

# Saskatchewan Mining Forum

## The Benevolent Dictatorship For Major Projects

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# Ask Yourself These Questions

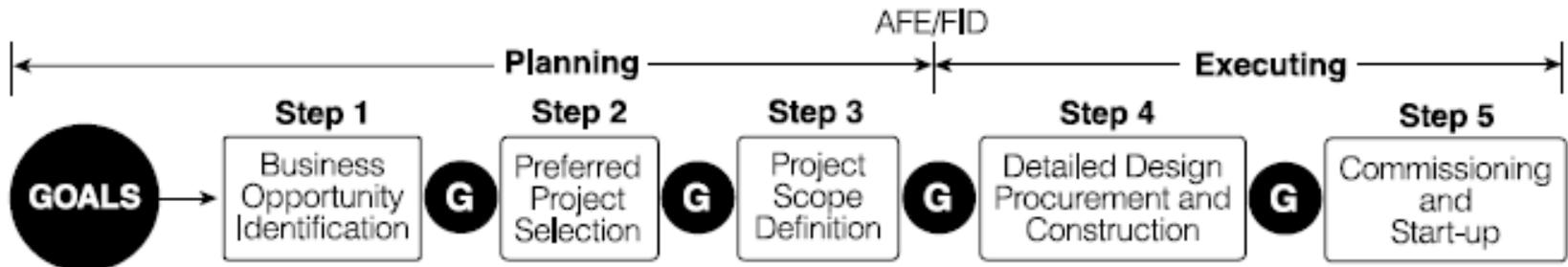
- Are you happy with the outcome of your major projects?
- How confident are you on your organization's ability to deliver projects on time and on budget?
- Is your organization able to move faster?
- Are critical decisions made in a timely manner?
- Are your stakeholders fully engaged?
- Do you expect your organization to meet moving targets?

**“Strategic systems”** problem,  
not a

**“fix the broken parts”** problem



# Too Many Moving Parts

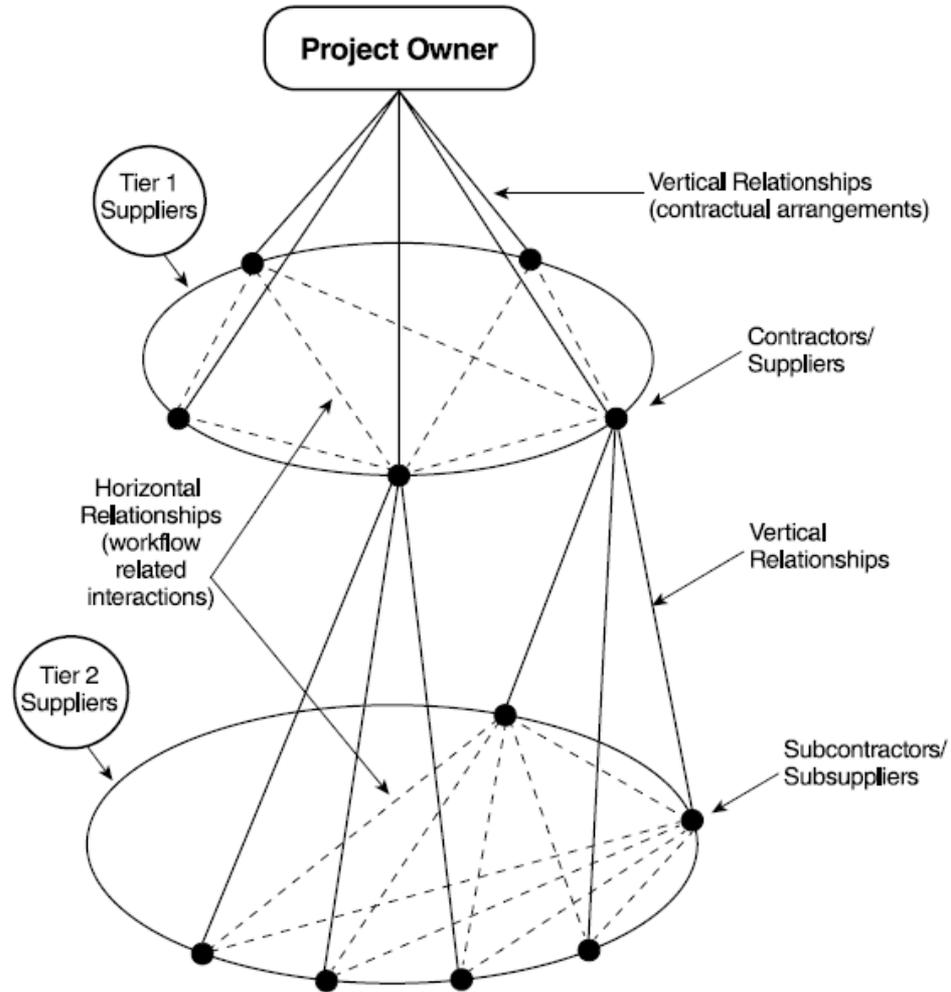


# Too Many Moving Parts

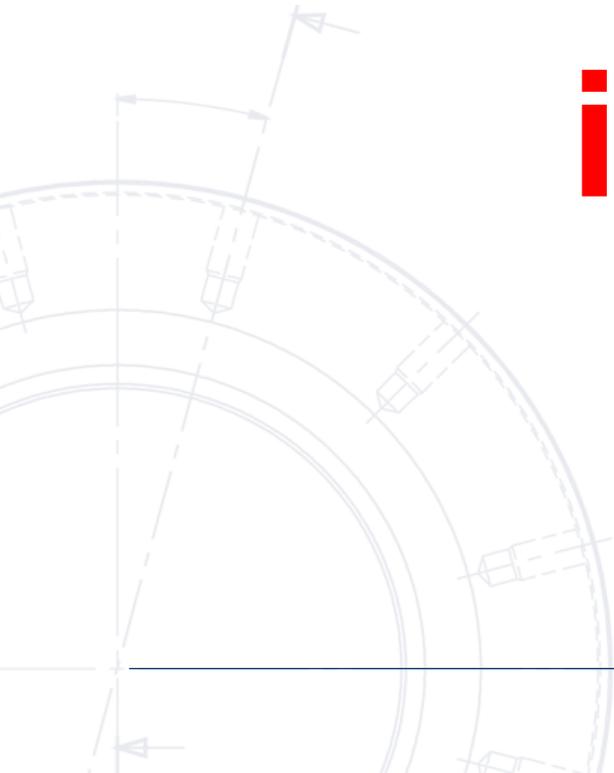


Execution  
Silo

# The Complexity of the Execution Silo

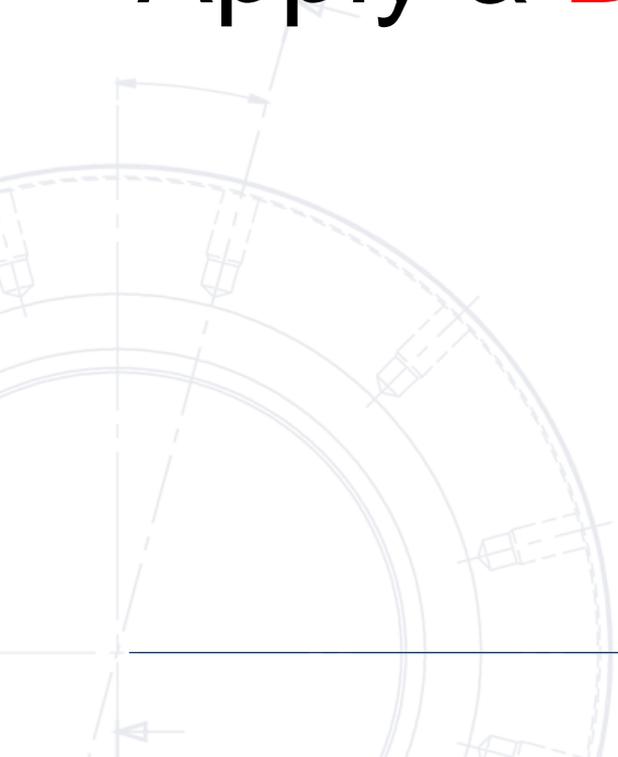


# No single actor in control



# Different Thinking

Apply a **Benevolent** Dictatorship Approach!!



# Benevolent Dictatorship

A Leader exercises absolute authority  
over the delivery of a project

but

does so for the benefit of all members of  
the project

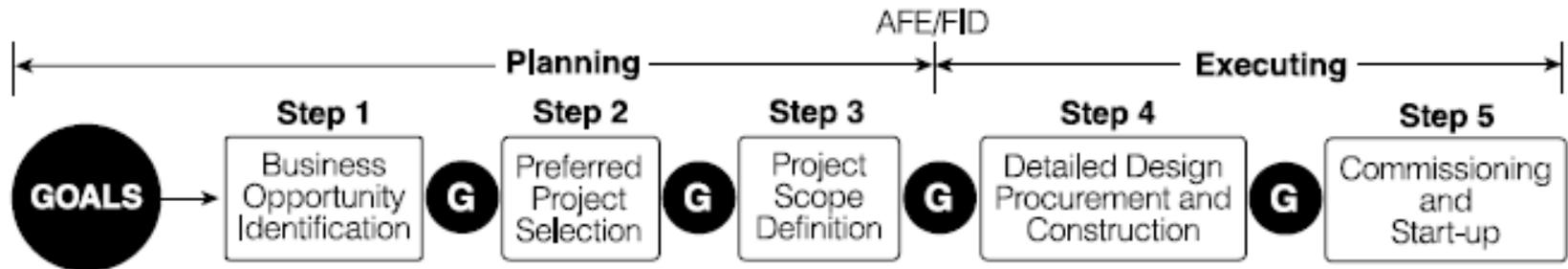
in full compliance with

legal, ethical and moral requirements  
and values

# Dictatorship Approach

1. Understand the project delivery process
2. Embrace uncertainty
3. Recognize and engage stakeholders
4. Establish governance and conduct oversight
5. Improve productivity
6. Fulfill ethical and legal obligations
7. Build collaborative relationships

# 1. Understand the Project Delivery Process



## 2. Embrace Uncertainty

- No project goes exactly as planned
- Accept deviations
- Consider three types of risks:
  - Project risks – **Contingency**
  - Enterprise risks – **Scope Reserve**
  - Global risks – **Management Reserve**

# 3. Recognize and Engage Stakeholders

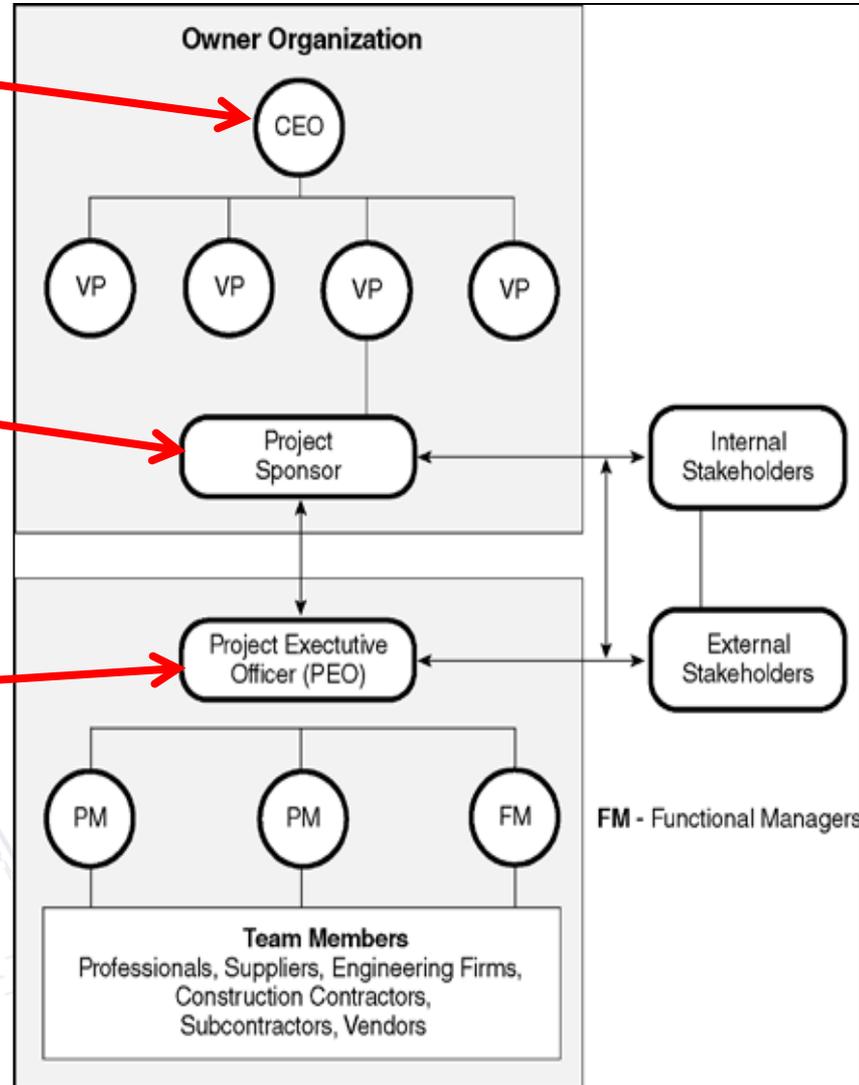
- Know your stakeholders and their issues
- Understand each Stakeholder's position and concerns
- Explore shared interests, values, needs and fears
- Satisfy regulatory requirements
- Strengthen relations and collaborations
- Remove opposition and build public relations

# 4. Establish Governance and Conduct Oversight

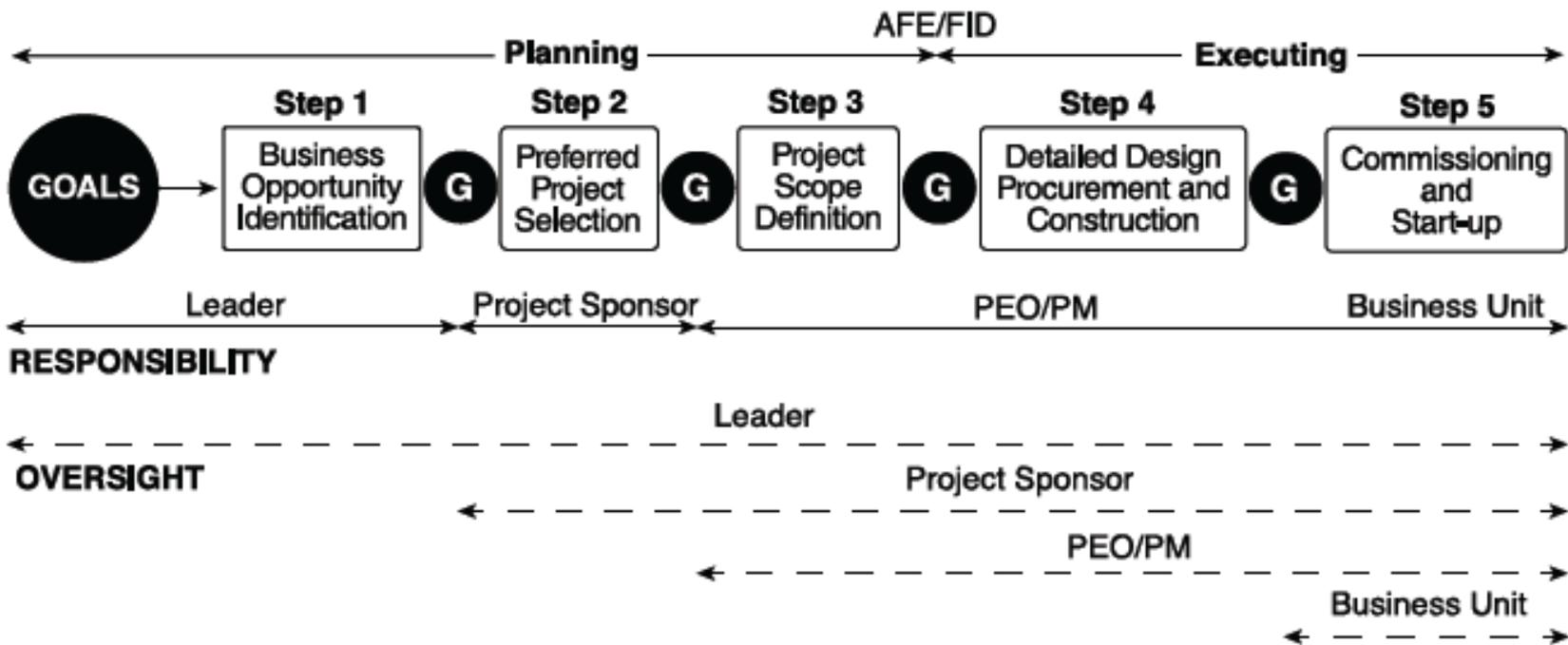
Leader

Dictator 1

Dictator 2



# 4. Establish Governance and Conduct Oversight



# 5. Improve Productivity

- Improve project front-end planning
- Enhance engineering quality:
  - Constructability in design
  - Reduce the practice of fast tracking
  - Apply the 80-100 rule
- Proper management of construction operations
  - Tools, equipment, .....
  - Implement workface planning

# 5. Improve Productivity

- Better management of labour:
  - Incentive programs
  - Access to job sites
  - Remote locations
  - Labour relations
  - Resource scheduling (shifts and overtime)
  - Look after your workers and their well being

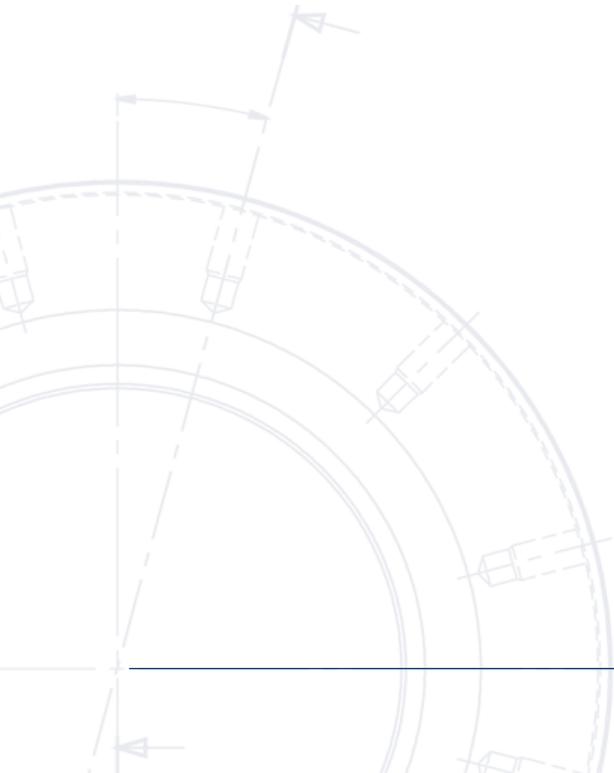
# 5. Improve Productivity

- Enhance communication:
  - Clarify roles, responsibilities and authority
  - Follow effective systems and procedures
  - **Provide clear and direct instructions to workforce**
  - Communicate the big picture of the project
- Select appropriate contracting strategies
- Effective supervision and leadership:
  - Increase supervision to labour ratio (> 1:20)
  - Provide adequate labour workforce
  - Oversee with experience and authority
  - Be accountable for scope, time and cost

# 5. Improve Productivity

- Government agencies can also help:
  - Grant timely approvals
  - Remove barriers including labour mobility
  - Improve infrastructure
- Increase modularization, prefabrication and pre-build in shops:
  - Standardize designs and construction practices
  - Maximize modularization and pre-build in shops to reduce fieldwork and
  - Standardize designs and vendors on repetitive installations
- Appoint a Construction Productivity Improvement Officer (CPIO)

# 6. Fulfill Ethical and Legal Obligations



# Advocate Ethical Behaviour

- Maintain an open, competitive and environment
- Perform work competently and responsibly
- Act in good faith:
  - Honour your promises
  - Avoid deceit
  - Act fairly
  - Live up to the reasonable expectations of other parties

# Advocate Ethical Behaviour

- Provide a safe and healthy working environment
  - Respect the dignity and wellbeing of your workers
  - Do not accept discrimination
- Empower workers to become productive and fulfilled
- Cooperate with local communities where you operate:
  - Assist in work-related education and training
  - Respect the physical environment in which you operate
  - Accept responsibility for any environmental impact from your operations

# Appreciate your Contractual and Negligence Obligations

- Make the construction site available
- Timely delivery of owner supplied materials
- Ensure quality design
- Timely approvals
- Do not specify the method of construction
- Deliver owner supplied facilities
- Timely issuance of change orders and payments
- Disclose all information
- Apply due diligence

# Recognize your Claims and Disputes Obligations

- Clear lines of authority and responsibility
- Implement collaborative relationships
- Review scheduling and time requirements
- Assign representatives of all parties to reside on site
- Respond to contractor communications

# Recognize your Claims and Disputes Obligations

- Pay invoices in a timely manner
- Monitor and review project progress
- Implement a rigorous change management program
- Minimize design changes during construction
- Address claims as they arise

# Pursue your Health and Safety Obligations

- Comply with health and safety legislations and standards
- Establish and implement a 'due diligence' program
  - Take all necessary steps to prevent an accident
- Focus on hazard assessment, elimination and control

# Follow your Environmental Obligations

- Comply with local, national and applicable international environmental laws and regulations
- Establish and implement a ‘due diligence’ environmental program including:
  - Policies and procedures
  - Training
  - Monitoring
  - Reporting
  - Investigation
  - Enforcement
  - Benchmarking
  - Record-keeping – “show your work”

# 7. Adopt a Relationship Model

A structured management approach to build a **cohesive**, co-operative relationship with **common goals** and established procedures for **open and honest** communication and issue resolution in a timely manner

- Partnering

# Earn Trust

- Establish a code of conduct that honours the interest of others based on mutual trust
- Seek fair exchanges – detect and punish cheaters
- Keep promises – not break them
- Tell the truth – not spread lies
- Share information – not withhold it
- Respect other's beliefs – not ridicule them
- Distribute rewards based on contribution and merit

# Gain Respect

- Respectful work place:
  - Positive, professional
  - Everyone treated with dignity and respect
  - No discrimination and no harassment
  - Adhere to your Respect in the Work Place policy
  - Respect the dignity of each and every individual
  - Stop all violations of respect
  - Never make false or malicious complaints
- Unions and contractors share responsibility with owners

# Gain Respect

- Be aware of and monitor own behaviour
- Think before speaking or acting
- Report and document violations of respect
- Never condone or approve retaliation
- Assess respect in your workplace
- Conduct awareness training
- Encourage everyone to report incidents of disrespect
- Address and document incidents
- Resolve issues and administer discipline

# Strong Leaders Encourage These Actions

- **Early decisions** using experienced judgement and empowerment
- **Timely decision-making** with a no-blame culture
  - **Accept wrong decisions**
- **Simple team structure** devoid of rigid hierarchy
  - **Eliminate bureaucracy!!**
- **Functional team members** report to the project organization

# Strong Leaders Encourage These Actions

- Informal, **face-to-face** communication
- **Anticipate issues**
- **Resolve claims** and disputes quickly
- Hiring team on:
  - Technical competency, decisiveness, flexibility, collaborative, enthusiastic, honest, open and trustworthy
- **Build collaborative relationships**

# Strong Leaders Encourage These Actions

- Create a culture that **motivates** individuals to succeed
- Manage expectations carefully
- Respect and value everyone's contributions
- When things go wrong, **look forward**
- Congratulate publicly, criticize privately
- **Listen** and always accept responsibility
- **Always have a Plan** A and B and, C and D

# How to Become Benevolent Dictators?

- **Develop personal qualities:**
  - Commitment, courage, integrity, humility, goodwill, forgiveness, compassion, patience and persistence
- **Develop and maintain trust and respect**
- **Be inspiring, not dominating**

# Conclusion

Show **personal humility** and act as a **Servant Leader**

- The Head - The Vision
- The Hand - Skills
- The Feet - Walk the talk
- The Heart - The Value system

**He who will be Leader is to be  
Servant**

# Reference

## **Benevolent Dictatorship for Major Capital Projects**

**A guide for Executives who want to enhance  
their major project delivery experience**

by

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