

The Project Manager

Project Management 2007
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Project Stakeholders

Project Manager

Project Sponsor

Project Team

Trade Unions

Clients

Suppliers/Creditors

Organization

Government

Local Community

Project Manager

- Motivate people to contribute to the project
- Take responsibility for the project – if something puts the project on hold, the project manager needs to arrange that the project continues
- Single point of contact
- Organize regular meetings and milestones

Must never allow senior management to be surprised

Responsibilities

- A project manager is the individual responsible for:

Planning and **organizing** the work

Managing the day-to-day activities of a project

Delivering the project deliverables to the client

Identifying potential stakeholders

Responsibilities

- Acquiring Adequate Resources
- Acquiring and Motivating Personnel
- Dealing with Obstacles
- Making Project Goal Trade-offs
- Failure and the Risk and Fear of Failure
- Breadth of Communication
- Negotiation

Competencies

- Long-range perspective
- Risk-taking, venturesomeness
- Clarification of goals
- Innovation and creativity
- Participative problem solving
- Systematic thinking and planning
- Strategic inquiry
- Political awareness
- Team member facilitation

Competencies

- Team development
- Assertiveness
- Feedback to team members
- Relations with functional managers
- Standards of performance
- Drive
- Goal pressure
- Delegation (permissiveness)
- Recognizing performance

Project Manager

- Project Manager's first job:
 - Understand expectations for the project
 - Identify senior managers that have major interest in project
- Get in touch with:
 - At least one representative of senior management
 - Managers from functional areas that will contribute to the project
 - Key professional and technical experts

Selecting the Project Manager

- Credibility
- Sensitivity
- Leadership and Management Style
- Ability to Handle Stress

Successful Project Manager

- Human resource
- Communication
- Project goal setting
- Leadership

Environments

- Environments within the institution:
 - Socioeconomic Environment
 - Legal Environment
 - The Business Cycle as an Environment
 - Technological Environment

Project Stakeholders

- Project Manager
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- Project Team
- Clients
- Organization
- Government

Project Sponsor

- A sponsor is an individual or an organization that has the authority to perform, delegate, or ensure completion of the following project commitments:
 - Formalization of an agreement with the delivery organization
 - Approval to proceed with the start of the project or of a phase
 - Acceptance of the deliverables from the project
 - Spending for the cost or price, or both, of the project as specified in the agreement

Project Team

Team: a group of people that work together toward a common goal.

- Meetings
- Project Kickoff Meeting
 - Initiate communications
 - Develop understanding
 - Gain agreement
 - Establish PM role as a professional manager

Leadership

**CEO or
President**

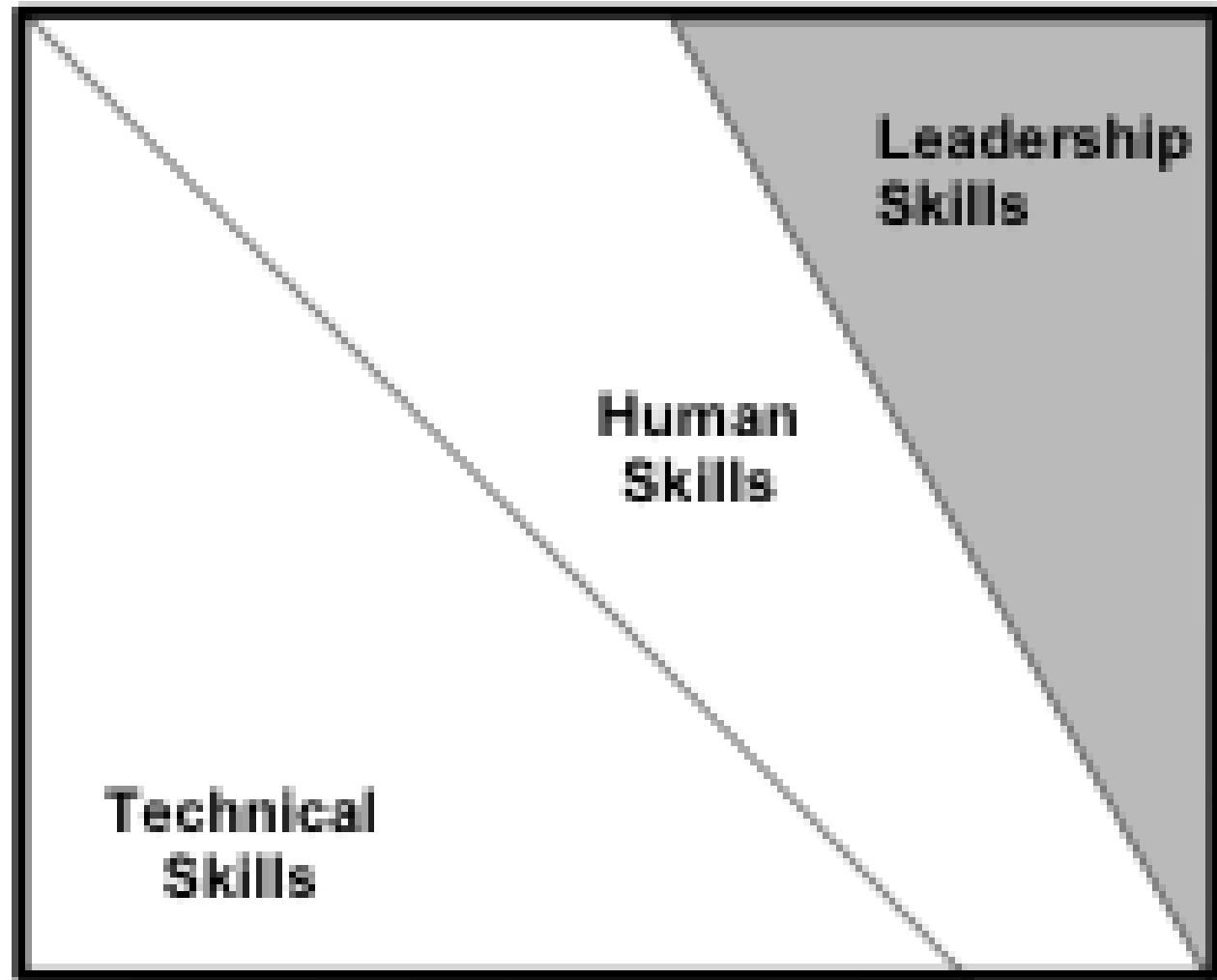
**Upper
Management**

**Mid
Management**

**Project
Engineer**

**Technical
or Staff
Engineer**

Student



Surveys about Executives

- **Top Management Salaries**

Average after taxes, including bonuses and considering standard of living

Source: Hay Group/dnevnik.bg, 2006

Rank	Country	Salary (€)
1	Turkey	79 000
2	India	77 700
3	Russia	77 400
4	Switzerland	77 000
5	Brazil	76 400
6	Poland	76 300
7	Spain	75 900
8	Germany	
9	Japan	70 000
13	USA	62 000
20	France	51 000
22	Denmark	48 000
23	Great Britain	47 000
25	Norway	
26	China	42 000
28	Finland	41 000
29	Sweden	37 650

Top Skills in 21st Century

- Collaborator
- Leverager
- Synthesizer
- Vocalizer
- Passionate Personalizer
- “Green” Emphasizer
- Explainer
- Adapter

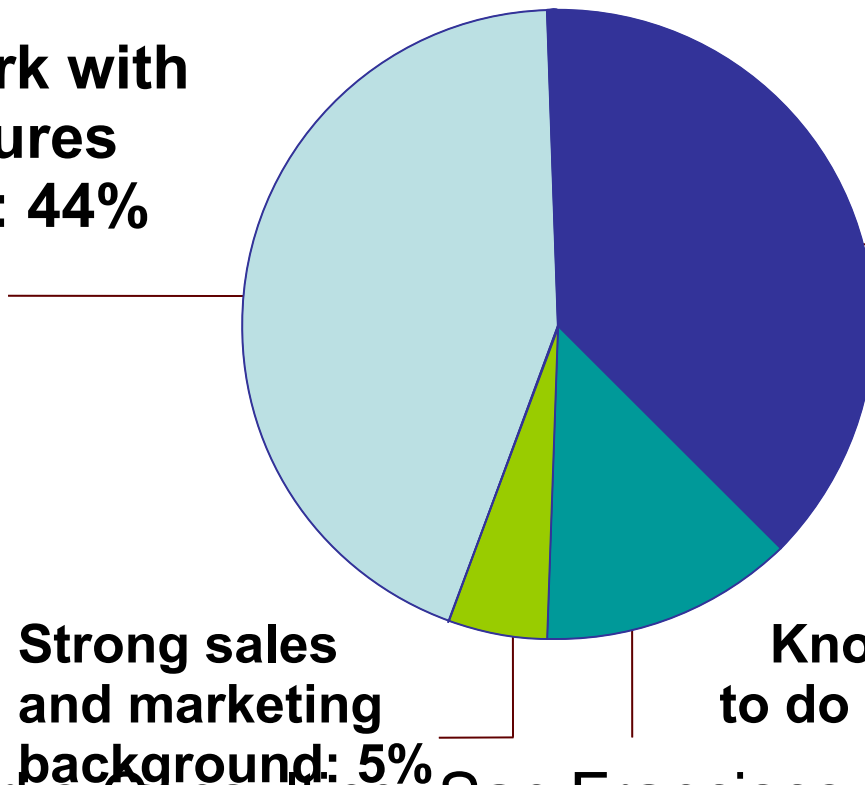
according to Thomas Friedman

Surveys about Executives

- Survey: Most important attribute needed for an executive to be successful over the next five years?

Ability to work with multiple cultures and markets: 44%

Understanding of how to motivate people: 38%



Strong sales and marketing background: 5%

Knowing how to do more with Less: 13%

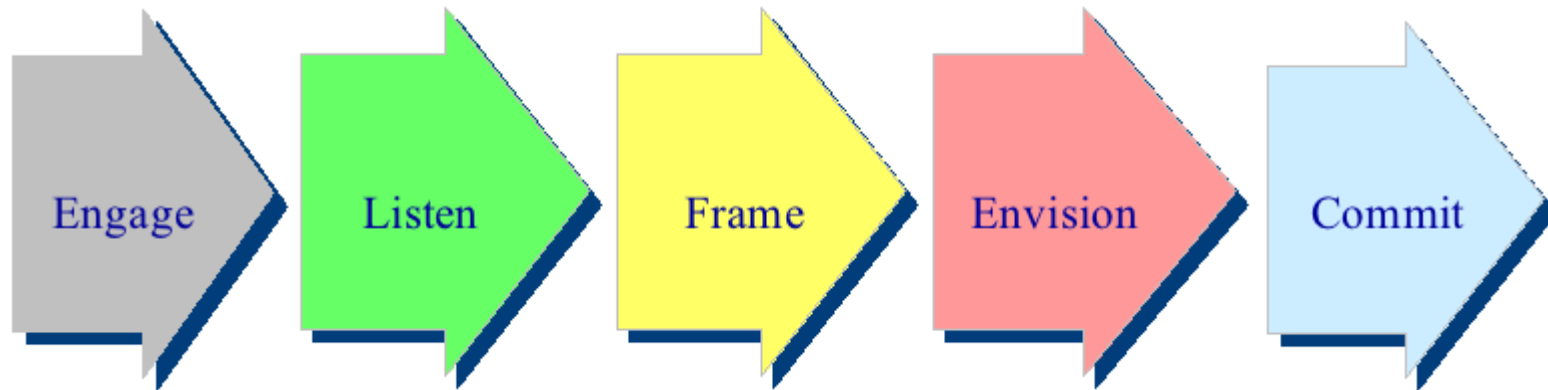
Source: Clarke Consulting, San Francisco, May 2004

Leadership Hierarchy



Source: Jim Collins; Good to Great

Building Blocks of Trust



- **Trusted Leaders:**

1. Engage people in an open, honest manner
2. Listen to what is important and real
3. Identify and frame root issues
4. Jointly envision the solution
5. Gain commitment to constructive action

Source: Maister, Green & Galford, The Trusted Advisor

Watch for the Signs

<i>With “Weaker Performers” Bosses Tend to....</i>	<i>With “Stronger Performers” Bosses Tend To....</i>
Be more directive when discussing tasks and goals. Focus on <u>what</u> needs to be done, as well as <u>how</u> it should get done.	Discuss project objectives with limited focus on project implementation. Focus on <u>what and why</u> , with limited focus on how.
Set more targets, more <u>deadlines</u> . Establish clear action plans and check-points. Give limited decision-making autonomy overall.	Give subordinates more <u>freedom</u> to choose own course of action. Set check-points farther apart and invite them to “get in touch” if need be.
<u>Follow up</u> regularly to ensure things are on track. Pay close attention to unfavorable variances and get more systematically involved when subordinates run into difficulties.	Perform less obtrusive follow-up; make themselves available, as in “ <u>let me know if I can help.</u> ” Treat unfavorable variances, mistakes, or incorrect judgments as learning opportunities.
Focus discussions on operational issues; ask <u>precise questions</u> .	Engage in more <u>casual</u> and freewheeling conversations.
Limit open-ended contact and focus on tasks at hand. <u>Tell</u> more than ask.	Use subordinates as “sparring partners”. <u>Solicit their views</u> on strategy, execution, policy, and procedures. Follow up on their suggestions.
Impose their own views in case of disagreements. Make “ <u>strong suggestions</u> ” that more closely resemble recommendations.	Often <u>defer to their opinions</u> . Emphasize that suggestions are only that, meant to encourage them to try things their way.
Give them more <u>routine assignments</u> and projects.	Offer more <u>interesting or challenging</u> stretch assignments.
Be more <u>distant</u> physically and emotionally.	Be more comfortable with subordinates, resulting in <u>warmer</u> relationships.

Watch for the Signs

<i>Observed behavior</i>	<i>“Underperformer”</i>	<i>“Model Employee”</i>
Seeking feedback	Sign of <u>weakness</u> , insecurity, or trying to prime boss’s memory	Sign of <u>learning</u> orientation (desire to improve)
Complimenting the boss	Flattery, <u>brownnosing</u>	Useful upward <u>feedback</u>
Helping a colleague/ listening to problems	<u>Manipulation</u> , coalition building	<u>Altruism</u>
Not complaining	<u>Conformity tactic</u>	Sense of <u>self-sacrifice</u> , understanding of the greater good
Working long hours	Value of input over output, inability to prioritize, <u>slow employee</u> , slow mind, trying to make others look bad	<u>Dedication</u> , owning the issue, taking responsibility
Volunteering for a difficult assignment	<u>Seeking visibility</u> , unaware of own limitations	Sense of <u>responsibility</u> , sense of obligation
Running errands for the boss	Sycophancy, <u>bootlicking</u>	<u>Respect</u> for boss’s time
Publicly thanking colleagues	False humility, <u>hypocrisy</u>	Selflessness, <u>team spirit</u>
Agreeing with the boss	<u>Weak</u> , useless, ineffectual	<u>Good judgment</u> , respect, effective follower

Source: Manzoni & Barsoux, The set-up-to-fail syndrome

Psychological Needs That Make Us Seek Leaders

- Need for reassuring authority figures to fill our parents' shoes
- Need for security and certainty, which prompts us to surrender freedom to achieve them
- Need to feel chosen or special
- Need for membership in the human community
- Fear of ostracism, isolation, and social death
- Fear of personal powerlessness to challenge a bad leader

Making Selection Decisions

Qualitative

Operating Necessity

Competitive Necessity

Product Line Extension

Comparative Benefit Model (incl. Subjective)

Sacred Cow

Quantitative

Financial

Scoring

Delphi Method

- Enlist experts to the problem-solving
- Propose the problem
- Experts record their solution
- Experts' solutions are registered and tabulated
- The expert for each solution has an opportunity to express why she feels this is the best
- The process is repeated, with perhaps more uniform solutions being realized after the spectrum is seen along with the reasoning
- Repeat the process until a “consensus” is reached

Delphi Method

- How many squares are drawn here:

