

10 tips from **Orange managers** on how they rally support around their projects



During the Orange managers' Rendez-vous on July 10, the Idea Desk collected techniques used by Orange managers to rally people around their projects. As projects become more complex and make increasing demands on our ability to mobilize, this Rendez-vous revealed these very practical tips for getting the most out of every individual in the course of managing a project.

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THEIR TIPS:

1 **Identify the stakeholders**

The more complex a project, the more important it becomes to mobilize all the stakeholders.

Investing time at the beginning of the project to map out stakeholders and to then go and meet them will set the foundation for an effective and sustainable collaboration.

HOW DO THEY DO IT?

- "At the beginning of the project, I organize a brainstorming session with the team to identify stakeholders, their level of influence, and the risks we can anticipate."
- "I organize different encounters (meetings, face-to-face sessions, workgroups, lunches, etc.) with stakeholders to explain the project to them and collect their points of view."

2 **Mobilize sponsors from the start**

Ensuring sponsors are involved is of value when mobilizing the various players, carrying a shared vision, and deciding between alternatives when necessary.

- "I asked the sponsors to attend the project kick-off meeting: they presented their vision of the project and proved available to help the team if needed. This contributed to building trust."
- "I always meet my sponsor at the beginning of a project to discuss our respective expectations and our responsibilities."

3 **Share the objectives**

Rallying a diversified team without a hierarchical authority often takes time. Articulating common objectives is an essential first step to ensuring effectiveness.

- "I share the commitments made towards project objectives with the stakeholders."
- "I regularly communicate to remind everyone of the project objectives."

4 **Involve the entire team in the planning process**

The project manager is supposed to have a comprehensive vision of the project. Yet, it can be difficult to master all aspects of a complex project. Calling upon the various competencies of the collective produces a more reliable action plan, in addition to involving everyone.

- "I prepare the work plan with the project team during the feasibility phase."
- "At the start of the project, I identify risks and obstacles with the team, and prepare a mitigation plan."

5

Clarify **roles and responsibilities**

Clearly identifying the roles and responsibilities of everyone according to their qualifications maximizes the value-add of each player and ensures coherence across endeavors.

- *"The concept consists of rapidly establishing who does what in order to motivate each individual and ensure the project does not go off in all sorts of directions."*

6

Promote **autonomy**

Clearly defining everyone's role should not lead to curbing any sense of enthusiasm. It is important to encourage a desire to offer ideas and to contribute to the project as a whole.

- *"Everyone must feel free to express his/her ideas: I openly tell all of my team members that I know they are competent in such or such area, and that I trust them to make suggestions."*

7

Regularly **communicate**

Regular communication provides an opportunity to value the team's efforts, to give visibility on the project's progress, and to anticipate possible roadblocks.

- *"I develop or have one of my teammates develop an educational support for each step of the project. It facilitates understanding among everyone and ensures all have the same level of information."*
- *"I organize regular exchanges through teleconferencing, punctuated by Q&A sessions."*

8

Ask your team for **feedback**

Setting up regular dialogues facilitates the inclusion of all team members and the emergence of a culture of transparency and mutual support.

- *"Once a week, I ask my team for their opinions on what we are about to implement. This one and a half-hour exchange gives everyone visibility on what is going to happen and the opportunity to express themselves to get things moving forward. At the end, I make an Excel worksheet with the feedback."*

9

Organize regular **returns of experience**

When a project is complex and energy consuming, we tend to focus on operational tasks. Taking a step back with the team is essential to leverage lessons learned and to improve both the modus operandi and processes.

- *"I regularly organize workgroups that let the team share their views on what worked well over the past 3 months, and what they would like to see evolve."*
- *"In the project plan, I include retrospective sessions with the team and stakeholders to take a step back from the project and share feedback."*

10

Nurture a **sense of belonging**

A project's team is by nature ephemeral. So it is all the more important to create a sense of belonging, essential fuel to fire a desire to succeed as one.

- *"With the team working remotely, I wanted to create proximity through a game-like approach. I suggested that each team member send me his/her avatar (made possible through a simple online software), and I used these images for the team's internal communications throughout the project."*



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