



Leading a project

Projektin johtaminen

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Senior lecturer

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Leading an EU project

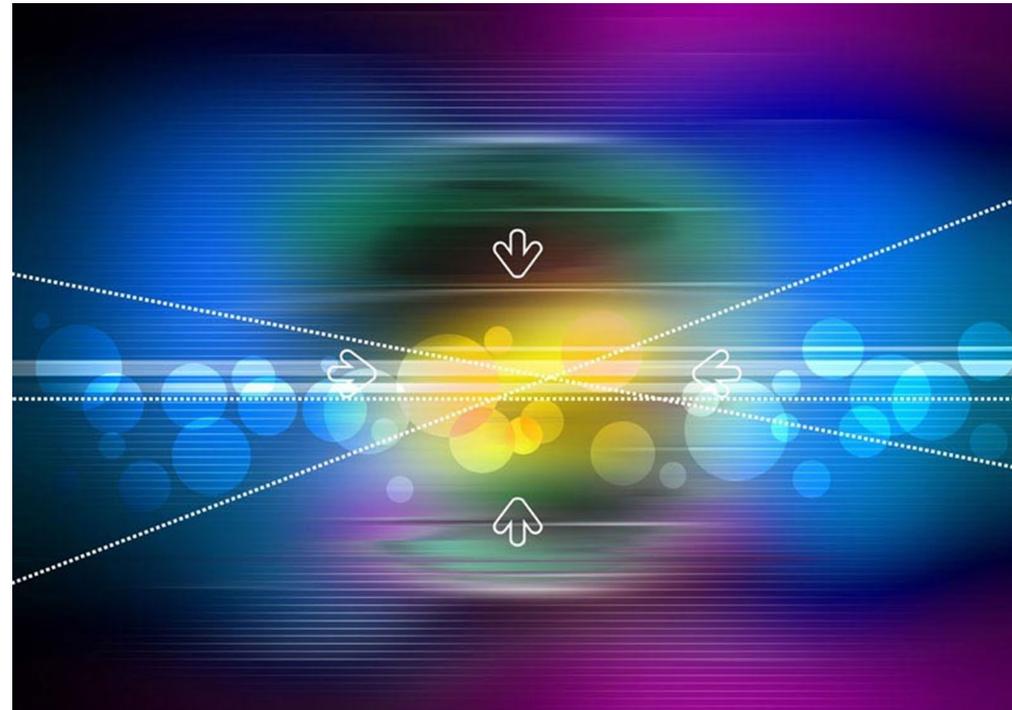
...some triggers

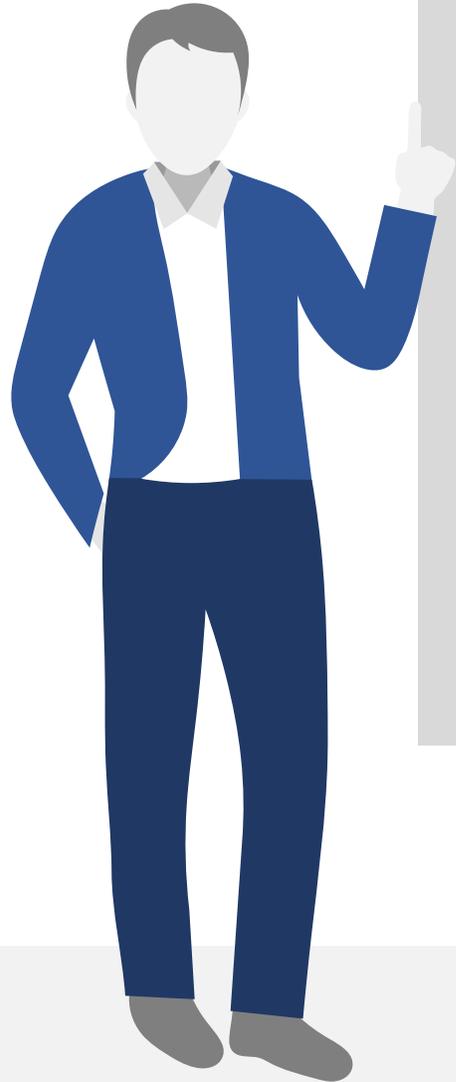


Presentation topics

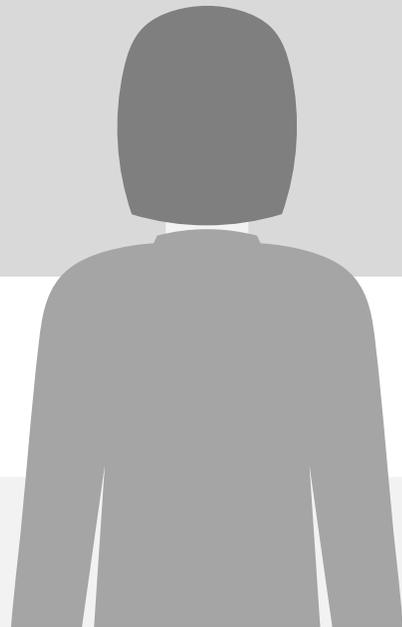
Key challenges of leading EU projects

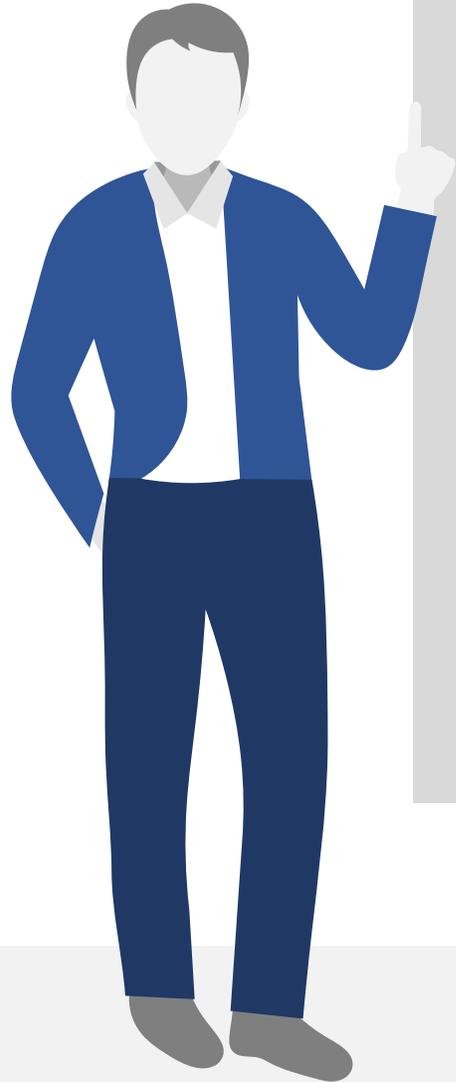
- **Understanding the whole picture**
- What is leadership
- Multi-stakeholder leadership
- Cross-cultural leadership



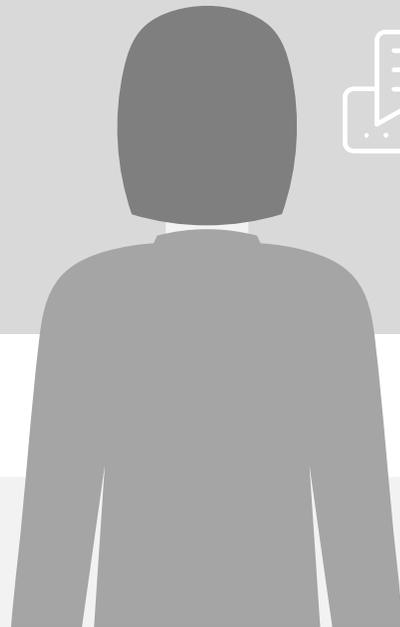


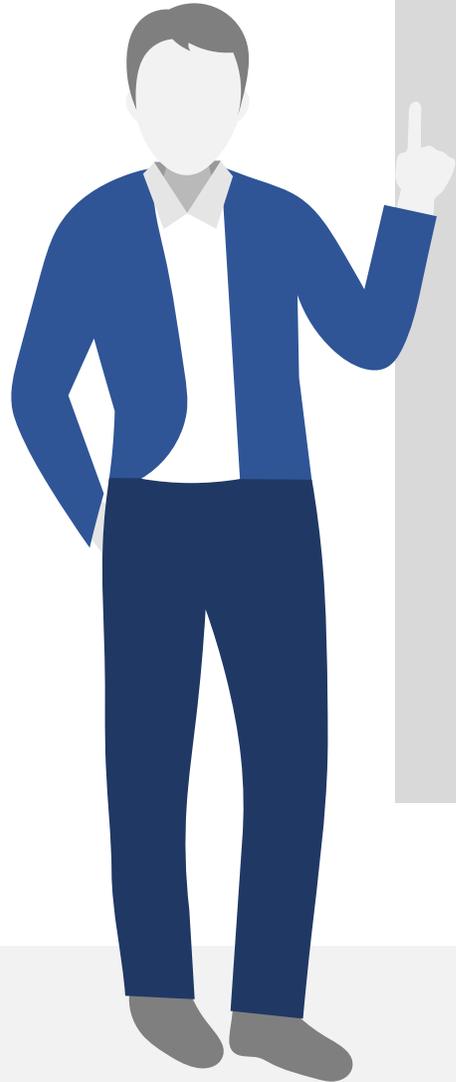
I have got a project idea...





I have got a project idea...
How to get the funding?

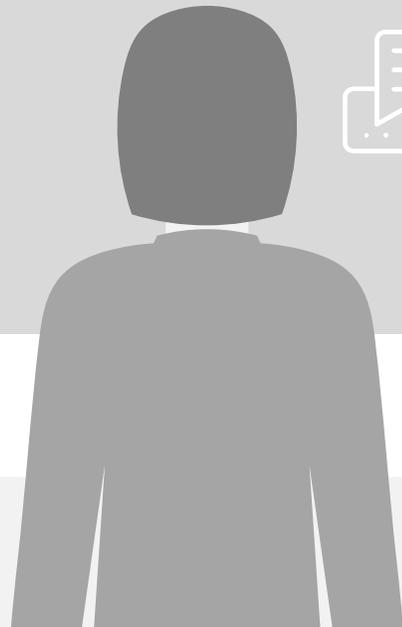


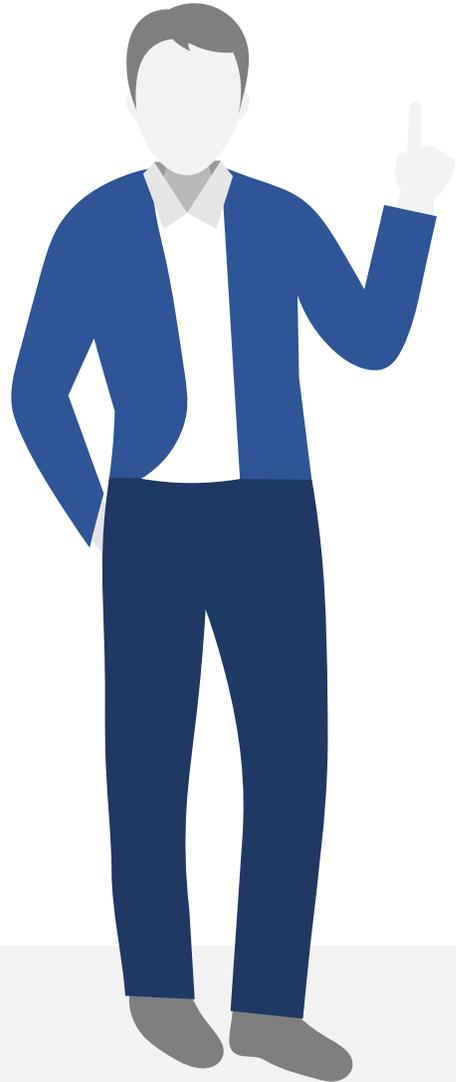


I have got a project idea...
How to get the funding?

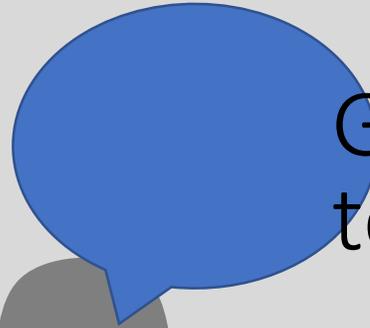


Just go to funding website
and fill in application



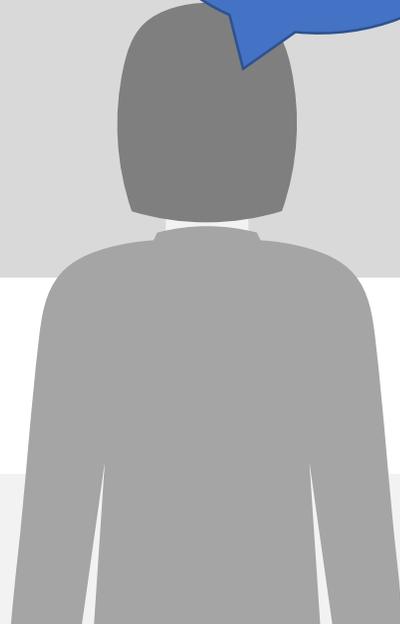


I have got a project idea...



Great! Take these three steps
to continue with idea...

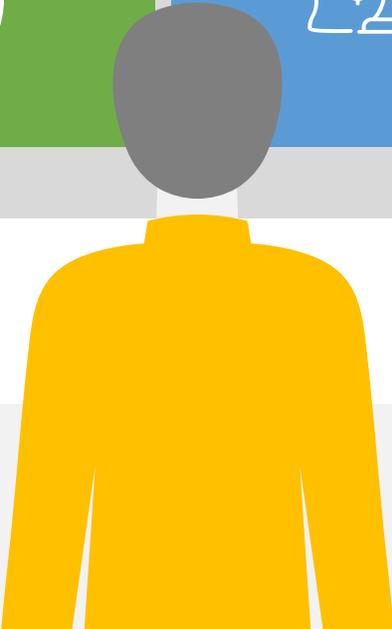
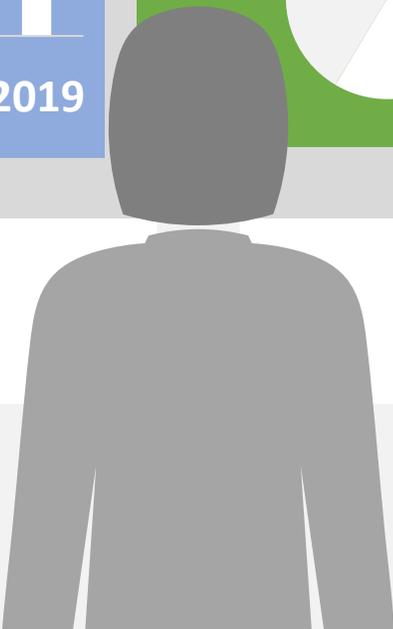
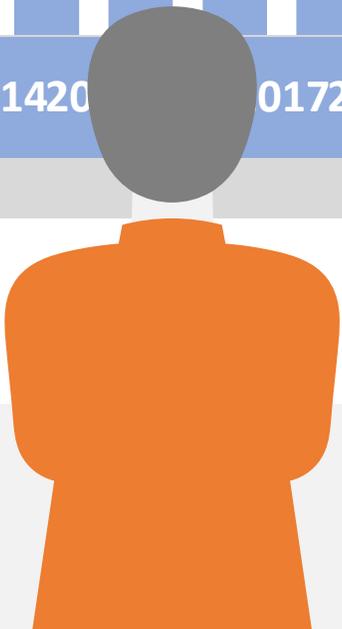
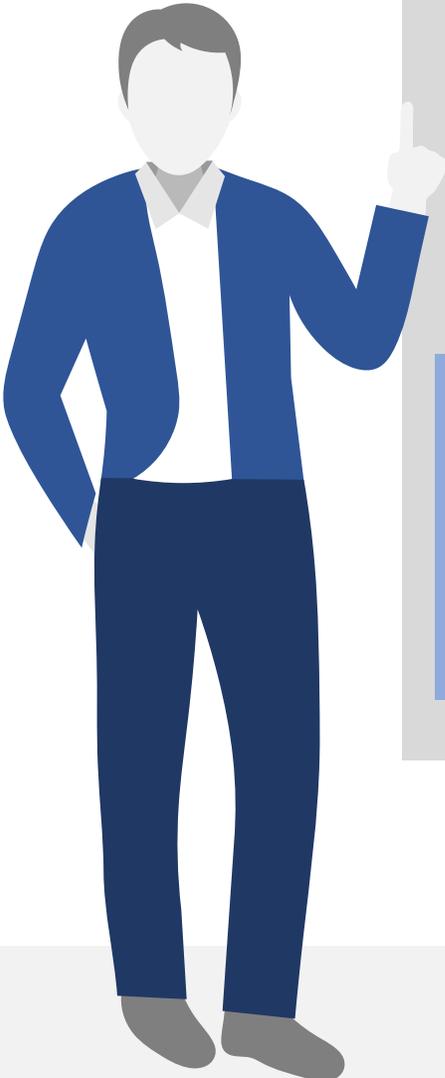
www.menti.com
29 44 52 4



<https://www.mentimeter.com/s/29b053e1eb630044d67a469f4fe8315c/51bb492dfb0a>

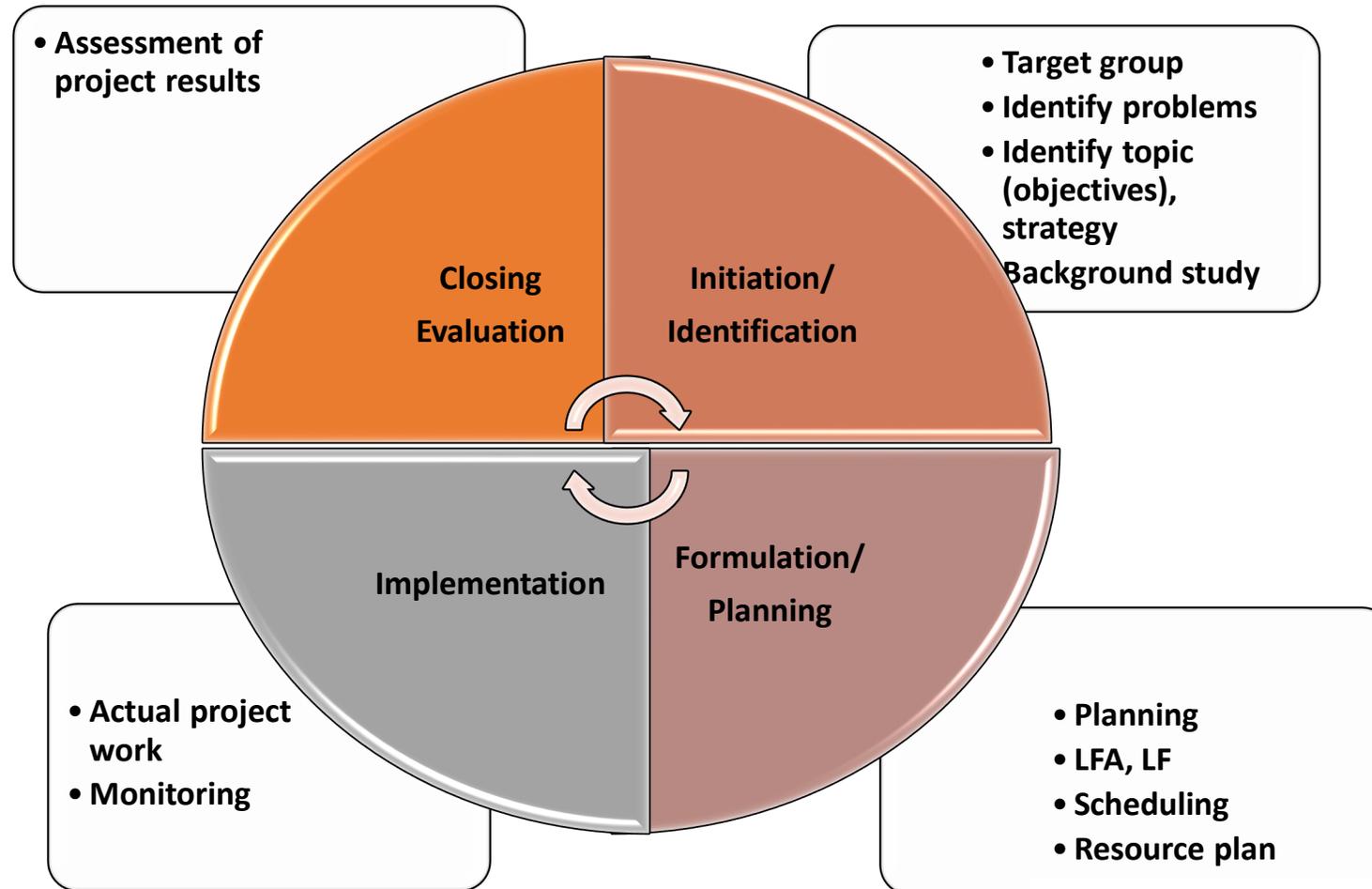
Understanding the whole picture

Leading EU project





Leading Project Life Cycle: step by step decision making process



Webinaarisarja kevät 2021: keskittyy perusteisiin ja alueellisen hankeosaamisen kasvattamiseen

- Kaksi webinaaria rahoitusosaaminen: helmikuussa 17.2. ja 24.2.
- Neljä webinaaria projektisuunnittelun perusteista maaliskuussa:
 - 2.3.2021: projektijohtaminen ja suunnittelun toteuttaminen
 - 16.3.2021: **projektisykli käytännön tasolla**
 - 23.3.2021: projektisuunnitelman sisältö
 - 30.3.2021: projektin viestintä ja disseminaatio
- Neljä webinaaria projektityökaluista
 - 6.4.2021: ongelma-analyysi, sidosryhmäanalyysi
 - 13.4.2021: looginen viitekehys
 - 20.4.2021: työpaketit ja aikataulu
 - 27.4.2021: budjetointi



Presentation topics

Key challenges of leading EU projects

- Understanding the whole picture
- **What is leadership**
- Multi-stakeholder leadership
- Cross-cultural leadership





Project Leadership definition

Leadership is about action – the act of defining and **communicating vision** and setting **goals** and **priorities** *P.Drucker*

Leadership is the **ART** of getting people to **WANT** to do what needs to be done
J.P.Lewis

The knowledge, skills, and **behaviors** needed to guide, **motivate**, and direct a **team**, to help an organization achieve its goals. PMI



Leadership theories

- Great Man Theory
- Behavioral Theories
- Contingency Theories
- Transactional Theories
- Transformational Theories
- **Situational leadership**





manager
leader

×

johtaja
johtaja

Kansainvälisen TKI-osaamisen
kehittäminen Lapissa - KATOS



PROJECT MANAGEMENT



Management



TECHNICAL



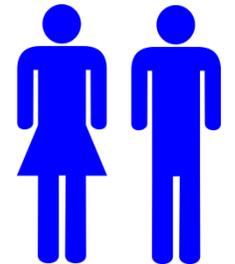
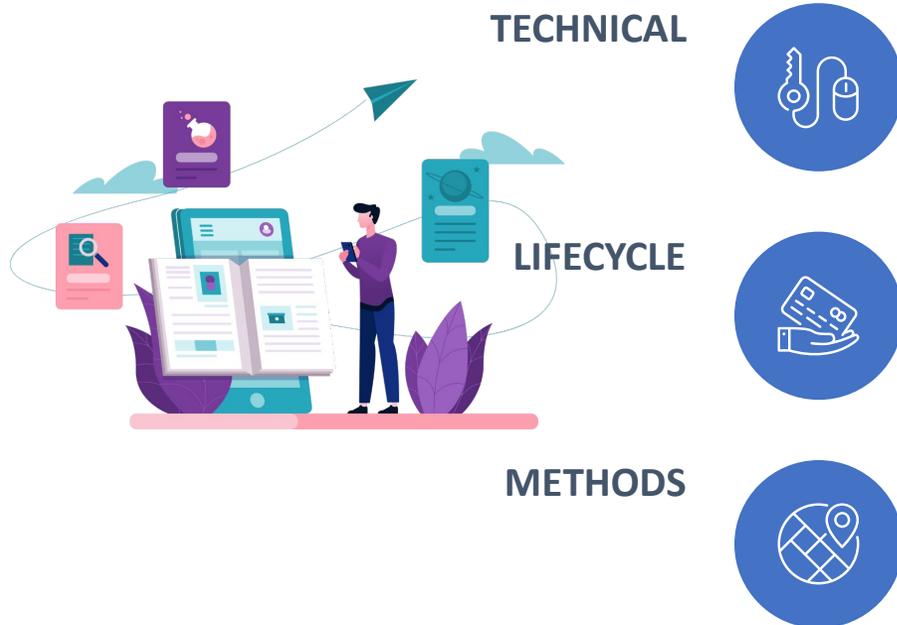
LIFECYCLE



METHODS



PROJECT MANAGEMENT and LEADERSHIP



PROJECT MANAGEMENT vs LEADERSHIP



TECHNICAL 

LIFECYCLE 

METHODS 

Management is doing **things** right

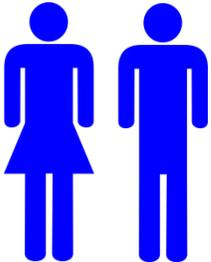
Leadership is doing the **right** things

Peter Drucker

VISION

TEAMWORK

CROSS-CULTURAL





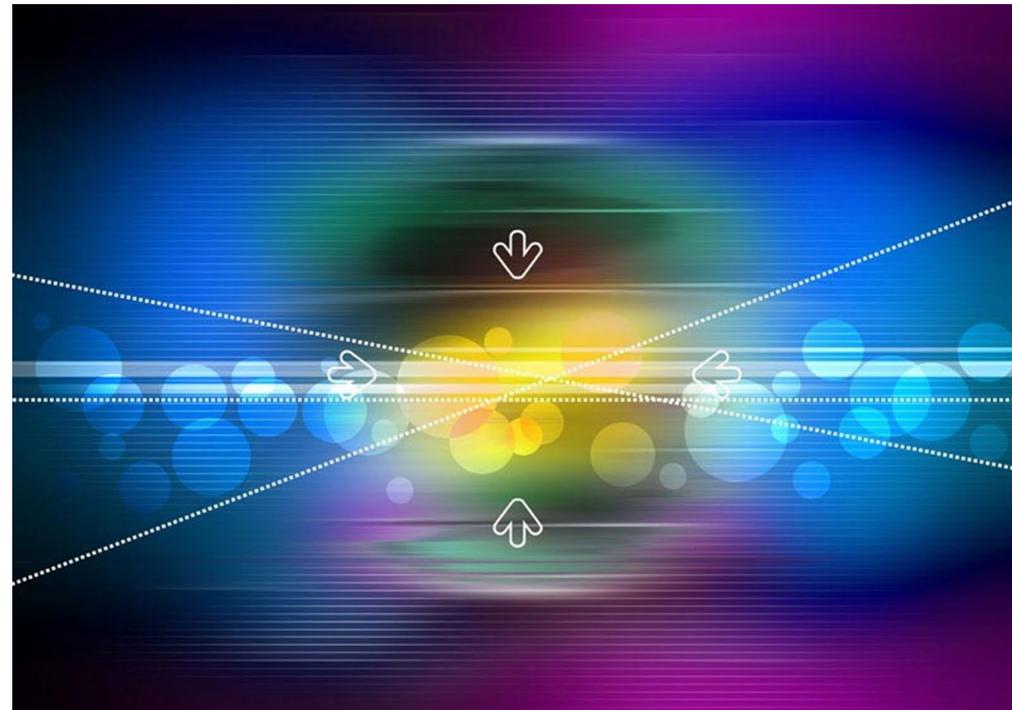
Strategic project leadership		
Leaders	Synergy	Managers
Provide vision	Empowerment	Provide resources
Pursue opportunities	Communication	Reduce risks
Inspire	Creativity	Coordinate
Lead improvisation	Teamwork	Provide structure
Do right things	Innovation	Do things right
Build ECOSYSTEM		



Presentation topics

Key challenges of leading EU projects

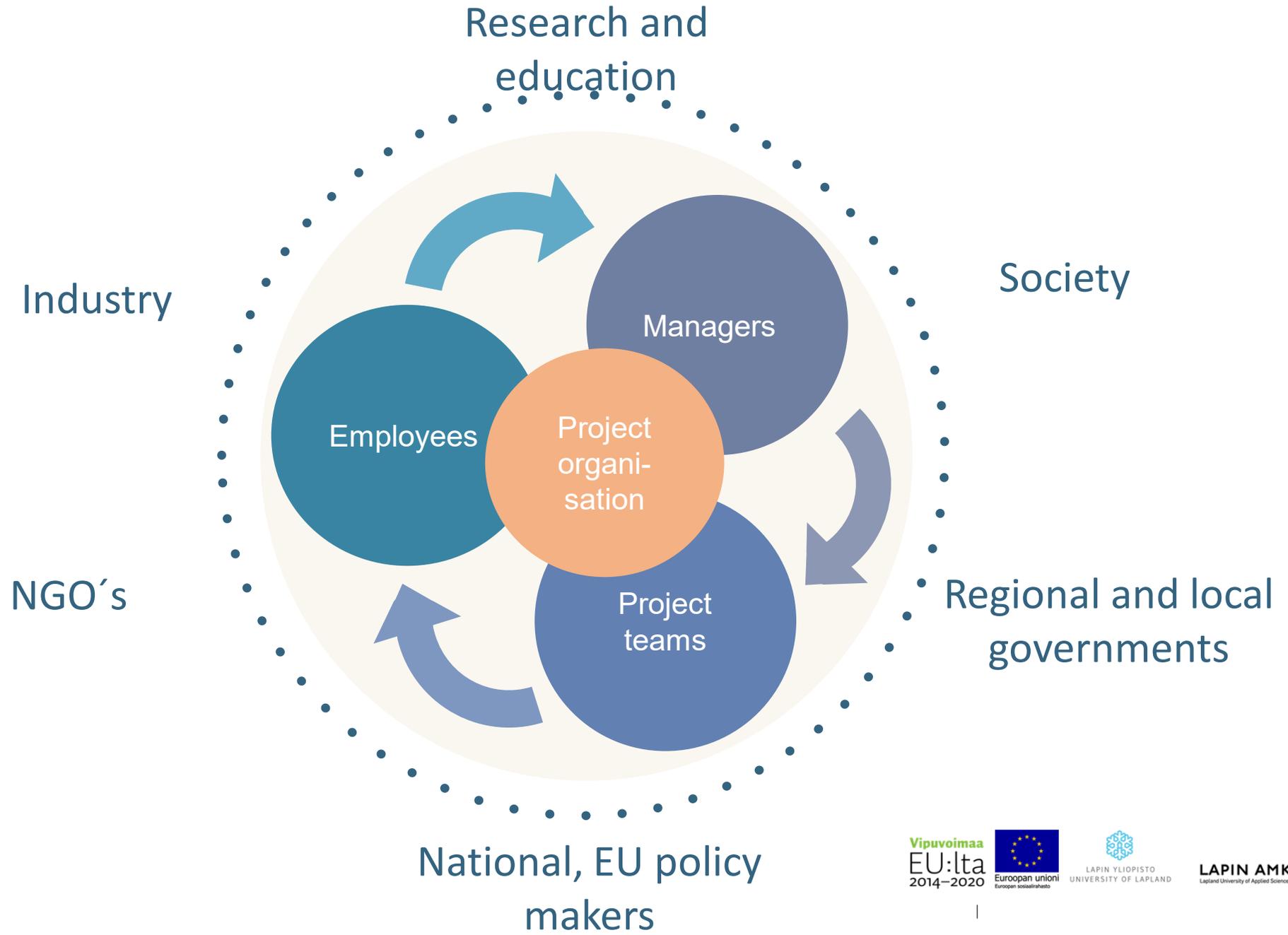
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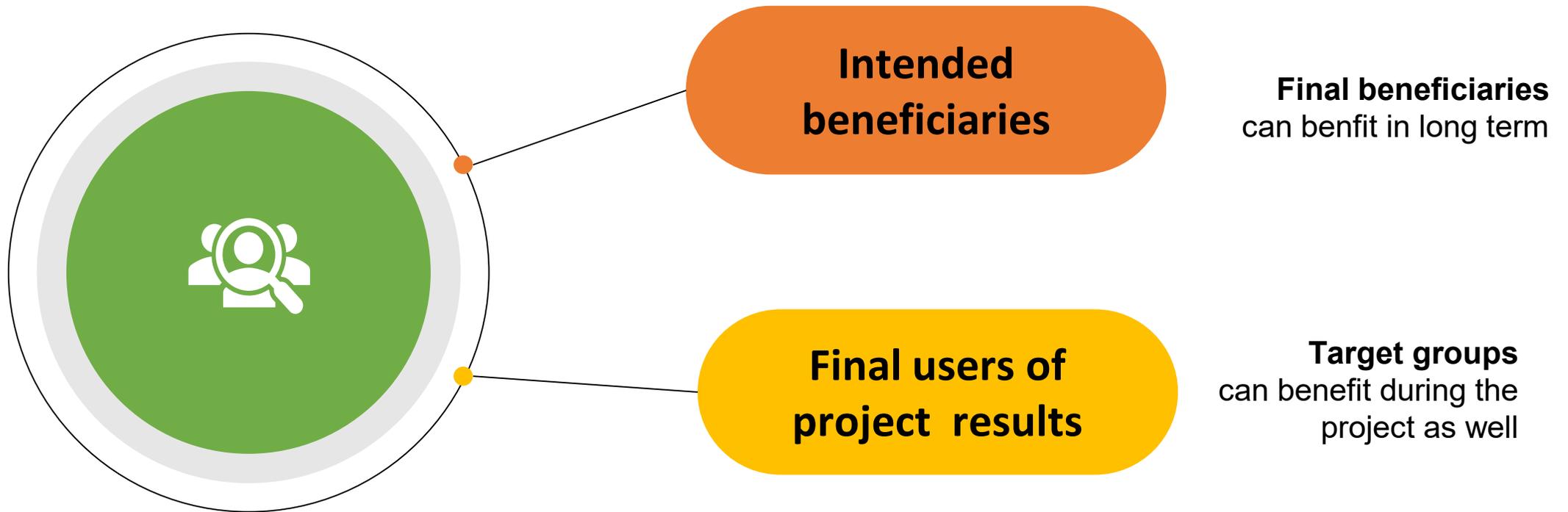


Stakeholder definition in Finnish Sidosryhmän määritelmä

- Sidosryhmä = joukko henkilöitä, tai henkilö, joihin projekti vaikuttaa positiivisesti tai negatiivisesti
- Sidosryhmiä ovat hankkeelle oleelliset, mutta hankkeen ulkopuoliset toimijat, esimerkiksi kaikki ne tahot, joiden kanssa hankkeen edustajat ovat vuorovaikutuksessa, ja jotka vaikuttavat hankkeen tavoitteiden toteutumiseen. Sidosryhmät voivat olla yksilöitä, ryhmiä tai organisaatioita. Esimerkkejä sidosryhmistä ovat asiakkaat, hankintayksikkö ja muut hankkeet. <https://kehmet.hel.fi/menetelmalaari/sidosryhmien-hallinta/>



Primary Stakeholders



Secondary Stakeholders



Leading stakeholder involvement

Colloboration

Cooperation with key stakeholders



Workshop

Stakeholder workshop

Consultation

Local consultation

Participation

Desk study-use participatory and participatory analysis

Secondary data

Reliable secondary data

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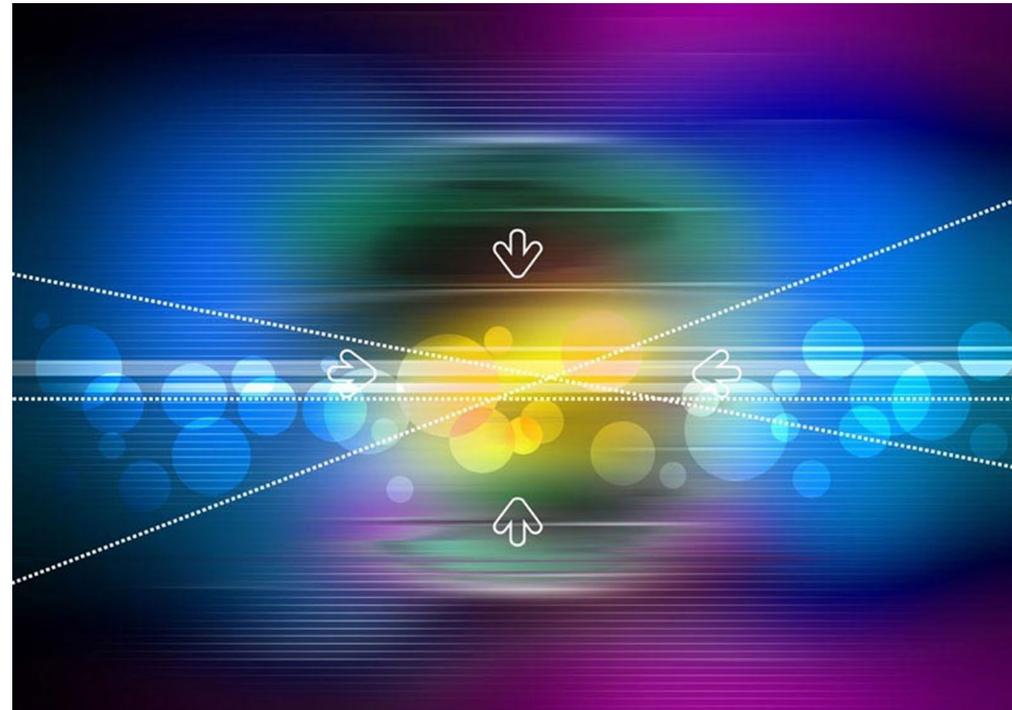




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EU project as a **temporary** organisation

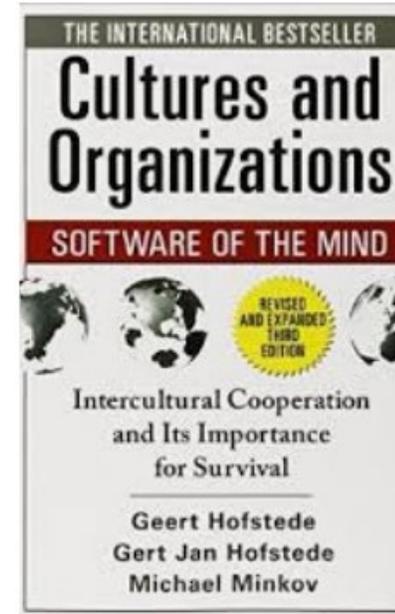
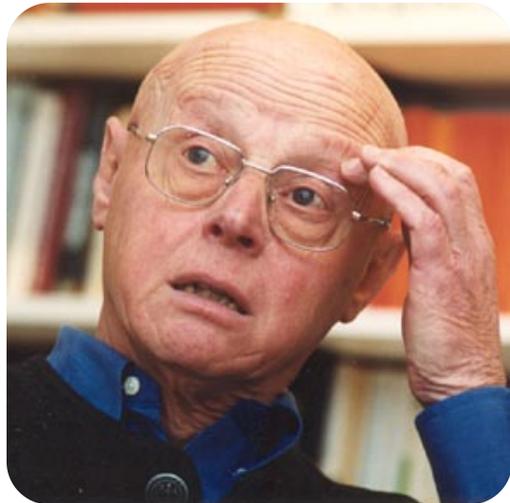
partners, stakeholders, teams

- Different institutional..cultures
(Public, Private, NGO, University etc.)
- Different generational..cultures
- Different digitalisation maturity..
- Different communications..cultures
- EU Funding “language and logic”
- Different national..cultures

Cross-cultural management – leading global projects



Geert Hofstede



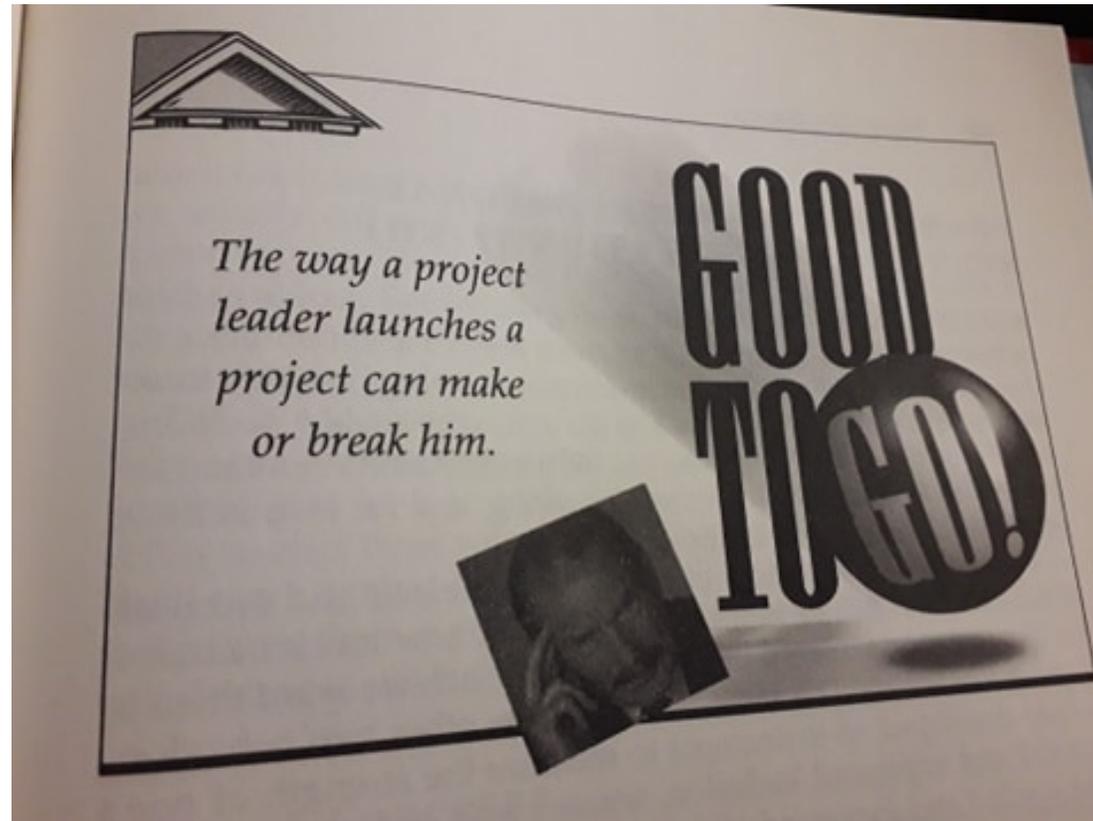
“Culture is more often a source of **conflict** than of **synergy**. Cultural differences are a disappointment at best and often a disaster.”



Some Finnish culture dimension

- Silence
- Calling superior by first name
- Contribution vs status
- Punctuality
- Coffee
- Straightforward communication
- Lapland is not Finland?

Why we need all this?



J.P Lewis Project Leadership

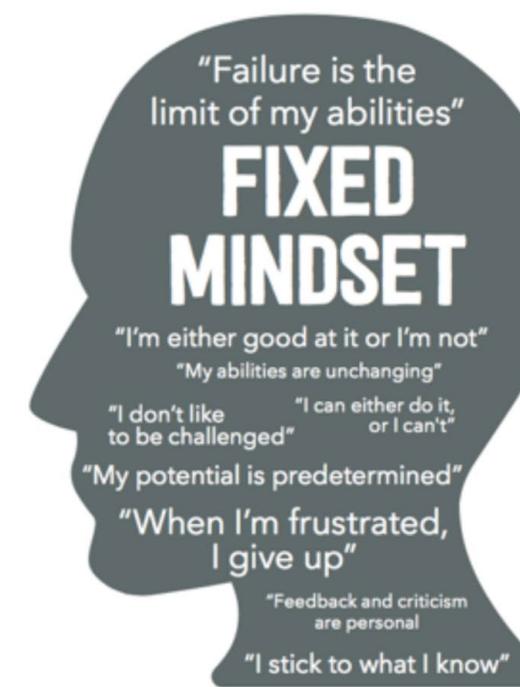
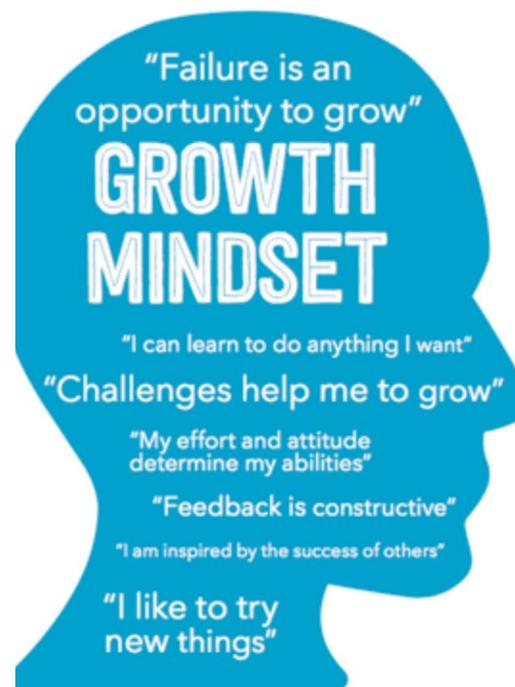


One tip...

PROACTIVE

VS

REACTIVE





Thank you!

Any questions?