

# SWIMMING AGAINST THE CURRENT COURAGE IN PROJECT CONTROLS

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Head of PMO  
Dubai Municipality

# WHAT IS COURAGE?

**“The mental or moral strength to Venture, Persevere, and withstand Danger, Fear or Difficulty”**

**Merriam- Webster**

#1 NEW YORK TIMES BESTSELLER  
OVER 3 MILLION COPIES SOLD

# Brené Brown

PhD, MSW

# IMPE

# R F THE GIFTS OF

# IMPERFECTION

# ECT

*including  
new tools to  
make the  
work your  
own*

“Today, courage is more synonymous with being heroic. Heroics is important and we certainly need heroes, but I think we've lost touch with the idea that speaking honestly and openly about who we are, about what we're feeling, and about our experiences (good and bad) IS the definition of courage.”

**Brene Brown**

بلدية دبي  
Dubai Municipality

Project Controls  
EXPO  
UAE, Middle East



# SWIMMING AGAINST THE CURRENT

My Definition of Courage

# COURAGE IN THE REALM OF PROJECT MANAGEMENT



**COURAGE TO:**

**ENVISION**

**UNLEARN**

**INNOVATE**

**CHANGE**

**COMMIT**



# COURAGE TO ENVISION



المغفور له بإذن الله الشيخ زايد بن سلطان آل نهيان  
تغمده الله بواسع رحمته  
SHEIKH ZAYED BIN SULTAN AL NAHYAN

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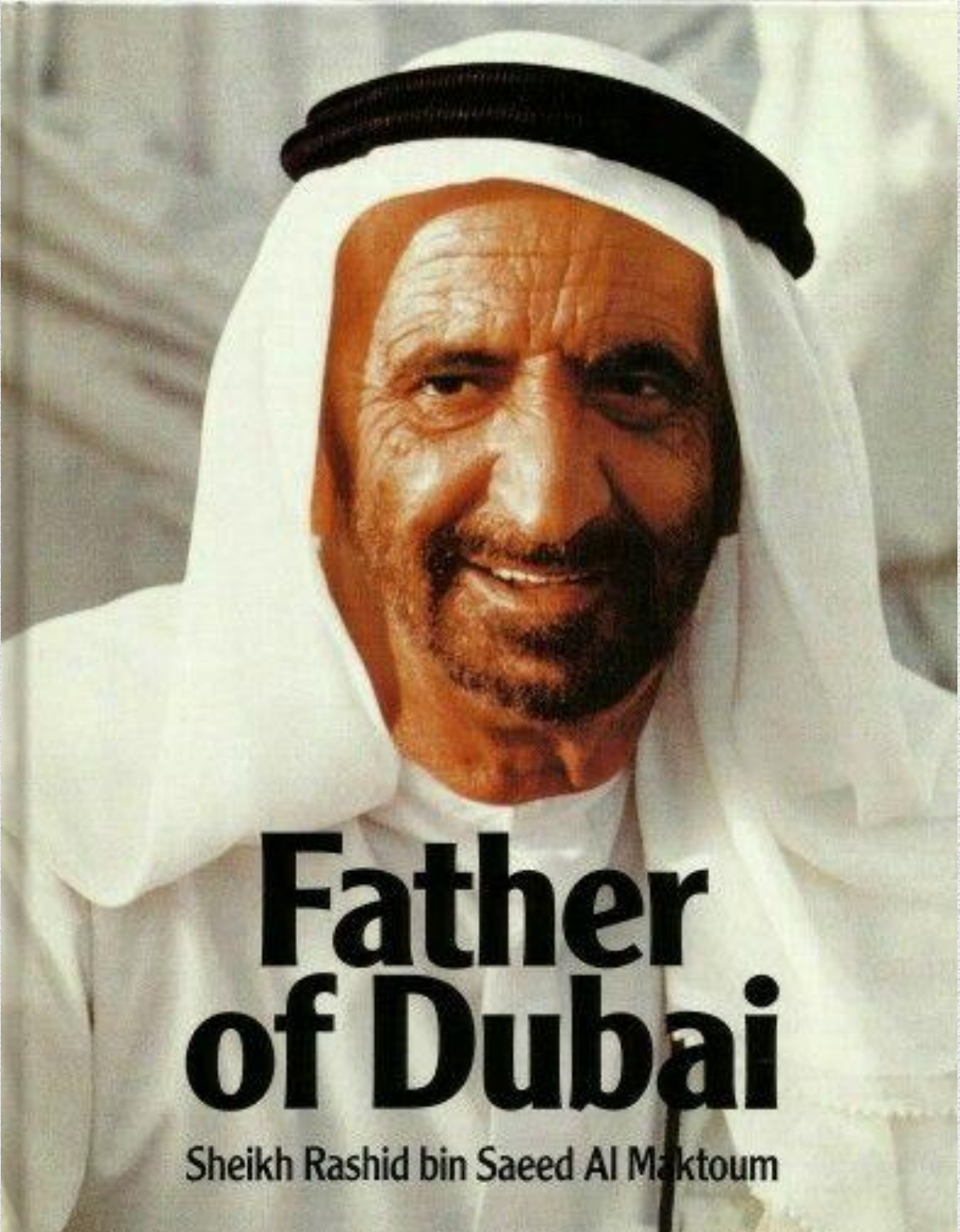


# COURAGE TO ENVISION



**“The desert environment has taught us to be patient until the land blossoms, bestowing its bounties on us. Thus, we have to progress to achieve the aspirations of our people.”**

*H.H. The Late Sheikh Zayed bin Sultan Al Nahyan, Founder of the UAE*



**Father  
of Dubai**

Sheikh Rashid bin Saeed Al Maktoum

# COURAGE TO ENVISION



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# COURAGE TO ENVISION

“Our goal is serious work,  
continuous vigilance, and a feeling  
that interacts with the aspirations  
and hopes of our people for a  
better life and a prosperous future,  
God willing”

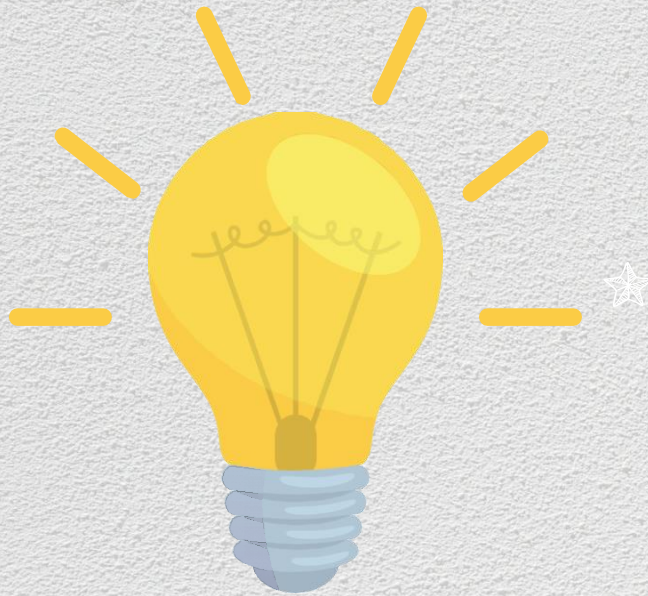
*H.H. The Late Sheikh Rashid Bin Saeed Al  
Maktoum, Founder of Dubai*



الجاد وسهر متواصل وإحساس متفاعل مع أمان  
في حياة أفضل ومستقبل زاهر باذن



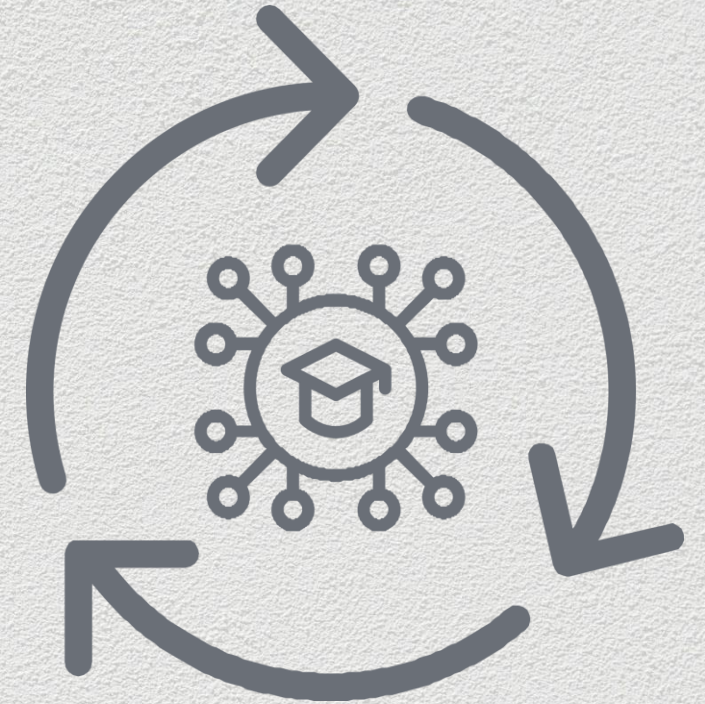
# COURAGE TO UNLEARN



Learning



Unlearning



Relearning

# COURAGE TO UNLEARN

Accept the  
consequences of  
the agile mindset

Develop your inner  
curiosities

Tweak the  
best practices

# COURAGE TO INNOVATE

Challenge the status quo

Take calculated risks

Accept failures

Pay attention to latest trends and technologies

Create your own sandbox

# COURAGE TO INNOVATE



**Lee Lambert**  
PMP Founder, PMI Fellow

Generative AI applications enhances decision-making, resource allocation, budget estimation, project planning and many more..

**COURAGE** is a vital ingredient to  
**CREATE INNOVATIONS** and bring  
**CHANGE.**

*“Ai helps in realistically planning projects based on previous experiences, there is no such thing as an accurate plan but there is a realistic one”*

# COURAGE TO CHANGE

<b>V</b>	<b>VOLATILITY</b> Well-understood events Unstable / unpredictable	▶ <b>VISION</b> Define and communicate "True North" Keep organization focused on mission and values
<b>U</b>	<b>UNCERTAINTY</b> Known cause / effect Unclear impact	▶ <b>UNDERSTANDING</b> Gain actionable insights via diverse perspectives Interact directly with employees and customers
<b>C</b>	<b>COMPLEXITY</b> Many interconnected parts Too <i>many</i> signals	▶ <b>COURAGE</b> Abandon "traditional" management techniques Experiment, try new things, take risks
<b>A</b>	<b>AMBIGUITY</b> No precedents Uncharted territory	▶ <b>ADAPTABILITY</b> Adopt flexible tactics to preserve strategy Maintain multiple contingency plans

"VUCA 2.0"

  MICHAEL FISS

Change is inevitable in this VUCA World, but how can you manage the change courageously?

Bill George, a professor at Harvard Business School

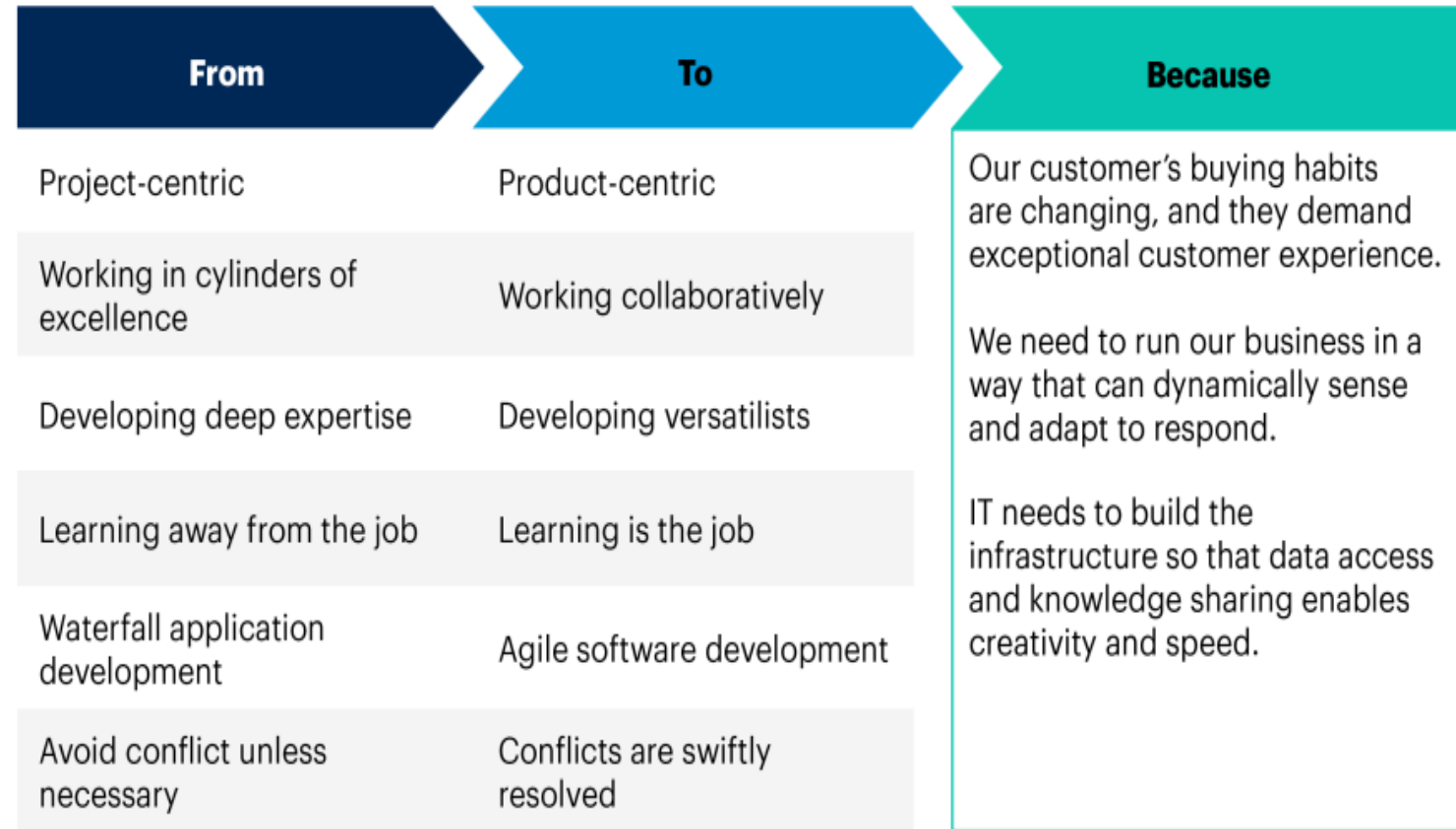


# COURAGE TO CHANGE

A Courageous  
Change needs tools

The From/To/Because Model to  
Accelerate Culture Change  
from Gartner

## Example of a Completed From/To/Because Statement



Source: Gartner  
792657\_C

Current behavioral  
patterns

The direction of  
the future

Why Change

Gartner

# COURAGE TO COMMIT



H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, 4<sup>th</sup> of Feb 2024

“In 2020, before the Covid crisis... we announced from the Dubai Council a **target for Dubai’s non-oil foreign trade to reach two trillion dirhams by 2025...** Then the Covid crisis came, and the team informed me of the impossibility of achieving the goal as a result of this crisis, which... "It hit the global trade movement."

His Highness added: “**Life experiences have taught me that crises are the best time for development and thinking outside the ordinary. We launched many initiatives, developed policies, changed and facilitated procedures during the largest global crisis that lasted for nearly two years. Today, a year before the deadline, we have reached our goal, thanks to God and his success..**

**"This is Dubai, we say what we do, and do what we say."**

# COURAGE TO COMMIT

When you embark on a new project, you and your team collectively commit to meeting the project's intended value

Courage is needed to face challenges you may face along the way, have tough conversations, and make tough decisions

# SWIMMING AGAINST THE CURRENT

is not only about reaching the destination; it's about the journey of self-discovery, pushing boundaries, and leaving a lasting impact in this community of project management

# COURAGE IN THE UAE'S CULTURE



# THANK YOU