



5 - 8 DECEMBER 2022
DUBAI WORLD TRADE CENTRE

LEADING PROJECTS INTELLIGENTLY

Ahmad Salih

SESSION NAME/DATE/TITLE



Talks

**Project
Management**

ADENDA

WHAT TO EXPECT



- Project Leaders must be Adaptive: What does it Mean?
- How to lead projects in a cosmopolitan environment: Introducing the Sustainable and Adaptive Leadership Model for Project Leaders
- Perceived leadership effectiveness and ineffectiveness. Perception is what makes sense.
- Dynamic Cultural Intelligence as a competency of effective leaders

Organized by



#THEBIG5EXHIBITION
www.thebig5.ae

IN A FEW WORDS

ABOUT KHATIB & ALAMI



Multi-Disciplinary Organization

- PMC/PMO
- Digital Service
- Architecture
- Engineering
- Infrastructure

#THEBIG5EXHIBITION
www.thebig5.ae



Organized by



dmg events

IN A FEW WORDS

ABOUT KHATIB & ALAMI



Digital Project Management in the DNA

- Help governments and developers monitor projects dynamically
- GIS/BIM-enabled projects control
- Digital Twining linked ot smart technologies



#THEBIG5EXHIBITION
www.thebig5.ae

Organized by



dmg::events

IN A FEW WORDS

ABOUT KHATIB & ALAMI



Award Winning Digital Twin – Large scale



#THEBIG5EXHIBITION
www.thebig5.ae

Organized by



dmg events

IN A FEW WORDS

ABOUT ME



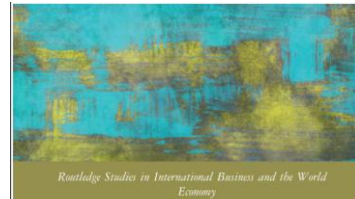
CROSS-CULTURAL LEADERSHIP

BEING EFFECTIVE IN AN ERA OF GLOBALIZATION, DIGITAL TRANSFORMATION AND DISRUPTIVE INNOVATION

Ahmad M. Salih



Get your Copy



CULTURAL SPACES IN INTERNATIONAL BUSINESS

THEORIES AND APPLICATIONS

Edited by
Taran Patel and Ahmad M. Salih



Get your Copy

Thinkers360's Top 10 Global Thought Leaders & Influencers on Leadership, **#1 in Culture**, **#1 in Project Management**, CRM, Ecosystems, Change Management and Entrepreneurship



Organized by

dmg events



#THEBIG5EXHIBITION
www.thebig5.ae

IN A FEW WORDS

ABOUT ME



- **Member of the International Aikido Federation (Middle East Region)**
- 4th Dan Aikido (AIKIKAI Japan)
- 1st Dan Toyama Ryu Iaido
- **Author and Teacher of Aikido and Leadership**
- **Associate Professor and Course leader of Digital Leadership and Digital Strategy**

Organized by



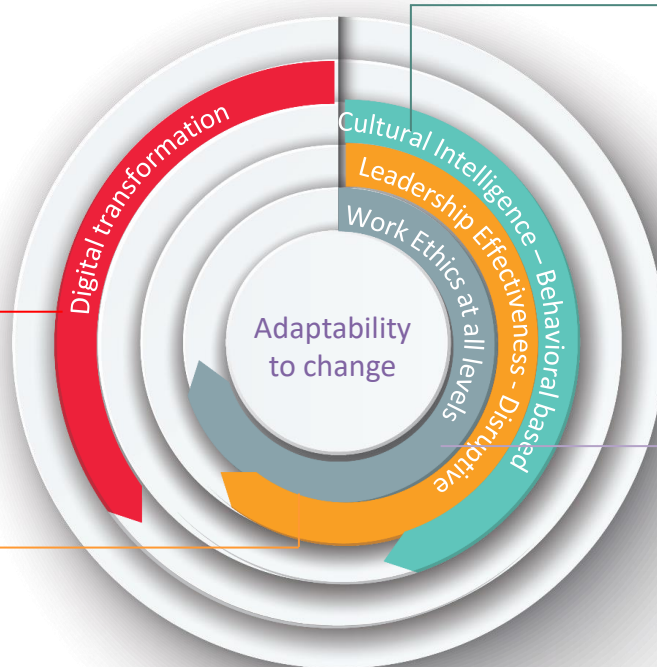
#THEBIG5EXHIBITION
www.thebig5.ae

PROJECT LEADERSHIP IS MULTIFACETED

The maximum goal is Adaptability to Change



- Disrupt self before others do.
- Be aware of market trends in terms technology.
- Align with K&A's vision an strategy in adopting digital lines of business.
- All about perception of effectiveness.
- Effectiveness at all directions; clients, Project team, peers, etc...
- Focus on leading innovations during project lifecycle
- Encourage thinking out of the box
- Exceed clients' expectations



Train and Measure Individuals capability to adjust and adapt to different PROJECTS' situations for the best for the company not for themselves.

External and internal code of conduct to reflect K&A's Ethical Way of Work

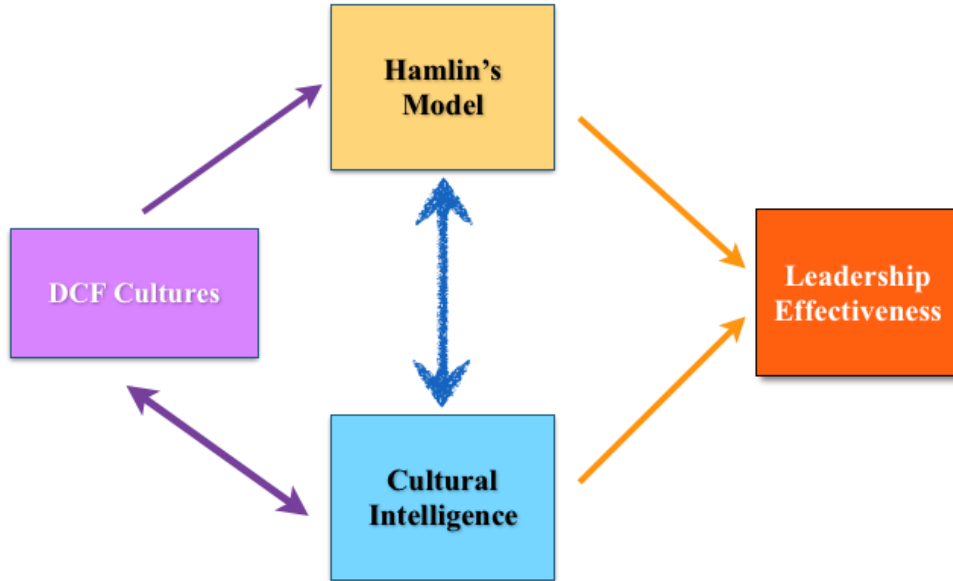
Organized by



#THEBIG5EXHIBITION
www.thebig5.ae

SUSTAINABLE AND ADAPTIVE LEADERSHIP MODEL

Based on Three Pillars – Proven and backed up by research



- Project Leadership must be dynamic, adaptive and effective.
- It needs to be generic and not nation specific
- Leaders need to be culturally intelligent to adapt to diverse projects settings

Organized by

dmg events



#THEBIG5EXHIBITION
www.thebig5.ae

LEADERSHIP EFFECTIVENESS & INEFFECTIVENESS

Pillar 1- Based on Research in Europe, Middle East and North America



- Leadership effectiveness is the road to successful projects
- Project Leaders Behaviors perceived by project teams are what matter
- Ineffective Project Leaders' behaviors are important to know to avoid – Mostly neglected
- Leader and Follower interactions are required – Leadership is required at all levels



Organized by



#THEBIG5EXHIBITION
www.thebig5.ae

LEADERSHIP EFFECTIVENESS & INEFFECTIVENESS

Positive Leaders Behaviors - Illustration



01

Supportive

> The manager supports the subordinates

02

Work Organization

> The manager organizes the workload and resources

03

Staff Development

> The manager encourages subordinates to learn, and to develop their skills and competencies

04

Rewards Staff

> The manager offers explicit rewards (salary increase, bonus) to subordinates when they do a good job

05

Appreciative

> The manager offers tacit rewards (appreciation, recognition, encouragement) to subordinates when they do a good job

Organized by



For more details, see Salih (2020) published by Routledge

#THEBIG5EXHIBITION
www.thebig5.ae

LEADERSHIP EFFECTIVENESS & INEFFECTIVENESS

Negative Leaders Behaviors - Illustration



01

Not Supportive

> The manager does not provide the necessary resources, tools, information or guidance for the task

02

Work Mismanagement

> The manager does not manage workload or resources well. He/She overloads subordinates with excess workload

03

Procrastination

> The manager procrastinates on important matters and reacts only when the situation has escalated

04

Doesn't Reward Staff

> The manager does not/cannot ensure a fair performance appraisal/reward allocation

05

Self-Recognition Only

> The manager does not recognize the contribution of other team members and takes credit himself. The manager does not appreciate the work done by his subordinates

Organized by



#THEBIG5EXHIBITION
www.thebig5.ae

PILLAR ONE: LEADERSHIP EFFECTIVENESS

Perception is what counts



- Hamlin's Model for perceived leadership effectiveness and ineffectiveness. Perception is what makes sense.
- Here we talk about **perceived** behaviors not the actual ones.
- Positive and negative

Organized by



#THEBIG5EXHIBITION
www.thebig5.ae

DYNAMIC CULTURAL INTELLIGENCE - CQ

Pillar -2: A Competency of Effective Leaders



An individual's capability to function and manage effectively in culturally diverse settings or to adapt effectively across cultures

(Earley & Ang, 2003)

Organized by



#THEBIG5EXHIBITION
www.thebig5.ae

DYNAMIC CULTURAL INTELLIGENCE

FOUR DIMENSIONS

1. Cognitive (culture-general knowledge & context-specific knowledge)
2. Meta-Cognitive (planning, awareness and checking)
3. Motivation (intrinsic interest, extrinsic interest and self-efficacy to adjust)
4. Behavior (verbal behavior, non-verbal behavior and speech act)



Which Culture

- National Culture is problematic.
- More than 250 cultures in Dubai



Organized by

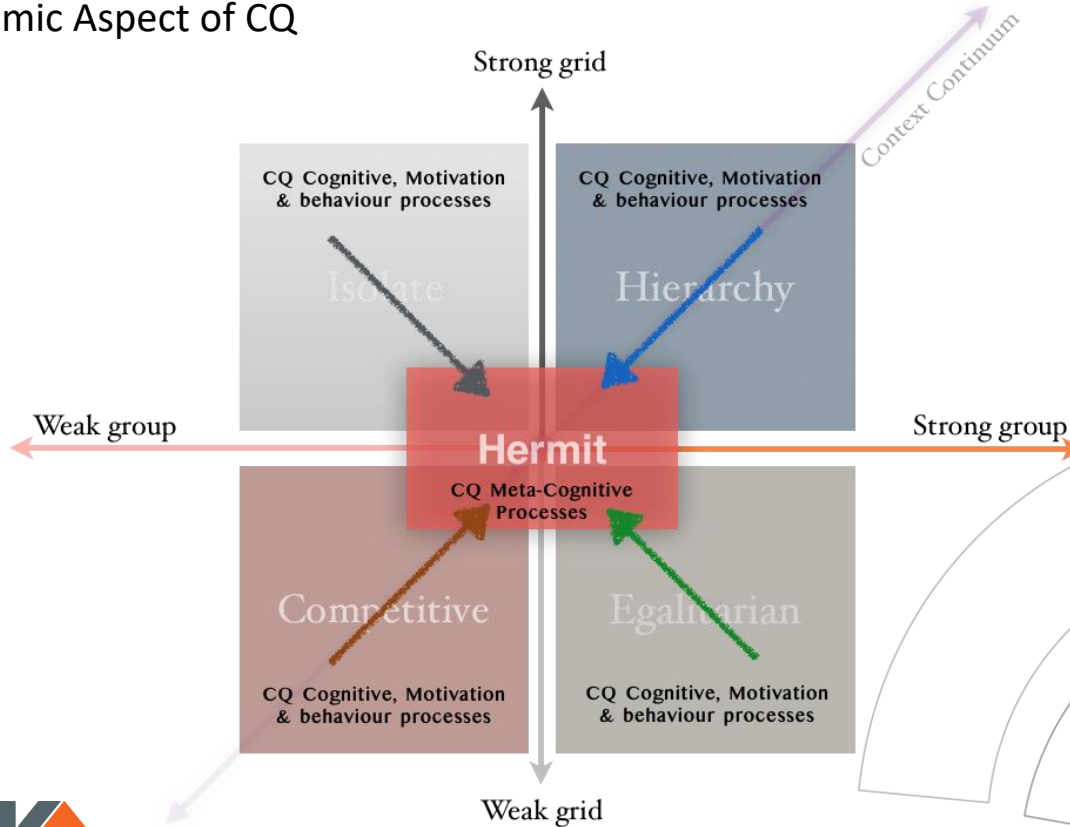
dmg events



#THEBIG5EXHIBITION
www.thebig5.ae

DOUGLASIAN CULTURAL FRAMEWORK

Pillar-3: The Dynamic Aspect of CQ



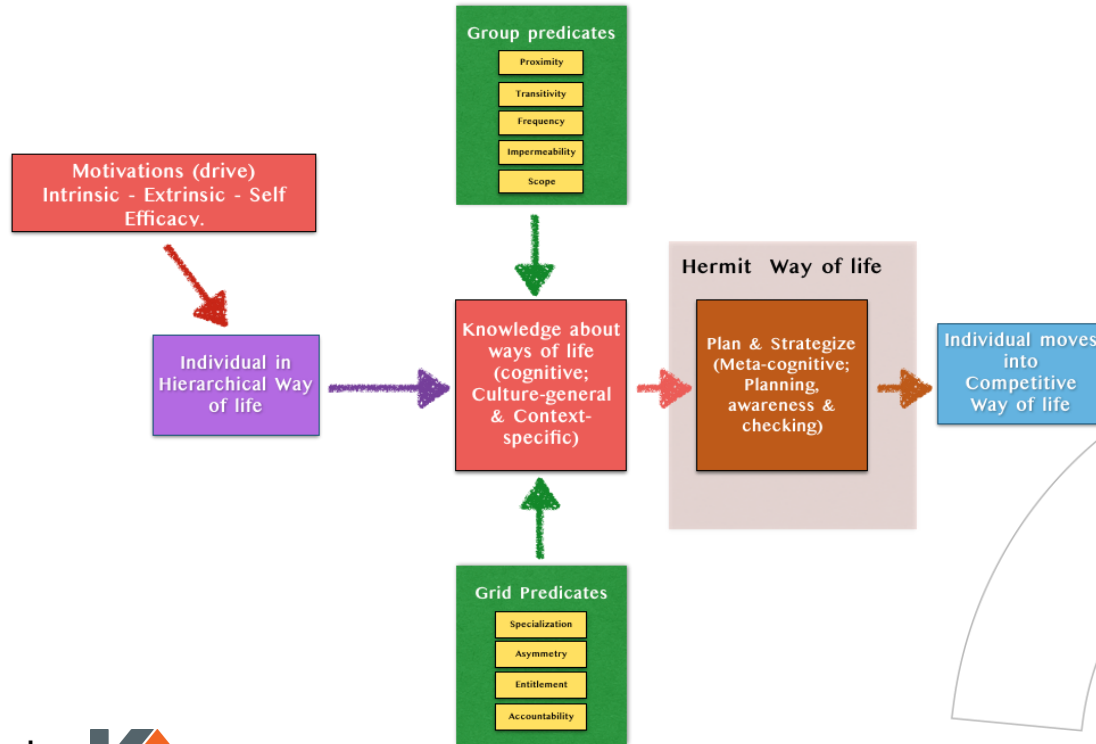
Organized by



#THEBIG5EXHIBITION
www.thebig5.ae

CULTURAL ADAPTATION AND HYBRIDITY

Change is inevitable



Organized by



#THEBIG5EXHIBITION
www.thebig5.ae

THANK YOU

Talks

Concrete

Talks

Facilities
Management

Talks

Geotechnical
& Engineering

Talks

HVAC R

Talks

Offsite
& Modular

Talks

Project
Management

Talks

Solar

Talks

Stone Design

Talks

Technology

Talks

Urban Design
& Landscape