

Advanced Leadership Course  
Tuesday, AM, Part 1  
Organizational Culture  
and the  
Role of the Project Manager

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<http://perisic.com/pmg>

## Typical Roles and Responsibilities of Stakeholders

- Project Manager
  - The individual responsible for the project
- Project Sponsor
  - The one who pays for the project
- Team
  - Does Planning and Execution
- Senior Management
  - E.g. priorities between projects, project charter
- Functional Manager:
  - “owns” resources (IT, marketing, etc.)
- Other Stakeholders
  - Customer, external experts, ...

# Organizational Culture and Structure

## Functional Manager (FM) vs. Project Manager (PM)

- Functional organization (hierarchical model)
    - PM and FM must coordinate needs regarding resources
  - Matrix organization
    - Shared direction of work
  - Projectized organization
    - Direction of work is by PM
- Consider:
    - Level of authority
    - Communication methods
    - Staff management techniques

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# Organizational Models and Project Manager's Role

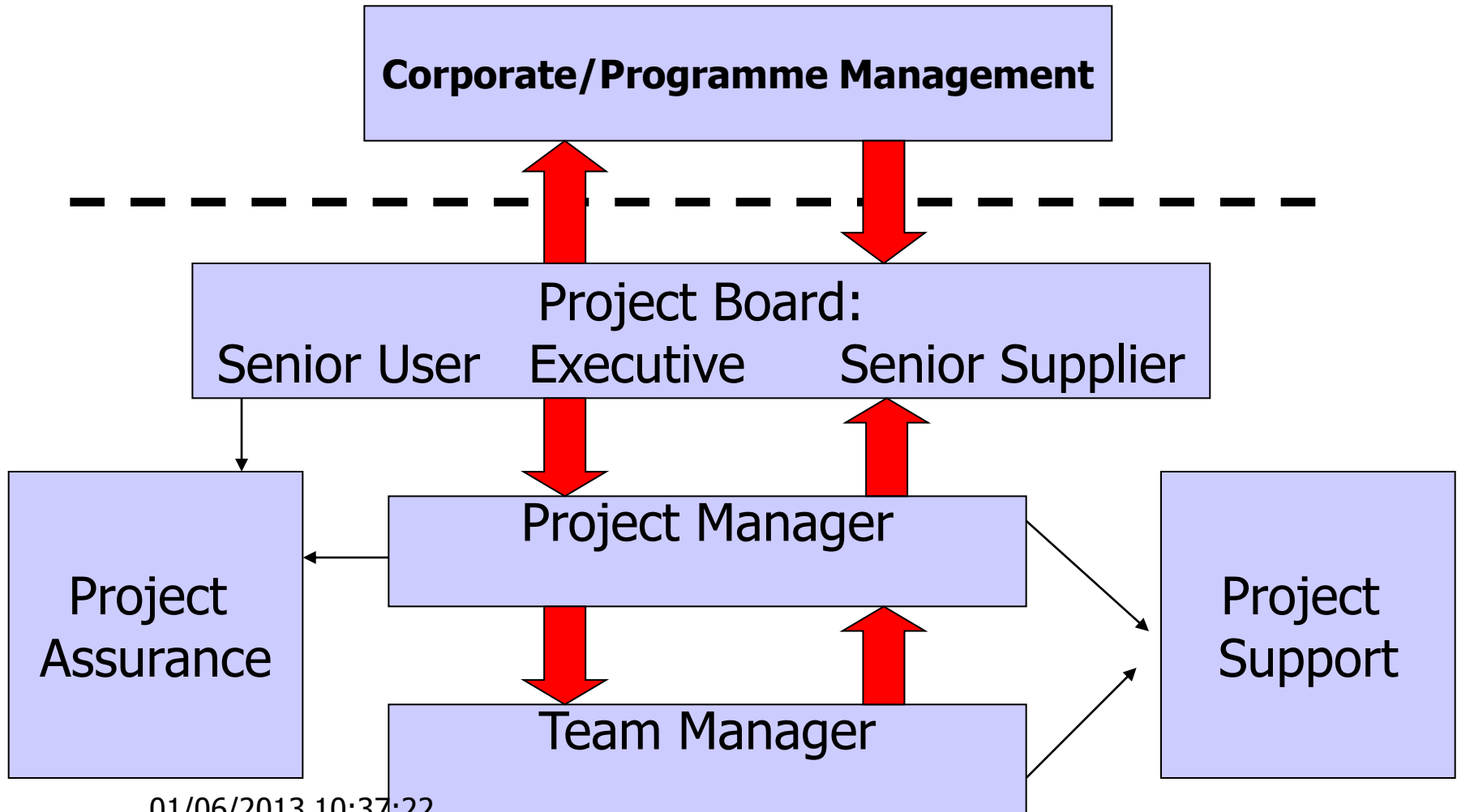
	<b>Level of authority</b>	<b>Communication methods</b>	<b>Staff management techniques</b>
<b>Functional (hierarchical)</b>	<b>Low</b>	<b>Horizontal flow of information is difficult</b>	<b>Well defined</b>
<b>Matrix organization</b>	<b>Medium</b>	<b>Good information flow</b>	<b>May become problematic (two bosses)</b>
<b>Projectized organisation</b>	<b>High</b>	<b>Excellent conditions</b>	<b>Demanding (uncertainty of "after the project")</b>

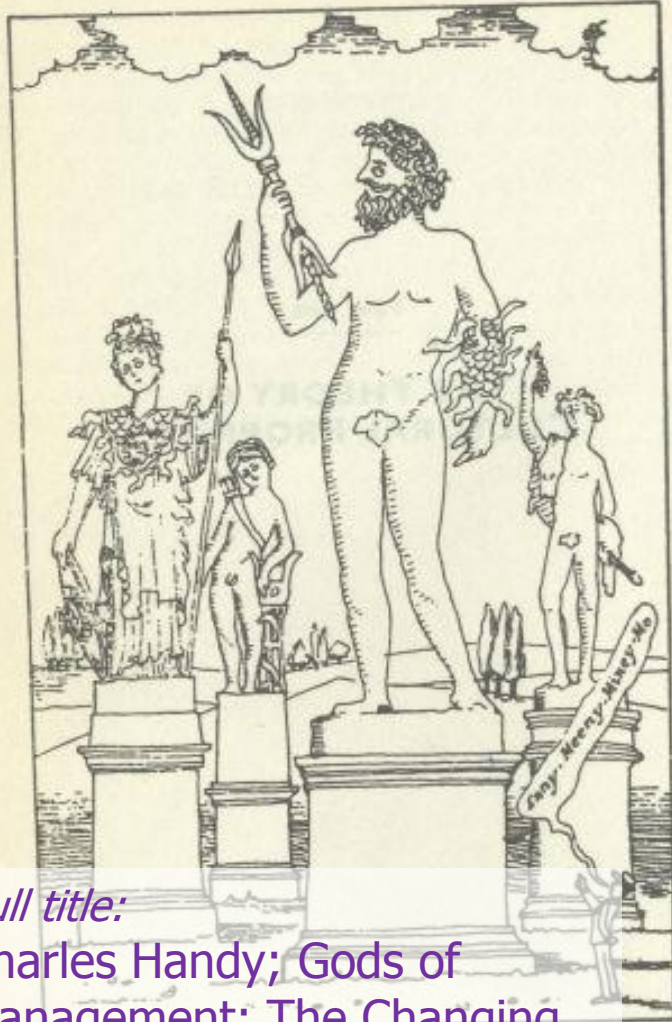
Marc Conrad

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# Example / Case Study

## PRINCE2® Management Structure









*Full title:*  
 Charles Handy; Gods of  
 Management: The Changing  
 Work of Organizations;  
 Rnandom House, UK, 1995

## CHAPTER ONE

### THE FOUR GODS OF MANAGEMENT

Each of the four gods gives its name to a *cult* or philosophy of management and to an organisational culture. Each of these cultures has also got a formal, more technical, name, as well as a diagrammatic picture. The name, picture and the Greek god each carries its own overtones, and these overtones combine to build up the concept I am trying to convey. They also help to keep the ideas in one's memory.

<i>The Culture</i>	<i>The Picture</i>	<i>The God</i>
Club		Zeus
Role		Apollo
Task		Athena
Existential		Dionysus

These names, signs and gods do not amount to definitions, for the cultures cannot be precisely defined, only recognised when you



# What am I doing for a living?

- I am Principal Lecturer at the University of Bedfordshire.
  - Apollo
- I teach Project Management.
  - Athena
- I work for the VC
  - Zeus
- I am a Project Management Professional.
  - Dionysus

# The Four Gods of Management

- Zeus: Club Culture
  - Apollo: Role Based Culture
  - Athena: Task Based Culture
  - Dionysus: Existential
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- See <http://perisic.com/pm/CharlesHandy/> for details (or read the book!)



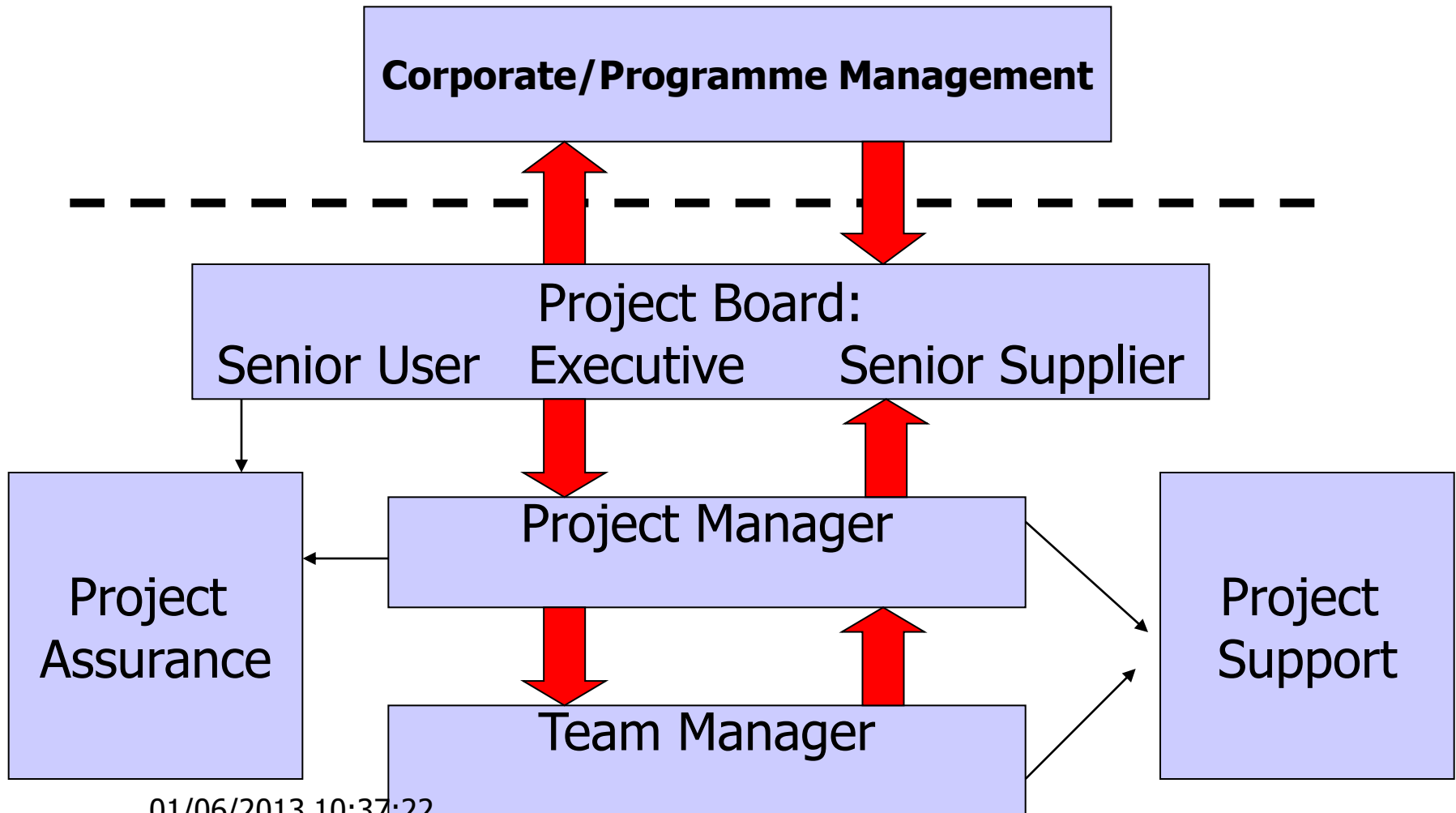
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# Organization Models and Project Manager's Role ("Charles Handy")

	Level of authority	Communication methods	Staff management techniques
<b>Functional (hierarchical)</b> <b>Apollo</b>	Low	Horizontal flow of information is difficult	Well defined
<b>Matrix organization</b>	Medium	Good information flow	May become problematic (two bosses)
<b>Projectized organisation</b> <b>Athena</b>	High	Excellent conditions	Demanding (uncertainty of "after the project")
<b>Zeus</b>	Depends on relationship between Project Manager and the sponsor ("Zeus"). Can be excellent or doomed.		
<b>Dionysus</b>	Low	Unreliable	Nearly impossible, needs soft skills.

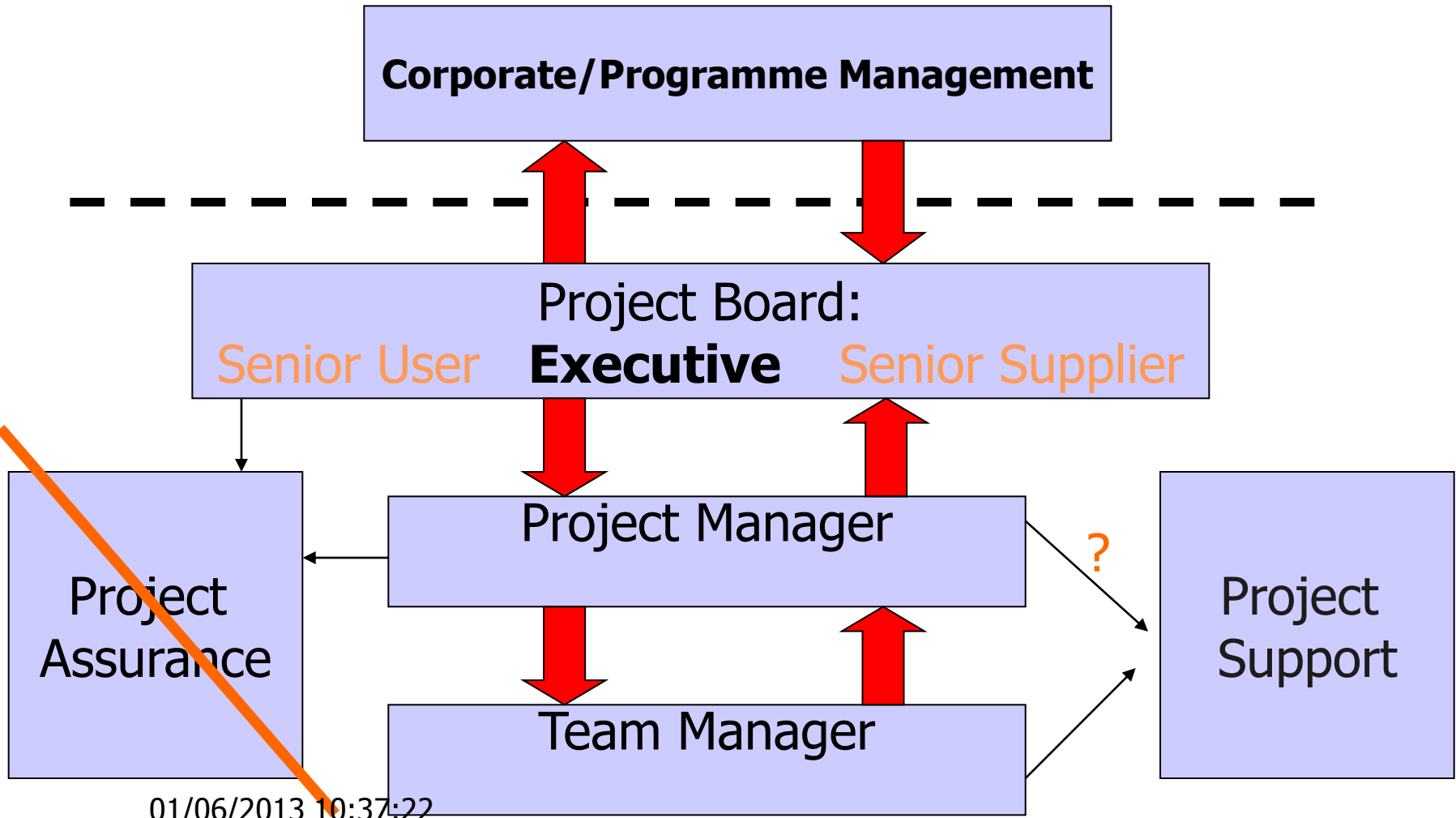
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# PRINCE2® Management Structure (as already seen before)



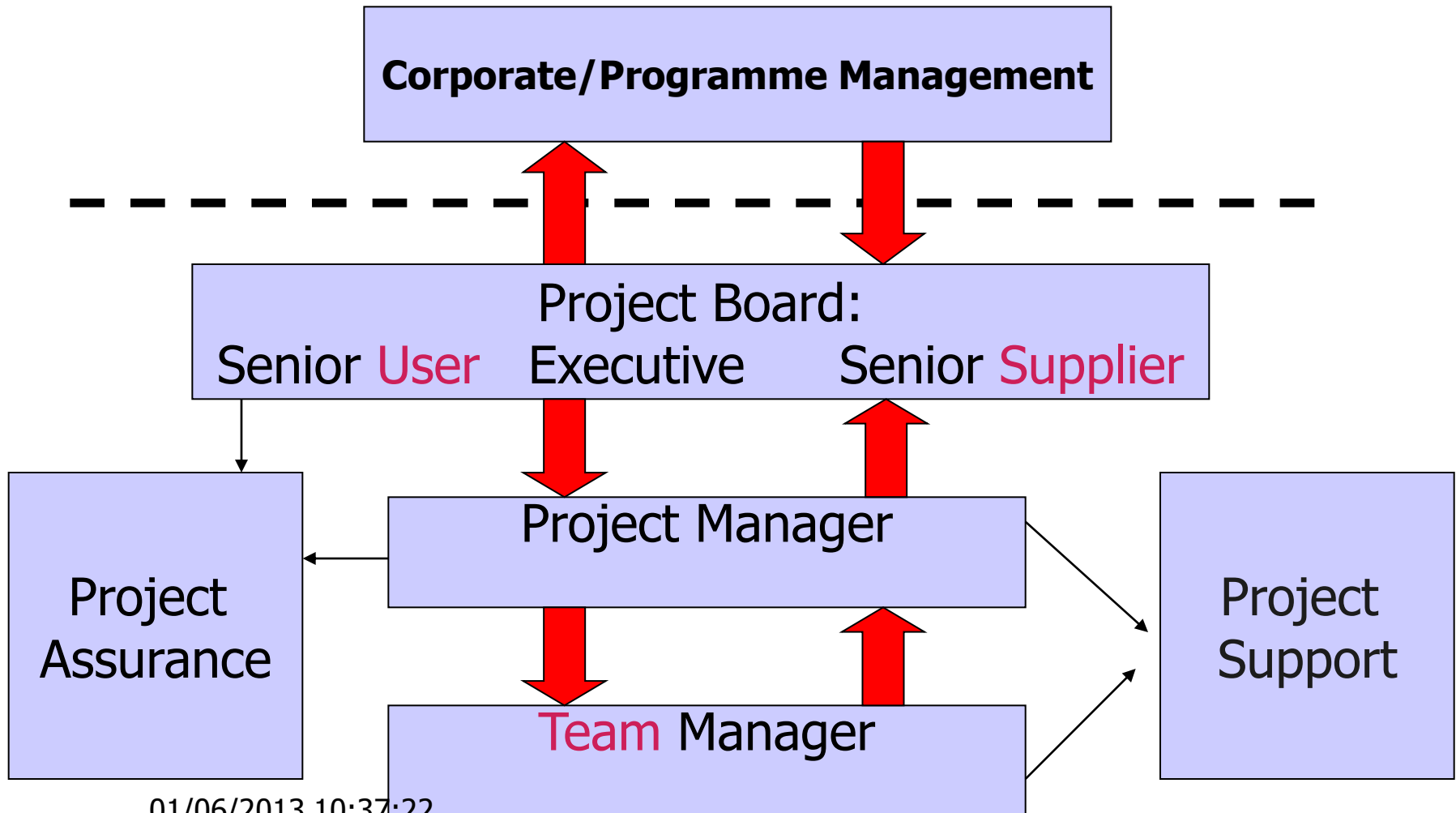
# PRINCE2® Management Structure

## Zeus - Culture



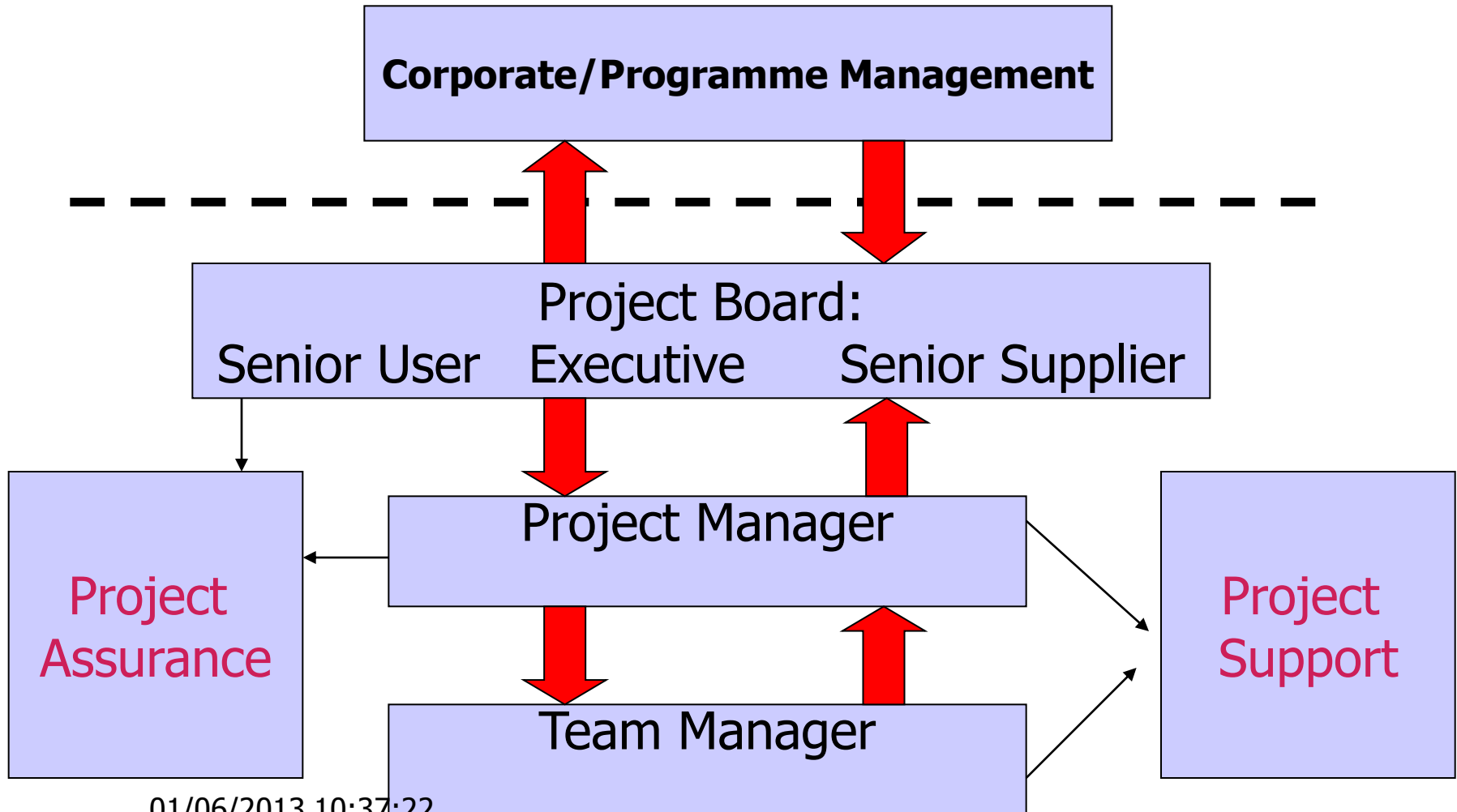
# PRINCE2® Management Structure

## Athena - Culture



# PRINCE2® Management Structure

## Apollo - Culture



# PRINCE2® Management Structure

## Dyonisus - Culture

Corporate/Programme Management



Project Board:  
Senior User   Executive   Senior Supplier

Project Assurance

Project Manager

Team Manager

Project Support

## Why are you here?

- I take the Advanced Leadership Course in Project Management, June 2013.
  - Apollo
- I learn how to manage projects
  - Athena
- I attend Marc Conrad's talks
  - Zeus
- I want to know about project management
  - Dionysus