



Performance Coaching for Complex Projects: Influencing Behaviour and Enabling Change (Advances in Project Management)

Tony Llewellyn

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Performance Coaching for Complex Projects recognises a world of complex undertakings for which the common transactional mindsets and methodologies will not produce the required results. The author advocates, instead, the novel concept that the project manager or team leader should coach the team as part of their role. Managing complexity requires greater use of influence and less reliance on coercion. Learning how to recognise the clues that reveal personal preferences, character traits and motivations will allow you to communicate in a way that recognises how different team members see the world. Team coaching helps the project team work together to think through their issues and then collectively implement the solution. Tony Llewellyn has structured his book in two parts. Part I looks at the challenges of complexity and makes the case for a shift from a transactional directive mindset to a transformational coaching philosophy. Part II introduces a model of project team coaching including the processes and methodologies that have been shown to be effective in improving team performance. Complex projects are invariably messy, not least because of the human factors associated with them. Performance Coaching for Complex Projects is essential reading for anyone responsible for managing in uncertain, challenging and changing environments.



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