



**MANAGING A DIVERSE TEAM ON  
A HIGH-PRESSURE PROJECT**

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# AGENDA

1. Introduction
2. What Makes Projects “High Pressure”
3. What “Diversity” Really Means on Projects
4. The Core Challenge
5. Practical Strategies That Work
6. Leadership Takeaways
7. Q&A

# INTRODUCTION

Experience Across the Full Development Lifecycle

**Hyecorp Property Group**  
**Development Manager**

Leading mixed-use developments (\$320M+ pipeline) from acquisition through to delivery

**Coronation Property Co.**  
**Head of Design**

Front-end strategy, feasibility, and design leadership across \$500M+ projects

**Meriton**  
**Co-Head of Architecture**

Delivery of 6,000+ apartments in high-volume, fast-paced environments



**“THE BEST PROJECTS I’VE DELIVERED  
WEREN’T THE LEAST COMPLEX, THEY WERE  
THE BEST ALIGNED.”**

# WHAT MAKES PROJECTS “HIGH PRESSURE”

Pressure doesn't come from one source, it compounds.

- Programme compression (planning + delivery overlap)
- Public scrutiny (e.g. 800+ submissions on TOD projects)
- Stakeholder complexity (Government, Councils, Community, Investors)
- Commercial constraints (feasibility, yield, cost escalation)
- Design integrity vs delivery reality

## Key Insight

Pressure amplifies team weaknesses. The best approach is not one or the other, it's knowing when to apply each.



# THE CORE CHALLENGE

## Beyond gender - diversity of thinking and discipline

- **Technical diversity:** planners, architects, engineers, legal
- **Cognitive diversity:** risk vs design vs commercial mindsets
- **Cultural diversity:** communication styles & decision-making
- **Experience diversity:** senior vs emerging professionals

## From Experience

- Leading multi-disciplinary consultant teams across the development life cycle.
- Coordinating design excellence competitions with varied design philosophies.
- The risk is not diversity; it's misalignment of team objectives.



# WHAT “DIVERSITY” REALLY MEANS ON PROJECTS

Diverse teams under pressure tend to fracture in 3 ways:

**1. Misaligned priorities**

Design vs Cost vs Programme

**2. Communication breakdown**

Different disciplines “talk past each other”

**3. Decision paralysis or conflict**

Too many perspectives, no clear direction or instructions

## Reality Check

Without strong leadership, diversity slows projects instead of strengthening them.



# PRACTICAL STRATEGIES THAT WORK

## 1. Set a Single Project “North Star”

Clear hierarchy: what wins when trade-offs occur  
Align early (feasibility → design → delivery)

## 2. Structure Decision-Making

Define who decides what (avoid consensus traps)  
Use “informed input, single accountability”

## 3. Translate Between Disciplines

Development manager as the “interpreter”  
Reframe design, planning, and commercial  
constraints

## 4. Create Psychological Safety (but with pace)

Encourage challenge, but time-box decisions  
Make it safe to raise risks early

## 5. Front-load Alignment

Early design testing and feasibility work reduces  
downstream conflict



## LEADERSHIP TAKEAWAYS

What actually works in high-pressure environments:

Clarity beats consensus.

Speed requires structure.

Diversity needs active management, not passive acceptance.

Strong leadership is about translation, not control.



# Q&A

“In complex developments, the best outcomes don’t come from control, they come from aligning diverse expertise toward a shared vision.”

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