

# 2018

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## Project Leadership: the game changer in large scale complex projects

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# BACKGROUND TO THE THEME

## Project Leadership: the game changer in large scale complex projects

### Introduction

#### *Who is the Leader?*

In Kaye Remington's publication "Leading Complex Projects" she writes:

*"When this book was still a germ of an idea, Jonathan Norman, from Gower Publishing, posed an important question about leadership of complex projects. He asked: 'Who is the leader?'"*

*The answer to that question, strongly supported by the results from our research, is that in a complex project or programme there is rarely one leader. A complex project or programme is a multi-level endeavour involving numerous different groups and individuals, a kind of macro-team activity. Although certain individuals might be required to take overt leadership roles at critical times, the command-control notion of a single leader stems from a simpler world view. The many levels of leadership in a complex programme or project must somehow coalesce – individuals, teams, organisations and environment. Highly networked groups interact, each group having a small but significant impact on the overall carriage of the project."*

In our 2016 Roundtable Series we looked specifically at "Contracting for Success in Complex Projects". For our 2018 Series we look to build on the successful outcomes from that series, specifically focusing on the most vexing issue, what does Leadership for Success in Complex Projects mean? We have partnered with the John Grill Centre for Project Leadership at The University of Sydney to investigate this critical topic. The John Grill Centre has significant expertise and experience in the area of project leadership through their applied research and leadership development programs targeting Boards, executives and project directors/managers. They have worked with organisations across multiple sectors of the economy to uplift their ability to lead, sponsor and govern projects and have demonstrated strong contributions to project success through these initiatives

It is well understood that in most cases organisational success depends to some extent on the successful delivery of program and project outcomes. Too often, the potential for achieving the highest degree of organisational success relies heavily on the execution of effective leadership. The purpose of the roundtable discussion is to bring the collective wisdom of the participants together, to focus on the topic of leadership of complex projects, with the principal outcome being a clear definition of further action required.

The purpose of this paper is to provide a perspective on *Leadership for Success in Complex Projects* and to identify key questions that will guide the roundtable discussion.

### Background

In the ICCPM Task Force Report – Complex Project Management – Global Perspectives and the Strategic Agenda to 2025 released in 2011, we said in relation to Delivery Leadership:

*The challenge of leadership today lies in dealing with the greater uncertainty and ambiguity that has arisen as a consequence of accelerating change, driven not only by social, technological and cultural diversity, but also by the transformational shift from an 'information age' of interrelated systems to a 'knowledge age' where the focus is on interconnected capabilities, rather than individual solutions. In order to deal with these new complexities, successful organisations are shifting from centralised power and decision-making structures to a distributed, shared leadership model, which involves a shift from 'power over' to 'power with'.*

*While traditional project management focuses on the 'iron' triangle of cost, schedule and performance, complex project management must encompass aspects in the non-technical, intangible domain (called soft systems), including economics, human resources, stakeholders, leadership, systems thinking and politics in its widest sense. There is a growing need for all people working on projects to possess multidisciplinary awareness and skills, to be open to the meanings, language, mental models of professionals from many disciplines and cultures, so leaders must acknowledge a multiplicity of internal and external stakeholder interests across a wide range of perspectives.*

The leaders of complex projects must be able to forge an understanding of how high-order thinking may resolve conflicting assumptions and interests amid rapid social, economic and technological change. The responsibilities and accountabilities of complex project management often overlap with other leadership positions in business and politics. The relationships between these different entities – politicians, government agencies, officials and company executives - with managers of complex projects can, therefore, be problematic. There needs to be holistic oversight, clarification and agreement upon roles and responsibilities to encourage collaboration within and across projects. Anything less can lead to factional infighting, resulting in unhealthy tension.

Commitment to longer-term benefits through collaboration and trust will ensure that sustainability is driven from all levels of an organisation or project. Within this new paradigm of emergent complexity, executive decision makers must provide types of leadership which embrace and enable an environment for innovation, commitment, increased risk appetites and accountability. In order for executives to provide this leadership and encourage positive behaviours of their workforce, they must first look internally and understand their own behavioural drivers and personal characteristics. Ultimately, executive leadership behaviours set organisational cultural patterns which determine the environment for ongoing success - or failure.

## **POLICY RECOMMENDATION**

Maintain delivery leadership capability appropriate to the degree of project complexity

Complex projects demand strong leadership as well as traditional management expertise in planning, budgeting, organising, staffing, monitoring and mentoring team members. Complex projects also require expert leadership that exhibits collaboration, teamwork and shared team leadership as appropriate. This assumes that the project leader is supported by a multi-disciplined, highly skilled and dedicated team. It is also important to promote managing complexity as a specialised discipline and thus reduce the knowledge boundaries between functional silos and enable cross-pollination of specialist knowledge.

In our 2016 Roundtable Series we looked specifically at “Contracting for Success in Complex Projects” and more specifically in the section titled “Competency to Lead Complex Contracts” we explored the essential capabilities required, these essential capabilities are equally relevant in the leadership of complex projects. The report includes the following:

### **Essential Leadership Capability**

The literature and roundtable discussions clearly demonstrate that effective leadership is vital for project success. The views about the limitations of traditional contracts for complex endeavours were reflected in the assessment of the limitations of traditional leadership styles. Traditional leadership models tend to promote transactional views, aiming to follow the process, and focus on managing the letter of the contract, rather than the business acumen necessary to drive the relationships to deliver the capability or outcomes.

Traditional forms of leadership may have been successful for traditional/complicated (transactional) projects where the leader is expected to drive decision-making and deliver outputs. A different style is needed to cope with the risks and emergence associated with complex endeavours.

Good leadership is the most important competence of both a Project and Contract Manager. It is through leadership that we craft and drive visions, effectively engage with stakeholders, and motivate our teams. In the domain of complex projects, the importance of leadership cannot be understated. Leadership is necessary to deal with emergence, change management, maintain strategic outcomes focus, and work with multiple stakeholders to name the many other challenges for complex projects. Leadership is also necessary to establish positive behaviours of the organisation as observed by the Australian National Audit Office (ANAO) Better Practice Guide on Public Sector Governance:<sup>2</sup>

“Leadership sets the ‘tone at the top’, and is absolutely critical to achieving an organisation-wide commitment to good governance.”

*In the domain of relationship management and fostering collaboration, leadership is also of paramount importance as observed by the UK National Audit Office (NAO):*

*“Every case study ranked leadership as the most important factor in developing collaborative relationships.”*

*Leadership alone will not ensure project success; however, an absence of effective leadership will invariably lead to failure. Consider the following comment from the Director of the UK National Health System Information technology program:*

*“Managing the NHS IT suppliers is like running a team of huskies. When one of the dogs goes lame, it is shot. It is then chopped up and fed to the other dogs. The survivors work harder, not only because they have had a meal, but also because they have seen what will happen should they themselves go lame.”*

*Unsurprisingly, this leadership style created enormous tension with suppliers and contributed to program failure.*

*The desired leadership style for complexity is one that balances technical hard skills with human soft skills, and is one that is focussed on building strong and productive relationships through excellent communications. An appropriate leader for a complex environment is one who enables the success of their team by setting the right values and culture, delegating as appropriate, and adapting their leadership style to the current context through situational awareness.*

*There are challenges associated with developing talent to acquire these traits and behaviours. The issue of organisational maturity and the need to create supportive talent development programs, training, and career pathways are imperative. The organisation must be aware and plan for the growth and development of individual capabilities throughout the lifecycle of the project/contract.*

## **Research**

There are many published articles and works that focus on managing complex projects, or leadership of complex organisations. There are very few that focus specifically on leading or leadership of complex projects, perhaps because it is a difficult topic to research. The work of Kaye Remington as mentioned previously is one such piece of research that specifically seeks to address leading and leadership in complex projects. She has published in her 2011 publication, *Leading Complex Projects*, a table of essential role capabilities (p263 Table 11.2) that may prove to be a good launch pad for thinking on this issue, they are as follows:

- Uses high level communication skills in ways appropriate to individual stakeholders and groups.
- Builds strong relationships based on transparent communication and trust with all stakeholders.
- Manages the interface within the organisation to achieve project outcomes.
- Accepts and works with ambiguity.
- Translates ambiguity in ways appropriate to the needs of various stakeholders so that they can participate effectively.
- Views the project from a holistic perspective.
- Uses flexible multi-paradigm approaches suiting the style of management to the purpose and the group.
- Uses divergent thinking to solve problems and negotiate obstacles.
- Able to motivate the teams to deliver the project milestones whilst allowing them space to work effectively.
- Employs high level holistic, analytical and organising skills.
- Uses advanced cost management and analysis skills.

It is not surprising that the attributes identified in the research above map to those contained in the Competency Standards for Complex Project Managers. What is surprising however is the view that “Project Leadership” is still the most vexing issue for practitioners and leaders in organisations today! We need to address this issue and determine why this is so, what can and must be done, and how change must be implemented in order to improve the outcomes for complex projects globally.

Although we recognise that complexity can be and is present in the majority of projects it is not true to say that all projects are defined as truly complex projects. For the purposes of these roundtable discussions we will focus on large scale, strategic projects whose success or failure will have a significant impact on the organisation (or national/global economies).

A different but complementary perspective on complex project leadership can be found in recent developmental psychology. Rather than focus on leadership traits, styles or competencies, this perspective focuses on the underlying cognitive capacity and development of a project leader, which 'influences what they notice or can become aware of, and therefore what they can describe, articulate, influence, and change.' (Cook-Greuter 2004, p.277). It relates to a project leader's depth of understanding, ability to make sense of increasingly complex projects, and therefore their ability to come up with sophisticated responses to wicked or adaptive problems.

Becoming more effective as an executive leader of major and complex projects requires both lateral and vertical development. Lateral development is what is typically seen as learning, and includes training or learning-on-the-job. From a developmental perspective, it is about adding skills or knowledge to one's toolbox and consolidates the ability of a project leader to operate effectively at a particular cognitive level or level of project complexity. Vertical development refers to transformations in how one views the world or reality, and has a far more powerful impact on someone's ability to lead complex projects. The latter has been likened to increasing the toolbox altogether.

Research by the John Grill Centre for Project Leadership (forthcoming) with senior project professionals who lead major, complex projects identified five key manifestations of such vertical, cognitive development. These manifestations provide insight into the natural inclination to act ('action logics', see Rooke and Torbert 2005) of these leaders, particularly when under pressure, and included the extent to which they enacted their role by: orchestrating dialogue between the right people, at the right time, about the right issues; guiding collaborative meaning-making to align key stakeholders; drawing on practical wisdom and judgment to progress complex project challenges; using a range of power sources, and sensing a pathway through power dynamics; and negotiating project success for key stakeholders based on a broad concept of value.

Contributions of a developmental perspective of complex project leadership include a better ability to match people to the tasks or projects that they are equipped to lead, and fewer occurrences where project leaders feel they are 'in over their heads' (Kegan 1995). A developmental perspective further helps the creating of development strategies that include suitable opportunities and support for both horizontal as well as vertical development. Such developmental strategies require far more fundamental and deeper reflective work on understanding self and making sense of one's environment.

## **References:**

Remington, K (2011) *Leading Complex Projects*, Gower Publishing, Surrey, England

[https://www.anao.gov.au/sites/g/files/net616/f/2014\\_ANAO%20-%20BPG%20Public%20Sector%20Governance.pdf](https://www.anao.gov.au/sites/g/files/net616/f/2014_ANAO%20-%20BPG%20Public%20Sector%20Governance.pdf)

<https://www.nao.org.uk/contact-us/project-leadership/>

# THE ROUNDTABLE DISCUSSIONS

A one-day event which brought together the collective wisdom of the participants to share perspectives on the topic: *Project leadership in large scale complex projects*.

## Roundtable Dates:

1 May - Sydney, Australia	1 August - Brisbane, Australia
22 June - Ottawa, Canada	3 September - Canberra Australia
26 June - Windsor, UK	21 September - Melbourne Australia

## Delegates - Who was involved?

ICCPM and John Grill Centre Members and partners and invited guests from our respective sponsors' network, including: Project or organisation Executives, Directors, Board Members, Group Head's, and Senior Leaders from a range of industries, including public and private organisations.

## Roundtable participants were asked to consider the following:

- Explore how we might encourage and increase board level participation in the execution of good project leadership.
- Explore how we might encourage and increase board level participation in the selection of a good project leaders and their teams.
- Explore and design what complex project leadership capabilities might look like.
- Share examples and case studies of exemplar leadership of complex projects.
- Explore how project leaders could/should deal with uncertainty and ambiguity
- Explore how leaders create highly networked groups that coalesce to make a significant impact on the overall carriage of the project.
- Explore how executive decision makers (leaders) might create a project environment that encourages innovation, commitment, increased risk appetite and accountability.

## Preliminary questions for discussion:

- How do we create an ecosystem of collaborative leadership where leaders at multiple levels of the organisation and across organisations are aligned so that innovation is encouraged and value is optimised?
- Explore how an organisation can create a culture of leadership, instead of merely develop individual leaders
- How do we enable project leaders to speak up when they feel 'in over their heads', and what sort of support will help them navigate complex project situations that lie beyond their current capability?
- If leadership is so often a contributor to project failure, how can we prevent that (1) the learnings are not lost because of fearfulness to be critical of leaders and (2) learning reviews are not used as weapons to scapegoat leaders?

## Outcomes

The principal outcomes being a clear definition of necessary action to be taken to address identified issues in relation to project leadership in complex projects. An outcomes paper will be published at the conclusion of the series.

# DISCUSSION HIGHLIGHTS

## Part 1 - Sydney, Canada, UK

Dr. Maurizio Floris from the John Grill Centre for Project Leadership opened the launch of the 2018 International Roundtable Series in Sydney on the theme *Project Leadership - The Game Changer in Large Scale Complex Projects*, posing interesting considerations to delegates about what the current landscape looks like for complex projects. Conversation was picked up from the 2016 Roundtable Series on Contracting for Success in Complex Projects, setting out to identify elements in our projects environments that create leadership challenges, including but not limited to: community (publics, politics, and media), risk management and capital allocation, as well as collaboration and trust within and outside project organisations. This formed the basis for events in Canada and the UK.

Using the series discussion paper to frame conversation, delegates narrowly defined the key issues affecting their workplace projects and environments. Questions consequently posed for further deliberation were:

**Question 1** - How might we encourage and increase board level participation in the execution of good project leadership?

**Question 2** - How might we encourage and increase board level participation in the selection of a good project leaders and their teams?

**Question 3** - What does complex project leadership capabilities look like / should they look like? Share examples and case studies of exemplar leadership of complex projects.

**Question 4** - How could/should project leaders deal with uncertainty and ambiguity?

**Question 5** - How could/should leaders create highly networked groups that coalesce to make a significant impact on the overall carriage of the project?

**Question 6** – How could/should executive decision makers (leaders) create a project environment that encourages innovation, commitment, increased risk appetite and accountability?

From preliminary analysis of the delegate discussion at each event, it is becoming clear in the early stages of this thought leadership series that Project Managers agree on **4 major themes** impacting project leadership.

### 1. Stakeholders

Issues of trust between project stakeholders was identified as a key issue. Leadership requires mature clients and parties to respect choices and party interests. Social media is changing the way stakeholders engage in projects of public interest.

### 2. Governance

In a world where things are moving quickly, transparency is important. Boards need to be more open and involved in projects to allow for a more closely aligned corporate structure. This will allow projects to be more adaptable and better able to manage risk. Governance needs to move from oversight to enablement.

### 3. Project Success

AI, Big Data, census data etc are traditional definitions of digital disruption. From a project perspective, this disruption means a need to adapt to constant change - "tomorrow" is already here and is forced upon project teams by customers and their expectations. Project leaders must prepare for an increase of complexity on projects and traditional measurements of success.

### 4. 'Being Human'

Project leaders should seek to have professional skills and people skills. Leaders must recognise the needs for diversity (gender, culture, ages etc) to improve team performance. It is equally important they recognise the mental health of the team - ignoring this is at the leaders own peril.

## Part 2 - Brisbane, Canberra, Melbourne

### An Interactive View

ICCPM would like to thank Robert Lamb, participant at the Melbourne Roundtable event for creating an interactive mindmap showcasing a high-level summary of his perception of the discussions of the Melbourne Roundtable Event. Using an application called Plectica, Robert has successfully managed to capture key conversations and points in a manner that demonstrates the subjective views expressed in a pluralistic context; the heart of what leaders have to navigate in complex project environments.

The tool Robert used allows you to interact with the various parts (nodes) of the mind map linking discussion points together in a sort of System of Systems network map or interactive graphic, as it tells the story of key points raised and the various non-linear interconnectedness and interdependence of the component parts that make up the mind map.

Robert says, he likes maps like these because they can be used to surface subjective views, which can then be compared, combined, synthesised, tested or respectfully disagreed with.

A very appropriate tool for navigating complexity and a very well-constructed mind map on the discussion topic. Well worth a look at if you would like a high level summary of the series discussion to date. View Robert's interactive map [here](#).



## Catch Up on the Discussion- HEAR IT FOR YOURSELVES!



We are excited to announce that as part of our **NEW** offerings, we are launching the ICCPM Exchange Lounge!

This is a media rich environment through which you can access podcasts, videos and webinars.

Initiating this, is the 2018 Roundtable Catch Up. Hear from senior delegates at the Melbourne Roundtable discussing key highlights from the event and future opportunities for in-depth discussion and research on crucial points raised.

Listen [here](#).

## *Series Partner*

### **Sydney University, John Grill Centre for Project Leadership joins as Series Partner for International Roundtable Series**



THE UNIVERSITY OF  
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for Project  
Leadership**

ICCPM and the John Grill Centre for Project Leadership at The University of Sydney are pleased to announce their partnership, with the John Grill Centre joining as Series Partner for ICCPM's 2018 International Roundtable Series.

The 2018 International Roundtable Series conversation will challenge and seek to change leadership mindsets and practices in organisations to achieve successful planning and delivery of large scale complex projects.

As Series Partner, the John Grill Centre will play an important role in supporting ICCPM host the launch of the series in Sydney and accessing industry experts and world-renowned academics to facilitate discussion on the day. Acting CEO of ICCPM Collin Smith said, "The goals and collaborative model of the John Grill Centre perfectly align with the theme and nature of the 2018 roundtable series. This partnership will provide a valuable enhancement to the discussion on leadership in complex projects. We are very fortunate to have the Centre partner with us on this initiative."

The Roundtable Series brings together high level delegates from a range of industries including public and private organisations and ICCPM Fellows and members. Approximately 200-400 attendees are expected across the various locations. This year, ICCPM plans to extend the reach of the Series to include input from delegates around Europe, Asia and South Africa as well as re-visiting past locations including the United States, United Kingdom, Canada and New Zealand.

Suresh Cuganesan, Chief Executive Officer, John Grill Centre said, "We are delighted to partner with ICCPM on this series to engage in much needed discussion on the key leadership that is required if large complex projects are to deliver on their business case and create their envisioned economic and social impacts. Importantly, we cannot stop at talk but need to also look at how we identify the right issues and take action to address these to achieve better leadership."

The principle outcome of the roundtable series is to produce a white paper report that adds to the thought leadership body of knowledge focusing on providing a clear definition for what Leadership for Success in complex projects means and recommendations of further action that may be required.

The John Grill Centre for Project Leadership helps to lead projects that impact economic value and social well-being by working in partnership with organisations to change leadership mindsets and practices. The centre addresses real-world challenges through leadership development, executive education programs and high impact research.

Find out more: <https://sydney.edu.au/john-grill-centre/>.

## Series Sponsor

### Australian Department of Defence, Capability Acquisition and Sustainment Group (CASG)



**Australian Government**  
**Department of Defence**

The Australian Department of Defence, Capability Acquisition and Sustainment Group (CASG) has become the series sponsor of the 2018 International Roundtable Series.

The Series Sponsor agreement will extend CASG's involvement with the ICCPM and will play a significant role in broadening the reach of the 2018 Roundtable series to engage with an increased number of international stakeholders in large scale complex projects.

Chief Executive Officer for the ICCPM Collin Smith said , "CASG's support of ICCPM since its inception has created an intimate and strong relationship between our organisations, as we both share a commitment to building capacity in complex project delivery."

ICCPM's thought leadership initiative is set to challenge leadership mindsets and practices to achieve successful planning and delivery of large scale complex projects. To find out more about the Roundtables or to register your attendance, please visit the ICCPM Roundtable Series website.

For further information, please contact ICCPM on [admin@iccpm.com](mailto:admin@iccpm.com) or 02 6120 5110.

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## Event Sponsors

### OTTAWA, CANADA

### Telfer Centre for Executive Leadership to Sponsor Canadian Roundtable Event



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ICCPM is honoured to have the Telfer Centre for Executive Leadership at the University of Ottawa sponsor our Canadian Roundtable event for 2018.

"Following on from Telfer's involvement in the 2016 Roundtable Series, ICCPM looks forward to working with Telfer once more over the coming months to ensure another successful event this year", Acting CEO for ICCPM Collin Smith said.

Telfer will be hosting the Canadian Roundtable at their facilities at the University of Ottawa on the 22nd of June.

To find out more about the Telfer Centre for Executive Leadership, click [here](#).

## BRISBANE & CANBERRA, AUSTRALIA

### Queensland University of Technology

QUT Graduate School of Business is renowned for its real world learning opportunities, “specialising in multidisciplinary education programs designed to develop and transform leadership and decision-making skills in complex, ambiguous and emergent environments.”



Offering the only Executive Master of Business in Complex Program Leadership in Australia, the “intensive program integrates academic knowledge, industry practice and self-awareness to expand horizons, challenge and the workplace behaviour of each participant. It emphasises: understanding yourself, influencing and leading others, strategic planning, innovative thinking and holistic decision making. The program complies with the [Competency Standard for Complex Project Managers \(CS-CPM\)](#) as maintained by ICCPM.”

“The Australian Financial Review BOSS Magazine has named the QUT Executive MBA the best in the country. The program is offered in both Brisbane and Canberra.” Find out more [here](#).

## MELBOURNE, AUSTRALIA



### KPMG

KPMG are a global network of professional firms providing a full range of services to organisations across a wide range of industries, government, and not-for-profit sectors.

KPMG service areas are Audit, Assurance & Risk Consulting; Deals, Tax & Legal; Management Consulting; and Innovation & Digital Solutions.

In Australia, KPMG has a long tradition of professionalism and integrity, combined with a dynamic approach to advising clients in a digital-driven world.

*“Our deep expertise has seen us work with renowned companies to help them solve complex challenges, steer change, disrupt sectors and grow. Collaboration and innovation are ingrained in our approach, with our people aiming to provide genuine, sustainable value for our clients.*”

*Amid times of economic change, technology advancement and industry disruption, KPMG has the depth of expertise, global reach, clarity of insight and strength of purpose to work shoulder to shoulder with our clients – now and into the future.”*

## BRISBANE, CANBERRA & MELBOURNE, AUSTRALIA

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Committed to helping you for the long term, and Bright works in partnership with teams to deliver the best possible results; Bright consultants are dedicated to managing and tracking your project milestones, and providing honest feedback. All consultants have extensive experience with a variety of leading-edge project management tools, but can accommodate your in-house or preferred tools just as easily. We follow best practice project management methodologies, including PMP, Prince2, Agile, MSP and many more.

Find out more at [brightconsulting.com](http://brightconsulting.com).

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Irving Shipbuilding Inc. is a member of the J.D. Irving, Limited group of companies, a diverse family owned company with operations in Canada and the United States.

## WINDSOR, UK

### Association for Project Managers (APM)



The Association for Project Management is the leading body for project management in the UK. In 2017 the APM was awarded a Royal Charter to raise awareness and standards in the profession, this was a significant achievement and a major step forward in the evolution of project management and the project profession.

A membership association, the APM provides project professionals in the UK access to qualifications, research publications and various events to help with professional development.

David Thomson, Head of External Affairs for the APM said in sponsoring the ICCPM UK Roundtable event, "The Association of Project Management – as a newly chartered body - is delighted to be associated as a sponsor with the UK leg of this important ICCPM thought leadership programme".

"We were thrilled to have the APM sponsor our UK Roundtable in June. Their support of the event helped contribute to a successful event where we had project professionals gather from various industries and organisations to build the discussion on the importance of strong project leadership", said ICCPM CEO Collin Smith.

## WINDSOR, UK



### Kingsfield Consulting

*"Kingsfield has been providing support to the international engineering and construction industry for over 30 years. After starting life as a traditional claims consultant, we have evolved to provide a wide range of services to our clients' projects all over the world. Our primary aim is to avoid claims and disputes via hands-on pragmatic assistance to project teams – delivered through our consulting, planning and learning business streams.*

*Three business streams support the profitable and timely delivery of complex projects – by hands-on, collaborative consulting; as experts in our field of project management; and via innovative and engaging training."*

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### WINDSOR, UK

#### Major Projects Association

*"The Major Projects Association is a membership association for organisations engaged in the delivery and the development of major projects, programmes and portfolios.*

*The purpose of the Association is to improve the initiation and delivery of major projects through the interaction of members from all sectors in sharing experience, knowledge and ideas."*

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## Get Involved!

### Contribute

Does this Thought Leadership interest you? Do you want to help collate the outcomes and present the findings? ICCPM will happily welcome volunteers to help with the collating, review and editing of the 2018 Roundtable Series White Paper Publication. Please contact us at [marcomms@iccpm.com](mailto:marcomms@iccpm.com) to find out more.

### Sponsor the Publication Launch

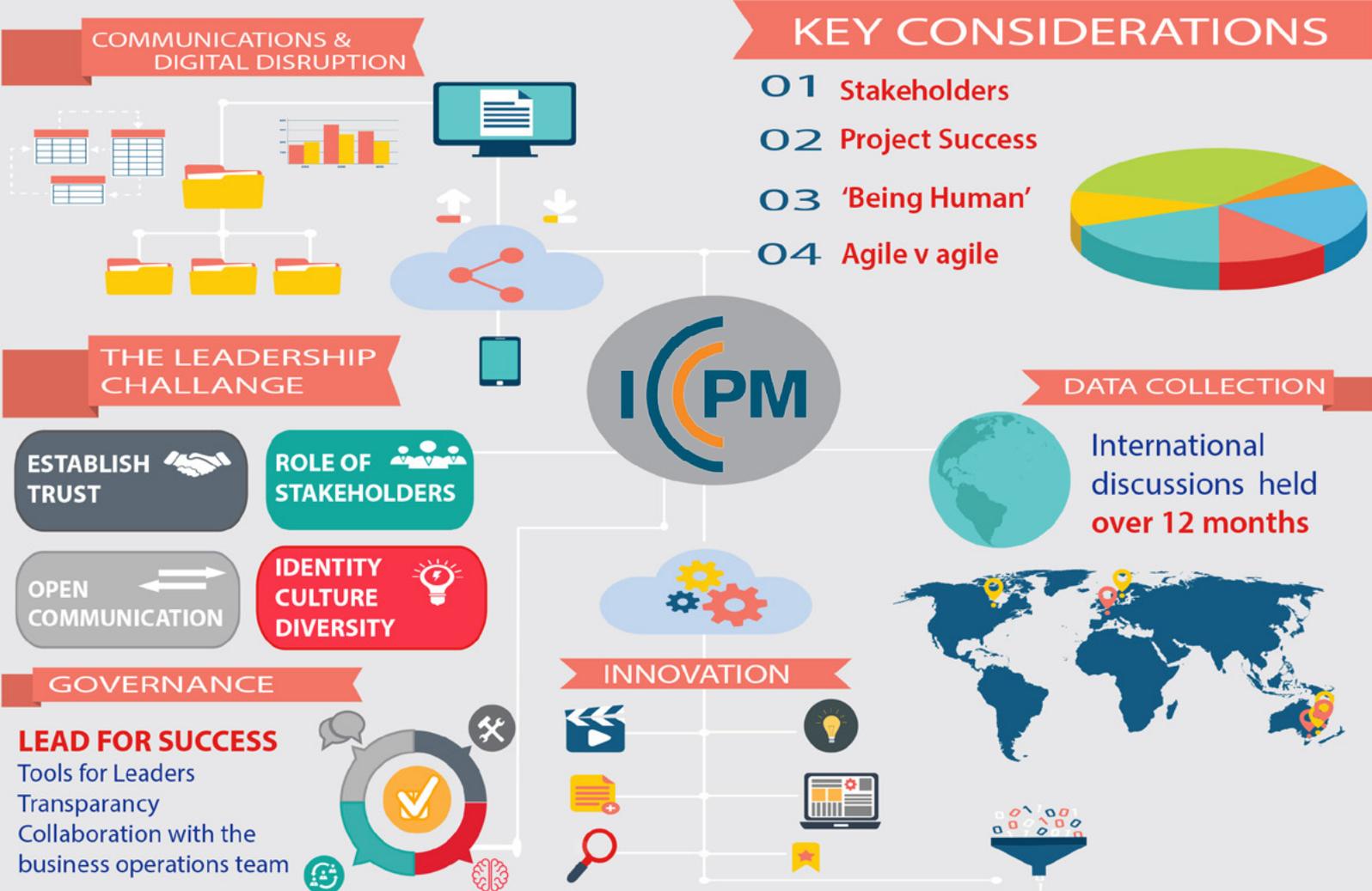
ICCPM is still welcome sponsoring for the White Paper Publication Launch due to be held in on the 13th of June in Canberra Australia. If your organisation is interested in sponsoring the publication printing or the launch event itself, please contact us at [marcomms@iccpm.com](mailto:marcomms@iccpm.com) to find out more about sponsorship opportunities.

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*Roundtable White Paper Publication to be published 2019.*

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