Chapter 4 Summary Review Questions

1. What is the connection between projecting and creating in the SPO PLM?

These are the action-orientated dimensions of the PLM. Creating is about innovating new solutions to the challenges posed by projecting, and designing the organization that will deliver the outputs and outcome specified in the project mission. They are connected by the project narrative. Project narratives could be about mission, projected and desired future, innovation, sustainability, value creation, identity, image and so on.

2. To what extent is innovating important in SPO?

Strategic project organizing is essentially about problem-solving, and hence innovating; all projects have unique aspects, if only differing ground conditions for otherwise identical houses. This is the bottom-up aspect of innovating in SPO where PBFs solve problems for the owner on the project. However the challenges of global warming and digital transformation are posing new challenges and require more comprehensive policy-driven innovating which is the top-down aspect – here PBFs are “middle actors” bridging innovations from elsewhere onto the project. See figure 4.4

3. What is the difference between narrating and storytelling in SPO?

Although these two concepts are often used synonymously by many commentators, we suggest that there are important differences between them. Narrating is performative in nature – that is it is about crafting, communicating and maintaining coherent narratives (about project mission, projected future, image, innovation, sustainability) and order out of disparate experiences, situations, and making commitments to future action. Storytelling is more emotionally engaged and about sharing experiences, stories and building a shared understanding and identity for the organization or the project. In project organizing, there is an ongoing process of both narrating and storytelling.

4. How do project narratives change over the project lifecycle?

During project shaping, the external image narrative of the project is more important, particularly for motivating stakeholders to support the project. During project delivery, the internal identity narrative comes to the fore and is important for motivating the members of the delivery teams and reminding them why they are doing what that are doing. Following delivery the post-project evaluation image narrative is very important as stakeholders and society more generally evaluate whether outcomes have been achieved, unexpected consequences have arisen, and generally whether the effort was worthwhile. See figure 4.2.

5. What is a role of leading in crafting project narratives?

Project leaders play the principal role in crafting, communicating and maintaining the project reference narrative – they need to “own” that narrative and be seen to “own” it.