach and D.K.Smith in “ The wisdom of teams” discusses team performance;

1. Small number of team members.
2. Complementary skills.
3. Common purpose and performance goals.
4. A common approach.
5. Mutual accountability.

It is a mistake to believe that a group working together makes a team.

Project Leadership – Elements

1. Small number of team members

- The most successful teams have 2 - 25 members, where the majority have less than 10 members.
- A team with a large number of members say 40, often have difficulties with decision making and interacting, whereas 10 - 15 people in a team might find it relatively easy to work towards a common goal despite different functional and hierarchical background.

Project Leadership – Elements

2. Complementary Skills

To succeed, a team needs three types of complementary skills ;

- Technical or functional expertise.
- Problem solving and decision-making skills - evaluate problems and opportunities making strategies and plans.
- Interpersonal skills - the team members ability to make clear statements, active listening and acting helpful to other team members.

Project Leadership – Elements

3. Common purpose and performance goals

- A team's immediate goal must correlate with its overall purpose - short term and long term objective's must match.
- The challenge to the management is to let the team do its work based on a broad definition.

Project Leadership – Elements

4. A common approach

- The working approach should be based on an understanding of the team's economic, administrative and social situation.
- This in turn means that the team members should devote themselves to specific tasks, agree on ways to set, and stick to schedules.

Project Leadership – Elements

5. Mutual accountability

- Most people enter a team cautiously.
- Encourage the team members, to set aside their individualism and believe in the power of working together.
- A group becomes a team only when it can hold itself collectively accountable, based on the promises that members makes to themselves and others.

Project Leadership – Elements

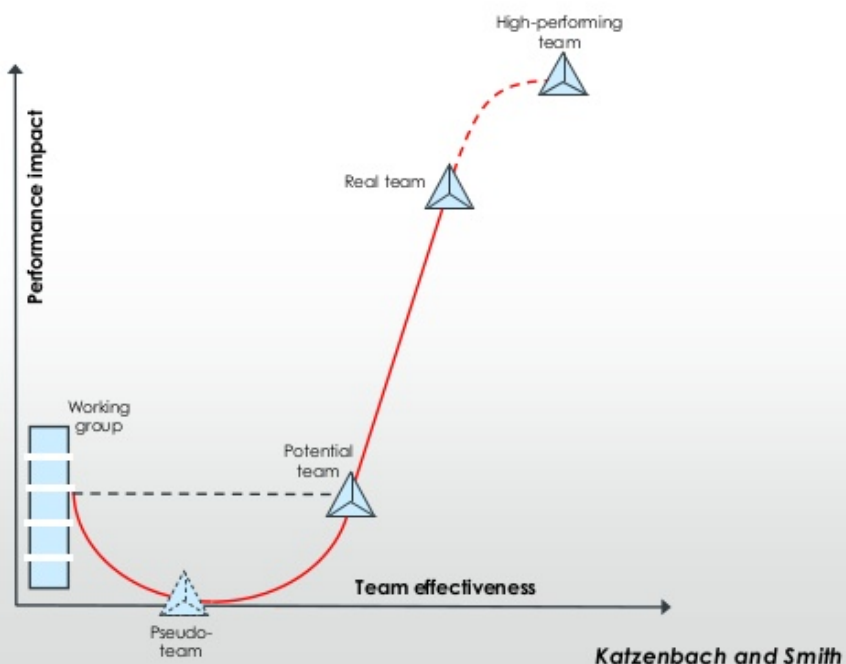
High performance project team

The transition towards High Performance Team

Southampton
Business School

UNIVERSITY OF
Southampton

The Team Performance Curve



High Performance Team

High Performance Team

Overbygning af et rigtigt team, med fokus på mangfoldighed og personlig udvikling. Bruger feedback og refleksion aktivt!

Team

Medlemmerne har forpligtet sig til et fælles formål, mål og metode, og påtager sig et fælles ansvar. Er bevidste om hinandens kompetencer.

Potentielt team

Der er en erkendelse af nødvendigheden af at samarbejde. Uklarhed om mål og midler.

Pseudo-team

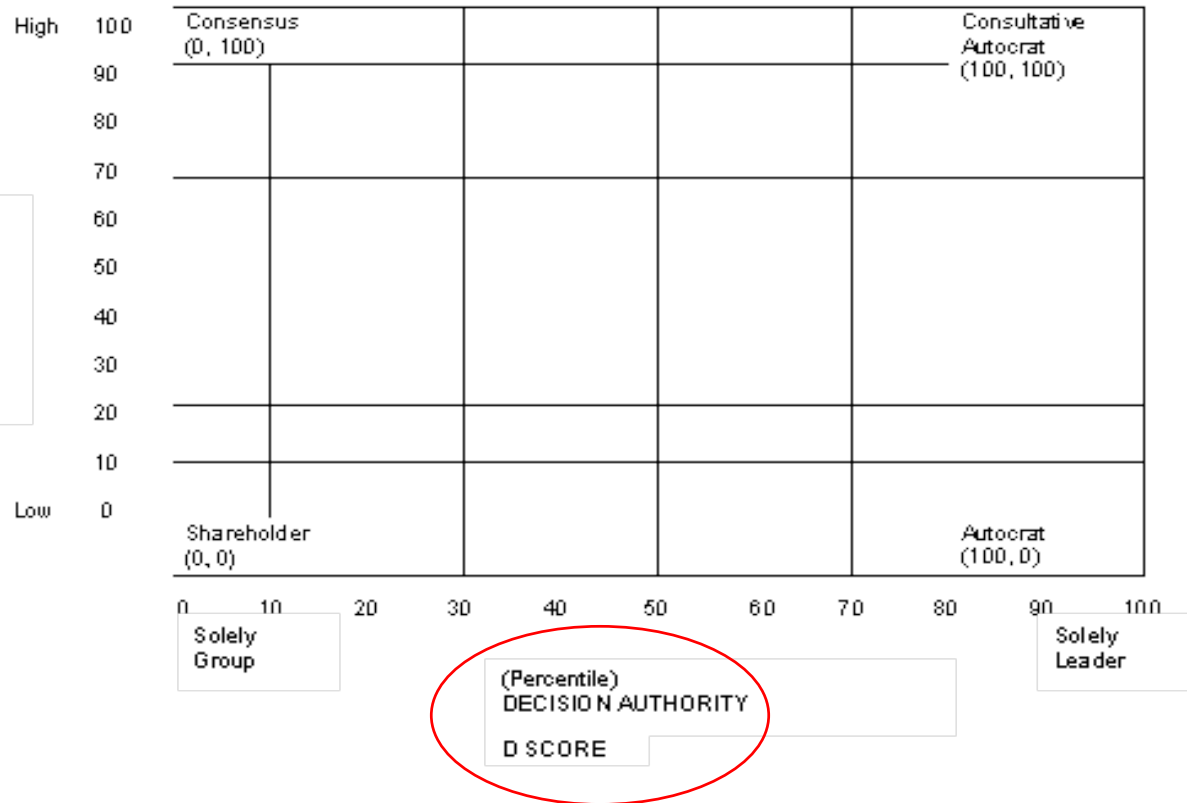
Ingen fælles mål eller arbejdsmetoder. Hver enkelt definerer sine egne mål og metoder. Performance langt fra optimal - man bruger ikke hinanden til at finde en fælles tilgang til opgaveløsningen.

Arbejdsgruppe

Medarbejderne har individuelle mål, opgaver og ansvar. Man udveksler uformelt ideer og erfaringer. Parallelt arbejde, ingen synergi, men relativt god performance.

Project Leadership – Elements

What to look for when creating a high performance team
 Involving the team in crucial decisions - Bonoma and Slevin model 1983



Project Leadership – Elements

High performance project team - Behavioral Traits

- Ability to observing, recognising and realizing own feelings as they happen, handling fears, anxieties, anger and sadness in an appropriate way
- Balancing honest expression of emotions against courtesy, consideration and respect
- Sensitivity to others feelings and concerns and taking their perspective appreciating the difference in how people feel about things
- Handling interpersonal interaction, conflict resolution and negotiations and managing/regulating emotions in others



Project Leadership – Elements

High performance project team - Behavioral Traits

- Actively gauge own mood accurately as this affects the mood of others utilizing humour and kindness to spread enthusiasm and optimism around them.
- Capable of prioritising selfish needs below those needs of the project team.
- Providing clear convincing communication such as being visible, define values, standards, means and goals, and accept it is his responsibility that his words were understood.



Project Leadership – Elements

High performance project team - Behavioral Traits

- Enthusiastic follower commitment only can be obtained by successful influence exercised by the leader.
- Leaders inspire followers to willingly sacrifice their selfish needs for a higher course.
- Project leaders show recognition, attention and appreciation to the team members
- The project leader is capable of involving and accepting decisions made by the project team in an open and trustful spirit.
- The project leader knows that he needs be flexible and respond to the situation (the leadership model)
- The project leader cares for the project team ensuring the team performs well both individually and collectively.



Project Leadership – Elements

High performance project team - Resisting Project Work

- Lack of conviction ; are when people believe that teams don't perform better than individuals, as a lot of time is wasted by unproductive meetings, too much democracy hindering decisions which should create productivity and action.
- Personal discomfort and risks ; are when people are afraid of being burdened with time consuming tasks which prevents them to work with other “ interesting” tasks. Further it comprises worries about getting along with other team's members, sufficiency of own capability etc.
- Weak organizational - performance ethics ; are when project members are feeling insecure due to weak or unclear commitment from the top management.

Project Leadership – Elements

High performance project team - Leading People

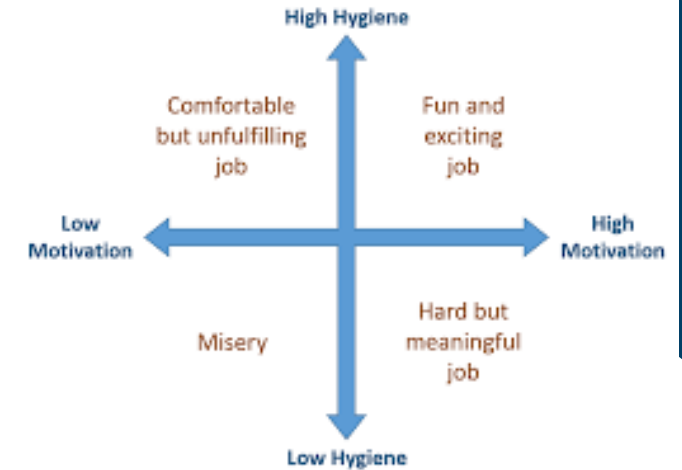
- Before leading others, you must be excellent at leading yourself
- Are you motivated for the leadership task; being a talented engineer is one thing dealing with people is another thing – the difference is dramatic.
- A project itself often does not need a leader with high technical understanding, it needs skilled emotional capabilities demonstrating understanding for human demands, capable of collecting people with the right skills and inspiring them to contribute with what they can, to the benefit of project.
- Communicate clear, convincingly and and have courage to show attitude towards the team, but remain flexible to the situation – people and the environment changes all the time
- Make team building;
 - as a project almost always are under time pressure the team members needs to build up trust to each other fast, the 'unusual' frames of team building sessions provide a good ground.
 - Serves a project target formulation platform



Project Leadership – Elements

High performance team - Leading People

- Subjugate your needs to those of the team; control your ego needs, such as achieving personal desires
- Manage your inner life in a way that makes you have resources to be happy and optimistic – everything seems to go better in a friendly and happy climate, to some extent the project leader is a mood carrier
- Delegate and accept that to have delegated; even if you are very wise and intelligent you must accept to get things done through others, who could do things in a different way
- Be honest, trustworthy and show high level patience when discussing; the project leader by this appears to be attractive to invite
- Institute attitude to fault correction rather than blaming
- Celebrate – Q-release, Christmas Party
- Ask non-contributors to leave the project team



Hygiene	Motivators
<ul style="list-style-type: none">▪ Policies and Procedures▪ Management/Supervision▪ Working Conditions▪ Compensation and Benefits▪ Job Security	<ul style="list-style-type: none">▪ Feedback and Recognition▪ Autonomy▪ Responsibility and Self Management▪ Advancement Opportunities▪ Interest in the Task

Project Leadership – Elements

High performance project team

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Thank You.



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