Project Success

- Application of Kotter’s functions of managers and leaders when evaluating project success: using The Iron Triangle

Paper within: Business Administration

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Abstract- Bachelor’s Thesis in Business Administration

Title: Project Success – Application of Kotter’s functions of managers and leaders when evaluating project success: using The Iron Triangle
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Background: Working in a project setting has been common since the nineteenth-century and has been developed in numerous industries until today. Nevertheless, we have found a gap in research, to separately study managers’ and leaders’ way to influence the success in projects. We believe that to study how the functions of managers and leaders affect the outcome of a project, will bring new knowledge for how the people involved in a project can create a successful project. This is important and interesting to be aware of due to the increasing working method nowadays, which is to work in projects. With more knowledge for what act that affect a successful project, the easier it will be for the manager and/or leader involved in a project to reach the set of objectives for the project and then create a successful outcome.

Problem: Since working in the form of projects is a common method today, it is interesting to see which functions of the project manager that is most important to develop, to be able to reach the objectives of a project. This can be measured by using The Iron Triangle, and by that evaluate how the functions of managers and leaders, explained by Kotter, influence project success. Kotter’s functions of managers and leaders are until today only applied in the context of organizations; therefore we want to see how these might influence in a project situation.

Purpose: The purpose of this thesis is to see how Kotter’s functions of managers and leaders influence the objectives for a project, using the criteria in The Iron Triangle for measuring project success.

Method: The thesis is based on face-to-face interviews with three project managers. The interviews were divided into two parts; the first part with opened questions and the second part with closed questions. The empirical findings have been analyzed with the theories from the frame of reference as a foundation. By doing so, the theories have been challenged to as well as strengthened to the findings based on the interview material.

Conclusion: Based on the findings from the interviews with the projects managers, we can conclude that the theory presented in the frame of reference; Kotter’s functions of managers and leaders in combination with the The Iron Triangle, are not completely relevant in all situations when measuring the success of a project. All functions of Kotter are not required and all criteria in The Iron Triangle are not important for measuring the success. Additional finding was that one essential part for the project success was that the objective for a project should be set and clearly spelled out in advance to the people involved in order to create a successful outcome.
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1 Introduction

The first section of the thesis will give the reader an insight in the topic and provide him/her with basic facts about project success as well as the functions of managers and leaders. In the second section the underlying problem will be discussed and followed by a defined purpose.

1.1 Background

Today both the definition of managers and leaders as well as projects is a well discussed subject (Morris, Pinto & Söderlund, 2011). Manager and leader theories are many times reviewed in order to create a successful and profitable organization. It is interesting to see if these theories are also applicable in the context of projects. Furthermore, to understand how managers and leaders affect the outcome of a project is an interesting and increasing area for both research and practice for real life. Projects as such are also a well discussed and nowadays hot topic since it is fundamental to work in this form to achieve the strategic objectives of an organization, and thereby implement changes (Turner, 2007).

With a trend towards increasing change within organizations, the term of projects has accelerated from construction projects to research and development projects, high-tech product development, organizational change, finance and banking, and non-profit services, almost in everyone’s life and everywhere (Dinsmore & Cabanis-Brewin, 2010). In this thesis we evaluate projects within three industries; advertisement, event and construction, (and the project manager in each project has been interviewed) which is a verification of the spread of project types, which Dinsmore and Cabanis-Brewin (2010) highlights.

Historically, the construction industry was the main field of projects, however this form of working was developed further in the nineteenth-century, and the title project manager was used first in the middle of the twentieth-century (Lock, 2007). Keeling (2000) confirm that the method of working in projects has been going on “since the dawn of time”, but he also highlights the transformation of its impact in today’s business world by saying “the method has proliferated, reaching new heights of sophistication and popularity” (Keeling 2000, p 1). This makes the topic of projects thought of as a relatively trendy and innovative method. That is a reason for why this topic is important to study, also it is interesting because projects are present in many industries, as mentioned above. This thesis evaluates projects and the influence of manager and leaders concerning the project success. Project success can be measured by a set of criteria and the most common are time, cost and quality (Atkinson, 1999) that will be further explained below.

1.1.1 Influence on project success

The word success in projects can be defined in different ways depending on the structure and objectives of a project. The criteria of time, cost and quality are a well used way of measuring project success and is referred to as The Iron Triangle (Atkinson, 1999). Since The Iron Triangle is old and well recognized within the field of project success, we chose it to be one of the fundamental models when evaluating the influence of managers and leaders on

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1 In the context of this thesis, a project is a situation where a group of people from more than one company or organization are involved for reaching set objectives during a specific period of time.

2 Project success in this thesis, is defined as a positive outcome when the objectives of a project is met, which were set prior to the project start.

3 The objectives of projects are set by the project manager, which needs to be fulfilled for reaching project success.
the success of a project. The model is suitable for this study since it is cited by many researchers regarding evaluation of projects and covers the most important criteria for measuring project success.

We believe that to understand how the functions of managers and leaders affect the outcome of a project, will bring new knowledge for how to create a successful project. This is important and interesting for both project managers and project members to be aware of, since the more knowledge you have, the easier it will be to succeed. Also future project managers will benefit from this knowledge, to know which functions to focus on when treating the group and plan the project. We have found a gap in research concerning to separately study how managers and leaders influence the success in projects. Writing a thesis addressing this problem will therefore be of importance for future understanding of the influence of managers and leaders for project success. And of special significance since this type of study have not been examined before.

1.1.2 Manangers and leaders

The terms used in research for managers and leaders have been relatively even from the middle of the nineteenth-century until today, although we have seen that the functions have not always explicitly been divided between managers and leaders like today. Many researchers have formed their own theories for managers and leaders. An example is that Drucker in 1955 wrote that a manager should have social skills, which by 2001 was explained by Goleman as being a function that is specific for a leader.

A well known author is John P. Kotter who is a fundamental researcher within the field of managers and leaders. His theory about the functions of managers and leaders is basic and explains in an easy way that he makes a clear distinction between the functions. Not many other researchers draw parallels and present a model as straightforward as Kotter. According to Harvard Business School (2011), Kotter is an internationally celebrated researcher and has authored eighteen books, whereby twelve of them are bestsellers. The fact that Kotter is a cited bestselling author makes it essential to use his theory when evaluating manager and leader functions within projects. In his theory he divides the functions into groups for managers and leaders respectively in the context of an organization. There is no previous research to be found where Kotter’s theory has been applied in the context of project success and thereby not connected with The Iron Triangle. This is another gap in research that we would like to study and try to fill with new findings. That is the most central reason to why this thesis is conducted with these two theories.

1.2 Problem Discussion

Since working in projects is a common method today, it will probably increase as a routine in many work places in the future. Therefore, it is of interest for future project managers to get an understanding of which factors are most relevant to develop for creating a successful project (Morris, Pinto & Söderlund, 2011). There is a large number of research made in the field of managers and leaders in organizations and what functions that are important to create a successful and profitable organization. It is of interest to see if these functions (e.g. motivating, budgeting and planning) are applicable in the context of projects as well, and not only in an organizational setting.
According to Atkinson (1999), The Iron Triangle is a measurement with three criteria (time, cost and quality) for evaluating if the objectives of a project are met and thereby have created project success. In addition to this, there is research done by Kotter (1990) where he explains the functions of managers and leaders in an organizational setting. It is not known if these functions are all relevant for reaching the objectives that define if a project is successful, using the criteria of The Iron Triangle for measuring the outcome.

1.2.1 Research question

- How do the functions of managers and leaders by Kotter influence project success, when a project is measured by the criteria of The Iron Triangle?

1.3 Purpose

The purpose of this thesis is to see how Kotter’s functions of managers and leaders influence the objectives of a project, using the criteria in The Iron Triangle for measuring project success.

1.4 Disposition

The thesis begins with a presentation of the frame of reference that is relevant in order to fulfill and analyze the purpose, in this chapter theories are explained and definitions are given. The frame of references starts with evaluating what is said about project as a work form and what determines project success, also The Iron Triangle is penetrated. After that section an explanation of Kotter’s theory is given, followed by thoughts and research conducted by other authors as a complement to the core theory. In the third chapter the methods for conducting the thesis are shown followed by limitations that the study has. In the empirical findings, the results from the interviews with the project managers at IPM, Destination Jönköping and Jönköping City Planning Office are presented. The fifth chapter consists of the analysis, where the empirical findings are evaluated and compared with the theories introduced in the frame of reference. The thesis ends with a chapter where we present our final conclusion and discussion about the subject made from the analysis.
2 Frame of reference

This chapter aims to give an overview and clarification of a project, project success, objectives of a project and the functions of managers and leaders that the authors state in the purpose.

The diagram below is a summary for the fundamental theories used for the study. Four main concepts are identified and two essential theories used in a cross combination, not found to be used together in earlier research. All concepts and theories are used and explained throughout the thesis, connected to the purpose.

(Conducted by the authors)

2.1 Project

To answer our research question it is essential to be aware of what factors that constitutes a project, and various definitions can be adopted. Dinsmore and Cabanis-Brewin (2010) defines projects as being everywhere, and the drive in many organizations. They argue that, the only way a company can survive changes in today’s modern world is to use projects. Maylor (2010, p. 5), a well known researcher in project management states: “Life is one big project”. He argues that it is more difficult to explain what not a project is and that almost any activity can be claimed to be a project. The most basic and accepted definition that he uses is: “a project is a task that has a beginning and an end” (Maylor, 2010, p. 4). A project implies a limited time plan, a target date for completion and an outcome that differ from the original operational routine.

Nevertheless, the definition from the Swedish author Tonnquist (2010) do not differ tremendously, but it is worth to mention a Swedish definition as well, since the thesis is both
written and conducted in Sweden. Tonnquist (2010) defines a project as something that meets four specific criteria:

- Determined and defined goal – unique task.
- Determined time frame – set schedule.
- Determined resources – own budget.
- Special work model – temporary organization.

Maylor (2010) identifies common factors that a project constitutes. He states that each project is unique, on a temporary basis and has a focus. Uniqueness refers to the degree of novelty. The project that is to be carried out differs in the matter of time, place and the people that are to carry out the task. The temporary aspect is explained by the project’s beginning and end, but also the temporary team working with the project. After the finalization of the project, the group moves on. The financial resources are also on temporary basis, raised for the project and are almost always finite. The last aspect Mayor discusses is focus. The project’s task is to deliver a product, service or a result. In other words, the project has a focus with a specific mission. By knowing what constitutes a project, it is easier to apply the functions of Kotter in a certain project, as well as being able to understand why different types of projects have different objectives that represent success (to a specific project).

There is a wide range of industries working on project basis. Good examples are professional services, sports industries, consulting and other complex products and systems (Sydow, Lindkvist & DeFillippi, 2004). Lock (2007) divides projects into four categories; civil engineering, manufacturing projects, management projects and research projects. What is similar among these types of projects is the novelty; a project will always produce something different from what have been made before. Apart from that, all projects are different and all projects will step into the unknown. Even if a project has been done before, the next will not look the same. Another similarity is the criteria for measuring the project. All project managers will have to consider specification, performance and quality as well as budget and time to completion, when directing and measuring a project. These measurements will be further explained below.

Based on the definitions of a project that is given by several researchers and the projects that are evaluated in the thesis, the authors have made a definition of a project that is to be used throughout the thesis. This is done so that the reader knows more specifically what the authors refers to, since the definitions in the literature is very wide. The definition is: “A project is a situation where a group of people from more than one company or organization are involved for reaching set objectives during a specific period of time”.

2.1.1 The objectives of a project

In a project, a major denominator is that it needs to have set objectives (in comparison to the ongoing daily work in an organization) and these have to be specific. The objectives must be unambiguous, clearly defined, known and fully understood for everyone who is involved in the project (Keeling, 2000). To measure the objective of a project can be related to confusion, therefore we have to clarify what is meant by the objectives of a project as well as what the literature says about objectives, both in a general situation as well as in a project
setting. Freeman and Beale (1992) imply that the objectives of projects are different depending on the type and industry the project is operating in. Tonnquist (2000, p. 2) defines the objective as the answer for the question: “Why do we need this project?” By his definition the objective is the same as the effect the project expects to create. In other words, why will the project be undertaken at all? He also indicates that without an objective for the project, it can be hard to motivate the stakeholders that are involved.

One example of an objective of a project is: “Create a better customer base and PR within the design and media industry” (Tonnqvist 2000, p. 25). By this example, the objective of a project is a specifically defined goal depending on the situation and need of the project. Without being aware of the objectives of a project, it is impossible to measure if a project is successful, since the success depends on if the objectives are met or not. Therefore, depending on the objectives of the project, different criteria for measuring the success are used, this is explained in the coming section.

2.1.2 Project Success

The word success can be defined in different ways depending on the structure and objectives of a project. A range of parameters that will affect a project’s success should not be forgone when measuring the success. Some of them are the project’s relation to the environment it operates within, the competition, and the people involved. (Lientz & Rea, 2002). It has therefore resulted in different interpretations of what project success actually is.

Freeman and Beale (1992, p. 8) give an example of different point of views by researchers regarding what success is in different projects: “an architect may consider success in terms of aesthetic appearance, an engineer in terms of technical competence, an accountant in terms of dollars spent under budget, an human resource manager in terms of employee satisfaction, and chief executive officers rate their success in the stock market”. This variety of measurements for evaluating project success makes the definition more diffuse. It highlights the fact that project success will differ depending on industry and project type.

When measuring project success, one must consider the objectives of all stakeholders throughout the project life cycle and at all levels in the management hierarchy (De Wit, 1988). The project manager might have his/her objectives clear, but to measure the success the objectives of stakeholders must be measured and considered as well. Therefore, a project can seem successful to some, but a failure to others. According to De Wit (1988) the project manager is responsible for assuring satisfaction among all stakeholders. Also Lock (2007), Wright (1997), Wateridge (1998) and Maylor (2010) stress the importance of considering the stakeholders’ objectives for project success. The stakeholders of the projects evaluated in this thesis need to be considered to be able to fulfill the purpose of measuring the success of these projects, therefore this is essential research for this thesis.

Measuring a project is complex, in many cases some of the objectives are met and some are not, and weighting the success criteria against each other is not working. This will be further explained below, and give an artificial answer to the question if a project is successful or not. Another concern is that it is not possible to measure to what degree a project is successful, all one can see is if it is successful or not. Therefore, according to De Wit (1988), to believe that with such a multitude of objectives and factors that projects actually have, one cannot objectively measure the success of a project. This theory by De Wit is something that the
authors by this thesis want to disprove since the aim is to see how the functions of managers and leaders influence the success, and by doing that the success of the projects need to be measured.

2.1.3 The Iron Triangle

Lock (2007) and Maylor (2010) both explain time, cost and quality as being the criteria for measuring project success and that these three criteria are interrelated. These are criteria that can also be understood in the examples by Freeman and Beale (1992) above. By seeing the criteria as a triangle they argue that it will be easier for the project manager to determine which objective that should be prioritized for a specific project, and from this separation measure the success. Also De Wit (1988) has the same theory. Although, as written above, he argues that measuring success is not realistic and important to perform. However, he states that the most appropriate criterion for measuring the success of a project is looking at the project objectives. The degree to which these have been met determines the success or failure of a project.

To be able to use The Iron Triangle for measuring success of the projects within this thesis it is essential to be aware of how each criterion is used. The criterion of time will be measured by the question whether or not a project was finished before deadline. This will differ because some projects are completely dependable on the time frame while others can extend the deadline if needed. Turner (1993) argues that having time as a main criterion for success can affect the project manager to sacrifice functionality, which can be seen as the quality of a project. Cost is a criterion that is easily measured since most projects have a set budget that need to be hold. Wright (1997) explains time and budget as being the most important criteria for a client, and that therefore these two will be enough for measuring project success. Quality on the other hand, is harder to measure because, as mentioned above, a project can be seen as qualitative for some project members but a failure to others (De Wit, 1988). By using this criterion the objectives of a project is essential, without knowing them the quality criterion cannot be used.

In an article from 1999 Atkinson refers to the success criteria of time, cost and quality as The Iron Triangle. The criteria was founded by Oisen (1971) and are still popular measurements used today, this is a reason for why the model is used in this thesis. Turner (1993 p. 48) refers to time, cost and quality as “The standard mantra for how we judge project success”, which is another verification of the acceptance of the model among researchers. Although
time, cost and quality are the core criteria in the model, it has been modified and further criteria have been added by researchers, such as the criterion of scope. Wright (1997) argues that it is of importance to know the background as well as identify the key steps of a project to be able to evaluate it. Also Turner (1993) stresses the fact that other success criteria must be added to The Iron Triangle to be able to measure each specific project.

Since further criteria need to be added to evaluate specific projects (Turner, 1993), the criteria of time, cost and quality are not equally important, depending on the category in which the project is in, the ranking of the importance of those will differ. De Wit (1988) argues that to be able to make a fair evaluation of the project, the project manager needs to have a clear understanding of which is more important. This is not an easy task, and the importance will change during the life-cycle of the project. He gives an example saying that during the early phase of the project the scheduling is important and in the middle phase focus will be on costs. After the project is completed those will easily be left beyond and more emphasis is put on the quality (De Wit, 1988).

Atkinson (1999) as well as other researchers presented above, argues that The Iron Triangle is inadequate, and only measuring time, cost and quality for project success will not give a fair result. He states that cost and time are being calculated at a point in time in a project and that those are guesses, you can never be certain. Quality on the other hand is a phenomenon that is more related to people’s different attitudes and beliefs, which often change over the life-cycle of a project. Because of this lack, Atkinson have presented a new model called “The Square Route”. In this he extends The Iron Triangle to also include the success criteria of the information system, the organizational benefits and the stakeholder community benefits. According to Atkinson (1999) the objectives of time, cost and quality are old and unrealistic, and those must be developed to be able to measure the success of a project today. Atkinson’s extended model have not had as large impact as the basic Iron Triangle in the later literature, therefore The Iron Triangle is more reliable when measuring project success among the projects evaluated in this thesis, and to answer the purpose of how the functions of Kotter affect the outcome.

2.2 Managers and leaders in project situations

Manager respectively leader functions in a project setting is an essential part for answering our research question. It enables us to create an understanding of the functions of managers and leaders in a project situation, since it may differ from a leader’s and a manager’s role in comparison to the origin situation of an organization. Functions for specific project situations can be identified with common research findings for the leader’s respectively the manager’s function. The table below will exemplify the manager’s and the leader’s role in projects followed with a comparison. The table is built upon researchers’ choice of words in their functional explanations of the two roles. When the researcher state manager, it is set under the functions of managers in the table, and vice versa for the leader. However, more definitions were related to a manager’s role than a leader’s role.
Maylor (2010) put a lot of emphasis on managers and leaders in a project situation, he explains that there is a clear role for both managers and leaders. Furthermore, he refers to project management as having three different components: management, leadership and individual skills. And that all three will have impact on the behavior of the project manager. This clarifies that the type of leader traits a person has, is just as important as the manager skills, which is interesting when comparing the manager and the leader functions a project manager has within a project, and how these influence the outcome of a project.

Furthermore, Field and Keller (1998) identify the project manager’s most important role; to ensure that the team succeeds. The manager does so by taking quick decision when necessary. They also state that the project manager needs to understand the project that is undertaken, which include different parameters, such as the objectives of the project. According to Field and Keller (1998), the manager also needs to have the skills for good leadership, in other words, the manager needs to act as a leader as well as a manager.

Maylor (2010) use manager functions related to the task and leader functions related to the people involved. This strengthen the findings for managers according to Buckingham (2009) as well as Kotter (1982), who say that the manager has the function of a coordinator and organizer, as well as staffing and setting expectations (task oriented). Maylor (2010) refers Staffing to be correlated to the group members, which he (as can be seen in the table above) states as the leader’s function. This implies an overlap between a manager’s and a leader’s functional role in a project setting.

Keeling (2000) defines one of the characteristics of a project manager to be that the manager needs to be the coordinator, similar to what Kotter (1990) states. However, he does not distinguish the manager and the leader functions; the manager is the leader and one of the tasks is to motivate the project team through good leadership. Cobb (2006) does not write about a project manager but instead, in comparison to the other authors referred to, he writes only about the project leader, saying that it is hard to be a leader of a project. Cobb says that: “Project leaders are often so focused on task responsibilities that they can miss social-psychological problems” (Cobb, 2006, p. 125). This strengthens the confusion about manager and leader functions in projects, as explained above. Maylor (2010) do state that the manager is task oriented and the leader people oriented, but here Cobb says that the leader of a project can be so task oriented that he/she misses out on the social and people integrations with the project team. Having all this said, the aim to distinguish what a manager and a leader do in a project is hard and is interpreted differently between researchers. Many researchers have not yet agreed on the differences between these two roles in a project setting.

<table>
<thead>
<tr>
<th>Manager functions in projects</th>
<th>Leader functions in projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure success (Field and Keller 1998)</td>
<td>Staffing the people (Maylor 2010)</td>
</tr>
<tr>
<td>Understand the project (Field and Keller 1998)</td>
<td>Task oriented (Cobb 2006)</td>
</tr>
<tr>
<td>Clear leadership (Field and Keller 1998)</td>
<td></td>
</tr>
<tr>
<td>Coordinator (Keeling 2000)</td>
<td></td>
</tr>
</tbody>
</table>
2.3 The frame of Kotter’s functions

To evaluate the functions of a manager and a leader within projects, the definitions of functions that Kotter describes in his book: “A force for change: how leadership differ from management” (1990) are used. These are defined for managers and leaders in organizations as such, and therefore it is of interest to see if these can be applied in the context of projects and how they influence on project success.

2.4 Functions of managers

2.4.1 Kotter’s functions of managers

Planning and budgeting. The manager has the difficult job of planning the work within an organization, this is hard to do well and it requires a lot of time and attention. It also requires that the manager has much information and is able to sort out what is relevant and what is not. In a project situation this is important to keep in mind since the time periods often limited and the planning phase might be short. This one need to keep in mind when evaluating the projects within this thesis and looking at the functions the project manager has. It is also important that the manager allocates the resources needed to reach the goals and objectives, some targets should be set in detail while others can be more open, this is a consideration the manager needs to figure out and be aware of (Kotter, 1990).

Organizing and staffing. Some type of map or plan is essential for the manager to be able to reach the objectives, the manager needs to establish an organizational structure that can also be understood and followed by others in the unit. The authors see this as an important factor, because in a project it is fundamental to have objectives that need to be reached. The resources to get the work done is the people, therefore staffing is an important function the manager has. In a project setting, staffing is being done in a natural way since often people are in the project because of their knowledge, and the staffing function might not be that important. Although, every project is unique and this can differ depending on type and size. Organizing and staffing does not exclusively concern subordinates, there are many people the manager needs to interact with and organize to reach the objectives and do this successfully (Kotter 1990).

Controlling and problem solving. The manager needs to evaluate and control the work that has been done in different stages. Both subordinates units and the organization as a whole can be measured. Doing this, it is of importance that the manager has a clear plan to start with since the results should be compared to the plan. As the manager evaluate the situation recurrently, there will be problems occurring and new plans will have to be made, the task of planning and organizing will be repeated over and over again. Controlling and problem solving can be done both in a formal and informal way, the manager needs to find the way most suitable for the organization (Kotter 1990). This function is essential also in a project situation since it has an end and need to be evaluated afterwards. Although, measuring is seen as very important regarding projects, this is something that Kotter do not mention when he explain the functions of managers and leaders.
2.4.2 Fundamentals of managers

There are various ways in which a manager can run a project or a company; to fulfill his/her agenda, or in other words, to use his/her functions to reach goals. In this section the fundamental functions explained by Kotter (1990) will be the base, but the aim is to see if these functions really are what make a project or an organization successful. The research within this field is rich, and many authors have found similar functions among managers in their studies, even though they express it in different terms and make various comparisons and metaphors.

Peter F. Drucker has an optimistic view of the manager, he says in his book “The practice of management” (1955) that the manager is the person within an organization that turns the resources into production, and that without the manager this will not be done. In other words, the manager is the engine in the company. Compared to Kotter (1990), Drucker (1955) explains the manager as having the function of motivating people, which Kotter in general says that leaders have. This will be explained below and shows that Drucker thinks that managers and leaders are having similar functions in an organization.

Drucker (1955) also writes that there are several definitions of a manager, a person in charge of other people, a person who is important to the organization and, the most common, a person’s rank and pay. His own point of view is that a manager can only be defined by his/her function and the contribution he/she is expected to make, and therefore the title or rank of a person is not interesting when talking about managers. Although, a manager needs to be placed in his/her position so that everyone in the organization is aware of who is responsible and in charge, and by that at least the rank is important. When looking at projects, the project manager is also defined, although, what the aim is to see in this thesis is whether the function of the project manager is related to both Kotter’s manager and leader functions.

Furthermore, Drucker (1955) argue that a manager is a part of an organization’s management, and that the management is an economic institution, which means that each decision that the manager takes will be based on the economic performance of the organization. In the context of projects, the project manager is in several operations responsible for the budget of his/her project. Therefore, a project will in this sense be compared to a unit within an organization. Furthermore he says that the objectives of a manager should always be a result of the desire from upward in the organization. Despite this, Drucker (1955) says that a manager needs to have both his superiors’ objectives and his own unit’s objectives in mind when doing his task to create an effective and well performing organization.

2.4.3 Informal conversations

In an article from 1982 Kotter explains a workday of a manager. In this he refers to the manager as a general manager, which is typically a CEO or an executive manager, not necessarily a project manager. The study was made out of nine companies in the US, in which he followed managers between the years 1976-1981. Kotter found that a manager’s day exist to a large extent of talking, and the talking does not necessarily consist of formal discussions, but rather short conversations from which the manager get the information he/she needs for the moment. The people the manager spend time with and talk to include others than the direct subordinates and the superior, Kotter (1982) says that in many
situations the manager spend time with outsiders, who often appear to be unimportant for the manager’s agenda.

During these conversations, which are often more or less spontaneous, the manager rarely gives directions or orders (Kotter, 1982). He/she does not tell the subordinates what to do, the manager rather influence them to do a good work by asking questions and persuade. In this sense Kotter explain the manager to have the function he in general put on the leader, as being influencing and motivating. As mentioned before, the terms of functions for managers and leaders are differing among researchers, here one can see that even the same author is not explicit in the way he uses the terms of the functions when he separates them for managers and leaders. Being aware of each definition is important when evaluating the influence of the functions on project success.

So, it is hard to fit the formal functions that the manager often is associated with according to Kotter (1990) into the conversations he explains that the manager has daily. As pointed out above, it can be seen that Kotter have somewhat changed his view of the functions of managers during his research, in the 80s he argues that managers are influencing and not giving orders, while in his book from 1990 he explains the manager as having the more formal functions. This means that Kotter combines his two views, saying that the managers are having the formal functions, but are practicing them in an informal way by the spontaneous conversations; he states that planning and organizing etc. can be done in a non-systematic way and not always are managers having a specific meeting to organize the work, and this is how most organizations work.

2.4.4 Networking

In the conversations the manager has with others than the subordinates the aim is often to network. Kotter (1982) argues that networking is a big part of the manager’s work to fulfill his/her agenda. This activity is most intense during the first months of his/her employment and the manager wills during this time find people who might be helpful to satisfy his/her agenda. In a project situation one can assume that networking is very important, and the project manager needs to be social and network to be able to reach the objectives that are set for the project. According to Kotter (1982), having a large network is essential for being a successful manager.

Kotter (1982) rank managers by their ability to create strong ties with other people. He says that an “excellent” manager is networking more aggressively and focus on talented people and that they find these people by using a variety of methods. “Good/fair” managers create weaker networks because they are not that aggressive and do not use as many different methods as the excellent ones. Since networks are essential when working in the form of projects, this is an important factor to keep in mind when evaluating the influence of the manager’s function for reaching success in a project.

2.4.5 Subordinates

As mentioned above, researchers use different comparisons to explain what a manager does. Buckingham (2009) writes in an article that good managers play chess. With this metaphor he means that a good manager finds the uniqueness in each person and subordinate and capitalize on those skills instead of trying to change subordinates to act in the same way. He says that in chess each piece moves in different directions, and to win the
game you need to know which piece moves in which direction. To be able to work this way it is essential that the manager talks to his/her subordinates and recognize the group as a whole, to evaluate what abilities each person has, so that the manager can organize the work bearing that in mind. In projects this can many times be seen as fundamental since the project members usually are selected just because of their knowledge or skill. According to Buckingham (2009), as well as Kotter (1982), the manager has the function of a coordinator and organizer, as well as staffing and setting expectations.

This is an evidence of the fact that more recent research focus on the individual, both regarding the manager as well as the subordinates in an organization and in projects. In the context of projects, using subordinates as a resource and using the best of each person is essential since there are often many people involved and the project manager has the chance to select the people best suited for each step in the process.

Drucker (1955) refers to the manager as being the conductor of an orchestra, which can be compared to Buckingham’s metaphor explained above. In this case Drucker says that the manager needs to see each person, but at the same time manage the whole orchestra. Below are the tasks that the manager does in his daily work, weather he is aware of it or not, according to Drucker (1955). As can be seen the tasks are similar to the functions conducted by Kotter (1990).

- Set objectives (communicating these to people within the organization)
- Organize (staffing, divide tasks and activities among the subordinates)
- Motivate (give incentives and reward by using the promotion policy of the organization)
- Make measurements (measure both individuals and the organization)
- Develop people (encourage and educate)

2.5 Functions of leaders

2.5.1 Kotter’s functions of leaders

Establishing a direction. The leader develops a vision for the future with strategies to changes, to reach the vision later on. A leader collects data and seeks for relation patterns or other linkages to explain things further to be able to create a strategy and vision. It is usually a strategic thinker behind a vision that is willing to take risks that can be converted into a competitive strategy. To set a direction is not the same thing as planning, direction is more about change and planning more about a result, and as mentioned above planning is one of the manager’s functions (Kotter, 1990). We can see that this is highly related to project managers since they, many times faces risks and change. In other words, it might be that a project manager need to have both the manager and leader functions explained by Kotter.

Aligning people. The leader communicates the direction to those who is needed to alignment, so they understand the vision and later on wants to achieve the vision. There is a need to align the employees and not to organize them, according to Kotter (1990). Align people is about getting a deeper understanding to reach the vision. It is also about seeking as much information as possible from everyone that can improve or come with ideas, like suppliers, customers, government officials or bosses within the organization. A key word to remember is credibility, having people to believe the message the leader needs to be trustworthy and have reputation for reliability to reach the vision. This empowers the
employee, which makes it easier to achieve the vision (Kotter, 1990). Since a project often consist of many stakeholders, the function of aligning people is even more important in this context, because in an organization the employees are often already aligned, whereby in a project there are new people who the leader needs to align.

**Motivating and inspiring.** The leader keeps moving the co-workers in the right direction regardless of bureaucratic, political and recourse barriers. By having motivated employees also help the employees to overcome complications. It is about giving the employees energy to fulfill the vision, not by controlling, but instead by giving them authority so their self-esteem and belonging increases, this leads to the feeling of achievement. In a project this might not be that important because the time frame is limited and the project members know that it is for a short time and therefore not demand that much motivation. One of the tools to motivate the employees is to involve them during the way toward the vision. Another important tool is to support their actions by giving feedback and coaching the followers. Of course motivating also is about rewarding, and to make people recognize success and feel valuable (Kotter 1990).

### 2.5.2 Fundamentals of leaders

The functions explained above will now be compared to how a leader is characterized by other researchers, and what traits and functions they see as representative for a leader. Avolio, Walumbwa, and Weber (2009) suggest that genuine leadership is composed of four behaviors: self-awareness, internalized ethical perspective, balance processing and rational simplicity. They also argue that authentic leaders learn and develop each of these four types of components over a lifetime. In other words, they argue either that leaders are born or made, but rather that they learn how to behave and act during their life time.

DeRue, Nahrgang, Wellman and Humphery (2011) recommend focusing on the key personalities when choosing an individual for a leadership role instead of gender or intelligence. The personality of the leader is something that Kotter is not mentioning regarding either leaders or managers, instead he is focusing on the functions they have. As will be seen below, within the field of leaders more focus is on the personality instead of on the role, which is more common when reading about managers. De Rue et. al. (2008) further explains that it is central to encourage the chosen leader to work proactive instead of reactive and acting before the problem already has occurred. This should be done to be able to prevent predictable mistakes. This strengthens the function of motivating, that Kotter (1990) explains in his theory.

Al thought De Rue et al. (2011) stresses the importance of the personality of the leader, they write about three main tasks the leader must achieve successfully to be effective. These tasks are related to three different approaches of behavior with focus on task, relation and change. The first task is to plan and schedule, which is linked to task-oriented behavior. Secondly the leader need to help and support the followers, this task relates to relational-orientated behaviors. Finally he/she needs to assist and encourage the followers linked to change-oriented behaviors. The tasks these authors explain as belonging to leaders are similar to Kotter’s (1990) functions of leaders. However, the task of planning and scheduling would belong to Kotter’s function of the manager. Once again there is a difference in how the researchers have found the managers and leaders to act.
2.5.3 Leader behavior

Being a good leader requires that the person is aware of his/her own behavior and how he/she would act in different situations. This is something that Goleman (2001) describe as emotional intelligence. Emotional intelligence is made out of five components; self-awareness, self-regulation, motivation, empathy and social skills. Here again, one can see that the personality is more in focus when reading about leaders than managers, although the personality might be as important when doing research on the subject of managers. The first attribute, self-awareness is about having an understanding of its own emotions, strengths weaknesses, drives, and needs to know themselves. Self-regulation is about thinking before acting and to control impulsive behaviors and moods.

The leader need to be motivated and have a passion to work in a way that is past any money or status, a motivation to pursue goals with energy and persistency. It is a real leader if the motivation comes without a huge salary or a prestigious title, instead he/she has a motivation and willingness to perform and achieve of a much deeper reasons (Goleman, 2001). Comparing this to the functions of Kotter one can see that for having those functions the leader needs to be motivated himself/herself. Otherwise it is hard to inspire and motivate as well as align people to follow a vision.

The forth attribute Goleman (2001) explains is empathy. Having a good empathy is when a person understands the emotional structure of other people and a skill to care for people depending of their emotional reactions. The last characteristic of a good leader and emotional intelligence is the social skill. The social skill just like the empathy is concerning the ability to manage relationships with others, social skills is also about building networks. Regarding building networks, Kotter (1982) explains this as being an attribute important for managers. This is an evidence of the similarities between managers and leaders, but it is also showing the vagueness of the research made within this topic.

There are various attributes researchers say that leaders should have, similar to the emotional intelligence presented by Goleman, Tjosvold and Tjosvold (1995) argue that leaders are; intelligent, hardy, persistent, self-confident, controlled, verbal, popular, and diplomatic. Furthermore they say that leaders are continually seeking for responsibility, are risky when problem solving, implement initiative in social situations, allow frustrations, and know how to get things done. Despite this amount of attributes connected to the role of being a leader, the researchers argue that only 20 percent of the leadership is due to these characteristics. Therefore some individuals can be a leader in one situation but not in other. In other words, even if a person has the characteristics needed according to Tjosvold and Tjosvold (1995), he/she is not necessarily a leader. Or maybe, as Kotter (1990) explain the leader, it is more of a function and not a characteristic.

As well as both Tjosvold and Tjosvold (1995) and Goleman (2001), Draft (1999) highlights self-confidence as an important trait for a leader and relates to a leader as a person with confident in decision-making and new ideas. Since the leader usually is the one forcing for change, a good confidence is a must to ensure the problem or change is implemented in a good way. Draft (1999) also argues that with this trait comes trustfulness, the leader needs to be trusted by the followers in order to create change. Self-confidence is also a trait that is needed to be able to fulfill the leader functions of Kotter. Self-confidence is also an important factor regarding riskiness, which is always arising when a change takes place.
within an organization. And without good self-confidence no risks are carried out and no changes will be made. Therefore a leader is an essential person within an organization, even though the leader is not always the manager.

2.5.4 Followers

Stogdill (1948) has a well-known investigation concerning personalities among leaders to see if they were related to leadership. The conclusion showed that the personality linked to leadership was weak or non-exercising. Instead he stresses the importance of the followers and argues that leaders must allocate and understand the characteristics, activities and goals of the followers. Leadership must be influenced from the communication between leader and follower, which is dynamic. This view of the relationship between leader and follower can be related to the function of establishing a direction that Kotter (1990) explains. This means that the leader should create a vision that everyone in the group or unit understands and are willing to follow. To make this possible there must be a mutual understanding of each other’s needs and thoughts, which can be seen as a part of a person’s personality.

2.6 The Swedish style of managers and leaders

Leader and manager traits and functions have been presented above, both in general and in a project setting. Now it is time to look at the Swedish styles. It has been found that the literature combines the two roles within the context of Swedish leaders and managers just as in the project setting above. In Sweden, both the function of being a manager and the function of being a leader is referred to as leadership. Therefore this section presents different styles and behaviour of Swedish managers and leaders although they are referred to as being the same person.

Kessler and Wong-MingJi (2009) defines Swedish Leadership in five themes. First we have: knowledge, common sense and action. Among others, he refers to Swedish leaders to be “doers” instead of “thinkers”, which is a performance and entrepreneurial orientated style (Holmberg & Åkerblom 2001). The second theme by Kessler and Wong-MingJi (2009) is collaboration, consensus and conflict avoidance. The Swedes seems to be social concerned individuals and managers usually put deeply effort to make sure everyone is involved in the team (Bengtsson, 2003). This characteristic is also something the followers’ value rather high among the managers’ abilities. In the authors opinion, this is probably a very important point of view when working in projects; to make sure everyone feels involved and as a consequent they perform their best.

The third theme in the Swedish leadership style is empowering, independence and control (Kessler & Wong-MingJi, 2009). Swedish culture values equality rather high and this reflects into the leadership. Employees at all levels should be able to both participate and be involved in every decision making in relation to them. According to Kets de Vries (1998) has the Swedish model with accountability, authority and responsibility pushed down in the organization been a role model in many countries around the world. Hence, the Swedish employees want their manager to empower them, this relates to what a project is about. In a project each person has their own responsibility and their own knowledge within a special area. Therefore it seems fundamental for project success to empower the followers and receive motivated subordinates. As earlier stated, motivation is one of Kotter’s (1990) fundamental function for a leader character.
Universalism, fairness and pragmatism is the forth theme of leadership by Kessler and Wong-MingJi (2009). This theme is about the Swedish leadership communication; reason, logic, rationality and facts, this has been valued long back in the Swedish history. The last theme in the Swedish leadership style is walking, talking and silence. This refers mainly to managers walking around in the organization talking to the employees regardless their level within the organisation. We can see that this is something that Kotter (1982) highlights as well, the importance of recognizing and talking to everyone within the organization.

2.6.1 The project manager role in Sweden

Since the projects that are evaluated in the thesis have been conducted in Sweden, it is fundamental to have knowledge about the role a project manager has in a Swedish context. The Swedish researcher Tonnquist (2010) lists a number of functions that the project manager has:

- Responsible for the objectives of the project to be met
- Communicate and delegate tasks to the project members
- Engage and motivate the project members
- Use models of project management and lead the project by these
- Report progress and handle changes
- Handle business opportunities and risks that affect the project

These tasks and functions will be compared to the functions of Kotter when analyzing the outcome from the empirical findings. As seen here, the tasks Tonnquist (2010) presents are similar to those by Kotter (1990). What is interesting is that Tonnquist (2010) argues that they are all characteristics by project managers, are thereby he does not make a difference between leaders and managers. Although, as mentioned above, this is typical in the Swedish literature and therefore makes the comparison between Kotter and Tonnquist more complicated. Leaving out the comparison between the two authors, we can see that the first task; that the project manager is responsible for reaching the objectives, is a fact that is interesting when using the criteria from The Iron Triangle when measuring if projects are successful.
3 Method Process

This chapter will present the chosen method used by the authors for fulfilling the purpose. It begins with an overview of the method process, followed by an in depth explanation of the method chosen. The chapter will end with presenting the validity, reliability and limitation of the method.

| Purpose defined | The purpose of this thesis is to see how Kotter’s functions of managers and leaders influence the objectives of a project, using the criteria in The Iron Triangle for measuring project success. |
| Research approach | Deductive and inductive | Qualitative research |
| Research strategy | Data collection | Design of interviews | Transcription |
| Data analysis | Meaning condensation | Analysis of opened and closed questions |
| Quality of the thesis | Validity | Reliability |

(Conducted by the authors)

3.1 Research Approach

The purpose of research is accordingly to Davidson and Patel (1994) to present a theory that is as close to the reality as possible. This is what we are doing to answer our research question; namely to see if Kotter’s functions are applicable in the context of projects as well as measuring this by using the criteria in The Iron Triangle. Within research there are two main research procedures when evaluating a theory: deductive and inductive (Gummesson, 2000)

Inductive approach is applied when empirical findings are used in order to conduct a new theory. Our research can be seen as inductive since we use the interviews to apply in the context of projects. On the other hand it can be seen as a deductive approach since we use existing theories to see if Kotter’s functions can be applied as an influence for project success. This since a deductive approach is used when testing an existing theory (Gummesson, 2000 & Saunders, Lewis & Thornhill, 2007). In this thesis a mix of the two presented approaches is therefore used.

To achieve our purpose we have conducted a qualitative research. This since our purpose was to examine how the functions of Kotter influence project success. By doing interviews
we get a deep insight of these particular projects and a deeper understanding of the context of them. This is something that Ritchie and Lewis (2003) mentions as being a good method for conducting a qualitative research.

3.2 Research strategy

Our intension as a research strategy was to conduct case studies of different types of projects. Because of lack in accessibility of information we were not able to make an in depth study of each project, which is required to conduct a case study (Saunder et al., 2007). The interviewees were not willing to give us documents about neither the outcome of the projects or documents that were used during the project, such as budgets and journals. And therefore we decided to identify the projects in the study as interviews since they did not fulfill the requirements of being case studies. The reason why we chose to use interviews as the empirical material for the thesis is because it gives a relatively high knowledge of the projects, and therefore we were able to apply the theories chosen in the frame of reference on particular projects instead of using secondary data; projects that have already been explained by other authors.

3.2.1 Data collection

It is important to consider the different methods before gathering data. As mentioned above we collected our data through qualitative interviews, where the project managers in three specific projects were interviewed. The number of interviews were decided to be three since this suited the time frame of writing the thesis, also we thought it was better to do three interviews of high quality instead of having several interviews with poor quality. Doing three interviews gives a deeper understanding of the theories when analyzing because we are able to penetrate each theory with each project more in depth.

When sampling the projects for using in the research we chose to use a non-probability sampling, with a purposive sampling method (Saunders et al., 2007). It is a method where we were able to choose the interviews that had the highest probability of fitting to our research question. Purposive sampling represents when the researchers choose participants for their unique characteristics, their experience, attitude or perceptions (Cooper & Schindler, 2011).

We wanted to do three interviews in the south of Sweden within different kinds of projects. Therefore we chose three different industries: advertisement, event and construction. Our goal with the selection of project type was that the projects should be as different and diversified from each other as possible. To be more specific: IPM is an advertisement firm and chosen since the company structure is designed of various projects and as a result the employees have long experience of working in projects. The second project chosen was Destination Jönköping since they are in a different industry and arranging events is a common project type where the time frame is fundamental. The third project was Jönköping City Planning Office at Jönköping municipality. Jönköping City Planning Office is the actor of construction projects in the municipality of Jönköping and thereby this project differs from the other two because it is within the public sector, as well as a larger project than the other two regarding total number of people involved. The differences in time limitation as well as composition of project members among the three projects were other reasons for choosing these three projects.
The reason for only interviewing project managers from companies and organizations located in the region of Jönköping was to make it possible to make interviews face to face since the authors live in the region. The region of Jönköping is known as entrepreneurial, which probably makes the interviewees more complaisant.

Another choice we had to do was to decide what person within the project we wanted to interview. The choice was quite natural and the interviewee at each company/organization is working as a project manager, which was a criterion in order to be an appropriate candidate. To also interview the members in the project group was an alternative well considered in the beginning of the thesis work. However we realized that if including the group members in the study we would have to interview at least six more persons and our ability to both timely be able to do so, as well as analyze it in a proper way was too complex.

The project managers interviewed are all women, the fact that the empirical material ended up this way can only be described as an accident. There were no intension when choosing the mangers to only interview women and when looking back we realize that it can easily be seen as a weakness in the thesis. In the diagram below is information from the three projects provided.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Industry</th>
<th>Company</th>
<th>Project</th>
<th>Date of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Magdalena Wistberg</td>
<td>Advertisement</td>
<td>IPM</td>
<td>Tre Vänner</td>
<td>15 March 2011</td>
</tr>
<tr>
<td>Helena Nordström</td>
<td>Event</td>
<td>Destination Jönköping</td>
<td>Jönköpingsgalan</td>
<td>18 March 2011</td>
</tr>
<tr>
<td>Jenny Larsson</td>
<td>Construction</td>
<td>Jönköping City Planning Office</td>
<td>Västra centrum</td>
<td>18 March 2011</td>
</tr>
</tbody>
</table>

The interviews classify to be individual in depth interviews (IDI) (Cooper & Schindler, 2011). That is an interaction between an individual interviewer and a single participant. These kinds of interviews most often take between 20 minutes - 2 hours. Our longest interview was with the advertisement firm IPM that lasted for over 1 hour. The two other ones with Destination Jönköping and Jönköping City Planning Office lasted under 1 hour. We believe that the time difference did not affect the quality or the outcome. Further, Cooper and Schindler (2011) do also explain that the participants in an IDI-interview are selected because of their experiences, which applies in our sampling, and attitudes will reflect the full scope of the issue under study. Cooper and Schindler (2011) also explain that the interview should be verbally articulated in order to provide more detailed information. In order to answer our research question this is essential because we need to be able to do an in depth analysis, and for that we need relevant answers from the relevant people in the projects.

3.2.2 Design of interviews

The interview is the primary way to collect data for gathering in a qualitative methodology (Cooper & Schindler, 2011). Different types of interviews can be identified within research methods. Saunders et al. (2007) examines one kind of interview that is the standardized interview. Cooper and Schindler (2011) state that this method for making an interview is
used when the interviewer use a guide similar to a questionnaire to guide the question order in the specific way the questions are asked, but the question generally remain open-ended.

Our interview method is based on both opened and closed questions, separated into two parts, see Appendix. We chose this structured interview method in order to be able to compare and draw parallels between Kotter’s functions and the success criteria in The Iron Triangle applied on the specific project. The questions stated are open in order to give a comprehensive answer and allows us to do a more in-depth analysis. It should be mentioned that the interviewees were not informed about the theory of Kotter and the criteria in The Iron Triangle before answering the questions, since we wanted the interviewees to be unbiased. The open questions are giving an answer to how the functions of Kotter influence project success as well as how the criteria for measuring the success are used, while the closed questions answer if the functions influence the outcome.

In addition to the functions provided by Kotter, we have the success criteria defined in The Iron triangle by Atkinson (1999). The criteria of time, cost and quality were not spelled out in the stated open questions; this was a strategic choice in order to not lead the answers in a certain way. This is a strategy that Marshall and Rossman (1999) confirm, saying that it is important to ask questions in the right way so that the interviewer does not generate incorrect reflections. If doing that, it is usually a lack of experience and skills. Therefore we kept these criteria to our own analysis to enable us to see if these were mentioned by nature in the answers given from the opened questions.

The design of the questions in the first part of the interview is presented with closed questions based on Kotter’s functions. The second part consisted of open questions with focus on the success and reaching the objective (See appendix). To avoid misunderstanding and to get trustworthy answers for the closed questions we used a scale for to what degree the different functions influence the work progress in the project that was undertaken. The scale ranked the functions from 1-10, depending on to what degree the managers felt involved in the different functions. The ranking provided straight forward answers in numbers to support the open questions that gave more complex and in dept answers. This enabled us to draw parallels and provide a more comprehensive analysis for the different functions involved.

The process when conducting the interviews started with contacting the suitable project managers and arranging a meeting. We had no problem with the project managers to participate and the meetings were shortly after the first contact. Before the meeting we sent a copy by e-mail with the closed questions to the interviewees so that they were able to fill it out before the actual interview. There are two reasons for doing this, firstly because the managers should be able to complete it in peace and secondly so that the interviews should not be time consuming, either for the authors or the interviewees. Each interview was conducted face to face by one author separately and during the interview the interviewer got permission to record the meeting.

3.2.3 Transcription

When transcribing an interview it is essential to be very careful so that important and relevant answers are not left out. It is important to bear in mind that both coughs and nervous laughter can have impact on the message the interviewee want to perform. (Marshall & Rossman, 1999) This was taken into account when transcribing the interviews.
used in the thesis, the transcribing was done shortly after the interviews so that the interviewer would remember all important impacts. In order to avoid any misunderstandings and to get the transcription approved by each interviewee a copy was sent to all project managers. Two of the interviewees were having concerns with the way the transcribing was done and wanted to have citations removed or rewritten with other words. This is natural when transcribing from Swedish to English since words and expressions can differ, citations that are neutral in Swedish can seem harsh in English. These corrections were changed before implemented in the thesis and to adjust the text of the empirical findings we used the method of Meaning Condensation (Kvale, 1996).

3.3 Data analysis

Meaning condensation is a method where large amount of interview material is reformulated into shorter citations and text suitable to fit the purpose of the thesis (Kvale, 1996). As well as Saunders et al. (2007), Kvale argues that there is no given method that suits every thesis when it comes to evaluate qualitative data, this since there is a diverse nature of analyzing it. Because we made verbal interviews, a lot of information was given that is not relevant for answering the purpose of the thesis. Therefore, to be able to stick to the subject and not lose focus, this method of condense the answers was suitable.

When analyzing the answers from the interviews, the frame of reference were used as a foundation and the layout are following the same pattern as in both frame of reference and empirical findings. This method is suggested by Yin (2003) and it provides the thesis with an uncomplicated structure and it is therefore easy to read and to navigate within. The empirical findings is thereafter separated into two sections, one is consisting of the opened questions and the other of the closed questions. This sectioning is followed in the analysis, and when analyzing each section it is interrelated with suitable information from the frame of reference. It is important to keep in mind not to evaluate the closed questions separate, they need to be put in a context with the opened questions. The numbers as such in the closed questions does not express the actual impact the project manager has in each function; it needs an explanation from the answers in the opened questions to be useful. During the whole process of analyzing the data from the interviews, the purpose of the thesis was kept in mind to be sure that the outcome reflect this and give answers to the problems addressed in the problem section. Therefore the functions of Kotter (1990) and The Iron Triangle was primarily applied, and other researchers were used to strengthen or questioning these theories.

3.4 Quality of the thesis

Validity and reliability are components to certify the quality of the thesis. Validity is concerned with whether or not the findings appear to be what they intended to be (Saunders et al., 2007). Reliability is showing the trustworthiness of the result, in other words if other researchers would find the same result (Ghauri & Gronhaug, 2005).

3.4.1 Validity

Ghauri and Gronhaug (2005) divide validity into two different types, internal and external validity. The internal validity is showing to what extent the researcher have found what he or she intended to find, in other words if the empirical findings matches the frame of reference.
In this thesis our empirical findings did not match the frame of reference fully, therefore we had to add more theory and we also removed some sections which showed no to be relevant for the purpose and research question. One section that was removed was about the fact if managers and leaders are born or made. After deciding the final purpose, this was not seen as important. A section that has been added later in the process is the information about projects in a Swedish context. This is important because the projects that are evaluated have been conducted in Sweden.

The external validity refers to generalization and whether or not the result of a thesis is applicable on other situations. It is a measurement that shows if the result reflects reality (Ghauri & Gronhaug, 2005). The purpose for this thesis was not to generalize how the functions of managers and leaders influence project success, but rather to see how the functions influence in the three evaluated projects. Therefore one cannot say that the external validity is reached. Consequently, this shows that it does not have to be a negative result that a thesis does not have high external validity; rather it depends on the purpose of the thesis. By extending the thesis to include many more interviews with other projects, the external validity would most likely increase.

3.4.2 Reliability

Reliability shows the trustworthiness of a thesis and to what extent the result would appear to be the same in another research (Ghauri & Gronhaug, 2005). This is hard to evaluate in this thesis since each interview concerns one specific project that will never appear again and that is unique (Maylor 2010). Robson (2002) argues that a threat for reliability is subject or participant error, which refers to the fact that an answer can be different depending on the time in which it is asked. In the interviews made for this thesis the answers would most likely be different if the interviews were conducted six months later. This because the comprehension of the project changes during time when the project manager process and forget about the project. However, the reliability and learning outcome from the three interviews that were made can add trustworthiness to the extent that the results from each type of project showed reliability concerning the difference between industry regarding objectives and success factors. This result can be transferred as “know how” for future research and thesis writing within project management and project success.

3.5 Limitations of the method

To be able to get a concise and narrowed purpose for the thesis we had to make limitations. The first limitation is concerned for the selection of data. All the projects were carried out in the southern part of Sweden that narrow down the geographical scope. Secondly, the project managers were only presented by women, this might have had an impact for the result of the answers because men and women usually act differently. We will stress the fact that our method for collecting data with focus on bringing out three in depth interview was an active choice, rather than using a method based on a larger number of samples. This enabled us to provide a qualitative result. Therefore we can do a deeper analysis and give a more specific answer to the research question based on personal interviews face-to-face, although it is not possible to generalize this answer and to apply it on all projects. By this not saying that the answer is not valid.

Worth to mention is that only Swedish project managers were interviewed, this was a natural limitation, both due to time limitations and accessibility for geographical spread. To reflect this we have (except for Kotter’s theory and The Iron Triangle), brought in research
made on Swedish managers and leaders as well as on Swedish projects to create understanding for our projects setting based on their Swedish characteristics.
4 Empirical findings

The empirical findings from the interviews conducted in the three projects are presented in this chapter. The answers from the interviewees are divided into two sections representing the opened and the closed questions, including both the function by Kotter as well as the criteria of The Iron Triangle.

4.1 Findings from the interviews – project presentation

4.1.1 IPM advertisement firm – Tre vänner

IPM is an advertisement firm established in 1985. The firm is located in the south of Sweden in Ulricehamn. The firm has currently (2011) 15 employees. IPM’s basic values are; they want to deliver advertisement that makes a difference and create advertisement that aligns with the customers’ vision in order to make them grow based on their customer brand. Magdalena Wistberg is a project manager at IPM and is the interviewee used in the thesis for the advertisement project. She has been working in the firm for many years and has a lot of experience from different types of projects.

The project that she will relate to in the manner of our contact with her, is a project that started in December 2010 and finished in March 2011 as planned. The project group from IPM had four people and the project’s objective was to create a homepage for a company in Stockholm by name Tre vänner, which is one of Sweden’s biggest production company within the media industry. They wanted to improve the design of their homepage and increase the homepage as a tool of communication. The collaboration between IPM and Tre vänner is a back and forth process where both the people within the team as well as employees at Tre vänner share ideas and work together in order to fulfill the objectives.

4.1.2 Destination Jönköping – Jönköpingsgalan

Destination Jönköping is an organization with the purpose of marketing the city of Jönköping. It has two responsible authorities; Jönköping municipality and Jönköpings Näringslivsförening (Jönköping business world association). However the organization is led separate from those authorities with their own board etc. The interviewee; Helena Nordström, is working at Destination Jönköping as a marketing manager, she has had this position for one and a half year. The way in which she is working is as a project manager. Although this was the first time she arranged this particular project.

The event Jönköpingsgalan is a project that Nordström managed from June 2010 until November 2010, when the gala was held. Jönköpingsgalan is a yearly event where companies and people from Jönköping are celebrated for good and honorable things they have done. Examples of prizes are: Ambassador of the year, entrepreneur of the year and marketer of the year. The objectives of this project are to market Jönköping and to highlight good achievements. Also, this year Nordström wanted to change the image of the gala to become more modern and attract young visitors.

The structure of the project is that Nordström is the project manager with her subordinate Maria at Destination Jönköping helping her. Apart from them there were sponsors from other companies that were working with the project, about 70 companies with one contact
person from each. The team in this project is therefore a little diffuse, it is Nordström and Maria that is the core, with 70 persons involved from other companies. Helena had the role of managing all information and to make sure that everyone knew what was expected of them. She was also in charge of booking the arena for the gala, order tickets and look for sponsors.

4.1.3 Jönköping City Planning Office – Västra centrum

Jönköping City Planning Office is a part of Jönköpings municipality and has the role of renewing the city. There are many different projects occurring at the same time. However, Jenny Larsson is the project manager in the majority of the projects. Larsson has been in the position for three years and has a wide insight in the work tasks.

The renewal of Västra Centrum (West city center) is a project that started in the autumn of 2010. Jenny Larsson is the project manager of the development and completion, although there is a construction manager in charge when the accomplishment takes place. So even if Jenny is the overall manager, her main focus is on the development and preparation of the project. The project Västra Centrum involves about 35 people and planned time to finish the project is a couple of years. However, the preparation phase which Jenny is involved in took about six months in order to include factors as the political reading, the design stage, and procurement.

The preparation phase is about to find, involve and motivate the right people to participate in the project. Later on, everyone who is affected will have his or her say, and finally compose a plan for the project together. The main objective of the project is to improve the quality of Västra Centrum so that more people find it attractive to stay in the area and that the visitor will come back and recommend others to visit the area.

4.2 Result from the opened questions

4.2.1 The objectives of the project

The three different interviewees were asked what the objectives of the specific project was, the answers turned out to be different depending on the type of project. Magdalena Wistberg at IPM describes the responsibility of the customer, which needs to be clear with their objective of the project. She also stresses the importance of having a dialogue with the customer and the objectives are set together with the customer.

“\textit{In the first stage, it is the customer’s responsibility to set the basic guidelines for what they want to achieve. They have to tell our project group what they expect from us. Based on the information, we then know what to strive for and for what kind of objective to achieve”. “The objective of the project is to create a new homepage for the company Tre vänner with the goal to sell and a homepage that reflects their company’s values and beliefs. Already in the beginning of the project, we create an open dialog with our customer in order to set the objectives together. It goes hand in hand with the strategy and vision of our customers operation”} \textit{(Wistberg)}

Wistberg also tells that both the long term and short term objectives are important, and that it is important to be clear about the objectives from the beginning.
“We often ask our customers about their short term, as well as long term objectives”. “It is of big importance that the objectives are defined in the beginning of the project. Otherwise, it is hard for us to know how to create and deliver a good product”. (Wistberg)

The project Jönköpingsgalan had a different approach about the objective of the project. In this case the objective was set by Destination Jönköping. Helena describes that the project as such has the aim of reaching young visitors, she also explains that the gala will benefit the city of Jönköping by marketing from several companies and that it is important to highlight the companies and persons who have contributed with something special to the region of Jönköping.

“This year the gala was given a new profile, a younger profile: “From royal wedding to Iphone”. This was made to reach the younger visitors, and by that make the gala live forward in the future.” “By arranging the gala we get a lot of people marketing Jönköping.” (Helena Nordström)

A common objective for a project is the cost, and the budget is often very central, in the project of arranging Jönköpingsgalan Helena was given the directive from the board to not make a loss of more than 100 000 SEK.

“I have a budget that says that I cannot make a loss of more than 100 000 SEK.” (Nordström)

Jönköpingsgalan is the type of project where all work is done for the event of one single night. Nordström, who managed this gala for the first time, wanted to change this by arranging a pre-event.

“Another aim is that the gala should be living during a longer time. Before the gala we had a future-seminar, connected to the fact that we had set future as a theme for the gala.” (Nordström)

Jenny Larsson at Jönköping City Planning Office tells that the renewal of the western part of the city is the objective of the project. She mentions the financing, although the costs do not seem to be one of the major objectives.

“The project “Västra Centrum” is cooperation with the city and the property owners. The objective of the whole project is about renewal of the western part of the city. To make it more attractive and appealing, and since it is something the property owner are going to benefit from they will finance 50 percent of the renewal.” (Larsson)

### 4.2.2 Reaching the objectives

The interviewees were asked about who was in charge of reaching the objectives of the project, and also in which way this was done. The answers turned out to be similar to a big extent; all project managers described themselves of being responsible for reaching the objectives. Magdalena Wistberg and Helena Nordström both have managers above them who have the overall responsibility, while Jenny Larsson at Jönköping City Planning Office has the ultimate responsibility.
“Our CEO of the company, Jesper Fritzson, has the responsibility for every project on a strategic level in order to make sure that our own company work aligned with our values even in the long term, and not only based on the current situation. I as a project manager have the responsibility on an operative and practical level for the current project”. (Wistberg)

“I am responsible that the project stays within the budget that the board gives me.” “I have a boss, Sten Nordinder, who is director of department of destination Jönköping, so to be exact, I have to report to him, and he to the board, but I am always at the board meetings. But he has the general operative responsibility. Although he is good at giving freedom and space” (Nordström)

“Even if there is a construction manager responsible, it is me who has the ultimate responsibility to make sure it finishes. We use the business plan to check and see if everything is finished.” (Wistberg)

Although, Magdalena Wistberg at IPM explained that in the type of project she is working, the customer has to contribute to reach the objectives as well, since the customer is actually the one deciding what IPM should do, and thereby the objectives of the project.

“I have the overall responsibility to ensure that the project follow the set objective. But this is not only an internal task for the project group at IPM, but also Tre vänners contact person that decided to use us as their” (Wistberg)

The ways of making sure that the objectives are being reached are different in the projects, At IPM Magdalena explains that measuring during the project and to listening to the customer is good ways of reaching the objectives.

“We try to determine as many measureable goals as possible. It is important to be creative and not close the doors. We also do a lot of analysis by listening to the customers. Listen is one of our major tools in order to understand our customers need” (Wistberg)

Helena Nordström at Destination Jönköping explains that, because she does not meet the sponsors of the gala, to reach the objectives she uses newsletters, e-mails, phone-calls and meetings to keep the sponsors informed. Jenny Larsson at Jönköping City Planning Office is arranging workshops and educational visits to motivate the team to reach the objectives, and to do it good.

“By having meetings, newsletters, e-mails, phone-calls to supply steady information” (Nordström)

“We practice our self to become better “storytellers”. To go on educational visits to see good examples is also a good way to go.” (Larsson)

4.2.3 Encouraging the team

When asking about the function of encouraging the team of the project, all interviewees made it clear that other people were involved in encouraging, although in different ways. Magdalena Wistberg said that an open dialogue and commitment among the employees at the office is very important, and that the team members learn from each other. Helena at Destination Jönköping has a different situation where she does not work with the team
every day, and arranged meetings and directions is of bigger importance. Jenny Larsson, who was managing a large construction project, is encouraging the team by herself, but also by using others. She has discovered that quick meetings are a good way of communicating.

“We have a very open company culture that motivate and inspire the employees. I as a project manager have the responsibility to see and motivate each and every individual to encourage the people in the team, and see each person strengths and weaknesses in order to make them capable to fulfill their task with the right resources and right task to work with.” “At IPM, we are very good at learning from each other. We keep an open dialog and have shared responsibility in every project. Commitment is of great importance” (Magdalena Wistberg)

“It is me, but also my co-worker Maria, who has been in touch with the sponsors after I established the relation and signed the contract. By having regular meetings with the sponsors and by email between me and Maria and the sponsors, we have given those directions and information about the gala.” “We started with a few meetings where we collected thoughts from the sponsors, after that we drove our own race and told them how we wanted it to be.” (Helena Nordström)

“It is me, I am nagging and nagging. If it is not enough I usually ask their boss to encourage them or any other person they know to nudge them a little extra. Regards to the motivation that is always something I can work harder on and improve. Something I started when I began this job was to attend the breakfast meeting, I think this is a good way to communicate and it is a quick link for them to influence and have their say”. (Jenny Larsson)

4.2.4 Measuring the success of the project

According to all interviewees the quality of the project’s result is what shows if the project is successful or not. All of them mentions the budget or the cost, but says that it is irrelevant in comparison to the quality. The factors differ depending on the type of project though, for IPM a good result is that the customer hires them again, while for Destination Jönköping it is important to mediate an experience for the visitors at the gala. Jenny Larsson at Jönköping City Planning Office can measure her project by observing how people react to the new building. The measurements are very different, but they all show the quality of the project.

“Right after the project is finished, we can only measure the success of the project if both we in the project group, as well as our customer is satisfied with the result. We call it customer satisfaction. Later on, one way to measure the success is if the customer comes back to our company and gives us a new project on their cost. God quality of the project leads to more projects”. “Of course there is also other aspects for how to measure the success, such as time and if we manage with the set budget. But for us, this is not the most important. It is not a major goal to stick to the budget.” (Wistberg)

“Another way to explain it is to state that you have to break down the success factors and use different dimensions for how to measure the success. In this project, we can partly measure the success in numbers by looking at how many visitors/hits the new homepage has. But on the other hand, for our firm, the major success criteria for us is more focused on how satisfied our customer, Tre vänner is with the result, the homepage itself. But at the end of the day, one success of the project will always be, not only in this project, if the advertisement we create will impact the revenues of our customers operation”. (Wistberg)
“One measure is the evaluation of the visitors’ experience of the gala.” “We have made an evaluation among the sponsors after the gala, where we got higher grades on almost everything compared to recent years; very good feedback on the whole package and the focus on the future.” “I have a budget that says that I cannot make a loss of more than 100 000 kr. And as long as I am within that range Stem and the board only look at what feeling we have created.” (Nordström)

“When you see how that urban space is being used by the inhabitants, peoples spontaneous reactions. It is a quite easy way to see the success”. Neither the cost or the time plan is alone a measure of success.” (Larsson)

Helena mentions that a common mistake project managers does, is that when the project is finished, they are satisfied and want to move on, and forget to make a proper evaluation among the team members.

“It would have been good to have a follow up meeting where the sponsors can get their opinion heard. But here we fall in the same trap as most others, where we have been working very hard with something for a long time and that is done and everyone seems satisfied, we just want to go on to the next thing.” (Nordström)
4.3 Result of the closed questions

When doing the interviews, the project managers were asked to mark in a scale to what extent they felt that they had influence in Kotter’s functions. These functions are the ones presented by Kotter (1990). The questions one to three relate to the mangers function and questions four to six are the leader’s functions. Below is a table showing how each project manager in the respective three projects, saw herself acting in the project.

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<th>Low Influence</th>
<th>High Influence</th>
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<td>Controlling and Problem solving</td>
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<td>8</td>
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<tr>
<td>Organizing and staffing</td>
<td>4</td>
<td>9</td>
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<tr>
<td>Planning and budgeting</td>
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<td>10</td>
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<tr>
<td>Motivating and Inspiring</td>
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<td>Aligning People</td>
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<tr>
<td>Establishing Direction</td>
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Jönköping City Planning Office
Destination Jönköping
IPM
5 Analysis

This chapter aims to analyze the results from the interviews made with IPM, Destination Jönköping and Jönköping City Planning Office. The authors will analyze how the different functions of managers and leaders influence the success of the projects by using the criteria in The Iron Triangle.

It is of importance to stress the difference between what we mean by the objective of a project and the criteria we use for measuring if the objectives are met. The criteria are time, cost and quality, while the objectives are set before the project starts and are known as the effect the project expect to create (Tonnqvist, 2010). The connection between these terms is that the objective is measured by the criteria. Depending on the objectives of the project, some criterion will be more important than other. For example a project that is to a large extent depending on the budget, the cost criterion is the most important to use for measuring the success of that project, and so on.

In the first part of the analysis the opened questions will be analyzed focusing on the interviewees own thoughts about how they act as project managers and their leadership for the project. After that, the closed questions will be analyzed regarding the rank of influence they marked in the closed questions of Kotter’s functions, based on the diagram in the result section where the functions are compared to each other. Their answers will be evaluated in relation to what the managers said in the open questions. It is important to keep in mind that in the opened questions there is a matter of how the functions of managers and leaders influence the success of the project, while in the closed questions there is a matter of if they influence the outcome.

5.1 Analysis of the opened questions

5.1.1 Objectives of the project

It is important to know the objectives of each project in order to be able to answer the question of whether or not they are met. Furthermore, it is crucial to know the objectives of the project manager and the clients as well as all stakeholders involved in the project, since they are not always the same. In this section the objectives of the three projects will be evaluated and put in relation to theory presented in the frame of reference.

The objectives of projects are, as mentioned above, different depending on the type and industry that the project is in (Freeman & Beale, 1992). That is the situation within this study, where three projects in different fields are studied and their objectives varied to a large extent. The project within advertisement, IPM, had the objectives of satisfying the company that requested the service from IPM. The aim was therefore to help the production company, named Treänner, to improve their homepage’s design and increase the homepage as a tool of communication. Hence, IPM is working with a specific client, this is not the case in the two other projects of Destination Jönköping and Jönköping City Planning Office. At Jönköpingsgalan, which is arranged by Destination Jönköping, the objective is to satisfy all the visitors coming to the gala and who are expecting a great evening. In the project conducted by Jönköping City Planning Office, the clients are all the inhabitants in the city of Jönköping as well as the property owner. The information provided explain that the
objectives for the projects are therefore to some extent depending on the number of clients that need to be satisfied, as well as the project types.

After the evaluation of the differences among the satisfaction for the clients, it is clear that IPM have the greatest pressure from their client since there are one company requesting and paying for a service directly from IPM (to create a communicative homepage with high quality). The clients of Jönköping City Planning Office on the other hand are not paying in the same way, Jenny at Jönköping City Planning Office mentions that one of the objectives of their project is to make the city more attracting and appealing for the inhabitants, therefore the clients are not directly paying for the service. The visitors at Jönköpingsgalan are paying for their tickets, although compared to IPM where one client pays for the finished product, the visitors cannot before purchasing the tickets say that Destination Jönköping has not met the objectives.

Two time aspects within the viewpoint of objectives can be considered; both long term and short term. This is shown in the project of arranging Jönköpingsgalan, this project have in recent years been focused on one evening only. As an introduction this year the project manager introduced the project by having a pre-seminar to make the event being alive for a longer period of time. This can thereby be seen as the shorter objective while the gala night is seen as the long-term goal. Even Wistberg highlights this point of view, that it is important to discuss both the long and short-term goals in order to best reach their long term objectives.

How and by who the objectives are defined differ between the three projects. The objectives of Jönköpingsgalan are completely set by Destination Jönköping, while for IPM the objectives are set together with the client. This imply that the objectives of IPM’s project will probably change more than those of Jönköpingsgalan since IPM’s client are in control and have more insights than the visitors at Jönköpingsgalan. In IPM’s project, the objectives and goals are measured more in a back and forth process that indicate an open dialog between the internal (IPM) and external (Tre vänner) parties. The project of renewing Västra Centrum is somewhat in between, since the project is to fifty percent financed by the property owner and the other half by tax funds. Therefore, the property owner has a great interest in the result of the project, and has the opportunity to impact the project manager during the process. The inhabitants who benefit from renewing Västra Centrum and the visitors at Jönköpingsgalan are not aware of the objectives, therefore they cannot influence the outcome and goals set by the project group. As mentioned above, the client at IPM has more insight and will influence the level of impact regarding if the objectives will be reached or not. This affects the project manager’s behavior, Wistberg must keep the client satisfied at all times because she has the interest for IPM to be hired again.

Wistberg needs to treat the client, Tre Vänner, as a coworker to be able to fulfill the project in a satisfying way, she need to act in the way that Kotter (1990) and Goleman (2001) explains the leader to do; motivating, coaching etc. in order to reach the aim of the project. Goleman also highlights the importance of having social skills, self awareness, empathy and self-regulation. The way Wistberg treat the client will affect the outcome of the project and if the objectives will be reached.

5.1.2 Reaching the objectives

The project managers within this thesis have been asked the question about in which way they work in order to reach the objectives of their project. The actions the managers take
will be linked to Kotter’s functions of both a leader and a manager. These will be applied on the projects and their level of influence will be evaluated to see if they helped reaching the objectives, in other words the project success.

All project managers in the thesis have the authority to plan and make budget for the project, these are functions that Kotter (1990) argues that managers have. He also explains organizing and staffing as a function managers has. Although Wistberg at IPM is mostly in charge of organizing, she is not staffing at the same level since the staff involved in the project are employed at IPM and therefore automatically placed in the project of Tre Vänner. The other two project managers had to select the best suited sponsors and select the project group to be able to reach the objectives defined for each project. Therefore, this can be compared to what Kotter refers to as staffing.

The last functions within Kotter’s theory of manager functions are controlling and problem solving. These functions are highly related to project success since controlling is essential to make sure that the ongoing process is following the directions and guidelines that the project managers has provided the team. If the control is lacking and problems occur, the manager must be able to solve the problems to not decrease the result of the project, and the goal to create a successful outcome. One can draw the parallel that problem solving is related to risk taking, which is, according to Tjosvold and Tjosvold (1995), a leader trait. A manager who openly control’s the work of others takes the risk of relationships and it might harm people. This is especially substantial in a Swedish environment since, like Kessler and Wong-Mingji (2009) explains it, conflict avoidance is being a typically Swedish leadership behaviour.

In the project between IPM and Tre Vänner trust and lasting relationship is essential for the daily work process and to reach the objectives. This is something that Tjosvold and Tjosvold (1995) and Draft (1999) emphasize as being fundamental for being a successful leader. Consequently, it is Wistberg’s responsibility to ensure that Tre Vänner feels trustfulness to IPM. For Larsson and Nordström the relationship to the inhabitants and property owner respectively the sponsors is different, they do not have that close connection and the mutual objectives are not as specific as for IPM and Tre Vänner.

A factor that is more important to Larsson and Nordsröm than to Wistberg to reach the objectives is to have, and or create, a network. This relates to Kotter (1982), who says that networking is essential for being a good manager. Kotter’s view is similar to what Goleman (2001) characterize for a leader, namely the social skills. Kotter also emphasizes that networking is most intense during the first time a manager is employed, since project managers are starting new projects frequently they will have the correspondently phase in each new project. Networking is therefore important for Larsson and Nordström in the type of project they are running, because without a network it is hard to reach the objectives.

Helena Nordström mentions e-mail, meetings, phone-calls and newsletters as the primary way of contacting the sponsors of the gala, Larsson on the other hand is using educational visits and workshops to involve her stakeholders. By these actions the project managers will reach the objectives of each project. It is also a way to motivate and inspire the sponsors and stakeholder. Bengtsson (2003) explains that involving everyone in a team is a typically Swedish characteristic of a leader and manager. He argues that Swedish managers put deep effort to involving followers and that this is appreciated by the employees. Motivating, inspiring and involving the followers are clearly naturally done by Wistberg on a day to day basis. This difference has to do with both the size of the group as well as the location of the
project members. Something that is similar for all three projects is that the project manager has the overall responsibility of ensuring that the project objectives are being reached.

5.1.3 Encouraging the team

For giving an answer to our research question whether Kotter’s functions influence on project success, one element is to test if Kotter’s (1990) leader functions affect the outcome of a project. Kotter’s first function for a leader is that the leader needs to establish a direction, and to be able to encourage a team it is of importance that the project manager have a clear vision about what he/she want to achieve with the project. In larger projects, such as renewing Västra Centrum and arranging Jönköpingsgalan, establishing a direction is more important than in smaller projects, such as the one IPM are running with Tre Vänner. One reason for this is that IPM can have a day to day communication within the project group and encourage each other as co-workers, both in this specific project as well as other projects. Also, in larger projects there are more people involved and the meetings are not as frequent. Both Larsson and Nordström try to overcome this fact by for instance having breakfast meetings and sending newsletters frequently.

Regardless of the size of a project, both Wistberg and Larsson are aiming to conduct an open dialogue among the project members and stakeholders. This is something that Kessler and Wong-Mingji (2009) stresses as a characteristic that is typically seen among Swedish managers. It has to do with the fact that everyone involved should be able to influence and have their say in the decision making phase.

Helena Nordström on the other hand has a more authoritarian leadership style where she does not involve the stakeholder to the same extent. It can be affected by Nordström’s way of being, but mainly it has to do with how the project is arranged. The stakeholders have a higher focus concerning the financial supporting function, and they do not have the interest to impact on the decisions that Nordström have to take, compared to the stakeholders in the other two projects. This behavior is not seen as typically Swedish, although, it has probably not to do with Nordström’s personality. According to Stogdill (1948) the personality of a person does not show his/her way of leading. Tjosvold and Tjosvold (1995) are arguing that a leader can have different behaviors depending on the type of situation. This is very clear when working as a project manager, because the manager needs to adapt to the type of project he/she is working with for the moment. Also within a project there will be different situations as Maylor (2010) defines as uniqueness, requiring different types of leadership, and the manager will have to adopt and sometimes make quick changes in the way of acting and treating people.

As mentioned above it is important that the project manager have established a direction. This direction needs to be followed by the whole team. Kotter (1990) explains that aligning people is a function that is important for good leadership. In the context of the projects within this thesis it can be seen that aligning people follows the importance of establishing a direction. In other words, in the projects where establishing direction was essential it will also be important to align people. It can be drawn that if not all project members are working in the same direction, toward the same goal, it will be hard to create a successful project.

Motivating and inspiring are functions that the manager need in all projects (Kotter, 1990 and Goleman, 2001). Although it seems more difficult to encourage in some projects than in others, it is also done in different ways depending on how the project is designed. Wistberg
mentions that it is important to see the strengths of every individual and to be able to make them capable to fulfill their task, and by that motivate them in the right direction. This is something that Buckingham (2009) highlights in his metaphor when he says that a good manager plays chess with the subordinates, meaning that each person should have a task that is suitable for using their traits. Also Drucker (1955) is on the same path concerning this; he says that it is the manager’s responsibility to turn the resources into production. Regarding Wistberg’s project group, it can be adopted to the fact that she places each employee in the position where that person will perform best.

Because Larsson’s project is constructed in another approach she needs to motivate and inspire in other ways. Firstly she mentions that to motivate the stakeholders within her project she is nagging and nagging. This is something that she feels like she needs to improve, but also to find new ways of encouraging the team. Secondly she is sometimes asking the managers of the involved stakeholders to influence them to work harder and to follow the established direction. This is often time consuming for Larsson, but in the long run this will probably not affect the success of her project. Rather, the most important when it comes to an end is that the project reaches the objectives, not in which way it is done. Nordström have a different situation since her stakeholders are not that involved during the process, the function of motivating and inspiring is not that important for reaching the objectives. The motivation part in her work has more to do with informing the sponsors about what is going on in the project process, and this is something that she and her colleague Maria are doing together. Consequently, one can say that motivating and inspiring tend to be of different importance depending on the type of project.

5.1.4 Measuring project success

For measuring the success of the project, we are using the criteria of time, cost and quality; also called The Iron Triangle (Atkinson 1999). This part of the analysis will put everything in the context of success and by that answering the fundamental question; how the functions of managers and leaders affect the project success. As mentioned above, it is not possible to measure the success of a project without being aware of the objectives of that specific project speaking about. Another importance to keep in mind is what De Wit (1988) argues, namely that it is not possible to measure to what degree a project is successful by using these criteria, we can only see if the project is a success or not.

Magdalena Wistberg at IPM has the objective of conducting a homepage that adds value for Tre Vänner. In the long run her aim is to obtain satisfied customers that recommend the company to other future customers willing to hire IPM for new projects. Regarding the question how they measure the success, she responds that they mainly measure the outcome in how satisfied the customer is as well as how satisfied everyone at IPM working with the project is. Therefore it is the criterion of quality from The Iron Triangle that was used as measurement when IPM evaluated the success of this project.

In the project of arranging Jönköpingsgalan, also here quality was the main criterion when measuring if it was successful or not. Most important is the experience of the visitors and an evaluation was conducted. Nordström emphasizes that it would have been good and useful to have a meeting with the sponsors to follow up and evaluate their thoughts of the event. If Nordström would have arranged a follow-up meeting it is not certain that the outcome of the stakeholders’ evaluation would have been the same as what the visitors said. According to Freeman and Beale (1992) the stakeholders might have different objectives compared to the manager within a project. If that is the case, the manager have probably lacked in her
ability to both establish a direction as well as aligning people to follow this vision, which is two of Kotter’s (1990) functions of what a leader does.

Time is another measurement for project success included in The Iron Triangle (Atkinson, 1999). In the case of Jönköpingsgalan, this criterion is fundamental since the whole project is linked to one day. Even if one resource is lacking, the gala will probably take place on that day anyway. Therefore this criterion will always be met in this type of project. At IPM on the other hand, the project manager would most likely forward the deadline if they came across a setback.

The criterion of quality (Atkinson, 1999) is the most important measurement when evaluating the success of the renewal of Västra Centrum as well. According to Larsson it is the spontaneous reactions from the inhabitants that matters in order to see whether the project was successful or not. Even if the stakeholders finance fifty percent of the renewal, Larsson does not comment regarding their satisfaction of the final product. This can be an evidence of the fact that she values the reaction of the inhabitants higher. Another reason can be that she feels confident about that the stakeholders are satisfied because the mutual objectives are met. One thought is that maybe it is more relevant to measure if outsiders are pleased. But as mentioned above, when evaluating Jönköpingsgalan a problem can be that the stakeholders might not have the exact same objectives as the manager, and therefore they are maybe not fully satisfied (De Wit, 1988).

In none of the projects in this thesis the cost aspect of measuring project success was essential. According to Wistberg it is not a major goal to stick to the set budget of the project. Likewise is the case for Larsson who explains that budget is not very prioritized when measuring project success. However, Nordström was given a budget where she cannot afford to make a loss of more than 100 000 SEK. She stayed within this budget, but if she would not have stayed within it, the criterion for cost would not have been met to reach project success. Kotter explains planning and budgeting as being functions a manager has, the fact that Nordström did not set the budget for the project is showing that this function of Kotter is not applicable in this case. Although, Nordström was responsible for the funding of the gala after she got the directives about the budget. When it comes to an end, it can be seen that this function of Kotter (1990) did not affect the project success, since it was successful without having all Kotter’s functions presented in the process of the project.

5.2 Analysis of the closed questions

The closed questions are used in the interviews to let the interviewees rank themselves regarding their role as manager and leader according to the functions of Kotter (1990). All interviewees placed themselves between four and ten in the ranking system (see section 4.3 above), which shows that they subconsciously support Kotter’s theory. Doing this is relevant because if the managers would have marked themselves in the lower parts of the ranking system, it would have showed that they do not think that the functions of Kotter are influencing. In that case maybe other functions are affecting the outcome of a project. As seen in the result section, all project managers marked themselves as having more influence as managers than as leaders, seen as a total.

Starting with Wistberg, she did not mark herself as having that much of the leader functions of Kotter (1990), this can be explained by the type and size of her project. In her project the members were having a large impact and the team was socially on an equal level. Therefore, to reach project success, the function of being a leader might not have that much influence,
at least it is not necessary to have all leader functions explained by Kotter (1990). Among all functions, Wistberg ranked herself as having least influence in the function of establishing a direction, which was also found earlier in the analysis regarding how she is encouraging the team.

In the answers of the closed questions it can be seen that Larsson at Jönköping City Planning Office has a relatively high influence on establishing a direction, this is also something that was said in the opened questions. In that section Larsson also states that she needs to improve her motivation-skills, which is showed in the closed questions as well. These two examples show that Larsson is consequent in her answers and even if she was critical about her abilities to motivate in the opened questions, the outcome of the project was successful. Once again, our analysis shows that project success is not always depending on Kotter’s functions.

Nordström has total influence in the manager functions. This is related to what already have been written above about her as an authoritarian manager and leader, this again an outcome because of the project type. She placed herself in the closed questions as having low influence on motivating and inspiring, this is due to the fact that there is no actual need in this particular project to inspire the stakeholders. As in the case of Larsson, motivation is not fundamental for reaching project success.

It is important to keep in mind that comparing the three project managers’ answers in the closed questions is risky, since they can have different levels of self-critique. Although it shows a hint of how much they influence and it is useful to see how a specific manager sees herself affecting the functions. As mentioned in the beginning of the analysis, the meaning of the closed questions is not to see how the managers influence, if they are good or bad, but rather to see if they influence.
6 Conclusions and final discussion

This chapter will summarize the results and the analysis made in the previous chapters. It will be followed by a discussion and the chapter will end with brief suggestions for further research.

6.1 Conclusion

The purpose of the thesis was to study the functions of managers and leaders as presented by Kotter. The aim was to see how these influenced the objectives for a project, using the criteria in The Iron Triangle for measuring project success.

The study showed that both the functions for managers (Planning and budgeting, Organizing and staffing, Controlling and problem solving) and for leaders (Establishing a direction, Aligning people and Motivating and inspiring) defined by Kotter (1990) are influencing the project success, but are not necessary for reaching the objectives. Having this said; the functions of managers and leaders are affecting, but the project can be successful anyway.

The first finding of importance was that the objective for a specific project has to be set before the project team starts working in order to work towards the same goal. This aligns with Tonnquist’s (2010) statement that without an objective for the project, it can be hard to motivate the stakeholders involved. It showed that internal (project group) and the external (customer, visitors, inhabitants etc) stakeholders also can have different objectives of interest that has to be considered in the project manager’s daily work.

Secondly, when evaluating it proves that The Iron Triangle including the criteria of time, cost and quality was a good model to use, since no missing criterion was found during the interviews. The interviews were an open dialog and the responder could have given answers indicating other criteria for measuring success, which turned out not to be the case. Concluded concerning measurement for the success, is that time, cost and quality covered the objectives in order to measure if the objectives where met or not. Although the criterion was of different importance for each project to be successful. Additional finding from the answers of the interviewees, we found that the evaluation process can always be further developed in order to be aware of strengths and weaknesses as well as improvements for coming projects.

Last important finding is that it can be stated that in a project, the project managers do not only have the functions stated for a manager and that the most critical success factor for the evaluation of success will differ depending on project type and industry. However, the truth for a project that holds in all of these three exemplified projects is that the project managers need to act as a leader as well. This study shows that all functions do not have to be fulfilled by the project manager in order to reach the objectives. We have seen that motivating and inspiring does not have to be fully implemented by the project manager for reaching project success, as seen in both the cases of Nordström and Larsson. This imply that the project manager not personally have to perform all the functions. Rather, their functions align and are dependent on the situation. In the case of Jönköpingsgalan for instance, Nordström did not set the budget and the project was successful anyway. In other words, who is performing the functions is not always affecting the outcome. Furthermore, since motivating and inspiring are tasks that Kotter (1990) explains as leader functions, and budgeting are seen to be manager functions, one cannot see that either manager or leader functions are more or less important for reaching project success. However, as was seen when analyzing the closed
questions, all project managers ranked themselves among Kotter’s functions relatively high, this can be seen as an indicator that they support Kotter’s theory, although subconsciously since they had no knowledge about Kotter’s theory when answering the closed questions.

6.2 Final discussion

This thesis has highlighted and emphasized topics concerning leaders, managers, project, project success and Swedish styles of project management. When it comes to an end, we can conclude that Kotter’s functions are highly relevant in the projects exemplified in this thesis, even though all the functions does not have the same influence on the success. Speaking of success, The Iron Triangle proved to be a good measurement for the success even if the triangle is rather old.

It feels essential to bring out this thesis, when working with it we did realize that many researchers have had a hard time to both separate the functions of a leader and manager as well as applying it in a project setting. Whereby, in this thesis the functions have been differentiated between a manager and a leader and at the same time carried out in a project situation.

When looking back on the work, we might have come to a more external validity, if we had applied more interviews as well as using document to strengthen our work, as the fact that we got neither access to documents and had not enough time to complete the thesis in a ideal way the outcome is more than satisfying in relation to our purpose. It gave a comprehensive example for how it can be in three different projects, in three different industries.

The fact that we only interviewed women in the position of a project manager have we earlier stated as a possible weakness in our thesis. We have seen that pervious research within the field many times sees the manager and leader as a man, and probably also many theories of traits and functions are evaluated from a man perspective. However, we have interviewed women and might have used only male directed theories; therefore a possible further research could be to distinguish the man and the woman traits and behavior within a project. The fact that we only interviewed women underline and indicates the increasing numbers of women operating as project managers nowadays in comparison to the time when these theories related to men was stated.

When it comes to an end, it is important to keep in mind that the manger is a position, a position that is appointed, usually from a CEO. A leader on the other hand, is better defined as characteristics, which a person shares to the group members. Therefore, a manger and a leader is not always the same person, and sometimes it is. A further study could be to evaluate if the manager and the leader is the same person within a project or not. This since we can tell that there is confusion regarding the definitions of mangers and leaders, both in the situation of projects and organizations, as well as the difference between languages. In Swedish for example, the word for a project manager is project leader. Within the field of project management there is a never ending scope for research.
References


## Appendix

### Part one: Closed questions

Mark to what degree you, as a project manager, influence in the following functions within the project:

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<td>3. Controlling and problem solving</td>
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<td>4. Establishing direction</td>
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<td>5. Aligning people</td>
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<td>6. Motivating and inspiring</td>
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Part two: Opened questions

7. Who encourage the people to fulfill their task(s)?
   How?

8. What is the objective of the project?

9. Who is in charge to ensure that the project reach the objective?
   How?

10. How do you measure the success of the project?

Thank you for your participation!