Managing the Unknown: The Role of Senior Management

The book has, so far, concentrated on the methods, tools, and mind-sets available to, and used by, the project team. However, the project team cannot accomplish the difficult task of mastering unforeseeable uncertainty alone. It is embedded in a context, and although the team has the responsibility of managing its stakeholder network (as we discussed in Chapter 11), it needs the help of senior management.

Senior management cannot simply delegate to the team the responsibility for successfully leading novel projects and then let them survive or die on their own. The task is, well, too unforeseeable and too difficult. Senior management has the responsibility of setting up the project team in a way that it is given a chance, and supporting it on the way. This is what our final chapter discusses. Chapter 12 outlines three key responsibility areas that senior management must shoulder.