Project Manager

Gido & Clements
Chapter 5
Learning Objectives

- People are critical to accomplishing the project objective
- Understand:
  - Responsibilities of the project manager
  - Skills needed to successfully manage projects
  - Techniques for developing those skills
  - Approaches to effective delegation
  - Ways the project manager can manage and control changes
Real World Example

- Discuss the Vignette: The Rise of the Project Manager, based on Fortune Magazine.
- Project management is going to be huge in the next decade
  —William Dauphiman, partner at Price Waterhouse
- Everything has become projects, and that is the way we do business
  —Fannie Mae’s CIO
Real World Example (Cont.)

- The project manager is ultimately responsible for what is done, and bringing a job in on time and on budget has always been the key
  —David Milligan ASEA Brown Boveri

- Project management is the wave of the future
  —newsletter from General Motors
Responsibilities of the Project Manager

- Ensures the customer is satisfied that the work scope is completed in a quality manner, within budget, and on time.
- Provides leadership in planning, organizing, and controlling the work effort.
- Coordinates the activities of various team members.
- Does not try to do it alone.
- Involves the project team to gain their commitment.
Responsibilities of the Project Manager (Cont.)

- Planning
  - Clearly defines the project objective and reaches agreement with the customer
  - Communicates this objective to the project team
Responsibilities of the Project Manager (Cont.)

- Organizing
  - Secures the appropriate resources
  - Decides which tasks should be done in-house and which by subcontractors or consultants
  - Assigns responsibility and delegates authority
  - Creates an environment in which individuals are highly motivated
Responsibilities of the Project Manager (Cont.)

- Controlling
  - Tracks actual progress and compares it with planned progress
  - Takes immediate action if progress or costs change
Skills of the Project Manager

- The project manager is a key ingredient in the success of a project.
  - Strong leadership ability
  - Ability to develop people
  - Excellent communication skills
  - Good interpersonal skills
  - Ability to handle stress
  - Problem-solving skills
  - Time management skills
Leadership Ability

- Leadership is getting things done through others.
  - Inspire the people assigned to the project
  - Create vision of the result and benefits of the project
  - Participative and consultative leadership style
  - Establishes the parameters and guidelines for what needs to be done
  - Does not tell people how to do their jobs
Leadership Ability (Cont.)

- Involves and empowers the project team
- Involves individuals in decisions affecting them
- Empowers individuals to make decisions within their assigned areas
- Understands what motivates team members and creates a supportive environment
- Does not create situations that cause individuals to become discouraged
- Fosters motivation through recognition
Leadership Ability (Cont.)

- Sets the tone of trust, high expectations, and enjoyment
- Has high expectations of themselves and of each person on the project team
- Is optimistic and positive
- Encourages the same positive attitude
- Is highly motivated and sets a positive example
- Has self-confidence and inspires confidence
- Leads by making things happen
Ability to Develop People

- Committed to the training and development of people
- Uses the project to add value to each person’s experience base
- Believes that all individuals are valuable to the organization
- Stresses the value of self-improvement
Ability to Develop People (Cont.)

- Provides opportunities for learning and development by encouraging individuals to assume the initiative, take risks, and make decisions.
- Provides assignments that require individuals to extend their knowledge.
- Identifies situations in which less experienced people can learn from more experienced people.
- Has people attend formal training sessions.
- May provide coaching.
Communication Skills

- Effective and frequent communication is crucial.
- Communicate regularly with the project team, subcontractors, customer, and own upper management.
- A high level of communication is especially important early in the project.
- Good oral and written communication skills.
- Spend more time listening than talking.
Communication Skills (Cont.)

- Establish ongoing communication with the customer
- Communication should be timely, honest, and unambiguous
- Effective communication establishes credibility and builds trust
- Provide timely feedback to the team and customer
- Create an atmosphere that fosters timely and open communication
Interpersonal Skills

- Good interpersonal skills are essential
- Develop a relationship with each person on the project team
- Try to learn about the personal interests of each individual without being intrusive
- Should use open-ended questions and do a lot of listening
- Empathize with individuals when special circumstances arise
Interpersonal Skills (Cont.)

- Maintain relationships throughout the duration of the project
- Use good interpersonal skills to try to influence the thinking and actions of others
- Use good interpersonal skills to deal with disagreement or divisiveness
Ability to Handle Stress

- Cannot panic; remain unruffled
- Able to cope with constantly changing conditions
- Act as a buffer between the project team and the customer or upper management
- Have a good sense of humor
- Stress is likely to be high when a project is in jeopardy of not meeting its objective
Problem-Solving Skills

- Early identification of a problem or potential problem is important
- Encourage project team members to identify problems early and solve them on their own
Time Management Skills

■ Have self-discipline
■ Be able to prioritize
■ Show a willingness to delegate
Developing the Skills Needed to Be a Project Manager

- Gain experience - work on as many projects as you can; each project presents a learning opportunity
- Seek out feedback from others
- Conduct a self-evaluation and learn from your mistakes
- Interview project managers who have skills that you want to develop
- Participate in training programs
Developing the Skills Needed to Be a Project Manager (Cont.)

- Join organizations, such as the Project Management Institute
- Read and subscribe to journals
- Volunteer and contribute to the community or a specific cause to develop leadership skills
- Learning and development are lifetime activities - there’s no finish line
Delegation

- Involves empowering the team to achieve the objective and empowering each team member to accomplish the expected results
- Allow individuals to successfully carry out assigned tasks
- Give team members the responsibility to accomplish job objectives and the authority to make decisions and take actions
- Give team members accountability for accomplishing results
Delegation (Cont.)

- Require effective communication skills
- Provide a clear understanding of what is expected in terms of specific results, but do not tell the individuals how to do the task
- Select the team members who are best qualified to perform each task and then empowering them to do it
- Have confidence in each member of the team
Delegation (Cont.)

- Common barriers to effective delegation
- Project manager has a personal interest in the task
- Project manager thinks she can do it better or faster herself
- Project manager lacks confidence in the capability of others
- Project manager is afraid he will lose control of the work and not know what is going on
- Team members fear criticism for mistakes or lack self-confidence
Managing Change

- Despite the best laid plans, changes will still occur.
- Changes may be:
  - Initiated by the customer
  - Initiated by the project team
  - Caused by unanticipated occurrences during the performance of the project
  - Required by the users of the project results
Managing Change (Cont.)

- The later in the project that changes are identified, the greater their effect
- Aspects most likely to be affected are budget and completion date
- At the start of the project, procedures need to be established regarding how changes will be documented and authorized
Managing Change (Cont.)

- Whenever a customer requests changes:
  - Have project team members estimate the effects on cost and schedule
  - Be sure team members won’t casually agree to changes that may require additional person-hours
  - Develop open communication and a climate of trust
  - Have users participate up front in the decision to change