Project Management Supplemental Deck #2

James Linton, MiM, PmP, Cmbb, AAMIF
Sessional Instructor,
Civil & Environmental Engineering
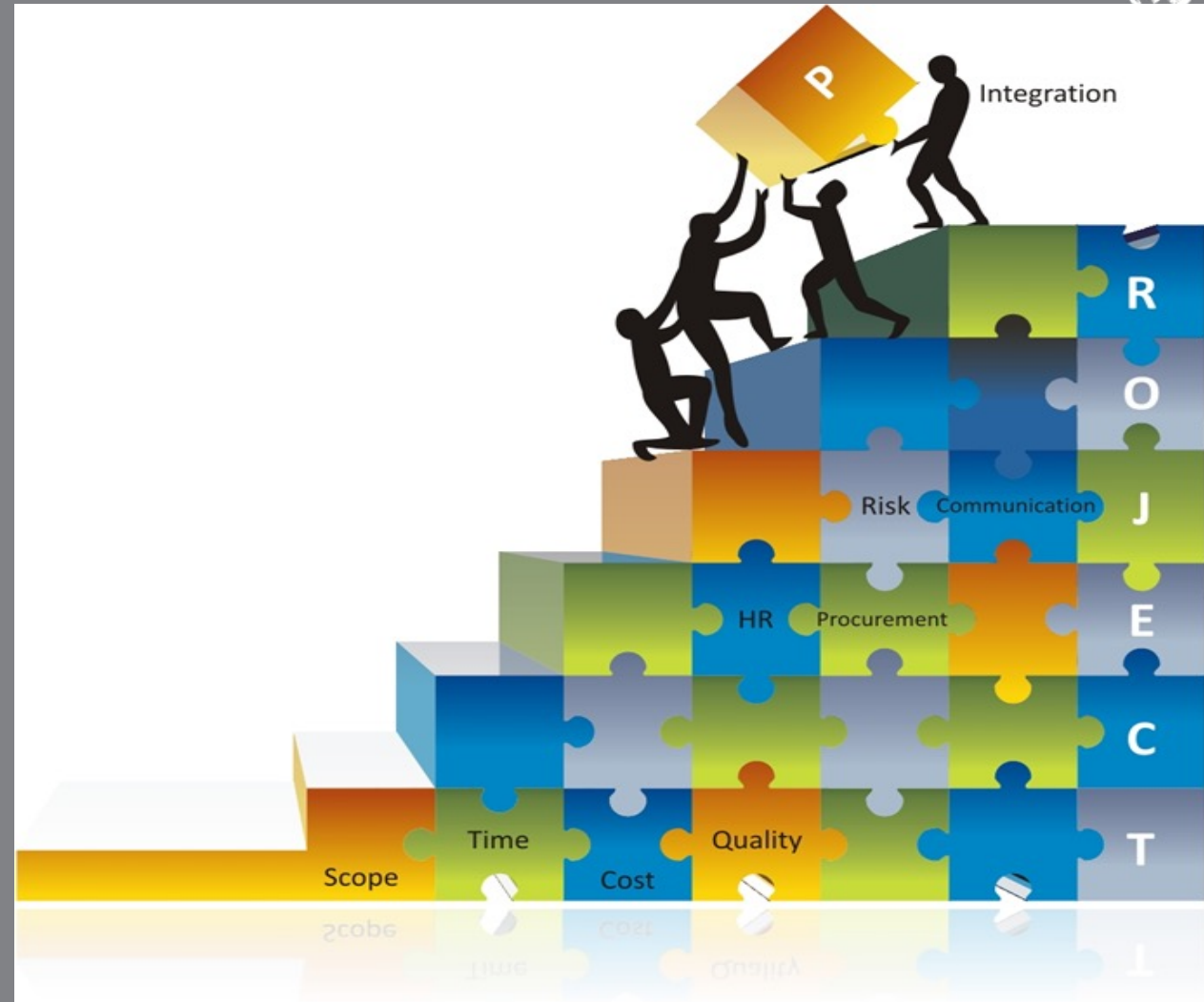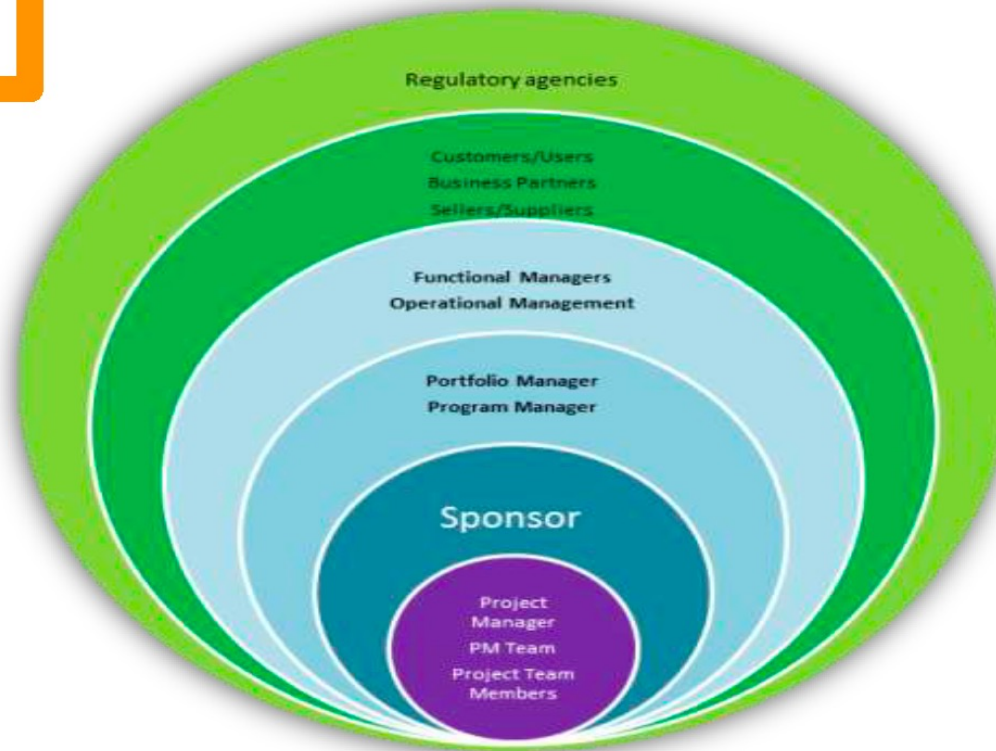University of Windsor
JLinton@Uwindsor.ca

The Role of The Project Manager

Project Manager's Sphere of Influence

Project Manager is the person responsible for accomplishing the project objectives.

Characteristics:

- Knowledge: Project Management Knowledge (Not Technical Knowledge).

- Performance.

- Personal: Decision Maker, Integrity and Honesty, leadership, Negotiation, communication.

University of Windsor

The Industry Trends

- Product and technology development;

- New and changing market niches;

- Standards (e.g., project management, quality management, information security management);

- Technical support tools;

- Economic forces that impact the immediate project;

- Influences affecting the project management discipline;

- Process improvement and sustainability strategies

Project Manager Competences

1 Technical Project Management Skills

- Focus on the critical technical project management elements for each project they manage.

- Tailor both traditional and agile tools, techniques, and methods for each project.

- Make time to plan thoroughly and prioritize diligently.

- Manage project elements, including, but not limited to, schedule, cost, resources, and risks

University of Windsor

2 Strategic and Business Management Skills

- Explain to others the essential business aspects of a project

- Work with the project sponsor, team, and subject matter experts to develop an appropriate project delivery strategy

- Implement that strategy in a way that maximizes the business value of the project.

University of Windsor

- Dealing with People

- Qualities and SKILLS of a Leader (Being a visionary, Being optimistic and positive, Being collaborative, Managing relationships and conflict, Communicating

- Politics, Power, and Getting Things done

Comparison of Leadership and Management

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration

University of Windsor
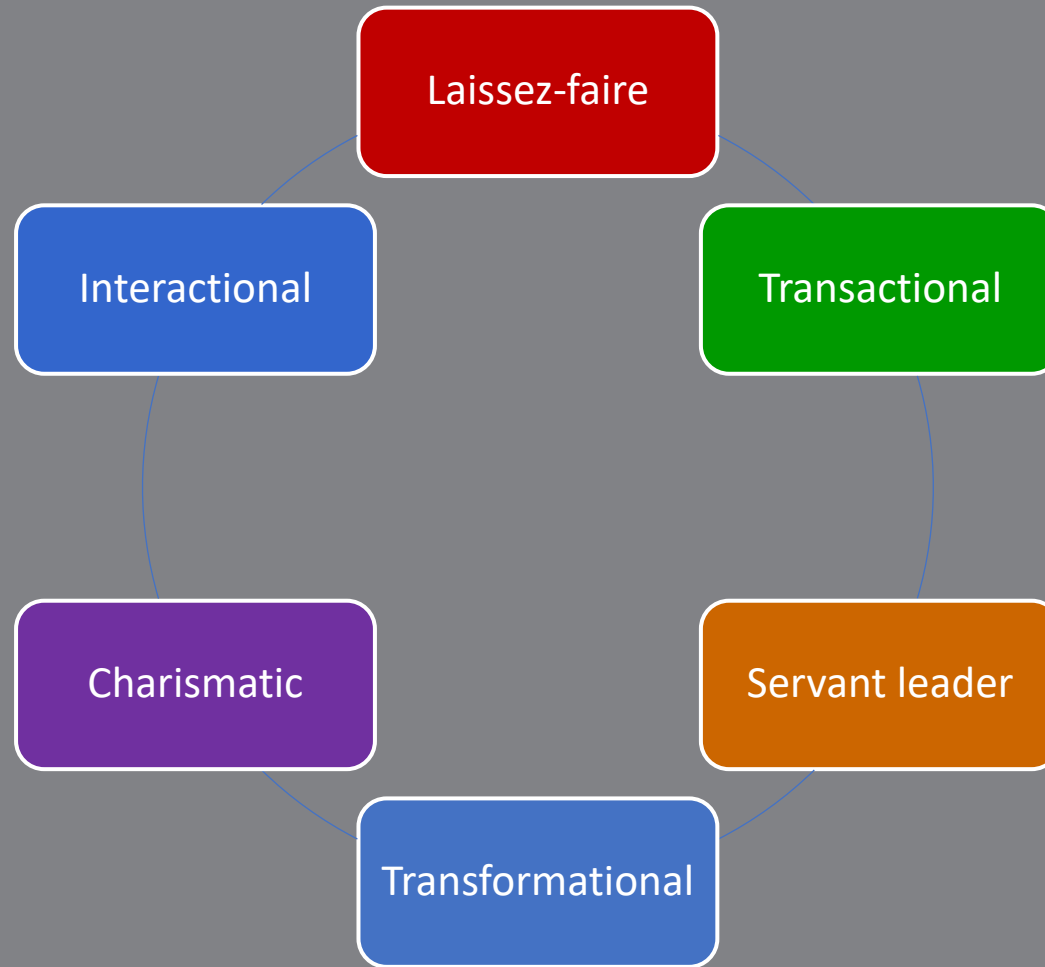
Personality

Personality refers to the individual differences in characteristic patterns of thinking, feeling, and behaving.

- characteristics or traits
- Authentic
- Courteous
- Creative
- Cultural
- Emotional
- Intellectual
- Managerial
- Political
- Service-oriented
- Social
- Systemic

Integration and Complexity

Three dimensions of complexity:

- System behavior. The interdependencies of components and systems.

- human behavior. The interplay between diverse individuals and groups.

- Ambiguity. Uncertainty of emerging issues and lack of understanding or confusion

University of Windsor

The sponsor

- Has requirements that must be met

- Participates in developing the business case for the project

- Gathers the appropriate support for the project

- Ensures buy-in throughout the organization

- Provides funding

- Provides high-level requirements

- Provides information regarding the initial scope of the project

- May dictate milestones, key events, or the project end date (along with the customer)

The sponsor

- Determines the priorities between the constraints (if not done by the customer)
- Provides information that helps develop the project charter
- Gives the project manager authority to start the project
- Provides formal acceptance of the deliverables (if they are the customer)
- Clarifies scope questions
- Resolves conflict that extend beyond the project manager's control
- Approve, rejects, or defer changes, or authorize a change control board to do so

University of Windsor