

# AUDIENCE ANALYSIS AS ORGANIZATIONAL CHANGE AGENT:

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## A PROJECT MANAGEMENT METHODOLOGY APPROACH

### **ABSTRACT:**

**Synopsis** - Survival is the number one motive of companies today; therefore the majority of the necessary changes and related projects within organizations aim to secure this. However, failing to use a project management methodology may jeopardize an organization's project management efforts and overall effectiveness, where the number one reason for failures in implementing a project management methodology is related to the change domain in different audience groups. This paper contributes to naming the audience characteristics and relaying strategies accordingly.

**Project Setting** - A congress proceeding[1] is scrutinized for propositions and validated in respect to the research method with full notes. Due to its inductive nature, grounded theory was applied, where eight answers, three coding methods and four memos were grouped by 58 participants. Four propositions were generated, which primarily suggest that not being aware of (especially) polarized emotions (or how to react to them) might jeopardize organizations' efforts to deploy a project management methodology. Managerial implications refer to utilization of a single integrated project management methodology tool (in lieu of many, e.g. converging project management software and project management methodology in one tool) through a 10-step action plan in regard to different audience types.

**Lessons Learned** - What we do not know is how we compartmentalize the audience in an organization and its determinants, which normally prevents the purpose from being accomplished. Scrutiny and validation efforts brought one addition (repository for change agents) to outputs of project completion, a few additions to physical barriers, corrected the workload mode to back-loaded, and more.

[1] Ozmen, E. S. (2013). Project Management Methodology (PMM): How can PMM serve organisations today? PMI Global Congress EMEA (pp. 1-11). PMI. Retrieved from <http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101477700&iss=1>

## 1. Introduction

Survival is the number one motive of companies today; therefore, the majority of the necessary changes and related projects within organizations aim to secure this (Hornstein, 2013; Wischnevsky, 2004). However, failing to use a project management methodology (PMM) may jeopardize an organization's project management efforts and overall effectiveness (Kerzner, 2013).

From a technical standpoint, the problem that some companies are facing in the second decade of the twenty-first century is not being able to manage PMM (processes, templates) and project management tasks together; in other words, the lack of integrity looks like a limitation of much project management software (PMS) today (Ozmen, 2013). From a behavioral standpoint, naming project leaders as social architects, Thamhain (1999) notes that the people dimension is also vital compared to attempts at the efficient utilization of tools and techniques.

To sum up, someone who does not know their audience by behavioral typologies cannot manage change and, as a consequence, implement a PMM successfully. According to the literature review, this will not only jeopardize a project's completion, but also the company's future, therefore all stakeholders – but primarily the company management – should significantly care about it (Milosevic, 1997). What we do not know is how we compartmentalize the audience, its determinants, and what we call positive and negative aspects. Traditionally, the audience can be understood by two main arteries: job-based hardcore skills and soft social skills. Shenhar et al. (2011) note that the right match between people, job skills, and project type is a major outcome of project success. According to Bryde (2003), who praises the latter, leading project success criteria are based on how project stakeholders perceive the project and how they react, where stakeholders are a part of the audience, including internal/external clients or partners. Ajzen and Madden (1986) and Ozmen and Oner (2015) took the next level in this approach and note that skills can only be judged by the last fruit, intentions. This paper's primary purpose is revisiting behavioral categories and discussing similarities/differences according to emotions and intentions.

## 2. Organizations today

In the twenty-first century, the world economy is in a time of never-ending transformation (Dagdeviren et al., 2016) and the nature of work has changed (Nadkarni and Chen, 2014; Heerwagen, 2010; Kalleberg, 2009) along many dimensions:

1. It is more competence based
  2. It is more technology driven
  3. It comes with stretched deadlines
  4. It is becoming more mobile and less dependent on premises
  5. It requires more collaborations and social skills, in respect of both leaders and teams
  6. It is performed by more insecure workers
- Correspondingly, it is suggested that organizations should (Nadkarni et al., 2016; Pellegrinelli et al., 2015; Caldwell, 2013):

1. Be more focused, particularly on customer value
2. Be able to adapt more quickly to changes, by:
  - a. being more in tune with dynamic requirements, strategy, programs and projects
  - b. continually improving competitive advantage
3. Be more agile and hands-on, and less hierarchical in terms of decision making

It is remarkable that the necessary transformation requires a solid change management foundation, and it also appears to be inevitable. From this standpoint, change does not look like an optional process; in other words, organizations have to adapt in order to survive. Relevantly, in order to support such a direction, the survival dimension should form part of the organization's strategy first, and all other managerial aspects, as well as portfolios, programs and projects, should follow thereafter. In the end, those points describing how organizations should act also relate to the desirable qualities of a well-equipped project manager, especially in terms of requirements for gathering skills, competence in technology, good

communication skills, commitment to continuous improvement and being able to work with no boundaries (Parker et al., 2013). Traditionally, project managers in organizations have always struggled within the hierarchy in one way or another, and have been exposed to different types of power (formal, referent, expert, reward, punishment) in order to get things done. Unlike the past, the new era fortunately appears to be acknowledging project managers more than ever before. From this standpoint, project managers may be living in a decade in which they can perform their profession to the biggest audience ever, an audience which is quite eager for project management's benefits with no doubt, such that the progressive derivative of White and Patton's (1999) MOBP (Managing of Organizations by Projects), "managing companies like managing projects," can become a remarkable coupling that may enlighten future studies. In theory, most companies have only one driving force. Although in practice a number of factors are often mentioned, in reality, after combining all of those, survival is the ultimate one, a natural reflection of corporate existentialism (Ozmen and Oner, 2015; Kerzner, 2005). In light of the points mentioned earlier, this can form a foundation for the cycle in **Figure 1**.



Figure 1: Managing organizations like managing projects (Ozmen, 2013)

## 3. Role of project management methodology

Once executives recognize that project management is unavoidable, changes quickly occur. From this perspective, managing successful projects will lead to success for organizations, and project management is therefore vital. However, knowing project management basics and having employees with structured project management training does not necessarily guarantee that core principles are being used in the organization. Furthermore, even if they are being used, they may not be used effectively (Kerzner, 2004). Choosing a unified PMM is a proven approach which consolidates prior project management efforts in an organization. A PMM not only plays an effective role in securing the harmony of common language and common processes, which are fundamentals of project management practice, but also helps to provide benchmarking options which may produce a continuous feedback opportunity for the organization. The literature review suggests numerous benefits of using a PMM within an organization; the benefits that are commonly agreed can be mapped as shown in **Table 1**.

According to Thamhain (1999), the number one tool in orchestrating project tasks through a methodology is PMS, therefore methodology components (i.e., processes, tools, templates) should be framed as the nervous system of software utilization. Similarly, Wysocki (2011) notes that every good PMM should be able to trace the estimated and actual task durations, where this may fall within the capabilities of the PMS, rather than the PMM tool itself. However, although there is no compelling dichotomy against this duality, practitioners currently deal with managing two different systems, which are flexible to the extent allowed by proper data integrity.

PMM entails more than forming process groups; the start is usually considered to be the definition of project characteristics in the organization, and the establishment of a common understanding of an organization's success metrics (Wysocki, 2011; Kerzner, 2005). Accepting the prerequisites as inputs and the benefits as outputs, a PMM can be formed like a funnel, where, due to the existing practices that are used in reality, the PMS would be an external but vital part of a PMM (**Figure 2**).

Implementation efforts are significantly correlated with change management philosophy (Ozmen, 2015; Aladwani, 2001). In respect of PMM, two domains can be dragged down, where the former is the only determinant here, since (from a physical perspective) there always exists someone or a tool that is technically good enough. In other words, hypothetically, there are no unknown unknowns, where Gemuenden and Lechler (1997) do not even consider it as a barrier (**Figure 3**).

	Repository for change agents	Knowledge management/ Project documents	Repeatability/ Consistency/ Sustainability	Benchmarking/ Comparability of success metrics	Ongoing improvements/ Impacts
Spender (1996)	•	•			
Clarke (1999)			•		
Thamhain (1999)				•	
Bierly et al. (2000)	•	•			
Ibbs & Kwak (2000)	•			•	
Kerzner (2004)			•		
Kerzner (2005)	•	•		•	•
Labuschagne & Brent (2005)			•		
Light et al. (2005)					
Desouza & Evaristo (2006)		•			•
Chiocchio (2007)					•
Müller & Turner (2007)		•			
Young & Jordan (2008)				•	•
Hanisch et al. (2009)					
Hurt & Thomas (2009)		•			
Rosemann (2010)			•		
Wysocki (2011)				•	•
Hornstein (2015)	•			•	
Terzilli et al. (2016)	•		•		
Silvius (2017)	•				•

Table 1: Benefits of using a project management methodology

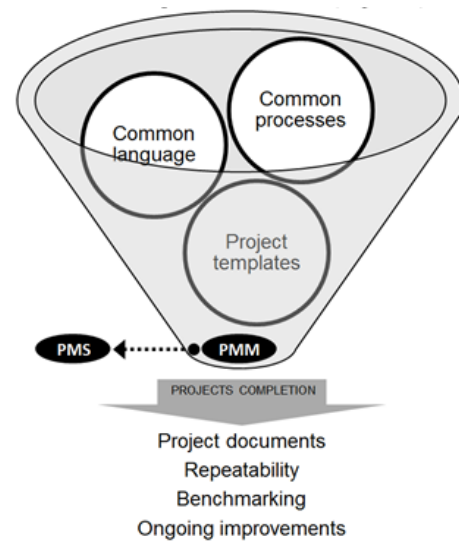


Figure 2 Inputs and outputs of a project management methodology

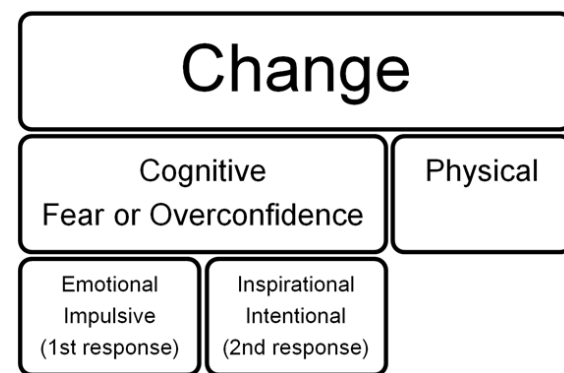


Figure 3 Reasons for resistance for change

#### 4. Psychological barriers against change

The number one reason for resistance to change within an organization is a threat to job security/status (Dent and Golderg, 1999). Other reasons are corporate politics, lack of trust, managerial misunderstandings, side effects of emotions, work group breakups, conflicts in diverse personalities, uncertainty and fear of failure (Fui-Hoon Nah et al., 2015; Soulsby and Clark, 2013; Lee-Shang Lau and Kuang, 2001). Historically, social psychological research divides this compartmentalization effort into a tripartite view: cognitive, emotional and intentional (Jansson and Söderman, 2015; Giorgi, 2013; Ajzen and Madden, 1986). Cognitive research is interested in actions' inner reasoning, where emotional and intentional dimensions can be considered as typical yields and both of them can be significantly polarized, either negatively or positively (Figure 4). Although this tripartite view is quite compartmentalized, there are several attempts to seek interactions among them (Shukla and Rai, 2015; Piderit, 2000). Regarding changes needed for the deployment of PMM in an organization, Kerzner (2005) frames the roadblocks in a similar path, and groups the outputs into four categories: resistance to having a formal methodology within the organization; the comfort zone (i.e., a "What we already have works well" philosophy); believing that methodologies need solid policies and procedures; and resistance to "horizontal" accounting. It is notable that cognitive groundings are again formed by either fear (including lack of trust) or, conversely, the "boiling frog syndrome." In one sense, the former is hypothetically easier to address, since in order to develop fear, employees must have certain knowledge about what it is going on. However, the latter may refer to a group that is not aware of the changes required, or, even worse, they might still think that everything is perfect.



Figure 4 Behavior management strategy in changing environments (Ozmen and Oner, 2015)

#### 5. Physical barriers against change

In respect of PMM, the other domain deals with the feature set of the tool that the company utilizes within the organization (Figure 3). From the end-user's perspective, typical physical roadblocks consist of product limitations in terms of openness to competence, customization, user deployment, data integration, convergence and information technology (IT) philosophy. These can be summarized as follows:

1. Competence: The competence of a PMM software tool might be judged by its bias, whether, as the initial offering, it is grounded on a well-accepted method or not, including processes and language (Seppänen, 2002).
2. Customization: Most software tools are developed before the actual need for them and might require some customization to some degree. However, although customization seems to be part of many programs, it is not necessarily easy to apply, or even if it is straightforward, in practice it can be significantly limited by the general logic frame of the tool, as well as the user deployment (Krueger, 2001).



3. User deployment: As large as the change is, the quality of the user resource becomes more important. However, the pool of users might be slim and the skills might be limited, and the fact is that you can hire experienced users, but you cannot buy team harmony, where the latter takes time and makes the deployment time longer (Coupaye and Estublier, 2000).

4 Data integration: Data integration often requires addressing how to use multiple platforms for different needs of the organization. For instance, very often a project has to be managed through PMS, while its methodology has to be managed through a different tool and at a higher level. Although they theoretically complete each other, it is unfortunate to note that, from the data integration perspective, they look like they are in competition (Kearse et al., 2012).

5. Convergence: Convergence is everywhere, and is one of the most desirable attributes of technology. For instance, for many years the term "information and communication technologies" (ICT) has been used to symbolize its immersive effect. Today, voice and data, as the basic ingredients of ICT, are inseparable, even in the way that we perceive them. This begs the question as to why PMM and PMS cannot be utilized within the same tool. If it is still moot, you may try to visualize using two different types of software for word processing and tabulating spreadsheets (Kaufman et al., 2012).

6. IT philosophy: Some companies are more digital, so they are more knowledgeable and confident about adapting. Others, especially those that are not tech companies in nature, are more fearful at horror stories, so, in a very unsophisticated way, tend to disable as many functions, put in lots of layers of credentials, create multiple access rights, and do it by asking for once-per-month password renewals. In the end, the original software may become the king of decelerators and one might easily think that this mutant version of usage creates nothing but pain and should be stopped immediately (Simon, 2010).

**6. Discussion**

According to the literature, knowing the audience and managing change significantly correlate with successful PMM implementation. However, the definition of the audience by behavioral typologies is a less touched field. From the research methodology perspective, this can be considered more hypothesis building rather than hypothesis testing. According to Suddaby (2006), grounded theory works well with hypothesis building, especially in respect to the need for partial clarifications.

[P1] The literature review suggests that someone who does not know their audience by behavioral typologies cannot manage change, or implement PMM successfully.

Grounded theory's characteristics are summarized as theoretical sampling, coding and comparing, memo writing, analyzing immediately, and production of a hypothesis or theory (Sbaraini et al., 2011). There are no strict rules regarding initial collections, type of questions or number of tours. However, coding types seem to be in order, from openness to being compartmentalized, to appraise the possibility of generating a hypothesis or theory (Cho and Lee, 2014). This focuses on similarities rather than differences and it is inductive in nature rather than deductive.

Yeditepe University's MARC (Management Application Research Center) members were invited to participate in a survey and 58 responded. According to their dual-stakeholder nature, participants' managerial/practitioner breakdown was split equally. Due to seeking maturity bias, 59% of companies that participants represent have been in business for more than 20 years and the mode of enterprise size was >1000 employees for 38%.

Pre-qualifying questions were asked to validate the correlation that the literature review suggests. We sought correlation through [P1], but no significant contradiction was detected; we had 47 participants left for Likert-scale research questions:

- How do participants perceive the PMM/change management performance of the companies they work at? à 66%, low to very low (first 3 scale out of 6)
- Do participants think that not managing by behavioral typologies (audience) could be the number one reason for low/high performance in change management? à 89%, partial to strong agreement (last 3 scale out of 6)

What we do not know is how we categorize the audience, the determinant axis, as well as what we call positive and negative (Table 2).

**Memo 1**

The total number of multi-answer-based responses was 181. The number of answers per participant was 3.85, where shows explicit bias rather than tacit actions. Sharp expressions – such as boost/burst, urged, strong, lost – are lagging comparing to the mild – considering, increasing, doubting/skeptical – pole, respectively 63 and 118. One-third of responses show a significant degree of initial stance that should be addressed by management, which should be done before anything else. In other words, any plan that skips this step would transfer the risk to future steps with possibly an avalanche effect; therefore there would be no luxury of considering it as part of back-loaded tasks.

**Memo 2**

Categorically, verb defines action, where subject defines direction. Action can either be based on first (impulse) or secondary (intentional, inspirational) impressions. The former can be linked with immediate (sharp/strong) actions, as stated in Memo 1, whereas the latter is more with time-released (mild) versions. When it comes to subject, opportunities and risks hypothetically should be all we need to scrutinize. However, human interactions emerge with self-confidence, motivation and leadership terms, which bring equally or even more important components.

Question	Answer (Number)	Open Coding	Axial Coding	Selective Coding
How does change make you feel?	Doubtful mind (27)	Doubt	Inspirational	III and II
			Negative	
	Consider as risk (25)	Consider	Inspirational	III and II
		Risk	Negative	
	Boosting self-confidence (19)	Burst	Impulse	I and II
			Positive	
	Urged to lead (5)	Urged	Impulse	I and II
		Lead	Positive	
	Increase in motivation (36)	Increase	Inspirational	I and IV
		Motivation	Positive	
	Consider as an opportunity (30)	Consider	Inspirational	I and IV
		Opportunity	Positive	
	Strong opposition (20)	Strong	Impulse	III and IV
		Opposition	Negative	
	Loss of self-confidence (19)	Loss	Impulse	III and IV
			Negative	
	Memo 1	Memo 2	Memo 3	Memo 4

Table 2 Coding distribution

Memo 3

What is favorable was defined as who works with the organization. In other words, who helps the organization to make things happen and who creates more problems. A Chinese proverb says that the reason a ship floats or sinks is the same: it is because of water. Similarly, the same subject might either help or jeopardize the organization's efforts. For example, self-confidence (whether the action is impulsive or intentional) is a sort of leveling that every human being needs. What makes it positive (favorable) is the action through self-confidence. If it is boosting (impulse) or increasing (intentional), that would be positive. If it is losing (impulse) or decreasing (intentional), that would be negative.

Memo 4

The zones of **Figure 4** were described here. It goes clockwise, starting from Positive/Positive (Quadrant I), where axes were defined as x/y, Emotional/Inspirational, respectively. People answering all positive or all negative (Quadrant III) are relatively easy to compartmentalize. All positives categorically are the champions and organizations should utilize their attitude and skills in a better form, whereas all negatives are the gate keepers and organizations should make sure that they do not hurt the effort (Milliman et al., 2003; Jiang and Gu, 2015). When it comes to partial answers, emotions are momentary and therefore easier to fence, whereas intentions are more residual and complex to address, might take more time, and besides success in regaining might relatively be lower. From this perspective, encouraging the hesitant group (Quadrant II) would be enough to port them into the game, whereas mid-term win-back strategies would be needed to make the group in Quadrant III feel better.

In practice, revisiting **Figure 4**, behavioral typologies in particular are significant[1] enough:

**[P2]** Not knowing who is in negativity in both emotional and intentional dimensions (Gate Keepers) might jeopardize any change attempt within the organization.

**[P3]** Not using "Champions" might have an opportunity cost.

**[P4]** Emotional negativity is easier to address than intentional negativity.

**7. Characteristics of a successful project management methodology**

Deployment success depends on how roadblocks are addressed. According to Kerzner (2005), there are five phases of successful deployment within a PMM (**Figure 5**).

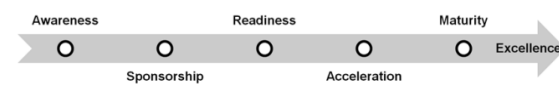


Figure 5 Deployment phases of a project management methodology (adapted from Kerzner, 2005)

**AWARENESS**

Strategic awareness requires complete attention, including executives, management, as well as non-managerial contributors (Hambrick, 1981). What is important is to remember that change is recommended to mitigate existing problems that threaten not only internal but also external stakeholders, including the company, customers, suppliers and even government (Zhu et al., 2017). In other words, the aim is to overcome, or, better yet, avoid, the creation of problems, and deal with problems that already exist. From this point of view, the first step is to recognize any problems that may arise, then to be the one who wants changes to occur. At this stage, any overconfidence should be questioned. It is necessary to ensure that everything really is going well, rather than just looking good. Fear, as a more common root cause compared to overconfidence (Figure 3), may usually be accepted as a reflection of the personality of an individual, even - considering an entity as an individual - an organization, particularly for one who is used to fear of a variety of subjects, as well as fear itself. From this perspective, fear should be framed in a general sense, not only in terms of resistance to change, but with reference to wider aspects as well. Therefore, one should not blame the "need for change" for triggering the fear, which may always have been there.

**SPONSORSHIP**

Without endorsement from leadership, it is impossible to promote organizational adaptability and for change to occur successfully. The comfort zone is a tacit part of a static stance. However, in contrast, those who seek to remain within their comfort zone should know that it only exists in dynamic environments in today's world. Therefore, change and adaptation seem to be unavoidable. Once an organization is aware of this, executives must sponsor the initiation of change and adaptation within the organization (Aitken, 2017).

The possible outputs with respect to changes within organizations can be either emotional or intentional. It is notable that these may have negative and positive poles; the former diminishes value and deteriorates efforts, while the latter contributes to improvements and works towards a larger buy-in from stakeholders (Figure 4). Leaders should acknowledge the emotional and intentional aspects with different strategies, including hands-on involvement as needed (Mazodier and Quester, 2014).

Leadership may consist of:

1. Efforts to communicate any problems that the organization must overcome: everyone is in the same boat, so the ball is in everyone's court
2. Mitigating fear by building trust: keep the doors open
3. Leveraging ambassadors: utilizing existing champions
4. Hands-on involvement as needed
5. Monitoring gate keepers

**READINESS**

Change requires trust, and trust favors open discussions, especially through executives (Ahmad et al., 2017). However, it is notable that line managers may need to manage more problems than executives need to manage. For instance, at this stage experts may raise issues regarding the physical aspects of the change.

Change management is correlated with strategy, program management and projects. Although using a PMM contributes to vital aspects of change management, such as managing procedural documents, repeatability, benchmarking and continuous improvement, inflexible systems (i.e., PMM and PMS) may create incremental boundaries. A description of the current tools used within the PMM and PMS was provided in earlier sections, and several issues were scrutinized, including limitations with respect to customization, data transfer and functional convergence. Ultimately, end users will want to ensure that the tools (or, preferably, one complete tool) that they are expected to use will help them, rather than jeopardize their goals. Typical objectives here would include:

1. Utilizing two-way communication effectively in order to maintain trust within the organization
2. Making sure that the "ball is in everyone's court" motto is clearly embraced within the organization
3. Finding out whether new champions exist within groups of followers and hesitators, and creating a pool of candidates
4. Identifying (non-motivational) physical issues

**ACCELERATION**

This is the stage to identify project management life cycles. The development should lead to decisions about the tools that will be used. This should be accompanied by any necessary training. Depending on their skill set, champions might want to contribute for the good. On the contrary, gate keepers should not be part of any crucial step; however, it is important to distinguish gate keepers from "always tells the truth" types. Although it would be its own truth - in other words, it would not be real-reality in an epistemological sense - this may not make it wrong or harmful. From this point of view, the first response (emotional), and even the second (intentional), may not reflect the real intention or inspiration. Overall, team harmony can be considered as the ultimate leverage for a complete success (Swink, 2003). The typical actions can be summarized as follows:

1. Creating project management life cycles within the organization
2. Selecting tools (or one complete tool), for PMM and PMS, which best address(es) the physical issues
3. Designing necessary user training for the tool(s)
4. Favoring team harmony the highest



**MATURITY**

The integration of charge numbers and cost account codes with scheduled tasks may require the necessity of extensive integration, most probably with a tool that already exists in the company. It is notable that having different tools within the organization for different purposes does not guarantee that attempts will be made to integrate them. Resistance to change can be reborn at this stage, since many of the stakeholders will prefer not to be closely controlled, especially when it comes to budget.

Although techniques for dealing with resistance may remain the same, the effect of sponsors may not be as clear as in the earlier stages; therefore, the sponsorship phase may have to be revisited. A company's journey with respect to developing a PMM is a lifelong commitment (Röglinger et al., 2012; Kerzner, 2005). Therefore, it should always be supported by ongoing education curricula. It is notable that this fifth phase is also known as the end of the second of five levels of Kerzner's maturity model, as well as the initial phase of maturity of an organization. The action points can be summarized as follows:

1. Adapting the existing cost/schedule control system into the PMM (outer integration)
2. Physically integrating the cost/schedule control systems (inner integration)
3. Developing a continuous educational curriculum

**EXCELLENCE**

Maturity can be judged by its yield in excellent project management practices in an organization, particularly in favor of the customer experience. Customer centricity, being a natural component of revenue generation, consists of recognition via high customer satisfaction (Kerzner, 2010). Therefore, organizations, especially those which already use PMM, may want to revisit their methodologies in the light of customer experience management and customer centricity. The methodology should be flexible enough to be tailored to customer needs. For instance, it is not uncommon that key performance metrics are prepared by both parties – the company and its customers – therefore, dashboards should be customizable to reflect customer needs best. In a larger sense, project management excellence can be perceived as an art of integration – the integration of systems (PMM and PMS) and stakeholders (organization and customers).

**8. Implications**

**RESEARCH PERSPECTIVE**

[P1] is derived from the literature review, whereas [P2], [P3] and [P4] are derived by grounded theory. Typical next steps would be testing [P1] with a statistical tool, seeking an association between audience type, change agent and successful implementation. Other hypotheses look like a better fit with qualitative studies, since what an organization really loses or wins needs to be detailed for all attributing factors, ideally including monetary value.

All survey answers were given under assumptions of change management being promoted top-down rather than bottom-up (90% correlates top-down with employees' perception for change and bottom-up with management's perception for change). Furthermore, 79% think that bottom-up might pay better in change management performance, since it is more open to gradual co-development, and therefore it will decrease the necessity for typology management. However, the latter was not the scope of this study.

**MANAGERIAL PERSPECTIVE**

Successful project management secures a company's survival, and a PMM is indispensable to ensure project success, in respect of the following:

- Repository for change agents: If the company does not know who is with the project and who is not, it may miss out on the project.
- Knowledge management: If project management documents cannot be archived in an interactive digital environment, knowledge management will not be an option.
- Repeatability: If repeatability cannot be maintained within the organization's processes, consistency and sustainability will not be an option.
- Comparability: If an organization cannot identify, or compare with, company actuals, besides industry averages, benchmarking will not be an option and deteriorating changes will follow future improvements.

- Ongoing improvements: Lack of ongoing improvements reduces project management's organizational impacts and may jeopardize the future of the company.
- Quality: Lack of the right PMM tool (with no physical boundaries) may cannibalize the project's success.

In light of the idea that treating "managing companies like managing projects" might be a philosophy for organizations tomorrow, a 10-step action map is suggested, which provides a sequence and workload order. Table 3 frames the actions.

The future of a Center of Excellence in project management can be assessed to the extent allowed by solid system integration (PMM and PMS) and stakeholders' (organization and customers) involvement.

**Managerial perspective**

In terms of knowledge areas, these steps can be grouped into four:

- Communication Management: Steps 1 and 2
- Integration Management: Steps 9 and 10
- Human Resource Management: Steps 3, 4 and 5
- Stakeholder Management: Steps 1, 2, 3, 4 and 5
- Quality Management: Steps 6, 7 and 8

The first two groups, although they look to be polarized in the first and last two steps, are considered to be heavily used in each step. The third and fourth groups, particularly in respect to the managing behavior domain as shown in the grid in Figure 3, can be conceptually considered as a part of human resources management (PMI, 2008), as well as stakeholder management after the fifth edition of the PMBOK Guide (PMI, 2013). According to the last group, decision makers should remember that, by its nature, data transfer may always create issues, even with trivial transactions. For instance, transferred tasks may not always come with full information, including task durations and resources; problems with the latter, in particular, are not uncommon. From this perspective, it can be considered as a part of quality management (in particular for step 8, procurement management may also apply) and using a unified system may be more effective.

However, the word "unified" does not necessarily refer to a "single" methodology. Consolidating the existing methodologies and choosing only one would also be sufficient for quality management purposes. The latter forms contextualized boundaries, while the former forms the execution platform. In the end, although it is a natural part of the second level of the Kerzner Project Management Maturity Model, a singular methodology is more often considered as a part of the third level of this model; while this was not the primary scope of this article, it definitely deserves attention (Kerzner, 2005).

**Grouping with workload characteristics**

Finally, as an alternative way, a 10-step action plan could also be examined through its workload characteristics. Although a sequential look gives an order for tasks, it does not reveal the duration of steps and their distribution among phases. For instance, although step 6 follows step 5, the suggested pressure point of its application is higher in the third phase – unlike step 5 – than it is in the fourth

- 1 Clearly communicate the problem and what to change
- 2 Exploit the two-way communication channels
- 3 Utilize champions
- 4 Monitor gate keepers
- 5 Upgrade followers/hesitators
- 6 Identify physical issues
- 7 Create PM Lifecycles
- 8 Select tool or tools
- 9 Develop/Integrate a cost/schedule control system
- 10 Develop an ongoing educational curriculum

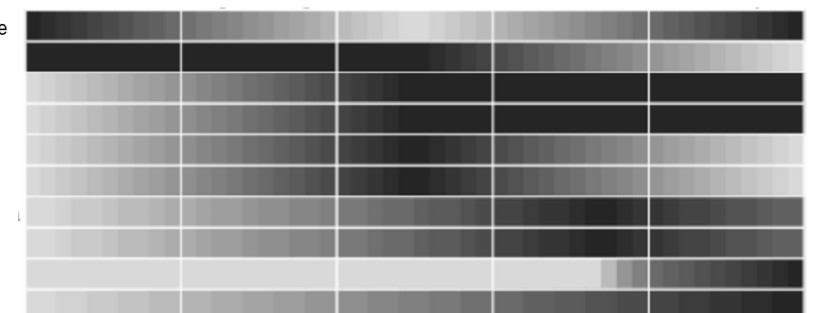


Table 3 10-step action map for successful deployment of a project management methodology

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phase. In the end, in most cases, steps should work simultaneously. The types of workloads in which the mode is back-loaded can be summarized as:

- Steps 3, 4, 7, 8, 9 and 10: Back-loaded
- Steps 5 and 6: Bell
- Step 2: Front-loaded
- Step 1: Turtle

In terms of phases, from awareness to maturity, having a back-loaded mode, the workload distribution can be estimated as 10%, 15%, 25%, 25% and 25%. In other words, as long as phases move forward, the workload will gradually increase, which is usually considered to be preferable.

## 9. Conclusion

Survival is the number one motive of companies today; therefore the majority of the necessary changes and related projects within organizations aim to secure this. However, failing to use a PMM may jeopardize an organization's project management efforts and overall effectiveness. The number one reason for failures in implementing a PMM is related to the change domain in different audience groups.

In the context of efficient project management, this paper conducts a literature review to discuss the audience types through the psychological and physical roadblocks that prevent organizations from deploying a PMM. Four propositions were generated, which primarily suggest that not being aware of (especially) polarized emotions (or how to react them) might jeopardize organizations' efforts to deploy a PMM. The paper also promotes an implementation model to mitigate the issues. Research implications include a behavior management strategy grid that may also serve change leaders and policy makers. The grid axes were linked with 58 research participants' answers. Due to hypothesis building's inductive nature, grounded theory was applied, where eight answers, three coding systems and four memos were generated. For practitioners, to make PMM deployment (as well as the organization itself) successful, this paper suggests one complete integrated tool (instead of many) through a 10-step action plan in regard to different audience types.

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