



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

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

UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

Leading Change in a Hybrid World: Cultural Agility and Remote Leadership

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Hello.

Tim Jaques

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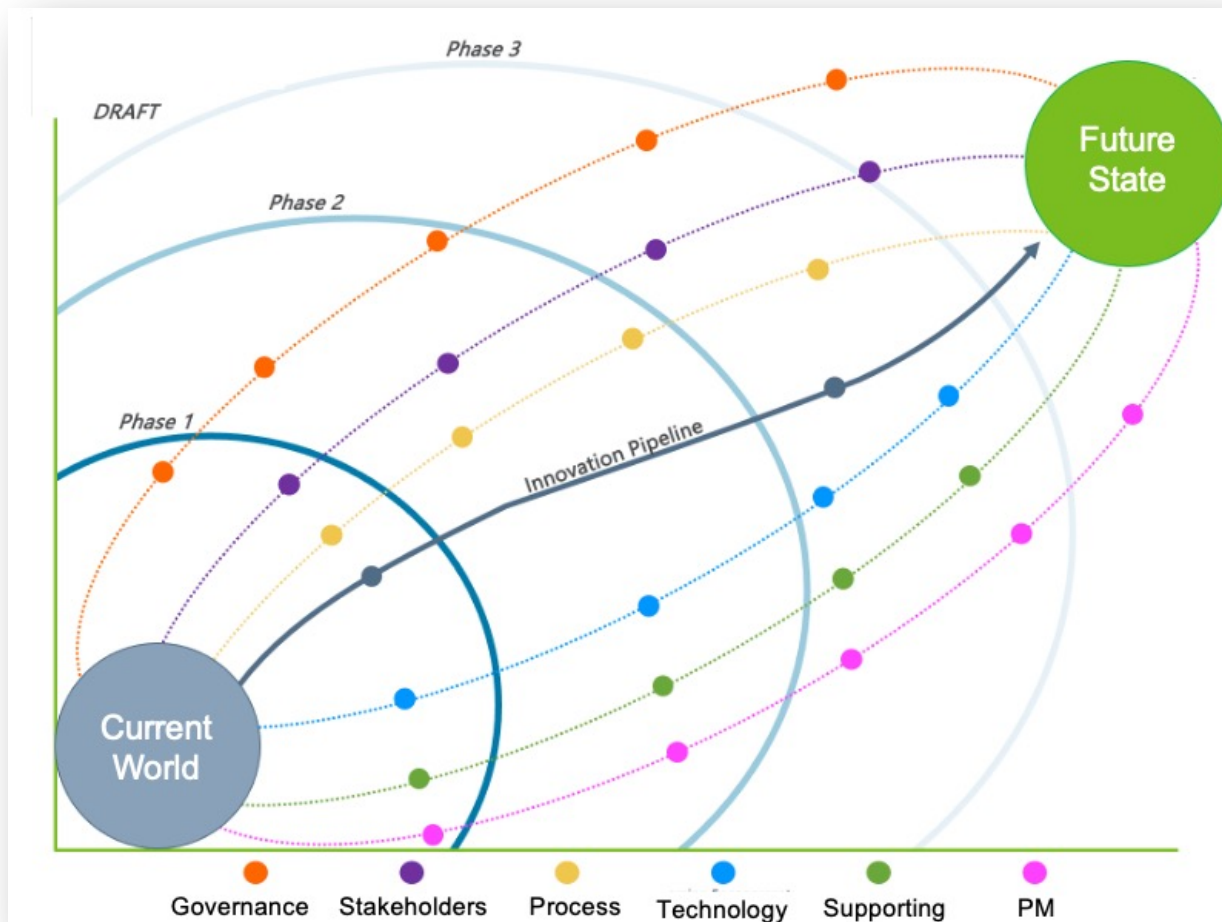
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Projects Are More Complex Than Ever



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- Multiple value streams
- Competing stakeholder success criteria
- Competing future state visions
- Remote and cross-cultural teams

Projects Are More Complex Than Ever



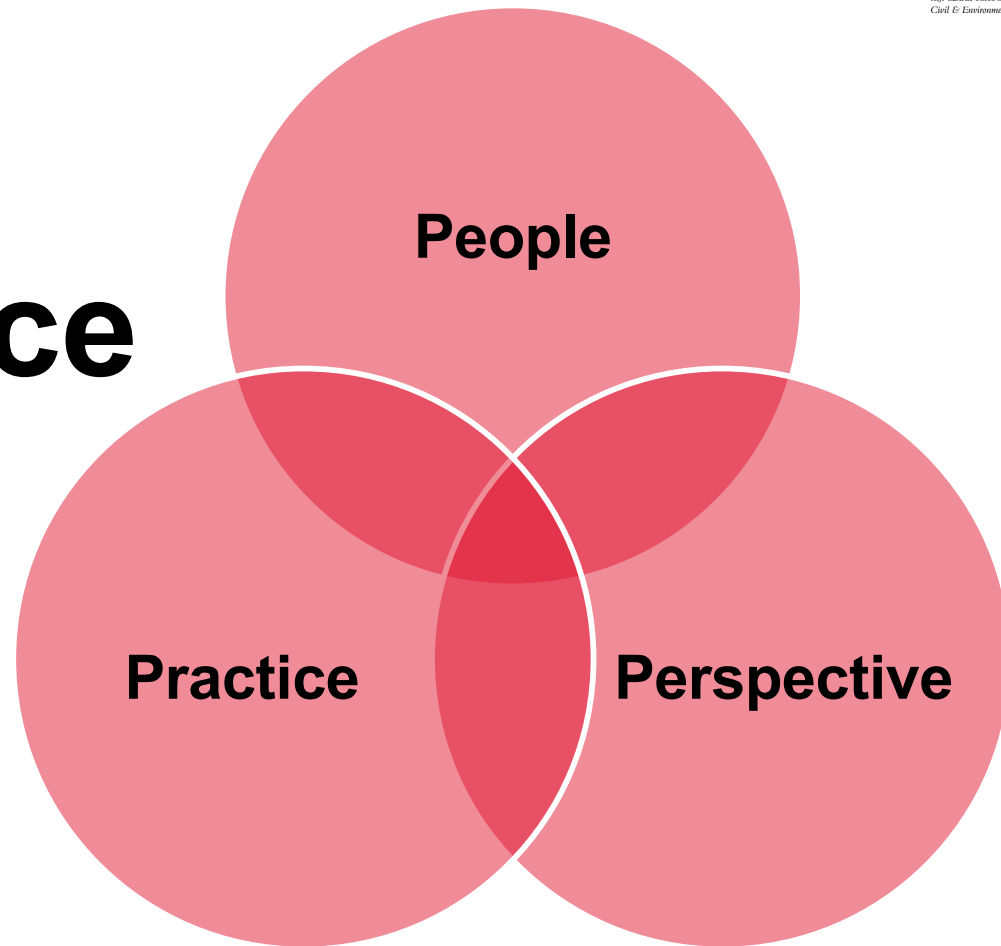
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How can we operate
most effectively in
complex project settings?

Competence Over Process

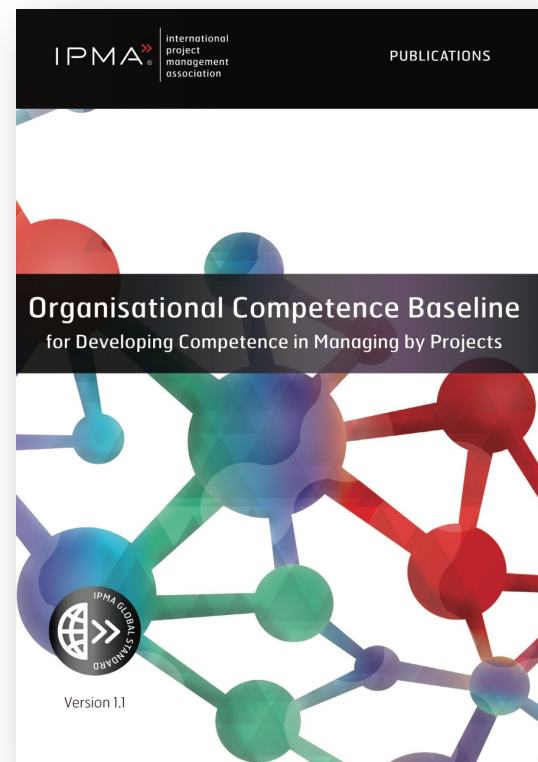
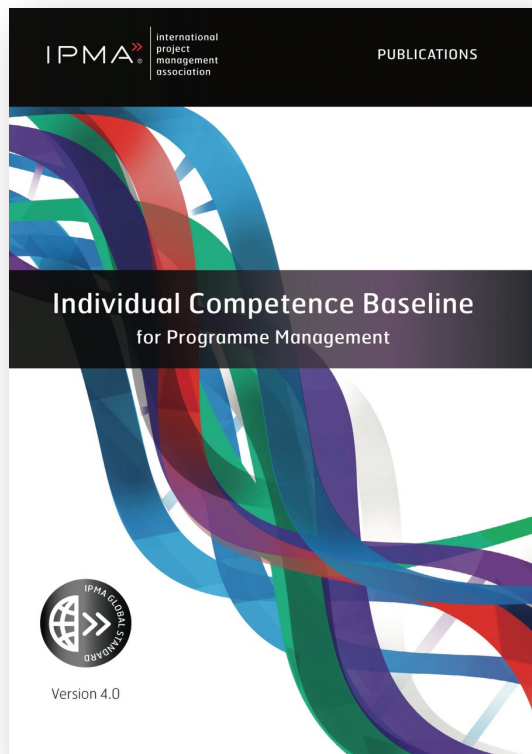


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How IPMA Defines and Measures Competence



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The Periodic Table of Individual Competences



**For Project Managers
Based on IPMA ICB4
ISO 22500**

S
Strategy

The Periodic Table
of Individual Competences

Gs

Governance
Structures and
Processes



Cr

Compliance,
Standards and
Regulations

Pi

Power and
Interest

Cv

Culture and
Values

For Project Managers
Based on IPMA ICB4
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S
Strategy

The Periodic Table
of Individual Competences

Gs Governance Structures and Processes	Pd Project Design	Rq Requirements and Objectives	 international project management association ipma-usa.org	
Cr Compliance, Standards and Regulations	Sc Scope	T Time	Oi Organization and Information	Q Quality
Pi Power and Interest	Fi Finance	R Resources	Po Procurement	Pc Plan and Control
Cv Culture and Values	Ro Risk and Opportunity	St Stakeholders	Ct Change and Transformation	

For Project Managers
 Based on IPMA ICB4
 ISO 22500

S Strategy	The Periodic Table of Individual Competences						Sr Self-Reflection and Self- Management
Gs Governance Structures and Processes	Pd Project Design	Rq Requirements and Objectives				Pr Personal Integrity and Reliability	Pe Personal Communica- tion
Cr Compliance, Standards and Regulations	Sc Scope	T Time	Oi Organization and Information	Q Quality	Re Personal Relations and Engagement	Le Leadership	Tw Teamwork
Pi Power and Interest	Fi Finance	R Resources	Po Procurement	Pc Plan and Control	Cc Conflict and Crisis	Re Resourceful- ness	Ng Negotiation
Cv Culture and Values	Ro Risk and Opportunity	St Stakeholders	Ct Change and Transformation	Sb PgM and PfM Select and Balance	Ro Results Orientation	For Project Managers Based on IPMA ICB4 ISO 22500	

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Gs Governance Structures and Processes Cr Compliance, Standards and Regulations Pi Power and Interest Cv Culture and Values Perspective	Pd Project Design	Rq Requirements and Objectives	IPMA U S A international project management association ipma-usa.org		Pr Personal Integrity and Reliability	Pe Personal Communica- tion	
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Why Is Competence So Important?



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For The Individual	For the Organization

Why Is Competence So Important?



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For The Individual

Competence drives:

- Perform with expertise
- Be authentic in your knowledge and skills
- Know your limits
- Ask better questions
- Speak with authority
- Master your level
- Strive for the next level
- Build a clear roadmap

For the Organization

Why Is Competence So Important?



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For The Individual

The IPMA Competence Model will help you:

- Perform with expertise
- Be authentic in your knowledge and skills
- Know your limits
- Ask better questions
- Speak with authority
- Master your level
- Strive for the next level
- Build a clear roadmap

For the Organization

The IPMA Competence Model will help you:

- Engage employees
- Hire for purpose
- Develop project roles using a proven model
- Assess and improve individuals, teams & projects
- Build a project-oriented culture
- Develop common language
- Create leadership development pathways
- Retain employees

Why Competence is Better



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**Competence is
Empowering**

**Competence Is
Predictable**

**Competence Is
Confidence**

Cultural Agility



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The ability to understand, adapt to, and thrive in various cultural settings, allowing individuals and organizations to work effectively with people from different backgrounds.

We reflect back trust, communication, and collaboration across cultures, which are essential in today's globalized world.

Engaging in Culture



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Element	Approach
Communication Styles	Direct vs Nuanced?
Power Distance	Egalitarian vs Hierarchical?
Decision Making	Consensus vs Leader Driven?
Time Orientation	Deadline Driven vs Flexible?
Trust Building	Task vs Relationship Based?
Conflict Style	Confrontational vs Avoidant?
Uncertainty Tolerance	Structured vs Adaptive

Remote Leadership

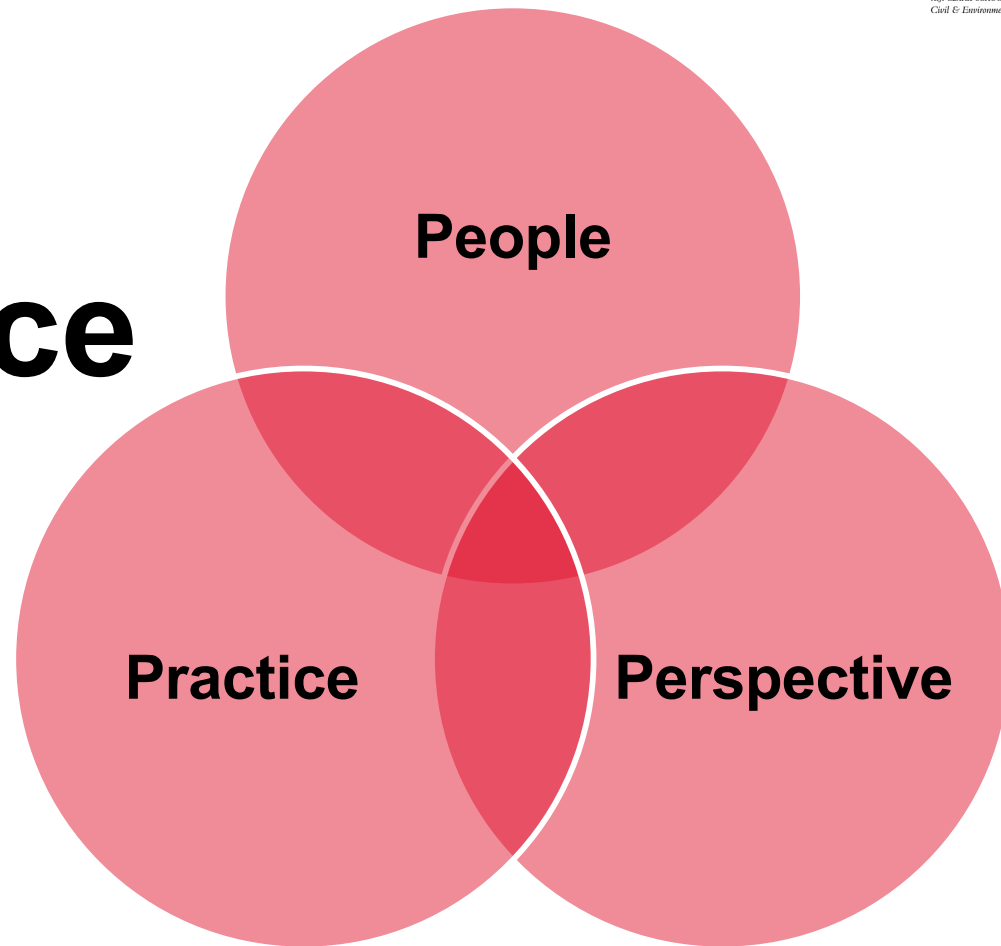


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Remote leadership is the practice of engaging and guiding teams across distributed locations using virtual collaboration tools.

This leadership approach requires leaders to adapt traditional management methods to virtual environments while maintaining team cohesion, vision, respect, and organizational culture.

Competence Over Process



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Leadership:

People-Based Competences



Self-Awareness & Bias Control

- ☐ I actively reflect on my own cultural assumptions and biases
- ☐ I adjust my communication style depending on cultural context
- ☐ I seek feedback from team members in different regions
- ☐ I avoid “one-size-fits-all” leadership approaches

Cultural Sensitivity

- ☐ I understand key cultural norms (e.g., hierarchy, time, communication styles) of my team
- ☐ I respect different approaches to decision-making (consensus vs directive)
- ☐ I adapt meeting styles (formal vs informal) to suit cultural expectations
- ☐ I avoid idioms/slang that may confuse non-native speakers

Trust & Relationship Building (Remote)

- ☐ I create space for informal interaction (virtual coffee, check-ins)
- ☐ I recognize contributions publicly and inclusively
- ☐ I ensure equal voice across locations and cultures
- ☐ I follow through consistently on commitments

Leadership:

Practice-Based Competences



Structured Collaboration

- ☐ I define roles and responsibilities clearly (e.g., RACI)
- ☐ I use shared tools for visibility (tasks, progress, documents)
- ☐ I establish team norms for communication and response times
- ☐ I ensure everyone knows “how work gets done” remotely

Adaptability & Iteration

- ☐ I regularly review what works across cultures and adjust
- ☐ I run retrospectives that include cultural/remote challenges
- ☐ I adapt leadership style (directive, coaching, delegating) per context
- ☐ I encourage experimentation with remote practices

Performance & Outcomes

- ☐ I focus on outcomes, not activity or online presence
- ☐ I align expectations across cultures (quality, deadlines, autonomy)
- ☐ I provide feedback in culturally appropriate ways
- ☐ I ensure fairness in performance evaluation globally

Leadership: Perspective-Based Competences



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Alignment & Purpose

- ☐ I connect team goals to a shared global purpose
- ☐ I ensure cultural differences don't fragment the vision
- ☐ I reinforce common values across locations
- ☐ I clarify decision-making authority across regions

Organizational Awareness

- ☐ I understand how organizational culture interacts with local cultures
- ☐ I align remote practices with company policies and strategy
- ☐ I manage stakeholders across cultures effectively
- ☐ I anticipate external cultural/regional risks



Next Steps: Set The Tone



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Mission Clarity	Sense of Urgency	Commitment To A Bigger Future
A common roadmap and definitions of success Focus on project value and results. <i>More than scope</i>	The pace, rhythms and deadlines that punctuate the project Orient the team around the outcomes. <i>Bigger than schedule</i>	A future that is worth engaging in for all stakeholders Why will people want to live in your world. <i>Beyond project benefits</i>

Next Steps: Operationalize



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Establish Team Operating Agreements

- “Silence $\neq$ agreement; we confirm decisions in writing”
- “We use async input before meetings for consensus cultures”
- “We escalate blockers within 24h regardless of hierarchy”

Identify and Address Friction Zones

- Decision delays (consensus vs speed)
- Misinterpreted tone (direct vs indirect)
- Silence mistaken for agreement
- Uneven participation in remote meetings



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Questions & Evaluation

Evaluate Session:



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