



GSOE9820 – Engineering Project Management

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Never Stand Still

Faculty of Engineering

# Week 10

## Effective Leadership

# Here is what you need to know

1. Understand the fundamentals of leadership
2. Know how to function as an effective leader of diverse engineering teams.
3. Earn the trust and confidence of colleagues through competent and timely completion of tasks.



# Why leadership matters in Engineering Project Management

In some sectors up to  
**75%** of complex  
projects with budgets  
greater than \$500  
million fail\*

1. Is this the kind of future that you want for yourself?
2. What would you want your generation of engineers and project managers to be known for?
3. What do you think it would take?

\* Engineers Australia's *Mastering Complex Projects* green paper, (2014)

# Introduction to this model of leadership

## What do we mean by Leadership

1. **Leadership as a term (definition)**
2. Leadership as a realm of possibility
3. Leadership as a phenomenon

## Foundations for leadership

1. Being a person of Integrity
2. Something greater than oneself

# Leadership as a term (definition)

Leadership is defined as:

an exercise in language that results in a **created future**

that the leader and those being led come to live into,

which future gives them being and action in the present,

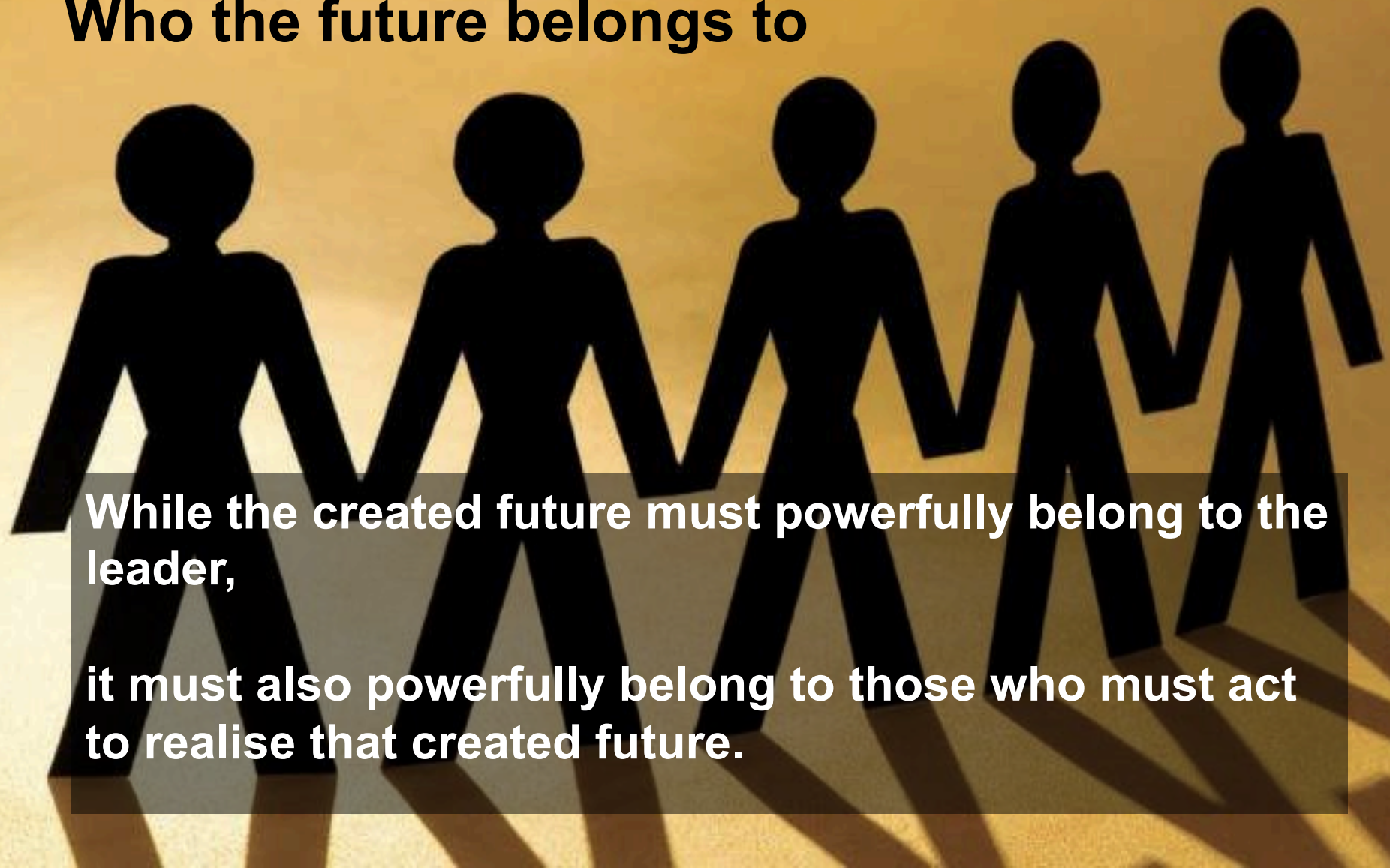
that results in the realisation of a future

which future fulfills (or contributes to fulfilling) the concerns of the relevant parties,

including critically those who granted the leadership (those who lead you and those you lead).

of resolution and  
The degree of clarity  
which a televised image  
broadcast signal is rec  
**def·i·ni·tion** n. 1.  
The teacher gave de  
of the new words.  
of an image (pict  
a TV screen

# Who the future belongs to



**While the created future must powerfully belong to the leader,**

**it must also powerfully belong to those who must act to realise that created future.**



# Creating a created future requires that you be that future... in the present



You hold yourself as the place where the created future comes together,

... and then, when it has come together, you embody that future.

Who you are and your life become about the creation and realization of that future.

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# Leadership as a domain

**Domain: a field of human interest or concern; a realm or sphere of activity\*.** Eg. Engineering is a domain, medicine is a domain, music is a domain.

Leadership is defined as  
a realm of possibility

in which when you are being a leader

all possible **ways of being** are available to you,

and when you are exercising leadership

all possible **actions** are available to you.



\*Merriam-Webster's Unabridged and Collegiate Dictionaries (accessed December 2014).

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# Leadership as a Phenomenon

To create a created future,  
leading involves **using language**  
that brings something into existence, creates or  
brings forth a world.

This is **different from** using language to  
describes what is already there.

How does this work?

# Leadership as a Phenomenon

**Words Describe World**



# Leadership as a Phenomenon

**Words Create World**

# Leadership as a phenomenon: Speech Acts

**What can be  
observed  
when there is  
leadership**



1. **Assertion** – giving your word as to the existence or state of something, and being willing to be accountable that your evidence would make that assertion valid for others
2. **A promise** - Specific action or result by a specific time ie. What / to whom / by when.
3. **Declaration** - brings forth a future as a possibility – a future you are standing for, and you can be counted on to view what you are dealing with from the perspective of and act consistent with that possibility realized.
4. **Request** – Creating an opportunity for someone to make a promise or declaration – which they can accept (creates a promise), decline (no promise), counter offer (which if accepted, creates a new promise), promise a future response. People can't authentically say yes if they can't say no.
5. **Offer** – offer to make a promise, which can be accepted, declined or counteroffered.
6. **Command / Demand** – when authority from others gives you the right to make demands of others (they can decline if willing to suffer the consequences)
7. **Invitation** – an opportunity to engage in a possibility as a possibility (one may decline without explaining or providing a basis for the decline)
8. **Revocation** – taking back an assertion, promise, declaration, request, offer, demand or invitation



# Leadership as a phenomenon: Speech Acts

**Assert**

**Promise**

**Declare**

**Request**

**Offer**

**Command /  
Demand**

**Invite**

**Revoke**

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# Integrity as a foundation for leadership



The level of integrity with which you operate, determines your opportunity set for performance.

# Integrity, Performance and Leadership

A lack of integrity creates incompletions. These incompletions:

- a) impacts our perception and decision making
- b) impacts the workability of relationships
- c) constrains the opportunity set for performance, and ultimately, the freedom to exercise leadership effectively.



# Integrity as a foundation for leadership



1. Integrity is honouring your word
2. If you are interested in expanding your opportunities for effectiveness, get interested in honouring your word.

**What constitutes your word?**

# 6 elements that constitute your word:

## 1. What You Say / Promise



Whatever you said you will do, or will not do ...

And in the case of do, doing it on time.

**Note!:** Requests of you become your word unless you have responded to them in a timely fashion.



# 6 elements that constitute your word:

## 2. What You Know:



Whatever you know to do,

or know not to do,

and if it is do, doing it as you know it is  
meant to be done (and doing it on  
time),

unless you have explicitly said to the  
contrary.

# 6 elements that constitute your word:

## 3. What Is Expected



Whatever you are expected or requested to do (or not do)

by anyone with whom you desire to have a workable relationship

(even when not explicitly expressed),

and in the case of do, doing it on time,

unless you have explicitly said to the contrary.

# 6 elements that constitute your word:

## 4. What You Say Is So:



Whenever you have given your word to others as to the existence of some thing or some state of the world,

your word includes being willing to be held accountable

that the others would find your evidence makes what you have asserted valid for themselves.

# 6 elements that constitute your word:

## 5. Standing For Something:



What you say that your life is about

What you can unquestionably be counted on –

Expressed in the form of a **declaration** made to one or more people, or even to yourself, OR

What you allow people to believe that you stand for

# 6 elements that constitute your word:

## 6. Moral, Ethical, And Legal Standards:



The moral, ethical, and legal standards

# How to honour your word

## 1. **Keeping** your word, and on time



## 2. As soon as you become aware that you will not be keeping your word (including not keeping your word on time)

**Saying to everyone impacted that you will not be keeping your word, and**

By when you will keep that word in the future

**OR**

That you won't be keeping that word at all, and what you will do to deal with the impact on others of the failure to keep your word (or to keep it on time).



# Where can you see some opportunities to lift your performance?

1. Opportunities to keep your word on time
2. Opportunities to look at areas where you KNOW you will not be keeping your word and
  - a. Opportunities to say that you won't be keeping your word make new promises to those impacted or
  - b. Opportunities to say that you won't be keeping your word and what you will do to deal with the impact on others

# Integrity, Performance and Leadership

- Honouring your word provides integrity and with it - opportunities for performance
- When your word is whole and complete, there is **capacity** for being a leader and the effective exercise of leadership

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## Foundation 2: Something bigger than oneself

Why

How

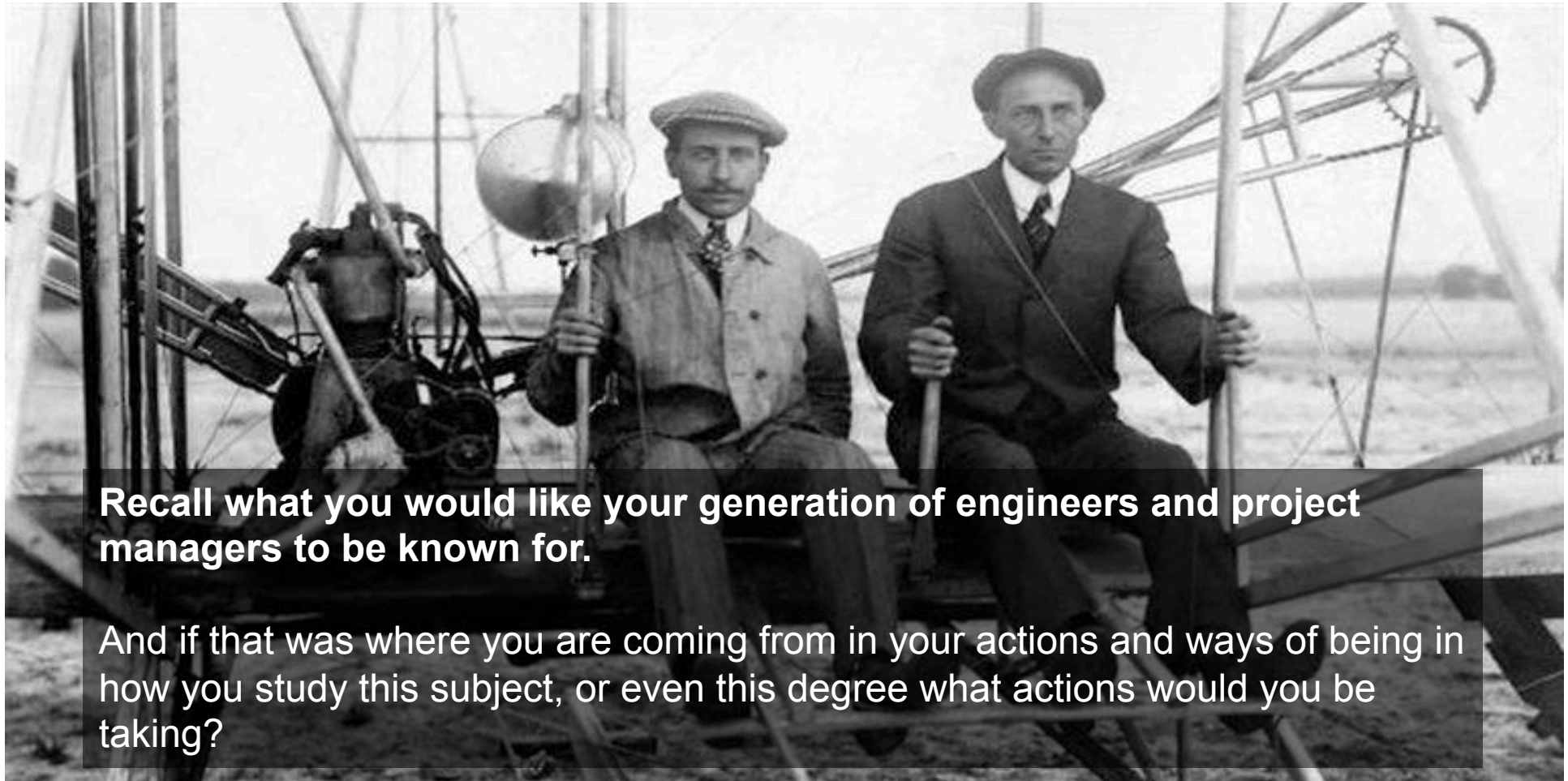
What

Your life and your career or schooling and your relationships

will have to be about something bigger than you, bigger than your concerns for yourself

– even bigger than the hopes, dreams, and grand ideas you’ve had so far

# What will be YOUR something bigger than yourself?



**Recall what you would like your generation of engineers and project managers to be known for.**

And if that was where you are coming from in your actions and ways of being in how you study this subject, or even this degree what actions would you be taking?



# What is extraordinary is being about others

**We learn about great leaders after they have gotten there.**

**And, after they have gotten there they appear to be extraordinary people.**

**However, when the whole story is told, every great leader was an ordinary person whose actions and ways of being, were given by something bigger than themselves.**



# Creating your life to be about something bigger than yourself

Leading begins with leading yourself

To make your life, and your career or schooling, and your relationships, to be about something bigger than yourself:

You need to start by **being ruthlessly honest with yourself.**



1. Ask what your life, and your career or schooling, and your relationships, are currently about. Really about.
2. Ask how willing you are to do the work to be bigger than the way you wound up being.

**Discuss:** What were you not willing to do before but which you are willing to do now, to be about something bigger than yourself?

# Opportunities in this model of leadership

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1. Leadership as a term (definition)
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1. Are there opportunities to start to shape a created future?
2. Are there opportunities to exercise leadership, given that nothing must be present, and nothing must not be present?
3. Are there opportunities for speech acts?

# Opportunities in this model of leadership

## Foundations for leadership

1. Being a person of Integrity
2. Something greater than oneself

1. Are there opportunities to take actions to honour your word?
2. Are there opportunities to make your life about something bigger than yourself?

# Review of Objectives:

- ✓ Understand the fundamentals of leadership
- ✓ Function as an effective leader of diverse engineering teams.
- ✓ Earn the trust and confidence of colleagues through competent and timely completion of tasks.
- ✓ Recognise the value of alternative and diverse viewpoints.

