

Which role (Project leader, Subproject leader, Work Package leader, Expert) would you prefer?

Being honest I would like to be rotating in the roles between projects. Being a project leader is something that I like because you ensure that the project is met according the requirements of your client, you supervise some administrative elements and basically you are “the responsible” of the project in front of the client. If the project leader also can drive the main motivation of the group, give meanings to the work and take care of the group as a hole I would definitely choose project leader, but as is define in the presentation, the project leader is more for the project than for the people it self. That is why I am uncertain between choosing sub-project leader or leader of working package, because I really like the personal touch and get my hands dirty.

If I would have to choose for one in this moment, I would choose sub-project leader. He is the one in the middle, not too administrative and not too technical. I see myself as responsible for a team who must accomplish some time requirements for different tasks and the one who serve as the bridge between the main leader and the team. I consider myself as a really good motivator, and coordinator and I believed that in a team is more import the “why” than the “how” or the “what”.

2) As a project manager, you will have to be able to lead yourself – lead the project - lead others.

Having the project lead in a complex international project...

- a) ...what would you perceive as the most challenging aspect for you personally? Why?
- c) ...which characteristics and capabilities would you think would be a strength in such a surrounding? Which could turn out as a weakness?

I believe that the most challenging aspect would be the meetings and communications, because it is important for me to get involve with the team and know what their interest are. I know from another colleague that it is difficult to reach a meeting with a person with a different time zone and different culture. You must be careful and know the culture of your teammate before you start working to avoid any cultural misunderstanding. The communication part enhances the sense of a team and the progress of the project, clarify conflicts and proliferate new ideas. So, must be taken seriously so the project would perform as it must be.

The different cultures can lead to new ideas and different forms to solve a problem, that is important when a complication is targeted without a backup plan, also having an international team can give to the project a better understanding about the behaviour of it international market and for the last it is possible to use the different technologies or laws in each countries to speed up the plan.

A weakness can be monitoring the progress of every team, maybe one team works better if it is only monitoring once per month and others need to be monitoring every week and that could lead to some delays. Also, some countries prefer to work collaboratively and others individually, and can follow to misunderstandings and feels of competition and rivalry.

3) Reflecting the collaboration in the different international groups you worked within this seminar:

a) What impressed you in your team colleagues behavior?

b) Please describe, how decisions were taken in your team? What did you observe?

The team I had been part was composed of Anna (Russian), Chinmay (Indian) and me (Peruvian). It was interest to analyse the behaviour of each one and the thing that impress me the most was the flexibility Chinmay has to adapt to something, he has the “yes and” thing, he was really open to new ideas and take it as its own, a negative aspect was that he was sometimes quiet and we have to enforce him to give his point of view. From Anna it was interest her firmness; she was more focused on giving the best for an idea and tried to adapt it to the situation we faced, I constantly disagree with Anna (without any hard feelings) about the procedure we have to take and that lead us to some delays in our organization.

Another point to emphasize is that we have an idea and then we wait for a consensus, it was good for the personal part of the team, but it was a slowly procedure to take decisions. I’m still trying to figure it out how much democracy has to have a project and how much time has to be expend in the way to reach a decision.

Please put down in words your personal “leadership statement” in about 2500 letters

(Some supporting questions for your reflection:

- **What does Leadership mean for me?**
- **Which values are of high relevance for me?**
- **What defines a leader?**
- **Which assumptions/expectations/ judgements /... do I connect with executing a leading/ managing role?**
- **What would I expect and give about orientation for subordinates?**
- **If someone would describe my leadership style – what would I like to hear?)**

Leadership means being a guide and inspiration for the team. As my opinion he is the responsible to create and inspire a vision for the future, motivate the team to engage with that purpose and carry the execution of the plan to reach it. He must drive all the team’s energy to something proactive and know better, than anyone else, the capacity of each its teammates.

He is the big brother, the protector and the one who ensure the well being for the cause and for his people. His values should be Proactivity, creativity, flexibility, confidence but also organization, focus and discipline (3 values that I need to reinforce in my life). Proactivity, so he can keep moving himself and the team, searching for new ways to

improve. Creativity and flexibility, so he can look for alternative path in a stress situation, and not be stuck in just one idea. Confidence, so the people can feel secure with his decisions. Organization, focus and discipline, so he can follow a plan and a goal which is going to help him to reach the target easily (I realize that most of the people need a plan to feel secure with a leader, that shows that he knows what he is doing).

I fear try to be a leader and instead being seeing as a boss, but also, I know that you will not please everyone in a decision making. A judgment I have for a leader is that they have the administrative part, the boring part, the routine part but maybe it is just a bad judgment I got from my environment.

Regarding his subordinates, he must have an open-door policy, were everybody have the trust to tell him what he is doing well and what is not. He must be humble and understand that the project would not be possible without his team. Realise that his opinion or idea maybe would not be the best one, and that everybody, regarding its role, can apport an opinion.

If someone describe my leadership, I would be please to hear that I know the real capacity of my team and I try to push them a little bit more so they can improve themselves (in a personal way). That I shared the same vision as my team and I can redirect them if they are diverting. I worked together, and I gave them the opportunity to shine and feel valued. I tried to be cheerful and break the routine once a while.

However, it would be a realization if also I can be recognized as disciplined, organized really focus on the goal, not only a thinker but also a doer. So, my final description should be something like:

"He was really charismatic and empathic; he knew our abilities better than us and always pursued our personal development. He knew how to share his vision and make it our own. He was always at the back and let us shine instead, but we knew we could count on him in any situation. He is really disciplined and organized, that make us feel safe with the plan, but also, he was flexible and take every problem as a new exciting challenge. He is well known for breaking the routing and make this more excited every day."

"He has his head on the clouds, his hands on the work and his feet on the ground."