

# Effective Leadership for Enterprise Commerce Management

Research Results from Chapter 4 of the dissertation by  
**Frank L. Harper, Jr., Ph.D. (c), PMP**

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**Introduction**

The following results were compiled from a Leadership Behavior Description Questionnaire (LBDQ) survey. The web sites of Project Management Institute (PMI) and CIO Magazine provided a link to the survey. Five face-to-face interviews were conducted. A total of 298 respondents provided answers. Percentages may not add up 100 because of rounding and because respondents who did not answer are excluded. Additionally not all of the 298 respondents attempted to answer the questions. The researcher will discuss the hypotheses to these findings during the data analysis sections of this Ph.D. dissertation. The following paragraph introduces Enterprise Commerce Management (ECM) and discusses the purpose of the survey.

**LBDQ Survey Introduction**

Enterprise Commerce Management (ECM) is the emerging IT framework for Collaborative Commerce. It's five layer service-oriented architecture captures what many corporations have been building over the past several years as they supplemented ERP with other applications, such as Advanced Planning Scheduling (APS) and Customer Relationship Management (CRM). First-movers are making the transition necessary to reap the benefits of ECM. The transformation to a Collaborative Commerce model requires transforming an enterprise's culture, organization, and systems—in that order. Successful and organizational transformations have emphasized the decisive role of leadership, which is also termed visionary leadership, strategic leadership, or charismatic leadership. This next leadership arena involves specific leadership behaviors, actions, and strategies that are required to initiate and survive the organizational transformation to ECM. Strategic, operational, and tactical leaders must

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demonstrate it. This questionnaire is designed to identify the components of effective leadership behavior for ECM.

The first question of the survey required respondents to assess their strategic decision making responsibility.

1. Are you responsible for your company's IT business goals, direction, and strategy?

68% - Yes      32% - No

The next series of statements required respondents to rate their leadership effectiveness in building their organization's ECM blueprint. The following information provided the foundation to allow respondents to provide unbiased answers to each statement:

The ECM blueprint is a service-oriented architecture consisting of 5 layers that define processes, applications, and technologies. The layers include:

- Layer 1: Information Services
- Layer 2: Integration Services
- Layer 3: Interaction Services
- Layer 4: Exchange Services
- Layer 5: Collaboration Services

All serve a special purpose in the enterprise. These layers are connected bi-directionally to allow for intra-company integration and collaboration.

The respondents were required to rate their opinions on a scale of 1 to 5, where 1- rarely, 2-some, 3-occasional, 4-intermittent, 5-always, 6-Not Applicable.

2. I am responsible for Layer 1: Information Services which provide the foundation for the ECM model by managing, effectively storing and providing vital enterprise data such as customers, suppliers, and parts.

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3.7% Rarely  
7.4% Some  
22.2% Occasional  
17.3% Intermittent  
40.7% Always  
8.6% Not rated

3. I am responsible for Layer 2: Integration Services, which supports the real-time interfaces between applications for rapid decision making and operations and supply chain response.

0.0% Rarely  
6.7% Some  
22.7% Occasional  
18.7% Intermittent  
40.0% Always  
12.0% Not rated

4. I am responsible for Layer 3: Interaction Services which supports all major business processes of the enterprise as well its supply chain processes that are managed and executed.

2.7% Rarely  
8.1% Some  
27.0% Occasional  
23.0% Intermittent  
29.7% Always  
9.5% Not rated

5. I am responsible for Layer 4: Exchange Services which represents the applications and technology that shares data and manages processes outside the organization.

7.8% Rarely  
11.7% Some  
18.2% Occasional  
26.0% Intermittent  
23.4% Always  
13.0% Not rated

6. I am responsible for Layer 5: Collaboration Services which represents consortia and privately owned marketplaces, online exchanges or online services that are jointly owned by the enterprise and venture partners or used by the company in order to extend their market reach.

16.2% Rarely

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## *Research Results*

- 6.8% Some
- 16.2% Occasional
- 17.6% Intermittent
- 25.7% Always
- 13.0% Not rated

7. I am responsible for spearheading the entire ECM framework.

- 11.4% Rarely
- 3.8% Some
- 22.8% Occasional
- 15.2% Intermittent
- 30.4% Always
- 16.5% Not rated

The following statements require rating the importance of specific enabling technologies in the respondent's organization's ECM framework. On a scale of 1 to 5, where 1-least important, 2-somewhat important, 3-important, 4-most important, 5-Don't know, respondents were asked to rate how important the following enabling technologies are to their organization's ECM framework.

8. Data Analytic Model represents a standard for data presentation. Transaction data security and effectiveness is handled by most applications. Business Intelligence and data warehousing technology provides bi-directional data flow, data aggregation, and reporting.

- 10.4% Somewhat Important
- 47.9% Important
- 35.4% Most Important
- 6.2% Don't Know

9. Application Integration Framework ensures interoperability between various applications and helps eliminate point-to-point integration. Enterprise Application Integration (EAI) currently plays a major role in these frameworks, but applications must become functionally cohesive, loosely coupled for higher integration flexibility.

- 12.8% Somewhat Important
- 46.8% Important
- 36.2% Most Important
- 4.3% Don't Know

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10. Industry Standard Application Server built on standards such as J2EE, .NET, XML, SOAP, or UDDI, which provides a foundation for applications to communicate freely within the ECM framework.

- 4.3% Least Important
- 10.9% Somewhat Important
- 43.5% Important
- 32.6% Most Important
- 8.7% Don't Know

11. Private Trading Exchange (PTX) allows sharing data and applications for managing access to enterprise data and applications using portals.

- 10.6% Somewhat Important
- 38.3% Important
- 44.7% Most Important
- 6.4% Don't Know

12. Portal Framework proves role-based utilization to offer consistent access for all employees and partners to an enterprise's data and applications.

- 10.6% Somewhat Important
- 38.3% Important
- 44.7% Most Important
- 6.4% Don't Know

13. Integrated Systems Management ensures Service Level Agreement compliance and adherence to data and security policies. Also Process Performance Measurement and Key Performance Indicators ensure gains are realized and maintained.

- 10.6% Somewhat Important
- 38.3% Important
- 44.7% Most Important
- 6.4% Don't Know

14. Business Process Management removes boundaries imposed by applications and systems using components to execute business processes.

- 10.6% Somewhat Important
- 38.3% Important
- 44.7% Most Important
- 6.4% Don't Know

The next question asks respondents to determine the number of employees in their organization.

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15. How many people are employed in your entire organization?

14.3%	30,000 or more
20.0%	20,000 – 29,000
12.2%	10,000 – 19,000
6.1%	5,000 – 9,999
26.5%	1,000 – 4,999
14.3%	500 – 999
10.2%	100 – 499
6.1%	50 – 99
8.2%	Less than 50

The following statement allowed respondents to assess ECM in regards to IT governance.

16. ECM is the dominate blueprint for our company's IT infrastructure planning.

Yes – 51%          No – 48.9%

The following statements allowed respondents to describe the use of ECM by decision-makers. Respondents were instructed to use the following rating scale:

<b>(1)</b> Strongly disagree	This is far from what s/he would normally do. More likely to do the opposite.
<b>(2)</b> Disagree	No. Does not really do this.
<b>(3)</b> Tend to disagree	Not really. Does this occasionally but not very often.
<b>(4)</b> Tend to agree	Not characteristic, but s/he tend to behave this way more often than not.
<b>(5)</b> Agree	Yes, this is how s/he typically behaves.
<b>(6)</b> Strongly agree	Absolutely characteristic of her/him. This describes her/him accurately.
<b>(N)</b> Not rated	I have insufficient evidence on which to base a reliable rating. I am not going to guess.

17. Decision-makers use ECM to understand the applications landscape to determine how the different application categories relate to one another and how they can be integrated.

2.9%	Strongly disagree
17.1%	Disagree
5.7%	Tend to disagree
22.9%	Tend to agree
31.4%	Agree

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5.7% Strongly agree  
14.3% Not rated

18. Decision-makers use ECM to verify decisions on applications and technology against ECM to avoid standalone, non-integrated and incompatible systems.

0.0% Strongly disagree  
11.4% Disagree  
17.1% Tend to disagree  
20.0% Tend to agree  
28.6% Agree  
11.4% Strongly agree  
11.4% Not rated

19. Decision-makers use ECM to evaluate vendors for ECM compliance.

0.0% Strongly disagree  
17.1% Disagree  
14.3% Tend to disagree  
22.9% Tend to agree  
22.9% Agree  
8.6% Strongly agree  
14.3% Not rated

20. Decision-makers use ECM to avoid future redundancies in data and functionality by making informed decisions today.

0.0% Strongly disagree  
17.6% Disagree  
5.9% Tend to disagree  
23.5% Tend to agree  
32.4% Agree  
5.9% Strongly agree  
14.7% Not rated

21. Decision-makers use ECM to understand the future IT infrastructure and making the right decisions now about deployment of the technology and applications to create an interoperable framework.

0.0% Strongly disagree  
17.6% Disagree  
8.8% Tend to disagree  
17.6% Tend to agree  
23.5% Agree  
14.7% Strongly agree

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17.6% Not rated

Respondents were asked to rank the order of importance when transforming an enterprise to ECM.

22. Transforming an enterprise to ECM requires change management in organization, culture, and systems. Using a scale of 1 to 3, where 1-highest order, 2-middle order, and 3-lowest order rank the order of importance for making this transition that has proved successful in your company.

Organization	High – 41%	Middle – 50%	Low – 9%
Culture	High – 35%	Middle – 38%	Low – 26%
Systems	High – 32%	Middle – 29%	Low – 38%

Respondents were asked to rank the order of importance of key performance indicators in determining the success of ECM in their company.

23. Transforming an enterprise to ECM requires change management in organization, culture, and systems. Using a scale of 1 to 3, where 1-highest order, 2-middle order, and 3-lowest order rank the order of importance for making this transition that has proved successful in your company.

Increased Revenue	High – 61%	Middle – 27%	Low – 12%
Cost Avoidance	High – 39%	Middle – 36%	Low – 24%
Improve Service	High – 39%	Middle – 39%	Low – 21%

24. What kind of business does your company do?

- 20.6% Manufacturing (non-computer)
- 11.8% Online Retailer/E-Commerce
- 8.8% Banking/Finance/Accounting/Venture Capitalist
- 11.8% Insurance/Real Estate/Legal
- 11.8% Government (Federal/State/Local/Military)
- 5.9% Healthcare/HMO/Hospital/Medical
- 38.2% Others, please specify
  - Oil & Gas
  - Telecommunications
  - Future & Options Exchange
  - Energy
  - Information Services

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Customer Service and Restaurant  
 Planning/Scheduling/Project Management  
 Web Services  
 Consulting & Training  
 Consumer Beverage

25. How would classify your managerial role?

Strategic C-level, Executive, VP, etc.) – 42.4%  
 Operational (Director, Program Manager, etc.) – 33.3%  
 Tactical (Project Manager, Project Leader, etc.) – 24.2

### **Leadership Behavior Description Questions**

The following statements required respondents to describe the leadership behavior of their manager. Thus the data collected shows the leadership behavior of managers as perceived by their subordinates. Respondents were instructed to use the following rating scale:

(1) Strongly disagree	This is far from what s/he would normally do. More likely to do the opposite.
(2) Disagree	No. Does not really do this.
(3) Tend to disagree	Not really. Does this occasionally but not very often.
(4) Tend to agree	Not characteristic, but s/he tend to behave this way more often than not.
(5) Agree	Yes, this is how s/he typically behaves.
(6) Strongly agree	Absolutely characteristic of her/him. This describes her/him accurately.
(N) Not rated	I have insufficient evidence on which to base a reliable rating. I am not going to guess.

The manager's behaviors where categorized as leadership, client orientation and business awareness, people management and development, teamwork, creativity & innovation, influence/interpersonal skills, performance & results, self-management.

7.2% of the respondents felt they had enough evidence on which to base a reliable rating. In other words, 91.8% of the respondents felt they had insufficient evidence to

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base a reliable rating. Thus decided not to guess. The data analysis section in the doctoral dissertation discusses this phenomenon in detail.

The following statements describe management behavior patterns that demonstrate **leadership**.

26. Creates a vision of e-commerce as a component of the company's overall IT strategy.

00.0% Strongly disagree  
 5.0% Disagree  
 15.0% Tend to disagree  
 30.0% Tend to agree  
 40.0% Agree  
 10.0% Strongly agree  
 00.0% Not rated

27. Develops effective plans—(i.e. structural changes, acquisition, and/or resource allocation) to meet organizational targets and goals.

00.0% Strongly disagree  
 5.0% Disagree  
 15.0% Tend to disagree  
 20.0% Tend to agree  
 30.0% Agree  
 30.0% Strongly agree  
 00.0% Not rated

28. Keeps team informed of goals, plans, and progress.

00.0% Strongly disagree  
 5.0% Disagree  
 10.0% Tend to disagree  
 30.0% Tend to agree  
 30.0% Agree  
 25.0% Strongly agree  
 00.0% Not rated

28. Inspires people—creates passion for delivering excellent performance through change.

10.0% Strongly disagree  
 5.0% Disagree  
 15.0% Tend to disagree  
 20.0% Tend to agree

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25.0% Agree  
25.0% Strongly agree  
00.0% Not rated

29. Makes timely and considered decisions.

5.0% Strongly disagree  
10.0% Disagree  
15.0% Tend to disagree  
25.0% Tend to agree  
30.0% Agree  
15.0% Strongly agree  
00.0% Not rated

30. Articulates and communicates the importance of an efficient and reliable e-commerce architecture.

00.0% Strongly disagree  
5.0% Disagree  
20.0% Tend to disagree  
35.0% Tend to agree  
25.0% Agree  
15.0% Strongly agree  
00.0% Not rated

31. Champions the impact of e-commerce on the bottom line.

00.0% Strongly disagree  
00.0% Disagree  
25.0% Tend to disagree  
30.0% Tend to agree  
30.0% Agree  
10.0% Strongly agree  
5.0% Not rated

32. Encourages moving strategic business processes to the web.

5.0% Strongly disagree  
0.0% Disagree  
15.0% Tend to disagree  
30.0% Tend to agree  
25.0% Agree  
25.0% Strongly agree  
0.0% Not rated

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*Research Results*

The following statements describe manager behavior patterns that demonstrate **client orientation and business awareness**.

33. Keeps abreast of trends that affect and influence the organization.

5.0% Strongly disagree  
5.0% Disagree  
25.0% Tend to disagree  
25.0% Tend to agree  
10.0% Agree  
25.0% Strongly agree  
5.0% Not rated

34. Networks internally and externally to bring new best practice ideas to the organization.

5.0% Strongly disagree  
5.0% Disagree  
25.0% Tend to disagree  
20.0% Tend to agree  
20.0% Agree  
25.0% Strongly agree  
0.0% Not rated

35. Drives information strategic planning based on an in depth understanding of clients' needs and expectations.

5.3% Strongly disagree  
0.0% Disagree  
21.1% Tend to disagree  
26.3% Tend to agree  
26.3% Agree  
21.1% Strongly agree  
0.0% Not rated

36. Ensures that client expectations are managed and then met as fully as possible.

0.0% Strongly disagree  
5.0% Disagree  
25.0% Tend to disagree  
40.0% Tend to agree  
20.0% Agree  
10.0% Strongly agree  
0.0% Not rated

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37. Makes commercially sound recommendations and decisions – financially astute.

- 0.0% Strongly disagree
- 10.0% Disagree
- 30.0% Tend to disagree
- 15.0% Tend to agree
- 20.0% Agree
- 25.0% Strongly agree
- 0.0% Not rated

The following statements describe manager behavior patterns that demonstrate **people management/development**.

38. Sets and agrees on clear and challenging objectives with direct reports.

- 5.0% Strongly disagree
- 5.0% Disagree
- 35.0% Tend to disagree
- 10.0% Tend to agree
- 30.0% Agree
- 15.0% Strongly agree
- 0.0% Not rated

39. Sets and agrees on clear and challenging behavior improvement plans with direct reports.

- 0.0% Strongly disagree
- 5.0% Disagree
- 25.0% Tend to disagree
- 30.0% Tend to agree
- 20.0% Agree
- 20.0% Strongly agree
- 0.0% Not rated

40. Gives frequent, honest, open and structured feedback to others on their performance.

- 0.0% Strongly disagree
- 10.0% Disagree
- 15.0% Tend to disagree
- 20.0% Tend to agree
- 40.0% Agree
- 15.0% Strongly agree
- 0.0% Not rated

41. Coaches others to realize their potential.

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*Research Results*

5.0% Strongly disagree  
 15.0% Disagree  
 15.0% Tend to disagree  
 20.0% Tend to agree  
 30.0% Agree  
 15.0% Strongly agree  
 0.0% Not rated

42. Adapts own leadership style to match individuals and situations—e.g. directs or empowers as appropriate.

15.0% Strongly disagree  
 20.0% Disagree  
 15.0% Tend to disagree  
 20.0% Tend to agree  
 15.0% Agree  
 15.0% Strongly agree  
 0.0% Not rated

The following statements describe manager behavior patterns that demonstrate **teamwork**.

43. Plays an active role in teams of which he/she is a member.

0.0% Strongly disagree  
 5.0% Disagree  
 20.0% Tend to disagree  
 25.0% Tend to agree  
 20.0% Agree  
 30.0% Strongly agree  
 0.0% Not rated

44. Encourages other team members to play an active role by listening to and involving them.

5.3% Strongly disagree  
 5.3% Disagree  
 26.3% Tend to disagree  
 10.5% Tend to agree  
 31.6% Agree  
 21.1% Strongly agree  
 0.0% Not rated

45. Involves others in decisions that affect them.

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*Research Results*

0.0% Strongly disagree  
0.0% Disagree  
25.0% Tend to disagree  
25.0% Tend to agree  
30.0% Agree  
20.0% Strongly agree  
0.0% Not rated

46. Supports and complies with team decisions—does not undermine them.

0.0% Strongly disagree  
5.0% Disagree  
30.0% Tend to disagree  
10.0% Tend to agree  
30.0% Agree  
25.0% Strongly agree  
0.0% Not rated

47. Takes steps to improve team processes e.g. addresses conflict, refocuses the team.

0.0% Strongly disagree  
10.0% Disagree  
5.0% Tend to disagree  
30.0% Tend to agree  
35.0% Agree  
20.0% Strongly agree  
0.0% Not rated

48. Maintains positive relationships with colleagues.

20.0% Strongly disagree  
5.0% Disagree  
25.0% Tend to disagree  
20.0% Tend to agree  
15.0% Agree  
10.0% Strongly agree  
5.0% Not rated

49. Trusts others before they earn it.

5.3% Strongly disagree  
10.5% Disagree  
15.8% Tend to disagree  
31.6% Tend to agree

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*Research Results*

31.6% Agree  
5.3% Strongly agree  
0.0% Not rated

50. Supports teams that create constructive discomfort.

5.0% Strongly disagree  
5.0% Disagree  
10.0% Tend to disagree  
30.0% Tend to agree  
30.0% Agree  
20.0% Strongly agree  
0.0% Not rated

The following statements describe manager behavior patterns that demonstrate **creativity and innovation**.

51. Challenges the conventional wisdom—aggressively resists “We’ve always done it this way.

0.0% Strongly disagree  
5.0% Disagree  
15.0% Tend to disagree  
20.0% Tend to agree  
40.0% Agree  
20.0% Strongly agree  
0.0% Not rated

52. Generates fresh and innovative ways of doing things.

0.0% Strongly disagree  
10.0% Disagree  
5.0% Tend to disagree  
30.0% Tend to agree  
35.0% Agree  
15.0% Strongly agree  
5.0% Not rated

53. Encourages others to take appropriate risks to achieve improvement.

0.0% Strongly disagree  
10.5% Disagree  
10.5% Tend to disagree  
21.1% Tend to agree

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42.1% Agree  
 15.8% Strongly agree  
 0.0% Not rated

54. Encourages others to share improvement ideas.

0.0% Strongly disagree  
 10.0% Disagree  
 10.0% Tend to disagree  
 20.0% Tend to agree  
 45.0% Agree  
 15.0% Strongly agree  
 0.0% Not rated

55. Is open to new ideas and tries to use them.

0.0% Strongly disagree  
 15.8% Disagree  
 10.5% Tend to disagree  
 21.1% Tend to agree  
 26.3% Agree  
 26.3% Strongly agree  
 0.0% Not rated

The following statements describe manager behavior patterns that demonstrate **influencing/interpersonal skills**.

56. Actively listens to what others have to say.

0.0% Strongly disagree  
 5.3% Disagree  
 5.3% Tend to disagree  
 26.3% Tend to agree  
 47.4% Agree  
 15.8% Strongly agree  
 0.0% Not rated

57. Uses rational arguments and data to persuade others.

0.0% Strongly disagree  
 0.0% Disagree  
 21.1% Tend to disagree  
 26.3% Tend to agree  
 31.6% Agree  
 15.8% Strongly agree

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5.3% Not rated

58. Adapts their style of discussion or presentation to meet the needs of different audiences.

5.0% Strongly disagree  
10.0% Disagree  
15.0% Tend to disagree  
20.0% Tend to agree  
30.0% Agree  
20.0% Strongly agree  
0.0% Not rated

59. Willingly shares information—does not use it as power.

0.0% Strongly disagree  
15.0% Disagree  
15.0% Tend to disagree  
5.0% Tend to agree  
45.0% Agree  
20.0% Strongly agree  
0.0% Not rated

60. Communicates clearly, concise, and enthusiastic of an inspiring vision of what the organization could become.

0.0% Strongly disagree  
15.0% Disagree  
5.0% Tend to disagree  
35.0% Tend to agree  
30.0% Agree  
15.0% Strongly agree  
0.0% Not rated

61. Disagrees with others in a confident and constructive way.

0.0% Strongly disagree  
5.0% Disagree  
15.0% Tend to disagree  
10.0% Tend to agree  
45.0% Agree  
20.0% Strongly agree  
5.0% Not rated

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*Research Results*

The following statements describe manager behavior patterns that demonstrate **performance and results**.

62. Secures the resources and information to achieve objectives.

0.0% Strongly disagree  
10.0% Disagree  
10.0% Tend to disagree  
15.0% Tend to agree  
40.0% Agree  
20.0% Strongly agree  
5.0% Not rated

63. Regularly reviews progress against objectives/plans.

5.0% Strongly disagree  
15.0% Disagree  
5.0% Tend to disagree  
20.0% Tend to agree  
30.0% Agree  
25.0% Strongly agree  
0.0% Not rated

64. Takes responsibility for performance delivery—does not ‘pass the buck’.

10.0% Strongly disagree  
10.0% Disagree  
10.0% Tend to disagree  
20.0% Tend to agree  
15.0% Agree  
35.0% Strongly agree  
0.0% Not rated

65. Takes prompt and effective action in response to performance shortfalls.

5.0% Strongly disagree  
5.0% Disagree  
5.0% Tend to disagree  
30.0% Tend to agree  
15.0% Agree  
40.0% Strongly agree  
0.0% Not rated

66. Values and recognizes exceptional achievement and ideas.

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*Research Results*

0.0% Strongly disagree  
 5.0% Disagree  
 10.0% Tend to disagree  
 25.0% Tend to agree  
 35.0% Agree  
 25.0% Strongly agree  
 0.0% Not rated

67. Results oriented—gets things done—effectively.

0.0% Strongly disagree  
 10.0% Disagree  
 10.0% Tend to disagree  
 30.0% Tend to agree  
 15.0% Agree  
 35.0% Strongly agree  
 0.0% Not rated

The following statements describe manager behavior patterns that demonstrate **self-management**.

68. Displays passionate but realistic commitment to their role.

0.0% Strongly disagree  
 10.0% Disagree  
 15.0% Tend to disagree  
 25.0% Tend to agree  
 35.0% Agree  
 15.0% Strongly agree  
 0.0% Not rated

69. Demonstrates appreciation for the non-work commitments of other people.

10.0% Strongly disagree  
 5.0% Disagree  
 5.0% Tend to disagree  
 30.0% Tend to agree  
 20.0% Agree  
 30.0% Strongly agree  
 0.0% Not rated

70. Displays honesty and truthfulness.

0.0% Strongly disagree  
 5.0% Disagree

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*Research Results*

0.0% Tend to disagree  
35.0% Tend to agree  
35.0% Agree  
25.0% Strongly agree  
0.0% Not rated

71. Keeps confidence when appropriate.

10.0% Strongly disagree  
5.0% Disagree  
0.0% Tend to disagree  
30.0% Tend to agree  
35.0% Agree  
20.0% Strongly agree  
0.0% Not rated

72. Stands up for business principles and ethics.

5.0% Strongly disagree  
10.0% Disagree  
0.0% Tend to disagree  
35.0% Tend to agree  
30.0% Agree  
20.0% Strongly agree  
0.0% Not rated

73. Role models 'good performance'.

5.0% Strongly disagree  
10.0% Disagree  
20.0% Tend to disagree  
25.0% Tend to agree  
30.0% Agree  
10.0% Strongly agree  
0.0% Not rated

74. Seeks feedback on his/her own performance is seen to take account of it.

0.0% Strongly disagree  
10.0% Disagree  
0.0% Tend to disagree  
15.0% Tend to agree  
30.0% Agree  
40.0% Strongly agree  
0.0% Not rated

75. Realizes that there may be multiple solutions to a problem.

0.0% Strongly disagree

15.8% Disagree

10.5% Tend to disagree

21.1% Tend to agree

26.3% Agree

26.3% Strongly agree

0.0% Not rated

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## *Research Results*

### **ECM Program/Project Management Leadership Behavior Descriptions**

Both program and project management is needed to oversee the development and growth of c-Commerce initiatives of ECM. Program management involves three critical processes: *building shared vision, conducting inter-enterprise architectural assessment and gap analysis, and building inter-enterprise organization and work teams.*

With an overall function of program management established, multiple c-Commerce projects may be undertaken simultaneously, in parallel. Four key processes are involved in project management: *engineer customer processes, engineer value-chain processes; engineer internal business processes, and incrementally develop c-Commerce applications.*

The following statements required respondents to describe the leadership behavior of manager(s) in charge of the organizations' Enterprise Project Management toward ECM Program/Project Management. Respondents were instructed to use the following rating scale:

<b>(1)</b> Strongly disagree	This is far from what they would normally do. More likely to do the opposite.
<b>(2)</b> Disagree	No. Does not really do this.
<b>(3)</b> Tend to disagree	Not really. Does this occasionally but not very often.
<b>(4)</b> Tend to agree	Not characteristic, but they tend to behave this way more often than not.
<b>(5)</b> Agree	Yes, this is how they typically behaves.
<b>(6)</b> Strongly agree	Absolutely characteristic of them. This describes them accurately.
<b>(N)</b> Not rated	I have insufficient evidence on which to base a reliable rating. I am not going to guess.

Of the 298 respondents who viewed these statements, 14% of the respondents felt they had enough evidence on which to base a reliable rating. In other words, 86% of the

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respondents felt they had insufficient evidence to base a reliable rating. Thus decided not to guess. The data analysis section in the doctorate dissertation discusses this phenomenon in detail.

76. Determines responsible parties and players for carrying out the program and how they relate to one another organizationally.

28.6% Tend to Agree  
21.4% Agree  
28.6% Strongly Agree  
21.4% Not Rated

77. Identifies a basic methodology for managing c-Commerce projects in the organization and develops the necessary procedures for putting them into place.

20.0% Tend to Agree  
40.0% Agree  
20.0% Strongly Agree  
20.0% Not Rated

78. Prioritizes the areas requiring attention and develops plans for making necessary improvements.

6.7% Tend to disagree  
20.0% Tend to agree  
26.7% Agree  
26.7% Strongly agree  
20.0% Not Rated

79. Develops overall strategies for ensuring ECM program success.

26.7% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
13.3% Not Rated

80. Maps out the details for implementing and monitoring the ECM program.

6.7% Disagree  
6.7% Tend to disagree  
20.0% Tend to agree  
26.7% Agree  
20.0% Strongly agree

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20.0% Not Rated

81. Establishes a criteria and procedures for dealing with inevitable changes that surface during the c-Commerce project.

6.7% Tend to disagree  
33.3% Tend to agree  
33.3% Agree  
13.3% Strongly agree  
13.3% Not Rated

82. Conducts stakeholders analysis by identifying stakeholders analyzing probable behavior, planning best approaches and implementing action.

6.7% Tend to disagree  
33.3% Tend to agree  
20.0% Agree  
26.7% Strongly agree  
13.3% Not Rated

83. Forms strategic alliances by determining which groups or movements within the company should be targeted for strategic agreements.

6.7% Tend to disagree  
20.0% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
13.3% Not Rated

84. Formalizes ECM through a formalized charter for the ECM Program.

7.1% Disagree  
14.3% Tend to disagree  
14.3% Tend to agree  
28.6% Agree  
21.4% Strongly agree  
14.3% Not Rated

85. Creates operating premises by establishing the assumptions for how the program is to be implemented and operated.

20.0% Tend to agree  
40.0% Agree  
20.0% Strongly agree  
20.0% Not Rated

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86. Determines how ECM can best help the company create competitive advantage.

20.0% Tend to agree  
20.0% Agree  
40.0% Strongly agree  
20.0% Not Rated

87. Manages strategic interfaces by identifying and manage the interfaces necessary to ensure smooth management of projects across the enterprise and between enterprises.

26.7% Tend to agree  
26.7% Agree  
26.7% Strongly agree  
20.0% Not Rated

88. Demonstrates an understanding of desired change by describing specifically what needs changing in terms of organization, behavior, and results.

7.1% Tend to disagree  
21.4% Tend to agree  
28.6% Agree  
28.6% Strongly agree  
14.3% Not Rated

89. Presents the organizational climate by relating the characteristics of the present organizational climate to be used as a baseline.

20.0% Tend to disagree  
40.0% Agree  
26.7% Strongly agree  
13.3% Not Rated

90. Describes the climate that needs to dominate the organization to allow ECM to meet corporate goals.

6.7% Tend to disagree  
13.3% Tend to agree  
33.3% Agree  
33.3% Strongly agree  
13.3% Not Rated

91. Develops overall approaches for communicating strategies and information for c-Commerce projects.

6.7% Tend to disagree

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- 26.7% Tend to agree  
40.0% Agree  
13.3% Strongly agree  
13.3% Not Rated
92. Determines which communication channels should be used in each given situation.
- 6.7% Tend to disagree  
13.3% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
20.0% Not Rated
93. Develops plans for ensuring that the organization is fully involved in the ECM Program/Project movement.
- 13.3% Tend to disagree  
40.0% Agree  
26.7% Strongly agree  
20.0% Not Rated
94. Monitors communication effectiveness by establishing a system for tracking the effectiveness of the communication strategies developed.
- 13.3% Tend to disagree  
6.7% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
20.0% Not Rated
95. Analyzes compatibility of overall organization systems and proposes necessary adaptations.
- 6.7% Tend to disagree  
20.0% Tend to agree  
40.0% Agree  
20.0% Strongly agree  
13.3% Not Rated
96. Formally determines who is responsible for carrying out the various activities involved in implementing and operation of ECM Program Management.
- 21.4% Tend to agree  
21.4% Agree  
35.7% Strongly agree

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- 21.4% Not Rated
97. Reviews and optimizes project management processes.
- 13.3% Tend to agree
  - 33.3% Agree
  - 33.3% Strongly agree
  - 20.0% Not Rated
98. Ensures that related technology is up to date and that provision is made for future updates.
- 6.7% Tend to disagree
  - 13.3% Tend to agree
  - 20.0% Agree
  - 40.0% Strongly agree
  - 20.0% Not Rated
99. Analyzes the impact of the existing hierarchy and principal interfaces.
- 6.7% Tend to disagree
  - 6.7% Tend to agree
  - 33.3% Agree
  - 33.3% Strongly agree
  - 20.0% Not Rated
100. Reviews formal organizational design and recommends adjustments as deemed necessary.
- 13.3% Tend to disagree
  - 33.3% Agree
  - 33.3% Strongly agree
  - 20.0% Not Rated
101. Determines need and develops programs such as training for PMP (Project Management Professional) in order to improve the level of individual performance.
- 13.3% Tend to disagree
  - 6.7% Tend to agree
  - 40.0% Agree
  - 20.0% Strongly agree
  - 20.0% Not Rated
102. Develops learn spirit through on-the-job attitudes and group training programs such as outdoor experiential workshops.

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- 6.7% Strongly disagree  
20.0% Tend to agree  
33.3% Agree  
20.0% Strongly agree  
20.0% Not Rated
103. Determines the requirements for recruiting and for best allocation of all personnel.
- 6.7% Disagree  
13.3% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
20.0% Not Rated
104. Evaluates the needs for performing a formal competency assessment of individual abilities and carry out necessary measures.
- 13.3% Tend to disagree  
46.7% Agree  
20.0% Strongly agree  
20.0% Not Rated
105. Determines requirements for remuneration based on the results of the competency testing.
- 13.3% Tend to disagree  
46.7% Agree  
26.7% Strongly agree  
13.3% Not Rated
106. Articulates with the financial areas the requirements involving business case criteria and corporate resource allocation requirements.
- 6.7% Tend to disagree  
6.7% Tend to agree  
40.0% Agree  
20.0% Strongly agree  
26.7% Not Rated
107. Works with procurement to coordinate policies and practices for contracting and contract management.
- 14.3% Tend to agree  
50.0% Agree

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- 21.4% Strongly agree  
14.3% Not Rated
108. Develops working relationships with internal quality programs and project quality criteria.
- 7.1% Tend to disagree  
21.4% Tend to agree  
42.9% Agree  
14.3% Strongly agree  
14.3% Not Rated
109. Works with marketing to articulate interfaces between initial business case phase and the project implementation phase.
- 7.1% Disagree  
7.1% Tend to disagree  
7.1% Tend to agree  
28.6% Agree  
28.6% Strongly agree  
21.4% Not Rated
110. Develops coordination relationship with the IT area.
- 6.7% Disagree  
20.0% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
13.3% Not Rated
111. Provides leadership and coordination for the biweekly project management steering committee meetings and carry out appropriate follow-up activities.
- 6.7% Disagree  
20.0% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
13.3% Not Rated
112. Carries out hands-on coordination of all e-Commerce projects assigned to the engineering directorate.
- 6.7% Disagree  
20.0% Tend to agree  
33.3% Agree  
26.7% Strongly agree

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13.3% Not Rated

113. Develops working relationship with all administrative areas and procedures to ensure the smooth flow of the ECM Program/Project Management effort.

6.7% Disagree  
20.0% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
13.3% Not Rated

114. Involves the operational directorate in c-Commerce projects to optimize operations once the project is completed.

6.7% Disagree  
20.0% Tend to agree  
33.3% Agree  
26.7% Strongly agree  
13.3% Not Rated

**Summary**

The objective of this research study is to determine attitudes, beliefs, sociocultural environment, technical knowledge, and behaviors of effective leadership resulting in successful Enterprise Commerce Management (ECM). Strategic, operational, and tactical decision-makers responded to the survey.

Leading, influencing the behavior of others is not a single event. Leadership and management are full-time responsibilities that must be practiced every hour of every day. Each minute must be spent wisely. Of course, doing so is not easy. Leadership and management, because they involve the complexities of people, business processes, and technology, almost defy description and understanding. There are many courageous men and women who have provided the vision and energy to make things happen in very difficult situations. Because real-life situations are never static, specific causal factors that determine leadership and management success at a specific time and place have not been identified with certainty. The results from this survey will be analyzed, interpreted, and presented in the subsequent sections to meet the objective of this research.