

# CONSTRUCTION PROJECT LEADERSHIP



CONSTRUCTION BUSINESS  
**GATEWAY**

# EXECUTIVE SUMMARY

- ✘ The objective of this seminar is to: introduce key concepts about project leadership as they pertain to design, construction and real estate; to initiate a dialogue on this important topic based on our practical industry experience. We spend much of our career grappling with myriad project management issues; we juggle and try to optimize the project management triangle (cost, schedule and scope) and try to meet the demands imposed on our project teams. These demands are financial, political, environmental, time-related, organizational, economic and technical. They stretch our project resources, our capacity to deliver and have the potential to thwart our potential.
- ✘ Project Leaders must provoke a higher order thinking about the effective management of complex projects in an arena, which is increasingly competitive; where Owners and stakeholders continue to raise the bar; and where competitive pressures are great. Project leadership is about enabling teams to reach their potential in a manner that is aligned with the goals of project sponsor and its stakeholders.

# IT'S ALL ABOUT THE PEOPLE

- ✘ Choose the right people!
- ✘ Choose the right people!
- ✘ Choose the right people!
- ✘ Set up the right organization.
- ✘ Provide the right resources.
- ✘ Set clear objectives.
- ✘ Incentivize the team to aim high.

# PROJECT LEADERSHIP

- ✘ *Definition*
- ✘ *Why is project leadership relevant to us?*
- ✘ *What can we learn from our failures and successes?*
- ✘ *What are the challenges we face in managing in the design and construction space?*
- ✘ *Why are cookie-cutter project management tools insufficient?*
- ✘ *Why technical solutions do not deliver leadership goals.*

# PROJECT LEADERSHIP

- ✘ Projects are done by people, not software packages.
- ✘ The role of the project champion. The person with organizational clout and a desire for the project to succeed.
- ✘ Project leadership is an ability to get things done well through others. It requires:
  - + A vision of the destination.
  - + An ability to communicate effectively.
  - + A compelling reason to get there.
  - + A set of directions and a realistic schedule.
  - + A capacity to attract a team and make it work together by developing and fostering teamwork.

# WHAT PROJECT LEADERS DO...PMI 2003

- ✘ Provide a guiding vision for the project.
- ✘ Challenge the existing process.
- ✘ Model the way.
- ✘ Enable others to act.
- ✘ Encourage the heart.
- ✘ Take the Team to a higher level of achievement.
- ✘ Accept responsibility.

# WHAT PROJECT LEADERS DO...

- ✘ Raise expectations.
- ✘ Instill a passion for excellence.
- ✘ Establish an environment of trust and confidence.
- ✘ Serve their teams.
- ✘ Inspire commitment.
- ✘ Set a great example.
- ✘ Remain connected with the market.

# WHAT PROJECT LEADERS DO...

- ✘ Transparency
- ✘ Objectivity
- ✘ Performance
  - + Keep promises.
  - + Mentor and guide team members and associates.
  - + Empower the team.
  - + Accept the blame and share the glory.

# LEADERSHIP AND STAKEHOLDERS

- ✘ Manage clients' expectations.
- ✘ Deliver bad news fast and provide solutions to problems.
- ✘ Understand the differences between formal project structures and informal lines of communication and power.

# THE CONSTRUCTION PROCESS

- ✘ Conflicting Goals
- ✘ Resource Constraints
- ✘ Organizing the Project Team – Selecting the Right People
- ✘ Project Planning
  - + Budgeting
  - + Estimating + Purchasing
  - + Logistics
  - + Risks

# THE CONSTRUCTION PROCESS (2)

- ✘ Design Development
- ✘ Value Engineering
- ✘ Execution
  - + Project Controls
  - + MEP Coordination
  - + The Submittal & Shop Drawing Process
  - + Procurement
  - + Compliance
  - + QA
  - + Safety
- ✘ Feedback and Lessons Learned

# LEADERSHIP LESSONS

- ✘ Building Projects
- ✘ Infrastructure Projects
- ✘ Technology Projects
- ✘ The destructive nature of ego in design and construction.
- ✘ Observations of effective project leaders.

# THE ROLE OF TRANSPARENCY

- ✘ Defining Expectations
- ✘ Establishing Benchmarks
- ✘ Defining Project Success
- ✘ Measuring Project Success
- ✘ The Project Leader as Servant and Enabler

# THE ROLE OF COMMUNICATION & INFORMATION MANAGEMENT

- ✘ Team Learning
- ✘ Team Building
- ✘ Self-organizing Teams
- ✘ Corporate Culture
- ✘ Rewards and Recognition
- ✘ Project Stages
- ✘ Executive Support
- ✘ Conflict Management

# MOTIVATION

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- ✘ Creating Intrinsic Motivation
- ✘ The project manager's role in team motivation.
- ✘ The importance of clarity.
- ✘ The impact of scope ambiguity.

# POWER, INFLUENCE & POLITICS

- × Types of Organizational Power
  - + Coercive / Autocratic (Punishment / Perceived Dependency)
  - + Legitimate (Formal Authority)
  - + Expert
  - + Reward
  - + Referent (Charisma / Identification)
  - + Information
  - + Contacts / Network
  - + Persuasion (Patience & Effective Communication)
- × Participative Leadership.
- × Power is the ability to influence others to do.
- × Politics is the art of getting what you want...the art of acquiring and maintaining power. It is art of who gets what, when and why.
- × Power derives from formal (positional) role and informal (personal) attributes.
- × The project team is the power base for the project manager.
- × You have power only if other people are dependent on you.
- × Power is neither good nor bad until it is activated or exercised.
- × Project managers and project personnel should work on increasing their personal power.

# TEN GUIDELINES TO INCREASE PERSONAL POWER

1. Develop a sense of obligation in team members, managers, vendors and the client.
2. Develop a reputation as an expert.
3. Rely on a successful track record of accomplishments valued by top management.
4. Create a sense of identification with the project and project team.
5. Get a commitment of team members and stakeholders through their participation, acceptance and ownership.
6. Increase your knowledge about organizational policies and procedures; *how things really work and how you can help.*
7. Develop and strengthen your contact power by building good relationships with outside experts whom you can call upon to help you...**FEED THE NETWORK ON A REGULAR BASIS.**
8. Develop interpersonal skills; communication, negotiating, conflict management, facilitating and making effective presentations.
9. Increase the profile of your project by relating it to the overall and long term strategies of organization.
10. Build a high performance team by supporting your project team, providing opportunity for team members' personal development, and demonstrating trust and confidence.

# RATTLING CAGES

- ✘ Our observations suggest that effective project leaders “rattle cages” and get their teams out of their comfort zone. This means that they are always looking to challenge the status quo and improve upon it.
- ✘ This is probably because they do not allow themselves to become “too comfortable” with perceived success. They avoid complacency and do not tolerate it within their project teams.

# THE NATURE OF LEADERSHIP IS SACRIFICE

- ✘ Through much of our research in the area of leadership, we have come across a common trait of great leaders. They are willing to sacrifice.
- ✘ Project leaders understand that in order to serve their teams and align team behavior with project and organizational goals, they must necessarily subjugate their personal goals, especially if those goals are inconsistent with project success.

# WHY?

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- ✘ Effective managers must understand how to solve problems.
- ✘ Effective leaders must understand why the problems exist.

# LEADERS MUST CHOOSE WISELY...

- ✘ Choose results over status.
  - ✘ Choose accountability over popularity.
  - ✘ Choose clarity over certainty.
  - ✘ Choose conflict over harmony.
  - ✘ Choose trust over invulnerability.
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- Patrick Lencioni, *The Five Temptations of a CEO*, Wiley, 1998

# CLOSING REMARKS ABOUT PROJECT LEADERS

- ✘ Project Leaders:
  - + Are able to focus and assign priorities.
  - + Listen and communicate well.
  - + Are available to to followers.
  - + Are fair.
  - + Are tough and willing to confront difficult problems.
  - + Are able to simplify things and make them look relatively easy.
  - + Tolerant of open disagreement and conflict.
  - + Build teams.
  - + Give credit to others for results.
  - + Are accountable!
  - + Are trustworthy.

# LITERATURE FOR FURTHER STUDY

- ✘ Peter Senge, *The Fifth Discipline*, Doubleday Books, 1990
- ✘ Thomas P. Hughes, *Rescuing Prometheus*, Vintage Books, 1998
- ✘ Patrick Lencioni, *The Five Temptations of a CEO*, Wiley, 1998
- ✘ Schmid, Bernhard and Adams, Jonathan, *Motivation in Project Management: The Project Manager's Perspective*, Project Management Journal, Volume 39, Issue 2, pp. 60 -71.