

LEADERSHIP DEVELOPMENT & PEOPLE MANAGEMENT

CASE STUDY ONE: TWO PROJECT MANAGERS AT DEVTRACO

Devtraco Courts at Tema Community 25 is the largest gated community in Ghana. Across the 205-acre site, construction proceeds in phases, with multiple project managers each responsible for a cluster of housing units. Two of those project managers, Kwame and Akua, were promoted at the same time, eighteen months ago.

Kwame manages a cluster of 60 housing units. He runs his site tightly. He is at site by 6:45 every morning, walks the cluster three times a day, knows the construction schedule by heart, and personally signs off on every milestone. His artisans respect him. His direct reports the assistant project managers and site supervisors under him carry out his instructions efficiently. His cluster is on schedule and within budget.

Akua manages a cluster of 80 housing units. She is also on site by 6:45. But her day looks different. She walks the site once in the morning with her three site supervisors, listens to what they raise, asks them how they will resolve it, and steps back. She holds a 30-minute team meeting every Monday with everyone from the supervisors down to the foremen.

She has trained her supervisors to sign off most milestones themselves; she signs only the critical ones. She spends most afternoons either coaching one of her supervisors, in cross-functional meetings with sales and customer service, or in design discussions with the architectural team about future phases. Her cluster is on schedule, within budget, and unlike Kwame's has produced two of her supervisors who are now ready for promotion.

Last week, **both Kwame and Akua** were considered for the role of Senior Project Manager overseeing the entire phase, which would manage five clusters. The Head of Construction selected Akua. Kwame was disappointed and asked his manager for honest feedback on why.



DISCUSSION QUESTIONS

- Which of the four sources of influence does each leader primarily draw on?
- If you were giving Kwame honest feedback, what three behaviour changes would you ask him to make in 90 days?
- Which of them more closely resembles your own current practice?
- What does that tell you about where to focus?