FACILITATIVE LEADER AND LEADERSHIP DEVELOPMENT DURING A MEGA PROJECT IMPLEMENTATION PHASE: A CASE STUDY

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Introduction

• Project management “new” form of general management – deliver complex initiatives (Pant and Baroudi, 2008)

• Despite formalisation of project management profession:
  – 65% of industrial projects fail to meet objectives (Merrow, 2011)
  – PMBOK mainly addresses the technical aspects (PMI, 2013)
What is required?

- Projects require leadership (Cleland, 1995; Day, 2000)
- Projects are unique & temporary, require different methods
- Balance between technical (hard) and interpersonal (soft) skills (Cleland, 1995; Day, 2000; Thompson, 2010)
- Leaders learn through challenging work, solving problems and leading teams (Hirst et al., 2004)
Research Objectives

• Research the benefit of:
  – Leader and leadership development of a project team through a facilitative coaching approach

• Questions
  – How did individual benefit,
  – How did the project benefit?
  – Which strategies were beneficial?
Conceptual Model

Project Environment:
- On-the-job training
- Linked to Strategic Business Goals
- Leadership is required
- Team Environment

Leadership Development (Social Capital):
- Facilitative Coaching on a critical project

Leader Development (Human Capital): 
- Project manager
- Project team members

Development of EQ:
- IQ
- MQ
- EQ
- EQ
- MQ
- IQ
# Emotional Intelligence

Mixed model of emotional intelligence (Goleman, 2004)

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<thead>
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<th>Self</th>
<th>Others</th>
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<tr>
<td><strong>Recognition</strong></td>
<td>Self-awareness</td>
<td>Social awareness</td>
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<td>Emotional self-awareness</td>
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<td>Accurate self-awareness</td>
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<td>Self confidence</td>
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<td><strong>Regulation</strong></td>
<td>Self-management</td>
<td>Relationship management</td>
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<td>Emotional self-control</td>
<td>Developing others</td>
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<td>Trustworthiness</td>
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<td>Conscientiousness</td>
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<td>Adaptability</td>
<td>Conflict management</td>
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<td>Achievement drive</td>
<td>Visionary leadership</td>
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<td>Initiative</td>
<td>Building bonds</td>
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<td>Teamwork &amp; collaboration</td>
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Research Design & Methodology

• Qualitative research – Case Study
• Unit of Analysis – Mega green fields mining project in South Africa between 2008 - 2012
• Data Gathering
  – Structured Interviews – 7 of 9 management team members and facilitator
  – Data Mining – Data gathered during project by facilitator
Case Study

• Project Background
  – Approved July 2008 – 40 months schedule
  – New project manager appointed - lessons learnt & experience

• Project Team
  – Management team 9 people, 8 males and 1 female
  – +45 years of project experience (2 mega projects, 3 worked together)
  – 15 Degrees between the 9 team members (2 Masters level)
  – Owner’s team – 180 people
  – At peak construction 2500 people on site

• Project Status
  – Conflict, disciplinary process
  – January 2010 – 18 months into project – 3 months behind schedule
  – Project management team in disarray - Facilitator appointed
Leadership Development

• Identified potential of team

• Team had limited leadership training – mainly management training

• Facilitation process
  – Individual coaching – Focus on self care
  – Inter-personal coaching – Narrative practices
  – Team coaching – Narrative approach, reflection

• Became part of the management team

• Emotional development
  – Improvement in self awareness, self regulation, motivation, empathy and social skill.
Emotional Development

Components of emotional intelligence (Goleman, 2004)

- **Self-Awareness**
- **Self-Regulation**
- **Social Skill**
- **Empathy**
Leadership

Project Manager
• Autocratic, dictatorial
• Transactional
• Conflict
• Low chance of success

Developing emotional intelligence of the team
• Understood the power of Influence
• Individuals took accountability through different phases
• Different styles were required throughout project
• Collective leadership style enhanced team performance (Goleman et al., 2013).

Project Team Members Leadership Style Preferences

- Visionary
- Coaching
- Affiliative
- Democratic
- Pace Setting
- Commanding

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<th>Project Manager</th>
<th>Team Members</th>
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Results

- Improved emotional intelligence of team
- Improved team work and collaboration
- Contributed to successful completion of project
  - Pulled back 7 months in remaining 22 months
  - Completed 4 months before baseline schedule
  - Ramp up to name plate capacity and handover successfully completed
  - Mine producing above capacity since July 2012
- Team members became better leaders and managers in their new positions
Conclusions

• Technical competency & experience ≠ successful projects

• Technical project managers ➤ great project managers:
  – Multidimensional
  – Context of projects (Dalakoura, 2010)
  – Technical and soft skills
  – Experience based (Thomas and Cheese, 2005)
  – Must be sustained over long period (Druskat and Wolff, 2001)
Conclusions

• Emotional intelligent project managers:
  – More effective leaders
  – Deliver more successful projects (Du Plessis, 2014)

• Team Coach:
  – Tailor development to individual & team
  – Match experience, skills and learning styles on 1 on 1 basis (Solansky, 2010)
Conclusions

• Strategic projects ideal for leadership development:
  – Action learning – linked to strategic goals
  – Finite duration – development assessed
  – Job assignments benefit individual & organisation
  – High pressure environment, constant change
  – Quick feedback on decisions & impact
  – Success requires effective leadership
  – Opportunity for team development
Current Work

• Working with Project Teams
  – Establish baseline (HDBI, Strength Finders, EQi assessments)
  – Team profiles (HDBI, Strength Finders and EQi)
  – Individual coaching & Team coaching
  – Observing team members
  – 360deg Reviews

• Align individual development goals and objectives to project and organisational objectives.
QUESTIONS