Ethics in Project Management

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Profession – Project Management

- Academic Degrees All PM Based
- Instruct, Consult, Train, Research, SME, PMP

Academe

- Assoc. Professor, Eastern Michigan University
- Research Agenda Includes “Ethics in PM”

PMI

- Great Lakes Chapter VP-Prof. Development 2015-2016
- Previous: Board of Directors 2008-2013, PMI-EF, Certification, SIGs & Chapters
Agenda

Executive Summary

Primer on Ethics

Review of my Research on Ethics in PM

- Research on Values Based Leadership in Project Arenas

PMI Ethical Decision-Making Framework

The Ethical Project Manager

Questions, Comments, Criticisms
Executive Summary

VBL appropriate PM Leadership Model

Proximity to Leadership Centroid $\leftarrow \rightarrow$ Strength of Values-Forces

*Virtuoso* Leadership Values & Virtues

- *Professional* Project Manager
Why Do Ethics and Conduct Matter?
Scenarios on Ethical Considerations

Louis Caroselli  [aka Louie the Lip]
- Omerta of the Mafia

Michael Patrick O’Moylan
- Óglaigh na hÉireann of the IRA

William Alexander
- PMI Code of Ethics & Professional Conduct
The ethical dilemma

Is Bill required to tell Michael that Lou is cheating him at cards?

Besides, Lou brought the beer and Michael is a lousy poker player.
Ethics in Project Organizations

Basis of Ethical Project Leadership

a) Self-interest and Good Ethics Coincide

b) The Stakeholder Model of Business
Values-Based Leadership [VBL]

6 Core Principles of Leader’s Role

1. To transform team enthusiastically
2. Create vision combining values into actions
3. Create supportive culture
4. Personalize values of followers into a team
5. Teacher-coach to empower and engage
6. Produce high performing, loyal team
VBL Dictums

Lead Transformational Change

- **Servant Style Leadership** *versus*
- Over Managing and Under Leading

Value Confederations

- Form alliances with customers and suppliers
Research Study

Research Question:

“Can the application of values-based leadership skills, values and concepts improve the processes of project management for a variety of industries and applications?”
Hypothesis

“Values-based leadership skills, values, and concepts are highly applicable to the processes of project management, in particular, in the leading of programs from concept through completion.”
Research Parameters

Quantitative approach

“Malcolm Baldrige National Quality Award” framework for questions

- Leadership one of 7 categories
Baldrige Values & Concepts

1. Visionary Leadership
2. Customer-driven excellence
3. Organizational & Personal Learning
4. Organization Values Employees & Partners
5. Agility
6. Focus on the Future
7. Manage for Innovation
8. Manage by Fact
9. Social Responsibility
10. Focus on Results
11. Systems Perspective
**Profile of Surveyed Group**

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<th>Years Experience</th>
<th>Industry Category</th>
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<td>1 to 5</td>
<td>Aerospace &amp; Defense  2 Manufacturing 5</td>
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<td>6 to 10</td>
<td>Construction            8 Marketing 3</td>
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<td>11 to 15</td>
<td>Consulting            10 Mining, Oil &amp; Gas 3</td>
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<td>16 to 20</td>
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<td>Healthcare            10 Transportation 3</td>
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<td>Human Resources        3 Utilities Industry 4</td>
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<td>Information Systems  58 OTHER 28</td>
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<td><strong>Total</strong> 184</td>
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Survey Results: *Weak Points on VBL*

**Visionary Leadership from CEO**

- 70% agree v. 30% neutral or disagree

**Management by Fact**

- 65% agree v. 35% neutral/neg. on using metrics

**Systems Perspective**

- 79% concur
Survey Results: *Strong Points on VBL*

Organizational and Personal Learning

Valuing Employees and Partners

Focus on the future

Managing for innovation
Overall Data – New Survey

[Bar chart showing overall data for different categories such as CEO, CUST, ORG, Learn, VAL, employee, AGILITY, FOCUS Future, MANAGE Innovation, MANAGE Fact, SOCIAL, FOCUS Results, and SYSTEMS. Each bar is divided into segments representing No Response, Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.]
New Survey – “IS” Isolated

[Bar chart showing survey results]
# Quantitative Survey Results

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Conclusions & Recommendations

Broad agreement on 11 Balrige QA criteria regardless of project-based industry

Management Impact on Organization

- IS [low / individualism] v. Construction [high / group]

“Values-Based Learning” segue-way
Questions & Comments on Research
PMI Ethical Decision-Making Framework
PMI Code of Ethics

- Leadership is dependent on ethical choices
- *Honesty, responsibility, respect and fairness* are the values that drive ethical conduct for the project management profession
- All PMI members, volunteers, certification holders and certification applicants must comply with the Code.

PMI Talent Triangle

Effective 12/2015…CCR Program…Competency model

Ethics is a component of leadership…

In today’s increasingly complex and competitive global marketplace, technical skills are simply not enough. Companies are seeking added skills in leadership and business intelligence to support long-range strategic objectives that contribute to the bottom line.

The ideal skill set — the PMI Talent Triangle — is a combination of technical, leadership, and strategic and business management expertise. To stay relevant and competitive, you must develop these employer-demanded skills.

Not sure where your competencies, courses and PDUs fit in? Take a look at the examples below.
PMI Ethical Decision-Making

Guide to a project management practitioner through a process for critical thinking and decision-making when faced with an ethical dilemma

Supplements the PMI Code of Ethics and Professional Conduct
The Ethical PM Professional
What is a professional project manager?

Dr. Bill Moylan’s Musings …
The PM Profession Pyramid

- Values & Virtues
- Methods & Means
- Tools & Techniques
The Project Management Professional
Are you a True PMP?
Thanks for the opportunity
Questions, Comments, Criticisms?
To contact Dr. Bill Moylan

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Thanks for coming