

ATTITUDES AND LEADERSHIP COMPETENCES FOR PROJECT SUCCESS

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Projects and their management

- 20% - 30% of world economy is based on projects
- A building block in achievement of sustainability
- Projects are known for questionable results
- Project management regarded as being application of tools and techniques
- Only recently the importance of the personality of the project manager for project results is recognized



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Project Manager

... the man in between management and technologist – the one man in the organization who [...] accomplish the aims of his corporate management, while serving as a perpetual buffer so that the engineers and scientists can meet the technological objectives that only they can define and only their output can meet.

Gaddis (1959, p. 93-94)



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Theories of leadership

- 1930s-1940s Trait school
- 1940s-1950s Behavioral or style school
- 1960s-1970s Contingency school
- 1980s-1990s Visionary or charismatic school
- 2000s Emotional intelligence school
- 2000s Competence school

Turner & Müller, 2006



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Emotional Intelligence School -

- All managers are reasonably intelligent
- The emotional dimension differentiates effective leaders from adequate managers
- The emotional intelligence of the CEO influences the shareholder value of the company (2,000 data points)

Goleman, Boyatzis & McKee, 2002



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Emotional intelligence - nineteen emotional competencies

- Personal competence
 - self-awareness - 3 competencies
 - self-management - 6 competencies
- Social competence
 - social awareness - 3 competencies
 - relationship management - 7 competencies

Goleman, Boyatzis and McKee (2002)



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Competence school

- Encompasses all the other schools
- Competence is
 - knowledge
 - skills
 - personal characteristics, traits, behaviours
 - that deliver superior results
- Different competence profiles appropriate in different circumstances

Dulewicz & Higgs, 2005



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Competence School - 15 leadership competencies

- Emotional, EQ
 - self-awareness
 - emotional resilience
 - motivation
 - sensitivity
 - influence
 - intuitiveness
 - conscientiousness



Dulewicz & Higgs, 2005



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Competence School - 15 leadership competencies

- Intellectual, IQ
 - critical analysis and judgement
 - vision and imagination
 - strategic perspective
- Managerial, MQ
 - engaging communication
 - managing resources
 - empowering
 - developing
 - achieving



Dulewicz & Higgs, 2005



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Predicting leadership performance

Team members' individual contributions and team output, covering team members' efforts, capabilities, flexibility, team performance and impact.

Aggregate correlations	<i>International PMs</i>	<i>Functional Managers</i>	<i>Agile / SCRUM PMs</i>
EQ	21%	30%	40%
EQ + MQ			58%
EQ + IQ	26%	52%	
EQ + IQ + MQ	31%	71%	62%

Porthouse & Dulewicz 2007
Turner, Müller & Dulewicz 2009



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Project success criteria

- Meeting performance targets
- Meeting user requirements
- Meeting project purpose
- Client satisfaction with results
- Reoccurring business with the client
- User satisfaction with the results
- Supplier satisfaction
- Project team satisfaction
- Other stakeholders satisfaction
- The respondent's own defined criteria



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Predicting project success

15 competencies together

	<i>All projects</i>	<i>High performing projects only</i>			
		All	Engineering & construction	Information & Tele-communication	Organizational change & business
Explained project performance	9%	17%	43%	21%	17%

Müller & Turner, 2007a



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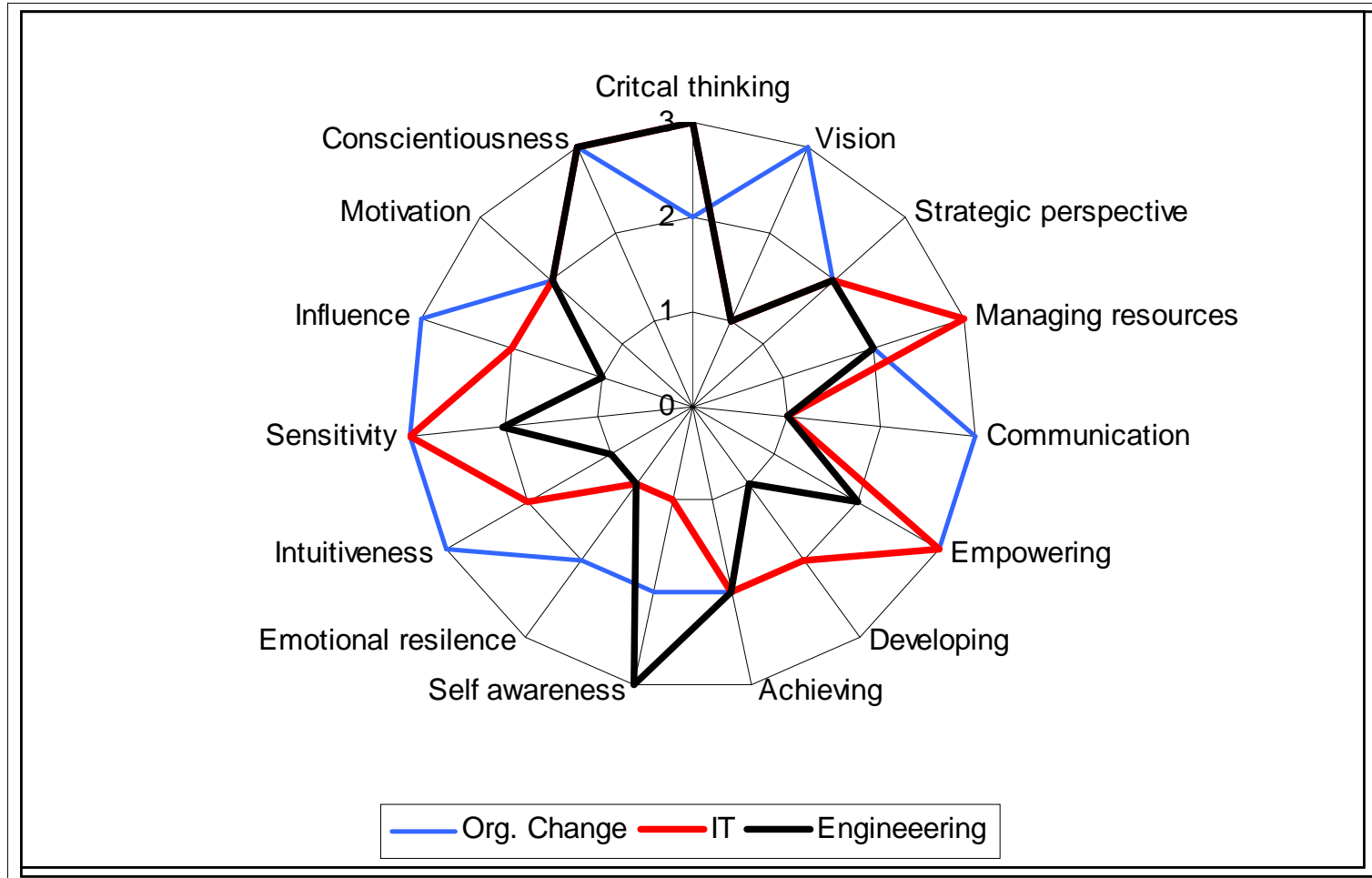


Importance of leadership competencies by project type

	<i>Project type</i>		
	<i>Engineering & Construction</i>	<i>IT</i>	<i>Organizational Change</i>
<i>Main competencies</i>	Conscientiousness Sensitivity (vision)	Communication Self-awareness Developing others (vision)	Communication Motivation (vision)
<i>Situational competencies</i>	Managing resources, empowering, critical analysis & judgement, strategic perspective, emotional resilience, influence, conscientiousness		
<i>Supporting competencies</i>	Achieving, intuitiveness		



Leadership competence profiles of high performing project managers, (Eng, IT, Org)



Turner & Müller, 2006



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So ...

- ... leadership is important
- ... EQ is important
- ...but what about other personality traits?



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Project manager personality: How does importance of project success criteria vary?

- Importance of team satisfaction differs by nationality, project importance and age of project manager
- Importance of stakeholder and supplier satisfaction differs by nationality and project complexity
- Importance of end-user satisfaction differs by nationality
- Importance of reoccurring business and customer satisfaction differs by contract type.

Müller & Turner, 2007b



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Research question

- Which combination of attitudes and leadership competences correlate with success in projects?



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Worldwide web-based questionnaire

- 400 responses
- 65% males
- 56% North America
- 257 high performing projects



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H1: Leadership competences correlate directly with project success.

- **Managing resources**
 - most influential competency
 - correlates with achievement of user requirements, end-user satisfaction, customer satisfaction, other stakeholder satisfaction and finally reoccurring business.
- **Strategic perspective**
 - Correlates with time, cost, and quality achievement, as well as the achievement of self-defined success criteria and
- **Conscientiousness**
 - Correlates with team satisfaction and achieving the purpose of the project.



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H2: Attitudes correlate directly with project success.

Attitudes towards ...

- end-user satisfaction
 - broadest impact
 - correlates with six success criteria
- customer satisfaction
 - correlates with five success criteria
- stakeholder satisfaction
 - correlates with four success criteria
- team satisfaction
 - correlates with three success criteria
- supplier satisfaction
 - correlates with three success criteria



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Factors

Leadership factors

- Combined IQ and MQ dimensions
- EQ dimensions

Attitude factors

- Internal measures (team, suppliers, reoccurring business)
- External measures (stakeholders, end-users, customers)

Project success factors

- Project management success (short term and time, cost, quality oriented results)
- Project success (long-term and business oriented results)



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Personality explains project success

Dependent variable: Success factors

Model	Project management success	Project success
Adj. R ²	.162	.243
Sign.	.000	.000

Independent variable:

Personality factors

Leadership	Combined IQ/MQ EQ		.146*
Attitudes	Internal attitude	.162*	.477***
	External attitude	.383***	



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Theoretical implications

- Prioritizing external parties' perspectives and simultaneously (but to a lesser extent) taking into account the internal success criteria supports the delivery of projects as expected.
- Prioritizing internal success criteria and (with slightly lesser importance) fostering the emotional competence of the project manager supports longer term business results.
- Attitudes weigh heavier in the equation for project success than leadership competences.



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Practical implications

- When selecting project managers, match
 - psychological profile of project manager with the requirements of the project
- EQ dimensions should be clearly present in project managers
- Project managers should assign high importance to customer and end-user satisfaction.
- All of that can be learned



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Personality & project success

- A first step from leadership towards personality theory of project success
- Needs to be expanded, both in terms of personality dimensions as well as project type, culture, geography etc.
- Project management is more than tools and techniques.....



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Thank You



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