Ethics and Morality in Project Management Leadership.
By Dr Debu Mukerji, PhD.

Abstract

Paper aims development of highly complex construction infrastructure projects' leadership for reduction of endemic cost and time overruns to sustainable performance and competitive advantage in global market dynamics. Moreover, sustainable leadership will create potentials for high proactivity, wellbeing of stakeholders, profitability, and addressing societal aspirations including protection of environment. Engineers and other university degree qualified professionals provide bulk of the leadership within and across infrastructure projects as trainees through project managers and senior executive positions. Research posits practitioners are enthusiastic in practical insights and guidance for improving leadership capacities and in taking higher responsibilities for their self-development. Study focuses on growth of individual practitioner's leadership-of-self (LOS) capacities which are the key integrating element of the leadership chain within and across project levels. Evolving knowledge, practitioners' awareness for the needs of LOS development, growing societal aspirations and corporate interests in such changes have poised infrastructure projects for breakthrough performance and sustainable competitive advantage.

Practitioners are facing unprecedented challenges in multiple fronts including endemic project failures, investment uncertainties, uncontrolled economic deregulation, de-supervision in business, wastages,societal relationships, ethics/morality, and so on which unleashed waves of fraud and malpractice leading to spectacular corporate failures and banking systems to the brink of collapse. There is no one right answer to complex leadership challenges in unique infrastructure projects in different organizations. Practitioners' individual leadership styles are also different. Traditionally, the leadership focus more on getting things done efficiently by transactional leadership. From a review of literature, the study proposes higher focus on transformation capacities of transaction-transformation groups underscored by spirituality for LOS capacities to their potential best levels. Paper argues spirituality has a vital role in developing the LOS of practitioners and therefore in influencing the ethicality of their decisions. Here, spirituality refers to higher consciousness toward meaning and transcending selfish material gratification to commitment for deep rooted human values and social relationships with a universal source, power, or divinity.

For some researcher, spirituality is found through organized religion, but for others spirituality is more a personal affair. For this study, spirituality as a moral agency that gives more sophisticated picture of human beings making ethical choices. Virtue ethics is a premise which seems to go back to the early Greek tradition, especially to Aristotle. It concentrates on character traits of the decision-maker and the regulatory aspects. Ethicists believe that the essence of ethical behaviour is to realize some virtues such as honesty,

righteousness and courage. From Indian perspectives, human values when aroused offer inspiration to develop capacities that are spirit-cantered wisdom-leadership as *Rajarshi* or *King and a Sage*. Sanskrit dictum says: *"svarat samrat bhavati"* meaning one who can manage or govern oneself can also lead others well. Spirituality is important in management. Management decision-making considerably affects the wellbeing of human communities, natural ecosystems, and future generations. The wellbeing of these stakeholders requires authentic care, which may develop from experiential oneness with others and with the universal source of creation. That is the SPML ideal – LOS on top of the list. These entail bringing forth the innate ideals into the forefront of leader's personality. Furthermore, the leader becomes empowered to masterly facilitate expert stakeholders effectively for collaborative performance. Indian civilization is based on the groundwork laid by the concept of *Rajarshi*. Epics *Mahabharata* and *Bhagavad Gita* provide blueprints and guidance for this leadership process. Meditation and certain types of yoga are of significant help.

The paper contributes flexible leadership framework strengthened by generic insights and guidance for practitioners to adapt to their individual leadership styles for innovative and sustainable leadership. Organizational learning-education and cultural support is necessary.

Keywords: Project management, sustainability, ecology, strategic ethics/moral leadership, spirituality,

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Authors Profile

Author is management guru, mechanical engineering and metallurgy background; Post-grad Dip Education, and Management; MSc—Governance, Cost Planning & Control; PhD Strategy, Program and Project Management. Fellow Engineers Australia, CPEng, NER. Fellow Australian Institute of Management. Career focus: teaching and consultation in project management governance, strategies, organizational wellbeing, leadership underscored by professional spirituality for sustainable competitive advantage. Ongoing research focus: leadership-of-self for sustainable growth built on significant executive practitioner's background. He is Independent Principal Consultant. Over 30+ years long experience at University of NSW and other tertiary institutions. 25 years experience in spirituality in the backdrop of project management including five years as Chair of Management, Spirituality & Religion at Academy of Management USA, participate in meditation etc. Authored over 50 papers, book chapters, and industry reports.