



## **Leadership Requirements for Rapid Implementation of a Global SAP Solution**

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**HATCH™**

Good evening and welcome to this session, regarding:

Leadership requirements for rapid Implementation of a global SAP Solution.

So sit back and relax and hopefully you will find the information that I will share over the next 45 minutes informative and valuable.

It is important to remember that implementing a global SAP solution actually means implementing an **Information System**. Consisting of a global set of people, procedures, information technology and information organized to meet the company goals and objectives. Thus obvious that the SAP application is only a sub-set of what we actually are dealing with.

Further more it is important to keep in mind that by implementing SAP as a solution we are dealing with a combination of **Information System Types** - different users, functions and characteristics. Information system types such as: transaction processing, business information, executive information and decision support system.

Rapid implementation of a global SAP solution requires **strong leadership** to ensure high user satisfaction, fast return on investment, and low total cost of ownership.

My aim tonight is to provide information that will allow you to recognize how leadership at all levels of the project will **promote communication, efficiency, decisiveness, and accountability** -- and enable the project to achieve its goals



## Leadership

### Perception: Leadership is a Management Only Function

### Leadership Requirements for Rapid Implementations

**Global SAP Solution**

**Implementation Costs**

**Roles and Responsibilities**

**Critical Success Factors**

**Leadership**

**Leadership Tools**

**Conclusion**

**Questions**



In discussing: “Leadership requirements for rapid Implementation of a global SAP Solution” the following **topics** will be covered:

Background on Case Study implementation

An analysis of project cost, in order to highlight the percentage spending on people related activities

Project roles and responsibilities, to give an idea of all stakeholders involve

Critical success factors that requires stakeholder leadership

Outline what leadership qualities are required for the identified critical success factors

Leadership tools that are available to identify the correct team to minimize the risk regarding the identified CSF's

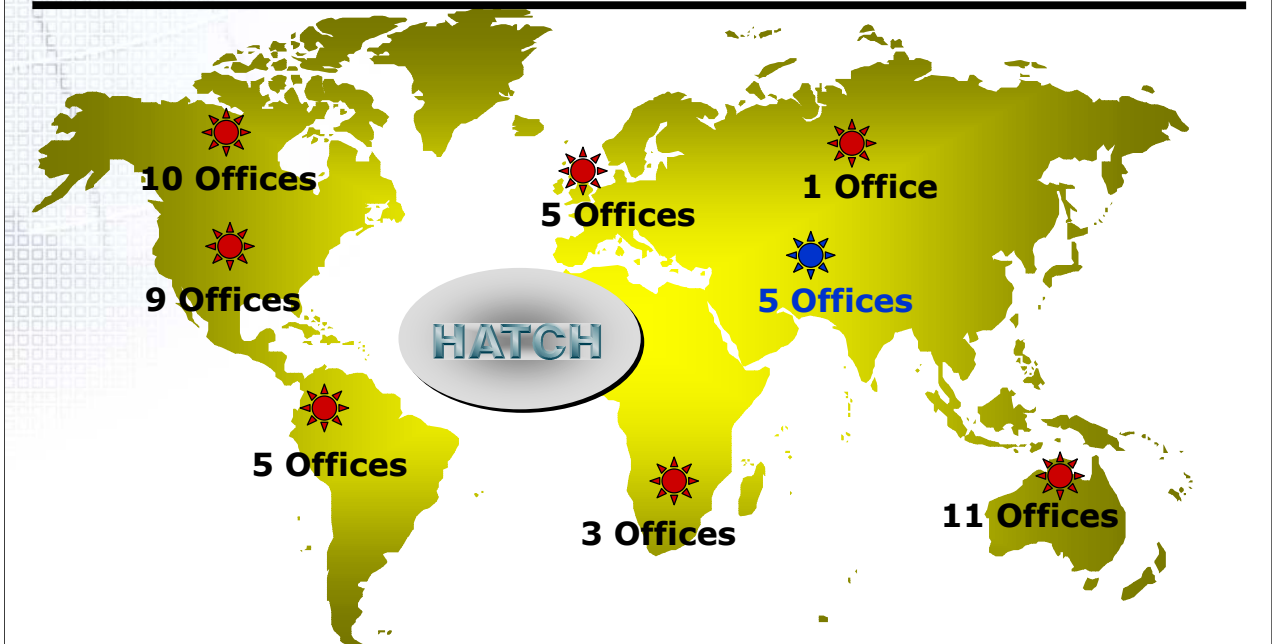
I will conclude

And then allow time for questions



Time Zones / Cultures / Religions / Language / Legislation / Management Styles / Client Requirements

Risk and Importance of Critical Success Factors  
Leadership



**The global implementation that I will use as a case study is:**

Project Navigator

A SAP implementation at Hatch, a Professional Engineering Services company

With Head quarter in Mississauga, Canada

As indicated on the slide show, 49 offices on six continents around the world, the five offices in Asia did not form part of the original roll-out

**About the project:**

Followed a big-bang roll-out approach

Project team was based in Mississauga Canada. Project Managed by myself

Incorporated three different companies and three different systems into a single, centralized system

Project Team representation from America's, South Africa and Australia

Team of 21, consisted of 7 independent consultants, 7 internal consultants and 7 business experts

Completed the implementation in 8 months

Now live for three years

**The challenges experienced and realized included:**

Time zones

Religion, culture, legislation

Language

Management style and diverse business requirements



**Single point of data entry**

**Data processing time**

**Timesheet management**

**Reconciliation of timesheets**

**Effort to reconcile payroll**

**Invoice processing time**

**Inter-company accounting**

**Month-end and year-end processes**

**Error correction time**

**System maintenance and support**

**Reporting**

Based on the overview of the five core components that contributed towards Hatch to investigating the implementation of an Enterprise management System, the following business improvement areas were defined:

Single point of data entry

Reduction in data processing time

Reduction in time spend on timesheet management

Reduction in effort to reconcile timesheets

Reduction of time and effort in reconciling payroll

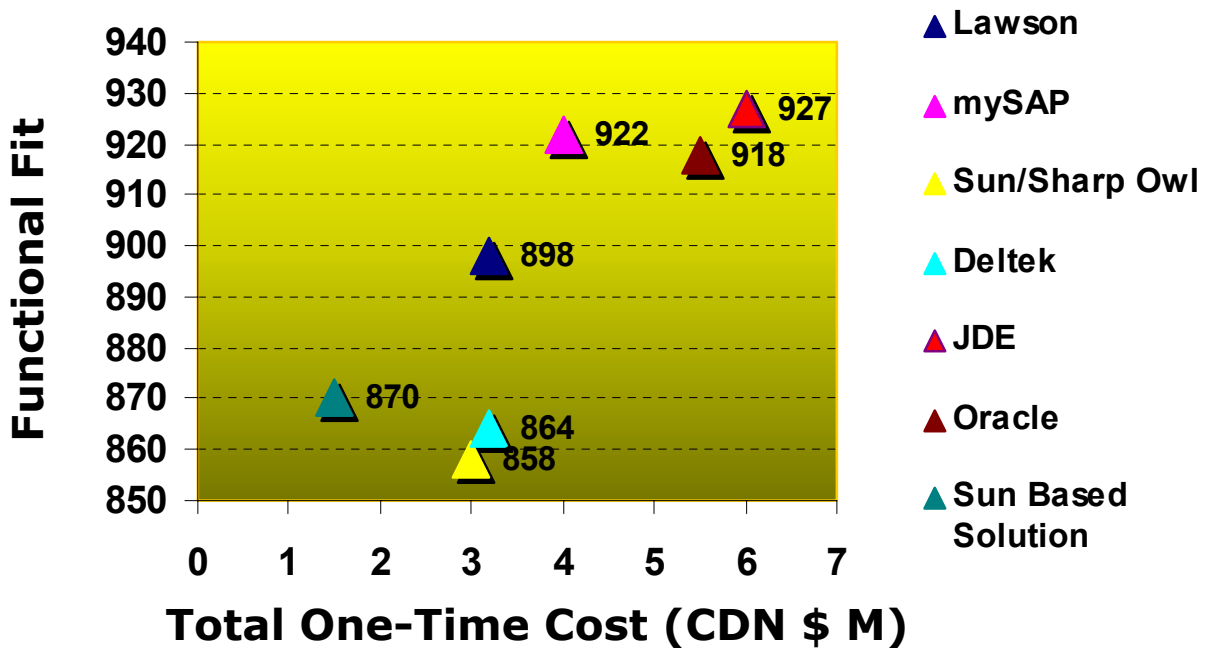
Reduction in invoice processing time

Reduction in effort in performing inter-company accounting

Reduction in time and effort in producing month-end and year-end processes and reporting

Reduce duplicated system administration and support effort

Improve quality of reporting, also having more dynamic reporting available



The the request for proposal that was constructed and send to vendors were designed to provide insight into the following variables:

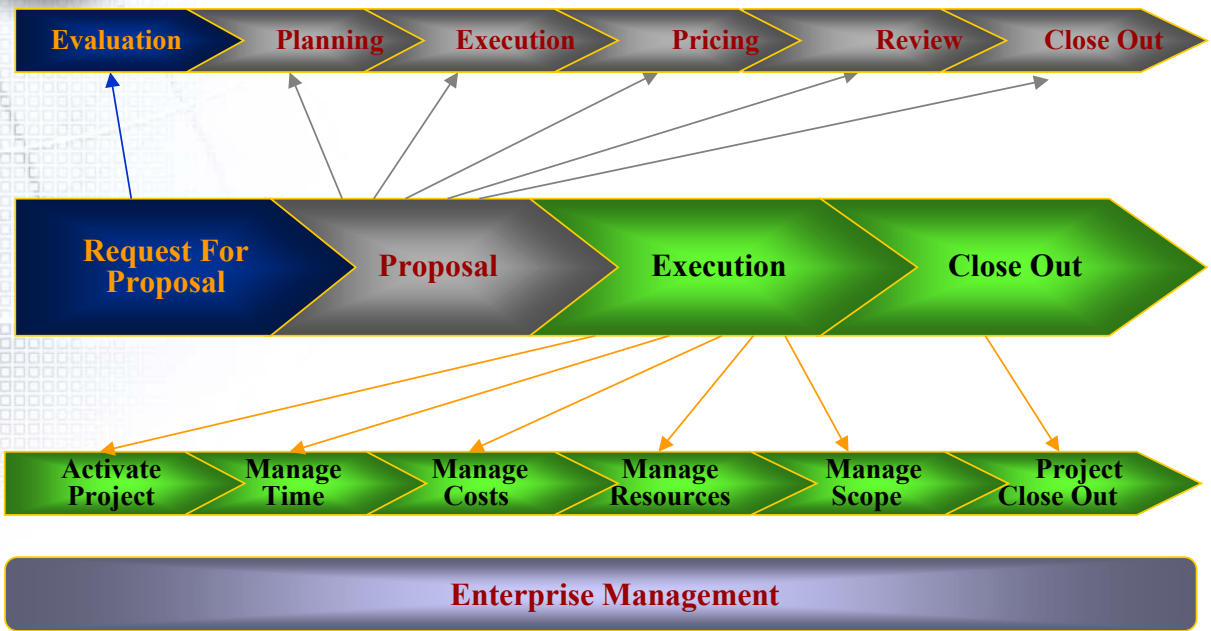
- Vendor stability and support infrastructure
- Business transaction functional fit
- Web-enablement and technical infrastructure requirements
- Total one-time cost

The quantitative value plotted on the graph was calculated by multiplying the weight assigned to the individual variables x the numeric score assigned based on the vendors reply.

As Hatch revenue wise belongs to the traditional enterprise software mid market, they were searching for a product that is less costly and still will be able to support their core business processes.

This in mind Hatch has at first selected Lawson and halfway through the conference room pilot realized that the software cannot satisfy some of the core business requirements. This realization turned their attention to SAP, Oracle and JDE. With a final decision to implement SAP

With the top three products very close to each other the factors that were conclusive includes: Global support and total one time cost.



In doing projects, Hatch is performing the complete process from the request for proposal, proposal, execution of the project to the close-out of the project. This complete process is implemented in SAP.

Apart from the projects business process Hatch also implemented the the business processes that will support management in managing the Enterprise.

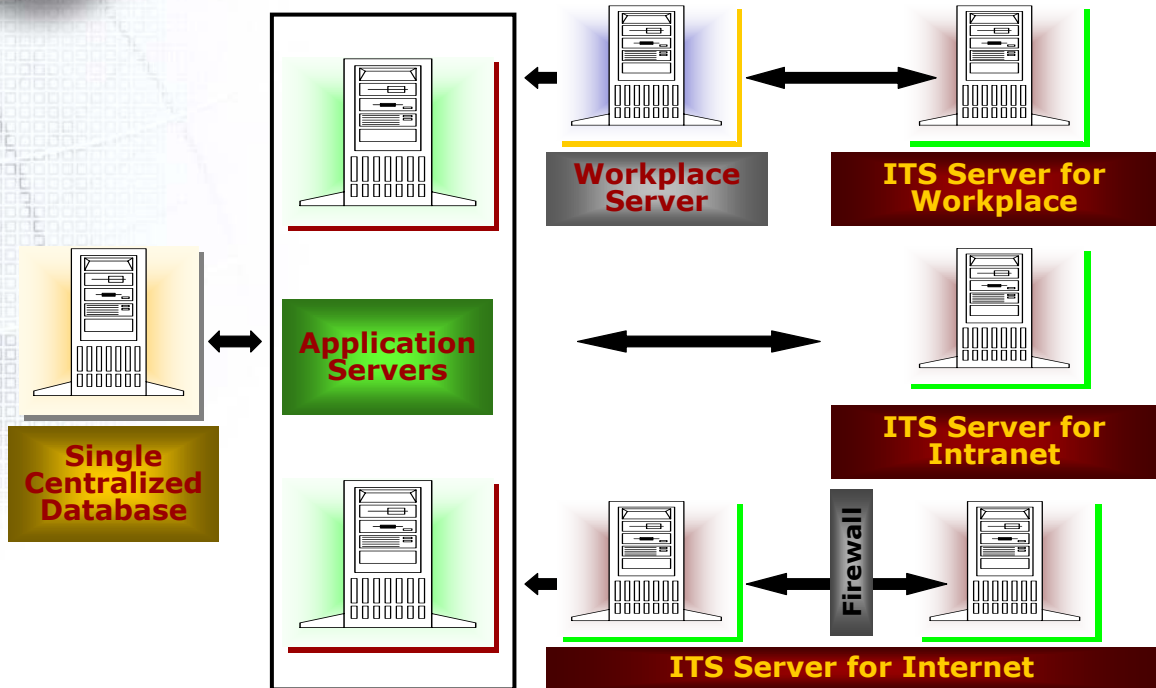
With the focus on projects I want to elaborate on the projects business process.

During the Request for proposal stage Hatch's main focus is on evaluating weather to proceed with the bid or not.

If decided to proceed with the bid process, The Proposal stage will kick-in. In supporting the proposal stage, the project included Planning, execution, pricing, review and close-out of the project.

The scope of the execution stage of the project includes: activation of the project, time management, cost management, resources, management and scope management.

The final stage of the project is close-out

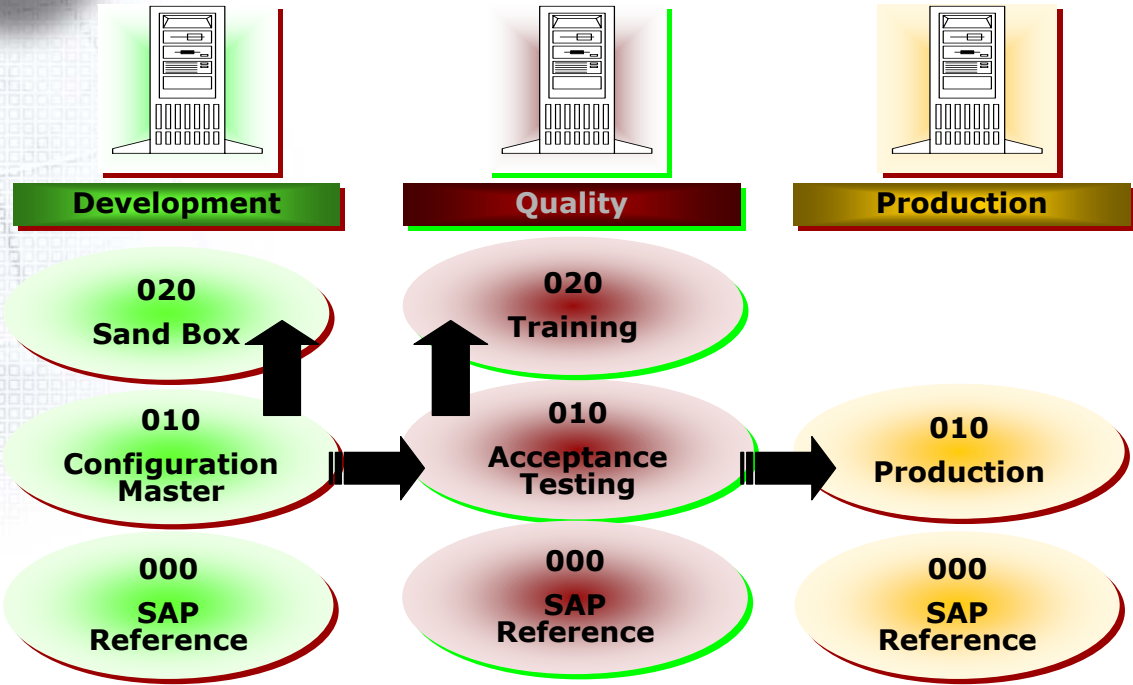


In order to achieve Hatch's business requirements of:

- A Global system with real time information (24 x 7 x 5)
- To integrated business functions
- To phase out the existing regional systems
- To standardized business processes around the world
- To adopt "best practices"
- To limit data exchange between business and system functions

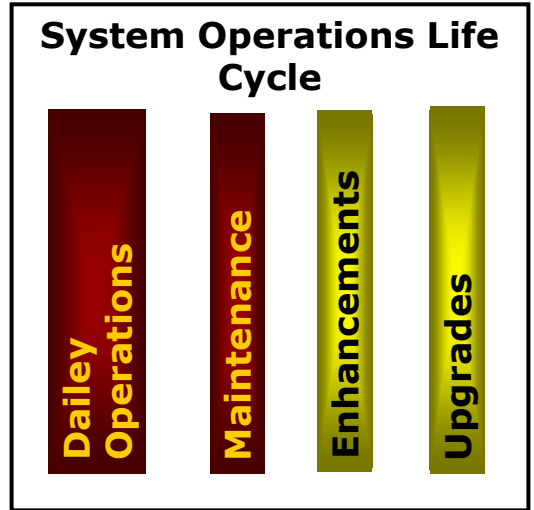
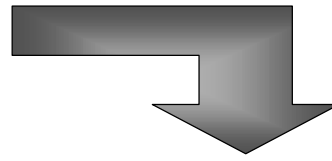
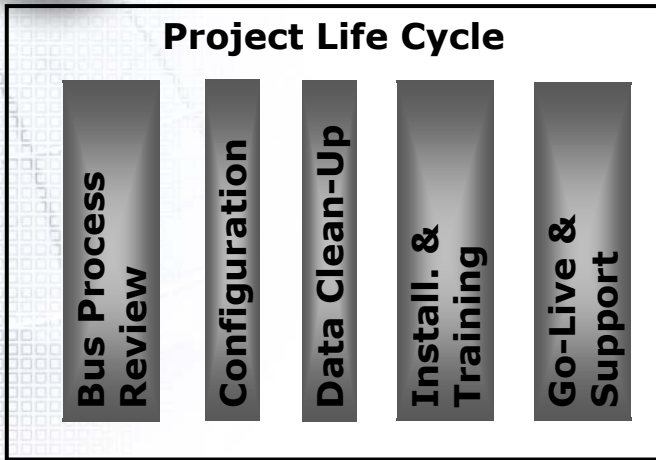
Hatch decided to:

- .Install a Single centralized data base based in Mississauga Canada
- Two centralized application servers to handle the 3000-4000 users
- Due to the nature of the projects business Hatch has made every effort to assist employees to get time into the system and to get project related information out of the system
- Intranet
- Intranet outside of the Hatch Firewall
- Internet (ITS for Workplace)
- Employees can also with the assistance of citrix over the Internet get access to the complete SAP system



Hatch installed a typical three-tier development environment. From a global perspective the management of the sand box client in the Development Environment and the Training client in the Quality environment was of the ut-most importance during the final preparation and go-live phases of the project.

The main reason was to support and having enough updated and refreshed projects to train on in the 24 x 7 x 6 environment.



In making sure that the support infrastructure is sufficient to provide support, the focus was on making a smooth transition from the project environment to the system operations environment



	<b>Duration</b>	<b>Start Date</b>
<b>Preparation Phase</b>	<b>9 days</b>	<b>7/19/01</b>
<b>Business Blueprint Phase</b>	<b>31 days</b>	<b>8/1/01</b>
<b>Realization Phase</b>	<b>79 days</b>	<b>9/4/01</b>
<b>Final Preparation Phase</b>	<b>39 days</b>	<b>1/7/02</b>
<b>Go-live</b>	<b>1 day</b>	<b>3/4/02</b>
<b>Post Impl. Support</b>	<b>20 days</b>	<b>3/4/02</b>
<b>Operations</b>		<b>3/29/02</b>

The project followed the ASAP methodology framework. Above the start dates and durations of each of the ASAP project phases. This was the original project plan, the reality was a bit different.

The project only started : August 20, 2003

And went live on : April 26, 2003

Later in the presentation I will elaborate a bit more on the reason for the 1 month delay at the end of the project.



Company size / Number of offices / Scope / Approach / Experience  
63% People Related Costs  
Leadership

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<b>Consulting Fees</b>	<b>36%</b>
<b>In-house Labour</b>	<b>21%</b>
<b>Training Fees</b>	<b>6%</b>
<b>Software License Fees</b>	<b>20%</b>
<b>Hardware Costs</b>	<b>17%</b>

I have outlined some of the more important lessons learned. You can see lessons learned ranged from the selection process all the way to post go-live.

The one issue that I have not mentioned, but was for me as project manager an real issue, is the commitment of the team members to the project timelines and objectives. Although it sound arrogant, I want to say that unless team members commits, they must move on and need to be replaced by members willing and committed.

At Sapphire 2003 in Orlando I will deliver a presentation on “Leadership requirements for rapid implementation of a global SAP solution”

With a strong focus on leadership characteristics and leadership selection tools.



	<u>Importance</u>	<u>Risk</u>	<u>Old</u>	<u>New</u>
✓ Quick decision making	High			
✓ Support and resource availability	High			
✓ Executive / Stakeholder support	High			
✓ Minimal customization	High			
✓ Strong scope management	High			
✓ Effective communication	High			
✓ Tight management of deliverables	High			
✓ Methodology	Medium			
✓ Navigator team	High			
✓ Ground rules for team interaction	Medium			
✓ Vendor relationship management	Medium			
✓ Effective change management	High			
✓ Project Management	High			

Hatch made a fundamental decision to follow big bang implementation strategy. The big bang implementation strategy allowed Hatch to replace the existing three business systems with a single SAP R/3 4.6c Enterprise Management system.

The decision was driven by:

- a straightforward organisational structure
- decision to minimise the number of interfaces
- to have the new integrated system as quickly as possible
- to implement a 80 percent out of the box system

Risks arising from this decision are:

- the absence of large number of experienced consultants
- burn-out of project resources
- management involvement
- quality of data and data conversion

The same variables that have drive the big bang implementation strategy were managed as critical success factors. The CSF were categorize in terms of the importance and risk to the project and business. On a bi-weekly basis the status of each variable were updated.



Leaders as figure heads  
Leaders as movers of life size chess pieces  
Leaders who speak to the collective imagination of their people

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## Leadership Effectiveness

**Personalist Researchers - Personality Variables**

**Situationist Researchers - Environmental Constraints**

## Outlook of Personalists

**Property:**

**Characteristics - behaviour pattern & personality attributes**

**Process:**

**Drawing on various bases of power, to influence a group**

When asked to speak at the PMI Southern Ontario Chapter, the first topic that came to mind was, I need to share something about leadership. As Project Manager it is my responsibility to act as change agent, addressing the perception, that Leadership is a management function only. Yes and this is what schools are teaching us.

As Information Systems Manager, **my success to date** come from the fact that:

As leader I always try to speak to the collective imagination of my team; and

To focus on the personality variables in my team rather than environmental constraints.

In my selection of and dealing with team members **my focus** is always on their:

Personality and behaviour

In managing my projects, I am always:

Drawing on the various bases of power to influence the team

Those of you who are studying the subject of leadership, and hopefully most of you, because this is what great Project Managers are made off, will realize that **well known authors** such as: John Maxwell, Peter Urs Bender, Stephen Covey, Manfred de Vries, Peter Koestenbaum, Oren Harari and various other have impacted my life and stimulated the leadership passion in me.



Project Structure / Organizational Structure  
All Stakeholders  
Leadership

**Steering group**

**Project manager**

**Project team leaders**

**Functional consultants**

**Technical consultants**

**Key users**

**Shareholders**

**Senior management**

**Executive sponsor**

**Business process owners**

**Business functional experts**

**End Users**

In **identifying the stakeholders**, we need to take into account both:

- The project team structure and
- The organization structure

It is required from each person in the various stakeholder groups **to be committed**:

- To deliver a product
- To influence
- To make a decision

And all of this requires leadership and more important so, **specific qualities of leadership**



People Orientated / Process Orientated / Technology Orientated  
Focus on Process Orientated CSF's  
Leadership

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**Project management**

**Process standardisation**

**Transition**

**Benefit realization**

**Troubleshooting**

**Critical success factors** over the years have been grouped and presented by authors such as Deloitte Consulting (1999) / Pinto & Millet (1999) and others, in terms of:

People orientated

Process orientated and

Technology orientated

To me the **dynamics of leadership** and the change in quality requirements of all stakeholders have become very clear and obvious by following a:

Process orientated approach

As I was also responsible for the maintenance and enhancement of the global SAP system for Hatch, I have realized that due to the short duration of the implementation, the **following factors are becoming more important**:

Project Management

Process Standardization

Transition from the project implementation to system operation life cycle

Benefit realization

Troubleshooting during the both the project and system operation life cycle



## Project Management Project Implementation Life Cycle Multiple Sites / Remote Locations / Time Zones

### Project Manager

**Servant hood – Put others ahead of own agenda**

**Competence – Inspiring team**

**Character – Rally team to common purpose**

**Communication – Simplified messages and seeking response**

**Commitment – Open doors for achievements**

### Project Manager

**Passion – Makes the impossible possible**

**Courage – Make things right not just smoothing it**

**Judgement – Discover the root issues**

**Problem Solving – See the big picture**

As project management is spanning all phases of the project it is important that the Project Manager become aware of his team's needs on a 24 x 7 hour basis and be available to help them. Let's realize it, it is wrong to expect of the Project manager to be mister tough guy or for this matter girl. The project manager is:

**Servant:** In serving both the team and the organizational structure it is important that the project manager put their needs before his own agenda.

**Competence:** In dealing with multi-site / location and different time zones the project manager has the task of inspiring the various teams to deliver the various tasks on time.

The fact that global implementations have multiple sites, remote locations falling in different time zones, requires from the project manager to to show exceptional leadership skills in :

**Communication:** It is important that the project manager act as a link between the project team and the organization in terms of understanding what needs to be communicated and translating the message in a fashion that the organization will understand it.

**Character:** The project will only succeed if the project manager has the ability to rally both the project and the organization to a common purpose. Important if members refuse to participate and accept the challenge they should be replaced.

**Passion:** It is the project managers passion, his/her will that will allow for a successful implementation in a very short time frame, a 8 hour day project manager just does not work in rapid SAP implementations.

I am deeply concerned when I read Job ads for project managers and as requirement it is asking for technical skills, this is a clear indication they requestor does not understand the working of leadership on projects. No the project manager is not there to do the job, he is there to:

**Courage:** The project must be able to seek solutions for the long run and not only as an interim measure.

**Judgement:** Should be able to find the root of problems in order to solve them for the long run.

**Problem solving:** The reason why I am against the project manager with high technical skills in one area is that they do not realize the big picture, this is something that is very important to for successful Rapid SAP implementations.



## Project Management Project Implementation Life Cycle

### Multiple Sites / Remote Locations / Time Zones

#### Project Team Lead

**Responsibility – Get the job done**

**Courage – Inspires commitment from team**

**Judgement – Evaluate for maximum impact**

**Problem Solving – Anticipates problems**

**Self discipline – Challenge excuses**

#### Project Sponsor

**Commitment – Open doors for achievements**

**Vision – Helps to gather resources**

It is the project **team leaders that must have the technical skills** in order to support their various team members. The project leader is a combined role.

**Responsibility:** It is expected of the project team lead to show leadership in getting tasks done within the agreed framework. If the project team lead can and do not want to accept set time frames, please replace, they are a stumbling block.

**Courage:** The project team leads courage to get the job done will inspires the individuals to also deliver.

**Self-discipline:** Very early in the project the project team lead must shows indications that they are willing to challenge their own and their teams excuses. If not they will not be able to deliver on time and with in the agreed time framework.

**Problem solving:** With the high level of technical skills in the specific areas the tem lead should very early and not only during the testing phase anticipates problems, that might lead to an unsuccessful design.

**Judgement:** Once again the project team lead is the most knowledgeable person in his specialty field and should at all time specially during design evaluate the design for maximum impact. Both from a system and business perspective.

From a project management perspective **the project sponsor** is playing the most important role.

**Vision:** It is the vision of the project sponsor that will help gathering project and organization resources that will allow for a rapid implementation.

**Commitment:** The project sponsors commitment to the global project is what will open doors for successful implementations.



## Process Standardization Blueprint Phase of Project

Multiple Countries / Multiple Companies / Multiple Business Units

<p><b>Business Process Owner</b></p> <p><b>Commitment – Open doors for achievements</b></p> <p><b>Courage – Make things right not just smoothing it</b></p>	<p><b>Functional Consultants</b></p> <p><b>Responsibility – Driven by excellence</b></p> <p><b>Competence – Accomplish more than expected</b></p>
<p><b>Business Functional Experts</b></p> <p><b>Initiative – Know what they want</b></p> <p><b>Problem Solving – Anticipates problems</b></p>	<p><b>Key Users</b></p> <p><b>Judgement – Evaluate options for maximum impact</b></p> <p><b>Responsibility – Get the job done</b></p>

In order to in a timely manner during standardization of business processes address the issues of multiple countries, companies and business units, specific leadership skills are mainly required from the following stakeholders:

### Business functional experts

In identifying functional business experts to assist with the standardization process, you want to utilize the time of the people that know what they want and has the ability to anticipate problems that can occur due to standardization or design.

### Business process owners

Secondly you require business process owners that has proven leadership skills in opening doors to achieve success, either through getting access to the correct resources, arrange time to meet with senior management and has the authority to when problems or stumbling blocks occur to straighten it out.

### Key users

From the project team perspective first of all you are looking for key users that have judgement to together with the business functional experts determine the maximum impact of your design and standardization process. You are also looking for for key users willing to take responsibility to get the job done, not looking for PM to drive, but making it their own.

### Functional consultants

The last group from which exceptional leadership skills during this process is required is the functional consultants. During a global implementation you are looking for a consultant who accepts responsibility and through their competence they are willing to work within the agreed financial agreed framework, to do more than what is expected.

This skills is due to the documentation and meeting orientated nature and they accompanied large volume of time of the ut-most importance. Very important to note the large number of leadership skills required but spread over a number of stakeholders.



## Transition Go-live Phase of Project

Multiple Countries / Multiple Sites / Remote Locations / Time Zones

### Senior Management

**Commitment – Open doors for achievements**

**Charisma – Making users and team feel good**

### Business Process Owners

**Commitment – Open doors for achievements**

**Courage – Make things right not just smoothing it**

### End-users

**Competence – Keep improving**

**Initiative – Push themselves to act**

**Self-discipline – Challenge all excuses**

During the **transition phase** referring to go-live and the transition from the implementation project life cycle to the system operations life cycle. First of all I will focus on the organization structure and then the project team.

#### End users

Due to the multi country, site and time zones, that makes training and change management very difficult and costly, you requires exceptional leadership from your end-user community. Leadership in terms of initiative to start using the system, to try and test it and the discipline to challenge all the excuses of why the new system is more difficult or different than the old systems. Further more the competency leadership through improving their their skills and reducing the number of errors that puts the quality of the system in danger.

#### Business Process Owners

As in the previous process, you require your business process owners to show commitment in opening the doors for the change management process to work, but also showing the courage to act when things is not going right. This may mean drastic steps, such as to deal with individuals when they not interested in accepting the new system and put the successful execution of a specific business process in danger. While I am on this topic, I believe it is very important to remember that we deal with a high class product and we have an obligation that when we implement it to show respect and be successful.

#### Senior management

As with the business process owners successful short duration global implementations requires from senior management to be committed and to open doors when there are factors working against a successful transition. Multi-company and multi-system changes during a big-bang roll-out approach, requires senior management to show charisma. Thus to be alongside both the end-users and the project team, to make them feel good.



## Transition Go-live Phase of Project

Multiple Countries / Multiple Sites / Remote Locations / Time Zones

### Project Manager

**Courage – Making things right,  
not smoothing it**

**Listening – Listen to followers**

### Key Users

**Responsibility – Get the job done**

**Problem solving – Handle one  
thing at a time**

### Functional Consultants

**Judgement – Enhance problem  
solving**

**Problem solving – Handle one  
thing at a time**

Again as with the organization the importance of the leadership skills required, start structure wise from the bottom up. Thus: starting with the key users, functional consultants and project manager.

#### Key users

Due to the fact that with the transition from project to the system operation life cycle the key users are the most knowledgeable permanent source of information and understanding. As they are now located and distributed on a more regional basis, required from them is to get the job done in terms of supporting the end-users, ensuring support and correct transaction execution. From a problem solving perspective required from them is to deal with one problem at a time to get the job done.

#### Functional consultants

As the functional consultant was responsible for the system configuration and they will only be involve with support for a very short period of time, it is expected of them to show their enhanced problem solving capabilities by getting to the root of the problems and solve it. Instead of trying to solve multiple problems at a time, it is required from them to solve on problem at a time and bring stability to the system and comfort to the end users.

#### Project manager

During the project transition stage more than ever it is expected of the project manager to be a listener. Listen to both the project and the end user community to the issues, happiness and unhappiness and then shows the courage to act. In order to ensure long term stability of the system the actions should be in correcting and solving issues.



## Benefit Realization Operational Systems Life Cycle Return on Investment

<p><b>Business Management</b></p> <p><b>Initiative – Push themselves and people to act</b></p> <p><b>Security – Don't limit their best people</b></p>	<p><b>Project Sponsor</b></p> <p><b>Responsibility – Driven by excellence</b></p> <p><b>Vision – Meets requirements</b></p> <p><b>Focus – 70% on Strengths</b></p>
<p><b>Business Functional Experts</b></p> <p><b>Judgement – Multiply the opportunities</b></p> <p><b>Passion – Makes the impossible possible</b></p>	<p><b>Key and End Users</b></p> <p><b>Responsibility – Get the job done and go extra mile</b></p> <p><b>Competence – Follow through with excellence</b></p>

The **realization of benefits**, set during the the preparation phase of the project, is not just going to happen during the Operational System Life Cycle. It requires leadership to **drive and realize them**. Furthermore with the project team out of site is now the organization structure that is responsible for this realization.

### Project Sponsor

The responsibility to realize the benefits still lies with the project sponsor and it is his drive to excellence that will ensure realization of the set benefits. The project sponsor have to stay focus on the 70% strengths of the system and not let him intimidate by the things that is going wrong. He needs to keeps his vision in order to meet requirements and objectives.

### Business management

As the system is now in the hands of the business it is the initiative leadership skills of the business manager that will drive themselves and end-users to optimally use the system to ensure benefit realization. The business managers leadership is also required to provide security to to their best people and eliminate people not willing to change and preventing the business to realize the set benefits.

### Business functional experts

This is the one group in the business that single handed can kill a SAP system to function properly or even to be eliminated at the end. Passionate business functional experts will find ways to make the system work to support the business and even more through the accredited judgement will find opportunities to apply the system that will allow for benefit realization.

### Key and end-users

Transaction execution resides with the end user community, from there the responsibility and competency leadership demand to ensure benefit realization. Taking-up the responsibility and going the extra mile to ensure timely transaction execution and data accuracy, will allow for realizing global business benefits.



## Troubleshooting Operational Systems Life Cycle 24 x 7 Support to End-User Community

<p><b>Business Functional Experts</b></p> <p><b>Courage – Inspire commitment from end users</b></p> <p><b>Judgement – Evaluate options for maximum impact</b></p>	<p><b>Key Users</b></p> <p><b>Communication – Show the truth and seek responses</b></p> <p><b>Responsibility – Driven by excellence</b></p>
<p><b>End-users</b></p> <p><b>Competence – Keep on improving</b></p> <p><b>Positive attitude – Will determine their actions</b></p>	<p><b>Support Team</b></p> <p><b>Servant hood – Possesses the confidence to serve</b></p> <p><b>Self Discipline – Stay focussed in results</b></p>

**Trouble shooting during the system** operations life cycle requires leadership from both the user community and the support team that was put in place to support the global environment.

### **End users**

Although troubleshooting sounds if it is only the task from the support team it requires an end-user community with a positive attitude that will allow them to improve their level of the system understanding and ability to do trouble shooting themselves and reduce the support dependant hours to the company.

### **Business functional experts**

On a continuous basis you require business functional experts that is evaluating the system to ensure maximum business impact. Thus their leadership is higher than transactional troubleshooting, but rather evaluation. Their courage in supporting the end in creating an environment where it is possible to have a positive attitude and skills improvement.

### **Key users**

Very high levels of communication is required from the key users, in making sure they translate problems in a fashion that it can be solved by the support team. Their level of responsibility in terms of staying focused in delivering problem solving results are very important.

### **Support Team**

Having master the skills of problem solving, the support team must realize they are there to serve a global user community. In serving this end-user community they must stay focussed on delivering results on a continuous basis. Thus the leadership skills required is not on technical problem solving but rather the manner is which it get done.



All Roles

Love Life – Give People Hope & Share Yourself  
Project and Operational Systems Life Cycle

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## **Project Team**

**Personality Grid**

**Group Development process**

**Superior-subordinate power relationship model**

**Supportive vs. directive behavior leadership model**

The character of the project manager will determine whether he will be able to rally all team members to completing the short duration SAP projects. In order to do this it is important that the project manager as in any other sport, select the correct combinations to bring together the team that will answer the specific SAP implementation dynamics. I want to touch on tools available to help project managers in team selection.

### **Tools ranging from understanding.**

#### **Merrill & Reid's Personality Grid**

As each of the different personality types has different needs, values and motivations and different levels of assertiveness and responsiveness. ANALYTIC / DRIVER / EXPRESSIVE / AMIABLE

#### **Tuchman & Jensen's Group Development Process**

As group development is dynamic, molding an effective team, understanding the different maturity stages, FORMING/ STORMING / NORMING / PERFORMING / ADJOURNING

#### **Manfred, Kets and De Vries.'s Superior-subordinate Power Relationships Model**

In order to understand to what extent the functional consultants, key users and project leaders will be able to perform and complete work independently. Thus whether they require strong leadership or not and whether the project manager having the power to give the leadership support. Leader vs Sub-ordinantes: STRONG GUIDANCE (high/low) / BALANCE (high/high) / SENSE OF DRIFTING (low/low) / SELF MANAGED (low/high)

#### **Pansegrouw's Supportive vs Directive Behaviour Leadership Model**

Just as the project manager must understand the team the team must be aware of the project manager's leadership approach. Directive vs supportive. DELEGATING (low/low) / PARTICIPATING (low/high) / SELLING(high/high) / TELLING (high/low)



## All Roles

### Love Life – Give People Hope & Share Yourself Project and Operational Systems Life Cycle

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#### Organization

**Decision Authority Leadership model**

**Leadership vs. management matrix**

**Strategic vs. personal side Leadership model**

#### **Bonoma / Slevin's Decision Authority Leadership Model**

In order to ensure that decisions get made on time it is important for the project manager to understand where information will come from and who will be making the decisions. The project manager must understand whether the decision makers will be making decisions based on group or individual basis and on high or low volume of input: CONSENSUS (group/high) / SHAREHOLDER (group/low) / CONSULTATIVE (sole/high) / AUTOCRATE (sole/low)

#### **Manfred, Kets and De Vries.'s : Leadership vs Management Matrix**

Just as the project manager must understand the team the team must be aware of the project manager's leadership effectiveness (strategic) vs management efficiencies (operational). VISIONARY (high / low) / STAR (high/high) / DRIFTER (low/low) / BUSY BEE (high/low)

#### **Koestenbaum's Strategic vs Personal Sides of Leadership Model**

From an organizational perspective the team must know where the leadership focus of the project sponsor, senior management and business process owners lies: The personal side of leadership (focus on people -sense of greatness and inspiration) or the strategic side of leadership (mergers, acquisitions, strategic Buyouts). People vs Strategic: DISTINCTION (good/good) lasting results / CYNICISM (poor/good) short term focus / OPPORTUNITIES (good / poor) enthusiasm and frustration / DEATH (poor/poor)



Leadership Goals  
All Roles  
Project and Operational Systems Life Cycle

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**Seek fulfilment**

**Make progress**

**Create results**

I want to conclude in saying that the success of a short duration SAP Global implementation (both the project and operations life cycle) lies in having a stakeholder community that is striving to the following leadership goals outlined by Peter Urs Bender in his book "Leadership from within":

**Seek fulfillment**

It is not about how many projects/ tasks or decisions the team member complete, but it is about how much satisfaction they get out of the projects/ tasks or decisions the team member complete. Yes you need passion for life, for completion, for the product SAP

**Make progress**

Team members needs to be able to set goals themselves, to lead them from where they are to where they and the team should be. They need to have internal motivation, to take responsibility and do things themselves, without being told to do so. Team members with the ability and will to develop a wider range of skills to do more than what they contracted for.

**Create results**

Team members needs to have the right attitude and behavior to complete short duration global SAP implementations. Thus team members should have the ability to make choices in order to cope with the complexities around the project and have the ability to express their intentions on coping with the complexities around short duration global SAP implementations.



## Leadership

Determined by your capacity and will to rally people to a common purpose  
Leaders cannot rise above the limitations of their character

- Global SAP Solution**
- Implementation Costs**
- Roles and Responsibilities**
- Critical Success Factors**
- Leadership**
- Leadership Tools**
- Conclusion**
- Questions**



### **As leaders in the words of Maxwell we must remember:**

our capacity will be determined by our ability to rally people in order to implement SP successfully in a short timeframe

Our leadership capabilities will not rise above our abilities.

### **In this session we have covered:**

Global SAP solution - Hatch and specific characteristics

Implementation costs - The percentage of cost spend on people orientated activities

Roles and responsibilities - All stakeholders should show leadership

Critical success factors

Leadership

Leadership tools

and Concluded

THANK YOU & ANY QUESTIONS