

Project Leadership

A Research Based Perspective

Presented to PMI Mumbai Chapter

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Under the Guidance of

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(Profile)

BE, MMS, Pursuing PhD Dean IT/Business Design – Welingkar Institute of Management	
Overall Exp	25 Years as IT entrepreneur, CIO, In House IT Consultant, trainer and Teacher
Focus	Info & IT Strategy, Business Analysis, Project Leadership and Design & Innovation
Awards	Dewang Mehta- Best IT Teacher in B-School'09 Chapter Patron Award – CSI
Publications	First and only Indian Book on Business Analysis
Affiliations	CSI, BMA, PMI, ISACA, IMC, CIO Klub, BTC

Project Leadership

Beyond Project Management

Kotter, Bennis etc : Difference between Management and Leadership

Fiedler (1967) : Styles of leadership based on situation favourableness – factors considered were Power, Task Structuredness and team relationship

Frame (1987) : Related Styles with Lifecycle stages

Turner Keegan and Crawford (1987) : Accidental Project Manager – Need to train project managers

Andersen, Grude, Haug and Turner (1987) : Dos and Dont's for Project

Morris : identified poor project leadership as a cause of failure atleast in the planning and closeout stages

Morris (1997) : Developed a Project Strategy Model

Turner (1999) : 4 Styles of Leadership – Based on Decision Taking – Laissez-faire, Democratic, Autocratic, Bureaucratic

Turner (1999) : 7 Forces Model for Project Success

Jugdev and Millar : Evolving definition of Project Success

Cook and Davies (2001) : Factors for Successful project Manager and successful project management

Crawford (2001) : Project managers competence linked to the success at project management –Includes Personality characteristics -

Dulewicz and Higgs (2003) : Leaders with different leadership styles perform better or worse depending on the change situation in the project

Boyatzis, 1982; Crawford, 2003 :Competence can be defined as knowledge, skills, and personal attributes that lead to superior results or to meet defined performance standards

Keegan and Hartog (2004) : Managers Leadership should be more transformational and it affects the motivation and commitment of team.

Mäkilouko (2004) : Project Managers tend to be task Oriented than people oriented

Kendra and Taplin (2004) : Model of Project Success factors – Leadership identified as one of the micro-social elements

Hobbs, Pettersen, and Guérette & Crawford (2004) : Knowledge of Project Management is just an entry ticket

Verma and Widemann : PM2PL

Klimonski : Identified around 50 Competencies of a Project Leader

Craft – Novelty – Development

Mass Production – Commodity-Linking

Process Enhancement – Quality-Modularisation

Mass Customisation-Precision-Networking

Co-Configuration-Customer Intelligence

Definition of Leadership in Context

Leadership is both a process and a property.

The *process* of leadership is the use of non-coercive influence to direct and coordinate the activities of the members of an organized group toward the accomplishment of group objectives.

As a *property*, leadership is the set of qualities or characteristics attributed to those who are perceived to successfully employ such influence”

Defining Leadership In Context

Zaleznik (1998, p 63) :

“power to influence the thoughts and actions of others - Whereas managing is about the planning for the deployment of resources to achieve an objective “

Kotter (Kotter, 1998, p. 41). :

Management is seen to be about

coping with complexity and bring relative order out of chaos,
Whereas

Leading **challenges the status quo** and

cope with change by :

setting a direction and

aligning people's motivation and abilities through

effective communication

of the **chosen direction**

Management v/s Leadership

Management	Leadership
Planning and budgeting	Establishing a direction
Organising and staffing	Aligning people
Controlling and problem solving	Motivating and inspiring

By Kotter

Conceptualising Project leadership

Project Leadership as the ability to get things done well through others – It requires :

- A vision of the destination
- A compelling reason to get there
- A realistic timetable
- A capacity to attract a willing team

VERMA et All

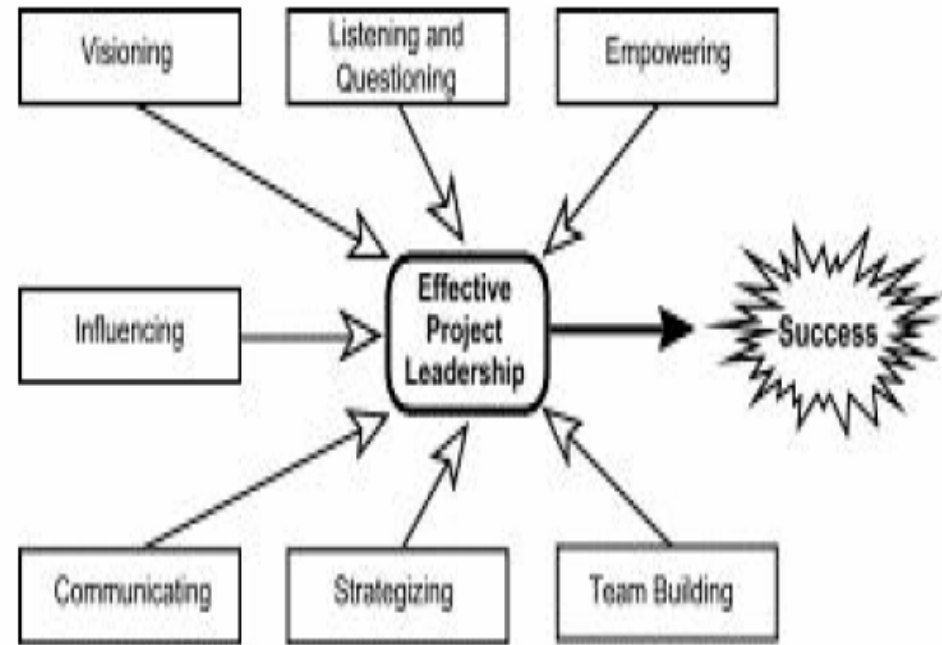


Figure 1: Major Project Leadership Skills

Research Questions

Is there something more to managing software projects ?

What is Leadership in the context of Software Projects

What Specific behaviours and Competencies seem to be required at present ?

What is the perceived state of IT project managers with respect to these competencies ?

How do project managers acquire these competencies

Approach to research

- Correlating Project Managers Rating with Project Success Rating
- Focussed group discussion on identifying competencies
- Self rating by project managers on these competencies
- Study of around 40 real life software projects from leading Indian IT companies (primarily from Mumbai)
 - Event behaviour analysis
 - Unique occurrence of specific behaviour
 - Grouping them into a set of higher level competencies
- Survey of top 10 Competencies
- Survey of how project managers have developed these competencies

Correlating Project Leader rating with Project Rating

- Respondents gave
 - a rating about the project success (scale 0..5)
 - A rating of the PM in the company
- The correlation was found to be significant at the 1% Level.
- Thus the Project Manager is an Important ingredient in the success of a project

Profile of Projects Cases

Type of Project	Cases Studied
Content	2
Development	26
Infra	2
Migration	3
Support	3
Transition	3
Testing	1
Total	40

Cases By Application Domain

Application Domain	No of Project Cases
Airline	2
BFSI	10
Content	3
CRM	3
Web Portals	3
ERP/SCM	4
Pharma/HealthCare	4
Information Mgmt	3
InformationSecurity	2
IT Infra and Mgmt	3
Oil	1
Telecom	1
Travel	1
Total	40

Competencies Based on Cases

Competency	Cases	% Cases	% of Total freq
Team Management	39	97.50	12.07
Influence & Negotiation	33	82.50	10.22
Planning & Foresight	33	82.50	10.22
Cust Service Skills	27	67.50	8.36
Inspiration/Empathy	25	62.50	7.74
Solution Orientation	25	62.50	7.74
Process Rigour	21	52.50	6.50
Monitor and Review	16	40.00	4.95
Problem Solving	15	37.50	4.64
Change	13	32.50	4.02
Openness/Transperancy	13	32.50	4.02
Resilience/Tenacity	13	32.50	4.02

Competencies from Cases - Continued

Innovation	9	22.50	2.79
Goal Focus	6	15.00	1.86
Vision	6	15.00	1.86
Multiculture	5	12.50	1.55
Decisiveness	4	10.00	1.24
Domain Knowledge	4	10.00	1.24
Initiative	4	10.00	1.24
Positive Attitude	4	10.00	1.24
Time Consciousness	4	10.00	1.24
Ownership	2	5.00	0.62
Bandwidth	1	2.50	0.31
Business Sense	1	2.50	0.31

Key Behaviours based on Cases

Team Management	Manage Resources, Demand Work , Build Team Spirit
Influence and Negotiation	Manage Client Expectations, Influence Higher Management, Negotiate more time, Escalate
Planning and Foresight	Estimate, Plan/Schedule, Manage Risk
Solutioning	Understand Needs, Visualise Needs/Solution/Technology
Inspire/Develop Others	Compassion, Develop Others, Inspire Others, Positive, Recognise Achievement
Customer Orientation	Client Interaction and Communication, Deal with Customer Issues and Complaints
Process Rigour	Meticulous, Systematic
Domain Knowledge	business domain, Resolves Technical issues
Monitor/Review	Regular and systematic Monitoring and Review/Check
Openness/Transparency	Gets Teams views, Group Think, Shares info with team
Resilience/Tenacity	Bounces back, keeps head up during difficult times, can withstand pressure for prolonged period of time
Change	Absorb new technology and adapts to orgn. Changes

Survey of Top 10 Competencies

- Respondents were asked to pick up 10 competencies which they felt were critical
- Asked to Rank these 10 competencies
- The Competencies were sorted based on frequency of occurrence in the top 10

Rank Correlation

	Case Rank	Rank – Top 10
Team Management	1	1
Influence & Negotiation	2	4
Planning & Foresight	3	2
Cust Service Skills	4	3
Inspire/Develop Others	5	6
Solution Orientation	6	12
Process Rigour	7	22
Monitor and Review	8	21
Domain Knowledge	9	10
Change	10	6
Openness/Transperancy	11	12
Resilience/Tenacity	12	8

The Rank Correlation was found to be significant at 1% Level

The Competencies in the top 10 Ranks matched

Major Deviations in Rank

- Positive Attitude 19.5 (Case) and 6 (top 10 Data)
- Process Rigour 7 (Case) and 22 (top 10 Data)
- Monitor and Review 8.5 (case) and 21(top 10 Data)

Focus Group Discussion – Self Rating

Broad Competency Category	Avg	STD
Ownership	7.91	0.70
Empathy/Compassion	7.50	0.00
Problem Solving	7.45	0.39
Goal Oriented	7.35	0.07
Process Rigour/Quality	7.34	0.47
Positive Attitude	7.27	0.26
Resourcefulness	7.24	0.51
Innovation	7.17	0.14
Initiative/Proactiveness	7.10	0.14
Resilience and Tenacity	7.09	0.03
Developing Others	7.04	0.05

Focus Group Discussion – Self Rating

Decisiveness	6.99	0.40
Open/Fair/Transperant	6.91	0.54
Domain Knowledge	6.86	0.58
Change	6.82	0.35
Customer Orientation	6.82	0.23
Emotional Balance	6.69	0.06
Vision & Foresight	6.63	0.28
Execution Capability	6.50	0.00
Team Management	6.26	0.08
Risk Taking	6.21	0.16
Business Sense	5.91	0.53
Influence & Negotiation	5.83	0.50

Team Management	Situations	Boss	University
Influence & Negotiation	Situations	University	RoleModel
Inspire/Develop Others	RoleModel	Situations	ThreeSixty
Planning & Foresight	Situations	University	Training
Cust Service Skills	Situations	Training	RoleModel
Solution Orientation	Situations	University	Mentor
Process Rigour	Boss	Situations	University
Monitor and Review	Boss	Situations	ThreeSixty
Openness/Transperancy	ThreeSixty	Situations	Boss
Problem Solving	Situations	Boss	ThreeSixty
Resilience/Tenacity	Situations	Boss	RoleModel
Change	Situations	Adversity	Boss
Innovation	Situations	ThreeSixty	University
Domain Knowledge	Situations	Training	Boss

Comparing Methods for Developing

Frequency of Occurrence in the top 3

Rank	Situations	Boss	Univ	360 Deg	Train	Adversity	Mentor
1	14	2	0	1			
2	4	7	3	1	2	1	
3		3	4	5	1		1
Total	18	12	7	7	3	1	1

Outcome of the Research

- Perhaps the first such study representing the Indian Industry Perspective
- Designed a workshop on Project Leadership for Software Industry
- Covered over 3000 IT professionals till date
- Published a Case for Teaching Project Leadership in Software – European Case Clearing House – ecch
- Writing a Book on Project Leadership

Limitations & Scope for Further Work

- Study can be extended to Bangalore , Hyderabad and Delhi
- 360 Degree Study involving customers can be conducted
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Conclusions

- The role of a Project Manager is important for the success of a Project
- Leadership is required in Software Projects
- There is a need to develop a few of the competencies
- It is possible to Develop these competencies

Thank You

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