



The Future of Project Success
Is Already Here

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The Future of Project Success is Already Here

Project Management has been the primary structure we have used to collaboratively achieve goals and deliver value for many years.

For all our years of experience, for all the efforts of governing bodies to clarify and refine the breadth of project management knowledge, project success remains elusive in too many cases. The Standish Group, in their 2016 version of their Chaos Report, indicated that 71% of the projects in their study either failed outright or were challenged in achieving their goals (a number that has not changed substantially in the history of their reports).

We continue to try to make changes to the structure of how we drive projects, and we play with the statistics to argue the case for this approach over that approach. In the latest examples, advocates for Agile approaches would suggest their methodology generates superior results to past approaches (generally lumped into the category of 'waterfall'), often by comparing Agile successes to 'waterfall' failures. Studies run on a level playing field, though, (Chaos Report 2013) suggest there is statistically no difference in success rates (actually, Agile projects reported a slightly lower success rate).

For decades, we have been mired in a 'process improvement' cycle. I worked with organizations to help them establish a standardized process to improve project outcomes several decades ago, I was a 'process improvement consultant'.

What I have learned, through the rear-view mirror, is that the temporary bump in productivity wasn't the result of the process I had installed, but rather the fact that most teams were collaborating about their approach to getting things done, often for the first time. Over time, though, they found that their standard approach was too cumbersome for smaller, low-risk projects, and inadequate to support the demands of their larger, more mission-critical endeavours.

We cannot simply dismiss dismal project results as "the nature of projects, and we need to be careful to avoid throwing out the proverbial baby with the bathwater.

If we think of our capacity to create value and deliver results as a system, and leverage ideas from history, anthropology, the scientific method and perhaps a few other disciplines, we can identify a number of crucial ideas to leverage with our teams to make significant impact on our overall project results.

Our current ideas in the realm of project management continue to be refined, and are valuable contributions to help us become consistent, repeatable and predictable on projects. Through a systems perspective, though, we can recognize the areas that impact the robustness and resilience of our ongoing results, and shore up these areas to the benefit of everyone.

None of these ideas are new, there is no branded process here, and these ideas have been implemented by successful teams for many years.

It is simply time that these ideas are more consciously, intentionally and broadly applied.

Experience-Driven Behaviour/Motivation

Let's start by looking at some rarely published but commonly understood evidence regarding project success.

Working with participants in workshops for over 20 years, one of the first things we do is ask people to reflect on their best and worst project experiences, and to distill distinctive characteristics in each case.

In every workshop, with thousands of participants in every imaginable domain, whether a room full of certified Project Managers or a collection of people that are project participants with absolutely no management experience, the results are the same.

First off, the characteristics of the 'bad project experiences' largely indicate a lack of what they identified in their 'great project experiences'. The language used for these bad projects is often more colourful, an indication of the visceral emotion associated with those memories.

What's more important, though, is the nature of the information in these two lists.

Almost everything has to do with shared goals, trust, respect, open communication, and clarity of roles (often terms like 'fun' or 'trust' will be on the list, an indication of the *outcome* of the right characteristics, as we know we can't make teams have fun or trust one another). The vast majority of the characteristics of great project experiences has to do with relationships.

No one has ever indicated their best project experience had anything to do with a particular approach, or any certifications or qualifications of the personnel, or a particular tool that was used. Indeed, 'project managers' more often come up in the context of bad project experiences, expressed in terms such as 'overbearing' or 'micromanagement'.

This experience (that is largely unchanged over the past few decades) mirrors industry statistics that we can all easily Google. Not only the nature of the key differences between good and bad experiences, but the magnitude of the issues that we face in the workplace. Here are just a few of many available stats:

- Salesforce indicates that 96% of executives cite lack of collaboration or ineffective communications for workplace failures
- 70% of respondents in a study by the University of Phoenix cite being part of a dysfunctional team (glassdoor.com)
- 58% (HBR) of people trust strangers more than their bosses

The evidence is clear that much of the challenge we face on projects has to do with relationships, with human interaction. Most organizations, though, when tasked with making changes to improve their project outcomes, focus on tools, technology, or the latest promising methodology.

Why is there such a gap between the evidence and our behaviours? Let's step back and look at how culture is created and sustained...

Reflecting on Culture

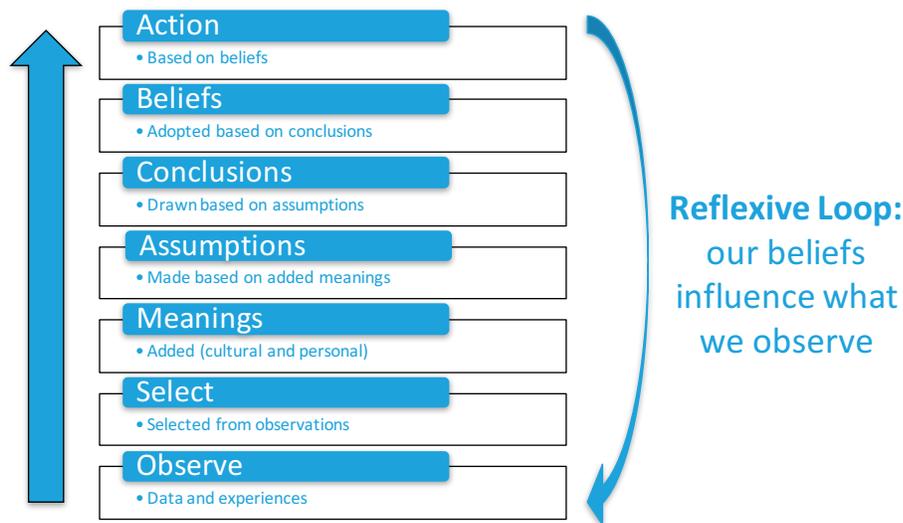
“Cultural behaviour is the end product of collected wisdom, filtered and passed down through generations as shared core beliefs, values, assumptions, notions, and persistent action patterns.”¹

Across the world there is a massive range of different cultures. Cultural differences can manifest themselves not only across geopolitical boundaries but from one organization to another, even across different tribes, teams or families.

In team environments, we usually talk about culture in the context of these differences that often disrupt us - different biases, prejudices, behaviours and expectations that can tend to create tension in teams if not carefully managed.

Here, though, we are looking at culture as an anthropological driver, a way of making sense of the world by simplifying repetitive information that reinforces our interpretation of the world and hence our behaviours.

We use a particular set of steps that are ingrained, as a reflexive loop. Over time, this allow us to unconsciously reinforce and strengthen our cultural influence.



This Ladder of Inference² - shows how we live in a reflexive loop that allows us to manage the large amount of information we are presented with throughout our lives.

The fact that this loop is essentially working in our subconscious is critical here. The longer we are immersed in a culture, the more embedded it becomes and the more difficult it is for us to select

and process information that doesn't reinforce our expectations of our environment.

The longer we live within our culture, the more invisible it is to us. it is the air that we breathe, the water that fish swim in.

Only when we are suddenly immersed in a culture very different from our own do we recognize that something like culture can actually exist. Our first response (technically, a reaction) to this new environment will be to act in a way that is congruent with our original cultural norms, the way we normally do things.

The results, predictably, will likely be less than stellar. If you visit a country where they drive on the opposite side of the street (or even walk on the different side of the sidewalk), your tendency to do what you did back at home simply won't work.

¹ Richard D. Lewis, When Cultures Collide

² Peter Senge, The Fifth Discipline

Relating with others from a different culture using our own cultural norms can range through amusing, confusing, or even deeply offensive. A thumbs-up or an OK signal with your hands can have horribly unintended consequences in some countries.

From an anthropological perspective, a culture is developed as a simplifying mechanism that allows us to selectively process the massive amount of information we are constantly bombarded with. If we did not live within a culture, and could not immediately extract the familiar cues from that big data stream, we would be frozen in our steps and unable to act.

Imagine someone from the stone age, with their relatively simple life. A life interrupted by the occasional sabre-tooth tiger, which they have learned to react to at an early age - or at least the survivors did.

Now take that person and drop them into one of today's bustling urban centres, or sit them at the controls of a fighter jet, or offer them a ride on a roller coaster. The culture that allowed them to survive and be successful is now of little use to them, and their reactions to this very different environment will range from comical to disastrous.

When we visit another country or move to work with another organization, we are entering a culture that will likely differ from our own in significant ways. We become an outsider in someone else's dominant culture. Without preparation, any difference in culture will feel like a disruption, even if that difference, on reflection, is actually a better way to behave in that new environment.

With intention, though, we can prepare ourselves for these differences, learn to appreciate the relative value of different behaviours and empathize with the underlying meaning and value of these differences (remember the Ladder of Inference, and build a new culture that incorporates elements from these different source-cultures to build something better. That intention, alas, is rarely applied.

So what does this anthropological view of culture have to do with project management? Let's look at the history of projects...

Our History of Projects

In the early 1800s, products were largely developed by small groups or individuals that had appropriate skills and a local audience that desired their products. Artisans and craftsmen dominated, knowledge was passed down through family businesses or apprenticeships. Farmers had labourers to work their land, and farms were far smaller than they are today.

Everything was done on a limited scale, with limited reach and constrained size - business was done on a “human scale”.

Several events occurred around the end of the 19th century that turned the world into a vastly different place.

Mechanization provided greater efficiency for farmers and factories. Electricity and fossil fuels became widely available to essentially end our constraints on available power. There became a great hunger to scale out operations, to extend the reach and influence of organizations. To grow and become more profitable.

As we still experience on projects to this day, initial attempts to scale in size or to process a greater amount of material at faster rates resulted in breakdowns, failures, costs and time delays in many organizations. The structures that sustained a small group of artisans or a family run business simply didn't work when applied to, say, running a national railroad.

Structures such as hierarchies and chain of command had their genesis in this time that we call the Industrial Revolution, along with visualizations such as org charts, Gantt charts, still in common use today. These structures and visualizations allowed communication to be effective across large teams and geographical gaps, and introduced control, repeatability and scalability as projects and organizations continued to grow in size.

With this growing scale, middle management was invented, and the basis for almost every Dilbert cartoon was born.

One of the key influencers of that time, Frederick Winslow Taylor noted “In the past, **the man** has been first...in the future, **the system** must be first.”³

Peter Drucker identified Taylor as one of the three primary shapers of the modern world (along with Freud and Darwin). Taylorism was born, and became synonymous with project management practices that still dominate today.

Measures for success on projects have become a combination of concerns for efficiency, productivity, predictability, scalability.

As a result, our standard of living has dramatically increased, we have sustained huge population increases and improvements in sanitation, literacy and nutrition. The industrial revolution supported all of these benefits, and has become the basis of modern project management practices.

Therein lies one of our greatest challenges in project management.

³ Principles of Scientific Management, 1911

A Second Look at Culture

Our first look at culture was to see how we have internal mechanisms at play that, over generations, allow us to simplify our interpretation of the onslaught of information that hits us every day. The culture we are embedded in is essentially a survival mechanism.

Here, we look at some unintended consequences of culture as they apply to project management.

As we have moved in the past century or more to focus on projects primarily as systems, and by interpreting systems as structured ways of performing work, we have become quite biased toward thinking about projects through a particular lens: defined processes, project stages, and standardized approaches.

Projects are seen as endeavours that can be concretely expressed in the initial stages with a clear sequence of steps to completion, and much of our focus in managing projects is biased by our desire to keep the project on schedule. On-time and on-budget are dominant measures for project success.

All this comes as a natural conclusion when we look through the lens of Taylorism on projects. We have failed to discriminate the management of large complex systems and flow of material or information (the key projects for growth during the industrial revolution) with novel, creative solutions to difficult challenges (a critical element for more projects today). All projects are painted with the same brush.

Project management thinking that started over a century ago - generations ago - has become Project Management culture. Through that culture we have a constrained way of looking at projects, which constrains how we solve problems, handle dilemmas and crisis, and how we communicate on projects.

Project failures are explained by the steps in the process that were flawed. When a challenge arises we look back to our established process for a root cause, and adjust the process as a solution. We communicate by talking about stages, phases, and deliverables in the context of a schedule we are working to achieve. An entire industry of process consulting exists in this culture, which further prevents us from thinking outside our PM-culture box.

Immersed in this culture of PM, we don't see that our language constraints and dogmatic application of process actually contribute to the crises we experience on projects. Our current approaches for improvement don't connect with what we all identify as the core distinctions between our best and worst project experiences. We all know the issues centre around relationships, shared goals, respect, trust, appreciative interaction, but we are enamoured with the shiny new process that promises to save the day.

All this describes the context of projects that are run within this emergent PM-culture, but there are projects that fall outside this sphere of influence. Things we casually do together without professional PM oversight.

Many people become project managers simply by inheriting a team or having an idea for something they want to achieve. Projects exist outside the world of corporations, and these rarely even have a formal project manager role. Some of these projects (perhaps a move to a new country, or starting up a small franchise operation) can be successful, some can be horrible failures. It is not clear the overall performance in these 'informal projects' is any better or worse than what we would call 'formal projects', but it is clear that the root causes for failure fall into different categories.

Failure on informal projects often comes from a failure to realize the value of thinking in structured ways about how to visualize and plan the project, how to communicate and collaborate with all stakeholders, or how to determine the viability of the project in the first place. We work with one another, but don't understand appropriate structures that might organize us.

Failure on formal projects comes more from our constrained thinking about projects based on our PM Culture. We fail to leverage the diversity in our teams, we optimize against cultures that would facilitate creativity and innovation, we ignore out of the box options and focus on achieving the plan over delivering reasonable value. We have been indoctrinated to neglect the value of the human capital that is our team.

Then There is Crisis

Let's take what may seem to be a diversion from the path, and look at what happens when we deal with crisis on projects.

If you consider what is happening when things are not going well, this is often thought of things “not going according to plan” (we're failing to abide by the structures and information for the project - part of our limited culture thinking). Many crises on projects have a few common causes: poor initial estimates, aggressive or target-based scheduling, unforeseen (or even predicted) risks that come to be, significant change to the original understanding of the scope of work.

Whatever the reason may be, in most instances, a crisis is a situation where we are required to work “off script”, and while we may address the fire currently in front of us, we rarely take the time to address the root cause that created the fire in the first place. Indeed, some projects seem to be a quick succession of dealing with one fire after another, and some project managers seem to thrive in that chaos, even to the point of seeming to kick up some sparks when all is well, simply to get back to their comfort zone of firefighting. Adrenaline can produce a heady feeling.

The causes and effects of crisis are generally negative, though there are rare instances where a crisis can be seen as an opportunity to develop the team culture and their problem-solving capabilities.

What is a crisis? There are 5 key elements of a crisis:

- It is a temporary situation
- It is a situation that demands immediate attention
- The **normal resources at hand** are inadequate to deal with that situation
- This causes pressure to act, often without adequate information or involvement from the right people
- Which in turn increases the likelihood of a poor decision.

The key point here is that third point - normal resources won't work. We deal with situations every day that are temporary and demand immediate attention, these two alone do not create a crisis, as our normal behaviours are adequate to deal with these daily surprises.

Our normal resources on projects are, again, driven by our culture of how projects are managed, biased strongly by generations of focusing on processes and templates and the structures that were developed in response to Industrial age projects. The more our project characteristics differ from the development of a national railway or opening a post office, the more our 'normal resources' will fail to address situations that arise. More opportunity for crisis to flare up.

What is required is an expansion of what we would call 'normal resources', with behaviours that address temporary situations in more effective ways than the status quo.

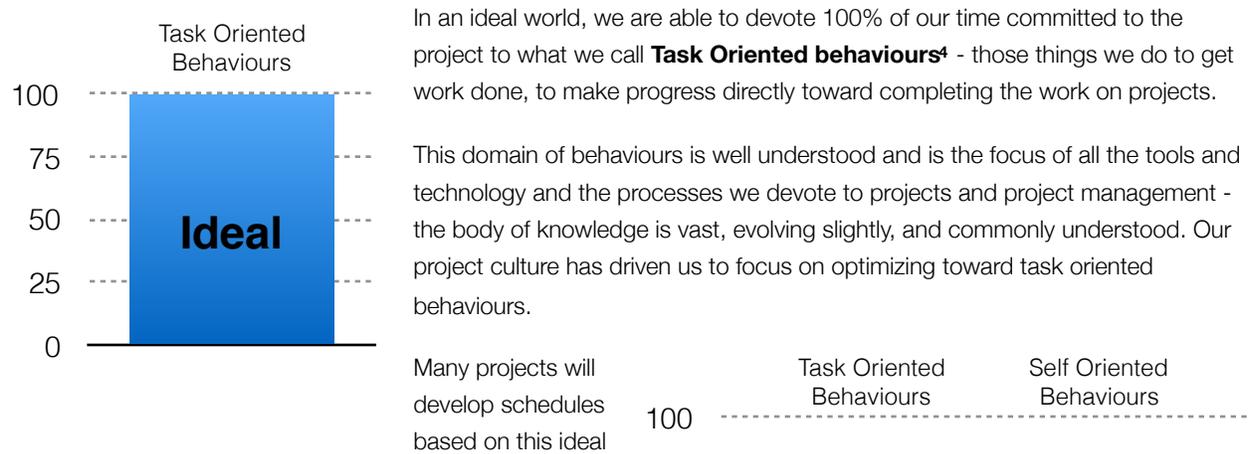
Reflecting back on the distinction between best and worst project experiences, many of these crisis situations have to do with interpersonal issues: shared goals, effective communication, respect, trust, appreciative collaboration.

This is the area we can mine for adding skills to our 'normal toolkit' - intentionally, proactively managing the human element on projects. Designing an effective, collaborative team culture. Appreciating diversity.

How we Spend our Time on Projects

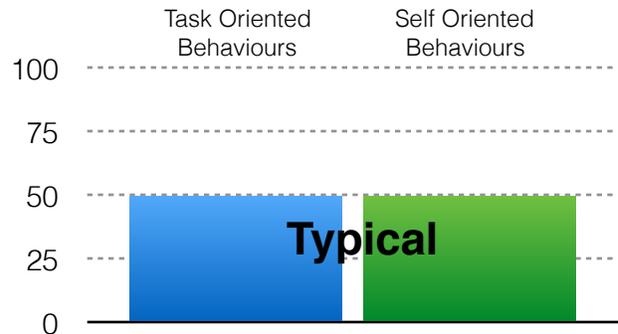
Here is another perspective that can point us in the right direction for improving project performance.

If we think about how we spend our time on projects, we can break that time into three different categories.



world idea of being fully committed to project tasks, which sets us up for disaster even before we start.

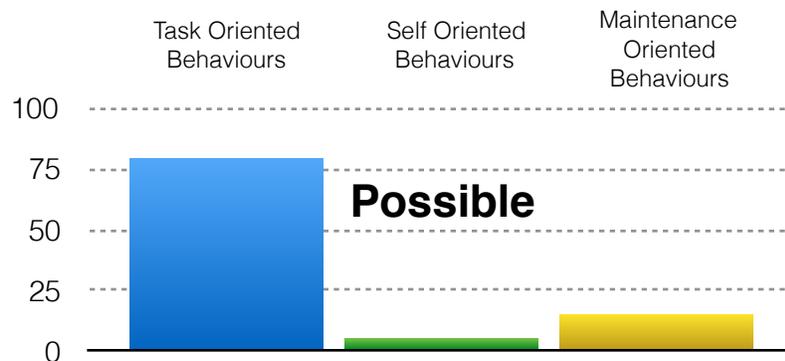
Unfortunately, we all know that no project fits this model. For all the reasons we have crises on projects (described in the previous section), for all the characteristics of bad projects (described at the beginning of this paper), there can be a significant amount of project time that disappears every day. At the very least, each of us has this level of 'overhead activity' that we need to deal with - phone calls, email (and all other forms of interruption that can take us off task), even commitments to tasks on other projects.



All this activity, time spent that does not contribute to completion of tasks on the project, can be considered **Self-Oriented behaviour** - the things we do where our own needs supersede the needs of the group or project needs.

Statistics will often show factors of 50% or more of the time on projects could be characterized as self-oriented

behaviours, and we all have a certain amount of overhead that distracts us from project work that would distress us if we were to measure it.



There is a third category of behaviour that is largely neglected on projects, and provides an opportunity for us to dramatically improve outcomes on projects. This category is called **Maintenance Oriented behaviours** - tasks and activity that will improve

⁴ The numbers in the tables above are merely representative of what often happens on projects, and what can happen if we refocus our efforts and develop additional skills and behaviours.

relationships on our team and intentionally craft a culture where everyone can contribute their best in an appreciative, collaborative environment.

Think of this as the lubrication that allows the machine of the project team to run efficiently. While we would never think of driving our cars without oil in the crankcase, we often drive our teams with little or no consideration for how they can work together with minimal friction. I've worked on projects with annual turnover around 40%, and have heard reports of higher numbers. Team members with abrasive relationship habits are retained because of their knowledge or skills. I expect you could contribute your own examples of high-friction environments.

This friction, as is often described when we talk about our worst project experience, is 'just the sort of things that happens on projects'. This is often the nature of crises on projects, the situations where our normal resource are inadequate to deal with.

We need to invest in appropriate maintenance oriented behaviours, make them part of our 'normal resources' on our projects.

Increased focus on these maintenance oriented behaviours is often seen as a cost on projects, and is easily dismissed on projects, more so on projects with greater time pressure. Paradoxically, though, it is the focus on these maintenance oriented behaviours is precisely what allows the team to work with more efficiency, spend more time on task oriented behaviours, and allow a positive and vibrant team culture to thrive. More work is done, better results are produced, and the environment required for creativity and innovation is sustained.

Back to Culture on Projects

We've looked at culture twice now, first as a set of internal mechanisms that allow us to make sense of the world, then the unintended consequences of culture as it is inappropriately applied in a new and different context.

This time, we look at culture in a more traditional context - the net result of the mix of individuals and behaviours on the team, and what they bring to the table. Let's extend 'culture' in this case to encompass all the possible forms of diversity we may experience on our teams.

There are some forms of diversity that are readily apparent in teams: age, gender, race and ethnicity quickly come to mind.

We can also quickly discern other forms of diversity as we get to know one another: religious beliefs, personality, the list goes on.

Factor	Form	Type of Diversity
External	Who we are	age, gender, race, ethnicity
	What we do	appearance, culture, religion, lifestyle
Internal	Long term	personality, attitude, motivations, cognitive biases
	Transitive	mood, feelings, current situation
Organizational	Personal	education, experience, skills
	Team	position, seniority, influence
	Organization	hierarchy, power distance, work structures

There are many forms of diversity, many ways for us to identify ourselves as different from one another. Some forms have been a significant cultural driver for us, and as we described in the previous culture sections of this paper, carry with them a very strong inertia and are difficult for us to even see, let alone adjust.

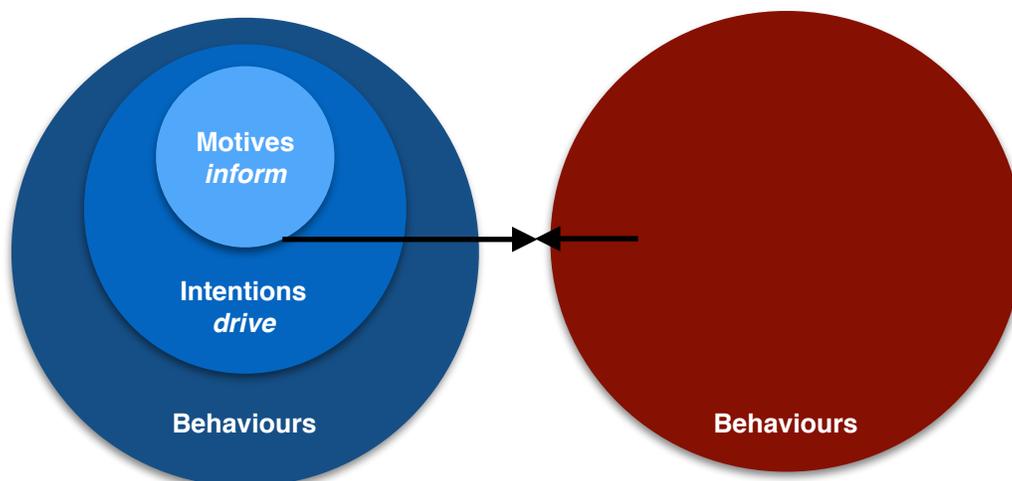
Other forms are far more transitive, and could change easily over time, even within the course of a single day if we consider attitudes, moods and feelings. All these forms of diversity blend together to form a complex mix that makes each of us unique.

Unmanaged, any one of these forms of diversity can act as a wedge that drives us apart on teams. I have seen a number of situations where diversity has literally torn a team apart.

Instead, we need to think of diversity as a tremendous opportunity on our teams - every form of diversity is yet one more opportunity to bring a distinct perspective to the table, one that may change the entire outcome of the project.

For teams to be able to harness this incredible opportunity, diversity needs to be carefully managed. Unfortunately, here's what often happens when we interact with others that differ from us in some way.

As we interact with our world, we carry with us a familiarity with our internal motives, that rich mosaic of experiences and culture and beliefs that make us who we are. These internal motives inform our intentions as we interact with the world, and it is this interaction between our intentions and the current context of the world that drives how we interact in each situation. The entire chain, from motives to behaviours, is self-consistent, it makes sense to us.



We see ourselves with an understanding of *internal motives*

We see others based on their *observable behaviours* only

As we interact with others, though, we don't have the luxury of understanding their internal motives and their intentions, unless we have invested a great deal of time to get to know them. Without this knowledge, we can only assess whether their behaviour is appropriate based on our own internal set of motives and intentions.

Unfortunately, as there are so many forms of diversity, it is highly likely that the person we are interacting with is being driven by a different set of motives and intentions. Faced with precisely the same situation we are dealing with, there is a very high likelihood they will behave in a way that is different than what we would do - and we'll look at that and ask ourselves why in the world they would behave that way?

This is the root of collision of cultures, the challenge of all forms of diversity in our teams.

To deal with this, we need to invest the time to better understand one another. We need to appreciate all the forms of diversity between us, and appreciatively learn how another person's unique background and experiences and training and perspectives forms their internal set of motives, which informs their intentions, which drives their behaviours.

We don't necessarily need to agree with their perspectives, but we need to be able to empathize with why they hold their views and behave the way they do. Only then can we accept that their behaviours are consistent with their internal structures, and is not so strange after all.

With this, we can allow different perspectives to form a more comprehensive and diverse team, better equipped to manage a wider range of issues as we each have opportunities to leverage our strengths on behalf of the team's needs.

"We are always smarter than I".

And better equipped to deal with diverse situations when they arise - but only if we have managed our diversity as a strength.

Another investment, more maintenance oriented behaviours to add to our 'normal resources' to reduce the number and severity of crisis on projects.

Culture, Projects and Systems

We've looked at culture from three different perspectives, all in the context of the history and current practice in projects.

Now let's look at that assertion from Frederick Winslow Taylor over 100 years ago. Back then, he explained the dramatically changing landscape of project management practice, soon to be called Taylorism, as shifting from focusing on people to focusing on systems.

In essence, he expressed a false dichotomy that, while fuelling significant advances, is not as accurate or as relevant as it may have once been perceived to be.

People, on most projects today, are a significant part of the system that delivers projects.

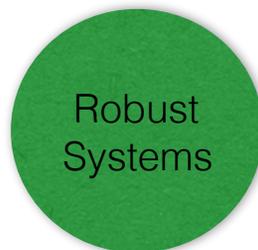
And culture, diversity and relationships are an inalienable part of who we are as people, hence are critical issues to address in the realm of project management!

Let's reconsider the idea of systems, a term that was, in retrospect, inaccurately represented in that quote from Taylor.

Barry Oshry has looked at cultures and systems of how people work together, and appreciates that projects are actually delivered by a complex system, dominated by continuous adaptation of human interaction. His model, the Viable Systems models, expresses that a Robust System needs to find a balance between four competing requirements

Differentiation
support for managing
complexity

Individuation
support for unique
talents



Homogenization
support for shared
understanding

Integration
support for a
common cause

In this model, there are two dimensions of **power**: **differentiation** (specialization across the system) and **individuation** (becoming more different). There are **two** dimensions of **love**: **homogenization** (commonality across the system) and **integration** (becoming more connected).

According to Oshry, both power and love need to be expressed and balanced to have a 'robust system'. We need enough flexibility and discretion to deal with the complexity of the challenges we face on today's projects, and we need enough rigidity (limits and norms of behaviour) to prevent the system from cascading into chaos.

There is a tension across the diagonals that needs to be managed, and in Industrial age project thinking we have some clear deficiencies: Individuation is largely ignored because of the emphasis on Homogenization, Integration is often neglected, and Differentiation is poorly managed at a tactical level.

Through this lens, the more we simplify and standardize, the more fragile our system becomes - no standard approach will be viable for every potential project situation, and our typical approaches to managing projects would clearly benefit from appropriate balancing across these dimensions.

What to Make of All This?

We've gone through quite a journey, tying together ideas from a wide range of disciplines in an attempt to connect opportunities for improvement to current project management culture, based on an understanding of the key challenges that manifest themselves on many projects.

To reiterate those ideas:

- A key difference between good and bad projects has to do with relationships and human interaction
- Through the lens of culture, industrial age project management thinking has been reinforced for generations to become a dominant and constraining way of looking at how we collaborate together
- Projects continue to be challenged with this thinking, constrained by a culture of thinking. There is value in stepping out of that box to consider complementary ideas to improve results
- Focusing on maintenance oriented behaviours can provide the lubrication that would allow our teams to collaborate more effectively, reduce interpersonal challenges on projects, improve quality of our results and foster an environment where creativity and innovation can thrive.

This is not a call for replacing current practice with an entirely different set of behaviours, but a call to extend our set of 'normal tools' that we use when managing project environments to reduce the likelihood and severity of crises that we experience on projects.

We need to become more intentional in how we develop the culture of our teams, and how we select appropriate behaviours tactically based on the current situation throughout the project.

We each need to recognize when we are the ones that are behaving in a way that is counter to the needs of the team or project, and correct our behaviours accordingly.

We should never rely on a standardized process, nor should we ever select a process without consideration for the particular project challenge, team culture and environment that this project exists in. And we should never allow a consultant to do this for us.

Today's projects are complex, but collaboratively we have the capacity to effectively solve these challenges and create powerful solutions while sustaining positive, appreciative team environments.

What's required is nothing less than culture shift.

About Clarrus

Clarrus is a down-to-earth, value-driven company with a focus on improving project teams and the projects they work on, across all industries. We recognize that challenges manifest themselves very differently in different contexts

Clarrus is unique in our focus on the interplay of human dynamics and project mechanics. Our consulting services and workshops bring a practical and proven approach to increased effectiveness and satisfaction of your project teams.

Clarrus believes in the principle of teaching people to fish. Our approach nets its richest results in complex environments where multi-disciplinary teams bring diverse perspectives to the table. But, we also help small teams thrive, too.

We leverage broad inclusion to provide tailored solutions to your challenges, primarily through harnessing your team's latent strengths:

- We create an environment of trust so our sometimes tough questions can open the doors to peak performance.
- We provide inventive and practical ways for your teams to approach challenges.
- We secure the engagement of your project teams by focusing on issues where the impact is greatest.

About Our Project Management Workshops

Our Project Management workshops have been designed to incorporate different learning styles and an experiential learning environment to engage participants and increase the 'stickiness' of the content.

We address the issues that have been the same class of challenges on projects for decades, in a decidedly different manner. The human side of projects is critical (indeed is the primary differentiator for success on projects today) so it is no accident that this is a key focus in our approach.

Our workshops are often seen as revolutionary, they address issues with approaches that have stood the test of time.

Open enrolment or embedded sessions, we can tailor our offerings to address your particular needs.

About Jim Brosseau

Jim is passionate about the need to rethink traditional project practices to be more relevant for today's diverse teams - to be practical, situationally relevant, and adaptable. He sees the leadership role in teams as one that intentionally cultivates the environment that brings out the strengths of everyone in the team.

He has published numerous technical articles, and has presented at major conferences and local professional associations. His first book, [Software Teamwork: Taking Ownership for Success](#), was published in 2007 by Addison-Wesley Professional. His second book, [Jounce!](#), focuses on techniques for building personal resilience.

Jim lives with his wife and two children in Vancouver, builds and plays stringed instruments and volunteers locally.

Contact us today so we can discuss solutions to the challenges you face.

- On the web at <http://www.clarrus.com>,
- By e-mail at info@clarrus.com, or
- By phone at +1 (778) 836-6718.

June 20, 2018 - Version 1.2