

The spirit of project management

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The Spirit of Project Management

A new book written by:

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including EPICC a Christian Management Consultancy creating organisations enabling people to bring their whole self to work – body, mind, emotion and spirit

Why we wrote it?

- An invitation from Darren Dalcher
 - Gower's series commissioning editor
- Alan's two worlds drawing together
 - Project management for complex projects identifying high level competences in EQ and SQ
 - Spirit at Work moving closer to the practical worlds of work
- Judith's new role at University of Arkansas
 - Director of The Center for Faith and Spirit at Work
- Judith's previous experience
 - Director of the Center for Spirit at Work – University of New Haven
- Alan and Judith's passion

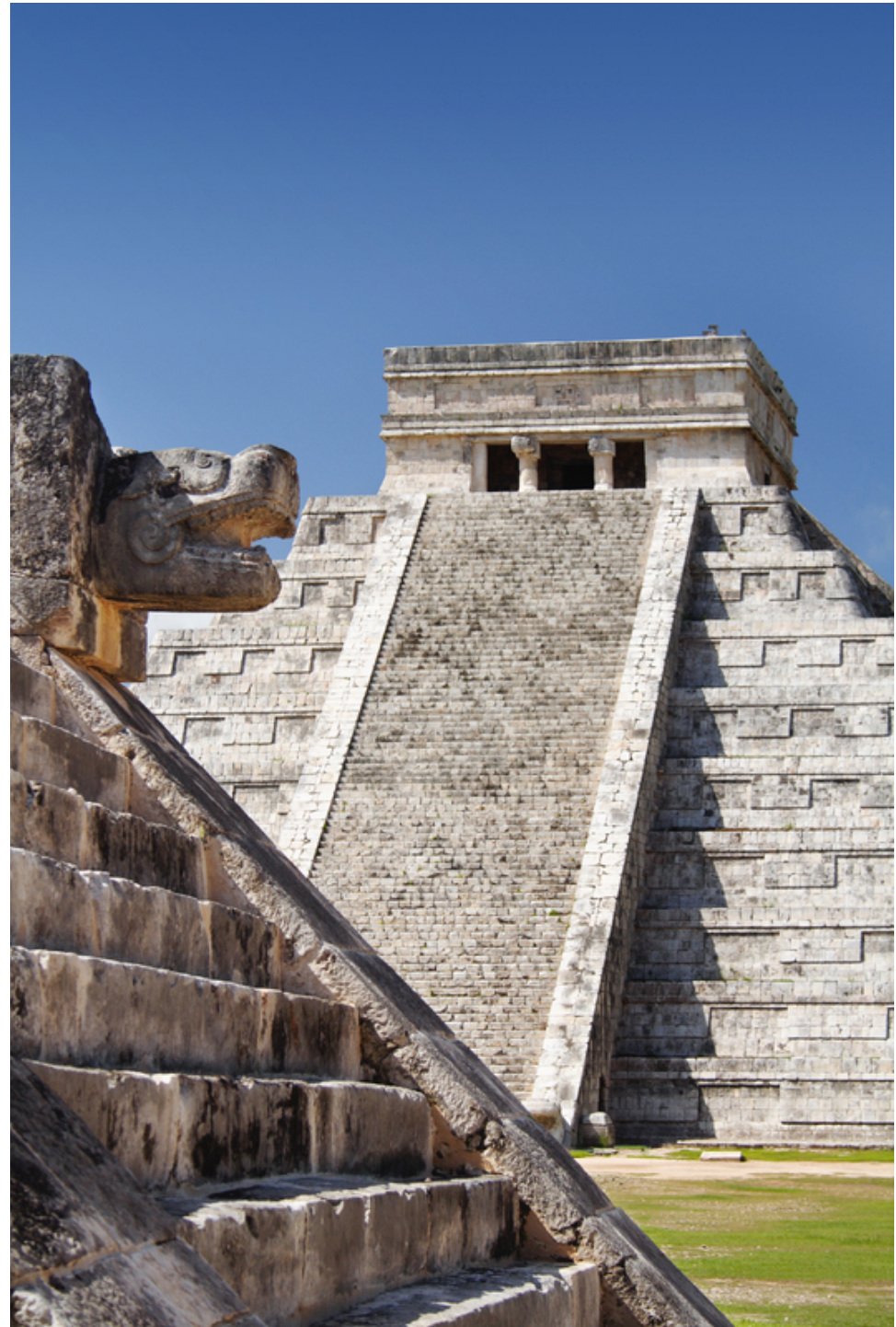
Project Management has ancient and sacred roots

- Many projects had a spiritual or religious objective
 - From ancient times to present day
- Great buildings
 - The pyramids in Egypt and South America
 - Ancient temples in Middle East, India and Far East
 - Great Cathedrals
 - and now
- Earth seen from outer space
 - Awesome
 - the earth, Gaia, home to human beings and many other species

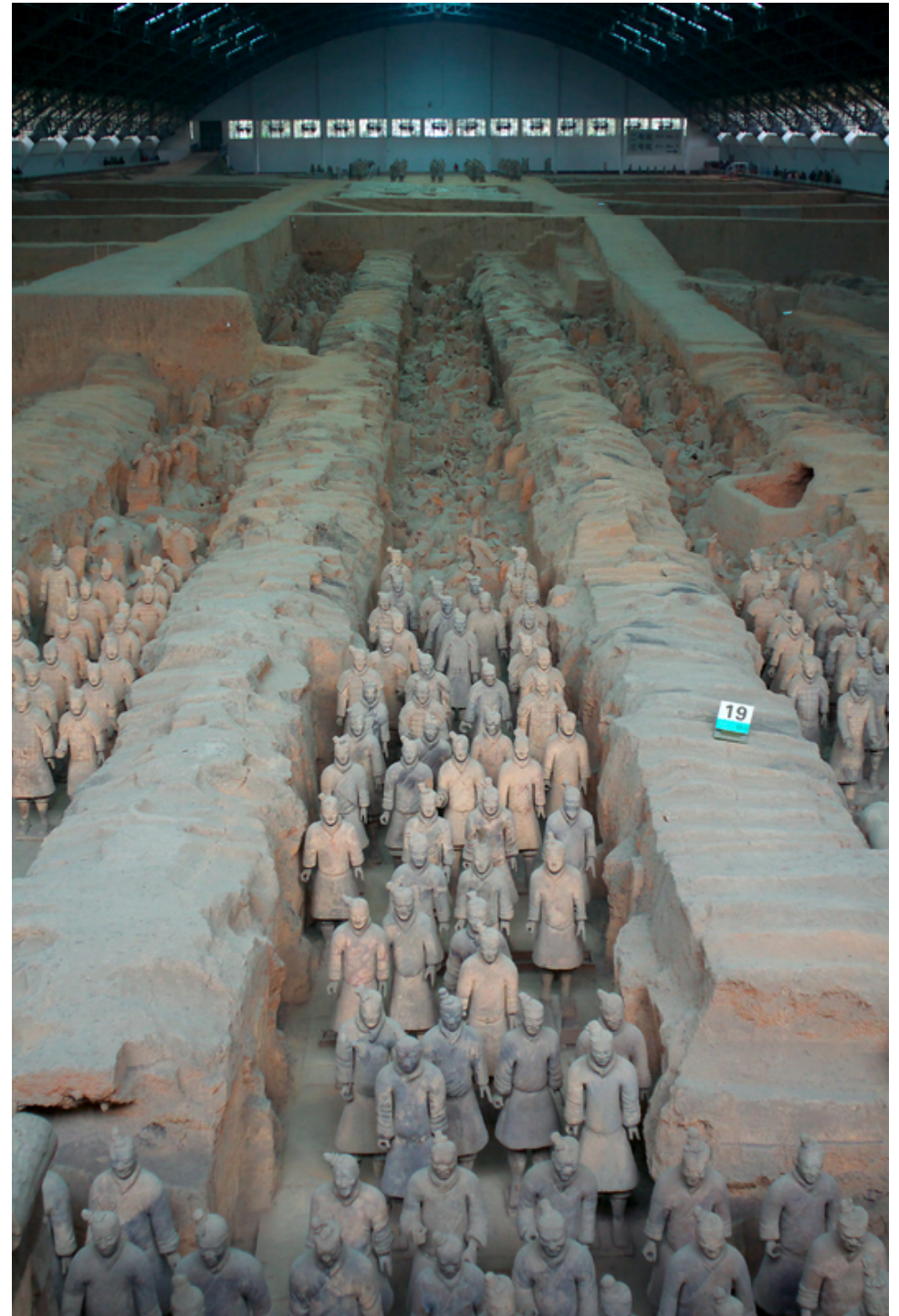
The Great Pyramids at Giza



Mayan Pyramid



Terracotta Warriors Xian



The People who built the Projects

The Ancient Buildings:

- The people that erected the buildings were clearly inspired in their work.
- The purpose of many of the buildings was to reach for the transcendent and to help the people who used the buildings to do the same.
- Many buildings were used to worship a God or higher power and used glorious images to assist that process.

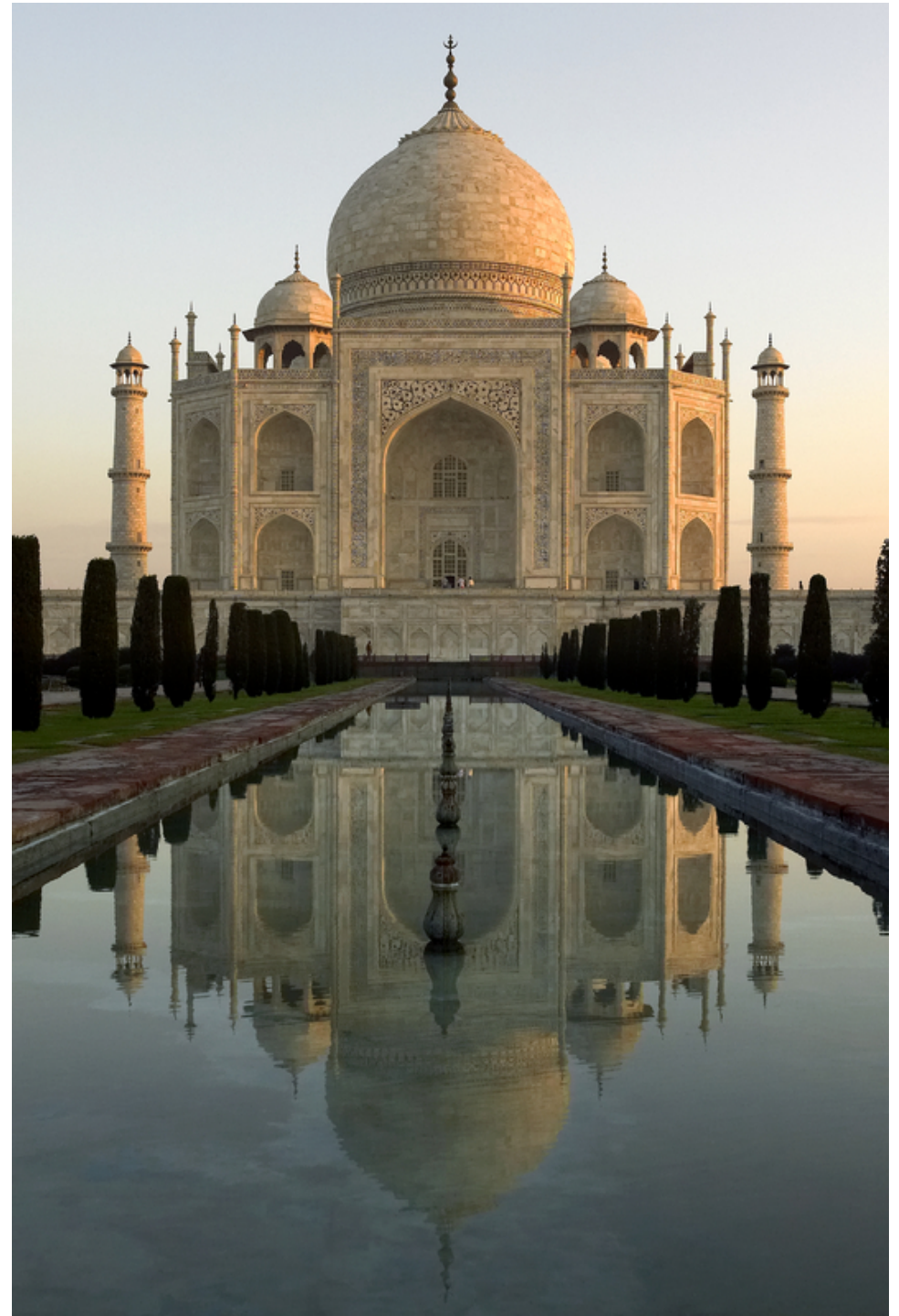
As human beings evolved and developed over the ages and as their consciousness has expanded, so too have the nature of projects, moving on:

- from construction into science and engineering projects, and
- more recently into IT, communications, aerospace, and
- pharmaceuticals and energy.

Great Mosque – Damascus, Syria



Taj Mahal, India



Hagia Sophia (Divine Wisdom) – Istanbul (Constantinople)



People and Teams

Project Managers of modern day projects are still seeking the same kind of esprit de corps in their project teams:

- high innovation and creativity and inspirational leadership as existed in these earlier projects.
- they are looking for that feeling that comes from creating something much bigger and greater than the self and for the benefit of others.
- Mankind has always felt the pull to create with others inspiring and lasting projects to honour the transcendent, the community and the self.
- if spirituality is truly that which gives meaning and purpose in life then it seems very obvious that work is a major provider of spirituality and that projects, those one-off events, have the capacity to provide many with real meaning and purpose in their work.

Milan Cathedral



Life Cycles

Projects, like human beings, also have life cycles.

- Humans are born, grow and develop, become productive and re-produce, wane, slow down and ultimately die
- They start with a lot of uncertainty and head for the only certainty in life - their death
- Projects start as a germ of an idea, become a concept, are defined, designed and firmed up, then manufactured or created, made a reality, being put to use or sold until eventually they reach the end of their lifecycle and are killed off or taken down or apart or fall down to be overtaken by the next idea or project

Projects are run and delivered usually by project teams and these go through stages too:

- The most commonly known group development states are forming, norming, storming, performing, and finally adjourning as the team completes the project and parts company into the individuals that go off to new projects and new teams
- Many find this cycle of creation ending and starting again very invigorating for a fulsome life;
 - some find the ending very sad, like a bereavement

More Recent Projects – spiritual?

In the 1960s we saw the advent of space projects:

- Yuri Gagarin, in 1961, was the first cosmonaut from Russia and
- then we saw the American race to put a man on the moon in 1969 – the Apollo space project.
 - Whilst not originally initiated as a spiritual project, it has been fascinating to see how many of the Apollo Astronauts once they have seen their home from outer space, the friendly, pretty little blue planet – earth have become very interested in their spiritual side.
- Edgar Mitchell was so in awe of looking back at Earth from space that he experienced a spiritual transcendence that was to define his life's work.
 - He founded the Institute of Noetic Sciences which seeks to take a scientific approach to understanding human consciousness and the experience of transcendence.
- Indeed we understand that the first thing that Buzz Aldrin did after landing on the moon was to seek a little time out to share a communion wafer he had taken with him, just before Neil Armstrong opened the door and made that 'one small step for man, one giant leap for mankind.'

Earth, Gaia, Mother Earth, our planet



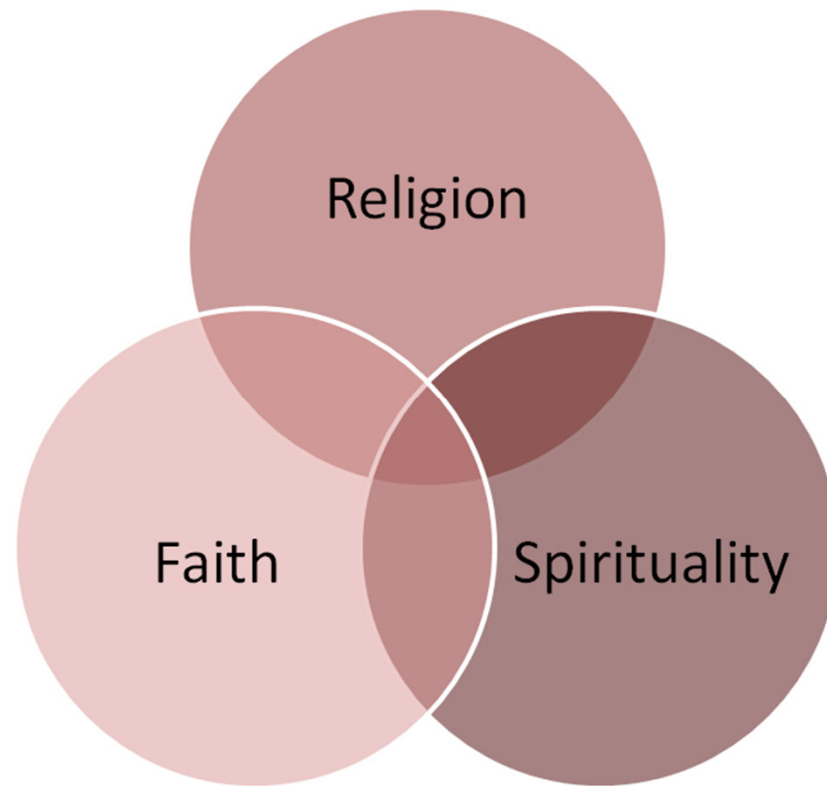
Spirituality means:

- ‘Spirit’ comes from the Latin words ‘*spirare*’, to breathe and ‘*spiritus*’, the breath
 - breath is that life force that enlivens and sustains us
 - Christians speak of the Holy Spirit as the breath of life
 - Hindus practice *pranayama* as a way of integrating greater *prana* or life force
 - Shamans have a healing practice of breathing energy into a patient through a reed or straw
- “Spirituality” is most commonly defined as connection
 - that which gives meaning and purpose
 - the essence of who he or she is. It defines the inner self, separate from the body, but including the physical and intellectual self
 - Spirituality also is the quality of being spiritual, of recognizing the intangible, life-affirming force in self and all human beings. It is a state of intimate relationship with the inner self of higher values and morality. It is recognition of the truth of the inner nature of people
- “Faith” is defined by dictionary as:
 - belief and trust in and loyalty to God
 - belief in the traditional doctrines of a religion
 - firm belief in something for which there is no proof
 - complete trust
- for those with a “Faith”, their spirituality is informed by that Faith
- Many with no faith are still spiritual
 - Nearly all people agree they are body, mind and spirit (little ‘s’)
 - Some people believe in a ‘Holy’ Spirit (big ‘S’), some do not
 - One can have faith but not be religious

Spirituality in Project Management

- Spirituality in the Workplace
 - First talked about and studied in very early religions:
 - Celtic church
 - Native Americans
 - Aboriginees
 - Much more recently SaW Phenomenon
 - Center for Spirit at Work – Newhaven
 - Spirit in Business – US & Europe
 - SiW is **not** Religion in Workplace
 - SiPM is not about promoting any religion in workplace
 - but is open to those of all faiths and none
 - Tyson Center for Faith & Spirit at Work
 - based at University of Arkansas, Dr Judith Neal is the Director
 - But the three are connected

But the three connect and have some
overlap



Why spirit at work now?

- Organisational psychological contract changed
 - No guarantee of job for life
 - Downsizing
 - Mergers and acquisitions
 - Loss of meaning and purpose – spiritual anchor
 - a more spiritual approach to life
 - could help them find an inner identity and security
 - no longer going to be supplied by the external world
- Baby Boomers reach middle age in mid 1990s
 - often a time of asking deep spiritual questions
 - as we reflect upon the life we have lived, and
 - contemplate the second half of our lives
 - Three big spiritual questions:
 - Who am I?
 - Why am I here?
 - What am I meant to be doing?
- As the Millennium approached
 - Collectively we asked ourselves these spiritual questions:
 - Who are we as a human race?
 - Why are we here?
 - What are we supposed to do to sustain life on the planet?

Spirituality at Work

- Researchers worldwide began to look at:
 - the way organisations are structured,
 - the way they are led, and
 - to ask questions about the deeper purpose of business,
 - beyond making a profit for its owners or shareholders
- Examples of organisations striving to find a more spiritual and values-driven approach to business
 - The 45 organisations that received the International Spirit at Work Award
- Sixty % of those polled by Mitroff and Denton say they believe in the beneficial effects of spirituality in the workplace,
 - so long as there is no promotion of traditional religion
- Individuals and organisations that see themselves as “more spiritual”:
 - Do better
 - They are more productive, creative and adaptive
 - The people in these organisations are more energised and productive because their work isn't solely about stock options and vacations and coffee breaks
 - “Spiritual organisations are animated by meaning, by wholeness, and by seeing their work connected to events and people beyond themselves”
 - Warren Bennis in the foreword to Mitroff & Denton’s book - A Spiritual Audit of Corporate America

Human Consciousness Development

- A generalized growing consciousness and emotional and spiritual evolution in the human race
- Numerous authors who have different models of the development of human development:
 - moral development (Piaget 1932, Kohlberg 1981)
 - both of whom influenced the work of Ken Wilber (2001)
 - ego development (Cook-Greuter 2002, Kegan 1982, Loevinger 1976)
 - faith development (Fowler 1981)
 - spiritual development in a work context Don Beck (Beck & Cowan 1996), Richard Barrett, (2006) and Cindy Wigglesworth (2004, 2010)
- These models have in common (according to Spence (2006)):
 - First, each stage of one's development is characterized by a qualitatively different epistemology, affecting the manner by which an individual views reality
 - Second, the stage sequence of development is unidirectional and is similar for all individuals or groups of individuals, and for progression to occur, Rooke & Torbert (1999) note that "...a person or group must master the characteristics of an earlier level before moving to the next one"
 - Third, the sequence is hierarchical toward an increasing integration, where each stage serves as a foundation for all that follow
 - In becoming increasingly more integrated, Cook-Greuter (1994) contends one's self-view becomes less distorted, enabling a closer relationship to objectivity or truth

Spiral Dynamics

Don Beck

Model works with:

- Individuals
- Teams, and
- Organisations

We tend to look at world from our predominant level, until yellow and beyond when we can interact with all levels

Direction of Development

	LIFE CONDITIONS			BRAIN/MIND COPING CAPACITIES
A	State of nature and biological urges and drives: physical senses dictate the state of being.	BEIGE	N	Instinctive: as natural instincts and reflexes direct; automatic existence.
B	Threatening and full of mysterious powers and spirit beings that must be placated and appeased.	PURPLE	O	Animistic: according to tradition and ritual ways of group: tribal; animistic.
C	Like a jungle where the tough and strong prevail, the weak serve; nature is an adversary to be conquered.	RED	P	Egocentric: asserting self for dominance, conquest and power. Exploitive; egocentric.
D	Controlled by a Higher Power that punishes evil and eventually rewards good works and righteous living.	BLUE	Q	Absolutistic: obediently as higher authority and rules direct; conforming; guilt.
E	Full of resources to develop and opportunities to make things better and bring prosperity.	ORANGE	R	Multiplistic: pragmatically to achieve results and get ahead; test options; maneuver
F	The habitat wherein humanity can find love and purposes through affiliation and sharing.	GREEN	S	Relativistic; respond to human needs; affiliative; situational; consensual; fluid.
G	A chaotic organism where change is the norm and uncertainty an acceptable state of being.	YELLOW	T	Systemic: functional; integrative; interdependent; existential; flexible; questioning; accepting.
H	A delicately balanced system of interlocking forces in jeopardy at humanity's hands; chaotic.	TURQUOISE	U	Holistic: experiential: transpersonal; collective consciousness; collaborative; interconnected.
I	Too soon to say, but should tend to be I-oriented; controlling, consolidating if the pattern holds.	CORAL	V	Next neurological capacities. The theory is open-ended up to the limits of <i>Homo sapiens'</i> brain.
The theory is open-ended, with the possibility of more systems ahead...				

Spiral Dynamics, used by permission from
Susie Weller 2010

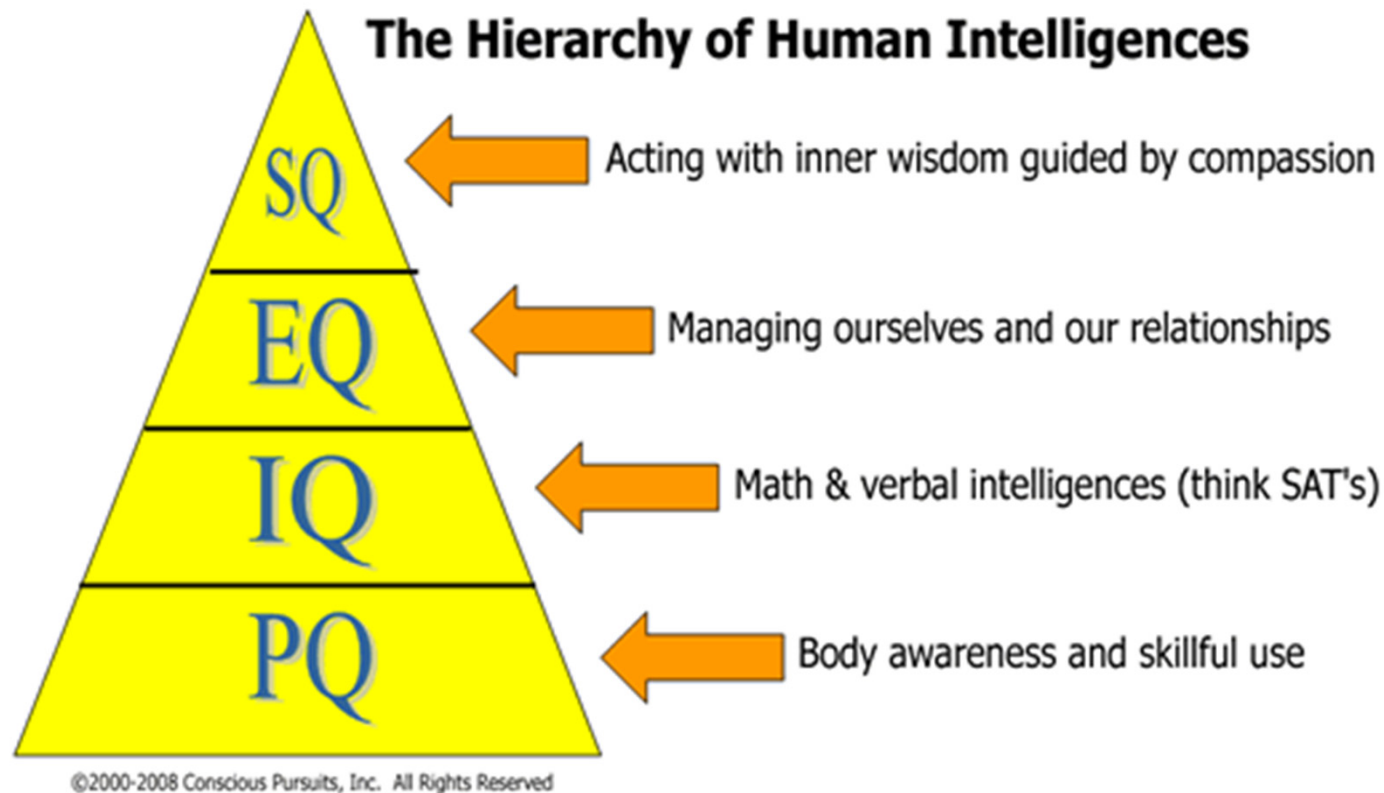


Barrett's Hierarchy of Needs

'A continuation from Maslow's Hierarchy of Needs which Culminated in Spirituality, Later changed to self-actualisation '

Cindy Wigglesworth's Hierarchy of Intelligence Quotas

SQ is the ability to behave with compassion and wisdom (love) while maintaining inner and outer peace regardless of the circumstances – Cindy Wigglesworth 2004



Conscious Pursuits has an SQ 'psychometric' model for testing an individual's spiritual intelligence
Used with permission of Cindy Wigglesworth 2011

Spiritual Intelligence (SQ) Skills

<p>Higher Self/Ego self Awareness</p> <ol style="list-style-type: none"> 1. Awareness of own worldview 2. Awareness of life purpose (mission) 3. Awareness of values hierarchy 4. Complexity of inner thought 5. Awareness of Ego self / Higher Self 	<p>Universal Awareness</p> <ol style="list-style-type: none"> 6. Awareness of interconnectedness of all life 7. Awareness of worldviews of others 8. Breadth of time perception 9. Awareness of limitations/power of human perception 10. Awareness of Spiritual laws 11. Experience of transcendent oneness
<p>Higher Self/Ego self Mastery</p> <ol style="list-style-type: none"> 12. Commitment to spiritual growth 13. Keeping Higher Self in charge 14. Living your purpose and values 15. Sustaining your faith 16. Seeking guidance from Spirit 	<p>Social Mastery / Spiritual Presence</p> <ol style="list-style-type: none"> 17. A wise and effective spiritual teacher/mentor 18. A wise and effective change agent 19. Makes compassionate and wise decisions 20. A calming, healing presence 21. Being aligned with the ebb and flow of life

Why Spirituality in PM now

- Change is accelerating
 - change is not merely necessary to life; it is life
 - Alvin Toffler
- Project management is growing
- People want to work on projects that are:
 - meaningful and that
 - make a difference in our world
- People are moving up the Maslow hierarchy of needs to spirituality (self-actualisation)
- We are called to grow in body, mind and spirit
- Growth and development require us to take risk
 - the bigger the risk the more we grow
 - many can attest to this having made the ultimate sacrifice
- Growth and change are integral to all projects
- Complexity is growing as is the complexity of teams
 - International Centre of Complex Project Management
- Team members seek meaning and purpose, strong alignment to project vision, then:
 - people bring their best
 - go beyond what they thought possible

Development of PM

especially complex PM

- Soft skills very important
 - EQ and SQ
 - Inspirational leadership
 - Team leadership
- The world is also becoming more conscious:
 - need for large, highly integrated, and world changing social projects
 - growing recognition in business of the importance of a social conscience and corporate responsibility
 - Governments are increasingly recognizing their own powerlessness to deal with growing world problems
 - need for global business assistance as in many places global business is more powerful and wealthy than the sovereign government
- Meanwhile the human race is facing some very big questions collectively
 - which at their core are spiritual questions
 - these questions are of such a scale that they require nations to work together
 - with each other, with business, with not-for-profit organisations and disparate religious organisations

Going forward

- Leaders will need greater spiritual intelligence
 - in themselves and
 - in their teamsin order to address these kinds of spiritual questions
- They will need a global mindset
 - one that crosses all cultures and
 - understands different cultures and
 - their origins
- One that the various faith and spiritual traditions have been teaching for years
 - The Judeo - Christian - Islamic tradition teaches us that God is Oneness and we are One with God
 - Buddhism and Confucianism teach the interconnectedness of all sentient beings
 - The Baha'i teach that there is one race, the human race
 - Religious organisations of all the main faiths are:
 - also in some cases losing their power and in
 - others growing in power at the more fundamentalist margins
 - These mega-social projects will need understanding in their leaders and team members to be able to begin to achieve the results the human race so desires

Going Forward

- Spirituality has existed in project management since early historical times
- Spirituality can be a transformative part of project management
 - if we embrace it more consciously
- Human beings are comprised of body, mind, emotion and spirit, and
 - most project management approaches today have focused primarily on the use of the physical (body) and intellectual (mind) aspects of project planning and implementation
 - more recently, some Project Managers and leaders have seen the value of emotional intelligence, and
 - a few cutting edge leaders are aware of the emerging research and application of spiritual intelligence, particularly for the emerging discipline of managing complex projects
- With a greater understanding of the role of spirituality in project management:
 - Programme and Project Managers will be able to:
 - tap into their team members' passion and purpose
 - unleash their creativity, and
 - help them solve difficult, seemingly insurmountable problems.
- They will be able to help their programme and project teams develop greater courage to take on problems that seem unsolvable and contribute to projects that truly make a difference in the world

The Spirit of Project Management or Spirituality and Project Management

PART ONE – The Context for Spirituality and Project Management

- Chapter 1: Background of Project Management in a Spiritual Context
- Chapter 2: Background on Faith and Spirituality in the Workplace
- Chapter 3: The Virtues of Spirituality and Project Management
- Chapter 4: The Importance of Spirituality in Project Management

PART TWO – Integrating Spirituality and Project Management

- Chapter 5: Self and Spirituality in Project Management
- Chapter 6: Teams and Spirituality in Project Management
- Chapter 7: The Organisation and Spirituality in Project Management
- Chapter 8: The Planet and Spirituality in Project Management
- Chapter 9: The History and the Future of Project Management

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Center for Faith and Spirit at Work Awards Applications

<http://waltoncollege.uark.edu/news.asp?article=792>

Faith and Spirit at Work Conference details – 29th Oct to 1st Nov 2012

<http://waltoncollege.uark.edu/news.asp?article=792>

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