



MEC-E3001

pdp

PRODUCT DEVELOPMENT
PROJECT

A”

Aalto University
Design Factory



LEADING PROJECTS

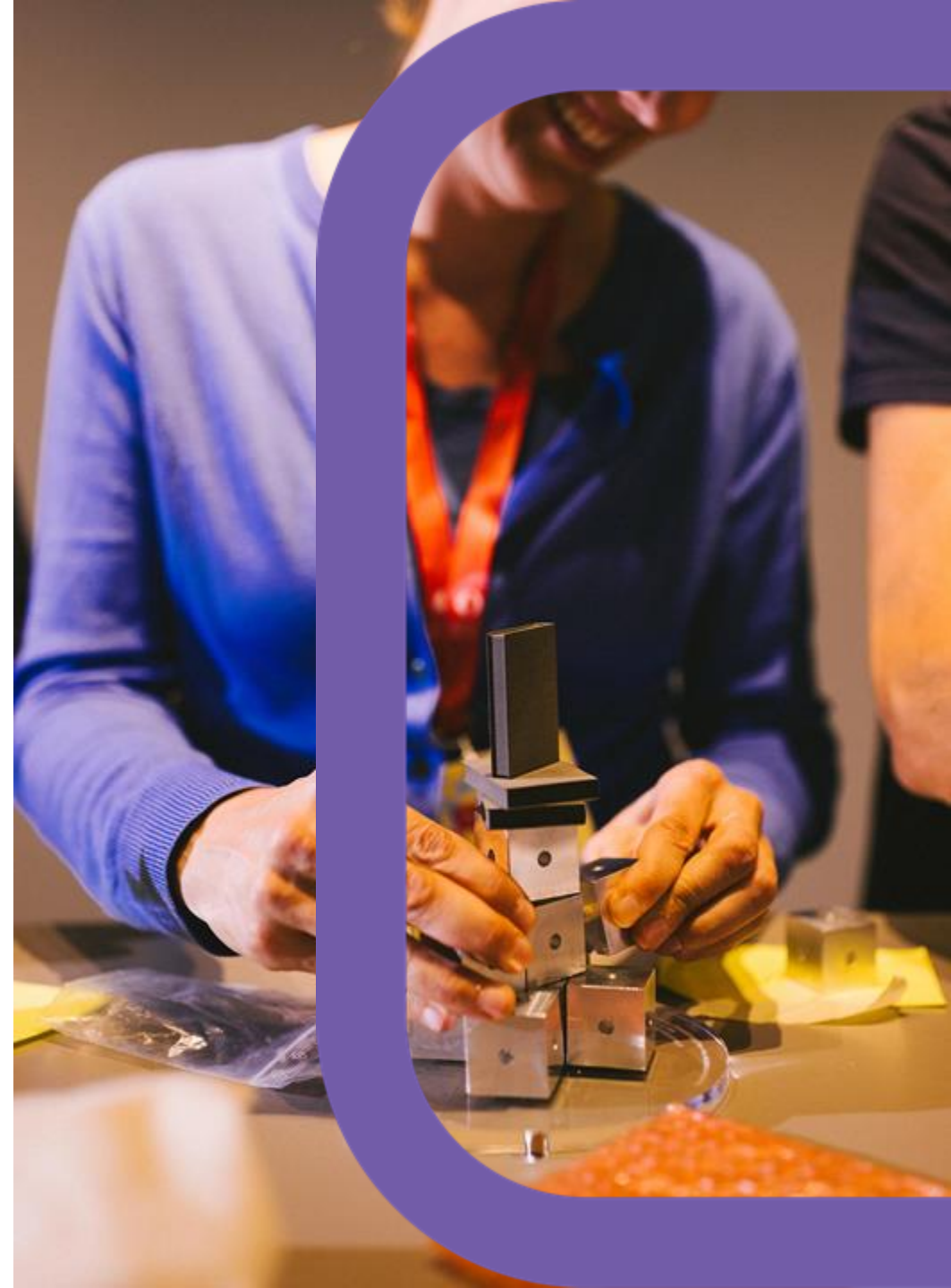
Leading the work and leading the people

Task-oriented activities

- Target the project work
- Defining, planning and coordinating (tasks, roles, communication, ...). monitoring and providing feedback, supporting decision making

People-oriented activities

- Target the feelings and attitudes of the project members
- Creating a climate of trust, motivating participation, inspiring, tackling interpersonal conflicts, supporting team members



What PDP PMs actually do

Provide structural support

- Clarifying roles and setting goals
- Time management
- Documenting and monitoring work
- Establishing ways of working
- Making minor and final decisions

Coordinate and act as a link

- Coordinating the whole
- Accommodating to diversity
- Acting as an interface between the team and other stakeholders
- Solving interpersonal issues and acting as a mediator

Empower the team

- Activating team members
- Providing autonomy
- Dispersing decision making

Encourage and provide social support

- Encouraging exploration
- Creating an open and trustful atmosphere
- Being present and available
- Showing concern and appreciation
- Minimizing fear of failure
- Providing positive feedback and recognition

+ Contribute to the development work

What PDP PMs actually do

What do you think would come easy for you? What would need more of an effort?



Provide structural support

- Clarifying roles and setting goals
- Time management
- Documenting and monitoring work
- Establishing ways of working
- Making minor and final decisions

Coordinate and act as a link

- Coordinating the whole
- Accommodating to diversity
- Acting as an interface between the team and other stakeholders
- Solving interpersonal issues and acting as a mediator

Empower the team

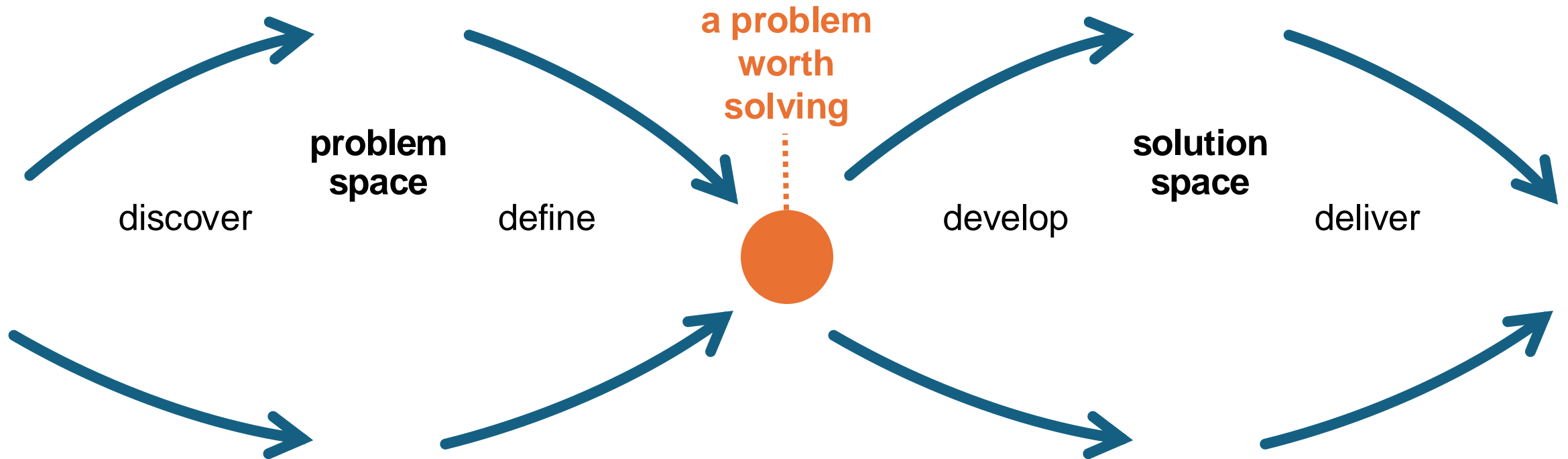
- Activating team members
- Providing autonomy
- Dispersing decision making

Encourage and provide social support

- Encouraging exploration
- Creating an open and trustful atmosphere
- Being present and available
- Showing concern and appreciation
- Minimizing fear of failure
- Providing positive feedback and recognition

+ Contribute to the development work

Double diamond

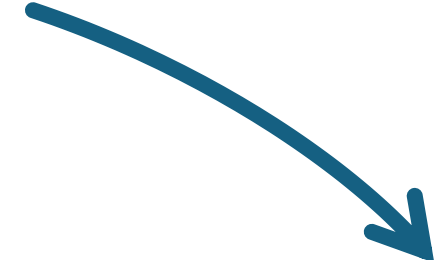


diverging

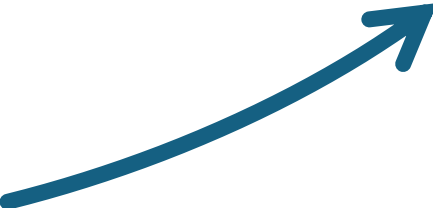
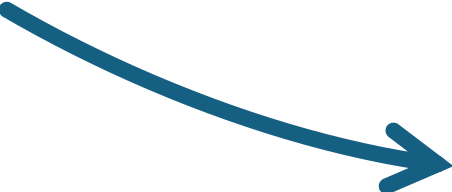
converging



create
choices

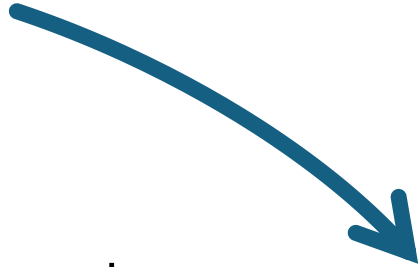


make
choices



diverging

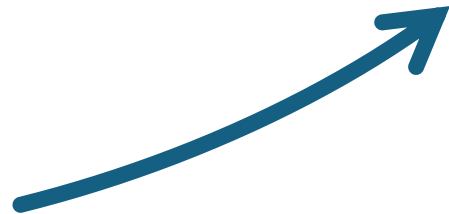
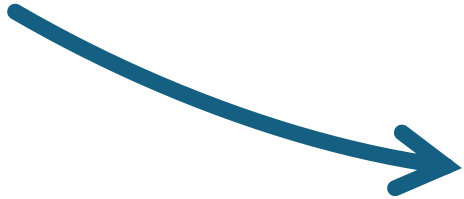
converging



create
choices

groan
zone

make
choices

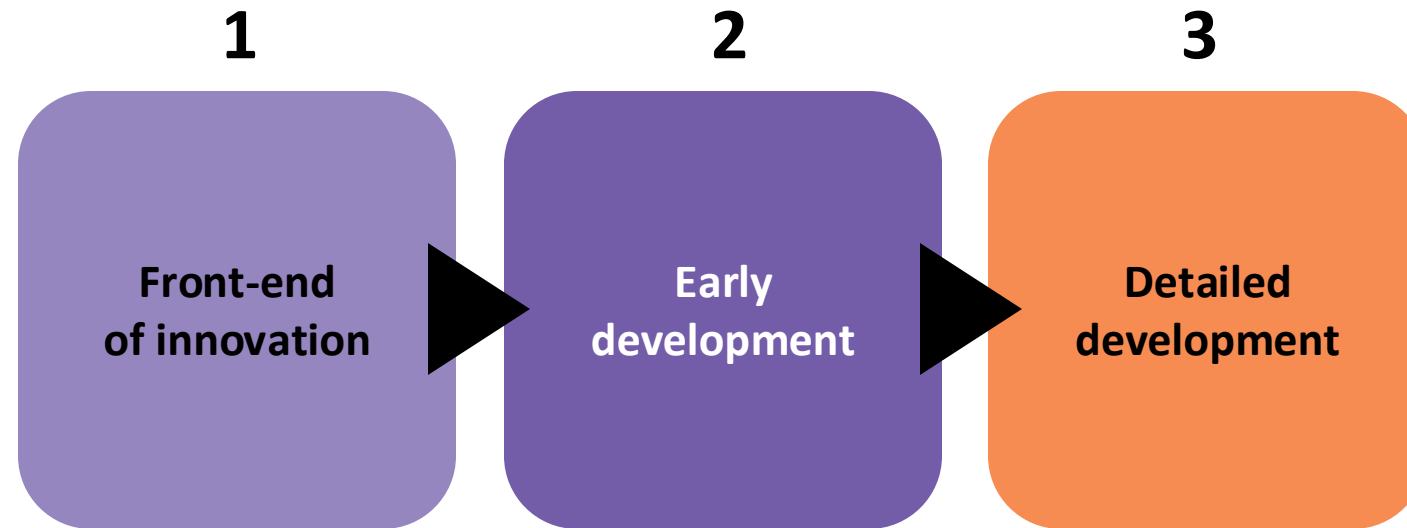


Leading innovation

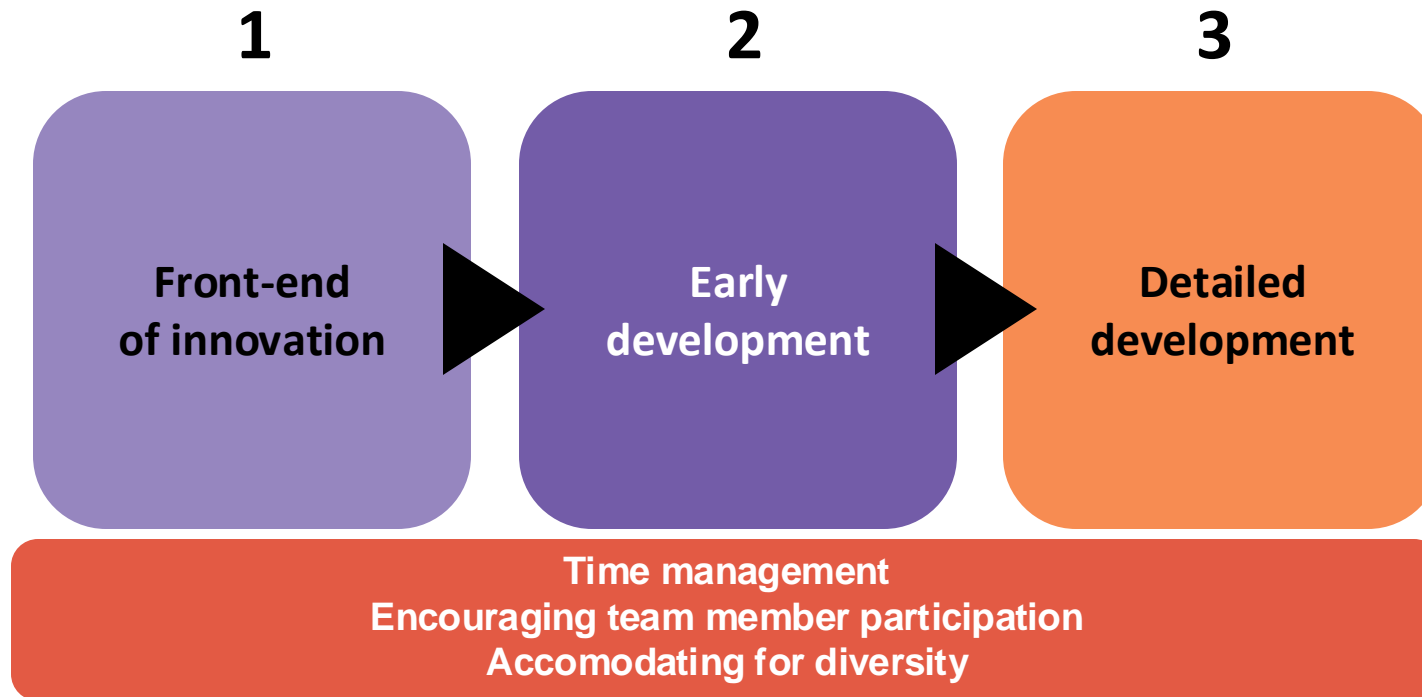
- Actively encourage divergence: seeking alternative perspectives, exploration, and getting comfortable with ambiguity
- Help people to **resist the urge to converge quickly** on a solution without feeling they lack direction
- Yet make sure that the team **moves on from talking and planning to action** and iterating
- Follow up and make reflection a habit



Project phases



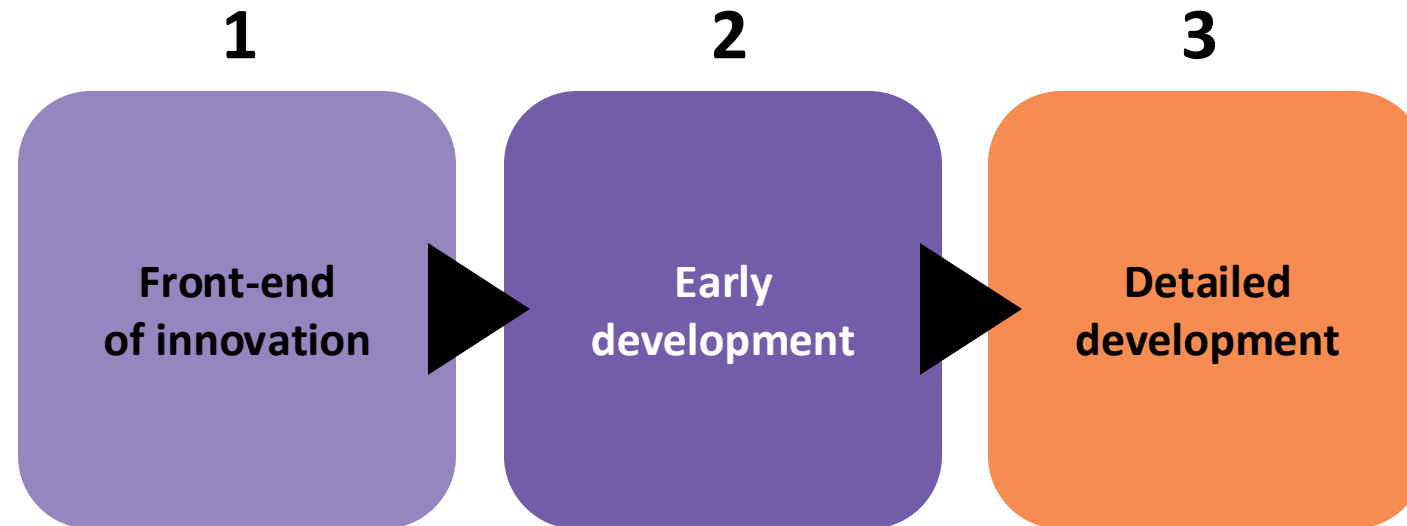
Project phases and their challenges



Team members being
reluctant to to participate
actively in team meetings and
team building

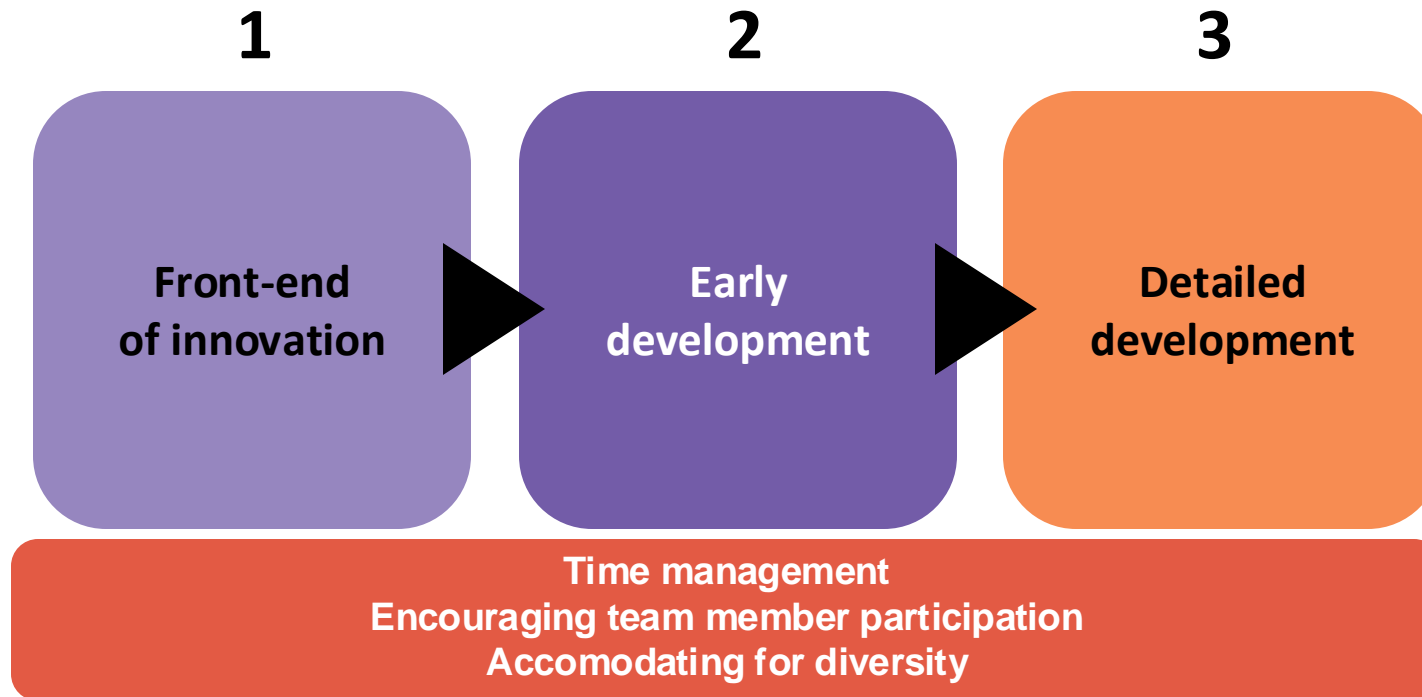
Less challenges in roles &
goals

Project phases and their challenges



Focus on developing a shared sense of directions and role expectations, setting the tone for the rest of the project. Get to know your team now!

Project phases and their challenges



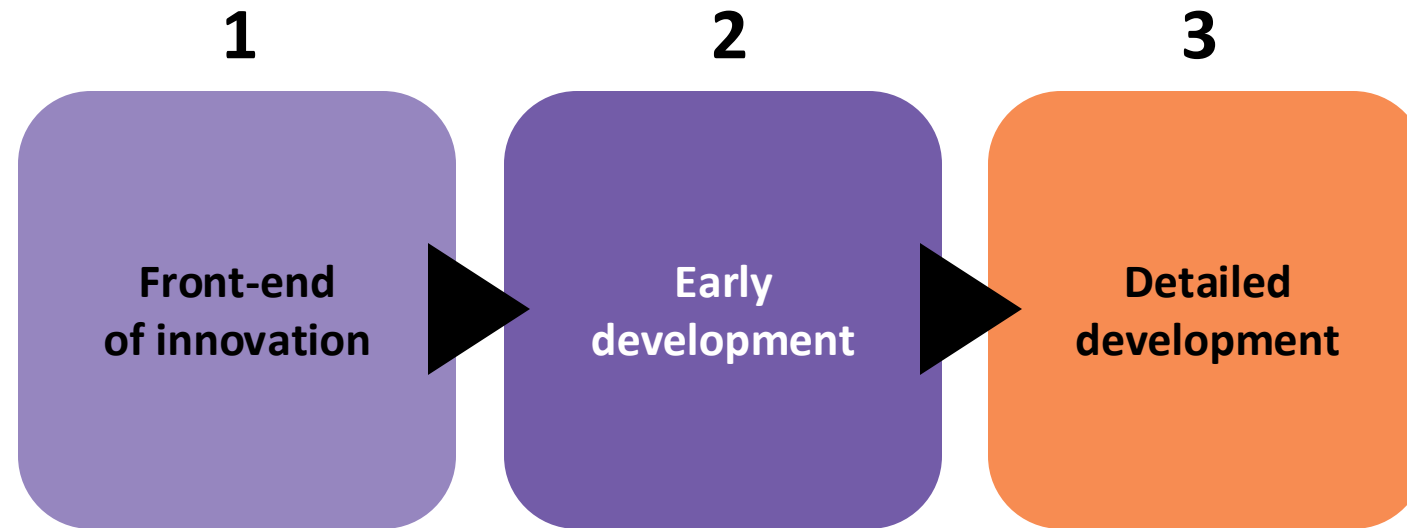
Team members being reluctant to to participate actively in team meetings and team building

Less challenges in roles & goals

Difficulties in clarifying roles, setting goals and getting everyone to participate

Less challenges in coordination

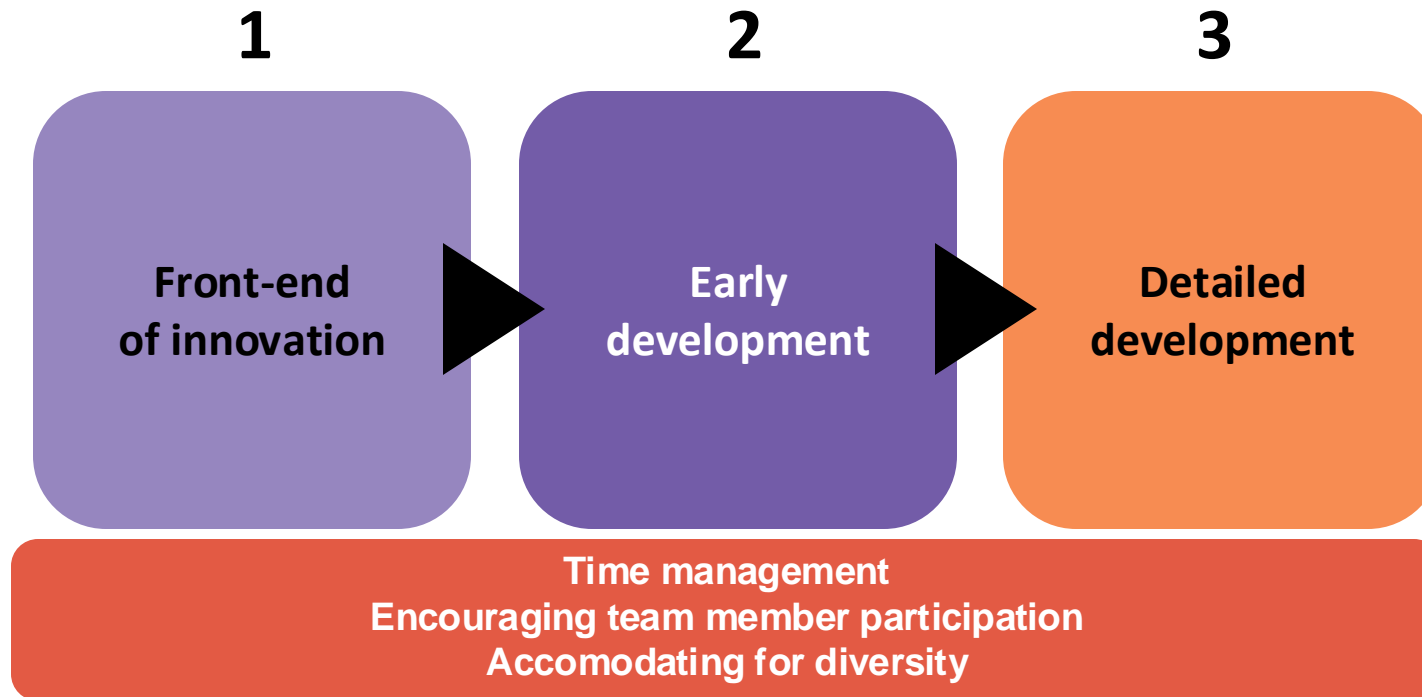
Project phases and their challenges



Focus on developing a shared sense of directions and role expectations, setting the tone for the rest of the project. Get to know your team now!

Rethink your role – how hands-on do you continue to be? How does the team make decisions and when - which decisions are democratic and which are done by you?

Project phases and their challenges



Team members being reluctant to to participate actively in team meetings and team building

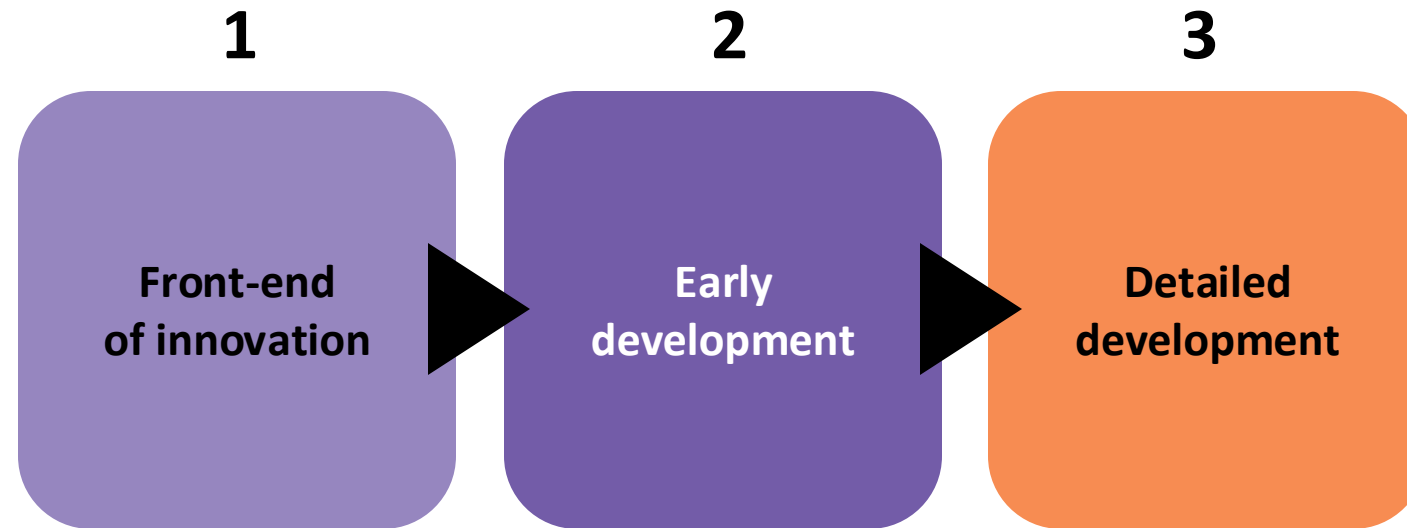
Less challenges in roles & goals

Difficulties in clarifying roles, setting goals and getting everyone to participate

Less challenges in coordination

Lagging tasks, getting overburdened with tasks (own hands-on participation backfiring). Difficulties incoordination, maintaining motivation and incorporating off-site team members to fast-paced decision making.

Project phases and their challenges



Focus on developing a shared sense of directions and role expectations, setting the tone for the rest of the project. Get to know your team now!

Rethink your role – how hands-on do you continue to be? How does the team make decisions and when - which decisions are democratic and which are done by you?

Shift from exploration to execution, making do with existing resources. Address challenges right away as they accumulate fast.



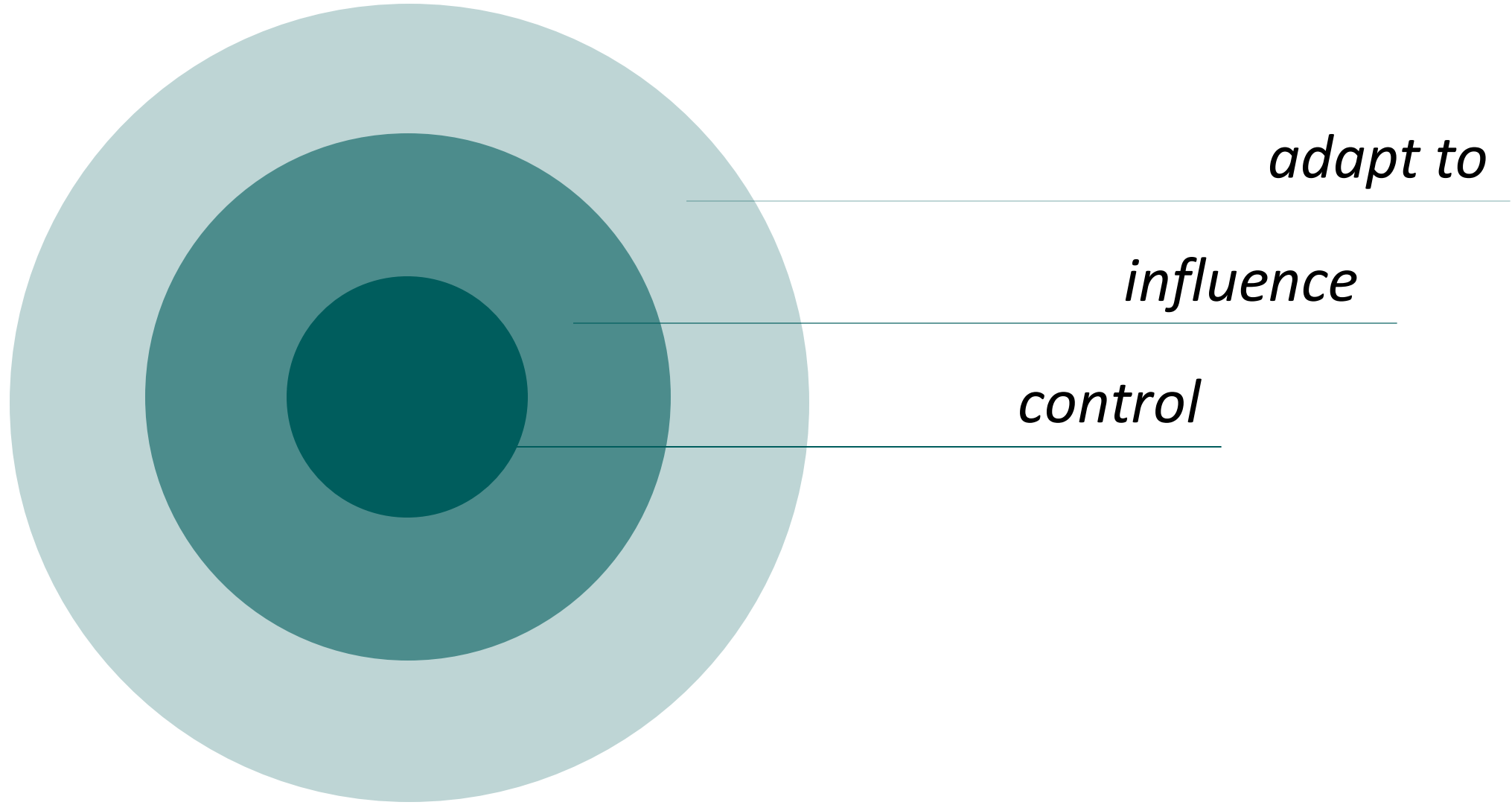
Exercise:

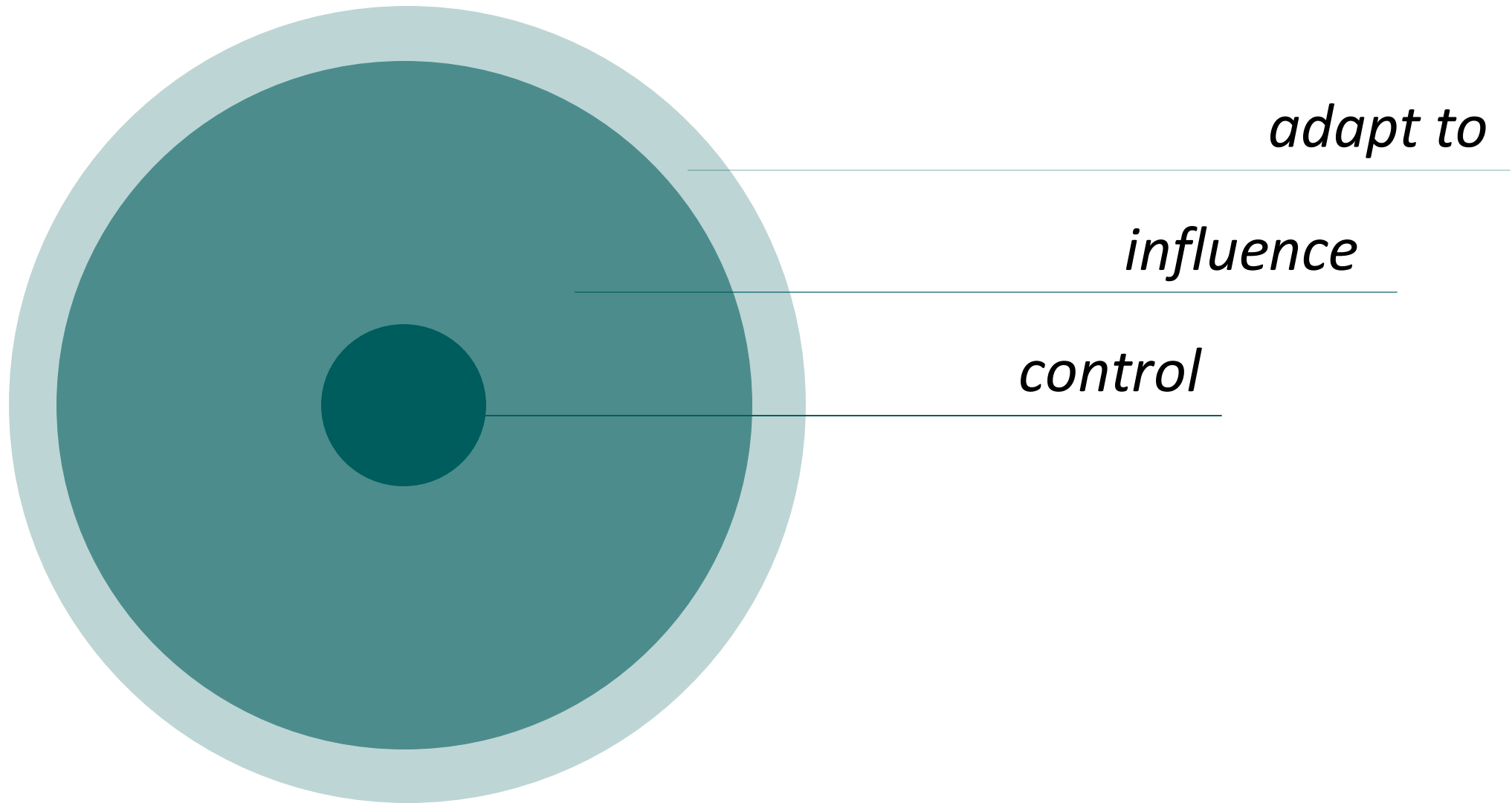
1)

Form a trio.

2)

Go over each phase – what could you do to prevent and navigate challenges in the phase? What could be small wins and highlights that keep you and the team fueled for development?









MEC-E3001

pdp

PRODUCT DEVELOPMENT
PROJECT

A''

Aalto University
Design Factory