Skills of Successful IT Project Managers: A Study Using the Repertory Grid Technique

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Abstract
Although effective project management is critical to the success of Information Technology (IT) projects, little empirical research has investigated skill requirements for IT Project Managers (PMs). This study addresses this gap by asking nineteen practicing IT PMs to describe the characteristics of both competent and incompetent IT PMs. A semi-structured interview method known as the repertory grid technique is used to elicit these skills. These skills are further sorted into nine skill categories: client management, communication, general management, leadership, personal integrity, planning and control, problem solving, systems development, and team development. Our study complements existing research by providing a richer understanding of several skills which were narrowly defined (e.g., client management, planning and control, and problem solving) and by introducing two new skill categories which had not been previously discussed (e.g., personal integrity and team development). The paper concludes with suggestions for future research.

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