



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

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

UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

Leadership's Hidden Dynamics: Power, Collaboration, and Alignment in Action

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Objectives

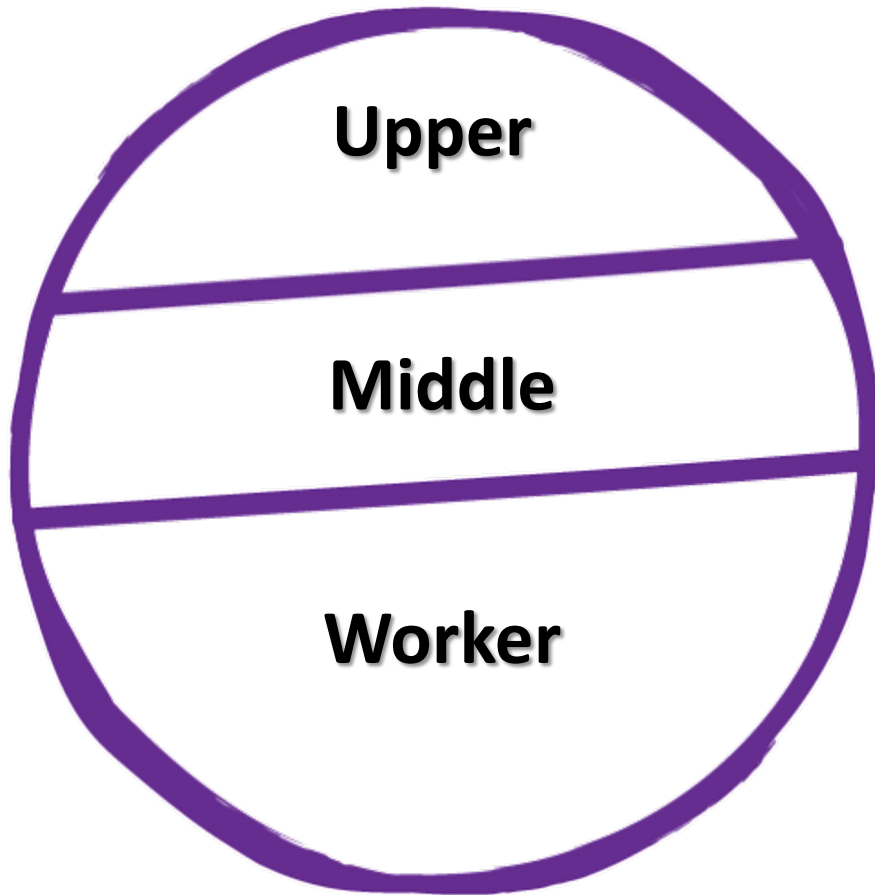
- To identify the issues and dilemmas people at all levels of the organization face, particularly during turbulent times
- To develop powerful strategies for interacting more effectively as an enterprise-wide leader
- To increase collaboration across lines of business and increase the strength of your networks

Partnership

A relationship in which we are jointly committed to the success of whatever endeavor, process or project we are engaged in.



THE ORGANIZATION

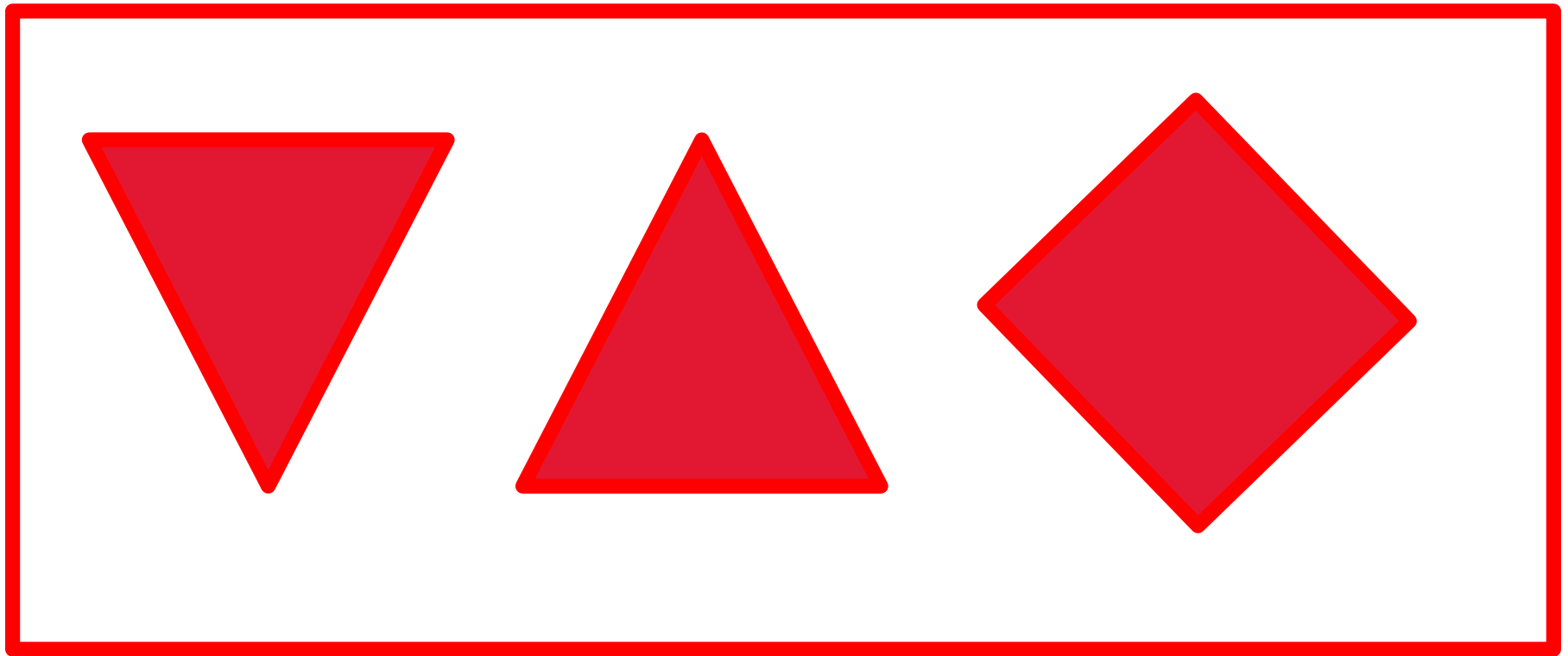


Uppers have overall responsibility for the organization

Middles execute the vision of the Uppers. Middles approve the Worker's ideas and communicate them to the Uppers

Workers produce the organization's products and services. They communicate their ideas through their Middle

**How much time do you spend in the
Upper, Worker, and Middle spaces?**

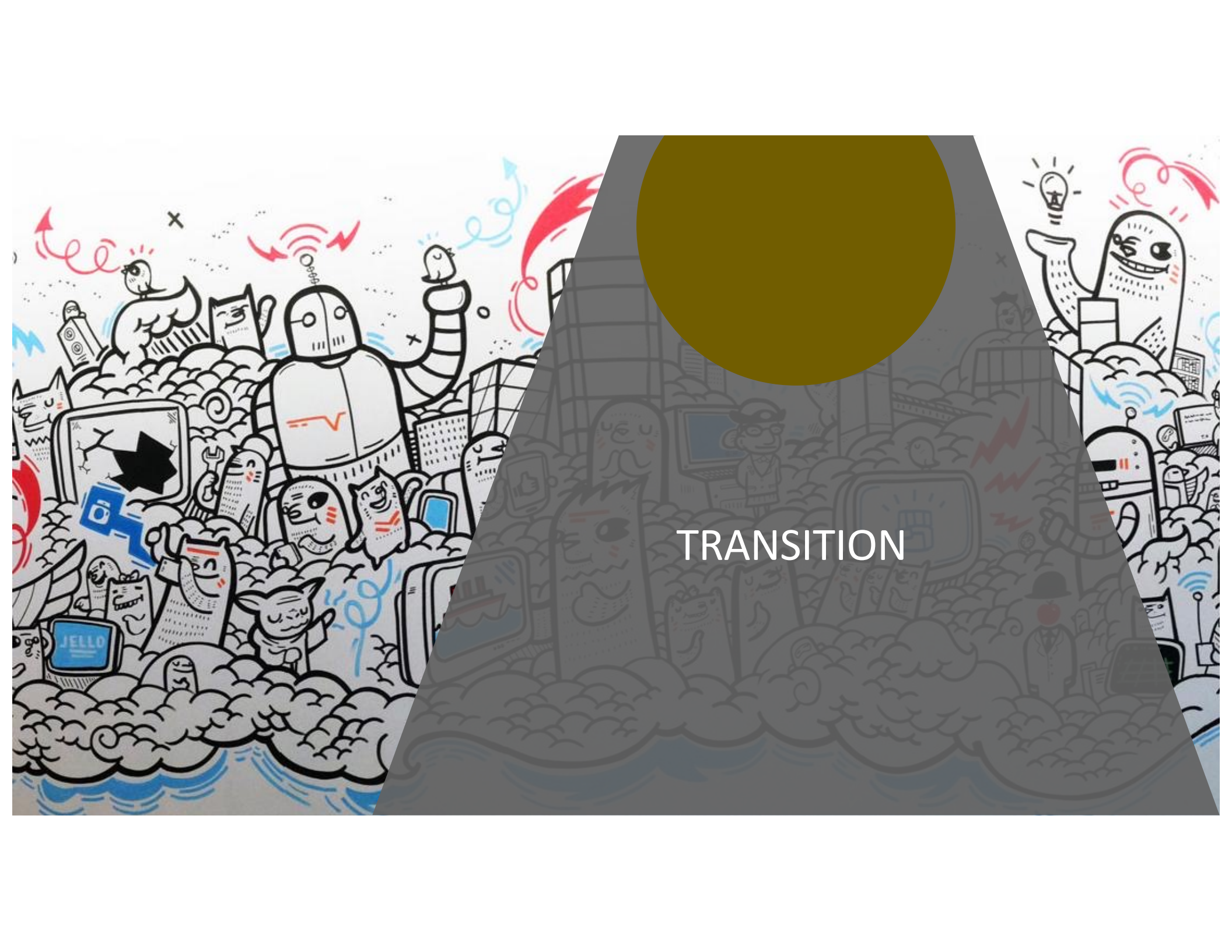


ORGANIZATIONAL CHALLENGE

The Uppers will select one of (or a combination of) the following business challenges.

Identify ways to:

1. Significantly increase the engagement level of our employees
2. Increase the quality of work life for our employees
3. Encourage employees to generate process improvement ideas



TRANSITION

TIME OUT OF TIME

To create a setting in which all members of the system can become clearer about how the system is experienced from many different vantage points.

Upper World

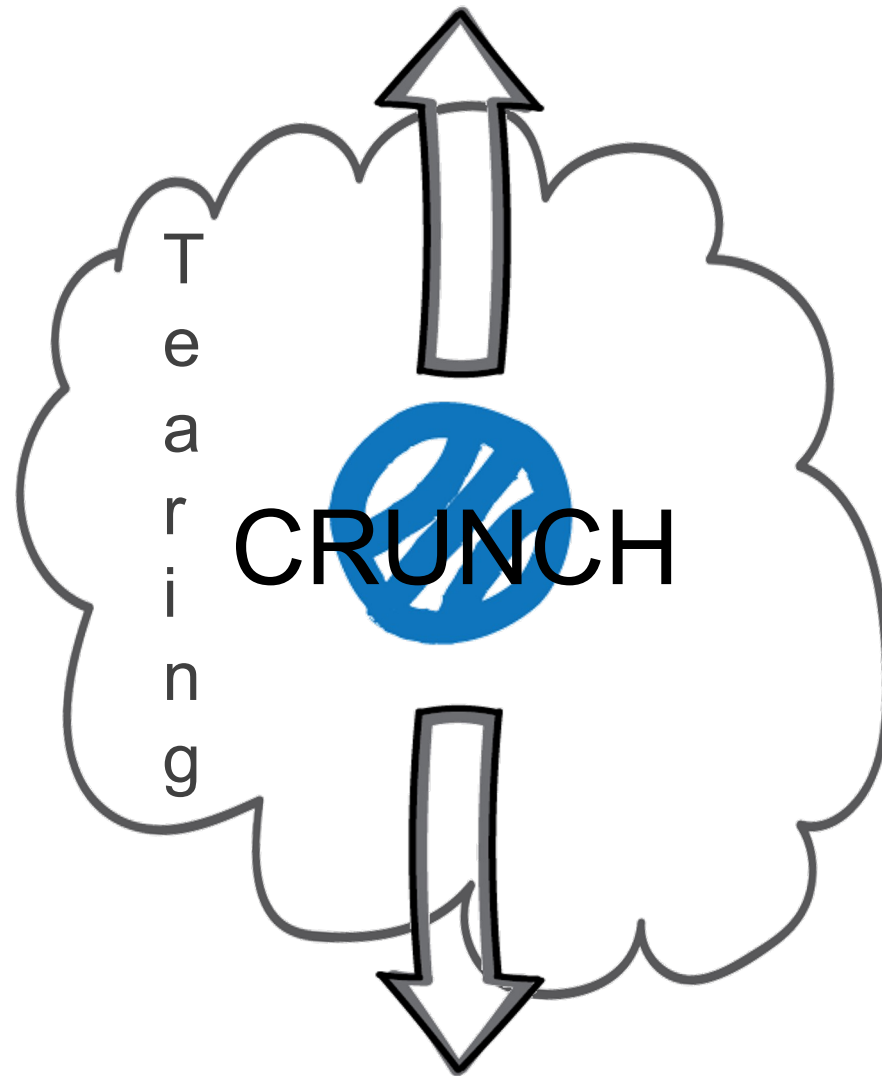


Worker World

“Them”



Middle World



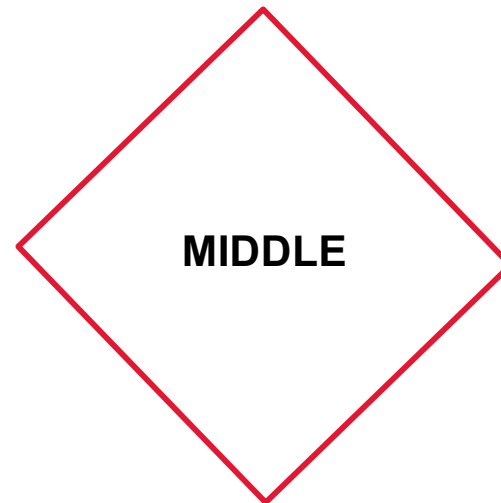
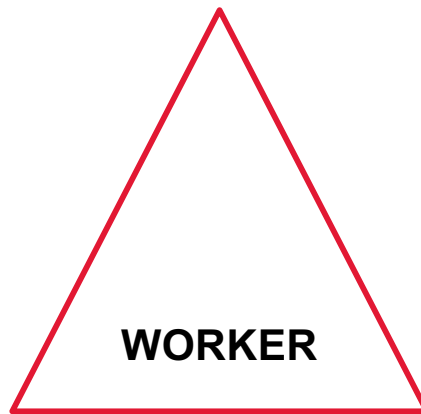
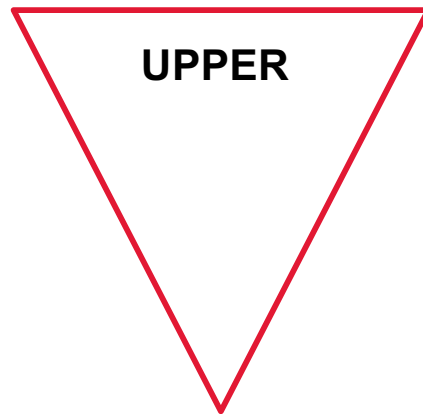
See the system

See the systemic nature of organizations and feel the challenging conditions that come with the different “worlds” that we all must navigate.



HOW CAN IT HELP TO ACCURATELY IDENTIFY:

1. WHAT “WORLD” YOU’RE IN AT ANY GIVEN MOMENT?
2. WHAT “WORLD” THE PERSON(S) YOU’RE INTERACTING WITH IS IN?





REFLECTION

- What stands out for you about what life was like in your part of the system?
- What lesson(s) are you taking away from the exercise?
- How could you apply it in your reality?



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Questions & Evaluation

Evaluate Session:



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References

- <http://www.PowerandSystems.com>



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