

# The Dark Side of projects

**Professor Giorgio Locatelli** PhD FHEA

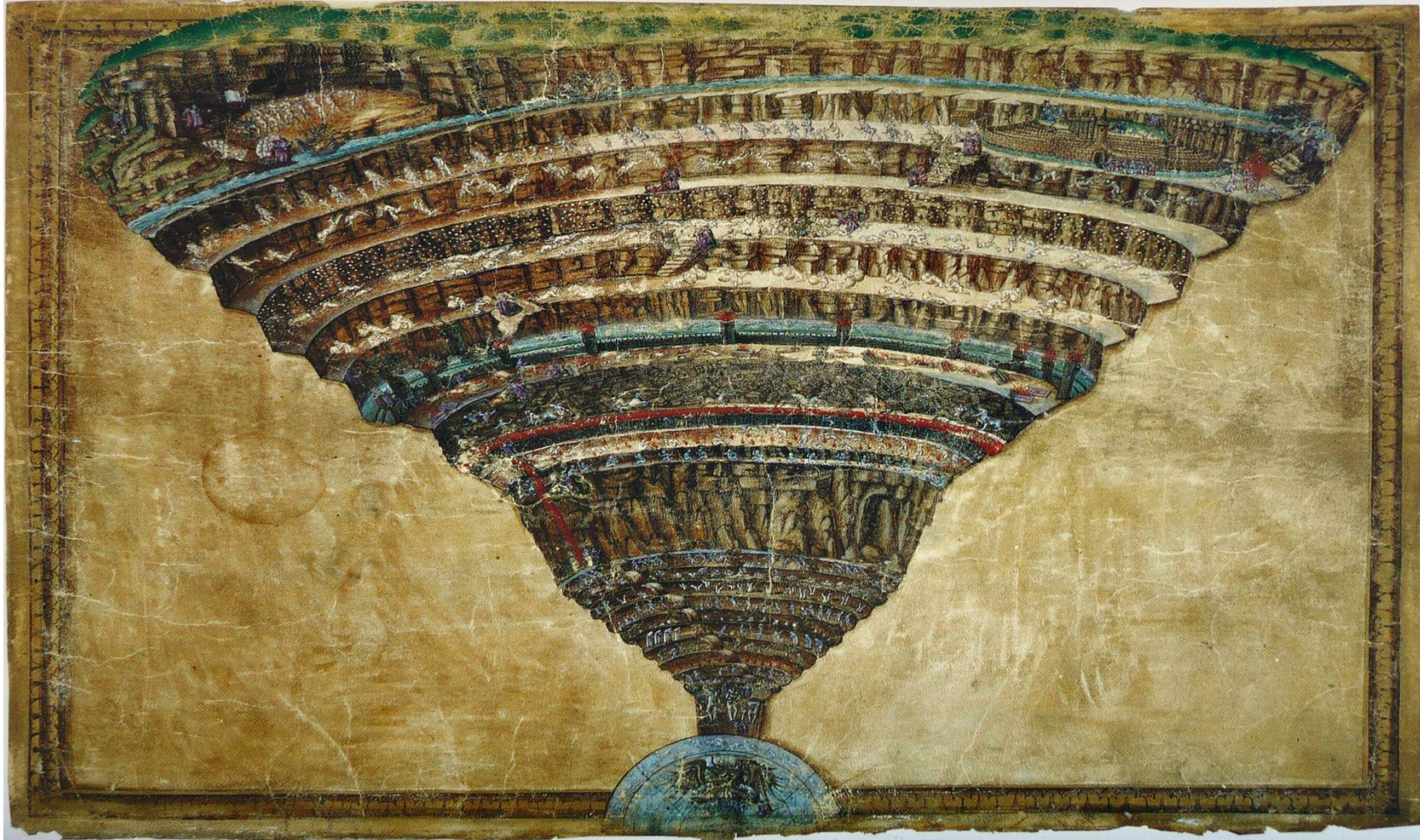
*Full Professor of Complex Projects Business*

School of Management – Politecnico di Milano

Editor-In-Chief – Project Management Journal

[Giorgio.Locatelli@polimi.it](mailto:Giorgio.Locatelli@polimi.it)

# Dark Side – Why do we care?



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# The Dark Side of Projects: Dimensionality, Research Methods, and Agenda

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Giorgio Locatelli<sup>1</sup> , Efrosyni Konstantinou<sup>2</sup> , Joana Geraldi<sup>3</sup> ,  
and Tristano Sainati<sup>4</sup> 

## Abstract

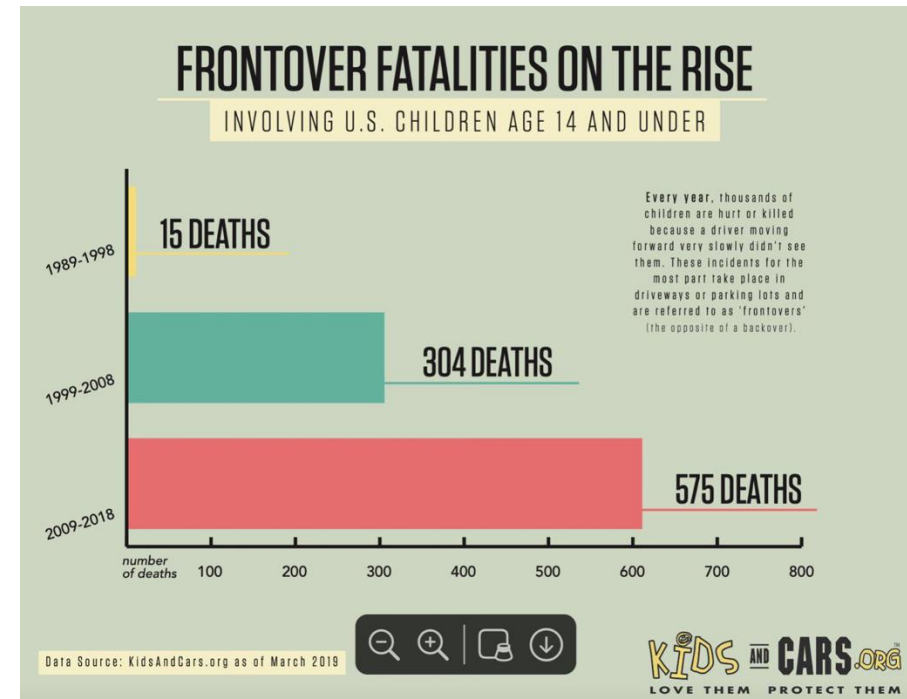
This article presents the dark side of projects, engaging project scholars and practitioners in discussions about sensitive, confusing, uncomfortable, challenging, and questionable phenomena, such as corruption, sexism, money laundering, modern slavery, waste of resources, and organizational politics. The dark side impacts people's lives, questioning the legitimacy of projects as forms of work organization and the political and ideological systems shaping the projects' context. Project scholars and practitioners need to be aware of the harm the dark side of projects may promote. Ultimately, we aim to build awareness, promote research, and help sensitize our community to the dark side of projects.

## Keywords

dark side, ethics, philosophy, morality, discrimination, abuse of power, politics, intellectual irresponsibility

# New Product Development project

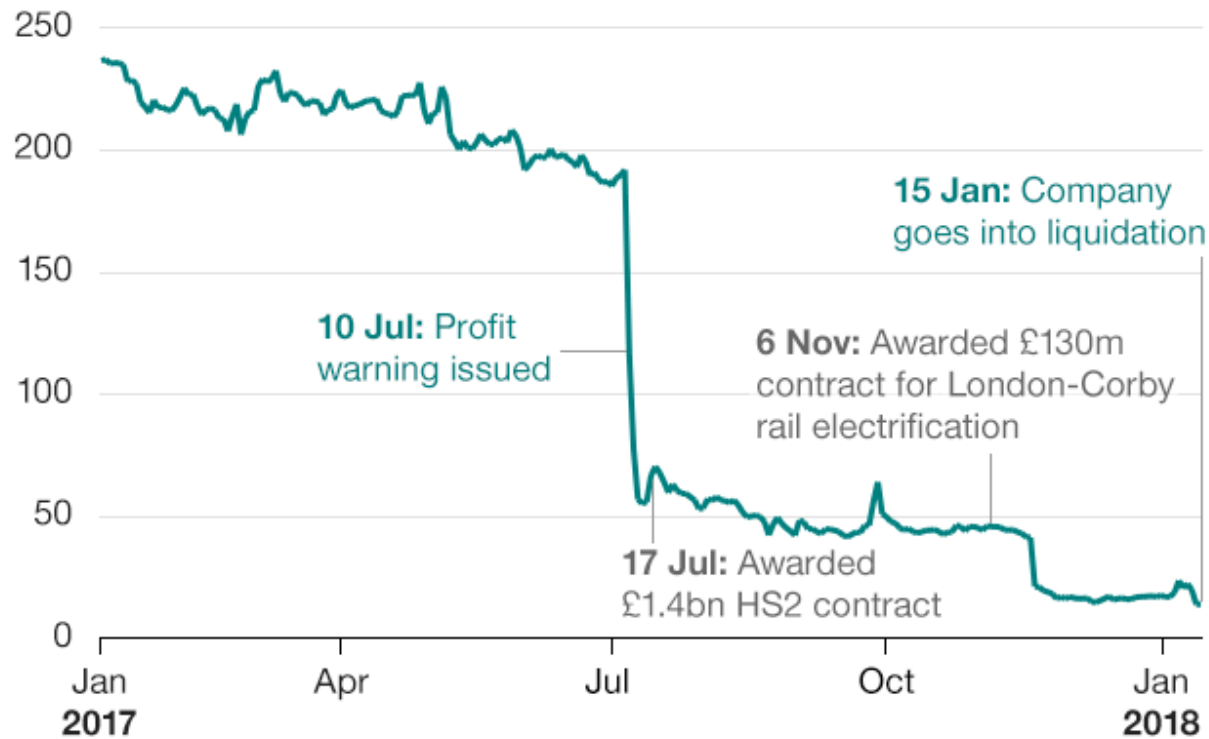
- Who are the stakeholders?
- What's about fuel consumption?



# Project based companies

## Carillion's share price has collapsed since July 2017

Price in pence (Sterling)



One of the largest construction companies in Europe, with 43,000 staff worldwide - 20,000 in the UK

Source: Bloomberg



# Project based companies

*“Carillion’s rise and spectacular fall was a story of recklessness, hubris and greed. Its business model was a relentless dash for cash, driven by acquisitions, rising debt, expansion into new markets and exploitation of suppliers. It presented accounts that misrepresented the reality of the business, and increased its dividend every year, come what may. Long term obligations, such as adequately funding its pension schemes, were treated with contempt. Even as the company very publicly began to unravel, the board was concerned with increasing and protecting generous executive bonuses. Carillion was unsustainable. The mystery is not that it collapsed, but that it lasted so long.” (UK Parliament, 2018)*

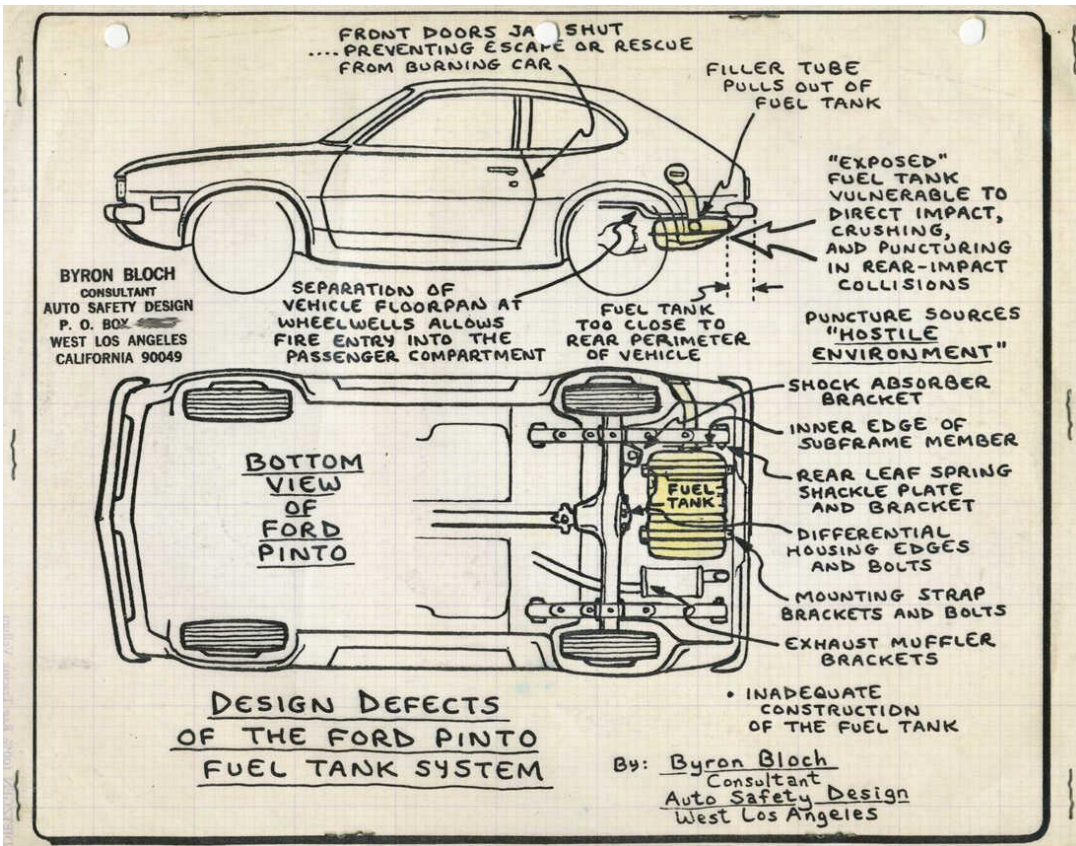
**THE DARK SIDE KILLS PEOPLE AND COMPANIES, JOBS ARE LOST, VALUE AND BENEFIT NOT DELIVERED (E.G. HOSPITAL LEFT UNCOMPLETED)**

# A Famous story and need for theory



# A dark side project: the Ford Pinto

## The issue





# A dark side project: the Ford Pinto

## “The cost benefit analysis”

- 40 crash tests, and in all these crash tests, the problem occurred.
- Ford engineer’s calculation for reducing explosion risk
  - Cost: 12,500,000 vehicles; \$11 per vehicle to make the back part stronger, a total \$137 million
  - Benefits (statistically calculated ex-ante... remember optimism)
    - 180 people dying X \$200 thousand per person = \$ 36 million
    - 180 persons heavily burned but still alive, \$67 thousand per person = \$12 million
    - 2,100 burned cars., \$700 per car,
    - TOTAL roughly \$50 million (Saved)
- Not worth investing in a reduction in the explosion risk

# A dark side project: the Ford Pinto

## Real numbers

- It is estimated that between 500 and 900 people burnt in Pintos.
- Ford did not stop the production of the Pinto even when the dying started
- Ford paid millions of dollars to settle damages out of the court, and they continued to produce the Pinto.
- In August 1978, three teenagers were burned when a truck crashed into their Pinto from behind, and Ford was, for the first time, charged with reckless homicide.
- The reputation damage was huge.
- Ford decided to stop the production of the Pinto.

# A dark side project: the Ford Pinto

## Real numbers

A-4 THE SAN DIEGO UNION Thursday, September 14, 1978

**OTHER VEHICLE'S DRIVER NOT CHARGED**

### Ford Indicted For Homicide In Pinto Crash

ELKHART, Ind. (AP) — A grand jury here indicted Ford Motor Co. yesterday on criminal charges in connection with an automobile crash that killed three teenage girls in a Ford Pinto. The grand jury said Ford knew Pinto fuel tanks were unsafe but did nothing about it.

It said the tanks were "recklessly designed and manufactured in such a manner as would likely cause (the Pinto) to flame and burn upon rear-end impact, and that the Ford Motor Co. had a legal duty to warn the general public."

Ford, which is involved in multimillion-dollar civil suits concerning the Pinto, announced in June that it was recalling 1.5 million 1971-76 Pintos and 30,000 Mercury Bobcats to improve the safety of the fuel tanks, but the recall is just getting under way.

The grand jury, impaneled by Elkhart County Superior Court, indicted Ford on three counts of reckless homicide and one count of criminal recklessness. Maximum penalties would total \$35,000 in fines.

Ford called the action unprecedented and unwarranted, and said it had broken no Indiana law. H.R. Nolte Jr., Ford vice president and general counsel, said in Detroit that the automaker would study the indictment and "take appropriate action."

The charges stem from the Aug. 10 deaths of Judy Ulrich, 18, of Osceola, Ind., her sister, Lynn, 16, and their cousin, Donna Ulrich, 18, of Roanoke, Ill. The three girls burned to death when their 1973 Pinto sedan exploded after being hit from behind by a van on a northern Indiana highway.

The driver of the van was not indicted because, the grand jury said, "although he may have been negligent, we do not believe it constituted a criminal act."

Los Angeles safety consultant Byron Bloch, whose testimony helped bring the indictment, said it "clearly sends a message to Ford and the rest of the auto companies that they must start getting serious about this and shape up their act immediately with regard to fuel-tank safety."

Ford denies the tanks on the Pintos and Bobcats are any more susceptible to explosion than those of other small cars from earlier model years, when no federal rear-end collision standards existed.

The Pinto and Bobcat recall now under way could cost Ford \$40 million or more. The company also has been hurt by declining sales of 1978 Pintos, even though these models contain a redesigned fuel system.

At least six lawsuits involving Pintos have been settled out of court by Ford, including three of more than \$1 million.

The biggest jury award came Feb. 6 when an Orange County, Calif., jury awarded \$127.8 million — including \$125 million in punitive damages — to a teenager badly burned when his 1972 Pinto burst into flames after being hit in the rear by a car going 35 mph.

The trial judge later reduced the award to \$6.3 million, including \$3.5 million in punitive damages. Ford is appealing.



— AP Wirephoto

Three teen-age girls were killed Aug. 10 when this 1973 Ford Pinto burst into flames following an accident near Elkhart, Ind.



# A dark side project: the Ford Pinto

## Some questions

- Why did the company do all this?
- How could these engineers sleep at night?
- Why didn't they stop it earlier?



Dennis A. Gioia

# A dark side project: the Ford Pinto

## Context & Organisations

- Oil crisis: Volkswagen & Japanese car makers, aggressively winning market shares with smaller cars
- Time pressure (remember crashing the project?): Planning schedule crashed from 43 to 25 weeks
- The Pinto is the baby of the CEO of this company, Lee Iacocca. He was in urgent need of a small car at that time.
- Safety was not a popular issue at Ford at that time. CEO famous for always saying, «safety doesn't sell.»

# A dark side project: the Ford Pinto

## Context & Organisations

- Project constraint: the limit of the 2,000s. (*The clear goals...*)
  - Pinto should not weigh more than 2,000 pounds
  - Pinto should not cost more than \$2,000.
- Are you telling the CEO it will cost more than \$2,000?
- The word “problem” was forbidden in this organisation. And the legal department had declared that it should be avoided as a word.
- Classic case of self-censorship. How can you see it as a problem if you cannot say it?
- CEOs like Lee Iacocca were pretty much told what they wanted to hear

# A dark side project: the Ford Pinto Legal

- Crash tests started in 1968. The Pinto is put on the market in 70. So, there's not much data available. And crash tests became mandatory only in 1977.
- In the year the Pinto is brought to the market, you can completely fail a crash test and still market the car.
- It's legal. Engineers are still struggling to interpret the data of the crash test they have started to do

# A dark side project: the Ford Pinto

## The “external pressure”

- Oil crisis.
  - aggressive competition with the car makers who arrive with their small cars.
  - People want smaller and less consuming cars.
- There's growing regulatory pressure.
- The only trump Ford had was the Pinto. There was no other small car available.
- The atmosphere of us against them inside Ford. «All enemies»
  - close like in a medieval castle, «Outside, the idiots. Inside, the guys who know everything».
  - If you develop strong inside-outside group feelings, the beginning of rule-breaking.



# Ethical blindness

*The temporary loss of the ability to see the ethical dimension of a decision at stake. (Prof. G Palazzo)*

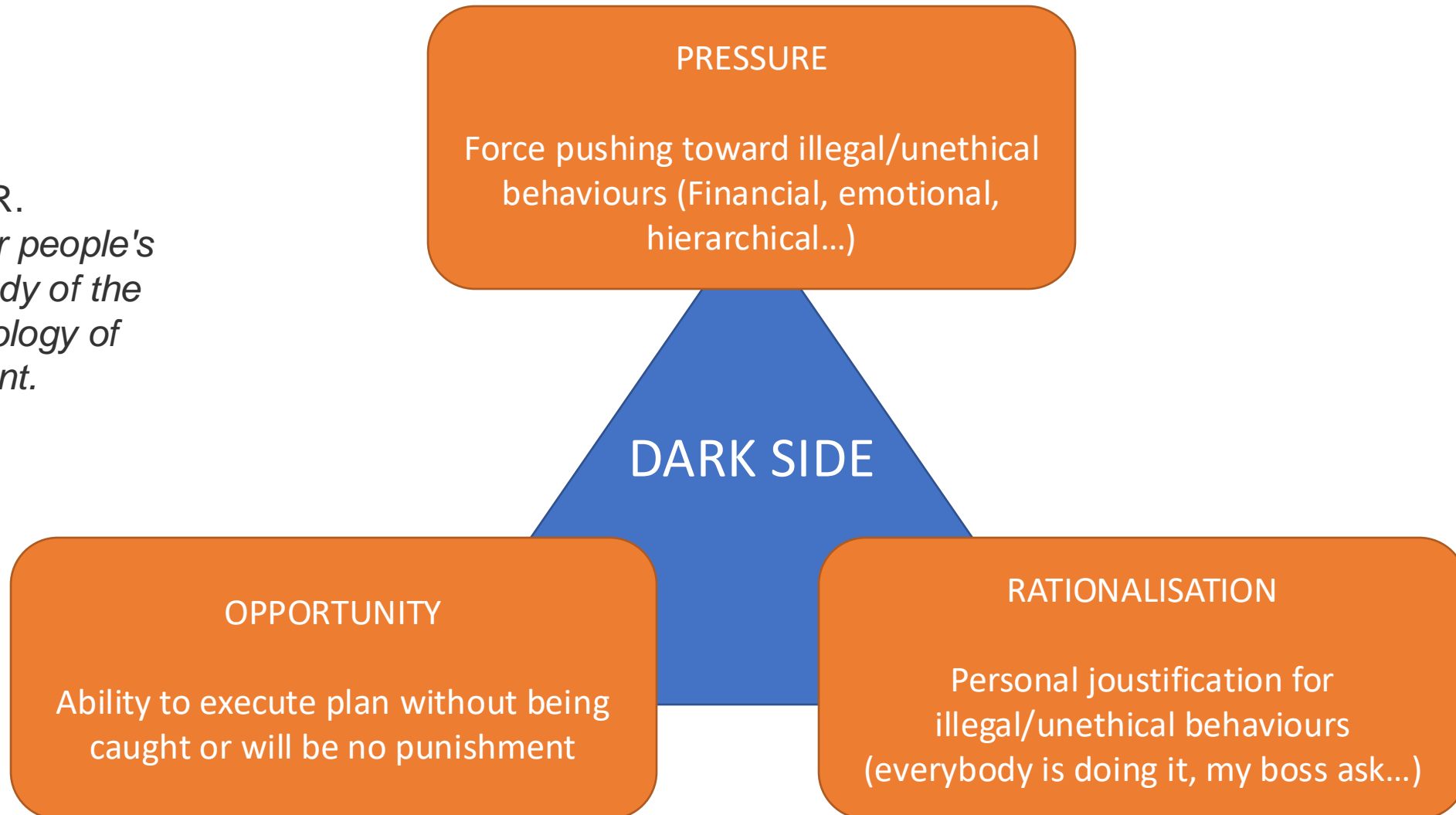


# One of the oldest questions

## Why “good people” makes bad things?

# Fraud Triangle Theory

Cressey, D. R.  
(1953). *Other people's money; a study of the social psychology of embezzlement.*



# So, what's the dark side?



The screenshot shows the RICS World Built Environment Forum website. The header includes the RICS logo and the text 'WORLD BUILT ENVIRONMENT FORUM'. Below the header is a navigation menu with links for 'Megatrends', 'Webinars', 'Podcasts', 'About Us', 'Join WBEF', and 'Partnerships'. The main content area features a breadcrumb trail: 'WBEF > Megatrends > Markets & Geopolitics > The cost of corruption in construction'. A dark blue box highlights the 'Markets & Geopolitics' category. The article title 'The cost of corruption in construction' is prominently displayed, followed by a sub-headline: 'Corruption has always plagued the construction sector. Why, and how can we fight it?'. The date '24 November 2021' is shown at the bottom left of the article content. The background of the article content area is a dark image with a colorful, abstract pattern of light streaks.

# So, what's the dark side?

## Revealed: 6,500 migrant workers have died in Qatar since World Cup awarded


Guardian analysis indicates shocking figure over the past decade likely to be an underestimate



📷 Latha Bollapally, with her son Rajesh Goud, holds a picture of her husband, Madhu Bollapally, 43, a migrant worker who died in Qatar. Photograph: Kailash Nirmal

More than **6,500 migrant workers** from India, Pakistan, Nepal, Bangladesh and Sri Lanka have died in Qatar since it won the right to host the World Cup 10 years ago, the Guardian can reveal.

# So, what's the dark side?



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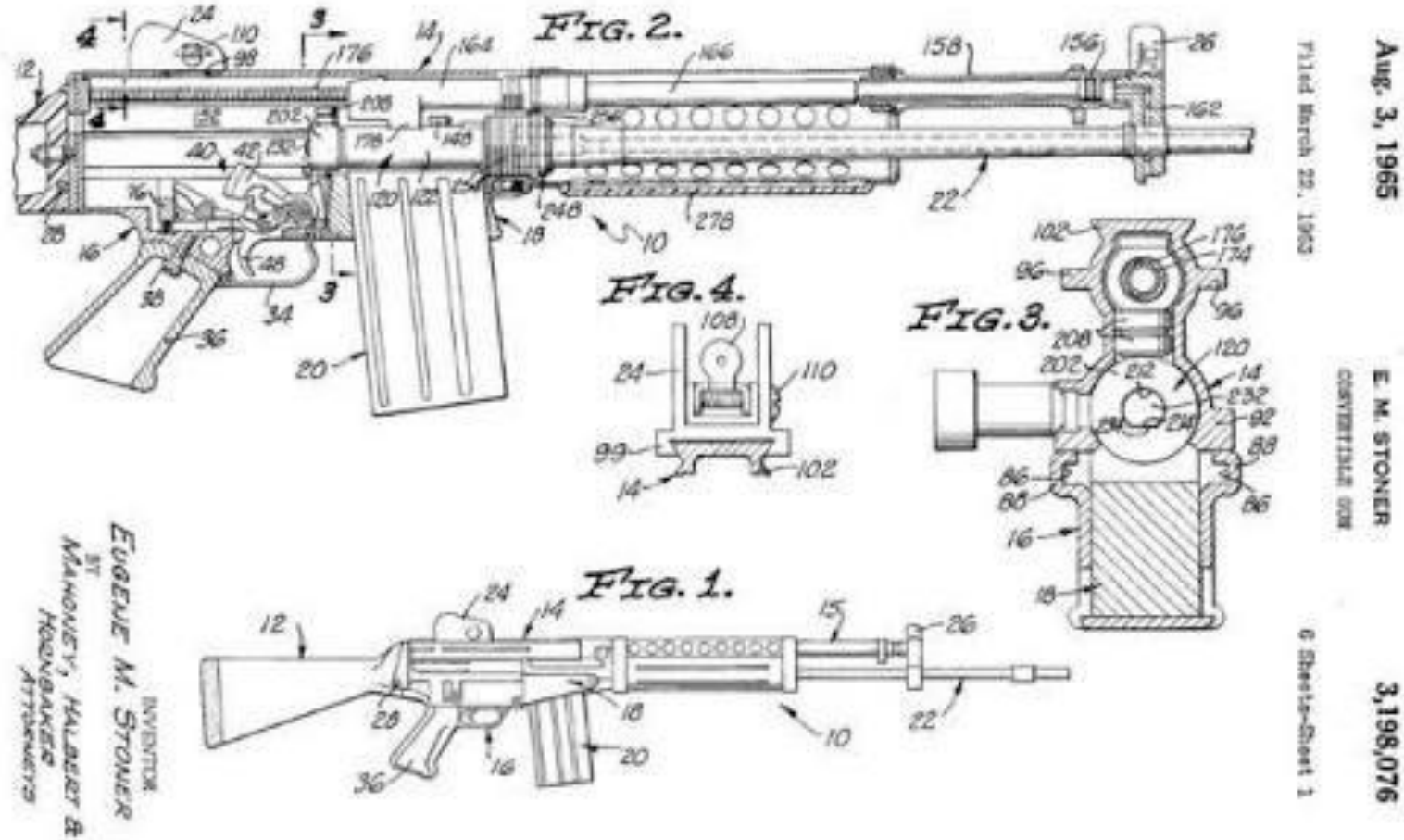
News

## Construction's gender pay gap 'to widen again'

 Neil Gerrard  
Associate editor  
08.03.22

# Is this dark side of projects?



# Is this dark side of projects?

Award sub-contracts on the lowest possible costs





# Is this dark side of projects?



# Is this dark side of projects?



# Therefore

**The dark side involves *any illegal or unethical phenomena associated with projects***”.

Locatelli, G., Konstantinou, E., Gerald, J., & Sainati, T. (2022). The dark side of projects: Dimensionality, research methods, and agenda. *Project Management Journal*, 53(4), 367-381.

- ‘Wicked’ – ambiguous and elusive
- Evolutionary, socially constructed, and subjective
- Relevant across the world

# Corruption



# What is corruption?

“Abuse of entrusted power for private gain”

(Transparency International)



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International Journal of Project Management 35 (2017) 252–268

**International Journal of Project Management**

[www.elsevier.com/locate/ijproman](http://www.elsevier.com/locate/ijproman)

**Corruption in public projects and megaprojects: There is an elephant in the room!**

Giorgio Locatelli <sup>a,\*</sup>, Giacomo Mariani <sup>b</sup>, Tristano Sainati <sup>a</sup>, Marco Greco <sup>b</sup>

<sup>a</sup> School of Civil Engineering, University of Leeds, Woodhouse Lane, Leeds LS2 9JT, UK

<sup>b</sup> Department of Civil and Mechanical Engineering, University of Cassino and Southern Lazio, Via G. Di Biasio 43, Cassino, (FR), 03043, Italy

Received 1 February 2016; received in revised form 6 September 2016; accepted 15 September 2016  
Available online 24 October 2016

**Abstract**

Despite the relevance of corruption in project selection, planning and delivery, the project management literature pays little attention to this crucial phenomenon. This paper sets the background to foster the discussion concerning how to select, plan and deliver infrastructure in corrupt project contexts. It presents the different types of corruptions and the characteristics of projects that are more likely to suffer from it. Corruption is particularly relevant for large and uncommon projects where the public sector acts as client/owner or even as the main contractor. Megaprojects are “large unique projects” where public actors play a key role and are very likely to be affected by corruption. Corruption worsens both cost and time performance, and the benefits delivered. This paper leverages the institutional theory to introduce the concept of “corrupt project context” and, using the case study of the Italian high-speed railways, shows the impact of a corrupt context on megaprojects.

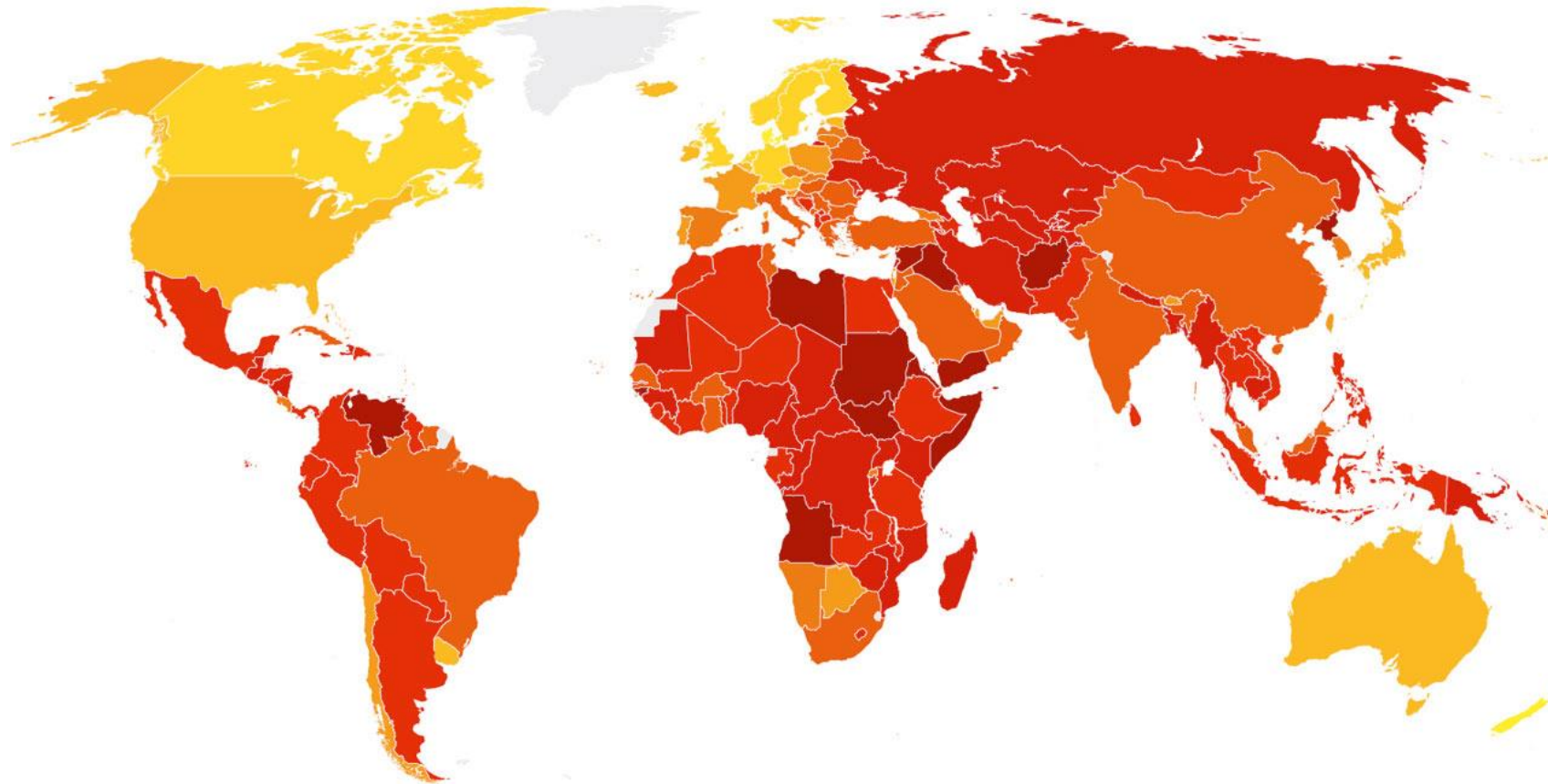
© 2016 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

**Keywords:** Corruption; Project context; Procurement; Public projects; Megaprojects; Project performance

# What is corruption?

- Bribery is not necessarily a cash transaction, for example, services like free holidays, low tenancy fees in prestigious accommodations, etc.
- Extortion: describes the crime of obtaining money or some other valuables by the abuse of office or authority.
- Fraud: involves rogue deceiving innocent party to gain some financial or non-financial advantage.
- Abuse of power occurs when a person in public office deliberately acts in a way that is contrary to his/her duty and breaches his/her position of public trust.
- Embezzlement: refer to the misappropriation of property or funds legally entrusted to someone in their formal position as an agent or guardian.
- Conflict of interests: occurs when an individual with a formal responsibility to serve the public participates in an activity that jeopardises his or her professional judgement, objectivity and independence.
- Nepotism: happens when the decision makers grant favouritisms to their relatives.

# Do we (at least) bother about corruption?



# Italian Infrastructures

Type	Project Name	2001 cost (M€)*	2014 cost (M€)	% cost overrun
Rail	Collegamento ferroviario Torino-Lione	1808	4564	152%
	Sempione traforo ferroviario	1808	3005	66%
	Asse ferroviario Monaco - Verona	2582	9223	257%
	Corridoio 5 Lione-Kiev (Torino-Trieste)	7902	30280	283%
	Accessibilità ferroviaria Malpensa	1133	4280	278%
	Gronda Ferroviaria Merci Nord Torino	1291	4393	240%
	Asse ferroviario Brennero- La Spezia	1511	2766	83%
	Asse ferroviario Ventimiglia-Milano	4380	9102	108%
	Asse ferroviario Salerno - Catania	12292	41149	235%
	Asse ferroviario Bologna-Taranto	742	2299	210%
	Asse ferroviario Milano-Firenze	1291	13135	917%
	Trasversale ferroviaria Orte-Falconara	1926	3719	93%
Sistema integrato di trasporto nodo Napoli	3886	6624	70%	
Road	Accessibilità stradale Valtellina	481	2410	401%
	Autostrada Cuneo-Nizza	837	3000	258%
	Asse stradale pedemontano	3099	9336	201%
	Passante di Mestre	2737	4487	64%
	Asse autostradale Brennero-La Spezia	1033	4682	353%
	Pontina-A12-Appia	1136	4937	335%
	Asse autostradale Salerno-Reggio Calabria	13449	13843	3%
	Asse viario Fano-Grosseto	1854	5119	176%
	Asse viario Marche Umbria	1808	2508	39%
	Collegamento A1-A14. Termoli S. Vittore	1549	3371	118%
	Asse Nord-Sud Tirrenico-Adriatico	1738	4960	185%
	Corridoio Jonico	3099	20171	551%
Nodo stradale e autostradale di Genova	2765	4829	75%	
<b>TOTAL RAIL</b>		<b>42552</b>	<b>134539</b>	<b>216%</b>
<b>TOTAL ROAD</b>		<b>41225</b>	<b>83653</b>	<b>103%</b>
<b>TOTAL ALL THE PROJECTS</b>		<b>78137</b>	<b>218192</b>	<b>179%</b>



# Tolerance to deviation

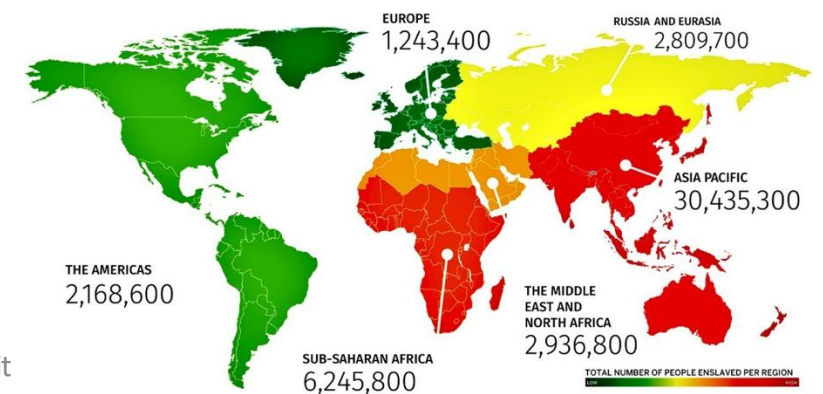
Reference	Location	Sector/Infrastructure	Sample Size	Overbudget
Table 3 of this paper	Italy	Rail	13	+216%
		Road	13	+103%
		Total	36	+179%
(Flyvbjerg et al., 2016)	World	Roads	863	+ 20%
	Hong Kong's	Roads	25	+11% / +6% / -1 %
(Cantarelli and Flyvbjerg, 2015) updating (Flyvbjerg, 2008)	World	Rail	58	+45%
		Fixed Link	33	+ 34%
		Road	167	+ 20%
(Cantarelli and Flyvbjerg, 2015)	Europe	Rail	23	+34%
		Fixed Links	15	+43%
		Road	143	+22%
		Total	181	+26%
	North America	Rail	19	+41%
		Fixed Links	18	+ 26%
		Road	24	+8%
		Total	61	+24%
Other geographical areas	Rail	16	+65%	
(Cantarelli et al., 2012)	Netherlands	Road	37	+19%
		Rail	26	+ 11%
		Fixed Links	15	+ 22%
(Lee, 2008) cited in (Cantarelli et al., 2012)	South Korea	Road	138	+ 11%
		Rail	16	+48%

# Modern Slavery



# Why do we bother?

- There are estimated more than 40 million people in modern slavery around the world. (<https://www.antislavery.org>)
- 10 million children
- 24.9 million people in forced labour
- 15.4 million people in forced marriage
- 4.8 million people in forced sexual exploitation



# Qatar's case study

## Have 1,200 World Cup workers really died in Qatar?

By Wesley Stephenson  
BBC Radio 4, More or Less

© 6 June 2015



The scandal surrounding football's governing body attention on the workers' stadiums in Qatar for the figure of 1,200 deaths is reliable is it?

## 1,400 migrant workers die in Qatar building World Cup football stadiums: TV documentary



In this screen grab from a WDR documentary video posted on YouTube, foreign laborers are seen at work at a stadium being built in Qatar in preparation for the 2022 World Cup. (Benjamin Best Productions GmbH video via YouTube)

The Nepalese government says 1,426 of its nationals have died since it was awarded the World Cup in 2010. Some died in accidents while others died from fatal heat-related illness after working at temperatures exceeding 45 degrees.

One NGO forecast the number could reach as high as 4,000 before the games begin.

Qatar has a migrant labour force of over two million. As many as 1.5 million migrant workers helping build the eight stadiums Qatar needs for infrastructure needed for the tournament.

*“More than 6,500 migrant workers from India, Pakistan, Nepal, Bangladesh and Sri Lanka have died in Qatar since it won the right to host the World Cup 10 years ago, [...] In other words, the World Cup project counts with direct and indirect a death toll of 6,500 lives”. (Pete Pattison et al., 2021)*



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Home / News / Labour conditions in Qatar could result in as many as 4,000 deaths before the start of the 2022 World Cup

## Labour conditions in Qatar could result in as many as 4,000 deaths before the start of the 2022 World Cup

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13 June 2023

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## Qatar 2022 World Cup organisers admit 'high number' of worker deaths is a tragedy

Qatar's treatment of army of migrant workers the source of scrutiny ever since winning right to host World Cup in 2010

# Qatar World cup infrastructure

CONSTRUCTION MANAGEMENT AND ECONOMICS  
<https://doi.org/10.1080/01446193.2023.2269434>

Routledge  
Taylor & Francis Group

Check for updates

## The ugly side of construction: modern slavery in the 2022 FIFA World Cup program

Yazan Alzoubi<sup>a</sup>, Giorgio Locatelli<sup>b</sup> and Tristano Sainati<sup>c</sup>

<sup>a</sup>University of Leeds, School of Civil Engineering, UK; <sup>b</sup>Politecnico di Milano, School of Management, Rome, Italy; <sup>c</sup>Department of Leadership and Organizational Behavior, BI Norwegian Business School, Oslo, Norway

### ABSTRACT

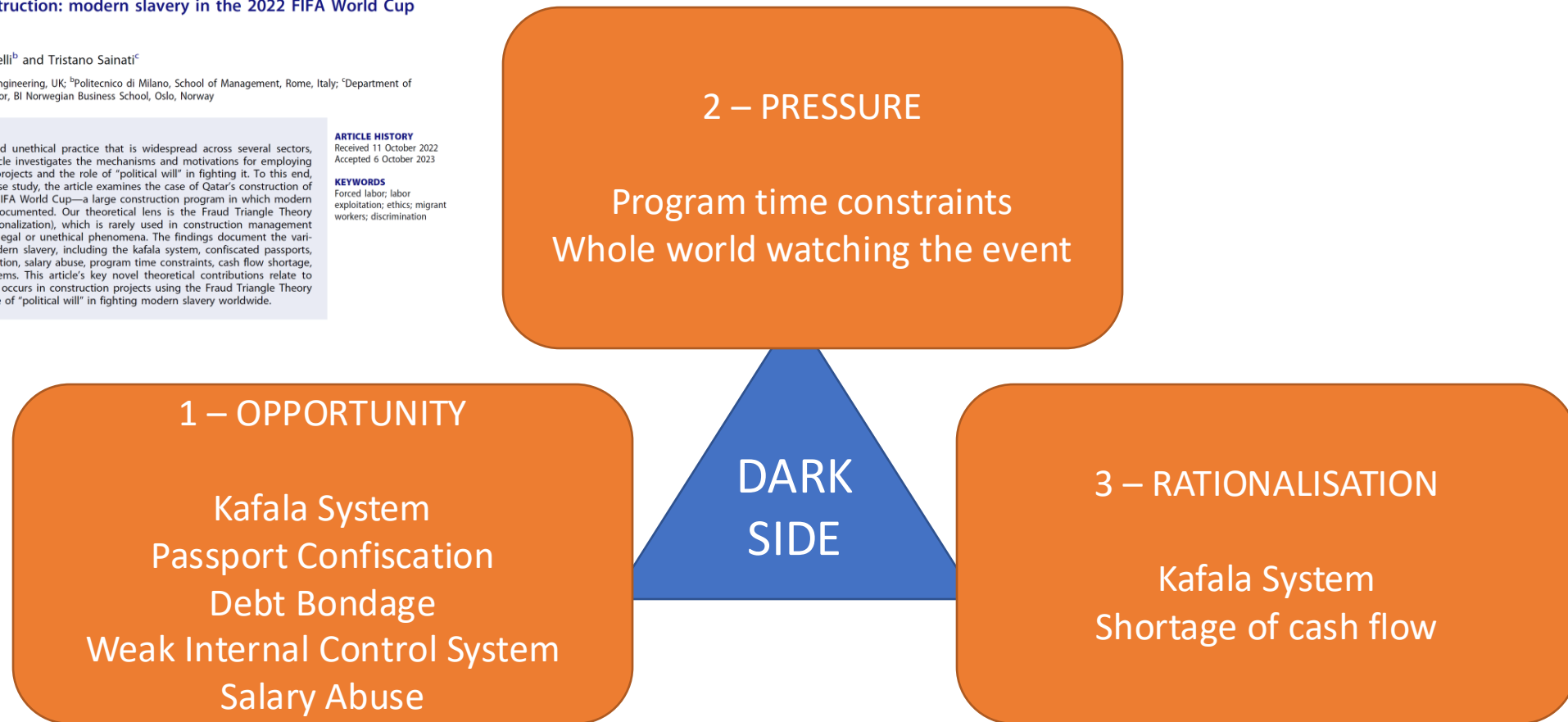
Modern slavery is an illegal and unethical practice that is widespread across several sectors, including construction. This article investigates the mechanisms and motivations for employing modern slaves in construction projects and the role of "political will" in fighting it. To this end, using a cross-sectional single case study, the article examines the case of Qatar's construction of the infrastructure for the 2022 FIFA World Cup—a large construction program in which modern slavery has been extensively documented. Our theoretical lens is the Fraud Triangle Theory (opportunity, pressure, and rationalization), which is rarely used in construction management but is useful for investigating illegal or unethical phenomena. The findings document the various factors contributing to modern slavery, including the kafala system, confiscated passports, debt bondage, contract substitution, salary abuse, program time constraints, cash flow shortage, and weak internal control systems. This article's key novel theoretical contributions relate to identifying why modern slavery occurs in construction projects using the Fraud Triangle Theory and highlighting the importance of "political will" in fighting modern slavery worldwide.

### ARTICLE HISTORY

Received 11 October 2022  
Accepted 6 October 2023

### KEYWORDS

Forced labor; labor exploitation; ethics; migrant workers; discrimination



# Sexism (and gender bias)

*“White (or man) privilege does not mean your life has been easy. It just means the color of your skin (or gender) hasn’t made it harder.”*

*Jimmy Kimmel*



# Sexism (and gender bias)

## Korean nuclear suppliers team up for export drive

13 January 2023

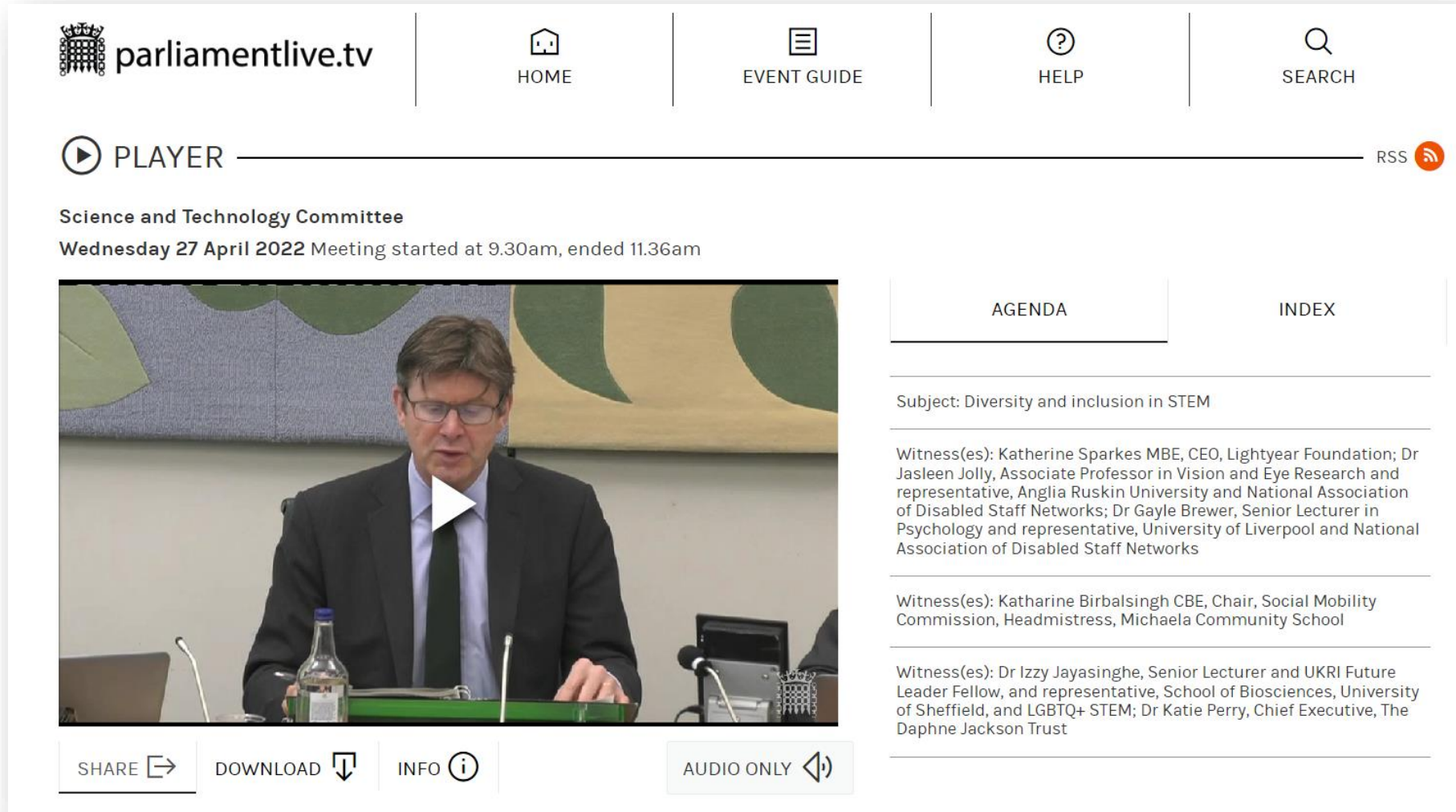



South Korea's Ministry of Trade, Industry and Energy (MOTIE) convened a meeting in Seoul with relevant organisations and suppliers to enhance cooperation among members of Team Korea, especially its capacity in nuclear power plant construction.





The meeting discussed opportunities for export orders. (Image: KNA)

# This is the UK 2022






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**Science and Technology Committee**  
Wednesday 27 April 2022 Meeting started at 9.30am, ended 11.36am







[AGENDA](#) [INDEX](#)

Subject: Diversity and inclusion in STEM

Witness(es): Katherine Sparkes MBE, CEO, Lightyear Foundation; Dr Jasleen Jolly, Associate Professor in Vision and Eye Research and representative, Anglia Ruskin University and National Association of Disabled Staff Networks; Dr Gayle Brewer, Senior Lecturer in Psychology and representative, University of Liverpool and National Association of Disabled Staff Networks

Witness(es): Katharine Birbalsingh CBE, Chair, Social Mobility Commission, Headmistress, Michaela Community School

Witness(es): Dr Izzy Jayasinghe, Senior Lecturer and UKRI Future Leader Fellow, and representative, School of Biosciences, University of Sheffield, and LGBTQ+ STEM; Dr Katie Perry, Chief Executive, The Daphne Jackson Trust

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# This is the UK 2022

*“Physics isn’t something that girls tend to fancy. They don’t want to do it. They don’t like it... There’s a lot of hard maths in there that they don’t want to do.*

*[...]*

*We’re certainly not out there campaigning for more girls to do physics. I wouldn’t do that, and I don’t want to do that, because I don’t mind that girls make up only 16% of students taking the subject.”*

Katharine Birbalsingh - UK Government Social Mobility Commission Chair

# Some facts (UK Statistics)

- 73% of female engineers have experienced sexual discrimination, harassment or victimisation at work.
- More than half of the people working in the construction industry have witnessed or experienced Sexism
- Despite comprising over 50% of the population, women still make up only 11% of the construction workforce; this number drops to just 1% of operatives on-site, even in the UK.
- Women in the construction industry experience different sorts of Sexism, including lower salaries, delay in their careers and sexual harassment.

# Some dimensions of sexism

- The underrepresentation of women,
- Glass ceiling and vertical segregation
- Leaky pipeline
- Sexual harassment
- Pay gap
- Lack of access to informal networks
- Gender stereotypes

# Some consequence of sexism

- Slow progression and poor promotion prospects
- Long working hours and work-life imbalance
- Masculine culture: conflict and aggression
- Feeling invisible and isolated
- Pay gap and restriction to certain roles

# Addressing sexism

## The Effectiveness of Gender Equality Interventions in Project-Based Organisations

### ABSTRACT

Project-based Organizations (PBOs) are increasingly adopting gender equality interventions. Yet, most of the knowledge on the subject is anecdotal and scattered across epistemological communities. We studied gender equality interventions in PBO through a systematic literature review and semi-structured interviews. We identified a comprehensive list of intervention and the mechanisms leading to their success or failure. Successful interventions include structural changes, mentorship, training, work-life balance programs, signalling, cultural shifts, laws, and health and safety measures. Key mechanisms are raising awareness, enhancing transparency, incentivizing stakeholders, eliminating perceptual barriers, and shifting mentalities. Cognitive dissonance theory explains why certain interventions succeed while others fail.

**Key Words:** Gender equality interventions, Gender inequality, Inclusion, Diversity, PBOs.

Training (man included)

Mentorship

Pink quota????

# Addressing sexism

## The Effectiveness of Gender Equality Interventions in Project-Based Organisations

### ABSTRACT

Project-based Organizations (PBOs) are increasingly adopting gender equality interventions. Yet, most of the knowledge on the subject is anecdotal and scattered across epistemological communities. We studied gender equality interventions in PBO through a systematic literature review and semi-structured interviews. We identified a comprehensive list of intervention and the mechanisms leading to their success or failure. Successful interventions include structural changes, mentorship, training, work-life balance programs, signalling, cultural shifts, laws, and health and safety measures. Key mechanisms are raising awareness, enhancing transparency, incentivizing stakeholders, eliminating perceptual barriers, and shifting mentalities. Cognitive dissonance theory explains why certain interventions succeed while others fail.

**Key Words:** Gender equality interventions, Gender inequality, Inclusion, Diversity, PBOs.

Training (man included)

Mentorship

Pink quota????



# The Dark Side of projects

**Professor Giorgio Locatelli** PhD FHEA

*Full Professor of Complex Projects Business*

School of Management – Politecnico di Milano

Editor-In-Chief – Project Management Journal

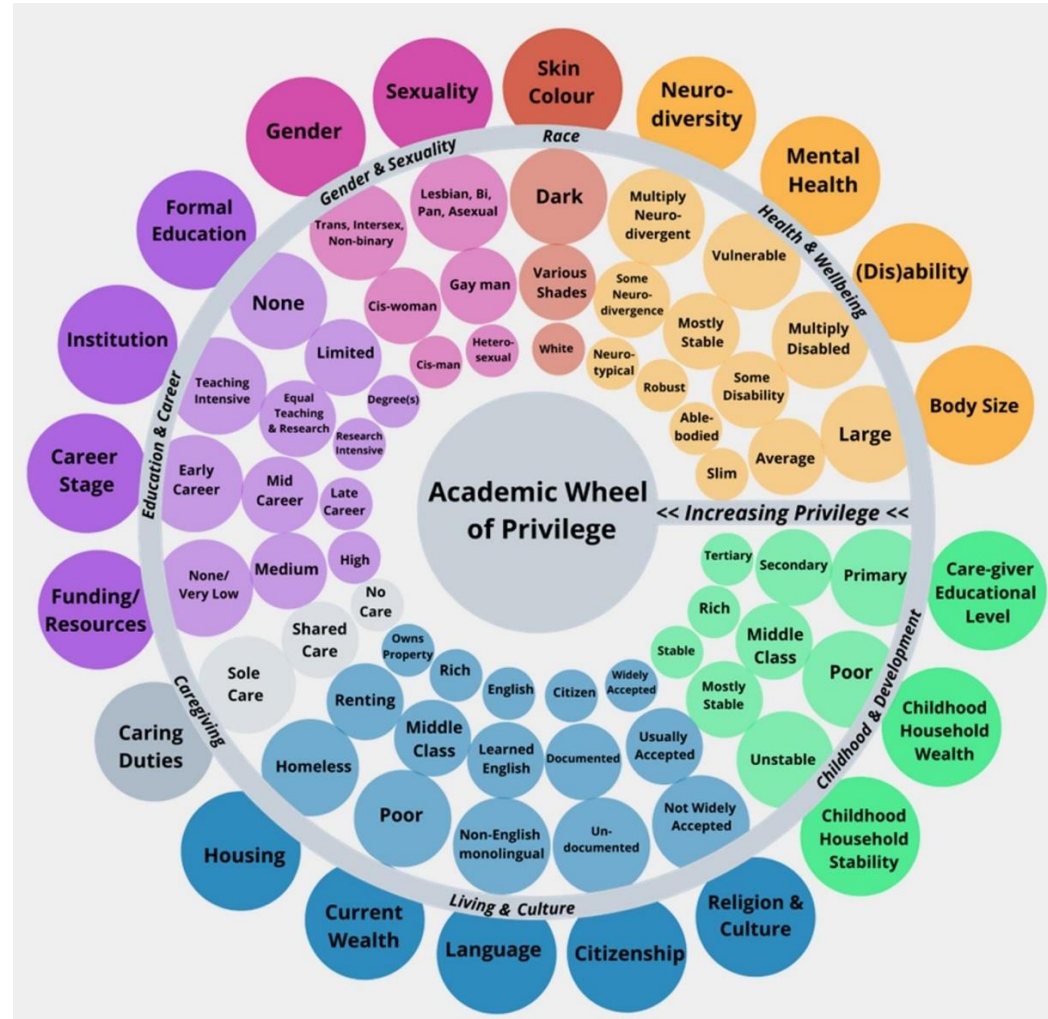
[Giorgio.Locatelli@polimi.it](mailto:Giorgio.Locatelli@polimi.it)

# Therefore a framework can help!

		Local perspective	
		The phenomenon is <u>illegal or unethical</u> , for the local standards	The phenomenon is both <u>legal and ethically acceptable</u> for local standards
International perspective	The phenomenon is <u>illegal or unethical</u> , for the international standards	Clearly, a Dark side (e.g., bribery)	The phenomenon is controversial; We consider it a dark-side phenomenon because it does not respect the international standards (e.g., Kafala system, sexism)
	The phenomenon is both <u>legal and ethically acceptable</u> , for the international standards	The phenomenon is controversial; it is a dark side because it does not respect the local standards (e.g. tax elusion)	The phenomenon is not a dark side.  (everything else)



# Discrimination in projects



<https://science.nasa.gov/open-science/transform-to-open-science/stories/dr-flavio-azevedo>