

# Addressing Project Fatigue – Re-energising the Senior Project Leadership Team



## Square Peg Support

As the project timescales continued to be very tight, we needed an approach that would be highly time-efficient. This involved:

**Preparing to take time out** - As the year drew to a close we conducted confidential 360° feedback interviews with 20 of Pioneer’s key leaders. We then collated and synthesised the findings and held a second round of individual meetings at which we presented each leader with a consolidated view of how they were perceived by their peers. In addition, each participant was invited to complete two light-touch psychometric instruments designed to highlight their default styles in decision making and leadership. We collated the findings from these instruments to develop overall leadership team-level profiles.

**A focused one-day time out**– We then designed and facilitated a one-day, New Year, Senior Leadership Kick-off session which focused on the ‘dynamics’ of the Pioneer leadership team and the operational ‘mechanics’ required to move the project to a successful conclusion.

- *The Dynamics of Pioneer Leadership* – each leader took the floor to summarize the feedback they had received and respond with their individual behaviour commitments to the team. These were captured along with personal project accountabilities very visibly on flipcharts bearing each individual’s photograph. In addition we presented to the team the consolidated psychometric findings, discussing the issues and opportunities suggested by the team-level profiles.
- *The Mechanics of Pioneer Leadership* – We then presented back to the group the information gleaned in pre-work regarding the routines and disciplines to benefit the team and the project over the coming months. The team collectively agreed to changes for immediate implementation.

## Result

As a result of this approach, participants went on-record with commitments to adjust individual behaviours, thus opening the door for colleagues to challenge them over the coming months. In addition they thought through the implications of the new year plan with regard to accountabilities and interdependencies and committed to revised management routines to achieve their collective goals.

## The Challenge

With the separation of Birds Eye Iglo Group (BEIG) from Unilever, the business had to re-platform all its activity from telephony to reporting, across eight European countries. The project, known as Pioneer was change at every level of the organisation.

At the end of the year Team Pioneer had been working flat-out for some nine months and project fatigue was starting to make itself felt.

Prior to the start of the new year, leaders needed an opportunity to take “time out” to identify what they needed to do differently both personally and collectively for the successful implementation of Pioneer.

Our objective was to provide a process which nipped ‘unhelpful behaviour’ in the bud whilst re-energising and re-engaging the team.