

# Leading in a Global World

## Lessons Learned

Project management may have its roots in the hard skills such as critical path scheduling and earned value techniques, but the focus among the new generation of project managers will be on soft skills. Soft skills mean that understanding leadership, motivation, organizational dynamics will become an important competency for tomorrow's project managers. This presentation is about the lessons learned from a six-year journey on leadership of two doctoral candidates.

**PMI – Charleston Chapter Presentation**

**July 15, 2010 | 11:30am – 1:00pm**

**Embassy Suites | Airport Convention Center**

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In today's business environment, tomorrow's project managers will need to learn that long-term alliances and strategic partnerships are built on mutual trust, respect, and shared interests. Global leadership development includes learning the skills to deal with the complexity of a global world.

The growing demand for global project management was the catalyst for the first Professional Development Day (PDD) which occurred in Kiev, Ukraine in March, 2007 (Figure 1). As part of their Global Internship for Indiana Wesleyan University's Doctorate of Organizational Leadership, Steve and Diana Burgan envisioned the prospect of educating project management to members of the Ukrainian PMI chapter.

From July 2006, this project involved the collaboration and cooperation of Indiana Wesleyan University, PMI National Headquarters, and the Ukraine Chapter of PMI in Kiev. The project was funded by Enterprise Consulting to sponsor the first PDD for the PMI-Ukraine Chapter. Steve and Diana also conducted a twenty-four week online project management training course with selected members from the Ukraine Chapter.



Figure 1 - Participants who attended the March 2007 Professional Development Day in Kiev, Ukraine sponsored by Enterprise Consulting

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The value of sharing project management practices was the central theme for the first PDD for PMI – Kyiv Chapter. The project managers who attended the PDD in Kyiv found that in many aspects—business is business no matter what country you are in (Figure 2). It was evident that a common set of business skills, knowledge, and experiences existed between both countries. Culture affects how business is done and cultural competencies must be developed to enhance global opportunities. As the project management



Figure 2 - Participants working together to solve a business problem during a team exercise

profession matures, it will include even more of an emphasis on people skills, a push for more cultural competencies, and new ways to educate practitioners on project management practices.

This project was focused to provide opportunity. Learning to work across cultures is an essential competency for a global leader. It is, for the most part, an emotional as well as an intellectual experience. Dealing with cultural, language, political, and social differences makes global leadership development complex and uncertain. As a consequence, exposure and experience is

required for success. Successful global leaders are individuals who are invigorated by the cross-cultural differences. They are driven by a sense of adventure and a desire to see and experience new things.

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Steve & Diana Burgan, PMP provides training and consulting services to clients with design, development, and implementation of project management processes within their organization. They have extensive experience leading organizational change initiatives. Steve's project management expertise, which has been sharpened by 30 years experience in the construction industry, has worked in the capacity as a project manager, consultant, and university professor. Diana's experience includes leading organizations in the strategic selection of



Steve & Diana Burgan, PMP  
Kiev, Ukraine 2007

projects, leading teams in successful project implementation, and training on project management methodologies.

Both Steve and Diana are completing their doctorate degrees in Organizational Leadership from Indiana Wesleyan University. Steve's research is on the adoption of project management practices within organizations. Diana's research is on project leadership with an emphasis on emotional intelligence.

Steve and Diana have been happily married for 35 years. They are both looking forward to moving to Charleston.