

Global Project Management Survey: Cultural, Individual and Organizational Competence in Project Management

Report

On behalf of GPM

October 2010

Management Summary

The report at hand provides findings from a survey with 449 respondents from 49 countries across a range of industries and project types.

- A high importance of projects is stated across all regions.
- General attitudes of respondents towards working and working in projects vary across regional clusters:
 - The importance of trust, senior management support and standardization varies strongly across regions.
 - Japan and China display the highest hierarchy preferences and lowest senior management support.
- Transformational leadership is the prevalent leadership behavior in successful projects across all regions.
- Respondents assessing their projects as more successful than others concurrently state a higher degree of transformational leadership displayed by their supervisors.
- A gap between the assessed importance of projects and project management is evident in nearly all regional clusters.

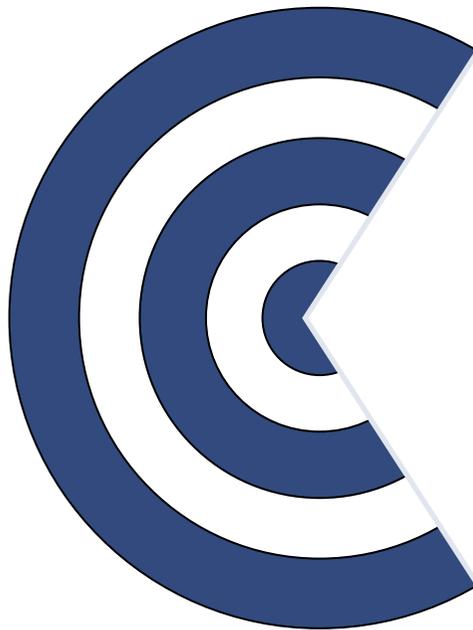
- 1 Objectives and Procedures of the Survey**
- 2 Data Set and Environmental/Cultural Characteristics
- 3 Individual Competences
- 4 Organizational Competences
- 5 Success Outcomes
- 6 Context Factors
- 7 Conclusion
- 8 Comparative Analysis of the Regional Cluster “Germanic”

Initial situation/ Motivation of the survey



- **Growing importance of working in and with projects** in many companies and industry sectors raises interest in the success of this kind of organizational work.
- **Projectification of organizational work** implies certain characteristics a company has to meet in order to successfully **integrate temporary work in permanent organizational processes**.
- Contrariwise, **working in projects requires different modes of operation** of employees in contrast to long-established processes.
- These modes of operation serve as **indicators for the level of maturity** of a company's project management.

Aims of the study



- To investigate the **requirements** of **project management** („objectives“) and its **status quo** („practices“).
- To analyze **personal competences** of project workers and managers and **organizational competences**, fostering **employees' potentials**.
- To identify how **personal and organizational competences** impact **project management outcomes**.
- To consider **cultural particularities** in project management.

Conception of survey (1/3)

Rationale of survey concept: The **success** of a company's **project management** is based on **several factors** and **dimensions**.

Project management success constituted of **hard** (“iron triangle”) as well as **soft** (stakeholder satisfaction) elements:

- Survey on present status quo of project management in organizations has to cover PM-influencing **factors on several levels and dimensions**.
- **Measurement** of project management success has to be carried out **multi-dimensionally** in order to commensurably grasp project management success.

The **inclusion of respondent's national and cultural background** allows us to:

- Compare project management competence of firms on an international level, thereby showing possible **differences in project management success** caused by **society/national-based culture**.
- Indicate where **country-specific characteristics** in the project management context apply – and thus how to cope with them.

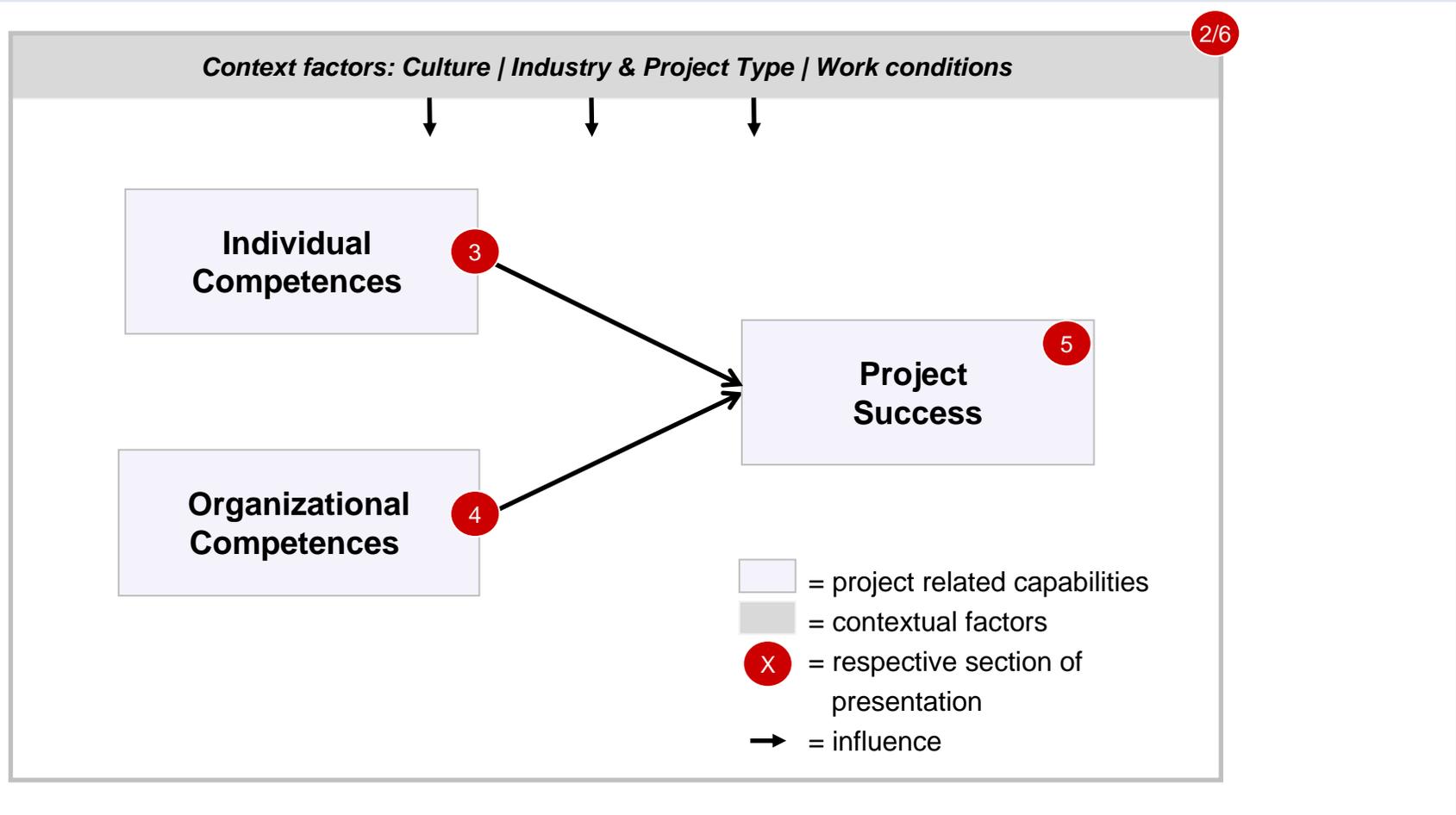
Conception of survey (2/3)

The reasons stated **motivate** the following **items** included **in the survey**:

- **PM-influencing factors** measured on several levels and dimensions, i.e. national, organizational and individual level.
- **Organizational capabilities** measured according to factors which can be clustered in hard and soft factors.
- **Regional Culture** is herewith regarded as the crucial element, since it is assumed to influence the potential of project participants and must therefore be especially regarded.
- The inclusion of **contextual factors** such as country, industry, organizational characteristics allows the measurement of their respective impact on project management success factors. In particular, country-specific characteristics of variables are of interest.

Conception of survey (3/3)

Overview of research model:

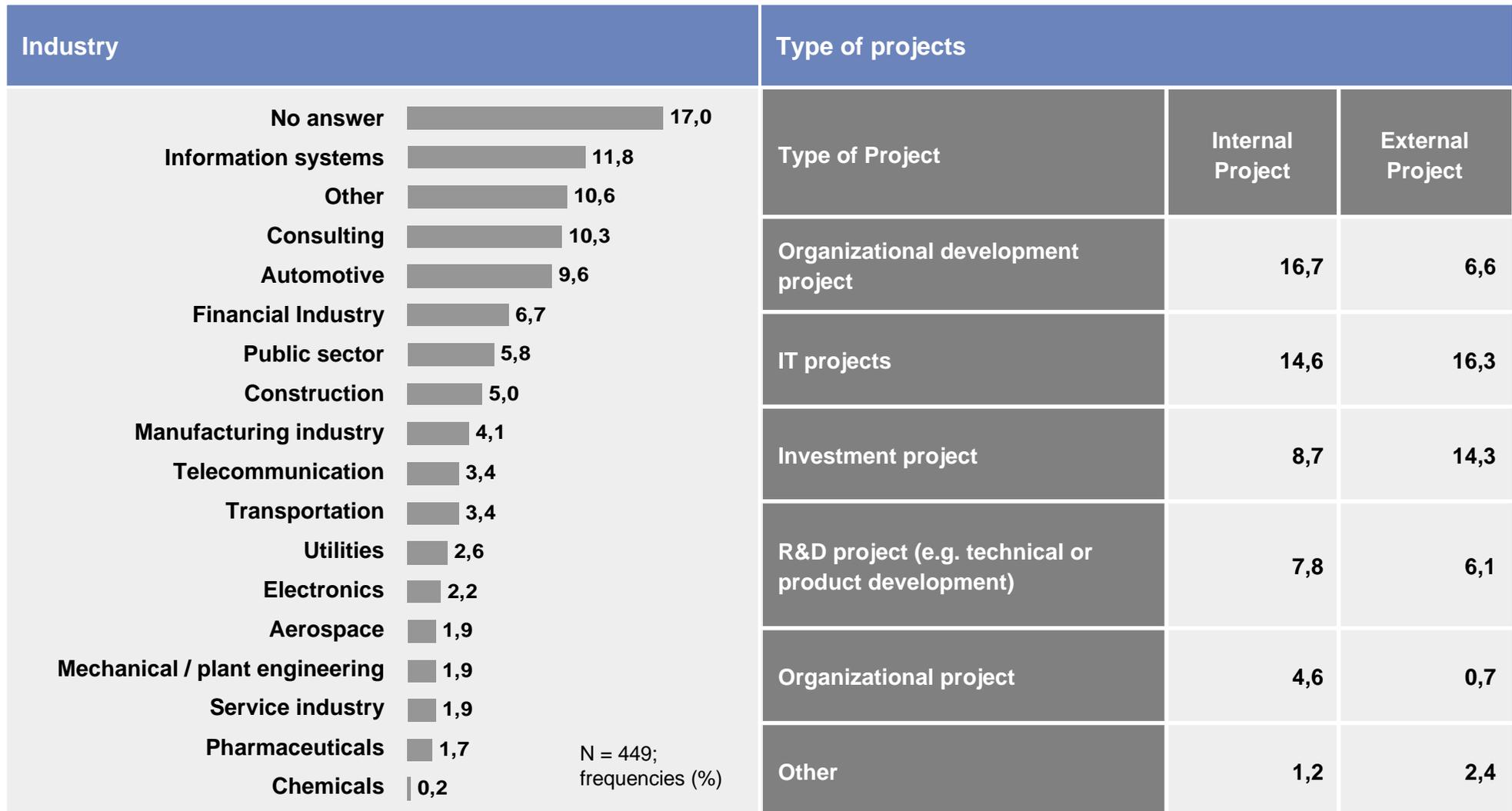


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Data set and sample composition

Sample	Members of the IPMA and clients of PA (worldwide)		
Instrument of data collection	Standardized questionnaire with free text field questions		
Method of data collection	Online-survey with open access		
Survey period	January 22 nd until June 30 th 2010		
Number of responses	449		
Size of company	Role of the respondent in project		
Number of employees 	Project manager/ Project leader		
	< 5	3,8	
	5 - 10	9,6	
	11 - 20	5,0	
	21 - 50	10,1	
	21 - 50	3,8	
	50 - 100	21,1	
	> 100	12,0	
> 100	14,9		
No answer	4,8		
		N = 449; frequencies (%)	
	Project manager/ Project leader		
	Program manager/ Coordinator		
	Member of project team/project staff		
	Leader/Manager of project office (PMO)		
	Project office staff/ Member project office		
	No answer		

A wide range of industries and project types are represented



Characteristics of data set and environment of respondents

Characteristics of data set and environment have to be considered for several reasons

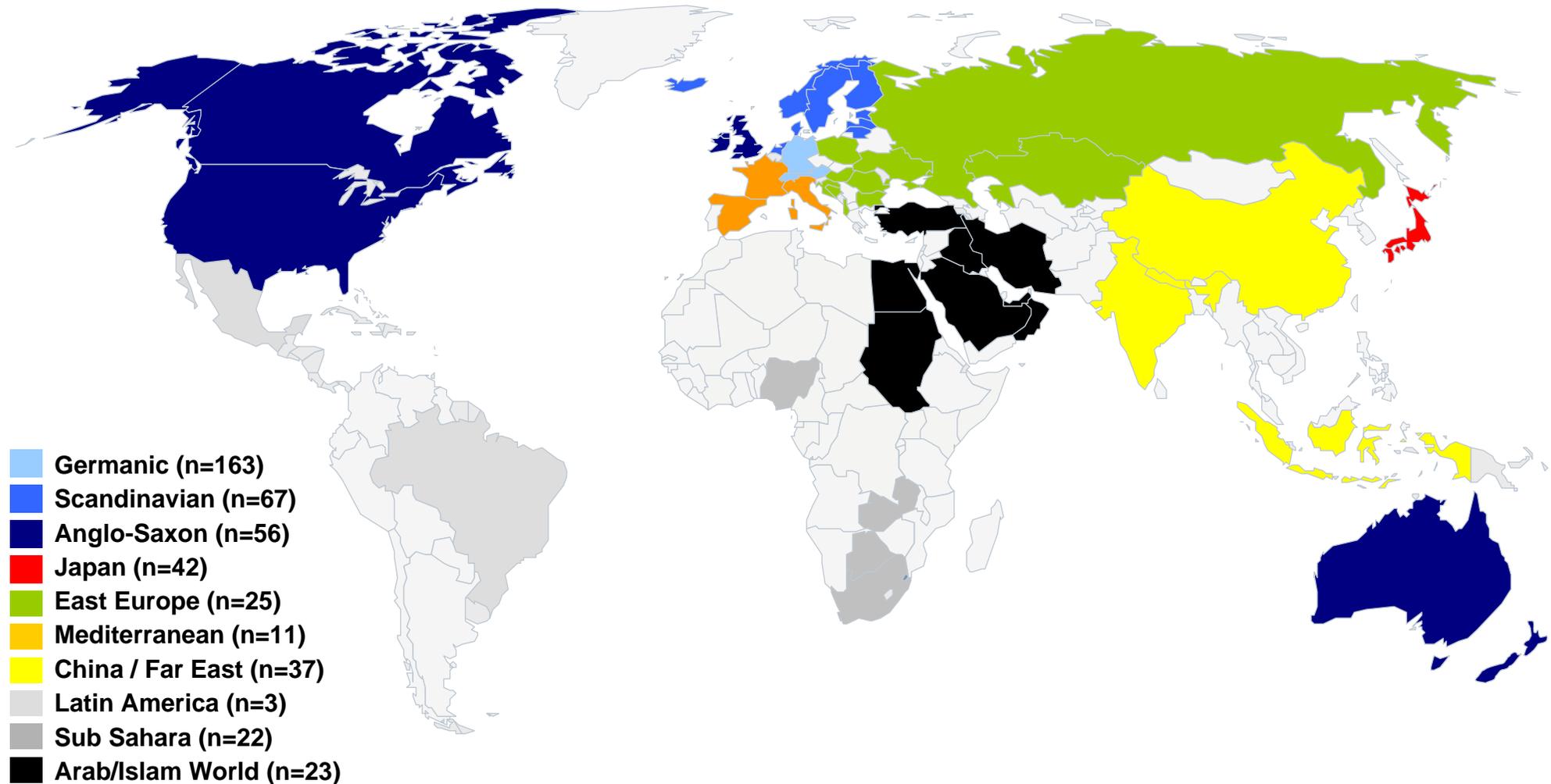
- **The industry,**
in which a company operates and its surrounding characteristics are important in order to draw conclusions on **industry-specific factors** influencing project work and its effectiveness.
- **Project type**
is regarded in order to find **patterns of similar success factors** depending on project type.
- **Role of respondent**
in a referred project gives us insights on the **perspective**, the individual has when **assessing** a project and its characteristics.
- **The national context**
enables us to regard possible **cultural differences** and resulting **divergence in the perception** of and behavior within projects. Here, cultural dimensions as indicated by research* allow us to analyze different patterns in project work according to possible underlying cultural differences.

* Trompenaars / Hampden-Turner 1997, Hofstede 2001; House 2004

Surveys from 49 countries were received



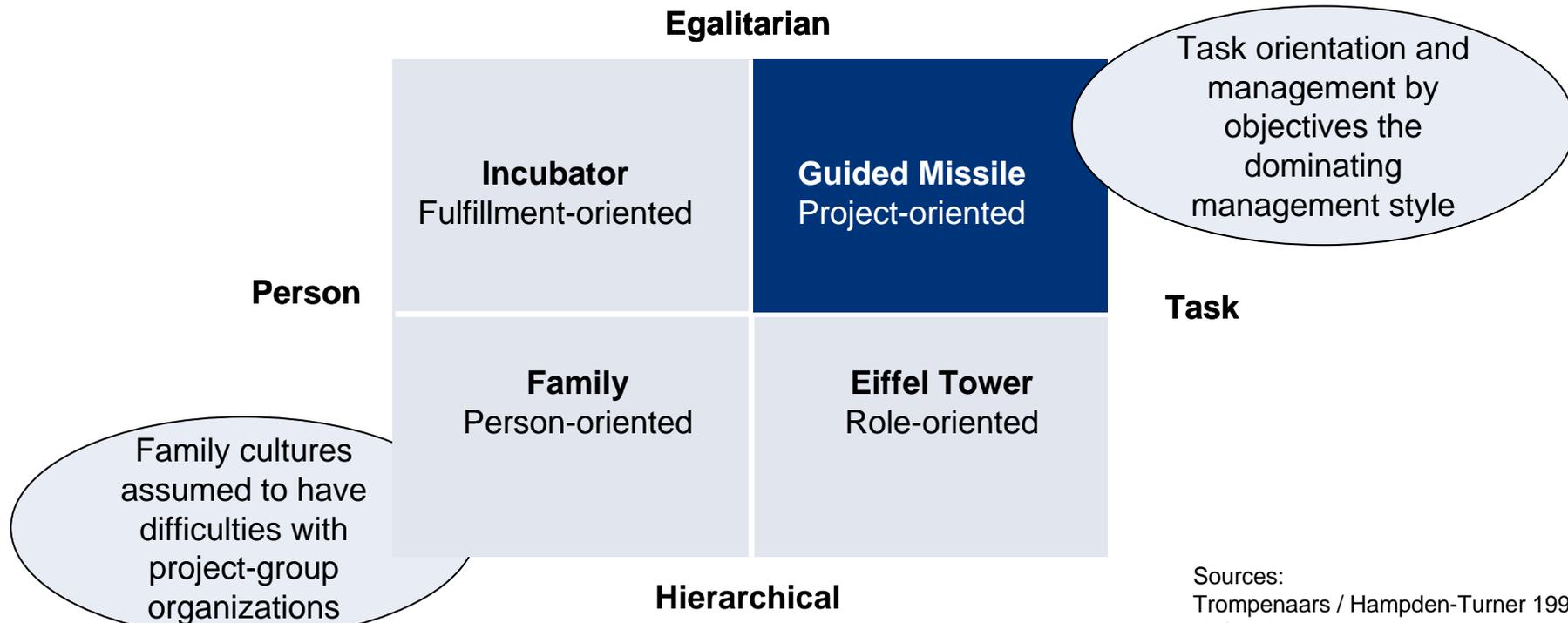
Participants were classified in 10 regional / cultural cluster



Cultural differences affect working styles and preferences

Culture as collective patterns of thinking, feeling and acting of a group of people

- Research has indicated that national cultures can be put in relation towards each other
- 2-dimensional Matrix for classifying organizational culture in four ideal types of corporate culture:



Project work and leadership influenced by societal cultures

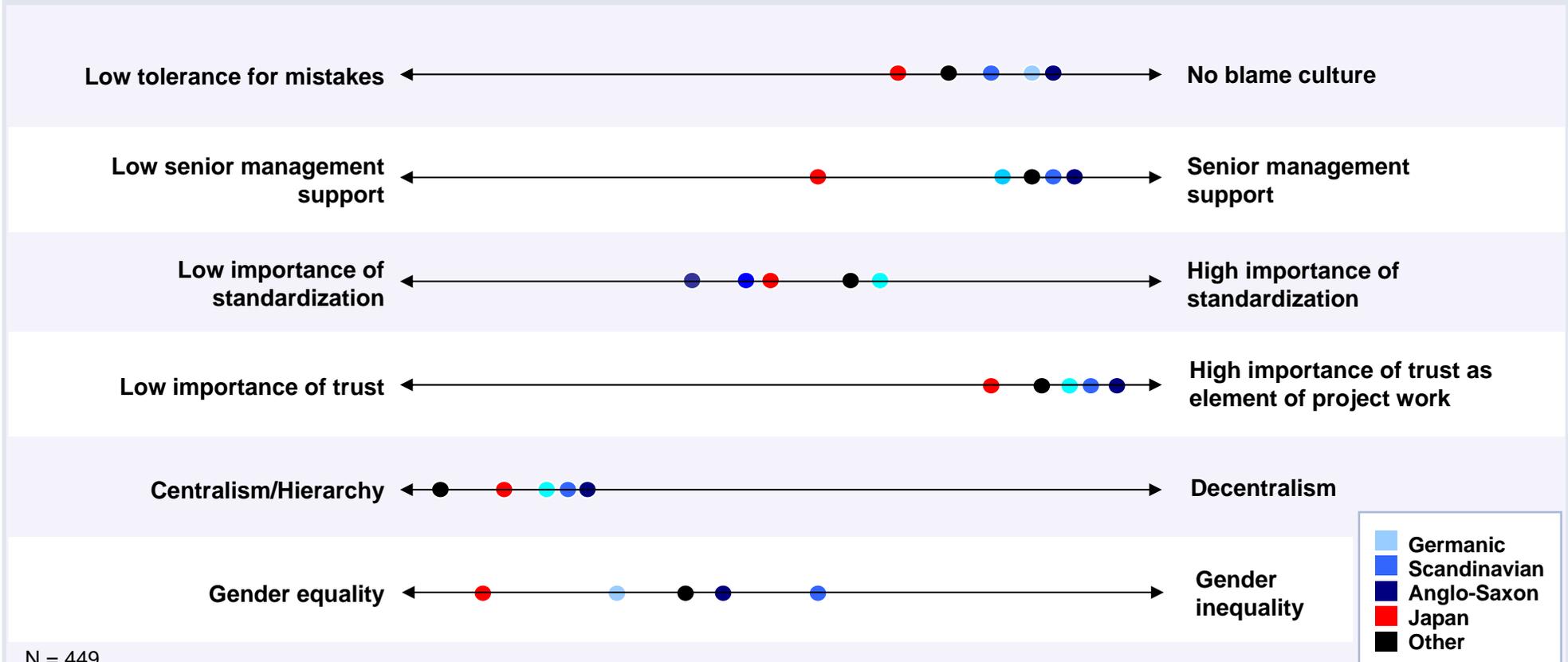
- Affinity to **project-based work** seems to be **influenced** by **culture**
- Also **leadership** and its perception **dependent** on **cultural background**:
 - Leadership as process leading to the perception of leaders by others.
 - Notion of culturally endorsed implicit leadership theories (CLT) acknowledges cultural differences in underlying perceptions of leadership.
- Research on intercultural management indicates **charismatic-visionary** and **charismatic-inspirational leadership** dimensions to be **universally perceived as leadership qualities** -independent from the cultural background of respondents.

Working (Chapters 2-6) and **leading** (Chapter 3) in projects seems to be **influenced** by **societal culture**

Sources:
Lord/Maher 1993; House 2004

Regional comparison of general attitudes on a continuum

Selected statements concerning preferences of **project work characteristics**

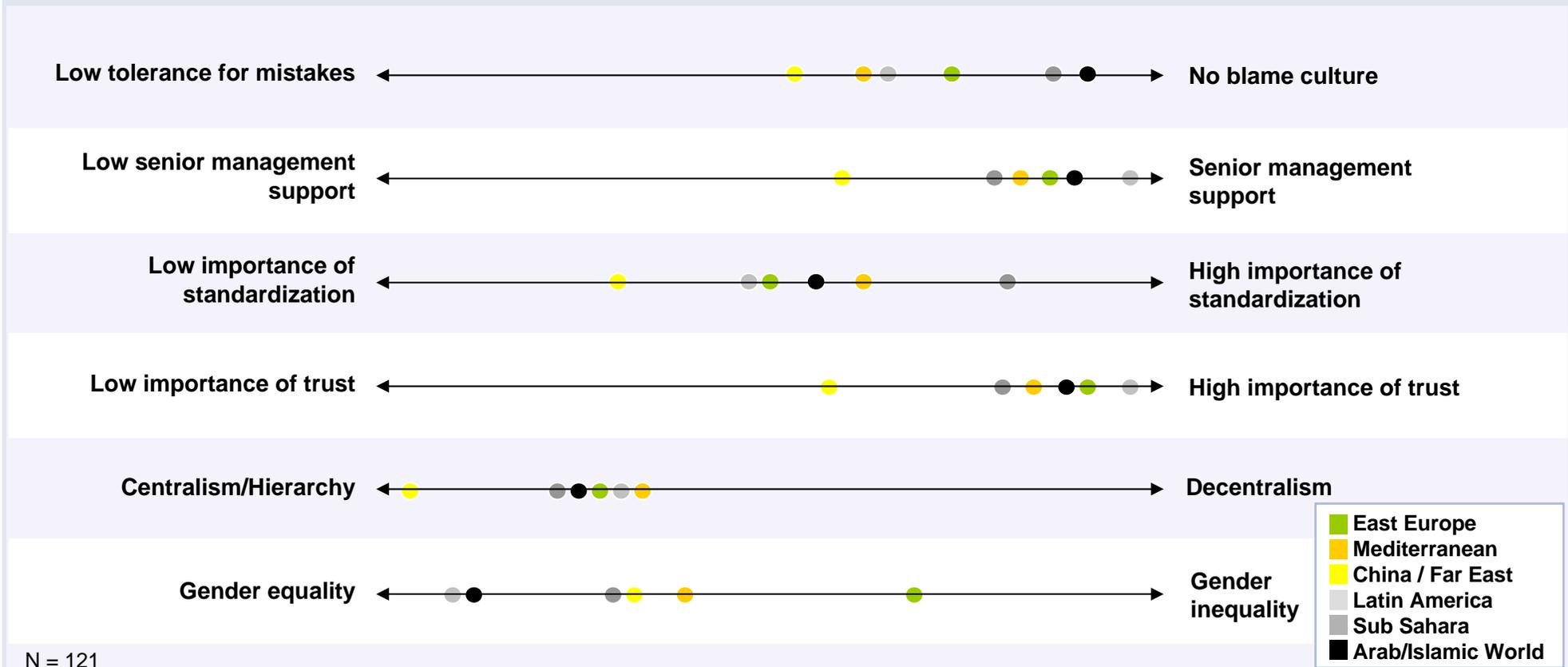


N = 449

Answers from **Japan** tend to be **comparably on the left side, except for the importance of standards**. This indicates a comparatively **higher perceived importance of equality, encouragement and trust** in project work in other Country Clusters.

Regional comparison of general attitudes: Regions "Other"

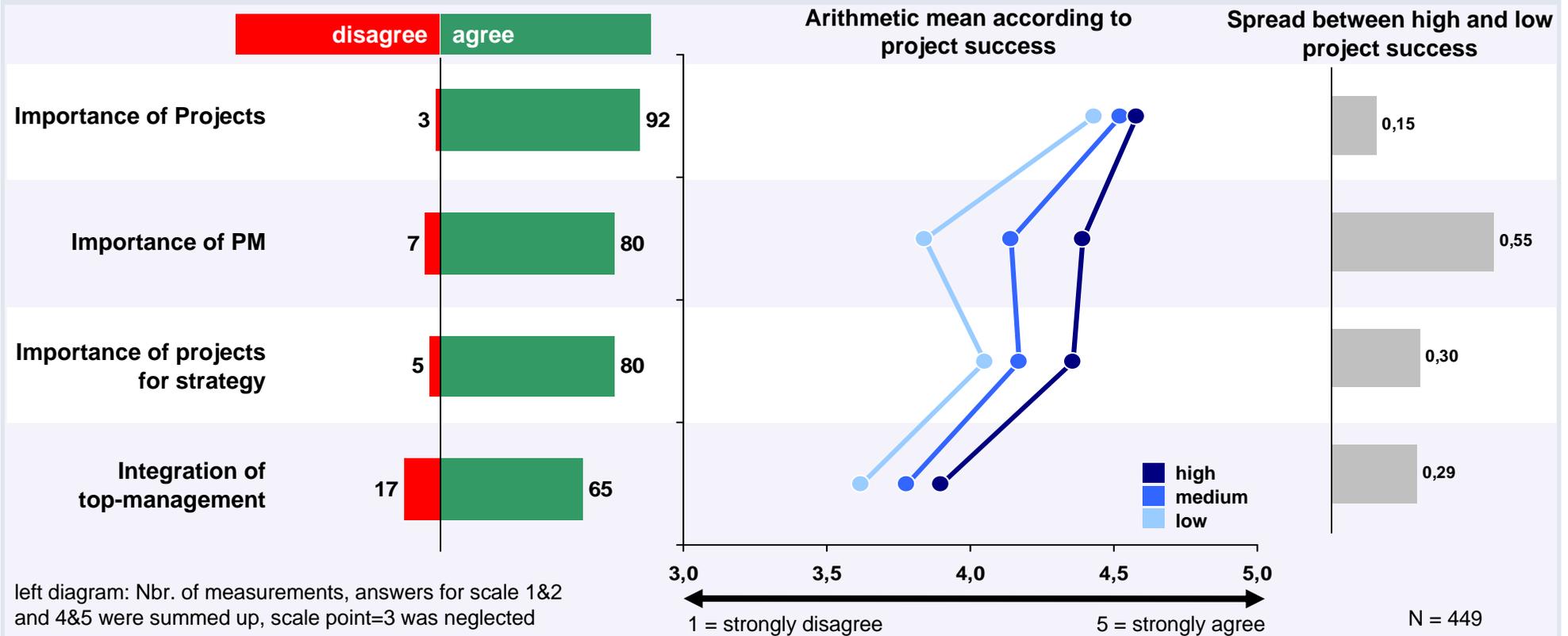
Selected statements concerning preferences of **project work characteristics**



Respondents from **Sub Sahara** and **Arabian World Cluster** emphasize the **importance of a no blame culture and top management support** to the greatest extent, while **centralism** is **distinct for the Cluster China**.

Perceived PM relevance varies across cultural clusters

How important are projects and project management to your company?

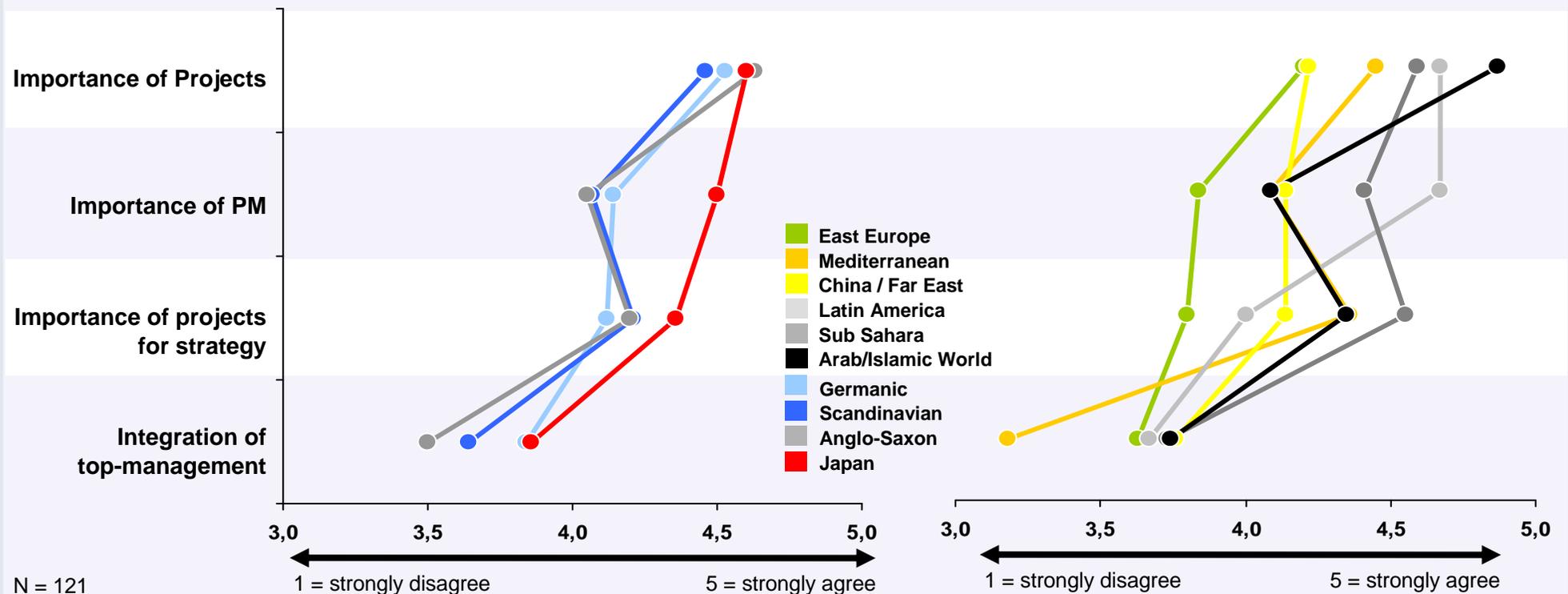


Japanese respondents ranked the relevance of project management **consistently higher** except the perceived overall relevance of projects to their company. This could be an indicator for a **higher appraisal of PM as necessary procedure** for the **overall firm**.

PM relevance varies across cultural clusters: Regions "Other"

How important are projects and project management to your company?

Arithmetic mean according to region



Highest importance of projects in the **Sub Sahara Cluster** while the importance of PM is perceived considerable lower. Here, **Latin America** ranks **PM** with highest importance. The **Mediterranean Region** scores the **integration of top management in PM processes** lowest, probably indicating the **standing of projects less important** than regular processes.

Summary on project work - context of different cultures (1/2)

Working and leading in projects seems to be influenced by societal culture

- **Cultural background** of given working environments **differs from region to region.**
- Special cultural-dependent characteristics exist, which **could partly facilitate working in project contexts.**
- **Preferences** in the **settings of project-based work** could also be **based on a regional context**, encompassing hard (i.e. standardization) as well as soft factors like trust, communication etc.
- **Differences** exists in preferences of hard and soft-factors relevant to working in projects.
- Results for **Japan** differ from other regions as it has **lowest scores** on the preferences of **soft-attributed factors**, and **highest scores** on the importance of **standardization** as a hard factor.

Summary on project work - context of different cultures (2/2)

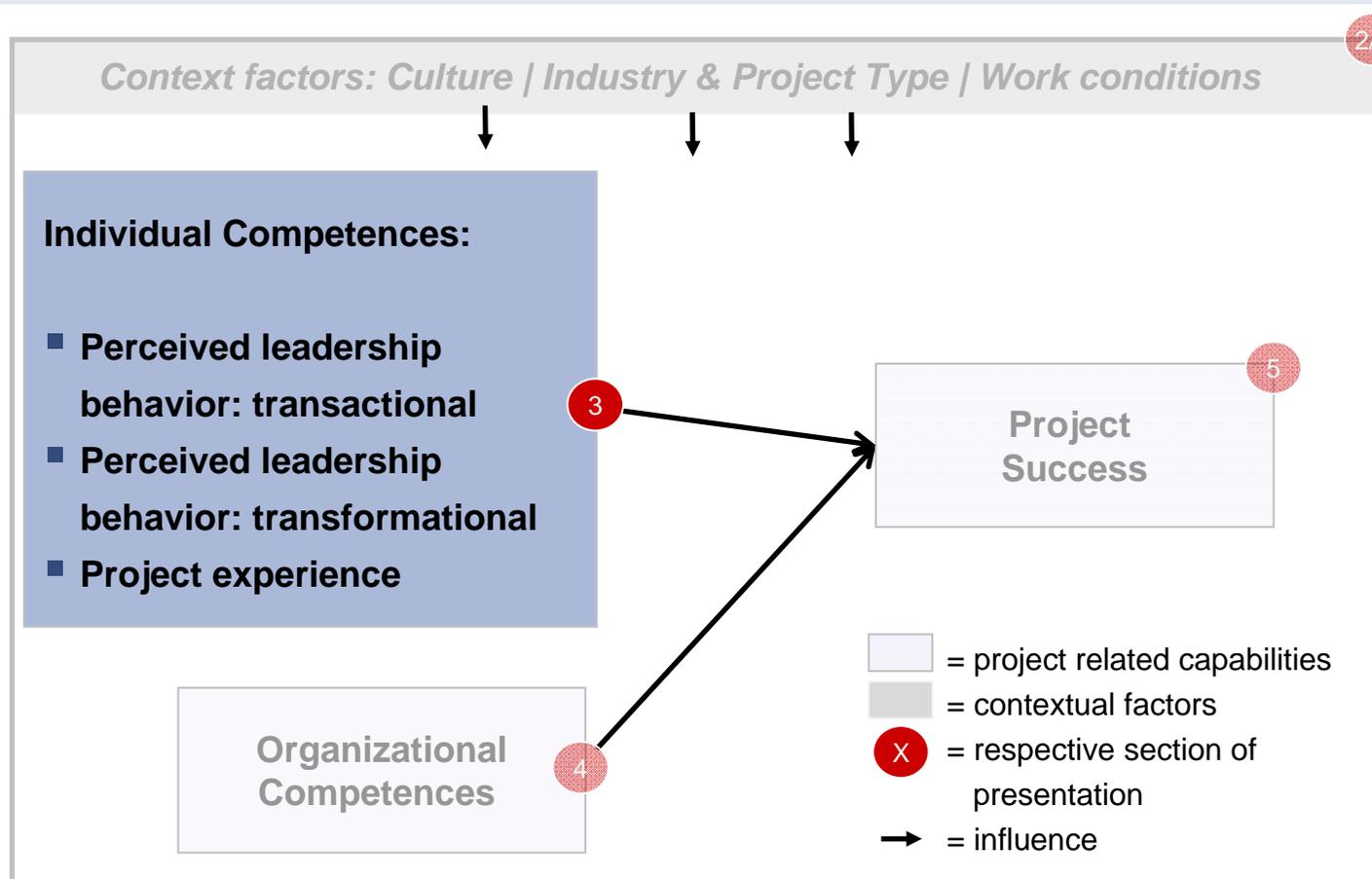
Working and leading in projects seems to be influenced by societal culture

- **Centralism** as indicator of the adherence to written rules and formality of an Organization is in particular distinct in China, thus shaping the climate of project work.
- Respondents from the **Arab/Islam World** state a **high importance of projects** for their companies while the relevance of project management practices is evaluated comparatively lower. This indicates a possible lack of understanding the potential benefit of project management methods and processes.
- The **gap between the estimated importance of project and project management** for the companies and their **institutional integration of senior management in project management processes is evident in all country clusters.**
- Still, the **Mediterranean Country Cluster** is about average in assessing project and project management importance, while its **institutional integration of senior management in project management processes is also compared to the other Country Clusters low.**
- In general, **Country Clusters of East Europe and China** give the **lowest average scores** in assessing the **importance of projects.**

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Three areas of individual competences are regarded

The regarded **individual competences** consist of **self-assessment** as well as **perception of others**



Individual competences as influencing PM

- **Time spent in projects** as source of **project experience**
- **Certifications in PM** as specific source of PM competence

Respondents characteristics

Experience in project work and perceived **leadership behavior** represent **individual competences**

- Research indicates **leadership** to be one of the **central factors influencing project work** and its outcome.
- The characteristics of perceived leadership are particularly considered in terms of **charismatic behavior**, since results of research indicate this manner as **universally applicable**.
- Also **task-oriented leadership** is taken into account, representing the “**guided missile culture**” which is characterized by task-orientation as stated by the matrix on p.15.

Leader characteristics

Sources:
Keagan/DenHartog 2001; Trompenaars and Hampden-Turner 2001; House 2004

Indicators for charismatic/task-oriented leadership

Transformational and transactional leadership as two leadership dimensions

Transformational Leadership

- Transformational leader “transforms” values and motives of his followers to a higher level and expected direction.
- Sphere of action starts where awarding, punishment and other instrumental effects stop to work
- A project leader should be capable of sharing a vision in order to commit project members to project and project goals

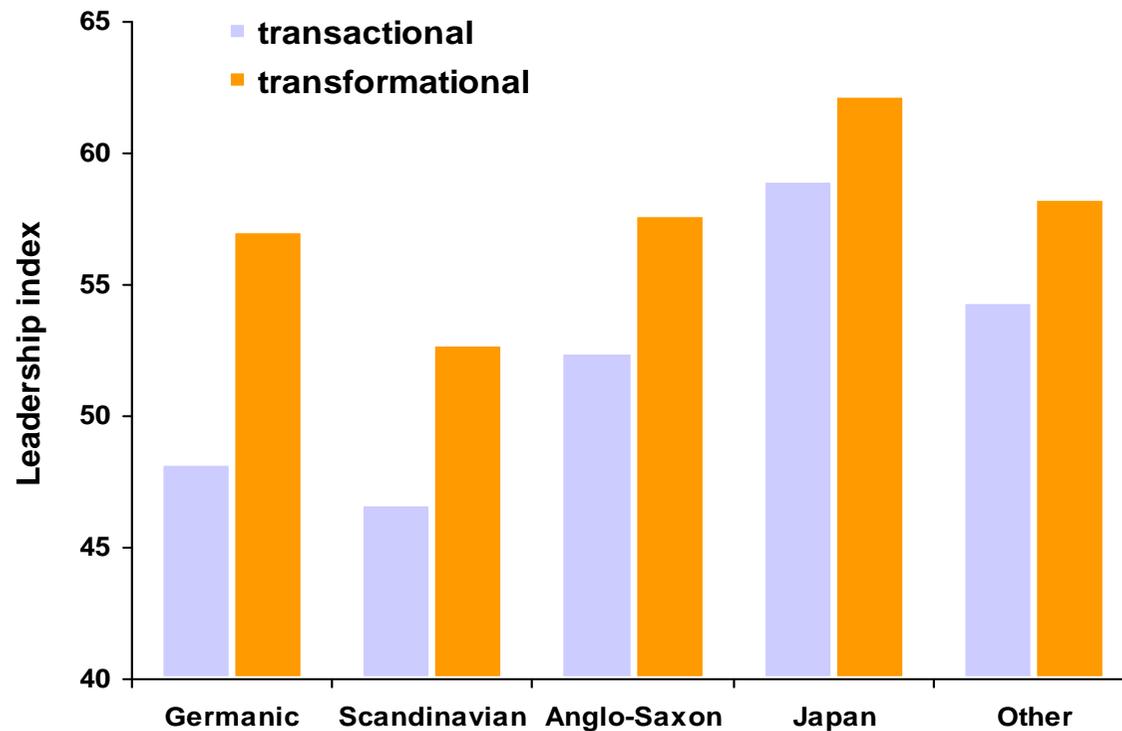
Transactional Leadership

- Tasks stand in the limelight
- Transactional leadership means compliance is exchanged for reward
- Leader enters into a transaction relation with subordinates where)
- Instrumental effects like awarding and punishing are used

Both leadership dimensions seem to be **important in projects**, question is, which leads to success under which **settings**

Leadership behavior in projects: Country/region comparison

Transformational leadership behavior as prevalent leadership behavior in projects

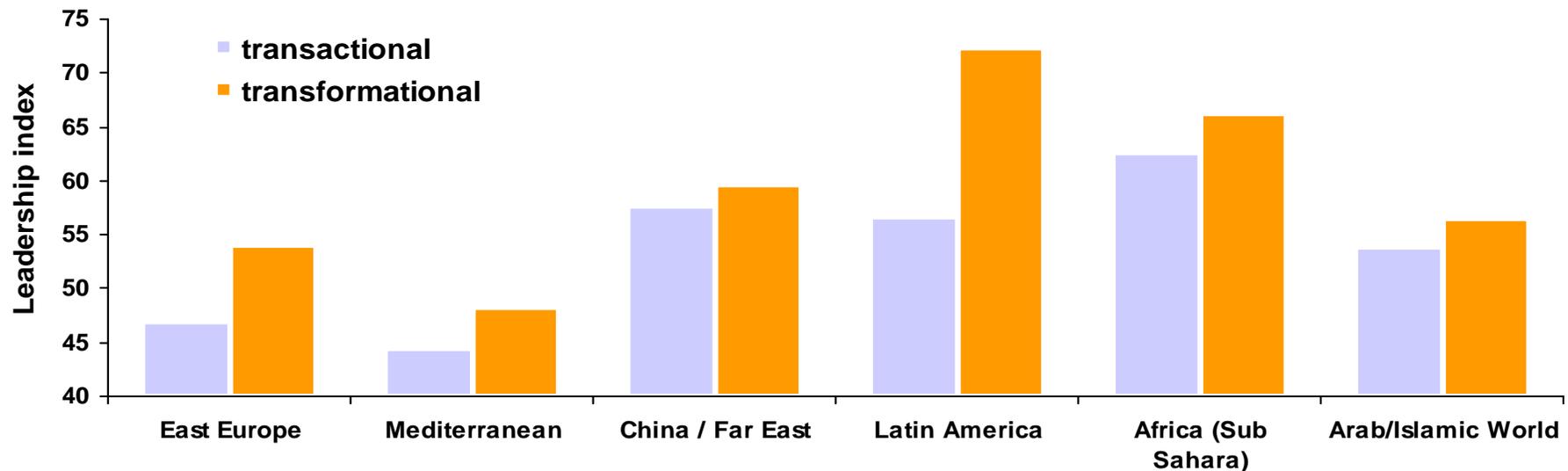


- Japan shows for both leadership behaviors the strongest statements
- Germanic countries have the highest proportion of transformational leadership in contrast to transactional leadership
- Anglo-Saxon and Germanic respondents display similar characteristics in terms of transformational leadership characteristics

N = 449; values were computed by the index of items indicating leadership behavior, ranging from 0 = no display of respective behavior to 100 = full display of respective leadership behavior

Leadership behavior in projects: Regions “Other”

Transformational leadership behavior as prevalent leadership behavior in the referred project environments

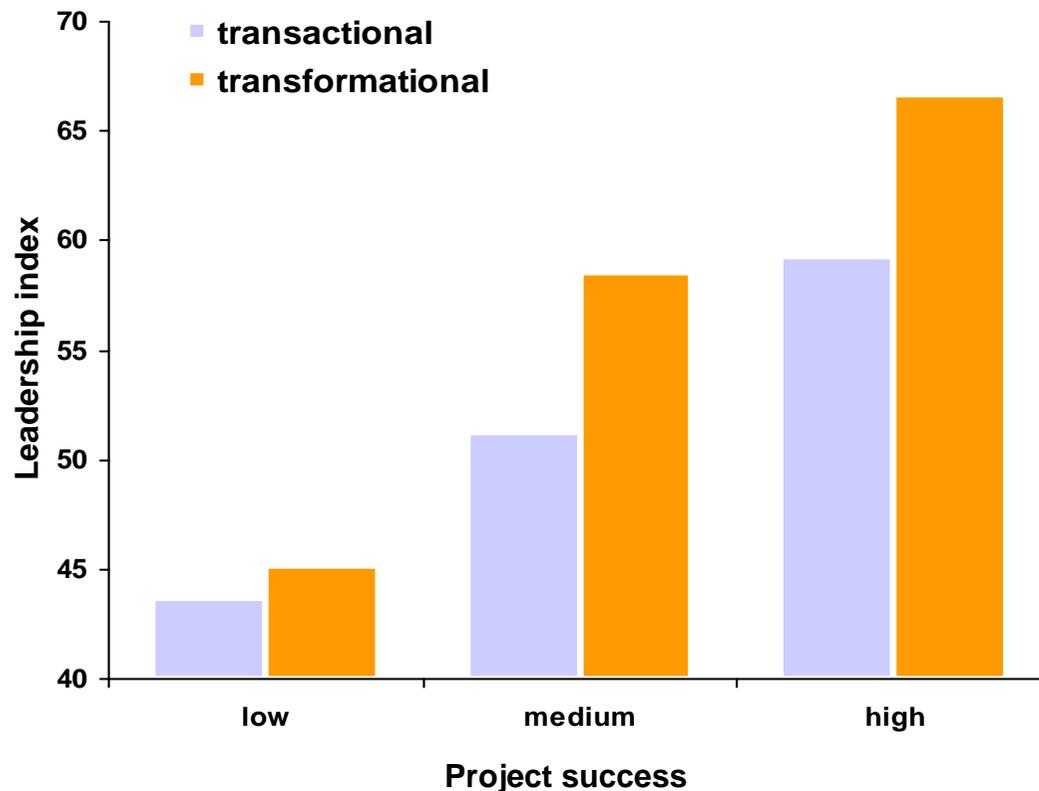


- Latin America scores highest in transformational leadership behavior
- Africa with second highest transformational leadership score displays the highest value in terms of transactional leadership
- Mediterranean region and East Europe have the smallest values on both leadership styles

N = 121; values were computed by the index of items indicating leadership behavior, ranging from 0 = no display of respective behavior to 100 = full display of respective leadership behavior

Leadership behavior according to project success

Values of transformational / transactional leadership according to project success clusters

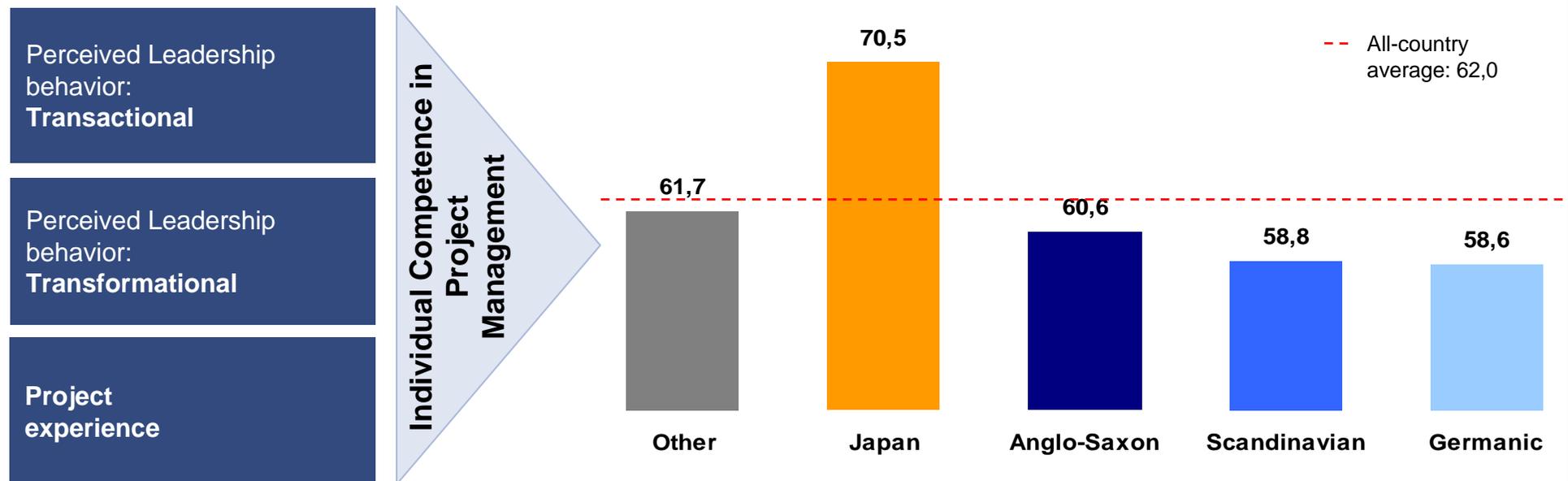


- Projects which were perceived as highly successful also have the highest scores in both transformational and transactional leadership
- The proportion of transformational to transactional leadership is about constant in the medium and high success clusters
- The cluster of low project success has a comparably lower share of transformational leadership behavior

N = 449; values were computed according to underlines on pp 26-27; the weighted top quarter of respondents rating project success represents the high project success cluster; weighted lowest quarter equals low project success cluster, remaining respondents constitute the medium success cluster.

Index of individual competence in project management

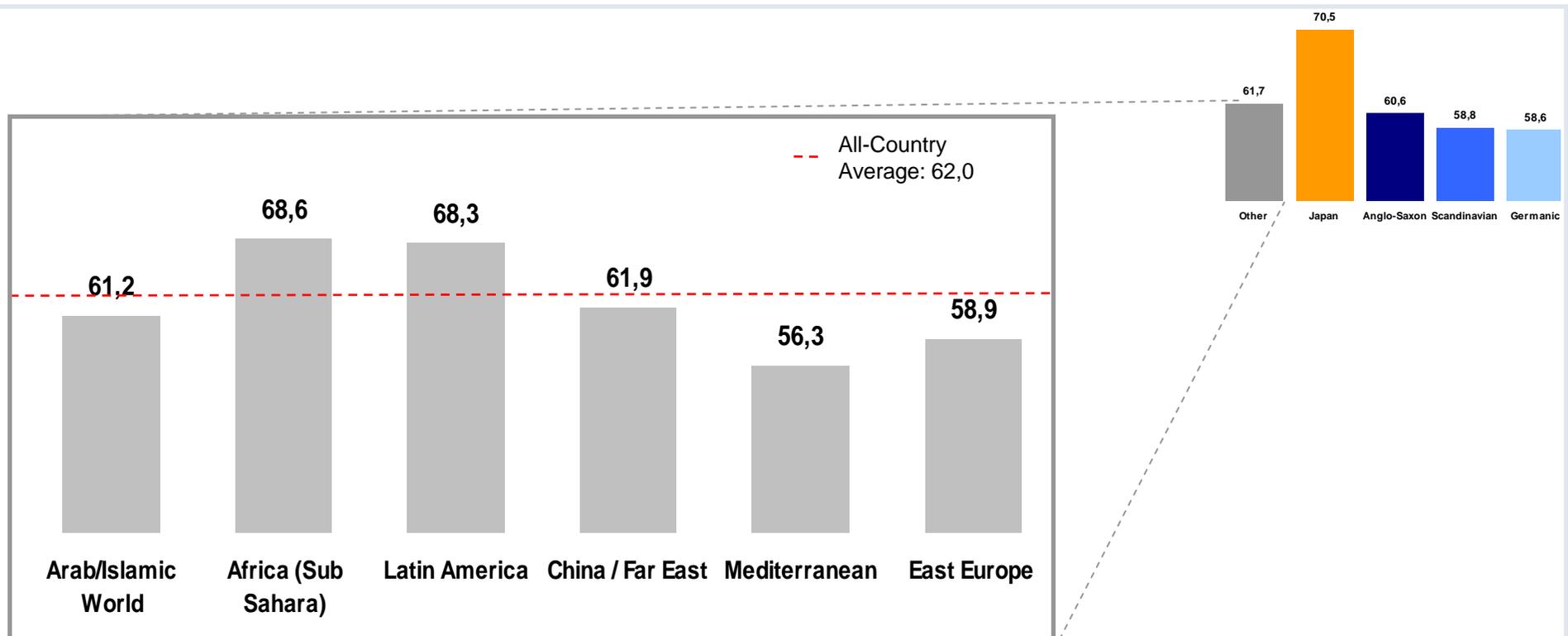
Transformational leadership behavior as dominant leadership behavior in projects



- Responses from Japan represent highest value for the Individual Competence Index
- Remaining countries display approximately same values, with Scandinavian and Germanic countries being slightly under average

N = 449; leadership values were computed according to underlines on pp 26-27; project experience value was computed converting the relative project experience (in yrs) to a scale from 0-100. All three items were equally weighted in final index.

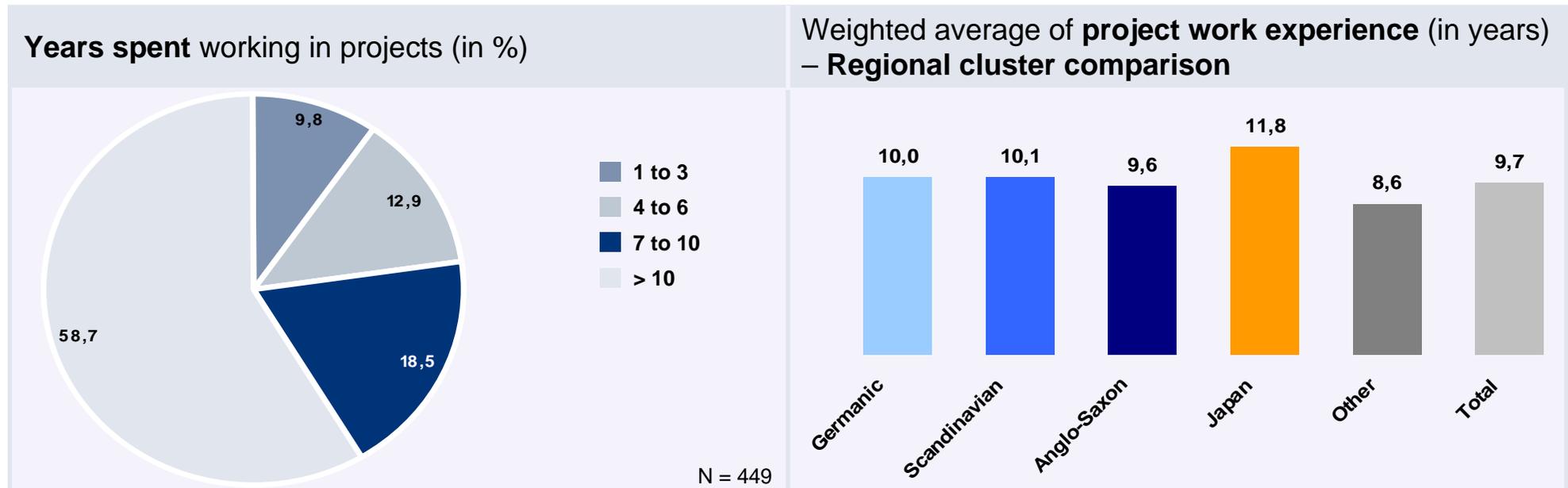
Comparison of index individual competence: Regions “Other”



- Africa Sub Sahara and Latin America score highest among the regions contained in “Other”
- Mediterranean countries score the lowest on individual competence index compared to all regions

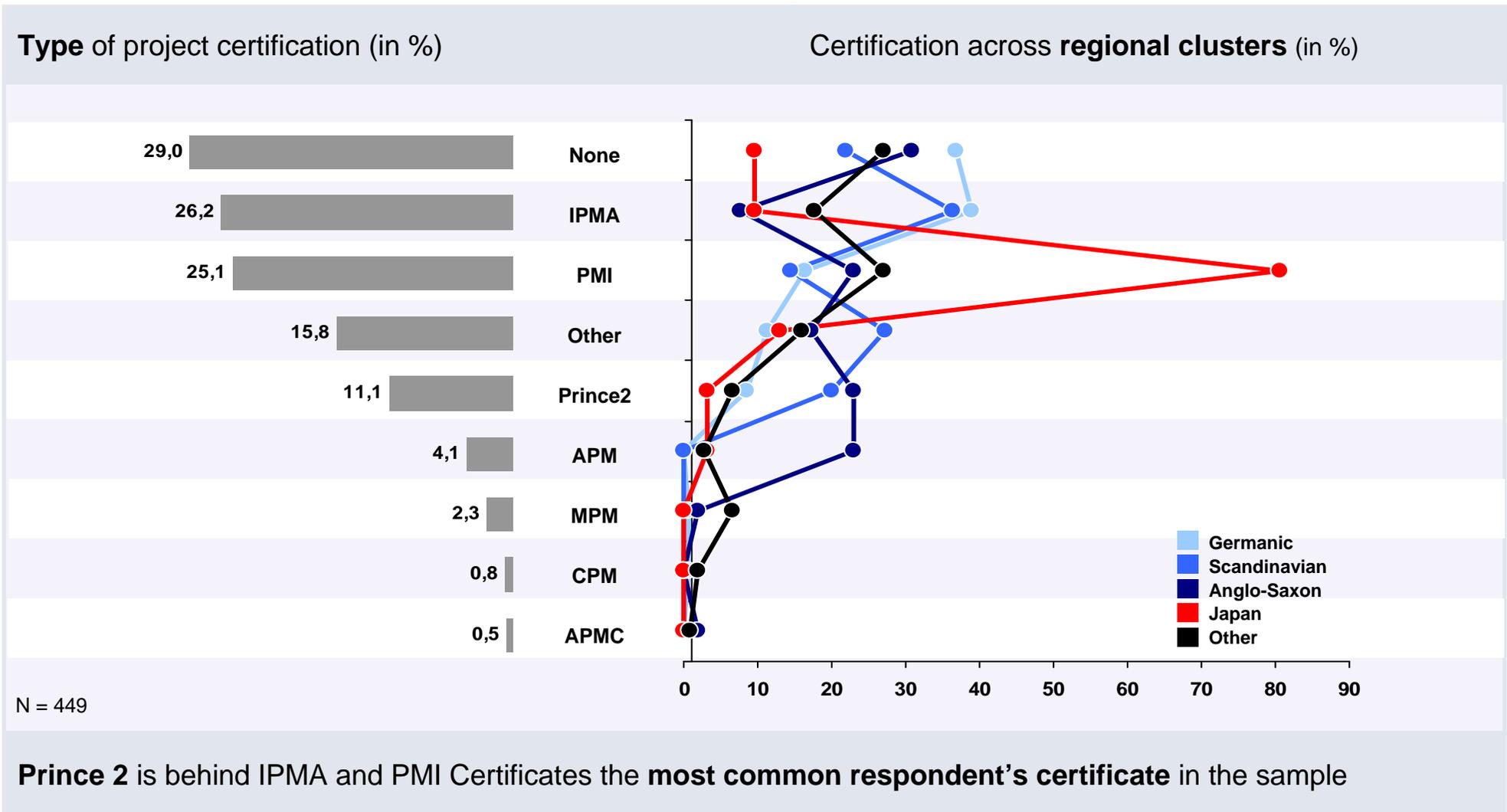
N = 121; Index computed according to underline on p 29.

Experience of working in project environments



- With more than 10 years of working in projects, the majority of respondents is highly experienced.
- Across Country-Regions, the average project experience of respondents was evenly distributed, thus indicating the remaining answers to be made with comparable experience in PM.
- Respondents from Japan had a slightly more project-experience on average, which might be a hint to the prior sticking out in the two leadership dimensions.

Frequency and distribution of project certifications



Summary of findings on individual competences

- **Results indicate a prevalence of transformational leadership across all countries.**
- **This is in line with findings of research indicating** charismatic leadership as an universally accepted leadership characteristic.
- Task orientation **in terms of** transactional leadership **behavior is found to be** of importance. **Given the project environment, this is in line with the propositions shown by the matrix introduced on p.15.**
- Project experience **of respondents is** evenly distributed **with an average of nearly** 10 years of project experience, **with the region Japan having the slightly greater overall project experience**
- Japan **shows the** highest score **for** both leadership behavior **assessments**
- **About a** third of respondents **across all regional clusters stated to** have no PM-related certification, **which shows the potential for project management as professional skill**
- Germanic Cluster **with the** greatest percentage of **respondents without** PM-related certification
- Types of certifications vary across regional clusters, **with a** strong emphasis on PMI-related **certificates** in Japan **which could be biased due to respondents sample**

Sources:

Trompenaars / Hampden-Turner 1997

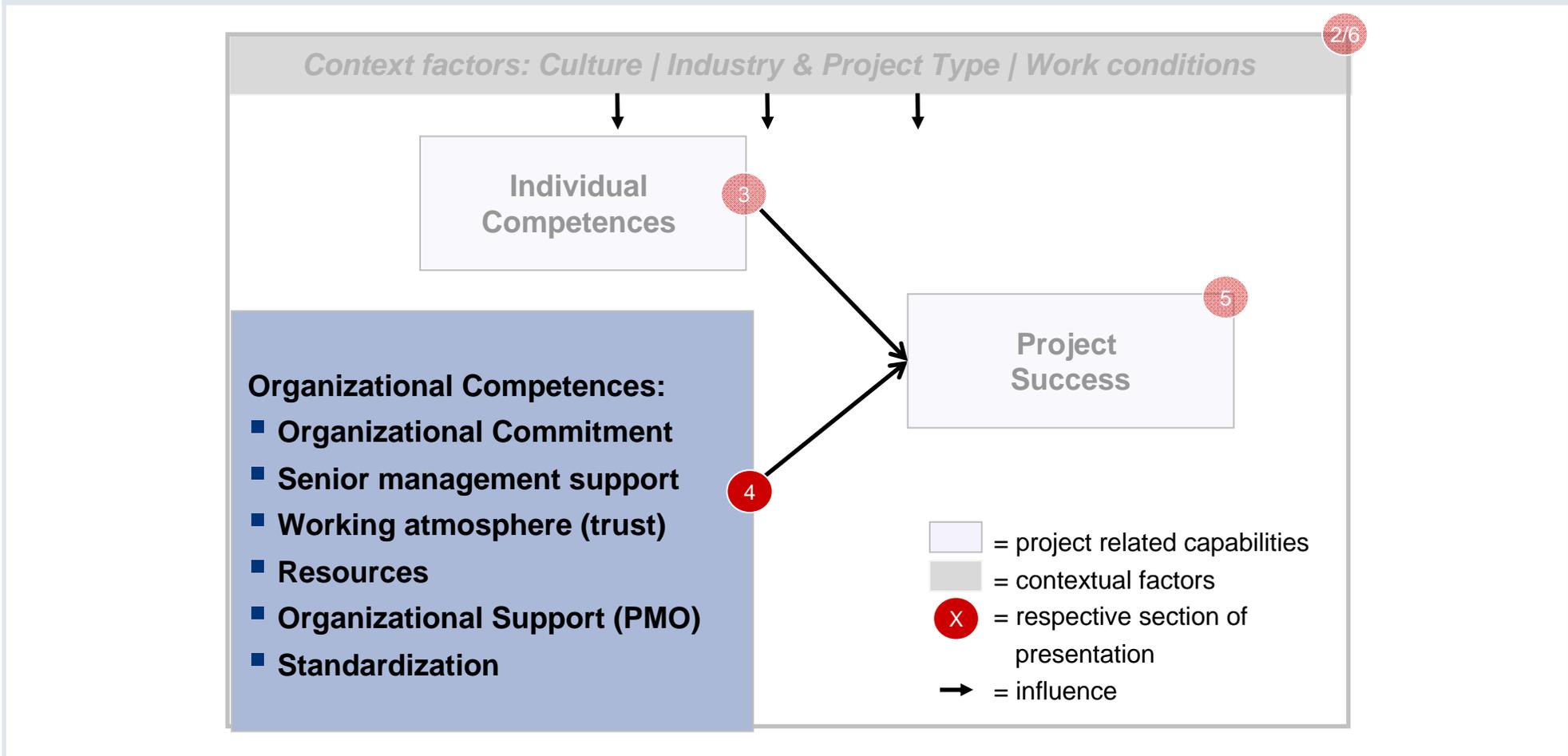
Hofstede 2001

House et al 2004

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Three areas of organizational competences are regarded

The regarded organizational competences consist of six categories representing hard and soft factors



Organizational competence comprises 6 categories (1/2)

Soft factors are represented by **organizational commitment, senior management support and trust:**

- **Organizational commitment** represents the **employee's psychological attachment** to the organization which indicates positive organizational characteristics.
- Research indicates that **senior management support** as „leadership on the high level” has a significant **positive influence on project success**. (Source)
- A **trustful working atmosphere** is vital for **copng with uncertainty** which is prevalent in project environments.

Hard factors

Organizational Competence Index*

*Consisting of six equally weighted components with each component being converted to a scale from 0 = strongly disagree to 100 = strongly agree

Organizational competence comprises 6 categories (2/2)

Soft factors

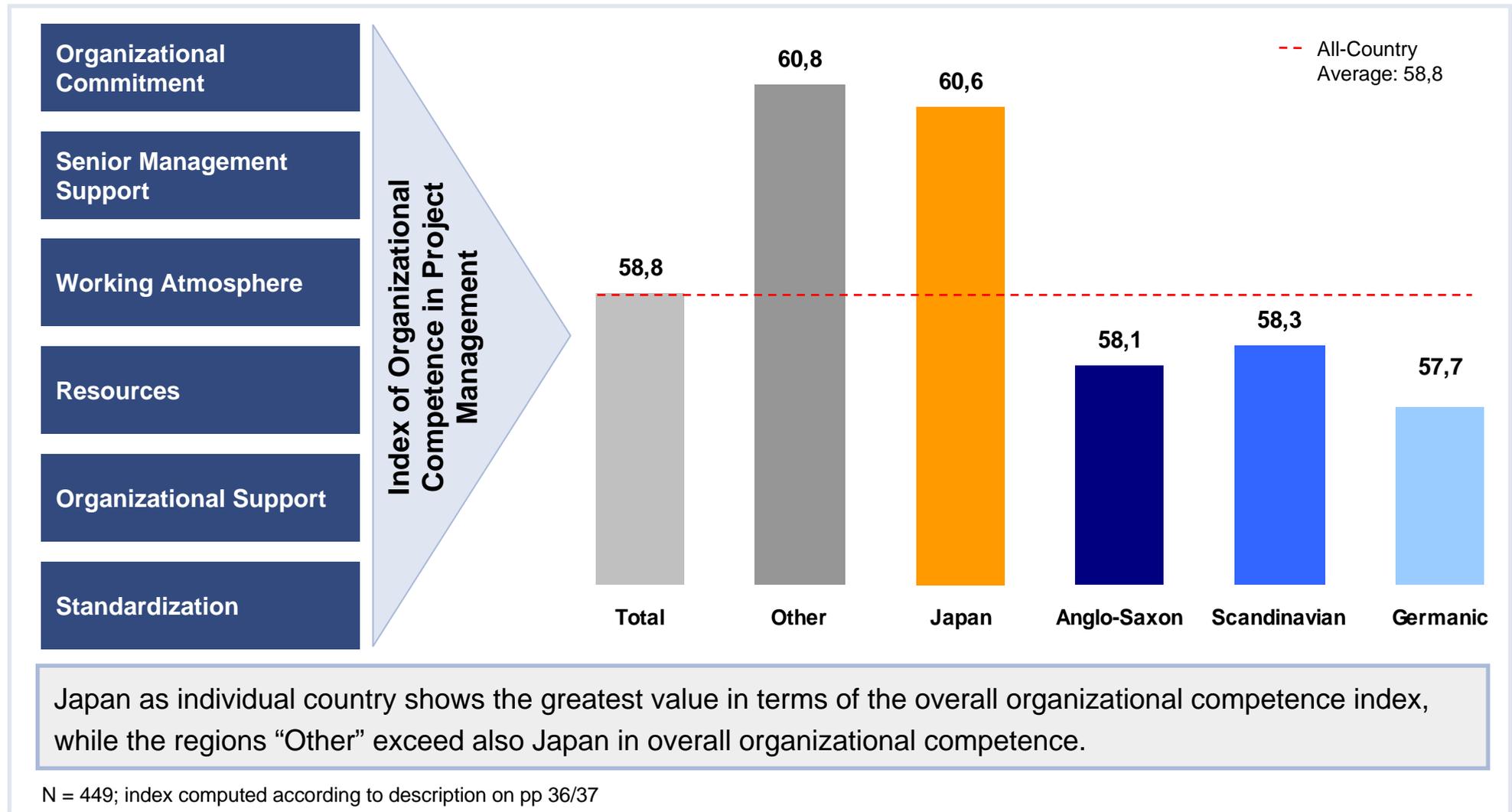
Hard factors are represented by **organizational resources, organizational support** and **standardization**:

- **Organizational resources** indicate the overall organizations ability to support projects with sufficient financial resources and in terms of human resources and special skilled workers.
- **PMOs as permanent organizational entity** support the project throughout the project's life cycle, thus serving as **binding element** between **permanent and temporary organization** with the potential to transmit project knowledge to the organizational knowledge base.
- Successful implemented **standardization** allows a **consistent high quality** during project realization.

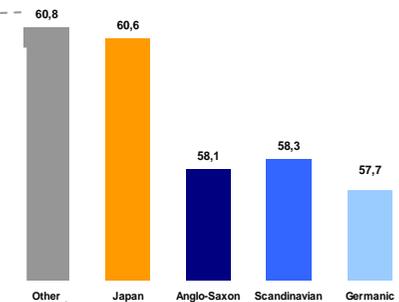
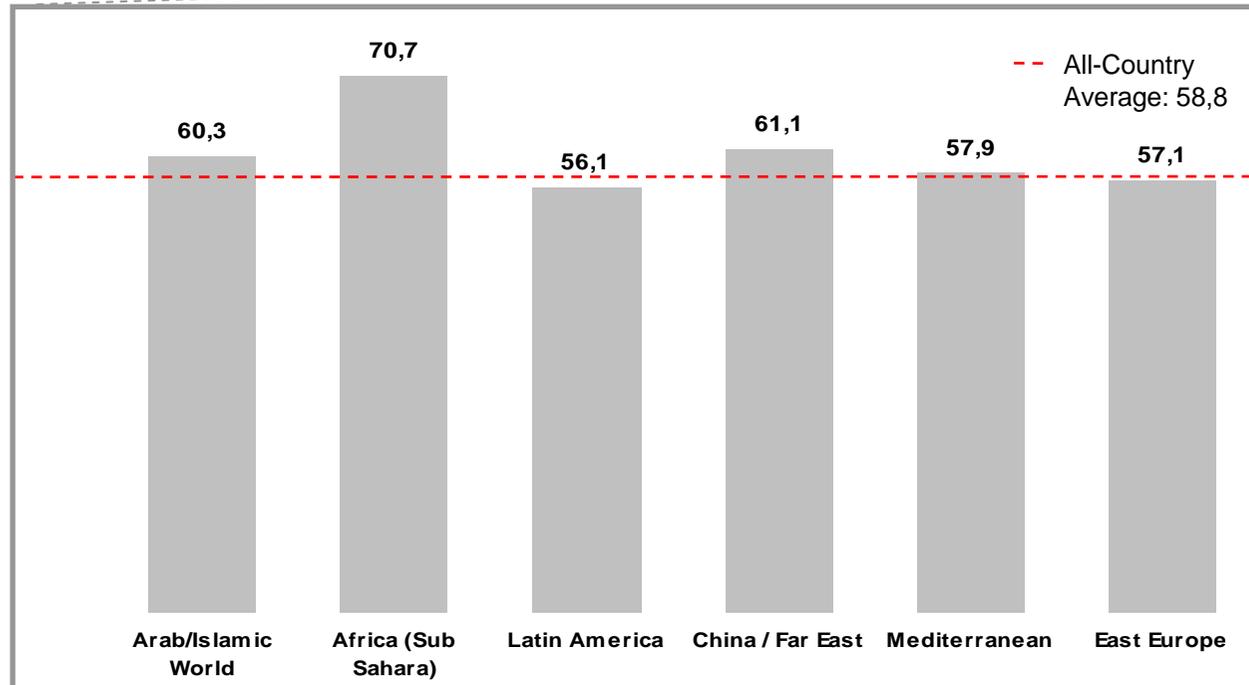
**Organizational
Competence Index***

*Consisting of six equally weighted components with each component being converted to a scale from 0 = strongly disagree to 100 = strongly agree

Index of organizational competence



Index of organizational competence: Regions “Other”

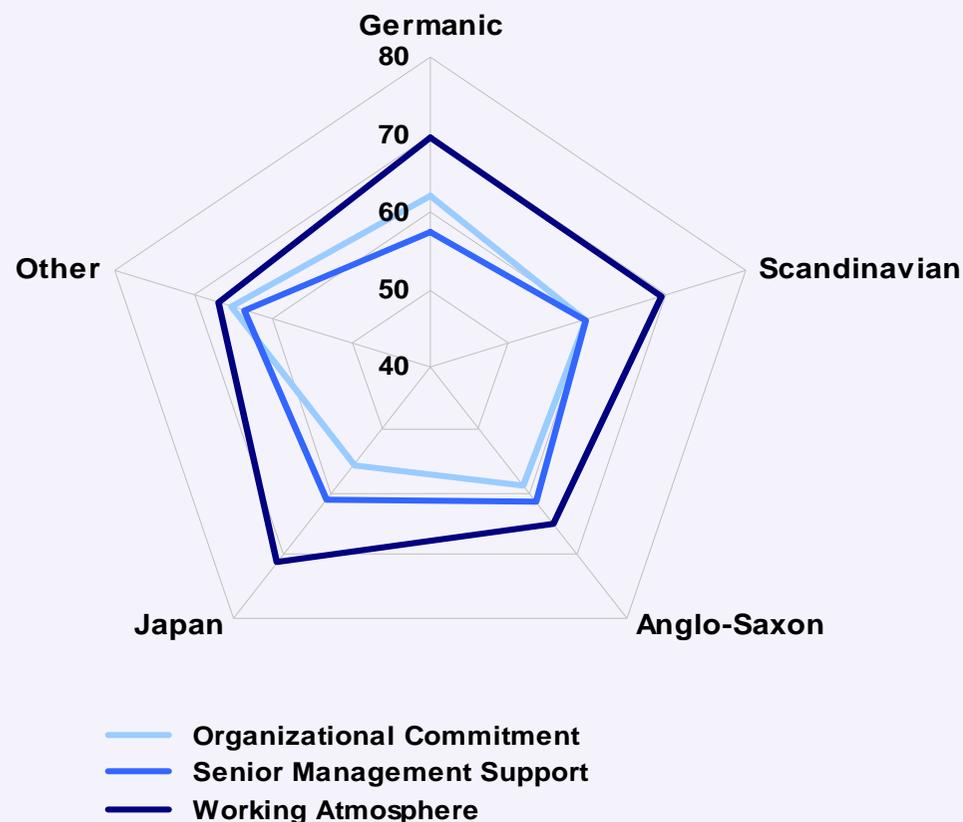


N = 121; index computed according to description on pp 36/37

- Africa Sub Sahara scores highest among this group, while Latin America countries have lowest score on the organizational competence index among the regions “Other”
- Regions Africa, China and Japan score above average concerning overall organizational competence

Regional Comparison of Soft Factors

Working atmosphere as strongest soft factor across all regions

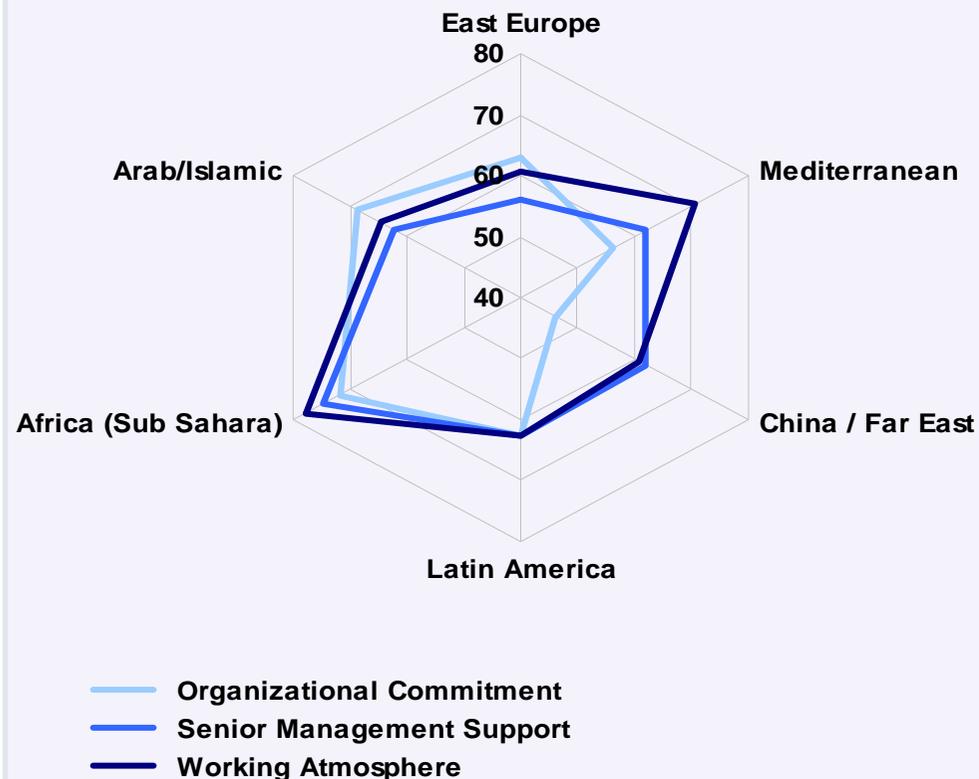


N = 449; 100 = highest possible value

- Working atmosphere scores highest across all regions.
- Working atmosphere is equally distributed in the Germanic, Scandinavian regions and Japan, while Anglo-Saxon and “Other” regions are scoring slightly lower.
- In contrast to the remaining factors and regions, Japan scores comparably low in terms of organizational commitment.

Regional Comparison of Soft Factors: Regions “Other”

Mixed results for region “Other” in terms of soft factors

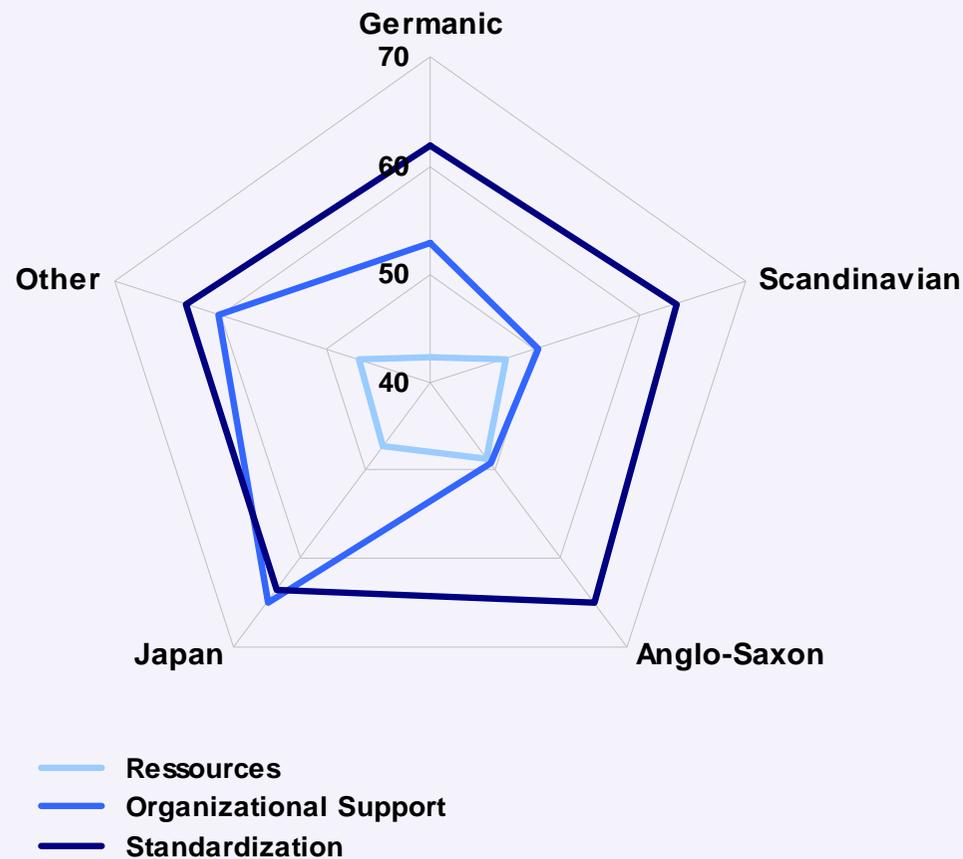


N = 121; 100 = highest possible value

- **Working atmosphere highest** for regional cluster **Africa** and quite as high in the **Mediterranean country cluster**; **scoring lowest in East Europe**.
- **Organizational commitment** shows great disparities; being **highest in Arab and Africa** regional cluster and **weakest in China**.
- **Senior management support** is highest – also on an all regions comparison - **in Africa**.

Regional Comparison of Hard Factors

Standardization as similar assessed hard factor across all regions



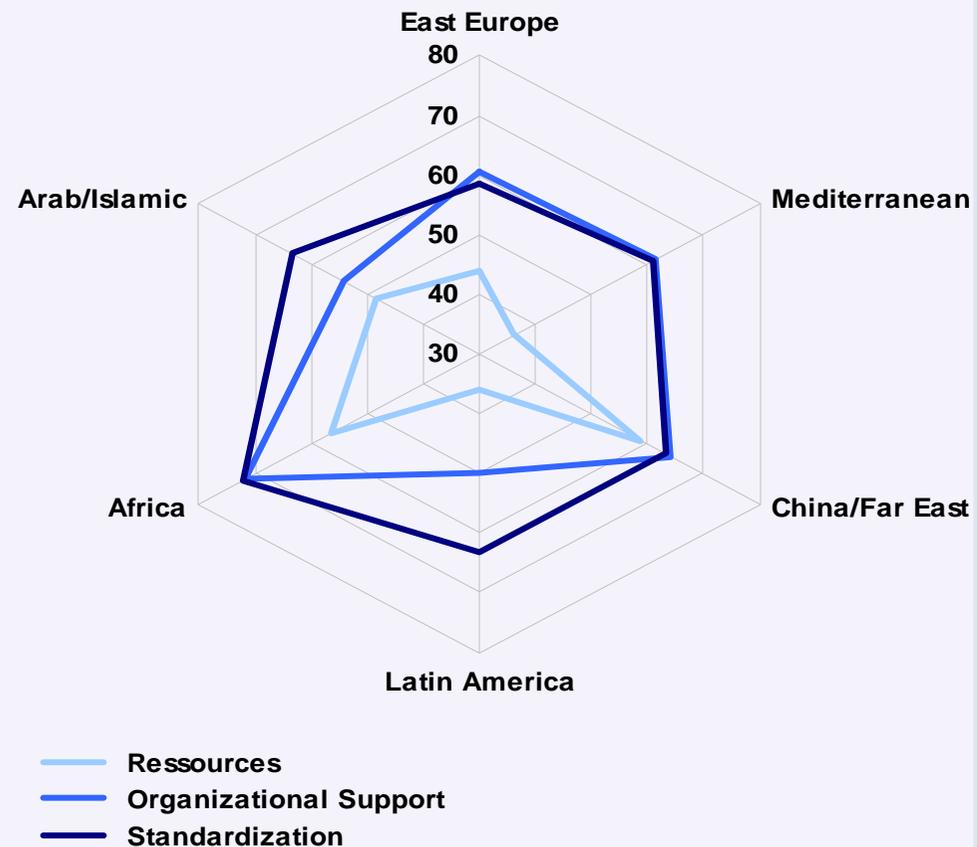
N = 449; 100 = highest possible value

- Standardization is approximately on the same level across all countries.
- Sufficient resources score lower but are about as evenly distributed across the regions except the Germanic Region

Across all countries only most respondents per country cluster state to have a PMO in their company except respondents from Japan. Respondents from Germanic countries state slightly more often to have a PMO compared to Scandinavian and Anglo-Saxon cluster.

Regional Comparison of Hard Factors: Regions “Other”

Standardization as similar assessed hard factor across all regions



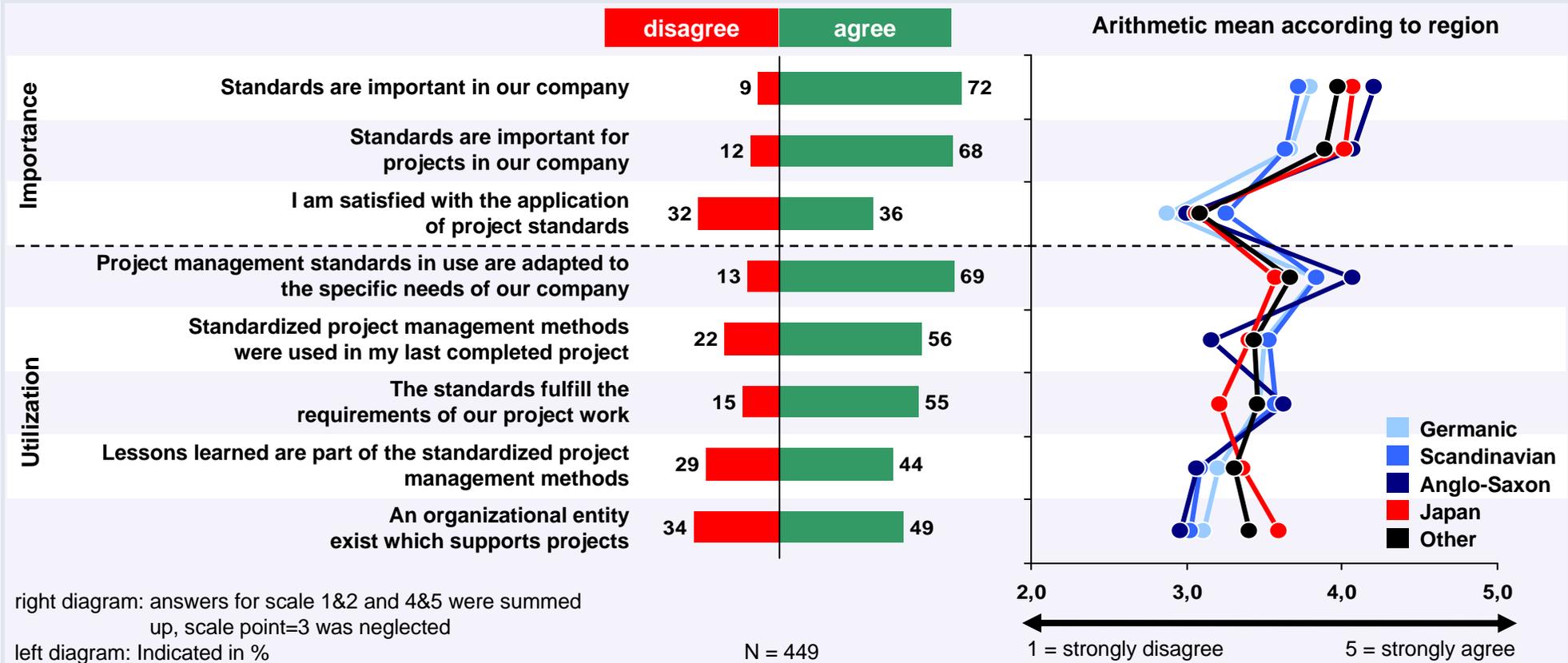
N = 121; 100 = highest possible value

- Standardization is highest in Region Africa while being approximately on the same lower level in Arab / Latin America and China clusters and slightly lower in East Europe and Mediterranean cluster.
- Sufficient resources vary widely across regions “Other” with highest score in China and lowest in Latin America / Mediterranean clusters.

Respondents in the country cluster Africa state most often to have a PMO in their company while Latin America scores lowest in this respect.

Organizational Competences: Standardization

Importance and utilization of standards varies



right diagram: answers for scale 1&2 and 4&5 were summed up, scale point=3 was neglected

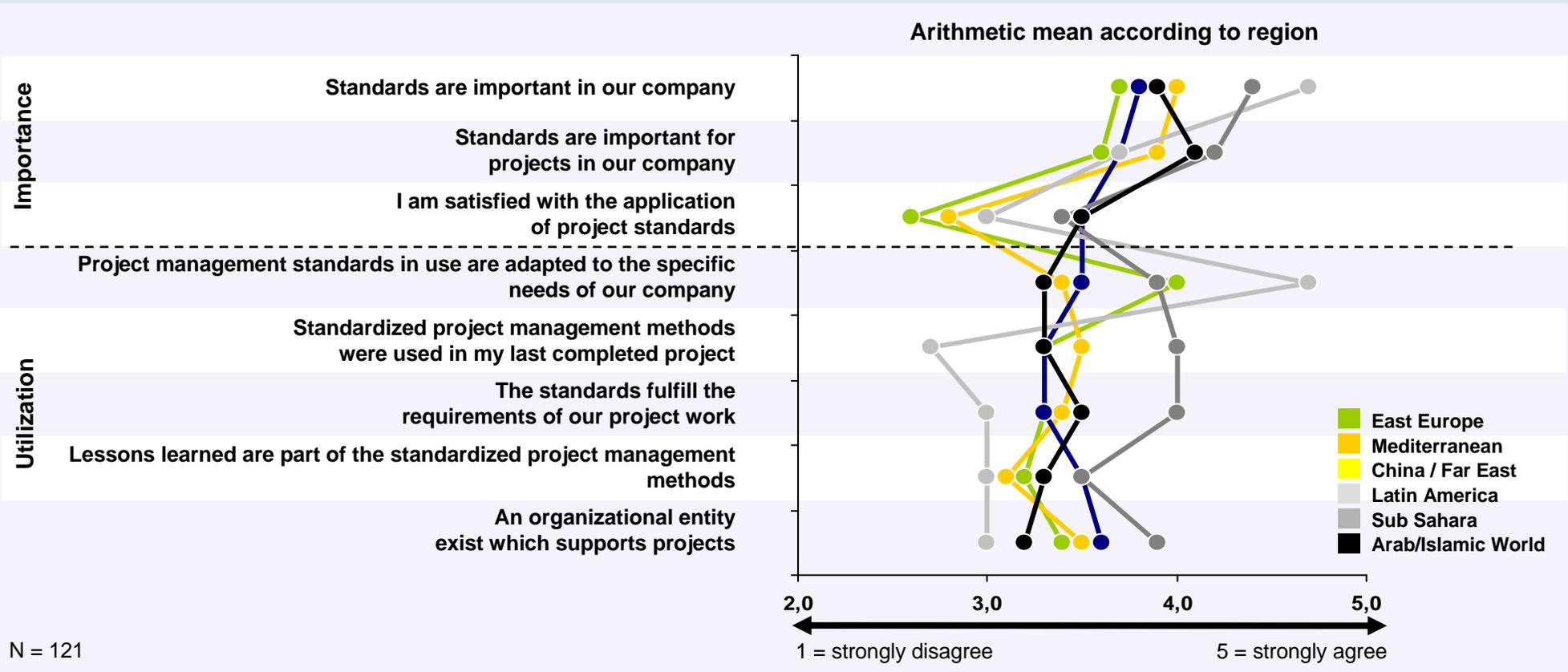
left diagram: Indicated in %

N = 449

While **standards** in general and in projects are stated as important for respondents, only roughly half of the respondents also state their satisfaction with the application of project management standards

Organizational Competences: Standardization regions "Other"

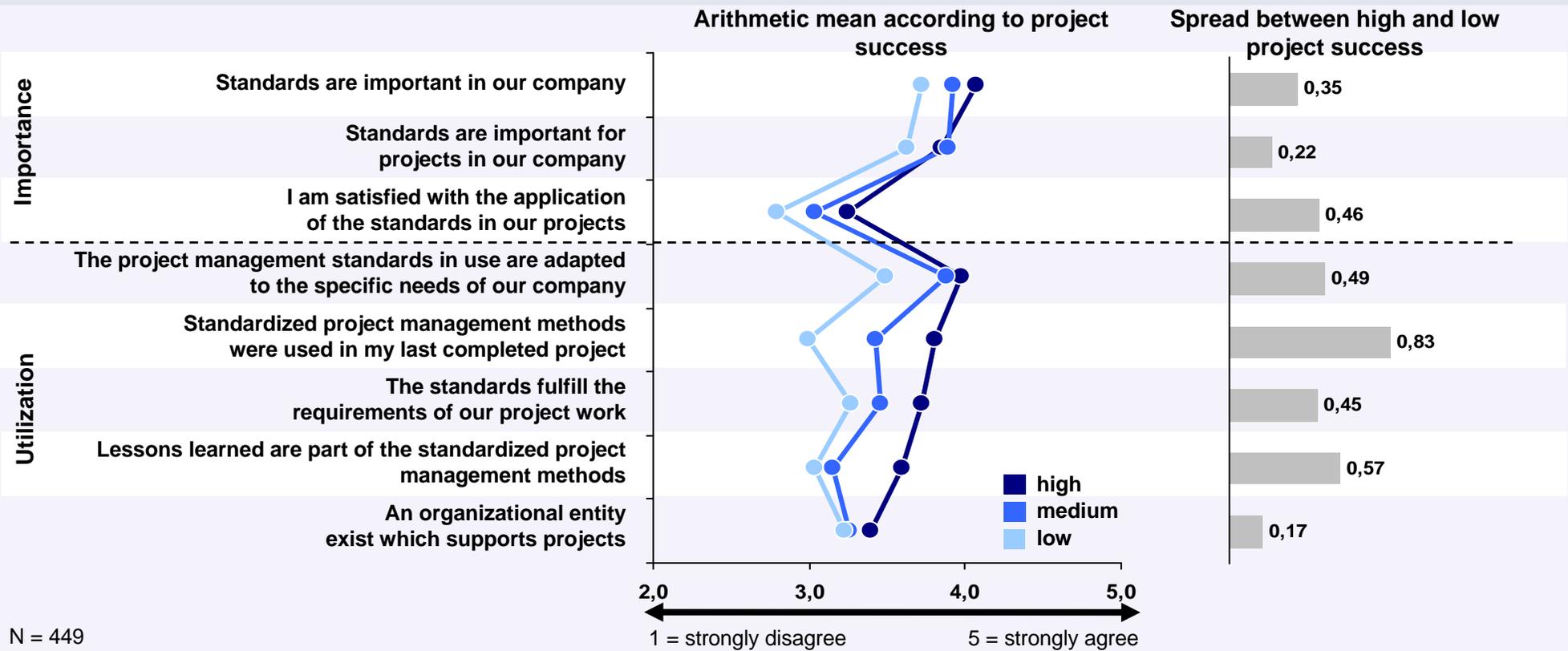
Importance and utilization of standards vary across regions



Country cluster of **Latin America varies strongest** regarding **perceived importance of standards** and aptness of project management standards **and the actual application of these project management standards.**

Standardization in terms of project success in regions "Other"

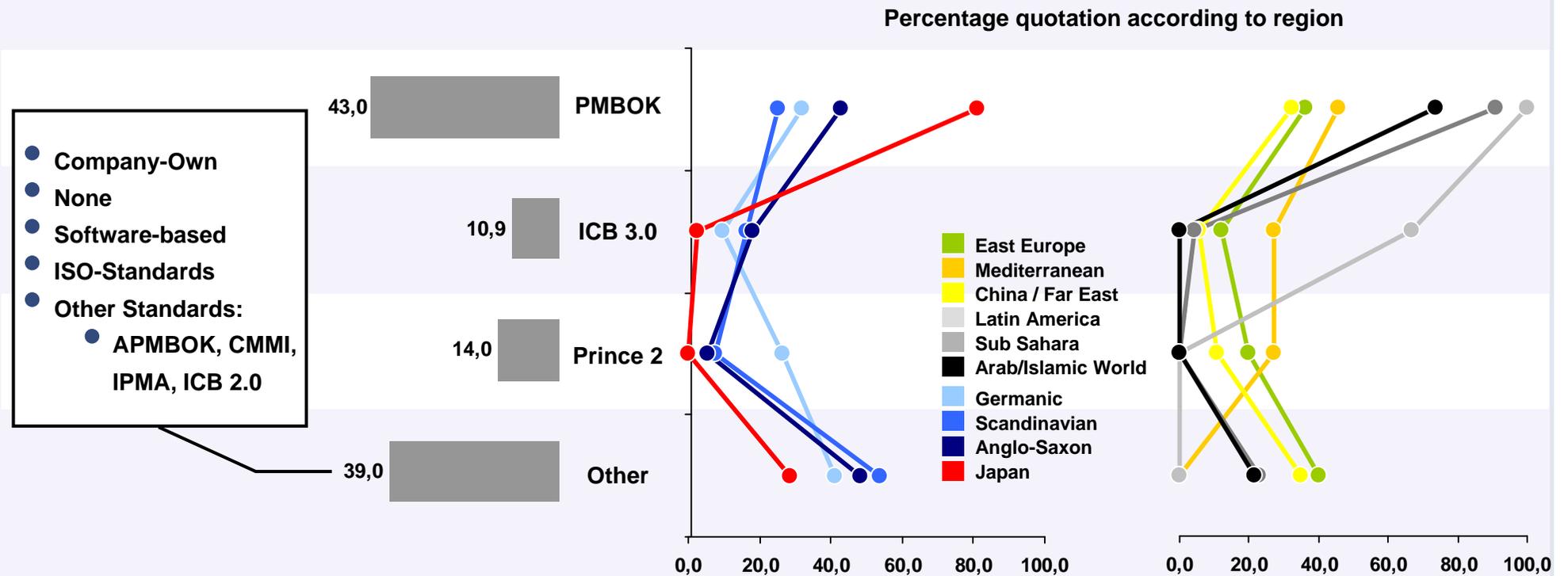
Importance and utilization of standards in the respondent's companies



Respondents stating a **relatively high success** of their last **project** rated **importance and utilization** of project management standards **consistently higher** than respondents with less successful project ratings which indicates the **importance of standards in project management**.

PMBOK as most used project management standard

A range of project management standards is used in respondent's companies

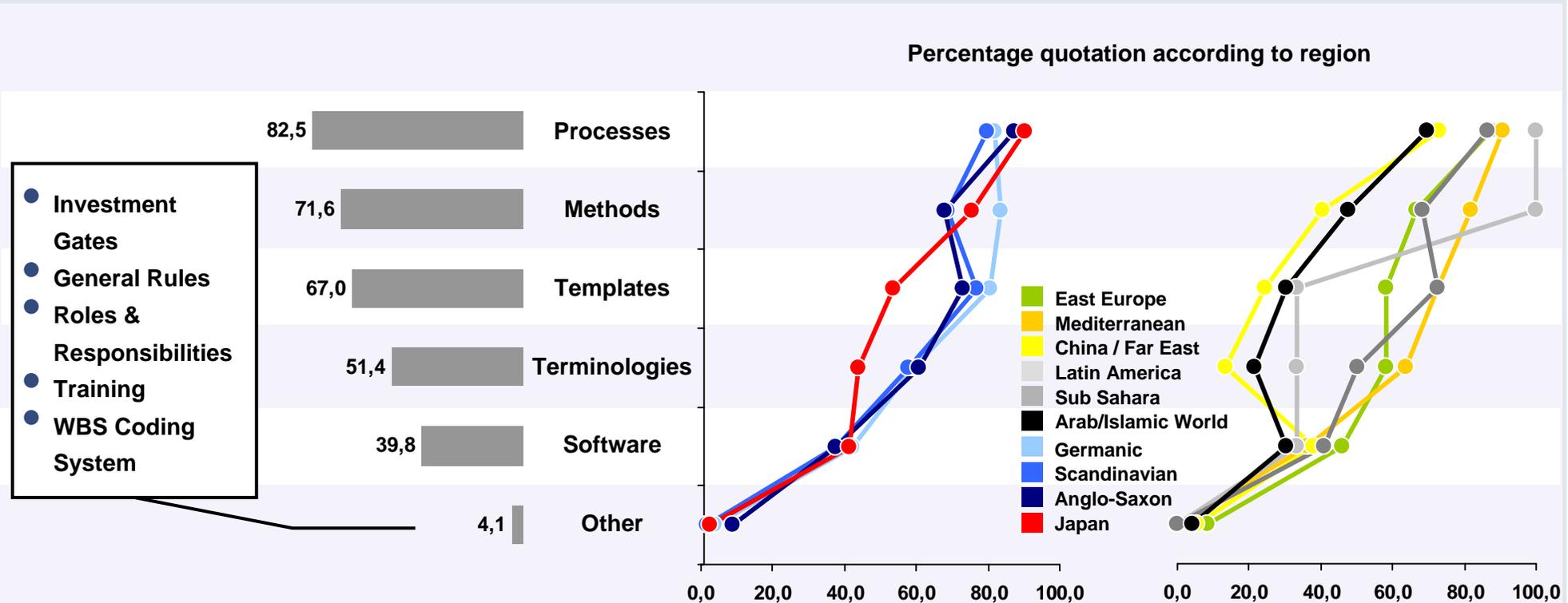


N = 449

A range of project management standards exist; while various PM-Standards are subsumed by “Other”, many can be expected to be congruent to a great part with the established standards of PMBOK, ICB, and Prince 2; several differences in the degree of utilization exist on regional comparison.

Comprehensiveness of standards in use

What do the stated Project Management standards in use **comprise**?



N = 449

The **majority of used standards cover processes, methods, and templates relevant to PM**. Many standards also comprise the overall terminology, in order to establish a common understanding and administer the use of software.

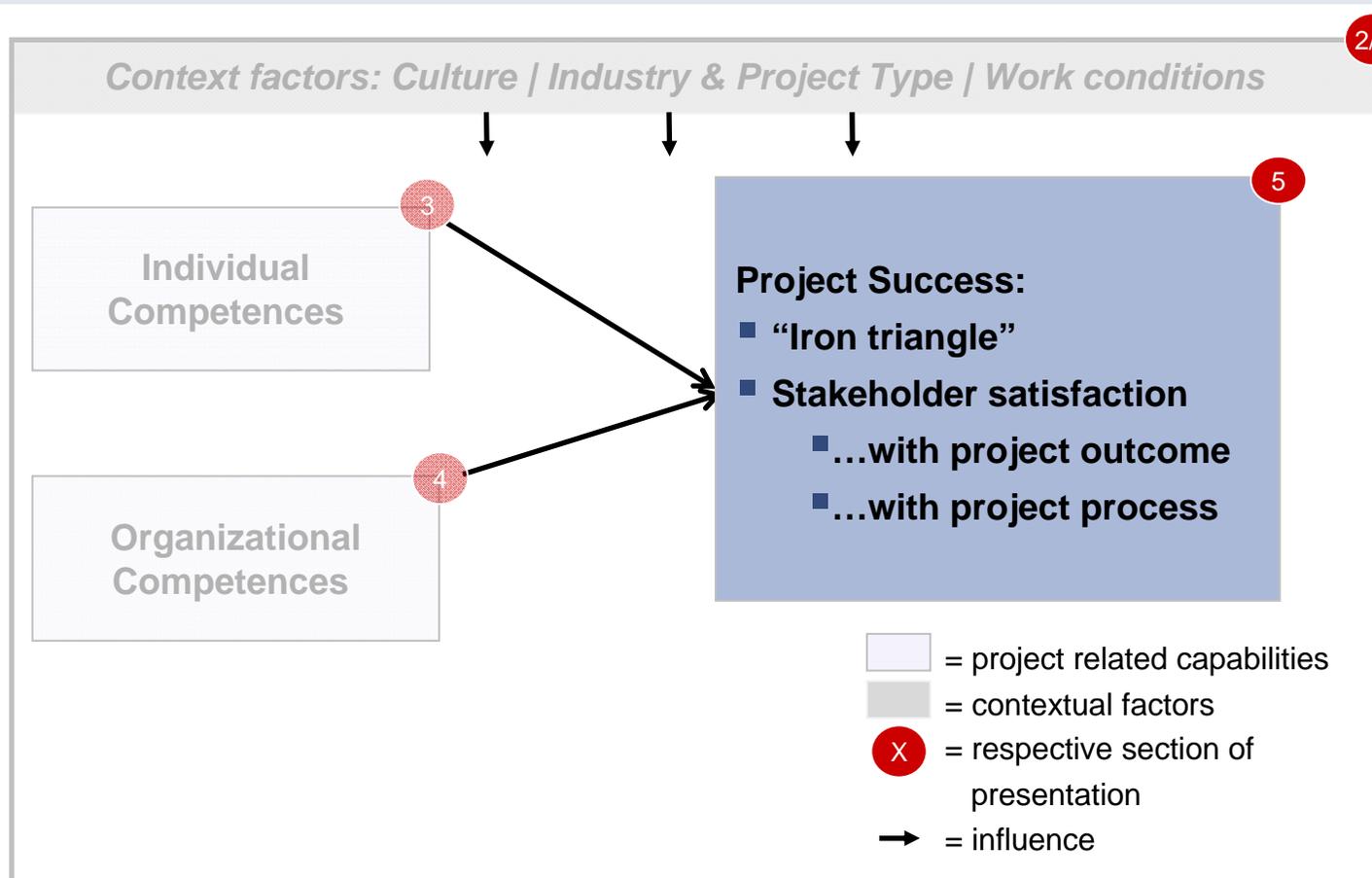
Summary of findings on organizational competences

- Hard and soft-factors **concerning** organizational competences **were** widely ranging **in extent** across regional clusters.
- Africa (**Sub Sahara**) **shows** highest overall scores **in the overall** organizational competence index.
- Japan **with** second greatest value **in terms of the overall organizational competence index**.
- Working atmosphere **as** strongest scoring soft factor **across all regions**.
- Sufficient resources **scores** weakest in the Germanic region.
- Standardization **seems to be** equally developed, **albeit** different standards **are preferred** on a regional comparison.
- Many companies **already** use company own standards (**subsumed in “other”**), **which are adapted from the common standards of PMI/IPMA**
- Satisfaction with application of standards **in projects is** significantly below perceived importance, **thus showing further potential for improvement**.

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Project success as comprehensive variable

Project success is measured in terms of the Iron triangle as well as stakeholder satisfaction



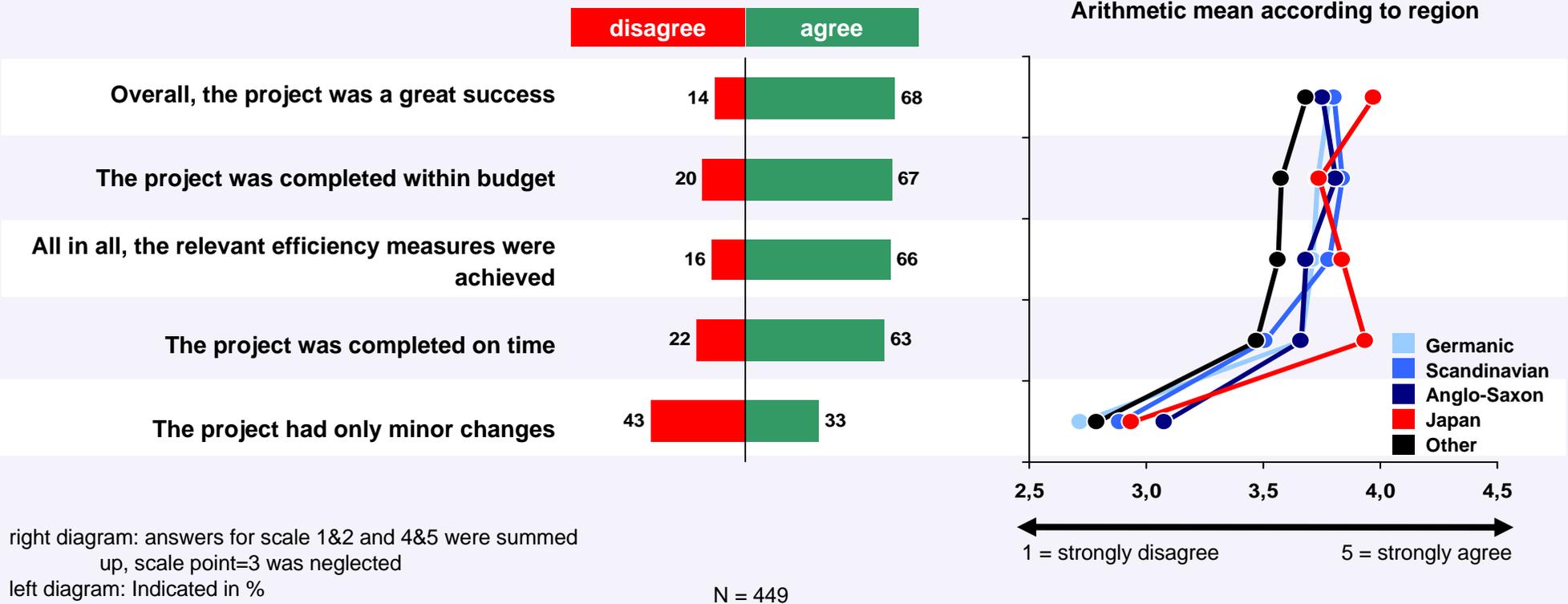
Project success is measured with several dimensions

Project success is measured in terms of the Iron triangle as well as stakeholder satisfaction

- **“Hard” indicators of project success** were measured in terms of the **“iron triangle”** with time, cost and quality of outcome.
- In addition, the **satisfaction of project participants** and the **projects external stakeholders** was interrogated.
- In order to extensively capture project success dimensions, **satisfaction** was not only measured **in terms of project outcome** but also **project realization and used project management**.
- **Different scores on a regional comparison** might be **due to fundamental differences** in the **perception of satisfaction** - this might be caused by cultural differences.

Perception of project success measures – regional comparison

The different **aspects of project success** were assessed with answers regarding the **iron triangle, satisfaction and changes** made



Minor changes in a project are **not necessarily an indicator** for the effectiveness of project management as this can also be an **indicator for the flexibility of an organization** to respond to external changes.

Project success dimensions according to project stakeholders

Respondents perception of stakeholder satisfaction with project results and overall project process



N = 449; answers for scale 1&2 and 4&5 were summed up, scale point=3 was neglected

Differences in the perceived satisfaction with project results and process were **starkest in terms of clients**, while the **least differences** were stated in terms of **project manager** and **project's subcontractors**.

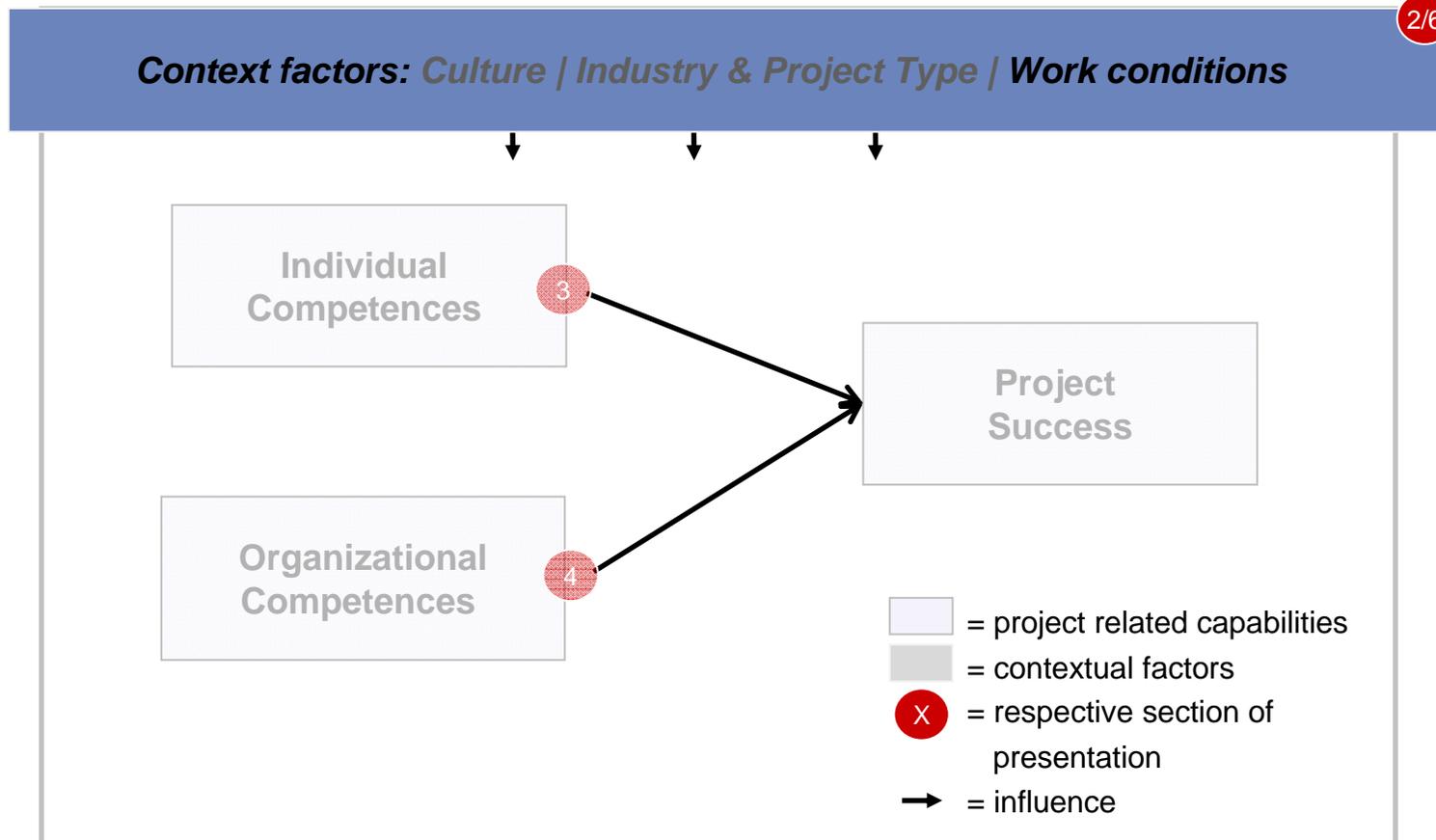
Summary of main findings on project success

- Project success measures varied starkest **across regions in the** case of Japan and “Other”.
- **Respondents from Japan display** highest scores on general project success **and** in-time completion of projects, **while** budget compliance **and** minor changes **were** below average.
- **In general,** project participants **found to be** less satisfied with the project process **than with the** overall outcome. **This difference is the** greatest **in the case of** clients.
- Subcontractors **are the** least satisfied **with both** project process **and** outcome **according to respondents’** perception.

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Context Factors

Context factors in this chapter are regarded in terms of several aspects of work conditions



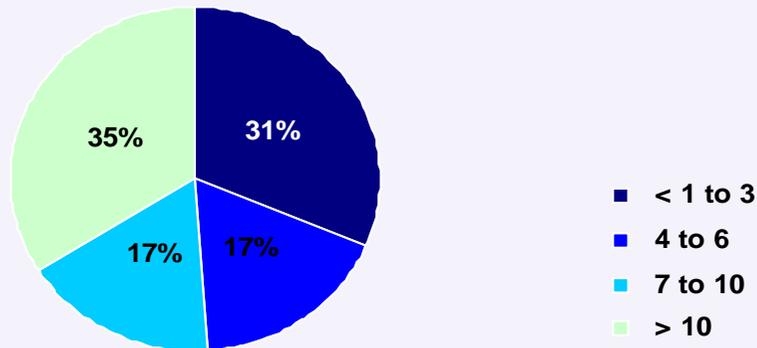
Context Factors draw upon several characteristics

Information on context factors is raised for several reasons

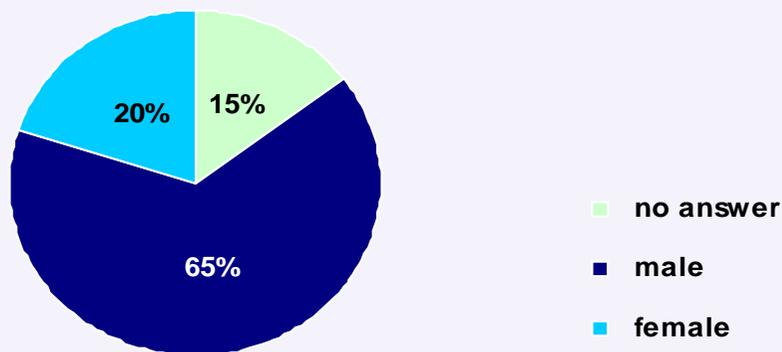
- **Personal characteristics** enclose **respondent's gender and years spent** in the respective **organization**. Respondent's implicit cultural understanding were subject to chapter 2.
- **Project embeddedness** was interrogated in order to show **possible differences on an international level**.
- **Overall organizational structure** was asked in order to check if the **referenced project** was **in line with the usual organizing of projects**.
- **Environmental characteristics** were asked to see if regional differences in the perception of environmental conditions exist.

Respondent's and company's characteristics

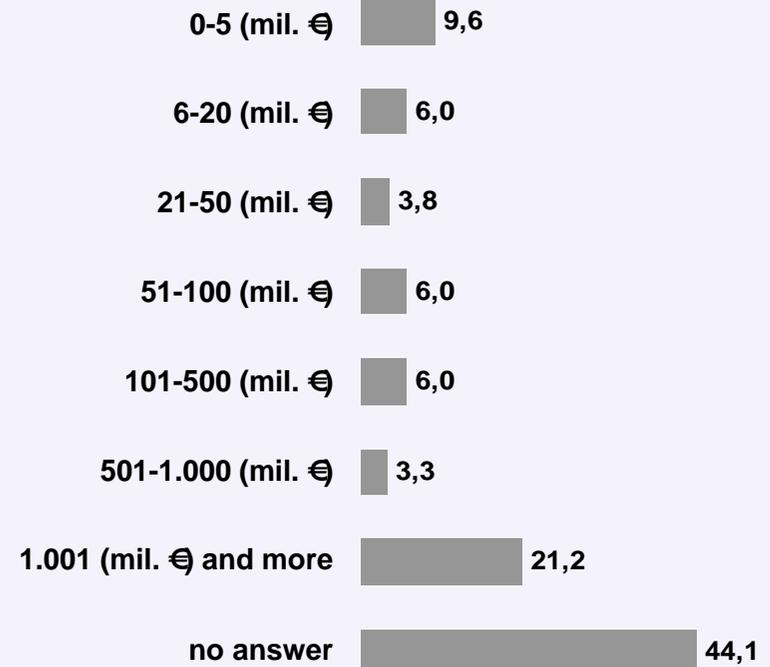
Respondent's years spent in referenced company



Proportion of male / female respondents

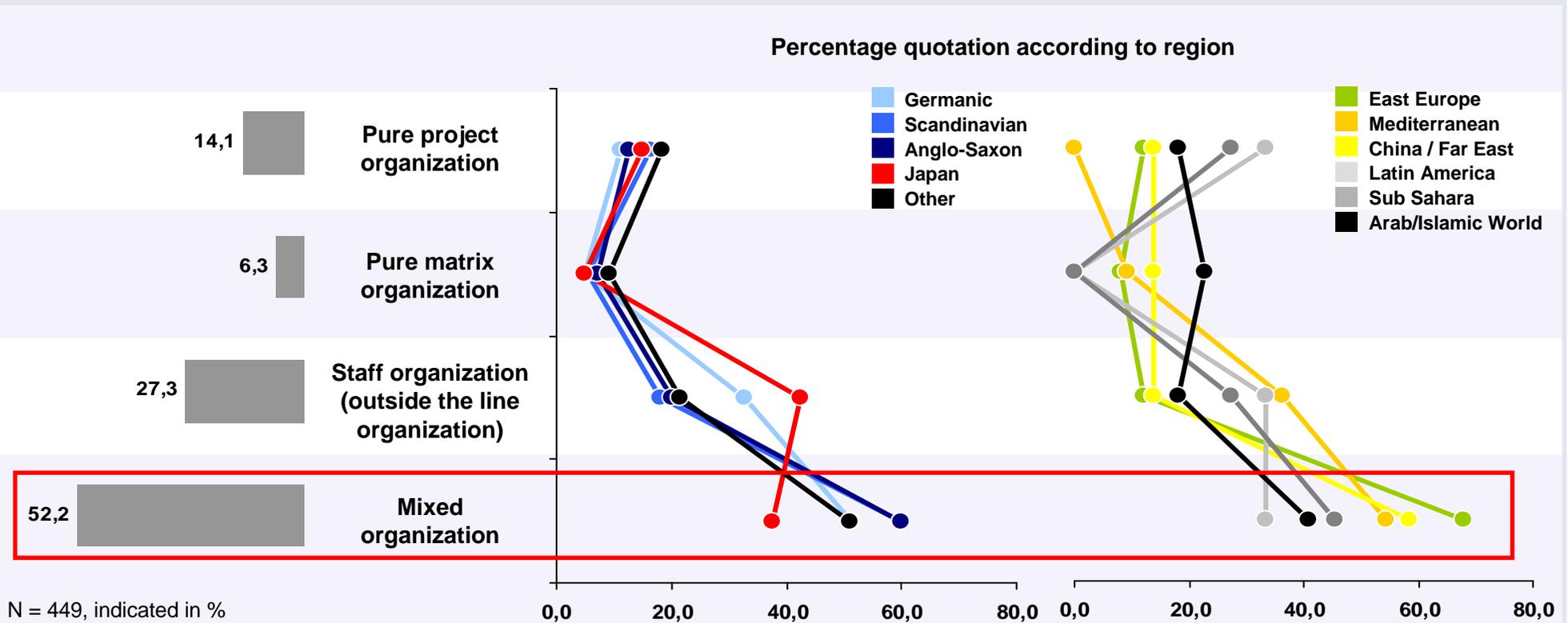


Total revenue of the company



Organizational embeddedness of projects (1/2)

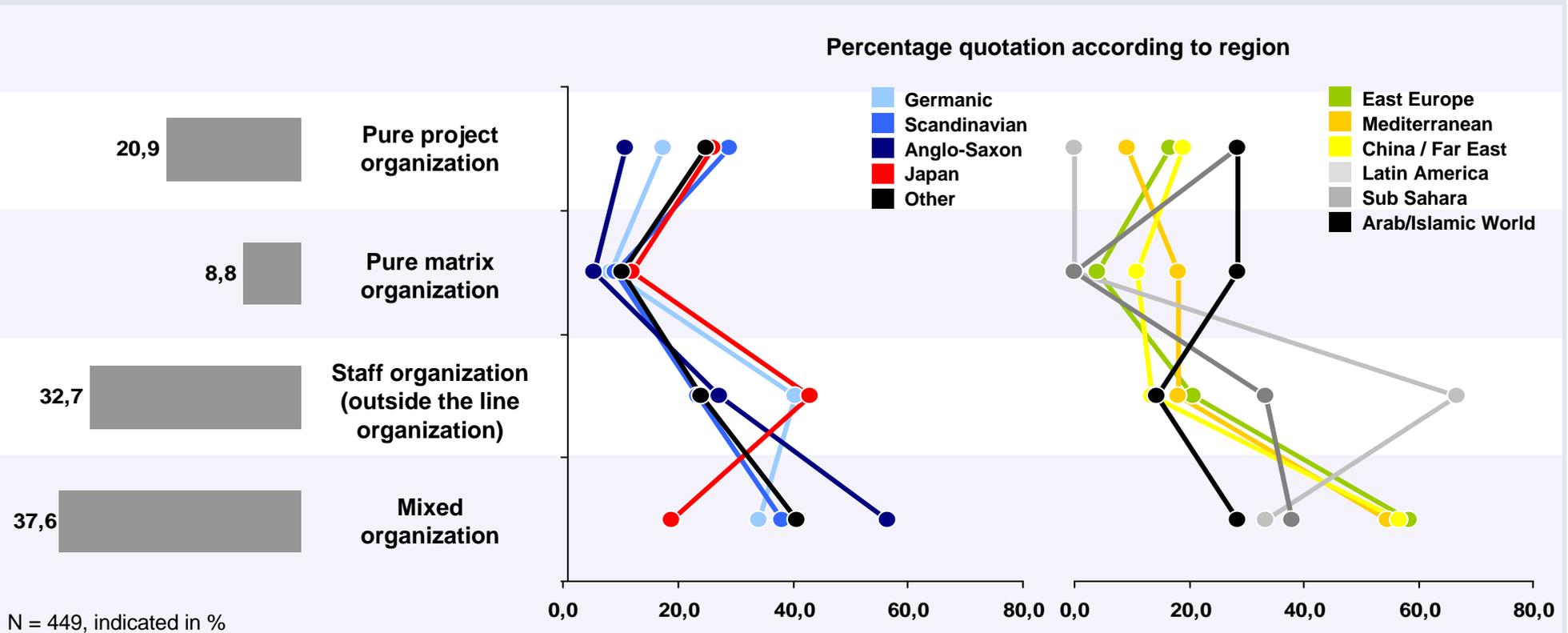
General embeddedness of projects in organization



Projects in respondents' organizations are mainly embedded as mixed organization, whereas other forms of organizing vary across countries.

Organizational embeddedness of projects (2/2)

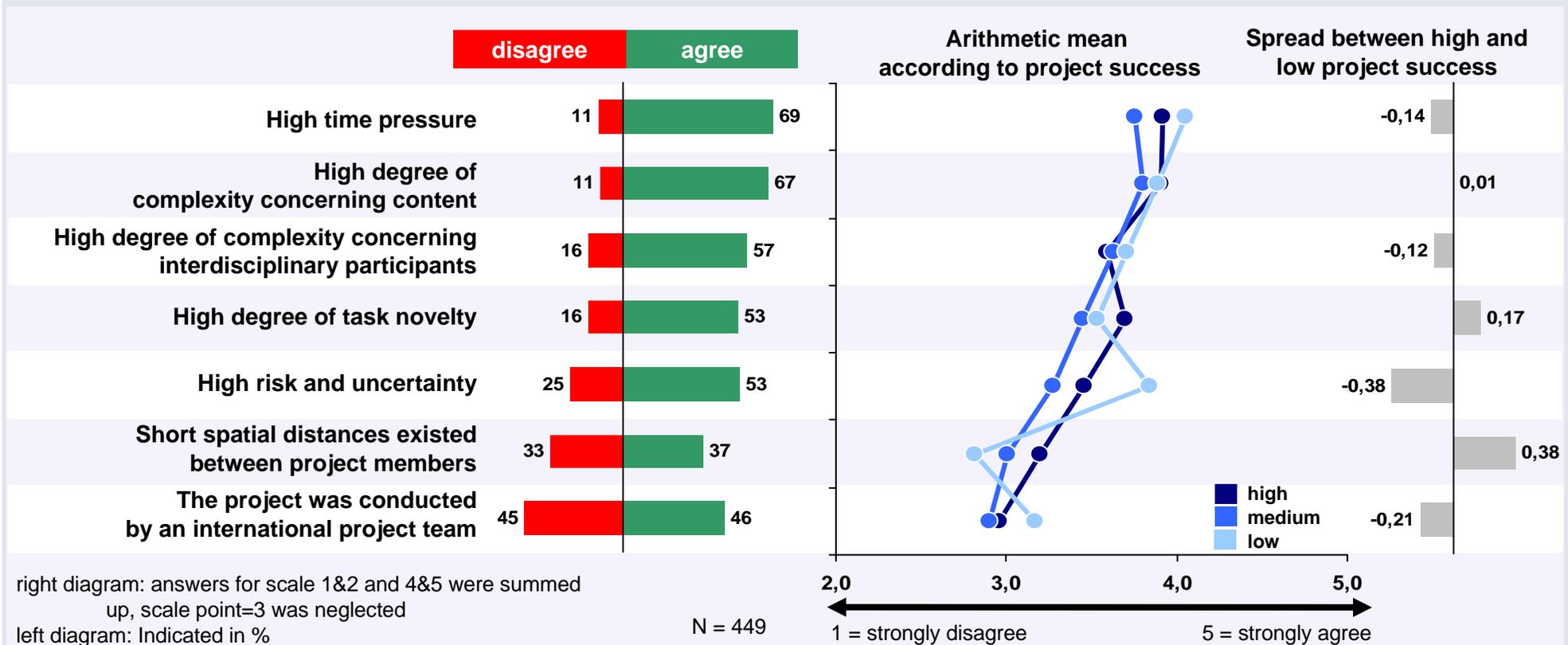
Embeddedness of the described project in organization



Projects which had to be evaluated were similarly embedded as all projects in the organization, with a slightly higher distribution among project and mixed organizations.

Conditions of working with regard to perceived project success

Working conditions in projects according to project success show no clear pattern

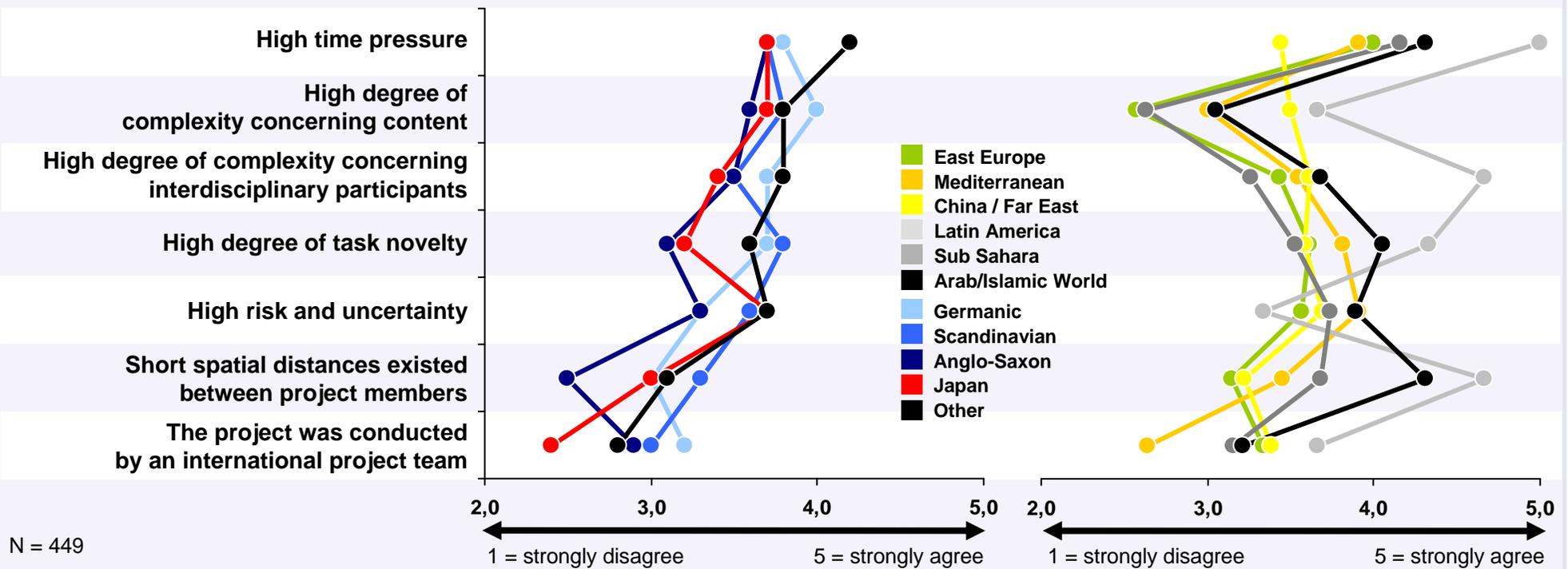


In General, **projects** assessed as having **low success** show **slightly higher time pressure and complexity** than more successful projects. Only the **perceived risk and uncertainty** is **generally stronger** in **less successful** projects. The **same applies** for **spatial distances** which seemed to be greater in less successful projects.

Differences in working conditions in projects according to region

Working conditions in projects according to region

Arithmetic mean according to region

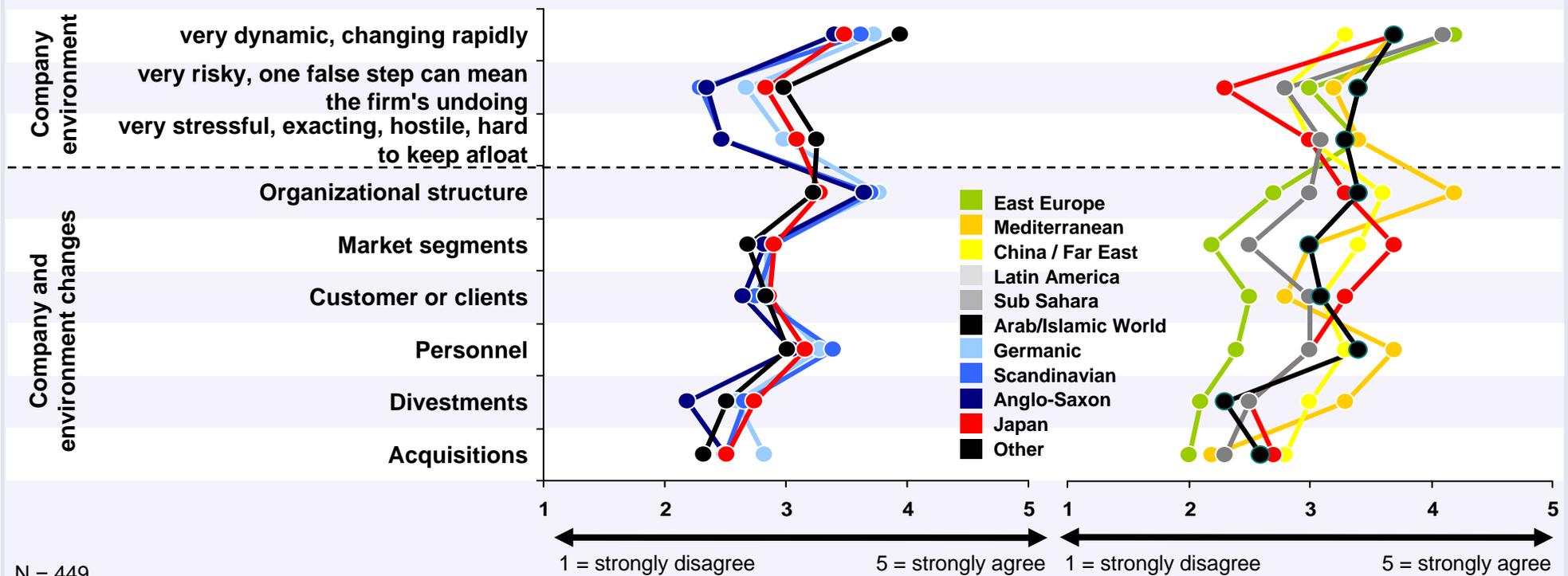


In general, the **working conditions** seem to be strongest in the **Latin America** region . Greater differences in regard to variations of aspects exist especially in regions contained in region cluster "Other".

Environmental and organizational conditions of project work

Characterization of company's environment on a regional comparison

Arithmetic mean according to region



N = 449

Respondents' assessment of **firm environment** is **similar across regions** in terms of its **dynamic and available resources**, while **greater differences** exist in the **perception of a negative connotation** of this environment.

Summary of main findings on context factors

- Mixed organizations **are** prevalent forms of organizing **in the sample**.
- Male respondents **represented the majority across all regions**.
- Internal working conditions **in projects such as** time pressure, complexity and novelty **do not seem to have a great impact on** project success.
- Risk and uncertainty **built an exception to these findings as they seem slightly correlating with project success**.
- **Across** all regions, **the** company's environment **was perceived as** highly dynamic.
- **The** negative perception of the company's environment **in terms of risk** varies **across regions, whereby regional clusters of** Scandinavia and Anglo-Saxon **have the** lowest negative perception.

Results of correlation analysis of competence factors across regions

		Germanic	Scandi- navian	Anglo- Saxon	Japan	East Europe	Medi- terranean	China	Africa	Arab
Individual Competence	Project Experience	○	○	●	○	○	●	○	●	○
	Transactional Leadership	●	●●	●	○	●●●	○	●●●	●	●●●
	Transformational Leadership	●●	●	●●	●●●	●●●	○	●●●	●	●●●
Organisational Competence	Organizational Commitment	●●	○	●●	●	○	●●●	●●	●●	●
	Working Atmosphere	●●	●●●	●●●	●●●	●●●	●●●	●●	●●●	●●●
	Ressources	○	○	●	●●	●●●	○	●●	●●	●●●
	Senior Management Support	○	○	●	○	●●●	●●●	●●	●●●	●●●
	Organizational Support	○	○	○	○	●●●	●●	●	○	○
	Standard Standardization	●●	●	●●	○	●●●	●●●	●●	●	●●●

N = 449; Correlation analysis of single constructs with project success: correlation <0,2= ○;
0,2 – 0,29=●; 0,3 – 0,49=●●; >0,5=●●●

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General findings of the survey

- The **importance of projects** was acknowledged by all respondents from a range of industries and countries .
- Preferences of **working conditions** such as **trustful environment and standardization vary strongly** across country regions.
- **Transformational leadership** as people-oriented leadership style is the **prevalent leadership behavior** in project settings **across all countries**.
- The **majority of respondents holds a certification in project management**.
- The **importance of standardization** is stated across all countries.
- A **gap** exists between the **satisfaction with standards** in PM and the **actual application** of these standards in projects.
- **Japan** scored most indicators of project success higher on the overall country region comparison.
- **External project environment** was most **positively** assessed by **Anglo-Saxon** and **Scandinavian** respondents; the remaining factors were assessed with no clear patterns to be apparent.

Regional differences exist in PM while the importance of projects is acknowledged everywhere. Potential for improvements have in particular found in the application of PM standards.

General recommendations can be deducted from the survey

Companies doing projects successfully are aware of the importance of project management.

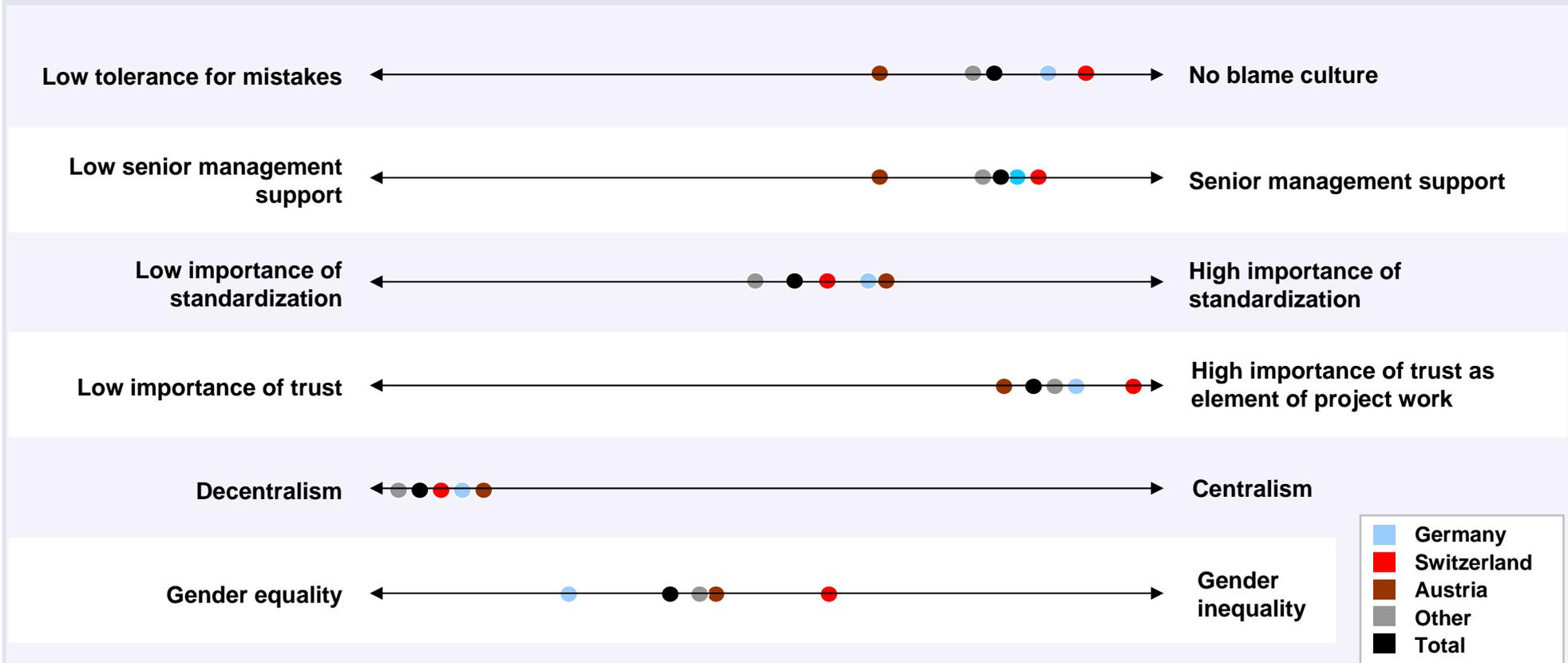
In line with the findings of the study, the following **recommendations** can be made:

- Companies must become aware of the **importance of project management**.
- A **standardized project management method** should be established.
- Standardized project management must be **adapted** to the **specific needs of the company**.
- **Lessons learned** should be part of this standardized project management.
- Project managers should in particular be trained in **leadership skills**.

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Regional comparison of general attitudes in project work

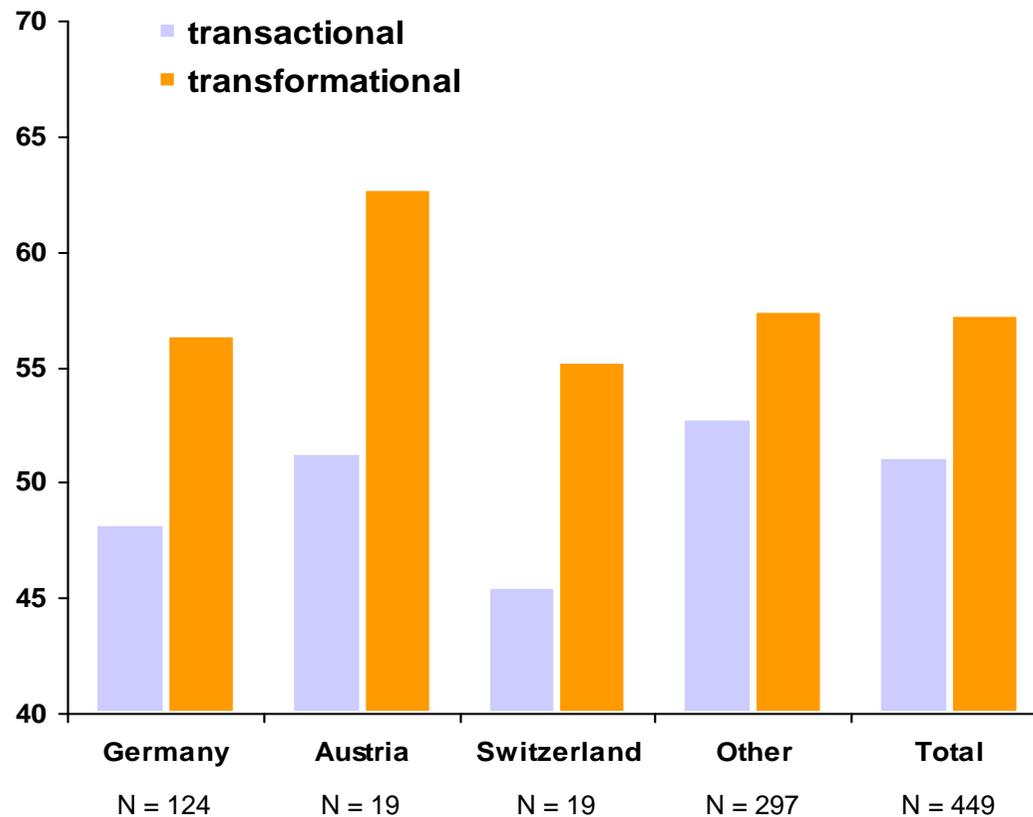
Selected statements concerning project work characteristics



Switzerland scores highest on the importance of no blame culture, encouragement and trust, while Gender equality is comparably lower scored.

Leadership behavior in projects – Germanic region comparison

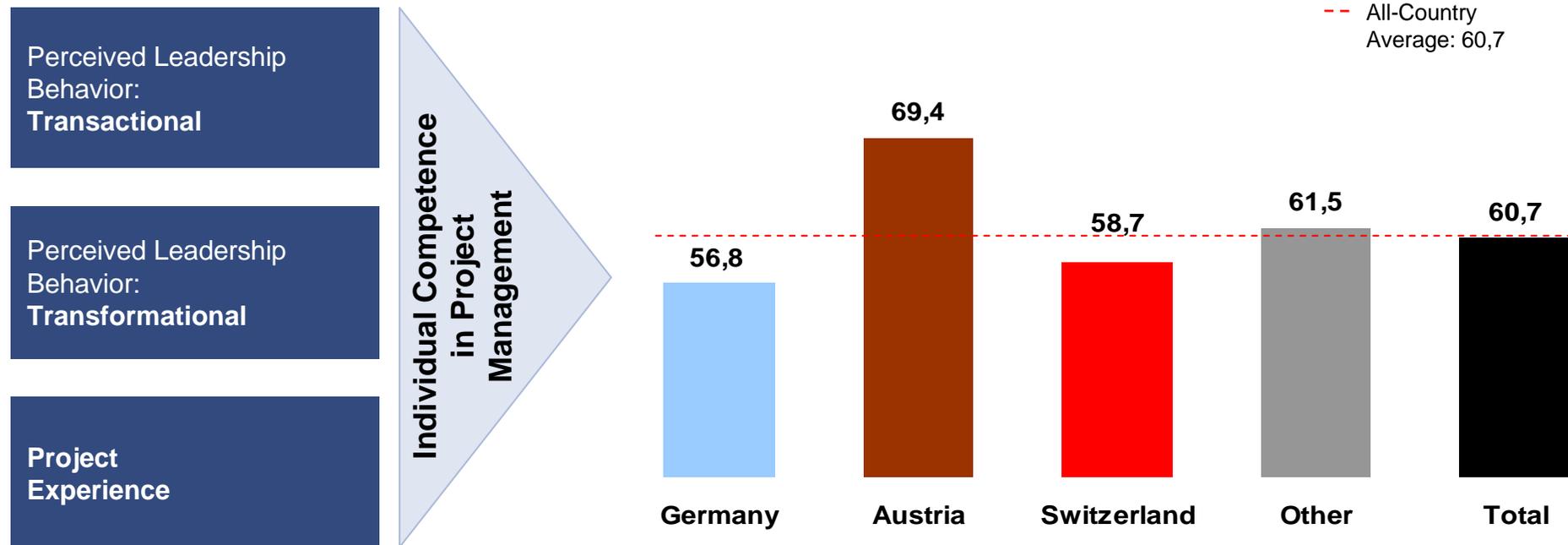
Transformational leadership behavior as prevalent leadership behavior in the referred project environments



- In line with all other regions, transformational leadership is also on this level of comparison the more prevalent form of leading in contrast to transactional leadership.
- Austria shows highest scores in terms of transformational leadership.
- The amount of transactional leadership traits in Switzerland is relatively small.

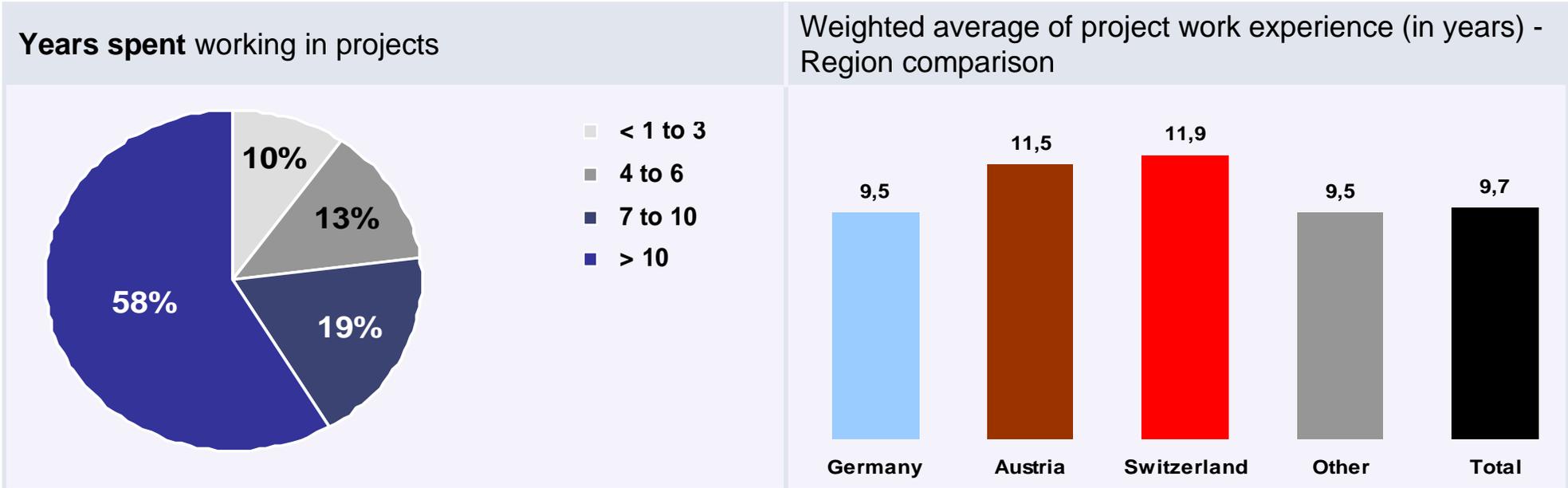
Index Individual Competence in Project Management

Transformational leadership behavior as dominant leadership behavior in the referred project environments



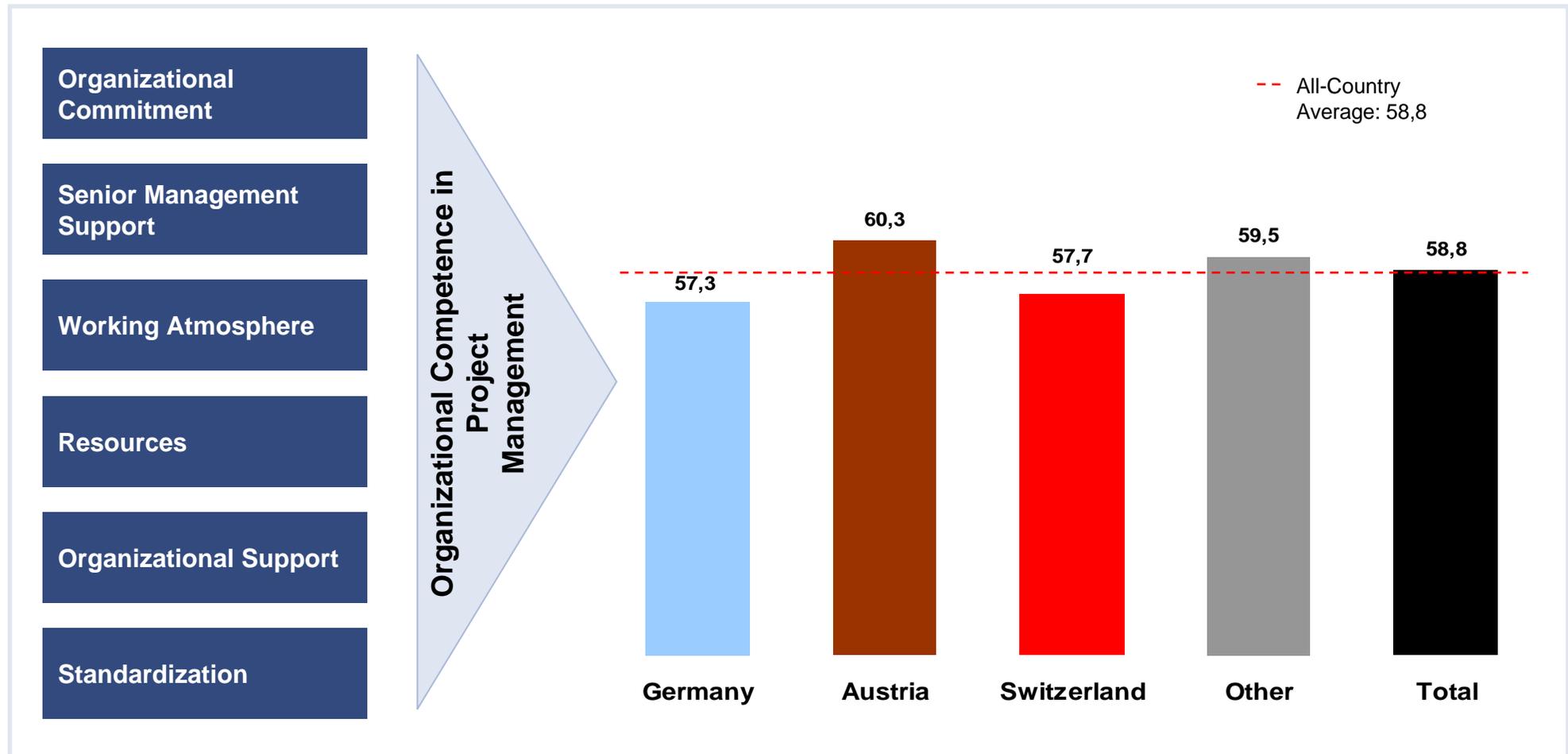
- Responses from Austria represent highest value for the Individual Competence Index
- Germany and Switzerland are both below the average score regarding the overall index of individual competences in project management

Experience of working in project environments - Germanic regions



- With more than 10 years of working in projects, the majority of respondents is highly experienced.
- Across the regions compared, the average project experience of respondents was evenly distributed, thus indicating the remaining answers to be made with comparable experience in PM.
- Respondents from Switzerland and Austria had slightly more project-experience on average, which might be a hint to the prior sticking out in the two leadership dimensions.

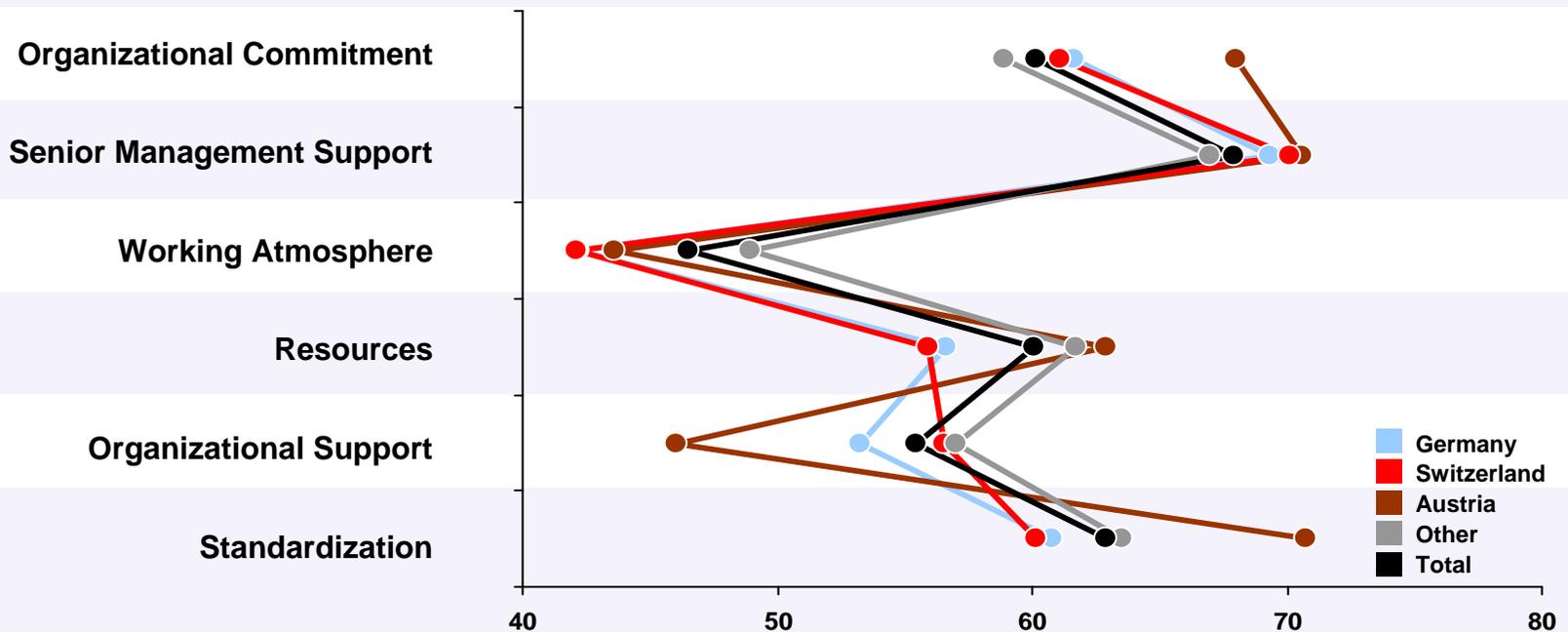
Index of Organizational Competence for Germanic regions



Austria as individual country shows the greatest value in terms of the overall organizational competence index of the Germanic regions, while Germany and Switzerland are well below average scores.

Index of organizational competence: single Items

The **six factors** constituting organizational competence **vary across Germanic regions**



N = 449

Austria shows the **greatest value** in **all items** except the support of PMO and **working atmosphere**, whereas the latter is **low scored** throughout all Germanic regions.

Comparison of soft factors across Germanic regions

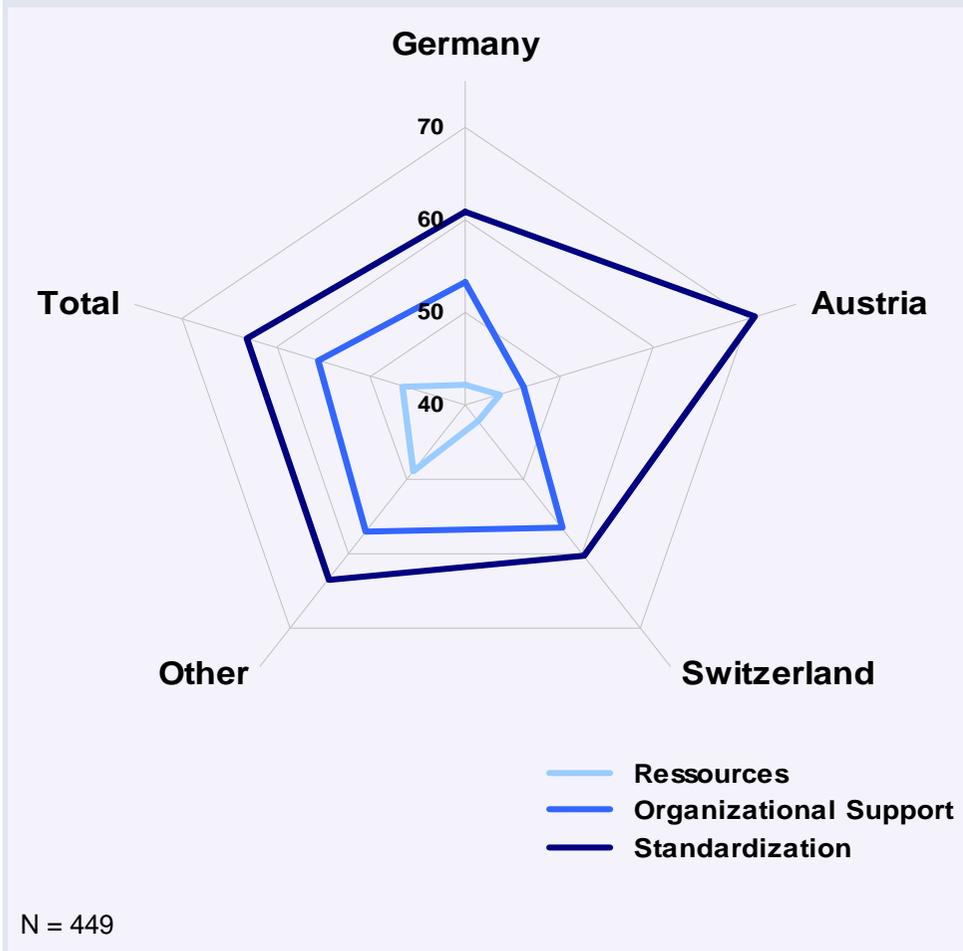
Working atmosphere as strongest soft factor across all regions



- Working atmosphere scores highest across all regions
- It is equally distributed in the Germanic regions, exceeding the average scores on an all region comparison.
- In contrast to the remaining factors and regions, Austria scores comparably high in terms of organizational commitment.

Comparison of hard factors across Germanic regions

Austria as strongest deviator in Germanic region results

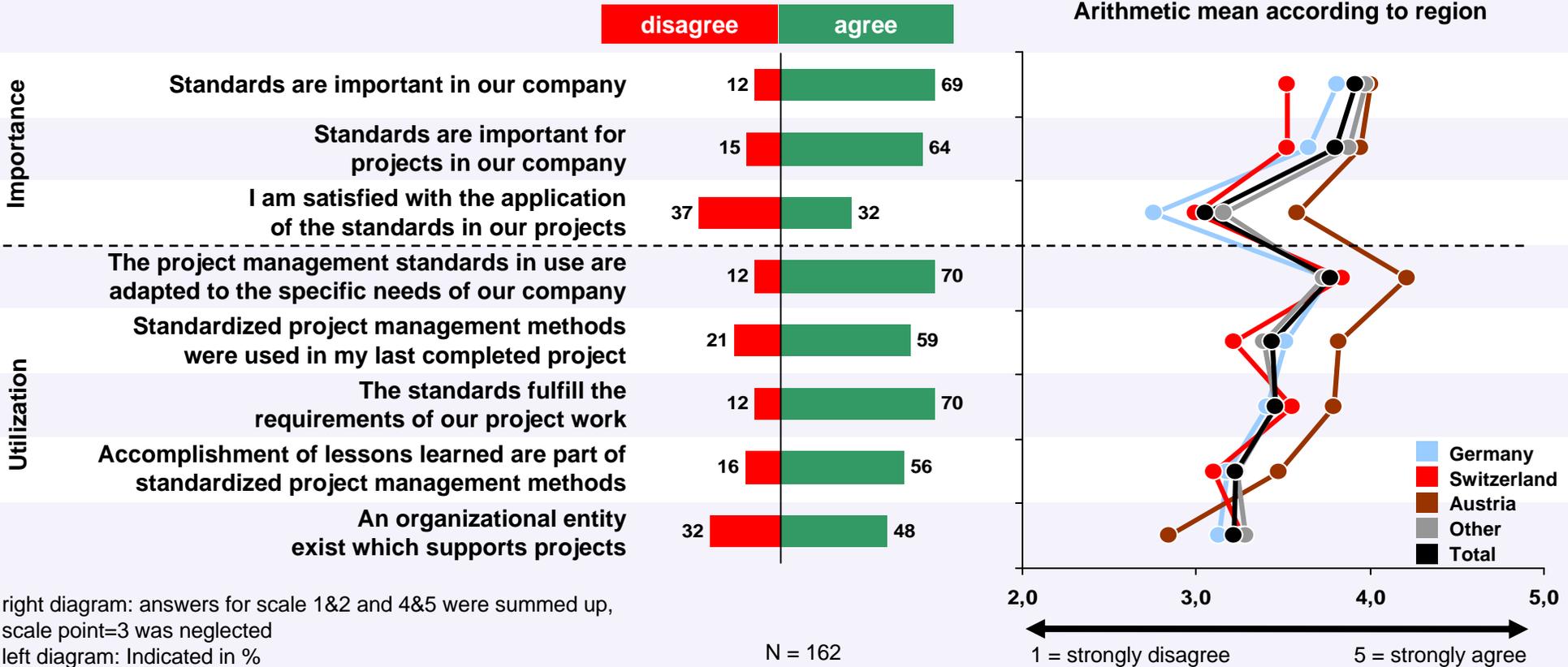


- Standardization was scored highest from respondents from Austria.
- In contrast, organizational support scored lowest on a Germanic region comparison.
- All Germanic regions state lower resources compared to the remaining regions.

Participants from all countries of the Germanic region state to a relatively higher amount to have a PMO in their company compared to all regions regarded.

Organizational Competences: Standardization

Austria scores consistently higher in terms of utilization of PM standards and methods

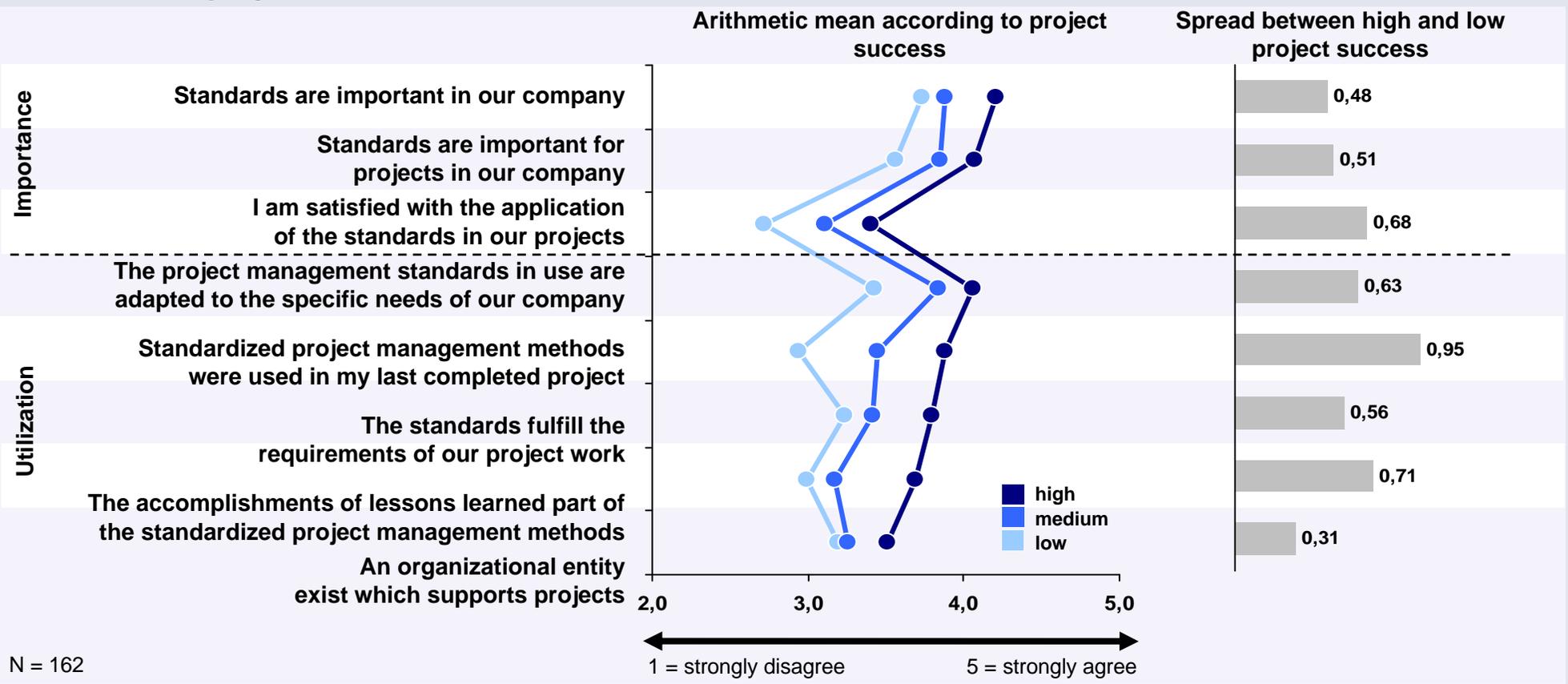


right diagram: answers for scale 1&2 and 4&5 were summed up, scale point=3 was neglected
left diagram: Indicated in %
N = 162

Respondents from **Germany** assess their **satisfaction** with the **application of standards** in projects the **lowest**, while respondents from **Austria** rank this point **highest**.

Standardization across Germanic regions in terms of project success

Clustering responses along project success criteria shows a **consistently higher satisfaction with standardization in successful projects**

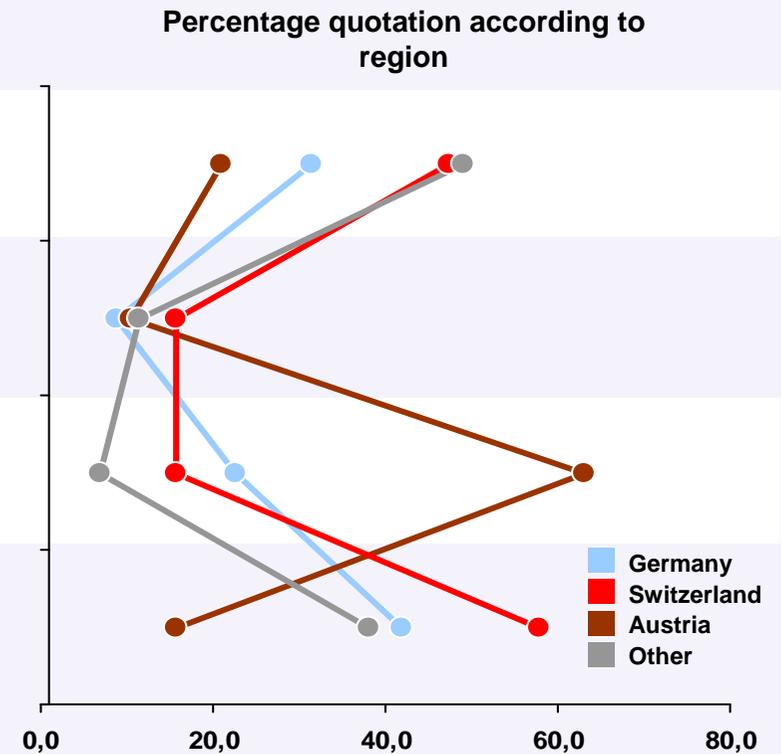
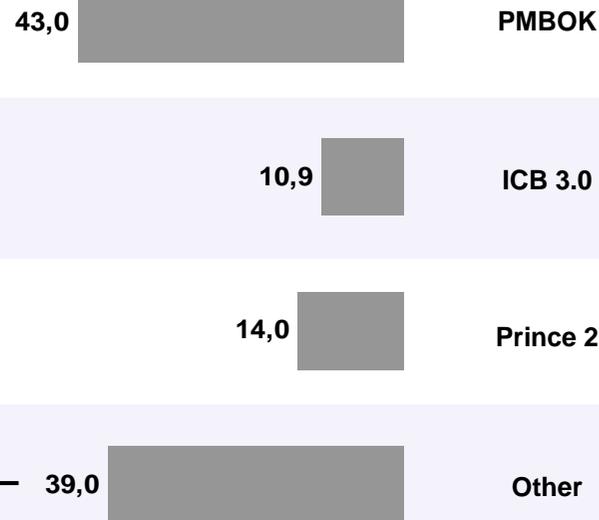


Across all project success clusters, the **satisfaction with the application of standards to projects** was **lower** than for other statements, which might be an **indicator for potential improvements** in application skills.

PMBOK as most used PM standard across Germanic regions

PMBOK is the overall most used PM-Guide

- Company-Owned
- None
- Software-based
- ISO-Standards
- Other Standards:
 - APMBOK, CMMI, IPMA, ICB 2.0

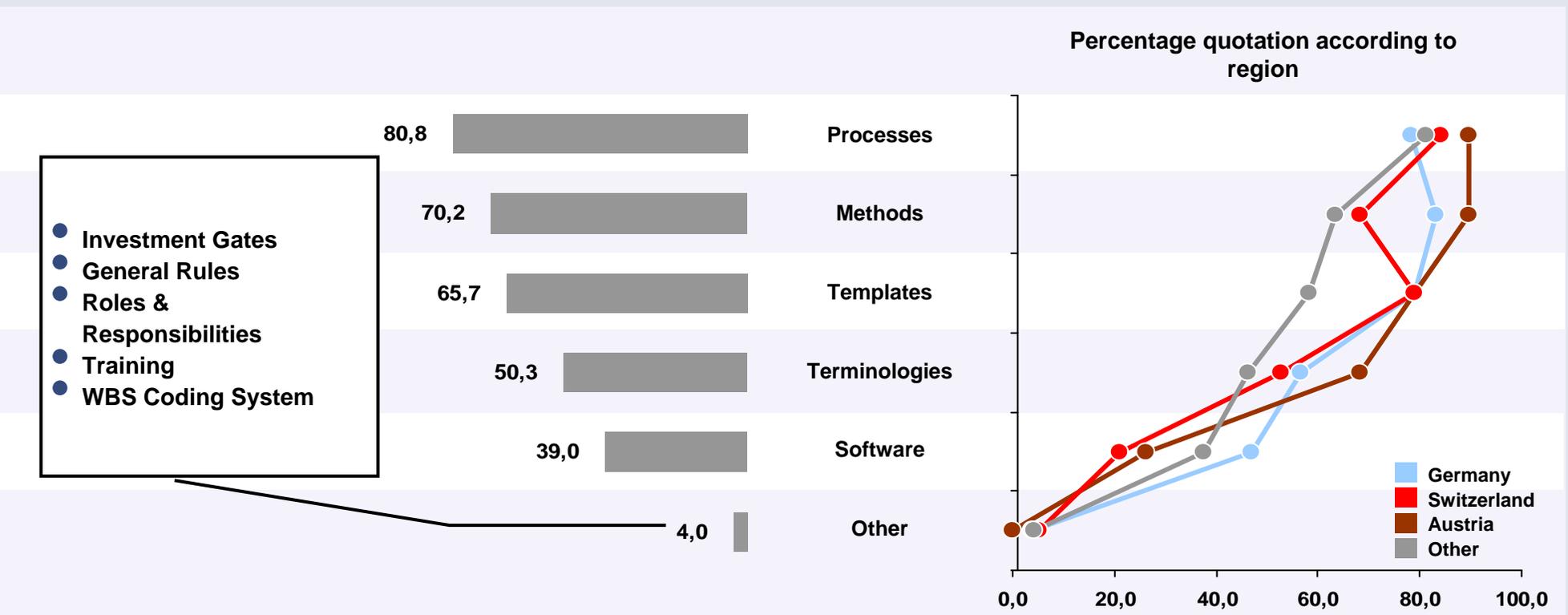


N = 162

Austria indicates a high amount of users of Prince 2 while Switzerland is along with the majority of the rest of the regions using the PMBOK. Respondents from Germany show no clear preference with only PMBOK standing out.

Comprehensiveness of standards in use

What do the stated Project Management standards in use **comprise**?

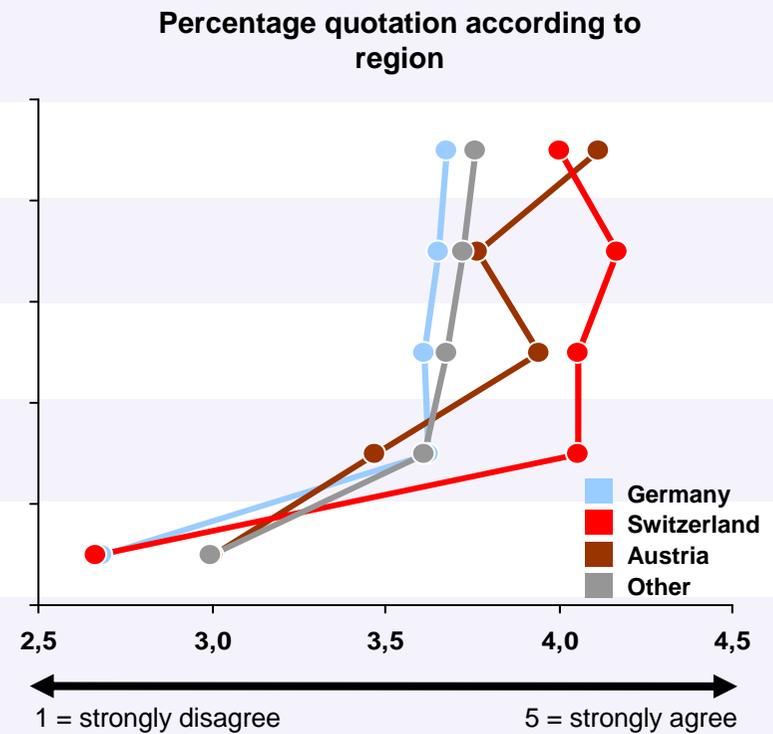
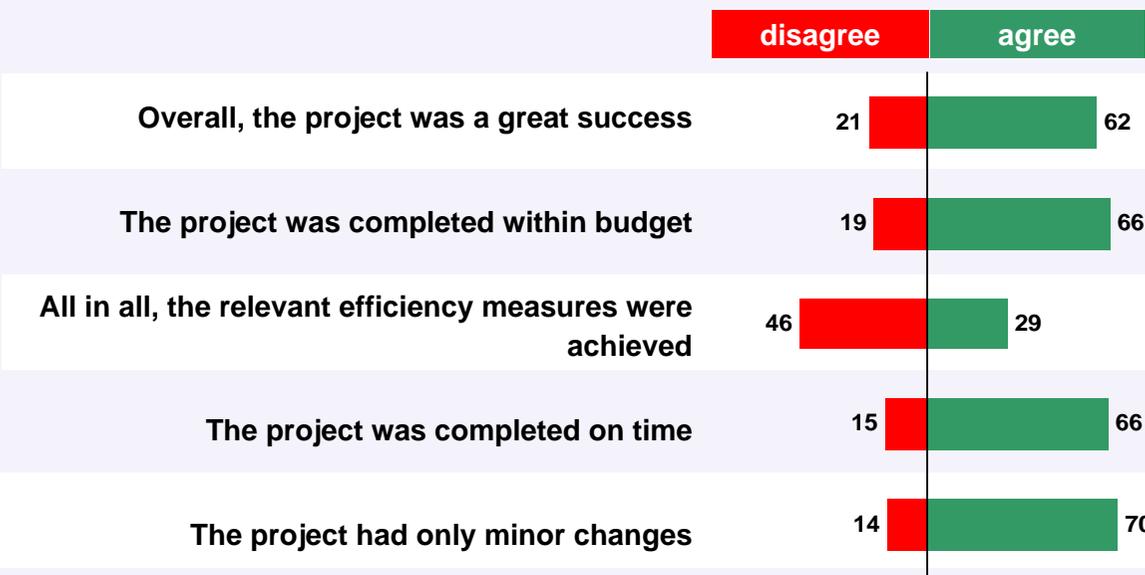


N = 162; Indicated in %

The **majority of used standards cover processes, methods, and templates relevant to PM**, while few encompass software. Austria has a slightly higher focus on Methods, especially in contrast to Switzerland.

Perception of different project success measures

Switzerland is overall leading while Germany lays slightly beneath the overall regions in terms of success indicators.



N = 162, left diagram: Indicated in %

Switzerland as highest scoring except for the overall perception of success, which is highest ranked by respondents from Austria.

Partner of the survey



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