

MANAGING & LEADING

Your **PROJECT** Effectively⁺

Thursday, June 11, 2020



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We used to measure project success with **OTOBOS**...
no delay (**on time**),
no budget overrun (**on budget**),
no gap in scope of work (**on scope**)
of the project completion.

Today's **new normal** suggests there are other things to measure, such as **ethics, health, safety**, and stakeholders' **engagement**, now more than ever...
we need **PROJECT RESILIENCE!**

Therefore, in order to be successful, a **PROJECT MANAGER** cannot rely on technical skills alone.

WHY

project management alone is not adequate

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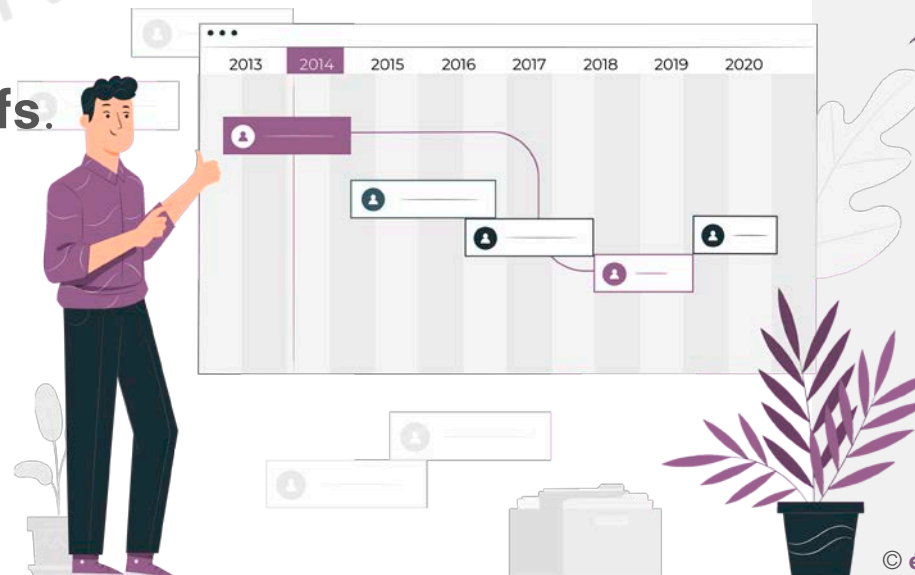


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Many **professionals** invest their money, time, and energy to **learn, hone skills, and establish credibility** in **PROJECT MANAGEMENT**.

Here is a partial list of the **project management capabilities**, they wish to master:

- **Plan** dan **control** projects;
- **Devise** project **schedule**;
- **Deploy** project **activities** and **tasks**;
- **Manage** project **resources**;
- **Control** project **budget**;
- **Monitor** project **progress** and the **quality** of the **deliverables**;
- **Handover** project **deliverables**;
- **Obtain** project **completion sign-offs**.



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Many **professionals** consider **MANAGING** PROJECTS make them stand out from the crowd.

Characteristics of a **project**:

- has **strategic value**;
- yields **breakthrough results**;
- has **significant impact** on performance;
- deals with **large sum** of investment;
- has a clear **beginning** and an **ending**;
- is **non-routine**;
- gives a **wide-variety** of (new) exposures;
- offers **challenging experiences**;
- yields easily **identifiable accomplishments**.



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However, those **expectations** could be met **only** when you **complete** your PR🕒JECT **successfully**.

Unfortunately, mastering the **science** of **project management** **does not guarantee** project success.

A **key indicator** of a **successful** project
→ **satisfied** project **stakeholders**.



Unsatisfied project stakeholders
almost always **converted**
into project **failures**.



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Why the **science** of PROJECT MANAGEMENT **alone** is **not sufficient** to achieve project objectives and produce desired project outcomes?

What could possibly **still missing**?

Something
is **WRONG!**?



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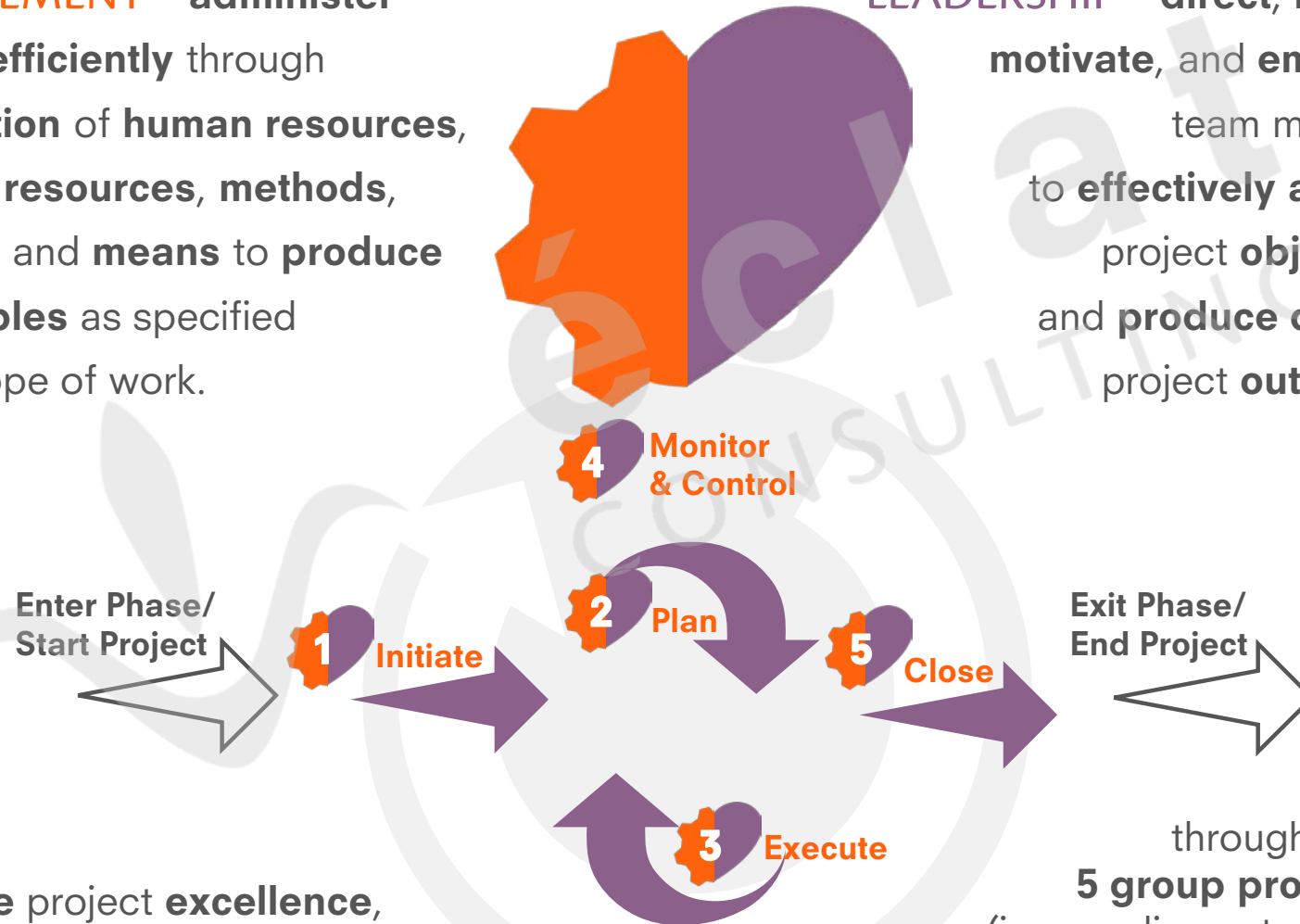
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What must complement **science** of PROJECT **MANAGEMENT** to ensure project **excellence**?

MANAGEMENT – administer projects **efficiently** through **mobilization** of **human resources**, **financial resources**, **methods**, **facilities**, and **means** to **produce deliverables** as specified in the scope of work.

LEADERSHIP – **direct**, **inspire**, **motivate**, and **empower** team members to **effectively achieve** project **objectives** and **produce desired** project **outcomes**.



To **ensure** project **excellence**, one must practice PROJECT **MANAGEMENT** & **LEADERSHIP**...

throughout the **5 group processes** (in compliance to **6th Ed.**, **PMI Body of Knowledge**)



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6th Edition of PMI Body of Knowledge has established definitions for each of the 5 GROUP PROCESSES, as follows:



Initiating

A process established to **define** the **project** (or a new phase of an existing project) which **authorizes** the project to commence.



Planning

A process established to **determine** the project's **scope** (**what is and what is not**), **refining** the **objectives** and **formulating** required **actions** to achieve agreed objectives.



Executing

A process needed to **complete** the **work**, as designed during the project planning phase, to fulfil its **specifications**.



Monitoring & Controlling

A process established to **monitor**, **evaluate**, and **control** the project's progress and achievements; **identifying** various **gaps** to the initial plan, and **initiating changes** as required.



Closing

A process conducted to **conclude** all project activities in order to **formally sign-off** all **contractual obligations**.



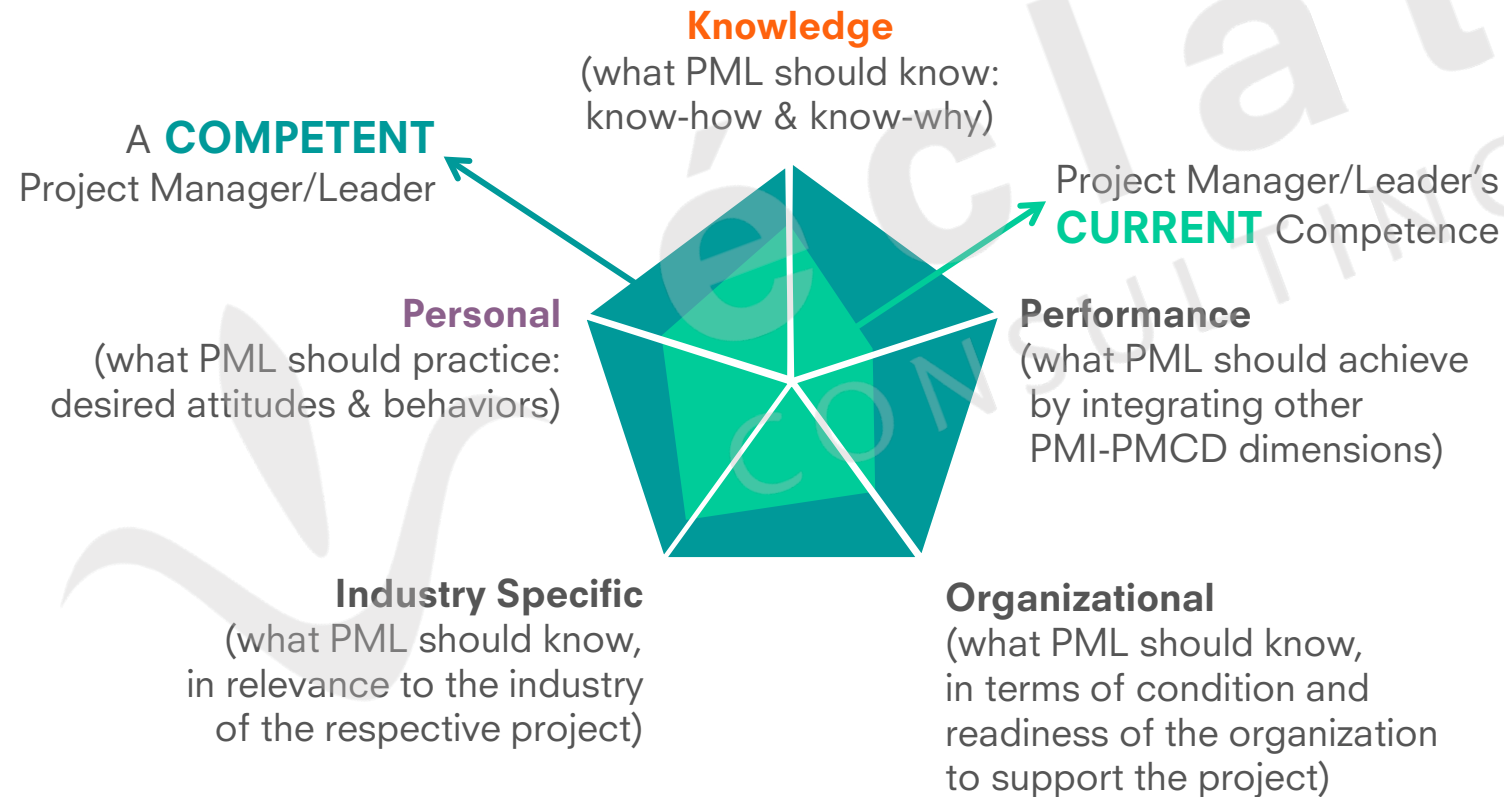
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PMI-PMCD (PM Competency Development) Framework suggests 5 competency areas for development of PROJECT MANAGEMENT and PROJECT LEADERSHIP skills.



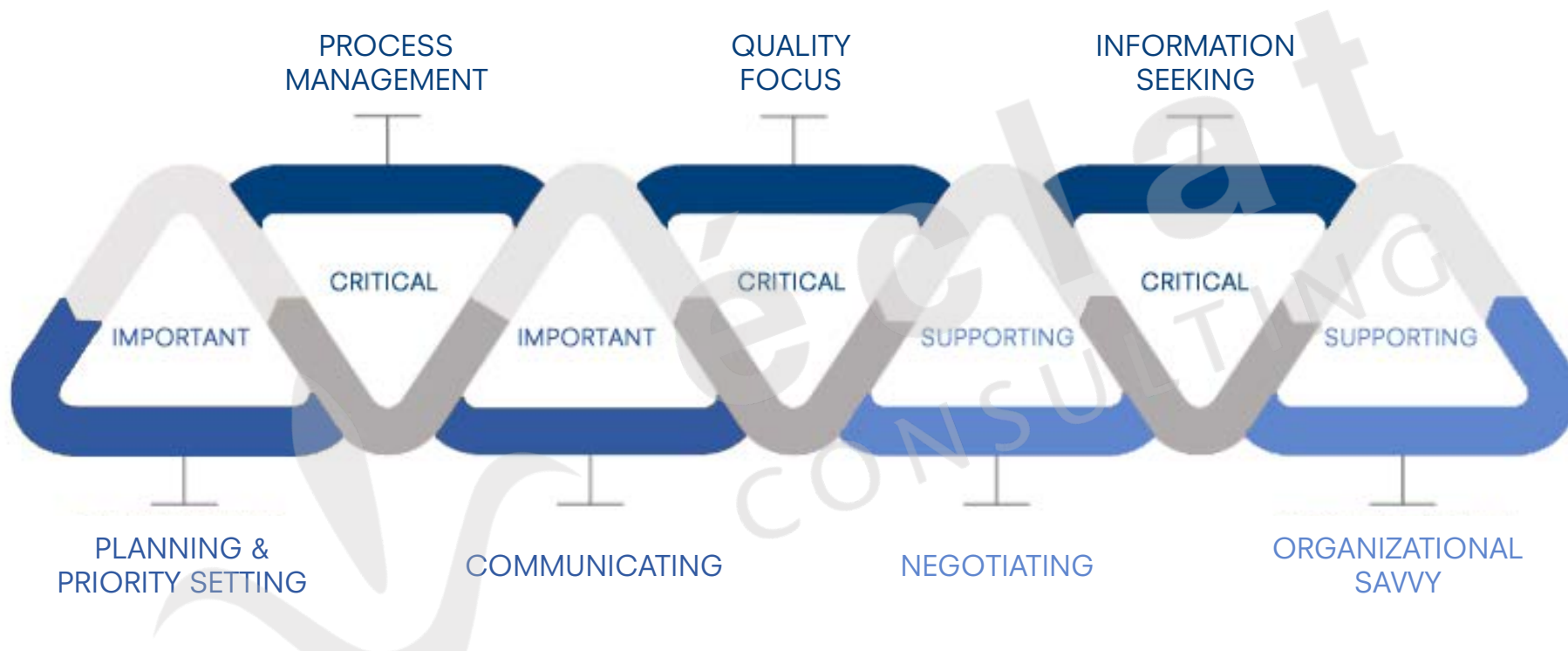
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Korn Ferry has developed **standard competencies** for **PROJECT MANAGEMENT & LEADERSHIP**, aligned with **PMI-PMCD's Personal** competency dimension.



éclat CONSULTING is in partnership with **CALIPER**, in providing the **personality** and **competency assessment** tool, based on Korn Ferry's model.

The Validity Relevance criteria for **PROJECT MANAGEMENT & LEADERSHIP** is **CALIPER's** highest: **.68 (way above the industry standard)**. This means **more than 46% chance** of **success** is **affected** (can be determined) from the **portrait's fitness** as a PML.



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In summary, relying on your **Project Management Professional** certification **alone**, is **not sufficient**. You need to master both **PROJECT MANAGEMENT & LEADERSHIP**.



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We must identify **common pitfalls** in today's **new normal**, that may get in your way in completing your projects successfully.

Then, you need to **balance** the **science** of PROJECT MANAGEMENT & the **art** of PROJECT LEADERSHIP.

Mastering this holistic approach of **aligning the strengths** of your **project resources** shall distinct yourself from the crowd.

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WHAT

common pitfalls to remedy in most projects

HOW

to distinct yourself by demonstrating project mastery



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PROJECT MANAGEMENT & LEADERSHIP CRITICAL, IMPORTANT, and SUPPORTING competencies measured by CALIPER.

CALIPER COMPETENCY DEFINITIONS

CRITICAL Competencies

1. PROCESS MANAGEMENT

ability to **systematically make workflows** more **effective & efficient**, and **analytically adapt** to an **everchanging environment**.

2. QUALITY FOCUS

ability to ensure all relevant **work (activities and tasks) performed** by designated parties **with excellence** and **to high standards** for quality & integrity.

3. INFORMATION SEEKING

ability to **acquire data and information** by pressing for facts, resolving discrepancies, and making sense of **relevant issues in the past, at present, or in upcoming future**.

IMPORTANT Competencies

4. PLANNING & PRIORITY SETTING

ability to **set priorities, identify processes**, and **formulate actions** to **achieve an objective** by determining accountabilities, time frames, standards, review stages, and contingencies.

5. COMMUNICATING

ability to **provide** required **information** in a **concise, direct, and clear manner** by perceiving how the message is received and understood by the receiver.

SUPPORTING Competencies

6. NEGOTIATING

the ability to **identify key bargaining points** for all parties and **work effectively towards win-win solutions**.

7. ORGANIZATION SAVVY

the ability to **gather** and **accurately assess information** related to the **organization's formal and informal communication channels** and **power relationships**.

HOW

to distinct yourself
by demonstrating
project mastery



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PROJECT MANAGEMENT & LEADERSHIP CRITICAL, IMPORTANT, and SUPPORTING competencies measured by CALIPER.

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1. PROCESS MANAGEMENT

[1] Determines the necessary processes to accomplish goals

[2] Analyzes & restructures tasks as needed in order to create an efficient workflow

[3] Recognizes opportunities for synergy and integration

[4] Develops systems for designing and measuring work processes

[5] Aims to reduce process inefficiencies

Section 1
PRACTICE by CALIPER COMPETENCY

- Abstract Reasoning
- Thoroughness
- Urgency
- Self-Structure
- External Structure
- Flexibility
- Accommodation

NOTE:

CRITICAL Competencies	• Task-focus Practices	Supporting Attributes
IMPORTANT Competencies	• People-sensitive Practices	Inhibiting Attributes
SUPPORTING Competencies		

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2. PLANNING

PROCESS MANAGEMENT

[1] Determines the necessary processes to accomplish goals

[4] Develops systems for designing and measuring work processes

[5] Aims to reduce process inefficiencies

QUALITY FOCUS

[1] Reviews all work to ensure completeness and accuracy

[3] Utilizes best practices to ensure that work outcomes reflect high standards for quality

INFORMATION SEEKING

[1] Leverages experts and other key individuals as important sources of information

[4] Gathers all information needed to make informed recommendations

PLANNING & PRIORITY SETTING

[1] Breaks down work into specific tasks

[2] Thinks through what is needed to meet goals in terms of people and time frames

[3] Accounts for interim milestones, objectives, and deadlines when setting long-term priorities

COMMUNICATING

[1] Readily shares information with the appropriate people in a timely manner

[2] Communicates information in a well-considered manner

NEGOTIATING

[1] Collects, analyzes, and organizes relevant information to support selected approach

[2] Capitalizes on opportunities to gain commitment during a negotiation

[3] Promotes give-and-take conversation to find common ground

ORGANIZATION SAVVY

[1] Identifies key decision makers and influencers

[5] Moves fluidly between all levels of the organization in order to build wide support for ideas and plans

Section 2
PROJECT MANAGEMENT Process

NOTE:

CRITICAL COMPETENCIES	• Task-focus Practices
IMPORTANT COMPETENCIES	• People-sensitive Practices
SUPPORTING COMPETENCIES	

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Tips:
viewers may contact our admin for the booklet.



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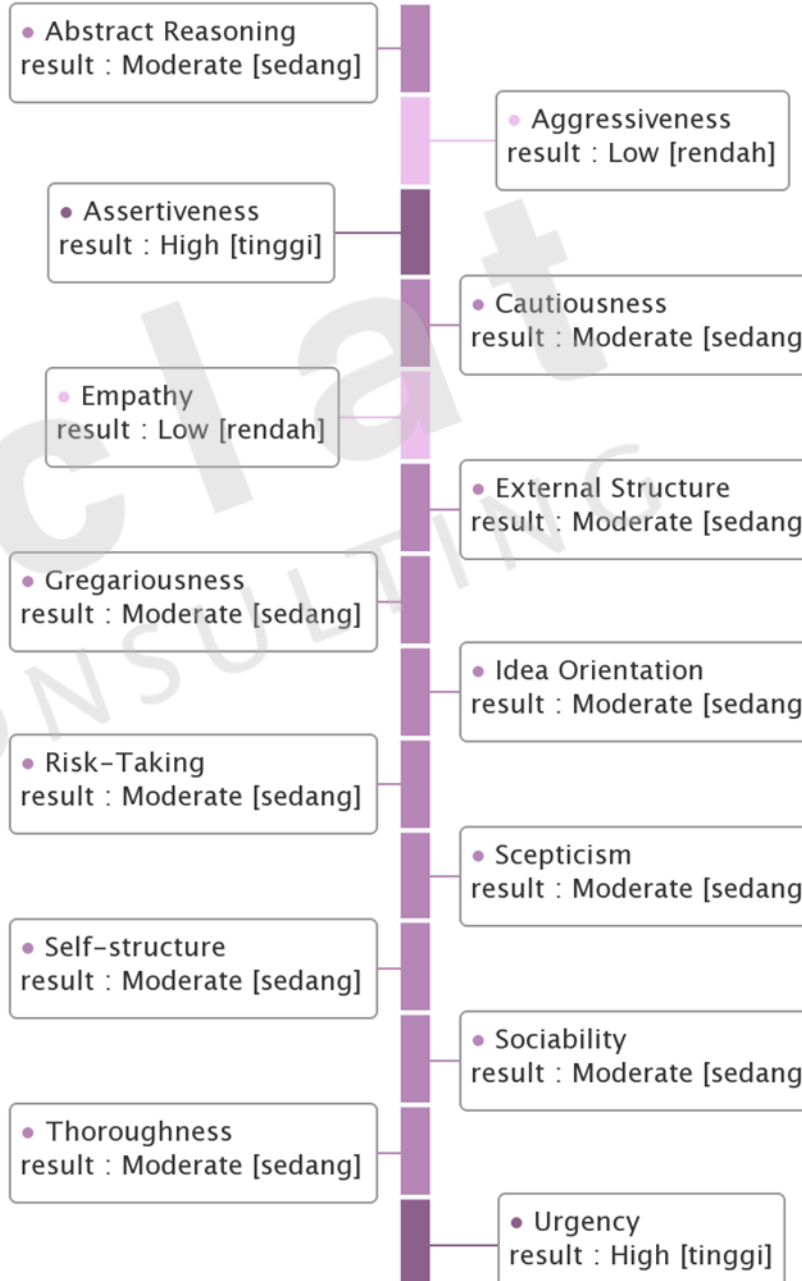
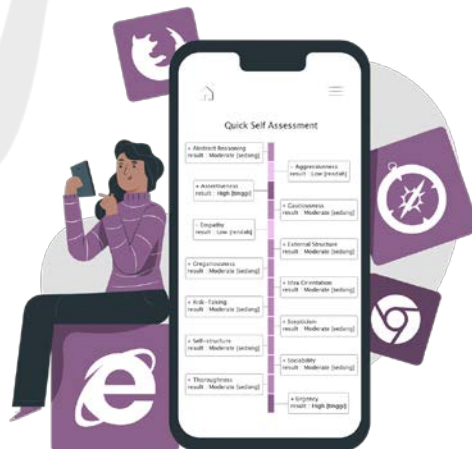


Quick Self Assessment



Go to: <http://avis.eclat-consulting.com/index/begin/session/318/uid/703179>

See booklet for instructions on how to conduct quick self-assessment.



Tips:
Save **username & password**
to **download** your traits!



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Let's discover PROJECT common challenges we face in today's new normal through these case studies:

CASE STUDY 1:

Telecommunication Company

- Market **demand** is **favorable** (remote working, learning, worshipping);
- **Greenlight** from government **to operate/ support video-conferencing** etc.
- **Supply chain** is **unfavorable**: (component manufacturers stopped ops.);
- **Resources** choose **health/safety** over **income**;
- Potential **revenues** vs. **resources availability**;
- **Opportunities** vs. **availability** of **components**.



CASE STUDY 2:

Building Construction company

- Capital **investment intensive**;
- Project **activities** are **put on hold**: gov't policies, supply chain issues, PSBB (territorial zone restrictions)
- **Terminate** contract vs. **idle workers** and/or **dealing** with **penalties**, etc.
- **Financial** and **risks analysis** vs. **communicating** strategic **decisions** to stakeholders.



WHAT
common pitfalls to remedy
in most projects



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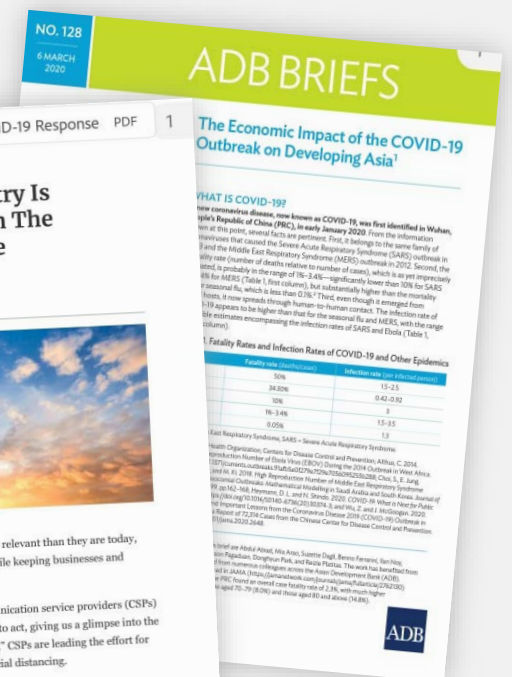
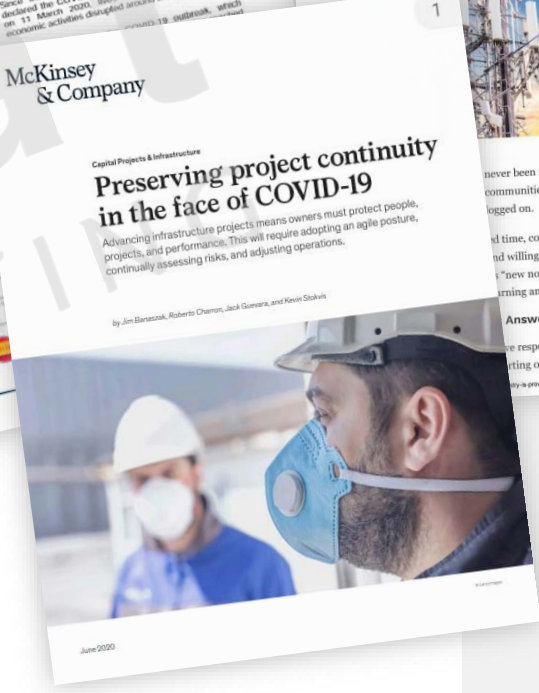
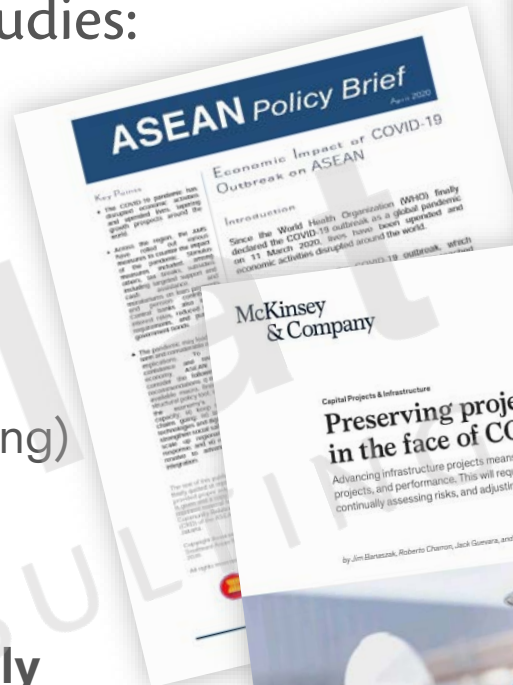
Let's discover PROJECT common challenges we face in today's new normal through these case studies:

COMMON CHALLENGES:

1. Problem-solving
(analytical & creative thinking)
decision-making
(decisiveness) **capability;**

2. Communicating effectively
(engaging stakeholders:
Clients, sponsor, team;
win-win mindset);

3. Building high-performing team
(teaming & team building,
remote working collaboration,
synergizing).



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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY

Common pitfalls of **problem-solving** and **decision-making capability** issues in project management:

- ✚ **Lack of** exercising the **rational (analytical)** problem-solving and decision-making **process**;
- ✚ **Lack of** exercising **creative thinking** approach;
- ✚ Making decisions **too quickly** due to **little** or **no** proper **risk analysis**;
- ✚ Being **indecisive** due to **analysis paralysis**.



WHAT
common pitfalls to remedy
in most projects



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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY



⚙️ Information Seeking [2]

Uncovers relevant information to make accurate judgments and sound decisions

Analyze the Root Cause

Rational problem solving & decision-making process:

- ⚙️ Define the problem;
- ⚙️ Analyze the root cause;
- ⚙️ Formulate options;
- ⚙️ Set decision criteria;
- ⚙️ Explore pros & cons;
- ⚙️ Implement and monitor.

Problem Statement:
"The car **cannot start**"

1st Why: The battery is dead.

2nd Why: The alternator is not working.

3rd Why: The alternator belt has broken.

4th Why: The alternator belt was well beyond its useful service life and never replaced.

5th Why: The car was **not maintained according** to scheduled **service schedule**.

5
Whys



On the **5th WHY**,
ask: "**why the process fails**"

HOW

to distinct yourself
by demonstrating
project mastery



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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY



⚙️ Information Seeking [2]

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Set Decision Criteria

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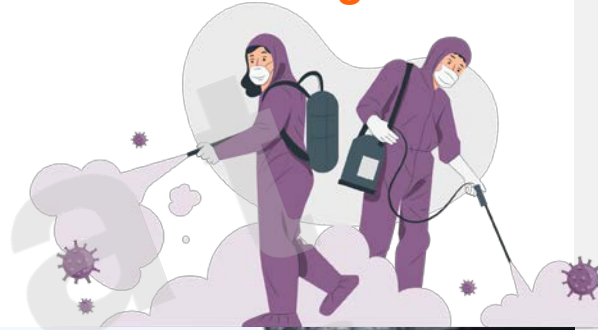


PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY



Manage Risk



⚙️ Quality Focus [3]

Utilizes best practices to ensure that work outcomes reflect high standards for quality

⚙️ Information Seeking [1]

Leverages experts and other key individuals as important sources of information

“A **smart person** will **give** you **smart answers**, but a **wise person** will **ask** you **smart questions**.”

- Anonymous -

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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY

- ♥ **Planning & Priority Setting [4]**
Coordinates resources to accomplish goals
- ♥ **Information Seeking [3]**
Asks insightful questions of others in order to gain deeper understanding of issues

Creative Thinking with
Systems Thinking Approach



Quiz



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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY

♥ Information Seeking [3]

Asks insightful questions of others in order to gain deeper understanding of issues

Ask the Right Questions,
the Right Way



"Your **QUESTION** will determine the **solution!!!**"



Alternative A:
"How can we **make sure** to **always** achieve our **target?**"

Group B:

"How can we **improve performance** to **grow** our **current achievement?**"

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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY

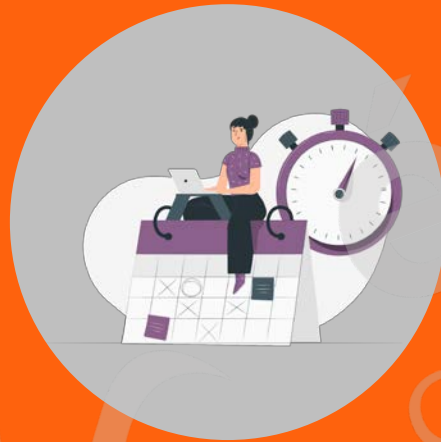
♥ Information Seeking [3]

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Ask the Right Questions,
the Right Way



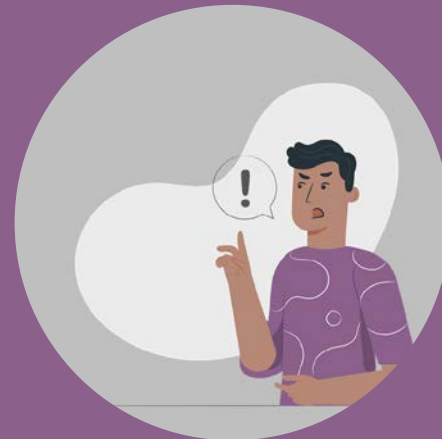
the time of
asking questions



the method of
asking questions



the mood
of the source
of information



the attitude
of the
information seeker



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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY

♥ Quality Focus [5]

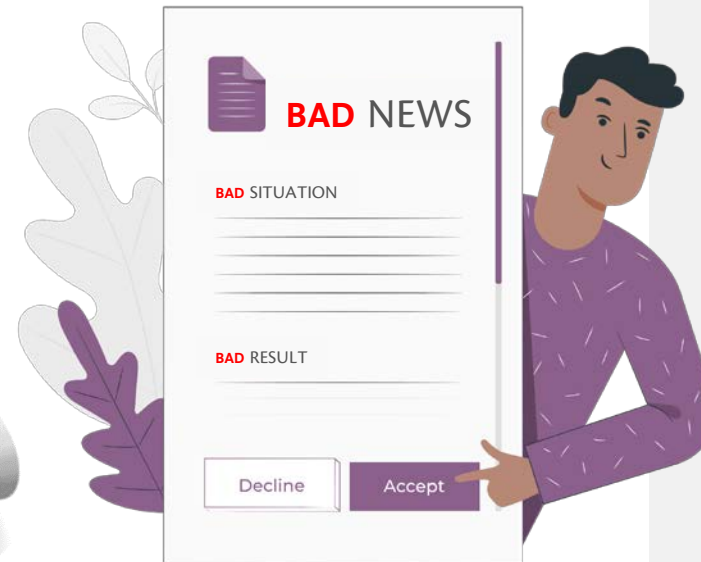
Reviews own mistakes to prevent similar ones in the future



Welcome Bad News

Everybody loves **GOOD NEWS**.

However, **when** you are part of a **project team...**
no news is worse than **bad news!**



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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY

♥ Information Seeking [5]

Takes the required action to resolve information gaps



Ensure Timely Decision-making

3 Principles of decision-making:



Minimize **risk**



Ensure **sustainability**



Maximize **leverage**

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PROJECT MANAGEMENT challenges:

#1 PROBLEM-SOLVING and DECISION-MAKING CAPABILITY

♥ Information Seeking [5]

Takes the required action to resolve information gaps

Ensure Timely Decision-making



4 Types of decision-making:



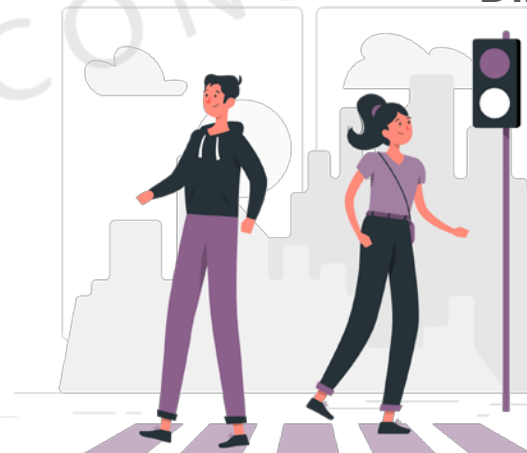
Rational decision-making



Dilemmatic/Emotional decision-making



Habitual/Intuitive decision-making



Recipe/Prescribed decision-making

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PROJECT MANAGEMENT challenges:

#2 COMMUNICATING EFFECTIVELY

Common pitfalls of **communicating effectively** issues in project management:

- 🔧 **Lack of** sense of **urgency** in **managing information**;
- 🔧 **Failure** in taking advantage of available **communication channels**;
- 🔧 **Not enough** efforts in **engaging stakeholder**:
 - ensuring **productive dialogue**;
 - practicing **active/empathetic listening**;
 - becoming more **assertive** in **conversations**;
- 🔧 **Too quickly** in taking the **compromising** approach, **instead of** pursuing a **win-win** solution.



WHAT
common pitfalls to remedy
in most projects



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PROJECT MANAGEMENT challenges:

#2 COMMUNICATING EFFECTIVELY

⚙️ Communicating [4]

Makes the topic accessible to the audience

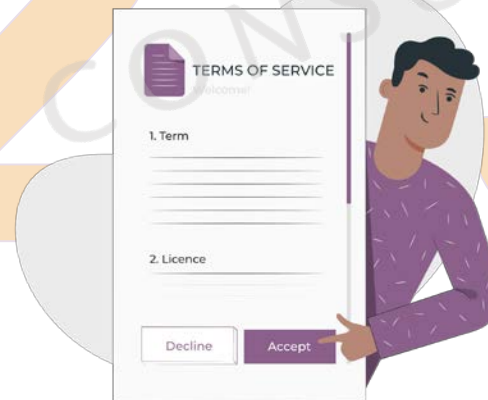


Managing Information

3 Types of Meeting



Review meeting
(progress monitoring,
decision-making)



Working meeting
(problem-solving)



Celebration meeting
(kindling team spirits)

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PROJECT MANAGEMENT challenges:

#2 COMMUNICATING EFFECTIVELY

⚙️ Communicating [4]

Makes the topic accessible to the audience



Managing Information

Types of Information:

Private & Confidential

(limited target/internal) Information

- ⚙️ Need-to-know basis only
- ⚙️ How to **monitor/control**?
- ⚙️ What is **at risk** if it leaks **externally**?

Sensitive (personal) Information

- ⚙️ Usually delivered in **one-on-one** mode
- ⚙️ Who is **responsible**?
- ⚙️ Where is it **stored**?
- ⚙️ How is it **secured**??

Public Information

- ⚙️ How soon it **reaches** the **recipients**?
- ⚙️ How can **recipients access** it?
- ⚙️ How to ensure **accuracy** of **interpretation**?



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PROJECT MANAGEMENT challenges:

#2 COMMUNICATING EFFECTIVELY



⚙️ Communicating [4]

Makes the topic accessible to the audience

Managing Communication Channel

Modes of Interaction:

One on One

- ⚙️ Individual **coaching**
- ⚙️ Performance **feedback**
- ⚙️ **Sensitive/confidential** information



Format of Interaction:

Formal

- ⚙️ business-related
- ⚙️ e-mails, letters
- ⚙️ **mandatory**
- meeting minutes
- business attire



One to Many

- ⚙️ Group **coaching**
- ⚙️ Achievement **recognition**
- ⚙️ **Coordination** meeting
- ⚙️ **Public** information



Informal

- ⚙️ personal chit-chat
- ⚙️ WhatsApp
- ⚙️ notes **non-mandatory**
- smart casual/
casual



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#2 COMMUNICATING EFFECTIVELY

♥ Communicating [3]

Maintains a constructive, open dialogue with others

Engaging Stakeholders: Productive Dialogue



"In **true dialogue**, both sides are willing to change."
- Thich Nhat Hanh

Status	Dialogue Mechanism
♥	Idea Autocracy
♥	Idea Democracy
♥	Idea Meritocracy



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#2 COMMUNICATING EFFECTIVELY

- ♥ **Communicating [3]**
Maintains a constructive,
open dialogue with others

Engaging Stakeholders:
Active/Empathetic Listening



LISTEN = TING 聽

Ear
→ hear

Ten
→ be present

Eye
→ see

One
→ focus
(undivided attention)

Heart
→ feel

King
→ treat with respect



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PROJECT MANAGEMENT challenges:

#2 COMMUNICATING EFFECTIVELY

- ♥ **Communicating [5]**
Communicates assertively



**Engaging Stakeholders:
Assertive Communication**

How do you **communicate** with others?



AGRESSIVE



ASSERTIVE



PASSIVE

Ability to **communicate** our **needs, feelings, & thoughts**,
without disrespecting other people's feelings & rights.

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PROJECT MANAGEMENT challenges:

#2 COMMUNICATING EFFECTIVELY

♥ Negotiating [3]

Promotes give-and-take conversation to find common ground



Win-win Negotiation



1 Listen to the needs of the other party

2 Convey your needs to the other party

3 Assure, **do not assume**

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PROJECT MANAGEMENT challenges:

#3 BUILDING HIGH-PERFORMING TEAM

Common pitfalls of **communicating effectively** issues in project management:

- ✦ **Failure** in **identifying** and/or **anticipating** how to **manage** and **lead** team throughout the **forming, storming, norming, performing, adjourning** stages.
- ✦ **Not enough** initiatives **ensuring** the **team** is **agile** and **solid**:
 - developing **teaming** skills;
 - conducting **team building**;
- ✦ **Failure** in **formulating shared values** of practicing **mutual respect** and **trust** amongst the team.



WHAT
common pitfalls to remedy
in most projects



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PROJECT MANAGEMENT challenges:

#3 BUILDING HIGH-PERFORMING TEAM



⚙️ Process Management [5]

Aims to reduce process inefficiencies

⚙️ Negotiating [5]

Evaluates the outcome of the negotiation and determines further action to be taken

TEAM
EFFECTIVENESS

Refocus on Goals

Performing



Adjourning

Norming



Storming Situation

- ⚙️ Members may compete for status, or acceptance, or ideas;
- ⚙️ Members have different opinions on how to get things done.

Storming stage of a High-performing Team is short-lived.

Forming



Storming

PML Roles

- ⚙️ Redirect focus and attention to achieve goals and objectives;
- ⚙️ Establish team norms to pay attention to and ensure compliance throughout the project life.

TEAM
STAGES



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PROJECT MANAGEMENT challenges:

#3 BUILDING HIGH-PERFORMING TEAM

♥ Communicating [1]

Readily shares information with the appropriate people in a timely manner

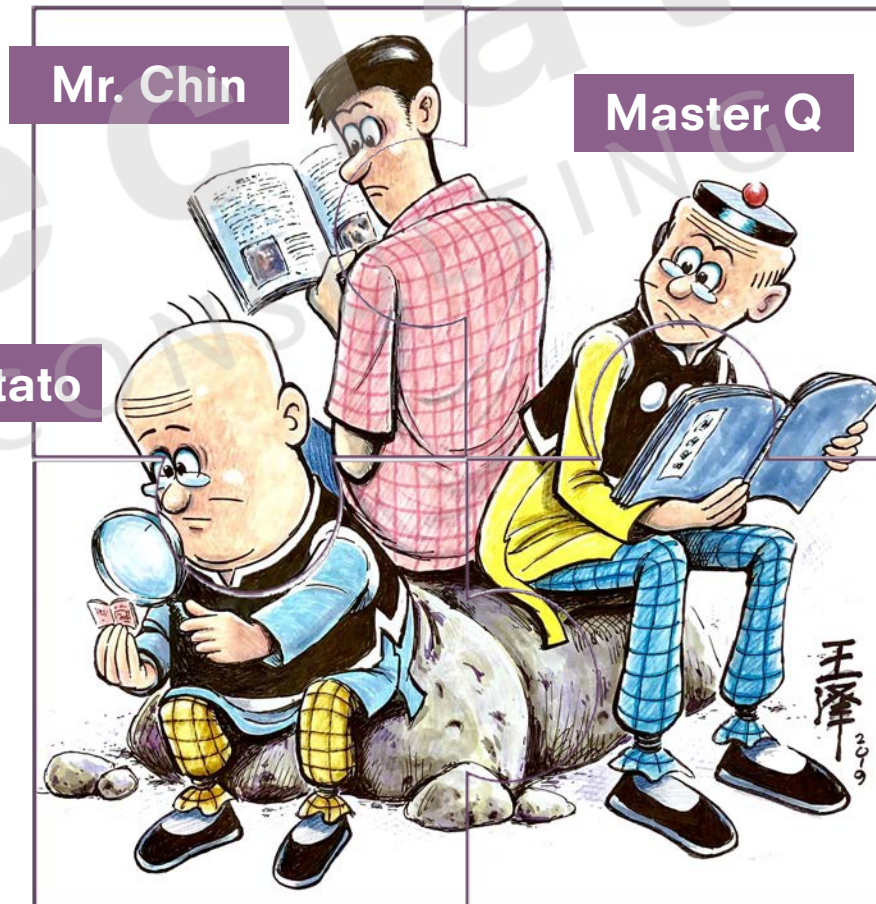
♥ Process Management [3]

Recognizes opportunities for synergy and integration



Teaming &
Team-Building

Social Experiment: AGILE STORYTELLING



HOW

to distinct yourself
by demonstrating
project mastery



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PROJECT MANAGEMENT challenges:

#3 BUILDING HIGH-PERFORMING TEAM

♥ Planning & Priority Setting [2]

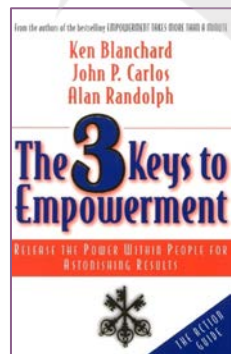
Thinks through what is needed to meet goals in terms of people and time frames

♥ Organizational Savvy [5]

Moves fluidly between all levels of the organization in order to build wide support for ideas and plans



“There is **no success** *without teamwork*
There is **no teamwork** *without friendship*
There is **no friendship** *without trust*
There is **no trust** *without integrity.*”
- Dee Hock, ex-CEO VISA



Ken Blanchard: “3 Keys to EMPOWERMENT”

- ♥ Share **information**;
- ♥ Create **autonomy** through **boundaries**;
- ♥ Replace the old hierarchy with **self-directed individuals** and **teams**.



Remote Collaboration through Mutual Trust & Respect

“**Work is something you do, not a place you go to**”
- anonymous



HOW

to distinct yourself by demonstrating project mastery



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In summary, to distinct yourself from the crowd, you need to master PROJECT **MANAGEMENT** & **LEADERSHIP** by ensuring **effective dynamics** in your **project team**.

In order to attain **effective team dynamics**, you need to pay attention to the development of these **3 types** of **processes** in your project team:

- 🔧 **Technical** process;
- 🔧 **Rational** and **Creative** Thinking processes;
- 🔧 **Interpersonal** processes, by developing:
 - **listening** and **clarifying** skills;
 - **differing** and **confronting** skills;
 - **supporting** and **building** skills.



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