ATTITUDES AND LEADERSHIP COMPETENCES FOR PROJECT SUCCESS

Dr Ralf Müller

Associate Professor Umeå School of Business
Adjunct Professor Norwegian School of Management BI

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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
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)
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
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
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)
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
Competence School -
15 leadership competencies

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

Dulewicz & Higgs, 2005
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
Predicting leadership performance

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

<table>
<thead>
<tr>
<th>Aggregate correlations</th>
<th>International PMs</th>
<th>Functional Managers</th>
<th>Agile / SCRUM PMs</th>
</tr>
</thead>
<tbody>
<tr>
<td>EQ</td>
<td>21%</td>
<td>30%</td>
<td>40%</td>
</tr>
<tr>
<td>EQ + MQ</td>
<td></td>
<td></td>
<td>58%</td>
</tr>
<tr>
<td>EQ + IQ</td>
<td>26%</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>EQ + IQ + MQ</td>
<td>31%</td>
<td>71%</td>
<td>62%</td>
</tr>
</tbody>
</table>

Porthouse & Dulewicz 2007
Turner, Müller & Dulewicz 2009
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
### Predicting project success

15 competencies together

<table>
<thead>
<tr>
<th>Explained project performance</th>
<th>All projects</th>
<th>High performing projects only</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All</td>
<td>Engineering &amp; construction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Information &amp; Telecommunication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organizational change &amp; business</td>
</tr>
<tr>
<td>9%</td>
<td>17%</td>
<td>43%</td>
</tr>
<tr>
<td>21%</td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>

Müller & Turner, 2007a
## Importance of leadership competencies by project type

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

Müller, & Turner 2007a
Leadership competence profiles of high performing project managers, (Eng, IT, Org)

Vision
Strategic perspective
Motivation
Conscientiousness
Critical thinking
Influence
Sensitivity
Intuitiveness
Managing resources
Communication
Empowering
Developing
Achieving
Self awareness
Emotional resilience
Empowering

Turner & Müller, 2006
So ...

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

• Which combination of attitudes and leadership competences correlate with success in projects?
Worldwide web-based questionnaire

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

Leadership factors
- Combined IQ and MQ dimensions
- EQ dimensions

Attitude factors
- Internal measures (team, suppliers, reoccuring 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)
# Personality explains project success

**Dependent variable: Success factors**

<table>
<thead>
<tr>
<th>Model</th>
<th>Project management success</th>
<th>Project success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adj. $R^2$</td>
<td>.162</td>
<td>.243</td>
</tr>
<tr>
<td>Sign.</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

**Independent variable:**

**Personality factors**

- Leadership
  - Combined IQ/MQ
  - EQ
  - .146*

- Attitudes
  - Internal attitude
  - .162*
  - .477***
  - External attitude
  - .383***
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.
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
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.....
Thank You
References


