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The Convergence of Hierarchical Management and Project Management
and How It Impacts Organizational Outcomes

By
Lisa J. Dahle

A Thesis Proposal Submitted in Partial Fulfillment of the
Requirements for the Degree of
Master of Arts in Organizational Leadership

St. Catherine University
St. Paul, Minnesota

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Master of Arts in Organizational Leadership



Acknowledgements

The desire to research this subject was born out of many years of experience and feedback from peers. It is not based any singular experience. This proposal and the subsequent research are intended to analyze the systemic impacts, not the actions of any one organization or individual.

There are many people whose support and encouragement were critical to this research.

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Abstract

In many organizations two managerial disciplines who are co-leading a common organizational initiative: hierarchical management and project management. This thesis studied the impacts of dual management of a single initiative. It was found that this convergence of management disciplines is happening while there is dramatic growth of project management as a profession and in an environment where hierarchical management is being constantly restructured. Many organizational ecosystem variables, including globalization and technological advances, further exacerbate the already challenging collaboration required to co-lead a single organizational initiative. There is large body of existing tools and knowledge to facilitate successful outcomes for organizational initiatives. However, the language used by the survey respondents and interviewees in this research depicted more personal experiences with the challenges rather than the synergies of leading projects. This led to asking the question: “What is missing?” The finding of this thesis is that what is needed is to focus on the “in-between.” The “in-between” is in the midst of the constancy of purpose and practice and the innovation and flexibility needed to drive sustainable change. The ensuing synergies and tensions coming from the “in-between”, if leveraged effectively were found to create energy and the momentum to help drive organizational initiatives. It is the conclusion of this research that what is required to successfully co-lead organizational initiatives is *Mindful Leadership of the “In-between.”*

Introduction

According to a recent study by The Economist Intelligence Unit, “just fifty-six percent” of organizational initiatives succeed (Economist Intelligence Unit, 2013, p. 3). Challenging statistics like this, blended with critical megatrends and broad based personal experience, are what prompted this research into the impact on organizational initiatives that are being co-managed between a hierarchical manager and a project manager.

My world view has always been framed by social justice, or more accurately, by perceived social injustice. That perspective also colors my approach to business. By nature I look for the incongruences. In my career I use systemic analysis looking for disconnected aspects of practices, processes, systems and organizations in order to successfully foster and lead change. My approach to life and leadership is about bringing everyone together and opening dialogues, which is critical in my current role as a project manager in a hierarchical, vertically-matrixed organization. A large portion of my time is spent opening or keeping open channels of communication. The rest of my time is consumed convincing people that they can and should question the system and work collaboratively across the lines of the organizational chart.

As we studied in the St. Catherine University MAOL Program, in order to become what White-Newman described as “an effective, ethical, and enduring leader,” individuals need to know they each have the ability, the right, and the organizational support to question how things work and to create open and candid dialogue across the organization (White-Newman, 2003, p. 20). Due to the constancy of change, all enduring leaders, no matter what rank or style, should be fully informed, engaged in the critical dialogues about the health of the organization, and structurally empowered to create change.

Having had the opportunity to be both a manager with direct reports who managed projects and a project manager with no direct reports, I have a broad-based understanding of the two disciplines of management. One of the points of tension or disconnects that my peers in both types of roles and I observed was the organizational design that treats hierarchical management completely differently than project management. The common understanding that project managers are not peers to hierarchical managers shows the first fundamental disconnect in the expectation of co-leadership of initiative. Where this imbalance of authority and power exists, right from the start the leaders who are charged with creating change and delivering outcomes have a major hurdle in defining their path to success. There are organizational costs to these disconnects that are seen in increased expenses or diminished growth (Eweje, Turner, & Müller, 2012).

Project managers are commonly not included in the ongoing strategic planning because they are not part of the perceived or official chain of command. However, project managers are the subject matter experts on many key organizational initiatives and are expected to align their projects with the latest strategic thinking of the organization (Kliem, 2012). If project leadership is excluded from planning, it is possible that very similar projects could be done across the organization. The cost of that duplication could end up being greater than the sum of the loss of productive time of key resources. By not having the project manager's insights in the manager's meetings, the organization may miss out on an enterprise critical project that is coming from the business in small project requests.

There is a big gap in the flow of strategic information (Cooke-Davies, 2002; Eweje et al., 2012). Ineffective communication patterns are a well-known cost to organizations. Ineffective communication can lead to very costly and time consuming ethical issues which will harm the

project and could potentially impact the entire organization (Kliem, 2012). The organization may also lose value in a corporate initiative due to communication that is not timely because this could cause the project to stall, or worse yet go down an incorrect path based on outdated information. This challenge was described by HM1, the first person interviewed for this research, in a story about a critical organizational initiative where timely, effective exchange of information was critical. HM1 described the leader's initial attempt with communication regarding the impending change: "We tried to do it in a very condensed time frame with lots of information. The training did not go well. It turns out that they freaked out because they did not know what was coming." In this case they "course-corrected and came up with a new solution." HM1 later pointed to the extensive ongoing communication and coordination that ended up actually being required. HM1 summarized: What [is] important is ensuring that the parties involved, the hierarchical manager and the project manager or multiple project managers are very clear about the strategic goals and what the overall team is trying to accomplish."

There are also several megatrends that impact the success of organizational initiatives, such as the flattening of organizations, the deploying of open floor plan collaboration spaces, and the increasing number of knowledge workers (Kocourek, Hyde, Bollinger, Spiegel, & Treat, 2000).

These trends are running in tandem with the dramatic growth in project management positions. With the increase in project managers, I would expect the organizations to continue to experience a greater *fit/gap* pain level with regard to the clash between the two types of management. Due to these challenges, organizations are continuing to morph in order to find new approaches for collaboration at the managerial level.

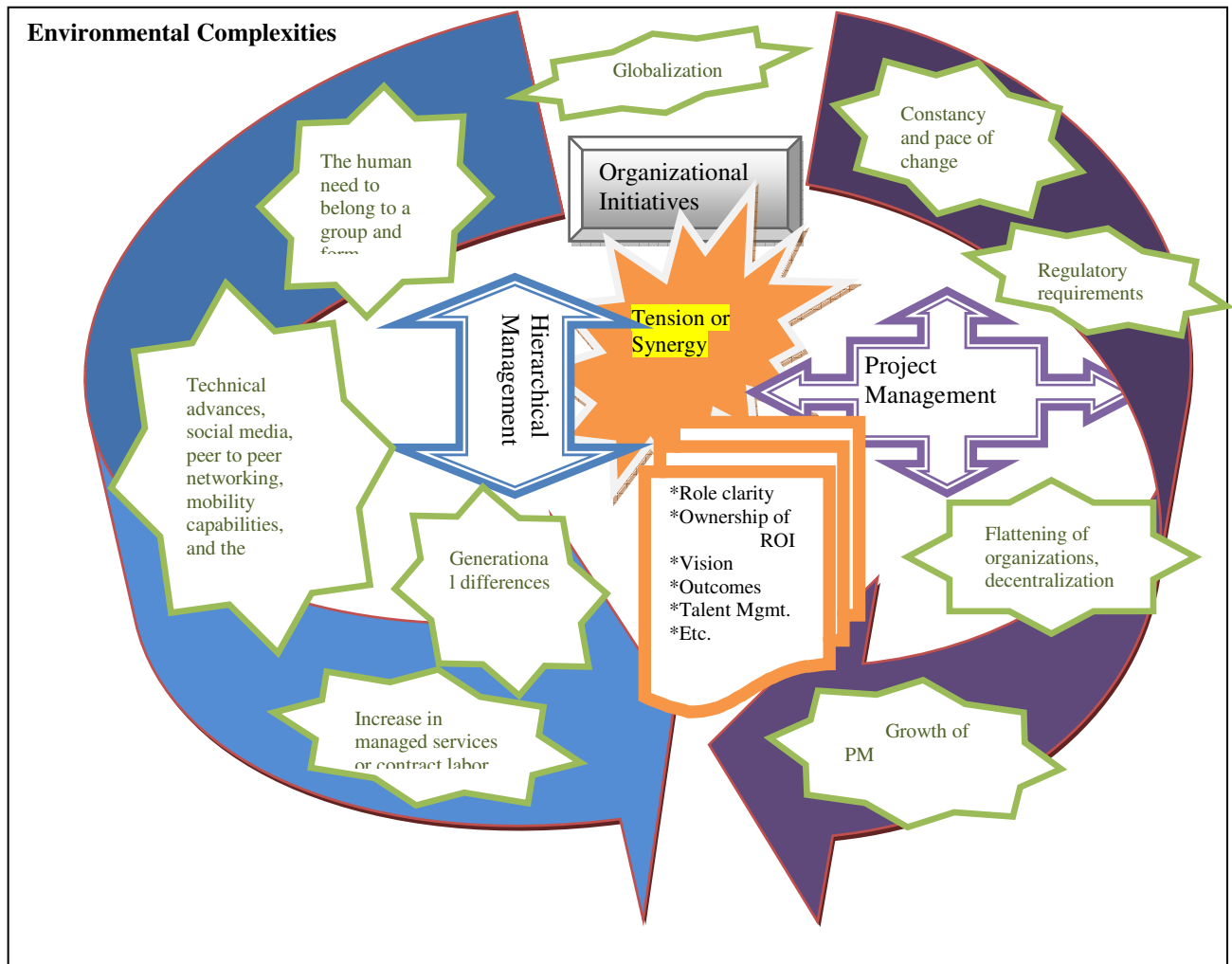
This research identified that there are indeed synergies and tensions that exist between the disciplines of hierarchical management and project management that cause discernable impacts on organizations. The challenges are demonstrated in examples of what types of issues arise and the actions which organizations have taken to resolve these disconnects. The research also found factors that assist in fostering an environment in which these two disciplines of management co-exist and mutually drive effective outcomes. The synergies and tensions have been articulated in this thesis with the express intent of producing increased awareness and opening dialogue regarding the impacts of co-managed organizational initiatives.

Analysis of Conceptual Context

The Evolving Ecosystem of All Organizations

Management of all types is happening daily in very complex environments. The historical underpinnings that make up the foundation of this complexity were described by Friedman as “10 Flatteners” (Friedman, 2005). He noted that the critical changes range from major advancements in technology, jobs shifting out of the United States, and the impacts of globalization (Friedman, 2005). One of the challenges in analyzing the impact of dual managed initiatives is that any of these pivotal environmental complexities could be exacerbating the situation. Figure 1 is my own depiction of the major trends that create synergy and tension and are in constant motion surrounding any organizational initiative. These ecosystem variables were reflected in the resulting data set and therefore did end up impacting this analysis.

Figure 1. A Complex and Continuously Changing Organizational Ecosystem



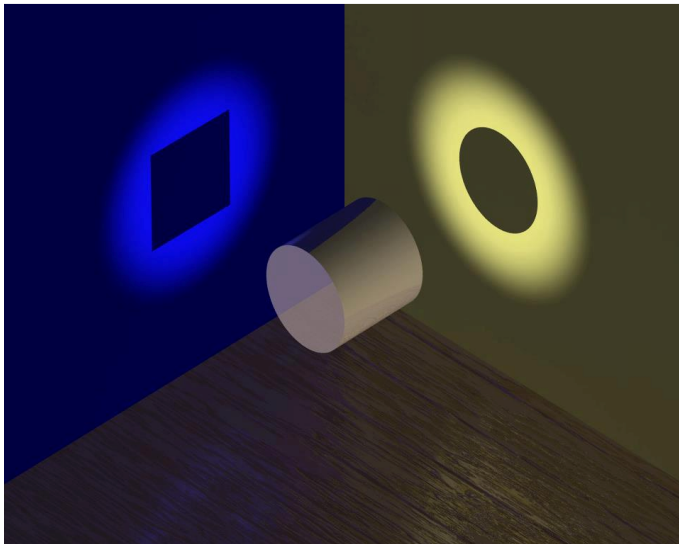
The advent of technological advances has had a profound impact on society as a whole and therefore, on people and organizations (Friedman, 2005). The changes in technology have facilitated the pace of change and globalization (Auerswald, 2012; Johnson, 2012). Another aspect considered was the impact of significant change on organizations. The language and approach to communication is critical during times of significant change. When there are multiple unknowns, the organization will have to ask people to execute based primarily on a vision of what will be, rather than well tested tactical steps to deliver an outcome. It was difficult to distinguish the environmental complexities from the synergies and tensions stemming from

the integration of the two management styles into organizational structures because they are inherently interwoven. Even though the ecosystem variables and the impacts of co-managed initiatives are intertwined, for this thesis the focus was on the themes regarding the impact of having two management disciplines actively driving the same organizational initiatives.

The Impact of Human Nature

Another factor having a critical impact on the outcome of this research is individual perception. How we perceive our value, position, the organization and the other environmental factors can directly impact how we choose to act. It can also help explain the contrasting outcomes in the data. The visual in Figure 2 is offered to demonstrate how individuals can be engaged in the same experience and come out with distinct impressions.

Figure 2. The Impact of Human Perspective



("Dualite," 2007)

The image shows that a cylinder when viewed from two distinct perspectives creates two very different perceptions of what is really happening. In fact, both of the perceptions are only partially correct. These disconnected perspectives also happen in organizations, and can have

unintended long term effects. This very natural and legitimate existence of multiple perceptions is central to understanding the impact of having two management disciplines leading a single organizational initiative.

To further understand the impact of disparate perspectives, consider the following questions: Looking at this picture, if you were co-managing an initiative and you, your co-leader and each of your team members could only see one of the objects in the picture, what would the project end up creating? Can you think of projects where your organization is asking for the cylinder but your entire project team is seeing just squares or circles? It is natural for each of us to bring our own perspective to everything we do. Multiple perception disconnects across any project are to be expected. As a leader, the challenge is to recognize and effectively use the energy created by both the tensions and synergies that these wide ranging perceptions bring to your project. This really is the most fundamental underpinning of the human aspect of dual leadership of a single initiative.

It is imperative to remember, this analysis did not dub one perspective right or wrong but rather points to this phenomenon as a fundamental base-line factor that underlies the sometimes conflicting data uncovered during this analysis.

Key Ecosystem Elements Defined

This research was intentionally designed to cut across industries, disciplines and roles, which meant paying special attention to vernacular and imagery distinctions to ensure an accurate data comparison. To discern just how similar or dissimilar the two disciplines of management are, some definitions need clarification. For the purposes of this thesis, a *hierarchical manager* (HM) was defined as a manager who has direct reports. The HM role is typically seen as having positional authority to achieve outcomes. A *project manager* (PM) was

defined as a manager with no direct reports. The PM role is seen as using influential authority to achieve outcomes. This delineation of the roles was born out in the survey and interview data. The focus across both groups was on individuals who lead projects (organizational initiatives).

The descriptive words *co-lead*, *co-manage*, and *dual leadership* are all used to describe a single organizational initiative being led by the two management disciplines of project management and hierarchical management.

To attempt to eliminate confusion the descriptor *organizational initiatives* was used to mean projects of all types. In this thesis, a *fit/gap* analysis lens was used to compare and contrast the impacts of having two management disciplines leading a single initiative. The *fit* is defined as “differences between two variables at a single point in time” (Drasgow & Schmitt, 2002, p. 10). Those same authors contend that “the level of congruence is thought to have important implications for a variety of outcome variables, including performance, organizational commitment, satisfaction and stress” (Drasgow & Schmitt, 2002, p. 10).

The two variables that were compared and contrasted are the desired outcome of a successful project and actual outcome when two management disciplines are leading a single organizational initiative. What was analyzed was if having both disciplines involved added to the successful outcome (fit) or detracted from the outcome (gap). For this research anything defined as a fit, is an area that creates synergies or is additive to the success of the organizational initiative. The gaps are the areas in which having two management types does not provide effective outcomes and in the writing are called out as tensions, inefficiencies or disconnects.

A Comparison Between the Two Disciplines of Management

The roles of hierarchical management (HM) and project management (PM) are remarkably similar: as depicted in Figure 3. I created this chart based on commonly expressed

expectations of the roles of management with reinforcement on the PM side by professional literature. The skills described in the article are noted in parentheses next to the role requirement (*"How good are your project management skills,"* 2013, p. 4).

Figure 3. Similarities Between the Two Management Disciplines

| Role requirements | Hierarchical Management | Project Management |
|---|-------------------------|--------------------|
| Manage people ("People Management") | Yes | Yes |
| Manage capital and expense budgets ("Negotiating", "Cost Management") | Yes | Yes |
| Responsible for return on investment ("ROI") for initiatives ("Risk Management", "Procurement", "Quality Management") | Yes | Yes |
| Create vision for initiatives ("Scope", "Integration") | Yes | Yes |
| Set initiative timing and resource allocations ("Schedule Management", "General PM skills") | Yes | Yes |
| Do required organizational HR activities for direct reports, have the responsibility for hiring and firing | Yes | No |
| Communicate across the organization ("Communication") | Yes | Yes |
| Involved in strategic planning discussions | Yes | No |

I created Figure 4 to provide another look at the comparison of the two management disciplines based on Mintzberg. His classifications provide another set of vernacular for describing the two disciplines of management that is valuable in cutting across the boundaries of organization types and market segments. He classified the responsibilities of management into

10 roles (Mintzberg, 2009, p. 45). Because Mintzberg's focus was on management in a broad context, these roles also relate to project management.

Figure 4. Multiple Roles of Management

| Roles | Hierarchical Management | Project Management |
|-----------------------|-------------------------|--------------------|
| "Figurehead" | Yes | Yes |
| "Leader" | Yes | Yes |
| "Liaison" | Yes | Yes |
| "Monitor" | Yes | Yes |
| "Disseminator" | Yes | Yes |
| "Spokesperson" | Yes | Yes |
| "Entrepreneur" | Yes | Yes |
| "Disturbance handler" | Yes | Yes |
| "Resource allocator" | Yes | Yes |
| "Negotiator" | Yes | Yes |

(Mintzberg, 2009, p. 45)

The existing literature regarding management, PM or HM, are frequently how-to best practice offerings or case studies of projects (Martinsuo, Gemunden, & Huemann, 2012). There was a critical lack of available research contrasting the two disciplines of HM and PM as equals. This shortage of available sources could be for various reasons. In one meta-study, the authors reviewed much of the research that has been done on cross-functional organizations and project management. The authors of the meta-study point out that the research on the complexity of organizational structures and project management is dated and has waned significantly since 1980 (Ford & Randolph, 1992). The meta-study itself was done in 1992 and is therefore already several decades old. In the research for this thesis it was pointed out by both online survey respondents and interviewees that PM is considered a tactical type of management used for getting things done which is a subset of HM. In comparison, HM is considered strategic and with a focus longer into the future. These perceptions also came out within the data collected for this research. This assumed role or imbalance of power could explain why the impact of the

two disciplines leading a single initiative has not been analyzed. This research clarifies some of the perceived and real distinctions and similarities between the two management disciplines.

Organizational leaders may be paying attention to the trends that are creating environmental complexity. However, are they paying attention to their internal organizational responses to these changes? This analysis reflects there are hidden costs and negative impacts due to the organizational handling of the two management styles. These disconnects are being exacerbated by the organizational restructuring to support the growth of project management and the trend of flattening hierarchical organizations. The time for organizations to pay attention is now. Now is when organizations are working on strategic plans, operational efficiencies tactics, and talent management scenarios. These are all setting groundwork for at least five to seven years in the future. In the present is when the factors influencing project success can be observed and modified or supported. For leaders to leverage all the positive changes and mitigate the risks of the rest, the leaders need to consider their organizational structure and its impact on the organization's outcomes now.

Methodology

In this section are my research question and my methodology design used for this analysis.

Research Question

To fully articulate the value and meaning of the research question required having a main research question and three supporting questions. The overarching research question is: How is the ability to achieve organizational outcomes impacted by the presence of two disciplines of management: hierarchical management and project management?

What are the roles of each of the disciplines?

Where do the two roles intersect?

What, if any, impact does the convergence of the two management disciplines have on organizational initiatives?

Methodology

This research was a broad stroke across industries, market segments and organizations. This was intentional in order to gather an initial assessment to determine if having two management types has an impact in different organizational settings.

The methodology for this research included three segments: a literature review, seven interviews divided one before the survey and six after, and one online survey with 77 full respondents.

Because it was not possible to know how many people would self-assess as *leading organizational initiatives*, it was not possible to quantify the full population's size to allow for the generalizations created through solely quantitative research. In this case there were some quantitative findings from the survey results, but the primary methodology was qualitative research. Because this was qualitative research, a goal for the number of respondents was set, rather than a precisely defined sample set. Therefore, I, as the researcher, decided upon the number of desired survey respondents and interviewees. The original expectation was to compile 60 survey results and hold five interviews. The idea regarding the online survey was to retrieve a broad enough sample set in order to ensure there were repeat findings across the sample set (Saunders, Lewis, & Thornhill, 2009). In qualitative research a broader data set allows themes across the data to become more pronounced. The interviewees were all selected due to their expertise and willingness to participate in the research.

The first segment was an online literature review. For this research I used various public (e.g., Google) and academic (e.g., Business Source and Medline (EBSCO)) search engines. I searched on numerous combinations of the following words: project management, hierarchical management, organizational design, organizational strategy, strategy, functional management, positional authority, PMO, Project Management Office, project management vs. hierarchical management, leadership, hierarchies, anthropology of human hierarchies and management. There was very limited research that compared and contrasted hierarchical management with project management in their capacity as leaders. The literature that was found was either specific case studies citing the leader's challenges with achieving organizational initiatives or "how to" type analyses that provided suggested methodologies or tactics for successful project management. There was very little literature comparing or contrasting the management styles of hierarchical managers and project managers, where they are both treated with equal credence as management or leadership.

The second segment was one initial semi-structured interview with an expert in organizational development (HM1) who had experience in analyzing the impact of organizational structure on projects. This interviewee came highly recommended through the researcher's academic connections. This interviewee has been both a hierarchical manager and project manager. For the last 13 years the interviewee has been a hierarchical manager and will be included as part of the hierarchical management group in the analysis. This interviewee was selected based on expertise and willingness to participate in this research. Agreement to participate came in via both email and verbally. The interviewee verbally agreed to commitments in Appendix A at the outset of the interview.

The intent of this initial interview or pilot study was to vet the topic and test the survey and interview questions for meaningful points of analysis and correct vernacular. The interviewee was asked a series of five personal demographic questions, a series of eight organizational demographic questions and six multi-part open-ended questions to facilitate the interview (see interview questions included as Appendix B). These initial questions were created based on the literature review and anecdotal feedback gathered through the researcher's professional experience. It became clear that even though the questions had been tested for timing prior to this interview, it would take an hour to allow all the questions to be answered, not the 30 minutes that had been requested of the first interviewee. The interviewee was asked if recording the session would be acceptable. Recording the interview was approved and was recorded. The interview was then transcribed to facilitate accurately including the interviewee's insights into the research.

The initial interview and online survey were followed by six semi-structured interviews that were conducted with experienced leaders: four project managers and two hierarchical managers. My original plan was to do four interviews comprised of two leaders in each management discipline. The additional two project manager interviews helped reinforce the insights stemming from the first five interviews. The additional interviews were added through networking that all came to fruition at the same time. This group, plus the one initial interviewee, had an average of over 14 years of experience. They all had either strong experience within one organization or extensive experience across multiple organizations, both of which added to the breadth and depth of the data set. These interviewees were recommended by their peers in the researcher's network as people with valuable insights specifically regarding leading organizational initiatives. These interviewees were selected based on their expertise in the area

of leading organizational initiatives and willingness to participate in this research. The official request for an interview was sent to the interviewees via email (Appendix C). The intent of the set of six interviews was to expand on the survey findings with real life experience and stories. Using the same questions as the first interview, each interviewee was asked multiple sets of questions to facilitate the interview. The series of six open-ended questions allowed time to get in depth feedback and stories (Appendix B). The questions from the pilot study were used for these interviews also. The interviewee was asked if recording the session would be acceptable. In all but one case, recording was approved. All interviews were recorded except the one who had declined. If recording was not permissible only hard copy notes were taken. The recorded interviews were then transcribed to accurately incorporate the interviewee's insights into the research. In order to protect the anonymity of the interviewees each of the interviewees was given an alias. The schema for all the anonyms is: HM1 – HM3 and PM1- PM4. For the remainder of this thesis the anonyms will be used when quoting or paraphrasing one of the interviewees.

The third segment of primary research was an online survey of persons who lead organizational initiatives (projects). The online survey was created using SurveyMonkey®. The entire online survey can be seen in Appendix D. The survey was rolled out through four groups (group membership): The researcher's LinkedIn® network (202), the MAOL program's student and alumni network email (175), and the Master of Arts in Organizational Leadership (MAOL) at St. Catherine University (288) and the Leadership Institute at St. Catherine University (866) LinkedIn® groups. The total population of these groups at the time was 1,531. There are some overlaps in the membership of these groups and it was not possible to compare the group membership to quantify the overlap (Appendices E through H).

The survey respondent was asked to self-assess if they had the necessary background to participate in the survey. The original expectation was to achieve 60 respondents to the survey. The respondent pool from the multiple online postings of the survey link was 86 participants. Of the 86 respondents, nine were not useful data because the respondent either provided no data or they only provided personal demographic information and did not answer any of the remaining survey questions.

The online survey included brief definitions of what constitutes a project, a project manager (PM), and a hierarchical manager (HM). The reason for these definitions was that there are many ways to define all of these key elements. For the purposes of this research, if a respondent was part of the chain of hierarchical management and also led organizational initiatives they were counted in the hierarchical management responses.

The survey included a five-question series on personal demographics and an eight-question series on organizational demographics. These questions were critical to the research because the research was cutting across disciplines and organizational types. The rest of the survey consisted of six questions designed to help articulate the impacts of having two types of management.

This three-pronged approach allowed the most effective questions to be asked and analyzed. It also assisted in delineating the impacts to organizational outcomes of two disciplines of management attempting to achieve the same organizational goals.

Validity

To ensure the validity of the research this section explains the approach to mitigating researcher bias and maintaining validity. My career, managing projects for organizations, spans

twenty years. Within that timeframe I have been both a manager with direct reports and a project manager with no direct reports. The scopes of my projects have ranged from simple modifications for single systems or business practices to very complex global business models and deployments of enterprise software and analytical tools to support new business models. The projects have entailed global virtual teams spanning all time zones for both a small start-up business and a very large hierarchical and matrixed organization.

Because I am immediately involved in driving business outcomes through project management, an inherent bias exists. This researcher bias was mitigated through utilizing a three-pronged methodological approach in my research. I did a review of the existing literature surrounding these disciplines. Then I expanded on that base of knowledge with interviews and survey results. The interviews and surveys were intended to cut across both management disciplines to add to my ability to triangulate the research and findings (Maxwell, 2005).

The use of multiple lists to request participants for the survey was again to ensure a broad-based response which helped minimize the chance that only one viewpoint was captured in the survey results. Additionally, any aberrant data points will also be brought forward to ensure there is a fully stated set of results from the research. With my breadth of experience and the previously mentioned safeguards, I believe I was able to effectively analyze the polarities and similarities between project management and hierarchical management and what impact they have on organizational outcomes (Johnson, 1992).

Presentation of Results and Discussion of Findings

The three-pronged approach of a literature review, an online survey and seven interviews gives this research depth due to the ability to layer and therefore reinforce the results. In the following discussion on the results and findings, the intent is to depict both the synergies and

disconnects that exist when both project management and hierarchical management are leading the same initiative.

When doing research, the idea is to look for what is in the data and what is not in the data, in order to draw themes and conclusions. In the case of this research it was a combination. The language used to describe the tensions was active, poetic, and palpable, clearly reflecting real life experience. The respondents and interviewees used language like “horrible,” “sabotage,” “fun sponge (PM3)”. The language used to describe the success was much more theoretical, standard buzzwords, or hopeful of the possibility of success, but did not sound like it was based on the experience of being involved in a highly successful organizational outcome. A typical descriptor was, “If collaborative, then we would have role clarity”. In effort to offer solutions people used active words like “negotiating,” “ongoing,” and “continual,” all of which are used for describing activities that happen during any process or exchange. That point of change and engagement happens “in-between” the tensions and synergies delineated in the themes stemming from this research.

The themes articulate the pain points that are costing some organizations time, resources and money. In the conceptual concept many factors impacting the organizational ecosystem were discussed. Globalization, technology changes, and the growth of the discipline of project management are a few of the key factors (Friedman, 2005; Halfond, 2011; Kocourek, et al., 2000). Originally, I speculated that the focus would not be on the environmental factors but narrower in scope and focused on the definition in roles, authority, and responsibilities of the two management disciplines. The resulting data set from the combined research methodologies shows that some of those environmental factors are also critical to the success of jointly led organizational initiatives and therefore will be covered in the findings.

In this research the demographic data plays a key role in helping define the impacts to organizational outcomes when both hierarchical and project management are leading the same initiative. The personal and organizational demographics allow this broad based data gathering to focus in on specific aspects that had been reflected in the earlier discussions of the literature review and experiential learning.

Demographics

The following tables reflect only the survey respondents who completed more than their personal demographics. Additionally, not all respondents answered all questions. If germane to the discussion the results depicted in the charts will explicitly state there are blanks or that the blanks will not be included in the totals and percentages. In these tables, in the classification “Age range”, only the age groupings with respondents are reflected. Figure 5 classifies the data by the two management disciplines and shows the survey result set grouped by the key organizational demographics. The respondent pool was spread effectively across most of these demographic elements. The split in the data pool between hierarchical managers and project managers was nearly equally divided. Across the entire pool they had an average of 13 years of experience. The PMs on average had 12 years of experience while the HMs had an average of 14 years. The respondent’s ages ranged from 25 to 80 years old. Their organizations ranged in size from one to potentially greater than 80,000 employees. The result set cut across multiple types of organizations including: for-profit and publicly traded, for-profit and privately held, government, and not-for-profit. It is not possible with a small sample set to extrapolate outcomes outside of this results set. However, the breadth of this data set and the fact that the findings are present across these demographic characterizations give credence to the validity of the themes gleaned from the data.

Figure 5. Demographics by Management Discipline

| | PM | | | HM | | | Total |
|--|-----------|------|------------|-----------|------|------------|-----------|
| Demographics | PM | % PM | % Ttl Pop | HM | % HM | % Ttl Pop | Total Pop |
| Total | 38 | | 49% | 39 | | 51% | 77 |
| Age Range 25 -45 | 17 | 45% | 22% | 13 | 33% | 17% | 30 |
| Age Range 46 - 64 | 19 | 50% | 25% | 25 | 64% | 32% | 44 |
| Age Range 65 - 80 | 2 | 5% | 3% | 1 | 3% | 1% | 3 |
| Average Years of Experience | 12 | | | 14 | | | 13 |
| Organization Size No response | 0 | 0% | 0% | 1 | 3% | 1% | 1 |
| Organization Size 1-50 | 5 | 13% | 6% | 4 | 10% | 5% | 9 |
| Organization Size 51-1,000 | 12 | 32% | 16% | 14 | 36% | 18% | 26 |
| Organization Size 1,001-5,000 | 4 | 11% | 5% | 4 | 10% | 5% | 8 |
| Organization Size 5,001-30,000 | 6 | 16% | 8% | 10 | 26% | 13% | 16 |
| Organization Size 30,001-80,000 | 8 | 21% | 10% | 2 | 5% | 3% | 10 |
| Organization Size 80,001 and greater | 3 | 8% | 4% | 4 | 10% | 5% | 7 |
| Organization Type - For Profit - Privately Held | 10 | 26% | 13% | 12 | 31% | 16% | 22 |
| Organization Type - For Profit - Publicly Traded | 21 | 55% | 27% | 19 | 49% | 25% | 40 |
| Organization Type - Government | 2 | 5% | 3% | 1 | 3% | 1% | 3 |
| Organization Type - Not-for-Profit | 5 | 13% | 6% | 6 | 15% | 8% | 11 |
| Organization Type - Other Taxable Non-Profit | 0 | 0% | 0% | 1 | 3% | 1% | 1 |

Figure 6 is a series of tables that depict the resulting data set based on the current status of the organization. The survey respondents were given six choices from which they could select any that applied. The options were growing (in size, revenue or global footprint), status quo, and declining (in size, revenue or global footprint). Only one respondent combined both growing and declining. That data point had the organization growing in revenue and global footprint but declining in size. For this analysis, that data point was included in the growing category.

The project management headcount across all survey respondents shows that 51% say that the PM headcount is increasing, 32% say that the PM headcount is staying the same, and 12% believe the PM headcount is decreasing.

At the same time, hierarchical management across the survey data set reflects that 32% believe that the HM headcount is increasing, 40% believe the HM headcount is staying the same, and 28% believe the HM headcount is decreasing.

Figure 6. Perceived Changes in Headcount by Management Discipline

| Total | | |
|------------------|-----------|-----------|
| Headcount | PM | HM |
| Decrease | 12% | 27% |
| Increase | 51% | 32% |
| Stay the same | 32% | 40% |
| Blank | 5% | 0% |

| Growing Organizations | | |
|------------------------------|-----------|-----------|
| Headcount | PM | HM |
| Decrease | 7% | 22% |
| Increase | 57% | 35% |
| Stay the same | 32% | 43% |
| Blank | 5% | 0% |

| Status Quo Organizations | | |
|---------------------------------|-----------|-----------|
| Headcount | PM | HM |
| Increase | 18% | 36% |
| Increase | 36% | 18% |
| Stay the same | 45% | 45% |
| Blank | 0% | 0% |

| Declining Organizations | | |
|--------------------------------|-----------|-----------|
| Headcount | PM | HM |
| Decrease | 50% | 67% |
| Increase | 17% | 33% |
| Stay the same | 17% | 0% |
| Blank | 17% | 0% |

In the survey results 78% of the organizations were classified as growing. As could be expected, growing organizations show more of an increase and less of a decrease than any of the other status groups. However, it is worthy to note that even in growing organizations 22% believed the hierarchical headcount was decreasing. This result matches what was discussed in the literature review as a megatrend and organizational environmental factor regarding the flattening of organizations (Kocourek et al., 2000).

In both the overall and the “growing” organization headcounts, project management shows that over 50% of respondents believe the headcount for PMs is increasing. In the interviews, all respondents expressed that they believed project management headcount was

increasing. To complete the connection across all methods of data gathering, the growth of project management field was a known trend from the literature review (Halfond, 2011).

One surprising result was that in the “declining” companies the perception by 33% of the respondents was that hierarchical management headcount is increasing. The second result is that for “status quo” organizations the percentages were the same break out for both HM and PM. As shown in Figure 6, “Status quo” chart on the “increasing” and “decreasing” lines the percentages regarding headcount changes were identical but reversed. This data has been validated as correct.

Gender. In both the interview and survey group it was nearly a 70 to 30 split women to men. This outcome was expected because of the use of membership lists from St. Catherine University. St. Kate’s, as it is known, is an all-women’s university for undergraduate programming but co-educational for the Masters in Organizational Leadership (MAOL). The lists used were from the MAOL program but are still predominately women. Though more heavily leaning toward women leaders, I believe this to be reflective of the changing mix of the workforce. In the US total workforce women make up just over 58% of the total workforce (“BLS Reports February 2013,” 2013).

Figure 7. Demographics by Gender

| Demographics | Males | | | Females | | | Total |
|--|-------|--------|-----------|---------|----------|-----------|-----------|
| | Male | % Male | % Ttl Pop | Female | % Female | % Ttl Pop | Total Pop |
| Total | 23 | | 30% | 54 | | 70% | 77 |
| Age Range 25 -45 | 10 | 43% | 13% | 20 | 37.04% | 26% | 30 |
| Age Range 46 - 64 | 10 | 43% | 13% | 34 | 62.96% | 44% | 44 |
| Age Range 65 - 80 | 3 | 13% | 4% | 0 | 0.00% | 0% | 3 |
| Average Years of Experience | 15.6 | | | 11.57 | | | 12.78 |
| PM | 14 | 61% | 18% | 24 | 44.44% | 31% | 38 |
| HM | 9 | 39% | 12% | 30 | 55.56% | 39% | 39 |
| Organization Size No response | 1 | 4% | 1% | 0 | 0.00% | 0% | 1 |
| Organization Size 1-50 | 3 | 13% | 4% | 6 | 11.11% | 8% | 9 |
| Organization Size 51-1,000 | 7 | 30% | 9% | 19 | 35.19% | 25% | 26 |
| Organization Size 1,001-5,000 | 1 | 4% | 1% | 7 | 12.96% | 9% | 8 |
| Organization Size 5,001-30,000 | 4 | 17% | 5% | 12 | 22.22% | 16% | 16 |
| Organization Size 30,001-80,000 | 3 | 13% | 4% | 7 | 12.96% | 9% | 10 |
| Organization Size 80,001 and greater | 4 | 17% | 5% | 3 | 5.56% | 4% | 7 |
| Organization Type - For Profit - Privately Held | 8 | 35% | 10% | 14 | 25.93% | 18% | 22 |
| Organization Type - For Profit - Publicly Traded | 11 | 48% | 14% | 29 | 53.70% | 38% | 40 |
| Organization Type - Government | 1 | 4% | 1% | 2 | 3.70% | 3% | 3 |
| Organization Type - Not-for-Profit | 3 | 13% | 4% | 8 | 14.81% | 10% | 11 |
| Organization Type - Other Taxable Non-Profit | 0 | 0% | 0% | 1 | 1.85% | 1% | 1 |

It is recognized that because of disproportionate number of females it is not particularly valuable to use gender as a viewpoint for analyzing the data. However, in Figure 7 there does appear to be one data point of interest. 63% of the female population was in the age range of 46-64 but the average years of experience in one of these two management disciplines is only 11.57 years. In contrast the males are equally split between two age ranges 25-45 and 46-64 but their overall years of experience averaged 15.6. Immediately, you can see the fact that the three respondents who were in the 65-80 range were all males, which would be likely to increase the average. I wanted to be sure that was a correct assumption by calculating the average years of experience by gender and management type. It brought to light two interesting points that are visible in Figure 8. In this data set the males have more average years of experience overall as

project managers than females. At the same time Females in the age range 46-64 have more average years of experience as HMs.

Figure 8. Average Years of Experience by Age, Gender and Management Type

| Average Years of Experience | | Overall | HM | PM |
|-----------------------------|------------|---------|------|------|
| 25-45 | Male | 8.6 | 9 | 8.3 |
| | Female | 6.6 | 8.6 | 4.9 |
| | Difference | 2 | 0.4 | 3.4 |
| 46-64 | Male | 19.3 | 13.5 | 23.1 |
| | Female | 14.35 | 15.7 | 12.2 |
| | Difference | 4.95 | -2.2 | 10.9 |

Definition of PM and HM from data sets. Earlier in this paper, Figure 3 depicted the roles typically associated with either project management or hierarchical management. In Figure 9 that same chart is updated to include the role definitions provided by the online survey results. These outcomes are also supported by the series of seven interviews. While doing this research it has become very clear why role clarity is the most frequently brought up theme on this subject. The theme of role clarity will be discussed in the next section. I bring it up here solely to make the point that it complicates the ability to create a diagram that clearly delineates the roles. The chart in Figure 9 is based on the research data both the PM and HM roles are involved in similar aspects of the managing organizational initiatives.

Figure 9. HM and PM Roles Including Data from Research Methods

| Role Requirements | Descriptors from Research | Hierarchical Management | From Research | Project Management | From Research |
|---|---|-------------------------|---|--------------------|--|
| Manage people (People Management) | HM manages resources, Separation of people and project management | Yes | Direct reports | Yes | Project team |
| Manage capital and expense budgets (Negotiating, Cost Management) | | Yes | Department budget | Yes | Project budget |
| Responsible for return on investment (ROI) for initiatives (Risk Management, Procurement, Quality Management) | | Yes | If responsible for the project, yes | Yes | Yes, in some organizations |
| Create vision for initiatives (Scope, Integration) | HM helps develop and then lets PM lead | Yes | Strategy at dept, COE, division or organizational level | Yes | Strategy specific to achieving the organizational initiative |
| Set initiative timing and resource allocations (Schedule Management, General PM skills) | Tactical execution of project, More administrative, PM good at cutting project into proper pieces, PM makes sure things get done, PM brings expertise on managing deadlines, scope creep, and budgets constraints, PM execution expertise | Yes | Sometimes if playing the PM role | Yes | Yes |
| Do required corporate HR paperwork for direct reports, have the responsibility for hiring and firing | Reviews, payroll, employee issues, PM does not have authority to set team member priorities, HM can make sure team members are engaged | Yes | Yes for direct reports | No | No but can give feedback to direct manager |
| Communicate across the organization (Communication) | PM consults with HM and gives updates | Yes | Yes communicating laterally and up to gain visibility and resources | Yes | Yes to keep people informed on the status of the project |
| Involved in strategic planning discussions | HM aware of priority of project within overall org, HM strategic development | Yes | Strategy at dept, COE, division or organizational level | No | Strategy specific to achieving the organizational initiative |
| Ultimately responsible | Ultimately responsible | Yes | | Sometimes | |
| Once project is done HM needs to know what will need ongoing maintenance | Once project is done HM needs to know what will need ongoing maintenance | Yes | | No | |
| Brings subject matter expertise | HM brings subject matter expertise | Yes | | Yes | |
| Manage information at a detailed level | Manage information at a detailed level | Sometimes | | Yes | |

The interviews helped illuminate the implications of the roles as they play out in organizations. HM2 recognized that they have “overlapping skill sets, in terms of being able to lead people.” PM1 describes project managers as the people who “like bringing in order,” who believe that there is “nothing that can’t be made better.” At the same time PM1 describes hierarchical managers as “preferring to run the railroad rather than build it.” HM2 said one of the distinct skills required of project managers is “the ability to manage a lot of details well.” HM1 explains that hierarchical managers are “often the setting strategy...and interacting with senior management....setting the high level goals.” PM4 stated that “the project manager is more concerned about the dates and delivery to the schedule... at the same time ...the hierarchical managers ironically have been less concerned about the dates and more concerned

about a solid, supportable solution being delivered.” PM1 said they would each review and recognize the work for the day in different ways. The hierarchical manager would say “a good day is when everything went as planned” while the project manager would be pleased “if they ended up someplace different than we started the day.” Clearly, either group would be pleased if they achieved their organizational initiative. However, as seen above, the pathway to achieving their project is fraught with many factors that can either be a key to their success or a major stumbling block.

Themes

In this section the themes that came out across the online survey data and are supported by the interviews are discussed. The themes were analyzed by using a data matrix to allow for an effective comparative summarization of the data from the surveys and interviews. All but six of these themes were supported by most or all the interviewees. Figure 10 ranks the themes in order of frequency in which those themes appeared in the survey data set. I want to address two themes that really do not add to the discussion but are themes that came up in the data set.

Nothing to add. These participants had no comments to add to that particular question. By the nature of summarizing on the actual responses these non-answers are pulled out and put in their own group and therefore do not impact the discussion on the themes.

Survey technical issue. Two of the survey participants expressed an issue with the ranking functionality offered by SurveyMonkey®. The ranking shifts the data order when the selection is made, causing confusion for the users. Only two users reflected this issue in comments or responses to my email. It did bring awareness to use caution when using the ranking data. That has been taken into consideration when doing the analysis.

Figure 10. Survey Themes

| Themes: From Survey | Frequency |
|--|------------------|
| Role clarity | 93 |
| Connection to organizational strategy | 48 |
| Collaboration | 46 |
| Employee development | 40 |
| Goals and tactics | 39 |
| Competition | 31 |
| Organizational Structure | 28 |
| Growth of PM role | 17 |
| Communication | 17 |
| Limited resources | 9 |
| Technological advances | 8 |
| Nothing to add | 7 |
| Change management | 5 |
| Diversity | 5 |
| Who is the ultimate authority? | 5 |
| Globalization | 4 |
| No dramatic changes | 4 |
| Research ideas | 3 |
| Have not seen both HM and PM leading same initiative | 2 |
| Survey technical issue | 2 |
| Systematizing processes | 2 |
| Legal and regulatory impacts | 1 |

Have not seen both HM and PM leading same initiative. Here is one more theme that is really distinct from the rest in the open-ended response questions. Only two online survey respondents articulated in the opened questions that they had not experienced having both management types running one project. However, 29 survey respondents and two interviewees expressed that they had not seen both a HM and a PM running the same initiative in the demographic data. These respondents cut across all the other demographic elements of age, years of experience, role, organization type and size, and the current status of their organization. All of these went on to provide valuable insights into the role definitions, keys to success and failure

that were in the same vein as the people who agreed they had seen the co-leading of projects. For that reason their answers are kept in the data set and are included in the analysis.

Role clarity. Across the data sources from experiential touch points, the literature review, the survey, and the interviews, it is clear that role clarity ranks number one in the keys to success and failure in projects being led by two management disciplines. It appeared 93 times in the opened survey responses. It was also apparent in the data that there is an underlying belief that if the roles were just clear, the combined management would be very effective.

However, the data shows there are some points of complete disconnect. Having to blend another leader, leadership style and new management methodologies into the daily fray of activity was depicted as creating “confusion among the ranks.” As another perspective on role clarity, one respondent pointed out “they [the roles] are becoming more divergent of one another all the time.” While at the same time interviewee PM1 stated that “the day will come when the HM and PM distinction will not exist, it will all be leadership.”

It is highly documented that one of the chief challenges in a matrixed organization is role clarity (D’Annunzio & Sy, 2005; Ford & Randolph, 1992). Other feedback in the data set also points to the organizational structure impacting role clarity. One survey respondent noted that in some organizations the differentiation is that: “hierarchical structure helps maintenance and operations, a project based organization helps with innovation and breakthroughs.” A common distinction is that the HM manages the HR and high-level strategic buy-in and ongoing support, while the PM manages all the aspects of achieving a successful project. Another survey respondent stated:

“Hierarchy management, within the organization I work for, are responsible for sponsoring initiatives and ensuring their staff are informed and engaged in the initiative,

whereas the Project manager is responsible for facilitating the project process and ensuring management is aware of key deliverables, when resources will be needed and what the status of the project is. This formula has proven very successful.”

The data reflects that there is a mix of sentiments regarding whether it is possible to have two types of managers actually leading on initiative together. Two people specifically stated that this situation would mean having “too many cooks”. Their concerns were that stakeholders and team members would not know who to approach to get answers, causing confusion. That confusion would be further exacerbated by the challenge of consistent communication and work direction when multiple people are leading. It was pointed out that it may be easier to take work direction from their actual manager (also known as, their hierarchical manager).

One of the synergies of having the two managers is that it acts as a check and balance to the natural tendencies of the roles. For example, the PM may get too caught up in the details and not see the larger strategic landscape. On the other hand, the HM could be too distant from the realities of the project to make effective decisions or give direction. Another positive impact is that it gives each manager the opportunity to focus on their distinct capacity. In this scenario that would mean the HM would be focused on employee engagement and the PM would be focused on project outcome delivery. Another commonality is both roles feel a sense of lack appreciation and understanding of their capacity. In the data it shows PMs are undervalued for their ability to manage and that the HMs are pulled in too many directions. The results showed that there is a belief that PMs are just administrative or tactical players, thus limiting the perception of them as “managers.” Another survey response was “I think leaders and managers need to have greater clarity on the difference between the definitions of "leadership" and "management," respectively

when working on a project. The data also shows that you need talented people in each of these roles and that the bottom line is they “both want customer satisfaction, project completion and high quality.”

The distinction between the two roles is also dependent on the knowledge of both individual managers and what each is allowed to do depending upon organizational policy, methodology and the relationship between the two managers. There are many negative impacts that were cited including “stepping on each other’s toes,” HM does not have time to focus on the details, duplicity, wasted time and resources, “PM does not have the business acumen to think strategically,” (HM2) or the HM has trouble working across the organization. There is also concern that the PM may not have “the direct influence or authority to set team member priorities” causing additional confusion, and potential delays.

Interviewee HM3 pointed out to be “... mindful of the roles being fairly distinct, but there is certainly overlap and one can’t thrive without the other obviously.” The overlap most frequently appears in understanding how the budgets are going to be handled, who the team members go to for direction, how the strategy is going to be set and carried out and who will be responsible for communicating to what parts of the organization.

One combination of approaches to distinguishing the roles came out in both sets of data. In the online data it was suggested that the “HM helps define project and then lets PM lead”. One online respondent said that during the project the “PM consults with and updates the HM”. Then once the project has been achieved the “PM instructs the HM on what will require ongoing support.”

Lastly, there was a concern pointed out that there is danger in “assuming all PM skills will fit the need - technical hardware/software projects require different PM skills than business/strategy projects.”

Though role clarity ranked as the number one most important factor, it is clear from conflicting data that there is still not agreement on how to achieve role clarity. Some aspect critical for dual leadership of an organizational initiative is being lost between the acknowledged awareness of role clarity being a major challenge within organizational initiatives and the hundreds of techniques to create role clarification.

Connection to organizational strategy. The connection to organizational strategy is stated to be a key to success because it provides greater “visibility,” “transparency,” “buy in,” project “credibility,” “multiple advocates for the project,” and a “balanced perspective between organizational and project goals.” The alignment with organizational strategy appeared 48 times in the survey data. The financing and ability to effectively articulate the return on investment (ROI) of the project are imperative keys to success in this climate of limited resources and greater focus on ROI. HM3 pointed out the impact of not including the project management in the strategy discussions was the PM “having to deal with the consequences of the upper management’s decisions... that can certainly result in discord and definitely difficult situations.”

There are always external factors that impact projects suddenly or quietly creeping in over time, across the organization. The respondents pointed out two such factors that are external to the project; “being acquired by a multi-billion dollar company” and the mix of Information Technology project management methodologies (e.g. “Agile” and “Waterfall”) that many companies blend into their own special approach.

Collaboration. The importance and impact of collaboration was mentioned 46 times within the open-end survey questions, and expanded upon by the interviews. One survey respondent summarized the collective impression in this way: “Collaboration is key. If the people doing each role are not able to work well together projects will fall apart. When done right, with no egos in the way, it can be a beautiful process to participate in or just watch!” Across all the survey data effective collaboration is believed to have the following positive impacts:

- “Consistent messaging”
- “Consistent prioritization”
- “Gets more done in less time”
- “Clearer goals and mental model”
- “Respect for each other's role”
- “Unified front”
- “Consistency in upper management support”
- “Trust”
- “Will bring positive energy”
- “More transparency between management and the employees are what the objectives the organization is working to achieve.”
- “Giving credit to employees actually doing the work”

However, it was also pointed out what it takes to have true collaboration. It takes “respect,” “trust,” and “working as a team.” It was described this way by one respondent: “Both managers have to believe and understand that each have a separate role and therefore do not interfere with the other guy except through sincere dialogue, understanding and negotiations.” For one respondent it came down to they need to have “complimentary leadership styles.” Another

response summed it this way: “It takes effort to keep up energy and interest on multi-year projects.”

Some pitfalls to avoid were creatively stated to drive home the respondent’s point. Two examples are: the “PM needs to pull their Weight,” and upper management needs to be actively engaged rather than “sitting behind a desk and shouting orders :)”.

Employee development. Based on the survey and interview results there are many elements of employee development to take into consideration when dual leadership is present. Because in many organizations the HM is the direct line of management for employees, having the HM decreases the risk that there is a disconnect between task assignments and individual evaluations, and compensation. This is because the HM would be actively aware of what each of his or her direct reports had accomplished. Because of existence of positional power, the HM can also ensure team member engagement and that any specific project is made a priority for team members.

It is important to consider the level of experience and training for both the HM and PM. People in both of these roles need to be aware that there is a newer expectation for all team members that they are each willing and able to work in a cross-functional environment. One respondent stated that there is also a sense that people have a more “intense need for a feeling of focus and outcome”. Both types of managers need to show their support for the individuals working on the project. They also both need to know if there is going to be an organizational restructuring that will cause roles within the project to change. Interviewee PM3 provided an example that caused significant issues in achieving project outcomes, where hierarchical management was realigned to solely people management rather than both people management

and project management. This restructuring caused significant confusion which impacted the results.

Mentoring is mentioned as a key to success for the project and for future projects. Both PMs and HMs who are engaged can help mitigate risks like “small groups interests” taking over the project or team members who are “unwilling to receive feedback.”

Goals and tactics. According to the ranking section of the online survey, the greatest challenge to successful organizational initiatives is the lack of clear goals and tactics. In the open-ended question section the respondents expanded on this with examples. The respondents stated clear goals were critical to success. However, the negative impacts outweighed the positive impacts. The list of negative impacts include: “lack of role clarity,” “competing priorities,” “wasted time due to lack of clear vision or direction,” “scope creep,” and “running out of funding.” It was also noted that the HM and PM may have “differing incentives” that are driving their distinct visions, goals and tactics. Having contrary goals and tactics could end up “delivering a project the business does not need.” PM4 expressed that leadership prioritization “is all about how they are measured and what their motivation is” which decides how the goals and tactics are set.

Competition. In many places competition can be beneficial. Based on the survey results competition between the HM and PM has many negative effects. When managers struggle for power, they can end up making conflicting decisions, have differing timetables, provide confusing strategy statements and put up tactical barriers. One respondent went so far to say if the two roles compete it “can cause a disaster.”

Some of this competition could arise if the two leaders have “different operating styles.” According to the survey results the differing operating styles can lead a power clash described:

- “HM pulls [the] I am more important card”
- “PM does not always hear what HM is saying”
- “HM takes over HM steps in and runs project and does not focus on people leading to lack of engagement”
- “Team defers to HM”
- “HM disengaged”
- “Team or others using HM to get around PM”
- “Project managers that try to sabotage the overall initiative”.
- “The high need for power by individuals”

Due to the pronounced number of examples of negative side effects, it would be wise for anyone leading an organizational initiative to be mindful and proactive in their attention to the co-management collaboration efforts.

Growth of PM role. The standardization and growth of project management as a profession was brought up in both the survey and interview data. The respondents pointed to the systematizing of methodologies, processes and tools as a direct outcome of that growth. The data also pointed to the value of this structuring process in making collaboration more effective and helping with the overall transparency of the project. The survey data supported that “great PM skills are needed” but are “hard to come by.” It was noted that having the ability to achieve the goal by dividing it into achievable tasks is an important skill. However, how the PM role is defined is still distinct in every organization.

One description of the downside of the shift to project management was explained in the survey data as, “Growth of project management is a good thing, but is not always accepted by the team members or the hierarchical management, and I’ve seen some hideous outcomes due to

conflicts that were managed badly.” Another pitfall is if the project manager does not have a broad or clear enough vision that takes into account the impact to the organization and is only focused on the ROI and deadlines of the project. The concern that project managers were undervalued and that “hierarchical managers need to wake up to the fact that PMs are serving in a pivotal role” was brought up in the survey data. It was also stated that PMs are considered by some a “temporary additional staff member, performing an annoying job that ... otherwise they would be responsible for.” The upside to this statement was that “For this reason, business people tend to like project people.”

Communication. Effective communication is critical to the success of projects was another theme that came out clearly in the data and specifically 17 times in the opened survey responses. The need for effective communication was clarified by saying it must be ongoing, consistent, clear, and effective. One survey respondent pointed out that communication would be more effective if the project manager was “part of the hierarchical structure”. A different viewpoint on the best organizational structure was expressed by saying, “open communication is key, unless the hierarchy decides to get out of the way completely and allows the project manager to carry the full responsibility... that may actually lead to an organizational structure change... hmmm.” One respondent provided an example of the challenge of communication depending on the organizational structure:

“In my organization, these two groups are not only separate disciplines, but they report up through COMPLETELY different organizations, so the communication between the two can also be challenging, not to mention escalations can become political since upper management is different between the two.”

The role that communication plays in the defining and collaboration of the two management disciplines is also discussed in the data. Interviewee HM1 described that the need for ongoing communications and retuning to the organizational strategy is because the HM may be “on step 10 because that is the vision, but the actual team or where the work is getting done is on step five. they [HMs] don’t realize it takes a year to get to [step] 10.” The project team is already vested in the details and trying to communicate the tension between the two perceptions. HM1 suggested the project team’s thinking: “I live it, I see it, I feel it, Don’t you!” The survey respondents explained that significant communication during the planning process “should cover the anticipated pitfalls of co-managing and brainstorming about how to avoid those pitfalls.” Once the project is up and running, ongoing updates and effective communication between the two managers is critical.

Across all the data both the standardized languages used by most methodologies to gain efficiencies and the more artistic and poetic language that create visual imagery were used by the survey respondents and interviewees. Both types of languages were also described as necessary as a means for effective communication.

An interesting finding in the data was the use of similes and metaphors. In the survey data they are used by project managers three to one over hierarchical managers when telling a story to explain something. One example from the survey data is the use of “having too many cooks in the kitchen” to describe having both management disciplines leading a single initiative. In the interview data PM1 described hierarchical management as people who “prefer to run the railroad rather than build it.” PM2 equated being a project manager with being “the fun sponge.” In our company’s experience, when our small global progressive company was acquired by a large innovative global company many of the smaller company’s employees noticed that the

acquiring company did not use metaphors as frequently. At first the belief was this phenomenon had to do with the size of the organization. As many of us learned, it was not solely the organizational size, but additionally the need to work without positional authority or working globally and cross-functionally across the organization that may have been at the root of the use of metaphors. Organizations are expecting employees to work across functions and geography, and in increasingly diverse and complex organizations which requires them to be able to find a common language or be willing to try to create a connection between their understanding and the perspectives of people in other areas. Metaphors can be a vehicle to get to this common understanding. Clark describes the use of metaphors in business:

“...strategic use of metaphorical expression can be one of the most persuasive techniques in your linguistic toolbox. Simply altering a single word, phrase or story can make the difference between the success and failure of an argument or presentation.... Metaphors allow you to make the complex simple and the controversial palatable. Conversely, metaphors allow you to create extraordinary meaning out of the seemingly mundane” (Clark, n.d., p. 2).

This research was not intended to study in-depth the motivating factors or impacts of using metaphors to enhance the effectiveness of organizational communication and outcomes.

Organizational structure. The organizational structure plays a critical piece in the successful completion of organizational initiatives. This research did find that the aforementioned key themes impacting organizational outcomes cut across multiple sectors. What came out of the survey feedback was an interesting mix of shifting tides in organizational design. Each organization is creating its own variant of structure.

A culture shift away from autocratic toward participative management where the engagement of the employee was valued was listed as one of the major changes. The data supports another conclusion discussed earlier about the flattening of organizations (Kocourek et al., 2000) and greater organizational complexity (Friedman, 2005). One factor of the increased complexity is cross-functional teams. A survey respondent pointed out that the role of project management is being given back to the hierarchical managers. Another respondent pointed out that organizations are too top-heavy without enough individual contributors to accomplish the work. An additional form of complexity called a shared services group was pointed out. The ongoing restructuring was clear from the comment, “When the shared service model does not improve efficiency and/or productivity the organization usually reverts back to using dedicated project teams.” All of the interviewees pointed to restructuring as a challenge. PM3 experienced the shift from a hierarchical organization to a matrixed organization. Hierarchical managers who ran projects were shifted to being solely people managers. The project management went to a separate group. The change was a significant factor that created many issues for the project outcomes during the transition. This was in part because of the dispersed management.

For the social sector, Collins points out that the power structure is defused among many players and that impacts the most effective approaches to achieving organizational outcomes (Collins, 2008). There appear to be commonalities between the diffuse power of the social sector and the dispersed management across matrixed organizations. In the outcomes of this research, it was found that the same issues do exist across all sectors. The combination of these two factors may suggest that further research into diffused or dispersed organizational structures and their impact on project outcomes may be warranted. This would be especially true in organizations

where the power is diffused for any reason, including multi-layered or matrixed organizations, or the powerful impact of key stakeholders in certain types of organizations.

In most organizations there is an expectation to be able to articulate the ROI for any project. PM3 explained that after the restructuring “just quantifying the ROI is almost impossible.” Here again the organizational structure is impacting the ability to effectively manage initiatives.

Limited resources. The survey response: “Faster. Faster. Faster. Faster. Faster. Faster” speaks volumes regarding the limited resource of time. Clearly there is an expectation to deliver results more quickly. Another respondent articulated that there is reduced access to both capital and human resources. All of the interviewees pointed to having to manage more finite resourcing levels of time, budget or human resources.

Technological advances. Advances in technology can be both a benefit and a challenge to organizational initiatives. In the survey responses several tools or methodologies were pointed out that make managing projects more efficient. Those include: Agile project management, enterprise resource planning (ERP) systems in areas where that technology has not been used before, and internet-based collaboration tools. All the interviewees pointed to leveraging either methodologies or technology for streamlining project management or the process that was the reason for the initiative. It was also pointed out that in general there is greater access to information to facilitate decision-making. The flip side of broader access to information is that key stakeholders (the public) can frequently access that same information and this causes “greater scrutiny.”

Change management. Four survey respondents commented on change management. They noted that it is valuable to have a change management process or strategy in place that is

“aligned with the project.” A specific example of a new change is, “Organizations see that IT projects are not just systems projects - they involve process changes, systems changes and change management.” One respondent brought out the point that it will take “understanding, trust, and initiative to be a change agent.” It will take a change agent to get those opposed to the change engaged in the process and then inspire them act as leaders helping everyone else through the change process. Interviewee PM3 summarized the impact of roles and change management this way: “You’re in IT, you’re actually changing things. If you are not going to change, you’re probably not in the right role.”

Diversity. Some elements of diversity were brought up in the survey results. For example: the increasing presence of women in powerful positions. One respondent pointed out the generational distinctions by mentioning the Generation X. Another alluded to the change of organizations to be more responsive to the concerns of all of their stakeholders rather than just the shareholders. That same respondent also pointed out that in his or her workplace there are efforts to “integrate diversity.”

Who is the ultimate authority? The consensus within the survey data is that the hierarchical manager is still the final arbiter for initiatives. One survey respondent stated this, reasoning “At some point there has to be one person leading the project - it's exceedingly rare for two people to be able to work together sufficiently well to share that responsibility.” In the survey results it was pointed out that this is true when the project team cannot or will not move on their own or the change is large scale and is more sweeping than just that one project. HM3 stated the understanding that PMs are “more functional with less capacity for strategizing or decision making ultimately.”

Globalization. There are two aspects to globalization that the co-management team would need to consider. The first mentioned was one of Friedman's "ten flatteners" which is the movement of jobs out of the United States (2005). Specifically, what was mentioned was "the use of offshore development teams." The second point is the overall growth of organizational global footprints. One respondent pointed out that projects are "becoming more global in terms of goals, objectives, team members, and stakeholders." According to HM1, global virtual teams "have created some issues [and] unveiled some new nuances [required for]...understanding communication styles."

No dramatic changes. Four times in the survey data it was pointed out that there had not been any significant changes in how initiatives are managed in the last 20 years. Given all of the other factors that were supported by data across all of the research modalities, it is difficult to believe that no changes have occurred in the last 20 years. However, this could be used in a different study that further analyzes how the individuals were interpreting the question and what data demonstrates continuity over the past 20 years.

Systematizing processes. Systematizing the management of organizational initiatives was mentioned across the data. One respondent believes that it would be "very worthwhile to develop alignment as a process step [this] would help with framing projects relative to strategic plan, reduce resource conflicts, integrate mid-management into change initiative, which can be a key failure mode if left out." The respondent continued it "can also create more effective change leaders in line management ...if done correctly could be very high impact." Interviewee HM1 expressed the value of systematizing, "What's interesting...is that people more and more do not have time to do 'go slow to work fast', meaning time up front to build a project plan, oftentimes they're building a project plan as they go, as opposed to doing that initially." Continuing on to

say: [The value comes when] “companies get better at leveraging templates from one initiative, so a merger is a merger is the merger”. One negative impact of systematizing expressed by a survey respondent is having “additional processes added to projects, which most of the time means people want an inflexible process and are not concerned about the project going correctly.”

Legal and regulatory impacts. For any regulated organization there are profound impacts to project management by outside concerns. HM3 pointed to a major project driven by requirements from the Food and Drug Administration (FDA). Not only was this project in response to the regulatory requirements but the process that was being modified by the initiative was also regulated. The initiative leaders recognized that engagement “had to be across the board, everyone had to provide input...because people could see things from different perspectives.” This was critical to the success of the project because the process was regulated and subject to audits. Therefore, every step in the process from beginning to end had to be documented and followed. All players involved had to know their part of the process and nothing could be overlooked.

In the survey results one respondent pointed out: “In healthcare, the ARRA (American Recovery and Reinvestment Act) has impacted every single hospital organization and is driving timelines/projects that never existed prior to 2009.” These types of legislation typically hit all along the spectrum of healthcare from the manufacturers, to healthcare providers and patients. This understanding stemmed from the experiential data gathering that was part of this research. Federal laws and mandates are known for having unclear or undocumented requirements with the potential for penalties if not followed. All this requires much more responsive organizations,

which means much more limber processes and highly effective change management practices. All of these require very effective, clearly delineated management roles and responsibilities.

Summary, Recommendations and Conclusions

The Knowledge Exists

There is technology to manage very complex projects and to help us understand the physical and mental inner-workings of individual minds. We know how to recognize chaos and “permanent white water” as meaningful descriptors of the current ecosystem in which we all operate (Vaill, 1996, p. 4). There are plentiful theories on how to handle change. There are step-by-step instructions for nearly every aspect of achieving successful organizational initiatives. Even with all this knowledge at our finger tips, leading successful projects is only a semi-replicable phenomenon. In the 2013 study by The Economist Intelligence Unit, it was found that “61% of respondents acknowledge that their firms often struggle to bridge the gap between strategy formulation and its day-to-day implementation” (2013, p. 3).

From this research we can see that the challenges exist across gender, age, years of experience, management discipline, organizational size and type. Across all of these demographics there is existing knowledge on how to execute proscribed steps, acknowledge change, and talk about cross-functional collaboration. However, we have yet to find a finite set of rules that can be applied to human interaction while it is unfolding, embedded in constant reprioritization and flux that can elicit the exact same results from project to project. Why? Based on both the synergies and tensions found in this research, the answer is because each organizational initiative is a unique blend of requirements, circumstances and humans. So what piece of knowledge is missing?

Tensions and synergies

Many of the tensions and synergies described in the data could come from any organizational initiative whether there is one manager or multiple managers. The research did show some that are more specifically tied to the existence of dual management approach such as the lack of role clarity and the competition between the two management roles.

The growth of organizational initiatives run by project management begs the question: Are disconnects getting more pronounced due to the increase in PMs? It does appear that due to the constant role clarification and organizational restructuring having dual management magnifies both the synergies and tensions.

With team members moving on and off the project and the challenges with role clarity, how does the dual management team foster a vision based team culture? How do they keep the focus from becoming purely mechanical execution of tasks, thus losing the innovative power of vision driven outcomes? The recommendations are detailed in the next section.

Redefinition

Redefine the project management team as leader-managers equal in status and relevancy for the duration of the project. This would be used as an attempt to get out from under any organizational super structures (perceived or real) that would limit the ability of either manager to clearly define the vision and action plan and fully engage the resources to accomplish the common end goal.

If imagery helps in the process of redefinition, start using more artistic language that creates the collaborative vision. For example, when redefining the leadership team, talk about them as collaborators or co-conspirators coming together to forge a path forward. It is recognized that in some environments and with some people using this type of language could diminish the

perceived seriousness of the leadership. A suggestion would be to look for metaphors or artistic language that does resonate within your organization and with the people you are leading. Just asking yourself, your co-management or project team to execute tasks will not inspire them to create the innovation that is needed in this highly volatile and complex world in which we need to drive results. In this era of participative management and employee engagement, people want to be part of a vision and be an organic factor in how the future is created.

Another recommendation is to revisit the performance review process to balance that effort across both managers. Possibly there is a way to incorporate project manager's feedback on employees as managerial feedback not as peer feedback. This would help distinguish it from the summing and averaging that is typically done with peer feedback. It would also share the burden of reviews between the two managers, which gives the PM more authority to direct team members and the HM does not have to attempt to review people whose day to day activities they do not really manage.

Successful Organizational Outcomes Are Born Out of the “In-between”

The “in-between” is right in the middle of the chaos and structure when there is a sudden sense of clarity, purpose, and alignment. These are the moments that define the success of projects and they are found between and within the themes delineated in this research:

- Collaboration between PM and HM
- Strategic alignment between the organization and the project
- Communication between the PM and HM and the project teams
- Between prescribed methodologies and the daily realities of required flexibility
- Between the constancy of purpose and practice and the innovation and flexibility needed to drive sustainable change

- Continual change that ebbs and flows from static equilibrium to a constant state of flux.

Based on this research, the “in-between” is the where effective leadership and management is created and honed and how successful outcomes are achieved.

The research findings point to time as a critical point of tension. A further recommendation is to redirect some of the finite time toward awareness of what is occurring in the “in-between.” Based on this research, the best way to stay focused on the “in-between” is to create time to question everything. I have been leading by questioning my entire career. This concept was also given as advice by Collins to “lead with questions, not answers” (Collins, 2001, p. 89). But how in the midst of chaos and chaotic schedules do you create planned mindfulness used for organizations similar to the mindfulness approach used for personal well-being? How do you dare risking the train derailing by stopping while under deadline to ensure the co-managers and the project team are in sync? Here again, based on the data it is at that very moment where the best intelligence of about success resides. If an organization needs help to create the time and space, a mobile application could be developed such as already exists for personal mindfulness. But it is really up to the leader-manger to have the courage and organizational support to “tap the brakes” on the train daily. This mindfulness approach can be used on all the themes that came out of this research. To facilitate organizational dialogue and daily practice surrounding managing the “in-between,” the concept has been given a name so that leaders can legitimately say it is a new methodology they are testing. The name is *Mindful Leadership of the “In-between.”*

Creating Ongoing Dialogue

When trying to stay vigilant to actively leading the “in-between” here are some questions to research in your organization:

- What is happening in our organization due to the dramatic growth of the project management discipline?
- What is happening in our organization with regard to the convergence of the hierarchical and project management disciplines?
- Does our organization use metaphors or artistic, engaging language and what is the impact?
- How easy is it (or is it not) for project teams to stay aligned with organizational strategy?
- Can project managers be brought into the strategic communications earlier in the process?
- Even with clear policies and many ways to define role clarity for organizational initiatives, due to all the internal and external impacts, the lines still blur. What does this mean for our organization?
- How does our organization support the constant reprioritizing of projects, people, and processes?
- Does our organization foster an environment where leaders can focus some attention on the tensions and synergies that are happening between the aspects of the project and not solely the project plan, timelines, ROI, and delivering the outcome?

Based on the synthesized results of this research, leaders wanting successful organizational outcomes should train their attention on the tensions and synergies brewing in the “in-between.” Then the energy created by those tensions and synergies combined with the use of artistic, engaging language and all the standard tools of change and project delivery could create the following outcomes for your organization:

- Decreased cycle time
- Decreased rework
- Decreased delivery of an unwanted, unneeded or incorrect outcomes
- Becoming more accurately aligned with organizational strategies
- Having more engaged and focused teams
- And more effective, efficient and sustainable organizational outcomes.

Recommendations for future research.

There are numerous ideas and recommendations for additional study that came out of this research.

Research ideas directly in the data. Three research ideas were provided directly in the survey data:

- “Does the value of dual leadership change by function - marketing, sales, manufacturing, [or] quality? Is there more/less of a need depending on the company size?”
- “What are other MBA programs emphasizing to their students?”
- “Do both styles look at success metrics the same?”

None of these questions were within the scope or data set of this project so they are listed for future reference.

Research ideas. Now that that this research has shown the same issues may exist across many types of organizations. It would be of value to perform case studies on specific organizations, types of organizations, or industries where the health or status of the organization is defined as well as the two management roles.

Another study regarding organizational structure impacts could be done by dividing the online survey question regarding organizations having project managers or PMOs into two

questions so it is possible to understand the impact of the recreation of hierarchy under the guise of PM instead of HM.

An interesting point of comparison between the social sector and matrixed organizations could prompt research into a comparison of the “diffuse power structure” of non-profits described by Collins and the dispersed power within matrixed organizations (Collins, 2008).

The gender gap could be studied, investigating whether the disparity in years of experience between males and females across age and management type hold up when specifically analyzed across a broader data set. The research would be to define how the combination of gender, management role, and years of experience within a role could impact talent management strategies.

There is a significant body of research regarding the power of metaphors. In a cursory review it appears to be focused on the broader subject of linguistics, artificial intelligence or marketing. It is a recommendation of this study that organizations analyze the use of metaphors and other more artistic language and how their use impacts communication within your organization and the success of organizational initiatives.

One of the ongoing challenges discussed is funding for projects. Frequently, the project expense is not tied to the part of the organization where the benefit is being seen. Research could facilitate understanding or strategizing how to more effectively tie the expense of projects directly to the benefits across the organization.

One more surprising finding was the respondents who said nothing had changed in the last 20 years. Research into what data can be pointed to that shows continuity over the last twenty years in how organizational initiatives are being managed could be of great value. If that

viewpoint can be supported, what are the implications for the legions of research, methodologies and consulting surrounding project, organizational and change management?

Conclusion

For organizations to propel themselves into the future they need the correct types of leadership driving toward critical organizational outcomes. Through this research the polarities and similarities between hierarchical management and project management were discerned. Within the context of this research, the impact of having two sets of management with cross-purposed roles attempting to lead a single organizational outcome has been delineated. Many concepts and questions have been discussed. Based on the use by respondents or interviewees of all capital letters, metaphors, creative wording and grammatical markings, fluctuating tone and volume, and engaged body language, this subject matter clearly touched a source of pain and joy for all of the people who have been involved in the research.

Now the challenge belongs to each leader-manager. Leader-managers need to lead from the “in-between” drawing out the risk, innovation and rewards hidden in the midst of the daily fray of activity. Each leader can use the questions gleaned from this research and thesis to stimulate informed and innovative discussions regarding achieving critical organizational strategies led by multiple management disciplines. Leaders need to find the time and space to incorporate ongoing mindfulness that allows for stepping back and assessing the current state of dual management relationships and projects. Leaders need to harness the energy created by both the tensions and the synergies. How that energy is understood and utilized is the momentum that drives the ability to effectively impact delivering organizational outcomes. To leverage that

organic energy created within synergies and tensions, leaders need to practice *Mindful Leadership of the “In-between.”*

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Appendix A

Interview Consent Form

The Convergence of Two Management Disciplines and its Impact on Organizational Outcomes

INTERVIEW RESEARCH INFORMATION AND CONSENT FORM

Introduction:

You are invited to participate in a research study contrasting two management disciplines (Hierarchical management and Project management) and the impact that their combined interaction in organizations has on achieving organizational initiatives.

This study is being conducted by Lisa J. Dahle, a graduate student in the Master of Arts in Organizational Leadership (MAOL) Program, under the supervision of faculty advisor Dr. Martha E. Hardesty in the MAOL Program at St. Catherine University. You were selected as a possible participant in this research because you were identified as someone with background in analyzing and or leading organizational initiatives. Please read this before you decide whether to participate in the study.

Background Information:

The purpose of this study is to gather information that will open a dialogue about the impact of having two critical management disciplines both working toward the same organizational goals. Approximately 6 people are expected to participate in this research.

Procedures:

If you decide to participate, you will be interviewed regarding your experiences with analyzing organizational development or leading organizational objectives and some key demographic questions regarding the organization you had in mind when answering the questions. This should take approximately 30 minutes to complete. The hope is that you will be willing to be audio recorded to ensure accurate recall of the valuable insights from the interview. However, being recorded is something that you can decline.

Risks and Benefits:

There is minimal risk to you. Some questions may make you feel uncomfortable. You may opt out at any point and not continue the interview.

There may be no direct benefits to you for participating in this research, but information you provide, when published in summary, may open a new vein of discussion regarding organizational change and effectiveness.

Confidentiality:

Any information obtained in connection with this research study that could identify you will be kept confidential unless you agree to have your name published in the thesis. Only the primary investigator will have access to the complete data set.

The data analysis will be completed by December 2013. The data may be saved for future use but individual responses will remain anonymous.

Voluntary nature of the study:

Participation in this research study is voluntary. Your decision whether or not to participate will not be held against you in any way. You may refuse to answer any question on the survey if you

choose. If you decide to participate, you are free to stop at any time without it being held against you, and no further data will be collected

Contacts and questions:

If you have any questions, please feel free to contact the primary investigator Lisa Dahle at 612-735-0376. You may ask questions now, or if you have any additional questions later, the faculty advisor Dr. Martha E. Hardesty at 651-690-6189 will be happy to answer them. You may be provided a copy of this form for your records.

Statement of Consent:

You are making a decision whether or not to participate in this research interview. Your written or verbal agreement to proceed indicates that you understand what is being asked of you and agree to participate. Even after agreeing to participate, please know that you may stop at any time and no further data will be collected.

Please check you agree to be recorded. _____

I (name) consent to be interviewed

Signature of Participant and Date

Signature of Researcher and Date

Appendix B

Interview Protocol and Questions

Interview Questions

Individual and organizational demographics

1. What is your gender?
 - a. Male
 - b. Female
2. What is your age?
 - a. 0-20
 - b. 21-27
 - c. 28-45
 - d. 46-64
 - e. 65-80
 - f. 81-?
3. In what country do you currently live? USA
4. When it comes to managing organizational initiatives what role do you typically play?
 - a. Hierarchical manager with direct reports (employees)
 - b. Project manager with no direct reports (no employees)
5. How many years of experience do you have in the capacity you listed above in question in 4?
6. What is the size of your organization?
 - a. 1-50
 - b. 51-1,000

- c. 1,001-5,000
 - d. 5,001- 30,000
 - e. 30,001- 80,000
 - f. 80,001 and greater
7. What type of organization
- a. Not-for- profit
 - b. For profit and publically traded
 - c. For profit and privately held
 - d. Government
 - e. Other, please describe.
8. What best describes the current status of the organization(s) you are using to answer this survey?
- a. Growing in size
 - b. Growing in revenue
 - c. Growing in global footprint
 - d. Status quo
 - e. Declining in size
 - f. Declining in revenue
 - g. Declining in global footprint
9. What has been happening to the headcount of hierarchical managers in the past five years?
- a. Increasing

- b. Decreasing
 - c. Staying the same
10. Does your organization have the role of “project managers” or project management offices (PMO)?
- a. Yes/No
11. What has been happening to the headcount of project managers in the past five years?
- a. Increasing
 - b. Decreasing
 - c. Staying the same
12. Are both project managers and hierarchical managers assigned to lead the same projects?
- a. Yes/ No
 - b. What is the impact of this, if any?
13. Are project managers involved in the development of the organizational strategy?
- a. Yes/No
 - b. What is the impact of this, if any?
1. In what types of organizations have you gained most of your experience?
- a. What types of roles did you play?
 - b. What was the size of the organization(s) based on number of employees?
 - c. Were the organizations growing?
 - d. Was the hierarchical management being restructured?
 - e. Did the organization(s) have project managers or project management offices?
 - f. Did the organizations have organizational initiatives that were led by a combination of hierarchical and project management?

2. Based on your background how would you define the similarities and differences between hierarchical management and project management?
 - a. Do you perceive any significant changes in those roles in the recent past or near future?
 - b. In your experience, where do the two management roles intersect while working on organizational initiatives?
3. Could you give an example of a highly successful project when there were both PM and HM driving the initiative and what you believe caused this success?
4. Could you give an example of a project that did not work as expected when both PM and HM were leading the initiative and what you believed caused the setbacks?
5. In your experience what were the largest hurdles for achieving a successful organizational initiative when both project management and hierarchical management were leading the initiative?
 - a. Did the organizational structure have an impact?
 - b. Did the way the organizational strategy was created and communicated impact achievement of organizational initiatives?
 - c. Did you see any challenges with having two disciplines of management driving toward a single initiative?
 - d. Were there any challenges with who controlled the funding and who was responsible for the project outcomes?
6. Are there any other insights regarding the impacts of having two disciplines of management, both leading toward one organizational initiative, that you think would be valuable to the outcome of this research?

Appendix C

Official Request for an Interview

Verbiage for the official request for an interview:

My name is Lisa Dahle. I am working on my final thesis for my MAOL graduate degree at St. Catherine University. Your name came up as someone who has valuable insights into organizational development and/or leading organizational initiatives. I am emailing to ask if you would be willing to allow me to interview you on this subject matter. I would expect the interview to take an hour.

I would greatly appreciate your assistance with my research. If you prefer to discuss over the phone, please feel free to contact me at [612-735-0376](tel:612-735-0376).

Thank you and I look forward to hearing from you.

Lisa Dahle

Appendix D

Online Survey Questions

<p>One organizational initiative,</p><p>Two management disciplines

Self assessed involvement and consent

Do you have experience leading organizational initiatives?
Do you have experience leading projects?
If so, your insights are needed!

I am conducting research surrounding how organizations achieve their initiatives when there are two disciplines of management (hierarchical management and project management) using different approaches while working toward the same outcome.

Definitions for this research:

The two management disciplines are defined as:
Hierarchical manager with direct reports (employees)
Project manager with no direct reports (no employees)

The descriptors "organizational initiatives" and "projects" are used interchangeably.

The data will be held with no individual identifiers on the researcher's computer for at least five years.
By continuing on you are agreeing to participate in this research project.

I greatly appreciate your willingness to share your insights.

<p>One organizational initiative,</p><p>Two management disciplines

Personal Demographics

1. What is your gender?

- Male
 Female

2. What is your age?

- 0-20
 21-27
 28-45
 46-64
 65-80
 81-

3. In what country do you currently live?

Country:

4. When it comes to managing organizational initiatives what role do you typically play?

- Hierarchical manager with direct reports (employees)
 Project manager with no direct reports (no employees)

5. How many years of experience do you have in the capacity you listed in question 4?

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<p>One organizational initiative,</p><p>Two management disciplines

Organizational Demographics

Please answer the following section based on the organization you intend to use to answer the primary survey questions about organizational initiative management. If you are summarizing your experience across multiple organizations, please select the choice that best represents the trend across all the organizations.

6. What is the size of your organization?

- 1-50
- 51-1,000
- 1,001-5,000
- 5,001- 30,000
- 30,001- 80,000
- 80,001 and greater

7. What type of organization

- Not-for-profit
- For profit and publicly traded
- For profit and privately held
- Government
- Other, please describe.

8. What attributes describe the current status of the organization(s) you are using to answer this survey? (Select all that apply)

- Growing in size
- Growing in revenue
- Growing in global footprint
- Status quo
- Declining in size
- Declining in revenue
- Declining in global footprint

Other (please specify)

<p>One organizational initiative,</p><p>Two management disciplines

9. What has been happening to the headcount of hierarchical managers in the past five years?

- Increasing
 Decreasing
 Staying the same

10. Does your organization have the role of “project manager” or project management offices (PMO)?

- Yes
 No

Other (please specify)

11. What has been happening to the headcount of project managers in the past five years?

- Increasing
 Decreasing
 Staying the same

12. Are both project managers and hierarchical managers assigned to lead the same projects?

- Yes
 No

Other (please describe)

13. Are project managers involved in the development of the organizational strategy?

- Yes
 No

Other (please specify)

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<p>One organizational initiative,</p><p>Two management disciplines

Primary Survey Questions

All of these questions regard the impact of having both hierarchical management and project management leading the same organizational initiative.

14. Please rank the following factors as they contribute to the success of organizational initiatives.

(1 represents the most critical element of success)

| | |
|--------------------------|--|
| <input type="checkbox"/> | Fully engaged and appropriately skilled people being involved |
| <input type="checkbox"/> | Dedicated resources |
| <input type="checkbox"/> | Clear goals and tactics |
| <input type="checkbox"/> | Understanding the organizational strategies and how the project helps achieve those outcomes |
| <input type="checkbox"/> | Having support from the highest levels of management |
| <input type="checkbox"/> | Having a consistent funding source |
| <input type="checkbox"/> | Reasonable timelines |

15. Please rank the following factors that pose the greatest challenge to a successful organizational initiative.

(1 represents the most critical challenge)

| | |
|--------------------------|--|
| <input type="checkbox"/> | People who are not fully engaged or appropriately skilled |
| <input type="checkbox"/> | Insufficient or no dedicated resources |
| <input type="checkbox"/> | Unclear goals and tactics |
| <input type="checkbox"/> | Not understanding the organizational strategies and how the project helps achieve those outcomes |
| <input type="checkbox"/> | Not having support from the highest level of management |
| <input type="checkbox"/> | Not having a consistent funding source |
| <input type="checkbox"/> | Not having reasonable timelines |

16. What are the challenges you perceive when both a hierarchical manager and a project manager are trying to lead the same organizational initiative?

<p>One organizational initiative,</p><p>Two management disciplines

17. What are the advantages you perceive when both a hierarchical manager and a project manager are trying to lead the same organizational initiative?

18. What are the most dramatic changes in leading organizational initiatives that you have seen or experienced in the last 20 years?

<p>One organizational initiative,</p><p>Two management disciplines

19. Are there any other insights regarding the impacts of having two disciplines of management, both leading toward one organizational initiative, that you think would be valuable to the outcome of this research?

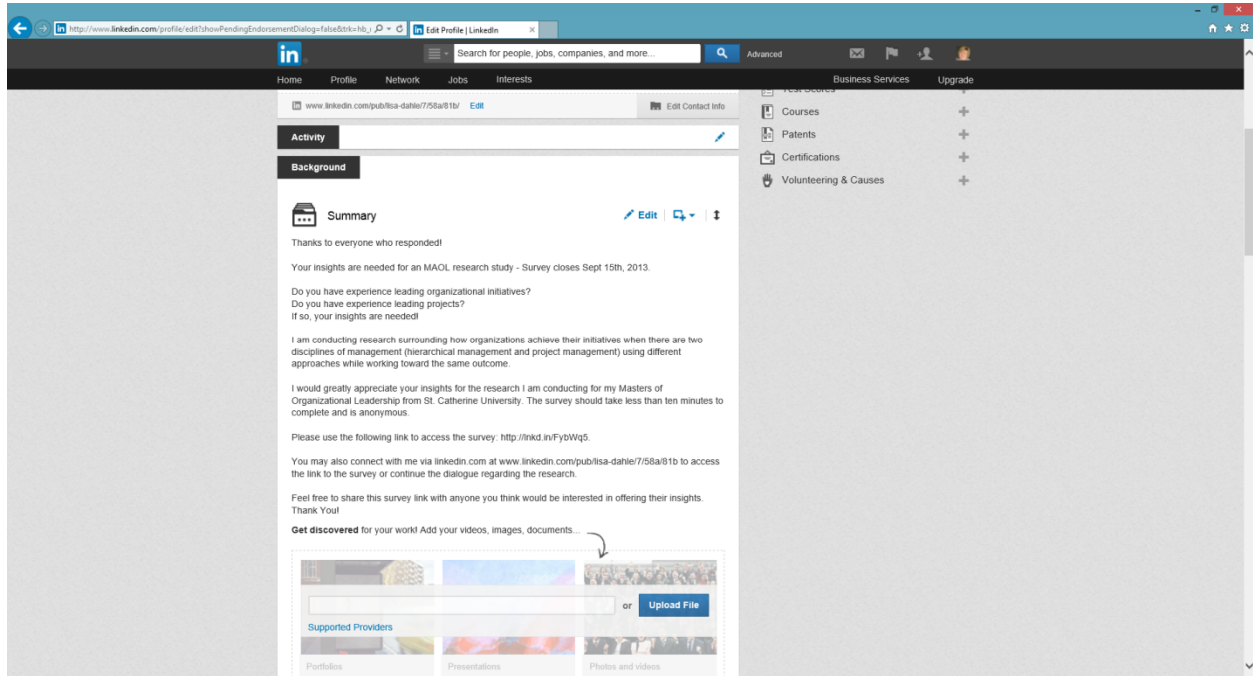
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<p>One organizational initiative,</p><p>Two management disciplines

If you would be interested in being updated on this research or in any ongoing dialogue on this topic, please contact me through my linked in profile at www.linkedin.com/pub/lisa-dahle/7/58a/81b or at ldahle@comcast.net. Thank you again for your participation in this research.

Appendix E

Online invitation on Lisa's LinkedIn.com Profile



The screenshot shows a LinkedIn profile page for Lisa. The browser address bar displays the URL: http://www.linkedin.com/profile/edit?showPendingEndorsementDialog=false&ik=hb_. The profile is titled "Edit Profile | LinkedIn". The navigation bar includes "Home", "Profile", "Network", "Jobs", "Interests", "Business Services", and "Upgrade". The profile is currently in "Edit" mode, as indicated by the "Edit Contact Info" button.

The main content area is titled "Summary" and contains the following text:

Thanks to everyone who responded!

Your insights are needed for an MAOL research study - Survey closes Sept 15th, 2013.

Do you have experience leading organizational initiatives?
Do you have experience leading projects?
If so, your insights are needed!

I am conducting research surrounding how organizations achieve their initiatives when there are two disciplines of management (hierarchical management and project management) using different approaches while working toward the same outcome.

I would greatly appreciate your insights for the research I am conducting for my Masters of Organizational Leadership from St. Catherine University. The survey should take less than ten minutes to complete and is anonymous.

Please use the following link to access the survey: <http://lnkd.inFytWq5>.

You may also connect with me via linkedin.com at www.linkedin.com/pub/lisa-dahle/758a/81b/ to access the link to the survey or continue the dialogue regarding the research.

Feel free to share this survey link with anyone you think would be interested in offering their insights.
Thank You!

Get discovered for your work! Add your videos, images, documents...

Below this text is a section for adding content, featuring a search bar and an "Upload File" button. Underneath, there are "Supported Providers" for "Portfolios", "Presentations", and "Photos and videos".

The right-hand sidebar shows a list of profile sections: Courses, Patents, Certifications, and Volunteering & Causes, each with a plus sign to expand.

Appendix F

Online Survey Invitation on St. Catherine University Leadership Institute LinkedIn.com

Group Profile

The screenshot displays the LinkedIn group profile for the Leadership Institute at St. Catherine University. The group has 868 members. A post by Lisa Dahle, a Healthcare Business IT Project Manager at 3M, is the central focus. She is seeking insights for a research study on organizational initiatives, which is closing on September 15th, 2013. The post includes a link to the survey and a request for participants to share the link with others. The right sidebar shows 'Top Influencers in this Group' with Sheryl Stehn-Klouta and Heather Cannon-Winkelman, and a 'Latest Activity' section with recent discussions.

Leadership Institute at St. Catherine University
868 members [Member](#)

Discussions Promotions Jobs Search

Your insights are needed for an MAOL research study-- Survey closes Sept 15th, 2013

Lisa Dahle
Healthcare Business IT Project Manager at 3M

Do you have experience leading organizational initiatives?
Do you have experience leading projects?
If so, your insights are needed!

I am conducting research surrounding how organizations achieve their initiatives when there are two disciplines of management (hierarchical management and project management) using different approaches while working toward the same outcome.

I would greatly appreciate your insights for the research I am conducting for my Masters of Organizational Leadership from St. Catherine University. The survey should take less than ten minutes to complete and is anonymous.

Please use the following link to access the survey: <http://lnkd.in/FybWq5>.

You may also connect with me via linkedin.com at www.linkedin.com/pub/lisa-dahle/758a/81b to access the link to the survey or continue the dialogue regarding the research.

Feel free to share this survey link with anyone you think would be interested in offering their insights.
Thank You!

Self assessed Involvement and consent surveymonkey.com
Do you have experience leading organizational initiatives? Do you have experience leading projects? If so, your insights are needed! I am conducting research surrounding how organizations achieve their initiatives when there are two disciplines of...

Like • Comment (1) • Unfollow • 1 month ago

Comments

1 comment

Top Influencers in this Group

Sheryl Stehn-Klouta
Inventory Control Materials Analyst
[Follow Sheryl](#)

[See all members](#)

YOUR DATA CENTER IS PHYSICAL AND VIRTUAL.

Latest Activity

Maureen Laufenberg, MA, LPCC started a discussion: Leadership Like Coach Taylor #FridayNightLights
1 day ago

Heather Cannon-Winkelman started a discussion: Meet the MNN IDEA Summit Keynote - USAID's Nancy Lindberg
4 days ago

Sheryl Stehn-Klouta started a discussion

Appendix G

Online Survey Invitation on St. Catherine University MAOL LinkedIn.com Group Profile

The screenshot shows a LinkedIn group discussion post. At the top, the browser address bar shows the URL: <http://www.linkedin.com/groupAnswers/viewQuestionAndAnswers?discussionId=27>. The LinkedIn navigation bar is visible with options like Home, Profile, Network, Jobs, Interests, Business Services, and Upgrade. The group name is "Project Management Course - U of M one- and two-day project management short courses and certificate." Below this, the group profile for "Master of Arts in Organizational Leadership (MAOL) at St. Catherine University" is shown, with 289 members and a "Member" button. The post is titled "One organizational initiative, Two management disciplines leading. What is the impact to the outcome and to the organization?" and is by Lisa Dahle, a Healthcare Business IT Project Manager at 3M. The post text asks if respondents have experience leading organizational initiatives and projects, and provides a survey link: <http://linkd.in/FyBwq5>. It also includes a "Self assessed involvement and consent" survey link: [Self assessed involvement and consent surveymonkey.com](http://www.surveymonkey.com). The post has 2 comments, with one from Lisa Dahle. On the right side of the page, there are sections for "Top Influencers in this Group" (featuring Andrew Calkins) and "Latest Activity" (featuring Cheryl Beseler).

Appendix H

Emailed Survey Invitation to St. Catherine University MAOL Students and Alumni

Subject:

Your insights are needed for an MAOL research study - Survey closes Sept 15th, 2013

Email Content:

Dear MAOL Colleagues:

Do you have experience leading organizational initiatives? Do you have experience leading projects? If so, your insights are needed!

I am conducting research into how organizations achieve their initiatives when there are two disciplines of management (hierarchical management and project management) using different approaches while working toward the same outcome.

I would greatly appreciate your insights for the research I am conducting for my Masters of Organizational Leadership from St. Catherine University. The survey should take less than ten minutes to complete and is anonymous.

Please use the following link to access the survey: <http://lnkd.in/FybWq5>.

You may also connect with me via [linkedin.com](http://www.linkedin.com) at www.linkedin.com/pub/lisa-dahle/7/58a/81b to access the link to the survey or continue the dialogue regarding the research.

Feel free to share this survey link with anyone you think would be interested in offering their insights. Thank You!

Sincerely,

Lisa Dahle

MAOL Graduate Student

Valerie Krech

Graduate Studies Program Coordinator
Master of Arts in Organizational Leadership
St. Catherine University
Mail 4208, 2004 Randolph Ave, St. Paul, MN 55105
651-690-6420

School of Business and Professional Studies