

ICT project success & the suitability of key persons

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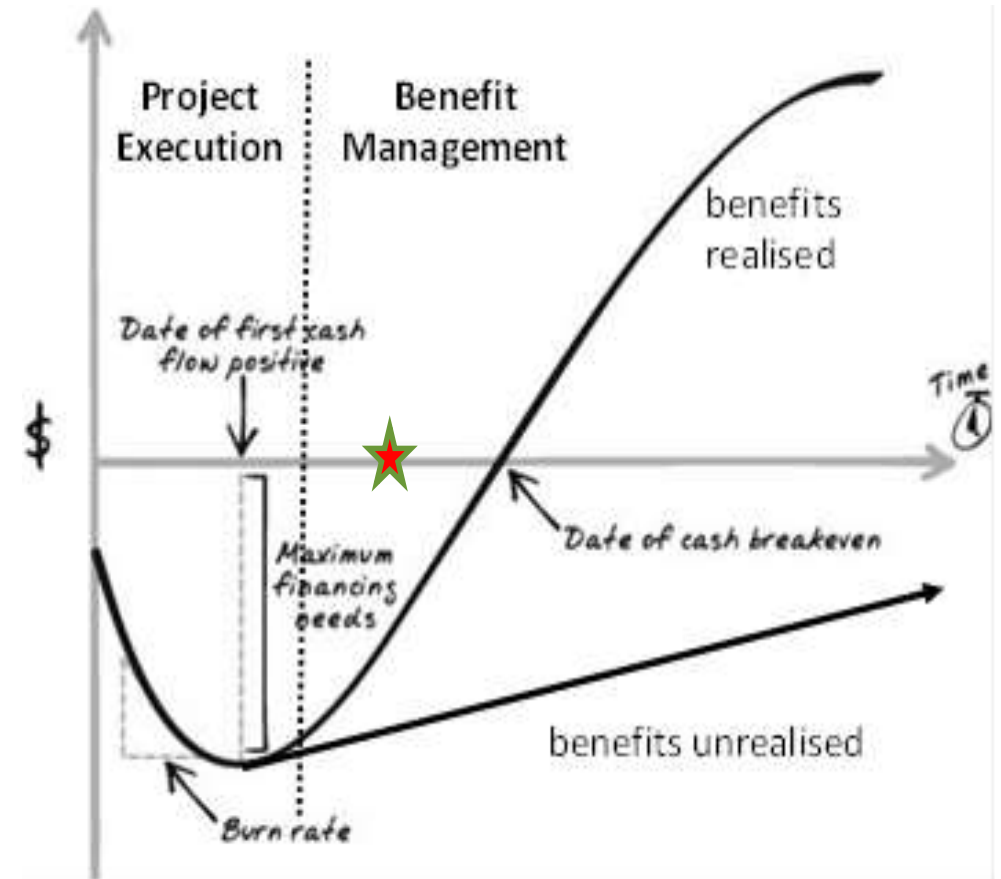
Key messages

Key person suitability matters for ICT
project success

Self awareness matters for job satisfaction

Research Scope

- At the completion of the project and the transition to benefits realisation
- Bread and butter ICT projects
 - 2-3 years
 - < \$10m
 - Commercial Projects



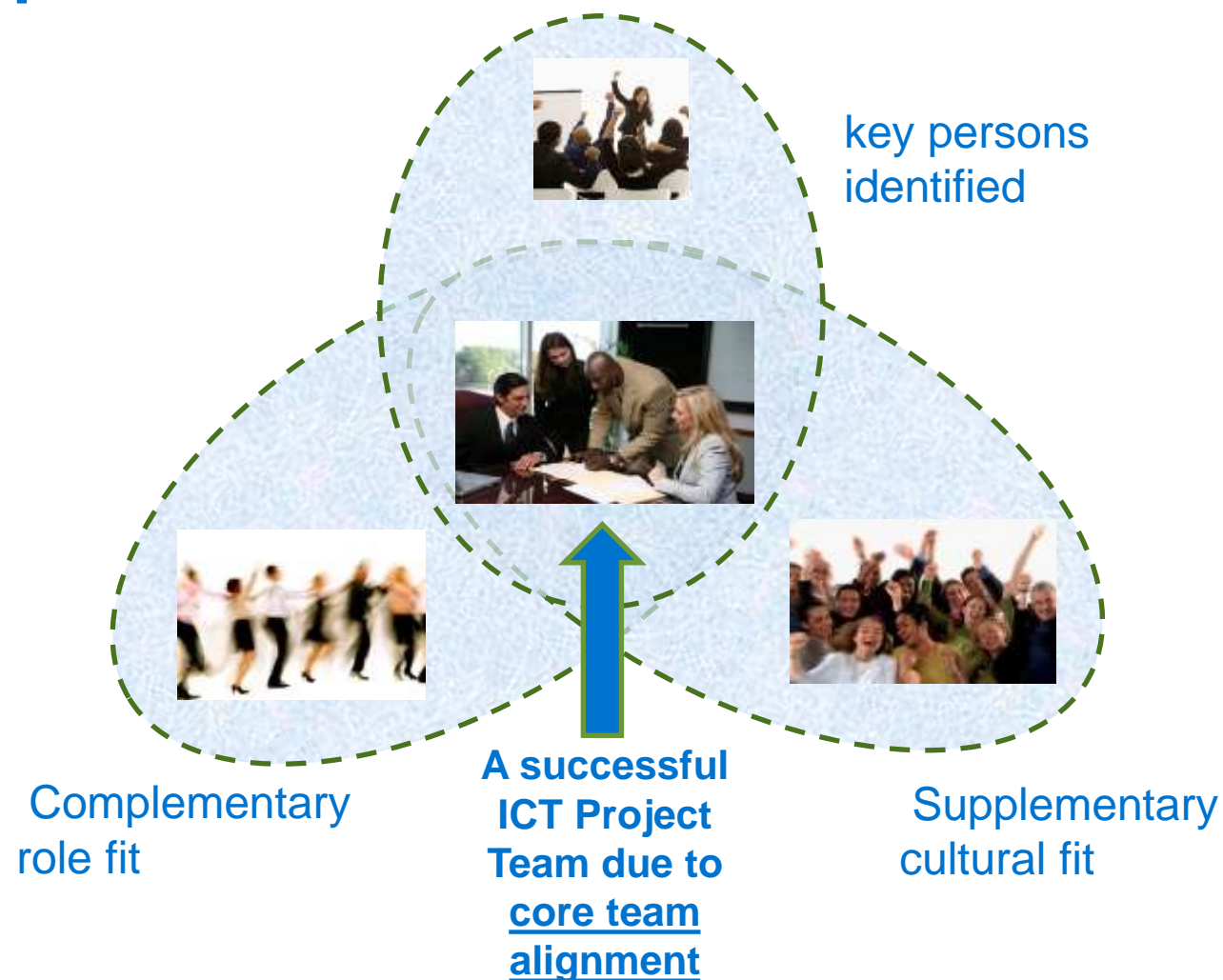
The problem

- Low rate of ICT project success...is seldom due to technical issues (DeMarco 1988)
- Eligibility Criteria: availability, experience, qualifications
- Suitability Criteria:
 - Complementary Fit: the level of fit between team members
 - Supplementary fit: congruence between team member values and the organizational culture



The approach

What are the behavioural roles of key members of successful ICT project teams in internally focussed organisational cultures?



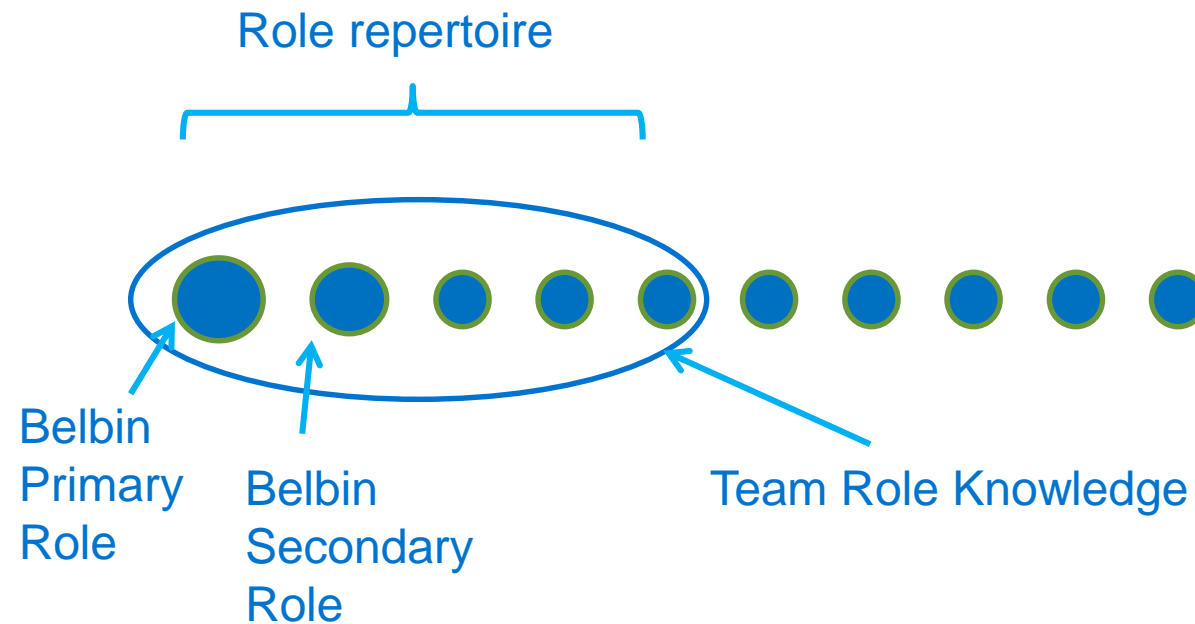
Research theories

Key person theory: 2-3 people can make a disproportionate contribution



Research theories

Role Theory: we all have preferred behaviours as a result of personal characteristics, social position and expectations of others.



Belbin Behavioural Roles

Shaper (SH)	challenging, dynamic, thrives on pressure; has the drive and courage to overcome obstacles; a proneness to frustration, and irritation.
Implementer (IM)	disciplined, reliable, conservative and efficient; turns ideas into practical action; adherence to the orthodox and proven.
Completer Finisher (CF)	painstaking, conscientious, anxious, searches out errors and omissions; delivers on time; perfectionism.
Coordinator (CO)	mature, confident, a good chairperson; clarifies goals, promotes decision making; delegates well; takes credit for effort of a team.
Team Worker (TW)	co-operative, mild, perceptive and diplomatic; listens, builds, averts friction, calms the waters; avoiding situations that may entail pressure.
Resource Investigator (RI)	extrovert, enthusiastic, communicative; explores opportunities; develops contacts; loses enthusiasm once initial excitement has passed.
Plant (PL)	creative, imaginative, unorthodox; solves difficult problems; preoccupied with ideas and neglects practical matters; strong ownership of ideas.
Monitor Evaluator (ME)	sober, strategic, discerning; sees all options; judges accurately; skepticism with logic.
Specialist (SP)	supplies knowledge and skills in rare supply; prefers to operate on this limited basis.

Productive / Harmonious Relationships



Team Role	CO	TW	RI	IP	PL	ME	CF	SH
CO		•	•	•				
TW			•	•				
RI				•				
IP								
PL						○	○	○
ME							○	○
CF								○
SH								

Blue dots: harmonious but not productive interaction.

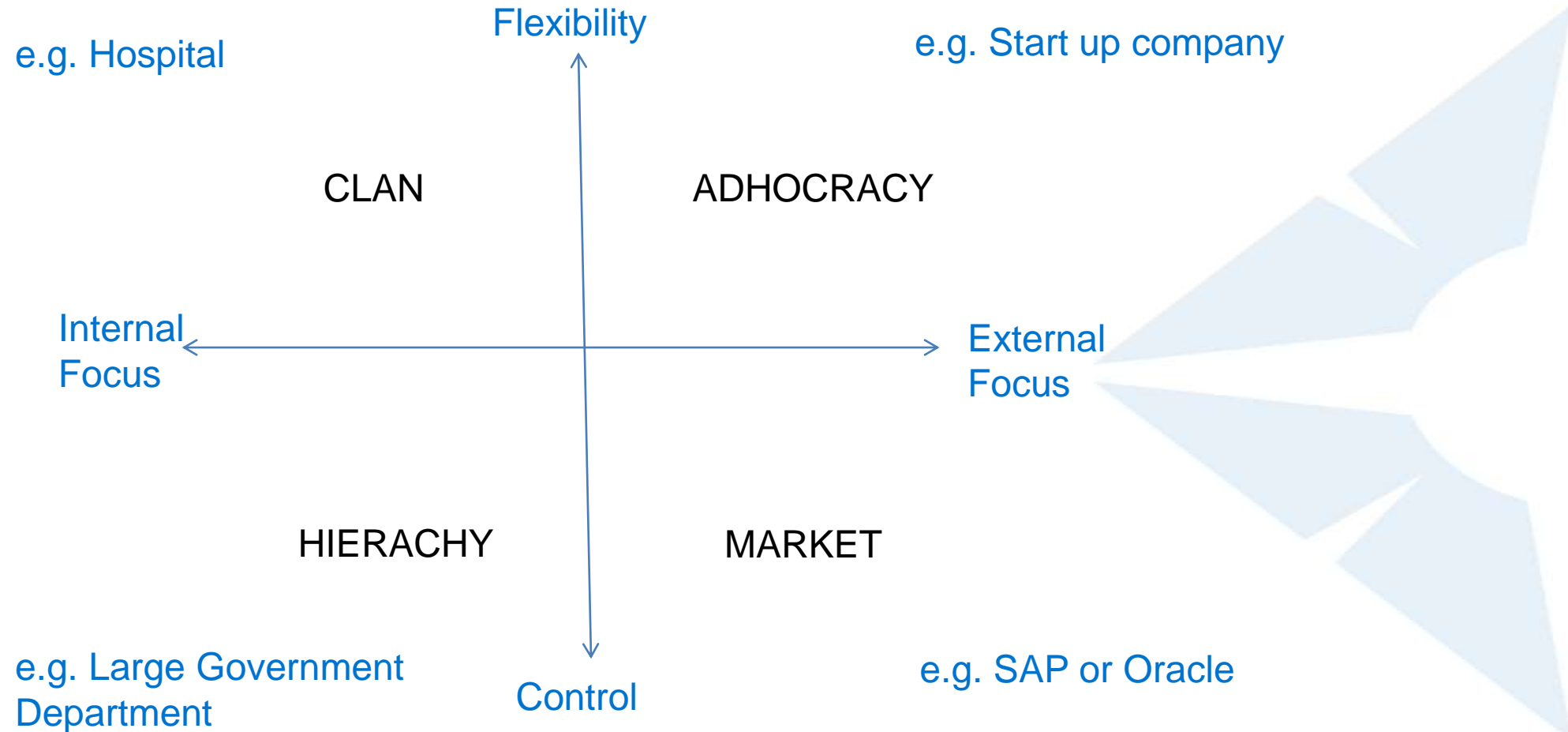
White dots: neither harmonious nor productive.

Other combinations: harmonious and productive.

Research findings

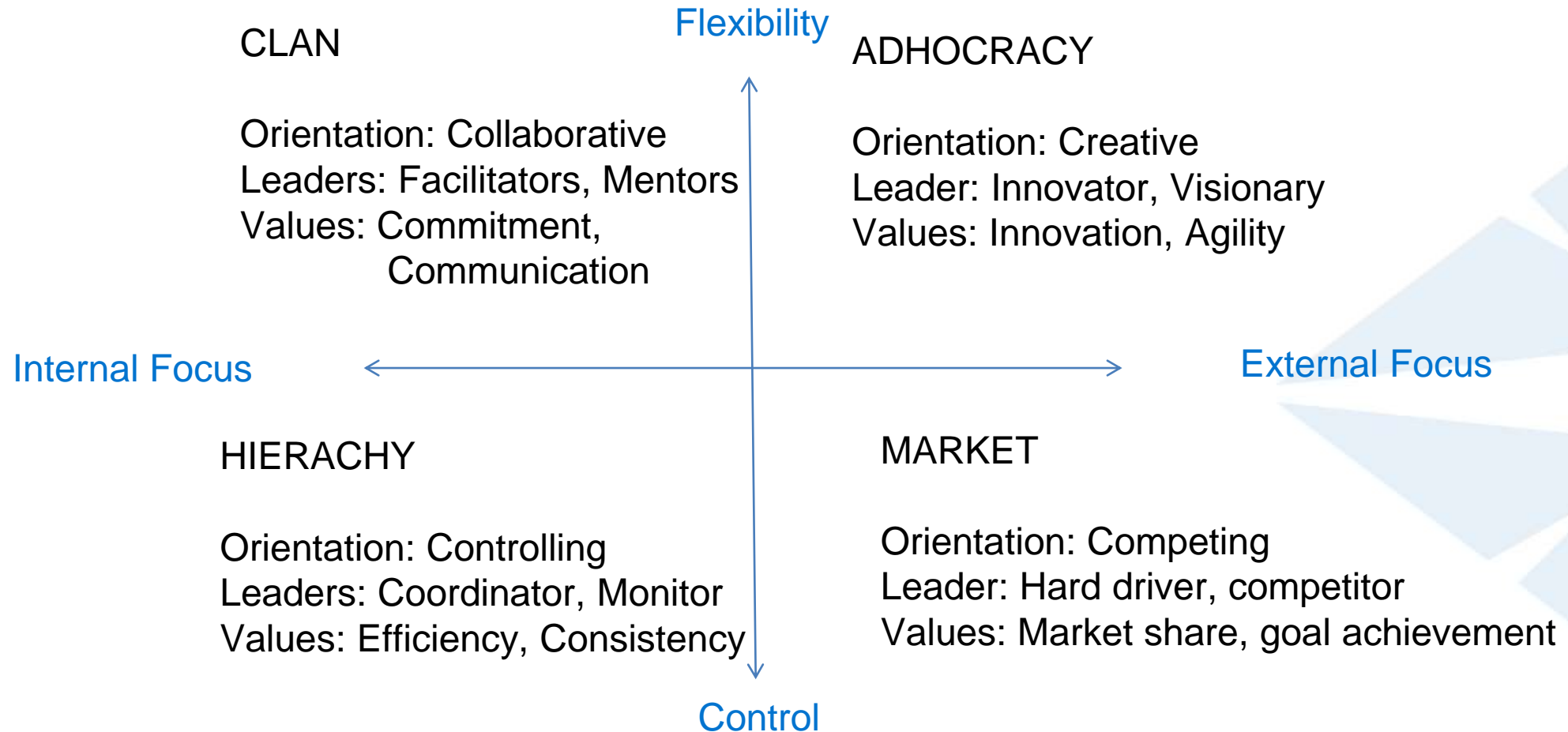
- The key persons are the Project manager(s) and Business Representative(s)
- They exhibit the behavioral roles of Co-ordinator, Monitor Evaluator and Completer Finisher in internally focused cultures.
 - **CO**: The co-ordinator: mature, confident, a good chairperson; clarifies goals, promotes decision making; delegates well; (PEOPLE)
 - **ME**: Monitor-evaluator: sober, strategic, discerning; sees all options; judges accurately; scepticism with logic (CEREBAL)
 - **CF**: Completer: Painstaking, conscientious, anxious, searches out errors and omissions; delivers on time; (ACTION)

What is an internally focussed culture?



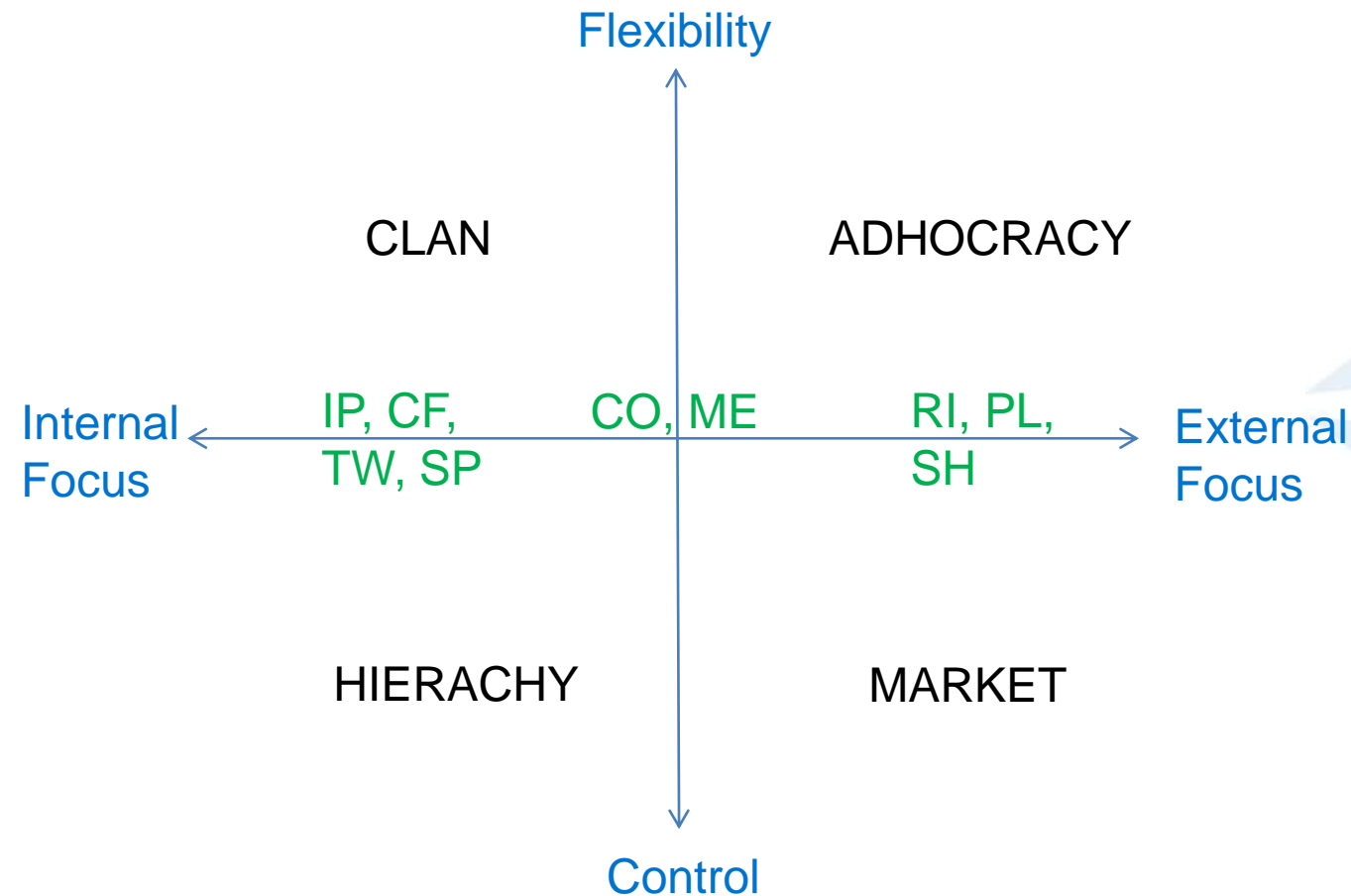
Cameron Quinn Competing Values Framework

Diagnosing your organisational culture?



Cameron Quinn Competing Values Framework

Relating preferred behaviours to organisational culture



Ref: Cameron Quinn Competing Values Framework

Relating 'core team alignment' to project success

Project Management Success
measured as on time, on budget
and scope delivered



Core team aligned



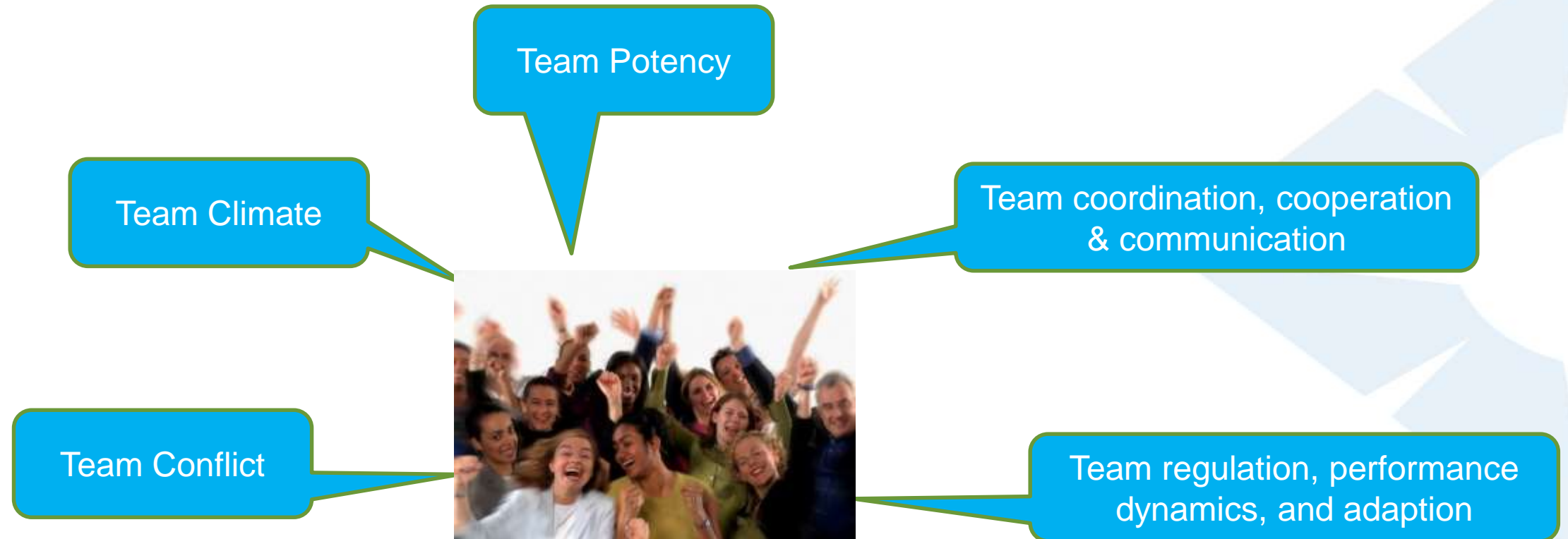
Project Success
measured as
stakeholder satisfaction



Project Success
measured as
business success



Core Team alignment contributes to team effectiveness



Relating 'core team alignment' to project success



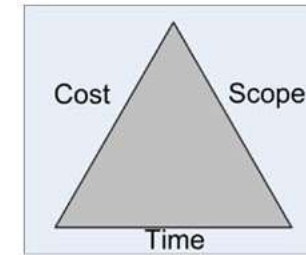
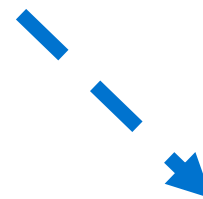
Key people exhibiting
Complementary and
Supplementary fit



Improved Team
Effectiveness



Stakeholder
satisfaction



PM
Efficiency



Business
success

Conclusions

- Key person suitability matters for ICT project success
- The key persons in ICT projects are project manager(s) and business representative(s)
- Ensure you have core team alignment as the project finishes and benefits realisation begins by:
 - Considering your own preferred behaviour
 - Considering the preferred behaviours of key persons
- Team design (suitable members) plus team training produces better results than team building with a group of eligible team members.

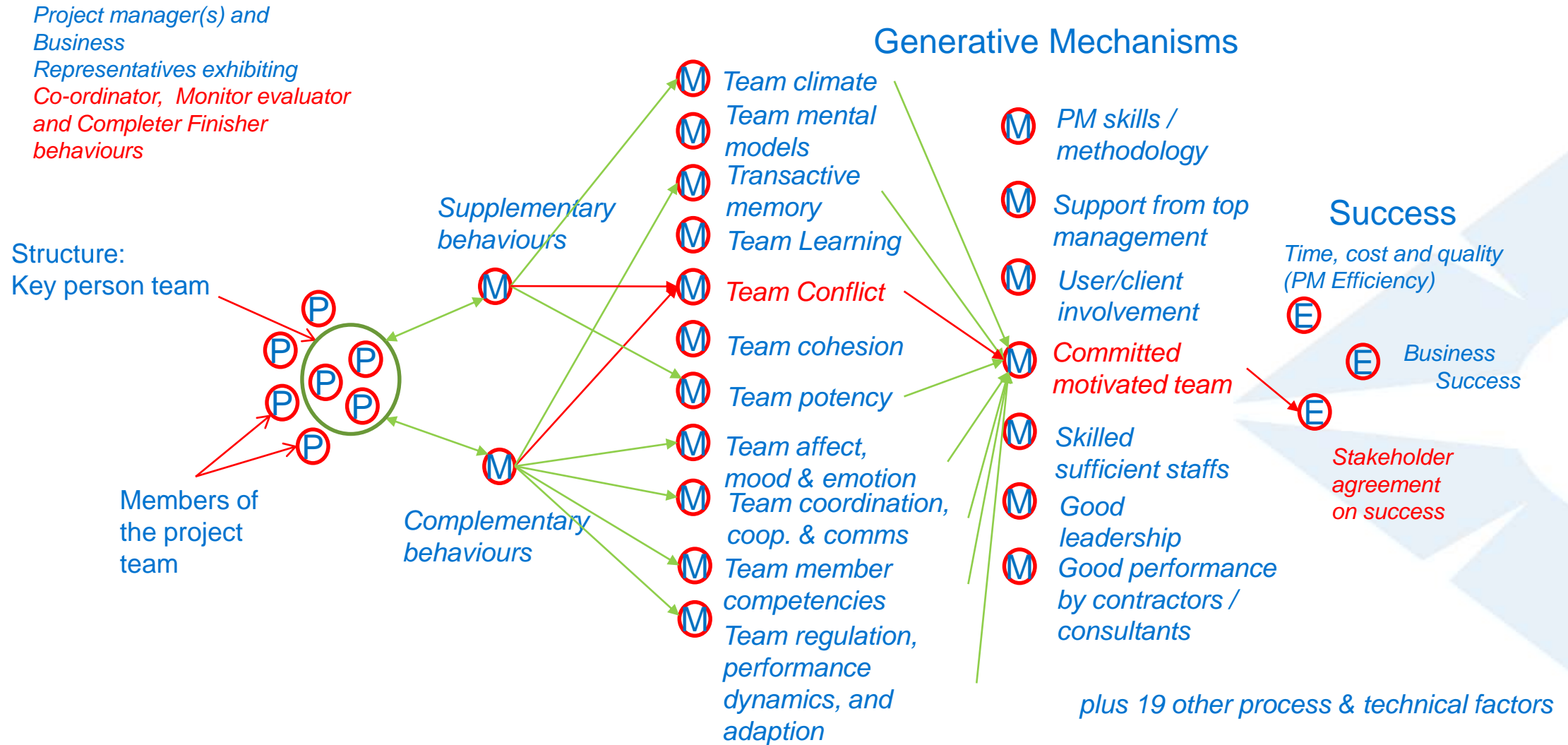
Questions



Tools: Role theory tools equivalence

Belbin (1993)	Mumford (2006)	Benne & Sheats (1948)	McCann & Margerison	DuBrin (1995)	Parker (1996)	Bales (1950)	Ancona & Caldwell (1992)	Barry (1991)
Coordinator	Contractor	Coordinator	Assessor	Collaborator	Collaborator	Gives orientation		Organising
Monitor Evaluator	Critic	Evaluator-critic	Reporter	Challenger	Challenger	Disagrees		
Completer Finisher	Completer	Procedural technician	Concluder	Knowledge contributor	Contributor			
6 others	7 others	16 others	5 others	6 others	1 other	10 others	4 others	4 others

Establishing a causal link between suitable key persons and project success



Contingent Conditions: ICT projects in internally focused cultures