3.11 Summary Review Questions

1. Why do we talk of the ‘incomplete leader’?

Because no one person can be such a paragon that they are equally competent across all four of the dimensions of the PLM; once a leader accepts this, they can be more “human” and work with others to address their weaknesses.

2. Which are the four dimensions of leading in the SPO PLM?

Sensemaking and relating as the enabling dimensions finding out what is going on, and projecting and creating as the action dimensions deciding on the projection strategy and working out how to implement it.

3. Why judging is at the centre of the SPO PLM?

Because all the information inputs from sensing and relating need to be synthesized into a projection for implementation. Information will always be incomplete at the key points of decision, so appropriate psychological traits coupled with relevant experience and framing are vital in judging the best way forwards.

4. What are the main schools of thought on psychological traits of leading?

The “big 5” psychological traits have an important influence on leading competencies, but these need to be coupled with emotional intelligence traits to allow leaders to know themselves and to know how to empathize with their team.

5. To what extent is experience is important for leading complex projects?

There is no substitute for appropriate experience when making decisions under high levels of uncertainty; Chapter 12 addresses the issue of how career paths for those with identified leadership traits potential can be designed to enable the rapid accumulation of appropriate experience.