

Redefining the Role of Project Leader for Achieving a Better Project Result ¹

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ABSTRACT

1970 can be considered a very important milestone of globalization. Multinational companies around the world have been expanding at a remarkable speed, and have made not only the global economic system but their own internal operations even more complex. There is a legitimate demand from companies for a management area that can handle and manage complex tasks more efficiently. Project management appeared in the operation of organizations, which could not have been more effective in people-to-people collaboration, given that people (project teams and project managers) work together on projects. The XXI century increased the value of projects in the life of companies. Our economic system has not become simpler, and the tasks that companies need to manage on a daily basis have been further complicated. Having a really good project manager has become a key issue for project success, because without proper project management practice, teamwork cannot be effectively coordinated. What kind of person should be an effective project manager? What does a good project manager need to know nowadays? This study addresses these issues and attempts to summarize the characteristics of a good project manager.

Key words: *project, project management, project culture, project based organization*

INTRODUCTION

The XXI. century has transformed every aspect of life. Not only have tasks become more complex in our globalized world, but the speed of change has also accelerated. These, in themselves, are conditions for all economic operators that must be accepted and acknowledged. Management in these circumstances can do no more than adapt to the changed environmental conditions and they must strive to make the most of the situation. Management's sensitivity, flexibility, and good situational awareness will be important in all aspects to make the right decisions. If we look a little better in our environment, we can see that not only tasks and

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changes have become more complex, but that people have changed significantly. There has been a huge change in human resource management, and this has become clearly evident in project management.

GOLDEN RANGE OF PROJECT MANAGEMENT

There is no doubt that several factors can determine the success of projects. The project itself is a unique, one-off, non-repeatable process that has the exact purpose and expected results, works on a budget, needs to be completed on time, and has a certain amount of resources needed. We initiate the project because some task, challenge, problem cannot be satisfactorily solved by the usual, well-proven management solutions of the management, so a novel and planned combination of the applied solutions is needed. By definition, project success is achieved when the project triangle is realized in the classic sense, meaning that the project is executed within the given budget, on time and in the required quality. But would that really be the success of a project? Do these three pillars really determine how to talk about project success? What else is important for project success? This study seeks to address these issues very briefly and concisely.

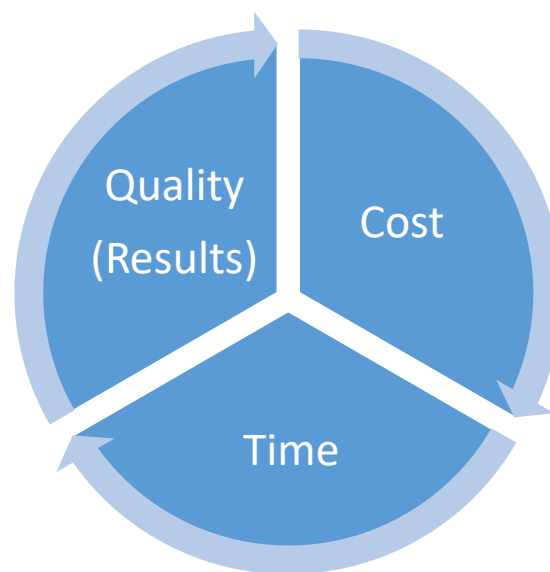


Figure 1. 3 factors of project success

Source: Own edition

There is no doubt that meeting these three pillars together is important in terms of project work. At the same time, it should be borne in mind that, for the sake of project success, people are essentially working together, and their work, their relationship with each other is far more important than what we are dealing with. Somewhere, the human factor must be present as we go about project success, and for this work it will be essential to look at the quality of leadership

and the cultural characteristics of the organization. In the beginning of the XXI. century is about people-centeredness and how well we can lead our people or team in order to increase organizational performance. The human factor has become a bottleneck in areas such as innovation, organizational change, project management, or even crisis management. The knowledge of a person who, through his or her appropriate abilities, promotes the fulfilment of company (project) goals is greatly appreciated. Thanks to the creativity, ingenuity and broad-mindedness of the creative and thinking person, he is able to solve problems, create new alternatives and come up with a variety of solutions. The team can enhance human abilities, as teamwork can result in a broader approach, approaching the problem from multiple angles, increasing the number of suggestions, and in other words, the true power of the team lies in its ability to solve the problem.

One of the most important values of a person is knowledge, which plays an important role in fostering competitiveness through innovation and R&D processes. Knowledge and information will never become a finite resource, and even more so, our knowledge and existing information is growing. This is what feeds innovation itself. There are many prominent definitions of people-centered leadership theories. As early as the 1970s, Robert Greenleaf prepared a people-centered school, whose theory is that the primary duty of the leader is to serve the interests of the organization and that all efforts should be subordinated to the interests of the organization. In this approach, the project manager is also responsible for serving the purpose of the project with his presence and activities, and this sacred purpose must subordinate everything else, including his own interests.

Kenneth Blanchard has also found a connection between high performance and people-centered leadership, who emphasizes with the theory of context-based leadership that a leader should always adopt a style of leadership that is tailored to the individual. The project leader must also be a situational leader, as the project team may include individuals of very different abilities and cultures who may not be managed in the same way. For the project manager, he or she needs to continue with personalized management to better manage the team, since project team members are not homogeneous units of the team, but on the contrary. We are forced to work with as many kinds of people as possible, but this should not be an obstacle to our project success.

The proximity of management, John Kotter believes, is that management consciously cares about the feelings and concerns of its employees, the appropriate management of which proves to be a key factor in cases where the organization needs to change, or even more importantly, to successfully manage projects.

From the theories of people-centered leadership, the study focuses on a matrix that evaluates organizations and their leadership style in terms of people-centered and task-oriented. In 1964, Robert Blake and Jane Mouton created a matrix based essentially on Douglas McGregor's X and Y theory. McGregor's X and Y theory deals with employee motivation and the relation to tasks (work), in which the X-type employee is fundamentally reluctant to work and is mainly motivated by money, while the Y-type employee is proactive and more committed.

In the case of the latter type of worker, we cannot talk about purely financial motivation, as factors such as advancement, self-actualization or recognition become important to him. The two pillars are essential for project management. Project planning basically aims to plan the exact implementation of tasks. We try to keep to the deadlines and try to get the projects ahead of schedule. However, good planning by itself cannot be enough without the right people to implement it efficiently and professionally. Therefore, it can be stated that project success requires both human and task-oriented leadership and management.

Project Success = Task Focus + People Focus

For the first time, Blake and Mouton tried to investigate task and people-centeredness more widely. Robert R. Blake Born in 1918, an American theoretical management expert. In 1940 he received a BA in Philosophy and Psychology from Berea College, USA. He graduated with a MA in Psychology from the University of Virginia in 1941, and shortly afterwards married and served in the US Army until 1945. Until that time, he had to interrupt his academic and scientific career, and then to the II. After World War II he returned to academia. As a result, he received his Ph.D degree in psychology from the University of Texas in 1947. Between 1947 and 1964, Blake taught at the University of Texas, but attended lectures at Harvard University and taught at several English universities, including Cambridge and Oxford. In addition to his work at the university, Blake supported the development of several psychoanalytic studies, such as joining the Tavistock Clinic in London, but also participating in NTL's National Training Laboratories programs. Originally, he would have only worked for NTL for a short period of time, which typically focused on group behavior, but eventually stayed in contact with the training institution for 10 years. He also acquired his most valuable experience in those years. Contacted dr. Herbert Shepard, who worked for Exxon these years. Working with him, many methods and procedures have been tested and developed for Exxon.

Jane Srygley Mouton was born on April 15, 1930 in Port Arthur, Texas. Like Blake, she is one of the most renowned theoretical management experts. Mouton earned a BSc degree in mathematics in 1950, then returned to the University of Texas and completed her Ph.D. degree in 1957. She remained loyal to the University of Texas for a very long time, having held many positions there in the following decades. Between 1953 and 1957 she was a research scientist, 1957 to 1959 a social science researcher and lecturer, and from 1959 to 1964 she was an associate professor in the field of psychology. From 1961 to 1981, she held the position of Vice President and then Chairman of Scientific Methods Inc. from 1981. Mouton came into contact with Blake during her university years as Blake was her teacher at the University of Texas. The concept of the management grid, with their names, began to emerge when Blake and Mouton were recruited to Exxon as consultants. Initially, they developed methods and procedures for NTL, which were then resold to companies. Mouton was one of the few women to lead a professional group at NTL in the 1950s. Compared to NTL practice, Blake and Mouton focused on managing organizational problems rather than diagnostics, so they differed from NTL practice in this regard. This resulted in them having to break up with the organization, but Blake defended the concept of the management grid, which had already been developed with Mouton, and provided an opportunity for anyone to use the matrix in education or business practice as a

franchise. As a result of teamwork at NTL, the resulting leadership grid concept led to Blake becoming famous and Mouton continuing to lead at Scientific Methods, Inc.

Schools of Human Relations have fundamentally changed the 21st century management thinking. With the appreciation of leadership styles and the role of the individual, it has easily been overlooked that the manager is primarily responsible for the effectiveness of the tasks. The leader, or "leader", is an actor in the business organization who feels it is important to meet organizational goals, such as profit making or increasing efficiency, and on the other hand cares about people to achieve these goals, because he / she clearly sees that the goals the way to reach it is through your people. The Blake-Mouton matrix shows people and tasks at the same time, so you can evaluate how much attention is shared between subordinates and tasks. Based on the two factors, all organizational cultures and especially leadership models can be placed in a coordinate system that clearly describes whether task-oriented or human-oriented plays a greater role in leadership style.

The value assigned by the two coordinates is also a measure of how leadership style can be judged in conflict behavior. The practical applicability of the matrix consists in giving managers the opportunity to evaluate their leadership style and, if necessary, make changes. The role of the management grid is to show that management prefers to be person- or task-oriented. While project implementation would imply that task-centricity should be a priority, in the XXI. century, we have to realize that simply focusing on tasks and goals cannot be enough for success. Given that accepted plans are always implemented by our stakeholders, people-centeredness will also play an important role. The success of the project, and thus the golden triangle, largely depends on how well the project team was able to work with the project manager or other stakeholders, so the interaction between people (stakeholders) will have a significant impact on the project outcome. It must be said, therefore, that task-orientation alone cannot be enough to achieve project success and that project managers and the board of directors must become increasingly human-centered. All of this is reflected in the organizational culture of the company, as creating and developing an organizational culture that best supports projects is an important task for management. In the XXI. century, a new type of project management will be needed for responsible companies and effective management of people is a pillar of this.

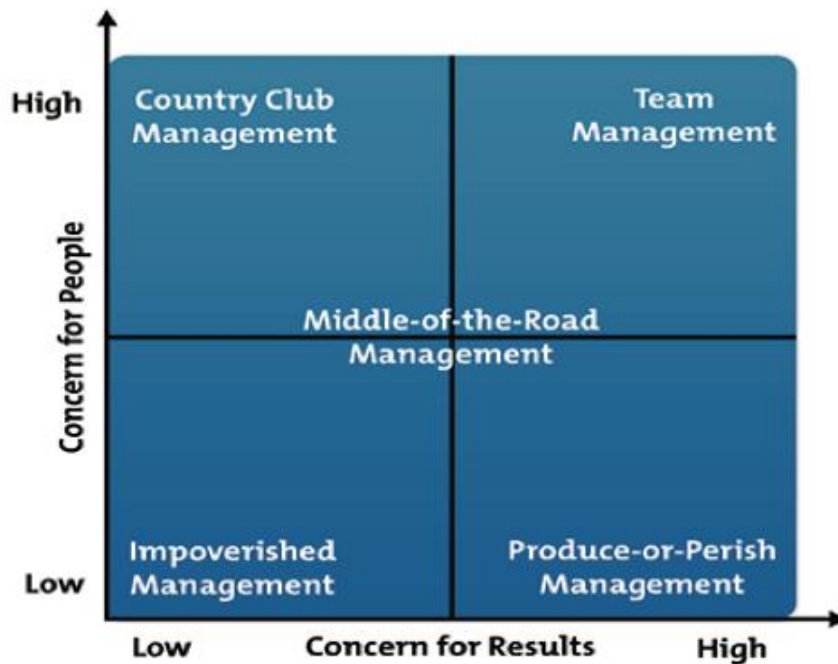


Figure 2. Matrix of task or human focus

Source: Own edition

The importance of people-centeredness in the success of a project is evidenced by a 2006 project management survey. Survey of Ernst and Young Hungary² identifies the factors that are the first to blame for the failure of the project in the companies surveyed. According to EY, the failure of the project is due to the following factors:

Table 1: Determinants of project failure (EY, 2006)

Change in the scope of the project
Planning of costs / deadlines or too optimistic design
<i>Insufficient support from senior management</i>
Misunderstanding about the final product of the project
<i>Change of circumstances</i>
<i>Insufficient resources / resource coordination</i>
<i>Personal resistance, lack of acceptance of change</i>

The table above lists factors that should be solved or addressed primarily by the project management. Other factors can be attributed to poor project planning. It can be clearly seen that many of the causes of failure can be attributed to poor project management or the wrong project environment. A good project manager is extremely important for success, and EY research also mentions this. In a summary study, the research organization highlights project management skills and states that most companies appoint full-time project managers to lead projects.

² <http://www.pmi.hu/index.php/publikaciok/felmeresek/89-pm-felmeres-ernst-young>

According to the majority of respondents, project managers generally have adequate knowledge and experience of the subject matter of the project, but much less believe they have the appropriate project management skills and experience (EY, 2006). It should also be emphasized that 50% of projects are not successful, the causes of which are mostly human factors. The same can be said of one of Hungary's most famous projects. Metro 4 project is a well-known domestic project for everyone. In addition to being a major budget project, it is also known for the significant time slippage and budget overruns that have delivered the first phase. The project has repeatedly shown that a number of human factors have been encountered that have made work difficult. These include, for example, the attitude of subcontractors or distrust, which are not exactly the hard factors of project management. The presentation of the Metro 4 project manager can also be downloaded from the Internet. The causes of the project slippage are detailed on several slides, some of which could have been avoided with proper and more human-centered project management.

The success of the projects thus depends to a large extent on the organizational culture supporting the project and on the project leader. The project team, which deals with implementation, may face many problems and changes during implementation. Managing change, maintaining motivation, managing conflicts, meeting deadlines etc. emphasize the right project manager. A good project manager can do a lot to keep the team together, to harmonize the relationships and activities of those involved in the project, to motivate the project staff with his or her personal energy, and to manage project processes with people-centered design. Project work is always about collaboration between individuals, and promoting effective collaboration proves to be just as important success factor as meeting the cost-time-result requirements mentioned above. Project success requires effective collaboration between project stakeholders.

MYTH OF EMOTIONAL PROJECT MANAGEMENT

New types of projects and especially the XXI Century work environment requires us to be extremely human-centered and to find the right project leader. Project success can only be achieved if the right set of cost, time and quality requirements are put in place at the same time, but there is also a factor that can play an exclusive role in their development. In addition to the traditional project management approach, so-called emotional project management, which relies more than ever on people's knowledge, abilities and, above all, on effective, collaborative work, comes to the fore.

Project management has evolved because we need the coordinated and targeted work of people who, through their activities, can meet the project's goals and expectations. Project management nowadays is not only about managing resources efficiently, but increasingly about working together effectively with people and organizing harmonious and effective work together. Environmental changes and the increasing complexity of our economy have resulted in more and more projects having to be solved by businesses. However, a growing number of projects increasingly require people who understand the project, who, through their capabilities, can contribute to the success of the project, and there is a great need for those who know how to manage them effectively. Project management is really nice because we can never manage a project twice in the same way; tasks, problems and solutions are always different.

There are no standardized tools, no replicable models, we always have to make the best decision for the situation, which is not always easy to make. By applying solutions from many other disciplines, project management aims to broaden the choice of decision support tools. However, having the right management tools in place is not a complete guarantee that our project will be successful, because one thing can still make project work more difficult, which is the human factor. There is a peculiar shift in terms of project success, as while the success of the project was mostly dependent on budget or availability of resources, project management has become a major factor in the human factor, people's behavior, people's relationship to each other, mentions it as a success factor. Great emphasis is placed on working together, being collaborative, communicating, managing the project team, or creating a supportive environment for the project. This branch of project management, which is largely dependent on the human factor for successful project implementation, is called emotional project management. Project management is no longer just about cost or resources, it is not just “hard”, meaning difficult and quantifiable, measurable factors that are important to the success of a project, it is also about people's motivation, goals, commitment to the project, and it also makes the work of the project manager more interesting.

It is often said that project management is now an art of dealing with people, as the individual motivation and desire of the people working in the project team must be maintained, since without the creation of a project supportive environment there is less chance of working together effectively. Performance ultimately depends on working ability and motivation, so it is very important to include people with the right skills in the project. By doing so, they can contribute to the success of the project or work continually, enthusiastically and motivatedly to deliver the results, otherwise the lack of these will reduce the drive to deliver the expected results.

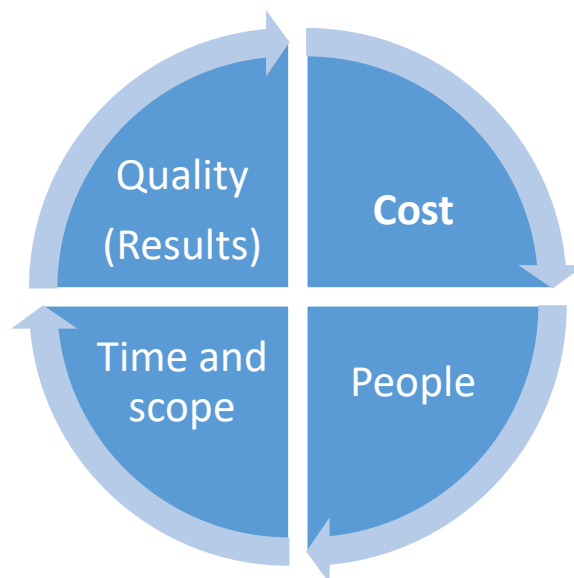


Figure 3. There are 4 factors to project success

Source: Own edition

People are among the determinants of project success, but this is not just about the effectiveness of the project team. The team can contribute to project success if it has the right dynamics, that is, individuals with the right abilities work together in the project team and can work well together to achieve the goal. In addition, an important role is played by a project leader who can properly coordinate the work of these actors, has the necessary motivation, and has clear ideas on how to achieve project success by well managing its people (and thus the project). Generally speaking, a project manager should understand many things at the same time, so it is not enough to have just the right project knowledge. Project management is an extremely complex field that requires professional skills in related fields beyond its own resources, so it is a good idea to have some skills in accounting, controlling, finance, strategic management and more. In conclusion, a good project manager can well versed in the following:

What should a
project
manager be
good at?

project management skills

other professionals knowledge

business knowledge

organizational processes and culture

good people

Figure 4. What should a project manager be good at?

Source: Own edition

The last factor should be emphasized. In fact, the project manager must be a good enough person to be able to accept the team members more widely, to communicate well with them, and to develop the relationships between the stakeholders that will facilitate the most effective work.

For even though the best plan is the best valued resource, if the project manager is not able to motivate his or her people enough and drive them to the right performance.

This is a key issue for project success, as international studies clearly confirm that 7 out of 10 projects end up failing, and in most cases, approx. 70% is due to inadequate human factors. This proportion must be improved and the role of the person in the project work must be emphasized. These findings were supported by organizations such as the Standish Group, Ernst and Young or the Wellington Group. In addition, domestic project management organizations have been studying factors influencing project success and have come to the same conclusion as international research.

GOOD PRACTICES FOR INVESTIGATING THE ROLE OF PROJECT MANAGEMENT

In order to give you a general idea of the role of the project manager, we will use the practical side. In this hands-on overview, we sought to map the professional experience of several project managers and to identify the skills needed in general to help project success. We have had professional interviews with project managers who are leading project specialists in large companies, including MOL, IBM or Stadler. Each of these project leaders had one important point in common:

All project leaders ranked the human factor as the most important.

In addition, the project managers emphasized that each of them had some specific principles that they would always like to keep under all circumstances. Therefore, in general it can be emphasized that

all project managers in the project management profession should have certain principles and be loyal to them.

The project leaders agreed that they had principles. These principles showed only minor differences. It was also surprising to us that these principles really do appear and that a summary list can be drawn up in which these project managers generally agree. The most important principles can be summarized as follows.

- always be honest with the project and board members,
- no need to escalate, but if you really need to, you have to
- enable scope expansion if timing and budget are not compromised,
- keep project information up to date,
- be in constant contact with stakeholders,
- be able to handle the emotions of team members properly,
- ensure that all communications are initiated by the project manager and not be missed
- involve everyone in the planning process,
- in addition to project tasks, opportunities for personal reconciliation should be sought,
- the interests of the external supplier must always be balanced with the interests of the project,

- credibility is extremely important in maintaining trust,
- be able to show that we understand what we are doing.

The project leaders also agreed that involvement is extremely important and should be strongly built on members' abilities. Because the power of the team really lies in the community, it is imperative to take advantage of the opportunities that this offers. Valuable ideas, suggestions, alternative solutions should not be wasted. To the question of involvement, one of the project leaders answered only that:

POST IT!

Efforts must be made to promote that everyone can contribute to the identification of risks and addictions. Conventional techniques may also be employed, e.g. the post it technique, which is real teamwork and really everyone's problem solving ability. However, post it does not only refer to technique, so it is not just traditional sticky notes to be placed on the flipchart. This also means that there must be an opportunity for stakeholders to be involved, whatever the factors influencing the project. So that means not only involving people when there is a problem or identifying a risk, but practically anytime. Project Stakeholders can go beyond their traditional role and do more than just what is stated in the Activity Responsible Matrix (RACI) to achieve project success. Let's get stakeholders involved in the project more than what we have defined for us.

RACI (be responsible for the given tasks!)

Responsible
Accountable
Consulted
Informed

Assigning activities and tasks to stakeholders is essential for project success. Not only does the RACI matrix exist to define this, but many other matrices of this kind are known in the art (e.g., DACI matrix). However, whatever matrix you consider, each one has a very important project management function. They help you settle disputes with simplicity, mitigate and prevent conflicts, and help you clearly assign tasks. If the rules of the game are clear and precise, we can avoid misunderstandings, disputes, and, in particular, increased tension, resistance or feelings in the members of the project team that hinder the project work and its effectiveness.

The project leaders also agreed that

the project manager can only be interpreted in conjunction with the team.

The project manager is not a stand-alone player, though we call him a project manager. Without the team, the project manager would not be able to be interpreted, so the project manager himself can only perform his function through his project team. The key to a good project manager is to have a well-functioning project team, for which the project manager himself or herself takes specific and targeted steps. However, it is also important that the project managers take care of the interrelated and interdependent tasks. An important aspect is up-to-date and proper communication as it is the most important tool for managing the project team.

Communication is the most important tool in project management.

According to the project managers, the role of human resources in project success has also increased. There are also some basic principles of human resources that every project manager should adhere to.

- Listen to project concerns!
- Treat stakeholders properly (eg based on their abilities).
- Keep trying to keep their enthusiasm!
- Listen to those who over-dimension problems and deal with them!
- Recognize the negative contributors!
- Identify the black sheep (s) of the project!
- Confirm that they have an important role in the project!
- Always ask for their opinion, but do not let them decide!
- Be one of the super users so they feel that they will be important after the project!
- Never escalate, always consult with him/her personally!
- We reward successes and partial successes and celebrate them!
- Don't break the enthusiasm of team members!
- Do not collectively punish. Let's be fair, objective!

As discussed earlier, project managers have general principles that they always adhere to or pass on to others. According to the project managers we interviewed, we have created a list that summarizes the most important qualities. This list is by no means exhaustive and the Reader is left with the task of supplementing it.

What are the principles a project manager still needs to follow (enforce)?
What they need to be good at?

- Focus on results and plans (task oriented)
- flexibility
- compromise
- being organized
- confidence building power

- proper communication
- openness and risk-taking
- honesty and trust
- political sensitivity
- Cultural sensitivity (people - centered)

The list was started by the task-centeredness and the human-centeredness that we already discovered in the Blake-Mouton grid. If we look at this list of 10 above, we can say that these capabilities may be needed for any project. In fact, it can be emphasized that

each project manager should have a list of 10.

If you look at the list above, it is clear that the overwhelming majority of the factors appearing in the project management conditions are people-related. If the project manager is not really able to communicate properly or understand the language of the project team, then the team's work and efficiency will be significantly lower.

There will be resistance, conflict, debate, confrontation, there will be more and more who will drill the project, in other words, the most important step is the attitude of the project manager and how to start managing the project.

Another very important Top 10 list has recently been published in a Project Management Association blog post. Here, too, Tom Mochal lists 10 factors that can be helpful in managing successful projects. Not all of these list 10 are related to the human factor, but there are several that are directly related to people's abilities and attitudes.

- Design on the basis of a project definition document - the emphasis is on planning.
- Plan in detail - and only within the appropriate timeframe.
- At the beginning of the work, document the project management procedures.
- Monitor schedule implementation and costs, and keep track of work plan!
- Pay attention to signs of possible problems!
- Make sure that the sponsor of the project has agreed to make changes to the scope.
- Prevent the volume from slipping (scope creep).
- Identify risks at the start of work.
- Continuously evaluate the risks that may arise during the project.
- Address any issues as soon as possible.

The project managers we interviewed also emphasized that planning is extremely important, but in many cases, a very detailed schedule is not needed at the beginning of the project. It is more important to carry out rational planning that is tailored to the project result and purpose, as often changes in the project environment fundamentally rewrite the terms and conditions. The project

leaders also emphasized that the following factors should always be taken into account when managing a project team:

- Meetings should be held at a sufficient frequency and should not over-manage the project team
- Do not end a meeting without producing results (eg deadlines, naming those responsible)
- In addition to the results, the steps required to achieve them should be monitored
- The project is never completed when the tasks are completed, so follow-up, stabilization and periodic recheck are necessary, as well as continuous improvement
- Insist on the continued involvement of people.
- And one of the most important principles in managing a project team:

Emotions should be influenced instead of intelligence in most cases.

The project leaders also agreed that a precise project definition phase is essential for project success. Eric Verzuh, a renowned project expert, has identified five key factors for project success. These can be summarized as follows:

- 1. agreement amongst the project stakeholders on the project objective and project outcome**
- 2. a properly designed plan to measure progress**
- 3. accurate and continuous communication**
- 4. controlled scope**
- 5. support for management**

The above list is clearly related to realizable project success. If we do not pay sufficient attention to these factors, we are more likely to expect the project to fail. The project leaders also agreed on this list, and one of them also pointed out that the Bible for Projects is the Project Statement. It is important to mention that the project charter should not be created for our own purposes and it is important that all key players accept it. These key players include Project owner, External PM and key stakeholders. Keep everything up-to-date, which can be said for other project documents. One of the project leaders stressed the importance of communication besides the statutes:

a good project manager communicates, communicates and communicates.

In addition, it should be emphasized that a good project manager is constantly able to delegate, measure and make suggestions. A good project manager assesses the potential outcome of each task and only convenes Board members for a decision when it is really needed. Weekly status meetings should always be held with core members and team members from the relevant project

phase. In addition, a really good project manager is able to keep a to-do list of tasks and questions, so that nothing can distract members and the project manager.

Let's have a To Do list and a Q&A list!

With continuous communication and availability, it would be extremely important for us to be able to build as much as possible on controlling and reporting activities. In order to measure the progress of the project, we need to carry out project monitoring on an ongoing basis, where we develop a special information system for ourselves to identify plan - fact differences. Project leaders agreed that this activity is one of the most important tools for measuring progress. There was also a consensus that the development of this system should always be on the agenda and efforts should be made to produce simplified, but meaningful, reports for managers and project members. Controlling needs to be continuous, with budget attention to milestone payments, and not to be afraid of project re-planning. One project manager briefly pointed out that what we can do to become a better project manager is that interpersonal competencies are key and must be developed first. Where you can learn these?

- a. the. experience and tasks at work
- b. from the people we come in contact with
- c. from the difficulties that had to be overcome in previous assignments
- d. d. formal training / learning (we can also train ourselves)

Finally, the project leaders agreed that one of the most obvious reasons for dealing with problems is to find the roots and try to combat them. It will be very important to use the tools of thoughtful attention during project management, and project managers must be closer to team members than ever before. A really good project manager is credible, trustworthy and able to energize your work environment. A really good project manager can keep your staff's desire high, but you can only achieve that if you don't lose the support of your stakeholders right from the start. A good project manager will find common ground with stakeholders in other departments of the organization and be able to find consultative solutions to any problem.

The project manager also manages his own time well.

An effective coalition of project leader and project team results in project success. If these two actors can work together effectively in implementation, there is a much greater chance of success in project success. Otherwise, the best and most ingenious project plan will fail if we cannot win over the stakeholders to implement the plan. Project marketing is already working on how to find sponsors for your projects so that fewer potential stakeholders are obstructing your project.

SUMMARY, FINAL

This brief summary paper set out a simple objective. Let's deal with the topic of the role of the project manager in achieving the project success. We had to determine that the best way to

influence a project success is to be able to manage project team members properly. A project manager should ensure that the project stakeholders contribute as much as possible to the achievement of the project objective, in other words to facilitate the achievement of the project objective. Clearly, with the right project environment and well-managed teams, success is much easier to achieve. It is also clear to us that in such a short study it is impossible to list the criteria for good project management. This would require more extensive research and more substantial analysis, which in fact has not been undertaken by any international organization on a larger scale. Although there have been minor studies, a truly comprehensive analysis is still needed today. Nonetheless, we trust that the above advice can be useful, as it has been formulated by project managers who have been working for many years on project implementation and management. Special thanks go to Izabella Papp, IBM Project Manager, Mihály Panyi, MOL Project Manager and Virág Vasas, Project Specialist at KÉSZ Group. Alongside them, several smaller project specialists and higher education professionals in project management have expressed their views, which we have incorporated into this study. In conclusion, the human factor will continue to emerge, and the advancement of emotional project management will be visible in the next few years. We also need to state that the project's golden triangle will indeed need to be reinterpreted, and it is really worth considering whether an effective human factor can really be the fourth pillar of project success.

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