

New project management techniques: using the entrepreneurial mind



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background credit Alexander Kruglov, Francois Baranger, Ilkka Halso, Larry Carlson

Creativity & innovation



Alexander Kruglov
David Kennedy
Francois Baranger
George Grie
Ilkka Halso
Larry Carlson
Paul Ruigrok

Introduction

This paper reviews two settings
in which projects are executed:

the learning organisation

the new business venture.

Introduction

Learning organisation:

research is scrutinised for new ideas

project management reviewed for innovative concepts and strategies.

New business venture:

entrepreneurship is studied and analysed

mechanisms for different project management styles and techniques.

The learning organisation



The learning organisation:

An organisation capable of benefiting from the variety of knowledge, experience and skills of individuals... (Johnson and Scholes 1999)

The learning organisation

Project managers in large, learning organisations rarely have a sufficient level of authority to manage all aspects of the project.

The power base of the individual project manager depends on the perceived importance of the project.

Styles of persuasion used depend on the political skills and courage of a project manager.

The **learning** organisation

What does this say about 'learning organisations'?

Can we find creative/entrepreneurial concepts and strategies for project management?

Is it all 'pie in the sky'?

The learning organisation

Dangerous to ignore the effect of 'politics'.

To manage successfully, it is necessary to understand the organisation's formal structure, its informal structure and its environment.

The learning organisation

Some danger signals project managers should look out for:

interfering without consultation

not providing support when needed

poor communication to senior stakeholders

unfounded promises or commitments.

Knowledge transfer

How do we share this type of learning in the organisation?

the organisation itself becomes vulnerable to the mobility and idiosyncrasies of experts

although an organisation has access to an individual's skill and knowledge, it can never own that individual's knowledge.

Knowledge transfer

Ultimately, the ability of an organisation to retain knowledge may be dependent on something called 'absorptive capacity'.

The learning organisation

Qualities and actions that make a good leader should be coupled with a third dimension, wisdom and know-how.

And hopefully they will leave some of these qualities behind (protected and nurtured)!

The new business venture

Three dimensions of managerial entrepreneurship:

product-based

process-based

behaviour-based.

The **new** business venture

Entrepreneurial skill and personality:

locus of control

need for achievement

attitude to risk

need for autonomy and power

attitudes and values.



The **new** business venture

Technology-based entrepreneurship:

technology as a key driver of change

technology as a source of organisational competence

technology commercialisation for value creation.

Closure

New project management techniques will evolve as a matter of necessity, but the earlier they are anticipated and implemented, the more successful project managers can be.

Questions



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