



# My project leadership pledge

## 4 Leadership styles



### The Delegator

*Laissez-faire leadership*

You take a more relaxed approach. Your team is given ultimate freedom in how they tackle things. You value:

- Motivation
- Less touchpoints
- Problem solving

\* Chaushry & Javed (2012). "The impact of Laissez-faire leadership on motivation."



### The Motivator

*Transformational leadership*

You focus on inspiring and creating a vision, acting as the agent for the change you want to see in your team. You value:

- Passion
- Role modelling
- Commitment

\* Riggio & Bass (2006). "Transformational leadership."



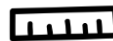
### The Listener

*Democratic leadership*

You seek feedback often and value your team's opinion as much as your own. You value:

- Shared decision making
- Social equality
- High engagement

\* Bhatti et al (2014). "The impact of Democratic leadership on job satisfaction."



### The Measurer

*Transactional leadership*

You believe that success is best measured through pre-determined KPIs. Success against these paves the way for progression. You value:

- Status quo
- High performance
- Consistent results

\* Avolio et al (2003). "Predicting performance by assessing transformational and transactional leadership."

## I most identify with...

## My project leadership role model is...

## Because....

1

2

3

# 10 ways to motivate your project team

- 1. Show you care for each member of the project team, and for their career.** Invest time to understand their hopes and fears. *Tip: Ditch the office meeting room and head to a coffee shop or go for a walk. It encourages us to get out of “work mode” and connect better as people.*
- 2. Say thank you.** We all crave recognition: we want to know that we are doing something worthwhile and that we are doing it well. *Tip: Make your praise real, for real achievement. And make it specific. Avoid the typical one minute manager praise (“you typed that email really well...”).*
- 3. Treat them as project partners.** Treating them as partners means it’s much more likely that they’ll take on board feedback. *Tip: If you have any feedback to share, keep it private and make it constructive.*
- 4. Delegate fairly.** Delegate meaningful work which will stretch and develop your team members. Yes, there are some less interesting jobs to do, but delegate some of the interesting stuff as well. *Tip: For the less interesting tasks, give meaning by explaining how it ladders up to something more important.*
- 5. Have a clear vision for project success.** Be clear on the end objectives and how each team member can help you get there. *Tip: Hold a session around the time of project kick off, focussed on what success looks like and how each of your team can leverage their skills to get there.*
- 6. Trust your team.** Trust empowers your team to take on more responsibility and to do a great job. Micro management does not. *Tip: Have courage to implement MBWA: Management By Walking Away and watch what happens.*
- 7. Be honest.** That means having difficult, but constructive, conversations with struggling team members. Don't hide or shade the truth. *Tip: Don't give a feedback sandwich, it draws attention away from the real message that you want them to listen to and act on.*
- 8. Set clear expectations.** Be very clear about overall project roles and the required outcome of each task. *Tip: Assume you will be misunderstood. People often hear what they want to hear. So make it simple and repeat it often for consistency.*
- 9. Listen.** It’s a lot easier to speak than listen, even though the latter is often far more beneficial. *Tip: Listen twice as much as you speak, to find out what is really going on so that you can act accordingly.*
- 10. Don't try to be best friends.** Trust endures, whereas popularity is fickle and can lead to compromises in the team. *Tip: Do a temperature check to assess the foundations that your team relationships are built on.*

\*Joe, Owen. (2005). *How to Lead*.

# My favourite stepping up hacks



# Things to remember

