

Führungsprinzipien für den Projekterfolg

Treffen GPM Regionalgruppe Mannheim / Ludwigshafen
Mannheim, den 2. Dezember 2009

Dr. Thomas Juli, PMP®
Managing Director,
Thomas Juli Empowerment Partners



1


It's about leadership

*"Management is doing things right;
leadership is doing the right things."*

Peter Drucker (1909 - 2005)

2

What is Project Success?



3

Project Reality?



A stick figure stands on the left, scratching its head with a question mark above its head. To its right is a photograph of a vast, flat landscape under a clear blue sky, with a few trees and distant hills.

4

How Do You Lead Your Project to Success?



A diagram shows a path starting from a landscape photo on the left, moving right, then curving upwards and to the right, ending at a box labeled 'Project Success' which features a tropical island scene. A stick figure is positioned at the start of the path, looking thoughtful.

5

What is project success?

A Winner's Definition

"The reason most people never reach their goals is that they don't define them, or ever seriously consider them as believable or achievable.

Winners can tell you where they are going, what they plan to do along the way, and who will be sharing the adventure with them."

Denis Watley

6

Leadership Principles for Project Success
Getting from Vision to Results

Vision

Results

7

Leadership Principles for Project Success
Principle 1

Build Vision

"In life, the first thing you must do is decide what you really want. Weigh the costs and the results. Are the results worthy of the costs? Then make up your mind completely and go after your goal with all your might."

Alfred A. Montapert

8

Leadership Principles for Project Success
Principle 2

Nurture Collaboration

"Players win games, teams win championships."

Bill Taylor

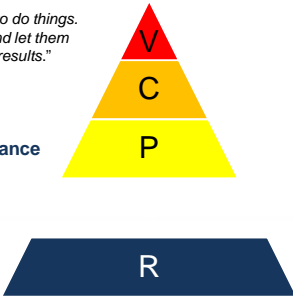
9

Leadership Principles for Project Success
Principle 3

"Don't tell people how to do things. Tell them what to do and let them surprise you with their results."

George Patton

Promote Performance



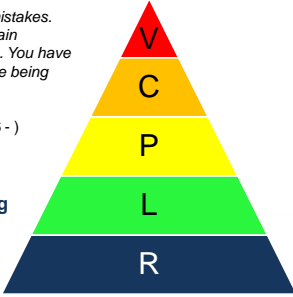
10

Leadership Principles for Project Success
Principle 4

"Take chances, make mistakes. That's how you grow. Pain nourishes your courage. You have to fail in order to practice being brave."

Mary Tyler Moore (1936 -)

Cultivate Learning



11

Principle 4: Cultivate Learning
More on Learning

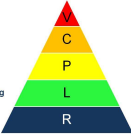
"Leadership and learning are indispensable to each other."

John F. Kennedy (1917 - 1963), speech prepared for delivery in Dallas the day of his assassination, November 22, 1963

"Learning is not compulsory... neither is survival."

W. Edwards Deming (1900 - 1993)

Cultivate Learning



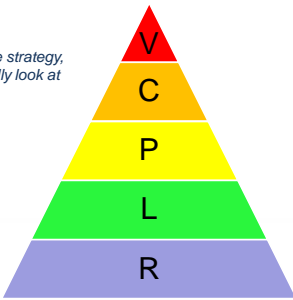
12

Leadership Principles for Project Success
Principle 5

"However beautiful the strategy, you should occasionally look at the results."

Sir Winston Churchill
(1874 - 1965)

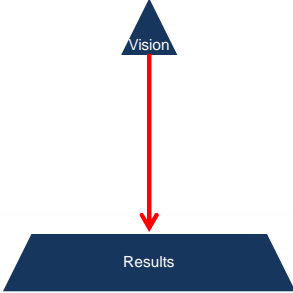
Ensure Results



13

Leadership Principles for Project Success
Getting from Vision to Results

Vision

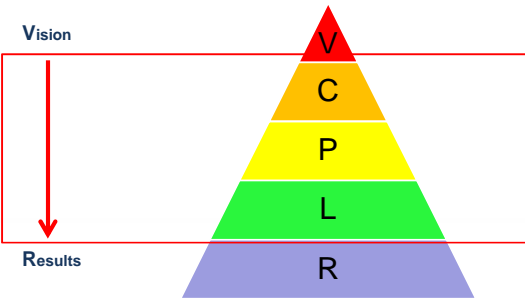


Results

14

Leadership Principles for Project Success
Getting from Vision to Results

Vision



Results

15

Leadership Principles for Project Success

Build Vision

Nurture Collaboration

Promote Performance

Cultivate Learning

Ensure Results

16

The Dynamic Project Leadership Pyramid

Each principle has to account for the others

Recall the initial "winner's" definition of project success:

*"The reason most people never reach their goals is that they don't define them, or ever seriously consider them as believable or achievable. Winners can tell you **where** they are going, **what** they plan to do **along the way**, and **who** will be **sharing the adventure** with them."*

Denis Watley

17

The Project Leadership Pyramid™

The 5 Leadership Principles for Project Success

Build Vision: Sharing a common vision and goals with your team and organization and having the same understanding how to achieve it are key factors for project success

Nurture Collaboration: A performing team yields synergy effects; the impossible becomes possible. This is why team building is crucial.

Promote Performance both on the individual and team level. Inspire and benefit from team magic.

Cultivate Learning: Effective leaders are open for receiving and giving feedback. It requires courage to explore new avenues and to make mistakes and to learn from them.

Ensure Results: Delivering results is both a prerequisite and an outcome of effective leadership.

Learn and help build at www.TheProjectLeadershipPyramid.net.

18

How Do You Lead Your Project to Success?

Hypothesis: ... by effective project management, i.e., project leadership

Effective project management needs to have a solid foundation based in project leadership. Without project leadership there is no direction of project management.

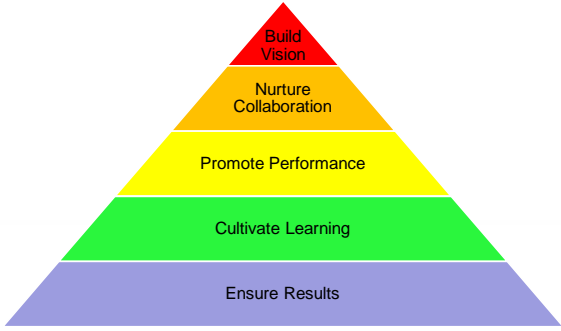


Leadership is the decisive factor in improving the chance for a project to succeed. Without leadership chances are that a project will be "just another project".

19

The Project Leadership Pyramid in Practice

Part II of the book „Leadership Principles for Project Success“



20

The Project Leadership Pyramid in Practice

Overview

	Vision	Collaboration	Performance	Learning	Results
Project Initiation					
Project Execution					
Projects in Trouble					
Project Closure					

21

The Project Leadership Pyramid in Practice

Project Closure

	Vision	Collaboration	Performance	Learning	Results
Project Initiation	Vision building workshop Scoping	Team norming workshop Team building	Team norming workshop	Team norming workshop	Scoping
Project Execution	Scoping	open communication flow	celebrate performance	internal & external project reviews, lessons learned "Innovation day"	regular, interim results
Projects in Trouble	Re-alignment workshops Exercises to (re-) establish PLP principles	Re-alignment workshop with team Exercises to (re-) establish PLP principles	Re-alignment workshop with team Exercises to (re-) establish PLP principles	Re-alignment workshops Exercises to (re-) establish PLP principles	quality assurance of (interim) results Exercises to (re-) establish PLP principles
Project Closure	Sunset review	celebrate success	award performance	sunset review	communicate results

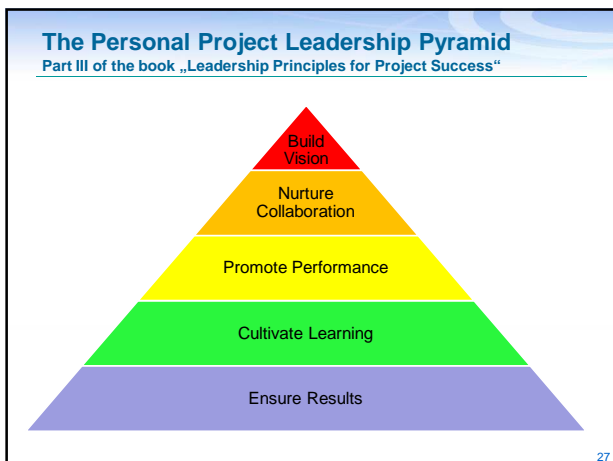
25

The Project Leadership Pyramid in Practice

Key Exercises

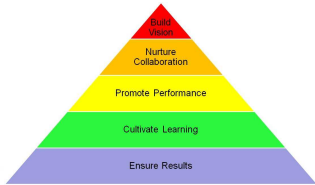
	Vision	Collaboration	Performance	Learning	Results
Project Initiation	Vision building workshop Scoping	Team norming workshop Team building	Team norming workshop	Team norming workshop	Scoping
Project Execution	Scoping	open communication flow	celebrate performance	internal & external project reviews, lessons learned "Innovation day"	regular, interim results
Projects in Trouble	Re-alignment workshops Exercises to (re-) establish PLP principles	Re-alignment workshop with team Exercises to (re-) establish PLP principles	Re-alignment workshop with team Exercises to (re-) establish PLP principles	Re-alignment workshops Exercises to (re-) establish PLP principles	quality assurance of (interim) results Exercises to (re-) establish PLP principles
Project Closure	Sunset review	celebrate success	award performance	sunset review	communicate results
	Vision building workshops	Team norming workshops Team building activities	Celebrate performance	Regular project reviews "Innovation day"	Scoping Regular, interim results

26



The Personal Project Leadership Pyramid

How to become an effective project leader



1. Top-down leadership
-> *Vision & understanding of Pyramid dynamics*
2. Bottom-up leadership
-> *The team as the power base of project leadership*
3. The lonely warrior leadership
-> *Applying the Pyramid principles to own role*

28

Leadership Principles for Project Success

Table of Contents

Table of Contents
The Leadership Principles for Project Success
Learn to apply the 5 principles of effective leadership to recruit, manage, and align your project for success.

Preface	Introduction: The World of Projects	Part I: The Project Leadership Pyramid	Part II: The Project Leadership Pyramid in Practice	Part III: The Personal Leadership Pyramid	Appendix & Literature
<ul style="list-style-type: none"> 1. The Nature of Projects 2. Getting There via Project Success: Project Management 3. Results in Practice 4. Project Success 5. APPLICATION SUGGESTIONS 	<ul style="list-style-type: none"> (I) INTRODUCTION (II) PRINCIPLE 1: BUILD VISION (III) PRINCIPLE 2: NURTURE COLLABORATION (IV) PRINCIPLE 3: PROMOTE PERFORMANCE (V) PRINCIPLE 4: CULTIVATE LEARNING (VI) PRINCIPLE 5: ENSURE RESULTS (VII) THE DYNAMIC PYRAMID 	<ul style="list-style-type: none"> (I) INTRODUCTION (II) PROJECT INITIATION & SET-UP (III) PROJECT EXECUTION (IV) PROJECTS IN TROUBLE (V) CLOSING A PROJECT (VI) SUMMARY & PERSPECTIVES 	<ul style="list-style-type: none"> (I) HOW TO BECOME AN EFFECTIVE PROJECT LEADER 1. Leadership perspectives 2. Top-down leadership 3. Bottom-up leadership 4. Lonely warrior leadership 5. Follow the ground principles 	<ul style="list-style-type: none"> APPENDIX LIST OF REFERENCES 	

29

Kontakt

Thomas Juli, Ph.D., PMP®
Managing Director




Web: www.thomasjuli.com
www.TheProjectLeadershipPyramid.net

Blog: <http://thomasjuli.wordpress.com>

Email: tj@thomasjuli.com

Twitter: thomasjuli

Anschrift: Bahnhofstr. 24, 68535 Edingen-Neckarhausen

Mobil: 0151-516 333 22

30
