



**Project
Management
Institute.
Ghana**

SEPTEMBER
CHAPTER MEETING



Topic:
**Accelerating
Project Success:**
Learnings from a
Distinguished Veteran
Military Leader and
Corporate Strategist

Speaker:
Dr. Victor Abbey
Security Risk, Change Management
and Leadership Consultant

27th September, 2024
 5:30 - 8:00 p.m.
 Alisa Hotel, Ridge -Accra

RATE
In-Person:
Ghc40.00 (Member) **Ghc60.00** (Non-Member)
Virtual: **Ghc40** 2 PDUs

PMIGHCHAPTER pmighchapter
 PMI GHANA PMI Ghana Chapter

CONTACT
0243160831 - Frank
024 912 8537-Manuella







VUCA World - Unprecedented velocity and magnitude of change	
V	Volatility FAST, UNPREDICTABLE CHANGES WITHOUT CLEAR PATTERNS OR TRENDS
U	Uncertainty FREQUENT DISRUPTIVE CHANGES WHERE THE PAST IS NOT A VERY GOOD PREDICTOR OF THE FUTURE
C	Complexity MULTIPLE, COMPLEX, INTERTWINED TECHNOLOGICAL, SOCIETAL, GEO-POLITICAL AND ECOLOGICAL EVOLUTIONS
A	Ambiguity LITTLE CLARITY ON WHAT IS REAL OR TRUE AND DIFFICULT TO PREDICT THE IMPACT OF ACTION OR INITIATIVES

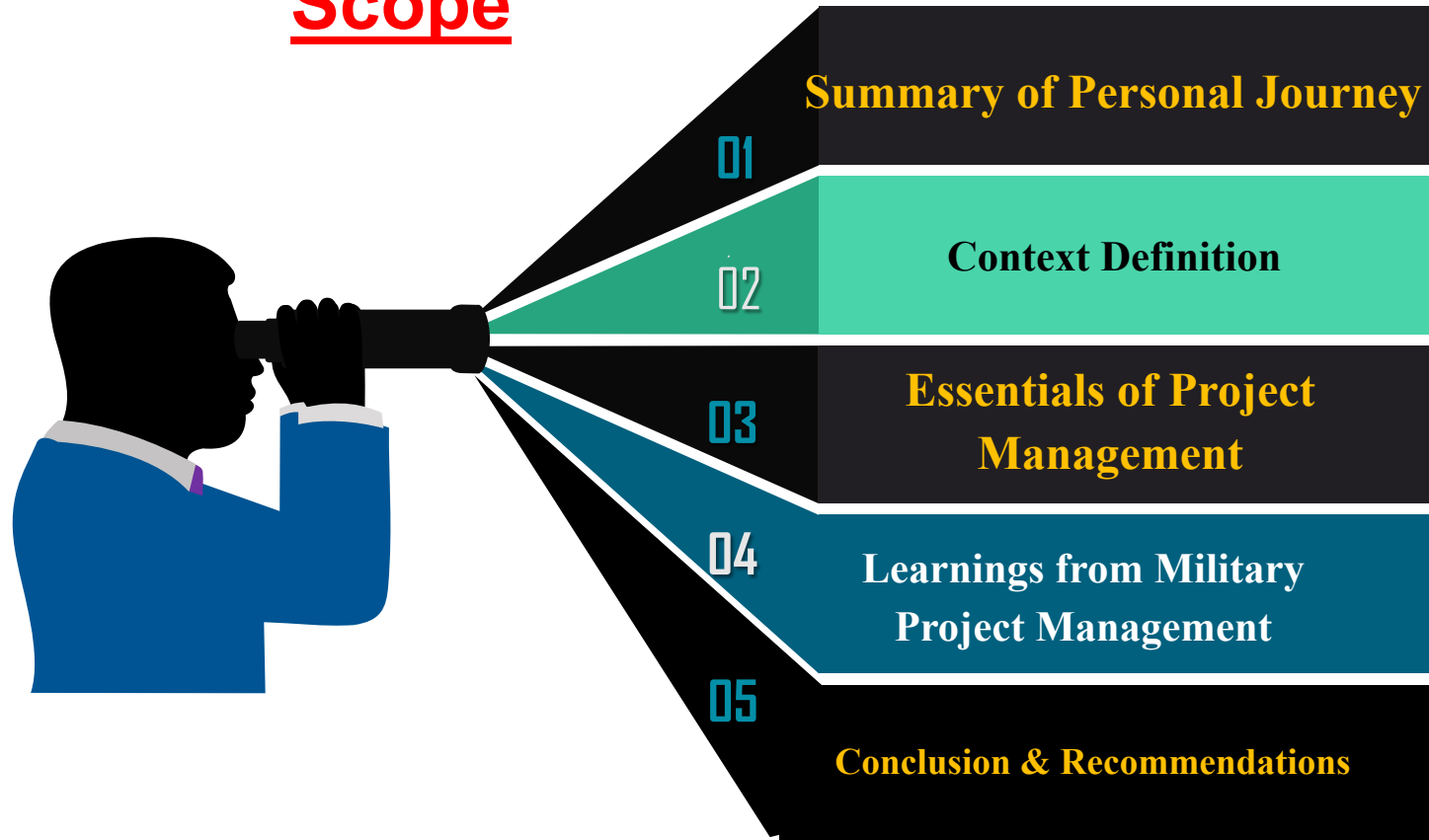
VUCA	Volatility	Uncertainty	Complexity	Ambiguity
TUNA	Turbulent	Uncertain	Novel	Ambiguous
BANI	Brittle	Anxious	Non-Linear	Incomprehensible





To share perspectives on successful project management from the military, which can be applied in accelerating project success in any sector/industry.

Scope





Summary of Personal Journey





Summary of Personal Journey

Regular Career Offr - RCC Intake 43

Mother Unit – Airborne Force, Tamale

Appointments

- ✓ **Platoon Commander (Leader)** – ECOWAS & UN Mission Ivory Coast (2004)
- ✓ **Platoon Commander (Leader)** – UN Mission in Liberia (2006)
- ✓ **Officer Commanding (OC)** – Wa Detachment (Jul – Dec. 2007)
- ✓ **OC** – Bawku Detachment (Jan – Jul. 2008)
- ✓ **OC** – Demonstration (Simulation) Unit, Army Combat Training School (ACTS) (Aug – Dec. 2008)
- ✓ **Instructor (Lecturer)** – ACTS (Jan. - March 2009)
- ✓ **Aide-De-Camp (ADC) to Chief of the Defence Staff (CDS)** – GAF (Apr 2009 – Nov 2010)
- ✓ **Military Observer** – UN Mission in DR Congo (Dec. 2010 – Dec. 2011)
- ✓ **Instructor (Lecturer)** – ACTS (Jan – June 2012)
- ✓ **Voluntary Retirement** – Jun. 2012





Personal Career Summary

Corporate

- ❖ The Chief Servant/Managing Partner, **V5 Solutions Ltd & FV Global Consult**
- ❖ Security Manager, **GOIL Plc**
- ❖ Senior Asset Protection Advisor, **Tullow Ghana Ltd**
- ❖ Site Manager, **Accra Brewery Ltd**
- ❖ Country Security Manager, **DHL Supply Chain**

Notable Awards

- ❖ **Hive Africa Global Leaders:** Leadership Excellence Award (**2024**)
- ❖ **The New Africa Magazine:** 100 Iconic African Leaders in their Fields (**2022**)
- ❖ **African Achievers Awards:** Leadership Excellence: Corporate Leadership & Enterprise (**2022**)
- ❖ **Leaders Without Borders:** Excellence in Leadership and Business Strategies (**2022**)
- ❖ **Humanitarian Global Awards:** 100 Iconic Change Makers (Ghana & Africa (2022)
- ❖ **UN distinguished Service Medals:** Ivory Coast (**2004**), Liberia(**2006**), & DR Congo(**2011**)



Context Definition

Project success:

- ❖ can be measured as a level of **effectiveness**, where the project deliverables are measured in terms of benefits and stakeholder satisfaction.
- ❖ In other words, the extent to which the project's ultimate objectives are attained is what constitutes project success.

Context Definition

Level 1: Project completion success:

- ❖ the criteria by which the process of delivering the project outputs is successful (addresses four project constraints of scope, schedule, budget and quality). Measured by the efficiency of how the project used available resources to deliver the project outputs.

Level 2: Results success:

- ❖ the criteria by which the product or service delivered is deemed successful (e.g., service is used by all beneficiaries in scope). Measured once the product/service is implemented and over a defined period.

Level 3: Development success:

- ❖ the criteria by which the product/service delivered brings value to the beneficiaries, and how it contributes to their well-being (economic, health, social, etc.).

Essentials of Project Management

- ❖ Setting clear project goals and objectives
- ❖ Developing project plans to achieve those goals
- ❖ Mobilizing and Optimizing scarce project resources (*incl. human, material and time*)
- ❖ Communicating effectively with and managing Stakeholders
- ❖ Continuous Risk assessment and management
- ❖ Effective Change management
- ❖ Etc.

Learnings from Military Project Management



Learnings from Military Project Management



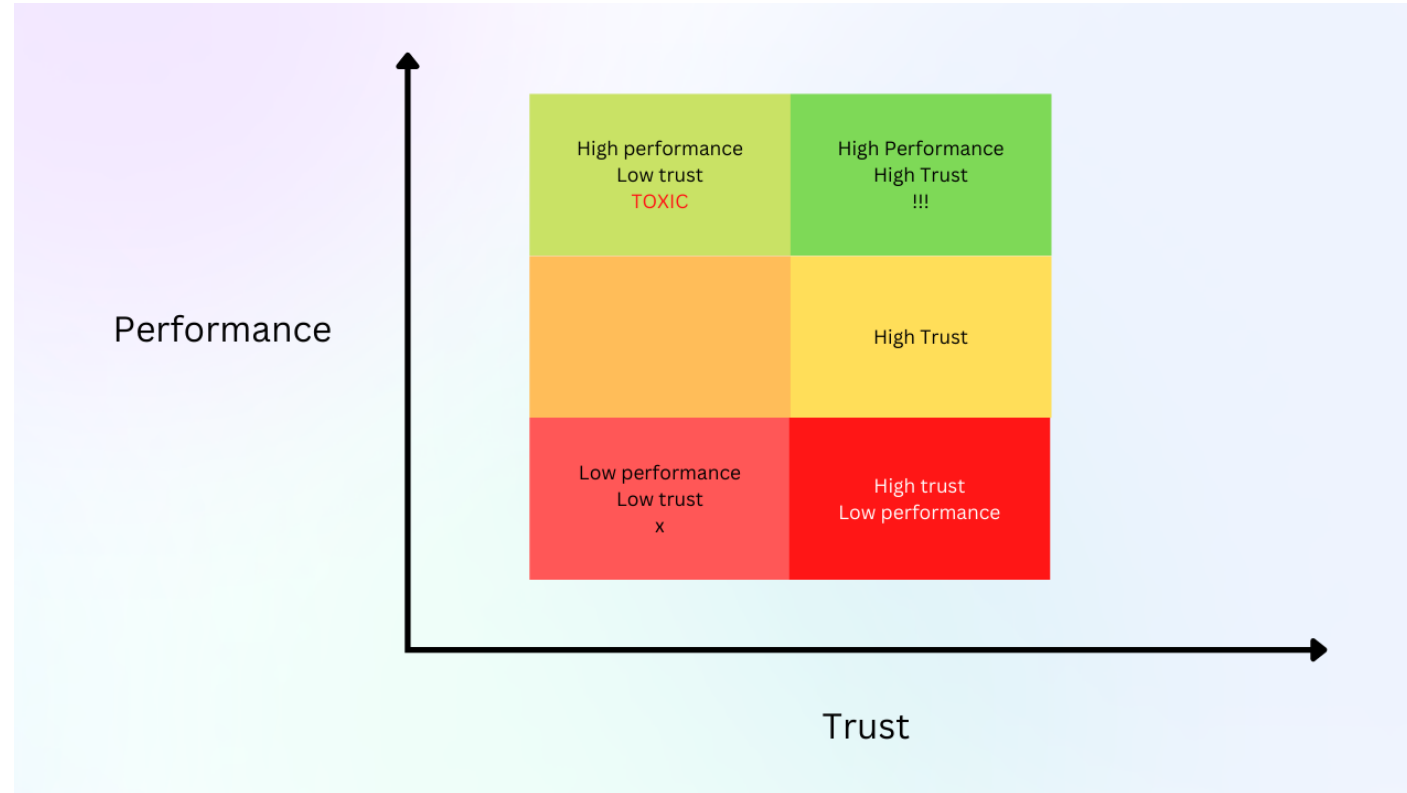
- ❖ Military projects often involve greater complexities and demands heightened level of coordination and cooperation among diverse teams.
- ❖ Rules of engagement for operational maneuvers or tactics are invaluable in leading project teams.
- ❖ **Mission Command Concept of Leadership** and **Manoeuvrist Approach** to Operational engagements underpin the critical rudiments of military project management.

Learnings from Military Project Management

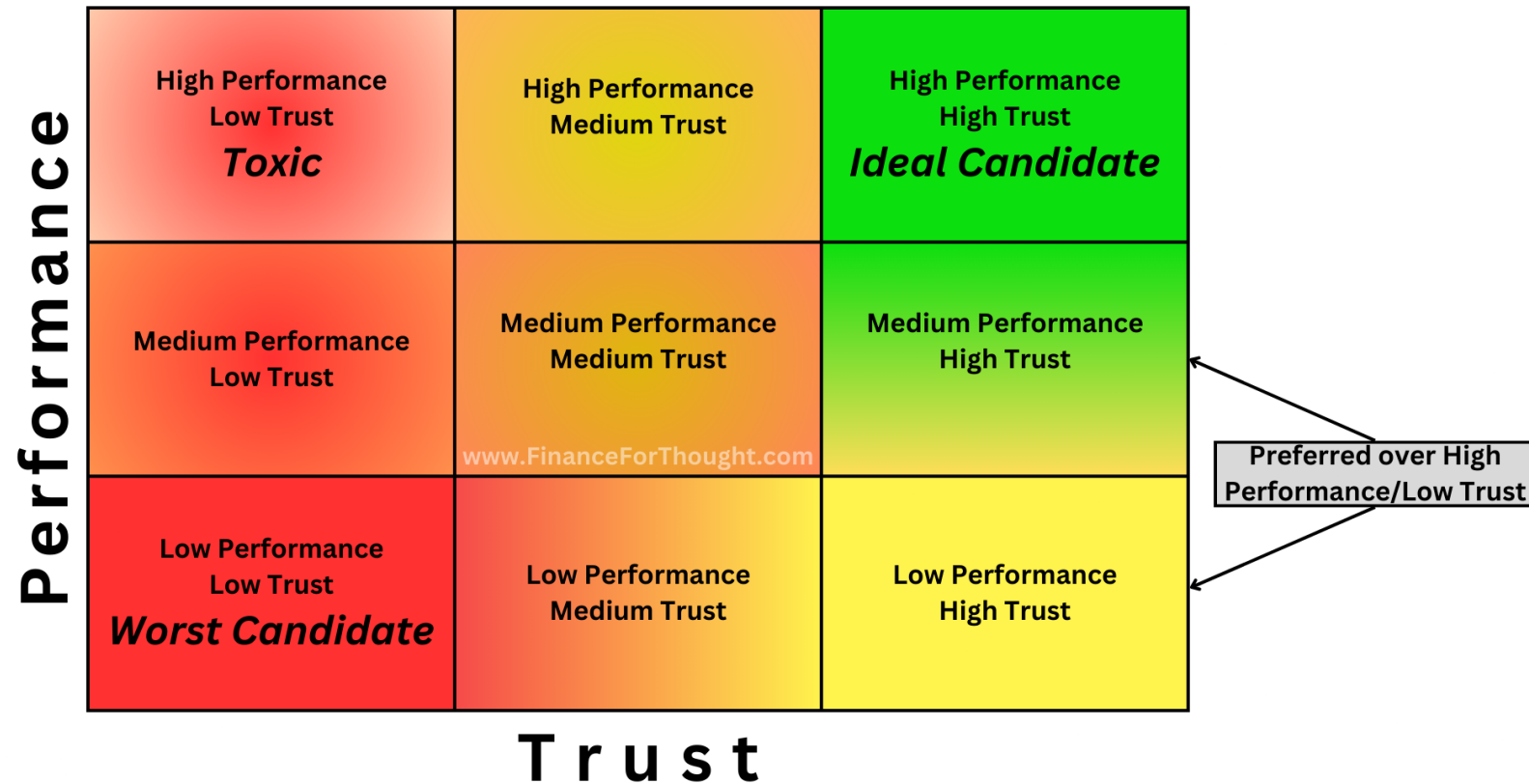
- ❖ Military commanders (the military project leaders) are equipped with the critical project management skills in navigating the complex risks associated with military projects.
- ❖ Nuanced understanding of divergence in approach is regarded essential to success.



Learnings from Military Project Management



Learnings from Military Project Management



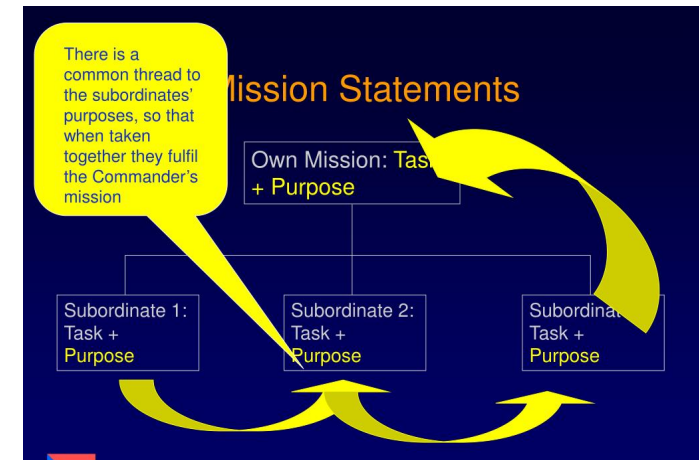
Learnings from Military Project Management

- ❖ Clear goals and objectives are critical for both the military and the corporate project management
- ❖ In the military, project goals/objectives are often referred to as the **Mission** or the **End State**.
- ❖ To achieve this, every member of the project unit is required/expected to have a clear understanding of the Mission.



Learnings from Military Project Management

- ❖ The Mission Command concept of leadership teaches that project teams (including critical project stakeholders) be told **WHAT** is to be or being done, **WHO** is/are involved and **WHY** what is to be or being done is to be done.



Learnings from Military Project Management

Point To Note



CLEAR Goal Setting

C
COLLABORATIVE
Teamwork and shared responsibility.

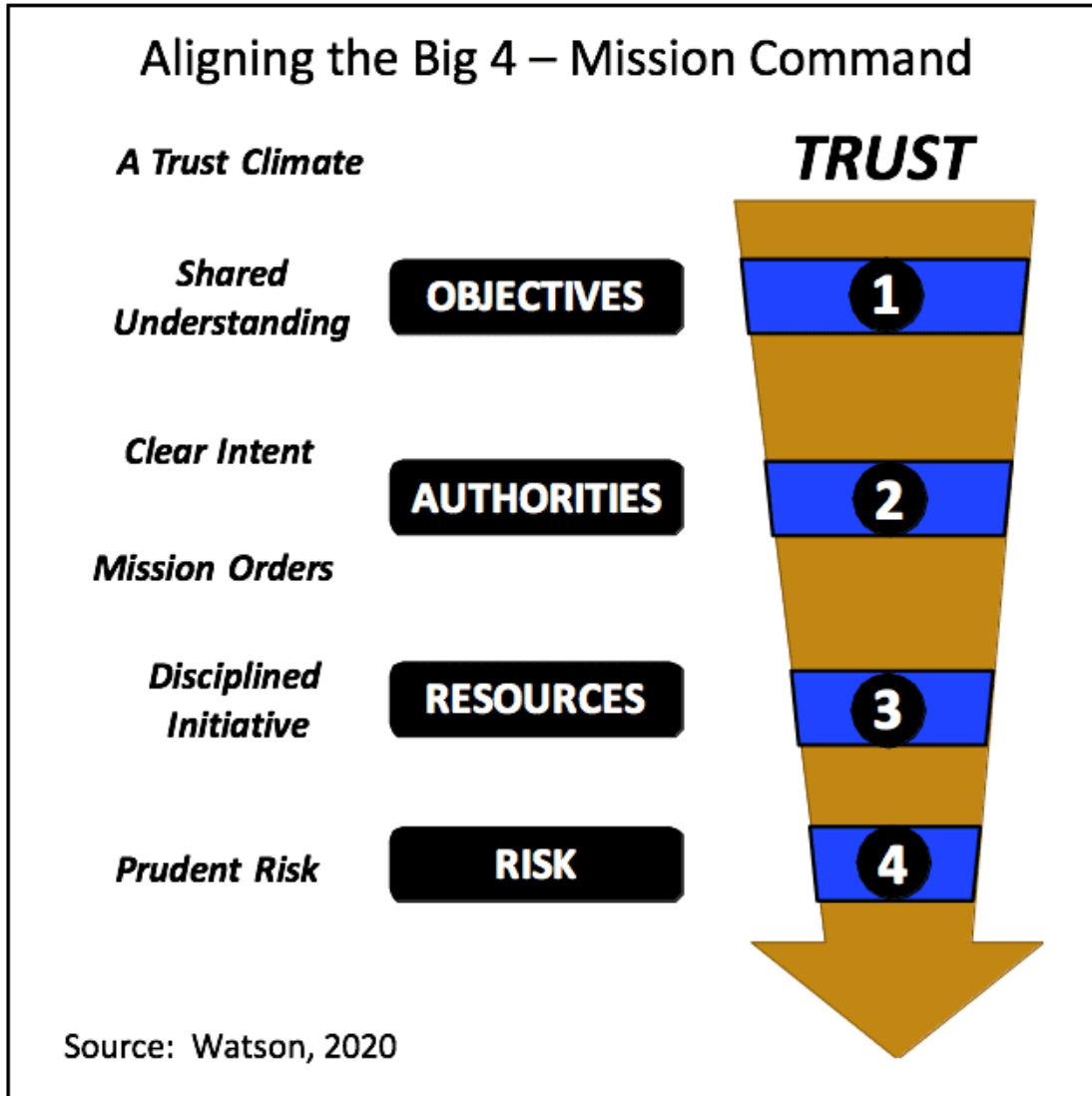
L
LIMITED
Manageable scope and duration.

E
EMOTIONAL
Connected to motivation and engagement.

A
APPRECIABLE
Smaller, achievable tasks.

R
REFINABLE
Adaptable to change or new information.

Learnings from Military Project Management



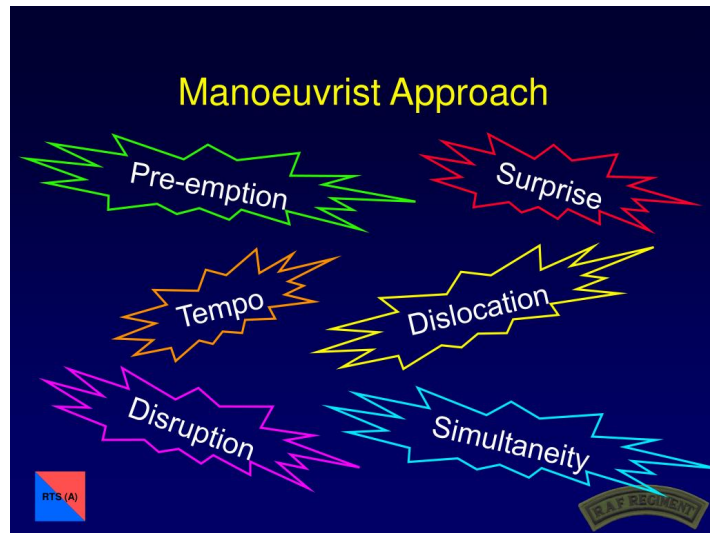
Learnings from Military Project Management

Detailed Planning with Robust Risk Assessment



Learnings from Military Project Management

Detailed Planning with Robust Risk Assessment



- ❖ To survive combat or any military operation, the military leader thinks beyond the immediate situation and assesses possible outcomes.
- ❖ Involves considering scenarios, identifying risks, and creating contingency plans, while highlighting timelines, budget, and task list, in order to track progress and adapt when necessary.
- ❖ Proactively identifying and addressing risks helps minimize disruptions and enhances the likelihood of achieving project goals and attaining success.
- ❖ Requires the project leader to have capacity to use the lay of the land advantageously.

Learnings from Military Project Management

Staying Ahead with Intelligence (Continuous Risk Assessment)



Knowing the situation on the ground is key to effectively adjusting strategy.

Military project leaders are trained to be prepared for the unexpected.

To stay ahead and not be surprised, they continuously maintain their intelligence operations throughout in order to adapt or adjust their project execution plans.

Learnings from Military Project Management

Resource Mobilization and Optimization



Learnings from Military Project Management

Resource Mobilization and Optimization



The tradition of the Sergeant Majors carrying out weapons and equipment check is mirrored by the Commander's assurance on available resources.



Learnings from Military Project Management



Learnings from Military Project Management



Why is effective communication important?

— **1** —
Reduces misunderstanding

— **2** —
Creates a positive work environment

— **3** —
Reduces communication barriers

— **4** —
Solve conflicts and encourages teamwork

5C's of Effective Communication:

- Clarity
- Correctness
- Completeness
- Concise
- Compassionate

The Art of Effective Communication: Do's and Don'ts

Do...	Don't...
✓ Clearly and concisely convey your message	Speak vaguely or use jargon ✗
✓ Practice active listening	Interrupt or dominate the conversation ✗
✓ Tailor your message to your audience	Forget to consider your audience's needs ✗
✓ Show empathy for other viewpoints	Be dismissive ✗
✓ Focus on positivity and solutions	Dwell on negativity and blame ✗

Learnings from Military Project Management

Effective Leadership & Teamwork



Learnings from Military Project Management

Effective Leadership & Teamwork

- A **Light** and a **Bridge** on the path of the team to **shared goal attainment**.



- It's about **harnessing varying capabilities** and building a **symbiotic relationship** within a team or among critical stakeholders to achieve a goal or goals.



Learnings from Military Project Management

Effective Leadership & Teamwork



- ❖ Leadership is something you do, NOT something you are.
- ❖ It is your actions, NOT words, that inspire trust, energy and commitment from team members.

Learnings from Military Project Management

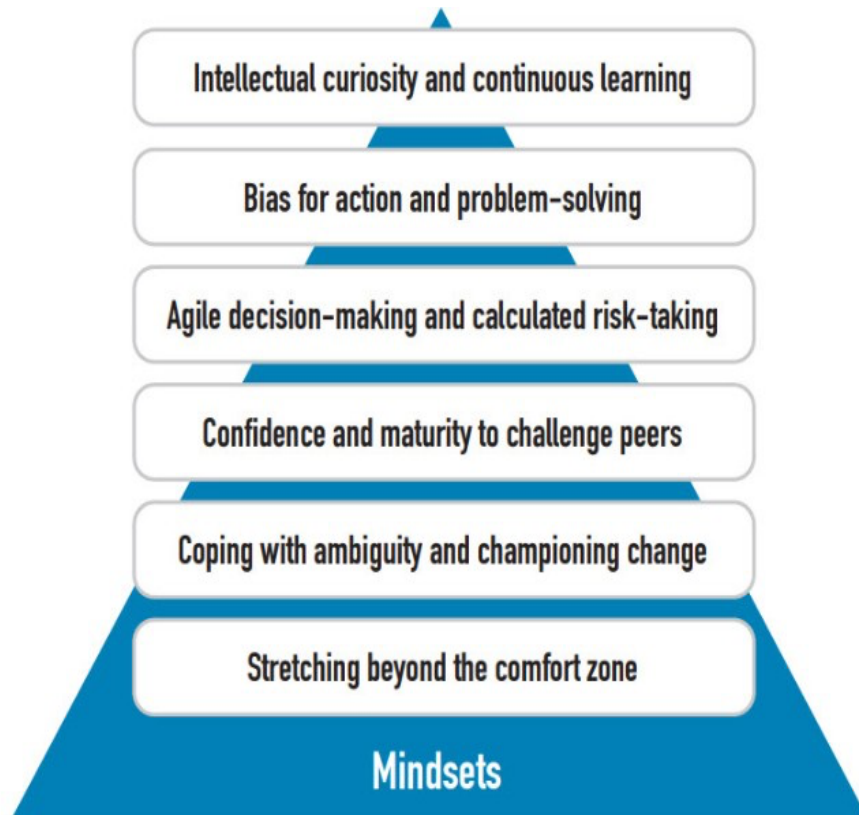
Effective Leadership & Teamwork



- **Teamwork** is about working **cooperatively and collaboratively with others** to achieve shared goals.
- Leadership becomes an enabler.
- **Leadership** and **teamwork** act in tandem to help leaders achieve goals, adapt to changing conditions and stay relevant in the current fast-changing world.

Learnings from Military Project Management

Effective Leadership & Teamwork



L	—	Lead by Example
E	—	Encourage Innovation
A	—	Apply Reward and Discipline
D	—	Demand High Performance
E	—	Encourage Confidence
R	—	Recognize Individual Strengths and Weaknesses
S	—	Strive for Team Goals

Learnings from Military Project Management

Effective Leadership & Teamwork

The Four Pillars Of Emotional Intelligence

01

Self-Awareness

- Recognize your own emotions.
- Understand how they influence your actions.

02

Self-Regulation

- Manage emotions in a healthy way.
- Adapt to changing circumstances.

03

Empathy

- Understand other people's emotions.
- Offer comfort and support.

04

Social Skills

- Build and maintain relationships.
- Effective communication.



T Trust **C** Credibility **I** Intimacy
R Reliability **S** Self-orientation

$$T = \frac{C + R + I}{S}$$

The Trust Equation

David H Maister, Charles H Green, Robert M Galford



Learnings from Military Project Management



Learnings from Military Project Management



- ❖ Military operations often require quick adaptations to changing circumstances.
- ❖ In the face of unexpected challenges or shifting priorities, **flexibility and agility** are key principles of combat applied by military leaders to effect changes to their operational plans in order to adapt and maneuver around challenges encountered along the path.



Learnings from Military Project Management



Managing complex change

Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Success 😊
	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Confusion 🙄
Vision	+		+	Incentives	+	Resources	+	Action Plan	=	Anxiety 😟
Vision	+	Skills	+		+	Resources	+	Action Plan	=	Resistance 🙅
Vision	+	Skills	+	Incentives	+		+	Action Plan	=	Frustration 😡
Vision	+	Skills	+	Incentives	+	Resources	+		=	False starts 🤔

The Managing Complex Change model was created by Dr. Mary Lippitt (1987).

@addyosmani

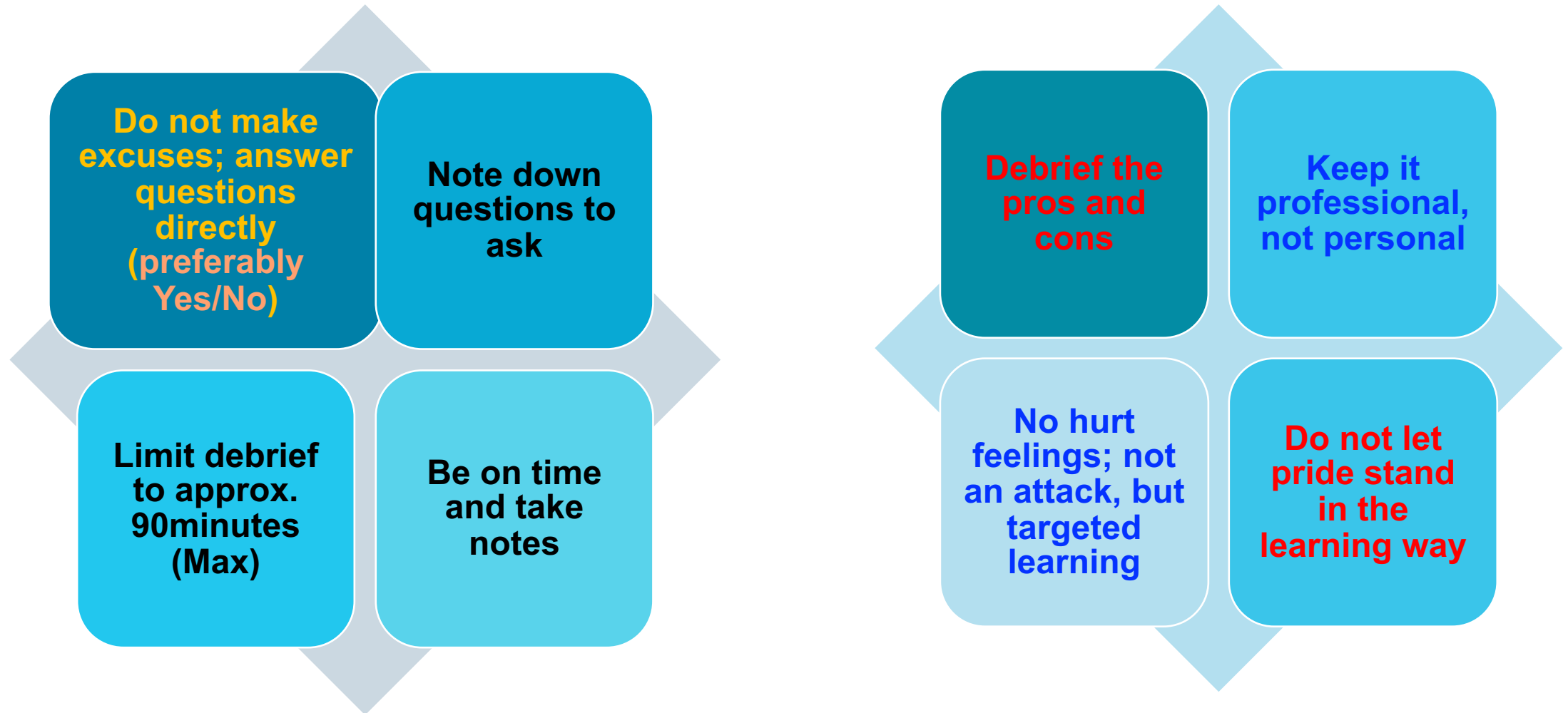
Project Debrief

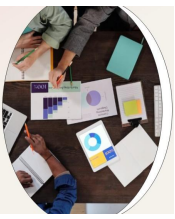




Learnings from Military Project Management

- ❖ Every operation or project execution, the military conducts thorough evaluations and captures lessons learned for future improvement





Learnings from Military Project Management



Learnings from Military Project Management



Learnings from Military Project Management

- ❖ Project management is becoming more and more important and complex in this VUCA world.
- ❖ Military lessons on project management can enhance project execution capabilities of individuals and organizations in the corporate world.
- ❖ Adapting these lessons to specific contexts via setting clear objectives, detailed planning, effective communication, effective leadership and teamwork, adaptability (change management), and continuous learning through post-project debrief and evaluation can significantly contribute to successful project outcomes.



Learnings from Military Project Management



Leadership Motto

The Safety, Honour and Welfare of your company come first always and every time.

The Honour, Welfare and Comfort of the people you lead come next.

Your own Ease, Comfort and Safety come last always and every time.

Learnings from Military Project Management

Thank
you



**Long Live PMI Ghana Chapter,
and may the Almighty bless us all.**



Questions or Clarifications

