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Investigating practitioners' perspectives on project success factors How performing a Qstudy could help professionals

Qualitative Study on Dutch Infrastructure Construction Projects

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This work is downloaded from Delft University of Technology. For technical reasons the number of authors shown on this cover page is limited to a maximum of 10. Dr.Ir. Marian Bosch-Rekveldt, Ir. Maedeh Molaei, Prof. Dr. Hans Bakker Delft University of Technology – The Netherlands



Results - client

Investigating practitioners' perspectives on project success factors How performing a Q-study could help professionals

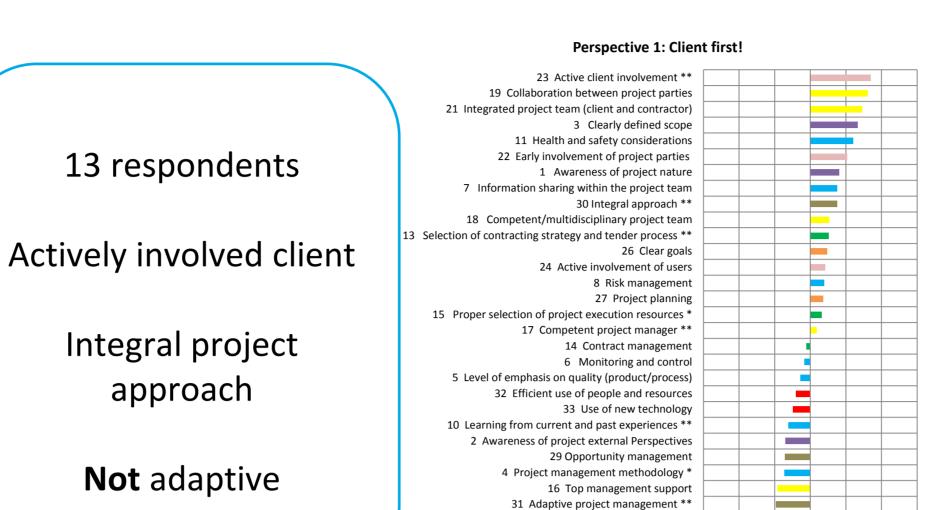
Results - contractor

Introduction

- Lot has been written about success criteria & factors • Still disappointing project performance
- •Learning is hampered by time pressure
- Companies feel the need for professionalizing
- In terms of management: one size doesn't fit all!

Research questions

- What are the perspectives of project professionals on project success factors?
- How could a Q-workshop contribute to knowledge



25 Active invo

ent of external stakeholde

28 Legal and administrative processes

9 Environmental and sustainability considerations

12 Organizational structure

20 Training provision

10 respondents
Clear goals
Clearly defined scope
Active client involvement

No integrated team,

nor integral approach

Perspective 1: Client project definition

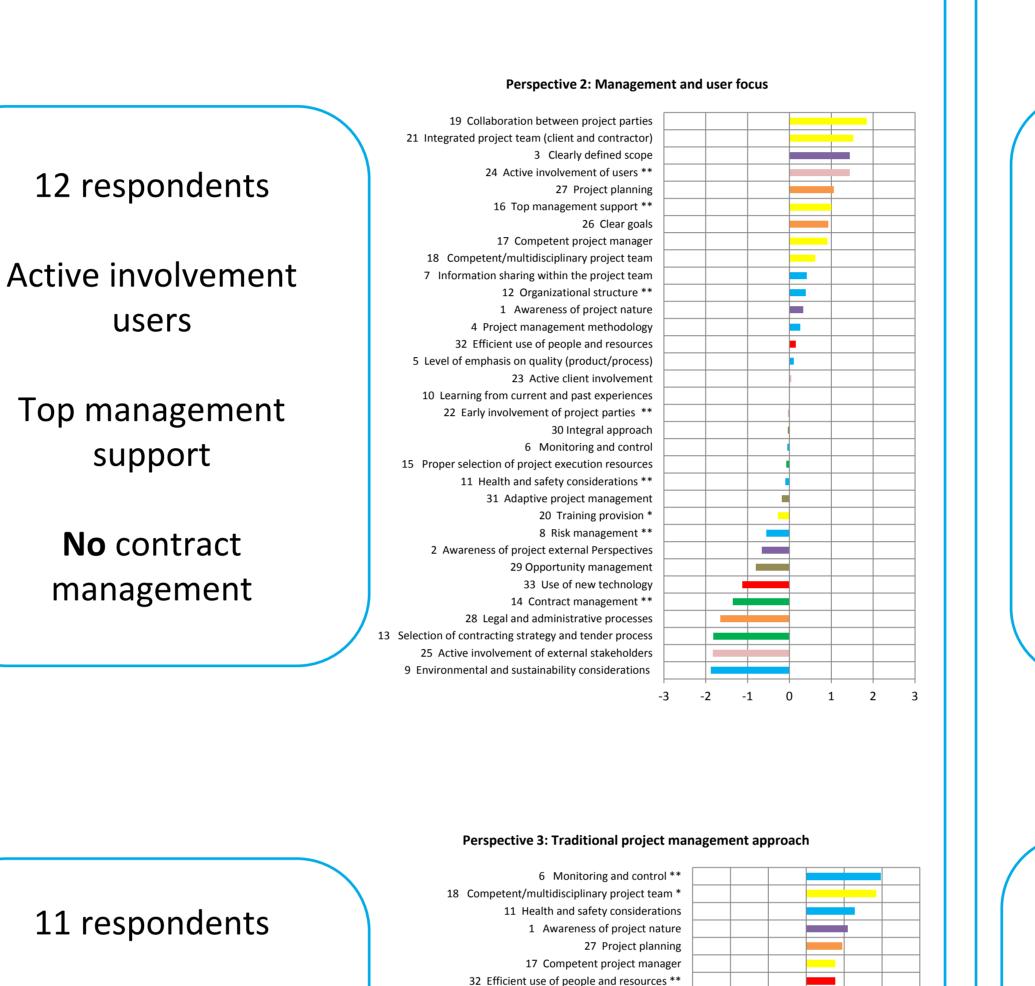
19 Collaboration between project parties	
3 Clearly defined scope **	
26 Clear goals **	
18 Competent/multidisciplinary project team	
23 Active client involvement **	
27 Project planning	
30 Integral approach *	
24 Active involvement of users	
7 Information sharing within the project team	
12 Organizational structure **	
2 Awareness of project external factors	
10 Learning from current and past experiences	
5 Level of emphasis on quality (product/process)	
1 Awareness of project nature	
17 Competent project manager	
16 Top management support	
22 Early involvement of project parties	
32 Efficient use of people and resources	
29 Opportunity management	l l
6 Monitoring and control *	
21 Integrated project team (client and contractor) *	
28 Legal and administrative processes	
8 Risk management	
3 Selection of contracting strategy and tender process	
31 Adaptive project management	
14 Contract management	
4 Project management methodology	
15 Proper selection of project execution resources **	

creation?

Q-Methodology & data

 Practice-based approach to identify patterns of shared subjective viewpoints across individuals

- Q-statements: elements to sort, main question • P-set: respondents
- •Q-sorting: respondents rank the statements from
 - -3 (least important)
 - via 0 (neutral)
- to +3 (most important)
- As part of Masterclasses on improving project management
- Two sessions (P-sets)
- Contractor organisation in process energy sector (43) respondents)
- Owner organisation in real estate (31 respondents)
- Positive vibes after the sorting sessions
- Factor analysis to identify perspectives • The number of factors has to be chosen by the researcher
 - For both datasets the 4 factor solutions were selected
 - Factors to perspectives by qualitative analysis

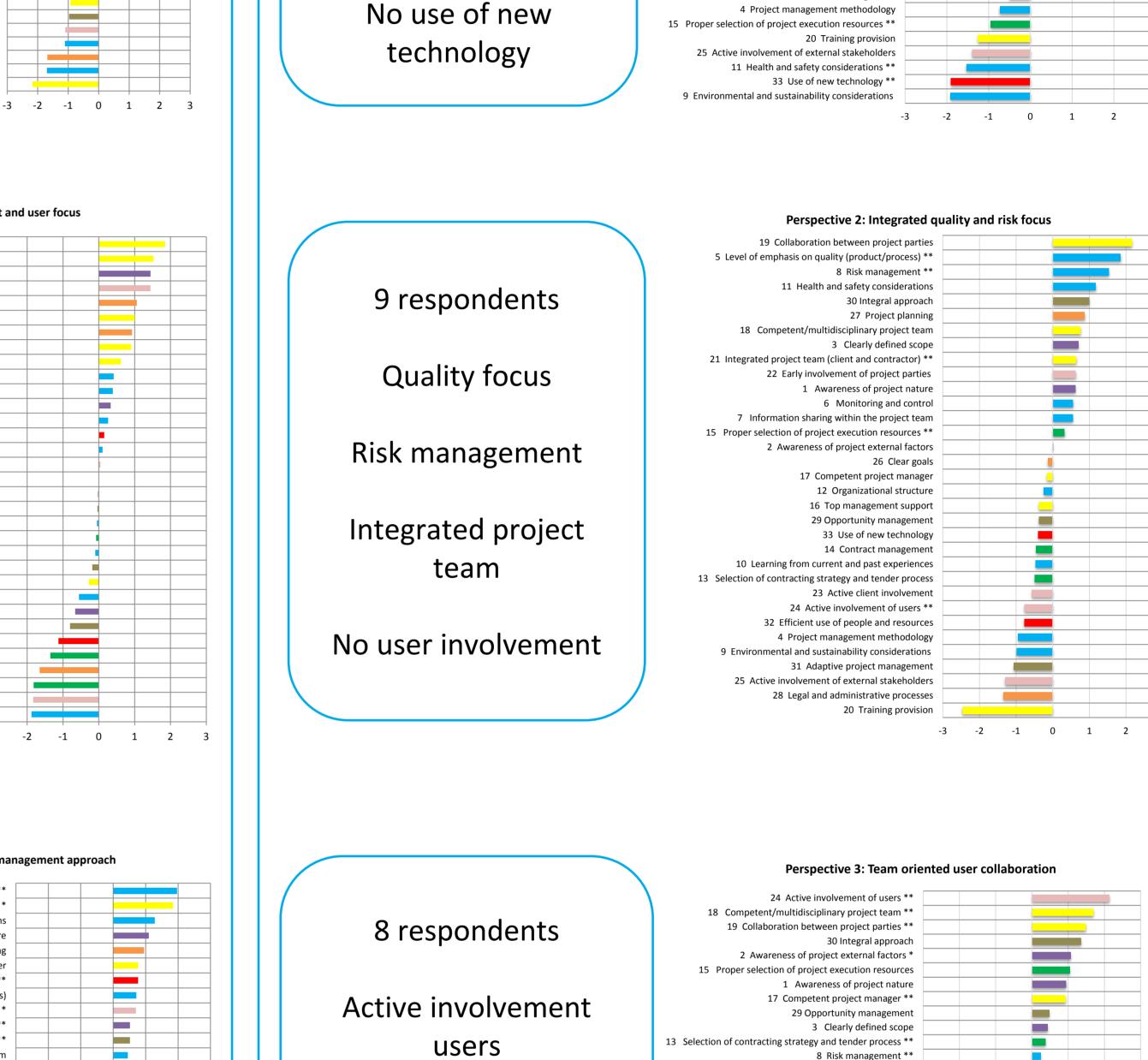


5 Level of emphasis on quality (product/process)

23 Active client involvement *

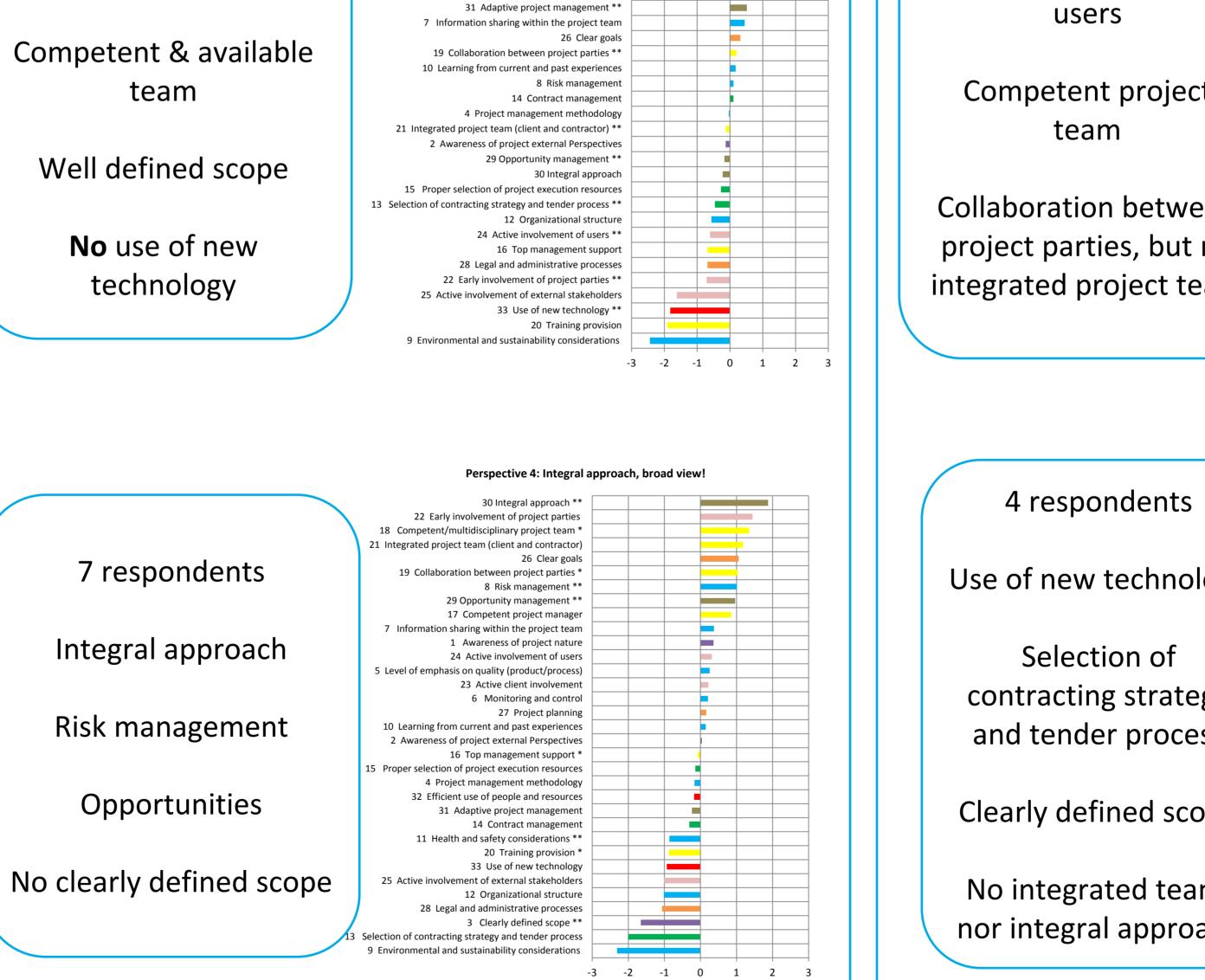
3 Clearly defined scope **

Monitoring and control



Success factor framework

	1 Awarapass of project pature
Project	1. Awareness of project nature
characteristics	2. Awareness of project external Perspectives
	3. Clearly defined scope
	4. Project management methodology
	5. Level of emphasis on quality (product/process)
	6. Monitoring and control
Project	7. Information sharing within the project team
-	8. Risk management
process	9. Environmental and sustainability considerations
	10. Learning from current and past experiences
	11. Health and safety considerations
	12. Organizational structure
	13. Selection of contracting strategy and tender process
Contracting	14. Contract management
	15. Proper selection of project execution resources
	16. Top management support
	17. Competent project manager
Leadership and	18. Competent/multidisciplinary project team
team	19. Collaboration between project parties
	20. Training provision
	21. Integrated project team (client and contractor)
	22. Early involvement of project parties
Stakeholder	23. Active client involvement
engagement	24. Active involvement of users
	25. Active involvement of external stakeholders
	26. Clear goals
Policy and strategy	27. Project planning
	28. Legal and administrative processes
	29. Opportunity management
Modern project	30. Integral approach
management	31. Adaptive project management
	32. Efficient use of people and resources
Resources	33. Use of new technology



Active involvement			
	29 Opportunity management 3 Clearly defined scope		
licorc	13 Selection of contracting strategy and tender process **		
users	8 Risk management **		
	26 Clear goals		
	31 Adaptive project management ** 23 Active client involvement		
Compostoret project	27 Project planning *	i	
Competent project	7 Information sharing within the project team		
t a a a	22 Early involvement of project parties 10 Learning from current and past experiences		
team	25 Active involvement of external stakeholders **		
	5 Level of emphasis on quality (product/process) **		
	11 Health and safety considerations **		
	12 Organizational structure6 Monitoring and control *		
ollaboration between	32 Efficient use of people and resources		
• • • • •	16 Top management support		
project parties, but no	14 Contract management 33 Use of new technology		
	21 Integrated project team (client and contractor) *		
tegrated project team	4 Project management methodology		
0 1 3	28 Legal and administrative processes		
	9 Environmental and sustainability considerations 20 Training provision		
	Perspective 4: Innovative c	ontent and procurement	
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28 Legal and administrative processes

Environmental and sustainability considerations

21 Integrated project team (client and contractor) *

25 Active involvement of external stakeholders

4 Project management methodology

31 Adaptive project management

20 Training provisior

-2 -1 0 1 2 3

30 Integral approach **

Observations

- Contractor point at the client and goes for integrated project team
- Client (owner) points at users and at general collaboration
- Agreement amongst the importance of the team & collaboration
- Training not considered part of projects
- Sustainability not explicitly valued

Conclusion and way forward

- By participating in the Q-study awareness was created for the existence of different perspectives
- Participants experienced a positive contribution to their shared knowledge base
- Q-study as a interactive start-up activity in major projects?
- At different project stages? With different parties involved? \bullet
- Next step(s): \bullet
 - Towards fit-for-purpose: quantitative research into matching contexts, success criteria & success factors
 - Cross sectoral comparison

