

*Euro Projex*

## *Matching Leadership Style to Project Type*

*Australian Institute of Project Management  
Sydney, 22<sup>nd</sup> July 2009*

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The European Network for Project Excellence

### *Two pervading beliefs*

- The PM's competence, including leadership style, is not a success factor on projects
  - ↳ it is all tools and techniques
  - ↳ "if you can move a mouse, you can manage a project"
  - ↳ the proverbial chimpanzee can manage a project with the right tools
- Any project manager can manage any project
  - ↳ not domain specific
  - ↳ regardless of temperament



## *Two sides of the same coin*

- With the right tools, anybody, including a three year old, can manage any project
- The project success literature studiously ignores the project manager, and his or her competence or leadership style as a potential success factor on projects
- The competent application of tools and techniques is seen as a success factor, but not the project manager him- or herself



## *Project success factors - Pinto and Slevin (1988)*

- |                           |                                  |
|---------------------------|----------------------------------|
| ➤ Project mission         | agree clear goals and objectives |
| ➤ Top management support  | political support                |
| ➤ Schedule/plans          | good clear plans                 |
| ➤ Client consultation     | communicate with stakeholders    |
| ➤ Project team            | gather a competent team          |
| ➤ Technical tasks         | technical competence             |
| ➤ Client acceptance       | sell product to final users      |
| ➤ Monitoring and feedback | timely, comprehensive control    |
| ➤ Communication           | timely data to key players       |
| ➤ Troubleshooting         | can handle unexpected problems   |

## *Change in a large construction company*

- A large construction company was undertaking an internal change project
- They took the two best project managers from the field to manage the project
  - ↳ people effective at kicking the arses of subcontractors
  - ↳ people effective at achieving cost targets on fixed price contracts
- They were not happy bunnies
  - ↳ are we surprised?
- People effective at managing fixed price contracts are not effective at managing organizational change projects?

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## *Question*

- Is the competence of the project manager, including personality and leadership style, a success factor on projects
- Are different competence profiles appropriate for different project types

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## *Leadership on Projects*

Theories of leadership  
Propositions and research models  
Results from interviews  
Profiles of successful leaders on projects  
Demographic differences  
Summary

## *Confucius (500BC)*

- *De* (virtues)
  - ↳ *Jen* (relationships)
  - ↳ *Xiao* (values)
  - ↳ *Li* (process)
  - ↳ *Zhang rong* (doctrine of the mean)

## Aristotle 300BC (and Stephen Covey)

1. Build relationships (pathos)
2. Sell the vision (ethos)
3. Persuade with logic (logos)

*Aristotle, Stephen Covey*

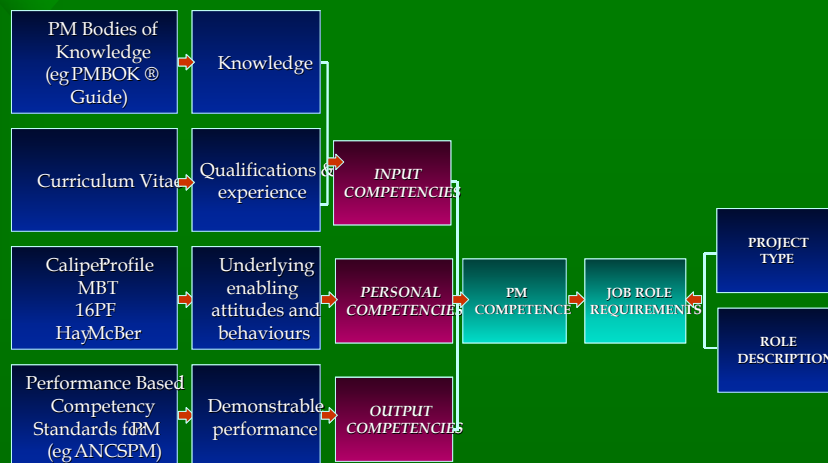
- Leaders - 1, 2, 3 in that order
  - ↳ eg Ronald Reagan, Margaret Thatcher
- Mangers - 3 only
  - ↳ you have to do this because, because, because ...
  - ↳ because I say so
  - ↳ eg John Major

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## PM Competence: Assessment Framework



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## *Theories of leadership*

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

## *Trait school*

- Drive and ambition
- Desire to lead and influence others
- Honesty and integrity
- Self-confidence
- Intelligence
- Technical knowledge

*Kirkpatrick and Locke (1991)*



## *Traits of successful project managers - Turner (2009, first edition 1993)*

- Problem solving
- Results orientation
- Energy and initiative
- Self-confidence
- Perspective
- Communication
- Negotiating ability



## *Behavioural school*

Behaviours based on some or all of:

- concern for people or relationships
- concern for production
- use of authority
- involvement of team in decision-making
- involvement of team in decision taking
- flexible versus rule-based

## Blake and Mouton Grid (1978)

- Scored concern for people and task on a scale of 1 to 9
- Five types of leader
  - ↳ impoverished (1,1)
  - ↳ compromise (5,5)
  - ↳ country club (9,1) – social setting
  - ↳ authority-obedience (1,9) – production line
  - ↳ team leader (9,9) – knowledge workers

## Project manager's behaviours - Frame (2003), Turner (2009)

- ❖ Laissez-Faire
- ❖ Democratic
- ❖ Autocratic
- ❖ Bureaucratic

	Involvement of Team in		Flexibility
	Decision Making	Decision Taking	
Laissez-Faire	High	High	High
Democratic	High	Low	High
Autocratic	Low	Low	High
Bureaucratic	Low	Low	Low

## Contingency school

- Path-goal theory (*House, 1971*)
  - ↳ supportive leaders
  - ↳ participative leaders
  - ↳ directive leaders
  - ↳ achievement-oriented leaders
- Depending on
  - ↳ environmental factors
    - task, authority structure, work group
  - ↳ Subordinate factors
    - locus of control, experience, perceived ability

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## Project managers contingency - Frame (2003), Turner (2009)

<u>Leadership Style</u>	<u>Stage</u>	<u>Team Type</u>	<u>Team Member</u>
Laissez-faire	Feasibility	Egoless	Experts
Democratic	Design	Matrix	Mixed professionals
Autocratic	Execution	Task	Single discipline
Bureaucratic	Close	Surgical	Mixed discipline

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## *Visionary or charismatic - Bass (1990)*

- Transactional leadership
  - ↳ contingent follower rewards
  - ↳ management by exception
  - ↳ Barnard's cognitive roles
- Transformational leadership
  - ↳ motivation, vision, charisma
  - ↳ personal attention and respect
  - ↳ Barnard's cathectic roles

## *Keegan and den Hartog (2004)*

- Significant correlation between a line managers leadership style and employees':
  - ↳ commitment
  - ↳ motivation
  - ↳ stress

BUT

- No correlation between a project manager's leadership style and success
  - ↳ slight preference for transformational, but not significant



## *Team member behaviour*

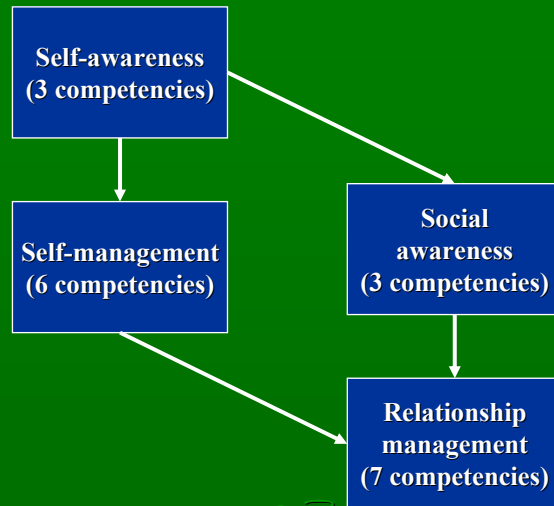
- Theories of team member behaviour
  - ↳ Myers-Briggs
  - ↳ 16PF
  - ↳ Belbin
  - ↳ Margerison and McCann
- Only weakly correlated to leadership success (*Dulewicz and Higgs, 2003*)
- So we are discounting them



## *Emotional Intelligence School - Goleman, Boyatzis and McKee (2002)*

- All managers are reasonably intelligent
  - ↳ entry level of knowledge and skills
- So it is emotional dimensions that differentiate effective leaders from adequate managers
- The emotional intelligence of the CEO influences the shareholder value of the company (2,000 data points)

## Emotional Intelligence



## Emotional intelligence - personal competence

- self awareness
  - emotional self-awareness
  - accurate self-assessment
  - self-confidence
  
- self-management
  - emotional self control
  - transparency
  - adaptability
  - achievement
  - initiative
  - optimism

## *Emotional intelligence - social competence*

- social awareness
  - ↳ empathy
  - ↳ organizational awareness
  - ↳ service
- relationship management
  - ↳ inspirational leadership
  - ↳ influence
  - ↳ developing others
  - ↳ change catalyst
  - ↳ conflict management
  - ↳ building bonds
  - ↳ teamwork & collaboration

## *Emotional intelligence - six leadership styles*

- Visionary
  - Coaching
  - Affiliative
  - Democratic
  
  - Pacesetter - toxic
  - Commanding - toxic
- Goleman, Boyatzis and McKee (2002)*



## *Projects and the perception of success* *- Lee-Kelly et al (2003)*

- Leadership style influences the project manager's *perception* of success
- This arises from
  - ↳ personality and contingent experience
  - ↳ confidence, self-belief and tacit knowledge
- Emotional intelligence is a factor
  - ↳ self-awareness
  - ↳ self-management
  - ↳ social awareness
  - ↳ relationships

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## *Optimism grows with experience* *- Dolfi and Andrews (2007)*

- More experienced project manager are more optimistic
- But is it because
  - ↳ project managers become more optimistic with experience?
  - ↳ people who are not optimistic don't stay the course?

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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
- Build up competence profile of transactional and transformational leadership

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## *Dulewicz and Higgs (Henley) - 15 leadership competencies*

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



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## *Dulewicz and Higgs (Henley) - 15 leadership competencies*

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

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## *Dulewicz and Higgs (Henley) - 3 leadership styles*

### Style

Goal oriented  
Involving  
Engaging

### Successful when:

Relatively stable change  
Significant change  
Transformational change

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## *How far have we come in 2,500 years?*

		<u>People</u>	<u>Vision</u>	<u>Process</u>
Confucius	500BC	Jen	Xiao	Li
Aristotle	300BC	Pathos	Ethos	Logos
Dulewicz & Higgs	2003	EQ	IQ	MQ

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## *A company cannot be managed by a three year old child*

- The CEO's leadership style impacts the performance of the company
  - ↳ the CEO does more than move a mouse
- Different leadership styles are required for different types of company in different circumstances
  - ↳ board of Channel Tunnel changed as they moved from construction to operation
- Why, oh why, oh why do we think it is any different for the temporary organization that is a project????!!

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## *First set of questions*

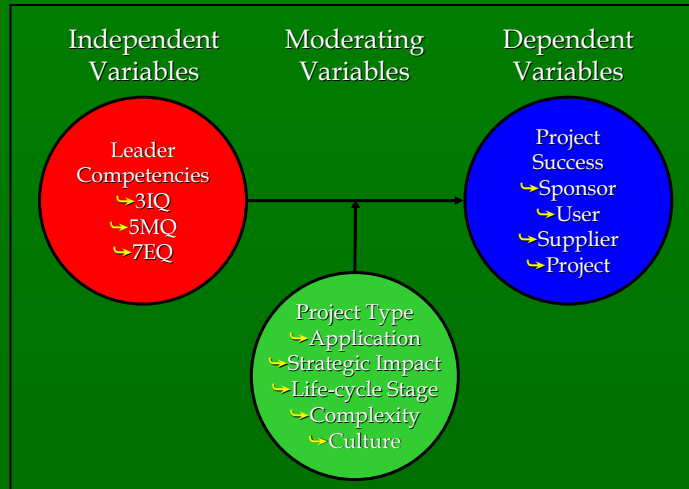
- Is the competence of the project manager, including personality and leadership style, a success factor on projects
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## Our research model

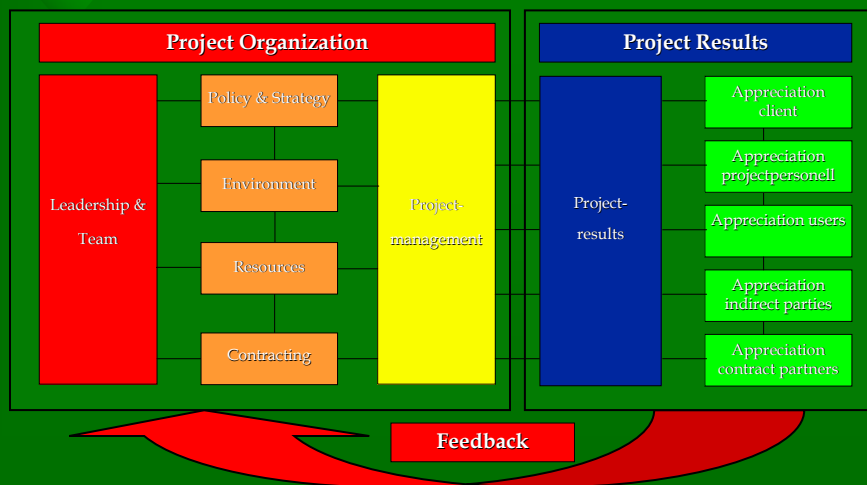


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## Project excellence model - Westerveld & Gaya-Walters (2001)



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## *Our model of success criteria - web-based questionnaire*

- Meeting performance targets
  - ↳ functionality, time, budget
- 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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## *14 Groups of attributes - Crawford, Hobbs and Turner (2004)*

- Application area
- Stage of life-cycle
- Project, programme
- Strategic importance
- Strategic positioning
- Geography
- Project scope
- Project timing
- Risk
- Ambiguity
- Complexity
- Customer
- Ownership
- Contract

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## *Our model - 6 groups of attributes*

### Attribute

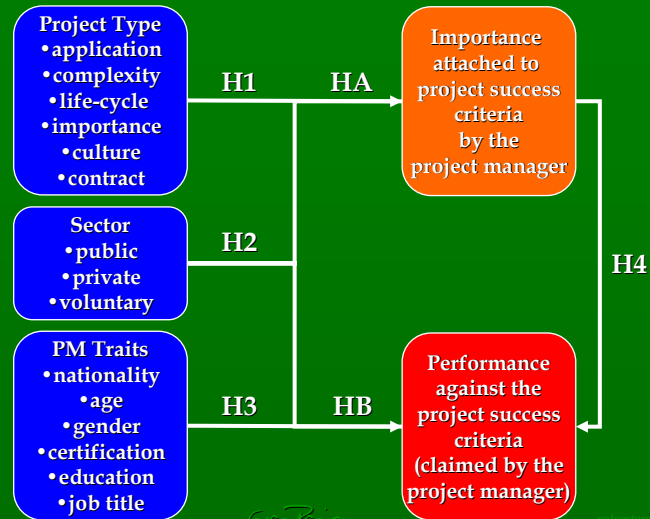
### Project Types

Application area	Engineering, ICT, Business
Complexity	Low, Medium, High
Life-cycle stage	Feasibility, Design, Execution, Close-out
Strategic import	Mandatory, Repositioning, Renewal
Culture	Home, hosting, ex patriot
Type of contract	Fixed price, remeasurement, alliance

## *Second set of questions*

- Does the importance attached to the success criteria vary by
  - ↳ type of project, industrial sector?
  - ↳ traits of the project manager?
- Does performance against the chosen success criteria vary by
  - ↳ type of project, industrial sector?
  - ↳ traits of the project manager?
- Is performance against criteria linked to the ranking of the criteria?

## Research model



## Sectors

- Public
  - Private
  - Voluntary
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## *Traits of the project manager*

- Nationality
- Age
- Gender
  - ↳ M=65%; F=35%; N=400
- Certified
  - ↳ 34%; N=959
- Education
- Job title

## *Leadership on Projects*

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## *Fourteen companies interviewed*

### Countries

- Austria
- Australia
- Germany
- Netherlands
- Sweden
- UK
- USA

### Industries

- Project management consulting
- Design and construction
- Research
- Telecommunications
- Manufacturing

## *Choosing project managers - General conclusions*

- Competence always important
  - ↳ technical knowledge
  - ↳ management skill and experience
- Leadership style more important on complex projects
- Task focus versus people focus
  - ↳ technical skills important on technical projects
  - ↳ relationship skills important on change projects
  - ↳ the fundamental transformation
    - team members want project managers to be people focused
    - but become task focused when they become project managers
- Some competencies are an entry ticket to being a member of the project management pool
  - ↳ organizations should have a career structure for project managers



### *Choosing project managers - taking account of personality or leadership style*

- Ability to deal or communicate with stakeholders, political sensitivity (8 times)
- Able to deal with complexity, ambiguity and expected issues, duration (7 times)
- Contract type (4 times)
  - ↳ fixed price – gung-ho
  - ↳ remeasurement or alliance – sensitive, trustworthy, calm
- Cultural sensitivity, geography, language (4 times)
- Able to deal with client (4 times)



### *Choosing project managers - taking account of personality or leadership style (Cont)*

- Duration and budget, project size (3 times)
- Location and nature of work within the company (2 times)
- Type of assignment (2 times)
  - ↳ consultancy versus project management
  - ↳ technical versus change project
- Able to balance work and home life (2 times)
  - ↳ individual can relax
  - ↳ and allow team to relax
- Development opportunity (1 times)



## *Dulewicz and Higgs (Henley) - 15 leadership competencies*

➤ Emotional	2.4
↳ self-awareness	2.4
↳ emotional resilience	2.4
↳ motivation	2.7
↳ sensitivity	2.4
↳ influence	2.4
↳ intuitiveness	2.0
↳ conscientiousness	2.5



## *Dulewicz and Higgs (Henley) - 15 leadership competencies*

➤ Intellectual	2.1
↳ critical analysis, judgement	2.5
↳ vision and imagination	2.0
↳ strategic perspective	1.9
➤ Managerial	2.4
↳ engaging communication	2.6
↳ managing resources	2.6
↳ empowering	2.4
↳ developing	2.0
↳ achieving	2.7

## *Leadership on Projects*

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## *Web based questionnaire*

- Two parts
- Project success – 950 responses
  - ↳ rate ten success criteria
  - ↳ claimed performance of last project
  - ↳ nature of last project
- Leadership style – 414 responses
  - ↳ demographic data
  - ↳ psychometric test
- 400 responses useable



## *Successful leadership styles - all projects*

- All projects
  - ↳ EQ
  - ↳ conscientiousness, sensitivity, communication
  - ↳ strategic perspective (-ve)



## *Successful leadership styles - application area*

- Engineering projects
  - ↳ EQ
  - ↳ motivation, conscientiousness, sensitivity
  - ↳ vision (-ve)
- IT projects
  - ↳ EQ
  - ↳ self-awareness, communication
  - ↳ vision (-ve)
- Organizational change projects
  - ↳ EQ
  - ↳ motivation, communication
  - ↳ vision (-ve)



## *Successful leadership styles - strategic importance*

- Mandatory projects
  - ↳ MQ (sic) – cost important
  - ↳ developing
- Renewal projects
  - ↳ EQ
  - ↳ self-awareness, communication
- Repositioning projects
  - ↳ EQ
  - ↳ motivation



## *Successful leadership styles - complexity*

- Medium complexity projects
  - ↳ EQ
  - ↳ emotional resilience, communication
  - ↳ vision (-ve)
- High complexity projects
  - ↳ EQ
  - ↳ sensitivity

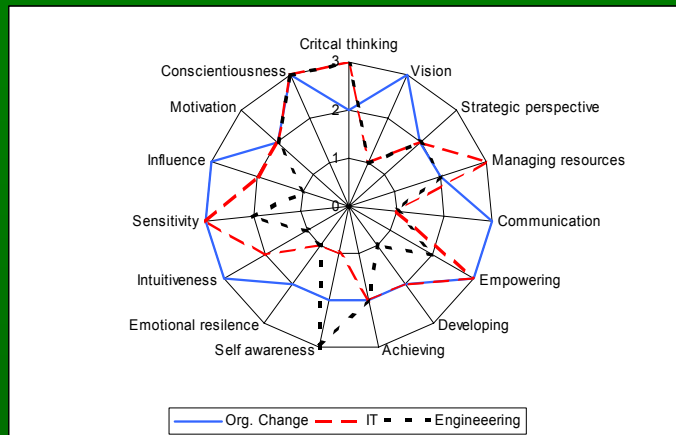


## Successful leadership styles - project type

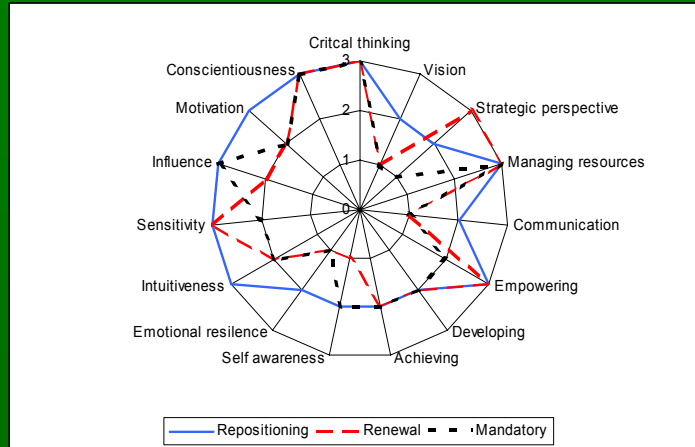
- Fixed price contracts
  - ↳ MQ (sic) – cost important
  - ↳ sensitivity, communication
- Remeasurement contracts
  - ↳ EQ, IQ
  - ↳ self-awareness, communication
  - ↳ empowering



## Leadership profiles of high performing managers, (application area)



## Leadership profiles of high performing managers, (strategic importance)

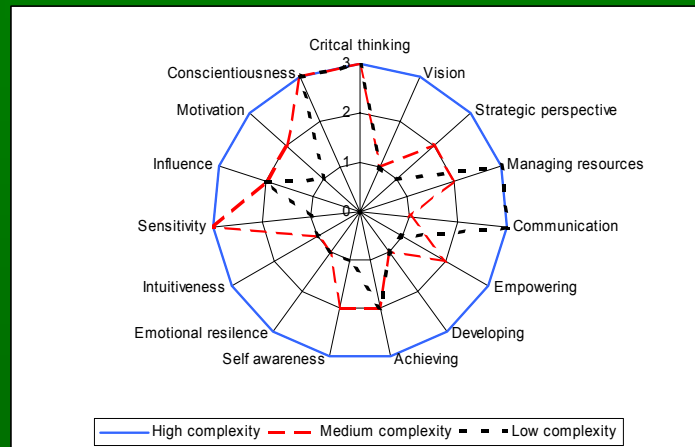


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## Leadership profiles of high performing managers, (complexity)

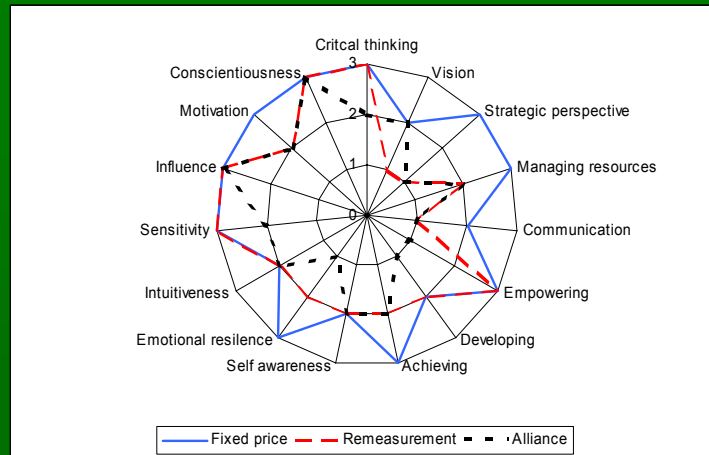


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## Leadership profiles of high performing managers, (contracts)



## Conclusions - importance

- All project managers need high EQ
  - ↳ Engineering project managers need conscientiousness and motivation
  - ↳ IT project managers need self-awareness and communication
  - ↳ Organizational change project managers need communication and motivation

## *Conclusions - profiles*

- Managers of renewal projects are the same as managers of organizational change projects
- Managers of repositioning projects are the same as managers of IT projects
- Managers of complex projects need to be transformational, as do managers of organizational and renewal projects
- Managers of simple projects need to be transactional

## *Leadership on Projects*

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## *Project type - importance attached to criteria*

- High complexity projects:
  - ↳ project manager's defined criteria important
  - ↳ satisfaction of customers, suppliers and other stakeholders important
- Repositioning, renewal and mandatory projects:
  - ↳ satisfaction of project team important
- Fixed price contracts
  - ↳ satisfaction of customers important



## *Project type - performance against criteria*

- ICT and organizational change projects marginally better than engineering projects
  - ↳ are they better or do they have lower expectations?
- Fixed price contracts
  - ↳ customer satisfaction and project purpose
- Remeasurement contracts
  - ↳ customer satisfaction



## *Industry sector - importance attached to criteria*

- Private sector projects
  - ↳ repeat business important
- (No differences in performance)



## *Nationality - importance attached to criteria*

- Europeans
  - ↳ ranked all criteria lower on average
  - ↳ ranked the satisfaction of end-users, other stakeholders and project team lower
- North Americans
  - ↳ ranked satisfaction of suppliers lower





## *Nationality – performance against criteria*

- Rest of world
  - ↳ satisfaction of end-users higher
- North America, Australia and New Zealand
  - ↳ satisfaction of other stakeholders higher



## *Gender*

- Ranking of criteria
  - ↳ no difference
- Performance against criteria
  - ↳ no difference

## *Other traits*

- Certification
  - ↳ no difference in rankings
  - ↳ certificated project managers perform better on high performing projects
- Education
  - ↳ no difference in rankings
  - ↳ no difference in performance
- Job function
  - ↳ no difference in rankings
  - ↳ no difference in performance

## *Relationship between importance and performance*

- Top 3 success criteria influencing project performance:
  1. Team satisfaction
  2. End-user satisfaction
  3. Customer satisfaction



## *Importance attached to criteria and success*

<i>Importance of ...</i>	<i>linked to ...</i>
Team satisfaction	Overall success, meeting user requirements and self-defined criteria, satisfaction of customer, end-user, team, supplier
End-user satisfaction	Meeting user requirements and project purpose, reoccurring business, satisfaction of end- users and stakeholders

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## *Importance attached to criteria and success*

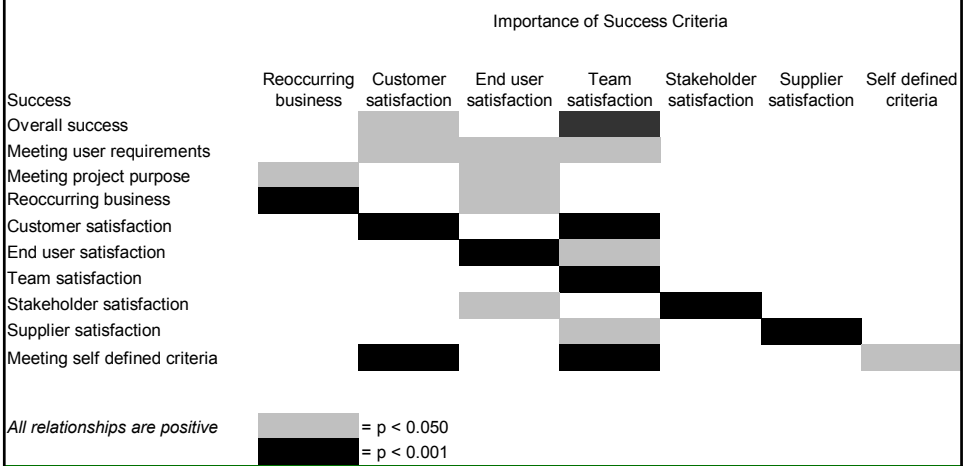
<i>Importance of ...</i>	<i>linked to ...</i>
Customer satisfaction	Overall success, meeting user requirements and self defined criteria, customer satisfaction
Reoccurring business	Meeting project purpose, reoccurring business

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# Importance of criteria and project success



# Leadership on Projects

- Theories of leadership
- Propositions and research models
- Results from interviews
- Profiles of successful leaders on projects
- Demographic differences
- Summary

## *Organizations should*

- Understand their type of project and develop a pool of project managers with appropriate competencies
- Make the selection as people are appointed to the pool and developed, not as they are appointed to the project
- Have a defined career structure for project managers with defined competencies at all levels
- Differentiate the competencies required at different levels of project management and between project managers, program managers and portfolio managers

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