

Project Success in Relation with Organizational Roles and Capabilities and Project Managers' Skills and Capabilities

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1.0 Profile of the Respondents

The survey was closed on 27 November 2003. A total of 142 respondents participated in the survey. Out of this, 109 respondents completed all the questions. The distribution of the respondent line of business is shown in figure 1 below.

Organization Line of Business	Respondents that Answered All The Questions
Aerospace and Defense	1
Automotive	0
Utility Industry	2
Education	3
Design-Procurement-Construction	16
Financial Services	7
Government	4
Information Systems and Software	14
Manufacturing	8
Resources (agriculture/forestry/mining)	0
Oil, Gas and Petrochemical	22
Pharmaceutical/Health Care	4
Service and Outsourcing	16
Telecommunication	5
Others	7
Total	109

Figure 1: Respondent's Organization

The distribution of respondents' position is shown in Figure 2 .

Respondents' Position in Organization	Percentage of Respondents
Project Manager	42.4%
Project Team Member	12.2%
Functional Manager/Group	18%
Senior Management	21.6%
Others	5.8%
Total	100%

Figure 2: Distribution of Respondents' Position

The number of years respondents involved in Project Management is shown in Figure 3.

Number of Years Involved in Project Management	Percentage
5 Years or Less	29.8%
10 Years or Less	26.2%
15 Years or less	19.1%
Over 15 Years	24.8%
Total	100%

Figure 3: Distribution of Respondents' Year Involvement in Project Management

The Size of the project normally undertaken by the respondents' organization is shown in figure 4 below.

Size of Project Normally Undertaken by Respondents' Organization	Percentage
Below \$100,000	17.7%
Between \$100,000 and \$ 1million	33.3%
Between \$1 Million and \$10 Million	22.7%
Between \$10 Million and \$100 Million	16.3%
Over \$100 Million	9.9%
Total	100%

Figure 4: Size of Project Normally Undertaken by Respondents' Organization

Characteristics of Project normally undertaken by Respondents' organization are shown in Figure 5 below

Project Characteristics	Low	Moderate	High
<i>Uncertainty</i>	22%	55%	24%
Complexity	3%	53%	44%
Time criticality	5%	24%	71%
Differentiation	19%	64%	18%
Resource Criticality	8%	55%	37%
Technology Complexity	9%	64%	27%

Figure 5: Project Characteristics Normally Undertaken by the Respondents Organizations

2.0 Organization Structures

Respondents were asked what kind of organizational Structure is mostly used in his/her organization and the result is shown in Figure 6

Respondents' Organization Structure	Percentage
Projectized Organization Structure	19%
Matrix Organization Structure	41.4%
Functional Organizational Structure	39.7%
Total	100%

Figure 6: Respondents' Organization Structure

Respondents were also asked what type of Organizational structure is most conducive for success of a Project. Refer to Figure 7.

Most Conducive Organization Structure	Percentage
Projectized Organization Structure	37.6%
Matrix Organization Structure	12.8%
Functional Organizational Structure	8.5%
Varies From One Project to Another	41%
Total	100%

Figure 7: Respondents' Organization Structure

3.0 Organizational Roles and Responsibilities That Are Important for Success of a Project

The three most important Organization Roles and Capabilities for Success of a Project are shown in Figure 8.

The value in the bracket in Figure 8, Figure 9, Figure 10 and Figure 11 shows the intensity of Importance, with value 1 means Most Importance, 2 means Very Importance, 3 means important, 4 means Not So Important and 5 means Least Important. Any value in between means the Importance Level is in between. For example, a value of 1.5 means it is located in between Most Important and Very Important and has the same interval to Most Important and Very Important. A value of 1,3 means it is closer to Most Important that Very Important.

Most Important Organizational Roles and Capabilities for Success of a Project
Equipping Project Manager with Sufficient authority and Clear Responsibility (1.66)
Senior Management Support (1.68)
Project Management Processes and Procedures are in place and established as organizational standard (1.98)

Figure 8: Most Important Organizational Roles and Capabilities for Success of a Project

4.0 Project Manager's Skills and Capabilities

The three most important Project Management Processes for Success of a Project are shown in Figure 9

Most Important Project Management Processes for Success of a Project
Communication Management (1.78)
Cost Management (1.81)
Time Management (1.83)

Figure 9: Most Important Project Management Processes for Success of a Project

The Three most important Project Manager's Interpersonal Skills for Success of a Project are shown in Figure 10

Most Important Project Manager's Interpersonal Skills for Success of a Project
Leadership (1.45)
Effective Communication (1.48)
Ability to Motivate (1.86)

Figure 10: Most Important Project Manager's Interpersonal Skills for Success of a Project

The three most important Project Manager's Personal Traits for Success of a Project are shown in Figure 11

Most Important Project Manager's Personal Traits with The Latest Survey Result
Professional Integrity (1.61)
Decisive (1.75)
Personal Integrity (1.81)

Figure 11: Most Important Project Manager's Personal Traits for Success of a Project

5.0 Definition of Project Success

In this survey, respondents were asked to identify what it means by Project Success. The result is shown in Figure 12 below.

Definition of Project Success	Percentage
It meets the target cost, schedule, quality and functionality	88.5%
It meets customer satisfaction	85.9%
It creates organizational improvement with the learning from failures and successes (Lesson Learned)	44.9%
It was performed efficiently and effectively	43.6%
It succeeds in executing the desired changes because one can not expect every project to proceed exactly as planned	37.2%
Others	7.7%

Figure 12: Project Success Definition