

The Power of Project Leadership

Project managers can drive organisational strategy by focusing on vision, collaboration and innovation

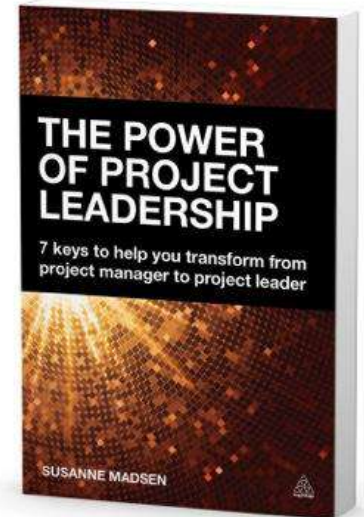
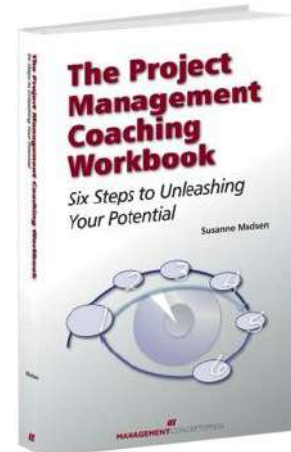
DIPMF – Susanne Madsen

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About Susanne Madsen



- Internationally recognised Project leadership coach and consultant
- 20 years hands-on experience leading change programmes of up to \$30m for Standard Bank, Citi Group and JPMorgan Chase
- PRINCE2 and MSP Practitioner
- Qualified coach and NLP Practitioner



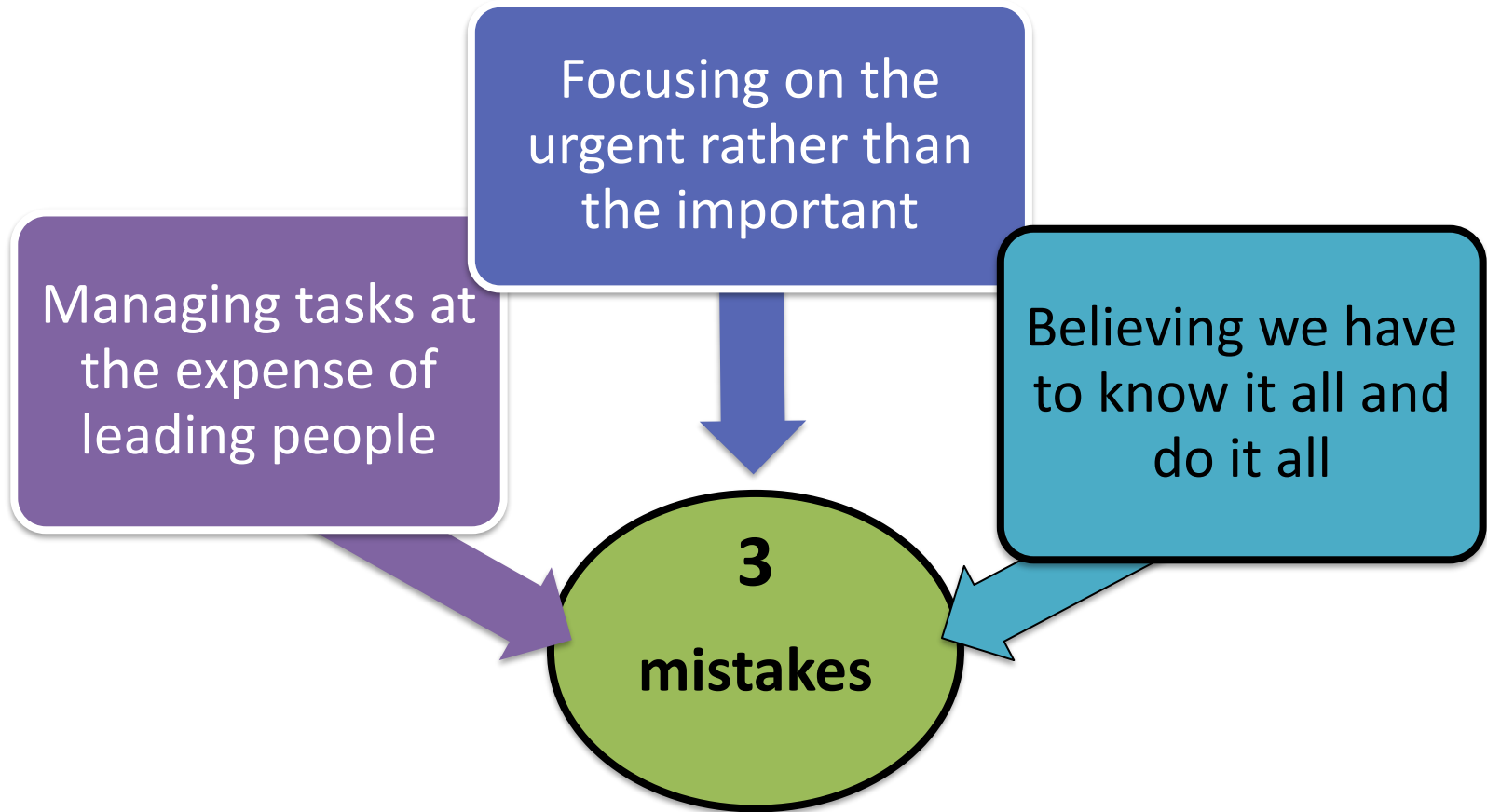
Why are we here?

- Why do projects continue to fail?
- Growing complexity due to social and technological changes, growing global competition, global interdependency and increasing number of stakeholders.
- We need project leaders who can deal with complexity, take ownership of the vision, strategize, innovate, collaborate and gain buy-in from all involved parties.



**40% of
strategic
initiatives
fail**

The 3 fundamental mistakes



The 7 Keys

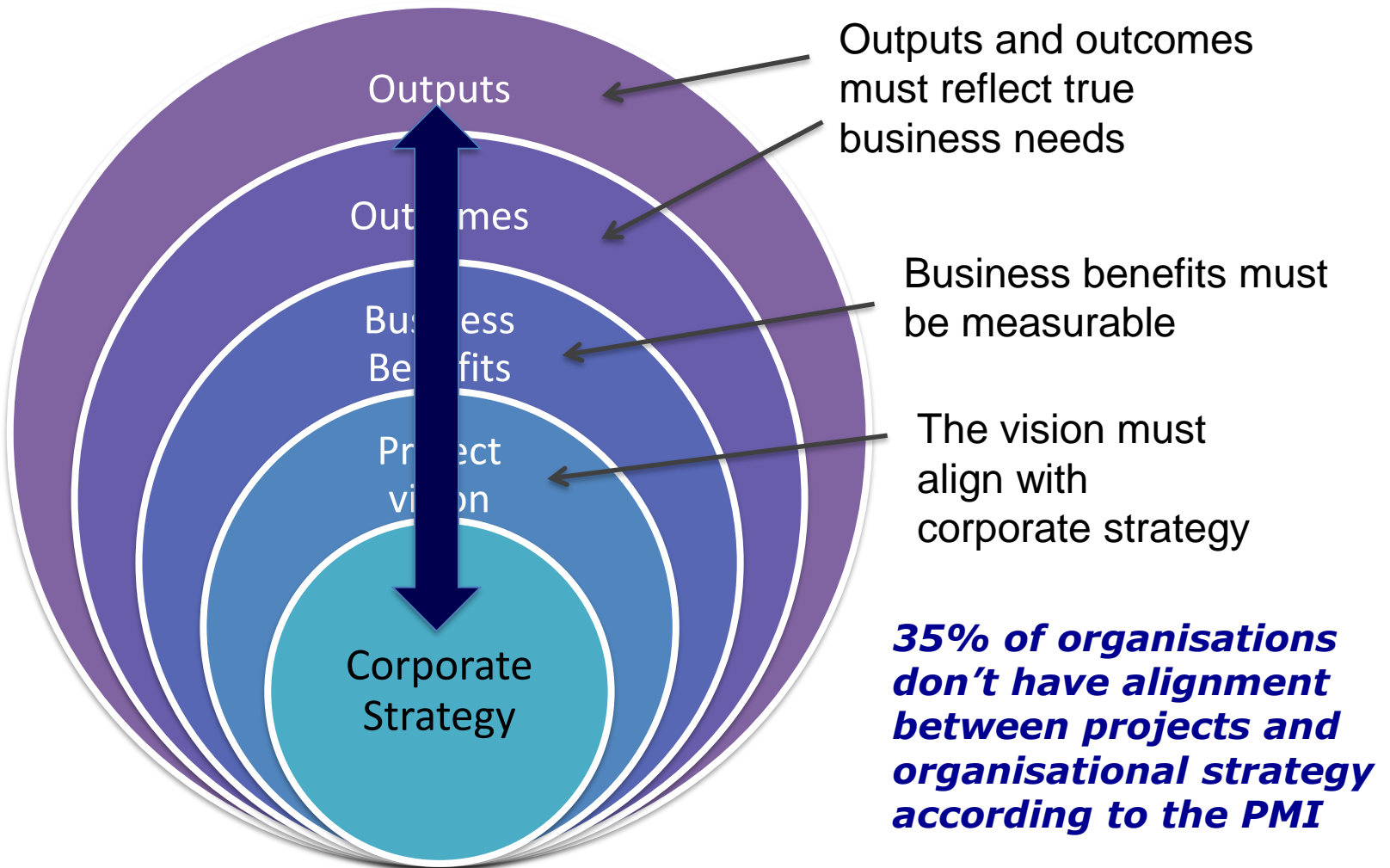
- KEY 1 – Be authentic
- KEY 2 – Lead with vision
- KEY 3 – Improve and innovate
- KEY 4 – Empower the team
- KEY 5 – Build trust with stakeholders
- KEY 6 – Use powerful techniques
- KEY 7 – Work with intent



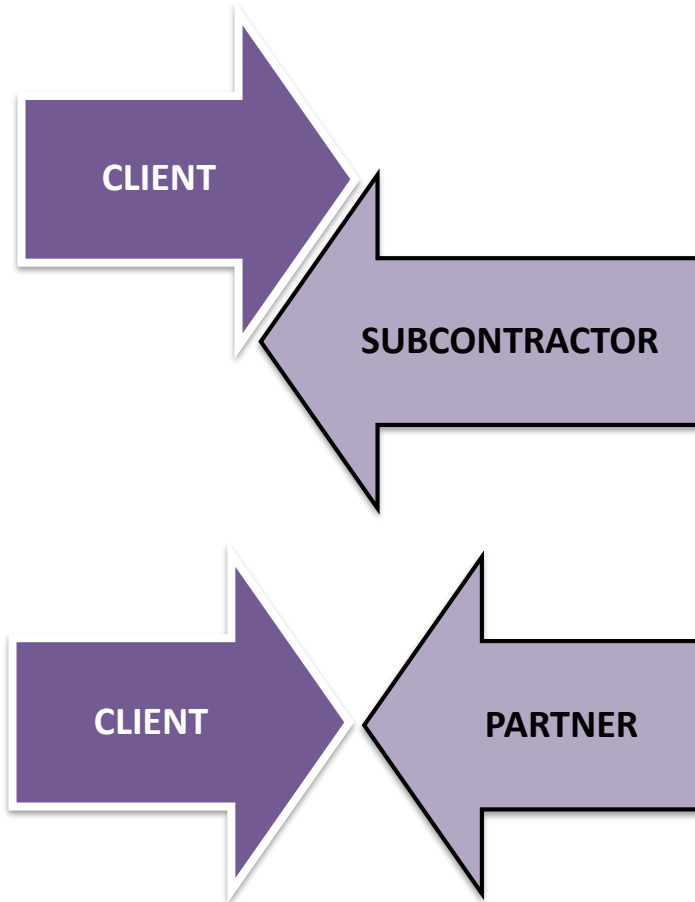
Key #2

LEAD WITH VISION

The importance of a clear vision



Partner with the client



Works on a brief that has been passed down. Assumes that someone else knows better.

Shares the responsibility for a successful strategic outcome.

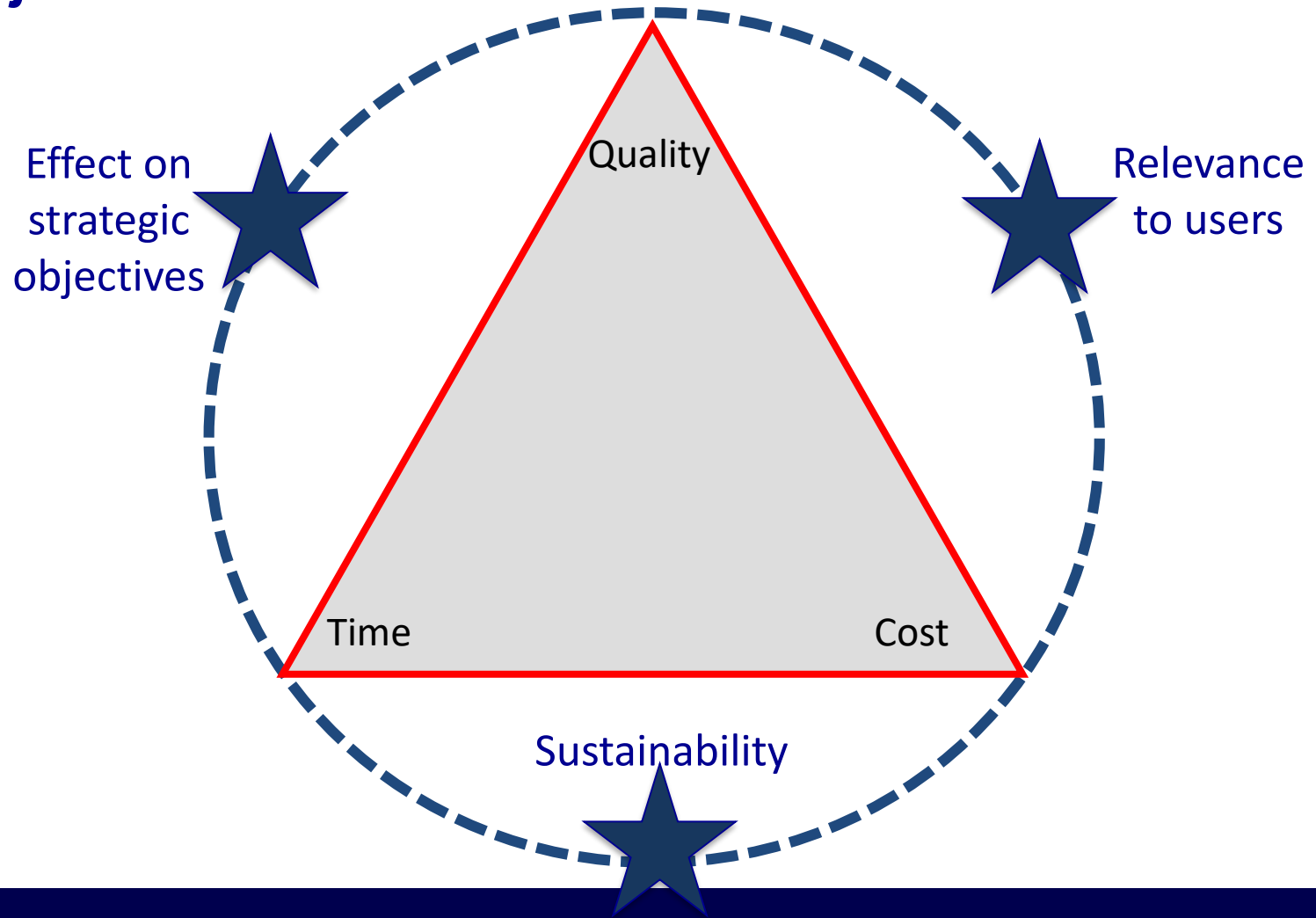


Question the business drivers

- What would you *ultimately* like to achieve?
- Which problems would you like to address with this project?
- In which ways will it help you in the short and long term?
- Who are the beneficiaries?
- How will you operate differently as a result?
- Why are these goals essential?
- How will they benefit the business financially?
- How can we measure the ultimate benefits?
- What is the time frame for measuring that?



Project management success vs. project success



The benefits

- Stop incongruent projects
- Ensure outputs and benefits align with organisational goals
- Better connect with stakeholders
- Make better decisions
- Engage and inspire the team
- Convey the purpose of the project
- Minimize resistance



Key #3 - IMPROVE AND INNOVATE



Challenge the Status Quo

- Business as usual
- Existing processes
- Existing technology
- Expected outcomes
- Expected benefits

Status Quo

More effective ways of:

- Doing business
- Doing projects
- Using technology
- Using human potential
- Serving customers
- Saving costs



The inhibitions of innovation

- We are used to conforming
- There is a lack of pressure to innovate
- Risk-taking is not welcome
- We are not allowed to fail
- We have fear of standing out

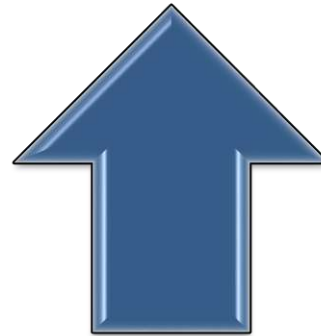
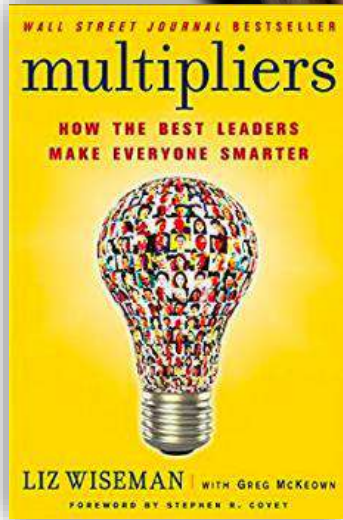


Seth Godin

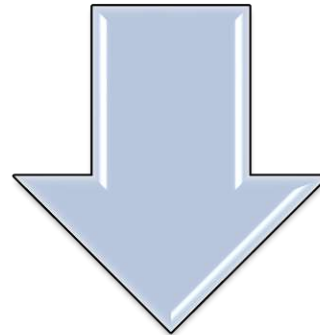
'Fitting in is a short-term strategy that gets you nowhere; standing out is a long-term strategy that takes guts and produces results. If you care enough about your work to be willing to be criticized for it, then you have done a good day's work'



Innovative leaders are Multipliers



Multiplier



Diminisher

Diminishers vs. Multipliers

DIMINISHER	MULTIPLIER
Believes he is the smartest person in the room with all the great ideas	Coaches and teaches in order to unleash the team's best thinking
Gives direction and showcases how much he knows	Defines an opportunity that causes people to stretch
Doesn't leave space for people to think through challenges themselves	Creates a safe environment for team members to contribute
Makes centralised decisions, often alone, that confuse the organisation	Drives sound decisions through rigorous debate and gives the team responsibility for finding solutions
Drives results through their personal involvement	Gives people the ownership for results and invests in their success
Creates a tense environment that suppresses people's thinking	Creates an intense environment that requires people's best thinking

Questions that stimulate innovation

- What do our customers and executives keep complaining about?
- Which bad decisions have we made that need to be reverted?
- What are we not seeing that is new or different?
- What have we not yet invested in that could make a big difference?
- How do we better access the team's knowledge and creativity?
- What is working well for other teams that we can replicate?
- **What if** we only had half the time?
- **What if** we had no constraints?
- **What if** we could start all over?



Stimulate innovation

- Ask challenging questions
- Be a Multiplier
- Create a safe environment to express ideas
- Create time and space for unstructured thinking
- Bring people together with different backgrounds
- Stimulate the team's curiosity
- Reward new ideas

*Control and fear
kills innovation.*

*Trust and diversity
of thought powers
innovation.*

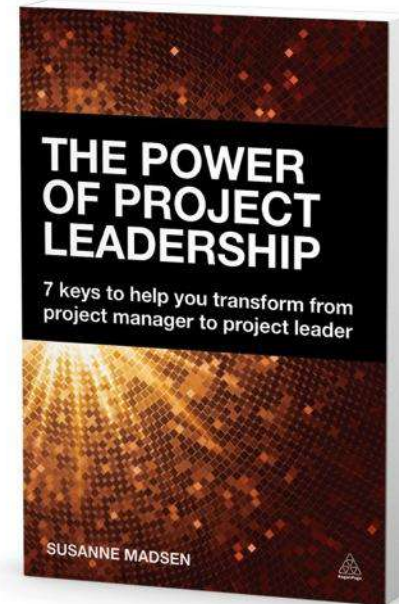


THINK
OUTSIDE
THE BOX

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www.powerofprojectleadership.com