
By

Kardaras Georgios

A THESIS REPORT
Presented to the Project Management Program in the School of Management of City University of Seattle
In Partial Fulfillment of the Requirements
For the Degree of
MASTER OF SCIENCE OF PROJECT MANAGEMENT

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This Master Thesis was elaborated in the frame of the collaboration of the City University of Seattle and the Graduate Technological Education Institute (T.E.I.) of Piraeus to fully implement at TEI of Piraeus Campus the CU’s MS in Project Management Program approved by the Hellenic Ministry of National Education and Religion Affairs as by decision E5/58291 published in the Hellenic Government Gazette (FEK) B/924/5- July-2005.

June 2008
The lack of recognition of change and, also, a lack of a clear, communication and leadership of the project manager in casual dining restaurants because of the unskilled people who involved in the project

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Dedication

To my mother, Aristea,

and to Mr. Pericles

for their help and faithful to me...
The name of the author is Georgios Kardaras and he was born on 26th of June, 1982 in Athens, Greece. He attained his first degree is in Business Administration, of Technological and Educational Institute (T.E.I.) of Chalkis on July, 2005. Also, he had attended three seminars : “Organization and Administration of Modern Enterprises and Relationships between State and Citizens”, “Occupational matters-The Occupational Interview as Criterion of Staff Selection” and “Accountancy and Financial: Current Trends” during his studies in T.E.I. of Chalkis. His dissertation, with the title “Administration problems, concerning Human Resources in Greek enterprises”, constitutes of two parts, the theoretical one and the research one. The research was organized around questionnaires on a sample of fifty-five enterprises and depicts the basic tendencies as appeared in Greek enterprises as regards the field of human resources.

His work experience started on March 2001 in “Telephone Marketing Company S.A.” in the department of sales with duties in banking product sales and customer service. From January 2002 until today he is working in “T.G.I. Friday’s of Kifissia S.A.” to the front of the house as waiter with increase competences including the undertaking of projects. Furthermore, on March 2002 for a period of four months he worked in Technological and Educational Institute of Chalkis in the department of administrative office of school Administration and Economy in the position of student subjects, filing and communication with the students. Finally on November 2004 and for six months period accomplished his practical exercise in “Intracom S.A.” to the Human Resources department with duties in salaries and staff personal data filing.

Now, he is a postgraduate student in Master of Science in Project Management of City University of Seattle with the collaboration of T.E.I Piraeus. In the author’s country
project management is a newly established field, so this program of study will help him very much in his work, because there are no project managers to undertake the projects in casual dining restaurants but only experience employees who have not the required skills in order to implement a successful project and that is the main reason of projects failure. So, after the postgraduate program in Project Management, he expects to acquire the appropriate knowledge which demanded in order to cope successfully to the increased duties of his workplace.
Abstract

In this thesis, the author presents the three main reasons, according to his opinion, that are the basic causes of failure of the projects in casual dining restaurants. The author, having as valuable tools his workplace position, which is one of the most famous casual dining restaurants in Greece, his six years work experience and his knowledge from the projects that he had undertaken, his studies in business administration and in project management and finally in the bibliographical research, tries to find the reasons of project failure in casual dining restaurants. He concludes that due to the lack of open communication channels, effective leadership skills, and efficient change management the projects in dining restaurants have few chances of success. Moreover, we have to mention that the difficulties which the project manager faces with the team members are many such gaps between age, different education level, different language, religion, culture and ethics.

In order to help the research, the author places some questions to understand the purpose of his thesis. The author decides to write this thesis because of the problems he faces in his work. His studies in master of project management help him very much because he accomplished to separate the fundamental problems from the symptoms and finally to understand why the projects fail.

After the aforementioned, it is obvious that the problems are more than one: the problems referred to leadership skills, the effective communication between the project manager and the team members and with the customer in order to deliver a project according to customer’s needs, wants and expectations.

The author examined the existing results of previous projects and make a bibliographical research, having as goal to create a guidebook with basic elements of the subjects of leadership, communication and changes in order to be easy comprehensible and help them who are totally ignorant with the subject but undertake projects in casual dining.
restaurants. The author expects from his thesis to be a useful tool for the project managers who are unskilled in order to choose the most suitable style of leadership, to make an effective communication between them and the team members and between them and the customer, and finally to give them their chance to recognize the change and have their chance to the success.
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Chapter 1 - Introduction

1.1 Nature of the study

Nowadays, casual dining restaurants are the most developing restaurants in Greece. Several new projects are being created in order to allow these restaurants to compete with each other. The need for new projects is being created by the restaurants in their effort to win as many new customers as they can. In this kind of restaurant there are many customers who are called “regulars”, which means that they visit the restaurant very often. Hence, the restaurants are accustomed to make changes in order to ensure that they keep the customer’s interested by changing the appearance of the restaurant and the drink and food menu or by organizing special nights.

The affect of this process is to frequently create projects. Except of the above “small” projects there are more significant projects, like the opening of a new restaurant. These projects are assigned to the employees who have the most experience in their work but they are unskilled in project management and that is the reason why the projects are subject to frequent change and often fail.

The nature of this study is to highlight the importance of leadership and communication, and how both of them must be handled effectively in order to ensure high quality for the customer and reduce the impact of unanticipated changes.

1.2 Needs assessment

Stakeholders for this thesis appear to be the customers, team members, and project managers who undertake projects in casual dining restaurants. The customer is the same person with the upper level management. When a project starts, the upper level management chooses the project manager and assigns him to the project. When the project reaches in its completion the project manager delivers it to the upper level management which functions as customer.
This thesis assumes that the stakeholders who are involved in these projects are unskilled, with an unknown level of education, with up to one year’s experience in casual dining restaurants, and the ages of team members are between eighteen and twenty eight with different language, religion, culture and ethics.

Also, the author has to mention that the reason that the upper level management can not hire an experienced project manager to undertake the projects is that it is very costly and time consuming for the company. The increasing number of projects which are created, due to the high competition and the rapid rhythms of growth do not permit a big amount of budget in each project. Hence, the upper level management has decided to assign the projects to the most experience employees.

This thesis will be a valuable guide for the stakeholders. Through this thesis, the stakeholders will understand how to make things happen correctly and deliver a successful project for their company and for the customers as well.

1.3 Purpose of the study

The purpose of this study is to distinguish the significant skills that the project manager must have in order to recognize a change and manage it effectively, and to give consistent directions concerning the communication and leadership management in order to succeed. Casual dining restaurants, because of their high number of unskilled employees, who undertake the projects, face many problems in the completion of them. This study will show the steps and their elements in order to make the communication effectively between the project manager and customer, and the team members, to indicate the importance of recognizing change and apply the appropriate style of leadership, and, finally, to ensure that the customer’s expectations will be met after the change.
1.4 Employment position

Author’s workplace is a worldwide famous restaurant which operates as a franchise in Greece. It is a casual dining restaurant and fun place which has a mission to function as a spotless restaurant and to serve amazing food and drinks in a really hospitable atmosphere. The vision of the restaurant is to be the first choice of the customers in casual dining restaurants. Because we want a hospitable atmosphere in the restaurant we used to call it “house”. So the restaurant is separated into two areas: The front of house area (FOH) and the back of house area (BOH). The front of house area includes the host, the bar and the service and the back of house area includes the kitchen, the area for the preparation of the foods, the storeroom, and the dish area. The author’s basic work is in the field of services but he is also training in other fields such as hosting, bar tending, and handling the deposits. His position in the restaurant is down at the functional managers’ level, and that is the reason why he has many competences in the restaurant. He is “Coach”, which means that he is responsible for the training and the evaluation of all the employees who are new in the restaurant. He is also responsible for collection of the suitable documents for the employees and their classification, as well as he is in charge of new branches and their staff training.

Furthermore, we have to mention that his position in the restaurant is considered to be one of the most difficult because he is overload with the training of the new staff as well as that all the new employees are commonly of different ages, different levels of education, and different languages and cultures. So he is forced to find out different ways to approach each one of them.

Due to his position in the company it can be said that there are many times that he had to work as project manager because of the small projects he undertook in the restaurant, but in the last year he has the title of “NSO” which means that he is one of the most responsible
employees for the opening of new restaurants. Naturally, that means that he has started to undertake bigger projects.

1.5 Relation to the program of study

Project management is a newly established field in Greece. By participating in the MSc of project management, the author will get the appropriate knowledge and that will be valuable for his work position. The author will tap his skills from his seven-year work experience in casual dining restaurants, and the knowledge that he is getting from the master’s program, to complete successfully the tasks outlined in this study. The lessons that have direct relation with this research are the following:

PM501 (Introduction to project Management) mentioned specific managerial concepts and techniques that are useful in project management.

PM502 (Leadership principles for project management) is one of the most important courses in the master’s program regarding this study. Project managers must integrate resources for the successful completion of defined deliverables through effective leadership. Hence, this course helped the author to learn theoretical approaches about leadership management and how it should be applied according to project management. This course also provides valuable information about the characteristics and factors that leads to success for project managers. It highlights the difference between leading, managing and coaching and the various styles of each one (roles and responsibilities, decision making, personality tapes, influence without authority).

Furthermore, the PM503 course (Project communications management) provides the opportunity to explore and develop the oral and written communication skills which are required in order to implement a project successfully.

Moreover, in PM506 (Managing projects with people and teams) various strategies and their effectiveness for acquiring, placing, maintaining, and training for people assigned to
a project, are examined. Approaches are presented about the difficult task of keeping key team members and placing them in new productive jobs at project closure.

Continuing, in the PM512 (The customer in the project process) indicates that client, customer, and stakeholder satisfaction are the key for a successful project. The use of this course lies in the importance of maintaining the customer’s central role during every phase of a project.

Finally, the PM513 course (Managing project change) is proved exceptionally useful because of the many changes that appear during the projects’ life cycle in casual dining restaurants. This course explains the process of change, highlights the necessity of the flexibility in order to cope the unexpected. In this course we can also learn how to implement damage control in the event that change moves too rapidly.
Chapter 2 – Problem Statement

2.1 Problem Statement

The problem is the lack of recognition of change and, also, a lack of an effective, communication and leadership management in casual dining restaurants because of the unskilled people who involved in the project.

2.1.1 Sub problems. The project manager is the person who interacts with the customer directly and therefore he is in the best position for early identification of customer-initiated changes. That is the first problem that this thesis will present. The project manager does not have the appropriate skills to manage the change effectively and that has as result to surprise the customer with undesirable outcomes. Also, another problem that the author will try to approach is the limited communication between the project manager and the team members concerning the changes and other factors that will have negative impact for the project. The project managers do not emphasize and monitor the management of quality, without particularly ensuring that the level of quality matches to the customer’s expectations.

The last problem that is presented to the project manager is the lack of consistent direction and leadership in the project in order to complete the project in time, cost and performance, the three components that lead to project success.

We have to remind that the main reasons of these problems are the unskilled people who selected from the upper level management to undertake the project.

2.2 Rationale

Change is a crucial part of projects and for that reason change management is an inevitable part of project management. Planning for change by developing appropriate guidelines and processes is very important for a project. The effect of these changes may be positive (opportunity to save money), or they may have negative impact (increase project’s cost without adding value). Either the effect is positive or negative, managing change during
the execution phase of a project is proved an essential part for project success. This is the reason why change management was selected to be an integral factor of the project delivery process.

Change management is very important for many reasons:

- It helps to eliminate customer surprise in any change.
- A proactive disciplined approach to change management is vital to the health of the project.
- Change management process will help to maximize the results of positive change and minimize the consequences of negative change.
- Everyone who works in projects must care about them in order not to fail the project.
- The earlier the team can learn about a potential change the sooner they can react to it.
- Any change to the scope will affect the cost.
- The project manager is responsible for managing change.

Finally, the most essential reason to care about change management is that either project managers or customers want to fail the project.

The second crucial factor for this study is to mention the importance of leadership and communication in a project. Skills development in a restaurant does not refer only to the team but to the project manager too. There are many skills which needed to develop in order to succeed as project manager. Every successful project requires effective leadership management in order to make sure that the project manager can lead of the team and have the total control of the project.

The author believes that one of the most important skills for an effective leadership management and the most sensitive subject in casual dinning restaurants is the effective communication. This problem stems from many different sources including the personal background of the individuals communicating (including language differences and jargon
used by the different professions and individuals with different levels of education). The different perception of individuals can lead to conflict within the organisation and thus to a communication barrier. This is often overlooked during the project and can lead to distortion of information and thus misunderstanding between the project manager, the team members and the customer. Effective communication is not an easy issue. The method, context, structure, language, knowledge and an understanding of the needs of the recipients to whom the information is being transmitted are vital in understanding the importance of communication in the organisation. Effective communication management is important to improve the relation with the customer and the team, to motivate the team and stimulate its morale, and increase its productivity. Without proper and clear communication, no project can completed successfully neither an organization can survive.

2.3 Hypothesis

According to the author’s point of view, the cause of the problem begins from the upper level management which decides to assign the project to the most experience employees but unfortunately without the appropriate skills concerning the project management. Furthermore, because of the many changes which appear during the project the unskilled project managers do not know how to react and manage the change in a way so as to have positive impact. The appearance of change is very common during project’s life cycle, for that reason the ability to react efficiently may make the difference between the failure and the success.
Chapter 3 – Review of Literature

3.1 The areas of research

In this chapter, the author will provide the bibliographical research he did in order to
give a fundamental solution to the chronic problem of casual dining restaurants. His research
was focused in books and articles which were related with casual dining restaurants and
furthermore with communication issues, leadership and changes during projects’ execution.
The analysis of the collected data from the research will achieve two things. The first one is
to help the author to support his hypothesis and the second one is to give the fundamental
solution by presenting how the project manager should recognize and react when he has to
face a change during the project, the importance of making an effective communication plan
and the styles of leadership in order to choose the most suitable for him.

In order to locate to the source of the problem in the field of responsibilities of the
project manager in casual dining restaurants, this research was divided into three sections:

1. The responsibilities of project manager for recognizing and make everyone to
understand the importance of change management in order to keep the quality level to
the customer’s expectations.

2. The appropriate style of leadership of the project manager in order to copes
successfully the project.

3. The importance of creation a correct communication plan so as to have a relationship
based on loyal and trust between the employees and the customer.

The most significant findings of this research so far, analyze each section in order to
find the problems which face the project manager in projects in casual dining restaurants and
to give him the solution so to cope successfully.
3.2 Change Management

We start the review of the literature by recognizing and analyzing the importance of change. The change has been viewed as an undesirable aspect of project management and that is the reason why project managers do not like to confront it. But if project managers want to succeed they have to develop a change management plan and lead the project according to it. Recognizing and analyzing the change as soon as it appears and having already developed a plan, the project manager can respond to change effectively and prevent the project from negative impacts. If the project manager keeps the customer and project team informed when change occurs, change can be endorsed as part of the workplan.

3.2.1 Changes give the opportunity of power. Bellman (2001), mentions that we have to understand the decision makers purpose and viewpoint. Because of this reality, sometimes differences are created between decision makers and they all of them have the impression that they know their workplace better than the others. The success becomes when they say that you get their point and not when you say that. The decision makers have their opinion about how well you understand the organization and their viewpoint. Bellman (2001) continues by supported that when you deal with the decision makers, we do not have to wait but to initiate. He believes that many times we heard conversations with people who are waiting for the team leader to say what he expects from them. If he does not tell them they cannot do it. He also mentions that the decision makers give us a more powerful role, and that is the reason we must not wait for their directions and their guidance but act by our ways. The rhythm of changes in an organization is very fast and sometimes it needed to catch the opportunities which appeared without be afraid to ask what you need to succeed. The author agrees with Bellman’s (2001, pp 94) question, “Why not to make those that make us more powerful”.

Also, Bellman (2001) tries to present how important is to be ourselves when a change is happened. A change, is a change or we congruent or no. We can not choose to make it
when we agree with it. In every change we have to see the opportunity of becoming better, learning more and being more experienced. A change is a challenge for us and that we have to do is to accept it and try to get the most positive impact that we can. Bellman (2001) prompts us to look up the past and previous projects which have succeeded or failed and looking for evidence that our personality helped the change.

3.2.2 The importance of change Management in Project Management. According to CH2MHILL (2001), we found extremely useful data about how the project managers must face the change. As it is mentioned the earlier we recognize and find the source of the change the more effective will be our management. So, we develop a plan, communicate with the stakeholders and implement. The benefits of the immediately perceptions of the change are:

- To enhance customer relationships
- To improve financial performance
- To reduce project delays
- To deal with better project teamwork
- To improve management of project quality.

3.2.3 Sources of change. The sources of change, according to CH2MHILL (2001), are separated in three categories: changes from the project team, from the customer and from an external source.

Changes that are occurred from the project team are:

- Personnel changes, which created by a team member who have to leave the team for a variety of reasons.
- Schedules improvements, which are often, include design or process changes to enhance construction or implementation schedules.

Changes that occurred from the customer are:

- Personnel changes of the customer which are decided during the project.
• Scope creep, when the customer believes that the scope of the project must change.

• Customer discretion, when the customer demands a change.

Changes that occurred from the external sources:

• Availability changes which happened when the materials or labor equipment or other resources are not available.

• Construction or implementation changes happened when during the phase of concretization the costs become higher than they were estimated.

The CH2MHILL (2001) concludes that whatever be the source of the problem, will create additional changes with result to begin the snowball effect. That has as result that project manager will be complicated to analyze the source of the change. So, an immediately approach when a change happened is decisive for the health of the project.

3.2.4 Change management plan. CH2MHILL (2001) prompts during the project plan phase to develop a change management plan in order to express the processes which are going to be followed by the team in case of change. CH2MHILL (2001) determines the fundamental principles that a project manager should apply in order to create an effectual change management plan. We are going to analyze each principle, considering them as a almost certainly solution as regarding the first part of our thesis. The principles which we are going to analyze are the following:

1. Identification of change. All the issues which concern the change of project plan should be identified from all the team members and not only by the project manager.

CH2MHILL (2001, pp176) mentions “it is better to have identified them and discounted them, than to have ignored them and to had address them later. The earlier the team can learn about a potential change, the sooner they can track it and plan for it. The change that causes the most damage is the one that it discovered when it is too late to do anything except to lament that the project team should have known.” It is necessary for the project manager to
make a template for the change management plan and write all the important information of
the change which appeared, like the source of the change and others.

2. Analyze the effects of change. The identification of the change is responsibility of the
project manager and the team. The project manager or a team member who is acquaintance of
the project plan should verify the effects of change, in order to find if the change has impact
in scope, cost or schedule. Knowing the source of the change and using the workplan the
project manager should try to predict in to a range of aspects the effects of the change. We
have to mention that changes during the projects are very crucial, because any change in
scope or schedule will affect to the cost.

3. Develop a response strategy. Having identified the change and analyzed its effect, we
have to develop a strategy in order to face the change. CH2MHILL (2001) suggests to make
some key questions so as to build the response. These questions are:

- What needs to be done?
- Who is going to do it?
- When it is going to be done?
- How much it will cost?
- How much time will it take?
- How will quality be ensured?
- How will the project team continue to exceed the customer’s expectations?
- What be the effects on other project activities?
- How will the project manager involve and communicate with all stakeholders?

If the change becomes from the customer then he should funding the change, otherwise it is very important to determine who will overload the extra cost before the undertaking of the project. In all the situations of change the customer must be informed and the project manager should take his agreement when a change to scope occurs.
4. Communication the strategy and gain endorsement for the change. In this step of change management plan, the project manager should follow a communication process so as to inform all the suitable stakeholders. It is very important to know that when a change has effect to the scope, time, budget and performance we should take account of the customer in the decision. Other smaller changes do not the need the approval of customer.

5. Revise the workplan and monitor the effects of change. In this final step, it is the time to implement our response to the change. During this phase two extra tasks are needed. First, the project manager must be ensured that the new workplan adapted to the change. The second is the monitor of the effects.

All this process is necessary to be documented with the purpose of lessons learned of the company. It is beneficial to the current project to know what happened and how we reacted in previous project when a change happened.

3.2.5 The responsibilities of the project manager for managing the changes.

According to CH2MHILL (2001), the project manager is responsible for managing the change. His duties are to develop the change management plan, to contact with customer and inform him about the changes when it is necessary. Sometimes, he should prepare him for the type of the change so as the customer will not be surprised. Also, he should point out the importance of change management plan to the team. Finally, he must monitor the quality and keep it in the customer’s expectations.

3.2.6 8 steps of successful change. Kotter and Cohen (2002) developed “the eight stages of successful Large –Scale change” in order to indicate why some organizations have been developed more quickly than others. They support that there is an eight actions procedure, which the project manager should follow so as to have a completely successful change plan from the beginning of the change until the incorporate it to the culture of the company. For being easy comprehensible the eight actions for the successful change the
The author made the following table and presents them step by step. Moreover, he records the new mentality we should acquire, which shows what we should do and what not in every step of change.

Table 1

8 steps of successful change

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>New Mentality</th>
<th>What Helps</th>
<th>What Does Not Help</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increase Urgency</td>
<td>We begin the change saying “Let’s go to change things for good!”</td>
<td>Indicate them with evidence the importance of change.</td>
<td>To create a vision and a strategy without creating interest to the team.</td>
</tr>
<tr>
<td>2</td>
<td>Build the guiding team</td>
<td>A group of powerful people enough to guide the change and work together as effective team.</td>
<td>Show trust, teamwork and enthusiasm.</td>
<td>To work with individuals.</td>
</tr>
<tr>
<td>3</td>
<td>Get the vision right</td>
<td>We develop the capable vision and mission for the change.</td>
<td>Place clear vision, bold strategy so as to inspire the team.</td>
<td>The vision to create negative emotions.</td>
</tr>
<tr>
<td>4</td>
<td>Communicate for buy-in</td>
<td>The team starts to understand the change and this is started to be appeared.</td>
<td>Keep communication simple and use new technologies.</td>
<td>To create anger, confusion and distrust.</td>
</tr>
<tr>
<td>5</td>
<td>Empower action</td>
<td>More people take initiatives and obstacles of the vision are removed.</td>
<td>Individuals, with more experience in projects, inspire the others.</td>
<td>To show fear and pessimism.</td>
</tr>
<tr>
<td>6</td>
<td>Create short-term wins</td>
<td>The energy of the team makes them who resist in change to change their minds.</td>
<td>Show the progress of the change notifying the wins</td>
<td>Forget to show the first wins of the team.</td>
</tr>
</tbody>
</table>
Do not let up
People look for more difficult until they complete the vision.
Look for ways to create more challenges and opportunities for the team and indicate the next change.
To celebrate the successful finishing of the change before we finish it.

Make change stick
New Mentality exists despite the habitual behaviour which existed.
Incorporate the change into company by showing the results and help to create a new culture.
To rely on that your success will win a place to the operation of the company without promotes it.

3.2.7 Deal with change. Johnson (1998) tells a story where the characters face unexpected changes but one of them deals with the change successfully and writes his experience so that we can enjoy less stress and more success in our work and in our life. According to Johnson (1998) people resist changing because they are afraid of change. The reason of their fear is because they do not know what to do when the change appears.

Watching the people around us we can find many characters. These characters are represented in the story. There are four characters in the story. Sniff, who sniffs out change early, Scurry, who scurries into action, Hem, who denies and resists change as he fears that it will lead to something worse and Haw, who learns to adapt it in time when he sees that changing can lead to something better. Johnson (1998, pp 4) supports that “Whatever parts of us we choose to use, we all share something in common: a need to find our way in the Maze and succeed in changing times”.

3.2.8 Prompt for improvisation. Leybourne (2006) found some evidence of a move away from structured, project-based techniques, because many times lead to problems. The findings of his study indicate that managers in successful organizations let their employees free to act as they want without force them to follow a specific stereotype. By this way he
wants to indicate a move to flexible work. The result of his study shows that many organizations do not pay attention on equipping employees as part of the change so as to support them to face it. During his study, he found many organizations which have accepted the practice about managing, which means that included the change in the organization. The results of his research show that managers should use some elements in order to apply some of the benefits of improvisational work practices within their own organizations. Table 2 shows that key elements in summary.

Table 2

<table>
<thead>
<tr>
<th>Lessons for managers</th>
<th>Rationale:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key messages:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Relaxation of control:</strong></td>
<td>Improvisation cannot flourish in an environment where employees are hidebound by restrictive policies and procedures. Temporal space also needs to be provided in order that employees can try new ways of achieving organizational tasks and activities.</td>
</tr>
<tr>
<td><strong>Tolerance of non-optimum solutions:</strong></td>
<td>Decision-making within the modern organization is never going to be based on choosing the optimum solution from an infinite number of alternatives. Turbulent and fast-changing environments mean that 'satisfying' decisions, that meet current needs, are more likely to emerge from improvisational working.</td>
</tr>
<tr>
<td><strong>Dismantling of political coalitions:</strong></td>
<td>Much resistance to change is the result of political factions stifling change for their own ends. Open communication and the dilution or removal of political agendas will assist in allowing good improvisational activity to emerge.</td>
</tr>
<tr>
<td><strong>Building commitment and trust:</strong></td>
<td>Managers have to build a culture of trust and commitment, in order that employees fed comfortable trying new ways of achieving, and confident that their efforts are appreciated (both intrinsically and extrinsically).</td>
</tr>
<tr>
<td><strong>Learning from good improvisation:</strong></td>
<td>As successful improvisation occurs, resulting in the creation of ‘emerging best practice’, formal and informal arrangements should exist to capture and codify such routines, in order that they can be shared within the organization.</td>
</tr>
</tbody>
</table>
He also mentions that, some of these elements may not work to all organizations despite of the strict monitor and the not trust to the employees. Another reason that these elements do not work appears when the organization is bureaucratic structured in order to keep the control. These organizations are usually public.

3.2.9 Critical Success Factors. Leppitt (2006) made a research which includes an analysis, which shows the effectiveness of the organizations to the change and also to propose an integrated model. Leppitt (2006) presents in Table 3 the Critical Success Factors (CSFs) as also the weakness of each dimension.

Table 3

Critical Success Factors (CSFs)

<table>
<thead>
<tr>
<th>Change dimension</th>
<th>Description and baseline assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>Understand the context for change and identify the major external and internal factors that impact on the vision and strategy of the business.</td>
</tr>
<tr>
<td>Vision and strategy</td>
<td>Understand the business vision and strategy and how it impacts on change and clearly articulate and prioritize stakeholder interests at portfolio and individual program levels.</td>
</tr>
<tr>
<td>Create consensus and urgency</td>
<td>Ensure the process of stakeholder engagement, definition of roles and responsibilities occurs to ensure common understanding and consensus on the change priorities, build consensus for the change at all levels, leadership and across functions and communicate the factors which mean change has to occur.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Establish clear leadership direction, accountability and sponsorship for the change, ensure the role of sponsorship is clear and that a framework exists to govern change and approve priorities and reprioritization at portfolio and program levels.</td>
</tr>
<tr>
<td>Build capacity</td>
<td>Assess organization readiness and ability to respond to change and put in place strategies for addressing short- and long-term competencies and capabilities through recruitment and retention of permanent resources.</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Plan process and resources</td>
<td>Ensure a robust planning process that ensures clear stakeholder engagement at initiation and addresses resources, gaps in organizational readiness, schedules and the change life cycle allowing room for flexibility.</td>
</tr>
<tr>
<td>Secure resources</td>
<td>Identify key roles and responsibilities and allocate the best resources from external and internal sources.</td>
</tr>
<tr>
<td>Delivery approach and quick win planning</td>
<td>Establish a clear change management structure and use appropriate hard and soft Approaches and identify opportunities for making short-term or incremental steps towards the end goal.</td>
</tr>
<tr>
<td>Quality management, monitoring and metrics</td>
<td>Establish change deliverables and objectives, monitor progress against these and reward achievements and establish a supporting governance and program assurance process for assessing progress at key milestones and identifying and initiating remedial actions.</td>
</tr>
<tr>
<td>Consolidation</td>
<td>Integrate lessons learned and put in place policies, systems and practices for reinforcing financial benefits, but also the delivery of key objectives and ensure lessons learned are incorporated into the corporate knowledge management process.</td>
</tr>
</tbody>
</table>

He mentions that the most important Critical Success Factor is to build and sustain consensus in the organization. This is carrying as lack of partnership with key stakeholders and failure to agree and to support in change subjects and vision in the organization. The second most important Critical Success Factor was identified in dimension of quality management during the monitoring and metrics. In this element, it is expressed that a strict supervision and communication should cause delivery delays. The third Critical Success Factor is the lack of timing between the dimensions of context and vision and strategy. This lack presents as an opportunity for increasing the resources in competing programs. Despite of this lack, the solution could come with better managing.
Finally, Leppitt (2006) in his article mentions that the skills of leaders and change professionals were showed up in the final two Critical Success Factors, where they have to adapt the structure of the organization for the need of change. He continues by saying that this is an exceptional reason to develop our career structures, competencies and development plans. The importance of clear vision for the company and the failure of recognizing this vision make the dimension of leadership the fifth Critical Success Factor for a successful change.

3.3 Leadership

We continue the review of the literature by the styles of leadership of the project manager in order to implement successfully the project. Leadership is very important for the project manager in order to inspire the team to succeed. We will present the different kinds of project manager (leader, manager, facilitator and mentor), the styles of leadership, and the project manager’s skills such as presented at the heart of twenty first century, where leadership is a system thinking process.

Leadership is a process by which one person motivates the thoughts, attitudes, and behaviours of others. Leaders give direction to us, help us to see what lies ahead, help to visualize what we might achieve, and encourage us to accomplish it.

3.3.1 Setting up the team. According to Heller (1998), setting up the team is the first thing that the project manager has to do. He has to take care of the clear purpose so as to be comprehensible from the team, as also to make sure himself that the team has the resources which needs to succeed the purpose. Heller (1998) suggests five steps to set up a team:

- Set the goals. Project manager should establish the problems that the team needs to resolve. The goals must be realistic and can be achieved in the determine deadlines.
- Provide support for the team. It is very difficult for the team to head alone, so if you want to take what you have asked, give to the team the support systems which needs.
• Establish the trust in the team. The trust is the basic element of the teamwork. It is very essential and that the reason that the project manager should encourage the team to take initiative and make its own decisions. New ideas are welcoming and, open communication will help to win the trust.

• Maximize performance. Team members have the responsibility of their work and project manager should motivate them to improve their role in the team. The working partnership will be very beneficial.

• Create a self-manage team. Encourage the people to appear their leadership skills and support the leaders. Do not reject any idea before explain why. Empower them to set their individuals targets and to focus on the customer satisfaction.

From the other hand Heller (1998) believes that taking on an existing team is a small challenge because the project manager should recognize the skills, the strengths and the weakness of the team. It is good for the project manager to make good impression to the team and show his intentions and his strengths.

3.3.2 Project manager as leader, manager, facilitator, and mentor. Flannes and Levin (2001) believe that the project manager should use different “hats” when leading a project. These roles should express the leadership skills of the team. The project manager must emphasize to the people and that is the reason that he is important to adapt different roles during the project. The project leader must clarify the existing situation of the people as behaviour, relationships, and attitudes. In order the project manager to cope these aspects of people Flannes and Levin (2001) suggest the roles of leader, manager, facilitator, and mentor. These four key project manager qualities are mentioned in the below Table 4 such as the key behaviours of each role. All of these roles are required of today’s project manager and operate simultaneously at any point in a project.
Table 4

Leader, Manager, Facilitator, and Mentoring roles for the project manager

<table>
<thead>
<tr>
<th>Roles</th>
<th>Key Behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Leader”</td>
<td>• Conceptualize and articulate the project vision</td>
</tr>
<tr>
<td></td>
<td>• Motivate team members toward the vision</td>
</tr>
<tr>
<td></td>
<td>• Represent team to stakeholders</td>
</tr>
<tr>
<td>“Manager”</td>
<td>• Create project operations structure</td>
</tr>
<tr>
<td></td>
<td>• Track compliance with performance, cost, and time</td>
</tr>
<tr>
<td></td>
<td>• Report status to stakeholders</td>
</tr>
<tr>
<td>“Facilitator”</td>
<td>• Communicate clearly, both verbally and in writing</td>
</tr>
<tr>
<td></td>
<td>• Model and create methods to resolve conflict</td>
</tr>
<tr>
<td></td>
<td>• Empower team members to act with volition and confidence</td>
</tr>
<tr>
<td></td>
<td>• Proactively obtain needed project resources</td>
</tr>
<tr>
<td>“Mentor”</td>
<td>• Model desired team, profession, and organizational behaviours</td>
</tr>
<tr>
<td></td>
<td>• Help team members identify possibilities for problem solving and for career path</td>
</tr>
<tr>
<td></td>
<td>• Display genuine personal interest in team member’s performance and development</td>
</tr>
</tbody>
</table>

According to Flannes and Levin (2001, pp 66) “The most effective project manager is able to wear a number of “hats”, enabling them to address different aspects of project direction.”

An experienced project manager should have the ability and appropriate skills in each of these four roles. The problem is that it is very rare a project manager to have all the skills in each area. The solution of this problem is the project manager to evaluate his strong and weak points of each area. Moreover, he has to find the area where he believes that he is weak and develop a plan in order to improve his weak points and to “play” his role successfully.

Another crucial theme is the required skills of the project manager in order to understand when he must move from one area to another. It is very important to have good
timing because projects need different conformation in different times. So, the four roles that have been mentioned (leader, manager, facilitator, and mentor) are necessary during any project, such as the skill to change role when it required by the circumstance, as it concerns an individual team member, or it concerns the whole team. By this way, project manager is able to achieve great performance in the project.

3.3.3 Tips for the project manager when “critical incident” strikes the project team.

Another important issue concerning the project manager is showed by Flannes and Levin (2001). Sometimes during the project execution a critical incident happens either in the workplace, or outside of work like natural disasters. These events influence the individual team member’s emotions or the whole team job performance. This affects to the time, cost, and performance of the project. The emotions of the team member in such case are sadness, anger, guilt, a surfacing of old grievances, and a loss of job focus. In order to face any traumatic event the project manager should play the role of facilitator. The team acquires many experiences if a case happened. The members can discover their natural reactions to trauma, how it can influence them in their job and what they have to do in order to recovery the trauma.

On the other hand, after the days of a traumatic event, the project manager should expect a reducing in team performance, and he should be careful not to lose the control of the team, drifted by the sensitive emotions, and to become an advisor of the team members. The project manager should be flexible but there are also specialists to do the counselling.

Flannes and Levin (2001) make a checklist with tips for the project managers in order to cope the number of issues and challenges which created by a critical incident or a traumatic event. The checklist of Flannes and Levin (2001, pp369) is:

1. Remember to take care of yourself, this is a demanding period. Maintain normal diet and exercise routines as much as possible.
2. When appropriate, request the aid of internal organization resources, such as the employee assistance program.

3. When appropriate, request the aid of internal organization resources, such as the employee assistance program.

4. Avoid the temptation during the aftermath of the critical incident to "over promise" to team members. You cannot fix everything.

5. Adopt a realistic expectation regarding team members' current ability to perform.

6. Adopt a balanced "yes, and" position with team members, acknowledging that "yes, we have undergone a crisis and we are all upset about its implications, and we still must find a way to focus on the tasks of the project as best we can."

7. Gradually set boundaries and limits with the team that acknowledges the loss and the necessity to stay task focused.

8. Monitor individual work performance, and address possible performance issues by describing the issue and the goal while providing internal and external resources to achieve the desired performance levels.

9. As the aftermath of the critical incident begins to stabilize, determine whether the effect has been sufficiently negative to the progress of the project and whether a project recovery strategy or project recovery manager is required.

Finally, the critical incidents are often random events which can not be predicted and that are the reason that they can not be planned. So, the best thing that project manager have to do is to react creatively to these events, by working with team members and stakeholders in order to exceed them and refocus on project as soon as possible.

3.3.4 Personal Vision. An important subject for the project manager is to create a clear vision for the team. The problem is that many team members do not understand the meaning of the vision. We want to clarify the difference between goals and vision.
Senge (1990, pp 138) mentions “Purpose is similar to a direction, a general heading. Purpose is abstract. Vision is concrete ... Purpose without vision has no sense of appropriate scale.”

Senge (1990) supports that it is easy to clarify the vision and that the challenge appears when we have to face the reality. The reason is because of the people who feel that the vision is unrealistic. On the other hand, that becomes a source of energy. If the vision was the same with reality then there will not be any disposal for creative action. The vision exists because we have to focus again and again on what we want.

3.3.5 Cultural differences. According to Meredith and Mantel (2003), there are many difficulties which created from the different cultures of the people of the team. Some important subjects which show the impact of culture on project management are:

- The different way of life which any people have make them to understand the technology, the institutions, the language and the art different than the others.
- The project environment includes economic, political, legal, and sociotechnical aspects.
- The most usually problems which created on a project concern the time and the staffing of the project.
- One of the most important issues of culture for the environment of the project is the language.

Dealing with cultural differences is an advantage for the success of the project.

3.3.6 “Shifting the Burden”. Systems archetypes are tools for diagnosing the source of the problem and find a fundamental solution and not to deal with the symptoms. Kim (2000) presents the system archetypes. From these archetypes, we are going to present the “Shift the Burden” as it looks in figure 1. This system archetype uses a short-term solution in order to correct a problem, with seemingly positive immediate results. As long as this
correction is used more and more, so much the long-term correct solutions are used less and less. This has the result to give a symptomatic solution, so the problem symptom will be appearing again in the future until we find a fundamental solution.

Figure 1. “Shifting the Burden”

When the “Shifting the Burden” archetype operates in order to give a fundamental solution and not a symptomatic.

3.3.7 The new leadership competencies. Scholtes (1998) mentions the new competencies of the leader. These new competencies created because he believes that the previous structures of the organizations (figure 2) belong to the past. He, also, believes that these new competencies are based in different ways of people’s behaviour and of function an organization. Moreover he emphasises that the leader must act by thinking of the whole system (figure 3). He reports that “Systems Thinking” is the heart of the twenty-first century leadership.
Following, we are going to present and explain these new competencies by this new behaviour which Scholtes (1998) believes.

1. The ability to think in terms of systems and knowing how to lead systems. We are used to work in a different structure of organization, but now we have to think the whole system when we are going to act.
2. The ability to understand the variability of work in planning and problem solving.

Project manager should gather and analyze data in order to know the kind of variation he is going to deal with. The results will show him if the problem becomes from a common variation, then he should change the system process or the method he uses, or if the problem becomes from a specific cause, the project manager should try to find the source of the problem and remove it.

3. Understanding how we learn, develop, and improve and leading true learning and improvement. This new competency based on “The Shewhart cycle” which developed by Deming. The Plan Do Study Act (PDSA) cycle (figure 4) is a never-ending cycle of learning and improvement. PDSA cycle could be used either in long-term goals, or in short-term goals. To follow this cycle, is not a guarantee that everything will go well but it is a tool to learn from things which gone wrong.
4. Understanding people and why they behave as they do. Project managers believe that people are the most important factor of the project. Actually, their acts, their relationships and their leadership behaviour are opposite of their theoretical behaviour. They should make reality their theoretical sensitive about their people.

5. Understanding the interdependence and interaction between systems, variation, learning, and human behaviour. Knowing how each affects the others. After we have explored the four areas it is very important to understand how much and what impact has every area to the other.
6. Giving vision, meaning, direction, and focus to the organization. It is essential to know all the parameters of the organization we work such as the purpose and the expectations of our job.

3.3.8 Searching the fundamental solution. Scholtes (1998) in his book present a Japanese technique which helps us to find the source of a problem in a system. It is very important for a leader to give fundamentals solutions to the problems and not to delay by finding solutions for the symptoms of the problems.

The technique we have to use in order to find the source of the problem is to ask the question “Why?” as many times as it needed until to get at the systematic cause of the problem. So when a problem occurs we have to ask “Why?” in every answer of the previous question until can not answer the question. This technique gives us the chance to give fundamentals solutions and symptomatic solutions. The profit of this method is that we find the real problem and we do not delay by giving the opportunity to the problem to be appeared again and again.

3.3.9 Characteristics of an effective project leader. Leadership is just one important component of the directing function. A manager can not just be a leader, he also needs formal authority to be effective. In order to be an effective project leader we should have some competencies. Pinto and Trailer (1998, pp 3-6) mentions that “Project managers must be skilful at sharing power and have the ability to stand between conflicting groups and gain the acceptance of both without being absorbed by either.” They explain their words by presenting five related competencies which project managers should have in order to be effective leaders. Following we are going to present and explain the five competencies which Pinto and Trailer have mention.

1. Credibility: it is a significant asset to a project manager to have the specialized technical education that is relevant to the current project.
2. Creative Problem-Solver: which means that project manager should improvise a solution without go by the book.

3. Tolerance for Ambiguity: is a characteristic that requires a high degree of cognitive complexity and maturity.

4. Flexible Management Style: is a characteristic which project manager must be able to change the management style depending on the case which he faces.

5. Effective Communications Skills: an effective project leader must have the competency to be competent in receiving, processing, and transmitting complex messages to and from stakeholders

Despite that modern projects have become more complex, it is very important for the project manager to develop their skills to project management in order to cope to the challenges of the project. Pinto and Trailer (1998) found in their research the three areas of skills that required for the project management. These three areas are: leadership /interpersonal, technical and administrative.

Effective project managers should understand the purpose of their work, their tools, the people and the organization. The days which project manager was technical expert are gone. We are going to present the results of their research in these three areas which includes a whole range of skills and abilities. Some of them are:

Leadership skill components which are: motivating people, managing conflict, eliciting commitment and assisting in problem solving.

Technical skills components which are: ability to manage the technology, communicating with technical personnel, integrating technical, business, and human objectives, unifying the technical team.

The administrative skills components which are: planning and organizing multifunctional programs, scheduling multidisciplinary activities, delegating effectively,
communication effectively, orally and written.

Finally, Pinto and Trailer (1998, pp 49) support about this subject that “the project manager must be a social architect... he must understand how the organization works and how to work with the organization.”

3.3.10 Leadership styles. Except the critical skills that the project managers need to succeed, there are different leadership styles. Pinto and Trailer (1998) use the Bonoma/Slevin leadership model (figure 5) to categorize them as following:

*Figure 5. The Bonoma/Slevin leadership model*
• Autocrat (100,0). This category presents the project managers, who ask for little or no information from the project’s team members and make managerial decisions by themselves.

• Consultative Autocrat (100,100). In this leadership style, the required information input is drawing from the team members but the project manager keeps the finally decision-making authority to himself.

• Consensus Manager (0,100). In this category belongs the project manager who opens the problem to the team for discussion and prompts them to make the appropriate decision.

• Shareholder Manager (0,0). In this category, the project manager has not any substance. So, little or no information input and extracted from the team members, while the team has the authority for the final decision making.

These four categories are considered to the follow three leadership and managerial decision styles:

• Democratic or Participative Leadership which include the autocrat manager and the consultative autocrat manager.

• Laissez- Faire Leadership includes the consensus manager.

• Autocratic Leadership contains the shareholder manager.

3.3.11 Project managers of twenty-first century. According to Kerzner (2003) the essential skills which a project manager needed in the past are different from those which needed in twenty-first century. In the past the role of the project managers was taken only by technical experts with the excuse that they must be acquaintances in order to take the technical decisions. After many years, the organizations change their structure and the projects become bigger and more complex so the project manager needed to have more and different skills than before. This has the result, the technical experts to become line managers.
Kerzner (2003) mentions that the required skills needed the project managers in twenty-first century are: knowledge of the business, risk management, integration skills.

He also mentions that the critical skill is risk management that the project manager should have is knowledge of the business. Concluding, some people believe that despite of the increased risks and unknown factors during a project, the project manager of the future should be an expert in damage control.

Finally, the picture of the ideal leadership is impressed in the following figure 6.

Figure 6. The meaning of leadership

3.3.12 The leadership in restaurants. Cishy, Sciarini and Patton (1992) in their article made a research to 100 largest food service organizations. The surveys are addressed in an interesting sample of commercial food service industry leaders. We are going to give
attention in to two crucial subjects: the key for effective leadership, and the importance of four foundations of leadership.

The results of the key for effective leadership style of participants are mentioned by the level of importance are:

- Develop a vision
- Trust your subordinates
- Encourage risk
- Simplify
- Keep your cool
- Invite dissent

As it concerns the four foundations of leadership which are the communication, the vision, the perseverance and the trust, the participants were asked to indicate the importance of foundations by ranking them from 1 to 4. The results are presented in the table 5.

Table 5

<table>
<thead>
<tr>
<th>Foundations of leadership</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>1</td>
</tr>
<tr>
<td>Vision</td>
<td>2</td>
</tr>
<tr>
<td>Communication</td>
<td>3</td>
</tr>
<tr>
<td>Perseverance</td>
<td>4</td>
</tr>
</tbody>
</table>

Finally, Cishy, Sciarini and Patton (1992, pp52) believe “foodservice organizations should strive to develop curricula and training programs that allow for the teaching and
modelling of leadership behaviours, and that mentoring relationships are important to reinforce those qualities”.

3.3.13 The importance of ethics. Mills (2005) mentions the role of ethics in leadership. The danger that leadership will be immoral is why ethics are so important to people. Good leadership should not be adversely to the right and fair ethics of a person. Only if a leader has ethical values can be sure that his leadership qualities will not create hesitates, problems, conflicts to the team and stakeholders.

3.3.14 The need for passion. Lewis (2000) gives emphasis to how important is to have passion when you motivate your people. The lower-level needs are goals which can be succeeded easily but when they are succeeded they do not drive a person longer. The higher needs such as recognition, self system, and purpose are virtually insatiable. The problem is that the people rarely get enough of these but these needs are which increase the self-confidence, the passion and the great performance of the people either the project is not excited. The passion increases the motivation, the confidence of the team and the importance of project.

Vance Packard said “Leadership is the art of getting people to want to do something you are convinced should be done”.

3.4 Communication

We are going to close the literature research by reporting our sources which are related with the communication. In this part of research we are going to mention the importance of communication between the team members and the customer during the project life cycle. Also, we are going to show the advantages of making a communication plan, and describe valuable the tools of communication. Effective communication is one of the crucial factors of leadership because is the tool which characterize our relationships.
3.4.1 The art of communication. Project Management Institute (2004, pp 221) mentions that “Project Communications Management is the Knowledge Area that employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The Project Communications Management processes provide critical links among people and information that are necessary for successful communications.”

Moreover, it describes the processes which are included in the Project Communications Management. According to Project Management Institute (2004) we are going to mention and describe them:

- Communication Planning: Determining the information and communications needs of the project stakeholders.
- Information Distribution: Making needed information available to project stakeholders in a timely manner.
- Performance Reporting: Collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting.
- Manage Stakeholders: Managing communications to satisfy the requirements of and resolve issues with project stakeholders.

These processes are realized by one or more persons proportionally the needs of the project. It is very important to mention that these processes are connected with each other and with others areas, and that means that every change in one process has impact to the other.

3.4.2 The skills of communication. Except from the processes of Project Communications Management there are some skills which are needed from the project manager in order to achieve an effective communication. According to the Project Management Institute (2004) these skills are the following:

- Sender-receiver models. Feedback loops and barriers communication.
• Choice of media. When to communicate in writing versus orally, when to write an informal memo versus a formal report, and when to communicate face-to-face versus e-mail. The media chosen for communication activities will depend upon situation.

• Writing style. Active versus passive voice, sentence structure, and word choice.

• Presentation techniques. Body language and design of visual aids.

• Meeting management techniques. Preparing an agenda and dealing conflict.

The communication is a very sensitive subject because it is very easy to create conflicts, misunderstandings, wrong acceptances due to different languages, error offences and different cultures.

3.4.3 The needs of communication. Verzuh (2005) mentions the factors that the project team members should take into consideration in order to take clear directions.

• Responsibility. Every team member needs to know which his responsibilities in the project are.

• Coordination. We know that the most of the tasks of a project are connected each other. So the works of the team members allied. Coordination needed to work together effectively.

• Status. The team members should identify and correct the problems which will appear while they try to succeed their goals. So, they have to be on the status of schedule of project.

• Authorization. Team members need to be acquaintance of the areas which customers, sponsors and management make decisions which are related to the project and its business environment. The reason of this need is to keep all these project decisions synchronized.

3.4.4 Giving clear directions. One of the most important things in communication is the project managers to give clear directions to the team members. Every work package of the
project relies on others and has timelines and deliverables. We already mentioned the skills and the needs of communication. Now, according to Verzuh (2005), when the project manager assigned a task to a team member, he must give him clear directions as following:

- Explain the deliverables. Give clear directions about what the team member is going to deliver and mention all the specifications of the task.
- Be clear about the level of effort expected and the due dates. The network diagram helps to explain how the task fit into the project.
- Set them up. Be sure that informing them about any obstacle they can expect, or any information they will need and you know.
- The better you prepare them, the better they will perform. Give them the task assignments personally with plenty of time for questions and discussion. This time will change in performance.

Giving clear directions is not very difficult, but it is crucial for the project performance the team members to know what exactly the project manager expects from them to deliver.

3.4.5 Oral communication. It is very easy to understand that oral communication is a significant part of project manager’s profile. The reason is that it is the first approach of people in order to communicate. Oral communication is a tool in order to communicate in meetings, to negotiate, to resolve conflicts, to empower our team to build relationships, to express our emotions, to share information and explain to others our personal view. In order to have communication, both listening and speaking are necessary.

As it concerns the speaking area, we are going to present the 15 habits which presented from O’ Rourke IV (2004), and will help us to improve our speech. This will have the result to increase the effectiveness of our speech, so the project manager would be easy comprehensible. The 15 ideas are:
• Develop a strategy.
• Get to know your audience.
• Determine your reason for speaking.
• Learn what you can about the occasion for your talk.
• Know what make people listen.
• Understand the questions listeners bring to any listening situation.
• Recognize common obstacles to successful communication.
• Support your ideas with credible evidence.
• Organize your thoughts.
• Keep your audience interested.
• Select a delivery approach.
• Develop your visual support.
• Rehearse your speech.
• Develop confidence in your message and in yourself.
• Deliver your message.

As we already mentioned, listening, presenting, and persuading are the skills which are needed for an effective communication. Also, we should combine the use of oral communication and listening skills. Smith (2007) mentions how to combine them.

• Stop talking.
• Engage in one conversation at a time.
• Empathize with the person speaking.
• Do not interrupt.
• Show interest.
• Concentrate on what is being said.
• Do not jump to conclusions.
• Control your anger.
• React to ideas, not to the speaker.
• Listen for what is not said, ask questions.
• Share the responsibility for communication.

The reason why we give so much emphasis in the area of listening is because the project managers spend more of the half business hours to listen the stakeholders. Most of the people are not 100% efficient in listening but only 25% of them accomplish it effectively. In order to listen and understand exactly what is being said the project manager must develop these skills.

Frank (2004, pp 1) in his article mentions that “we hear only half of what is said to us, understand only half of that, believe only half of that, and remember only half of that.”

Effective communication helps stakeholders and much more the team to build trust and respect, foster learning and accomplish goals. Communication helps the team to share the vision, the duties and most important to make comprehensible the change in the project such as to make decisions.

3.4.6 Communications methods. There are many ways to communicate with the stakeholders, either formally or informally. Depending which is the situation we can use the following as Heller (1998) mentions:

• Casual conversations between colleagues which create an informal communication.
• Traditional methods of communication as paper memos, letters, reports, faxes and telephone calls.
• Electronic methods such as e-mail and intranet.

Finally, we have to mention that these methods in no situation can replace the meetings, but can be used additionally to them like auxiliary tools.
3.4.7 Developing a communication plan. A communication plan is an essential tool for any project or task and provides the information which shared with the appropriate stakeholders. Project manager is responsible for developing the communication plan and the reason of developing it, is to determine the purpose of communication, the responsibilities of the stakeholders, the communication channels, the frequency, the medium and the format of communication between the stakeholders. The communication plan must be developed at the beginning of the project.

In order to develop the communication plan we should answer the following questions:

- Why? Stakeholder communication requirements and purposes.
- What? Information to be communicated.
- How? Methods or technology to be used.
- When? Methods or technology to be used Frequency or schedule (time frame) of the communication.
- By whom? Persons responsible for collecting information preparation of the content and distribution.

The process of developing an effective communication plan includes the following four steps:

1. Understand the purpose, scope, and intent of the project or activity.
2. Develop the communication plan based on the 6 simple rules of communication:
3. Implement the communication plan, it is an action document.
4. Evaluate the communication plan during and the completion of the project.
Chapter 4 – Methodologies and Procedures Used in the Study

4.1 Description

In this chapter, we are going to present the methodology we used, so as to provide support to our hypothesis, to show the results of our research and close with our conclusions and recommendations. Moreover, we are going to present how exactly we gathered data, analyzed and interpreted them. At the end, the author through his research will make his recommendations about the problem statement. Starting the methodology of our work, we have to wonder what data we need in order to support our hypothesis, where we can find them, how they can be generated and finally to select a research design that help us get the data we need. Furthermore, we have to collect the data which we are going to use so as to justify our conclusions and recommendations. Hence, in order to confirm the author’s hypothesis we decide to use some tools such as interviews and documentation, as it concerns the projects, and finally to cover the other parts of his thesis by making extensive research in books and articles.

Before we start to analyze the methodology, the author and the supervisor of the thesis, after frequent official meetings, had decided that the thesis would be based on qualitative research and the research design which they would use was the case study. The following description of methodology process is in chronological order.

Using the case study analysis the author collects plethora of data concerning the program or events on which the study is focused and also exploits details regarding the case. We have to mention that the main purpose of this qualitative research is to collect as many data as possible of theories, opinions and documentation from previous projects. Starting the preliminary process, we have to point that the author took interview of the directors of the three most popular casual dinning restaurants in Greece, so as to confirm his hypothesis about the unskilled employees who take the role of project manager and lead the projects to failure.
Another important source is the documentation of previous projects, but the author has access only in the projects that took place in his workplace. After the interviews and the collection of data, many unofficial discussions followed about how this effort could be developed.

Continuing, to the phase of data analysis, we identified all the details of the case. After that, we categorized the data to subjects and then we deduced the instances. In our case study there are three different instances. The first instance is the ineffective communication, the second is the deficient leadership and the third is the lack of change recognition by the project manager. After finishing the analysis of the data, and making a bibliographic research we are able to synthesize and generalize them so as to refer to all the projects in casual dinning restaurants. Supported of the elements that the author found, he wrote a proposal where he mentioned a part of his research so as to take the approval from the university. Furthermore, after the approval of City University of Seattle, the author with the collaboration of his supervisor manage and plan the final thesis by making additions in individual points, upgrade the literature and organize the results and the recommendations. At the final phase of the case study, we can start the writing of the final thesis. We start this thesis with the rationale for studying the case and then we continue by detailed descriptions of the facts which are related to the case in order to connect them with our hypothesis. Moreover, we describe separate the data that we collected and then we discuss the disadvantages and the problems which were created by the current situation so as to conclude that ineffective communication, deficient leadership and lack of change recognition can lead the project to failure. Next, we connect the instances to a lager subject of things which we have generalized as reasons of projects failure in the casual dinning restaurants by using the bibliographical research and we conclude by mentioning our recommendations about how to use communication, leadership and the recognition of change to implement a project successfully. Our recommendations of this thesis have the aim to create a basic guidebook for the project managers who have the
appropriate knowledge of project management although they are assigned to projects in casual dinning restaurants. Following the aforementioned methodology process, this thesis will indicate the steps for a successful leadership, an effective communication between the stakeholders and the importance of the direct and competent reaction of project manager by keeping the quality of customer’s expectations in case of any change.

The particularity of this thesis is that the author does not want to deepen very much, so as his conclusions and recommendations to be easy understandable for everyone who works in casual dinning restaurant.

4.2 Case analysis

The project which came up from the customer is the opening of a franchise casual dinning restaurant with American music, delicious food, amazing drinks and incredible desserts. The customer wants to open the restaurant in Thessaloniki and specifically in Aristotelous square which is the central square of Thessaloniki. The restaurant will be the second in that city but it will be created in a long distance from the other in order not to take the customers of the other. In this area there is no other restaurant to correspond to customers who want to relax in a funny place with funny waiters/waitresses and lounge music. The other restaurants which are in this area are luxury and Greek taverns. So, we are going to make a restaurant to cover the gap between the luxury category and Greek taverns. The reason why the customer is going to make such a big restaurant is because he wants to have a leading place in the casual dining restaurants. The name of the restaurant is T.G.I. Friday’s which is a worldwide franchise restaurant and will be the seventh restaurant in Greece of Carlson Restaurants Worldwide Inc. (CRW).

The restaurant will seat one hundred and fifty guests and the number of the employees who will work in is measured about to fifty. According to the time schedule the restaurant is estimated to finish in four months and it will cost about 600.000€. It will be separated in 7
The mission of T.G.I. Friday’s is to function spotless restaurants and to serve amazing foods and drinks in a really hospitable atmosphere. A fundamental issue that Friday wants to achieve is to create a clean restaurant in order not to have any health problem. That is the reason they want to have great performance. Its purpose is to satisfy and to anticipate the requirements of its guests. The taste of the food will be Mexican and American style, and they are going to have the biggest variety of drinks and cocktails (with or without alcohol) comparably the other restaurants in Greece. Finally, in order to have a casual style and a funny place for the customer, they are going to create a really hospitable atmosphere. They do not want to have customers but guests. The vision of the restaurant is to be the first choice of the guests in casual dinning restaurants. Another reason that they want to keep the quality high is because the prices will be higher at regard with Greek taverns. Moreover, it is broadly alleged that many students live in Thessaloniki, so the restaurant has to be competitive considering the offering quality, so as the quests to be completely satisfied and to become daily costumers. Only by the high quality and the standards which have been planned to be applied, the company will achieve the vision. In order to implement a successful project the outcome of it must be according to customer’s needs, wants and expectations.

4.2.1 Assumptions. There are some assumptions in our case that we will present at this part of the methodology analysis. The first is about the search of the appropriate area where the restaurant will be placed, which has been completed by the marketing department. Another assumption is that the same department has found the building for the restaurant. Finally, the plant department has finished all the agreement process for the building, between the owner and the company. We also have to mention that the building is not ready yet, it needs reconstruction in order to cover the functional needs.
4.2.2 The characteristics of the project team. The members of the project team should be selected from the upper level management, among the most experienced employees of the eight restaurants. The project team would be separated in two parts, the part of Front of House (FOH) which includes the host, the service and the bar and the part of Back of House (BOH) which includes the kitchen, the place of food preparation, the storeroom and the dish area. The project team is constituted from ten team members, one individual of every place plus one extra of each part and the project manager. The first part of project team should be validated in every area of FOH and the second should be validated in every area of BOH. Finally, the project manager should be validated in every area of the restaurant in order to have the complete control of the project.

The individuals have some characteristics. There are seven team members, included the project manager, with Greek nationality and there are three members with different nationality. As it concerns the Greek members are students in universities and their ages is between 21 to 25 with up to three years experience in the restaurants where they work and had been assigned to some smaller projects in the past. As it concerns the three foreigner team members, their ages are from 24 to 29 with up to 5 years experience and have worked as part of project team in such a complex project at least one time in the past. As it concerns the project manager, he is 24 years old, he is a post-graduate student of Business Administration of University of Athens and he is working in the restaurant for over four years. Moreover, it is the first time that he is assigned as project manager and be responsible for such a big project. In the past, he had worked only as team member of smaller projects. The reasons of his selection as project manager were that he had four years experience in the restaurant and he knows the needs of it and what the place should offer in order to please the customer. Moreover, he was validated in every area of the restaurant after his demand, and the performance of his work in previous projects was excellent. Furthermore, he had created
good relationships with every employee in the restaurant and he was acceptable from everyone. He was never involved in conflicts and he always expressed his interest on learning more and more aspects of the company. We have to mention that the reason why he started to work was to save money for his studies. He never dreamed to have a career in restaurants but he liked to learn more and more and the challenges as well.

4.2.3 The aspects of the project. In order to create a correct plan for the project, project manager organized many meetings with the project team members before the project started. They prepared anything they could so as not to have much pressure during the project implementation. Unfortunately, during the project execution three issues appeared that are probably the causes of failure of the project.

The first problem that appeared only two weeks after the project started was that three team members should be replaced because another restaurant had staff problem and it needed them. Because of the immediate need the team members did not have the required time to inform the new members for the progress of their work. As a result the new members could not follow the team and actually they didn’t know their duties. Project manager tried to encourage them and gave them all the prepared work so as it would be easier for them to be part of the team. After one month with the new team members the project manager complained to the upper level management for their performance. As a result, the upper level management restored the team members that had leave to their positions. After many extra hours of work the project team decreased the delay of the tasks from two weeks to one.

The second problem that appeared was concerning leadership. As we already mentioned the project manager had excellent relationship with other employees and he was never involved in conflicts. In the beginning, he discussed the problem with the team members and let them to make the decision. After the new members came into the team he lost his trust and when he took the information prompted them to make the appropriate
decision. He started to behave like a dictator and that make the team to abstain him. The team stopped to inform him about the project process and took the authority for the final decisions. The only thing everybody wanted was to finish the project.

The third problem which created was concerning communication. The project manager was an experienced employed and that made him not to give clear directions to the team members because he believed that they knew what they had to do. Another problem was that project manager had not developed a communication plan in order to determine the purpose of communication, the responsibilities of the stakeholders, the communication channels, the frequency of communication, the medium and the format of communication between the stakeholders.

That is a case study with three real problems that appear resembling in every project which undertake from unskilled project manager.
Chapter 5 – Results

In this chapter we are going to highlight the negative impact of the problems that presented in the case study.

5.1 The results of the lack of recognition the change

The first one was the change into the project team. The result of that situation was that the new team members had not any information about what they had to do and what was the current performance of the project so the tasks got out of time schedule. All these happened because the project manager did not give any attention to these change because he did not recognise it. He thought that it would be easy for the new members to be accommodated, three team members left from the team, three new members came into the team. So, what he did was to give to the new team members the work that was already done from the others. At this phase the first symptom was appeared. The new team members tried to understand the style of work of the previous in order to adapt it. That was something which needed time and nobody helped them for that. As a result, the project manager believed that they were not interested in their duties because he saw that their tasks were out of schedule. The only thing that project manager tried to do was to empower them so to cope their jobs. Instead of this, the new members of the team had still been confused, broken away from the rest team, followed their own separate way and tried to incorporate in the project. Project manager, who could not recognize the reason why that happened, asked from the upper level management to replace them with the excuse that they got bored. The upper level management was bothered from the behaviour of the three individuals and replaced them quickly. The first rapture just happened in the team. The conflicts started to be appeared among the new team members, the project manager and the upper level management. They started to blame each other. Also, this had repercussions to the other team members. They started to wonder why this happened. It was the first time that they saw the project manager
to have such kind conformation. They started to be afraid for their work positions and of course to lose their trust to their project manager. That had as result to stop functioning like a team, and everyone started to function individually.

5.2 The results of the bad leadership of the project

The results of the second problem were continuity of the reaction of the project manager about the change. More specifically, the project manager after the situation that was created with the new team members started to behave more authoritarian. That had negative impact to his leadership style. At the beginning he used a democratic leadership style because he believed that all of them had a common vision and mission, but when the change occurred he became more dictator because he believed that team members were not interested in achieving the project scope. He was afraid that the project would fail. The only thing he did to change the situation was to empower the new members of the team. He believed that it was the only thing he could do in order to adjust them into the team. We know that project manager should be flexible and change his leadership style depending on the circumstances. The problem is that the project manager wanted to change his leadership style but what he actually did was to change his behaviour against the team members. So, the team members stopped to face him as a leader and started to avoid him keeping only the typical relationships with him.

Project manager stopped to motivate his team, everyone was feeling to get bored, and conflicts started to be created. The project manager was incompetent to calm down the existed situation and renewed the team so as to face the problems. Everyone wanted to finish the project as soon as possible. The situation was not reversible because project manager was looking to give solutions to the symptoms and not to the real problems. He could not inspire anymore his team and nobody followed the vision. There were not any challenges to the project. Instead of behaviour as leader or mentor to his team, project manager behaved selfish
and stopped to support the team in order to increase performance and deliver a successful project.

Finally, due to his excellent behaviour in previous projects the upper level management trusted him very much. The feeling of trust, which should be existed in the team, was replaced by the feeling of fear. The fear that the team members faced was about losing their work position in the project. The idea of the team had already got lost and everyone tried to “save” his self. The project manager had no substance in the project any more.

5.3 The results of lack of communication plan

Continuing in the third problem it is good to mention that despite the subjects are interconnected it is very difficult to separate the results of each subject. Nevertheless, the author tries to give a picture of the situation and the feelings of the team in order to stresses the negative impact of the unskilled people who are assigned to manage a project.

The experience of the project manager in casual dining restaurants made him to make a mistake when the change in the project occurred. Before the project started, and during the meetings, all the team members knew what they had to do and what they had to deliver. But when the change appeared, the new members did not take any directions from the project manager and which were their actually duties. The results were dreadful. The new members tried to understand the way that the previous team members used in order to continue their job but that was time consuming. So, the project manager believed that they were not interested on their work. The conflicts started to appear because the team members put the blame to the project manager and the opposite.

Another crucial aspect, which appears when unskilled project manager are assigned to significant projects like this is the lack of developing an effective communication plan. In this case, where no communication plan existed the results were a catastrophe. No one knew with
whom they had to communicate, the frequency of the communication and the format of it. As a result everyone communicated with anyone and when this happened with the upper level management or with the customer reliability problems appeared. Everyone used a different medium and format to communicate with another stakeholder. That had the result of more and more conflicts which always overload the project.

5.4 The affects after the project

The project manager lost the absolute control of the project and might that was the reason of his authoritarian behaviour. Finally, the project manager completed the project but the relationship among the stakeholders had been broken up. That will be a serious problem for the future due to the fact that in the place of casual dinning restaurants the employees corporate again after the implementation of a project, so the results of these situations could be transferred in the daily work. Concerning this fact the conflicts could be continued in the restaurants and create more problems, frictions and conflicts which could be extended to the other staff and they would overload the atmosphere of the restaurant. It is a frequent phenomenon, employees who are involved in such conflicts to ask from the upper level management to change the restaurant that they work for a short period of time. Furthermore, some employees due to these conditions are leaded to resignations.
Chapter 6 – Discussion, Conclusions, Recommendations

6.1 Discussion and conclusions

In this final chapter we are going to make a discussion and draw some conclusions about the change, leadership and communication management in casual dining restaurants. Moreover, we are going to make our recommendations in order to improve the conditions of projects in casual dining restaurants.

After the bibliographical research and the case study analysis which corresponds in real situations we can conclude that all aforementioned happened due to the lack of knowledge of the basic principles of project management from the people who undertake the projects. So, author’s suspicions for the causes of project failure are proved to be correct. The author was leaded to this conclusion after he confirmed that the project manager did not use any tools and techniques of project management in order to manage the project successfully. Also, his management style was not a result of his strategy which he should develop but result of his behaviour. It was a manifest, where the lack of proper managerial skills was the reason of project failure.

We have to remind, that the upper level management is responsible for the people who will be assigned to the project. The existing restaurants are six and the team is constituted from ten people. So, it is easy to understand that many of the team members work together in the same restaurant. That means that the problem is intensified in casual dining restaurants and after the end of the project. As we mentioned in the previous chapter, some people who are involved in conflicts, continue to be contemporaries. So, the problems are transferred from one project to the next one, and as we mentioned the results are disappointed, because the company loses many capable and experienced employees.

Author’s basic aim of this thesis is to prove that the lack of communication skills, bad leadership and the lack of change recognition are the main reasons of project failure.
Furthermore, he is hopeful that his thesis will constitute a useful guide for project managers who are unskilled in order to have their chance to the success and the company to avoid the further repercussions.

6.2 Recommendations

In this part of the chapter the author will make some recommendations for the three aspects of project failure.

6.2.1 Recommendations for the change. Commonly, people who are assigned as project manager in the restaurants are not very experienced and don’t have the appropriate skills in order to recognize the changes during the projects. That happened to the case study. The project manager did not understand how crucial was that change having as result to react ineffectively. Concerning the recognition of change the author recommends that the project managers should use the tools and techniques which are mentioned in chapter of review of literature. Such tools and techniques are the development of a change management plan and the eight steps of successful change. The change management plan is a valuable tool in order to manage the change as successfully as possible. In this plan there is all the appropriate information which the team will need when a change appears. Also, if a project manager follows the eight steps of Kotter and Cohen so as to include it to the culture of the company the results will be positive for the project and for the company’s future as well. Moreover, according to the author’s opinion it is very important for the project managers to emphasize in the critical factors which show the effectiveness of the organization. Finally, in chapter 3 we mentioned the sources of change, so as to give to the project manager the chance to approach immediately the change in order to discover its source and avoid the snowball effect which will complicate him to analyze the source of the change.

6.2.2 Recommendations for the leadership. Regarding the leadership management, author wants to focus on some aspects which he believes that are crucial for the projects in
casual dining restaurants. First of all, and maybe the most important according to his opinion, are the four foundations of leadership. Trust, vision communication and perseverance are necessary to exist in every project in casual dinning restaurants. Except from these foundations, it is essential for the project manager to have the characteristic of the project leader which mentioned in chapter 3. The author wants to add in these characteristics the passion. Passion for the project, passion for the vision, passion for the challenge is necessary in order to deliver a successful project. The passion is a feeling which can motivate the team members, can increase their interest and can strengthen the cohesion of the team for the completion of the project. If the project manager does not have passion, there is possible the team members to lose their interest and their enthusiasm for the project, which means decrease of project’s performance.

Another factor of effectual leadership management is the project manager to choose the most effective approach for him. According to author’s opinion there is no “right” way to lead a project. He recommends that the project manager should choose his leadership style concerning the following:

- The skills levels and experience of the team.
- The kind of work (usually routine work or new and creative).
- The organization environment.
- The natural style of project manager.
- How critical the decision is.

Finally, the author believes that the best way to lead a project is the project manager to be flexible and able to change his leadership style depending on the current circumstances.

Another crucial factor concerning the leadership management is the way which the project manager makes the decisions. One of the main characteristics that the leader must have is to be creative and problem solver. A common problem which occurs during the
project implementation is that the project managers can not recognize the source of the problem and the solution that they give resolves just a symptom. It is very important for the leader to give fundamentals solutions and not symptomatic in order not to create delays in the projects.

Moreover, the author recommends a technique in order the project manager to be able to find the source of the problem. When a problem appears, the project manager should ask “Why” in the answer of his previous question. When he can not answer the question any more means that he found the real problem and its source and not one of its symptoms. The profit of this technique is that the problem is solved and is not transferred to other functions of the project. So, there are no delays in the project despite of the problems.

6.2.3 Recommendations for the communication. Concerning the problems of communication which the project manager faced, we have to recommend that it is essential the development of an effectual communication plan. The reason why the author suggests the development of a communication plan is to avoid the communication chaos that is created in projects in casual dining restaurants where everyone communicates with everyone by his own way. If the project manager creates a proper communication plan among the stakeholder where he defines who has to be informed, by whom, the medium and the frequency of the communication. The author based on communication plan template makes a typical model of a proper communication plan for casual dining restaurants and he presents it in the following table.
Table 6

*Communication Plan*

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<th>No</th>
<th>Stakeholder Phone</th>
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<th>Purpose</th>
<th>Responsibilities</th>
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What is more, daily meetings will help the team so it will have the opportunity to discuss subjects such as the strategic, the problems which must be solved, the project performance or changes that may occurred. The reason that the author suggests daily meetings is because there are many tasks in the project which must be completed in short period of time. So, it is essential to set a daily frequency of meetings in order the tasks to be monitored and controlled in time, cost and performance as better as possible.

Finally, the project manager must be sure that the team members have completely understand what they have to do. The responsibility if the team members know their exactly duties is one of the project manager’s responsibilities. The project manager must give clear directions of what exactly expects from the members to deliver. He must not suppose and take as fact that the team members know their job so they know what exactly have to deliver. If he does not give clear directions, it is very possible to lead the project to failure.

6.2.4 Recommendations for the organizations. As it concerns the organizations, the author understands that it is high-cost to hire a certificated project manager every time a project starts. So, the decision of assigning as project manager experienced employees is the only solution. This thesis is written based on this fact. The author believes that the organizations should give the capable knowledge in order to help the project managers to deliver a successful project. Moreover, as we mentioned before a project which have failed has negative impact in the daily work of the restaurants.

The author believes that the organizations should make some energy so as to offer to the employees, who will manage the projects, knowledge of basic principles of project management. In order to achieve that the author recommends to the organizations:

- To organize project management seminars, where the basic principles of project management ant its aspects will be presented.
- To make role plays with existed and previous situations.
• To solve case studies in the area of casual dining restaurants.
• To create a validation where every candidate project manager should succeed in it before he undertakes the project.
• To show videos with wrongs and rights behaviours during projects from the past.
• To give to the candidates project managers small projects for the start in order to see their leadership style and their reactions in different occasions.
• To assign a skilled validated project manager so as to talk and to mention some tips of project management.
• To change their criteria of selection project manager from the experienced employee to the capable employee.

Making these energies the author believes that the unskilled people who are involved in project will have the opportunity to discover the basic philosophy of project management and have their chance to the challenge of projects.

6.2.5 Concluding. The author has faced many problems in his work during the implementation of projects that was assigned to manage them and combined with his studies in project management decided to develop a thesis with an issue like that in order to make a guidebook with basic elements of change, leadership and communication management. His purpose is to help the unskilled project managers to understand the meaning and the correct way of working as project manager so as to solve the most of the problems which appear during the project. He believes that change, leadership and communication management are crucial aspects of project management and commonly the lack of them leads to project failure. The author did not deep his research in order to make a guidebook which will be easy comprehensible for every candidate project manager in casual dining restaurants. Finally, it is important to mention that the author surprised when during his bibliographical research did
not find any previous researches. That made the research more difficult because there were not any results in order to base his thesis on them and compare them.
Bibliography


