COORDINATION & LEADERSHIP

Short introduction

ERASMI
Empowering Regional Actors & Stakeholders
for Migrant and Refugee Inclusion

WHAT DOES COORDINATION & LEADERSHIP MEAN?

Overview

- Networks are exposed to constantly changing factors (internal and external).
- Still, all members should effectively pursue common goals.
- At the same time, human and economic resources must be used efficiently.
- Therefore, coordination or leadership in networks is essential.

- Leadership means directing the collective action of a group towards a given goal.
- Personality traits, professional authority and social relations are important for this.

- Coordination includes the development of a vision, mission and strategy, as well as a cross-network culture.

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WHY IS COORDINATION & LEADERSHIP USEFUL?

Advantages

- Motivation and team cohesion are strengthened
- Members are actively promoted and can contribute their strengths to the network
- Responsibilities are clearly defined
- Decisions can be made without major detours

- Goals can be achieved in a structured and efficient way
- Positive influences are strengthened, and negative ones mitigated
- Project opponents and risks are identified; timely reaction is possible

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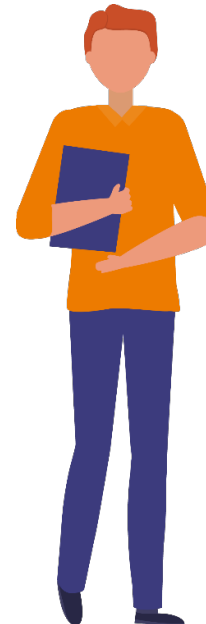# THE ROLE OF COORDINATION & GOOD LEADERSHIP

Dos & Don'ts

DO:

- Motivate and encourage members
- Actively listen to others
- Reflect on oneself and others
- Delegate responsibility
- Make decisions
- Communicate openly (feedback meetings, involving members, etc.)
- Set **SMART** goals

DON'T:

- Disregard the environment (competitors, changes in legislation, stakeholder needs, etc.)
- Treat members "from above" or humiliating them
- Stick to old patterns / structures
- Poor time management
- Fault intolerance

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SMART GOAL SETTING - WHAT DOES IT MEAN?

S **M** **A** **R** **T**

SPECIFIC   MEASURABLE   ACCEPTED   REALISTIC   TERMINATED

SMART GOAL SETTING - WHAT DOES IT MEAN?

S

SPECIFIC

- Formulate objectives clearly and concisely
- Best: Summarise the goal in a single, concise sentence that gets right to the point

M

MEASURABLE

- Formulate targets in such a way that they are measurable (quantitative goals)
- Cost savings or time are simple to measure ("How long does it take to complete the task?")
- Use substitute variables for non-measurable targets
- Measurability is necessary to determine the achievement of the goal in retrospect

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SMART GOAL SETTING - WHAT DOES IT MEAN?

A

ACCEPTED

- The team must accept the goals

- Achieve this by involving the team members in the goal-setting process

R

REALISTIC

- The goals should be challenging, realisable, and achievable, but not unrealistic or utopian

T

TERMINATED

- Goals need a time frame

- Deadlines help in reviewing the progress of goals at regular intervals or timeframes

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THE FOLLOWING TOOLS CAN SUPPORT YOU:

- **Three-Components-Model**

  The 3K model distinguishes between the three components of motivation. The model helps to promote and coach participants and members.

- **Ambassador Programme**

  Use the Ambassador programme to inform large networks about news and changes.

- **Deming Cycle**

  The Deming Cycle describes a repetitive four-phase process for improvement and continuous learning

- **Force Field Analysis**

  The force field analysis serves to classify and visualise driving and restraining factors of influence. In this way, you identify relevant environments such as people and

organisations that influence your project.

THE FOLLOWING TOOLS CAN SUPPORT YOU:

- **Power-Interest-Grid**

  This further development of stakeholder identification uses a matrix to classify relevant stakeholders.

- **Stakeholder Identification**

  Stakeholder identification aims to identify all organisations and individuals that are directly or indirectly affected by or have a specific interest in the activities of a project or network.

- **Urgency Legitimacy Power**

  This tool provides another method for identifying relevant stakeholders. It helps to prioritise which stakeholders to work with.

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REFERENCES AND FURTHER READING:

Practical tools for leaders and teams:
Schmidt, T. (2009). *Strategic Project Management Made Simple: Practical Tools for Leaders and Teams* (1st ed.). Wiley.

Setting goals and measuring performance:
Yemm, G. (2012). *FT Essential Guide to Leading Your Team: How to Set Goals, Measure Performance and Reward Talent.* FT Publishing International.

Strategic planning:
Mintzberg, H., & Quinn, J. B. (1996). *The Strategy Process.* Prentice Hall.

Strategic planning for nonprofit organizations:
Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook. (2005). Wiley.

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