Identify project corporate behavioral risks to support long-term sustainable cooperative partnerships

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Abstract

Projects can be seen as the crucial building blocks whereby organizations execute and implement their short, and long-term strategic vision. Projects are thought to solve problems, drive change, satisfy unique needs, add value, or exploit opportunities, just to name a few. In order to successful deliver projects, project management tools and techniques are applied throughout a project´s lifecycle, essentially to efficiently and in a timely manner, identify and manage project risks. However, according to latest reviewed literature, projects keep failing at an impressive rate. Although research in the project management field argues that such failure rate is due to a huge variety of reasons, it highlights particular importance to a still underexplored and not quite well understood (regarding how it emerges and evolves) risk type, that may lead projects to failure. This risk type, called as corporate behavioral risks, usually emerge, and evolve as organizations work together across a finite period of time (for example, across a project lifecycle) to deliver projects, and is characterized by the mix of countless formal and informal dynamic interactions between the different elements that constitute the different organizations. Understanding the extent to which such corporate behavior influences project´s outcomes, is a breakthrough of high importance that positively impacts two dimensions; first, enables organizations that deliver projects (but not only), to increase the chances of project success, which in turn is a driver of sustainable business, because it allows the development and implementation of effective, and timely corrective measures to project´s tasks and activities, and second, it contributes to the scientific community (on the organizations field), to generate valuable and actionable new knowledge regarding the emergence and evolution of such cooperative risks, which can lead to the development of new theories and approaches on how to manage them. In this work, we propose a heuristic model to efficiently identify and analyze how corporate behavioral risks may influence project´s outcomes. The proposed model in this work, lays its foundations on four fundamental fields ((1) project management, (2) risk management, (3) corporate behavior, and (4) social network analysis), and will quantitatively measure four critical project social networks ((1) communication, (2) problem-solving, (3) advice, and (4) trust) that usually emerge as projects are being delivered, by applying the theory of social network analysis (SNA), more concretely, SNA centrality metrics. The proposed model in this work is supported with a case study to illustrate its implementation across a project lifecycle, and how organizations can benefit from its application.

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