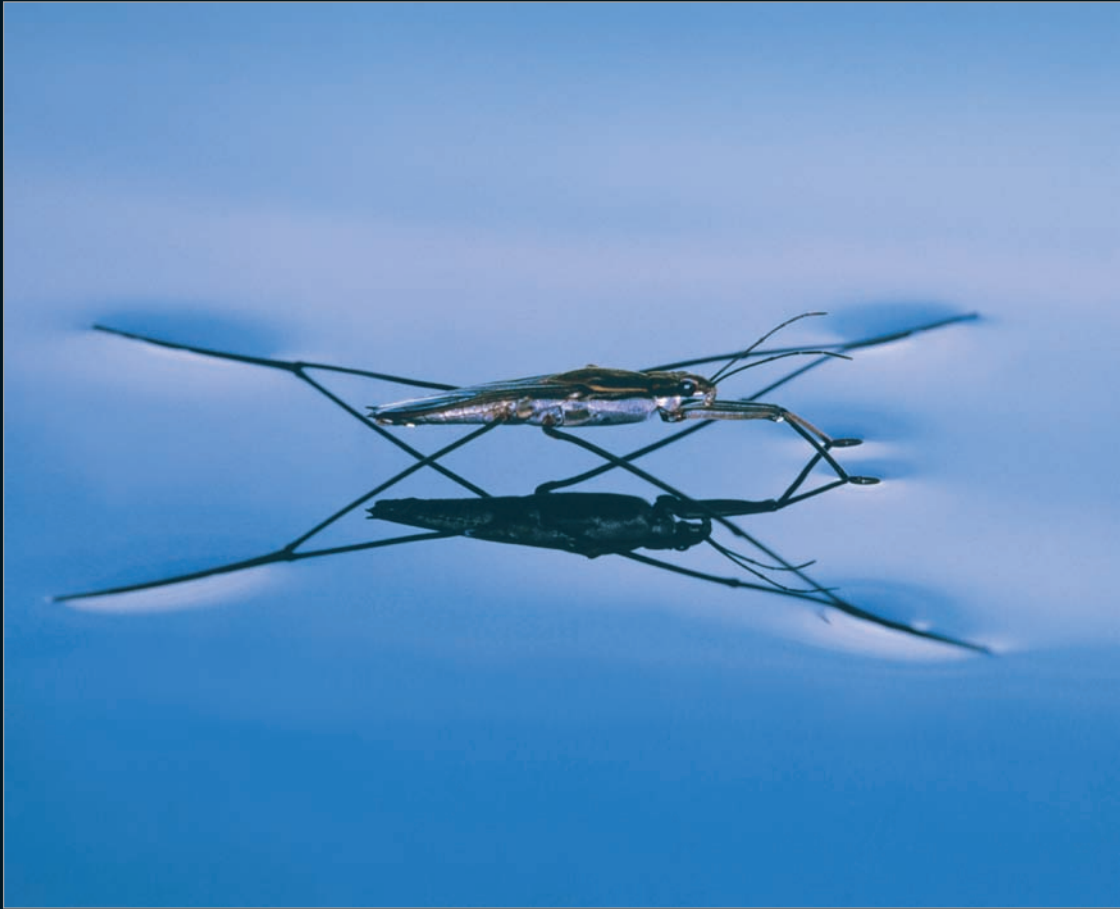


# 2





The biggest mistake  
we can make  
is  
to not take the first step  
because we think  
it would be too insignificant

Author unknown

# Why act? Why affinity? Why process?

I refer to the strategic change process that I've adapted to the various management challenges encountered in the course of my career as the *act!affinity process*.

## Why act?

**Act** stands for *acting*, as in acting is better than reacting.

I believe we were destined to, or should be at least, “act” on our own life’s stage, thereby taking charge and shaping our future. However, there are times when it is better to take a “back seat” and relax—for instance, when being provoked—instead of reacting to another’s actions out of reflex.

The act!affinity process aims for action that goes beyond reacting to changes on the market out of reflex. When the environment of an organization undergoes fundamental changes, corporate distress lurks, or a company’s viability is at risk much more action is demanded of an organization than mere readjustments or precision optimizations. Acting out of reflex just isn’t enough. Now is the time for strategic action: act! The more methodical, courageous, determined, and the faster, the better.

## Why affinity?

**Affinity** is derived from the Latin word *affinitas* and means “relationship.”

I came across the word affinity when I was looking for a word that best reflected an essential feature in my version of strategic change processes.

When organizations or units within an organization are forced to change existing organizational structures, behavior patterns, or goals, then it is a great advantage if those individuals who are directly affected are also confident contributors to the change process. These individuals typically have varying interests, but since they work for the same organization, they naturally share the same desire that their company continue to distinguish itself on the market. People with common goals who otherwise have little in common can turn out to be a magnificent driving force in moving the company forward.

These staff members—who hold key positions—are intimately familiar with the company, its procedures, the clients, and the market. Facilitating the exchange of their knowledge generates synergy and creates collective intelligence, which can be activated in most companies. Provided there is a framework for concerted action, it seems more logical to me to entrust the most competent key players in the company with the responsibility for the blueprint of a new strategy and hold them accountable for its implementation rather than delegating this responsibility to an outside entity.

Therefore, **act!affinity** stands for *taking action* that is, however, neither actionistic nor remote-controlled but instead is guided by the collective intelligence within the organization. Whereby the kinetic energy, inherent in affinity, offers excellent opportunities to reach the

targeted goals and finalize the planned organizational transformation.

## Why process?

When in search of a term that sums up the idea of progressive action, then **process** would have to be the most apt expression.

The act!affinity process cycles through several phases that each take relevant aspects of the transformation process into account. From the very beginning, the process requires particular diligence in clearly defining the mandate and framework. In the core phase an in-house project team develops the new organizational strategy based on the collective intelligence. The implementation phase concludes the strategic process, which therefore concludes the transformation of the company. To ensure holistic action, the act!affinity process also incorporates the implementation of the developed change strategies.

## What distinguishes the act!affinity process?

The act!affinity process is a management tool for the successful development and implementation of strategies that has proven its value in business practice. It is easy to comprehend and can be easily implemented,

provided that the required procedures in applying the act!affinity process are systematically observed. Some of its strengths are that it is anchored in the reality of the organizations, it (almost) exclusively utilizes company resources, it secures uniformity of planning and implementation—and, it is successful!

The act!affinity process is based on the company's internal strengths rather than on the limited knowledge of one single person or elite group. It is designed to activate collective intelligence that exists in the company and harness it for change management processes.

## The reason why many change processes fail

In our enlightened world, there are any number of books on the topic of strategy development, change processes, and organizational learning. There is hardly anything or nothing that hasn't already been written on the topic of "managing complex projects."

Yet, according to the findings in current studies, despite this enormous wealth of knowledge, only a fraction of the strategies that were effectively worked out were being effectively implemented.

In my opinion, the reason why change management processes fail (partially) can be attributed to the fact that, already in the initial phase of the strategy develop-

ment, companies are neither understood nor adequately respected as social organisms. The truism is too easily forgotten: Business is about human beings.

A process designed to achieve changes that are oriented towards the future has to support those affected in discovering and building the bridge into their future on their own. Many change processes that are launched do not rise to the challenge. The act!affinity process, on the other hand, banks on the collective intelligence and turns the in-house players into the planners of the change strategy and the "bridge builders" of successful change.

Questions



Answers

**Is it correct that most strategic projects that are initiated are not implemented effectively?**

➤ Whether there are five, seven, or nine out of ten projects that don't reach their goals is anyone's guess. However, according to my observations it is correct that there are too many change management processes that don't achieve their goals.

If you take a closer look at those change processes that come to a standstill, you will come across all sorts of peculiar things. Typically out of ignorance, first warning signals are overlooked, then in an attempt to compensate there is a frantic flurry of activity. If the crisis cannot be averted this way, then consultants are brought into the company who are expected to come up with magical strategies in a great hurry and, if need be, take the sledgehammer approach. In the hustle and bustle of change activities, it often goes unnoticed that the company's own key players become alienated in the process. Strangely, when the consultants hand over their strategic plan, management's initial vigor with which the change process was pursued subsides, as if to say: The work is done, let others take care of the rest. It's not surprising, then, that those change management processes will never end up in the company's DNA.

### What characterizes the act!affinity process?

➤ The act!affinity process is inclusive not exclusive. It takes the organization very seriously and does not insult the intelligence of its key performers. It encourages participation in the new company strategy, instead of delegating the responsibility to a consultant or elite group. It places emphasis on the strategy's compatibility with its corresponding business environment and considers the implementation process an integral component of the total change process. The act!affinity process will not be launched until the parameters of the change management process have been determined and approved by management and a mutual understanding has been reached regarding the active role management plays during the entire course of the change process.

### Is there really such a thing as collective intelligence within a company?

➤ Certainly! And to make use of it in the change management process is another important key to success with the *act!affinity process*. That is because the act!affinity process brings people together who possess relevant knowledge in particular areas, and while at first they have differing views, in the course of developing partial results, they are forced to agree on one view, that is, reach consensus through discussion. The dynamics of this type of communication process are enormous. Either everybody reaches the goal or nobody. Everyone embarks upon an adventurous journey, no one remains

unaffected. And at some point everybody gets the incredible and indescribable sense that together they can achieve more than one single person could. Collective intelligence has immediate positive repercussions, asserts authority, and becomes a process in itself, a self-perpetuating process, which—once activated—fluidly moves forward on its own in a manner similar to the momentum in a swing.

### Can collective intelligence be found in every company?

➤ There was, at least, collective intelligence in every company I worked for so far. And after all, behind every business operation there are individuals who know their part of the business very well and whose individual expertise can be integrated into the web of collective intelligence. ■



3



Chapter 3



A frog in a little pond  
knows nothing of the  
vastness of the ocean

Chinese proverb

# An overview of the act!affinity process

- The act!affinity process cycles through three core phases
1. Strategic intent & strategic framework
  2. Strategy development
  3. Implementation

## Phase 1: Strategic intent & strategic framework

The strategic intent & strategic framework phase serves to clarify all essential questions before the project teams start the work. The activities during this phase result in the project sponsor's first go/no go decision as regards the further course of the process.

The project sponsor is normally the person in the organization responsible for the strategic changes; this is typically the board of directors, the supervisory board, or top management. The project sponsor defines the intended strategy, determines the strategic parameters, and appoints the program manager who is responsible for the change management process. The project sponsor, therefore, decides on the strategic framework and the scope within which the total change process is to take place. The sponsor will include the program manager in determining the overall framework.

Phase 1 will have been successfully completed when the sponsor, in consultation with top management and the program manager, has decided on the strategic intent and on the framework of the change process to be initiated. The framework contains the areas that are to be changed (either strategically and/or from an operational excellence perspective) and the goals that are targeted. Ideally, the leadership will have also reached an agree-

ment on the total expenditures that will be allotted for the execution of the process.

## Phase 2: Strategy Development

In phase 2 of the act!affinity process, a special project team, led by the program manager, is responsible for working on the actual strategic development process. In four sequential steps, the team explores and produces findings in the following areas:

- a) As-is analysis
- b) Development of visions
- c) Determination of goals derived from visions
- d) Development of the implementation strategies (how to bridge the distance from the as-is situation, that is, the current situation, to the above mentioned goals)

All four phases of the strategy development are specifically oriented towards the strategic framework, which provides the fundamentals, direction, and the success metrics.

Phase 2 concludes by introducing the new company strategy to the project sponsor. The dense and quality information provided in the supporting documents allow for educated decision-making.

Phase 2 will have been successfully accomplished when a sustainable concept for the strategic change has been worked out for the company.

## Phase 3: Implementation Phase

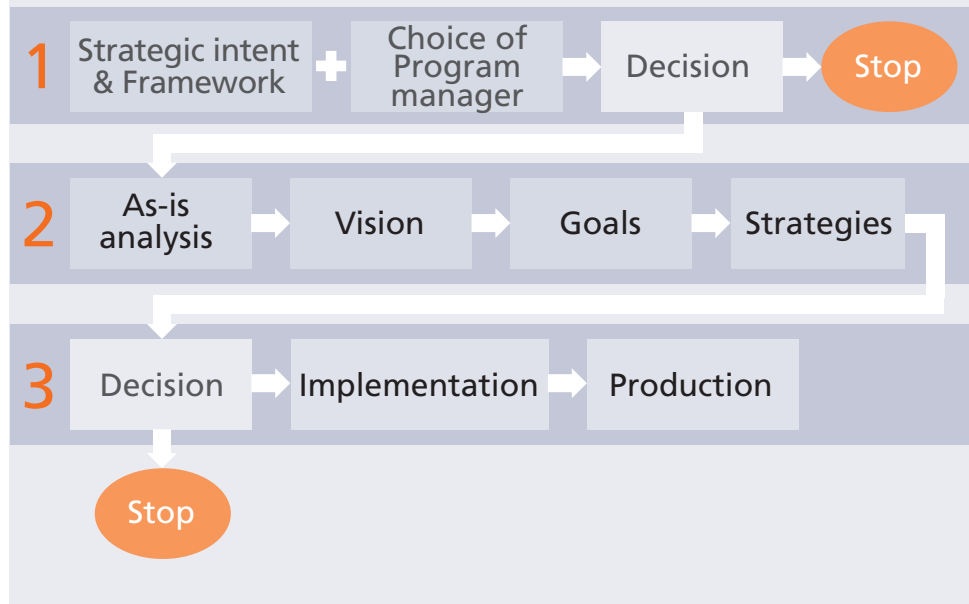
At the beginning of this phase, the sponsor evaluates the proposed change strategy and makes a go/no go decision. If a go decision was made, then the project team, under the direction of the program manager and in consultation with the operational management, begins the implementation of the strategies.

Phase 3 of the act!affinity process will have been successfully concluded when the new processes have become ingrained in the DNA of the company through the daily use in its day-to-day business affairs.

Chart 1 illustrates the core phases and steps involved in the overall flow of the act!affinity process:

Image 1

## The three phases of the act!affinity process



Questions



Answers

**Which performance targets should be clarified with the project sponsor?**

➤ In my experience, it should be very clear what executive management’s strategic intent is, how the act!affinity process is supposed to work, why the collective intelligence should be utilized rather than “detached” experts, and in which ways the sponsor, the leadership, and the program manager have to be able to completely rely on each other during the entire process.

**What is important in the act!affinity process with respect to the strategic framework?**

➤ The entire work of the program manager and the project team is geared to the strategic framework. Accordingly, the framework has to be clear and binding and reflect the performance targets for the change process provided by the sponsor in order to function as a guideline for all involved in the process. If the framework does not meet these requirements, then the work of the project team and the program manager will lack direction. The strategic framework also has to be substantial enough so that it serves as a measurement tool to determine how efficiently the launched project work corresponds with the given performance targets.

### **Isn't it counterproductive to determine the performance targets in every detail?**

➤ No, the more essentials that are resolved before the work of the project team begins, the more certain it is that the process will reach its goal. Quite frequently strategic change processes fail because, suddenly in the middle of the project, the mandate, lines of authority, and resources need to be discussed. For this reason our principle that also pertains to the strategic intent phase is: Thoroughness comes before haste. This goes especially for the strategic framework that needs to contain unambiguous and clear information.

### **Will a new hierarchical level be created for the program manager's position?**

➤ No. In the act!affinity process, the program manager is responsible for the change management process, the operational management of the daily business. For this reason the program manager is not given sufficient authority to affect the hierarchical structure. His or her authority is a result of the leadership's mandate to successfully execute the change process. One of the prerequisite skills that the program manager must have is the ability to use his or her authority discriminately when necessary.

### **How independently does the project team work?**

➤ The project team represents the collective intelligence of the company. There couldn't be a better selection of committee members within a company because each member has significant expertise and knowledge in his or her respective field that allows each to find solutions to the concrete problems posed by the change process. This shows the level of responsibility and independence that the project team has. The team arrives at its own assessments, findings, and conclusions. ■



# 4



Chapter 4



One must start  
with the Impossible  
in order to reach  
the Possible

Hermann Hesse

# The assignment of tasks and lines of authority

The act!affinity process is a time-limited process that is designed to develop and implement a new strategy within an organization.

## Who has the leadership responsibility in the act!affinity process?

In this chapter I would like to take a closer look at how parties involved in the process can most effectively communicate with committees within the organization and who takes over which tasks and which responsibilities during this time.

But first, I would like to point out the following: One of the advantages of the act!affinity process is its scalability, which allows for the process to be applied to organizations of varying sizes, even when a company increasingly diversifies its operations due to the expansion. In this chapter I will describe fictional situations within a company and leave it up to the readers to use the information in areas that are applicable to their own company.

The responsibility for the success of the act!affinity process is held by the

- strategic leadership
- operational leadership
- program manager

Chart 2 provides an overview of the leadership committees' responsibilities:

# Areas of responsibility in the act!affinity process



Let's take a closer look at the areas of responsibility and the lines of authority during the act!affinity process.

## The strategic leadership

The strategic leadership role is assumed by top management and/or by its governance body. The person in this

position has recognized the need for a new strategic alignment, initiates the act!affinity process, and authorizes its introduction into the company to develop a new strategy and optionally implement the strategic plan. At the beginning of the process, the project sponsor determines the qualitative and quantitative parameters of the strategic framework within which the changes are to take place. The project sponsor has the ultimate supervisory and decision-making authority during all phases of the act!affinity process.

The project sponsor knows that the act!affinity process will bring about fundamental changes within the company and that during such processes the company is very likely to encounter resistance and possibly even crisis

situations that will have to be overcome. For this reason, the strategic leadership should not leave any doubt about the inevitability of the need for the strategic change in the company during the entire act!affinity process.

If the project sponsors have not yet agreed on the time issues involved or the extent of changes, then these

differences must first be settled before the act!affinity process can start. After all, how convincingly can the strategic leadership promote the need for the change process if the leadership itself doesn't stand on common ground? How would the leadership be able to overcome resistances if its behavior gave reason for doubt?

The act!affinity process is only as successful as the project sponsor behind it. This is a truism, but the parties involved in the process don't always remember this at all times during the course of the project.

## The operational leadership (Management)

During the entire act!affinity process, the operational leadership—I am referring to management here—is responsible for the day-to-day business, which has to operate properly in the times of strategic change as well. Management supports the program manager in recruiting only key staff in leading positions for the project team and delegating assignments and responsibilities to the team. This is important since the project team develops the blueprint of the new organizational strategy. Management provides the program manager with any vital information regarding the company and its environment, backs the program manager 100% once decisions have been made, and is at all times available to the program manager.

Once the new organizational strategy has been developed, management also holds responsibility in ensuring that the operational goals of the change process are reached and that the business operations in the newly aligned company can be moved forward successfully.

This statement might lead to the misconception that management plays a more passive role during the strategic intent phase and the development of the change strategy and that it does not actively take part in the act!affinity process until the implementation phase. There are substantial reasons why this is not possible and why this misconception needs to be clearly addressed:

- If management doesn't have a burning interest in the change process right from the start and doesn't execute the process offensively, then why should the staff?
- If management doesn't convincingly exhibit complete confidence in the advantages of the process right from the start, then how should the employees overcome their fears of the perceived disadvantages?
- If management doesn't stand behind the act!affinity process with absolute conviction right from the start, then how likely is it that management will be committed to reach operational goals during the implementation phase?

Management represents the operational leadership in the company. Particularly in times of difficult change

processes, management has to be an example to whom employees at all levels can look and whom they can follow.

## Management's attitude towards the strategic change

Management within a company plays an important role in all three phases of the act!affinity process. The project sponsor is well advised to deal with his managers' attitude towards the process before the actual strategic change management process is launched. In order for management to be successful during the implementation of the strategic change process, it has to:

- Clearly understand why the strategic change is needed
- Have the desire to effectuate the change
- Be able to actively participate in the change process

If it becomes evident that there could be deficits with respect to a manager's knowledge, willingness, or capability, then the project sponsor needs to deal with these vulnerabilities before the act!affinity process is started. The project sponsor may very well discover a lapse of his own that could contribute to the deficits in management as well.

Now let's take a closer look at the potential deficits in management and their underlying causes, since these have a significant impact on the success of the act!affinity process.

## Deficits in management

Deficits in management can potentially compromise any change process and urgently need to be addressed and resolved.

In the event that management lacks the willingness to accept change, then it is best that the project sponsor first gain insight into the underlying reasons. There could very well be legitimate reasons why managers resist strategic changes, as is exemplified in the following:

### ● Impending decrease in income

The managers in charge of the strategy implementation are measured by the operational success of the company. The planned change process burdens the operational cost budget, which reduces the capability to attain company goals and therefore leads to a decrease in income for managers. Why then should managers commit themselves wholeheartedly to a process that might cause a reduction in their income?

### ● The wrong time

The managers in charge of the strategy implementation fear that because of current unexpectedly difficult conditions, the implementation of the new process could be jeopardized as a result. Why then adhere to the current schedule if just a few weeks later the time frame seems much more favorable?

- **Misconceptions**

There are misunderstandings and/or miscommunications between the project sponsor and the managers responsible for the implementation of the new strategy. For instance, management might be under the impression that the supervisory board expects them to increase sales by 50% resulting from organic growth within the next three years. Market research results, however, indicate that this is impossible. What management doesn't know yet is that the project sponsor wants to also accelerate growth through strategic acquisitions. How then should managers achieve operational goals of which they are not convinced?

Knowledge deficits among the managers become a problem when they are unable to adequately understand the drafted strategy and, for that reason, do not want to support it. If the corporate culture fosters an open environment, these knowledge deficits can be freely addressed and the problem resolved by providing answers and explanations on an individual basis.

If it is not a possibility to openly talk about management's gaps in knowledge, then changes in the corporate culture and/or in the leadership committees have to occur for the following reasons:

- A company that discourages talking openly about weaknesses in the system and about individuals without losing face is not very likely to produce the collective energy necessary to effectuate change. If

the strategic change process has already been initiated, then it will probably only be understood by part of management and only accepted in part by the company. As a result, the further the change process advances, the broader the gap within the company and the greater the danger that the strategic change will come to a complete standstill.

- Those managers who cover up their own weaknesses out of fear of losing face won't be able to contribute very much to the act!affinity process, which also addresses internal vulnerabilities within the company, and as the process advances, managers will be less and less able to sufficiently contribute to it. The more the change process approaches the implementation phase, the more vehemently these individuals tend to voice their opinion that, while the change process is actually good, they should however forgo his or her area. This way of thinking may cause unbridgeable disparities in the change process. This will result in significant gaps everywhere, and soon the initial enthusiasm to realign the entire company with its new business goals quickly subsides.

Knowledge deficits in management can also be due to:

- A lack of general understanding of change management processes
- A lack of basic knowledge of current project management practices
- A lack of basic knowledge of the advantages of interdisciplinary work and open communication



## How to handle knowledge deficits in management

The project sponsor is well advised to take management's unwillingness to cooperate seriously and try to get to the bottom of the underlying causes. As indicated in the reasons listed above, these reservations often have legitimate reasons and should be alleviated through constructive dialog between the project sponsor and management in order to ensure the project's success.

It is not unusual that knowledge deficits or weaknesses in management that negatively impact its active participation in the change process do not become apparent until sometime later during the act!affinity process. Due to the above-mentioned reasons, it would be a mistake to simply ignore these. In examining the weaknesses, it is important to determine the exact cause for the knowledge deficits and which measures need to be taken to curtail and remedy them. Therefore, it is essential to make sure that each manager possesses the required knowledge and capability to actively participate in the change management process *before* the act!affinity process is started and otherwise offer personal coaching.

If, despite the support offered, individual managers continue to be unwilling or unable to support the change process without openly discussing the reasons, then there are very likely to be personal reasons for this or particular circumstances (e.g., burnout, antipathy, hidden agenda, etc.). In this case, changes in the management structure are recommended.

Under no circumstances should the project sponsor abandon the strategic change he or she deems necessary only because management doesn't yet fulfill the required qualifications or fulfills these only in part. On the contrary: In the administration of their duties, project sponsors have an obligation towards their stakeholders (stockholders, founding members, CEO, etc.) to defend, to the best of their knowledge, the long-term success of the organizational alignment, even if this means standing up to management.

## The program manager

The program manager is appointed by the strategic leadership and is directly accountable to the leadership for the success of the act!affinity process.

In middle-sized and large organizations, the program manager is given an office, the program management office, which monitors the overall flow of the act!affinity process, directs the course of operations, and if necessary sounds the alarm early enough to avoid problems. In smaller companies the program manager usually takes on these additional responsibilities. The program manager leads the project team and presides over its meetings and deliberations and guides the team's discussions.

### Selection of an internal candidate for the position of program manager

Whether the program manager's position is filled by an internal or external candidate is decided by the project sponsor.

In-house candidates have the advantage of internal company knowledge. This could be important during the initial phase; however, the outside candidate will be able to quickly attain the same level of insider knowledge, provided that the as-is analysis is clear and accurate. Having intimate knowledge of the company's operations can, however, be a disadvantage and may bring about the two major risk factors that can sabotage the process: biases and organizational blind spots.

Therefore, in nominating an internal staff member as the program manager, internal company knowledge acquired over the years should not necessarily be the primary or sole criteria. Rather, the intellectual capacities of the candidate, his or her leadership and management skills, and his or her impartiality in making decisions about the company should be the determining factors.

What I mean by *impartiality* is:

- Having an unbiased perspective regarding the company's existing operations
- Having the ability to think and act beyond self-interests

The candidate must also gain acceptance across organizational units in order to be able to execute his or her mandate without significant barriers. The in-house candidate must furthermore demonstrate an ability to remain steadfast in representing the interests of the act!affinity process and withstand the resistance met in management without requiring the frequent support of the project sponsor.

### Selection of an external candidate for the position of program manager

The selection of an external manager with temporary management responsibilities is then meaningful to the strategy development process if a suitable in-house candidate is not available and an outside program manager meets the following criteria:

- Line manager with many years of experience in top management, preferably in the capacity of CEO or managing director
- Many years of experience in planning and implementation of strategic processes, change management processes, etc.
- A person who has excellent communication skills and who can bring about a multiplier effect on the change process, internally and externally
- The individual must be a leader who can successfully manage the entire change process from the strategic development to the day when it is handed off to the day-to-day operational activities.

It is advisable that the project sponsor involve the internal or external program manager as soon as possible in the preparatory work for the change process so that he or she can quickly acquire a thorough understanding of the strategic leadership's reasons behind and its intended goals for the strategic change.

An experienced project sponsor will ensure that the program manager shares in the success of the project.

## The program management office

This office is intended to provide the program manager with highly efficient clerical and administrative services that support all of his or her activities. Taking minutes at meetings is one of this office's particular responsibilities. During the initial phase, recording the findings and

results of the work groups is especially important, while towards the end of the project, mostly the target performance comparisons of negotiated strategic measures occupy the office's staff.

The office also assists the program manager in controlling the project. When certain situations threaten to get out of control, it acts independently and contacts the respective teams, determines what needs to be done, and informs the program manager of such events so that necessary action can be taken.

The more added value the program management office provides to the members of the project team, the more indispensable the office becomes.

## The project team

Within the scope of the strategic framework, the project team develops the new organizational strategies under the direction of the program manager and assists in monitoring its implementation. The project team is the key player in phase 2 of the act!affinity process, in which the new organizational strategy consists of four work steps. The members of the project team are appointed by the program manager and the strategic and operational leadership. The team is represented by the most competent decision-makers in the areas affected by the change process.

## Questions



## Answers

### **Which responsibilities does management assume in the first two phases of the act!affinity process?**

➤ The operational leadership will deliberate over the need for strategic change and act in a consulting capacity to the strategic leadership. It will furthermore support the program manager in appointing the project team. During the entire course of the strategy development, the operational leadership will be in regular contact with the program manager to exchange ideas and views regarding the proposals that the project team prepares. The more actively involved the operational leadership is during the first two phases of the act!affinity process, the more successfully it will be able to secure the operational goals of the change process during the implementation phase.

### **Is it completely irrelevant to the act!affinity process whether or not the program manager comes from inside or outside the company?**

➤ Yes. Which solution is better depends on the situation at hand and the quality of the candidate. What is important is only that the applicant meet the complex job profile of a program manager for the act!affinity process to ensure that the change process will be driven by a program manager who focuses entirely on the accurate initiation of the individual processes, establishes lines of communication, and is 100% committed to the success of the strategic change.

**Will the program manager appointed from within the company be able to credibly represent the overriding interests of the process?**

➤ Yes. But it must be ascertained whether the program manager recruited from within the company can in fact do the job. This not only pertains to the prerequisite skills and his or her overall objectivity towards the company but also to the ability to lead the project team that is composed of decision-makers and to competently communicate his or her views to the project sponsor.

**Is the project team an elite group?**

➤ No. Although the project team consists exclusively of decision-makers from the units affected by the change processes, it doesn't work behind closed doors; rather, the team communicates questions, problems, and findings regularly to the areas involved in order to obtain feedback to advance efforts. The act!affinity process operates next to and within the organizational hierarchy systems and presupposes that these function well. Should this not be the case, then wider participation would be encouraged to utilize the existing collective intelligence in the company to produce the change strategy.

**Does the organizational hierarchy impact the work of the project team at all?**

➤ Yes and no. Yes, because only the decision-makers from the involved areas are members of the project team. Otherwise a person's position has no bearing on the work of the project team as it relates to collective intelligence. What is important is reasoning, open style of discussion, respect for the opinions of others, and finally the best mutually developed position. There needs to be an intense back and forth between the team members over what's right or wrong, not what's higher or lower. Those who stubbornly insist on their views just because they're the boss will have a hard time convincing others, especially if others have the better arguments. If a person is not able to adapt, then this could constitute a problem for the project team. Also, the fact that unconventional thinkers sometimes are able to provide the most decisive input will be quickly discovered by the project team.

**Is the collective intelligence within the project team only made up of the decision-makers' knowledge?**

➤ No. Although only decision-makers are members of the project team, those who manage an area or projects responsibly know best which employees possess the most suitable expertise and will be able to best contribute to certain project areas. The project team is free to employ work groups that assist the team;

hence, the collective intelligence factors in more than only management-level knowledge. Also, it is left to the discretion of the project team to gather information internally or externally on the views and perceptions of larger groups and to integrate the results into its decision-making.

**What does the program manager do if he or she comes across deficits in management?**

➤ Act in an open, direct, and constructive manner. He or she doesn't beat around the bush, instead, emphasizes individual support. For this reason too, a program manager must have exceptional leadership qualities. ■