



- Define the project
- Select a core team
- Maintain control

# PROJECT MANAGEMENT










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designed to give you different types of specific information. Here's a description of the boxes you'll find in this book.

	<p>These boxes do just what they say: give you tips and tactics for being smart in the way in which you plan and execute the management of your project.</p>
	<p>These boxes provide warnings for where things could go wrong during every phase of the project management process.</p>
	<p>Here you'll find the kind of how-to hints the pros use to make your project go as smoothly as possible.</p>
	<p>Every activity has its special jargon and terms. These boxes provide definitions of these concepts.</p>
	<p>Look for these boxes for examples of principles and practices described in the text.</p>
	<p>Here you'll find specific procedures and techniques you can use to manage your project more effectively.</p>
	<p>How can you be sure you won't make a mistake sometime as you manage your project? You can't. But if you see a box like this, it will give you practical advice on how to minimize the possibility.</p>

## Acknowledgments

The ideas and learnings expressed in this book were shaped from countless discussions with project management profes-



### Practical Tips for Creating a Motivational Climate

**Tip # 1:** Convey the attitude that people and their work are valued

- Take time to explain how each member's function contributes to project goals.
- Take time at team meetings to highlight how various members contribute to positive results.
- Heighten the exposure of low visibility or less appreciated responsibilities.

**Tip #2:** Convey Confidence in People's Knowledge, Ability, and Work Ethic

- Avoid double-checking and micromanagement as much as possible.
- Assign goals that represent a stretch for the individual, then let him or her determine how best to achieve those goals.
- Provide freedom, decision-making power, and authority in a way that conveys trust.

**Tip #3:** Recognize Good Performance

- Clarify in advance what represents a high standard of performance.
- Communicate achievements of your team to management in a visible and positive way.
- Openly recognize *attempts* to go beyond what's expected.

**Tip #4:** Lead by Example

- Don't ask others to do things that you would not be willing to do yourself.
- Intercede on behalf of members of your team when warranted.
- Continuously maintain the highest levels of honesty and integrity at all times.

create a climate, environment, or situation where motivation can occur within an individual. Motivation is all about recognizing a need that exists within an individual and finding a way to satisfy that need. This is a key point in understanding how to develop a high-performing team.

### Managing Diverse Objectives and Perspectives

Most project teams are made up of people from several departments. As a project manager, one of your jobs is to form the team into a unified, single-minded unit with a focused project objective.

can develop only by being introspective—through self-examination and self-analysis. The importance of being introspective will be discussed later in this chapter.

## Functional Competencies of the Project Manager

The term *functional competencies* refers to your ability to synthesize the various skills described above and properly apply them as a project manager. Even if you're very proficient in many of the skill areas, your capability as a project manager will be limited if you can't apply those skills in your day-to-day activities effectively. Figure 3-3 contains a partial list of functional competencies.

### **Project Management Process Functions**

- Coordinates development of comprehensive, realistic, and understandable plans, estimates and budgets
- Able to balance technical solutions with business and interpersonal factors
- Develops and follows appropriate processes and procedures for accomplishing work
- Obtains formal approvals of project parameters (cost, schedule, etc.) as needed
- Monitors progress and manages deviations in a timely and effective manner
- Anticipates problems and reacts to change through a well-defined, rigorous process

### **Technology Management Functions**

- Ensures that a rational process is used to select the appropriate technology
- Balances technology advancement needs with the need to achieve business results
- Ensures that all technical disciplines are appropriately represented on core team
- Accurately assesses the quality of most technical decisions and recommendations
- Fully utilizes and leverages all related or supporting technologies
- Effectively communicates technical information to a wide variety of people

Figure 3-3. Partial list of functional competencies for a project manager (Continued on next page)

**Cognitive Functions**

- Gathers information systematically; seeks input from several sources
- Considers a broad range of issues or factors when solving problems
- Collects the appropriate quantity of data for the situation before making a decision
- Draws accurate conclusions from quantitative data
- Makes decisions in an unbiased, objective manner using an appropriate process
- Understands concept of risk vs. return and makes judgments accordingly

**Team Leadership Functions**

- Fosters development of a common mission and vision
- Clearly defines roles, responsibilities, and performance expectations
- Uses leadership style appropriate to situation or stage of team development
- Fosters collaboration among team members
- Provides clear direction and priorities
- Removes obstacles that impede team progress, readiness, or effectiveness
- Promotes team participation in problem solving and decision making as appropriate
- Passes credit on to team; promotes their positive visibility to upper management
- Appreciates, promotes, and leverages the diversity within the team

**Interpersonal Relationship Functions**

- Adjusts approach to individual situations as personalities dictate
- Communicates effectively with all levels inside and outside of the organization
- Negotiates fairly and effectively
- Brings conflict into the open and manages it collaboratively and productively
- Able to influence without relying on coercive power or threats
- Conveys ideas and information clearly and concisely, both in writing and orally

**Self-Management Functions**

- Maintains focus and control when faced with ambiguity and uncertainty
- Shows consistency among principles, values, and behavior
- Resilient and tenacious in the face of pressure, opposition, constraints, or adversity

Figure 3-3. Continued

- Manages implementation effectively; recognized as someone who "gets things done"
- Actively seeks feedback and modifies behavior accordingly
- Actively pursues learning and self-development opportunities

**Motivational and Personal Development Functions**

- Considers individual's skills, values, and interests when assigning or delegating tasks
- Allows team members an appropriate amount of freedom to do the job
- Accurately assesses individuals' strengths and development needs
- Continually seeks and offers opportunities for personal and professional growth
- Provides for training and support when needed
- Passes credit on to individuals; promotes their positive visibility to upper management
- Seeks to understand what drives individuals' behavior before trying to modify it
- Gives timely, specific, and constructive feedback

**Customer Awareness Functions**

- Anticipates customer's needs and proactively strives to satisfy them
- Accurately "translates" the customer's verbalized wants into what they actually need
- Seeks to understand customers and their business
- Actively builds and maintains strong customer relationships
- Responsive to customer's issues, concerns, and queries
- Actively strives to exceed customer expectations

**Organizational Savvy Functions**

- Involves the right people at the right time
- Understands, accepts, and properly uses power and influence in relationships
- Builds and leverages formal and informal networks to get things done
- Knows the mission, structure, and functions of their organization and others
- Understands profitability and general management philosophy
- Understands how project management is regarded in their company or organization
- Balances interests and needs of team/project with those of the broader organization

Figure 3-3. Concluded