



Engineering Project  
Management Forum

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In Partnership with the **Business Psychology Centre**

 University of Westminster



# IBEHAVE Learning Courses

## Culture in Project Management How to understand it and manage for success

A sequence of workshops & presentations in and around the  
University of Westminster  
309 Regent Street  
London W1B 2UW

**From Tuesday, 21st February 2006  
To Friday 3<sup>rd</sup> March 2006  
10:00 – 16:30**

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*This event is a follow-up to themes introduced at the Behave Yourself conference which took place in September 2005. The workshops offer in-depth day long learning experiences designed to improve the effectiveness of individuals within organisations.*

# IBEHAVE

## PROGRAMME

Tuesday, 21 February	<b>Team Culture in Project Management</b>	Stewart Desson <i>Head of Learning and Development, Insights.</i>
Wednesday, 22 February	<b>TBA</b>	<b>TBA</b>
Thursday, 23 February	<b>Leading Project Management Teams</b>	Dr Brendon Harvey Lyn Williams <i>Aspects Associates</i>
Friday, 24 February	<b>Facilitation Conference</b> <Details attached>	University of Westminster
Monday, 27 February	<b>Managing Teams and Building Resilience</b>	Gary Austin Senior Consultant Facilitator, <i>circleindigo</i>
Tuesday, 28 February	<b>“Sponsorship Matters”</b> <b>How Project Sponsors and Programme Leaders can make the difference between project success and failure with less than an hour a week.</b>	Archie Mundegar Director of coaching <i>you:unlimited</i>
Wednesday, 1 March	<b>New Six Sigma for Project Management</b>	Dr Stephen Benton Director, <i>Business Psychology Centre, University of Westminster</i> Dr Dave Rogers Director, <i>Danercon Ltd.</i>
Thursday, 2 March	<b>Best Practice showcase</b>  <b>BAA: From good to great</b>  <b>BrainJuicers: Striving for Health and Wealth in a Growth Company.</b>  <b>Virgin Atlantic Airways: The culture and behaviour which helps to produce world championship class project teams</b>	Simon Black <i>Facilities Manager, BAA</i>  John Kearon <i>Chief Juicer, BrainJuicer</i>  Irene MacDonald <i>Head of Project Delivery for Major Projects, Virgin Atlantic</i>
Friday, 3 March	<b>Decision Making in Project Management</b>	Ayleen Wisudha <i>Chair APM Women in Project Management; Business Psychology Centre</i>

# ¡BEHAVE

## PROGRAMME

### Culture in Project Management

*How to Understand it and Manage for Success*

*An EPMF/Business Psychology Centre, University of Westminster partnership*

The ¡BEHAVE programme focuses on behaviour and culture. It is becoming apparent to even the most hard-bitten engineers that the best process and methodology in the world will not alone deliver successful projects if the people issues go wrong. But good people can and do deliver successful projects often without a defined process. In the current target-driven world that only counts the measurable there is a growing belief that we are missing points of value simply because we haven't yet worked out how to identify or measure them. Behaviour and culture lies in this 'woolly' area and yet probably accounts more significantly towards the success of projects than any amount of process.

Successful projects make successful organisations make successful people make successful organisations make successful projects. Only by more fully understanding ourselves and others can we hope to develop into thinking project managers rather than automata hiding behind process. EPMF and the BPC at the University of Westminster contend that it is in our collective interest to rigorously address and understand culture and behaviour in ways that can develop organisations and individuals. In fact Westminster is at the forefront of these studies and is hoping to launch the first ever Masters degree in the Psychology for Project Management in 2006 led by Dr Stephen Benton. The university is seeking students and companies to participate in this course of study.

The programme is a mixture of in-depth workshop from leading practitioners skilled in the teaching of team and management behaviours and sharing of Best Practice.

The aim of the workshops is to provide practical help for those seeking to transform themselves and others involved in their projects.

Subjects handled are: team culture; leadership; building resilience; role of sponsorship; Six Sigma and behaviour; barriers to decision making.

Whilst it is hoped that many project managers will attend it is also essential that directors, senior programme directors, development directors are there as well. The event is for those looking for better ways to work and who can influence and bring about positive changes to behaviour and culture.

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#### **Bookings and further information from EPMF Chairman Steve Wake**

#### **Fees per day excluding the facilitation conference:**

Students - £50 plus VAT (£58.75); Government - £195 plus VAT (£229.12);

EPMF (member organisations of EPMF are shown above - £300 plus VAT (£325.50);

Others - £350 plus VAT (£411.25)

Cheque VISA Mastercard Payable to **EPMF**, 9 Belmont Avenue London N13 4HD.

Tel/fax 0208 886 5594 Email:swprojects@blueyonder.co.uk

<http://www.businesspsychologycentre.com/behave>



# Behavioural Technology for Groups

**24<sup>th</sup> February 2006**  
**09.00 – 17.00**

**University of Westminster**  
**309 Regent Street**  
**London W1B 2UW**

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## Conference Theme

### ***Behavioural Technology for Groups***

*Groups may be greater than the sum of the parts but only if some of the parts are missing!*

Groups can and do display various forms of 'dysfunctional' behaviour at some point during the group facilitation process. Understanding of the common behavioural routes towards these barriers and situations can improve the chance of managing or heading off full-blown 'dysfunction' or group breakdown with the associated characteristics of failed resolution, poor option generation and limited critical quality analysis.

The capacity to facilitate changes in the way individuals deal with each other builds a group capacity for getting through many behavioural blocks to better or improved outcomes.

This one day conference will outline and explore different research, models, frameworks, processes and tools for understanding, managing and using the various different group and individual behaviours that both help and hinder group effectiveness and group working.

It will offer models, strategies and solutions for increasing group effectiveness and for managing 'dysfunctional' group and individual behaviour during the group facilitation process.

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## Conference Format

This one day conference will consist of key note sessions in plenary and concurrent facilitative and participative sessions.

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## Conference Registration & Fees

Different Registration Fees will apply to different groups and these are as follows:

- UK Facilitators members = **Free**
- University of Westminster, Business Psychology students = **Free**
- Association of Business Psychologists (ABP) members = **£40.00**
- All Others = **£120.00**

**NB. This is an all inclusive registration fee that includes all refreshments and lunch.**

**For a conference registration form please e-Mail [gary.austin@circleindigo.com](mailto:gary.austin@circleindigo.com)**

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**REGISTRATION:** Please complete the booking form below and send/fax/E-mail it with your payment to : **EPMF** tel/fax: +44 (0)20 8886 5594  
**9 Belmont Avenue** e-mail: [swprojects@blueyonder.co.uk](mailto:swprojects@blueyonder.co.uk)  
**Palmers Green**  
**London N13 4HD** **Enquiries – phone or e-mail as above**

**Cancellations/changes:** Notice of cancellation must be received in writing 30 days before the event in question. 100% of fees will be forfeited thereafter. Substitutions are acceptable, subject to written confirmation. EPMF reserves the right to cancel these or any other events if in its sole discretion it deems such action necessary. In these circumstances a full refund of the fee for the event will be given. Programmes and timings may be subject to change.

**BOOKING FORM: ONE FORM PER DELEGATE (please photocopy)**

To EPMF: Please reserve a place at the *i*BEHAVE event on:

Day 1	Tue 21 <sup>st</sup> February	Team Culture in Project Management	
Day 2	Wed 22 <sup>nd</sup> February	TBA	
Day 3	Thu 23 <sup>rd</sup> February	Leading Project Management Teams	
	Fri 24 <sup>th</sup> February	Facilitation Conference <i>Separate registration form</i>	<b>X</b>
Day 4	Mon 27 <sup>th</sup> February	Managing Teams and Building Resilience	
Day 5	Tue 28 <sup>th</sup> February	“Sponsorship Matters”	
Day 6	Wed 1 <sup>st</sup> March	New Six Sigma for Project Management	
Day 7	Thu 2 <sup>nd</sup> March	Best Practice Showcase	
Day 8	Fri 3 <sup>rd</sup> March	Decision Making in Project Management	

Please note that all fees must be paid in advance of the event. **TOTAL £** \_\_\_\_\_  
 Telephone bookings must be confirmed in writing.

Your Name (BLOCK CAPS) .....

The best way to contact you .....

Send details of event here .....

Send Invoice here (if different from address above) .....

Cheque / Mastercard / Visa ONLY for £ \_\_\_\_\_

Card No \_\_\_\_\_ Card Expiry date \_\_\_\_\_

Your Signature \_\_\_\_\_ Date \_\_\_\_\_

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## Workshop Details

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### Team Culture in Project Management

Stewart Desson and Jane Batty, *Insights Learning & Development of Dundee, Scotland*

Tuesday, 21<sup>st</sup> February

Project managers are leaders of people. It is their responsibility to shape the culture of their project team.

*“Leaders create, embed, develop and sometimes deliberately attempt to change cultural assumptions.*

*Leadership is the attitude and motivation to examine and manage culture”*

*Edgar H. Schien, Professor Sloan School of Management, MIT*

This workshop will examine in depth and experientially the people aspects of project management. This will be done through the lens of the Insights Discovery model – a practical way of looking at team dynamics and the personalities in the project team. This approach is supported by a powerful psychometric instrument that everybody will experience on this workshop. On leaving the workshop, everybody will have a practical framework that they can apply immediately to enhance the culture of their project teams.

The workshop assumes that to be an effective project manager, you need to

- Understand self
- Understand others
- Adapt and connect to those in your project team and key stakeholders
- Use this knowledge to shape the culture of the project team
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This use of 4 colours is used to describe personality – fiery red, cool blue, earth green and sunshine yellow. The link between these and the Jungian personality preferences will be explored. Jung’s concept of the personal shadow as well as the project teams ‘collective shadow’ will be examined with a view to practical use of the concept. This will enable project managers to be a catalyst for their teams to achieve more than they ever originally expected to do in support of large-scale innovation and change. Leading project teams in this way is underpinned by a belief in the value of personal growth, the growth of others and the growth of the organisation. True project leaders set an example to be emulated by their followers.

This workshop will explore how project managers can use the Insights Discovery model to raise their own and their team’s self-awareness. Increased self-awareness and knowledge of team dynamics helps empower the team to change its culture. This will not be a traditional workshop. Come to this session expecting to be stimulated and engaged. You will receive a metaphorical ‘rattle and shake’ at this session!

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**22 February – 3<sup>rd</sup> March 2006**

# Leading Project Management Teams

*Dr Brendon Harvey and Lyn Williams*

Thursday, 23<sup>rd</sup> February

This workshop is designed to aid understanding and develop skills in leading project management teams in both the public and private sectors. Its focus is on developing effective practice for the participant's work context and identifying strengths and areas for development. In particular, the critical skill of developing reflective practice for both the project leader and their team is highlighted.

## Structure

### Part One: The Project Management Team

Outcomes :

- Identifying distinctiveness of project management teams.
- Determining task and process.
- Developing key behaviours for effective team practice.

### Part Two: Leading Project Management Teams

Outcomes:

- Awareness of reactive and reflective practices
- Determining stages of a project team and associated leadership behaviours
- Participant development plan.

## Workshop Process

The emphasis is placed on involvement of participants. Methods include group tasks, peer feedback, sharing of practice experience, and individual reflection towards action.

*Brendon Harvey and Lyn Williams are experienced practitioners who bring to this workshop their own extensive knowledge of leading teams, facilitating groups and evaluating projects.*

*Brendon is a highly experienced action researcher, consultant and University lecturer. Formerly Senior Lecturer at two business schools, Brendon now runs his own consultancy, Aspects Associates, which specialises in action research and organisational development for both the public and private sectors.*

*Brendon currently working alongside the Centre for Project Management at Leeds Metropolitan University and the Faculty of Engineering at Aston in an ongoing research inquiry into leadership of project management teams.*

*Lyn has twenty years of experience in the public sector in roles ranging from clinical experience in mental health and substance misuse to general senior management in service design, development and delivery. Her consultancy primarily focuses into Organisational and Management Development which includes executive and Performance Coaching.*

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**22 February – 3<sup>rd</sup> March 2006**

## **Managing Transition & Building Resilience**

Gary Austin, [circleindigo](#)

Monday, 27<sup>th</sup> February

This one day workshop will outline and build on a globally recognised individual/ personal transition framework that clearly identifies the different stages of transition during disruption and change.

This framework underpins a people focused change management approach. During the first part of the workshop we will cover:

Why a Change Management approach?

What is Change Management?

Change versus Transition

The impact of personal change – The transition curve

Building on the transition curve

The second part of the workshop will introduce an approach for building both individual and team resilience and adaptability during transition and change.

Building on recent social group and personal resilience research we will work with and build on a four step approach to building individual and group resilience and this will include:

Group and social resilience building

Personal resilience

Factors in resilience development

Building resilience through transition

Resilience and adaptability

This will be a highly interactive and participative workshop throughout the day utilising different learning styles, intelligences and approaches.

***Gary Austin** has wide experience of group, collaborative and participative working. Since 1986 he has prepared for and run a variety of facilitated workshops, for clients of all levels throughout organisations.*

*This has included strategic, business and project planning, change management/transition workshops and programmes, requirements definition, process modelling, problem solving/issue resolution, project completion, communication and team development and Joint Application Development (JAD) workshops.*

*Gary has held several key roles as part of the International Association of Facilitators (IAF), including President and European Regional Representative. [www.iaf-world.org](http://www.iaf-world.org)*

*He is also a past secretariat, chair and current Treasurer of the UK Facilitator's Network. [www.ukfacilitators.org](http://www.ukfacilitators.org)*

*Gary is now the London, UK and Europe facing representative for the Global Facilitator Service Corps (GFSC) a not-for-profit volunteer network of Facilitators. [www.globalfacilitators.org](http://www.globalfacilitators.org)*

*He is an IAF Certified Professional Facilitator (CPF) and assessor on the programme.*

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**22 February – 3<sup>rd</sup> March 2006**

## **“Sponsorship Matters”**

**How Project Sponsors and Programme Leaders can make the difference between project success and failure with less than an hour a week.**

*Archie Mundegar - you:unlimited*

Tuesday, 28<sup>th</sup> February

Successful projects are equally dependent on successful project sponsorship as project management.

The sponsor is the person in the middle who wants positive results for the project but is not responsible for its day to day execution. How should they do this with multiple projects and the day job to squeeze in?

This one day workshop is designed for you in your role as project sponsor or programme manager (or for PM's who want to know how to best manage their sponsor). In a warp speed world these every-day tools will allow you to genuinely support the project manager and find out what you need to know in order to report to the business with confidence. We will use NLP (Neuro Linguistic Programming) and coaching tools to help you to squeeze maximum value out of the precious time you do have.

***Archie Mundegar*** is a consultant and certified NLP coach and trainer.

*Archie is also a Chartered Civil Engineer having worked on projects such as the Jubilee Line Extension and Heathrow Express in the UK as well as periods abroad on projects in Africa and Russia for clients such as Shell and Proctor and Gamble. He is an Accredited Project Manager having led projects in the public and private sectors in the UK.*

*With a passion about developing his project teams he explored the areas of NLP and coaching and now, with you:unlimited, consults with a range of organisations using coaching and accelerated tailor-made training programmes. In this way he helps them to realise the potential in their people to serve their long term objectives.*

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**22 February – 3<sup>rd</sup> March 2006**

## **New Six Sigma for Project Management**

*Dr Stephen Benton and Dr Dave Rogers*

Wednesday, 1<sup>st</sup> March

Process improvement using Six Sigma concepts are proven techniques for waste reduction and mistake proofing. In addition to using these techniques, to improve the external work of the team, these techniques can also be employed to focus on the process of project management, leading to reduction in wasted effort.

In order to achieve this reduction, teams need systematic access to a set of interpersonal competences which actively support Six Sigma criteria.

To this end, the approach and method demonstrated within the workshop highlights the interaction between Six Sigma structure and the BPsy behavioural model, to promote an integrated approach to best practice for project teams.

**Stephen Benton** gained his Ph.D. in psychophysics. As a researcher and practitioner, he worked in both psychoacoustics and visual psychophysics before developing courses in Human Factors. For the last 12 years he has developed Business Psychology programmes that highlight the way in which applied psychology can be used to support the individual and individual differences within the workplace. In 1997, he created the MSc in Business Psychology programme at the University of Westminster, the first of its kind in Europe.

*Stephen is Director of the Business Psychology Centre at the University of Westminster, which specialises in applying the Business Psychology model, BPsy, within both public and private sector organisations. He is also Course Leader for the innovative MA in Psychology for Project Management and a member of the accreditation and Validation Panel of the APM and of the Management Board for the Association of Business Psychologists [ABP].*

**Dave Rogers** heads up Danercon Ltd. a consultancy specialising in process improvement covering the technology areas of six sigma, new six sigma, blackbelt, Toyota Production System (TPS) and process data capture and analysis.

*Dave worked for a multinational company for over 20 years. During this time he spent three periods of time working in research and development and three periods of time working in the manufacturing division. His manufacturing experience covers the product issues of day to day manufacture, and product redesign as part of a waste reduction effort, as well as leading a process research and development group of some twenty engineers and scientists. Dave applies his wealth of experience in manufacturing as well as R&D to the design of practical applications within teams and people issues of project management, cost centre management and individual target setting.*

*Dave holds bachelor and doctorate degrees in Chemistry, Fellowships with the Royal Society of Chemistry, The Royal Photographic Society and the British Institute of Professional Photography (the latter by invitation). His professional qualifications include European Chemist, Chartered Scientist, Chartered Chemist and Accredited Senior Imaging Scientist. He is also a Member of the British Computer Society. Dave was appointed Visiting Professor at the University of Westminster in 2002.*

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**22 February – 3<sup>rd</sup> March 2006**

## **Decision Making in Project Management**

*Ayleen Wisudha*

Friday, 3<sup>rd</sup> March

Interpersonal problems that impinge on decision making processes are usually linked to failed information exchange or poor use of information. Some of the symptoms of a team suffering from these are: *Withholding information; Being judgemental; Opting out; Authoritarian decision-making style; Self interest; Competitive; Blame & intolerance; Being closed minded & dogmatic.*

As people lose sight of the project objectives they tend to focus on the detail of the personal, becoming locked into positions and argumentative just about everything – as they exhibit types of behaviours mentioned above. During this time, essential and valuable information and time is lost, and some simple behaviours may help to re-direct focus.

This workshop brings to you some practical processes that would help you and your team members to counter those interpersonal biases that can inhibit and distort effective decision making and thereby maintain a healthy focus on the task.

**Ayleen Wisudha** is Chair of APM's Women in Project Management SIG. She is also a Committee Member of the Teamwork & Culture SIG. Ayleen is Principal Consultant at Wiston Associates and also works at the University of Westminster. She divides her time there between teaching on the MSc programme in Business Psychology and as Lead Consultant within the Business Psychology Centre (BPC). Ayleen is a member of the core team responsible for developing the university programme for a new MA in Psychology for Project Management.

*Ayleen has over 20 years experience in applied psychology and decision modelling. She has developed team-based applications aimed at maximising quality outcomes for project teams. Applying a blend of facilitation and decision modelling tools, she works with project teams to create shared understanding and commitment to action. With the awareness that the implementation of project plans creates a new set of challenges for the project environment, Ayleen applies project monitoring processes to support project managers in building a dynamic project overview.*

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**22 February – 3<sup>rd</sup> March 2006**

## Best Practice

Thursday, 2<sup>nd</sup> March

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### **BAA - From Good to Great**

*Simon Black*

At the BEHAVE YOURSELF conference last September, Keith Aughwane, BAA's Service Improvement Programme & Group Engineering Director presented BAA's Culture Change programme. He stressed the importance of a high performance culture and BAA's Leadership Strategy. These were, and still are, the key factors contributing to the success of the ongoing change programme.

Simon Black, Facilities Manager for Terminal 2 will present his experience as part of the team leading the BAA workforce through change as it prepares for Terminal 5, the 2012 Olympics and beyond.

Simon will talk about his role in BAA's shift from a management-driven culture towards a team-led culture. He will also illustrate how the Leadership Strategy and high performance culture have already driven massive improvements in service delivery and how future changes will improve this further still in the run up to the opening of Terminal 5, ensuring the airport remains safe, secure and efficient for the 67 million passengers who use the airport each year.

*Simon Black is currently Facilities Manager for Terminal 2, leading a multi-disciplinary team of engineers. In February 2006, Simon will move to Terminal 3, a terminal with over 40 airlines flying up to 65,000 passengers a day.*

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**22 February – 3<sup>rd</sup> March 2006**

## Best Practice

Thursday, 2<sup>nd</sup> March

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### **Virgin Atlantic Airways - The culture and behaviour which helps to produce world championship class project teams**

*Irene MacDonald*

Irene MacDonald is Head of Project Delivery for Major Projects for Virgin Atlantic Airways based in Crawley, managing senior projects managers to deliver strategically important, high value and complex projects as diverse as starting a new airline in West Africa, refurbishing the first class club lounges worldwide, preparing for the forthcoming A380 aircraft and upgrading the first class seat offering.

Previously from an automotive engineering background in bespoke test equipment, Irene has an extensive expertise in delivering tangible projects to exacting requirements, tight budgets and aggressive timescales. An accredited Project Manager with an MBA from De Montfort University, she has theoretical and practical knowledge with a bent towards the people and behavioural issues around project delivery.

Irene will talk about the issues within Virgin Atlantic around its endeavours to move from a 'it'll be ready when it's ready and will cost how much it costs" approach to projects to a more structured and controlled approach in a very fluffy organisation and the cultural and behavioural challenges that have been met along the way. Culminating in a presentation which explores the culture and behaviour that helps to produce world championship class project teams.

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