

# The Role of Project Management Controls

In Disruptive Leadership & Agility

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## Disruptive - A New Trend in Leadership

- Disruptive leaders Push Organizations to embrace innovation and exceptionalism.



In today's business environment, the speed of change has created continual chaos.

Out of chaos have emerged disruptive leaders who thrive on it, pushing their organizations to embrace innovation and exceptionalism. And in doing so, lead them to become agile and proficient in change management.

## WHY DISRUPT

- Disruptive leaders wield disruption as a tool and a weapon.



- With disruption, they forge innovative paths or sever the dead and dying processes, concepts, etc. that hold back their companies.
- It is drawn upon to combat stagnant growth, enforce simplification, or provoke innovation based on insights into trends that threaten the future of the organization to adapt or fade into obsolescence.

## Why is Change Difficult?

- ❖ Uncertainty
- ❖ Concerns about more work
- ❖ Fear of incompetency



All of these have an emotional component that reinforces resistance.

## Disruptive Leadership Drives the Organization's Culture.

- Disruptive leaders have a high level of emotional intelligence.
- Drive Cultural change through a more horizontal exchange of experience, information and counsel.



## Disruptive Leadership's Appeal for Agile

- Their own agile skillsets
- Agile methodologies work better than others to accommodate changes and meet challenges

**Agile organizations complete 69% of their strategic initiatives, compared to 45% by less agile ones.**

According to Research by PMI.



What makes agile methodologies so appealing to the disruptive leader?

In part, their own agile skill sets create agility, but agile methodologies work better than others at accommodating changes and meeting challenges.

What does Agile look like in Project Management for Construction and Engineering?

<b>A</b>	<b>G</b>	<b>I</b>	<b>L</b>	<b>E</b>
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## Benefits of Agility

- Faster time to completion
- Better project owner/user satisfaction
- Increased revenue and engagement
- Happier, more productive employees/stakeholders
- Stronger alignment throughout the organization
- Product KPI's that are easily understood
- A clearer connection between product/project investment and revenue/ROI



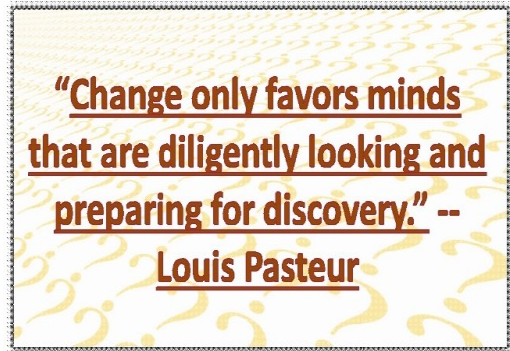
## Features that distinguish Agile methods.

**These keys in the hand  
of a disruptive leader  
Unlock the chains that  
bind organizations to  
old habits**



## Disruptive Leadership Competencies

1. Leapfrogging
2. Pushing boundaries
3. Diversity in circle of influence
4. Data/Intuition
5. Adaptive planning
6. Embracing Change



1. **Leapfrogging** – creativity and innovation
2. **Pushing boundaries** – be curious and ask why.  
Break the rules, write new ones – but always explain why.
3. **Diversity in the circle of influence**
4. **Data/Intuition Integration** or building your bank of intelligence
5. **Adaptive planning**
6. **Embracing Change** – Guiding others through chaos

## The Importance of Project Controls in Project Management

Many organizations willingly admit that inadequate project controls result in major challenges.



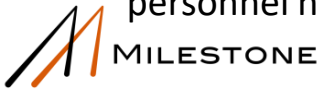
CLOSE TO HOME

BY JOHN McPHERSON



**Survey Results of Challenges Created by Inadequate Project Controls**

- “Capturing time/costs against projects” is the biggest PM challenge.
- Over 30% of companies consider poor visibility of available resources a major challenge.
- Only 9% rate themselves as excellent on successfully executing initiatives to deliver strategic results.
- Only 56% of strategic initiatives meet their original goals and business intent.
- A majority of companies either lack the skills or fail to deploy the personnel needed for strategy implementation.



A majority either lack the skills or fail to deploy the personnel needed to implement the strategy.

*Where there is no standard,  
there can be no improvement.*

*For these reasons, standards  
are the basis for both  
maintenance and  
improvement.*



### Fundamentals

- Methods, tools and people are an essential part of project controls
- Measuring progress involves metrics of time, cost, quality and performance
- KPIs are a means of tracking these for project stakeholders and decision makers.

KPIs focus on future outcomes, and this is the information stakeholders need for decision-making.

- Project Controls are essential for proactive risk management
- Project Controls depend upon quality planning



### **Project Controls are essential for proactive risk management**

Every company has business practices, and if those practices are properly in place, the company will maximize its ability to make a profit.

All those practices (things you need in place) are called risk factors.

### **Project Controls depend upon quality planning**

A comprehensive project plan must be defined before a project starts; without it, there is little basis for control. Project tracking cannot be accomplished without a well-defined work plan, budget, and schedule.

These serve as a baseline for comparing real-time performance.



**The skills, experience and focus of the project controls team are specialized for:**



- Assisting with creating the plan & logic
- Developing the baseline schedule
- Reporting & documenting progress
- Analyzing data
- Objective and constructive advice on how to correct issues that cause or threaten to cause milestone delays
- Updating and maintaining the schedule



This individual/group frees up the rest of the project team, management, and executives to do what they do best and shortens decision-making time.

**Disruptive Leadership Competencies  
& Dedicated Project Controls Mesh to  
Facilitate Agility in Project  
Management for Construction**





How do the six disruptive leadership competencies create an advantage in project management?

How do they promote one or more of the five keys of agility?

How is each dependent upon dedicated project controls?

Let's find out.





### **Leapfrogging Enhances the Agility**

#### **Keys:**

#### **Leader-development Readiness -**

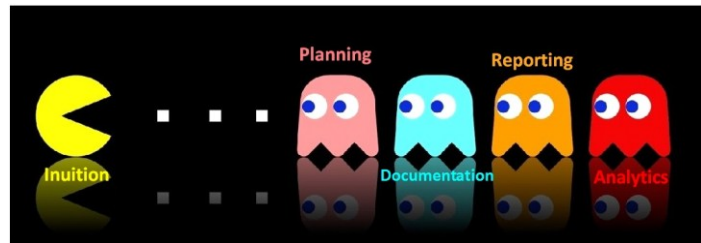
Leapfrogging forces growth and development via example and adaptation

**Learning Agility** - Leapfrogging creates an environment for the application of existing skills to the unknown.



## Leapfrogging's Dependence upon Dedicated Project Controls

A **project controls source** frees up the disruptive leader and his team to be creative, and provides the timely reports and analysis to feed his intuition.



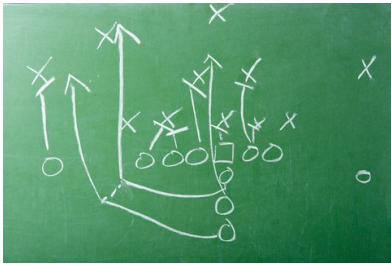
## Pushing Boundaries applied to Project Management



Disruptive leaders always look to improve processes & performance in project management & project execution.

The accepted status quo of time, cost & quality to the disruptive leader are like records to the athlete: they exist to be broken.





**Intent:** Score – preferably a touch down

**Play:** The way to achieve it.

**Action:** Follow the play, but deviate instinctively with opposition or opportunity



## Pushing Boundaries Encourages Agility

### Keys:

**Learning agility:** Knowledge of previous outcomes and expected results becomes a tool for improvement

**Leader-development readiness:** Prior standards empower motivation

**Communicating intent:** Knowing the intent of the project gives fluidity to execution so that boundaries can be surpassed.



**KPIs are to Project Management and Project Teams what watching video playbacks of game performance are to coaches, managers and football teams**

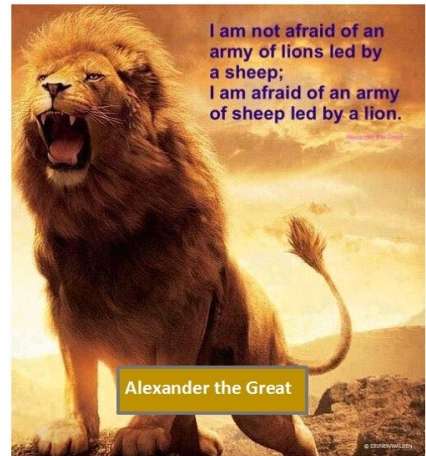


### **Pushing Boundaries depends upon Dedicate Project Controls:**

- Project Controls supports through documentation and collaboration.
- Project Controls - specifically planning and schedule development - keep the intent in the forefront.
- Project controls, especially KPI's, offers leaders the information from which to glean insights into where team performance can be improved

**Be Decisive - Stand Up and be Counted –  
Applied to Project Management :**

Disruptive leaders are bold to act, confident in their insights and instincts. Their confidence will involve their fellows in initiating changes. This makes change management easier for the whole team/organization.



**Be Decisive - Stand Up and be Counted – The Agility Keys enhanced are:**

**Organized Chaos**—Each member of the team, as exemplified by their leader, becomes more confident. Decisiveness is imperative to organized chaos.



**Ethics**—Doing what is right, even if it is not what everyone is used to doing.

Ethics encourages better engagement in project controls and use of them for improvement or problem solving.



## Be Decisive - Stand Up and be Counted – Strengthened by Dedicated Project Controls

**Project Controls** are critical for triage and execution of solutions. They are the metrics and monitoring of success.

**Project Controls** validate instincts and embolden action.



**Diversity in Circle of Influence– Affects Project Management**

**Disruptive Leadership** collaborates with and/or designates responsibility to those with specialized skills and experience. As a leader, this prevents you from being stretched too thin in your own responsibilities or capabilities.



**Diversity in Circle of Influence– Reinforces Agility Keys:**



- **Learning Agility** – For a leader, when responsibilities are properly shared, there is an advantage of being able to step back & see how all the pieces fit together.
- **Leader-development Readiness** – For Team Members, when acknowledged for their skills by involvement in decisions & delegated responsibility, they become ready to lead.



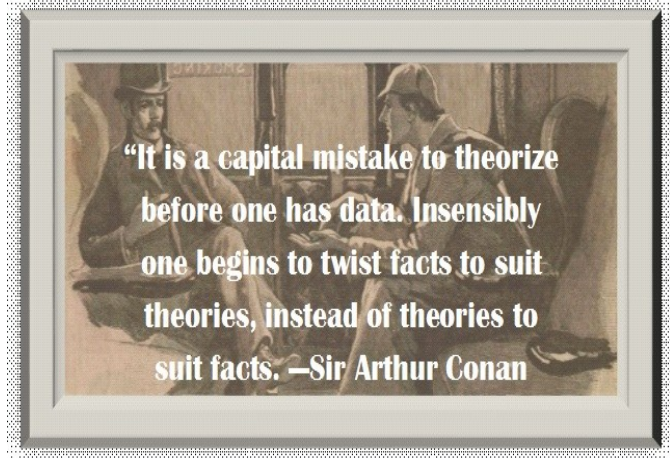
**Diversity in Circle of Influence Leverages Dedicated Project Controls:**

**Designated project controls team/person** provides the talent and experience in project controls to insure adequate time and attention is given to planning, schedule development, reporting, analysis and documentation for each and every project.



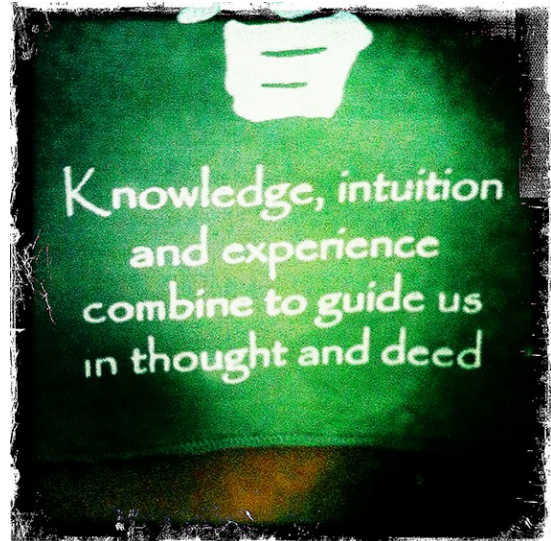
## Data Intuition Integration Applied to Project Management

**Disruptive Leaders** understand the importance of ongoing and real-time data for well-timed insights to aide agile decisions. This keeps agile project management stable.



## Data Intuition Integration Aides Agility Key:

**Learning Agility** involves intuition which is confirmed by data which leads to agile decisions.



## Data Intuition Integration Requires Dedicated Project Controls:



**Project Management Controls** is all about the creation, tracking, reporting, analyzing and managing the various forms of intelligence that document the life of the project.

When a dedicated project controls team is in place, the disruptive leader has his timely information in front of him; unlike Sherlock Holmes who had to inspect and hunt for clues to gain his insights.



## Adaptive Planning Applied to Project Management



**Disruptive Leadership** applies agile thinking to Adaptive planning in Project Management.

Breaking projects and processes down into smaller tasks is part of keeping things agile.

This includes strategic adaptation for project controls, a crucial part of the whole of Project Management.



## Adaptive Planning Improves Agility Keys:

- **Communicating Intent** as modeled by the armed forces applies intent-based planning and execution to project management.
- **Learning Agility** is increased when projects are broken down into smaller tasks.

**“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”**

— General George S. Patton —



**Adaptive Planning Navigates by Designated Project Controls:**

A dedicated project controls source is to the PM and project as is a navigator to the Captain and his ship.

It is the project controls team that keeps the project true to the intent as the project execution phase progresses. Their eyes are always on the intent.



### Embracing Change – Why Change?

Change causes disruption in our normal way of doing things, interrupting or preventing business as usual.



"When forced to embrace change, 10 percent will respond like James Bond, 10 percent will respond like Moe Howard from the Three Stooges, and 80 percent will do nothing at all."



Richard Becker

## Embracing Change Applied to Project Management

With disruptive leadership, chaos is organized, because it is anticipated in the plan.

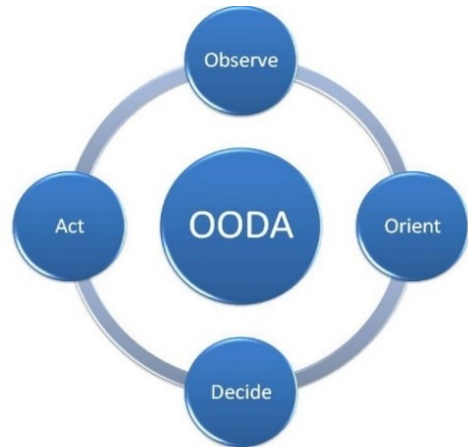
Col. John 'Hannibal' Smith:  
**I BELIEVE THAT  
NO MATTER HOW  
RANDOM THINGS  
MAY APPEAR,  
THERE'S STILL  
A PLAN.**



**Embracing Change Is Embodied in Agility Key:**

**Organized Chaos** is accomplished in iterative cycles through the life of the project guided by the project's intent and baseline schedule.

The OODA loop represents such a cycle. Challenges would be further triaged for priority in action.



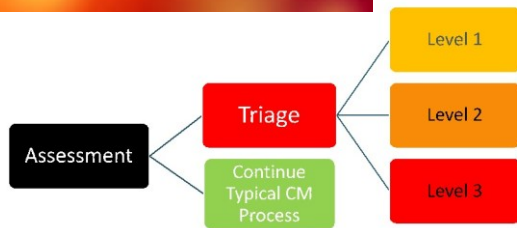
## Embracing Change is Less Painful with Dedicated Project Controls

A **project controls team/person** becomes the project's health practitioner/s by thorough monitoring of metrics and KPIs to measure healthy progress, costs within budget, project safety and quality standards.



They enable thorough examination and tracking without placing excessive demands on the project manager, executives, and team.

Embracing Change is Less Painful with Dedicated Project Controls



- **Provide** a unifying course of action through the storms of challenges to the project.
- **Triage** challenges or problems according to priority of risk



- Synchronized,
- Agile,
- Diversified culture of
- Creative thinking, and
- Organized chaos will thrive in the uncertainties of project management.

**Working  
Better  
Together**

**Replace Old Boundaries by new benchmarks. Value is added to both the culture and knowledge base of the team, organization and the industry.**

**Disruptive Leadership  
Designated Project Controls  
Agile Methodology**



**Thank You  
for  
Your Attention**

