Project Outputs vs Sustainability Outcomes

Project Management perspectives

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John Grill Institute for Project Leadership

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Mission: To Improve Project Leadership in Australia and Internationally

THE UNIVERSITY OF SYDNEY

#JGIPL2023

Fly-wheel: Improving project leadership by connecting government, policy, industry and research, e.g.
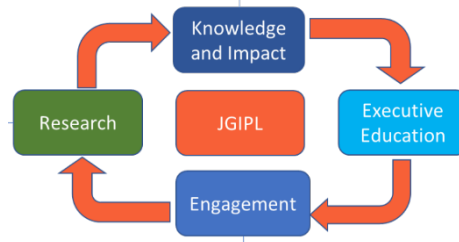
Practice-informed Research
Project Leadership in a Changing World
1. Project Models and Digital Transformation
2. Organisational Dynamics of Projects
3. Projects for Sustainable, Resilient and Just Futures

Research-Informed Executive Education
Executive Leadership in Major Projects
1. Project Leadership
2. Complex Projects
3. Project Sponsorship
4. Systems Engineering Leadership

Insight #1: Projects are a temporary form of organising.

"A project is a <u>temporary endeavor</u> undertaken to create a unique <u>product, service, or result</u>. The temporary nature of projects indicates that a project has a <u>definite beginning and end</u>. The end is reached when the project's <u>objectives have been achieved</u> or when the <u>project is terminated</u> because its objectives <u>will not or cannot be met</u>, or when the <u>need for the project no longer exists</u>."
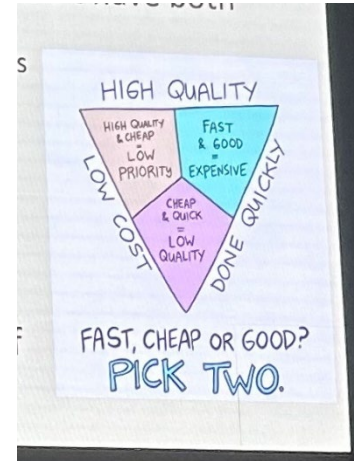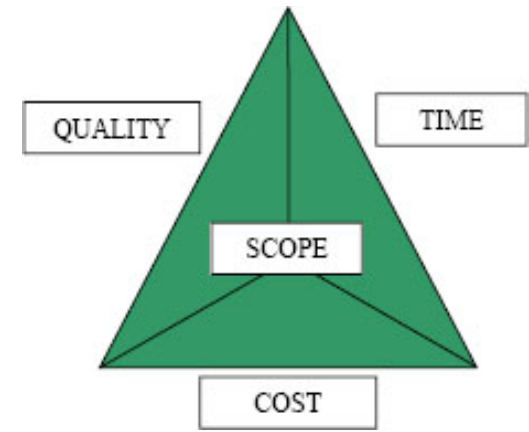
-Project Management Institute (2024).

Insight #2: Project success is measured using the 'iron triangle' of cost, time & quality

the "iron law of megaprojects" is identified as a main challenge to megaproject management: "Over budget, over time, under benefits, over and over again." (Flyvbjerg, 2017)

"…planners and promoters deliberately misrepresent costs, benefits, and risks in order to increase the likelihood that it is their projects, and not those of their competition, that gain approval and funding." (Flyvbjerg, 2007)

- Flyvbjerg, B. (2007). Policy and Planning for Large-Infrastructure Projects: Problems, Causes, Cures. Environment and Planning B: Planning and Design, 34(4), 578-597. https://doi.org/10.1068/b32111
- Flyvbjerg, B. (2017). "Introduction: The Iron Law of Megaproject Management," in Bent Flyvbjerg, ed., The Oxford Handbook of Megaproject Management (Oxford: Oxford University Press), Chapter 1, pp. 1-18; URL for print version: http://bit.ly/2bctWZt

(Dr Alan Chenoworth 26/8/24)

Insight #3: Good project leadership and project management are not the same.

"Management is about coping with complexity. Its practices and procedures are largely a response to the emergence of large, complex organizations in the twentieth century. Leadership, by contrast, is about coping with change."

-Kotter, J. P. (2001). What Leaders Really Do. Harvard Business Review, 79(11), 85–97. https://hbr.org/2001/12/what-leaders-really-do?

Insight #4: Delivering value is the benefit received by stakeholders divided by cost.

"By delivering value we mean the activities, processes, and strategies that organizations use to produce benefits at a <u>reasonable cost</u>, either in specific projects or through project business in general."

Martinsuo, M., Klakegg, O. J., & van Marrewijk, A. (2019). Delivering value in projects and project-based business. *International journal of project management*, 37(5), 631-635.

Incremental change in the Sector towards other measures of success

Improvements are happening, though slowly

Australian construction industry is resistant to change

Need for our support in understanding Transformational Change

Collaboration with project managers and leaders is essential

Decisions throughout the project life-cycle must consider diverse groups

Achieving Fairness, Equity, and Justice

Help project managers understand the scale of transformation required

Regulatory and institutional changes are needed

Workshop Question

- How can project managers and project leaders support fair, equitable and just processes and outcomes?

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