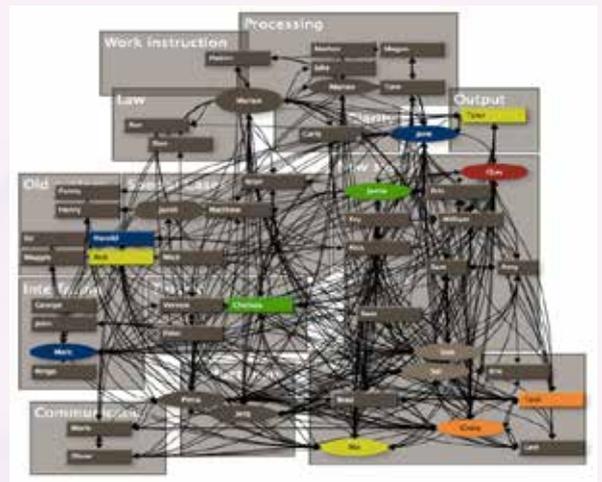


Figure 4



consideration, due to time pressure. Snowden and Boone's model is a leadership framework, and in their view acts of leadership (sense, analyse, respond) in complicated areas differ from acts of leadership in complex areas (probe, sense, respond). To stir the pot a bit: how capable of probing and sensing are highly results-driven project managers, the "Management Drives" Orange and Red profiles?

3. LEADERSHIP IN COMPLEX PROJECTS

One of the most pervasive characteristics of messy problems is that people hold entirely different views on a. Whether there is a problem, and if they agree there is, and; b. What the problem is. In that sense messy problems are quite intangible and as a result various authors (e.g. Checkland & Scholes, 1990) have suggested that there are no objective problems, only situations defined as problems by people. Given the increasing complexity of the project teams and their operating environment more and more decisions of this type arise (Richardson, Tait, Roos, Lissack, 2005, p. 446).

To reveal peoples worldviews on these messy problems Richardson et al. propose to use Group Decision Support Systems. For example, I started using the World Café method (www.theworldcafe.com) in my projects. From a leadership perspective, using these methodologies means that the project manager relies on group opinion not only at the tipping points of a project but also when delivering standard project products like planning, solution-delivery or a risk log. I personally believe in the wisdom of crowds, and according to Surowiecki (2004) to trust the wisdom of crowds some criteria need to be fulfilled: *diversity of opinion*, each person should have some private info on the topic; *independence of own opinion*; *decentralization*, meaning people are able to specialize; and *aggregation*, you need a tool to define the common thread of group opinion. I like to call this diversity. In my opinion, a project manager of a complex project that manages his project bottom-up, using some Group Decision methodology, first needs to establish a diverse team (Berndt, 2014). Prior to project start-up the project manager needs to evaluate the diversity of the supposed project team. He should address a (putative) lack of diversity in the mandate phase of the project, in a complexity preamble, in which also the above elements of uncertainty are communicated to the executive-project owner. A project manager could use network theory in

combination with an assessment method like Management Drives, like I have done in reflecting on my Project X. Project X dealt with a technical systems conversion in which also several compliance issues played a role.

Figure 4 reveals the communication lines amongst the team members of project X. Instantly one can recognize that everyone talks to everyone. The colored hubs indicate the centres of information flow, those team members with power roles relating to knowledge or management. The colours refer to Management Drives dominant behaviour styles (green: people-oriented; yellow: visionary, analytical; purple: mission, tradition; orange: result-oriented; red: power play, getting things done; blue: structure, certainty). There is a level of diversity amongst the hubs, but when we assessed the team on the whole, including the grey nodes, it appeared to be rather blue.

This blue team profile, coupled with some yellow knowledge hubs, got the team struck in 'analysis-paralysis.' Furthermore the project had been delayed a few times, all for legitimate, risk-related reasons, which possibly led some to lose belief in real management buy-in for the project. The team had been together for several years, and the interpersonal relationships became entrenched. Knowledge tended to circle around in this in-crowd with no space for novelty, and newcomers were seen as intruders. The Orange-profile project manager then told the team to stop arguing, to define what was clear and to move ahead iteratively, to the dissatisfaction of the blue/yellow contingent that continued to analyse the ideal waterfall approach.

This view on the project X team was done retrospectively. I advise to do this prior to the project-start using basic network theory and an assessment method (Berndt, 2014). Our internal reviews on complex projects suggest that the time involved in such a research is worth the effort. This view on the team should be part of the complexity preamble and could lead to a first intervention, again an act of leadership, in an effort to deal with complexity so as to create an emergent and diverse flow of information.

4. ACTS OF LEADERSHIP

Projects increasingly deal with complex, messy, problematic situations; constructs of individual world views and perception. Technology increases complex relationships