



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



THE FOCUSED LEADER AND ENERGIZING THE PROJECT ECONOMY

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2020 Project Management Symposium



Agenda

- Context
- Agility in the Project Economy
- The Case for the Focused Leader
- Implementation Practices & the Glue
- Closing Remarks



Context

Today's Realities

1

- Disruption will continue at a high pace

2

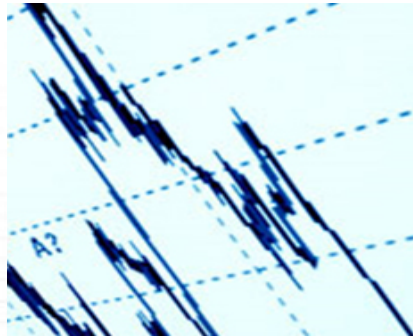
- The VUCA Environment requires Project Economy

3

- Project Managers Capabilities are a Must

VUCA and the Focused Leader

Volatility



Uncertainty



Complexity

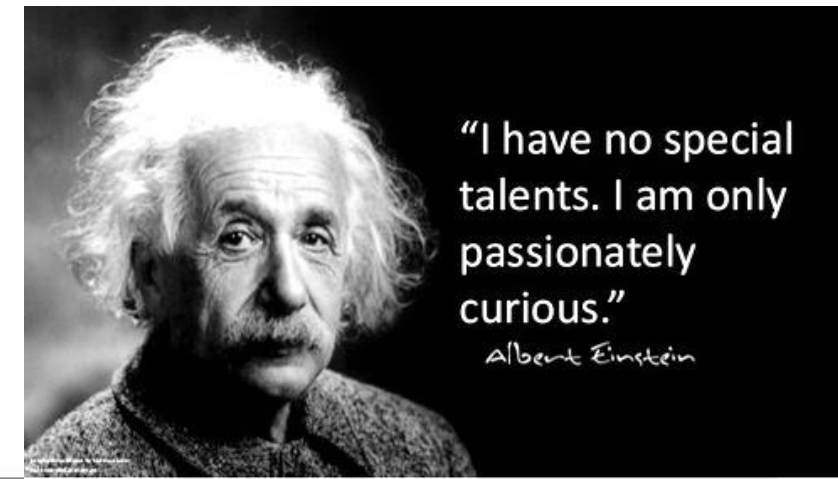


Ambiguity



Leaders need to become Really Curious!

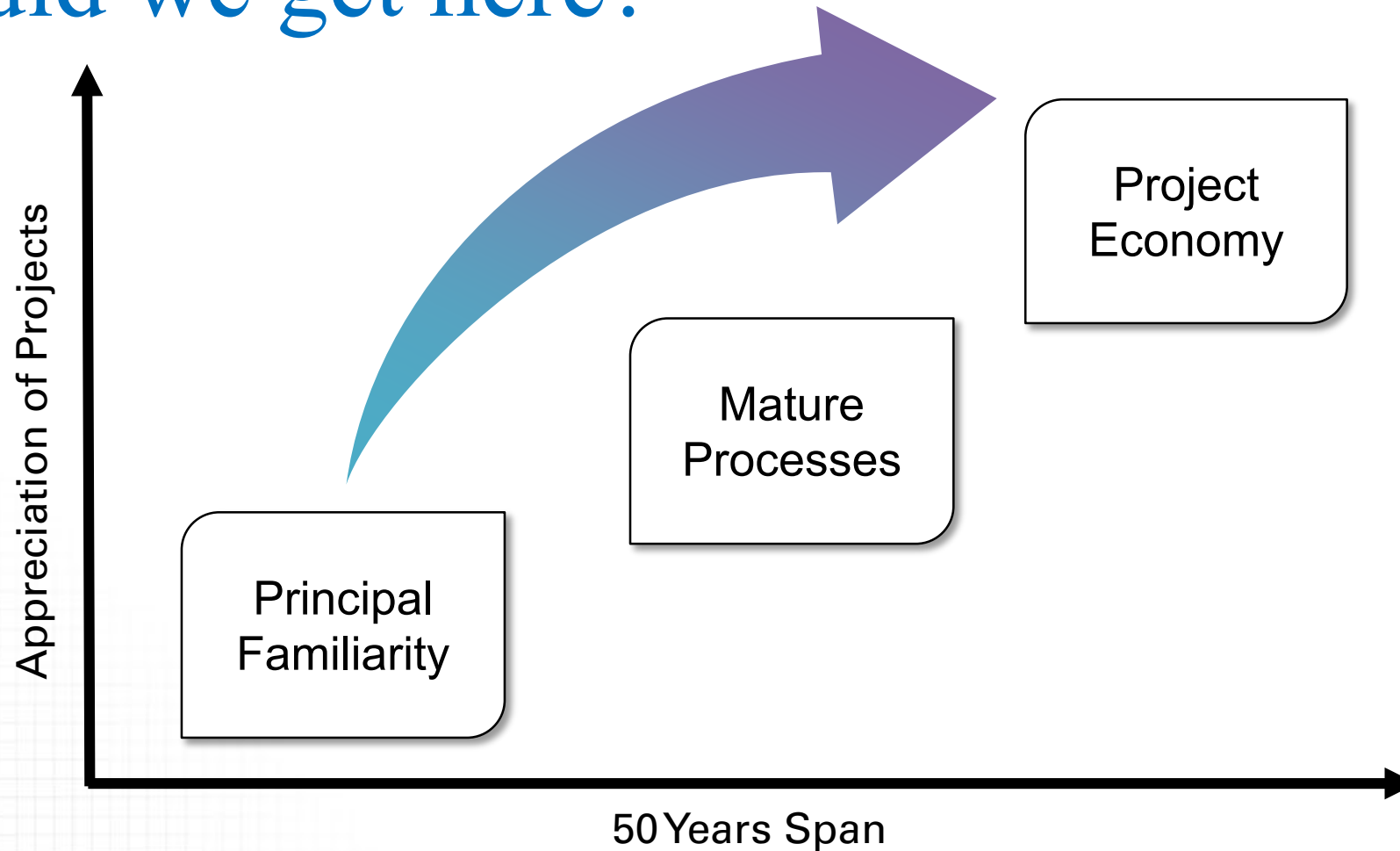
- Could we have a program manager for a global pandemic?
- How could we have fluidity in governing using smart decision making?
- How do we ensure the learning is understood, captured, and widely implemented?
- Would we use such a life altering event for positive global transformation?





Agility in the Project Economy

How did we get here?



Activity: Critical Discussions

Thinking about interactions with your PMO leadership:

- What signs of commitments were you getting?
- Were projects viewed as strategic vehicles to value?



Activity: Polling Moment

Thinking about interactions with your PMO leadership:

- You are getting proper signs of commitment
 - A. Disagree
 - B. Neutral
 - C. Agree
 - D. Strongly Agree



Activity: Polling Moment

Thinking about interactions with your PMO leadership:

- Projects were viewed as strategic vehicles
 - A. Disagree
 - B. Neutral
 - C. Agree
 - D. Strongly Agree





Innovation = Energy

Innovation = Ideas + Execution + Adoption
— Jag Randhawa

We could consider this as a definition for what success would look like in projects within the Project Economy



Agility Attributes

- Experiment or else
- Massive learning appetite
- Transparency
- Fear is not an option
- Methodical risk taking
- Expedient decision-making
- Team matters more than the individual
- Continuously adjust the ways of working in alignment with context



The Case for the Focused Leader



The Focused Leader continuously challenges Assumptions





Focus Lesson from the Archery Range





Defining the Focused Leader

- Possesses the courage to innovate
- Masters the art of creating a diverse and inclusive environment
- Knows the specific links to the business/strategy
- Creates a culture of aligned action
- Energizes performance around the mission
- Intentional communicator

Focus thrives on decision-making muscle building

- Interactions with senior teams confirm:
 - Focus happens when the organizational culture tilts fast
 - Safe spaces exist across organizational layers
 - Focused leaders allow experimenting
 - Vivid project stories are critical for excellence





Implementation Practices & the Glue



The Secrets of Focus in Action

The foundation of every great team is a direction that energizes, orients, and engages its members.

Having the right support is a key condition that enables team effectiveness.

High-performing teams include members with a balance of skills.

...developing a shared mindset among team members- something team leaders can do by fostering a common identify ...

<https://hbr.org/2016/06/the-secrets-of-great-teamwork>



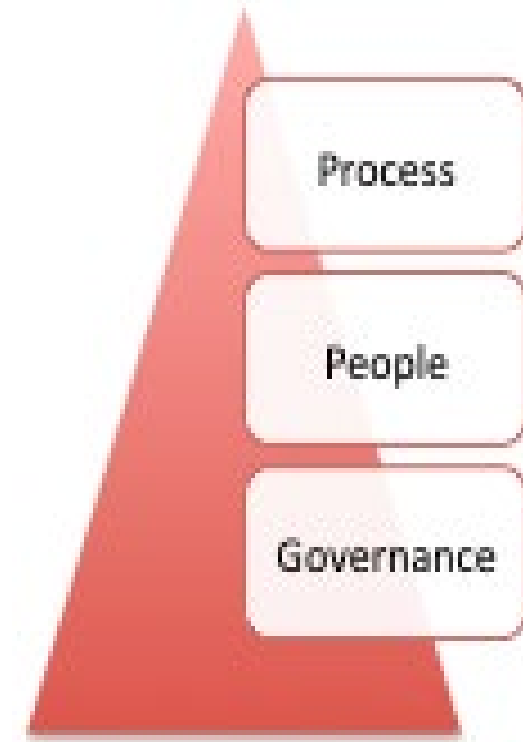
Activity: Polling Moment

What contributes the most to the design of a successful Project Economy Roadmap?

- A Anchoring it in analysis and data
- B Involvement of the Team
- C Adaptability of Approach
- D Creating early Outcomes Testing Opportunities

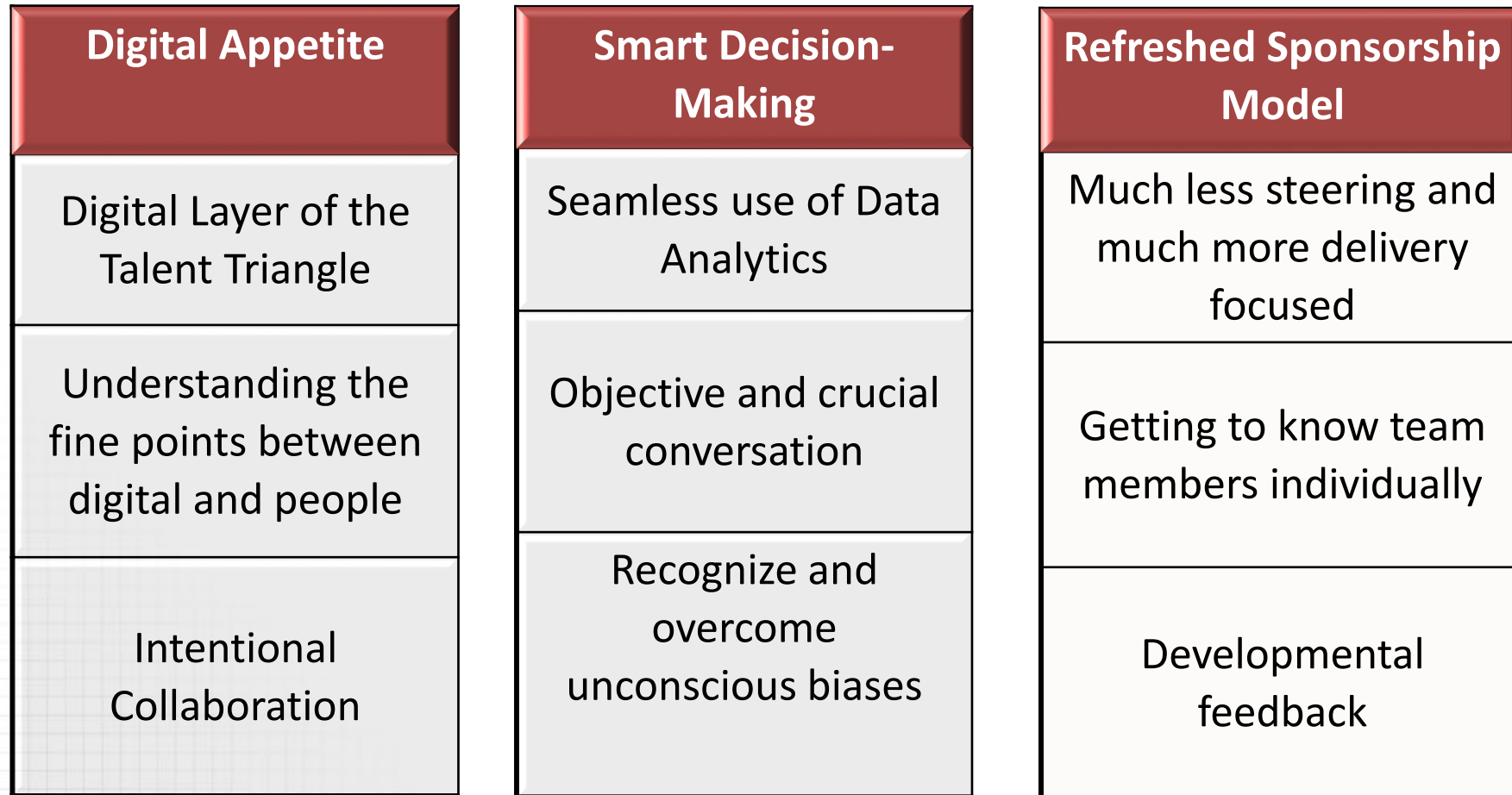
Excellent organizations should use a model that balances three critical Attributes

- 1) Digital Appetite
- 2) Smart Decision-Making
- 3) Refreshed Sponsorship Model



These 3 Critical Attributes require rethinking our operational approach

The Project-Centered Excellence Attributes





Closing Remarks

Tailor Your Way of Working (WoW) to Meet Your Organizational Context's Demands

- Tailoring the project approach to its dynamic context, increases outcomes' value
- Intentionality in stakeholders' engagement
- “Measure twice, cut once”



The Focused Leader commits to Excellence

- Emphasizes a learning & safe culture
- Ensures cross organizational visibility
- Revisits the WoW to ensure projects achieve value





Questions?

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