

BECOMING A PROJECT LEADER

Even if you are not formally leading the parade, you can assume intellectual and social leadership for a project which will turn you into the 'de facto' project leader.

Remember the key success factor

People As Success Factor



Top-flight talent on board?

People come first

It's people who make it or break it

The three key success factors according to Don Petersen (successful Ford executive and corporate philosopher) are: people, products and profit - in that order.

Remember:

- people are the lifeblood of the project
- people are the heart of the project.


Some managers, however, pay only lip service to these statements and wonder why their projects fail or their businesses flounder.

Can you make these statements come to life in your own small group or team?

See what you can do to make it real.

Build a winning team

A Winning Team



Get the best people to help you

Game of Business

Sir Richard Branson
Founder of Virgin Group

Usually the team with the best players wins

Learn to recognize people who are good at what they do. Learn to identify people with potential. Luckily, great people are everywhere. You should be looking for them among various groups (peers, assistants, students, junior people, support staff) and in various places within your company (marketing, market research, clinical development). Look for people with talent. Try to get the best people on board.

You may not be able to hire these people formally or to win them over for the current

project, but your contacts may prove valuable for your next project. In the long run, try to surround yourself with people who are smarter and better than you are. Do not leave this important task to Human Resources.

Remember: if you have the wrong people in your team, then no strategy – no matter how brilliant it may be – will save you!

Make your project appealing

Attracting People



I would like to be on your team!

Bright volunteer who wants to join

Make your project so appealing that people want to be part of it!

What would it take to make people sign up?


You will only rarely have the opportunity to hire new people for your project. However you can attract people by making the project so attractive that it pulls people into your team.

People who hear about your project want to join your team. Make your project so interesting, innovative and instructive, that people will sign on and spend more hours per week on your project than on other (less interesting) projects.

Ideally people compete with each other for the privilege of being a member of your team.

Foster a great team culture

Good Team Culture



Your team: A vital, vibrant and dynamic place where people

Jointly performing a great project

Take risks

Learn

Grow


Think about how to create an exciting team spirit so people feel drawn to your team. Your team should be a place where people can learn new stuff, where they can try new things, where they can grow, where there is fun and excitement.

Team members should enjoy working with you on the project.

Remember: happy teams have an easier time winning than unhappy teams.

Become the 'de facto' project leader

Project Leadership



Guiding others

Show initiative

Take on challenges

Convey a sense of meaning

Become a great person to work with


Lead from within. Show initiative. Show that you like to take on the challenges the team's project offers. Show that you love to work on the project.

Convey a sense of direction and purpose to the project. Guide and motivate your team members. Inspire people by your presence.

Create an environment in which their creativity will thrive. Leadership today involves acting more as coach rather than as supervisor.

Engender trust and credibility

Trust and Credibility



Be authentic

Integrity: Accept responsibility for your actions

Be candid

Admit mistakes

Keep your promises


People are drawn to those who display trustworthiness and integrity. Lead by example.

- Be credible. Be sincere. Be authentic. Be real
- If there are setbacks, admit your mistakes. Do not try to cover up your failures. Avoid blaming others if things go wrong. After all, you are human and not perfect
- Fulfil your promises. Keep your word, so make sure you underpromise and overdeliver.

Show stature and take responsibility for your decisions and actions. Walk the talk.

Exude optimism

Positive Attitude



Up-beat wins

Be confident

Show drive

Exude optimism

Emanate enthusiasm

We can do it

Your state of mind will influence everyone in the team.

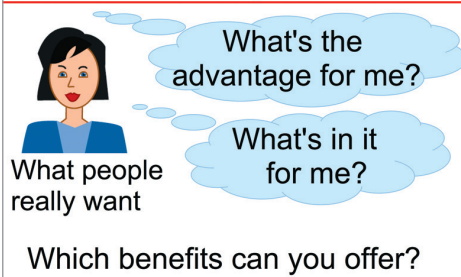
Be pragmatic and display a positive attitude:

- be confident even when meeting resistance
- show drive and initiative in overcoming obstacles
- pour out optimism and give positive energy to the team
- communicate your enthusiasm or even your passion for the project.

Relish change.

Offer benefits to your team

Personal Aspirations



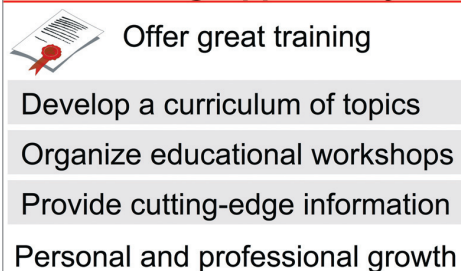
Your team members are looking for what they can gain if they commit themselves fully to your project. Take time to explore their aspirations and communicate the benefits of participating in the team.

You cannot command commitment. People will commit themselves to the project only if you can convince them that it is of benefit to them.

Show that you care deeply for your colleagues and for the project.

Train your team

Learning Opportunity




Develop a curriculum of topics for training your team members. Add a strong educational aspect to all your workshops. Invite an in-house expert, an opinion leader or an internal or external marketing trainer who can update their know-how. Teach them, but do not pontificate. Provide cutting-edge information for your team members.

Make it clear that being a member of your team is a great learning opportunity. You provide access to exciting tasks. This will make it easier

for you to attract the people you want on your projects.

Remember: developing and nurturing people is a daily task. Use every opportunity to advise and coach your team members.

Provide a professional experience



Attractive site

A Professional Experience

Discovery

Adventure

Excitement

We are writing product history


Keep people interested

You can create a sense of excitement by using themes and statements that catch the imagination and arouse curiosity. Some of the topics on the example may work well.

People perform better when they are in a vital setting. Add an element of surprise and suspense. Your team is alive and vibrant with energy.

Think about the location for your product manager or marketing and sales workshop and, if you can afford it, choose somewhere stimulating and attractive. Think of additional ways to keep people interested in your project.

Motivate your team



Motivation

Keep up the morale

Encourage people

Energize your team


Do not demotivate people

Keep up the momentum

Remember: motivation is the motif for action. Marketing and Motivation go hand-in-glove. It is your responsibility to keep up the morale. Make people act at a higher level by keeping them highly motivated!

Your company maybe undergoing a restructure. Perhaps people in the organization are demotivated and don't enjoy their workplace. You can create an oasis. You need to be a great person to work with, on a great project, with a great team. Energize your team. Keep up the momentum in the group.

Demand performance

Performance	
	Tap all inner sources
	Demand contributions
	Request great work
Challenge	Push yourself and your team members to new heights

Demand performance (not perfection) from your team members.


Challenge them:

- appeal to their commitment to action
- demand their important contributions
- request the great work they are capable of.

Ask them to deliver results.

Push yourself and your team members to new heights.

Take time to praise people

Praise and Recognition	
	Praise
	Acclaim
	Compliments
	Congratulations
Energize people	The more specific, the better

Take time to praise people associated with the project when they have done a great job. Successful marketers are great enthusiasts, lavish with their praise.

Prescribe yourself a course in recognizing special efforts.

Recognize your team members' and even your boss's special efforts.

Create an atmosphere of recognition in your team.

Give compliments; the more specific, the better.

Build self-confidence in your team members

Building Confidence



Prize

Show respect

Extend thanks

Give appreciation

Share rewards

Inject confidence into your team.

It is the fuel for teams that win.

Give your team members a feeling of importance because they are important.

Give the people in your team what everybody wants:
respect, attention, appreciation.

Make them feel special.

Write their birthday dates into your calendar and celebrate the day.

Good leaders show that they really care about their people.

Give your team members the credit they deserve.

Share the rewards.

Offer empathy

Team Empathy



Make your team members feel part of the 'family'

Companionship and a sense of camaraderie

Make your team members feel part of the 'family'. Give them a sense of belonging. If you feel uncomfortable with the word 'family', choose your own vocabulary (group, team, crew). Terms such as this are preferable to more anonymous terms such as department, business unit, or company.

Make your team members feel that they really are your colleagues, your associates, your partners and your fellow professionals.

Keep your people

Retention Strategy

Mentor the individual

Support their careers

Initiate 'apprenticeships'

People leave managers,
not companies

How do you keep the bright people in your team once they have joined it? How do you retain brilliant people? How do you make them stay with the project?

- become their mentor and adviser
- support their ambitions. Foster their careers
- if you have a junior person or assistant in the team, look at the possibility of some kind of apprenticeship.

Create opportunities for them. Split your project into subprojects or tasks. Encourage team

members to regard these tasks as personal development opportunities.

Nurturing people's growth is not something that you do when there is time left over in your schedule. Devote time to this important task. It will pay off in the long run.

