

ACHIEVEBLUE™

## The Impact of Culture on Project Performance



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# Agenda

- Culture and Project Management
- Organizational Culture
- Culture In Practice



# Culture Clarity


**Organizational Climate: Management decisions set the tone**


“How things are done around here; the policies, procedures, processes, technology, infrastructure.”


**Organizational Culture: The impact of those management decisions on people’s attitudes and behaviours**

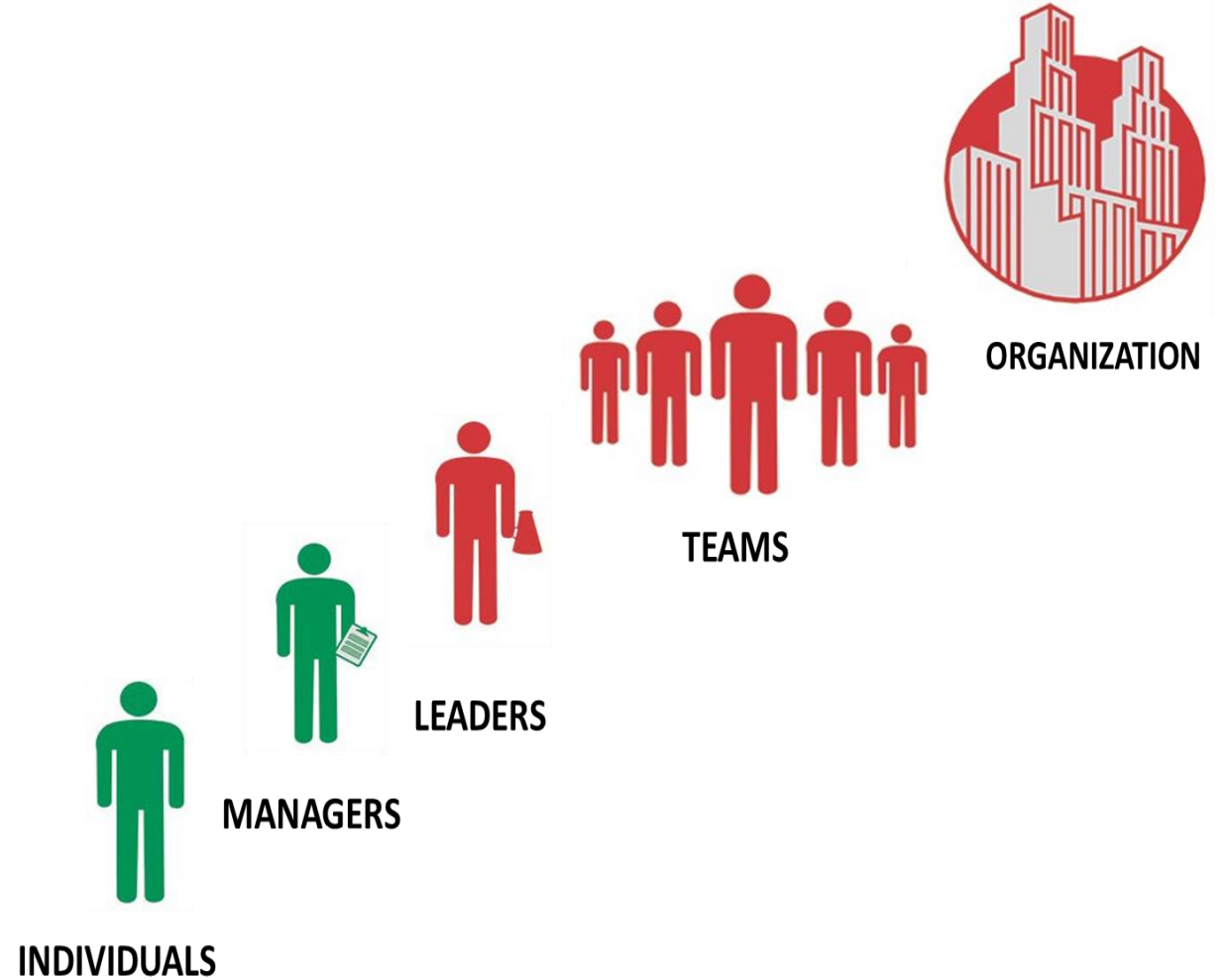
“What is expected around here; the attitudes and behaviours required to fit in, be successful and engaged”

# Layers Of Culture

**1. Symbols** 

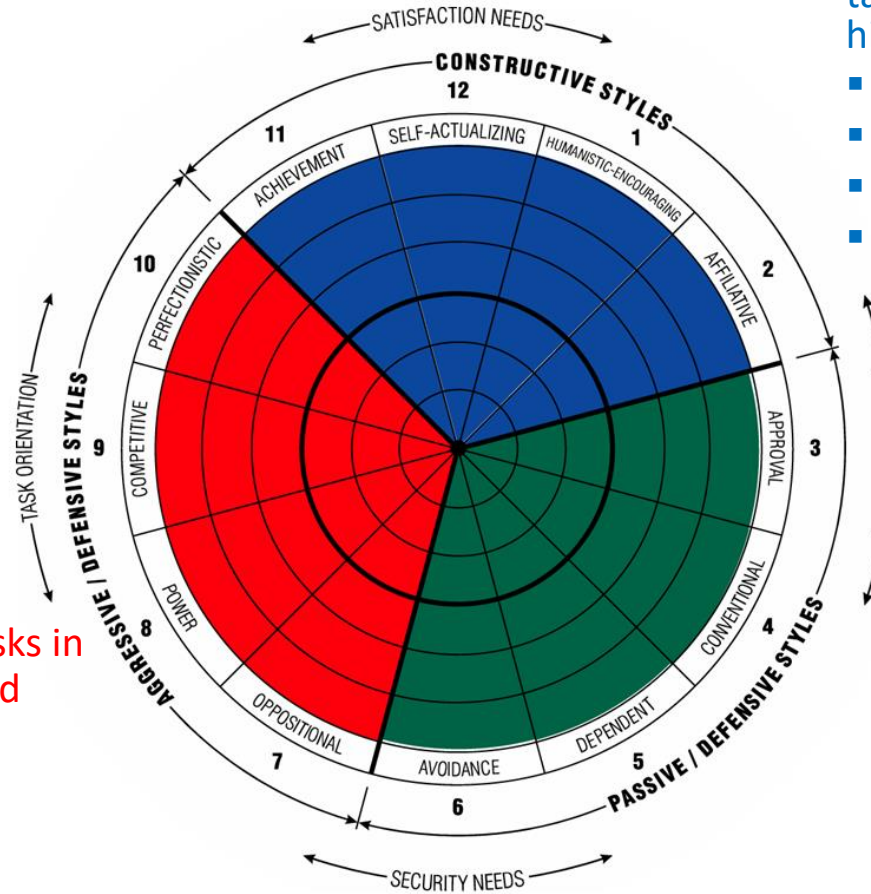
**2. Behaviour Norms** 

**3. Assumptions** 



# The OCI Circumplex: Blue Sector

*“The higher the Better”*



Constructive culture, in which members are encouraged to interact with others and approach tasks in ways that will help them meet their higher order satisfaction needs.

- Achievement
- Self-Actualizing
- Humanistic-Encouraging
- Affiliative

Aggressive/Defensive culture, in which members are expected to approach tasks in forceful ways to protect their status and security

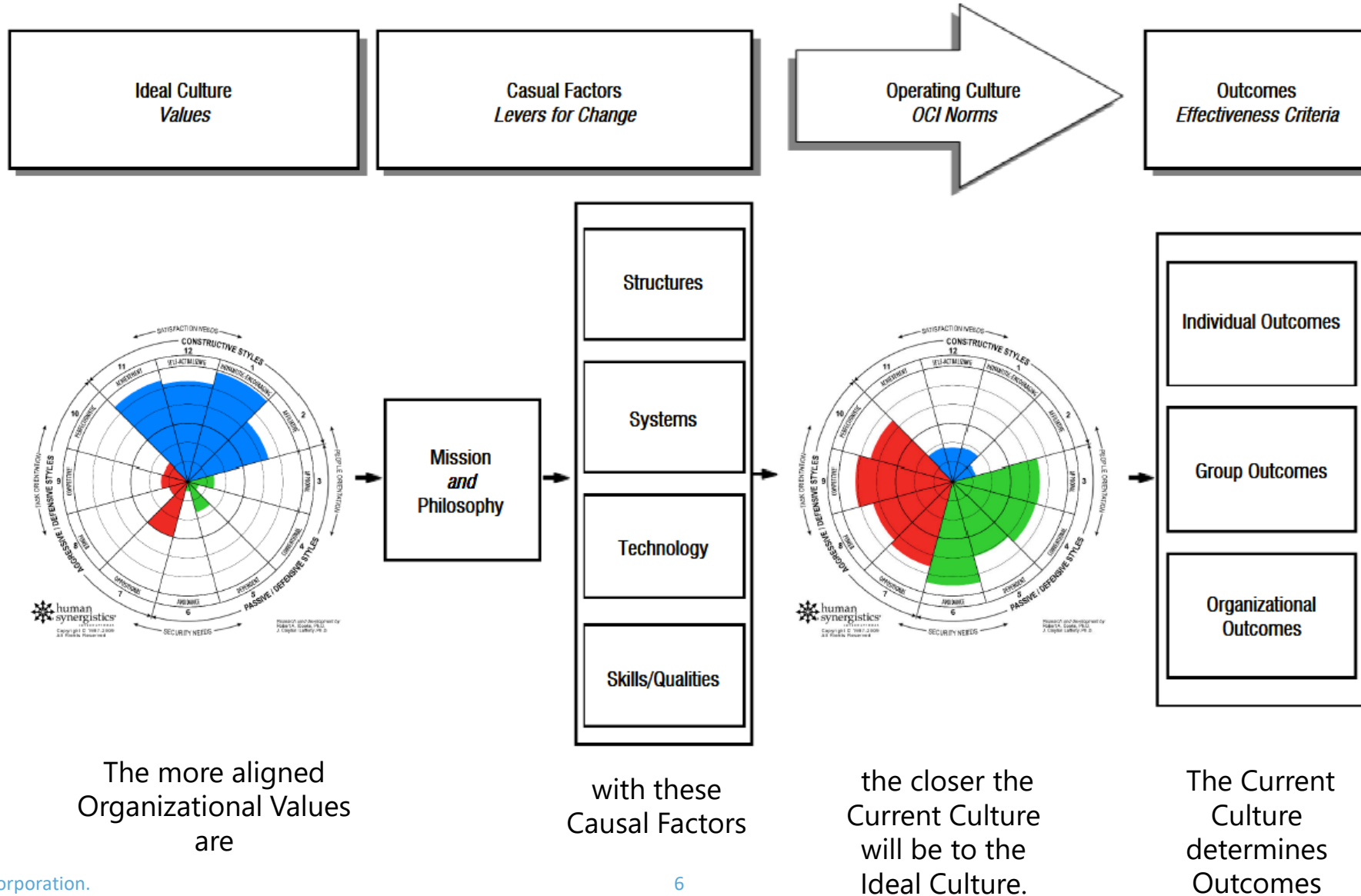
- Oppositional
- Power
- Competitive
- Perfectionistic

Passive/Defensive culture, in which members believe they must interact with people in defensive ways that will not threaten their own security

- Approval
- Conventional
- Dependent
- Avoidance

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# How Culture Works



# Example One: Developing A Team Culture

*“Impact Of Culture On Project Execution”*



# Purpose Of The Partnering Workshop

- The Partnering Workshop is an opportunity for project stakeholder representatives to:
  - **Establish** the commitments and approach to partnering to be taken throughout the project
  - **Build** goodwill and trust, setting the stage for effective and efficient working relationships and communication
  - **Enable** the team to anticipate and determine how best to resolve problems through informal conflict resolution
  - **Determine** the partnering program requirements to most effectively support the project as represented in a formal project charter and project plan.



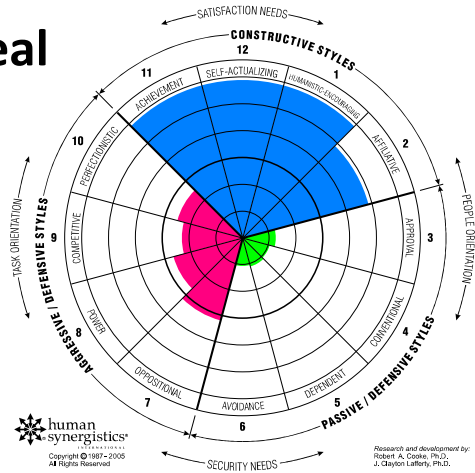
# Project Team Culture

## Building A Team Culture That Drives Project Performance

- Project team culture will be established based on:
  - The contributing cultures of the partners.
  - Working towards developing a culture serving the mandate of the project.
  - Identifying gaps that will impact the overall culture of the project team and get in the way of success.

# Process

Ideal



Assess Culture

Debrief Stakeholders

Analyze Cultural Differences

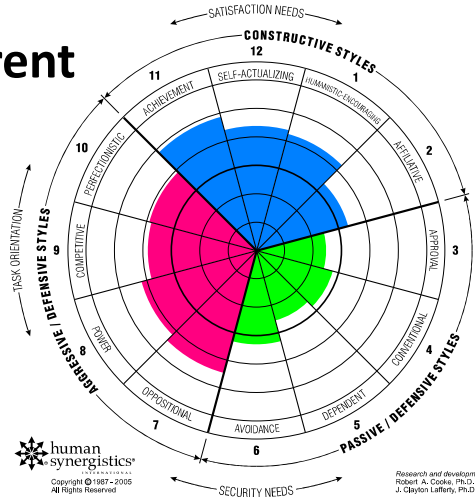
Project Team Session

Generate Vision, Risks & Strategies

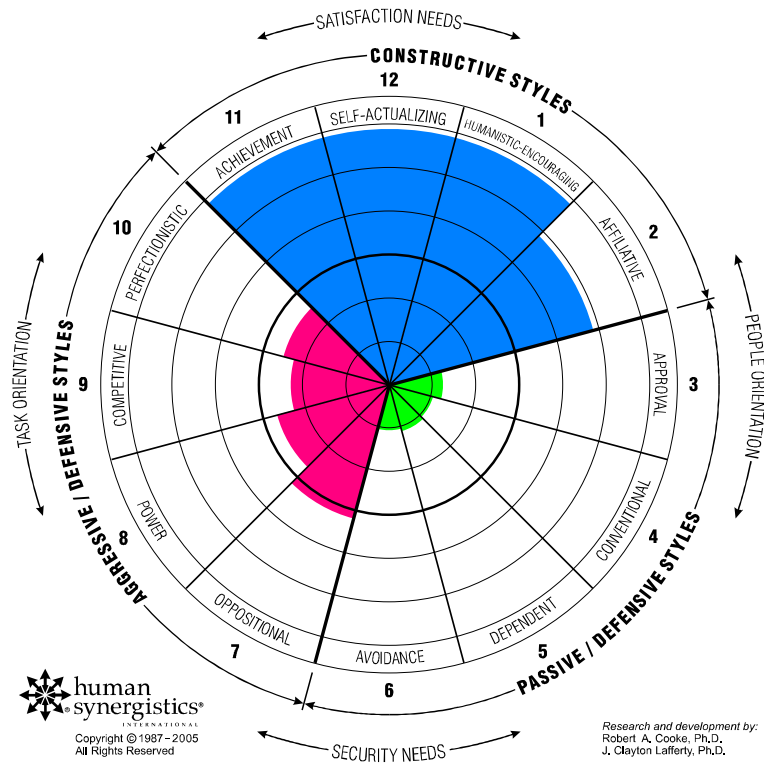
Project Framework Design

Implementation

Current



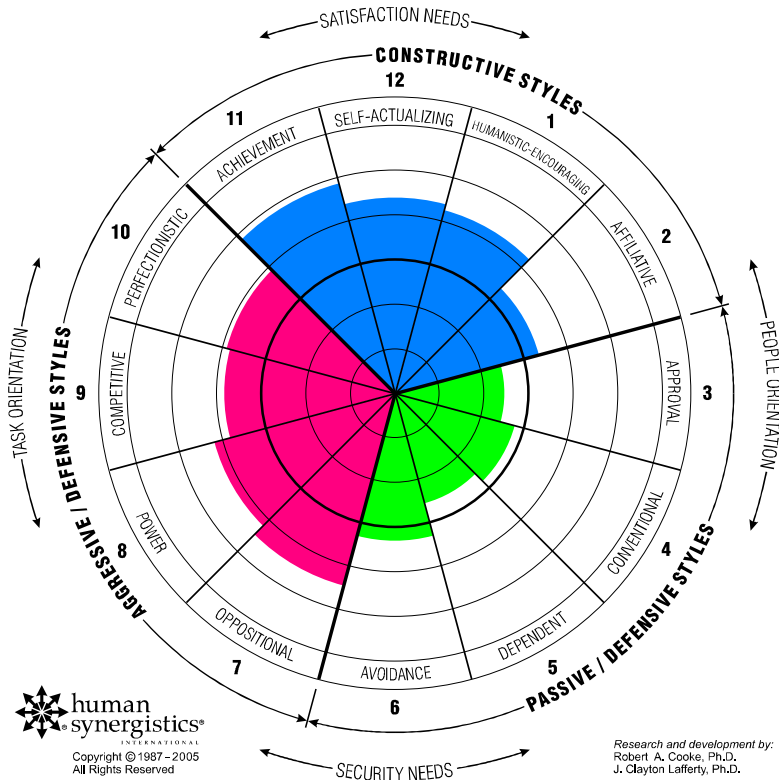
# Ideal Culture: All Stakeholders



## Constructive Culture Styles Are Dominant

- Overachieve by challenging themselves to get better everyday
- Resist conformity
- Experiment with innovative solutions to problems
- Seek out others for ideas and opinions
- Develop good relationships with within the organization, its partners, vendors and customers

# Current Culture: All Stakeholders



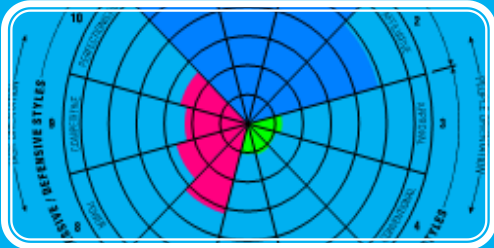
- Overachieve by challenging themselves to get better everyday
- Be very creative and innovative in their approach to every task and situation
- Respect others ideas and talents and seek out their ideas and opinions
- Develop good relations with partners, vendors and customers
- Switch priorities to please others
- Do things the way they have always been done
- Checking decisions with superiors before taking action
- Avoid accountability by waiting for others to make decisions
- Focus on the negative and oppose the ideas of others
- Maintaining control over the people and resources they are responsible for
- Compete with peers establishing win-lose scenarios
- Focusing on details even when unnecessary and impacts on project cost, scope and delivery

# Project Success



## Success Vision

- Understanding where points of agreement and variance may exist
- Reconciling and aligning the vision so that the whole team is working toward the same goal.
- Qualitative and quantitative success metrics.



## Output will align in ways that encourage Constructive behaviours that enable

- Achievement of project goals
- Professional development and innovative thinking
- Mutual support of all project team members
- Collaboration, cooperation and teamwork



## Risk Assessments and Strategies

- Identification of potential project risks / challenges
- Strategies and action plans to address the project risks / challenges



## Project Communication

- Who is who (roles, authorities and accountabilities)
- Who interfaces with whom : When, For what, Why
- Develop Zipper Plan