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IT'S ABOUT PEOPLE 2022



The Influence of »VOLITION« as a Core Element of Leaders and Project Team Members and Important Success Factor of Mega Projects

Andreas Doba, PhD Candidate, Alma Mater Europaea – ECM / 18.03.2022



Experience / References

- SuedLink - Worldwide Largest HVDC Earth-Cable Infrastructure Project / Senior Consultant / PM Analysis & Project Health Check (Jacobs, TransnetBW, TenneT) / PM Coaching / Coordination Project-Set-Up & Onboarding Large Supplier (i.e. 550kV HVDC Cable Supplier: NKT, Prysmian)
- Mahle / Program Manager / e-Mobility / International Greenfield-Brownfield Infrastructure Projects / R&D Coordination / Business Development / Facility Relocation / Launch & Operations Management - D / SI / A / CN / E
- Ebmpapst / Director Development and Production Planning / Embedded Systems - Integrated Electronic & Mechatronic Systems – BLDC e-Drives - D / HU / RO / CN

Andreas Doba / Baden-Baden / GERMANY

Senior Manager / Senior Consultant for Large Scale Projects / Certified Senior Project Manager IPMA® Level B

Branches

- Infrastructure Projects
- Automotive / e-Mobility (OEM, Tier 1 / Tier 2)
- Defense
- Consumer

Competencies

- International Portfolio-, Program- and Project Management in Multi-disciplinary project environment of large scale projects
- High Level PM Leadership
- Task-Force Management in high pressure environments
- Intercultural Framework and Cooperation
- Collaborative Workforce
- Customer Relation Management, Building and Cultivating Partnerships
- Operations / Launch Management
- Post-Merger Integration
- TCO - Organisation & Implementation
- Business Development
- R&D Product Development Process (PDP)
- Corporate Planning

Vitae

- 2007 – today
Senior Level Interim Management / Senior Consultant
- 2003 – 2006
Prettl GmbH
Director and Speaker of the Divisional Board
Prettl GmbH Automotive
- 1994 – 2003
Robert Bosch GmbH
Various Leadership Functions
Divison Automotive / Mobility Solutions
(Car Multimedia, Gasoline Systems, Electrical Drives)
- 1992 -1994
Robert Bosch GmbH
Management Trainee

References / Customer

- HuF Hülsbeck & Fürst
- GERMAN Ministry of Defense
Cyber & Information Technology
- SuedLink
- ebmpapst
- BRITA
- VW
- Audi
- Mercedes
- BMW
- Bosch
- Mahle
- BorgWarner
- Dräxlmaier

The Influence of »VOLITION«



Content

1. Introduction
 - Once upon a time
 - Definition of terms - »VOLITION«
2. Research
 - Zoom in
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3. Outlook
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The Influence of »VOLITION« Introduction



Once upon a time

The idea for this research topic arose when an American colleague asked me, how it can be, that the realization and construction of an airport in Germany (BER Berlin), *the land of **structured processes**, the established and orderly worlds of thought in which the term "**Made in Germany**" even becomes a seal of **quality** and the **planning, implementation and execution of projects**, representing the **world's best standard***, how can it be that this project is so significant and downright embarrassing for the whole world engineers and PM guild has so failed.

That was the point for me to dive deeper into the subject and to start my research.

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The Influence of »VOLITION« Definition



Definition

Volition (latin - 'Volition', engl. - 'Willpower') denotes:

Volition, the process of **will formation** to **overcome barriers** to **action**.

In particular: Volition (management), the ability to **translate motives** and intentions into **results**.



Image 1: Shutterstock.com, Willpower icon on white background

The Influence of »VOLITION« Distinction and Literature Reflexion



Distinction between the definitions of **volition** and **motivation**:

- Motivation simply refers to striving for goals and desirable objects (Joseph Ledoux, 2006).
- There is no significant connection between the achievement motive and actual performance, although in practice it is the performance that counts. Only volition (willpower) ensures that words become deeds, as the vernacular puts it (Albert Bandura, 1991).
- In management theory, the term **“knowing-doing gap”** for this and the statement:

» We are knowledge giants, but implementation dwarfs «

sums it up.

Motivation can best be compared with an engine and volition with the necessary fuel.
While **motivation** describes **what drives people**, **volition** explains why some people **achieve so much more with the same (or less) effort** (Jeffrey Pfeffer, 2017).

The Influence of »VOLITION« Definition



What volition not means! (Just sometimes 😊)



Image 2: <http://funnyjunk.com/>

The Influence of »VOLITION«



Content

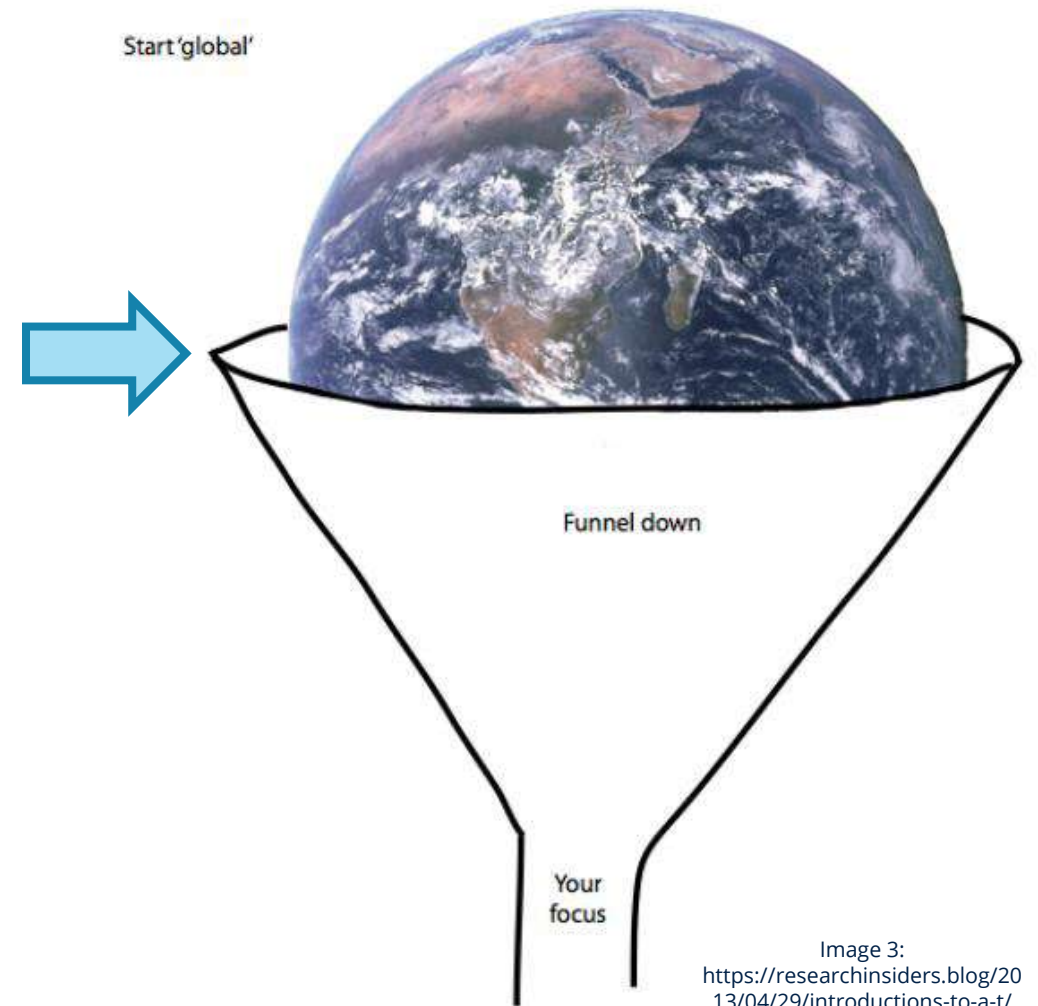
1. Introduction
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The Influence of »VOLITION« Zoom in



The Strategy

The funnel of knowledge.



Keywords:

Mega Projects, PM Success Factors,
Leadership

Image 3:
<https://researchinsiders.blog/2013/04/29/introductions-to-a-t/>

The Influence of »VOLITION« Zoom In



Megaprojects – Success?

Of a sample of 3,022 projects,

- 27% were on budget or better,
- 2.8% were on budget and on time,
- 0.2% of projects were on budget, on time and on deliverables / benefits.

Those are **shocking numbers**. Put plainly, they mean that the typical project is significantly more costly than expected, delivering significantly less dividend and at a much later date than scheduled.

Bent Flyvbjerg [Why Megaprojects systemically fail - and what can be done about it?](#) (20 Nov 2019)



Image 4: <https://www.sbs.ox.ac.uk/oxford-answers/why-megaprojects-systemically-fail-and-what-can-be-done-about-it>

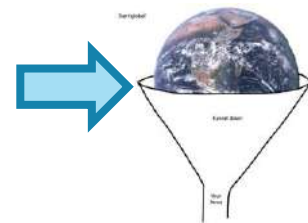
The Influence of »VOLITION« Zoom in



**Successful large scale
projects!
What makes the
difference?**



Image 6: Source - fotomek - Fotolia



The Influence of »VOLITION« Zoom in



- BER After years of construction delays and safety problems, the Berlin Brandenburg Airport (BER) will finally open its doors on **31 October 2020**.
- It will be nine years late and nearly **£4 billion over budget**. Locals have called the project a national embarrassment, as it took decades to complete and drained public money **while damaging Germany's reputation for engineering excellence**.
- How did such an ambitious idea turn into a colossal failure? As an expert on megaprojects - that is, large-scale, complex ventures in construction or engineering that cost billions if not trillions - I believe it boils down to two things: **bad leadership** and **bad decisions**.
- BER is hardly an isolated instance. Each year, we spend US\$6-9 trillion globally (more than 8% of global GDP) on megaprojects such as railways, airports, bridges, wastewater projects and nuclear power plants. **More than 99% of those projects fail to deliver on budget, on time and with their promised benefits.**

[Bent Flyvbjerg](#) - [How to fix a failed megaproject in 90 days](#) (29 October 2020)

The Influence of »VOLITION« Zoom in



The comparison between Tesla with their **charismatic volition driven top down leadership** and the **governmental driven BER** (as a disaster example for failed large scale projects) was the impuls to step into this field of research.

Building Phase / Timeframe between "Start Construction Work" at the site until start of 1st Operation

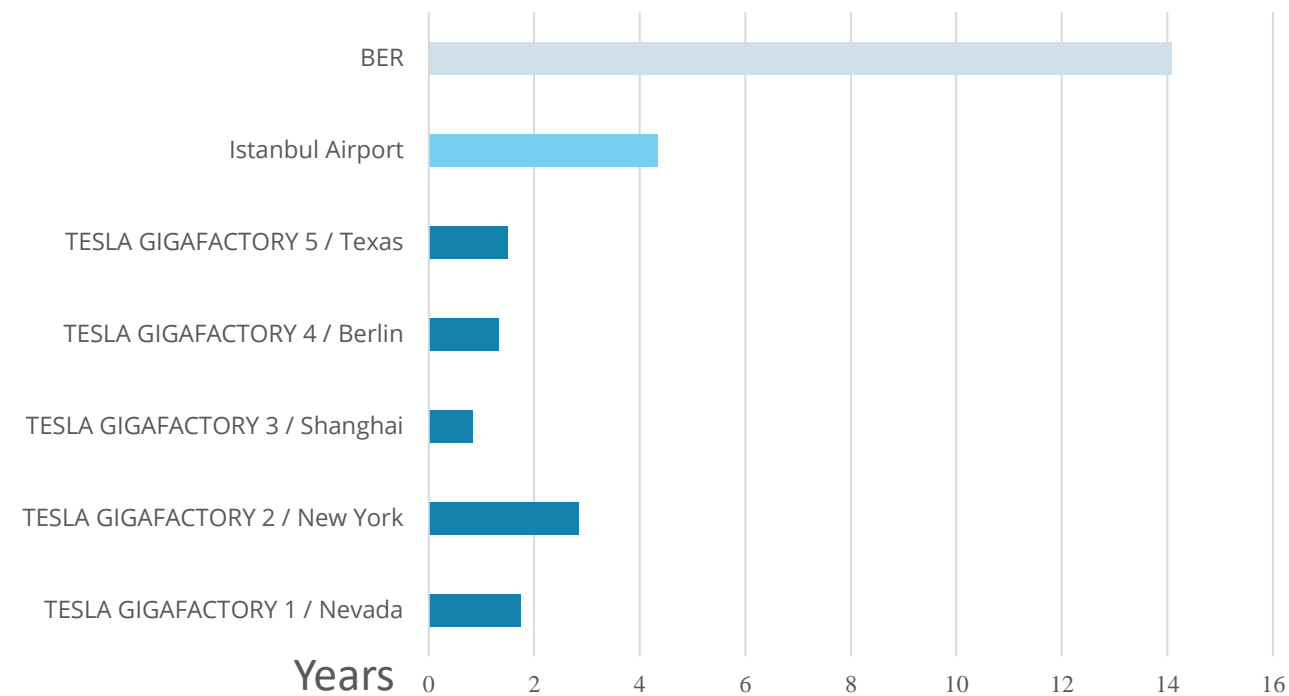


Image 5: Andreas Doba - Own research (2021)

The Influence of »VOLITION« Zoom in



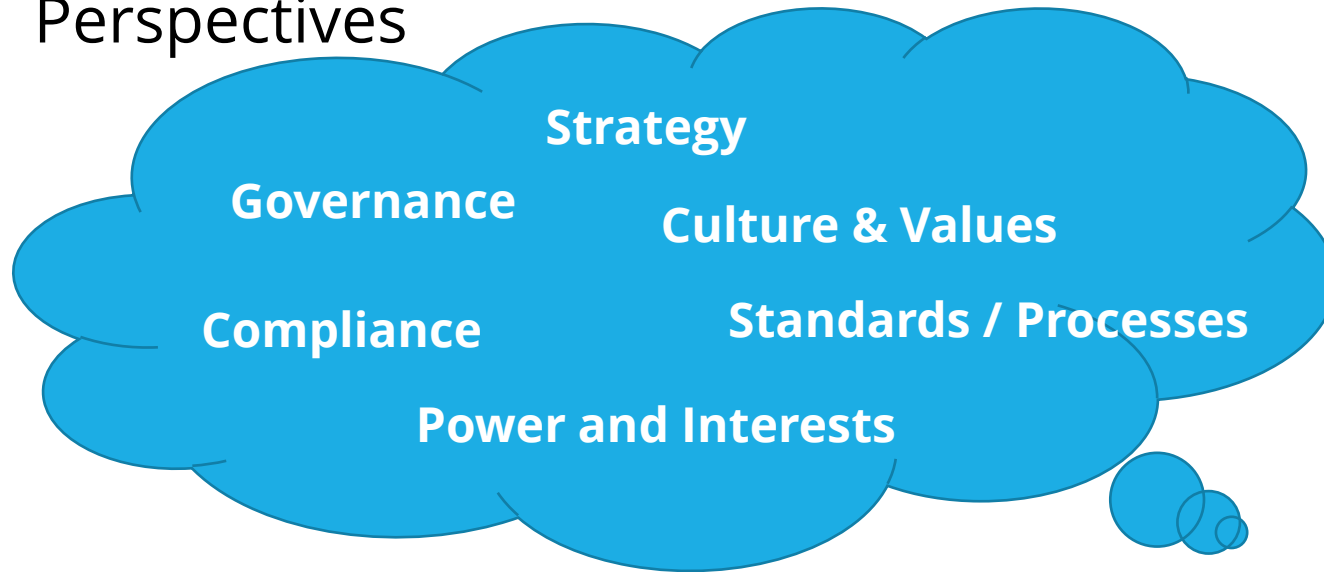
To illustrate the world of thought, some citations from Elon Musk:

- **If something is important enough to you, you do it, even if the odds are against you.**
- **Some people don't like change, but you have to accept it if the alternative is a disaster.**
- **People work better when they know for what purpose and why. It's important that people look forward to coming to work in the morning and enjoy working.**
- **“I think it is possible for ordinary people to choose to be extraordinary.”**
- **Always think about and question yourself how you can do things better.**
- **Well, that’s impossible.’ You zip it, you think about it, and you find ways to get it done. I’ve always felt like my job was to take these ideas and turn them into company goals, to make them achievable.”**

The Influence of »VOLITION« Zoom in



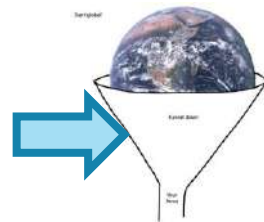
Perspectives



People



Image 6: Source - fotomek - Fotolia



The Influence of »VOLITION« Zoom in



Failure of Large Scale Projects

The realization and awareness, that the failure of Large Scale Projects is **not tied to methodical or general PM methods**, results in the real task of research to fathom the cause-effect chains and from the findings the scope of action as well as the guidelines for future large-scale public projects as well as to optimize the private sector and to avoid failure with major consequences. This is the motivation to research the background of the causes and to **formulate corresponding findings and solutions for the implementation of large-scale projects** and thus to make **a contribution to the body of new knowledge** and to underline the approaches for **successful project implementation and execution**.

Beside the research field of the key challenges of **infrastructure governance**, in particular the **complexity, uncertainty, and ambiguity** inherent to this field and the **multiple rationalities** that come with those issues. The chapter places the volume and its contributions into the context of both the discussion about infrastructure governance — how it works, what goes wrong and how to improve it — and into the wider literature on governance. It stresses the need and relevance of a perspective that takes the insights of decades of governance research seriously, in particular the limits to simple, **seemingly rational solutions to complex problems** and the implications of diverse actor and stakeholder constellations that shape the field of LSP governance"

and in terms of the wide range of leadership.

(Kai Wegrich, Genia Kostka, and Gerhard Hammerschmid, Published by Oxford University Press, Oxford, 2017)

The Influence of »VOLITION« Zoom in



Leadership

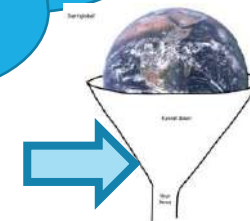
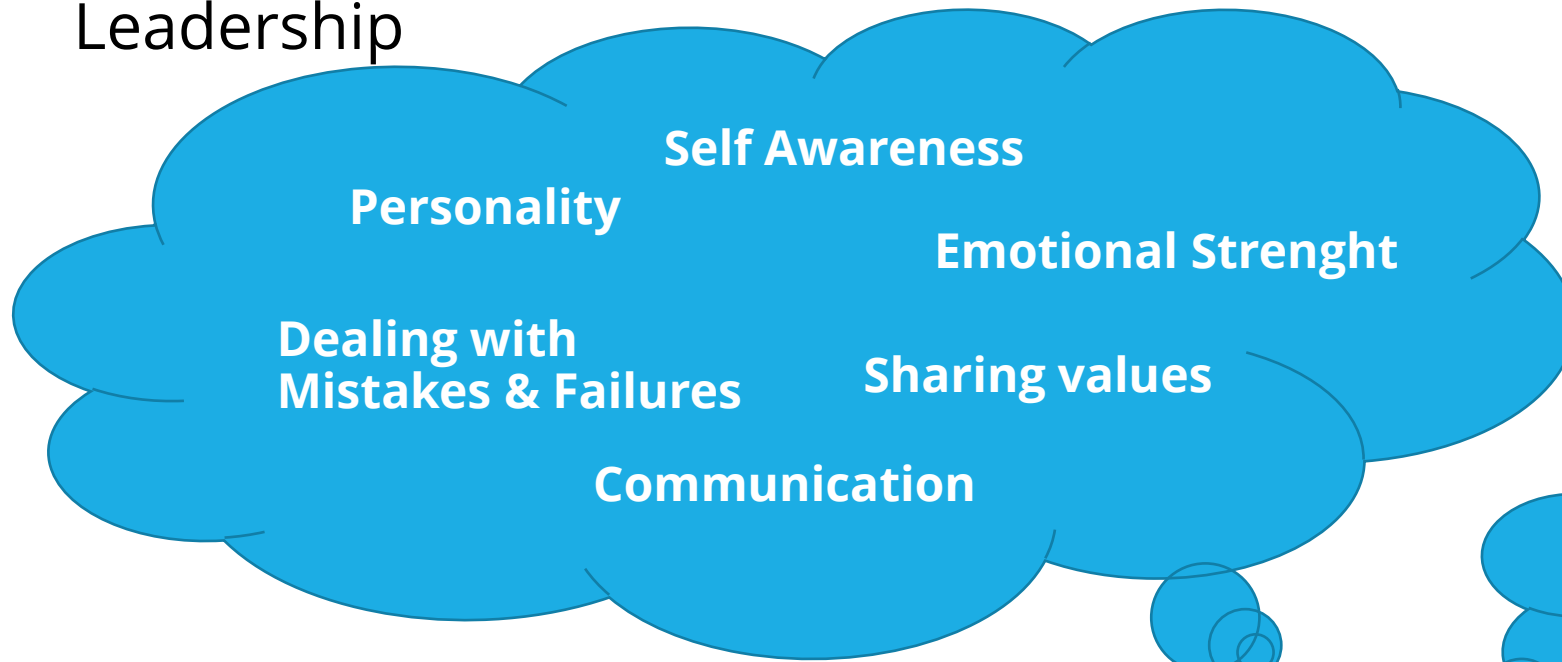


Image 6: Source - fotomek - Fotolia

The Influence of »VOLITION« Zoom in



Theory - Question

Is the influence of volition the decisive success factor in mega projects and on the course of the project management to be rated higher than all other influencing factors.

The speculative answer

"Tesla – as an example - is so incredibly successful because an irrepressible will to succeed, the intellectual readiness for top performance and thus the necessary mindset is exemplified top-down and is anchored as a corporate culture in all areas."

The average project duration for Tesla giga projects of approx. 2 years is the best evidence here. Promotional measures such as the CEO's (Elon Musk) overnight stay at the construction site are also an indication of the driving force. Another aspect is the leadership principle and creativity in the implementation of measures.

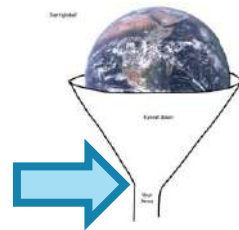
The Influence of »VOLITION« Zoom in



»VOLITION«



Image 7: fotomek - Fotolia



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The Influence of »VOLITION« Findings



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Image 1: Prof. Dr. Radujkovic, Lecture PPPM 02/2022

Based on my investigations and research in the literature, the competence guidelines of the most influencing PM institutions (IPMA, PMI, ...) and also in the actual PPPM research domains, **volition** is actually not properly considered and a great motivation for further research and improvements of the body of knowledge in the field of PM and PM related domains.

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The Influence of »VOLITION« Outlook / The Way Ahead



Research Areas

Volition in Project Management:

The Influence of »VOLITION« as a Core Element of Leaders and Project Team Members and Important Success Factor of Mega Projects

Leadership style:

“transformational leadership”, get the results you need by inspiring, motivating, and working closely with the teams and surround the leader with people who share their vision of doing things different and changing the world. A contrast to a “transactional leadership” style.

“Generally, look for things that are evidence of exceptional ability. I don’t even care if somebody graduated from college or high school or whatever... Did they build some really impressive device? Win some really tough competition? Come up with some really great ideas? Solve some really tough problems?”

Elon Musk

In general, this research leads into a field where additional researches might resolve new contribution for the body of knowledge and the influence of volition as a success driver for LSP.

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Image 8: Source - Blennz School for blind children, New Zealand

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Images

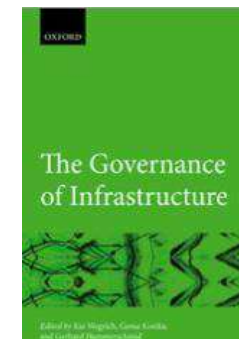
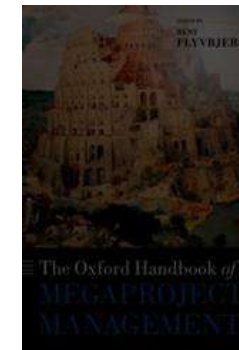
- Image 1: Shutterstock.com, Willpower icon on white background
- Image 2: Cat & Dogs, <http://funnyjunk.com/>
- Image 3: Funnel, <https://researchinsiders.blog/2013/04/29/introductions-to-a-t/>
- Image 4: Mega Projects – Overspend, <https://www.sbs.ox.ac.uk/oxford-answers/why-megaprojects-systemically-fail-and-what-can-be-done-about-it>
- Image 5: Giga Projects - Andreas Doba - Own research (2021)
- Image 6: Manikin Questionmark, Source - fotomek – Fotolia
- Image 7: Manikin Idea, Source - fotomek – Fotolia
- Image 8: Thank You, Blennz School for blind children, New Zealand

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Kai Wegrich, Genia Kostka, and Gerhard Hammerschmid
BIBLIOGRAPHIC INFORMATION
Print publication date: 2017 Print ISBN-13: 9780198787310
Published to Oxford Scholarship Online: April 2017 DOI:10.1093/acprof:oso/9780198787310.001.0001
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 - Insane Mode - The Tesla Story: How Elon Musk has turned and is turning the automotive industry upside down Hardcover - May 23, 2019
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- Article: Agile Mindset Competencies for Project Teams
IO Mikhieieva - Research and Education in Project Management ... - dspace.aepro.com
1. Introduction An agile approach is one of project management approaches ... Although the agile approach originated from software development projects, its success heavily depends on human factor, for example, a mindset [1, 2] and a team's set up ...
- Article MDPI
Gigafactory Logistics in Space and Time: Tesla's Fourth Gigafactory and Its Rivals
Philip Cooke
Mohn Center for Innovation & Regional Development, Western Norway University of Applied Sciences,
5003 Bergen, Norway; cookepn@cardi.ac.uk
Received: 10 February 2020; Accepted: 3 March 2020; Published: 6 March 2020

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- Research Paper: The Successful Delivery of Megaprojects: A Novel Research Method
Giorgio Locatelli, Miljan Mikic, Milos Kovacevic,
First Published October 1, 2017 Other, <https://doi.org/10.1177/875697281704800506>
- Research Paper: What Are the Causes and Cures of Poor Megaproject Performance? A Systematic Literature Review and Research Agenda
Juliano Denicol, Andrew Davies, Ilias Krystallis
First Published February 13, 2020 Research Article <https://doi.org/10.1177/8756972819896113>
- The Three Secrets of Megaproject Success
Clear Strategic Vision, Total Alignment, and Adapting to Complexity Share ARTICLE Quality Management, Risk Management, Complexity 1
December 2017 Project Management Journal Shenhar, Aaron | Holzmann, Vered Shenhar, A. & Holzmann, V. (2017). The Three Secrets of
Megaproject Success: Clear Strategic Vision, Total Alignment, and Adapting to Complexity. Project Management Journal, 48(6), 29–46.

The Influence of »VOLITION« References



References / DOCTORAL THESIS

Project management core-processes as success factor in large projects, in due consideration of structural and external factors. Noe-Nordberg, Florian

Abstract:

Although basic project management methods have been standardised for decades and were applied and refined throughout countless projects, we repeatedly see major projects fail spectacularly. Numerous scientific publications address this paradox, predominantly highlighting the correlation between project success versus structural and external factors. However, there is little emphasis on the effectiveness.

URI: <https://resolver.obvsg.at/urn:nbn:at:at-ubtuw:1-135693><http://hdl.handle.net/20.500.12708/1356>, Library ID: AC15612600



Dissertation

Die Beziehung zwischen Projekterfolg und Kernprozessen des Projektmanagements in Großprojekten, unter Berücksichtigung struktureller und externer Faktoren

ausgeführt zum Zwecke der Erlangung des akademischen Grades eines Doktors der Sozial- und Wirtschaftswissenschaften (Dr.rer.soc.oec.), eingereicht an der TU Wien, Fakultät für Maschinenwesen und Betriebswissenschaften, von

Dipl.-Ing. Mag. Florian NOÉ-NORDBERG, BSc

Matr. Nr.: 00327367

unter der Leitung von

Hon.Prof. Dr.phil. Wolfgang E. Katzenberger
Institut für Managementwissenschaften

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