

FUTURE-FIT PROJECT LEADERSHIP



Project
Management
Institute
Finland

Hannu Blomqvist



How multinational project leadership is evolving in today's increasingly complex business environment

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Hannu Blomqvist
PMO Manager, Codemen Oy
Trainer, Equ Pro



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- PMO Manager, Codemen Oy | Trainer, Equ Pro
- 25+ years leading international projects and programs
- Experience across multi-stakeholder, multi-vendor and multicultural environments
- PMP®, Certified Scrum Master®



AGENDA

- The New Reality of Global Projects
- How Multinational Project Leadership Has Changed
- Understanding Project Complexity
- Capabilities for Leading Through Complexity
- Creating alignment: practical lessons and takeaways

GROWING DEMAND AND CHANGING ROLE

PMI:

- Global demand for project talent could grow by 64% by 2035
- The talent gap could reach almost 30 million project professionals
 - PMI, Global Project Management Talent Gap (2025)

World Economic Forum:

- Project Manager is listed as the 12th fastest-growing job role worldwide
 - WEF, Future of Jobs Report (2025)
- Project Manager's role is changing – more rapidly than ever before



THE NEW REALITY OF GLOBAL PROJECTS

- Business environments are changing faster
- Technology is advancing rapidly
- Global interdependence is increasing
- Teams are more multicultural and geographically distributed
- Expectations of work and leadership are evolving
- Projects face greater complexity and uncertainty



HOW MULTINATIONAL PROJECT LEADERSHIP HAS CHANGED

- From relatively stable plans to continuous adaptation
- From fewer cultural perspectives to greater diversity
- From co-located teams to distributed collaboration
- From one customer and supplier to networks of stakeholders
- From directing the work to aligning people and decisions



UNDERSTANDING PROJECT COMPLEXITY

- Project complexity arises when interactions between people, systems and uncertainty make a project difficult to understand, predict and manage
- Complex and complicated are not synonyms
 - Complicated: Many parts, but the problem can be analyzed, and the outcome is reasonably predictable.
 - Complex: Interactions and uncertainty create changing conditions and unpredictable outcomes



DIMENSIONS OF PROJECT COMPLEXITY

- Technical complexity
- Stakeholder complexity
- Cultural complexity
- Organizational complexity
- Business complexity



WHY ALIGNMENT IS HARDER ACROSS CULTURES AND ORGANIZATIONS

- Different interpretations of roles and commitments
- Different communication and decision-making styles
- Different attitudes toward hierarchy, trust and conflict
- Organizational interests that compete with project objectives
- Distance, language and virtual collaboration



CAPABILITIES FOR LEADING THROUGH COMPLEXITY

- Stakeholder alignment
- Cultural intelligence
- Strategic communication
- Adaptive leadership
- AI literacy and judgement
- Systems and business thinking



CREATING AND MAINTAINING ALIGNMENT

- Alignment means that stakeholders move toward a common goal, even when their perspectives, priorities and interests differ
- The best project leaders do not try to control everything
- **They create the conditions for people to move forward together**



HOW THE PROJECT LEADER CREATES ALIGNMENT

- Establish a shared purpose and definition of success
- Make stakeholder interests, expectations and constraints visible
- Involve key stakeholders in planning and decision-making
- Clarify roles, responsibilities and decision-making authority
- Maintain a common view of priorities, progress, risks and changes
- Address disagreements early and continuously rebuild alignment



LESSONS AND TAKEAWAYS

- Complexity comes from interactions and uncertainty, not only from project size
- Multinational project leadership increasingly depends on influence rather than authority
- Alignment requires shared purpose, visible interests and clear decisions
- Effective project leaders enable people to move forward together



THANK YOU!

Hannu Blomqvist
PMO Manager, Trainer
Codemen Oy
Equ Group Oy
+358 44 799 2972
hannu.blomqvist@codemen.fi
hannu.blomqvist@equpro.fi

