

PROJECT TURNAROUND MANAGEMENT

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9 Leadership Principles

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PROJECT TURNAROUND MANAGEMENT

The Compendium



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*... if you are going through hell,
keep going!*

Winston Churchill

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1 **IMPULSE – Consistent Project Management without excuses**

Consequent, sustainable and continuously successful project management – is that even possible? Yes, of course! But only if you as project manager internalise certain things.

Some projects do fail or at least are sometimes going through crisis. Project crisis are extreme situations involving a lot of stress for all participants that require specific actions and skills, especially by the ones leading a team through a project crisis.

Going through project crisis and Turn Around - no matter in what Industry they are happening, whether they are big or small or in what project phase they occur, they do require strong and consistent leadership.

If you are the overall Project or Turnaround Manager, a Stream Lead or a member of a project team: Consistent Leadership is required throughout that stage!

During my career I have met many leaders and have seen many leadership principles and different reactions along the way by people working with those leaders. Based on this experience and influenced by leaders in the field, I derived 8 principals of consistent project management that are critical and important to manage a project through a crisis. However, the following pillars and corner stones apply for leaders in projects in any situation.

- **Passion to Deliver**

As a project manager, but also as a member of a project team, it is essential that your passion to deliver can be perceived and noticed. You have to live your “lust” and “passion to deliver” with your team to deliver the best possible outcome.

Destructiveness, boredom, dullness, disillusion, missing trust and courage will not only affect your own behavior and attitude but also the one of your team. If you are showing that you do not believe in the outcome how should others believe in it?

It's your job to show your passion to deliver, with every cell of your body, a passion that should be perceived by any individual in your environment.

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- **Empathy**

Your dedication, your empathy, your responsiveness for and towards others, addressing peoples fears and needs, recognizing personality types, various ways of thinking and personal interests are crucial for constructive team dynamics and therefore for the overall project. Only with empathy you are in a position to connect with people and be responsive, to address their needs and interests and to communicate with them in a way corresponding to the specific situation. Empathy is the true connection with people and the appropriate way of addressing the needs of people in any situation in any culture.

- **Focus on the Core**

Do focus on the core, do not get disrupted and diluted by anything that might distract you from the core. You are in a position to focus others on the core, away from the details and back to the essentials. That keeps up the focus on the overall objective, the essence and preserves a crisp view.

- **Get into the Details**

In crisis and critical situations as well as for decision making it is essential to immerse into the details. Make sure the details have been explained to you and try to understand them. There are two advantages coming with it: You understand more and more the coherencies, and fundamentals and you are able to dive into the varying depths. But also your team members are being challenged. They understand that you are not just scratching the surface, but, if necessary, you are able to immerse into the details to better understand the coherencies and that you are able to judge and decide in a better way. They will learn to be prepared for your questions and will be geared up for the future.

- **Sense, Reflect, Act**

Sharpen your senses, be alert, observant and awake, watch out.

Each small indicator might be a hint for something important and essential.

Continuously reflect what you have sensed and transform your perception into a specific and relevant action.

Just because of that you will be able to sense early warning signs and movements in your fragile environment and act accordingly.

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- **Be visible**

90 percent of project management is communication. A project manager and stream lead has to be visible, personally involved and proactive and active in personal communication with the team, vendors and partners as well as with stakeholders relevant to the project. A project manager who day in and day in and out sits behind his desk in his office and does not personally communicate with people, is not able to sense, understand and perceive the environment he is in nor to reflect and act appropriately.

- **Walk the Talk**

Let your words follow actions. Do not announce something that you do not stick to, adhere or requested. Do what you said and how you want to be perceived. Do not make any empty promises but stick to what you have promised. No excuses. This is essential for a trustful relationship between you and your project team and project participants.

- **No excuses, don't let your leadership style erode**

You as a leader are the role model for others. Lead and act the same way you expect it from others. Pay attention that your leadership style does not erode and that no behavior patterns sneak in that you need to excuse for.

Be on time, avoid the use of your blackberry or iPhone during meetings, be consistent in your message and the actions you apply.

- **Integrity**

Be aware of your value system and act accordingly. Live in the consciousness of your personal believes, your standards and your ideal and express them in your behavior.

Do not let your behavior, your inner values and principles being influenced by threats, temptations or any influences from the outside. Stick to them and act accordingly.

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Project management does not consist only of methods and tools – they are a means to an end and do provide structure. Social competence and Mind-set are essential and described in many books. From my view how ever, the combination of knowledge about methods and tools, technical and functional skills, as well as social skills and personal mindset is what makes successful project management.

This approach that has to be shaped and sharpened by experience, collaboration, interaction and exchange with others as well as constant reflection of lessons learned.

Find your way, obey the pillars above and the success will follow.

The above can be summarized in the following quote:

*Live Consistent Project Management without excuses
and the results, the delivery and ultimately the success will follow.*

Go, apply and live it.

