



Dar Al Riyadh Insight #5

Leadership Behaviors Change in Large Complex Projects

Dar Al Riyadh Insights reflect the knowledge and experience of our Board, executives and staff in leading and providing PMC, design and construction management services. Dar Al Riyadh believes in the importance of broadly sharing knowledge with our clients and staff to improve project outcomes for the benefit of the Kingdom of Saudi Arabia.

As Insights 1 - 4 have shown, large complex projects differ substantially from more traditional projects. It should come as no surprise then that leadership capabilities, focus and, importantly, behaviors would also have to change. These changed leadership behaviors are reflected in the following table. Dar Al Riyadh understands these leadership challenges and is working each day to further strengthen our leadership and management capabilities.

Changed Leadership Behaviors Required for Megaprojects	
Traditional Leadership Behaviors	New Leadership Behaviors
1. Individual leadership	1. Group leadership
2. Control and order	2. Motivation and movement
3. Scientific management	3. Transformative leadership
4. Outputs focus	4. Shared outcomes focus
5. Assignment and directive	5. Agreement and acceptance of objectives and goals
6. Hierarchical and siloed	6. Flat communication and information structures
7. Acceptance of normative	7. Questioning (assumption, process, outputs)
8. Adversarial or transactional approach	8. Collaboration and information sharing with stakeholders
9. Management of tasks	9. Management of flows
10. Centralized decision making	10. Engaged and decentralized decision making