Dissertation

Project Managers as Leaders of Innovation in the Telecommunications Industry

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Executive Summary

The purpose of this research is to measure innovation in the telecom industry in United Arab Emirates (UAE) as it became an important issue especially after liberalizing the telecom sector for competition.

The population of this research is directors and project managers who are working in project management office (PMO) in Etisalat organization. The population consists of thirty eight members (five directors and thirty three project managers) .Three main objectives were developed at the beginning of this study. The first objective is to investigate the innovation process , barriers , drivers and the culture that stimulate innovation. Secondly, to investigate the characteristics of the innovative people in the organizations in general and specially the project managers. Thirdly, identify the variables that influence the championing behavior of the project managers.

The findings show that innovation is new in UAE specially in the telecom organizations. Therefore, it is recommended to explore more and train employees about this concept. The study revealed that several project managers in the Etisalat didn't address the vital issues related to the telecom industry by contributing new innovations for developing telecom business solutions in the future. As strong leaders, PM should appreciate the contributions of the employees, give them the authority for decision-making, and prove the higher management that those team members have the competent leadership skills. In addition , project managers have the responsibility of organizing, planning and managing company resources to achieve completion of organizational project objectives and goals. Further, the data results analysis show that there are high positive relationship between different variables

such as (championing behavior with level of innovation and problem solving styles and (

decision making authority with influence tactics and problem solving style .)

DECLARATION

I declare that this dissertation is my own research, and is not being simultaneously submitted in candidature for any other degree.

Abdulla Naqi

ACKNOWLEDGEMENT

CHAPTER 1

Project Managers as Leaders of Innovation in the Telecommunications Industry

CHAPTER ONE

1.0 Introduction

Telecommunication sector has been established long before the existence of the United Arab Emirates (UAE). It has started several years before getting its independence, by a three small phone companies concentrated in the main cities of Abu Dhabi, Dubai & Sharjah. In 1971 and during the independence period, the telecom network was in its infancy stage where the local telephone services exist without a proper country-wide links. The number of telephone land lines reached only 9,000 in the whole country by the end of 1971.

A major adjustment was carried out in the UAE telecom sector in the mid of 1976 by replacing the local phone companies with a multi million dollars centralized telecom company called Emirates Telecommunication Company, Etisalat, as a semi-government company where 60 % are owned by the government and 40% are owned by individual investors. The new company has commenced a massive development program in the whole UAE telecom infrastructure and has been considered as one of the top telecom companies in the region and a pioneer company in introducing most of the telecom services.

To meet the fast changing telecommunication requirements of the existing century, UAE Government decided to de-regulate completely the industry in April 2004 and cancelled the telecom monopoly in the country. This was the major shift for the whole telecom sector where the competition shall replace the monopoly market along with the establishment of the 2nd telecom operator, DU.

During the existence of the second operator DU, the client has the opportunity of choosing the telecom operator that he/she prefers, but till now the main customer requirements (services, prices, response from the company and overall satisfaction) are not fulfilled in a way or another.

Generally, the telecom companies are likely to be an exciting and rewarding place for people to work in. It provides telecommunication services that are necessary in the technology era. It is a combination of economic necessity and the exciting promise of those telecom companies which leads many people to work in it.

However, as per survey conducted in Etisalat in 2008, the talents people have to offer are wasted and frustrated. In consequence, the telecom companies in UAE failed to deliver full quality and value to the customer (DU Customer survey, 2008). The Telecom companies appear to fail due to three main factors; they are not utilizing their talented employees; they fail in bring together staff in the work place to accomplish general goals and they are unfair and thankless places in which to work (Etisalat , 2009f).

It's obvious that the stimulating innovation within the organization is one of the most important factors to win the competition (Etisalat , 2007a). The current innovation issue in the telecom industry in UAE has not been dealt with properly.

A recent study of customer feedback conducted (Etisalat , 2008a) identified several challenges and problems that are facing the telecom industry. These are as follows:

- There is little development so far from project managers on the innovation to increase innovation behavior in Etisalat & DU cultures.
- Employees are not IT trained enough, especially for project management innovation dealing with the implementation of new added value services.
- Existing services are provided as one product/service fits all which it should not be the case in the competition environment where different customers have different needs of services which should be designed for each segment.
- Delay in service delivery for several types of services specifically added value services.

- Customers are being treated in a rigid way by applying certain rules and long procedures.

- Number of complains started to increase dramatically and became a major issue.

- The intelligence of many people is not respected and they are told instead of being asked what to do.

- People have difficulty working together in teams; they have difficulty valuing difference and resolving conflict; instead, people compete and complain about one an other; sometimes the difficulties are such that teams who come together with high hopes break up prematurely.

- Employees are manipulated and punished, subtly or not, if they disagree with superiors.

- There is strong pressure to overwork and abuse one and others; people are seen as instruments.

- Many individuals underestimate themselves, act powerlessly and do not take initiatives; instead they complain and blame as if they cannot do anything.

- The atmosphere is unfavorable to taking risks and openly learning from mistakes.

- Difference of any kind is not welcomed and people hide differences and conform if they can.

The UAE Telecommunications Company (Etisalat), which was the dominant monopoly for several years, must now prepare to survive in this new environment. Abolishing the monopoly of Etisalat has changed the priorities and strategies of the existing of the company. One of the most important priorities is to achieve service excellence. What makes excellent service "excellent" and "poor" is very much about how the organizations dealt with innovation.

Many authors have presented severe descriptions for "innovation", and each has its own point of view. Robertson (1974) argued that the Zuckerman Committee in 1968 defined innovation as "a series of technical, industrial and commercial steps". In addition , Marquis (1969) defined innovation as "a unit of technological change" and he referenced Schmookler's definition of technological change as "an enterprise producing goods or services or using a method or input that is new to it" .One vital note should be taken into consideration is that the foremost organization which will implement the change will achieve the innovation while others will be followers not inventors. Tinnesand (1973) summarized the definitions of innovation via reviewing 188 publications. His results on the study of the meaning of the innovation were as follows:

- The introduction of a new idea : was 36 %.

- A new idea : was 16 %.

- The introduction of an invention : was 14 %.

- An idea different from existing ideas : was 14 %.

- The introduction of an idea disrupting : was 0 %

- Prevailing behavior : was 11 %.

- An invention : was 9 %.

Kuhn (1985) claimed that "creativity forms something from nothing and innovation shapes that something into products and services". Moreover , Badawy (1998) argued that creativity conveys something new while innovation develop or shape this new thing in a way that can be used by others .

Other authors such as Urabe (1988) argued that "Innovation consists of the generation of a new idea and its implementation into a new product, process, or service, leading to the

dynamic growth of the national economy and the increase of employment as well as the creation of pure profit for the innovative business enterprise".

To summarize all of these ideas that innovation is considered by this study as: *"***The first successful application of a product or process***"*.

1.1 Purpose

The purpose of this dissertation is investigating innovation issue in the telecom industry. This issue has risen in significance after the liberalization of the telecom industry in UAE in 2004. In order for the existing telecom providers in UAE to meet customer requirements and win customer loyalty, intelligent and added value services should be introduced to the clients. Such services will be developed only via innovative leaders who are in this dissertation the project managers.

1.2 Aim

The aim of this research is to investigate the innovation definition, innovation process , drivers for innovation , barriers of innovation in telecommunication industry in UAE . It will also assess the determinants of the organizations in order to meet innovation. Furthermore, it will explore the capabilities and characteristics required in the champions of innovation. In addition , it will evaluate projects in Etisalat in terms of drivers of the projects , project types , project challenges , criteria for project selection and criteria for selecting the project managers. Moreover , it will explore the variables that affect the championing behavior of the project managers who are considered as the champion of innovation.

1.3 Objectives

The research's objectives are listed in the following points:

- To investigate the innovation process , barriers , drivers and the culture that stimulate innovation.

- To investigate the characteristics of the innovative people in the organizations in general and specially the project managers.

- To investigate the variables that influence the project managers innovation in telecom projects.

1.4 Dissertation structure

The dissertation structure consists of six chapters as follow:

1. Chapter-1: An introduction about the telecom industry in UAE in general followed by some issues in the same sector. After that it will indicate the purpose, aim and objectives of the dissertation.

2. Chapter-2: The literature review to explore the concept of innovation along with its process, drivers, barriers and the culture characteristics that stimulate innovation.

3. Chapter-3: Leaders of innovation in the telecom segment in general, and then it will narrow down to explore the stimulation of innovation in projects .Also it will explore the challenges toward innovation. Moreover, it will include a hypothesis model which covers the variables that affect the championing behavior of the project manager.

4. Chapter-4: The research methodology and the relevant reasons of choosing such methodologies. In addition , it will cover the projects in Etisalat in terms of criteria of selection , project types, project challenges , project managers selection criteria and guidelines. Furthermore , it will include the modified model which is the core of this dissertation.

5. Chapter-5: Analysis of the data and results based on the methodology described in the 4th chapter.

6. Chapter-6: Summary of the dissertation results and findings and concludes by proposing the necessary recommendations and end the dissertation by a comprehensive conclusion.

CHAPTER 2

2.0 Literature Review

Kim and Mauborgne (2007) stated that "innovation is the original creativity that results in the advancement or progress of a product, process or service". Both Kim and Mauborgne developed an innovation strategy that highlights how clients require value-added services a to maintain their loyalty to the service providers. Value innovation requires project managers to expand their product lines and customer services in order to better satisfy global consumers. Harrington (1995) believes that continuous improvement should be the most important aspect of innovation because it will aid in resolving problems and upgrading efficiency. Porter and Stern (2001) stated that " innovation is the transformation of knowledge into new products, processes, and services – involves more than just science and technology" . Cragg and Alexander (2007) argued that innovation involves attaining the requirements of the clients.

Kuhn (1985) believes that " innovation comes from creative ideas that resulted from nothing" , whereas Badawy (1988) stated " innovation allows different concepts to be incorporated into existing ideas to find new uses for them" . Marquis (1969) suggested that innovation can be defined as technological changes in existing inventions or services. Damanpour (1991) believes that innovation is known as the "Adoption of an idea or behavior, whether a system, policy, program, device, process, product or service, that is new to the adopting organization".
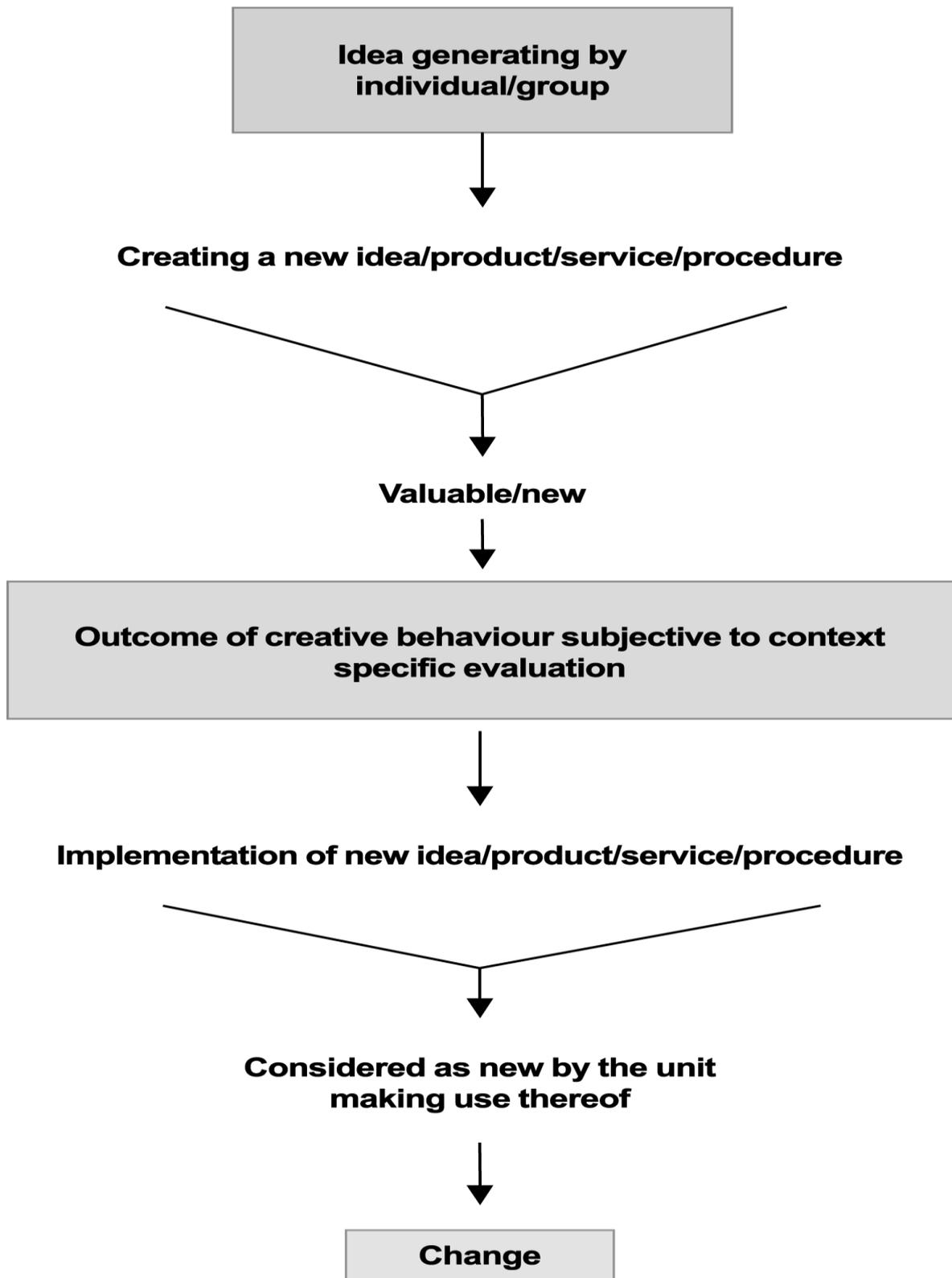
Figure 1 Defining creativity and innovation (Kuhn , 1985)

Rothwell (1994) says that innovation has developed throughout five special generations of behaviors:

- *First generation innovation (1G) – technology push:* This era of innovation started with the American Industrial Revolution, when innovation established to comprise technologically-advanced means of factory production.

- *Second generation innovation (2G) – need pull:* in this era of innovation started to be more customer-oriented market where clients requirements are defined and the technology will address these requirements accordingly.

- *Third generation innovation (3G) – coupling model:* This era of innovation merged both the push and pull models due to the global market required continuously new concepts. R&D established to obtain feedback from customers to maintain their satisfaction and for marketing purposes.

- *Fourth generation innovation (4G) – integrated model:* in this innovation era , innovation started to be strategic objective that coordinate R&D, marketing with worldwide suppliers.

- *Fifth generation innovation (5G) – systems integration and networking model (SIN):* In this innovation era, the concentration is mainly on producing high quality products, speedy development and flexibility.

2.1 The innovation process

Innovation as a process composed of three stages, "Initiation", "Development" and "Implementation" (Damanpour, 1991; Utterback, 1971; Zmud, 1982). The first stage which is "Initiation" stage where an organization's requires either to adopt a certain innovation or try to adopt a new one .Such adoption might be caused due to severe reasons such as losing a market share , financial crisis or issues with the company operation (Kanter, 1982; Tushman and O'Reilly, 1997), or it could be as a result of concentrating on a specific business innovation (Nonaka, 1988; Tushman and Nadler, 1986). Tushman and Katz (1980) and Tushman and Scanlan (1981) claimed that feedback from individuals and environmental scanning processes provides a drive for "Initiation" activities.

The second stage of the innovation process is the "Development" stage where the procedures of the implementing and developing of a certain product has taken place as planned and agreed in the initiation stage . This stage can be referred as idea generation and problem solving (Tushman and O'Reilly, 1997). The development stage involves huge processing of the available data and making a decision should be very quick as argued by Eisenhardt and Tabrizi (1995). New data can be gathered from competitors (Tushman and O'Reilly, 1997) and clients (Drucker, 1988), and combined with the available information (Galbraith, 1982) to innovate new products . Formal means for instance cross functional groups and virtual teams can be considered as a brilliant tool to exchange knowledge (Tushman and Nadler, 1986).

The third and the last stage of the innovation process is the "Implementation" stage where all the processes and tasks are taking place. Adopting any product design will result in changing the procedures involved and subsequently will change the implemented control

system (Davenport, 1993). Control systems should be tight somehow to a certain level in order to meet the required level of the innovation (Galbraith, 1982; Seely Brown, 2002).

2.2 Success and failure in innovation

Several studies conducted through the last four decades in order to specify the main success and failure reasons for innovation. The main concentration of these researches was fully to understand how products are created and developed within the companies (Brown & Eisenhardt, 1995). Dyadic studies are defined as those type of studies which are conducted via comparing between successful and failure projects. SAPPHO study (Rothwell, 1972; Rothwell et al., 1974) is a good example of dyadic study where around 43 cases studies where compared between each other in Britain. There are other studies which suits only specific cities or countries or communities such as Stanford project which was directed mainly for Californian companies (Maidique and Zirger, 1984; Zirger & Maidique, 1990) , Cooper (1979) ;(1985);(1987) and Kleinschmidt (1993) argued that the best conducted Dyadic studies was the New Prod project. Detailed reviews of such studies has been conducted by Brown (1995) , Ernst(2002) , Montoya-Weiss & Calantone, (1994) and they concluded the following success and failure factors :

- Product superiority: how is the product look like , and how it is dominant among other similar products (from the clients' point of view).
- Proficiency of marketing and technological activities, 'up-front' activities : what is the target market(residential users , small and medium business , corporate , enterprise , government , VIPs etc . What is the customer feedback and knowledge regarding such product? Would be the current financial situation would affect the marketing? Any revision for pricing (either for the products or the services).
- Protocol: What are the clients' requirements and preferences?

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● Market: existing business opportunity (potential).

● Organizational relations: internally and externally (with other firms).

2.3 Innovation Barriers

Gravity factor can be considered as the most important obstacle for the organizations in order to accomplish innovation (Rajiv, 2006). Rajiv argued that gravity main concern is the way of thinking that resists stimulating ideas. Gravity covers severe areas such as organizational, industry, country, or cultural, and a business and below is a brief about these areas of gravity:

● *Organizational gravity* – mainly companies emphasize on forcing their staff to innovate continuously. Keeping the staff under this pressure will lead to have conscious employees. In order to encourage the employees to develop , create and innovate ideas , organizations must realize to free their staff from the organizational gravity .

● *Industry gravity* – within any sector or industry, all products , strategies will be similar to each other after certain period of time. Therefore, its organizations role to challenge their staff in order to overcome such similarity and routine processes and products .

● *Country gravity* – politics, surrounding environment, social, cultural and life styles will play an important role to shape this area of gravity.

Rajiv (2006) explained the perception is that India (as a country) have variety of services which are operating at very cheap costs .So if any Indian service organization would like to advertise any service in US for instance, then India could be considered as a good place .On the other hand , if we will take in to the consideration the value and quality , India does not have that image in terms of added value, high technology and quality .Therefore, it wouldn't be possible to execute operations in India due to that image. Innovators must

encourage their workforce in order to facilitate the existing resources in order to be innovative and be ready to compete and change any image drawn among their country or their organization.

- *Cultural gravity* – this area of gravity could be argued as the superiority. Organizations mainly fail because they are considering only the superficial issues i.e they are not digging into the problems and investigate the root causes of such issues and recommend solutions to solve them. Mindset of organizations should be open to explore in depth any problem and break it in to small junk of tasks in order to overcome any obstacle easily.

On the other hand, Quinn (1985) expressed different obstacles to innovation like:

- Higher management remoteness impose misinterpretations and subsequently lead to a risk-reluctant environment.
- Denies range is very narrow. Therefore, whoever refuse to execute any specific activity or task would be considered as a troublemaker.
- Major concerns concentrate on the pieces rather than the whole.
- Short-time horizons emphasize short-term results over the potential for new ideas to generate long term gains.
- Excessively balanced thoughts tries to address innovative procedures into regular and normal sequences and might emphasize schedules over improvement requirements.
- Unsuitable bonus or remuneration systems might emphasize routines and put offs revelations and distinctions attached to innovation.
- Extreme organization loyalty to regulations and processes that discourage inspiration and innovation.

2.4 Drivers of successful innovation

David Cravens, Nigel Piercy and George Low (2002) identified five major characteristics which will ensure successful implementation of innovation process in organizations in general and specifically in projects. These are as follows

2.4.1 Innovative culture

Examining a successful innovation in the firms relates directly to the level of environment within those organizations which encourages innovation. For instance, Intel company is considered as a successful company in terms of its production. On the other hand, it's hard to claim that it has a creative climate.

Arguing that Firms climate is committed to innovation could be expressed clearly in the enterprise vision, marketing messages and any workshops or meetings conducted by the top management. In addition, innovative environment requires open channel among the whole organization and shows clearly the top management contribution , involvement and attention . Not unexpectedly, such prerequisites are more likely to take place in small and medium organizations rather than big.

For example, Procter & Gamble is frustrating to build a climate which is committed to innovation. Although P&G spends several billion dollars yearly on R&D; but yet it did not produce any new product since 1960 (Decker, 2000).

2.4.2 Choosing the right innovation strategy

The main goal of the innovation strategy is to specify or explore any business potential for the organization. Such strategy should take into the consideration the company resources and ability to meet customer value and expectation.

Copper (1998) argued that selecting the right innovation strategy is considered as a critical element for a product to dominate among other products in terms of reliability and performance. A dominating innovative product strategy contains:

- Specify the product goals and targeted market.
- Sharing the value of the new product and how it will lead to achieve the objectives.
- Specify the main scope and areas of the strategy in order to meet the organization goals.

Similarly, the Industrial Research Institute in Washington includes as key indicators of successful innovators, communicating the importance of research projects, setting demanding innovation objectives, and focusing innovation efforts on areas where knowledge gaps exist and potential is promising.

Christensen (1997) highlights the significance of the market/technology match in attaining innovation accomplishment with obsolete technologies. Initiatives must concentrate on market positions that the conventional technologies does not support. Moreover, Christensen point outs that products from discontinuous technologies that are not at present important for customers, could meet upcoming value requirements.

2.4.3 Building effective development processes

It's necessary to have a climate that stimulate innovation and choose the suitable innovation strategy. However, those factors won't be enough to maintain success with innovation. Cooper (1998) highlights the necessary role of complete market and technological evaluations of new product theories before the start of developing the product. Such "truthful" attempt supposed to result in a clearly described concept and its market goal, value contribution, and proposed positioning, thus expressing the significance of a tough market

direction in the firm. In addition, Cooper insists the requirement for severe evaluations throughout the whole milestones of the product production.

Schilling and Hill (1998) conducted a brilliant study of new product preparation. They highlight the significant role of latest products in motivating business performance. They merge the planning initiatives of selecting the precise innovation strategy and building successful development processes.

The Industrial Research Institute argued the significance of moving employees among laboratories and business units to accomplish successful innovation. Both market direction and moving people highlight the significance of cross-functional contribution in new product development processes.

Chandy and Tellis (1998) stated "Organizations willing to cannibalize are more likely to have influential product champions". This identifies the main role of leadership in new product development processes.

2.4 .4 Making resource commitments

Allocating the optimum and the required resources is a crucial factor to accomplish innovation. Christensen (1997) highlights on the significance of resource allocation on disorderly technologies, it is difficult for the directors to finance obsolete technologies.

Point of views might be different among industry strategy professionals on the subject of being within basic abilities against expanding beyond them to take advantage of an opportunity or avoid cannibalization pressures by implementing disorderly technologies. Promoting in-house competition across all the company departments could be effective in accomplishing positive cannibalization (Chandy and Tellis, 1998). Such competition must be a related resource allocation sign. Tough projects would come out from the competition. Significantly, management must be keen (and competent) to allocate the essential resource commitments to innovation.

2.4.5 Leveraging capabilities

Meeting customer expectation and requirements are crucial parts of innovation process. Force capabilities into certain products and markets could lead to significant impact on innovation success.

Porter (1996) argues that the difficult part is to decide how to place an organization into the market to gain the benefit of its capabilities, while Gary Hamel (2009) states that "a vision about the future market should be developed and the organization's capabilities stretched to capture the market". D'Aveni(1999) argued that the core subject is how and to what degree to leverage capabilities concerning innovation initiatives, and certainly understanding how environmental alter may demolish and boost the value of conventional competencies.

It might be more essential also to take advantage of joint venture chances efficiently in meeting the challenges of innovation. The capability of innovators to work efficiently with contractors and clients may become an important part of buyer-seller relationships.

2.5 Organizational culture definition and its role in organizations

Lundy and Cowling (1996) defined the organizational culture as "the way we do things around here". Organizational culture composed of several parts such as routine behavior, norms, values, philosophy, rules of the game and feelings (Hellriegel et al., 1998; Smit and Cronje, 1992).

Robbins (1996) argued that solid culture could promote shared values that will assure that all employees within the same organization is working in the same direction toward the mission and vision set by the stakeholders. The role that organizational culture plays in an organization can be summarized as the functions of organizational culture and how it affects other processes in the organization.

Furnham and Gunter (1993) illustrated the functions of the organizational culture as internal integration and coordination. Internal integration can be referred to as all members feeling

committed to the organization. Martins (2000) highlights the coordinating function as "The social glue that binds the organization together". If the organizational culture could not meet these functions in an acceptable manner, then the culture might dramatically reduce the effectiveness of an organization (Furnham and Gunter, 1993). Organizational culture practically speaking fills the gaps between what is published and what in reality. It is the direction sign that aligns the strategy on track (Martins, 2000).

2.6 Determinants of organizational culture that support creativity and innovation

It is argued that organizational culture could encourage or hide creativity and innovation (Glor, 1997; Tushman and O'Reilly, 1997). Many authors (Ahmed, 1998; Filipczak, 1997; Judge et al., 1997; Nÿstrom, 1990; O'Reilly, 1989; Pinchot and Pinchot, 1996; Tesluk et al., 1997) have worked to address the factors that facilitate the promoting and implementing of creativity and innovation.

Schien (1985) and Martin (1987) addressed five determinants of organizational culture that influence in promoting or hiding creativity and innovation. These are:

2.6.1 Strategy

Robbins (1996) defined an innovation strategy as the strategy that encourages developing and implementing new products and services. Covey (1993) highlights that the foundation of creativity and innovation falls in a shared vision and mission, which are concentrated on the future. Moreover, the vision and the mission of an innovative organization are client oriented and concentrate on client issues among other things (CIMA Study Text, 1996).

A good example of a vision that stimulate creative and innovative attitude is: "Our company will innovate endlessly to create new and valuable products and services and to improve our methods of producing them" (Lock and Kirkpatrick, 1995). Judge et al. (1997) describe successful innovation as "Chaos within guidelines; in other words top management prescribes a set of strategic goals, but allows personnel great freedom within the context of the goals ".

Organizational targets and aims reflect the priorities and values of organizations and as a result may promote or hinder innovation (Arad et al., 1997). Hall (cited in Arad et al., 1997) found that individual and organizational objectives that concentrate on quality rather than effectiveness increase the levels of innovation.

2.6.2 Structure

Armstrong (1995) claimed that Organizational culture could affect organizational structure and operational systems in an organization. There are some structures which concentrate on specific values which might promote or inhibit creativity and innovation in organizations.

According to Arad et al. (1997) and the CIMA Study Text (1996) a flat structure, autonomy and team works will encourage innovation, while specialization, formalization, standardization and centralization could be an obstacle toward innovation.

Values such as flexibility, freedom and cooperative teamwork will encourage creativity and innovation. However, values like rigidity, control, predictability, stability and order (mostly associated with hierarchical structures) might hide creativity and innovation (Arad et al., 1997).

Employees are free to accomplish their objectives in an automatic and creative way within guidelines (described as "chaos within guidelines" by Judge et al. (1997)). Employees therefore have the authority to perform the assigned tasks or activities and specify processes within the guidelines provided. Top Management must also give their staff the opportunity to be more creative, in other words empowering them instead of controlling them (Judge et al., 1997, p. 76).

The level of authority that staff have while contributing to critical decisions in resolving troubles will reflect definitely the exact level of creativity and innovation in organization (Arad et al., 1997, p. 4). Also, Tushman and O'Reilly (1997, p. 117) highlighted that climate nature that evolve fast decision making could encourage the achievement of innovation.

Co operation observed by few authors among business units within the same organizations could have an effect on the level on creativity and innovation in organizations. Organized team work which permits backup and gifted employees to complement each other could stimulate creativity and innovation (Arad et al., 1997; Mumford et al., 1997). One important issue is that each individual should respect other colleagues, appreciate their efforts and believe in their abilities and capabilities (Shattow, 1996; Tushman and O'Reilly, 1997).

2.6.3 Support mechanisms

Support mechanisms are considered as a corner block in every organizational culture which stimulate innovation and promote creativity in an organization. A research conducted by Arad et al., (1997) discovered those incentives, appreciation and the existing of resources, such time, IT and innovative individuals are mechanisms that support and promote innovation in an organization.

If an innovative behavior is appreciated then innovation will be merged within the organization (Arad et al., 1997). The issue is that top management mainly expect always ideal work process without any obstacles and only reliable methodologies are taking place . Employees should be encouraged for exploring new challenges and creating new ideas. Inherent rewards such as independency and increase chances for individual and professional growth could maintain the innovation process (Shattow, 1996; Amabile and Gryskiewicz (1987) and Kanter (1983) cited in Arad et al., 1997). It is crucial to reward employees as well as groups (Tushman and O'Reilly, 1997). Project managers must be aware about the techniques of appreciating and rewarding their individuals in order to stimulate creativity and innovation (Tushman and O'Reilly, 1997).

Shattow (1996) recommended that an organizational management should allocate part of the working hours for the individuals in order to think and suggest new ideas. Concentration on

production and downsizing, which will result on forcing the staff to work harder will inhibit creativity and innovation in organization (Filipczak, 1997).

IT as a support mechanism is a significant resource for approaching innovation (Shattow, 1996). As an example, computers are considered as important devices for communication among staff via lotus note, and browsing the internet. Therefore, there will be a big room for development and stimulate innovation and creativity (Bresnahan, 1997; Khalil, 1996).

Recruiting, selecting and maintaining talented individuals are vital to promote innovation and creativity in an organization. Recruitment and allocation staff of different or multi backgrounds might help in generating new ideas and procedures which will lead subsequently to promote innovation and creativity (Bresnahan, 1997; Gardenswartz and Rowe, 1998).

2.6.4 Behavior that encourages innovation

Brodtrick (1997) advises the project managers to tolerate faults as such faults or mistakes might explore new opportunity or open the door for new development and innovation. Successful organizations will look into the mistakes and will focus on how to learn from it and avoid it for upcoming projects.

An organizational culture that promotes creating new ideas regardless the feasibility of the idea and without any criticism could encourage innovation and innovation in an organization (Filipczak, 1997). Rational assessment of ideas will maintain and stimulate creativity (Amabile, 1995).

Several authors (Arad et al., 1997; Lock and Kirkpatrick, 1995; Samaha, 1996) highlight that an organizational culture that maintains a permanent learning and knowledge gathering could motivate creativity and innovation.

Override project managers control might hinder taking risk and subsequently will slow up the innovation process (Judge et al., 1997). The suppositions that risk might only take place if it doesn't affect the organization potential and business will inhibit the staff to be innovative

(Filipczack, 1997, p. 37). It should take into consideration that risks could be tackled but in a professional and balanced manner. This might be achieved via reviewing predicted outcomes, delegate the responsibility of observing and examining the risk into a specific staff results, assigning the responsibility of monitoring and measuring risk taking to someone in the organization and build an open minded culture that consider faults as part of knowledge gathering.

Nÿstrom (1990) reports that the competition among departments is the key toward innovation. Also, Read (1996, p. 226) point outs that competition among the departments within same organization has transferred into innovation. In such innovative climate, project managers must discuss new ideas or suggestions with their individuals and insist on building a culture that encourages information exchange.

Change should be maintained as it plays a critical role in innovation (Arad et al., 1997; Eyton, 1996; Glor, 1997; Johnson, 1996; Tushman and O'Reilly, 1997). Project Managers could build an environment that support change via exploring new techniques of achieving activities (Arad et al., 1997; Tushman and O'Reilly, 1997). For instance , on yearly basis employees used to set with their project managers in order to specify the objectives for the whole year. In such case, they can introduce to their project managers new ways of attaining the intended objectives.

2.6.5 Communication

Employees should not be harmed once they are advised to express their ideas. In addition, Staff should realize that the organization culture supports open communication in order to innovate (Barret, 1997; Robbins, 1996). "An open-door communication strategy, including open communication between individuals, teams and departments to gain new perspectives, is therefore necessary to create a culture supportive of creativity and innovation " (Filipczak, 1997; Frohman and Pascarella, 1990; Samaha, 1996).

DIMENSIONS MEASURED TO DESCRIBE ORGANISATIONAL CULTURE

Strategic vision and mission
Customer focus (external environment)
Means to achieve objectives
Management processes
Employee needs and objectives
Interpersonal relationships
Leadership

DETERMINANTS OF ORGANISATIONAL CULTURE THAT INFLUENCE CREATIVITY AND INNOVATION

| STRATEGY	STRUCTURE	SUPPORT MECHANISMS	BEHAVIOUR THAT ENCOURAGES INNOVATION	COMMUNICATION
- Vision and mission - Purposeful-ness	- Flexibility - Freedom: ~ Autonomy ~ Empower-ment ~ Decision making - Cooperative teams and group interaction	- Reward and recognition - Availability of resources: ~ Time ~ Information technology ~ Creative people	- Mistake handling - Idea generating - Continuous learning culture - Risk taking - Competitiveness - Support for change - Conflict handling	- Open communication

CREATIVITY AND INNOVATION

Figure 2 *Influence of organizational culture on creativity and innovation* (Schein (1985) & Martins (1987).

2.7 Organizational learning

Senge (1994) claimed that for an organization to achieve the principle of "Organizational learning", teams and employees have to know five concepts. These are as the following:

- The capability to observe problems as pieces of a whole and propose resolutions for them.

- Employees should be encouraged to gain information and developing their talents.

- Creation of a mutual vision for the organization and its employees of the opportunities that they hope to innovate.

- Dedication to team learning.

- Systems thinking which structures the basics of an organizational learning.

Garvin (1993) states that a learning organization is "An organization that is skilled at creating, acquiring and transferring knowledge and at modifying its behavior to reflect new knowledge and insights". Garvin agrees on the five principles of Senge (1994) and the claim that each individual is a knowledge worker by Nonaka and Tekeuchi (1995). On the other hand, he recommends that what is required is understandable procedures for management exercise, rather than ambition; and measurement tools for assessing performance. He states that "A subtle shift of focus is needed to move organization learning higher on the agenda and away from continuous improvement toward a commitment to learning" .

Katzenbach and Smith (1993) believe that normal change which takes place within the normal range of presented management practices. However, chief change needs employees to be good at skills and behaviors .Continuous improvement and innovation requires a commitment to continuous learning especially in telecom industry, otherwise organizations will repeat previous exercises.

Bartlett and Ghoshal (1990) argued that it's not simple to change the organizational psychology of a company, but they recommend three milestones toward the change which are:

- Clear vision to be communicated among the whole corporate.

- Utilizing HR facilities in order to align each employee with the main objectives of the corporate.

- Integration of staff tasks into main corporate guidelines.

Kotter (1995) highlighted that there are several documents on how to manage the change but still project managers fail to achieve it due to poor communication, panic of fail, employees refuse the change, poor preparation and misunderstanding of what change is about.

2.8 Workplace design for learning and innovation

Lidewey (2008) highlighted that there are some characteristics of the working environment that encourage learning and innovation in the organizations. These are

2.8.1 Symbiotic leadership

Amar, (2001) noticed in his research that successful innovation was accomplished through building a climate that encourage project managers to set diverse objectives for their staff. Principles of organizational culture, leadership and innovation are merged together. Therefore, it can't be discussed individually.

Honey and Mumford (1992) highlighted four important characteristics which project managers require to take into consideration to maintain a learning environment within an organization:

- Presenting role modeling behaviors.

- Offer learning chances.

- Create learning into organizational procedures.
- Perform as a learning champion.

2.8.2 Project teams

Project-based learning is utilizing projects as an effective tool for the sake of improving investigation abilities that allow project managers to better recognize their suppositions and the effects of their actions. It is about obtaining skills in the project climate to benefit both the employee and the organization.

If project managers are exclusively assessed on their performance within the allocated time and budget, then desirable efforts for learning and innovation will be the last priority for them. Therefore, project managers are recommended to balance between long and short term objectives of the project which will subsequently boost the learning outcomes of the project with respect to organizational effectiveness and enhance employee learning.

2.8.3 Challenging work environment

Work-related characteristics are considered as critical aspects that boost innovation and learning within an organization. These factors can be expressed as:

- High level of responsibility
- New activities
- Operate as groups
- Barriers such as poor support from project managers or budget issues

Such issues drive individuals to be innovative in doing their work which increases learning and innovation. Mainly Innovation evolves individuals who are stimulated to participate to learning and innovative processes within an organization. The job design, nature of the job, job challenges and career paths might boost the learning and innovative attitude of individuals.

2.8.4 Formal linking mechanisms

Organizations should create new internal linking mechanisms, which are considered an effective tool to link disparate departments in the organization, and motivate teamwork and problem solving. There are some good examples of linking techniques that can be utilized such as

- Combined problem resolving groups.
- Boards and task forces.
- Project leaders and official meetings.

Learning and innovation can be built via by merging and exchanging all kinds information from all departments and employees. In addition, there are external links methods outside the organization which might motivate learning and innovation in the working environment such as:

- Existing financial budget.
- Joint ventures.
- Licensing.
- Acquisitions.
- Indoor venturing.
- Network organizations.
- Independent business units.

2.8.5 Culture/climate

Organizations with solid democratic cultures believe in encouraging learning and innovation in organizations. Such type of culture aids continuous development and revisions at all levels.

A work place that permit use of detailed exercises could be considered as a learning culture or learning climate.

2.8.6 Structure

In telecom industry which is famous by quick range of changes, organizations should be aware about kind of competitors they have in the market and customer requirements. As every organization creates its own technique to develop its competitive approach, a critical issue that may face project managers could be to force a motivation at all levels in the organization to know about strategies and practices that the organization set in order to win the competition.

2.9 Summary

To conclude all the finding in this chapter, this chapter highlighted that an innovation is a crucial issue which requires an attention from organizations and specially project managers. Innovation as a process consists of three stags which are initiation, development and implementation .Innovation implementation could be successive if there is a culture that stimulates innovation within an organization, delegated resources are there for the sake of innovation, top management support and involvement in the innovation process, commitment of all individuals. Also, there are key factors that will shape the process of achieving innovation within organizations such as structure, communication, organization culture, organization behavior towards innovation and the strategy style implemented by the organization.

CHAPTER 3

3.0 Leaders of Innovation

3.1 Characteristics and behaviors of innovative people

Roberts (1988) claimed that organizations require individuals with different type of talents in order to succeed in the whole process of innovation. Those individuals could be idea generators who develop new insights, knowledge gatekeepers aligned with information sources, product champions who support change of current practices, project managers who commence the technical requirements to maintain an innovative project on track, and leaders who stimulate others to approach innovation. This research is on the role of project managers to stimulate innovation in projects. According to Kanter (1997), " innovative organizations need innovative people to work and cultivating innovators is one of the most important things that companies can do to make sure that they lead and not lag change" .Also, Quinn (1985) and Adair (1990) highlight in their research on innovative small and medium business (SMB) key characteristics in the innovator which are important for the success of innovation implementation in SMB. These factors are outlined in Table III.

Table III

Attributes of Innovators

Characteristic	Attributes of innovative people
Need orientation	Inventors tend to be achievement oriented and lacking resources find it pays to develop with customer demand, approach potential customers early and adapt designs rapidly (Quinn, 1985)
Ambivert	A balance of extrovert and introvert, although tending toward introversion (Adair, 1990)
General interests	A wide range of interests (Adair, 1990)
Experts and fanatics	Initiators of companies tend to be pioneers in their technologies and fanatics at problem solving (Quinn, 1985)
Intelligence	Higher general intelligence, information storage, recall and analysis (Adair, 1990)
Independence	A high degree of independence and self-sufficiency (Adair, 1990)
Independent judgement	Autonomy of judgement and resilience to peer pressure on conformity in thinking (Adair, 1990)
Vivid representation	An ability to draw attention to the unrecognised or unobserved (Adair, 1990)
Achievement	A particular interest in achievement on problems where their own ability can be a deciding factor (Adair, 1990)
Curiosity	Prolonged curiosity, observation and listening abilities (Adair, 1990)
Intuitive and imaginative	An ability to tune into intuitive feelings and let fantasy in (Adair, 1990)
Conscientiousness	Dedicated, committed and hard-working (Adair, 1990)
Creative tension	Capable of holding many ideas together in creative tension without making a premature resolution of ambiguity and sometimes providing synthesis from disparate notions (Adair, 1990)
Long time horizons	The time horizons for radical innovation make them tend to underestimate the length of time for success (Quinn, 1985)
Low early costs	Innovators tend to work with low costs and try to decrease their early risks (Quinn, 1985)
Multiple approaches	The innovator can tolerate the unpredictable interactions between the discoverer and the outside world, and cope well with unencumbered and informal development (Quinn, 1985)
Flexibility and quickness	The inventor-entrepreneur can design, test and recycle speedily thus yielding timing and performance advantages over slow-moving competitors (Quinn, 1985)
Incentives	The inventor-entrepreneur can envisage tangible benefits and personal rewards if they are successful (Quinn, 1985)
Availability of capital	If entrepreneurs are turned down by one source, other sources are sought sometimes in creative combinations (Quinn, 1985)

Source: after Quinn (1985), and Adair (1990)

Table III Attributes of Innovators, Quinn (1985) and Adair (1990)

3.2 Characteristics of Organizational Champions

Authors such as (Michael Heng , Eileen Trauth and Sven Fischer (1999)) noted three characteristics for an organizational champions . These are explained below

A) Leadership

Organizational champions try to use their knowledge and revise records to create personal credibility. The goal is to convey this personal credibility from the champion to the team members. As a result, confidence in the project is created and maintained. Such confidence is used to respond to the risk related to the innovation. The motivation to take risks to track preference projects is a characteristic of champions emphasized by Schon (1963) and repeated by Beath (1991). To summarize, champions of innovation should:

- Take personal responsibility and share credit.
- Display human relation skills (make each individual in telecom feel important).
- Keep team members aware about what's going on.
- Gain support from stake holders and top management.

B) Creativity:

This characteristic can be achieved via:

- Deploy non routine techniques.
- Perform market research and get feedback from customers and end users.
- Maintain a sensible vision.
- Fast response for development.
- Participate in innovative problem solving.

C) Acceptance

This characteristic can be accomplished through:

- Facilitate political experience.
- Maintain resources.
- Generate a network of contacts.
- Participate in decision making.

3.3 Project Managers as Champions of Innovation

Winch (1998) emphasized on learning from the existing practices and project in order to avoid the same obstacles and issues in the upcoming projects. Meanwhile, new techniques require to be modified to meet any changing in the project objectives and aims. There are tasks or activities such as idea generation need to be executed by more than one person, whereas, championing a project require to be done by key employee who is the project manager.

Schon (1963) refers to the champion as "A man willing put himself on the line for an idea of doubtful success. He is willing to fail. but , he is capable of using any and every means of informal sales and pressure in order to success " . On the other hand Markham (1998) defines champions as " people who adopt the project as their own and show personal commitment to it ; contribute to the project, helping the projects throw critical times ,overcoming oppositions or leading coalitions".

This issue is expected to be critical to the success of Etisalat projects where the project manager commitment is crucial to successfully coordinate and integrate the functions of diverse community of experts.. This champion is considered to project manager this research. The role of project manager (PM) is crucial, to stimulate the innovation, accommodate and

implement of new ideas in the telecommunication project climate. Also, PM have to integrate knowledge from several resources and motivate individuals to work together approach innovation. Moreover, PM should specify opportunities to develop project processes even if there is no a specific problem appears.

Champion behavior could be expressed as "expressing confidence in the innovation, involving and motivating others to support the innovation and persisting under adversity " (Howell & Shea, 2001). Nam and Tatum, (1992) highlights that it's important for the project manager to be aware about the environment factors that surround the project as it will affect the innovation process.

The championing behavior of PM is affected mainly by three key variables:

1. **<u>Individual</u>** : variables that relate directly related with PM such as academic qualification, experience , problem solving style , influence tactics risk taking and innovation behavior . Tatum (1987) and Tatum & Nam (1997) highlighted that experience gained by project manager from previous projects is crucial for influencing championing behavior. For the sake of this dissertation, two variables will be covered .

Problem solving style:

Kirton (1976) reports there is a difference between "Doing thing better" which is referred as adaption and "Doing things differently" which is referred as innovation. Both adaption and innovation are creative. Mainly adaption is considering improvement and narrow changes while innovation re-invents the wheel.

Influence Tactics

Lee & Sweeny (2001) reported that the ability of influencing others is an important characteristics that the project manager should have. Such influence might vary from one

individual to another depends on the level in the hierarchy that an individual occupy in the organization. For the champions of innovation toward their objectives via influencing others , they mainly require four tactics which are rational persuasion , inspirational , consultation and coalition building (Yukl et al.,1993 ; Yukl and Tracy , 1992; Lee and Patric , 2001). Those tactics are crucial to gain political support, assistance and commitment. By influencing key employees and team members, project manager will be able to meet the predicted performance level.

2. **<u>Situational :</u>** project items on which project manager has little control. These could be organizational climate for innovation, decision authority for the project manager, control variables …etc. For the sake of this dissertation, two variables will be covered briefly.

Organizational Climate for Innovation:

Amabile (1997) claimed that work place within which people work influence radically the generation of new and useful ideas. Three organizational work climates that boost creativity were recommended which are organizational motivation to innovate, resources and management practices. Howell and Shea (2001) reported that an organization climate can stimulate project individuals toward innovation if their efforts and successes are well appreciated. Moreover, an organization climate that appreciates innovation will create an innovative behavior in organizations (Mitropouls and Tatum 2000).

Decision Authority of Project Manager:

Nam & Tatum (1997) observed that successful innovation took place by project managers who hold high level of power and authority. As long as the PMs hold high authority and power, they will have fair control on the projects. In addition, involving PMs in to decision

making for activities which are executed will boost innovation and performance. This is because the PMs will feel that such decisions are their decisions and they will focus their efforts to meet it.

3. **Championing Behavior and Level of Innovation**

Several researches claimed that there is a strong relationship between the championing behavior and the project level of performance (Howell et al,1998; Howell & Shea , 2001). An innovation orientation of PM is revealed through project manager's championing behavior which could influence innovation in three ways:

- PM forces project individuals to boost innovative efforts.
- PM aids idea creation among project individuals.
- PM aids the execution of ideas.

3.10 Summary

To summarize all the finding in this chapter , here we have the model which includes all the variables and critical factors that affect the championing behavior of the champion of innovation(as discussed previously in this chapter). In this research, we concentrated in the project manager as the champion of innovation.

Individual Variables
Age
Education
Experience
Qualification
Problem Solving Style
Influence Tactics

Championing Behavior

Project Performance

Situational Variables

Contract Value
Project Duration
Resource Supply
Project Complexity
Support for Innovation
Decision Authority

Level Of Innovation
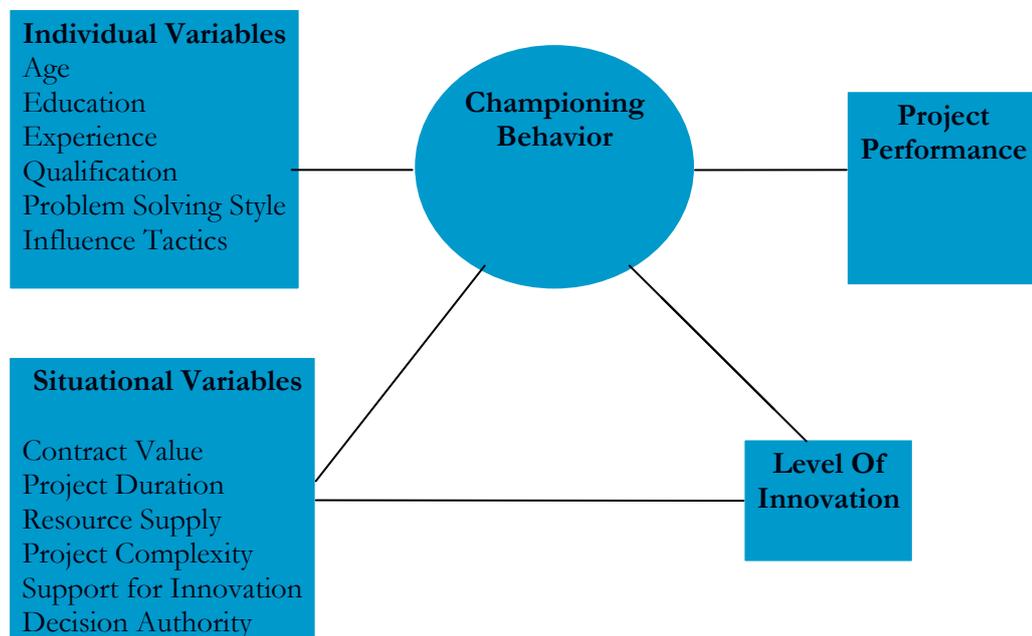
Figure 3: Research model on Champions of Innovation & Championing Behaviour factors. Source: Nepal & Mooseo park (2003)

CHAPTER 4

4.0 Research Methodology

Research methodology simply relate to the way of gathering the required data and how it should be analyzed. The research methodology of this study aims to identify the variables that affect the championing behavior of the project manager in the projects. The approach is to conduct several methodologies in order to get the strength for the research and get the accurate data needed to evaluate Etisalat in terms of innovation such as questionnaires, a literature review , interviews and review secondary data. Also, a major scanning exercise executed via searching the intranet in Etisalat , documentations and articles published by Etisalat organization . This exercise covered the drivers for conducting projects in Etisalat , the types of projects in Etisalat , Project Challenges , Project selection criteria and project manager selection criteria , guidelines for the projects .

4.1 Profiling Projects / Portfolio Projects in Etisalat

Etisalat gives project selection and management special attention. This is due to the fact that it plays vital role in the success of the organization from financial prospective as it will generate revenue to the company. In addition, projects are crucial for the operational of the company as Etisalat is known as a project based company. Moreover, projects are considered as a prove for the success of the company. Also, projects will increase the customer profile and the subsequently the reputation of the organization in general and specifically the project managers. According to COO of Etisalat (2007b), Etisalat concentrates on projects for the following reasons :

- Projects involve SWOT analysis which will definitely assist to develop the positioning of the organization.

- There are several targets required to be met for each year according to the strategic plan delegated and these targets can be accomplished via executing projects.

- Projects involve documentation which will consequently help to achieve knowledge management in the organization. New experience will be gained from the new projects which will be useful for the future projects.

- Marketing division launched a new service or a promotion. To accommodate this new requirement, the project management office (PMO) have to initiate a project.

- Volume of activities for every year is to accommodate more subscribers in all services which will involve new expansion and order new equipments to accommodate the new capacity plan.

- Meeting the vision of the company in order to be the pioneer telecom service provider in the Middle East.

- Since the demand is there , projects are essential to cope with state of art infrastructure , data centers , residential facilities …etc

4.2 Project Types in Etisalat

According to Senior Director Engineering – Dubai Region in Etisalat (2009b) , there are different type of projects which are executed in Etisalat. These are:

- Increase the footprint of the Mobile telecommunication services: This includes GSM , 3G and WIFI to residential cities , commercial buildings , hotels and shopping malls. Also, it include services given to mega projects announced by major real state developers such as Nakheel , Emaar and Dubai Properties.

- Fixed telecommunication services: such as land lines , ISDN , high speed internet access such as ADSL and Business one , Internet leased lines , leased lines , ATM , Frame relay and IPVPN.

- Network enhancement and expansion : For example real time monitoring systems , new international links to neighboring countries through the submarine cables, Establishing Network Operation Center (NOC) to monitor all network routers and switches remotely ,new call center and improve the attendance of the calls / claims from the customers and reduce resolution time.

- Provide solutions generally and specifically customized solutions for enterprise customers. In other words , provide non - ordinary solutions which might suit one customer and not suit the other customer.

- Partnership and Joined ventures between companies and their clients. For instance Dubai Electricity and Water Authority (DEWA) would like to have their customers to pay the bills of the electricity through online, operation of DEWA meter (electricity meter) to be automated….etc.

- Provide better quality services and reduce the probability of the failures.

- Reduce the operation cost and capital expenditure cost.

- Strategic projects: telecommunication segment is broad and dynamic. In order to cope with the changes and growth, we should revise our strategy milestones (what we called projects) to be the pioneer in our field of business.

- Business development: based on the output of our strategic projects, there are certain business development activities that will suit the market needs and open doors for new opportunities.

- Pure telecommunication projects : this could be infrastructure or technology .In order for Etisalat to grow , option of scalability should be there to ensure constant growth of the organization.

4.3 Project Challenges

According to Director PMO, Etisalat (2009c) " Like other projects in everywhere in telecom industry, there are several challenges we are facing in Etisalat " . These issues can be summarized as the following :

- Conflict between different departments which creates tension at the beginning of the project in order to set the goals and agree on the time lines.

- Wrong assumption : This could be the design is different from what is implemented in reality, specific milestone (as per the plan) will take one month while in reality it took two months and a half..etc.

- The requirements are not defined clearly from the first stages.

- Etisalat have limited or no control third parties or sub contractors .For example , Third parties approval like no objection certificate (NOC) might take time more than estimated previously in the planning stage. Also, subcontractors who are responsible for laying the fiber have shortage in the staff and therefore asking for extension and subsequently re -schedule of the time frame. Moreover, as the timeframe is so tight for the project and if there is a delay from the main suppliers then such delay will lead to have project to fall behind the schedule.

- Many developers have shape and health concerns about Etisalat network devices such mobile booster towers .

- After introducing the new player in the market , DU , the issue of building and developing the telecommunication infrastructure , acquisition of the telecom sites

in many projects become critical due to the offers and rent option offered by the competitor.

- Restructuring or changing in the management: for instance , new management advised that allocated manpower and budget for a certain project will be transferred to another project. Also, higher management might assign a certain priority to a certain project which might leads in some cases to re treat the strategic plans for the organization.

- Problems related to delivering projects that meet set of targets , quality , cost and time .

- Unforeseen risk : This could be higher management add changes to the project, Leaves or resignation of the team members during execution of the project , Unforeseen problems specially during the testing and implementation and Extra budget might be required.

- Lack of Resources : project needs human resources , logistics , assets , tools , equipments, more fund ..etc. For example for ISO project , it requires to have all the documents to be stored in a server . This server should be accessible via all the staff . If there is no server, then there is no use to have this project.

- Project manager is not dedicated for the project . In other words, PM has his own tasks in his department in addition to the projects that he is handling and other projects which he is participating in it as a member.

- Alignment of the sales plan with the strategic plan of the organization.

- Availability of the telecom infrastructure and commitment from other departments who will be providing the required infrastructure : If the team members or the departments who are involved are not committed then they will fail definitely in achieving the milestones of the project.

- Managing third parties: this could include control of the output of the external suppliers.

4.4 Project Selection Criteria

There are nine critical factors that direct for the selection of a project (Senior Manager – Mobile Access Planning , Etisalat 2009 d) . These are :

- Revenue on Investment (ROI): there should be a business plan and business strategy in order to recover the costs in short time (maximum three years).

- The project size, population and density of the users.

- Areas where users are expected especially for mobile and fixed services: For example establishing point of presence (POP) in India as lot of Indian population are living in UAE , executing calls , sending SMS , use Voice over Internet Protocol (VOIP) to India and vise versa.

- Sometime the project is selected when it will add value to Etisalat network features, coverage and capacity. In other words, when it enhances the network Key Performance Indicator (KPI).

- Feasibility of the project: easy to plan , implement , operate and maintain.

- Strategically: for example, laying fiber from Dubai to Abu Dhabi for only one customer might be costly from financial prospective . On the other hand , this will increase the relationship with the existing customer and explore new opportunities in the future and lead to generate more revenue and reputation for the organization in the future.

- Benefiting the community: some projects might not have any ROI but on the other hand it will boost customer loyalty to Etisalat for instance participating and sponsoring events that are relates directly to their society and lifestyle.

- Fulfill the planning requirements.

- Priorities from the higher management.

4.5 Project Manager Selection Criteria

"Its really challenging to select a project manager and I always have hard time to select PM "Senior Manager / Switching Development – Etisalat (2009e). There are several factors that are important for the selection of a project manager which are:

- Excellent history in the organization, past experience in handling telecom projects and how big the projects were.

- Project Manager should have several skills such as interpersonal Skills, presentation skills , language skills , reporting skills , communication skills , negotiation skills , PC skills ..etc . Also, Project manager should have good technical knowledge about the project / projects he is handling.

- Ability to overcome obstacles and excellent communication skills with major stakeholders such as Dubai Municipality , Telecommunication Regulation Authority (TRA) and developers.

- Leadership skills and commitment to achieve organizations targets.

- Personnel reasons : where the boss feels comfortable to work with certain manager more than other one.

- Knowledge management: Project manager should have Fair Knowledge about everything in the company. Also, the project manager (PM) must be capable to manage the information flow between departments. Moreover, PM requires to manage proper system to present the information.

- PM should have influence tactics and power of authority in order to manage conflict between the teams , and be respected from stakeholders and participants.

- Able to establish relationship with clients and partners in order to convince them and create more opportunities and deals for the organization.

- Able to convince higher management about his abilities and capabilities and provide them update periodically.

- Seniority of the project manager: this include years of experience and people management skills.

4.6 Guides for the Projects

ISO 9001 are followed strictly in all the documents and processes. Also, project guidelines are available in a shared folder where all the staff can access and refer to. Moreover; checklists have to be completed after completing each stage the project milestones and signed by the project manager.

Previous experience in similar projects is the key guideline for project managers in telecom industry (Senior Manager – Service Delivery and Customer Support – Etisalat (2009e)).

4.7 Questionnaires

The primary research methodology and data gathering instrument used for this project was a questionnaire survey which consists of 99 questions to get the results on what the project manager's main role is and how well he communicates with the staff. Each question was

designed to make the respondent aware of the current issues that relate to project management, and to obtain a response that would be insightful and useful.

Floyd et al. (1990) mentioned it's important to ask questions which are simple to understand and answer to ensure smooth process of obtaining data. The variety of staff who will be questioned with their differing roles within the organization will be a vital factor while designing the questionnaires. Considerable attention will be given to develop clear, unambiguous and useful questions (De Vaus, 1991). No technical terms will be used to make it easy for the staff to answer the question quickly.

Championing behavior was evaluated via using 20 items . 13 items were based on Howell et al . (1998) and 7 items were added .

Problem solving style of the project manager (PM) was assessed via twenty questions based on questionnaire developed in www.uk.sagepub.com on a scale from 1 (strongly disagree) to 5 (almost strongly agree).

Decision –making authority was examined by seven questions based on a scale developed by Dulaimi (1991). Project managers were asked to advise the degree of authority that they have about on a scale from 1 (virtually no influence) to 5 (a very great deal of influence).

Influence tactics was measured using 13 questions of Kipins et al.(1980) , Youkl and Falbe (1990) and Yulk et al. (1995). Project managers were asked to indicate how often they use influence tactics in a scale from 1 (never) to 5 (usually).

Project performance was measured by 12 items depending on the cost, time , client satisfaction , safety , productivity , organizational learning , project team satisfaction , continuous improvement , enabling company's reputation and competitive advantage . Project managers were asked to express their perception regarding their satisfaction about certain criteria on a scale of1= 1 (not at all) to 5 (a great deal).

Level of innovation was measured via three questions developed by Lewis – Beck (1977) to measure the innovativeness of the project on a scale of 1 (strongly disagree) to 5 (strongly agree). Any negative value of the correlation (only for Level of innovation variable) will indicate that the project is most likely to be innovative and any positive value will indicate that the project is most likely to be repetitive .

The project traits were measured via a several questions. Firstly, the size of the project was indicated by the value of the contract. Secondly is the duration project. Thirdly , the complexity of the project was measured with respect to the design of the project , similarity to other projects, utilizing advanced technologies in the project, requirement of highly specialized contractors on a scale of seven ranging from 1 (not complex at all) to 7 (vary complex) .

4.8 Reviewing Secondary Data

The secondary data reviewed will include relevant minutes of meetings, internal newsletters , quality publications within the Telecom industry, Investors in People correspondence, local press reports, ETISALAT Executive reports and British telecom, ETISALAT Business Plans and Annual Reports

4.9 Interviews

It has been recognized that in order to have an overall idea of the organization, the people who manage various departments in the organization must be interviewed. People were selected as these people being various heads of Telecom services and the chief executive. This will help to gain information in a timely and efficient manner. Five directors were interviewed and they were asked the following questions :

- Up to which level or extent you feel / how you judge that this project might lead you to innovation which you can get better performance.

- Support from higher management, why its important? (Is there any importance of this support ?

- From you experience, what are the approaches or tactics that you will find that its useful to achieve the milestones of the project ?

4.10 Chosen Sample Group

The sample group was composed of five main Etisalat directors who were interviewed secretly and 33 employees who filled out the survey questionnaire by email or hard copy and returned it for analysis. The majority of the employees were UAE National employees in various departments of Etisalat that work in project management or related areas. Those employees are considered as key project managers who figured to find out how innovation can improve the efficiency and productivity of projects related to the daily routine of automated processes within Etisalat.

4.11 Limitations

The study focused only on the activities of Etisalat organization which is operating in UAE due to the geographical restrictions and the author is working in Etisalat . Therefore , the only resource for the author will be Etisalat .Also , Project Managers who responded to the survey and conducted the interviews handle usually from 10 to 15 projects (depends on the qualification of the project managers and experience in handling projects).Hence the responses would reflect what the project manager is currently doing in managing his/her

portfolio. Furthermore, although there are some old references used in the study , these old references were a base for the new references . In addition, there are only few resources and references which covered innovation in the telecom industry unlike construction and other sectors.

4.12 Summary

To summarize all the finding in this chapter , the model in figure 4 includes all the variables and critical factors that affect the championing behavior of the champion of innovation in the telecom industry (as discussed previously in this chapter). This model based on the Research model on Champions of Innovation & Championing Behavior factors proposed by Nepal & Mooseo Park (2003)**.** Some variables were deleted as it have neglected affects (such as age , education and qualifications) unlike the experience which is a vital variable that will affect the championing behavior. It can be noticed that there are several staff in Etisalat who are under 30 years and they are occupying senior management levels whereas other staff who are above 45 years and they are still junior staff. Also, it can be revealed in Etisalat that there are quite a good number of staff who hold Msc and Ph.D in the telecom field but at the end of the day they are over qualified for the positions that they are occupying. In addition , there are variables that doesn't apply to Etisalat (such as resource supply , contract value and project duration). For instance , in Etisalat , most of the projects are considered a long term projects and it's based on the local resources they Etisalat have already on board. In some cases , procurements will be executed via the existing contracts or petty cash depending on the urgency and criticality of the project.
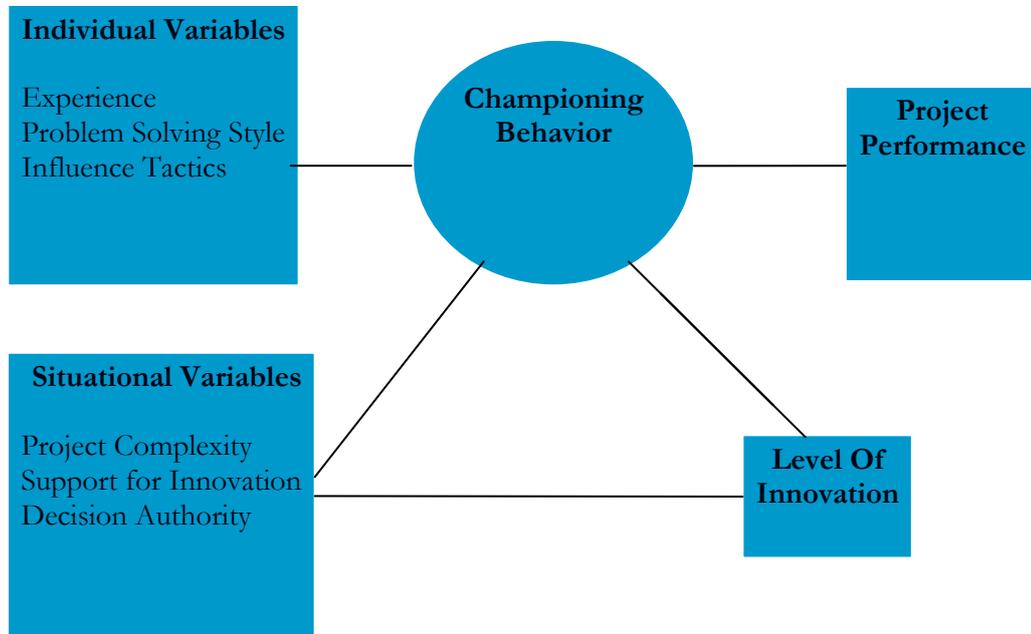
Figure 4: Modified model for Telecom Industry

CHAPTER 5

5.0 Data Analysis and Findings

This section of the dissertation presents the analysis and results of the questionnaires and the interviews conducted by the author. The analysis of the survey results executed via using Microsoft Excel and the data results was supported via SPSS software.

5.1 Questionnaire Response:

The questionnaire responses received were 33 responses out of 33 distributed with a rate of 100 %. The response rate was very high as the author revised the questionnaires several times prior distributing it to the PMO. If the respondents were unclear about the meaning of a question they could ask for clarification.

5.2 Analysis of demographic Data

The first part of the survey was carried out to analyze the demographic details of the respondents and the organization they are working in. These details are gender, age, job title, marital status,, number of years working in the telecom field , size of the organization , …etc. Then seven main issues were addressed such as championing behavior, problem solving styles , level of innovation , project complexity, influence tactics, decision making authority and project performance.
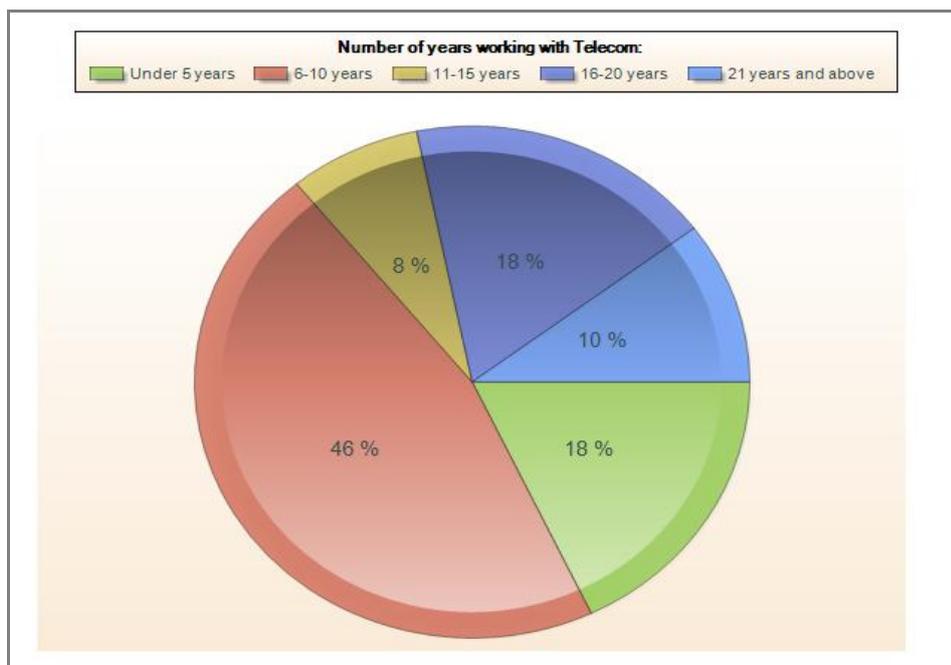
Figure 5 : Number of Years Working in Telecom Sector

Figure 5 illustrates the experience of the respondents to the questionnaires. Almost half (46%) of the respondents have a working experience in Etisalat of 6 to 10 years. On the other hand, a considerable number of respondents (18%) are fresh graduates or have experience less than five years in the telecom sector. Similarly , project managers who have 16 to 20 years are occupying 18% of the respondents.
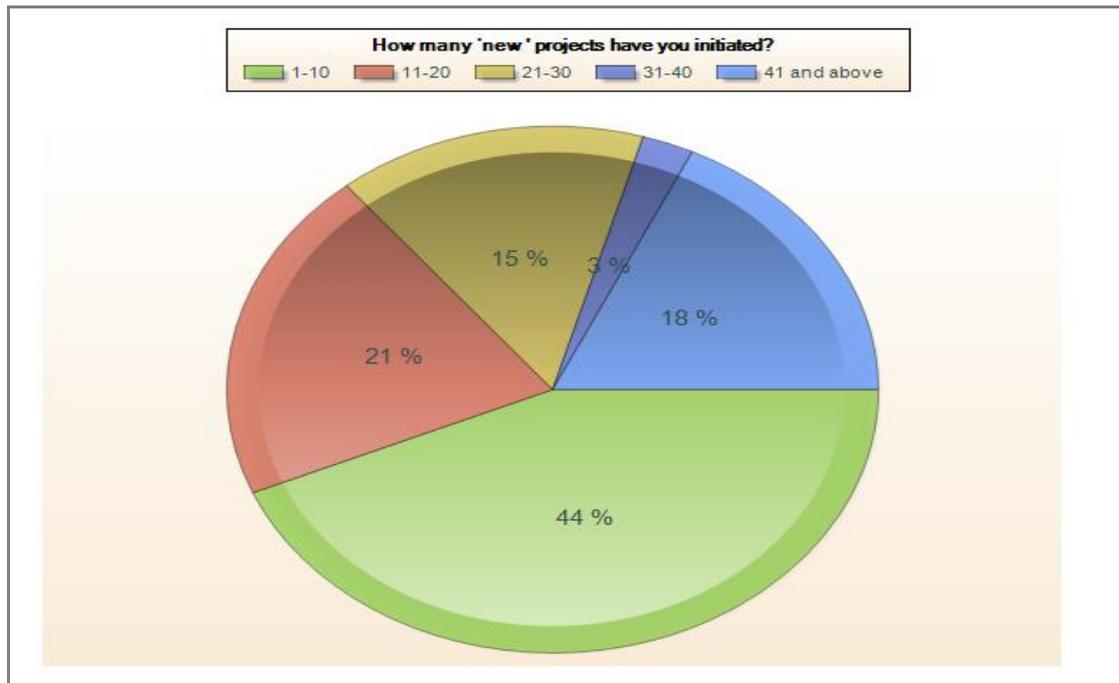

Figure 6 : Number of new projects initiated by the project manager

The other element to be presented in the demographic details is the number of projects initiated and handled by each project manager. Figure 6 illustrates that 44 % of respondents initiate and handle 1 to 10 while 21% are initiating and handling 11 to 20 projects. However, 18 % of the project managers are initiating more than 41 projects.

The recruitment of workers employed directly by your own firm to this project.

Virtually no influence | Some influence | A very great deal of influence
Little influence | A good deal of influence
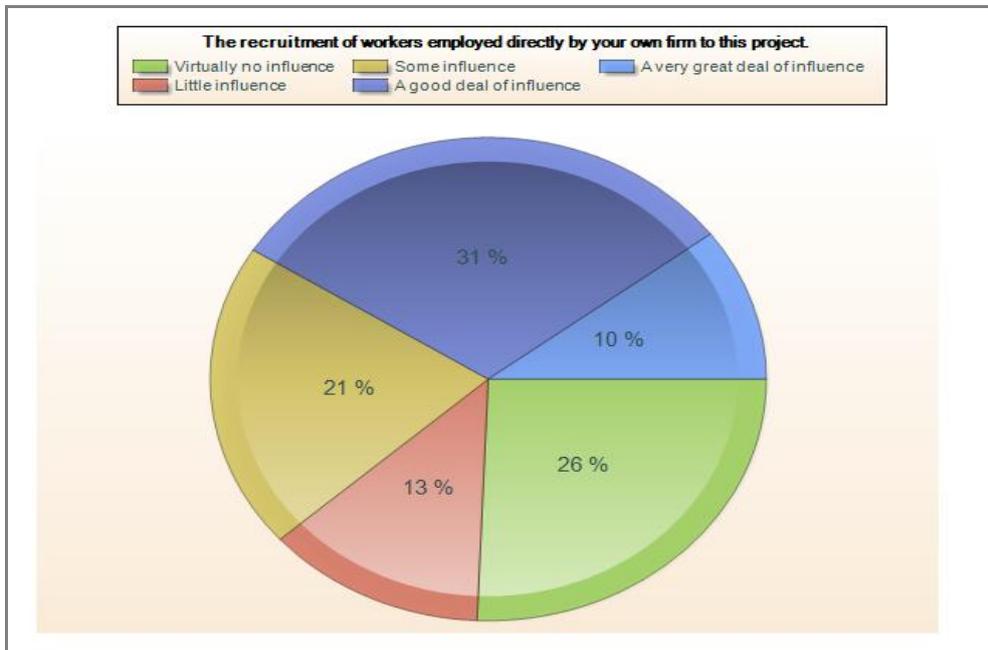
Figure 7: Decision Authority Making by the Project Managers in the process of selecting staff

The third demographic detail to be presented is the decision authority of the project managers. Figure 7 illustrates that almost 43 percentage of respondents have great influence in the selection process of the employees in the projects. On the other hand , 39 % of the respondents has little or no influence in the selection of the staff within the project.
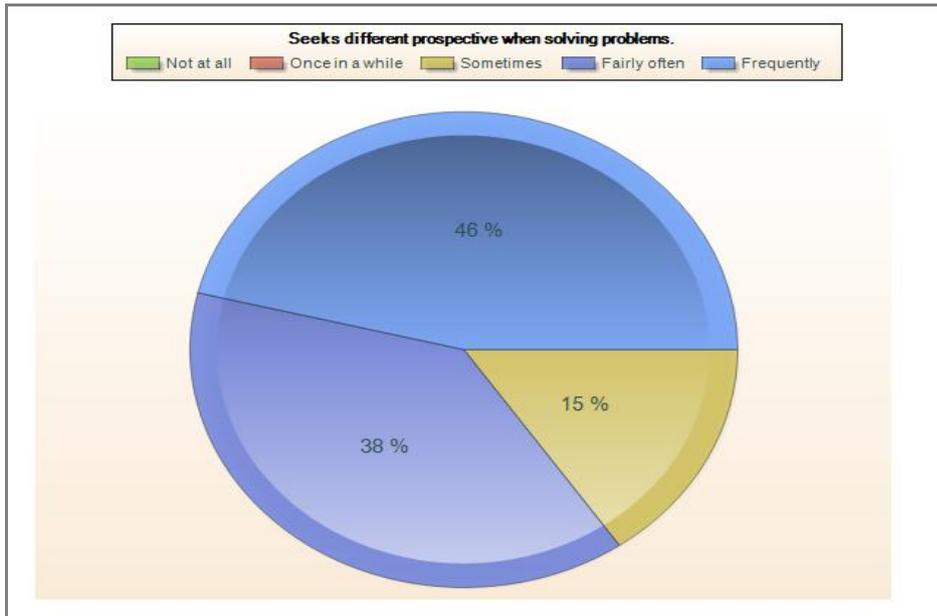
Figure 8 : Project Manager Style in resolving problems occurring during the project life

The other element to be presented in the demographic details the extent to which the project manager is seeking different prospective while solving problems. Figure 8 illustrates that most of respondents (85%) are using different techniques and approaches to resolve problems during the project. One the other hand , 15% of the respondents tend to use the routine and traditional approaches of resolving the problems. This is expected as there are some project managers who resist the change and stick to the roles to avoid any future challenges.

Pushes innovation actively and vigorously.

Not at all | Once in a while | Sometimes | Fairly often | Frequently

21 %

62 %

18 %
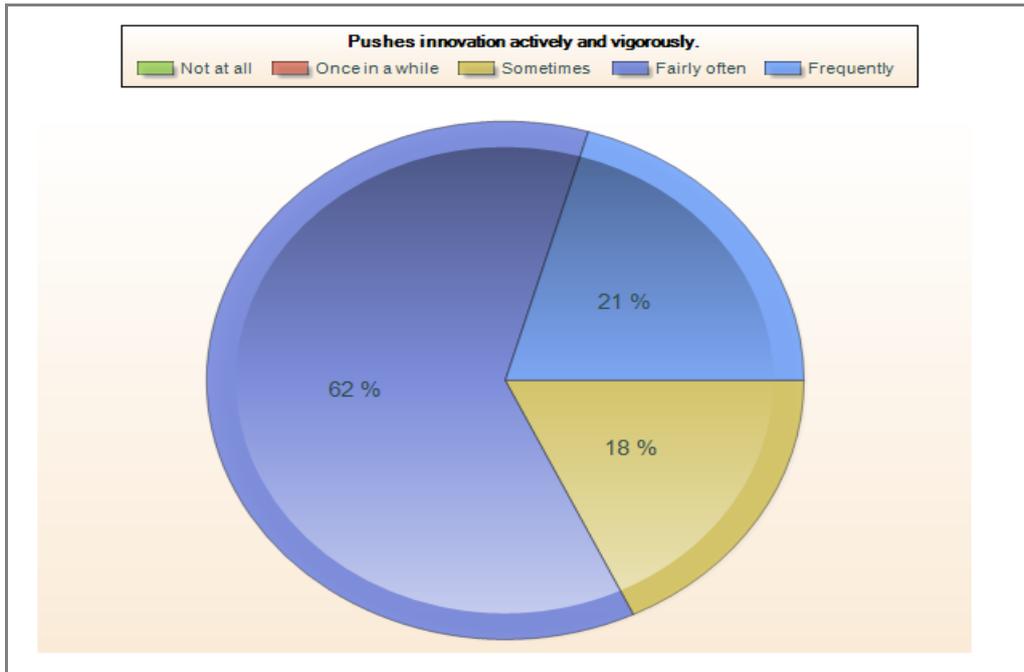
Figure 9 : Championing Behavior of the Project Manager

The fourth element to be presented in the demographic details is the believe of the champion of innovation (the project managers) in innovation and support their staff toward innovation. Figure 9 illustrates that more than 70 % of the respondents support their staff and push them toward innovation. One the other hand , the rest of the respondents support innovation but to a certain extent.
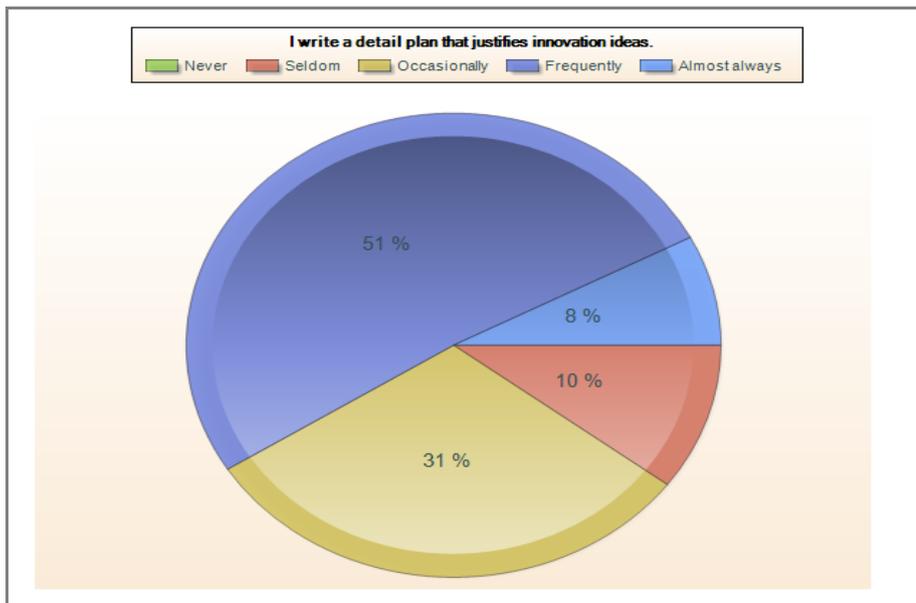
Figure 10 : Influence tactics that Project Managers are using toward innovation

The fifth element to be presented in the demographic details is the influence tactics that project managers are using toward innovation. Figure 10 illustrates that more than 58 % of the respondents provide justifications and logic to convince others about the innovative ideas that they are suggesting. On the other hand , 31 % of the respondents are providing justifications for their creative ideas but often not always. Never the less, 8 % of the respondents are rarely use justifications or detailed plans for their new ideas.
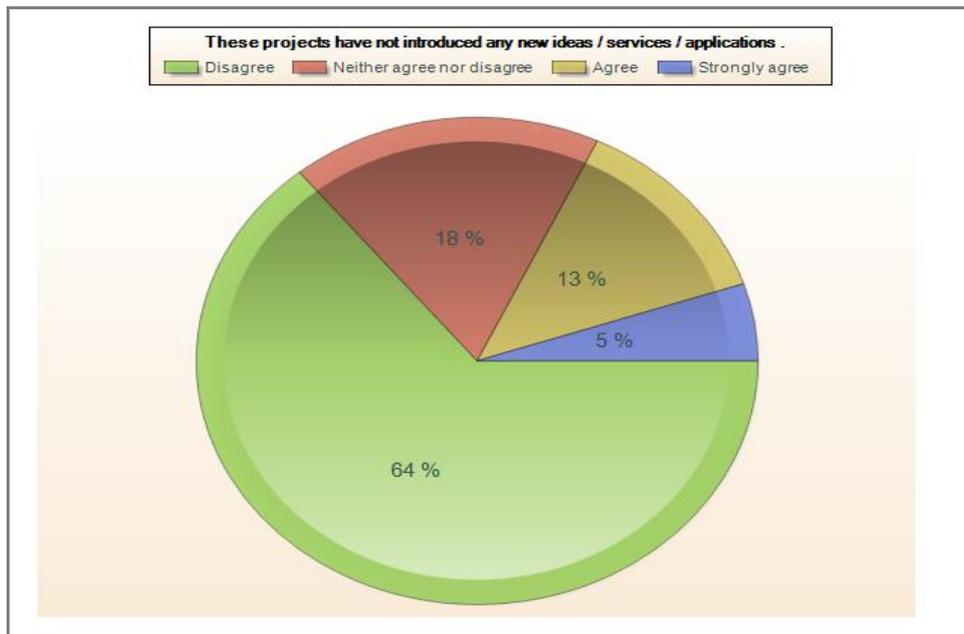
Figure 11 : Level of Innovation in the Projects

The sixth element to be presented in the demographic details is the level of innovation in the projects are handled by the project managers. Figure 11 illustrates that more than 68 % of the respondents disagreed that the projects that they are handling didn't introduce new ideas or services to the customers . On the other hand 13 % of the respondents agree that there are handling projects that are repeated or handling new projects which are similar to the previous projects.
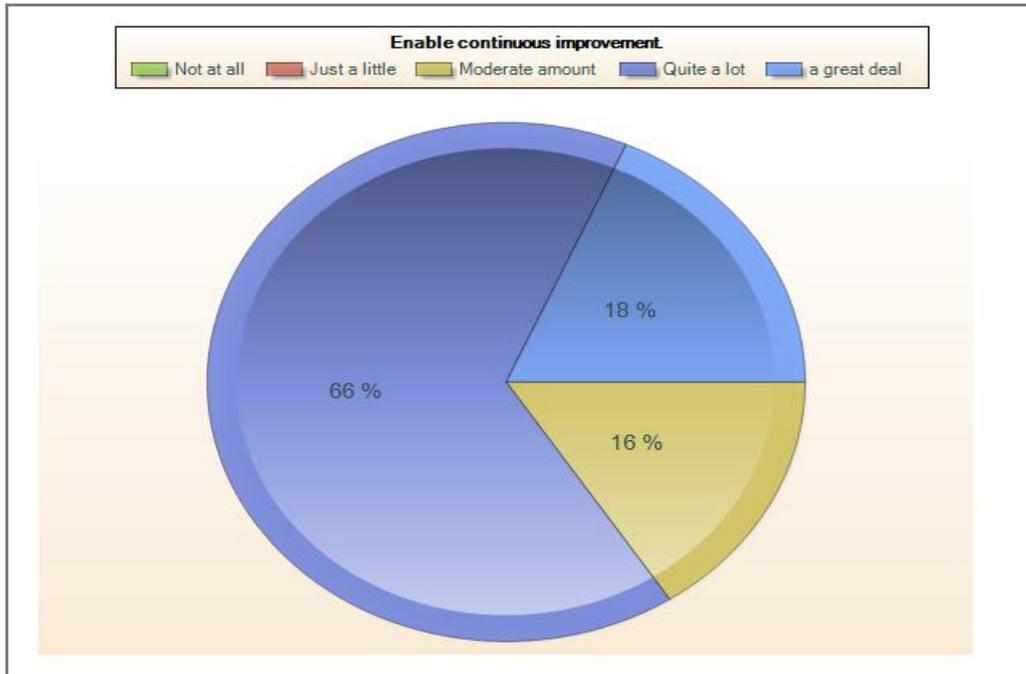
Figure 12 : Projects Allowing continuous improvement

The seventh element to be presented in the demographic details is the project performance. Figure 12 illustrates that more than 80 % of the respondents agreed that the projects that they are handling always create rooms for development for future projects. On the other hand 16 % of the respondents agreed that there are handling projects that enabling them to improve and learn from their mistakes but to a certain limits.
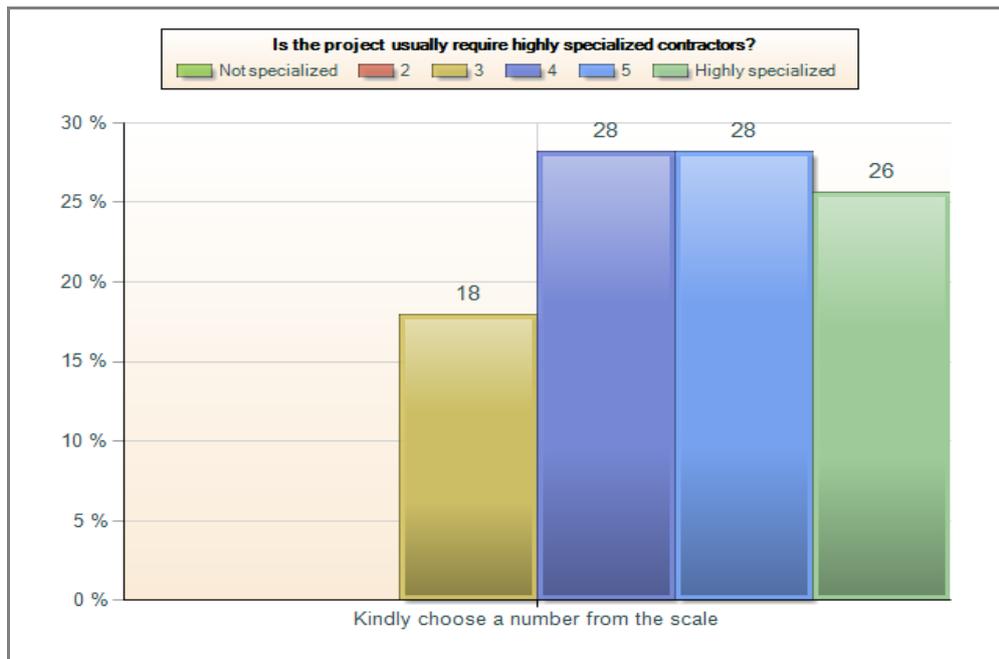
Figure 13 : Project Complexity

The eighth element to be presented in the demographic details is the project complexity Figure 13 illustrates that more than 50 % of the respondents agreed that the projects that they are handling are advanced from technological prospective and require very specialized contractors to handle. On the other hand 18 % of the respondents agreed that there are handling projects that are complex but to a certain limit whereas 26 % of the respondents claimed that they are handling projects that doesn't require specialized contractors.

5.3 Analysis of variables using SPSS software

This analysis is conducted to examine the correlation between the respondents of questionnaires applied for PMO team in same organization but working with different projects.

The first step was to create the file for importing the data from Microsoft Excel. Secondly, the test was conducted by selecting analyze, correlate, bivariate then tick of spearman and two-tailed and press ok. The results will be presented on a table as shown in appendix B.

The results shows a correlation of building effective project team in a descending order of strength of association (Highest significant to Low significances) from 0.576 to -0.378 as it is shown in table 1.

Table 1: Correlation coefficient results from respondents

	Spearman's Correlation Coefficient – Significance = 0.576 (**)	
1	**Cluster 7 :** **Decision Making Authority**	**Cluster 4**: **Influence Tactics**
	Spearman's Correlation Coefficient – Significance = 0.430 (*)	
2	**Cluster 7 :** **Decision Making Authority**	**Cluster 3 :** **Problem Solving Style**
	Spearman's Correlation Coefficient – Significance = 0.425 (**)	
3	**Cluster 5 :** **Championing Behavior**	**Cluster 3 :** **Problem Solving Style**
	Spearman's Correlation Coefficient – Significance = - 0.378 (*)	
4	**Cluster 5 :** **Championing Behavior**	**Cluster 4 :** **Level Of Innovation**

** Correlation is significant at the 0.01 level
* Correlation is significant at the 0.05 level

The survey results (as per appendix B and as per figure 14) showed that championing behavior is negatively related to the experience (correlation value is -0.129) although from theoretical prospective it should be positively related. This is because the project managers tend to be followers or coordinators rather than innovators who develop and implement creative ideas to attain the assigned and the targeted objectives. Also, projects managers are concentrating on their areas of interest, concerns and responsibilities rather than looking into the project as an overall. Moreover, due to the shortage of the resources , there is no dedicated project management office PMO who is handling these projects.

In addition, it's noticed that championing behavior is negatively related to the project complexity (correlation value is -0.08) although from theoretical prospective it should be positively related. This is expected as the project managers often tend to go out of the scope and get things complicated more.

On the other hand , other factors such as problem solving and level of innovation are positively (correlation value are 0.425 and -0.378 respectively) and significantly related to the championing behavior which is expected as PM should look into the relationship between processes and try to have either work around solutions or introduce new innovation ways in order to achieve the ultimate goals of the project.

Furthermore, it can be revealed that factors such as influence tactics , project performance and decision making authority are positively related (correlation values are 0.199 , 0.07 and 0.119 respectively) to the championing behavior of the project manager but not significantly. This is could be due to the fact that project managers although they are creative and innovative but they are working facilitators or coordinators. In addition , they don't have the authority to drive the project professionally . They are forced in most of the cases to follow a certain roles or getting affected by the political issues via the top management.
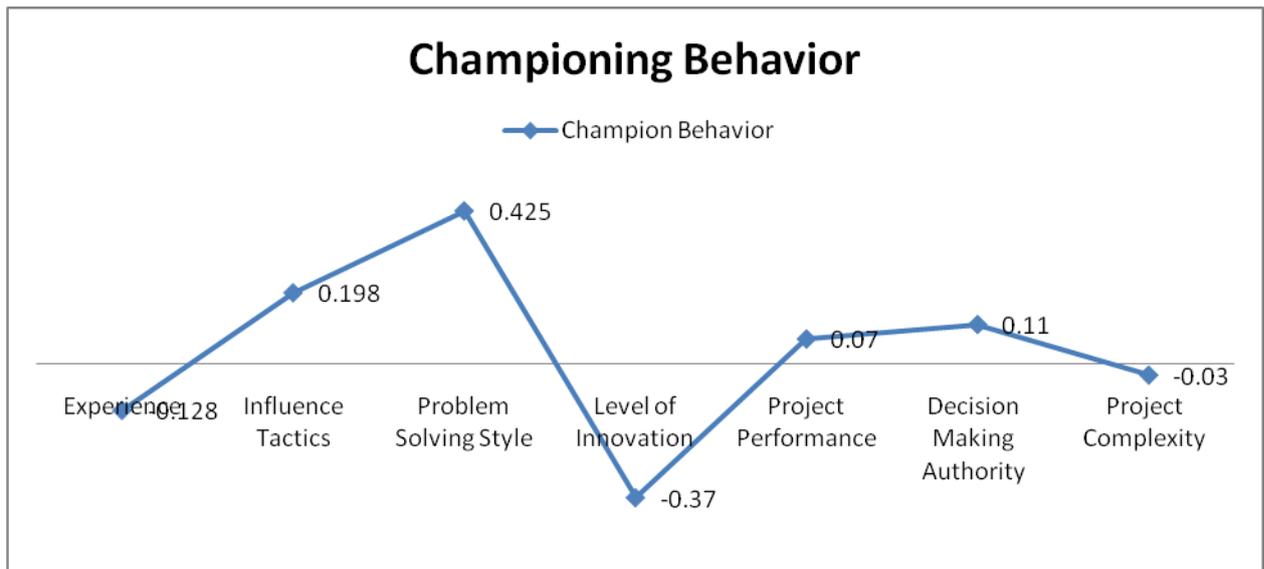
Figure 14 : Championing Behavior Correlation Value with respect to other factors

Figure 15 showed that project performance is negatively related with the problem solving style (correlation value is -0.16). This is because the project managers tend to use work around solutions rather than permanent and stabilized solutions to get the project completed on time regardless the quality of the service. Also, project managers are not aiming to introduce new technologies or solutions that could result in better quality. In other words, project managers are thinking of quantity rather than quality. Furthermore, project managers are under stress to complete the project prior the deadline that they have committed earlier to the higher management or the stakeholders.

On the other hand , other factors such as influence tactics, problem solving , level of innovation , championing behavior and decision making authority are positively related but not significantly which is expected. This is because the project performance mainly affected by the environment which is surrounding the project. This environment is a vital factor which is the project manager can't control or change .The project manager will try to adapt him/her self to survive with the restrictions forced by the environment. These factors could be technological , political , social or financial.
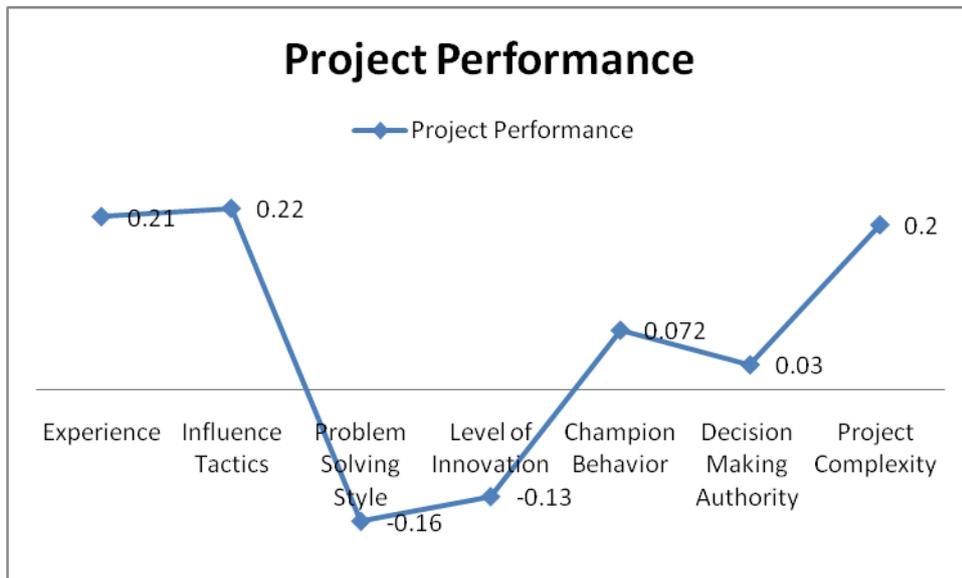
Figure 15 : Project Performance Correlation Value with respect to other factors

Figure 16 revealed that level of innovation is positively (but not significantly) related to factors such as influence tactics, problem solving, decision making authority   and significantly with championing behavior . On the other hand , its negatively related with experience which could be weird from theoretical angle but in reality it's true. This is could be due to the fact that project managers have the experience in specific areas and are not willing to innovate or expose to new technologies and challenges simply because they are satisfied with the level of knowledge that they have in certain area.

In addition , level of innovation is positively (but not significantly) relating to project performance which is expected. This is due to the innovative attitude of the project manager toward the main objectives of the project within the shortest and smartest paths is fair and need to be improved more.

Innovative ideas and practices will come mainly from the project managers because the project manager see the overall project not like the other members who are concentrating on their assigned tasks and responsibilities. Also , the project manager should look into the current process and develop certain areas in the process which will lead to better results such as meeting the deadline and attaining the main objectives of the project .
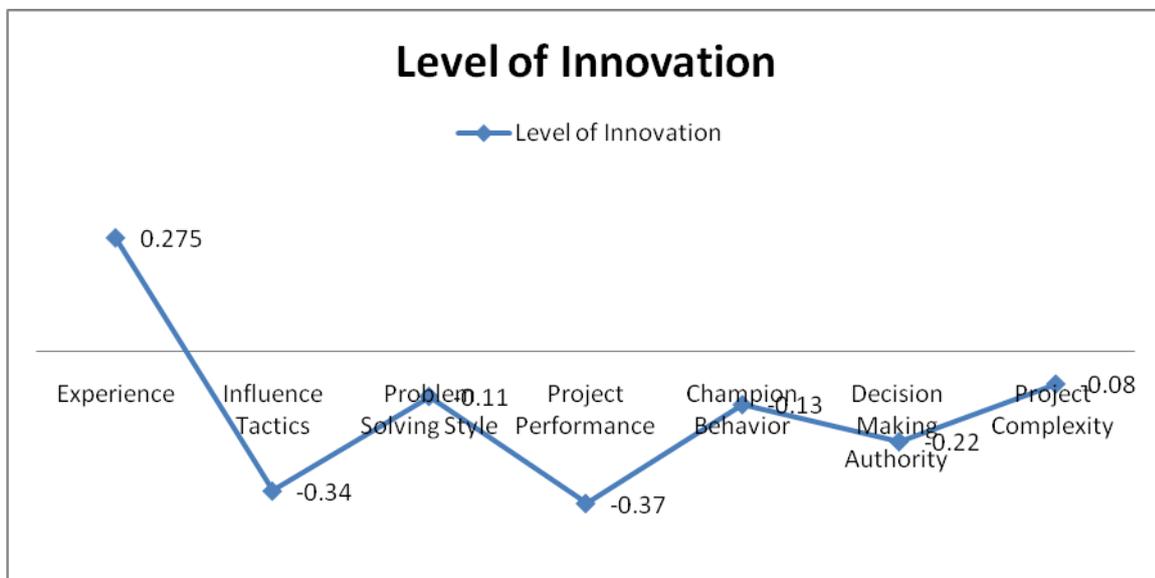

Figure 16 : Level of Innovation Correlation Value with respect to other factors

Figure 17 showed that the Decision making authority is positively and significantly related to factors such as influence tactics and problem solving style (correlation values are 0.576 and 0.430 respectively), which is expected. This is because as the level of the decision authority for the project manager increases, the influence tactics and problem solving techniques of the project manager will jump dramatically. In addition , decision making authority is positively

but not significantly related to factors such championing behavior, project complexity, project performance, level of innovation except experience . This is because the experienced project managers could be from lower grades in the hierarchy of the company. The project managers who are in the lower levels of the hierarchy won't have or are not willing to take critical decisions as they might don't have the authority to take decisions, get punished for it and in some circumstances they might got warning .
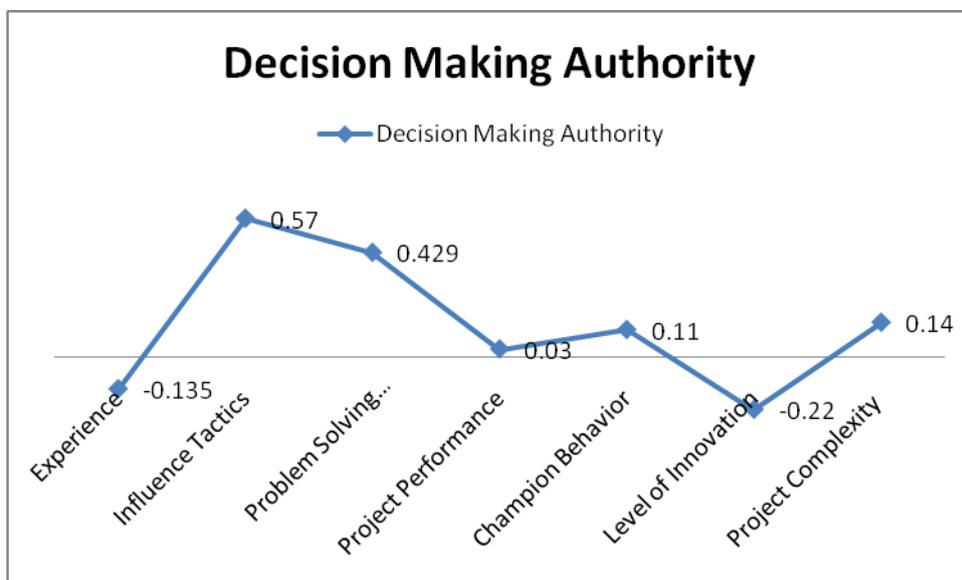

Figure 17 : Decision Making Authority Correlation Value with respect to other factors

Figure 18 revealed that the Problem solving style is positively and significantly related to the championing behavior and decision making authority factors (correlation values are 0.425 * and 0.430 * respectively) and only positively and not significantly to other factors such as influence tactics, , project complexity, experience, level of innovation .On the other hand , problem solving style is negatively related to the project performance, which is expected. This is because the project managers tend to complete the project with a bad quality and they tend to depend on the vendors or the consultants to solve every single operational issue.

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PM is not only a facilitator or follower or a coordinator or a mailbox that sends and receives emails. PM role is much bigger than this. One of the most vital responsibilities is to resolve conflicts between teams, develop solutions in order to meet the required deadline.
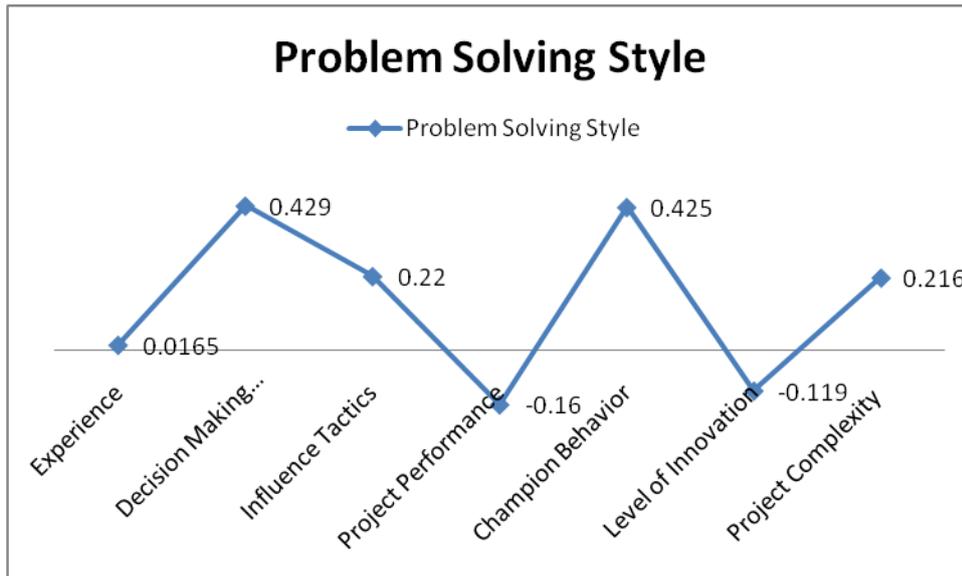

Figure 18 : Problem Solving Style Correlation Value with respect to other factors

Figure 19 illustrated that the Influence tactics is positively and significantly related to the decision making authority (correlation value 0.576 **) while negatively related to other factors such as project complexity, championing behavior, experience, level of innovation and only positively and not significantly with project performance. This could be due to the following : Project managers don't have the influence on the team members neither the management . This is could be due to the fact that in some organizations the project manager role is only limited to be a facilitator or coordinator and not playing his real role correctly.

Simply once the project manager face an issue , take it and escalate it . The project manager don't have the decision authority in order to take critical and important decisions once required. Also, as the project manager don't have the influence on the higher management or the stakeholders of the project . In addition , some organization they are following rigid system which could be an obstacle against any innovative or creative ideas and technologies. Moreover , the project could be complex and the project managers cant either influence others neither take decisions. Finally , there is a gap between project managers and team members .
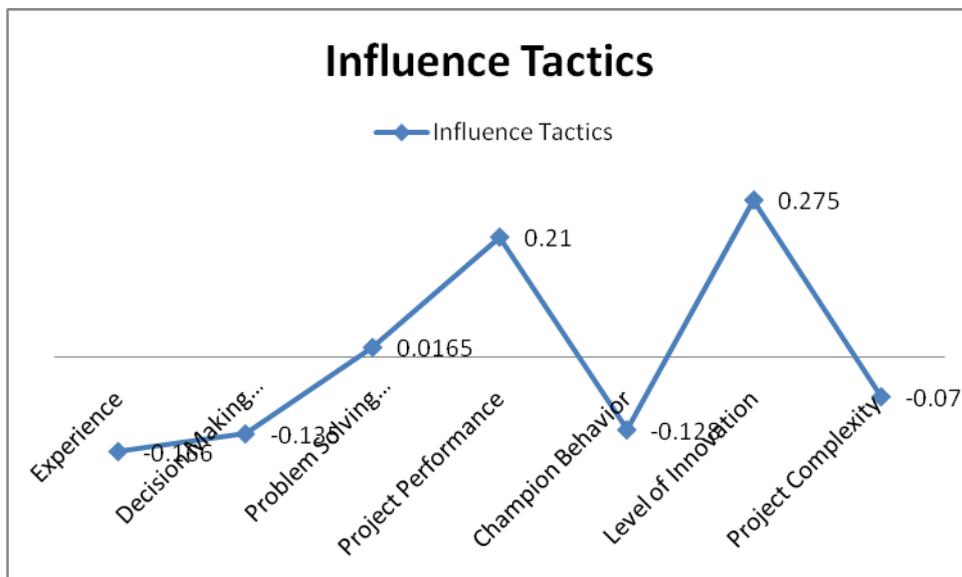

Figure 19: Influence Tactics Correlation Value with respect to other factors

Figure 20 revealed that Project complexity is negatively related to factors such as championing behavior and experience while it relates positively (but not significantly) to the

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level of innovation, project performance, decisions making authority and influence tactics. This could be due to project manager is going out of the scope and PMs tend to depend mainly on the vendors or subcontractors. They are not concerned of developing new technologies neither products.
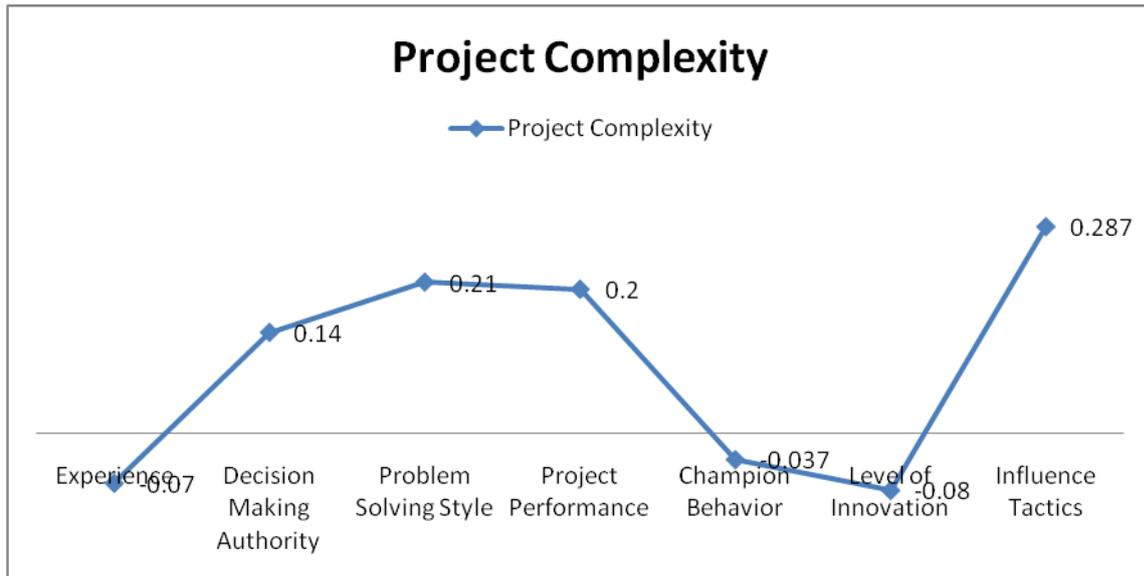

Figure 20 : Project Complexity Correlation Value with respect to other factors
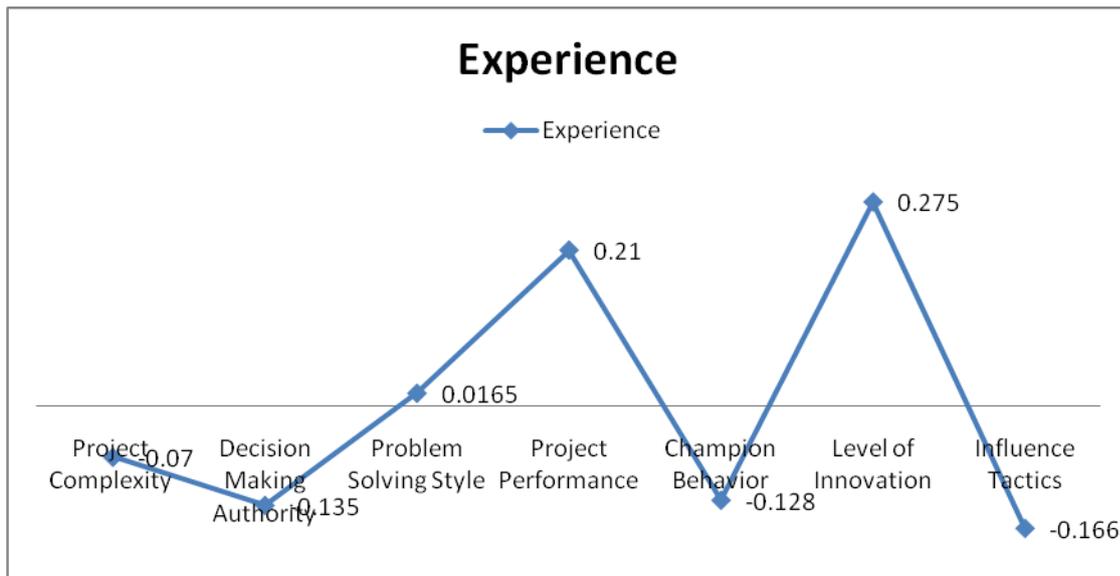
Figure 21 : Experience Correlation Value with respect to other factors

It can be noticed from figure 21 that as the experience of the respondent is high, the level of championing behavior will be less and subsequently the level of innovation , project complexity , influence tactics and decision making authority . This is because the project managers have the experience and the knowledge but the decisions depend on the grade of the project manager in the hierarchy. If the project manager is occupying lower position in the hierarchy of the organization then they won't take critical decisions as they might don't have the authority to take decisions or punished for it or in some circumstances they might get warning.
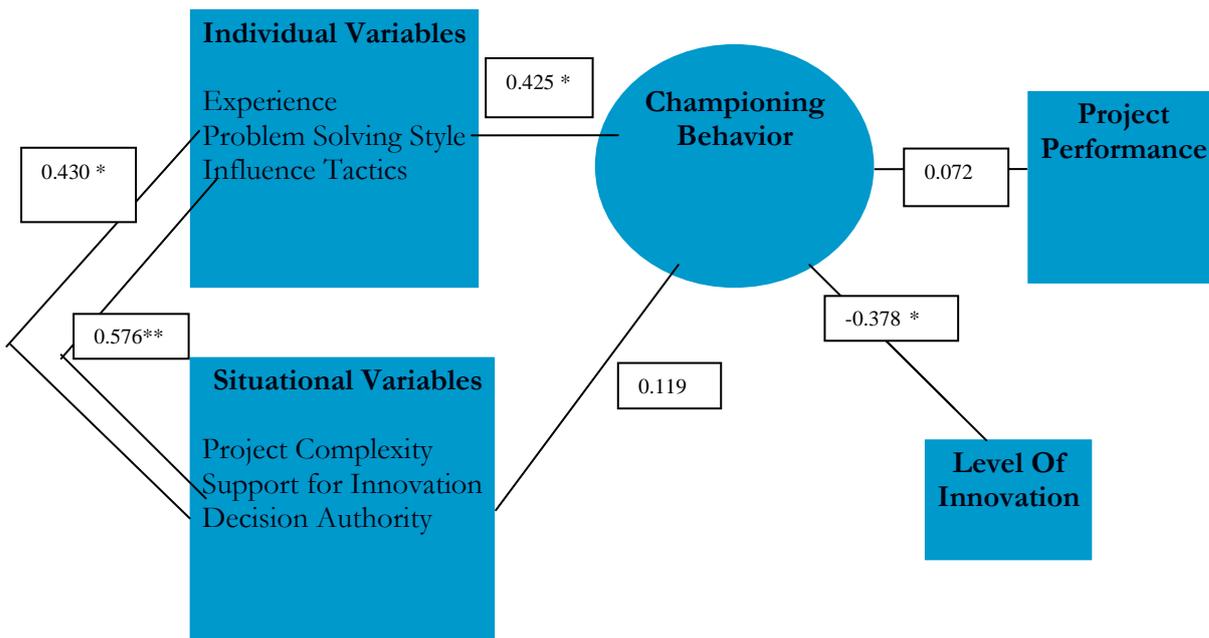
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Figure 22 : Correlation Values (significant and non significant)

5.2 Interviews results and findings :

The first interviewee (a Company Manager) indicated that Etisalat's main projects now are all focused on increasing the innovation level and incorporating advanced technologies to upgrade the level of customer satisfaction nationwide. Customer management systems will help to provide state of art solutions that will aid to monitor the performance of the team closely. Also, it will help to provide intelligent reports that contain certain needs. Moreover,

it improved customer satisfaction by 32%. In addition, it provide tools to manage lifecycle of the project from start to end.

He added "in order to ensure success smooth growth of any project undertaken, support from higher management should be there. Without their support and believe in the project, this could cause a lot of obstruction for the project ".

He summed up the tactics that can be used for the sake of achieving the milestones of the project which are :

- To have good financial feasibility approved by the higher management.
- To have very clear project chart.
- To have very solid project management team.
- To have very clear project plan.

The second interviewee (a Company Director) advised that his department just buy a readymade product/solution and deploy it in our network with probably some customization and integration tuning. Of course this leads to increase the capacity and introducing new services which will subsequently increase the revenue and enhance the performance. On the other hand, in technological view this is not an innovation, but from organizational view it is innovation because it increases the revenues.

Fundamentally for Etisalat you have to look from these two angles technology and organization. In technology, Etisalat is a consumer, but as organization it is an innovator since it keeps making profits and makes investors happy. No doubt that some of the methodologies and process used are good and serve the purpose such as international investment, bonus, dividends …etc. but still they could've been better. To really build

innovative culture in technological view , we need R&D which allows truth finding mistakes but not reckless ones, adapt, reward, commercialized, improve and retire.

He also indicated the main reasons why the higher management support is considered as a vital **.** He stated that " In Etisalat especially it is very important in project execution because the following reasons:

- Etisalat structure does not support in general project execution environment.
- No projects can run smoothly or completed successfully without management push.
- Management involvement is always required to prioritize projects, since we don't have clear cut strategy or long term plans.
- To allocate and dedicate resources
- Part of their responsibility.

He maintained that there are some tactics which can be taken into consideration to attain the milestones of the project such as

- Task force or committee with strong and knowledgeable leader.
- Management intervention by weekly meeting to review progress.
- Common report with clear responsibly matrix of each stakeholder, updated and monitored weekly .
- Knowledge share and involvement of everyone.
- Appreciation for achieved milestones pushes to achieve the rest.

The third interviewee (a Company Senior Director) maintained that by checking the presence/availability of such projects in the local market and checking the ways to differentiate it from others, we can attain better performance for our projects and subsequently reaches high level of innovation.

He claimed that there are many drivers to have the higher management support such as:

1. It's part of the overall objectives of the org and the projects KPI(s) are part of the overall performance of the org.

2. Higher mgmt support is important to ensure the unity of direction and allocating the right resources (HR and financial) to the project.

3. Crucial part of the dept's director and team performance reviews which are linked to merits and rewarding system.

He added, "there many several mechanism which can be followed to achieve the milestones of the project " such as

1. Identifying clear and agreed upon KPI (s)

2. Engage the senior mgmt in implementation process

3. Follow up

The fourth interviewee (a Company Senior Manager) commented that every project is potential for innovation. It all depends on the project manager who can lead the change and add more features to enhance the project level or innovation touch. For a project that is basic and over done, innovation could be limited. However, presenting or accomplishing the project could be in an innovative way. Also, by comparing my project to other similar

projects can also give the project manager an idea of how to distinguish his/her project innovatively (Benchmarking).

He added that higher management support is essential for each project for the following reasons :

1. Higher management are the first customer to any project. (if they do not accept it, they won't buy it)

2. The support is needed for motivation and encouragement

3. The support leads to guideline and financial support.

He reported that there are multiple techniques that can be used to get the milestones completed such as :

1. Setting action plan and sticking to it.

2. Give space for improvements (without out neglecting the time constrains)

3. Get support and assistance from day one if needed.

4. Share the millstone with all concerned parties.

5. Set measures for the milestones.

6. Have deadlines.

A fifth interviewee (a Company Senior Engineer) maintained that if the scope of the project is big then definitely it will lead to innovation. Also, coherent involvement of all team members and stakeholders will accomplish better performance. Moreover, challenging the team members within a defined timeline to minimize the cost of the project will energize them to be more innovative in tackling the issues of the project and attaining the ultimate goals.

He added that higher management support is playing a vital role in attaining the milestones and objectives of the projects for the following reasons:

1. Higher management have the authority and they are the decision makers, so you need their support to achieve the milestones of the project and subsequently complete the project within the defined deadline.

2. Help to obtain more budgets if required for the project.

3. Help to get the required resources.

He claimed that there are many approached that can used in order to achieve the milestones of the project such as:

1. Plan properly for your project.

2. Plan for risk in advance.

3. Involve all the stakeholders in the project and let them participate and attain certain milestones of the project .

4. Be realistic.

5. Try to get red off the rigid procedures.

6. Think out of the box.

7. Stick to the scope of the project.

CHAPTER 6

6.0 Conclusions and Recommendations

In conclusion, Innovation is the original creativity that results in the advancement or progress of a product, process or service especially in telecom industry. The purpose of this research was to explore innovation concept generally and specifically investigate the variables that affect the championing behavior of the project manager. The results shows that championing behavior relates positively and significantly to level of innovation and problem solving style of the project manager. Also, decision making authority is positively and significantly related to the problem solving style and the influencing tactics of the project manager . Therefore, Project managers in the Etisalat must address the vital issues related to the telecom industry by contributing new innovations for developing telecom business solutions in the future. As strong leaders, PM should appreciate the contributions of the employees, give them the authority for decision-making, and prove the higher management that those team members have the competent leadership skills.

Almost all telecom organizations worldwide have replaced the traditional managers with PMs who share authority and decision-making with their employees. The role of traditional PMs has been adopted to develop a new type of project management style that will better meet customer and employee needs, especially during the development of telecom innovations. Also, It was proved that the questionnaire is one of the most important tools to investigate the variables that affect the championing behavior of the project manager. Never the less , Innovation is the key to success and to win the competition. Therefore, organizations need to train their staff to be experienced in the interpersonal competency, technical and managerial competencies.

Moreover , PMs must integrate creative employee relation approaches to upgrade productivity and employee job satisfaction. As a result , this will lead to reduce the turnover, save un necessary costs, and employee/managerial motivation as measures of the company's

success. Also, PMs should consider participative leadership, delegating authority and providing recognition for those who deserve it. In addition, PMs have to offer different chances for team members to participate in the decision-making process, and allow them to set goals and develop strategies for achieving these objectives.

Furthermore, PMs should permit their employees or the team members to identify tasks and decide how to approach and evaluate them, which offers them self confidence and leadership potential so they can become managers in the future. The capability to control people is one of the most important roles in any firm, and is one of the major causes for an organization's long-term success. By learning how to inspire people, PMs empowered the organization. PMs' leadership abilities incorporate new management techniques that allow for effective reallocation of the company's resources to improve its financial situation for the future.

Some of the most useful recommendations are listed below which includes the following :

- Focusing on development of leadership in the project manager role.
- Integrating project manager leadership into the innovation process.
- Encouraging the generation of innovative new ideas by all employees through continuous learning programs .
- Adoption of successful innovation methods from multinational corporations
- Upgrading Etisalat company policies to include employee continuous learning and training programs.
- In future projects more samples should be taken and more categories should be included in the survey.
- Sampling to be taken in broader area in more than one company each have different project manager role and different structure but in the same industry.

- Telecom projects are somehow repetitive or have the same scope. Although there could be different companies but at the end all projects are fall under same scope.

- Apply survey to different companies which has different roles for the project managers , varies from coordinator to the real role of the project manager.

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8.0 Appendix

This survey is part of a research project conducted by the British University in Dubai (BUiD) which aims to investigate how project managers are considered as leaders of innovation in the telecom industry in UAE. The purpose of this survey is to gather data in order to investigate and evaluate the factors influencing innovation in organizations.

The researchers would like to assure you that the information provided in this survey will be used for academic purposes only. Your answers will be kept completely confidential and anonymous. Results will be aggregated and presented as summaries only, and individual respondents or their respective firms will not be identified.

You can fill in this version and send it by fax or e-mail using the information below.

Regards

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هذا الاستبيان هو جزء من بحث تجريه الجامعة البريطانية في دبي بهدف محاولة استبيان كيف يعتبر مدراء المشاريع قادة للإبداع في مجال الإتصالات بدولة الإمارات العربية المتحدة.

الغرض من هذا الاستبيان جمع البيانات اللازمة لتمحيص و تقييم العوامل المؤثرة في الابتكار داخل المؤسسات.

يود القائمون على هذا البحث طمأنتك إلى أن المعلومات التي تقدمها في هذا الاستبيان سيتم استخدامها لأغراض أكاديمية فقط. الإجابات المقدمة ستظل سرية و غير دالة على هوية المجيب. سيتم تلخيص النتائج كافة و تقديم الاستنتاجات النهائية بحيث تبقى الإجابات الفردية أو أية معلومات عن هوية الأفراد أو المؤسسات مخفية.

يمكنك تعبئة هذه النسخة و إرسالها عن طريق الفاكس أو البريد الالكتروني باستخدام المعلومات المبينة أدناه.

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Profile of the company/organization

1.Main activities:

☐ Telecom ☐ Manufacturing ☐ Data Center ☐ IT
☐ Value Added Services (VAS) ☐ Other (specify)

2. Number of employees:

☐ Under 20 ☐ 21 - 50 ☐ 51 - 100 ☐ 101 - 300
☐ 301 – 500 ☐ 501 - 1000 ☐ Over 1000

3. Scope

☐ national ☐ continental ☐ global

4.How important is IT to the company?

☐ strategic importance ☐ very much used in primary business processes ☐ very much used in supporting administrative work

5. Organizational experience in using IT, in terms of number of years

☐ 1 - 5 ☐ 6 - 8 ☐ 9 - 12 ☐ more than 13

Profile of the Telecom champion

1. Education background:

☐ Secondary school ☐ Diploma ☐ university level ☐ Master

2. Technical knowledge of computer systems and Telecom:

☐ majored in computer science/Telecom ☐ took Telecom courses as elective ☐ picked up Telecom knowledge in the course of work

3. Number of years working with Telecom:

☐ Under 5 years ☐ 6 – 10 years ☐ 11- 20 years ☐ 21- 30 years ☐ Over 30 years

4. Your age:

☐ 18 - 25 ☐ 26 – 30 ☐ 31 - 40 ☐ 41 – 50 ☐ Over 50

5. Gender:

☐ Male ☐ Female

6. To whom do you report?

☐ Engineer ☐ Senior engineer ☐ Manager ☐ Senior Manager
☐ Director ☐ Senior Director

7.Title of your job

☐ senior manager ☐ manager ☐ senior executive ☐ executive
☐ fresh graduate ☐ non executive

8. How many people do you take charge of?

☐ 0 - 4 ☐ 5 - 10 ☐ 11 - 20 ☐ 21 - 35 ☐ 40 and above

9. How many 'new ' projects have you initiated?

☐ 1-10 ☐ 10 - 20 ☐ 20 -30 ☐ 30-40 ☐ above 40

	Statement	1 never	2 seldom	3 occasionally	4 frequently	5 almost always
	Influence Tactics					
	Please indicate how often you use the following strategies in your work on these projects					
1	I provide evidence to show that proposed innovation is likely to succeed .					
2	I write a detail plan that justifies innovation ideas.					
3	I explain why the requested assistance from the top management is important for innovation					
4	I use logic to convince project parties.					
5	I carefully explain to the project team members the reasons for my request.					
6	I tell what I am trying to accomplish and ask others if they know a good way to do it.					
7	I encourage project team members to express any concerns or doubts about the innovation proposed.					
8	I involve the project team members in the planning / decision making process so that he or she will do what I want					
9	I describe a proposed task or activity with enthusiasm and conviction , that it is important and worthwhile.					
10	I appeal to the team member's values , ideals and aspiration when proposing new ideas.					
11	I obtain the support of my team members to back up a plan or proposal.					
12	I obtain the support of my co – workers to persuade others to provide assistance.					
13	I get help in persuading another person from one of his / her project team member.					

Statement	1 Strongly disagree	2 Slightly disagree	3 Not sure	4 Slightly agree	5 almost Strongly agree
Problem-Solving					
Please indicate how often you use the following strategies in your work on these projects					
1 Most people think that I am objective and logical					
2 Most people would say that I am emotional and rather motivating					
3 Most people believe that I know the details of my job and do it very accurately					
4 Most people agree that I am a complex and intellectual person					
5 I tend to focus on immediate problems and let others worry about the distant future					
6 I try to please others and need occasional praise myself					
7 When I face a problem, I try to analyze all the facts and put them in systematic order					
8 I'm more interested in long-range implications and am often bored with minor here and now details					
9 I'm usually more people oriented than task oriented					
10 Before I put energy into a project, I want to know what's in it for me					
11 I normally solve problems quickly without wasting a lot of time on details					
12 When I have a job to do, I do it, even if others' feelings might get hurt in the process					
13 I get bored with routine and prefer to deal with new and complicated challenges					
14 I'm a pretty good judge as to how others feel about problems					
15 I don't let problems upset me, no matter how difficult they are					
16 I like to do things that I do well, but I'm not comfortable trying to learn new skills					
17 I prefer harmony in a work group—otherwise efficiency suffers					
18 I really enjoy solving new problems					
19 I am a quick learner, but I don't like theoretical, futuristic concepts					
20 When necessary, I have no trouble making tough, hard-nosed decisions					

Statement	1 strongly disagree	2 disagree	3 neither agree nor disagree	4 agree	5 strongly agree
Level of Innovation					
In your experience of working on these projects , to what extent do you agree that the following statements are true descriptions of the work in these projects ?					
1 These projects are little bit behind in utilizing the most adequate equipment and materials.					
2 These projects have not introduced any new ideas / services / applications .					
3 These projects are very behind in the application of new ideas in the planning , organizing and management of tasks / activities .					

Statement	1 not at all	2 once in a while ,	3 sometimes	4 fairly often	5 Frequently
Championing behaviour					
Describe the behaviour of project manager in promoting new ideas and innovative work					
1 Seeks out new technologies , process , techniques , and / or product ideas.					
2 Maintain a network of contacts.					
3 Seeks different prospective when solving problems.					
4 Gets other to look at problems from different angles.					
5 Challenges the way it has been done before as the only answer.					
6 Expresses confidence in what the innovation can do and achieve.					
7 Enthusiastically promotes the advantages of new ideas and solutions.					
8 Pushes innovation actively and vigorously.					
9 Shows optimism about the success of innovation.					
10 Shows tenacity in overcoming obstacles.					
11 Accepts responsibility for the results.					
12 Gives top priority to getting results.					
13 Co ordinates and brings together the key individuals					
14 Gets the necessary resources (people , time , dollar) to implement new ideas , technology and / or solutions.					
15 Backs the people involved.					
16 Builds trust.					

	Statement	1 not at all	2 once in a while ,	3 sometimes	4 fairly often	5 Frequently
17	Gets the problems into the hands of those who can solve them.					
18	Gets support from the top level.					
19	Accepts feedback.					
20	Set up harmonious and cooperative working environment amongst parties.					
21	Keeps project stakeholders involved in the process.					

	Statement	1 not at all	2 just a little	3 moderate amount	4 quite a lot	5 a great deal
	Project Performance					
	To what extent do you perceive the projects have achieved the following outcomes ?					
1	Facilitate learning within the projects .					
2	Enable continuous improvement.					
3	Enhance client satisfaction.					
4	Enhance the image of the company.					
5	Enable competitive packages.					
6	Retain talents with the company.					
7	Finish projects on time.					
8	Finish project within budget.					
9	Promote better safety practices.					
10	Increase level of productivity on these projects .					
11	Lead to improve project team satisfaction.					
12	Enable and motivate innovation .					

	Statement	1 virtually no influence	2 little influence	3 some influence	4 a good deal of influence	5 a very great deal of influence
	Decision Making Authority					
	In your experience of managing and directing work , how much influence would you say you have had in decisions made about the following					
1	The sequence of work activities					
2	The organization of work of your staff and manpower.					
3	The use of materials and equipments in the project's site.					
4	Modifying or changing existing design and drawings					
5	Modifying or changing existing cost plans.					
6	The recruitment of workers employed directly by your own firm to this project.					
7	The selection criteria of subcontractors.					

Project Complexity

A) What is usually the level of design complexity in the project(s) that you are handling ?

Not Complex	1	2	3	4	5	6	Highly Complex

B) What is the level of telecom complexity?

Not Complex	1	2	3	4	5	6	Highly Complex

C) Is the project(s) similar to others which have been executed previously ?

No Similar Projects	1	2	3	4	5	6	Nearly All Those Types

D) Is the project(s) that you are handling usually technologically advanced?

Not Advanced	1	2	3	4	5	6	Highly Advanced

E) Is the project usually require highly specialized contractors?

Not Specialized	1	2	3	4	5	6	Highly Specialized

F) What percent of the project will contain *repetitive elements*?

%	0 – 10	11 – 20	21 - 30	31 - 40	41 - 50	> 50	%

G) What is the project(s) duration in general ?

☐ 0-5 months ☐ 6-12 months ☐ More than 1 year

H) What is the cost of the project(s) usually ?

☐ 0-100 K AED ☐ 100-200 K AED ☐ 200-400K AED ☐ 400K AED – 1 Million AED ☐ Over 1 Million AED

I) How the project(s) requirement(s) in terms of hardware/software is obtained ?

☐ Existing Contract ☐ New Contract ☐ Re-New contract ☐ Direct from the market

Correlations

		VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006	VAR00007	VAR00008
VAR00001	Pearson Correlation	1	-.167	.017	.276	-.129	.211	-.136	-.080
	Sig. (2-tailed)		.354	.927	.120	.475	.239	.451	.658
	N	33	33	33	33	33	33	33	33
VAR00002	Pearson Correlation	-.167	1	.222	-.342	.199	.223	.576**	.288
	Sig. (2-tailed)	.354		.215	.051	.267	.213	.000	.105
	N	33	33	33	33	33	33	33	33
VAR00003	Pearson Correlation	.017	.222	1	-.119	.425*	-.160	.430*	.217
	Sig. (2-tailed)	.927	.215		.508	.014	.373	.013	.226
	N	33	33	33	33	33	33	33	33
VAR00004	Pearson Correlation	.276	-.342	-.119	1	-.378*	-.132	-.223	-.085
	Sig. (2-tailed)	.120	.051	.508		.030	.465	.212	.636
	N	33	33	33	33	33	33	33	33
VAR00005	Pearson Correlation	-.129	.199	.425*	-.378*	1	.072	.119	-.037
	Sig. (2-tailed)	.475	.267	.014	.030		.690	.509	.836
	N	33	33	33	33	33	33	33	33
VAR00006	Pearson Correlation	.211	.223	-.160	-.132	.072	1	.037	.203
	Sig. (2-tailed)	.239	.213	.373	.465	.690		.836	.258
	N	33	33	33	33	33	33	33	33
VAR00007	Pearson Correlation	-.136	.576**	.430*	-.223	.119	.037	1	.141
	Sig. (2-tailed)	.451	.000	.013	.212	.509	.836		.434
	N	33	33	33	33	33	33	33	33
VAR00008	Pearson Correlation	-.080	.288	.217	-.085	-.037	.203	.141	1

Sig. (2-tailed)	.658	.105	.226	.636	.836	.258	.434	
N	33	33	33	33	33	33	33	33

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).