

How to manage Strategies?

*A study from a programme management point of view
in the Dutch business market*



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Master Research

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Preface

This master thesis is the result of my master graduation project. By completing this thesis my master Business Administration at the University of Twente has come to an end. Firstly, I would like to thank Maarten Gresnigt for his guidance during the process. Maarten took the time to give good advice and feedback about the report. Which made the research much easier to perform. Secondly, I would like to thank Marcel Vastwijk. Together with Marcel I conducted most of the interviews. We saw almost every part of the Netherlands and I would like to thank him for his support. In addition I would like to thank Twynstra Gudde to give me the opportunity to learn a lot about programme management. They really made me feel part of the team. I really enjoyed my internship. Fourthly, I would like to show my appreciations to Michel Ehrenhard and Jeff Hicks for their cooperation and advice while working on my graduation project. Finally, I would like to thank my parents, Aaldert and Marianne, my brother, Stephan, and my girlfriend, Carla, for their support and help.

Management Summary

This research is conducted in association with the advisory group Professionalise Project- and Programme Management of Twynstra Gudde Management Consultants. The research objectives are to get an insight in: if companies organise their strategic objectives in programmes, how these programmes are managed, and which factors determine the success and/or failure of the programmes. The research objectives are translated in the main-research question:

How can programme management contribute to the successful execution of strategic objectives in the business market?

To answer the main-research questions firstly a literature study is conducted. A systematic approach is used to structure the theoretical study. In the first part of the theoretical study the definitions of programmes and programme management are explained. In the second part of the theoretical study why and how strategies can be organised and managed with the programme management approach are explained. The definitions of programmes and programme management used in this thesis are:

- A programme is an organisational shape that is a unique, flexible, and complex collection of objectives, projects, and efforts on which people work together with limited resources.
- Programme management is the contribution to achieve coordination, and to have priorities, with the result that projects and other activities are executed more efficient and have a closer approach to the intended objectives.

The answer to ‘the why question’ is that the intention of the implementation of a strategy is to realise objectives. A strategy can be broken down/translated into projects. For this reason it is helpful to create coordination and synergy and organise the projects and actions as a programme. With programme management a framework can be created for the strategy implementation process, and thereby ensures that the critical elements are identified and included. With the theoretical study five programme management characteristics are selected to answer ‘the how question’. The five selected characteristics are: *objective oriented, organisation, governance, control, and programme manager*. The starting point of a programme is an objective that is formulated out of the strategy of an organisation. After the objective is clear the programme must be organised. A programme can be organised outside the borders of the parent organisation or within the parent organisation. The purpose of the organisation is to organise the programme outside the constraints of the parent organisation. The characteristic governance is about understanding the stakeholders needs and expectations. Governance is also a method to overcome resistance. To make decisions in the programme, measurements and overviews are needed. The characteristic control is about how measurements and overviews can be done. Different aspects such as time, budget, deliverables, and

milestones can be controlled on different levels of a programme. The last characteristic is the programme manager. The programme manager must guide the programme towards the desired direction. The programme manager has the overall responsibility to achieve the programme objectives.

With the outcomes of the literature study propositions are formulated. These propositions are tested in the interviews. The outcomes of the interviews are used to reject, to confirm, or to reformulate the propositions. With the adapted propositions the focus of the web-survey is determined.

With the outcomes of the interviews and web-survey can be concluded that with a programme it is possible to create attention, focus, coordination, and commitment in the organisation of the strategy. Not the complete strategy of an organisation is implemented with a programme, but part of the organisation strategy is used to formulate a programme objective from. There are different setting-up approaches and organisational forms of a programme identified. Commitment of stakeholders and employees is very important to be successful. The employees and stakeholders must understand what the importance of the programme is. Commitment can be created by involving the employees and/or stakeholders in the setting-up of the programme. But also by informing the employees and stakeholders continuously about the progress of the programme. The programme is in most cases controlled based on time, budget, and scope. The programme manager must be able to make independent decisions and act autonomously. The programme manager must be able to participate in the formulation of the projects and actions, allocate resources in the programme, and guard the border of the programme, to guide the programme towards the desired direction.

Three factors are pointed out that determine the success of the programme. These aspects are:

1. The *organisation* of the programme,
2. The *programme manager*, and
3. *Commitment* of the employees and stakeholders.

Organising the strategy as a programme is the boundary condition to be successful. The programme manager and the commitment of the employees and stakeholders make the programme a success. Commitment of the employees and stakeholders can be created at the start and during the lifecycle of the programme. For the beginning on the programme manager must continuously guard the progress and guide the programme towards the desired direction.

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Chapter 1:

Introduction

1.1. Introduction

The introduction starts firstly with a brief description of the internal structure of the company. Secondly, we will elaborate on the motivations for conducting this research. And, finally, we will state the objectives, and the research questions will be posed.

1.2. The Company

This research is conducted in association with the advisory group Professionalise Project- and Programme Management of Twynstra Gudde Management Consultants (from this moment on Twynstra Gudde). Twynstra Gudde is a Dutch consultancy firm that was founded in 1964 by Prof. Dr. Ir. A. Twijnstra and Drs. A. Gudde. In 1973 Twynstra Gudde became a public limited company. Fifteen years later, in 1998, the employees regained ownership of the company. Until today Twynstra Gudde is still owned by the employees. Twynstra Gudde was first located in Deventer, but in 1991 the company moved to their present office in Amersfoort. In 1999 the company changed its name into Twynstra Gudde Management Consultants. In 2000 Twynstra Gudde began to establish satellite firms, starting with Twynstra The Bridge, a year later Twynstra Work Innovation (YNNO), and in 2005 Core Counsellors joined Twynstra Gudde. In 2008 Twynstra Gudde became member of the Highland Worldwide network. The Highland Worldwide is a network of management consultancy firms which are located throughout Europe and the United States. Nowadays there are working more than 400 employees for Twynstra Gudde, and the company had a turnover of 71,1 million Euro, and an operating result of 3,1 million Euro in 2008.

Twynstra Gudde provides result-oriented consultancy services for many different sectors in the non-profit market and profit market. The core competences of Twynstra Gudde are:

- Project and programme management,
- Change management, and
- Organisational design.

All the services that Twynstra Gudde provides are rooted in these three particular competences (www.tg.nl & www.twynstragudde.com). Twynstra Gudde is divided into sixteen different advisory groups. Such an advisory groups is called a Product Market Combination (PMC). Every PMC has its own special focus of services that they provide and market segments in which they provide these services. In Appendix 3 the organisation chart of Twynstra Gudde is shown. The organisational chart is clarified in Appendix 4. Appendix 5 gives an in-depth explanation of the focus of every individual PMC.

1.3. PMC P3

P3 is an abbreviation of Professionalise Project- and Programme Management. The consultants are working for P3 support and guide organisations in result oriented work on projects, and objective oriented work on programmes.

Based on the vision and goals of Twynstra Gudde, every PMC has written a business plan. The PMC P3 have identified four main points in their business plan. One of which is Programs for Profit (P4P). P4P is a focus group within the PMC P3. At the moment of writing this thesis, the total client portfolio of Twynstra Gudde consists for 30 percent of clients from the business market, and for 70 percent of the clients from the non-profit sector. To increase the percentage of clients from the business market P3 wants to extend their activities in the business market. The activities that P4P want to increase in the business market are:

- The management of complex programmes,
- And to advise organisations with the set up and carry out of complex programmes.

Most of the programme's management related services and assignments that are provided by the consultants of Twynstra Gudde are in the non-profit sector. The ambition of P4P is to become the 'programme management' market leader in the business market. 'Programme management market leader' means that P4P wants to advise on topics relating to the set-up, implementation, and management of large programmes and manage large programmes in the business market. Through this research P4P wants to gain a better insight into how programmes are organised and executed at companies, and which factors determine the success and/or failure of the execution of such programmes.

1.4. Research Objectives

The research objectives are the foundations and reasons why a research is conducted (Geurts, 1999)125). This research is done in association with a company and as a graduation project for my Master Business Administration at the University of Twente. Both the company and I have our own objectives. First, the objectives of the company are described, and secondly I will describe my personal objectives.

1.4.1. Objectives of Twynstra Gudde

Through the means of this research P4P wants to get a better insight in how programmes are organised and managed at companies, and which factors determine the success and/or failure of the

carry out of programmes. To get a better insight in this topic P4P wants to test the next two hypotheses:

- i. A strategic objective of a company can be organised and managed successful with the use of the programme management method.
- ii. A strategic objective of a company that is managed by an independent programme manager is more successful, than when the programme manager is an employee of the organisation.

1.4.2. Personal Objectives

My first objective is to graduate from the University of Twente with a master of Business Administration. This research is the final 'exam' of my master with this thesis as the end product. My second objective is that I want to complete my master of Business Administration with the mark eight. My third objective is to gain experiences in a professional work environment, more specifically in the working field of the consultants. Doing my master research at Twynstra Gudde is an exquisite opportunity to achieve this. Besides the previous three objectives I also have some learning goals I want to achieve. I am interested in how companies manage changes. With this research I can learn more about this topic from a programmatic point of view. My second learning goal is to improve my interview skills. During my study I already gained experience with conducting interviews, but with this research I have the opportunity to improve my experiences. After the interviews are conducted I gave a presentation about the findings for business contacts of Twynstra Gudde. This was a interesting opportunity to share the findings with professionals in the work field of programme management.

1.5. Research Questions

1.5.1. Main-Research Question

The objectives of Twynstra Gudde and my personal objectives are translated into the main-research question. The main-research question is:

How can programme management contribute to the successful execution of a strategy in the business market?

The main-research question is answered with the outcomes of a theoretical review, interviews, and web-survey. The main-research question is answered in Chapter 7.

1.5.2. Sub-Questions

To answer the main-research question five sub-questions are composed:

i. What is a programme?

ii. What is programme management?

iii. Why should a strategy be organised as a programme?

iv. How can a strategy be organised and managed with use of programme management?

v. Which factors determine the success or failure of a programme?

In the second and third chapter a theoretical review is set out. The purpose of this literature study is to map the existing specialist literature and articles about programme management and programme management in the business market. The first and second sub-questions are answered in Chapter 2. The third and the fourth sub-questions are answered in Chapter 3. The results of the theoretical review are used to answer the sub-questions and as an input for the interviews and web-survey. The fifth sub-question is answered in Chapter 5.

Chapter 2: *Programme Management*

2.1. Introduction

In the second and third chapter the existing literature about programme management will be reviewed and used to answer the sub-questions, and as a basis to structure the interviews and web-survey. The literature study starts firstly with a description of the methodology. Secondly, the definitions of programmes and programme management are elaborated.

2.2. Methodology

We will use a systematic approach for the literature study. To structure this systematic approach we have used the method that is described in an article of Webster and Watson (2002). In this article Webster and Watson (2002) indicate the broad structure of a review paper and provide several suggestions on executing a thesis. A complete literature review covers relevant literature on the topic and is not confined to one research methodology, one set of journals, or one geographic region. To structure the approach and determine the source of the material for the review Webster and Watson (2002) suggest three steps:

1. Start with searching for articles in leading journals.
2. The second step is to go backwards by reviewing the citations of the articles identified in the first step. In this second step the articles that must be considered are identified.
3. The third step is to go forward and to use an online database to identify articles citing the key articles identified in the first and second step. The last step is to determine which of articles should be included in the research (in Appendix 1 is described which databases are used and in Appendix 2 the words that are used for the review are given).

This systematic search method does not mean that all the relevant literature is found and used in the review, but if this method is used a relatively complete consensus of relevant literature is conducted (Webster & Watson, 2002). Webster and Watson (2002) don't give a structured solution of how the quality of the content of the literature can be determined. In this research the quality of the literature is determined by looking at how many times the articles are cited. The rule of thumb that we used is the assumption that the more times the article is cited, the more scientific impact the article had. The same applies to the opposite situation; articles with relative few citations do not have a high scientific impact. There is, however, an exception to this rule of thumb; articles that are quite recent are in general not cited many times, but they can, of course, still have a significant scientific impact. This fact is taken into account by looking at the date that the articles are published. The first selection of the articles is made by selecting the title of the articles. The second selection is made by reading the abstract of the articles. The final selection of the articles is made after reading the complete articles. If the content of the article is relevant, the article is used in the literature

study. When an article is used the reference list of the article is checked for additional relevant information. If the content of an article is relevant for the theoretical exploration, but the article does not meet the quality criteria the article can still be used, but must be expressly mentioned in the references list.

After the selection of the literature the review must be structured. A tool to structure this, is by organising the findings based on the common concepts that are pointed out in the different specialist literature and articles (Webster & Watson, 2002). In Table 1 an example of how the concepts can be structured is shown.

Table 2. Concept Matrix					
Articles	Concepts				
	A	B	C	D	...
1		*	*		*
2	*	*			
...			*	*	

Table 1: Example Concept Matrix, Source Webster and Watson, 2002

The concept matrix gives a structured overview of which literature and articles are used in which specific part of the thesis. The literature and articles that are used in the theory study are structured in Table 2 based on seven concepts that are selected out of the programme management theory. Why these concepts are selected is explained below.

To answer the first and second sub-question the definitions of programmes and programme management are given. That is why the first concept in Table 2 is *definition*. The second concept in Table 2 is *strategy*. To answer the third sub-question an explanation is given of why the programme management approach can be used to implement and manage strategic objectives. Based on the literature review five characteristics of the programme management approach are identified and selected to take a closer look at. This is done to get a better understanding of how strategic objectives can be implemented and managed with use of the programme management approach. The five characteristics of the programme management approach that are selected are: *object oriented, organisation, governance, control, and programme manager*. Next is explained why these characteristics are selected and in Chapter 3 each characteristic is thoroughly explained. The third concept in Table 2 is *object oriented*. Object oriented is identified as the first characteristic of the programme management approach, because the purpose of a programme is to achieve an objective

(Ferns, 1991). *Organisation* is the fourth concept in Table 2. The organisation of a programme is important, because a programme is an unique organisation form (Tak van der & Wijnen, 2007)25). For this reason organisation is identified as the second characteristic to take a closer look at. *Governance* and *control* are the fifth and the sixth concepts in the concept matrix. Governance and control are identified as the third and fourth characteristics of the programme management approach, because with governance and control of a programme it is possible to move the programme into the desired direction (Pellegrinelli, 1997). The last concept in Table 2 is *programme manager*. The programme manager is identified as the fifth characteristic, because the programme manager has a central role in a programme (Ferns, 1991).

Authors	Concepts						
	<i>Definition</i>	<i>Strategy</i>	<i>Objective oriented</i>	<i>Organisation</i>	<i>Governance</i>	<i>Control</i>	<i>Programme Manager</i>
(House, 1988)		x					
(Ferns, 1991)	x	x	X	x	x	x	x
(Pellegrinelli & Bowman, 1994)		x				x	
(Payne, 1995)							
(Levene & Braganza, 1996)		x	X			x	
(Gray, 1997)	x	x					
(Pellegrinelli, 1997)	x	x		x	x	x	
(Grundy, 1998)						x	
(Payne, 1999)						x	
(Hof, 2008)	x					x	
(Pellegrinelli, 2002)		x		x			x
(Thiry, 2002)	x				X		
(Goleman, 2000)							x
(Vereecke, Pandelaere, Deschoolmeester, & Stevens, 2003)				x	X		x
(Lycett, 2004)	x			x		x	x
(Partington, Pellegrinelli, & Young, 2005)							x
(Tak van der & Wijnen, 2007)	x		x	x			
(Lehtonen, 2008)				x			x
(Nieminen, 2008)						x	
(Lehtonen, 2009)				x	X		x
(Leeuwen van & Leeuwen van, 2009)	x						

Table 2: Concept Matrix of the used Articles and Literature

2.3. Definitions

To explain what is meant in this thesis by 'programmes' and 'programme management' both concepts will be defined. In recent published articles about programme management no clear definition of programmes and programme management can be derived. The existing definitions of programmes differ from: '*programme as a scaled-up version of a project*' to '*a programme as a tool to coordinate and to achieve the objectives in a more efficient way*' (Arto, Martinsue, Gemnden, & Murtoaro, 2009). Because there is no consensus, a comparison of the different definitions of programmes and programme management that are found in the literature. In Table 3 the comparison is shown.

2.3.1. Definition of a Programme

On the basis of Table 3 the following definitions of programme and programme management are composed. The definition of a programme that is used in this research is:

A programme is an unique organisational shape that is a collection of existing or new defined projects and actions on which people work together to achieve a common objective.

A programme can be complex because of a number of reasons:

- There is a large number of parties involved,
 - There are many objectives to pursue,
 - Due to the large amount of needed efforts,
 - Because of the effects these programmes can cause to the environment,
- (Tak van der & Wijnen, 2007)26-27).

2.3.2. Definition of Programme Management

The definition of programme management that is used in this research is:

Programme management is the contribution to achieve coordination, coherency, control, and to have priorities with the result that projects, and other activities are executed more efficient with a closer approach to the intended objectives.

Authors	Definitions	Comparison
(Ferns, 1991)	A programme is a group of projects that are managed in a coordinated way to gain benefits that would not be possible were the projects to be managed independently. Programme management is the coordinated support, planning, prioritisation, and monitoring of projects meets changing business need. Programme management provides a framework to help project managers to get it right the first time within the business strategy framework and to address current problems in projects. Frequently behind schedule and over budget are most familiar problems in projects.	In the definitions of Gray (1997), Ferns (1991), and Thiry (2002) programmes are described as a number of projects together. Because the projects are combined it is easier for managers, the programme managers, to control and coordinate the different projects. In these definitions the main advantage of programme management is that benefits can be accomplished that were not possible if the projects where not coordinated and controlled together.
(Gray, 1997)	A programme is a group of related projects which together achieve a common purpose in support of the strategic objectives of the business. In the programme management approach defined by Gray (1997) the degree of control is the most important function of programme management. Programme management must contribute to a more easy control and coordination of the activities and of the projects (Gray, 1997).	Pellegrinelli (1997) builds on Ferns' conception, adding that programmes could also define projects and that the direction provided by a programme structure is towards a common goal or objective.
(Pellegrinelli, 1997)	A programme is a framework for grouping existing projects or defining new projects, and for focusing all the activities required to achieve a set of major benefits. These projects are managed in a coordinated way, either to achieve a common objective, or to extract benefits which would otherwise not be realised if they were managed independently.	The shortcomings suggested by Lycett (2004) are also not applicable for the definition that are given by Van der Tak & Wijnen (2007) and Hof (2008), because in these definitions a programme is unique and an 'one-size-fits-all' approach is not appropriate. Programmes are not only a number of projects together. According to Hof (2008) a programme is an unique organisation shape that supports, coordinates, and

Authors	Definitions	Comparison
(Thiry, 2002)	A programme is a collection of change actions, projects and operational activities, grouped together to realise strategic and/or tactical benefits. Actions refer to the ongoing operations as well as the projects.	controls changes of strategic importance's.
(Lycett, 2004)	Lycett (2004) suggests that there are two flawed shortcomings in programme management definitions that are formulated by the previous authors, namely that programme management is in effect a scaled-up version of project management, and a 'one-size-fits-all' approach to programme management is appropriate. Lycett (2004) adds these two aspects to the definitions.	Van Leeuwen & Van Leeuwen (2009) add an organizational component to the definition of programmes. Programme interventions take place part in the parent organisation, and part in projects. In the definition of Van Leeuwen & Van Leeuwen part of the programme is organised in the parent organisation and part of the programme is organised outside the parent organisation.
(Tak van der & Wijnen, 2007)	A programme is a temporary, unique, and complex collection of objectives and efforts on which people work together with limited resources. Programme management is the contribution to achieve coherencies, and to have priorities, with the result that projects and other activities are executed more efficient and have a closer approach to the intended objectives, and organisational or social improvements (Tak van der & Wijnen, 2007)25-27).	Control, coordination, coherency are important functions of programme management. With programme management the programme can be directed into the desired direction.
(Hof, 2008)	A programme is a temporary, unique and flexible organisational shape. A programme supports a company with changes of strategic importance. The programme is designed for the coordination and control of a portfolio of projects, efforts and resources, uncertainty and risks in controlled steps in a changing environment. Programme management provides the needed control and governance to move the programme in the right direction (Hof, 2008)18).	

Authors	Definitions	Comparison
(Leeuwen van & Leeuwen van, 2009)	With use of a programme an organisation can realise strategic objectives. A programme is an integrated range of projects and activities, with change management and process management. By a refined combination of interventions that part in the parent organisation, and part in projects take place, goals and objectives can be achieved (Leeuwen van & Leeuwen van, 2009)38). The objectives and goals of a programme can be: product development, business transformation, vision, merger and acquisition, post merger integration, customer satisfaction, efficiency, and compliance and legality driven (Leeuwen van & Leeuwen van, 2009)45).	

Table 3: Different Definitions of Programmes and Programme Management

In the definitions of programmes and programme management the word *project* is used a number of times. To make a clear distinction between projects & project management and programmes & programme management the definitions of a project and project management are also given. A project is defined as:

'A group of related tasks or activities which together satisfy one or more target' (House, 1988).

Programmes differ from projects in that they do not necessarily have a single, clearly defined deliverable (Pellegrinelli, 1997). The main purpose of a project is to achieve one single target; because of this a project has a more inward focus. The purpose of a programme is to achieve an objective. Multiple actions, efforts, and projects have their own contribution in the achievement of the objective of the programme. A programme is a more integral approach than a project.

2.4. Advantages

Using the programme management approach has a number of advantages and consequences for an organisation. Advantages that are involved with using the programme management approach are:

- Projects are more inward looking as they develop which can result in a discrepancy between the results of the projects and in the objectives of the organisation. A programme can bring more coordination and alignment between projects and the objectives of the organisation (Ferns, 1991; Levene & Braganza, 1996; Pellegrinelli, 1997).
- In a programme it is possible to drive the projects more by the business needs, because the programme manager can keep in check the personal agenda of, for example the project manager. The danger that the personal interests of a manager is not in line with the objective of the organisation can thus be overcome (Pellegrinelli, 1997).
- If the programme is organised in such a way that the programme manager can make the central decision to divide resources, the overlap between resources can be reduced. This results in a saving of costs, because not the same investments are made. A second reason why costs are saved is because of a more effective way to divide the staff resources. The programme manager can transfer staff resources between different projects within a programme. A programme management approach involves more management capacity. This benefit is only applicable if the savings that are the result of the reduction of overlap and of resources are higher than the costs that are involved with higher management capacity (Ferns, 1991).

- The programme management approach involves an additional planning and control by the programme manager. With a good programme-planning and -control the programme manager has an overview and can reduce the risks that projects are overrun and overspend (Ferns, 1991).
- A contradiction between the interests of stakeholders can result in complex and vague goals. Examples of stakeholders of a programme are the employees of the parent organisation, but also financiers, shareholders, and public relations from outside the organisation. In the programme management approach clear objectives must be defined. In the programme management approach it is possible to set-up a steering group that represents the interests of stakeholders. The programme manager can be for example a focal point from the programme to the steering group. The combination of a steering group and one focal point makes it easier to align the interests of the stakeholders and to come up with a clear objective. The SMART (Specific, Measurable, Acceptable, Realistic, Timely) principle can also be used to define clear and measurable objectives.
- With the programme management approach it is possible to create involvement and commitment at the lower levels of the organisation. This is possible because a programme can be organised bottom-up. In a bottom-up approach the lower levels of the organisation are involved during the set-up of a programme. All the employees or a selection of the employees can for example state what must be done to achieve the objective of the programme. This makes the changes that are involved with the programme understandable. Because of this it is possible to organise a major strategic shift with a top-down effect as a programme.
- Stakeholder management is an important aspect of the programme management approach. In a dynamic environment the programme management approach offers a good grip (Tak van der & Wijnen, 2007)36-37). Programme management involves greater visibility of projects to the senior management, because of the more comprehensive reporting of the progress of the actions and projects (Pellegrinelli, 1997).

It is possible that the benefits of a programme are not realized if the characteristics of the projects are that unique, or the commonalities are too low between the projects that the resources are not transferable between the different projects of the programme (Ferns, 1991).

2.5. Consequences

Using the programme management approach has also a number of consequences for organisations.

These consequences are:

- A programme management approach often means that there are many meetings and discussions between the stakeholders. The disadvantage of this is that the meetings take time, but the meetings make it also possible to identify latent conflicts.
- Additional management capacity is necessary in a programme management approach. Because of this the programme management approach is also much more formalised. The danger of a higher level of bureaucracy can arise (Tak van der & Wijnen, 2007)³⁶).

2.6. Conclusion

In this chapter the definitions of programmes and programme management are given. First an overview and comparison is made on the definitions, because there is no consensus of the definitions in the existing literature. The definitions of programmes and programme management that are used in this thesis are:

- A programme is an unique organisational shape that is a collection of existing or new defined projects and actions on which people work together to achieve a common objective.
- Programme management is the contribution to achieve coordination, coherency, control, and to have priorities with the result that projects, and other activities are executed more efficient with a closer approach to the intended objectives.

In the next chapter the theoretical focus of the research is described more in-depth.

Chapter 3:

Theoretical Exploration

3.1. Introduction

In this third chapter firstly is explained why a strategy can be organised and managed as a programme. After this explanation the programme management approach is elaborated to explain how a strategy can be organised and managed as a programme. At the end of every section propositions (P_x) are formulated. The propositions are the conclusions of the sections.

3.2. Strategy

The word strategy is often related to: *'what the leaders of an organisation plan to do in the future'* (Mintzberg & Waters, 1985). In management theory the definition of strategy is:

'the determination of the basic long-term goals and objectives of an organisation and the adoption of courses of action and the allocation of resources necessary for carrying out these goals' (Mintzberg, 1978).

In the definition strategy is explicit, developed consciously and purposefully, and made in advance of specific decisions to which it applies (Mintzberg, 1978).

Strategy can be conceptualised in intended strategy, realised strategy, emergent strategy, and deliberate strategy. The intended strategy are the intentions of the organisation. This type of strategy can be seen as the original plan of the organisation. The deliberate strategy are the parts of the original plan that is carried out by the organisation. The parts of the original plan that are carried out and actually realised are the realized strategy. The parts of the original plan that are not realised are the unrealized strategy. The emerged strategy is the strategy that is not part of the original plan, but occurs during the carried out of the plan (Mintzberg & Waters, 1985). The four types of strategy are shown in Figure 1.

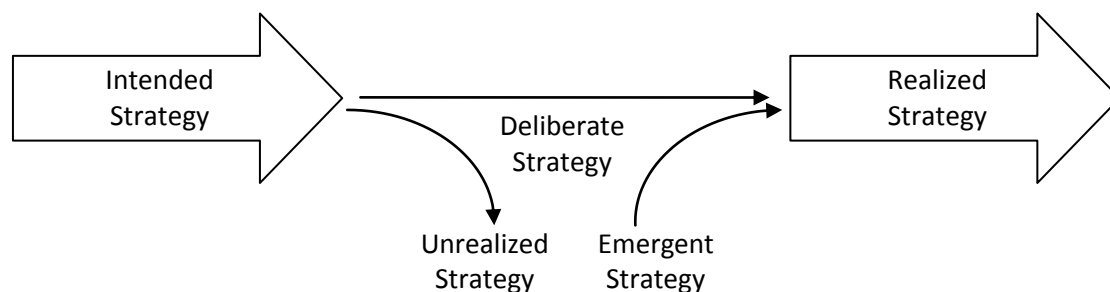


Figure 1: Types of Strategy, Source: Mintzberg & Waters, 1985

The focus of the research is on how the deliberate strategy is organised and directed towards the realised strategy. A strategy can be developed company-wide, but a strategy can also be developed

for one business unit, or one specific product (Pellegrinelli, 1994). In Figure 2 is shown that the existing structures, processes, and hierarchies of a company can be used to implement a strategy.

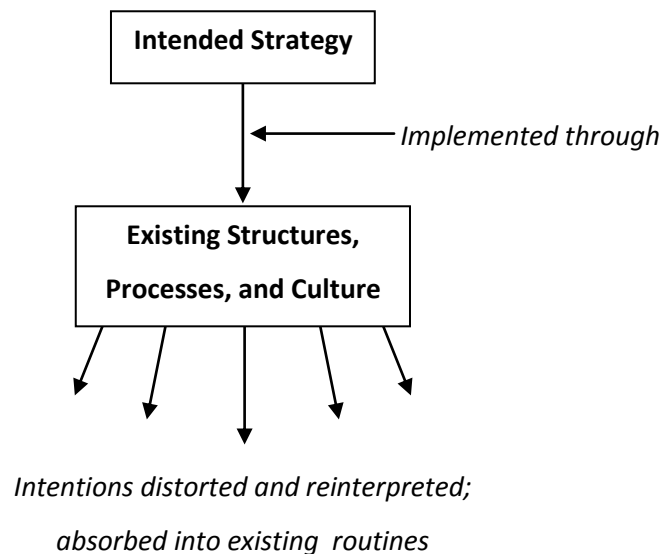


Figure 2: Strategy Implementation, Source: Pellegrinelli & Bowman, 1994

If the existing structures, processes, and hierarchies of a company are used to implement a strategy the existing paradigm is used to redefine the paradigm. To put it another way; the 'status quo' of an organisation is used to overthrow the 'status quo'. Because of this a number of conflicts can arise why the implementation of a strategy can fail (Pellegrinelli, 1997). Conflicts identified by Pellegrinelli & Bowman (1994) are:

- Most of the work line manager's are doing is to ensure that his or her functional area or department runs smoothly and that changes, when necessary, are introduced gradually with minimum risk. Most of the time the implementation of a strategy involves high risks and is not a step by step change. There is a natural inclination of the line manager to reduce the scale of urgency of the strategic change. Line managers prefer existing and familiar ways of working instead of the high risk and uncertainty involved in the implementation of strategic change.
- The effectiveness of a strategic change is not immediately visible. This can be a reason for the responsible person to delay the change. If the existing hierarchy is used to implement the strategy, the person who is responsible for the on-going process has to address the issues of the changing effectiveness in relation to the new strategic direction. There is pressure, sometimes hidden, on the responsible person to achieve the same degree of effectiveness.
- The lack of willingness to accept a new structure, style, practice, methods and/or value system is the third conflict that can arise if a strategy is implemented. An organisation

gradually adapts its structure, style, practices, methods, and value systems to match the way it does business. The current environment conditions are seen as the accepted 'best practices' and 'common sense' by the employees of an organisation. The accepted conditions and structures can be a limitation for the implementation of a new strategy.

- The final conflict is the distribution of power within an organisation. Not everybody in the organisation has the same interests and this can slow down the implementation of a strategy. Organisations have complex structures of influence and power. Organisations are political; the paradox is that the most powerful managers, who have the most to lose, are the most important in implementing the strategy (Pellegrinelli & Bowman, 1994).

The strategy implementation process is entrusted to the organisation's internal systems and procedures and can be limited by the existing conventions and protocols of the organisation. It is important that the organisation has a consistent understanding of the strategy, implementations are required throughout the organisation, and the staff has to be willing and must be able to take the necessary actions to implement the strategy successfully. Absence of this may not cause a problem if the organisation is adopting an incremental approach to strategy formulation and implementation, for it is possible to change the strategy after every step taken in the process (Pellegrinelli & Bowman, 1994). Most of the strategies are not implemented incrementally and require a bypass in the existing systems, structures, and hierarchies. Such an alternative approach to strategy implementation is offered by projects and programmes. In Figure 3 a framework is shown in which a strategy is implemented through projects (Pellegrinelli & Bowman, 1994).

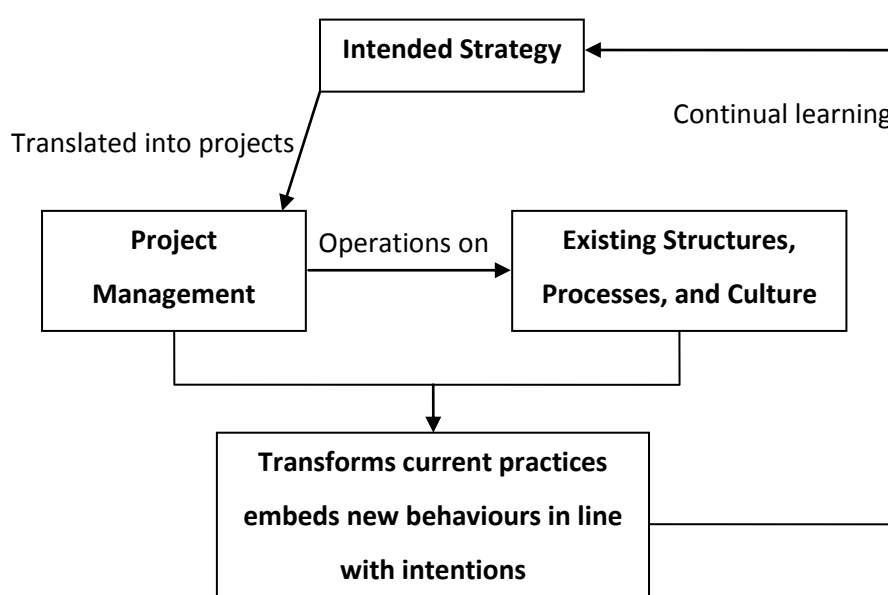


Figure 3: Strategy Implementation through Projects, Source: Pellegrinelli & Cliff Bowman, 1994

In the project- and programme approaches the strategy must be broken down and translated into projects and actions each addressing a component of the strategy. The relationship between the components is usually complex, overlapping and interdependent. The root of a successful strategy implementation is often the integration, the tight definition, and the specific boundaries of the projects. Projects have an inward focus and rely on fixed results, constraints, and timescales. For this reason coordination and coherency between the different projects and actions is necessary (Pellegrinelli & Bowman, 1994).

Coordination and coherency in the strategy implementation can be created by organising the implementation according to the programme management approach. The programme management approach conceptualises a strategy by:

- *'Creating framework for the strategy implementation process: thereby ensuring that critical elements are identified, and a complete set of actions is specified and assigned without crucial interfaces are overlooked'* (Pellegrinelli & Bowman, 1994).

With a programme a bridge can be build to overcome the gap between the essentially inward-looking project management culture and the wider organisational context (Ferns, 1991; Gray, 1999). The programme management approach is an effective vehicle to implement a strategy, because with a programme a link between projects and the strategic objectives of an organisation can be established (Levene & Braganza, 1996; Pellegrinelli, 2002; Pellegrinelli, Partington, Hemingway, Mohdzain, & Shah, 2007). Programmes exist because they can generate benefits over and above those which projects can generate on their own (Pellegrinelli, 1997).

P₁: *A strategy of an organisation can be implemented with use of a programme.*

P₂: *With a programme it is possible to create the needed attention and focus to implement the strategy of an organisation.*

P₃: *With a programme it is possible to create more coordination in the implementation of a strategy of an organisation.*

In the previous section is explained why a strategy can be implemented with use of the programme management approach. The next step is to elaborate on how programmes are organised and managed. This is in done based on five programme management characteristics that are selected out of the literature.

3.3. Programme Management Characteristics

Programmes and programme management are vehicles for implementing strategies in organisations (Lehtonen, 2008). To get a better understanding of how strategies are organised and managed as programmes five programme management characteristics are explained more in-depth. In this section firstly is explained what is meant by the characteristics: object oriented, organisation, governance, control, and programme manager. Secondly these characteristics are described in-depth.

Objective Oriented

The first characteristic of a programme is objective oriented. Object oriented means that the results of the projects and activities that are part of the programme must contribute to the objective of the programme. In the programme approach it is important that the strategy is translated into measurable objectives (Tak van der & Wijnen, 2007)²⁷). The formulation of an objective is the starting point of a programme.

Organisation

The organisation of a programme is the second characteristic of the programme management approach. Organisation is how the programme is structured and hung up in the organisation in which the programme is executed (Ferns, 1991). The organisation of a programme is also about the different roles the employees can have in a programme.

Governance

In the programme management approach decisions must be made to move the programme in the right direction. The decision making process is related to the third characteristic governance and to the fourth characteristic control. Governance is the softer side of decision making. The characteristic governance is related to the willingness and readiness of the employees to move the programme in the right direction (Ferns, 1991). The willingness and readiness can be influenced by, for example, the programme manager, who can create commitment and ownership. If all the employees fully grasp the context of the programme, it is easier to make decisions and move the programme in the desired direction.

Control

The fourth characteristic, namely control, provides the tools and data -the harder side- to make the relevant decisions. Control is related to with what the programme can be directed into the desirable

direction (www.vandale.nl). The desirable direction is the direction in which the objectives are achieved best. For example a programme can be controlled according to time, resources, capacity, and money (Ferns, 1991).

Programme manager

The last characteristic is the programme manager. The programme management is the manager of the programme. The skills and competences of the programme manager are important in the successful management of the programme. The programme manager needs specific skills to understand and control the complex environment of a programme (Partington et al., 2005).

Next the five programme management characteristics are explained in-depth. At the end of every sections propositions are formulated.

3.3.1. Objective Oriented

'The challenge is to understand, manage and control the programme of work scope in an environment of interrelated projects whose deliverables influence the programme objectives as they progress' (Levene & Braganza, 1996).

Programmes should be designed to service a business objective or a range of business objectives (Ferns, 1991). The starting point of a programme can be a high-level strategic objective from which a programme objective can be formulated. From the programme objective various projects and actions can be defined which must contribute to the achievement of the objective (Gray, 1997). When the programme objective or objectives are clearly defined, the definition and execution of the projects and actions are integrated (Levene & Braganza, 1996).

P₄: *To implement a strategy one or more measurable objectives must be formulated and used as a starting point for the implementation.*

P₅: *Because of the formulation of measurable objectives out of the strategy it is possible to create coherency.*

The starting point of a programme is the formulation of one of more clear measurable objectives out of the strategy. After the formulation of the objective the programme must be organised. The organisation of the programme determines the structure of the programme and where the programme is hanged up in the organisation.

3.3.2. Organisation

'A programme can be organised in different ways or according to different models, but every different programme needs a unique classification' (Vereecke et al., 2003).

A programme can be organised outside the organisation, or within the organisation on a local level in a certain part of the organisation. But also on the corporate level across the organisation (Pellegrinelli, 2002). Ferns (1991) describes different ways in which a programme can be organised:

- The first form is to manage the programme without organisational constraints,
- The second form is by organising a programme 'off-site' the organisation.

The advantage of managing a programme without organisational constraints is that the existing managerial structure and procedures of an organisation might constrain the effectiveness of the programme. A programme can be managed without organisational constraints by contracting for example the whole programme to an external 'prime' contractor. The external 'prime' contractor is responsible for conducting and the management of the programme. A second way in which a programme can be managed without organisation constraints is by using independent consultants as managers of the programme. A programme can be established off-site if the programme is organised at an independent or awarded location. By doing this the interferences of the parent organisation can be reduced and it is more easy to work as one team, because everybody works at the same location. In these two organisational forms it is important that the programmes have a connection with the parent organisation. This is necessary, because the programme must eventually achieve an objective for the parent organisation (Ferns, 1991).

In the programme management approach there are different roles, namely a sponsor, programme manager, the effort leader/project manager, and the effort employees. The sponsor acts as an agent for the business as a whole in determining the strategic requirements for the programme (Pellegrinelli, 1997) and is ultimately responsible and accountable for the programme (Lycett, 2004). The programme manager must ensure that the programme moves into the desired direction. The programme manager thinks -alongside with most interested parties- about how the relationships between the occupants of the different roles should be developed. The sponsor decides the objectives of the programme, and the programme manager sends these objectives into the organisation. In a programme sometimes also a programme support group is established. This programme support group can for example include a communication specialist who is responsible for the communication in the programme and/or the communication about the programme towards the parent organisation and the stakeholders (Lycett, 2004). The programme manager has the overall responsibility for realising the objectives of the programme (Pellegrinelli, 1997). The effort

leader/project manager ensures that the efforts provided by the programme manager are implemented. The effort leader is often the leader of one project in the programme. The project leader communicates the efforts of the project to the programme manager, and the programme manager communicates these efforts to the sponsor. The responsibility of the programme manager is to make sure that the project manager is able to do his or her job, and that the project manager does his or her job in the right way. The fourth role in a programme is played by the effort employee. The effort employee delivers the substantive contribution to the execution of the programme. The project manager is responsible for results the effort employee is producing (Tak van der & Wijnen, 2007)83-93).

A programme has dynamic and permeable boundaries that determine who are included and excluded in the programme. Permeability refers to the extent in which boundaries are open or receptive for inputs of the parent organisation. The boundaries of a programme must be dynamic and permeable, for the programme gains its resources and legitimacy to exist from the organisation, and also because the programme is aimed to change the organisation. Therefore, the programme cannot be fully isolated from the parent organisation (Lehtonen, 2008). The boundaries between the programme and the parent organisation may be unclear and unstable. It is important that these boundaries are managed. There must also be a balance between integrating the programme with its parent organization and purposefully isolating it. Also, the organisational context of a programme and the boundaries are critical in coping with the constraints and utilizing the enablers in the parent organisation (Lehtonen, 2009).

P₆: *Because of the organisation form of a programme it is possible to implement a strategy without the constraints of the parent organisation.*

After the programme objectives and organisational form are determined the programme must be guided towards the desired direction. To guide the programme in the desired direction the programme must be controlled and managed. The next three programme management characteristics are about the guidance and management of a programme.

3.3.3. Governance

Many programmes fail, because of the resistance of the employees (Lehtonen, 2009). To establish a programme commitment of the senior managers and employees is always needed. Commitment gives the programme and the programme manager the needed weight to accomplish the objectives of the programme (Ferns, 1991).

The first premise of good governance is to fully understand stakeholder needs and expectations (Blomquist, 2006). If a programme is organised in a macro-environment the programme manager must manage public relations with the outside world and financiers. Mechanisms should be developed to overcome resistance and to create commitment to the programme at all participating levels (Lycett, 2004). If the needs and expectations of the stakeholders are managed disturbance can be reduced, because the stakeholders understand the programme.

Programmes requires that the sponsor, the programme manager, the programme team, and the external stakeholders are able to cooperate throughout the programme (Lehtonen, 2009). Programme management must focus on creating a context that enables project managers and the project team to be successful, and facilitating the stakeholder relationships that support this (Lycett, 2004).

To create the commitment, the needed support, the facilitating context, and the stakeholder management communication about the programme is important. The stakeholders must know and understand the progress of the programme (Tak van der & Wijnen, 2007)102-106).

P₇: *To execute a strategy through a programme commitment of the employees and the stakeholders must be created.*

P₈: *Communication about the programme is important to create commitment among the employees and the stakeholders.*

The needs and expectations of the stakeholders must be understood and included in the programme. To guide the programme towards the desired direction the progress must be controlled. The next section is about the control of the programme.

3.3.4. Control

Vereecke et al. (2003) have identified the presence of a formal methodology as a key factor in the success of a programme. One indicator of a formal methodology is the availability of tools and systems that support the programme manager in the control tasks (Vereecke et al., 2003).

To guide a programme towards the desired direction coordinated and synergy must be created (Thiry, 2002). Control is the tool that provides the measurements and the overviews of the programme. It can be used as a basis to make decisions, for the identification of new requirements,

and to determine the direction of the programme. A core element of programme management is tracking progress on projects and actions. It is a matter of technical convenience how and in what format the control information is collected. To control the programme structured milestones and project deliverables can be determined to measure the progress of the programme (Levene & Braganza, 1996; Pellegrinelli, 1997).

The control of a programme can be informal or formal. Formal control is formally documented and mostly initiated by projects managers. Informal control is unwritten and often initiated by the effort employees. Nieminen (2008) has identified three different types of control: market mode of control, bureaucratic control, and clan control. In the market mode of control prices convey all of the information necessary for efficient decision making. The bureaucratic control is based on close personal surveillance and direction of subordinates by superiors with quantitative and qualitative rules. A rule is an arbitrary standard against which comparisons are made. This means that using bureaucratic control includes observation of performance, signing value to the performance and comparing that value to the rule. Clan control is an informal mode of control based on socialisation. In contrast to the performance based bureaucratic control is in clan control the basis of control not a formal control process, but shared values, attitudes and beliefs of the members of the organisation that determine the control (Nieminen, 2008).

In the literature a number of activities are described to control a programme. The activities that are described are:

- Planning and resource management, this is the organisation of work in such a way that the programme objectives can be realised and that benefits are achieved across the activities and projects of the programme (Payne, 1995; Pellegrinelli, 1997). This control type is on the level of the programme. The purpose of this control type is that benefits are established that could not have been established on a lower level.
- Monitoring and control, is the control type on the lower level. The activities and projects are controlled on an individual level. By doing this delivery rate of the individual projects and actions are checked (Hof, 2008 (119-120); Pellegrinelli, 1997).
- Configuration management and change control, this type refers to the measurement of costs and benefits. This is only possible if a baseline is defined of the overall scope. At the start of a programme a blueprint or an business case must be made (Hof, 2008)118).
- Risk and issue management, are different issues such as programme effectiveness in enhancing the organisations competitive position, and/or the effects of changes in the assumptions underlying the programme business case (Pellegrinelli, 1997). Programmes take

place in a dynamic organisation and environment. In this dynamic organisation factors and actors can threaten the implementation of the programme. Risk management identifies these events and provides measures to overcome this threat. It would be an illusion that the threats can be completely overcome, but because it is possible to measure and identify the threats the effects can be minimized (Ferns, 1991).

- Benefits management, refers to the realisation of the benefits of the programme, projects, and actions (Grundy, 1998; Partington, 1996). To ensure that the programme, projects, and actions deliver the desirable benefits on time the progress must be checked.
- Stakeholder management, in the literature also the importance of stakeholder management is pointed out as a control type (Lycett, 2004).

P₉: *When a programme is controlled on the programme level benefits can be accomplished that could not be accomplished if the programme is controlled on the lower levels.*

By making an analysis of the performance of the programme new requirements and directions can be identified (Pellegrinelli, 1997). The programme manager can use the output of analysis to identify and overcome future problems, and guide the programme. The final characteristic is the programme manager. The role and capabilities of the programme manager is identified as a success factor in the programme management approach (Vereecke et al., 2003).

3.3.5. Programme Manager

Programmes are designed to serve a range of business objectives or business areas within an organisation. For the realisation of the benefits the role and the capabilities of the programme manager in a programme is very important (Lehtonen, 2008; Martinsuo, 2007). *'Growth in the use of programmes as a vehicle for implementing strategy has been accompanied by a need to understand the competence of effective programme managers. Corporate leaders know that promoting proven project managers into a programme manager role is unreliable, yet little rigorous research has been done into the distinctiveness of programme management competence'* (Partington et al., 2005).

To get an impression of the work a programme manager does first a practical example is given in the textbox on the next page.

This practical example is about the programme Fit for Use at the media department of the ANWB. The objective of the programme is to improve the internal organisation of the media department of the ANWB and to improve the connection between the media department and the other departments of the ANWB.

To organise the programme Fit for Use a bottom-up approach is used. All the employees of the media department had the opportunity to come-up with ideas of how the formulated objectives can be achieved. Out of the ideas that came-up during a number of sessions a selection was made and with the selection of ideas six different projects were formed. The leaders of the projects are the members of the management team of the media department. The sponsor of the programme is the director of the media department and the programme manager is an external consultant of Twynstra Gudde. The role and responsibilities of the programme managers in this programme are described as follow:

- The programme manager must set up the programme plan and controls the progress of the programme.
- The programme manager is responsible for the progress that is made in the different phases of the programme and reports this to the owner of the programme.
- The programme manager coordinates, steers, and supports the projects leaders and provides the connection between the different projects.
- And the programme manager is responsible for the communication about the programme.

The programme manager handed out the tools and made it possible to direct the programme into the right direction. The programme managers controlled the meetings between the project leaders and the interviewees experienced the programme manager as a connector between the employees, the management teams, and the director. Where necessary the programme manager coached the project leaders and the employees.

The fact that the programme manager is an external consultant is something positive, because it is very important that the programme manager was not coloured by the ANWB. This made the boundary to approach the programme manager low and gave the actors of the programme a feeling of trust. The personal competences of the programme manager are according to the actors of the programme important. The actors were motivated by the programme manager in the work they do.

The programme manager is caught right between the ambiguous, soft side of strategic management and the concrete, hard side of the implementation of the strategy. A programme manager has to deal with both high ambiguity and high uncertainty at the same time. The role of the programme manager includes planning, logistics and change control functions, but also the human-resource management of project managers and directors, which requires good interpersonal-communication and conflict-resolution skills (Lycett, 2004). The programme manager is responsible for managing the programme, introduce new projects, and to take priorities of the resources (Ferns, 1991) and should develop skills in applying the norms and procedures of the parent organisation (Lehtonen, 2008).

The programme manager must have the support of the sponsor of the programme. Without the support the programme manager does not have the position and weight to control the programme. If the programme manager acts on a low level in the organisation the programme manager does not have the authority to make decisions (Ferns, 1991).

Effective leadership of the programme manager is necessary to control the complexity, the risks, the interdependencies, and to manage the conflicts of priorities. A programme managers must have interpersonal skills and personal credibility, a deep understanding of the political dynamics of the formal and informal networks that form the organisational context, and a great knowledge of the broader strategic context (Partington et al., 2005; Pellegrinelli, 2002).

The programme manager implements tools to support project managers within the programme, and must train project managers and their teams when needed. The programme manager should be responsible for selecting a common set of tools and procedures that meets the needs of all the projects within the programme. This commonality not only saves direct costs, but also enables to transfer staff between projects within a programme. The personal goals of the programme manager are likely to be to:

- Generate savings and maximize return by the coordination and effective management of projects.
- Ensure that projects are delivered successfully, to predetermined scope, time, cost and support project managers in their execution of projects.
- And maintain project alignment with business objectives (Ferns, 1991).

Programme managers, need to develop their analytical, judgmental and implementation skills, and their ability to handle complexity, their sensitivity, and their self-awareness. Assessing and dealing with power and culture in organisations are on a par with scoping changes and leveraging internal

capabilities. Attention to the cultural, attitudinal and behavioural changes, interventions aimed at changing cultural norms, at improving team and individual capabilities, and at facilitating communication and learning throughout the organisation (Pellegrinelli, 2002).

The programme manager must guide the programme. To do this the personal competences, skills, and effective leadership style of the programme manager are important. In an effective leadership style the manager can spark the best performance of people. Leadership styles have an impact on the working atmosphere of the company, division or team. According to Goleman (2000) the most effective leadership style is the style that doesn't rely on one specific leadership style. In an effective leadership style the manager needs a high personal emotional intelligence level. The emotional intelligence level is the ability of the manager to manage himself or herself and the relationships in the environment. The emotional intelligence is determined by four capabilities: self-awareness, self-management, social awareness, and social skills.

- Self-awareness is the ability to read and understand the managers' emotions and the impact of these emotions on the works performance, a realistic evaluation of the managers' strengths and limitations, and a strong and positive sense of self-worth.
- Self-management is the ability to keep disruptive emotions and impulses under control, a consistent display of honesty and integrity, the ability to manage the managers' responsibilities, the skills to adjust to changing situations, the drive to meet an standard of excellence, and the readiness to seize opportunities.
- The last fundamental capability is the social skill of the manager. Social awareness is the skill to sense other peoples' emotions and understand their perspective, the ability to read the currents of organisational life, and the ability to recognize and meet the customers' need.
- The social skill is the ability to take charge and inspire with a compelling vision, the ability to take charge and inspire with a compelling vision, the propensity to bolster the abilities of others through feedback and guidance, the skill to list and send clear, convincing, and well-tuned messages, proficiency in initiating new ideas and leading people in a new direction, the ability to de-escalate disagreements and orchestrate resolutions, the proficiency to cultivate and maintain a web of relationships, and the competence to promote cooperation and building teams.

The most common leadership styles can be divided into six different styles:

- Coercive leaders, this demands immediate compliance.
- Authoritative leaders, mobilise people towards a vision.
- Affinitive leaders, can create emotional bonds and harmony.
- Democratic leaders, build on consensus through participation.

- Pacesetter leaders, expect excellence and self-direction.
- Coaching leaders, develop people into the future (Goleman, 2000).

A good programme manager leadership style is a combination of the six styles described by Goleman (2000). The programme manager must for example be able to be a coaching leader, line-up people to achieve objective in the future, and to create consensus with the different stakeholders.

P₁₀: *The programme manager must act on or have the support of the 'higher' management of an organisation, otherwise the programme manager does not have the support to make decisions.*

P₁₁: *The programme manager must connect the projects and activities with each other, and connect the programme with the parent organisation.*

P₁₂: *The programme manager must have a facilitating and supporting role in the programme.*

3.4. Conclusion

In this chapter is elaborated why a strategy can be implemented with use of the programme management approach and how programmes are organised and managed.

Strategy implementation can fail, because the implementation can be limited by the existing structures and hierarchies of an organisation. This conflict can be overcome by breaking down the strategy into manageable pieces and by organising these pieces in projects. By organising the strategy in projects it is possible to implement the strategy outside the existing structures of the organisation. The root of a successful strategy implementation is often the integration, the tight definition, and the specific boundaries of the projects. For this reason coordination and coherency between the different projects and actions is necessary. By organising the strategy implementation according to the programme management approach coordination and coherency can be created between the different projects and actions. After the formulation of the objectives the programme must be organised. The second programme management characteristic is the organisation of a programme. A programme can be organised in such a way that it can operate the most effective and without hindrance of the parent organisation. The third characteristic is governance. Governance is related to the willingness and commitment of the stakeholders of the programme. Good governance is to fully understand the needs and expectations of the stakeholders. The needs and expectations of the stakeholders must be included in the programme. To make the right decisions at the right time information about the programme is needed. The fourth programme management characteristic,

control, is the tool that provides measurements and overviews of the programme. The control can be on the programme level, but also on the lower level of the individual projects and actions. To control the programme deliverables and milestones can be determined, or the progress can be measured based on time, budget, scope, and quality. The final programme management characteristic is the programme manager. The programme manager must ensure that the programme is guided into the desired direction. The programme manager must have the support of the higher management to have the weight to make decisions. Responsibilities of the programme manager are: to manage the programme, to introduce new projects, and to take priorities of resources. The programme manager must have the right skills, competences, and leadership style to guide the programme towards the desired direction. In Figure 4 the components of the five characteristics are shown.

The key findings of the theoretical study composed in Chapter 3 are formulated in propositions. The propositions are shown in Table 4.

Propositions
<u>Strategy</u>
1. A strategy of an organisation can be implemented with use of a programme.
2. With a programme it is possible to create the needed attention and focus to implement the strategy of an organisation.
3. With a programme it is possible to create more coordination in the implementation of a strategy of an organisation.
<u>Objective Oriented</u>
4. To implement a strategy one or more measurable objectives must be formulated and used as a starting point for the implementation.
5. Because of the formulation of measurable objectives out of the strategy it is possible to create coherency.
<u>Organisation</u>
6. Because of the organisation form of a programme it is possible to implement a strategy without the constraints of the parent organisation.
<u>Governance</u>
7. To execute a strategy through a programme commitment of the employees and the stakeholders must be created.
8. Communication about the programme is important to create commitment among the employees and the stakeholders.
<u>Control</u>
9. When a programme is controlled on the programme level benefits can be accomplished that could not be accomplished if the programme is controlled on the lower levels.
<u>Programme Manager</u>
10. The programme manager must act on or have the support of the 'higher' management of an organisation, otherwise the programme manager does not have the support to make decisions.
11. The programme manager must connect the projects and activities with each other, and connect the programme with the parent organisation.
12. The programme manager must have a facilitating and supporting role in the programme.

Table 4: Theoretical Programme Management Propositions

S t r a t e g y

- The implementation can fail because it involves: high risks, no direct changes, lack of willingness, and conflicts of interests
- Solution: brake down the strategy in manageable pieces and organise as projects.
- To create coordination the projects must be management according to the programme management approach



Objective Oriented

- Measurable objectives formulated out of the strategy are the starting point of a programme

Organisation

- Organise without the constraints organisational of the parent organisation
- Roles:
 - Sponsor
 - Programme manager
 - Effort leader (or project manager)
 - Effort employee

Programme Manager

- Support 'higher' management
- Responsibilities:
 - Managing the programme
 - Selection resources
- Suitable leadership style
- Suitable personal skills
- Create facilitating context for project managers
- Connect the projects and actions with each other
- Connect the programme with the parent organisation

Governance

- Commitment
- Manage needs and expectations
- Communication

Control

- Programme level
- Tools:
 - Tracking milestones
 - Resource management
 - Planning
 - Monitoring

Figure 4: Overview of the Characteristics and Components of Programme Management

Chapter 4:

Methodology

4.1. Introduction

In this chapter an overview is given of the methodology that is used to answer the research questions and to structure the data collection (Geurts, 1999)19-20). Firstly, the relevancy and research object of the research are described. Secondly, the data collection and the research structure are described. And finally, the requirements and restrictions are given. A complete overview of the research structure is shown in Figure 5.

4.2. Relevancy

4.2.1. Social Relevancy

The social relevance is determined by if the research has an added value for the society. The added value can be for the society as a whole, but also for a specific group (Geurts, 1999)100). This research is done in association with Twynstra Gudde. The social relevance of this research is that the outcomes of the research can be interesting for the company.

4.2.2. Scientific Relevancy

The scientific relevance of a research is determined by the theoretical, methodological, and/or descriptive relevance in its field of science. A research can be scientifically relevant if for example new scientific perspectives are tested (Geurts, 1999)101). The literature about programme management is limited in terms of empirical evidence about the actual practices in managing complex programmes (Martinsuo, 2007). In the strategic management journals not much is written about strategy implementation and programme management. In this research the actual practices in managing programmes is empirically tested in the business market. Because the existing literature about programme management is limited the nature of this research is explorative.

4.3. Research Objects

A research object can be for example a focus group or a guinea pig. The objects in this research are the observation objects and the objects of analysis. The observation objects are the objects that are observed, measured, or analysed during the data collection of the research. The objects of analysis in the research are the objects that are generalized in the final conclusion of the research (Geurts, 1999)136-137). The observation objects in this research are: '*Programmes*'. The domain is the: '*Business market*', because this is the range of the research (Geurts, 1999)52). At different organisations in the business markets measurements are done to come to the final conclusion of the research. The objective of analysis in this research is: '*Programme management*'. The end conclusion of the research is about programme management.

4.4. Data Collection

There are two methods used in this research to collect data: face-to-face interviews and a web-survey in the form of questionnaires. First the face-to-face interviews are conducted. One of the advantages of the face-to-face interviews is to be able to observe and record nonverbal as well as the verbal behaviour (Babbie, 2004). The interviews are based on the theoretical framework and provide a broader input for the web-survey. The outcomes of the interviews are tested with the online questionnaires in a large population. A survey research is one of the best methods available for collecting original data with which a population can be described that are too large to observe directly (Babbie, 2004). The web-survey is tested to ensure that the content of the questionnaires is understandable for the group in which they are conducted. Employees of the organisations in the business market need to evaluate the implementation of the strategy they are involved in at the moment or they were involved in the past. To get a representative sample at least 50% of the population need to fill in the questionnaire, this amount is adequate. Higher is always better of course, 60% is good, 70% is very good, and 80% or higher is excellent (Babbie, 2004). The outcomes of the interviews and the web-survey together form the input for the final conclusion of the research.

4.5. Research Structure

4.5.1. Preliminary Investigation

The starting point of the research is a preliminary investigation. The preliminary investigation exists out of four exploratory interviews, a document study, and a training about programme management (Tak van der & Stoop, 2009). To determine the quality of the documents that are used in the document study it is important to look at:

- Who has composed the document?
- With which purpose is the document written?
- Is the content of the documents in line with each other?
- What kind of key categories and concepts are used by the writer of the document to organise the information presented?
- And what sorts of theoretical issues, debates and issues do these documents cast light on (Babbie, 2004)?

These aspects are taken into account during the document study. The preliminary investigation is done to get familiar with the programme management approach and to formulate a first version of research proposal and research questions.

4.5.2. Theoretical Exploration

In this research a literature study and two studies are done. First the literature study is done. In the literature study the existing literature about programme management is mapped and the outcomes are used as a basis for the first study, the interviews. How the literature study is structured is already explained in section 2.1. After every different section of the literature study propositions are formulated. These propositions find their basis in the theory and are tested with use of the interviews. In Appendix 7 an overview is shown which questions are asked to test the propositions.

4.5.3. Study 1: Interviews

In the first study the theoretical propositions are tested. The questions that are asked during the interviews are shown in Appendix 6. The interviews are semi-structured, because the participants have different functions and work at different companies. The methods that are used to structure and analyse the interviews are described in section 5.2.

4.5.4. Study 2: Web-Survey

The second study is a web-survey. The main advantage of using a internet survey to collect data is that a large population can fast and easily be reached (Dillman, 1998). After the web-survey is developed the content is tested by two consultants of Twynstra Gudde and by two persons who are not involved with the research. The web-survey is tested about how much time it takes to complete the questions and if the questions are understandable. The methods that are used to structure and analyse the web-survey is described in section 6.3.

4.5.5. Social Desirability Bias

In the interviews and web-survey evaluating questions are asked about the participants and the organisation they work at. These questions can be experienced as sensitive, because of this participants can give social desirable answers. This can cause a social desirability bias in the data collection (Kreuter, Presser, & Tourangeau, 2008). The social desirability bias can mask a relationship between two or more variables or moderate the relationship between variables, because participants fill in the questionnaires according to what they think is desired behaviour (Randall & Fernandes, 1991). Social desirable answers are caused by two facts: self deception and impression management.

- Self deception is the tendency of people to see themselves in a favourable role, and
- Impression management is the conscious presentation to create favourable impressions (King & Bruner, 2000).

The effect of the social desirability bias is not exactly clear. There is not much known about how to deal with the social desirability bias in for example the formulation of questions and when a social desirability bias occurs (Holtgraves, 2004). Methods to deal with the social desirability bias are:

- It must be clear for the researcher that in the research setting a social desirability bias can occur. The researcher must make the assumption that the social desirability bias can cause the absence of undesirable behaviour related answers (Kreuter et al., 2008).
- Participants must have the option to give neutral answers or must be forced to choose between two statements. When participants can fill in a neutral answer or are forced to make a choice the social desirability bias can be reduced.
- To prevent the social desirability bias the participants must know that the answering of the questions is anonymous.
- The last method to prevent the social desirability bias is to ask the participants to give truth answers to the questions and that they must not give social desirable answers (King & Bruner, 2000).

During the interviews and the web-survey the previous methods are taken into account. The outcomes of the interviews and web-survey are anonymously processed. This is expressly mentioned in the invitations for the interviews and questionnaires. Before an interview started we told the participant again that the data is anonymously processed. In the web-survey it was possible to give a neutral answer to the questions. The questionnaires were conducted online. An advantage of conducting the questionnaires online is that the possibility of a social desirability bias is lower (Joinson, 1999).

4.6. Requirements & Restrictions

The requirements of the research are:

- A requirement in the research is that the respondents of the questionnaires and interviews must determine a number of times their own success. A bias can arise because respondents do not give an objective answer. To overcome this problem the questionnaires and interviews need to be formulated very careful.

The restrictions of the research are:

- The focus of the research is on the business market. The government and semi-public sector (non-profit sector) are not included in the research.

4.7. Complete Research Structure

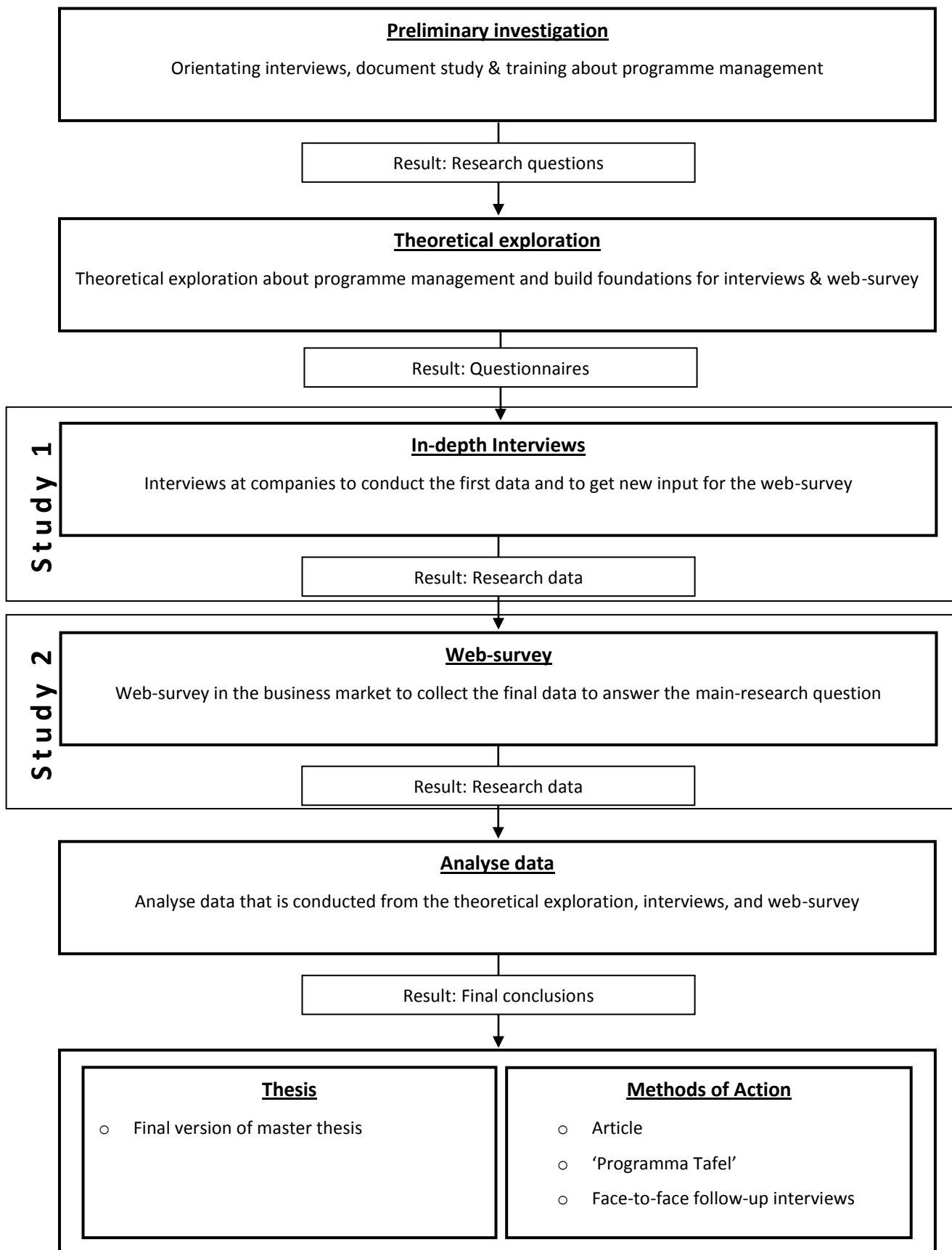


Figure 5: Research Structure

Chapter 5

Interviews

5.1. Introduction

In this chapter firstly the methodology of the interviews is discussed. Secondly, the analysis is made based on the propositions that are formulated in Chapter 3. With the outcomes of the interviews the propositions are confirmed, rejected, or reformulated.

5.2. Methodology

5.2.1. Selection

The participants of the interviews are selected based on the contacts Twynstra Gudde has in the Dutch business market. A personal invitation and explanation of the purpose of the research is send by e-mail. The invitation is send to fifteen different companies and in total twelve companies participated in the research. In the invitation we asked if we could interview one or more employees who are sponsor, programme manager, or project manager. To purpose of conducting interviews at different hierarchical levels of the programme is to get a complete insight in the programme. In total seventeen different interviews are conducted. The interviews are anonymously.

In total we did five interviews with sponsors, six interviews with programme managers, two interviews with project managers, and four interviews with managers who are involved with a programme. The companies, we conducted interviews at, are active in the: construction-, energy-, industry-, transport/logistics-, and retail branch. The sizes of the companies, based on the number of employees, differs. The size of the smallest company is between 100-500 employees. The size of eight companies is more than 1.000 employees. And the size of three companies is more than 10.000 employees. All companies we did interviews at are located in the Netherlands.

5.2.2. Analysis

All the interviews are conducted by the author of this thesis and a consultant of Twynstra Gudde. Every interview is recorded and completely written out. After the interviews are written out the outcomes are ordered based on the characteristics described in Chapter 3. The outcomes of the interviews are structured in an Excel document. The Excel document is shown Appendix 8.

5.3. Key Findings

The analysis of the interviews are divided in six sections (5.3.1. through 5.3.6). Based on the theoretical propositions the analysis are made and 'new' propositions are formulated (P_x') at the end of the sections. The comprehensive findings of the interviews are given in Appendix 9.

5.3.1. Strategy

We started the interviews with a question about the strategies of the companies. In general the corporate strategies of the companies is determined annual or once in the two year. The corporate strategy is mostly divided into a number of spear points. The spear points are related to financial, operational and customer experience goals. Mostly the corporate strategy is aggravated per business unit of the company. How structured the corporate strategy or the strategy per business unit is written down differs per company. The strategy documents can be very sharp and structured or 'woolly' and intangible. Either way, the participants see the benefits of their own strategy document. A structured documents has its benefits, because it makes the strategy clear. And the 'woolly' document had its benefits, because this creates space for interpretation.

The first theoretical proposition about strategy is:

P₁: *A strategy of an organisation can be implemented with use of a programme.*

Eleven companies use a structured method to implement their strategy. Only one company does not use a structured method, because, according to the participant, there are always inexplicable factors that influence the corporate strategy. The strategy of this company is never fixed and actions and projects are hard to structure, because the culture of the company is to do things instead of talking about it. Ten organisations use the programme management approach to implement and manage their strategy. The programme objectives differs per company, which is logical, because the companies produce different products and/or services for different markets. One company does not use the programme management approach, but is searching for a method to structure their strategy implementation. According to the participant this is necessary, because synergy and cooperation between the different business units must be created. The last few years the turnover of the company did grow, because the company acquired other companies. But the propose of the company is to grow autonomously in the future. The first propositions is completely confirmed.

The second theoretical proposition about strategy is:

P₂: *With a programme it is possible to create the needed attention and focus to implement the strategy of an organisation.*

The companies have different reasons why they use the programme management approach to implement and manage their strategy. One company organises their strategy in a programme, because projects did not have the desired result. There was no focus, overview, and efficiency in the projects they started. This problem originates from the entrepreneurial nature of the organisation. It was normal to start doing things if the employees had a good idea. To get more grip on the things the employees do the company started a programme. Another company started a programme to

separate the going concern of the company from the innovation. The company wanted to create structure and focus in the day-to-day pattern of the company. It must become clear when employees do operational work and when they work on for example innovations. The second propositions is also completely confirmed.

The final proposition conducted out of the theory about strategy is:

P₃: *With a programme it is possible to create more coordination in the implementation of a strategy of an organisation.*

A third reason to use to programme management approach to implement a strategy is, because the sponsors could not control the large amount of projects. The sponsor had no overview and it was not clear how the deliverables of each projects contributed to the strategic objectives of the organisation. By organising the strategy in a programme it must become understandable why the employees do the things they do. The final reason why a company uses the programme management approach is, because the company wants to create a common objective. This is necessary, because the company needs the commitment and support of many stakeholders to accomplish the programme objectives. The third propositions about strategy is also completely confirmed.

The findings of the interviews are in line with the theoretical propositions. The first three propositions are confirmed and are proven to be true in theory and in practice. The propositions are sharpen with the outcomes of the interviews:

P₁': *A programme management approach is an efficient method to implement a strategy.*

P₂': *A programme focuses attention on the implementation of the strategy.*

P₃': *A programme creates a framework and a basis for coordination in the implementation of the strategy of an organisation.*

5.3.2. Object Oriented

The starting point of a programme is the objective. Not the complete strategy of a company is implemented and managed with a programme, but the strategy is mostly divided in a number of themes or sphere points. Out of these themes or sphere points the programme objectives are formulated. The objectives can be formulated by the senior management, in collaboration with the management, and/or the programme manager. Sometimes the stakeholders and employees can participate in the formulation of the objectives.

The first theoretical propositions about object oriented is:

P₄: *To implement a strategy one or more measurable objectives must be formulated and used as a starting point for the implementation.*

One programme did not have an objective at the moment the interview was conducted. According to the participant it is not clear how the things they do contribute to the strategic objectives of the business unit. Reasons why programme objectives are formulated differs per company. Objectives are used to guide or direct the formulation of projects, to determine the deliverables, or to create a common objective. Only two companies made the programme objectives measurable. How the programme goals were made measurable depends on the objectives of the programme. For one programme budget is more important and for the other programme timely is more important. According to the other participants it is not possible to make the objective measurable, because, for example, the programme objectives were not clear at the start of the programme or the programme objectives are too impalpable. These findings are not completely in line with the first theoretical proposition about objective oriented, because not all the programme objective were made measurable, but the programme objectives are used as a starting point for the implementation of the strategy. The fourth proposition must be reformulated.

The second theoretical proposition about object oriented is:

P₅: *Because of the formulation of measurable objectives out of the strategy it is possible to create coherency.*

This proposition is also not completely in line with the key findings of the interviews. Most of the programme objectives are not made measurable. But with the programme objective as a starting point coherency is created. Projects and actions are formulated out of one source, the programme objective. Because of this coherency between the projects and actions is possible. The fifth propositions must also be reformulated.

The reformulated propositions about objective oriented are:

P₄': *Programme objectives are directly formulated out of the corporate strategy.*

P₅': *With objectives as a starting point of the programme coherency is created.*

5.3.3. Organisation

Three different organisational forms of programmes are identified. In the first organisational form the programme has a fixed form in the organisation. This organisational form is identified at two companies. Every year the projects of these fixed programme are evaluated and the programme objectives are reformulated. The programme manager, the projects manager, and the effort

employees are fixed tasks. The second organisational form is the most common form. This organisation form is identified at seven companies. The programme is organised next to the going concern of the company and the nature of the programme is temporary. The programme ends if the programme objectives are accomplished. Employees can have partial or dedicated tasks in the programme. For example, in one programme the projects leaders of a large projects are dedicated tasks. In the third organisational form the complete programme is organised on a awarded location. This organisation form is identified at one company. The nature of the programme is also temporary and the programme manager of this programme is a dedicated task. The other employees can also have partial or dedicated tasks in the programme.

Also different sep-up approaches are identified. At one company the programme is set-up by combining the existing projects based on the communalities of the projects. The company organised the existing projects in a programme to create more overview and coherency. The second set-up approached that is identified is a top-down approach. The top-down approach is the most common approach and is identified at six companies. In the top-down approach the higher management, sponsor, and programme manager determine the programme objectives and which projects and actions are started. The final approach is a bottom-up approach. The bottom-up approach is identified at three companies. The purpose of this approach is to create commitment of the stakeholders of the programme. The stakeholders of the programme can participate in, for example, the formulation of the programme objectives and projects. This makes the process of the programme understandable for the stakeholders.

The characteristic organisation is also about the roles in a programme, the presence of a steering group, and programme support group. Only in one programme a programme support group is established. This programme support group is responsible for the communication about the programme. At ten programmes the important stakeholders are allied in steering groups. The steering groups are informed about the progress of the programme on regular basis. The roles and tasks in a programme differ per company. For example, at one company the programme has one sponsor, but at another company the sponsorship of the programme is organised in a steering group. The difference between tasks and roles in the programmes can be a result of the fact that every programme and organisation is unique.

The theoretical proposition about organisation is:

P₆: *Because of the organisation form of a programme it is possible to implement a strategy without the constraints of the parent organisation.*

At two company the programme managers and project managers have a hierarchical sponsor and a functional sponsor. According to the participants they will chose the side of the hierarchical sponsor if a conflict of interests arise between these two sponsors. At one company the employees are rewarded based on their daily work and not on their programme based work. For this reason the employees give presence to their daily work.

At three companies the hierarchies of the parent organisations have a negative influence on the strategy implementation. No evidence is found to confirm the theoretical proposition about organisation. That is why the sixth propositions is rejected:

P₆: ~~*Because of the organisation form of a programme it is possible to implement a strategy without the constraints of the parent organisation.*~~

5.3.4. Governance

The first theoretical proposition about governance is:

P₇: *To execute a strategy through a programme commitment of employees and the stakeholders must be created.*

According to all participants commitment among the employees and stakeholders of the programme is important. If employees and stakeholders are committed they are motivated, understand the importance and urgency, and are willing to cooperate with the programme. The first theoretical proposition about governance can be confirmed.

The second propositions about governance is:

P₈: *Communication about the programme is important to create commitment among employees and the stakeholders.*

Different methods to create commitment are identified. The first method is already explained in section 3.3.3. The first method is to use a bottom-up approach to formulate the programme objectives and/or projects and actions. At one company the employees could participate in the formulation of actions and projects and at another company the important external stakeholders (for example suppliers) were involved with formulation of the programme objectives. The second method that is identified to create commitment is to manage the needs and expectations of the stakeholders. At two companies the employees have the opportunity to develop themselves in the programme. The third method to create commitment is to work together with the programme team on an awarded location. At two companies the programme teams work together on a awarded location to create a special team spirit. The final method to create commitment is communication

about the programme. A newspaper is often used as a communication method. The newspaper gives information about the progress of the programme. The second propositions about governance is also confirmed.

The governance propositions are confirmed, but are adjust, because communication is not the only method the create commitment. The adjusted propositions are:

P₇': *Commitment towards the programme of the employees and stakeholders is needed to implement the strategy.*

- a. *To create commitment the needs and expectations of the employees and stakeholders must be managed.*
- b. *To create commitment communication about the programme is needed.*

5.3.5. Control

The theoretical proposition about control is:

P₉: *When a programme is controlled on the programme level benefits can be accomplished that could not be accomplished if the programme is controlled on the lower levels.*

Only at two companies the programme is controlled on the programme level. This is done once or twice a year by evaluating the contribution of the projects and actions towards the programme objective. After the evaluation is decide to continue, stop, or adjust the projects and actions. At the eight other companies not the objectives of the programme are controlled, but the individual actions and projects. Because of this the theoretical proposition about control cannot be confirmed.

The times the programme objectives and/or projects and actions are controlled differs between every week and two times a year. According to the participants also the informal control of a programme is very important. The programme manager must continuously know what is going on in the programme. The programme objectives and projects are controlled based on time, budget, and quality. The order of importance of these variables depends on the nature of the programme.

Only in two programme the programme objective is controlled. For this reason the theoretical proposition about control is rejected:

P₉: ~~*When a programme is controlled on the programme level benefits can be accomplished that could not be accomplished if the programme is controlled on the lower levels.*~~

5.3.6. Programme Manager

The first theoretical proposition about the programme manager is:

P₁₀: *The programme manager must act on or have the support of the 'higher' management of an organisation, otherwise the programme manager does not have the support to make decisions.*

According to the participants the programme manager must have the support of, or act on, a high hierarchical level. The programme manager is a connection between the sponsor and the programme. If the programme manager does not have the support of the higher management, the programme manager does not have the weight to make decisions. The first theoretical proposition about the programme manager is confirmed. The programme manager must act autonomously. The programme manager must be able to participate in the formulation of the projects and actions, because otherwise the programme manager cannot guide the programme towards the desired direction. For example, the programme manager must be able to allocate more budget towards a project that is delayed. If the programme manager is not autonomous the programme manager cannot guard the border of the programme, because the programme manager cannot counterbalance the sponsor. At one company the programme manager is not able to make independent decisions and this programme manager is only a pass through towards the sponsor. The first theoretical proposition about the programme manager is confirmed.

The second and third theoretical proposition about the programme manager are:

P₁₁: *The programme manager must connect the projects and activities with each other, and connect the programme with the parent organisation.*

P₁₂: *The programme manager must have a facilitating and supporting role in the programme.*

The tasks, competences, and responsibilities of the programme managers differ per company. For example, at one company the programme manager function is at the level of Senior Vice President. According to the participant this is necessary, because of the budget of the programme and responsibilities of the programme manager. In general the tasks of the programme manager are to control, support, and connect the employees and stakeholders with the programme, and to connect the programme with the parent organisation. The most important task of the programme manager is to guard the coherency between the projects and actions of the programme. The programme manager must recognise potential problems and solve them, bring employees together, check if individuals actions and projects are finished in the correct order, and distribute resources. The programme manager is responsible for the deliverables of individual actions and projects and not for

the achievement of the programme objectives. According to the participants the programme objectives is often too impalpable. The second and third proposition about the programme manager are also confirmed.

The propositions about the programme manager are sharpen with the outcomes of the interviews. The reformulated propositions are:

- P₁₀'**: *The programme manager must act on or have the support of the 'higher' management, otherwise the programme manager does not have the support to make decisions.*
- P₁₁'**: *The programme manager must be able to act autonomous.*
- P₁₂'**: *The programme manager must guard the coherency between the projects of the programme.*

5.4. Conclusion

In this chapter the theoretical propositions that are conducted in Chapter 3 are tested. The theoretical propositions are confirmed, rejected, or reformulated. In Table 5 an overview of the new propositions is shown.

Propositions
<u>Strategy</u>
1. A programme management approach is an efficient method to implement a strategy.
2. A programme focuses attention on the implementation of the strategy.
3. A programme creates a framework and a basis for coordination in the implementation of the strategy of an organisation.
<u>Objective Oriented</u>
4. Programme objectives are directly formulated out of the corporate strategy.
5. With objectives as a starting point of the programme coherency is created.
<u>Governance</u>
6. Commitment towards the programme of the employees and stakeholders is needed to implement the strategy. <ul style="list-style-type: none"> a. To create commitment the needs and expectations of the employees and stakeholders must be managed. b. To create commitment communication about the programme is needed.
<u>Programme Manager</u>
7. The programme manager must act on or have the support of the 'higher' management, otherwise the programme manager does not have the support to make decisions.
8. The programme manager must be able to act autonomous.
9. The programme manager must guard the coherency between the projects of the programme.

Table 5: Propositions after Interviews

As the final questions the interviews we asked which factors determine the success of a programme and the final success of the implementation of the strategy. According to the participants the success of a programme is determined by three factors. These factors are:

- 1. The *organisation* of the strategy implementation as a programme,
- 2. The *programme managers*, and
- 3. *Commitment* of the employees and stakeholders.

In Figure 6 the success factors are shown in a model.

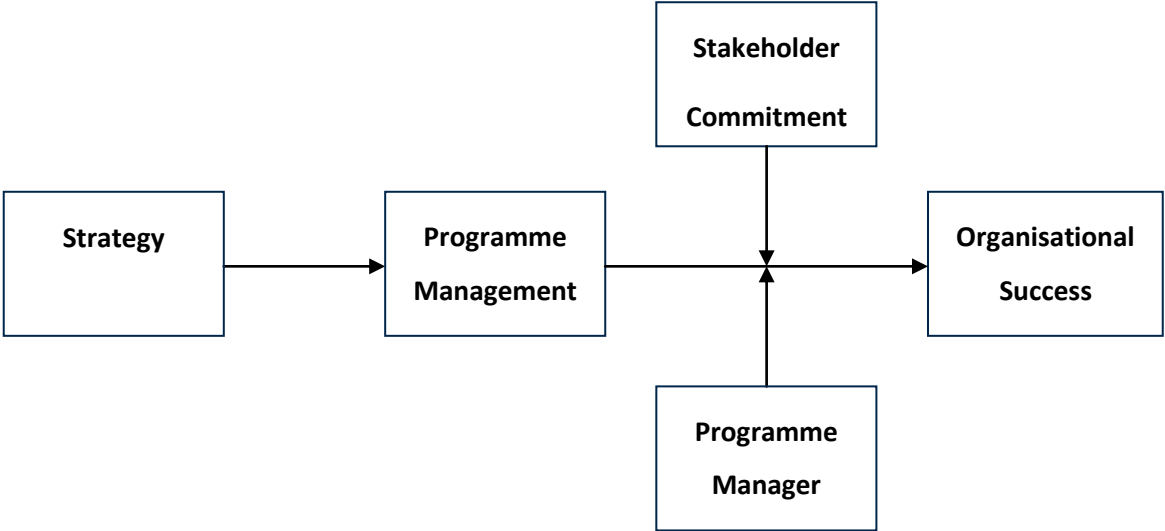


Figure 6: Programme Management Success Model

Chapter 6

Web-Survey

6.1. Introduction

In the previous chapter the theoretical propositions are tested with the output of the interviews, new propositions are formulated, and three factors are identified that determine the success of a programme. In this chapter the new propositions and the three programme management success factors are tested with a web-survey. In this chapter firstly the constructs of the web-survey are described. Secondly, the methodology of the web-survey is discussed. And finally, the findings and conclusions of the web-survey are given.

6.2. Constructs

The web-survey is divided in four parts. The web-survey starts with four introduction questions. The purpose of these four questions is to identify the function of the respondent, and the branch and size of the company the respondent is working for. The second part of the web-survey is about how the programme objectives are formulated and the programme characteristics. The third part of the web-survey is about the tasks, authority, leadership style of the programme manager, and about commitment. The fourth part of the web-survey is about if the implementation of the strategy is successful.

Three existing constructs are used to form the questionnaire. These constructs are about: *goal interdependence* (Vegt van der, Emans, & Vlier van de, 2001), *leadership* (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008), and *goal commitment* (Klein, Wesson, Hollenbeck, Wright, & DeShon, 2001). In the literature the importance of commitment in models of the implementation process is acknowledged (Meyer, Srinivas, Lal, & Topolnytsky, 2007). Commitment to a change is defined as: *'a mindset that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative'*. The mindset can reflect a desire to provide support for the change based on a belief in its inherent benefits (affective commitment to the change), a recognition that there are costs associated with failure to provide support for the change (continuance commitment to the change), and a sense of obligation to provide support for the change (normative commitment to the change) (Meyer, Stanley, Herscovitsch, & Topolnytsky, 2002). The three components of commitment and its mutual relations are summarized in a Three-Component Model of Organizational Commitment. Employee health and well-being are included as outcomes categories in the model, because there is a link between commitment and employee relevant outcomes including stress and work-family conflicts (Powell & Meyer, 2004). The Three-Component Model of Meyer et al. (2002) is not used in the questionnaire, but the three components of commitment are taken into account during the formulation of the questions. Goals have emerged

as a central construct in the motivation literature. To complete the questions about commitment goal commitment and goal orientation constructs are used (Seijts, Latham, Tasa, & Latham, 2004). Goal commitment is identified as an essential condition since a goal can have no motivational effect if there is no commitment. Goal commitment is defined as: *'one's determination to reach a goal'*. Goal commitment is an essential moderator of the linkage between goals and behavior (Klein et al., 2001). Research suggests that group goals should be accompanied by group feedback. Group goals without group feedback have no effect. The concept goal interdependence captures both group goals and group feedback (Vegt van der et al., 2001).

To elaborate on the function of the programme manager the Authentic Leadership Questions (ALQ) construct is included in the web-survey. Authentic leadership is defined as: *'a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self development'* (Walumbwa et al., 2008). The ALQ is being composed of four distinct, but related substantive components: self-awareness, relational transparency, internalized moral perspective, and balanced processing (Walumbwa et al., 2008).

- Self-awareness refers to demonstrating an understanding of how one derives and makes meaning of the world and how that meaning making process impacts the way one vies himself or herself over time. It also refers to showing an understanding of one's strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through expose to other, and being cognizant of one's impact on other people (Kermis, 2003).
- Relational transparency refers to presenting one's authentic self (as opposed to a fake or distorted self) to others. Such behaviour promotes trust through disclosures that involve openly sharing information and expressions of one's true thoughts and feelings while trying to minimize displays of inappropriate emotions (Kermis, 2003).
- Internalised moral perspective refers to an internalised and integrated form of self-regulation. This sort of self-regulation is guided by internal moral standards and values versus groups, organisational and social pressures, and it results in expressed decision making an behaviour that is consistent with these internalised values (Ryan & Deci, 2003)253-272).
- Balanced processing refers to leaders who show that they objectively analyse all relevant data before coming to a decision. Such leaders also solicit views that challenge their deeply held position (Gardner, Avolio, Luthans, May, & Walumbwa, 2005).

Authentic leadership suggest that authentic leaders show to others that they genuinely desire to understand their own leadership to serve others more effectively (George, 2003). Authentic leaders act in accordance with deep personal values and convictions to build credibility and to win the respect and trust of followers. By encouraging diverse viewpoints and building networks of collaborative relationships with followers, leaders lead in a manner that followers perceive and describe as authentic (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). The questions about the leadership style of the programme manager (questions 25 through 50) are formulated in the 'I' perspective and in the 'third' person perspective. The version of the questions the respondent gets, depends on the function of the respondent. If a programme manager fills in the web-survey the respondent gets the 'I' version of the questions. If a sponsor or a project manager fills in the web-survey the leadership questions are about the programme manager and are formulated in the 'third person'.

Beside the existing constructs questions are formulated to complete the web-survey. The outputs of the theoretical study and the interviews are used to compose the questions. In Appendix 10 the complete web-survey is shown. In Appendix 11 is shown which questions of the web-survey cover the proposition.

6.3. Methodology

6.3.1. Selection

Potential respondents for the web-survey are approached via e-mail. In the invitation a short introduction about the research is given. Also is explained what the research is about, what the questionnaires are about, and that if the respondents are interested they can receive the outcomes of the research. Also on different websites invitations with an explanation about the content of the research and with a link towards the online questionnaire are placed. The invitations are placed on three websites: PmWiki (www.pmwiki.nl), the Programmamanagement-Linkedin group (www.linkedin.com), and the IPMA-NL-Linkedin group (www.linkedin.com). The PmWiki website is a Dutch knowledge website about project-, programme-, portfolio-, and process management (www.pmwiki.nl). Both the PmWiki and the IPMA-NL-Linkedin group are initiatives of IMPA-NL. IMPA-NL is part of the International Project Manager Association (IPMA). IMPA-NL is a network organisation in which the members work together to professionalise and create more recognition and acknowledgement in the fields of project-, programme-, and portfolio management for a maximum number of branches in the Netherlands (www.pmwiki.nl). Furthermore, several consultants and partners of Twynstra Gudde are approached to send out the invitation towards contacts of them. The last method that is used to approach potential respondents is that during a

programme management training a consultant of Twynstra Gudde told the participants about this research and the web-survey.

A neat layout and structure of the online questionnaires are important. The layout and structure of the web-survey can be threatened by the different screen configurations, web browsers, and computers configurations (Dillman, 1998). To place the questionnaires online the professional tool Quaestio Survey Manager (www.cope.nl) is used. Different screen configurations, web browsers, and computers do not affect the design of this tool.

6.3.2. Analysis

To determine the quality and the representativity of the questionnaires the non-response of the questionnaires must be analysed (Dijkstra & Smit, 1999)⁴⁵). The non-response can be analysed by looking at the total population (how many invitations are send out), how many participants completed the web-survey, and how many participants started, but did not finish the web-survey. In total 112 invitations are send directly towards potential participants. After one week the first reminder is send, after two weeks the second reminder is send, and after a month a third personal reminder is send. The number of member of the PmWiki is unknown. The Programmamanagement-Linkedin group has 285 members and the IMPA-NL-Linkedin group has 1024 members. In total the web-survey was two months online.

To generalise the results for the sample of the population four potential sources of errors must be included: sampling error, non-coverage error, non-response error, and measurement error.

- Sampling error: can occur when the results from heterogeneity on the questionnaire measures among members of the population are deliberately excluded by selection of the subset of members for which responses were obtained. Sampling error is the aspect of survey quality examined through inferential statistics applied to sample survey results, from which conclusions about significant differences in the population are obtained.
- Non-coverage error: arises because some members of the population are not covered by the sampling frame and therefore have no change of being selected into the sample.
- Non-response error: occurs when some of the members of the sample population do not respond to the survey questions.
- Measurement error: refers to the discrepancy between underlying, unobserved variables (whether opinions, behaviours, or attributes) and the observed survey responses. Whereas the three previous types of error stem from non-observation, measurement error results from the process of observation. In practical terms, measurement error results from

respondent characteristics, e.g. their inability to provide accurate information or motivation for whatever reason to provide inaccurate information. Measurement error may also result from characteristics of the questions (e.g. a question phrased so that it cannot be answered correctly) or of the questionnaire, (e.g. the order in which questions are presented) (Dillman, 1991).

In the selection of potential respondents no respondents are excluded consciously. In total 103 respondents started the web-survey. After the introduction 52 respondents did not continue with the fill in. In total 29 respondents completed the web-survey. This means that 22 respondents started with the fill in, but did not complete the web-survey.

6.4. Key Findings

The analysis of the outcomes of the web-survey are made in SPSS 18.0. Because of the low response it is not possible to make complex statistical analysis like testing on significant correlations. The analysis of the web-survey are made based on the mean, standard deviation, minimum, and maximum. The reliability of the constructs is assessed based on the internal consistency. The internal consistency is the degree to which the items that make up the construct are all measuring the same underlying attribute (i.e. the extent to which the items hang together). The most commonly used statistic to measure the internal consistency is Cronbach's coefficient alpha. This statistic provides an indication of the average correlation among all of the items that make up the construct. Values range from 0 to 1, with higher values indicating greater reliability. The recommended minimum level of Cronbach's alpha is 0,7 (Pallant, 2007)6). In Appendix 12 the SPSS outcomes are shown. The analysis of the web-survey are divided in four sections (6.4.1 through 6.4.2).

6.4.1. Introduction

The web-survey starts with four introduction questions. The first question is about the branch the respondents are working in. The segmentation of the branches is shown in Figure 7. Most of the respondents are working in the Logistics branch. The number of respondents who are working in the retail, financial, and industry branch are almost the same. Not all the branches are covered. The chemistry- and the construction branch are not included in the web-survey.

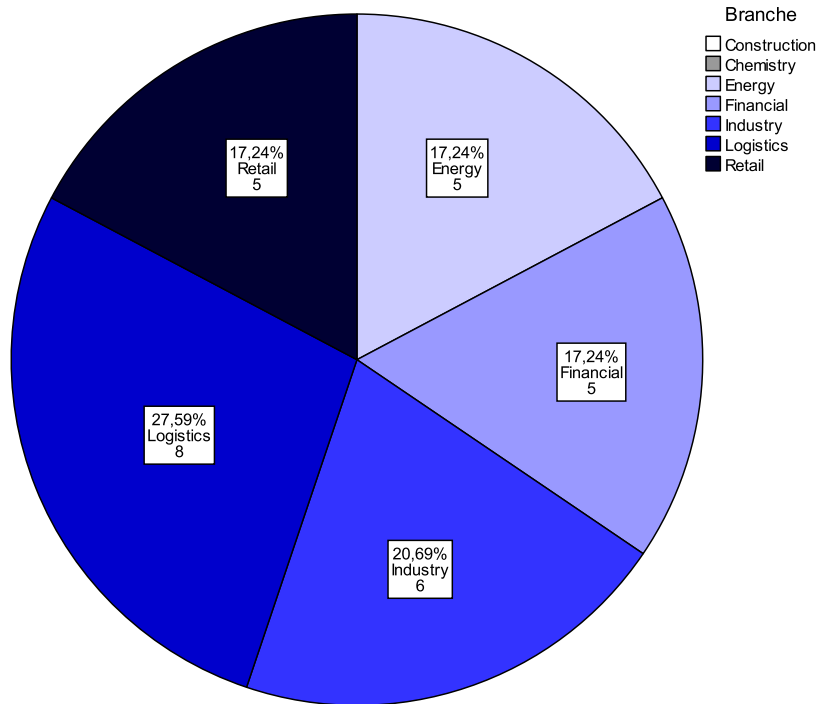


Figure 7: Branch Segmentation

The second question is about the size of the company the respondents are working for. The segmentation of company sizes is shown in Figure 8.

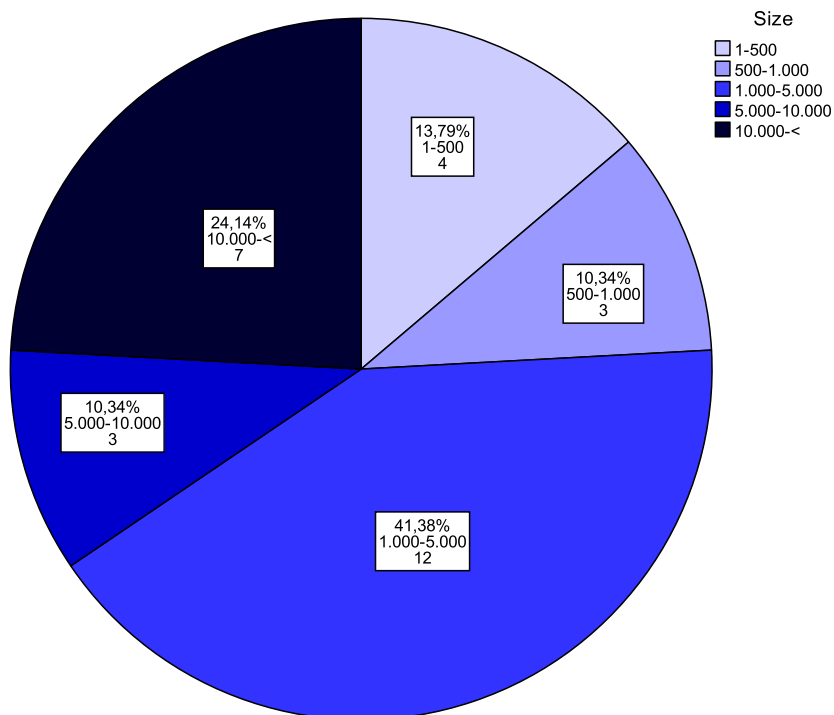


Figure 8: Company Size (Based on Number of Employees)

Seven respondents work for relatively small companies with less than 1.000 employees. Almost half of the respondents work for medium-sized companies with between 1000-5000 employees. Three respondents work for companies with a number of employees between 5.000-10.000 and seven respondents work for large companies with a size of more than 10.000 employees.

The last introduction question is about the function of the respondent. Half of the respondents have the function of programme manager and are responsible for the realisation of the programme objectives. Almost a fourth of the respondents have the function of project manager. The projects managers are responsible for delivering results that contribute to the realisation of the objectives. The respondents who are members of the board of a company are the owners of the objectives. Three respondents have the function of line manager. Two of these line managers are responsible for realising the objectives and the other line manager is responsible for delivering results that contribute to the realisation of the objectives. The segmentation of the functions of the respondents is shown in Figure 9.

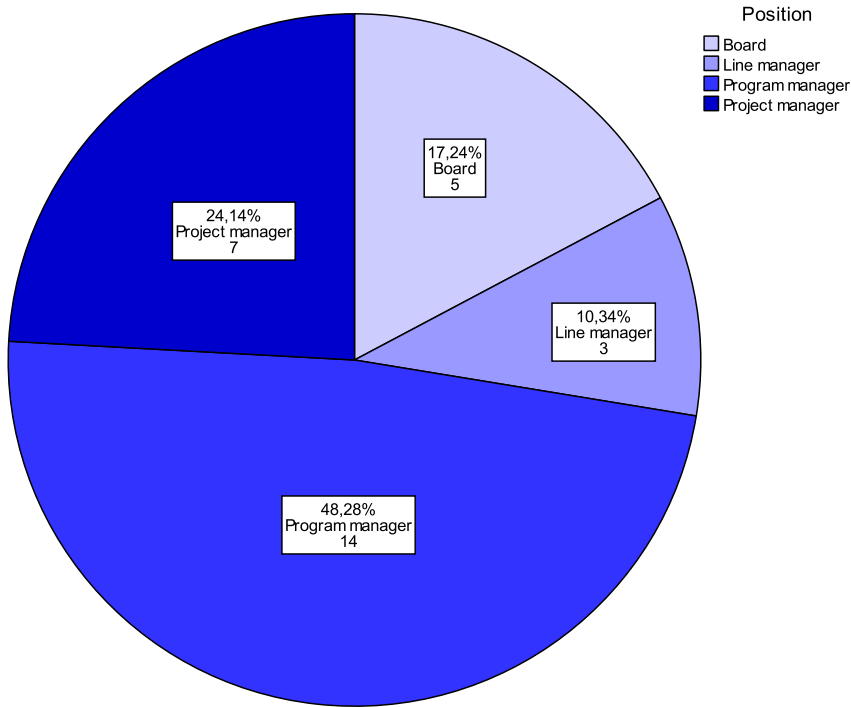


Figure 9: Functions of Respondents

6.4.2. Organisation

The second part of the web-survey is about how the programme objectives are formulated and the programme characteristics. In Table 6 the output of these questions is shown.

Variable	Minimum	Maximum	Mean	Standard Deviation
Formulation objectives out of strategy	3	5	4,07	0,530
Objective measurable	2	5	3,59	0,867
Objective specified	2	5	3,79	0,675
Objective meaningful	3	5	4,03	0,626
Objective stretchable	2	5	3,21	0,774
Objective understandable	1	5	3,79	0,940
Formulation project out of objectives	2	5	3,93	0,753
Projects coherently managed	1	5	3,41	1,181
Exempt team	1	5	2,38	1,115
Team works on awarded location	2	5	3,10	1,012

Table 6: Outcomes Objectives

The first question of the second part is confirmed. Objectives are formulated out of the company strategy. The mean of this question is 4,07 and the standard deviation is 0,530. The minimum score is 3 and the maximum score is 5. This means that there is consistency between the respondents regarding this subject.

In the next questions tests if the objectives are specified. The Cronbach's alpha of the goal specify is 0,679, with a construct of 5 questions. After the correction (deleted the questions about if the objectives are stretchable) the Cronbach's alpha is 0,797, with a construct of 4 questions. The mean of the objective specify construct is 3,802 and the standard deviation is 0,621. The objectives that are formulated out of the strategy are specified and there is consistency in the answers of this construct.

The eleventh question of the web-survey is about if projects and actions are formulated out of the objectives. The mean of this question is 3,93, with a standard deviation of 0,753, and a minimum of 2 and a maximum of 5. Because the standard deviation is slightly high there is less consistency in the answers of the questions. This means that in most cases the projects and actions are formulated out of the objectives, but not in all cases.

The twelfth question of the web-survey is about if there is coherency in the management of the projects and actions. The mean of this question is 3,41, with a standard deviation of 1,181, and a minimum of 1 and a maximum of 5. The high standard deviation indicates that there is low

consistency regarding this issue. Because the mean is slightly above neutral and the standard deviation is high, no clear conclusion can be made about coherency in the management of the projects and actions.

The next question is about if the objectives are accomplished by an exempt team. The mean of the answers of this question is 2,38, the standard deviation is 1,115, and the minimum is 1 and the maximum is 5. This means that there is less consistency regarding this question. Overall can be stated that no exempt teams are working on the realisation of the objectives.

To get a better understanding of the team that is working on the realisation of the objective three questions about this team are conducted. In Figure 10 is shown which percentage of the activities of the team are exempt to work on the realisation of the objectives. In most cases less than ten percent of the activities are focussed on the realisation of the objectives. Only in one case the team is completely exempt to work on the realisation of the objectives.

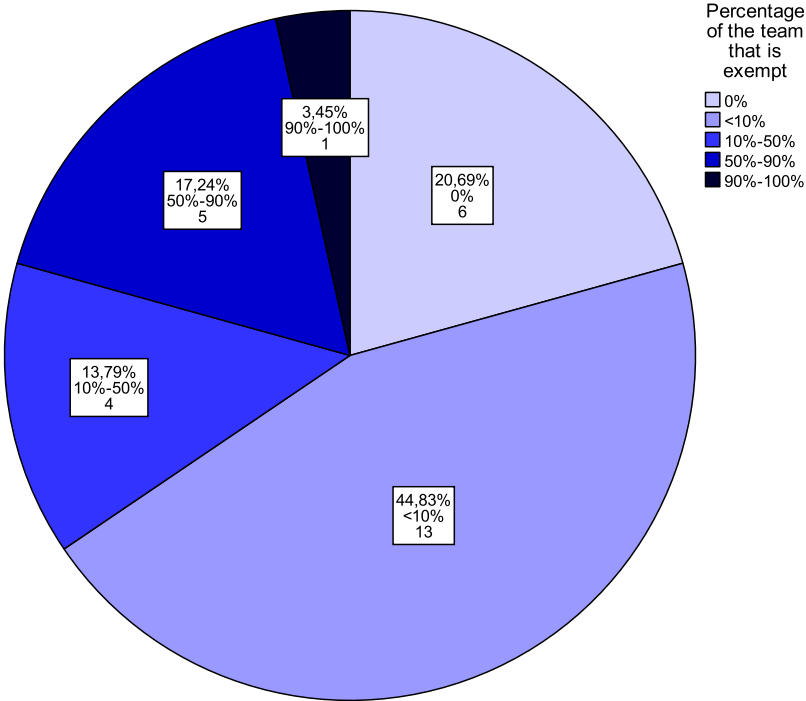


Figure 10: Percentage of the Team that is Exempt

In Figure 11 the segmentation of the sizes of the teams, based on the number of employees, is shown. In most cases the teams exist out 1-20 employees and in three cases the team exist out more than 100 employees. The final question is about if the team works on an awarded location. The mean of this question is 3,10, with a standard deviation of 1,012, and a minimum of 2 and a maximum of 5.

There is less consistency in the answers of this question, but in most cases the team is working together on an awarded location. No respondent completely disagreed, which indicates that in all cases part of the team work together.

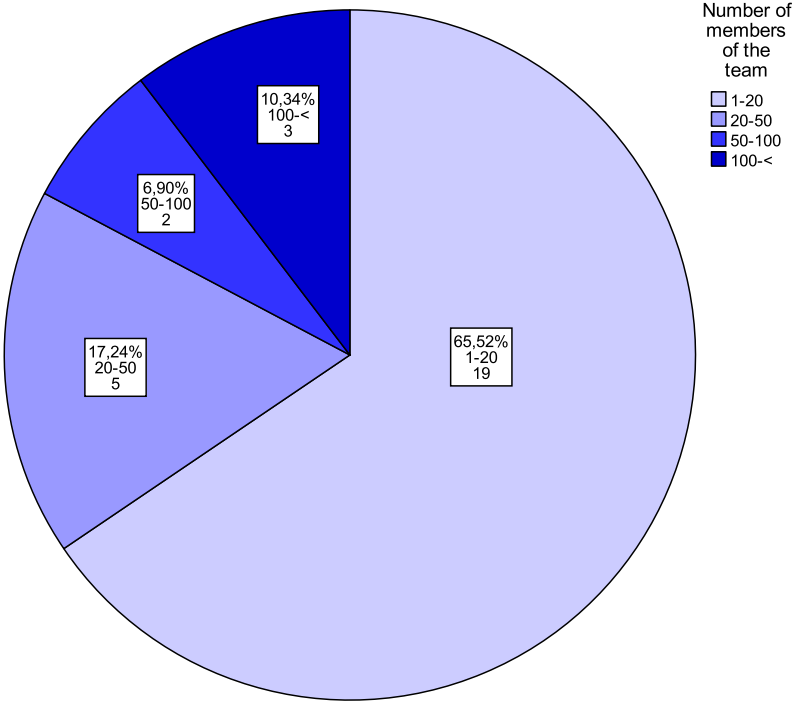


Figure 11: Number of Members of the Team

Next the goal interdependence is measured. The Cronbach’s alpha of the goal interdependence is 0,853, with a construct of 6 questions. The mean of the construct is 3,638, with a standard deviation of 0,576, and a minimum of 3,310 and a maximum of 3,966. There is consistency in this construct, which means that the objectives are accompanied by group feedback. Objectives without group feedback have no effect.

The last two questions of the second part of the web-survey are about the programme manager. The mean, of the questions if one manager is responsible for the realisation of the objective, is 3,17, with a standard deviation of 1,071, and a minimum of 1 and a maximum of 5. This question indicates that it differs if one or more managers are responsible for the realisation of the objectives. This can, for example, because the sponsor or project manager are also responsible for the realisation of the objectives. In Figure 12 is shown which percentage of the activities of the manager is exempt to work on the realisation of the objectives. In eight cases the activities of the manager are completely exempt. This means that in eight cases the programme manager has a dedicated role.

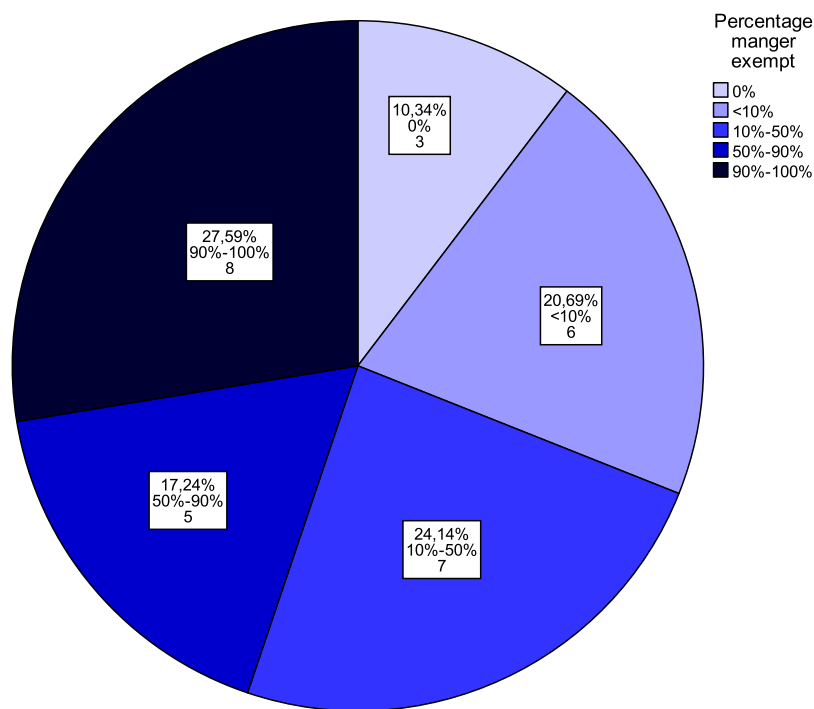


Figure 12: Percentage of the Manger that is Exempt

6.4.3. Management

The third part of the web-survey is about the tasks, authority, leadership style of the programme manager, and about commitment and goal commitment.

In Table 7 the mean, standard deviation, minimum and maximum of the questions about the tasks of the programme manager are shown. The standard deviations that are shown in Table 7 are higher than 0,7. This means that there is low consistency in the answers of the questions about the tasks of the programme manager. In general can be concluded that the questions are confirmed, because the mean is higher than 3,5. The high standard deviation indicates that there are differences between the cases, especially about the involvement of the programme manager with the formulation of the objectives and the formulation of the projects and actions. An explanation for the disagreement about these topics can be that also the sponsor, stakeholders, or employees are also involved with the formulation of the objectives and the formulation of the projects and actions.

Variable	Minimum	Maximum	Mean	Standard Deviation
Involved with formulation of objectives	2	5	3,55	1,088
Formulate projects and action	1	5	3,52	1,243
Control active on the objectives	1	5	3,86	0,833
Signalise future problems	1	5	3,97	0,906
Control projects	1	5	4,03	0,823

Table 7: Outcomes Programme Manager Tasks

In Table 8 the mean, standard deviation, minimum and maximum of the questions about the responsibilities of the programme manager are shown. Also the answers about the responsibilities of the programme manager show lower consistency, because the standard deviations are higher than 0,7. There is still some consistency in the answers, because the standard deviations are not higher than 0,960. The responsibilities of the programme managers differ per case, but the means of these questions are higher than 3,5. Therefore in general can be concluded that the questions about the responsibilities of the programme manager are confirmed.

Variable	Minimum	Maximum	Mean	Standard Deviation
Connects actions and projects	1	5	3,90	0,860
Responsible for the projects	2	5	3,76	0,951
Responsible for the objectives	2	5	3,34	0,857
Responsible for stakeholder management	2	5	3,72	0,960
Communicate about the progress	2	5	4,03	0,823

Table 8: Outcomes Programme Manager Responsibility

To determine the leadership style of the programme manager the Authentic Leadership Questions construct is used. In the ALQ measurements are done about the self-awareness, relational transparency, internalised moral perspective, and balanced processing. The outcomes of the ALQ are shown in Table 9. The Cronbach's alpha of the four aspects of the ALQ are high, with a standard deviation around 0,7 or even lower. This means that there is consistency in the answers of the questions. The mean of the four aspects are between 3,5 and 4,0. This indicates that the four aspects of the ALQ are found in the leadership style of the programme manager.

Variable	Number of items	Cronbach's alpha	Minimum	Maximum	Mean	Standard Deviation
Transparency	5	0,875	3,069	3,897	3,593	0,7
Ethical/moral	4	0,832	3,414	3,759	3,595	0,663
Balanced processing	3	0,733	3,310	3,931	3,713	0,602
Self awareness	4	0,873	3,276	3,897	3,707	0,704

Table 9: Outcomes Authentic Leadership Questions

In Table 10 the outcomes of the questions about commitment are shown. In general the employees and stakeholders are involved in the formulation of the projects and actions. The means for both these questions are high (3,86 and 3,67) and the standard deviations are around 0,7 (0,689 and 0,743), which indicates that there is some consistency. Lower consistency is in the answers of the questions about if the stakeholders are allied in a steering group and if the respondent is continuously informed about the progress of the programme, because of the high standard deviations (1,015 and 0,903). In general the questions about the commitment are confirmed, because the means of the three questions are higher than 3,5, with the exception of the question about the steering group, which is just above neutral.

Variable	Minimum	Maximum	Mean	Standard Deviation
Commitment employees	2	5	3,86	0,743
Commitment stakeholders	2	5	3,67	0,689
Commitment steering group	1	5	3,38	1,015
Commitment communication	2	5	3,62	0,903

Table 10: Outcomes Commitment Questions

The last questions in the third part of the web-survey are about goal commitment. The Cronbach's alpha of the goal commitment construct is 0,198, with five questions. To improve the reliability of the construct the questions about: if it is hard to achieve the strategic objectives and if the strategic objectives can simply be reformulated are deleted. The Cronbach's alpha, after deleting the two questions, is 0,755, with three questions in the construct. This means that the construct is reliable. The first removed question is not formulated as a denial nor as a confirming questioning. This makes the question interpretable in both ways. For this reason the score of this question is around neutral and must be removed. The fourth question is not about goal commitment, but about reformulating the strategic objectives. That is why the question does not support the construct and must be deleted. Table 11 and Table 12 show the Cronbach's alpha after deleting the two questions and the individual

answers of the construct. The mean of the goal commitment construct is 4,161, with a standard deviation of 0,468, and a minimum of 4,103 and maximum of 4,161. Because of the high mean, minimum, and maximum, and the low standard deviation, the goal commitment of the respondents is high. The low standard deviation shows that there is much consistency in the answers of the respondents. The respondents understand the importance of the strategic objectives.

Variable	Number of items	Cronbach's alpha	Minimum	Maximum	Mean	Standard Deviation
Goal commitment	5	0.198	2.207	4.241	3.559	0,327
Goal commitment	4 (-1)	0,547	2.207	4.241	3.672	0.390
Goal commitment	3 (- 4)	0,755	4.103	4.241	4.161	0.468

Table 11: Outcomes Goal Commitment Cronbach's Alpha

Variable	Minimum	Maximum	Mean	Standard Deviation
Goal commitment 1	2	5	3.10	0.900
Goal commitment 2	3	5	4.24	0.511
Goal commitment 3	3	5	4.10	0.557
Goal commitment 4	1	4	2.21	0.675
Goal commitment 5	3	5	4.14	0.639

Table 12: Outcomes Individual Components Goal Commitment

6.4.4. Success

The fourth and final part of the web-survey is about if the implementation of the strategy, is according to the respondent, successful. The first question is about if the respondents are satisfied about the implementation of the strategy. The mean of this question is 3,28, with a standard deviation of 0,841, and a minimum of 2 and a maximum of 5. No respondents are completely unsatisfied about the implementation of the strategy. Because of the higher standard deviation there is also lower consistency about this subject. The mean of this question indicates that the respondents are a bit more satisfied than unsatisfied about the implementation of the strategy.

In the second and third questions success is conceptualised. The variables that are mentioned in these two questions are identified in the literature study and interviews. In the first questions is asked which variables determine the success of the implementation of the strategy and in the second questions is asked if the present situation of the respondents comply with these variables.

In Table 13 the minimum, maximum, mean, and standard deviation of each variable is shown. The four variable with a high mean and low standard deviation are 'timely', 'realisation of objectives', 'feasibility', and 'quality'. The variable that influence the success of the implementation of the strategy the least is the variable 'meets the budget'.

The third question is about if the present situation of the respondents comply with variables of success identified in the previous question. The variable 'realisation of objectives' scores in both questions the highest mean, but in the third question the variable has a higher standard deviation. This means that there is lower consistency in the answers of the question. The second success variable is 'timely'. 'Timely' scores much lower in the present situation, with a higher standard deviation. The third success variable is 'feasibility'. In the present situation of the respondent 'feasibility' has also a high mean, but also a higher standard deviation. The final success variable is 'quality'. 'Quality' scores in the present situation still a high mean, but with one of the lowest standard deviations. The two least important success variables, 'meet the budget', and 'efficient use of sources', also score in the present situation low means. In the present situation also 'flexible use of sources' scores a low mean.

Variable	Minimum	Maximum	Mean	Standard Deviation
Timely	2	5	3,93	0,704
Realisation of objectives	3	5	4,28	0,591
Efficient use of sources	2	4	3,48	0,738
Meet the budget	2	5	3,34	0,814
Realisation of projects	2	5	3,76	0,689
Feasibility	2	5	3,97	0,731
Flexible use of sources	1	5	3,79	0,902
Quality	3	5	4	0,655

Table 13: Outcomes General Success Variables

Variable	Minimum	Maximum	Mean	Standard Deviation
Timely	1	5	3,52	0,871
Realisation of objectives	1	5	3,97	0,823
Efficient use of sources	1	4	3,41	0,780
Meet the budget	1	5	3,48	0,911
Realisation of projects	2	5	3,93	0,651
Feasibility	1	5	3,93	0,842
Flexible use of sources	1	5	3,48	0,911
Quality	2	5	3,83	0,759

Table 14: Outcomes Context Success Variables

The success variable identified in the desired situation correspond in general with the success factors in the present situation. With the exception of the variables ‘timely’ and ‘flexible use of sources’. These variables both score high in the desired situation, but score much lower in the present situation. And both have a higher standard deviation in the present situation, which indicated lower consistency in the answers of the questions.

6.5. Conclusion

With the web-survey the new propositions and the programme management success factors are investigated in-depth. Based on the outcomes of the web-survey can be concluded that the programme objective are formulated out of the corporate strategy and are specified. In most cases the team that is working on the realisation of the objectives exists out of 1-20 members. In general the team is not exempt to work on the realisation of the objectives and does not work together on a awarded location. The percentage of the tasks of the programme manager that is exempt to work in the programme differs. In total eight programme managers have a completely dedicated task.

The outcomes of the questions about the tasks and responsibilities of the programme managers also differs. The outcomes of the interviews show the same results. The reason for this can be that every programme and organisation is unique. In the web-survey questions are asked about the leadership style of the programme manager. The outcomes show that the four aspects of the authentic leadership style are suitable for the programme managers. The respondents are committed towards the programme objectives. This means that the respondents understand the importance of the strategic objectives. In general the employees and stakeholders are involved with the formulation of the projects and actions.

The fourth part of the web-survey is about the success of the programme. In general the respondents are a bit more satisfied than unsatisfied about the implementation of strategy. No respondents are completely unsatisfied about the implementation of the strategy. The variables that are identified as important and as less important for the success of the programme in the desired situation correspond with the success factors of the present situation, with the exception of 'timely' and 'flexible use of sources'.

Overall can be concluded that the findings of the web-survey support the new propositions.

Chapter 7

Conclusions & Discussion

7.1. Introduction

In this chapter the main-research question is answered. To answer the main-research question the outcomes of the interviews and web-survey are used. Finally, in the discussion, the limitations of the research are described and recommendations for future research are made.

7.2. Key Findings

7.2.1. Theoretical Findings

First a theoretical study is conducted. In this theoretical study is explained why and how a strategy can be organised and managed as a programme.

A strategy of an organisation can be broken down into manageable and organised as projects. To create coordination and coherency in the implementation of the strategy the projects must be organised according to the programme management approach. To explain how a strategy can be organised and managed as a programme five programme management characteristics are described in-depth. These five programme management characteristics are: objective oriented, organisation, governance, control, and programme manager. The starting point of a programme is the programme objective. The programme objective is formulated out of the strategy of an organisation. When the programme objective is determined, the programme can be organised. With the organisational form of a programme it is possible to implement a strategy without the hindrance of the parent organisation. To guide the programme towards the desired direction the needs and expectations of the employees and stakeholder need to be fully understood and included in the programme. The employees and stakeholders must know and understand the progress of the programme and for this reason communication about the programme is important. To guard the progress of the programme measurements are made. To control the programme milestones and deliverables are determined. A programme can be controlled on the programme level, but also on the lower level of the individual projects and actions. The programme manager guides the programme towards the desired direction. The programme manager must have the support of the higher management to have the weight to make decisions. Responsibilities of the programme manager are: to manage the programme, to introduce new projects, and to take priorities of resources. The programme manager must have the right skills, competences, and leadership style to guide the programme towards the desired direction.

With the findings of the theoretical study propositions are formulated. The theoretical propositions are shown in Table 15.

Propositions
<u>Strategy</u>
1. A strategy of an organisation can be implemented with use of a programme.
2. With a programme it is possible to create the needed attention and focus to implement the strategy of an organisation.
3. With a programme it is possible to create more coordination in the implementation of a strategy of an organisation.
<u>Objective Oriented</u>
4. To implement a strategy one or more measurable objectives must be formulated and used as a starting point for the implementation.
5. Because of the formulation of measurable objectives out of the strategy it is possible to create coherency.
<u>Organisation</u>
6. Because of the organisation form of a programme it is possible to implement a strategy without the constraints of the parent organisation.
<u>Governance</u>
7. To execute a strategy through a programme commitment of the employees and the stakeholders must be created.
8. Communication about the programme is important to create commitment among the employees and the stakeholders.
<u>Control</u>
9. When a programme is controlled on the programme level benefits can be accomplished that could not be accomplished if the programme is controlled on the lower levels.
<u>Programme Manager</u>
10. The programme manager must act on or have the support of the 'higher' management of an organisation, otherwise the programme manager does not have the support to make decisions.
11. The programme manager must connect the projects and activities with each other, and connect the programme with the parent organisation.
12. The programme manager must have a facilitating and supporting role in the programme.

Table 15: Theoretical Programme Management Propositions

7.2.2. Empirical Findings

With the findings of the interviews the theoretical propositions are tested and reformulated. The new propositions are shown in Table 16.

Propositions
<u>Strategy</u>
1. A programme management approach is an efficient method to implement a strategy.
2. A programme focuses attention on the implementation of the strategy.
3. A programme creates a framework and a basis for coordination in the implementation of the strategy of an organisation.
<u>Objective Oriented</u>
4. Programme objectives are directly formulated out of the corporate strategy.
5. With objectives as a starting point of the programme coherency is created.
<u>Governance</u>
6. Commitment towards the programme of the employees and stakeholders is needed to implement the strategy. <ul style="list-style-type: none"> c. To create commitment the needs and expectations of the employees and stakeholders must be managed. d. To create commitment communication about the programme is needed.
<u>Programme Manager</u>
7. The programme manager must act on or have the support of the 'higher' management, otherwise the programme manager does not have the support to make decisions.
8. The programme manager must be able to act autonomous.
9. The programme manager must guard the coherency between the projects of the programme.

Table 16: New Propositions

The theoretical proposition about object oriented and organisation are rejected after the interviews, because no evidence is found to confirm the two propositions. The objectives of only two programmes are made measurable. At the other eight programmes the objectives are not made measurable, because the programme objectives are too impalpable. The proposition about organisation is also not confirmed, because at three programmes the hierarchies of the parent organisations have a negative influence. And no evidence is found that because of the organisational form of the programme the strategy is implement without the constraints of the parent organisation.

The new propositions are investigated in-depth with a web-survey and the outcomes of the web-survey support the findings of the interviews. With the findings of the interviews and web-survey the following can be concluded:

The programme management approach is an effective vehicle to implement a strategy. With the programme management approach it is possible to create attention, focus, coordination, and commitment in the implementation of a strategy. Not the complete strategy of an organisation is implemented with a programme, but the programme objectives are formulated directly out specific parts of the organisational strategy. The programme objective is the starting point for a programme and creates direction in the formulation of the projects and actions.

A top-down and bottom-up approach can be used to set-up a programme. In the top-down approach the higher management, sponsor, and programme manager decide about the programme objectives, and the projects and actions. The research has indicated that in a bottom-up approach the stakeholders of the programme participate in the formulation of the programme objectives, and the projects and actions. The purpose of this approach is to create commitment. Three different organisational forms of programmes are identified. In the first organisational form the programme has a fixed form in the organisation and the programme objectives are evaluated annually. In the second organisational form, the most common form, the programme is organised next to the going concern of the company. The nature of the programme is temporary and the programme ends if the programme objectives are accomplished. Employees can work partial or dedicated in the programme. In the final organisational form the programme is organised on a separate location. The nature of this programme is also temporary and the employees can work partial or dedicated in the programme.

Commitment among the employees and stakeholders of the programme is important. If employees and stakeholders are committed they are motivated, understand the importance and urgency, and are willing to cooperate. Commitment can be created by involving the employees and the stakeholders in the set-up of the programme, managing the needs and expectations of the stakeholders, creating a special team spirit, and communicating about the programme. The research indicates that the respondents are committed towards the programme objectives. This means that the respondents understand the importance of the strategic objectives.

The programme manager must guide the programme towards the desired direction. The programme manager needs the support of or act on a high hierarchical level. If the programme manager has the

support of the higher management, the programme manager has the weight to make decisions. The programme manager must be able to act autonomously. The programme manager must be able to counterbalance the sponsor, participate in the formulation of projects and actions, and allocate resources towards projects. The most important task of the programme manager is to guard the coherency between the projects and actions of the programme, recognise and solve potential problems, bring employees together, and check if individuals actions and projects are finished in the correct order. The programme manager is mostly responsible for the deliverables of individual actions and projects, because the programme objectives are too intangible. The tasks and responsibilities differ per programme, because every programme and organisation is unique.

Final aspect of the research is to determine the success of a programme. The research points out that the success is determined by the organisation of the strategy, the programme manager, and commitment of the employees and stakeholders.

7.2.3. Practical Implications

In this section the main-research question is answered. The main-research question is:

How can programme management contribute to the successful execution of a strategy in the business market?

The programme management approach is an effective vehicle to implement a strategy. With the programme management approach it is possible to create attention, focus, coordination, and commitment in the implementation of a strategy.

According to the participants of the research the success of a programme is determined by three factors. These factors are:

1. The *organisation* of the strategy implementation as a programme,
2. The *programme managers*, and
3. *Commitment* of the employees and stakeholders.

In Figure 13 the success factors are shown in a model.

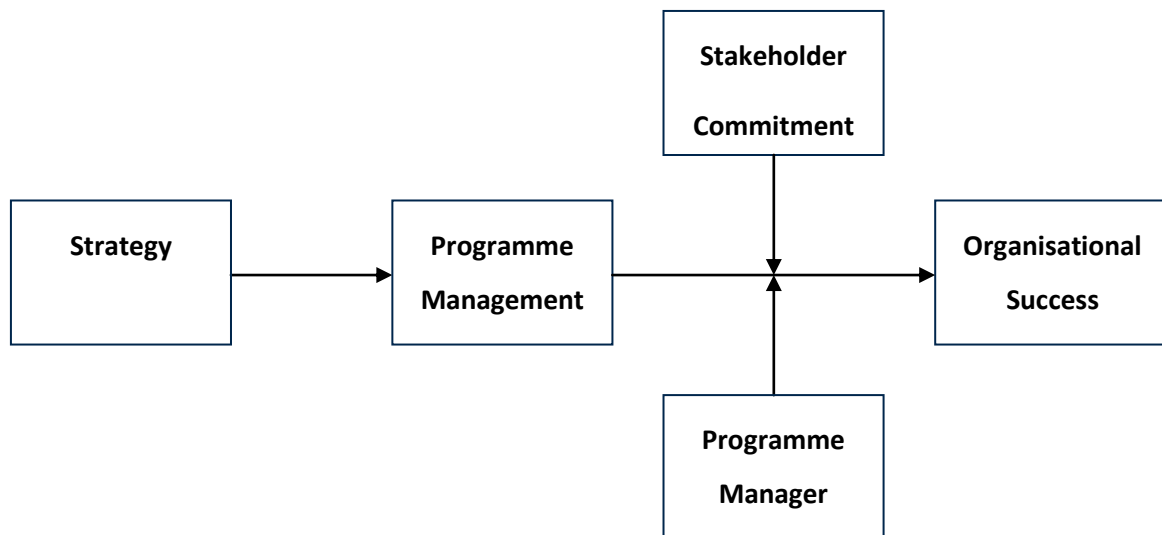


Figure 13: Programme Management Success Model

This all leads to the following conclusions:

- The programme management approach is the boundary condition to be successful. With the programme management approach it is possible to create attention, focus, coordination, and commitment in the implementation of a strategy.
- Commitment of the stakeholders is needed to guide the programme towards the desired direction. If the stakeholders are committed they are motivated, understand the importance and urgency, and are willing to cooperate.
- Commitment can be created by using a bottom-up approach to set-up the programme. In the bottom-up approach stakeholder participate in the formulation of the programme objectives and/or the projects and actions. Other methods to create commitment are: managing the needs and expectations of the stakeholders, creating a special team spirit, and communicating about the progress of the programme.
- The programme manager must guide the programme towards the desired direction. To do this, the programme manager must be able to make independent decisions and to act autonomously. The programme manager must guard the coherency in the programme, protect the programme from external disturbances, start and control projects and actions, distribute resources, and be able to counterbalance the programme sponsor.

- Effective leadership of the programme manager is important to guide the programme towards the desired direction. The research shows that the authentic leadership style is a suitable leadership style for the programme manager. The four aspects of the authentic leadership style: transparency, ethical/moral, balanced processing, and self awareness, are all important for the programme manager.

7.3. Discussion

7.3.1. Limitations

The theoretical exploration is the basis for this research. To structure the literature study a systematic approach is used. By using this method a relatively complete consensus of relevant literature is conducted. But it is always possible that relevant literature is excluded. For example, different languages can be a barrier to find all the relevant literature, because articles in foreign languages are not found. This is the first limitation of the research, because it is possible that relevant information is missed in the model.

The second limitation of the research is the broad perspective of the research. For this perspective is chosen to get a good and complete insight in how strategies are organised and managed in programmes. The disadvantage of this broad perspective is that it is difficult to get in-depth information, because for example the interviews are limited by time. By putting for example focus on the management of programmes more in-depth correlation could have been found.

The third limitation of the research is that not the complete business market is covered with the interviews. In total 17 different interviews are conducted at 12 different companies. These 12 companies differ in size and are active in different branches, but some branches are not covered. For example, no interviews are conducted in the construction branch. The same can be said about the outcomes of the web-survey. The respondents of the web-survey do not cover all the branches in the Dutch business market. Therefore it is possible that the non-covered-branches provide different insights about the topic.

The final limitation of the research is the small N of the web-survey. Because of the small N no in-depth quantitative research can be conducted. This made it not possible to draw real valid conclusions based only on the web-survey. The web-survey could provide new insights if the N was higher. A higher N could be realised if there are more contacts available and if the contacts could be approached personally.

7.3.2. Future Research

This research has an explorative nature. That is why a broad research perspective is chosen to get a complete insight in how strategies are organised and managed in programmes. In future research it is interesting to put an focus on one or two aspects of the programme management approach. This will provide in-depth information about the different aspects of the programme management model. One aspect of the programme management model is to elaborate on the success factors. Vereecke et al. (2003) have identified a top three programme management success factors. These factors are:

- The formalisation of the programme methodology,
- The role and capabilities of the programme manager, and
- The presence and role of a programme support group or office.

This research shows the following top three programme management success factors:

- The organisation of the strategy implementation as a programme,
- The programme managers, and
- Commitment of the employees and stakeholders.

The organisation of the strategy as a programme is the boundary condition to be successful. That is why it is interesting to investigate more in-depth how the role of the programme manager and the commitment of the employees are related to the success of a programme. A suitable research model for future research is a long-term case study. In this case study observation can be made about the programme manager, and the commitment of the employees and stakeholders. If observations of two programmes are conducted at one company differences and similarities can be identified. This can result in distinguishable programme management success factors. And will provide a better insight in what really determines success of a programme.

In this research two theoretical propositions could not be supported. These propositions are:

P₄: *Because of the organisation form of a programme it is possible to implement a strategy without the constraints of the parent organisation.*

P₉: *When a programme is controlled on the programme level benefits can be accomplished that could not be accomplished if the programme is controlled on the lower levels.*

The first proposition is supported by Ferns (1991) and the second proposition is supported by Payne (1995) and Pellegrinelli (1997). In this research no evidence is found that support these two propositions. In future research it would be interesting to investigated if these propositions can maintain or that they must be adjusted.

Looking at the different published articles about programme management most authors have done research by case studies. These case studies are conducted at one or two companies. Fur future

research it is interesting to conduct a study in a large population. It is interesting to conclude if there is low or high consistency in the answers of the study. This can give a indication about the uniqueness of programmes. Vereecke et al. (2003) and Tak van der & Wijnen (2007)²⁵ state that programmes are unique, but which specific factors make a programme unique?

A final recommendation for future research is about the leadership style of the programme manager. Partington et al. (2005) and Pellegrinelli (2002) stated that effective leadership of the programme manager is important to guide the programme towards the desired direction. In this research a closer look is taken at the leadership style of the programme manager. Four aspects of the authentic leadership are tested. The four aspects are found in the leadership style of the programme manager. But Goleman (2000) stated that a mixed leadership style gets the best results. It is interesting to elaborate on which leadership style or which combinations of leadership styles are the most suitable for an effective programme manager.

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Appendix

Appendix 1: Search Databases

- ISI Web of Knowledge (www.isiknowledge.com)
- Scopus (www.scopus.com)
- Google Scholar (scholar.google.nl)

Appendix 2: Search Words

Search Words:

- Programmamanagement (Dutch)
- Addition search words: Organisatorische verandering, strategie, strategische verandering
- Programme Management (English U.K.)
- Addition search words: Organisational change, strategy, strategic change
- Program Management (English U.S.)
- Addition search words: Organisational change, strategy, strategic change

Appendix 3: Organisation Chart Twynstra Gudde

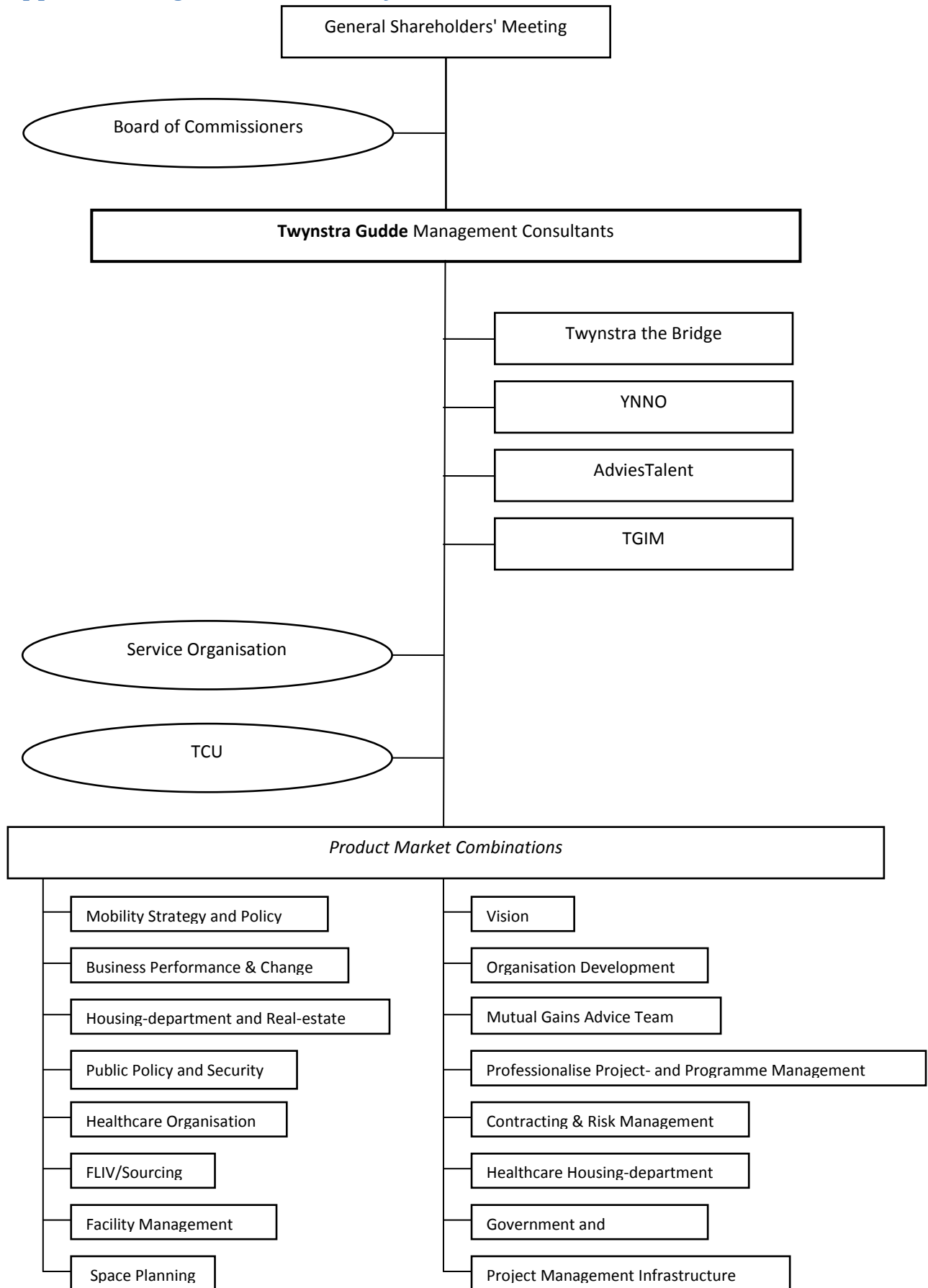


Figure 14: Organisation Chart Twynstra Gudde Management Consultants, Source T.I.M, 2009

Appendix 4: *Explanation Organisation Chart Twynstra Gudde*

Twynstra Gudde is owned by its own employees. The owners of Twynstra Gudde are the shareholders and the partners of the company. The four square boxes on the right side, Twynstra The Bridge; YNNO; AdviesTalent; and TGIM, are the subsidiary companies of Twynstra Gudde. Twynstra Gudde has a majority participating interest or owns a part of the shares of these companies. The two circles on the left side, Service Organisation; TCU, are two departments of Twynstra Gudde. TCU is an abbreviation for Twynstra Corporate University. The TCU provides education and trainings for the consultants and internal employees of Twynstra Gudde. The second circle is the Service Organisation. The Service Organisation exists out of the functional areas: Facility Services; Finance; Human Resources; ICT; Information Services; Brand & Market; and Service Desk. The Service Organisation is responsible for the supporting services that are organised in-house. Examples of supporting services are for example marketing and design. The sixteen square boxes at the bottom of **Figure 14** are the different PMCs. The number of consultants and managers who are working for a PMC depends on the size of the PMC. The size can vary from a relatively small PMC where around fourteen consultants and managers are working for, to a relatively large PMC where more than thirty consultants and managers are working for (T.I.M., 2009). The consultants and managers can work on different levels. These different levels are junior, medior, senior, and partner level. The working level of a manager or consultant depends on the level of his or her level of experience. The higher the working levels of the consultants the more responsibilities the consultants have as for that matter of for example acquisition and knowledge development.

Appendix 5: Product Market Combinations of Twynstra Gudde

Business Performance & Change: has a focus on creating relations between the strategy, the processes, the application of human capital, and the operations within an organisation.

Facility Management: lines up and develops strategies for facility organisations.

FLIV/Sourcing: is an abbreviation for Financial Logistics Information Facilities (Voorzieningen). As an independent party this PMC is involved in the definition-, selection-, and implementation routes for ICT- applications.

Contracting & Risk Management: prepares contract strategies and contract planning, legal process management, risk analysis for projects, and risk management within projects.

Healthcare Housing-department: develops and realises together with a principal accommodations, with a special focus on the development of real estate strategies for health insurance (AWBZ) institutions.

Healthcare Organisation: has a focus on control, positioning, management and organisational development for care providers, policy makers, umbrella organisations and insurers.

Housing-department and Real-estate: focuses on housing projects in government, education, banking and insurance offices and organisations in the commercial sector.

Mutual Gains Advice Team: deals with the approach of strategic environmental management. A Mutual Gains is an approach for creating sustainable dialogues, and resolving multi-stakeholder conflicts.

Public Policy and Security: the substantive expertise of Public Policy and Security has a focus on fire brigade, police, crisis management and local safety.

Organisation Development: gives advice to municipalities, provinces, water boards, ministries and other government agencies on their development, strategy, control and management.

Professionalise Project- and Programme Management: the consultants of this PMC organise and support organisations in their project and program management to develop the ambition of the organisation into an internal, permanent, and collective competence.

Government and Organisation: gives advice to municipalities, provinces, water boards, ministries and other government agencies about their development, strategy, control and management.

Space Planning: has a focus on urban renewal and development of, rural areas, industrial parks, and land and real estate advices. Space Planning delivers advises in particular to governments.

Project Management Infrastructure: focuses on project and process management in the following phases of a project: exploration, planning, procurement, start-up and implementation. Markets are central government, municipalities and provinces.

Vision: is active in a wide area within information technology. The focus of the PMC is on ICT - strategy and -architecture, ICT -organisation and -control, and change in ICT skills.

Mobility Strategy and Policy: gives advice about strategy, policy and organisational issues in the areas of mobility and spatial development. The aim is on national, regional and local governments and companies operating in the mobility and spatial planning (T.I.M., 2009).

Appendix 6: Interview

Introductie vragen

1. **Wat is uw huidige functie?**
2. **Bij welke strategische verandering binnen uw organisatie bent u op dit moment of recentelijk betrokken?**
3. **Wat was uw functie hierin?**

Strategie

4. **Hoe wordt de strategie in uw organisatie gevormd?**
 - Is de vorming van de strategie een regelmatig proces? Is dit bijvoorbeeld een jaarplancycclus of gebeurt dit Ad hoc?
 - Op welk niveau vindt de vormgeving plaats? Gebeurt dit bijvoorbeeld top-down?
5. **Hoe wordt het uitvoeringsproces van de strategie belegd in uw organisatie?**
 - Wie is betrokken bij de vormgeving van het uitvoeringsproces?
 - Wordt het uitvoeringsproces van de strategie georganiseerd in een aparte organisatie?
 - Waarom is juist deze keuze gemaakt?
6. **Hoe wordt bepaald of de juiste mensen en middelen beschikbaar zijn om de strategie uit te voeren?**
 - Welke verschillende functies/rollen/taken zijn er om de strategie uit te voeren?
 - Hebt u de autonomie om uw taken uit te voeren?
 - Beschikt u over voldoende middelen om uw taak uit te voeren?

Gedragsverandering

7. **Op welke manier krijgen zachte componenten zoals benodigde competenties, veranderende houdingen en gedrag aandacht in een dergelijk strategische verandering?**
 - Hoe wordt de gedragsverandering zichtbaar in de organisatie?
 - Hoe wordt hierop gestuurd? En wie is verantwoordelijk voor de sturing?

Doelgericht

8. **Wordt de strategie vertaald naar doelen? En hoe wordt dit gedaan?**
 - Wie is verantwoordelijk voor de formulering van de doelen?
 - Hoe worden de doelen concreet gemaakt?
 - Hoe worden de doelen meetbaar gemaakt? Gebeurt dit bijvoorbeeld doormiddel van de SMART methode?

- Hoe worden de juiste middelen, inspanningen en acties toegewezen om de doelen te realiseren?
- Hoe worden er prioriteiten gesteld tussen de verschillende geformuleerde doelen?

9. Maakt u een business case?

- Worden hierin de opbrengsten, kosten, inspanningen & acties meegenomen?
- Hoe toetst u de haalbaarheid van de businesscase?

Programmamanager/ Uitvoerder van de strategie

10. Is er één iemand verantwoordelijk voor de uitvoering van de strategie? En wie is verantwoordelijk voor de uitvoering van de strategie?

- Hoe noemt u deze persoon?
- Is dit een programmamanager?
- Is deze persoon intern of extern?
- Waarom is deze keuze gemaakt?

11. Wat zijn de taken, bevoegdheden en verantwoordelijkheden van deze persoon?

- Moet hij/zij zorgen dat de inspanning en acties succesvol worden afgerond?
- Is hij/zij verantwoordelijk voor het budget?
- Aan wie moet deze persoon rapporteren?
- Hoe komt deze persoon aan de juiste informatie?

12. Welke eigenschappen/leiderschapstijl moet deze persoon hebben om zijn functie uit te voeren?

- Op welke manier moet leiding worden gegeven aan de uitvoering van de strategie?
- Waarom vindt u dat belangrijk?

Besturen

13. Hoe creëert u draagvlak?

- Doormiddel van het actief betrekken van stakeholders?
- Welke middelen worden hiervoor gebruikt?
- Wie is hiervoor verantwoordelijk?

14. Hoe wordt ervoor gezorgd dat alle stakeholders de uitvoering van de strategie steunen?

- Welke middelen worden hiervoor gebruikt?
- Wie is hiervoor verantwoordelijk?

Sturen

15. Hoe wordt er gestuurd?

- Gebeurt dit op basis van doelen?
- Gebeurt dit doormiddel van een duidelijke planning?
- Worden doelen wanneer nodig bijgesteld?
- Word er bepaalde controle momenten ingevoerd?
- Wie is hier verantwoordelijk voor?

16. Welke tools worden er gebruikt om de voortgang van de strategie te controleren?

- Gebeurt dit formeel (door rapportering)
- Gebeurt dit informeel (door verbale communicatie)
- Bepaalde bestaande standaard methoden, zoals evaluaties?
- Wat wordt er gerapporteerd?
- Worden mogelijke problemen tijdelijk herkend?

Afsluitende vragen

17. Wanneer is volgens u de uitvoering van een strategie succesvol?

- Wanneer de uitvoering binnen een bepaalde tijd of budget gerealiseerd is?
- Wanneer de vastgestelde doelen gerealiseerd zijn?
- Welke factoren zijn hierin bepalend?
- Zijn deze factoren voldoende aanwezig?

18. Wat kan er volgens u worden verbeterd?

- De gekozen structuur moet beter, duidelijkere taakverdeling?

19. Wanneer wordt de uitkomst van de uitvoering van een strategie gezien als een falen?

- Over budget, duurt te lang, doelen niet gerealiseerd.
- Ontstaan er conflicten in de uitvoering van de strategie?

20. Wat zijn volgens u de belangrijkste factoren die het mislukken veroorzaken?

- Doelen onrealistisch, doelen onduidelijk, doelen te complex, omgeving te dynamisch, omgeving niet geschikt om uitvoering van de strategie door te voeren (cultuur, belangenverstrengeling, niet juiste mensen op de juiste plek)

Appendix 7: Interview Table

<u>Concepts</u>	<u>Propositions</u>	<u>Interview questions</u>
Introduction questions		<ol style="list-style-type: none"> 1. Wat is uw huidige functie? 2. Bij welke strategische verandering binnen uw organisatie bent u op dit moment of recentelijk betrokken? 3. Wat was uw functie hierin?
Strategy	<ol style="list-style-type: none"> 1. A strategy of an organisation can be implemented with use of a programme. 2. With a programme it is possible to create the needed attention and focus to implement the strategy of an organisation. 3. With a programme it is possible to create more coordination in the implementation of a strategy of an organisation. 	<ol style="list-style-type: none"> 4. Hoe wordt de strategie in uw organisatie gevormd? <ul style="list-style-type: none"> ○ Is de vorming van de strategie een regelmatig proces? Is dit bijvoorbeeld een jaarplancyclus of gebeurt dit Ad hoc? ○ Op welk niveau vindt de vormgeving plaats? Gebeurt dit bijvoorbeeld top-down?
	<ol style="list-style-type: none"> 6. Because of the organisation form of a programme it is possible to implement a strategy without the constraints of the parent organisation. 	<ol style="list-style-type: none"> 5. Hoe wordt het uitvoeringsproces van de strategie belegd in uw organisatie? <ul style="list-style-type: none"> ○ Wie is betrokken bij de vormgeving van het uitvoeringsproces? ○ Wordt het uitvoeringsproces van de strategie georganiseerd in een aparte organisatie? ○ Waarom is juist deze keuze gemaakt? 6. Hoe wordt bepaald of de juiste mensen en middelen beschikbaar zijn om de strategie uit te voeren? <ul style="list-style-type: none"> ○ Welke verschillende functies/rollen/taken zijn er om de strategie uit te voeren? ○ Hebt u de autonomie om uw taken uit te voeren? ○ Beschikt u over voldoende middelen om uw taak uit te voeren?
Behaviour change		<ol style="list-style-type: none"> 7. Op welke manier krijgen zachte componenten zoals benodigde competenties, veranderende houdingen en gedrag aandacht in een dergelijk strategische verandering? <ul style="list-style-type: none"> ○ Hoe wordt de gedragsverandering zichtbaar in de organisatie? ○ Hoe wordt hierop gestuurd? En wie is verantwoordelijk voor de sturing?
Object oriented	<ol style="list-style-type: none"> 4. To implement a strategy one or more measurable objectives must be formulated and used as a starting point for the implementation. 5. Because of the formulation of measurable objectives out of the strategy it is possible to create coherency. 	<ol style="list-style-type: none"> 8. Wordt de strategie vertaald naar doelen? En hoe wordt dit gedaan? <ul style="list-style-type: none"> ○ Wie is verantwoordelijk voor de formulering van de doelen? ○ Hoe worden de doelen concreet gemaakt? ○ Hoe worden de doelen meetbaar gemaakt? Gebeurt dit

		<p>bijvoorbeeld doormiddel van de SMART methode?</p> <ul style="list-style-type: none"> ○ Hoe worden de juiste middelen, inspanningen en acties toegewezen om de doelen te realiseren? ○ Hoe worden er prioriteiten gesteld tussen de verschillende geformuleerde doelen? <p>9. Maakt u een business case?</p> <ul style="list-style-type: none"> ○ Worden hierin de opbrengsten, kosten, inspanningen & acties meegenomen? ○ Hoe toetst u de haalbaarheid van de businesscase?
Programme manager	<p>10. The programme manager must act on or have the support of the 'higher' management of an organisation, otherwise the programme manager does not have the support to make decisions.</p> <p>11. The programme manager must connect the projects and activities with each other, and connect the programme with the parent organisation.</p> <p>12. The programme manager must have a facilitating and supporting role in the programme.</p>	<p>10. Is er één iemand verantwoordelijk voor de uitvoering van de strategie? En wie is verantwoordelijk voor de uitvoering van de strategie?</p> <ul style="list-style-type: none"> ○ Hoe noemt u deze persoon? ○ Is dit een programmamanager? ○ Is deze persoon intern of extern? ○ Waarom is deze keuze gemaakt? <p>11. Wat zijn de taken, bevoegdheden en verantwoordelijkheden van deze persoon?</p> <ul style="list-style-type: none"> ○ Moet hij/zij zorgen dat de inspanning en acties succesvol worden afgerond? ○ Is hij/zij verantwoordelijk voor het budget? ○ Aan wie moet deze persoon rapporteren? ○ Hoe komt deze persoon aan de juiste informatie? <p>12. Welke eigenschappen/leiderschapstijl moet deze persoon hebben om zijn functie uit te voeren?</p> <ul style="list-style-type: none"> ○ Op welke manier moet leiding worden gegeven aan de uitvoering van de strategie? ○ Waarom vindt u dat belangrijk?
Governance	<p>7. To execute a strategy through a programme commitment of the employees and the stakeholders must be created.</p> <p>8. Communication about the programme is important to create commitment among the employees and the stakeholders.</p>	<p>13. Hoe creëert u draagvlak?</p> <ul style="list-style-type: none"> ○ Doormiddel van het actief betrekken van stakeholders? ○ Welke middelen worden hiervoor gebruikt? ○ Wie is hiervoor verantwoordelijk? <p>14. Hoe wordt ervoor gezorgd dat alle stakeholders de uitvoering van de strategie steunen?</p> <ul style="list-style-type: none"> ○ Welke middelen worden hiervoor gebruikt? ○ Wie is hiervoor verantwoordelijk?

<p>Control</p>	<p>9. When a programme is controlled on the programme level benefits can be accomplished that could not be accomplished if the programme is controlled on the lower levels.</p>	<p>15. Hoe wordt er gestuurd?</p> <ul style="list-style-type: none"> ○ Gebeurt dit op basis van doelen? ○ Gebeurt dit doormiddel van een duidelijke planning? ○ Worden doelen wanneer nodig bijgesteld? ○ Word er bepaalde controle momenten ingevoerd? ○ Wie is hier verantwoordelijk voor? <p>16. Welke tools worden er gebruikt om de voortgang van de strategie te controleren?</p> <ul style="list-style-type: none"> ○ Gebeurt dit formeel (door rapportering) ○ Gebeurt dit informeel (door verbale communicatie) ○ Bepaalde bestaande standaard methoden, zoals evaluaties? ○ Wat wordt er gerapporteerd? ○ Worden mogelijke problemen tijdelijk herkend?
<p>Final questions</p>		<p>17. Wanneer is volgens u de uitvoering van een strategie succesvol?</p> <ul style="list-style-type: none"> ○ Wanneer de uitvoering binnen een bepaalde tijd of budget gerealiseerd is? ○ Wanneer de vastgestelde doelen gerealiseerd zijn? ○ Welke factoren zijn hierin bepalend? ○ Zijn deze factoren voldoende aanwezig? <p>18. Wat kan er volgens u worden verbeterd?</p> <ul style="list-style-type: none"> ○ De gekozen structuur moet beter, duidelijkere taakverdeling? <p>19. Wanneer wordt de uitkomst van de uitvoering van een strategie gezien als een falen?</p> <ul style="list-style-type: none"> ○ Over budget, duurt te lang, doelen niet gerealiseerd. ○ Ontstaan er conflicten in de uitvoering van de strategie? <p>20. Wat zijn volgens u de belangrijkste factoren die het mislukken veroorzaken?</p> <ul style="list-style-type: none"> ○ Doelen onrealistisch, doelen onduidelijk, doelen te complex, omgeving te dynamisch, omgeving niet geschikt om uitvoering van de strategie door te voeren (cultuur, belangenverstrengeling, niet juiste mensen op de juiste plek)

Table 17: Interview Table

Appendix 8: Outcome Interviews



Figure 15: Overview outcomes Interviews

(The complete Excel document is not included in the thesis, because of the size of document.)

Appendix 9: Key Findings Interviews

Key findings: Strategy

The organization-wide strategy is divided into goals for each division / product line. There are five strategic goals, three about sales, one about customer satisfaction, and the last goal is about employee satisfaction. From these goals nine division tactics are formulated. A division must fill out how these goals will be realized. To carry out these goals a programme structure is chosen, because a lot of projects are running with four sponsors. For the sponsors it was impossible to keep track and steer the projects.

The company has a grow strategy. To make this grow strategy possible the internal process of the company must be optimised. The adjustment of the internal process of the organisation is organised in a programme. The need to organise this as a program is because of the past; projects were launched without yielded results. In the past projects had no focus, there was insufficient capacity, the efficiency was too low, and there was no survey. According to the respondent originate these problems from the entrepreneurial culture of the organisation.

The focus of the organisational-thinking must shift from: *'we start project because we think they are important'* towards *'this is important and that is why we start projects'*. The demand of the switch in focus came from both sides: *'the higher levels in the organisation want to know what we are doing and the lower levels in the organisation want to know why we do things'*.

The company has financial, operational, and customer experience goals. These should contribute to customer satisfaction and continuity of the company. To determine the strategy there is a discussion between the business and the research, which will ultimately lead to a detailed document. This structured document is divided into market and technology. The organisation asks from each business unit to develop a way-of-working. This way of working is a promise from the business unit about what the business unit is going to contribute to the organisation. The way-of-working is organised as a programme. This is done to divide the operations and development of the organisation. A growing complaint from the organisation was that there was not enough distinction between these two. The operation of the organisation has a day-to-day pattern, but the organisation wants more focus and control in the operation.

The different business units of the organisation have each its own programme. The strategy of the company is to become the top three player in the markets the business units are active.

The company has a number of key points. Some of these key points are organised in a programme. A key point is organised in a programme as something large needs to be done, but it is not entirely clear how this can be done.

The past has shown that support and commitment is needed to implement the strategy. For these reasons the organization has made the decision to organise their strategy as a programme.

Key findings: Object Oriented

The implementation of the strategy is organised in a number of programmes. These programmes are based on the themes of the strategy.

The company has five strategic themes. Each theme is organised in a programme and has its own programme objectives.

If a project is started nobody looks at how the project contributes to the strategic goal. There is no common objective for the programme. The intention is to start the new projects out of one objective that is related to the strategy.

A programme is started by the senior management to establish the strategy they have developed. There are several programmes in the organisation that must serve a strategic objective.

The objectives are formulated together with the direction and management. Each year this process is professionalised and the objectives are made a bit more measurable.

There is deliberately chosen for a common objective. This is done to create guidance and as a manual for the formulation of the projects. The strategy of the organisation is made tangible through the programme.

The company has a strategic dashboard with an overview of the programmes. The programmes are linked with a strategic theme. This theme is the objective. All the projects may only be started if they are in line with the strategic theme.

The projects are formulated out of the objectives. The projects are ranked in such a way that there

is a balance between the different ongoing issues in the company.

The objectives are measurable based on time and budget. How the objectives are made measurable depends on the nature of the programme.

The objectives are not measurable. This was not possible to do, because there were a lot changes in the management. There were only agreements about which aspects must be included in the programme and which aspects should be excluded of the programme.

The programme has five objectives. These objectives are brought up to date, because some of them where not realistic. This is also hard to determine at the start of the programme, because the branch is sensitive for changes in the environment.

Key findings: Organisation

Normally the objectives are defined with a top-down approach into the organization. This time this is done different. The company made the decision to organise this bottom-up to create a common objective. The management team has asked all the departments to formulate a number of projects that can contribute to the achievement of the objectives. Out of these projects together a selection is made based on budget, manpower, and how it contributes to growth of the company. Clear priorities are made, because the company could not do everything because of the capacity and budget.

In the company there where a high number of ongoing projects. There was no match between the strategic objectives and the projects. To create an overview the projects are clustered based on communalities.

Form the strategic plan of the business unit the programme is defined. The formulation of the projects is a combination of a top-down and bottom-up process.

At the start of every project is determined what is needed. There must be a balance between long term and short-term, risky and less risky, and between large and small. In the projects there must be a good balance between how it contributes to the objectives. For every project a business case is prepared and when the project budget is allocated a project manager is put on the project.

Key findings: Governance

It is important that the employees feel committed with the programme. Commitment can be created by making the programme and the project understandable, creating coherency and community, bringing people together, supporting the dialogue between employees, and making the cooperation between employees possible.

The expectations of the different stakeholders must be managed. Also commitment of the stakeholders must be created. This can be done by creating common objectives.

Employees are coached and managed by senior employees. This gives the junior employees the opportunity to develop themselves.

Stakeholders are commissioned by organising them in a steering group. The progress of the programme is communicated towards the steering group.

Key findings: Control

The programme is controlled by the interaction between the projects. During this interaction suggestions for improvements are done.

The progress is controlled on fixed moments. The progress is not only checked on fixed moments, but the programme managers also talk around the fixed moments with the employees about the progress. Because of this the programme manager continuously knows what is going on in the programme.

The programme is controlled in collective session and during individual bilaterals.

The progress is controlled on fixed moments. The progress is not only checked on fixed moments, but the programme managers also talk around the fixed moments with the employees about the progress. Because of this the programme manager continuously knows what is going on in the programme.

The informal control is very important in a programme. The culture of the organisation must make this possible.

Projects are controlled based on time, budget, scope/quality, process, communication, staffing, functionality, and cooperation.

Key findings: Programme Manager

The programme manager is particularly responsible for the rollout of the projects, because the objectives are too far away.

The programme manager is a connecting piece between the steering committee and between the projects, but also among the projects.

The programme manager tries to keep the scope of the programme clean.

The programme manager controls the individual projects, but does not control the consistency between the projects.

The programme manager identifies potential problems. This is possible because of the flat organisation.

The programme manager monitors the overlap between the projects and ensures that the projects are completed in the correct order.

For an external programme manager is chosen, because the programme managers needs certain qualities. Because the programme manager is external he or she can connect easier with different parties.

The programme manager must act on the right hierarchical level of the organisation.

The sponsor determines whether a project is started in the programme or not. All the programme manager does is makings lists of the data of projects. The function of the programme manager is signalling.

The programme manager selects new projects, evaluate the current projects if they are still connected to the needs of the business, strategy, roadmap, and the themes of the strategy.

The programme is a success if the right projects are selected. This can be a problem if the power in the organisation is not divided equal. If the power of decision is not equally distribute in the organisation there can be a problem in the connection between the R&D department, business, and market.

Key findings Success Factors

The most important factor that makes a programme successful are the employees. The employees must be motivated and must want to achieve something. It is important that the employees in the organisation cooperate and work together.

The programme is a success, because all the stakeholders became owner of the objective. Because of this the sub-results are already higher than expected.

The programme manager should be able to organise the projects independently, understand the objectives, and the communication must be good.

When there is coherency between the different projects and departments the programme is a success.

Without a programme management approach it is not possible to implement and manage a complex strategy. The strategy of the organisation is written down in words. To make the strategy concrete and tangible coherency is necessary. With a programme the connection between the organisation and strategy can be made.

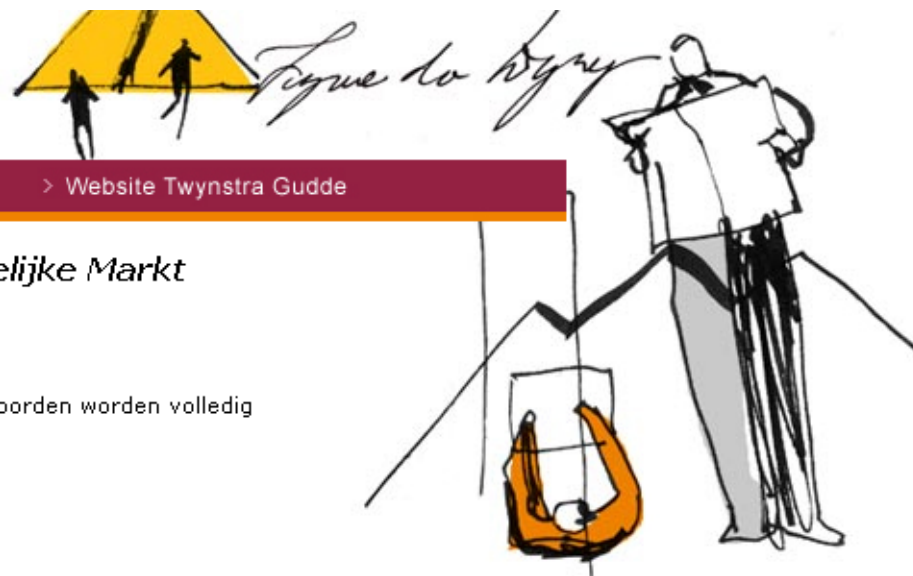
The programme is a success if every single project and action that is part of the programme is finished and delivers the desired result.

If all the deliverables of the projects contribute to the realisation of the objective and if the objective is realised the programme is a success.

Appendix 10: Questionnaires

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Nationaal Programmamanagement Onderzoek *Zakelijke Markt*

Het invullen van de enquête kost maximaal 10 minuten van uw tijd en de antwoorden worden volledig vertrouwelijk verwerkt.

De enquête bestaat uit 4 onderdelen en 62 stellingen:

1. Inleidende vragen: dit zijn 4 algemene achtergrondvragen.
2. Organisatie: gaat over hoe de uitvoering van de strategie in uw organisatie wordt georganiseerd.
3. Management: gaat over hoe de uitvoering van de strategie wordt gemanaged.
4. Succes: gaat over wanneer de uitvoering van de strategie voor u succesvol is.

Bij voorbaat dank voor uw medewerking aan het onderzoek.

Mocht u vragen hebben dan kunt u deze mailen naar npmo@tg.nl.

Klik op volgende om de enquête te starten

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Deel 1: Inleidende vragen

1. In welke branche bent u werkzaam?

2. Wat is de omvang van uw organisatie?

3. Wat is uw functie?

4. Wat is uw rol in de uitvoering van de strategische doelen?

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Deel 2: Organisatie

Vraag 5 tot en met vraag 24 gaan over hoe de uitvoering van de strategie is georganiseerd in uw organisatie. In de vragen wordt gesproken over doelen die voortkomen uit de strategie. Dit kan in uw situatie ook één doel zijn.

Bent u het sterk oneens met de gestelde vraag dan kunt u het meest linkse rondje aanvinken. Bent u het sterk eens met de gestelde vraag dan kunt het meest rechtse rondje aanvinken.

	sterk oneens	oneens	neutraal	eens	sterk eens
5. Vanuit de strategie worden doelen geformuleerd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. De strategische doelen zijn meetbaar gemaakt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. De strategische doelen zijn specifiek gemaakt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. De strategische doelen zijn betekenisvol gemaakt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. De strategische doelen zijn rekbaar gemaakt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. De strategische doelen zijn begrijpelijk voor iedereen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Vanuit de strategische doelen worden projecten en acties geformuleerd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. De acties en projecten worden samenhangend gemanaged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. De strategische doelen wordt uitgevoerd door een vrijgesteld team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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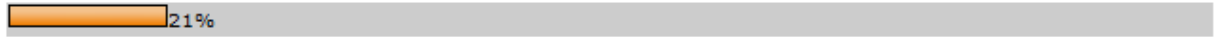


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Deel 2: Organisatie

14. Welk percentage van het team is volledig vrijgesteld om te werken aan de uitvoering van de strategische doelen

15. Uit hoeveel medewerkers bestaat het team dat werkt aan de uitvoering van de strategische doelen



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Deel 2: Organisatie

16. Het team werkt samen op een daarvoor bestemde werkplek aan de uitvoering van de strategische doelen

sterk oneens oneens neutraal eens sterk eens

Met wij wordt het team bedoelt dat samenwerkt aan de uitvoering van de strategische doelen.

17. Wij ontvangen feedback over de prestaties van onze groep

18. Wij worden collectief verantwoordelijk gehouden voor het presteren van onze groep

19. Wij ontvangen regelmatig feedback over het functioneren van onze groep

20. Wij zijn geïnformeerd over de doelen die we moeten bereiken als groep

21. Wij ontvangen regelmatig informatie over wat wordt verwacht van onze groep

22. Wij hebben een aantal duidelijke doelen te bereiken als groep

23. Er is één manager verantwoordelijk voor de uitvoering van de strategische doelen

29%

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Deel 2: Organisatie

24. Hoeveel procent van de werkzaamheden van deze manager zijn volledig vrijgesteld om te werken aan de uitvoering van de strategische doelen



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Deel 3: Management

Vraag 25 tot en met vraag 59 gaan over de manager die verantwoordelijk is voor de uitvoering van het strategische doel. Deze manager wordt in de volgende vragen programmamanager genoemd.

	sterk oneens	oneens	neutraal	eens	sterk eens
25. De programmamanager is betrokken bij de totstandkoming van de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. De programmamanager formuleert de projecten en acties die voortkomen uit de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. De programmamanager stuurt actief op de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. De programmamanager signaleert toekomstige obstakels en problemen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. De programmamanager stuurt de acties en projecten bij wanneer die nodig is	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. De programmamanager verbindt de individuele acties en projecten met elkaar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. De programmamanager is verantwoordelijk voor de uitvoering van de projecten en acties die voortkomen uit de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. De programmamanager is verantwoordelijk voor de uitvoering van de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. De programmamanager is verantwoordelijk voor het managen van de stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. De programmamanager communiceert over de voortgang van de uitvoering van de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43%

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Deel 3: Management

	sterk oneens	oneens	neutraal	eens	sterk eens
35. De programmamanager zegt precies wat hij of zij bedoelt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. De programmamanager geeft fouten toe wanneer ze worden gemaakt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. De programmamanager moedigt iedereen aan om hun mening te geven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. De programmamanager vertelt mij de harde waarheid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. De programmamanager vertoont emoties die precies overeen komen met zijn of haar gevoelens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. De programmamanager laat zien dat zijn of haar overtuigingen in overeenstemming zijn met zijn of haar acties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. De programmamanager neemt beslissingen op basis van zijn of haar kernwaarden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. De programmamanager vraagt mij om standpunten in te nemen die in overeenstemming zijn met mijn kernwaarden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. De programmamanager neemt moeilijke beslissingen gebaseerd op hoge ethische standaarden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. De programmamanager vraagt naar standpunten die zijn of haar diepgewortelde overtuigingen uitdagen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. De programmamanager analyseert relevante gegevens voor hij of zij een besluit neemt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. De programmamanager luistert aandachtig naar verschillende standpunten voordat hij of zij tot een conclusie komt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. De programmamanager zoekt feedback om de interacties met anderen te verbeteren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. De programmamanager kan precies beschrijven hoe anderen zijn of haar capaciteiten zien	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. De programmamanager weet wanneer het tijd is om zijn of haar standpunten te heroverwegen omtrent belangrijke zaken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. De programmamanager laat zien dat hij of zij begrijpt hoe specifieke acties impact hebben op anderen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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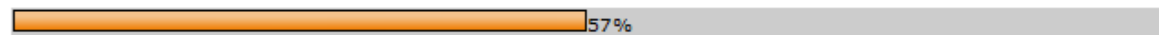


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Deel 3: Management

Vraag 25 tot en met vraag 59 gaan over de manager die verantwoordelijk is voor de uitvoering van het strategische doel. Deze manager wordt in de volgende vragen programmamanager genoemd.

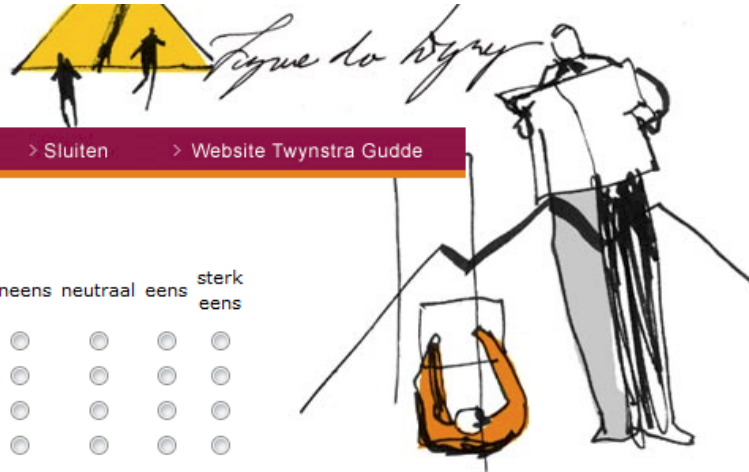
	sterk oneens	oneens	neutraal	eens	sterk eens
25. Ik ben betrokken bij de totstandkoming van de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Ik formuleer de projecten en acties die voortkomen uit de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Ik stuur actief op de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Ik signaleer toekomstige obstakels en problemen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Ik stuur de acties en projecten bij wanneer die nodig is	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Ik verbind de individuele acties en projecten met elkaar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Ik ben verantwoordelijk voor de uitvoering van de projecten en acties die voortkomen uit de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Ik ben verantwoordelijk voor de uitvoering van de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Ik ben verantwoordelijk voor het managen van de stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Ik communiceer over de voortgang van de uitvoering van de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Ik zeg precies wat ik bedoel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Deel 3: Management

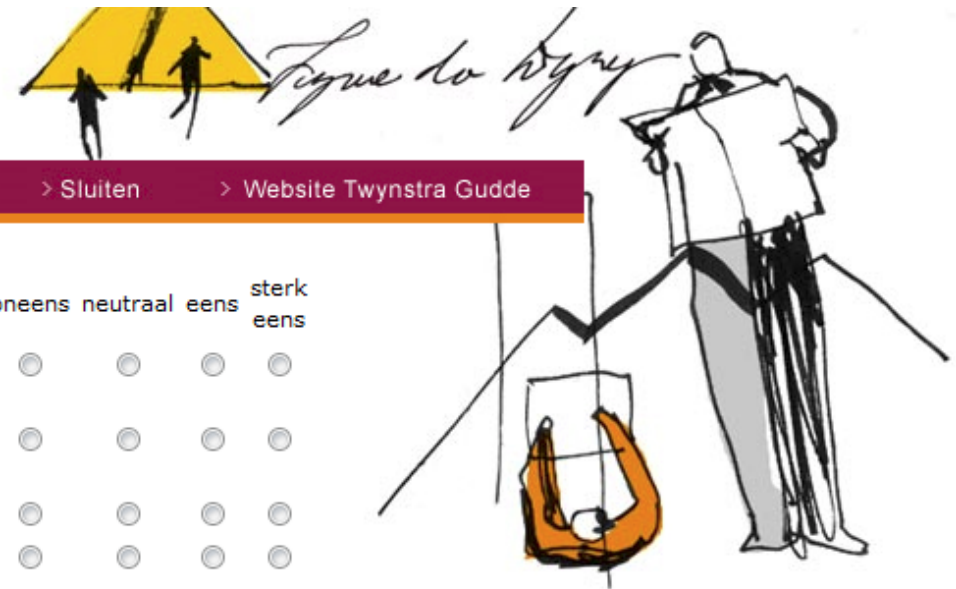
	sterk oneens	oneens	neutraal	eens	sterk eens
36. Ik geef fouten toe wanneer ze worden gemaakt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Ik moedig iedereen aan om hun mening te geven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Ik vertel de harde waarheid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Ik vertoon emoties die precies overeen komen met mijn gevoelens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Ik laat zien dat mijn overtuigingen in overeenstemming zijn met mijn acties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Ik neem beslissingen op basis van mijn kernwaarden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Ik vraag om standpunten in te nemen die in overeenstemming zijn met de kernwaarden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Ik neem moeilijke beslissingen gebaseerd op hoge ethische standaarden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Ik vraag naar standpunten die mijn diepgewortelde overtuigingen uitdagen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Ik analyseer relevante gegevens voor ik een besluit neem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Ik luister aandachtig naar verschillende standpunten voordat ik tot een conclusie kom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Ik zoek feedback om de interacties met anderen te verbeteren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Ik kan precies beschrijven hoe anderen mijn capaciteiten zien	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Ik weet wanneer het tijd is om mijn standpunten te heroverwegen omtrent belangrijke zaken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. Ik laat zien dat ik begrijp hoe specifieke acties impact hebben op anderen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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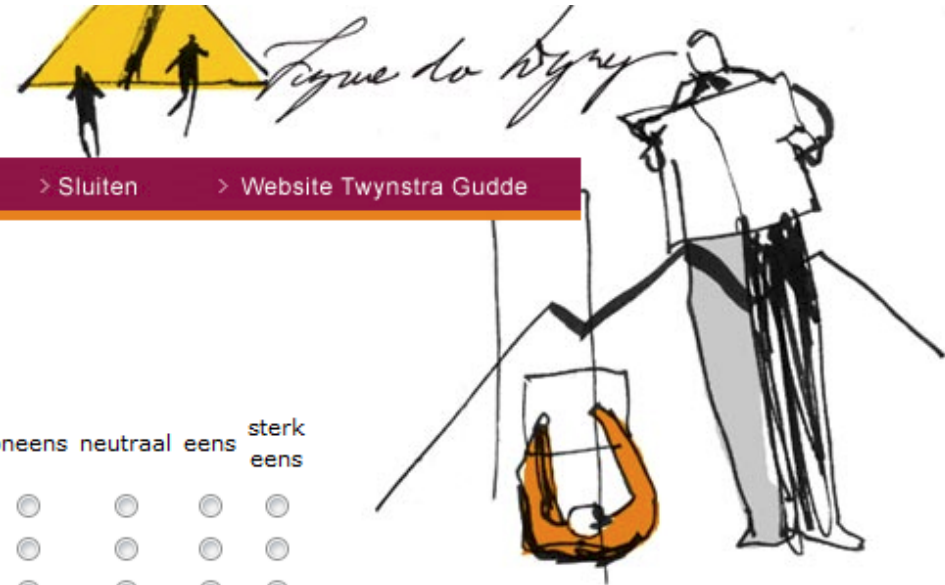
	sterk oneens	oneens	neutraal	eens	sterk eens
51. De medewerkers zijn betrokken bij de totstandkoming van de projecten en acties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. De stakeholders zijn betrokken bij de totstandkoming van de projecten en acties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. De stakeholders zijn verenigd in een stuurgroep	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Ik ben altijd op de hoogte van de voortgang van de uitvoering van de strategie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. Het is moeilijk om de strategische doelen na te streven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. Het is belangrijk dat de strategische doelen worden gerealiseerd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. Ik ben sterk verbonden met het nastreven van de strategische doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. De strategische doelen kunnen eenvoudig worden herzien	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. Het is goed om de strategische doelen na te streven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Ik ben tevreden over de uitvoering de strategie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Deel 4: Succes

61. Het succes van de uitvoering van de strategie wordt bepaald door:

	sterk oneens	oneens	neutraal	eens	sterk eens
a. Tijdigheid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Realisatie van gestelde doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Efficiënt gebruik van middelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Binnen budget blijven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Realisatie van individuele projecten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Haalbaarheid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Flexibiliteit in gebruik van middelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Kwaliteit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

79%

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Deel 4: Succes

62. Binnen mijn context voldoet de uitvoering van de strategie aan

	sterk oneens	oneens	neutraal	eens	sterk eens
a. Tijdigheid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Realisatie van gestelde doelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Efficiënt gebruik van middelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Binnen budget blijven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Realisatie van individuele projecten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Haalbaarheid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Flexibiliteit in gebruik van middelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Kwaliteit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

86%

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Deel 4: Succes

Afsluitende vragen

63. Wilt u de belangrijkste resultaten van dit onderzoek ontvangen? Zo ja, vul dan hieronder uw emailadres in

Email:

64. Zijn er volgens u relevante zaken niet aan bod gekomen tijdens deze enquête? Zo ja, wat zijn deze?



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Appendix 11: Questionnaires Table

<u>Propositions</u>		<u>Original</u>	<u>Adjusted version</u>
Introduction			
	Company	1. In welke branche bent u werkzaam 2. Wat is de omvang van uw organisatie	
	Respondent	3. Wat is uw functie 4. Wat is uw rol in de uitvoering van de strategische doelen	
Organisation			
<p>P₁: <i>A programme management approach is an efficient method to implement a strategy.</i></p> <p>P₂: <i>A programme focuses attention on the implementation of the strategy.</i></p> <p>P₃: <i>A programme creates a framework and a basis for coordination in the implementation of the strategy of an organisation.</i></p>	Objective specificity	5. Vanuit de strategie wordt een doel geformuleerd 6. De strategische doelen zijn meetbaar gemaakt 7. De strategische doelen zijn specifiek gemaakt 8. De strategische doelen zijn betekenisvol gemaakt 9. De strategische doelen zijn rekbaar gemaakt 10. De strategische doelen zijn begrijpelijk voor iedereen	
	Programme characteristics	11. Vanuit de strategische doelen worden projecten en acties geformuleerd 12. De acties en projecten worden samenhangend gemanaged 13. De strategische doelen worden uitgevoerd door een vrijgesteld team 14. Welk percentage van het team is volledig vrijgesteld om te werken aan de uitvoering van de strategische doelen 15. Uit hoeveel medewerkers bestaat het team dat werkt aan de uitvoering van de strategische doelen 16. Het team werkt samen op een daarvoor bestemde werkplek aan de uitvoering van de strategische doelen	
<p>P₄: <i>Programme objectives are directly formulated out of the corporate strategy.</i></p>	Goal interdependence	17. We receive feedback about our team performance 18. We are collectively held accountable for our team performance 19. We receive regular feed- back about our team	17. Wij ontvangen feedback over onze team prestaties 18. Wij zijn collectief verantwoordelijk gehouden voor onze team prestaties 19. Wij ontvangen regelmatig feedback over ons team

<p>P₅: <i>With objectives as a starting point of the programme coherency is created.</i></p>		<p>functioning</p> <p>20. We are informed about the goals we should attain as a group</p> <p>21. We regularly receive information about what is expected from our team</p> <p>22. We have several clear targets we have to attain as a group</p>	<p>functioneren</p> <p>20. Wij zijn geïnformeerd over de doelen die we moeten bereiken als groep</p> <p>21. Wij ontvangen regelmatig informatie over wat wordt verwacht van ons team</p> <p>22. Wij hebben een aantal duidelijke doelen te bereiken als groep</p>
	<p>Programme characteristics</p>	<p>23. Er is één manager verantwoordelijk voor de uitvoering van de strategische doelen</p> <p>24. Hoeveel procent van de werkzaamheden van deze manager zijn volledig vrijgesteld om te werken aan de uitvoering van de strategische doelen</p>	
<p>Programme manager</p>			
<p>P₇: <i>The programme manager must act on or have the support of the ‘higher’ management, otherwise the programme manager does not have enough ‘weight’ to make decisions.</i></p> <p>P₈: <i>The programme manager must be able to act autonomously.</i></p> <p>P₉: <i>The programme manager must guard the coherency between the projects of the programme.</i></p>	<p>Tasks</p>	<p>25. De programmamanager is betrokken bij de totstandkoming van de strategische doelen</p> <p>26. De programmamanager formuleert de projecten en acties die voortkomen uit de strategische doelen</p> <p>27. De programmamanager stuurt actief op de strategische doelen</p> <p>28. De programmamanager signaleert toekomstige obstakels en problemen</p> <p>29. De programmamanager stuurt de acties en projecten bij wanneer die nodig is</p> <p>30. De programmamanager verbindt de individuele acties en projecten met elkaar</p> <p>31. De programmamanager communiceert over de voortgang van de uitvoering van de strategische doelen</p>	
	<p>Given authority</p>	<p>32. De programmamanager is verantwoordelijk voor de uitvoering van de projecten en acties die voortkomen uit de strategische doelen</p> <p>33. De programmamanager is verantwoordelijk voor de uitvoering van de strategische doelen</p> <p>34. De programmamanager is verantwoordelijk voor het managen van de stakeholders</p>	

	Leadership (transparency)	35. says exactly what he or she means 36. admits mistakes when they are made 37. encourages everyone to speak their mind 38. tells you the hard truth 39. displays emotions exactly in line with feelings	35. Zegt precies wat hij of zij bedoelt 36. Erkent wanneer er fouten worden gemaakt 37. Moedigt iedereen aan om hun gedachten uit te spreken 38. Vertelt mij de harde waarheid 39. Vertoont emoties die precies overeen komen met de gevoelens
	Leadership (ethical/moral)	40. demonstrates beliefs that are consistent with actions 41. makes decisions based on his or her core values 42. asks you to take positions that support your core values 43. makes difficult decisions based on high standards of ethical conduct	40. Toont overtuigingen die in overeenstemming zijn met de acties 41. Neemt beslissingen op basis van zijn of haar kernwaarden 42. Vraagt mij om standpunten in te nemen ter ondersteuning van mijn kernwaarden 43. Maakt moeilijke beslissingen op basis van hoge normen van ethisch gedrag
	Leadership (balanced processing)	44. solicits views that challenge his or her deeply held positions 45. analyzes relevant data before coming to a decision 46. listens carefully to different points of view before coming to conclusions	44. Gevraagd naar opvattingen die uitdaging zijn of haar diepgewortelde posities 45. Analyseert relevante gegevens alvorens een besluit 46. Luistert aandachtig naar verschillende gezichtspunten alvorens om conclusies
	Leadership (self awareness)	47. seeks feedback to improve interactions with others 48. accurately describes how others view his or her capabilities 49. knows when it is time to reevaluate his or her positions on important issues 50. shows he or she understands how specific actions impact others	47. Beoogt feedback ter verbetering van interacties met anderen 48. Beschrijft nauwkeurig hoe anderen bekijken zijn of haar capaciteiten 49. Weet wanneer het tijd is om zijn of haar standpunten opnieuw te beoordelen over belangrijke kwesties 50. Begrijpt hoe specifieke acties effect hebben op anderen
P₆' : <i>Commitment towards the programme of the employees and stakeholders is needed to manage and implement the strategy.</i> <i>a. To create commitment the needs and expectations of</i>	Goal commitment	51. It's hard to take this goal seriously 52. Quite frankly, I don't care if I achieve this goal or not 53. I am strongly committed to pursuing this goal 54. It wouldn't take much to make me abandon this goal 55. I think this is a good goal to shoot for	51. Het is moeilijk om de strategische doelen na te streven 52. Het is belangrijk dat de strategische doelen worden gerealiseerd 53. Ik ben sterk verbonden met het nastreven van de strategische doelen 54. De strategische doelen kunnen eenvoudig worden

<p><i>the employees and stakeholders must be managed.</i></p> <p><i>b. To create commitment communication about the programme is needed.</i></p>			<p>herzien</p> <p>55. Het is goed om de strategische doelen na te schrijven</p>
	<p>Commitment creation</p>	<p>56. De medewerkers zijn betrokken bij de totstandkoming van de projecten en acties</p> <p>57. De stakeholders zijn betrokken bij de totstandkoming van de projecten en acties</p> <p>58. De stakeholders zijn verenigt in een stuurgroep</p> <p>59. Ik ben altijd op de hoogte van de voortgang van de uitvoering van de strategie</p>	
<p>Success</p>			
	<p>Success</p>	<p>60. Ik ben tevreden over de uitvoering de strategie</p> <p>61. Het succes van de uitvoering van de strategie wordt bepaald door:</p> <ul style="list-style-type: none"> a. Tijdigheid b. Realisatie van de doelen c. Efficiënt gebruik van middelen d. Budget e. Realisatie van individuele projecten f. Haalbaarheid g. Flexibiliteit in gebruik van middelen h. Kwaliteit <p>62. Binnen mijn context voldoet de uitvoering van de strategie aan:</p> <ul style="list-style-type: none"> a. Tijdigheid b. Realisatie van de doelen c. Efficiënt gebruik van middelen d. Budget e. Realisatie van individuele projecten f. Haalbaarheid g. Flexibiliteit in gebruik van middelen h. Kwaliteit 	

Table 18: Questionnaire Table

Appendix 12: Key Findings Web-Survey

Descriptive Statistics						
#		N	Minimum	Maximum	Mean	Std. Deviation
5	Formulatie doel uit strategie	22	3	5	4,07	0,530
6	Doel meetbaar	22	2	5	3,59	0,867
7	Doel specifiek	22	2	5	3,79	0,675
8	Doel betekenisvol	22	3	5	4,03	0,626
9	Doel rekbaar	22	2	5	3,21	0,774
10	Doel begrijpelijk	22	1	5	3,79	0,940
11	Formulatie projecten uit doel	22	2	5	3,93	0,753
12	Projecten op samenhang gemanaged	22	1	5	3,41	1,181
13	Doel vrijgesteld team	22	1	5	2,62	1,293
16	Team werkt samen op plek	22	2	5	3,10	1,012
17	Goal interdependence 1	22	2	5	3,66	0,897
18	Goal interdependence 2	22	1	5	3,41	0,907
19	Goal interdependence 3	22	2	4	3,31	0,806
20	Goal interdependence 4	22	3	5	3,97	0,626
21	Goal interdependence 5	22	2	5	3,59	0,733
22	Goal interdependence 6	22	2	5	3,90	0,489
23	Één manager verantwoordelijk	22	1	5	3,17	1,071
25	Betrokken bij totstandkoming doel	22	2	5	3,55	1,088
26	Formuleer projecten	22	1	5	3,52	1,243
27	Stuur actief op doel	22	1	5	3,86	0,833
28	Signaleer problemen	22	1	5	3,97	0,906
29	Stuur projecten bij	22	1	5	4,03	0,823
30	Verbind acties en projecten	22	1	5	3,90	0,860
31	Verantwoordelijk projecten	22	2	5	3,76	0,951
32	Verantwoordelijk doelen	22	2	5	3,34	0,857
33	Verantwoordelijk stakeholders	22	2	5	3,72	0,960
34	Communiceer voortgang	22	2	5	4,03	0,823
35	Leadership (transparency) 1	22	2	5	3,59	0,733
36	Leadership (transparency) 2	22	1	5	3,83	0,928
37	Leadership (transparency) 3	22	1	5	3,90	0,860
38	Leadership (transparency) 4	22	1	5	3,59	0,867
39	Leadership (transparency) 5	22	1	5	3,07	0,884
40	Leadership (ethical/moral) 1	22	1	5	3,66	0,769

41	Leadership (ethical/moral) 2	22	1	5	3,76	0,739
42	Leadership (ethical/moral) 3	22	1	5	3,55	0,870
43	Leadership (ethical/moral) 4	22	1	5	3,41	0,867
44	Leadership (balanced processing) 1	22	1	5	3,31	0,891
45	Leadership (balanced processing) 2	22	2	5	3,90	0,618
46	Leadership (balanced processing) 3	22	2	5	3,93	0,704
47	Leadership (self awareness) 1	22	2	5	3,83	0,805
48	Leadership (self awareness) 2	22	2	4	3,28	0,841
49	Leadership (self awareness) 3	22	1	5	3,90	0,817
50	Leadership (self awareness) 4	22	1	5	3,83	0,848
51	Commitment medewerkers	22	2	5	3,86	0,743
52	Commitment stakeholders	22	2	5	3,76	0,689
53	Commitment stuurgroep	22	1	5	3,38	1,015
54	Commitment communiatie	22	2	5	3,62	0,903
55	Goal commitment 1	22	2	5	3,10	0,900
56	Goal commitment 2	22	3	5	4,24	0,511
57	Goal commitment 3	22	3	5	4,10	0,557
58	Goal commitment 4	22	1	4	2,21	0,675
59	Goal commitment 5	22	3	5	4,14	0,639
60	Tevreden uitvoering	22	2	5	3,28	0,841
61a	Succes tijdigheid	22	2	5	3,93	0,704
61b	Succes realisatie doelen	22	3	5	4,28	0,591
61c	Succes gebruik middelen	22	2	4	3,48	0,738
61d	Succes budget	22	2	5	3,34	0,814
61e	Succes projecten	22	2	5	3,76	0,689
61f	Succes haalbaarheid	22	2	5	3,97	0,731
61g	Succes middelen	22	1	5	3,79	0,902
61h	Succes kwaliteit	22	3	5	4,00	0,655
62a	Context tijdigheid	22	1	5	3,52	0,871
62b	Context realisatie doelen	22	1	5	3,97	0,823
62c	Context gebruik middelen	22	1	4	3,41	0,780
62d	Context budget	22	1	5	3,48	0,911
62e	Context projecten	22	2	5	3,93	0,651
62f	Context haalbaarheid	22	1	5	3,93	0,842
62g	Context middelen	22	1	5	3,48	0,911
62h	Context kwaliteit	22	2	5	3,83	0,759

Table 19: Descriptive Statistics