



Competence Frameworks

The Project Manager and the Project-Network

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Projects as temporary social organisations

“an endeavour in which **human, material and financial resources are organised in a novel way, to undertake a unique scope of work, of given specification, within constraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives.”**

(Turner, 1993, p8)





Projects as temporary social organisations

“A combination of human and nonhuman resources pulled together in a temporary organisation to achieve a specified purpose.”

(Cleland and Kerzner, 1985)





Projects as temporary social organisations

“Project management was designed to provide sustained, intensified, and integrated management of complex ventures and to pull together a combination of **human and non human resources into a **temporary organisation** to achieve a specified purpose.”**

Adams and Barnt, 1988





Projects as temporary social organisations

“social systems that are established in order to carry through tasks that normally cannot be realised by the standard organisation”.

Heitger and Sutter (1990)





Actor-Network Theory (ANT)

- **Sociology of Scientific Knowledge (SSK)**
- **Human, non-human actors**
- **Actors build networks: Translation**
- **Actors are the punctualised effect of networks**
- **ANT: A sensitivity not a methodology**





The Research

- **Competence: knowledge, skills and attributes; behaviours**
- **23 Project Managers: all experienced professionals**
- **7 organisations: 5 functional, 2 project**
- **Critical Incidents/ Behavioral Events**
- **Learning from actors not only what they do but why and how they do it**





Problematisation

- **Becoming indispensable to others by defining their interests in the project context**
- **Working the organisation one by one**
- **Documenting project plans, PM plans, requirements etc.**
- **Creating new actors/ allies**





Interessement

- Engaging others' attention by building devices between them and other influences
- Project plans, PM plans, requirements
- Building on acceptance of PM methodology
- Re-creating project structures and processes according to PMBoK™





Enrolment

- **Locking others into the actor-network**
- **Publication of plans, Sign off**
- **Commitment at meetings**
- **Seducing, cajoling, buying off, leverage**
- **Direct use of authority over team**
- **Monitoring**
- **Celebration**





Mobilisation/ Delegation

- **Getting others to act as spokesperson or to act on behalf of the project**
- **Providing information to the sponsor**
- **Using pre-existing spokespersons**
- **Acting at a distance through the Project Plan**





Performance and Preventing Dissidence

- **Monitoring and reporting**
- **Using the Project Plan to “look down the river”**
- **Getting round everyone again and again**
- **Using alliances**
- **Invisible work**





The other Actors...

- **Human**
 - Sponsors
 - Team members
 - Users
 - Sufferers

- **Non Human**
 - Project Deliverables
 - Project Environment
 - Project Plan





Conclusions

- **Competence frameworks look inside the individual ...**
- **...and at outwardly visible behaviours**
- **ANT looks at the project manager in the context of the project...**
- **...and the project in the context of its environment...**
- **...including the project management profession**



