

# Case Study 3: Soft-Skills Leadership

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## 1. Executive Summary

This report examines the use of 'Adaptive Governance' to mediate inter-departmental conflict during a high-stakes product launch. Faced with stalling development due to KPI misalignment between Engineering and Marketing, the project adopted principles from the PMBOK® 7th ed. 'Stakeholder Performance Domain' to unify the team (PMI, 2021).

## 2. Governance Architecture

Adaptive Governance was selected to manage the volatility of the launch cycle. Governance shifted from bureaucratic control to active mediation and interest-based negotiation. By facilitating workshops centered on project goals rather than departmental metrics, the governance framework turned the project into a vehicle for cross-departmental trust (Fisher & Ury, 2011).

## 3. Constraint & Risk Analysis

Constraints included: *Launch Date*, *KPI Conflicts*, and *Scarcity of Engineering Resources*. The primary risk was project termination due to internal deadlock. Risk management focused on identifying stakeholders who exerted cultural influence over their teams, even if they lacked formal authority.

## 4. Methodological Application

The *Stakeholder Engagement Matrix* served as the primary instrument for identifying 'Hidden Influencers.' By mapping influence, we re-aligned the team through mediation. The methodology proved that governance is as much a social process as an administrative one, requiring high-level soft skills for successful execution.

## 5. Performance Metrics

[/Image of a project governance framework diagram]

Metric	Baseline	Post-Project	Variance	Strategic Impact
Launch Adherence	Delayed	On-Schedule	100%	Critical

Team Engagement	45/100	82/100	+82%	Significant
Cross-Dep. Rework	High	Negligible	-90%	Significant

## 6. Critical Reflection & References

The success of the product launch was a result of recognizing governance as a social endeavor. Administrative tools provided the structure, but social alignment provided the force. **References:** Fisher, R., & Ury, W. (2011). *Getting to Yes*. PMI. (2021). *PMBOK® Guide 7th Ed.*