



**Project Leadership:**  
The game changer in large scale **complex** projects



Presentation by Collin Smith



## ICCPM International Roundtable Series



Project Leadership  
The game changer in large scale **complex** projects  
www.iccpm.com

HITTING A MOVING TARGET  
Complex Project and Programme Delivery  
In an Uncertain World  
www.iccpm.com

CONTRACTING FOR SUCCESS  
IN COMPLEX PROJECTS  
A REPORT ON THE FUTURE OF CONTRACTING IN  
COMPLEX PROJECTS  
www.iccpm.com

**ICPM** INTERNATIONAL CENTRE FOR COMPLEX PROJECT MANAGEMENT

**Series Partner**  
THE UNIVERSITY OF SYDNEY  
John Grill Centre for Project Leadership

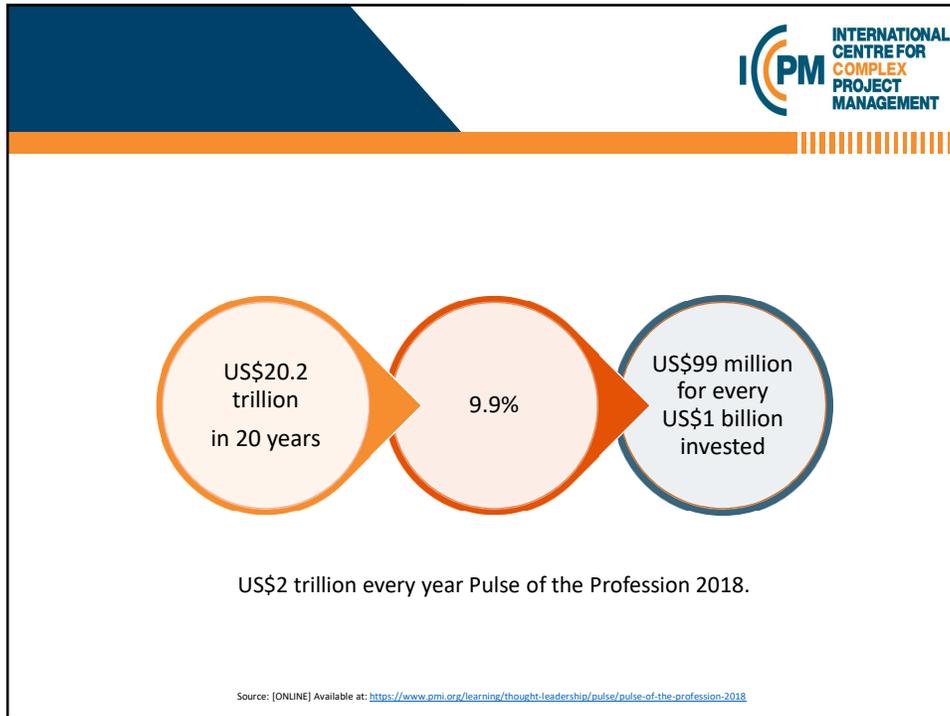
**Series Sponsor**  
Australian Government  
Department of Defence

**Event Sponsors**  
KPMG TELFER BRIGHT CONSULTING QUT eX  
CONNECTS YOU TO WHAT MATTERS Professional and executive education for the real world

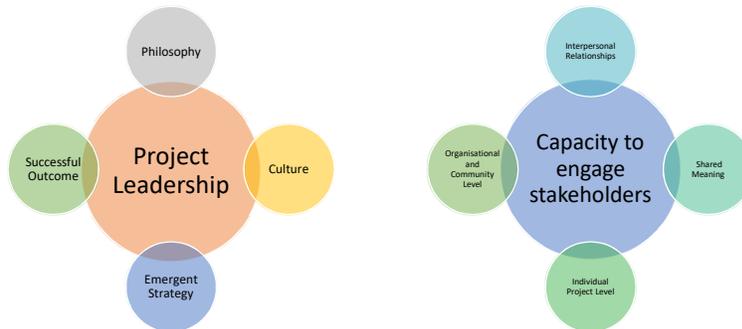
**Supporting Sponsors**  
aPM CHARTERED BODY OF PROJECT PROFESSION Raytheon Canada Limited MAJOR PROJECTS ASSOCIATION kingsfield consulting IRVING Irving Shipbuilding, Inc.

**ICPM** INTERNATIONAL CENTRE FOR COMPLEX PROJECT MANAGEMENT

**The Importance of Projects**



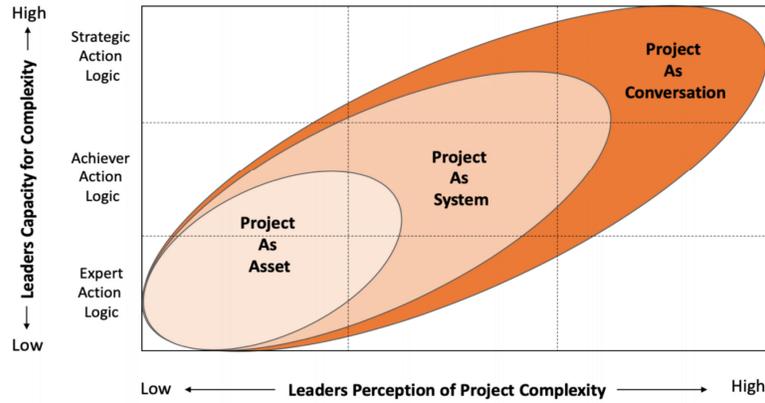
Leadership of Complex Projects



*“Every case study ranked leadership as the most important factor in developing collaborative relationships. The research has showed that leaders can act, or fail to act, in areas that make an enormous difference to the success of the relationship and hence project performance.”*

National Audit Office, 2017, Project Leadership. [ONLINE] Available at: <https://www.nao.org.uk/content/nao/projects/nao-project-leadership/>. (Accessed 30 November 2017).

Figure 1 Paradigms for Leading Complex Projects



The game changer in large scale complex projects is the leaders' ability to see projects not just as assets or systems but also as conversations and act from a Strategist logic. This report draws on insights from Roundtable participants to describe what this means across key areas of project leadership.



- Reframing Stakeholder Interactions
- ↓
- Digital Transformations and Leading Complex Projects
- ↓
- Considering the Human Side of Projects
- ↓
- Building High Performance Project Teams
- ↓
- Re-Imagining Governance
- ↓
- Negotiating Project Success



INTERNATIONAL  
CENTRE FOR  
COMPLEX  
PROJECT  
MANAGEMENT

## Reframing Stakeholder Interactions

- External Stakeholders
- Trust Deficit Environment
- Stakeholder Management expanded to Genuine Stakeholder Engagement
- Social Media – Leaders will have to adapt !
- Complex Dynamics of Stakeholder Networks
- Building stakeholder-centric mindsets, culture and processes

Project-as-conversation and strategist action logic provide a strong foundation for reframing stakeholder interactions



## Digital Transformations and Leading Complex Projects

## Digital Transformations and Leading Complex Projects

- Digital Disruption- both a source of complexity and opportunity to lead complex projects more effectively
- Accelerated Digital Transformation is required to deal with Digital Disruption- Industry 4.0
- Design Principles-
  - Interconnectivity,
  - Information Transparency,
  - Technical Assistance,
  - Decentralised Decisions
- Its not about the technology! Project leaders have to understand and adapt
- TQ – obviously important for Industry 4.0 but less obvious are the top 10 skills needed to thrive in the Fourth Industrial Revolution.
- Human Factor should not be underestimated- IQ,PQ, EQ and TQ
- Different action logic responses- Resistance - Pragmatic Adoption- Reconceptualisation

10 Skills\*

1. Complex problem solving
2. Critical thinking
3. Creativity
4. People management
5. Coordination with others
6. Emotional Intelligence
7. Judgement and decision making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

\* World Economic Forum, 2016. The 10 skills you need to thrive in the Fourth Industrial Revolution. [ONLINE] Available on <https://www.weforum.org/agenda/2016/01/the-10-skills-you-need-to-thrive-in-the-fourth-industrial-revolution/>. (Accessed 29 January 2019).



## Considering the Human Side of Projects

INTERNATIONAL CENTRE FOR COMPLEX PROJECT MANAGEMENT

## Considering the Human Side of Projects

Human-to-human aspects of projects - the toughest challenges of complex project leadership.

Suggests project leaders should be able to:

- be agile,
- working with resistance,
- inspiring others,
- adapt to context,
- be self-aware, and
- understanding how we are authors of our own reality.

A project-as-conversation perspective adds a layer of awareness of relational dynamics



**Building High Performance Project Teams**

- Importance of getting the team off to a good start
- Brutal project cultures and Mental Health
- Collaborative relationships and contracting models
- Creating an inclusive and motivating project team narrative

A project-as-conversation perspective foregrounds the subtle dynamics at play, for example in balancing a culture where the team goes the extra mile without creating a brutal and unsustainable, non-inclusive culture. Similarly, it shows how a team makes sense of a project's journey.



INTERNATIONAL  
CENTRE FOR  
COMPLEX  
PROJECT  
MANAGEMENT

Re-Imagining **Governance**

Avoid the pretence that higher certainty can be imposed on a project in a volatile, uncertain, complex and ambiguous (VUCA) context than is actually possible.

- Governing in environments requiring adaptability
- Moving beyond governance as compliance
- The need for close ties between governance and project teams
- Developing governance capability



INTERNATIONAL  
CENTRE FOR  
COMPLEX  
PROJECT  
MANAGEMENT

## Negotiating Project Success

- Reaching beyond the Iron Triangle
- Success depends on perspective
- Dealing with multiple notions of success

A Strategist would expect a fair amount of reshaping or re-baselining of a project along broader success measures and orchestrate a conversation with stakeholders to ensure they come along on that journey.



Table 1: Overview of Leadership of Complex Projects

|   | PROJECT-AS-ASSET  | PROJECT-AS-SYSTEM   | PROJECT-AS-CONVERSATION  |
|---|---|---|--|
| <b>Vision of project</b>                                  | Obvious and (often) tangible characteristics of the deliverable.  | Focus on understanding existing system elements and the interactions between the elements.  | Focus on how meaning is created within the system, and able to reframe & reconstruct the system or its context.  |
| <b>Action Logics (based on Rooke &amp; Torbert, 2005)</b> | Expert: Rules by logic and expertise. Seeks rational efficiency.  | Achiever: Meets strategic goals. Effectively achieves goals through teams; juggles demands of multiple key stakeholders.  | Strategist: Creates unique structures to resolve gaps between strategy and project success, and generates organisational and personal transformations. Uses mutual inquiry, vigilance, and vulnerability to shape stakeholder demands.     |
| <b>Cognitive and emotional capacity</b>                   | The project can be objectively understood and described with sufficient time & effort. Able to figure out domain-specific challenges. | Everyone has their own subjective perspective on the real underlying project. Able to resolve multi-disciplinary challenges using a blend of technical and social skills. | Emphasis is on whatever meaning we make of the project through our social interactions. Able to inspire and influence others to make changes that help progress adaptive challenges using highly accomplished social and political skills. |
| <b>Dominant identity</b>                                  | "Project Contributor": being right about the project; superior knowledge & ability in professional domain.                            | "Project Manager/leader": getting the project done; achieving the agreed changes to the system.   | "Strategic Leader": contributing through the project to a bigger strategic purpose beyond the project itself; able to (re)shape that broader purpose.  |



# Q & A

Download a free copy of the report <https://iccpm.com/project-leadership/>

Connect with ICCPM through

[www.iccpm.com](http://www.iccpm.com),

and find us on



Twitter: @ICCPM  
 LinkedIn: International Centre for Complex Project Management (ICCPM)

[c.smith@iccpm.com](mailto:c.smith@iccpm.com)