

Project Leadership Conference

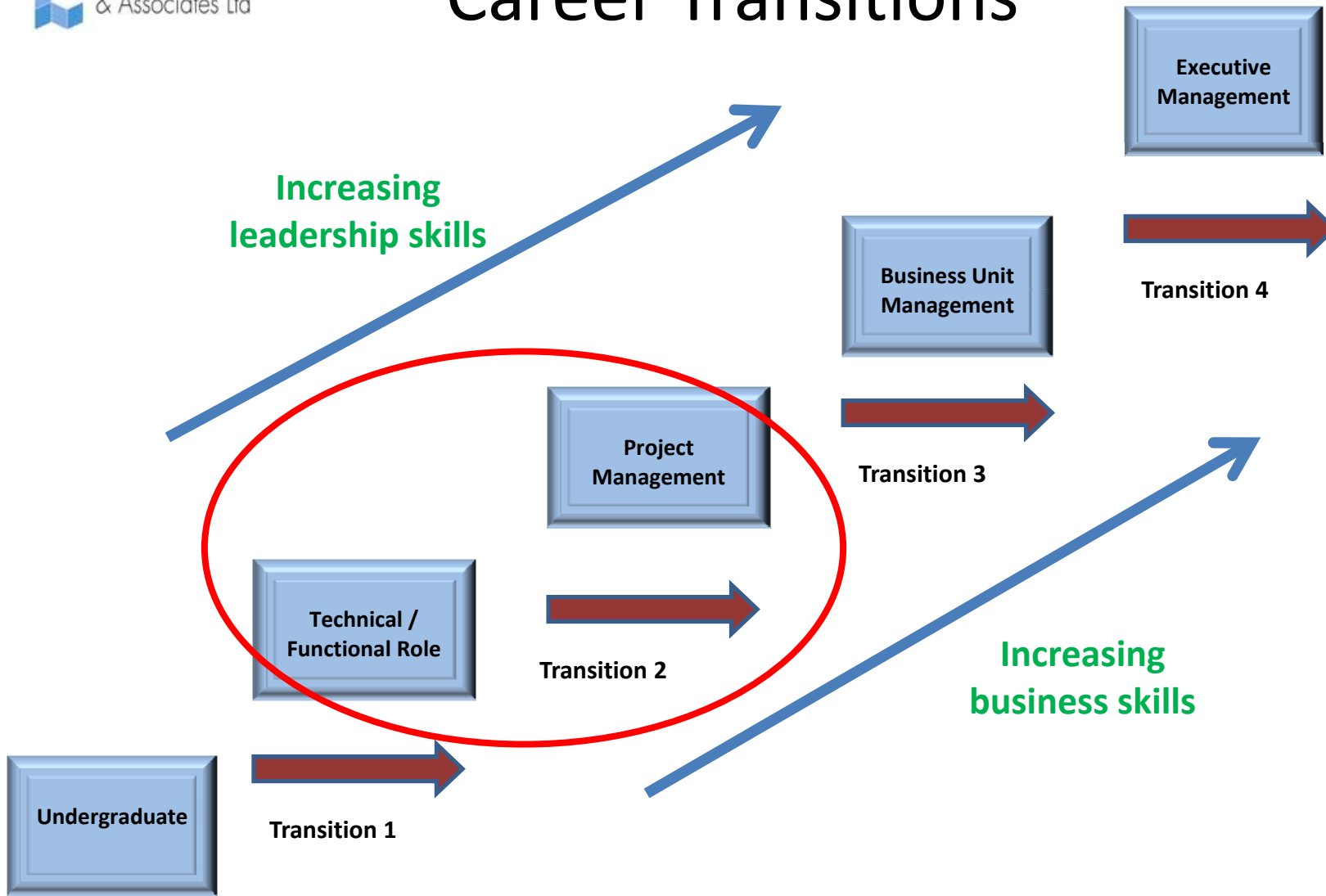
Barbican Centre London – 19th May 2009

Developing Project Leaders Fit for a Modern Profession

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Career Transitions





Career Planning Process

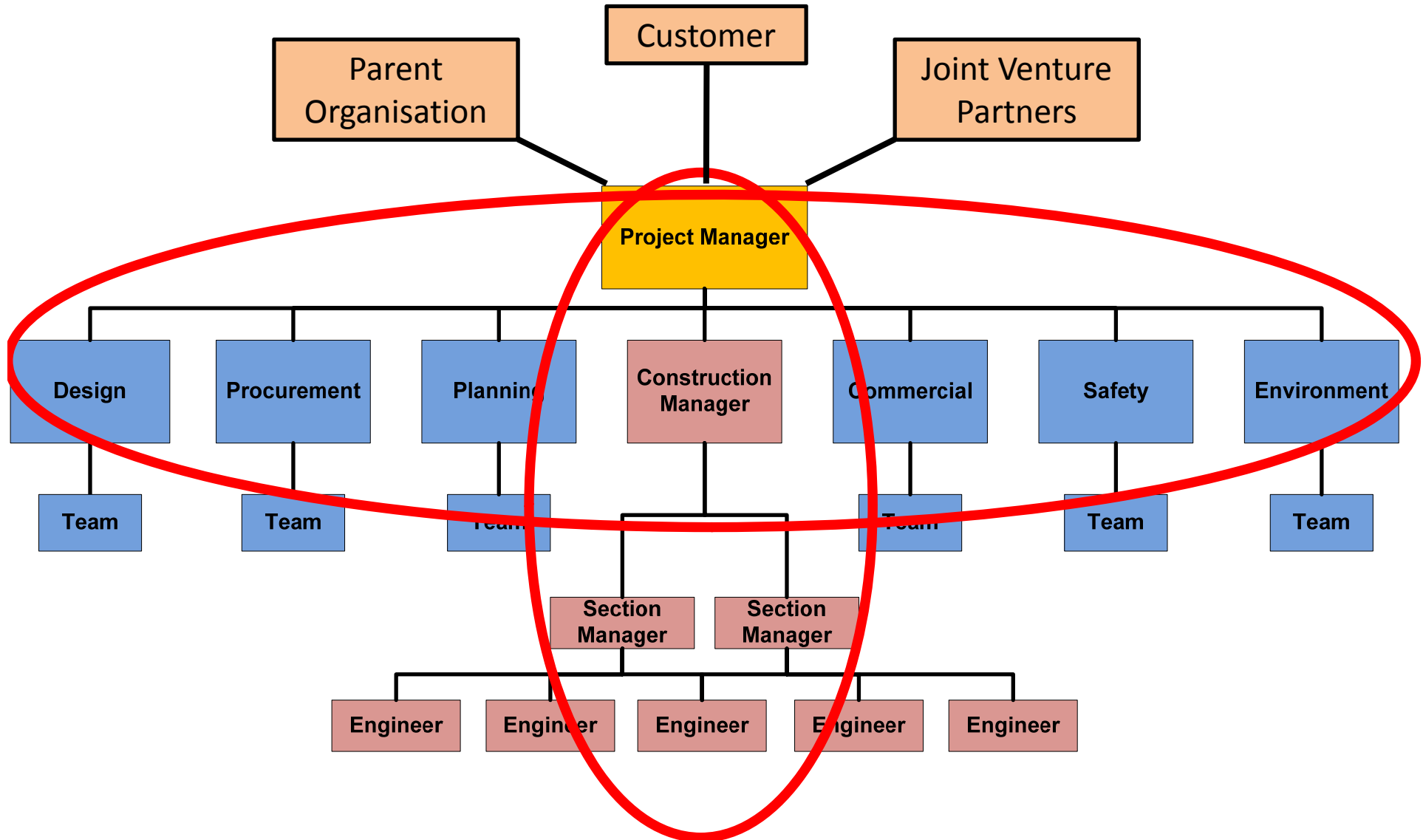
- Individual career review sessions
- 2 hours with external / independent expertise
- Establish the career vision
- Plan the development needs to enable the vision
- Creation of a 5-year career plan
 - Buy-in from line management
 - Buy-in from the Project Management Academy
- Ensure personal ownership for career development



Career Review Observations

- Formal career planning is unfamiliar territory
- PMs focussing on current or next project
- Few have a genuine vision for their careers
- Sink or swim approach as a new project manager
- Unaware of the skills required in the role
- Lacking in business and commercial skills
- Unable to let go of the detail and think strategically
- Lacking credibility and confidence to lead the project

Leading the Team



Potential APM Chartership Standard

- **Knowledge :**
 - *Has a good understanding of how the competence element could be practised within a complex project and can evaluate and adapt as required*
- **Experience :**
 - *Has managed others practising the competence element in a complex project*



What is project leadership ?

- View of 140 project staff
- Their top 10 leadership attributes :
 - Inspiring
 - Empowering
 - Setting strategy
 - Direction
 - Setting an example
 - Visioning
 - Setting objectives
 - Influencing
 - Motivating
 - Developing staff

Leadership attributes

- **Strategic :**

- Visioning
- Setting strategy
- Direction
- Setting objectives

- **People :**

- Empowering
- Inspiring
- Influencing
- Motivating

Setting an example
Developing staff

As a “leadership group” the staff acknowledged that their own balance was 20% leading and 80% managing

Reflection time !

- Are your project leaders :
 - Managing, or
 - Leading ?
- **Stop :**
 - *“doing”* every second of the day
 - Jumping into technical detail
 - Focussing on the comfort zone of the technical function
- **Start :**
 - Taking time to think strategically
 - Delegating more effectively (letting go of the detail)
 - Being an inspiration to others
 - Managing across the whole team

Making the transition

Transition Planning & Development



**Technical / Functional
Role**

Project Leadership

Career Vision

Competence Review

Planned Development

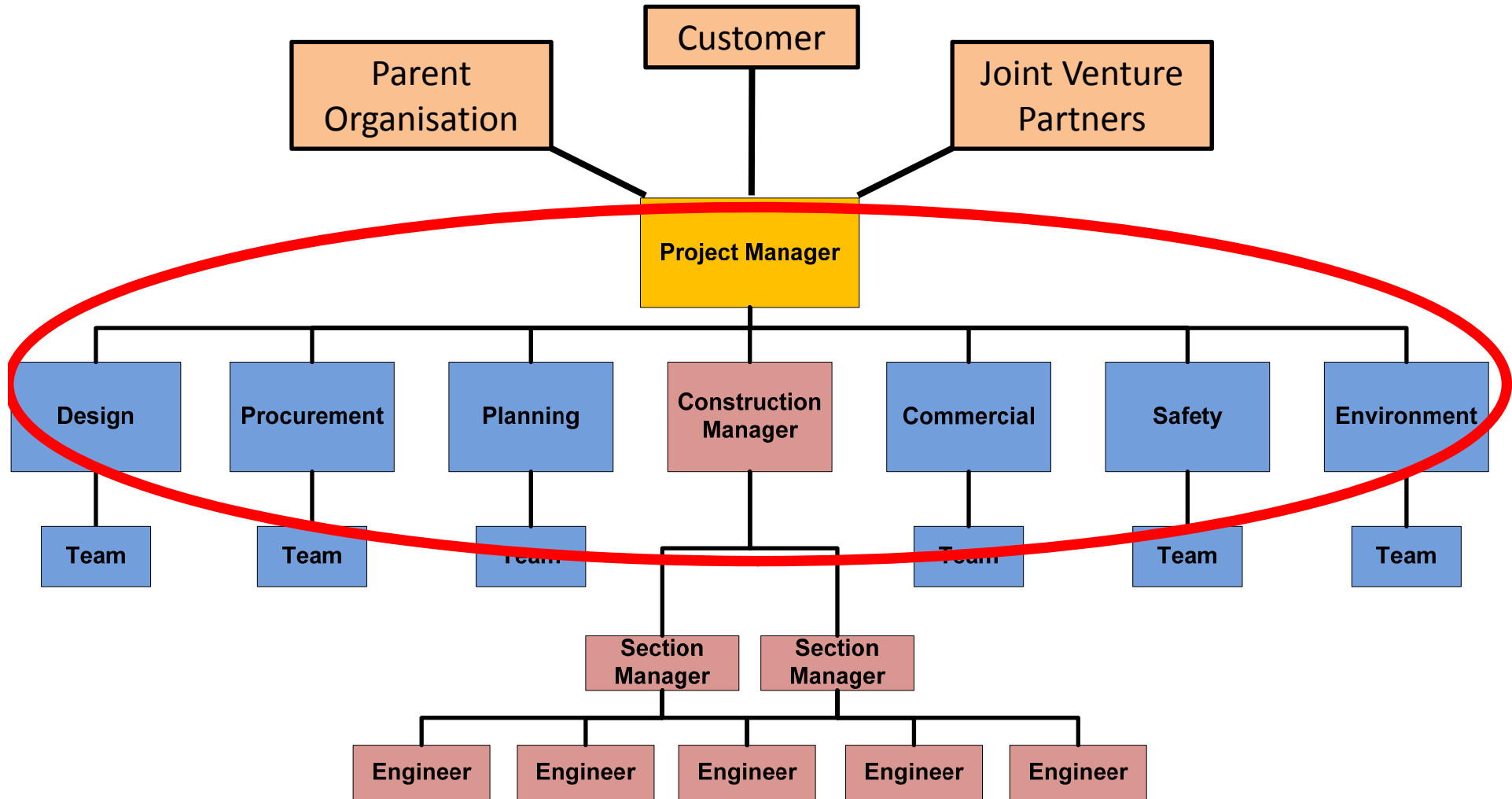
Succession Planning

Mentoring / Coaching

When budgets are tight

- Consider reducing :
 - on-mass classroom training
 - on-mass knowledge-based qualifications
- Instead consider :
 - Focussing on individual career planning
 - Development tailored to the individual
 - Developing competence frameworks that will :
 - Provide clarity on skills required in future roles
 - Benefit all project-based staff
 - In-house development opportunities :
 - Secondments to different functions
 - Coaching and mentoring
- But whatever you do, keep investing in the development of your project leaders !!

Leading the Team



End of Presentation



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