01 - Learning more about project manager roles and responsibilites

Where is this course?

- Google Career Certificates - Project Management

My Notes

> My notes for this overall course will be laid out by module in the course, and have subheadings in order to differentiate between different topics/videos that are presented in the courses. I'll add in any extra notes/resources that I use where necessary, and hope it will be helpful for anyone looking!

Key project manager roles and responsibilities

ⓘ **Project Management - Definition**

The application of *knowledge*, *skills*, *tools*, and *techniques* to meet the *project requirements* and achieve the *desired outcome*

ⓘ **Project Task - Definition**

An activity that needs to be accomplished within a set period of time by you, your team or your stakeholders

- **Project Management Responsibilities**
  - **Planning and Organising**
    - Making use of productivity tools and creating processes
    - Create plans, timelines, schedules, and other forms of documentation to track project completion
    - Maintain the documents throughout the project
  - **Budgeting and Controlling Costs and other Factors**
    - Monitor and manage the budget
    - Track issues and risks
    - Manage quality

- Remove unforeseen barriers
  - Things that can get in the way of the project
- **Managing Tasks**
  - Keep track of tasks
    - Managing workloads
    - Make sure things are being done
    - Demonstrates progress
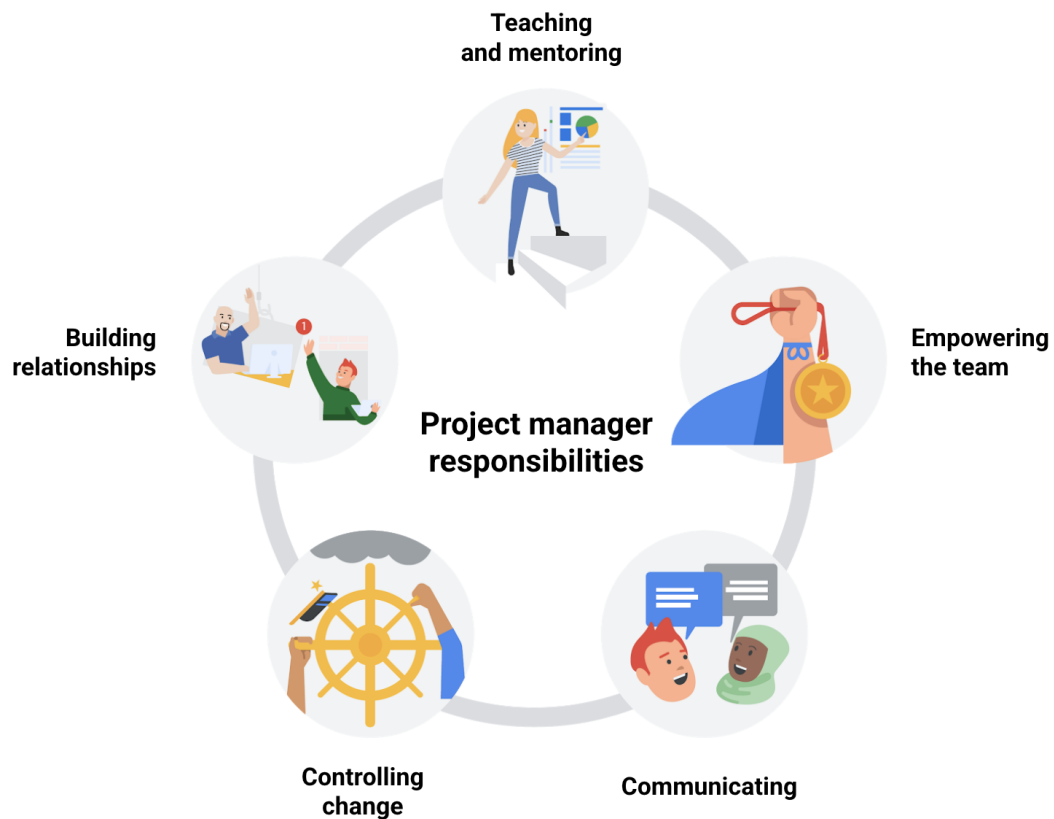 - Use some form of project tracker, and actively manage tasks

Identify: Project Opportunities and Tasks

- **Background Info**
  - As project manager for an arts education centre, you join a planning meeting for the upcoming quarter. Team members will discuss top priorities, and you'll identify a project and related tasks to achieve these goals.
- **Notes**
  - **Roles**
    - **Senior Artistic Director**
      - Makes programming decisions and develops the long-term vision for the company.
    - **Director of Education**

- Oversees curriculum planning and evaluation and supervises instructors.
  - Communications coordinator
    - Manages publicity, social media, and other communications content
  - Chief development officer
    - Heads fundraising efforts by meeting with donors, organizing events, and writing grant proposals.
- Meeting Notes
  - Online Education
    - "More classes we put online, the more students we can reach"
    - Live-stream classes
      - Although pre-record some classes as demos
        - Most popular courses
          - Art
          - Music
          - Theatre
          - Dance
      - 30-minutes each
    - After developing topics, develop marketing
    - Play demos at fundraiser
    - Tasks
      - Needs to create an online course to then market, and fundraise for
      - Then let instructors choose their topics
      - Let instructors script their lessons
      - Director of Education speaks with Videographer to set up a schedule to film
      - Communications Coordinator plans to write a press release as a part of the promotional materials

Responsibilities that utilise interpersonal skills

Teaching and mentoring · Empowering the team · Communicating · Controlling change · Building relationships

Project manager responsibilities

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- **What are the core job responsibilities of project managers?**
  - Project Managers are responsible for planning, organising, managing tasks, budgeting, controlling costs, and other factors to help keep the project within budget and on time
    - therefore a project manager is responsible for tracking the day-to-day details of the project
- **Interpersonal Responsibilities**
  - **Teaching and Mentoring**
    - As a project manager, you serve as a mentor for the team
    - Take time to
      - Fully explain expectations
      - Eliminate rework
      - Eliminate confusion
      - Eliminate frustration
    - Support each individual in meeting expectations and exceed their own sense of personal potential
  - **Building Relationships**
    - Get to know your team members
      - Let them know that you care about them as people, and not just as employees

- Take the time to build relationships with customers, clients, vendors and other stakeholders
- Dedicate time to check on people
- Ask about their lives beyond the project
    - Follow up on those discussions later on to show interest
- Controlling Change
    - "The only thing that never changes, is that everything changes"
    - Remain flexible to adjust to the stakeholder's needs
    - Protect team from constant change and rework
    - Document initial expectations of the project, and identify any changes being requested
        - Helpful to understand the budget and schedule impact of the changes and make sure that the stakeholders understand those impacts
- Empowering your Team
    - Get fresh ideas and passionate employees willing to help find solutions to problems
    - Delegating responsibilities to the team, and make them have more impact in the project
- Communicating Status and Concerns
    - Create an open door policy
    - Build trust between the team, and stakeholders

A Project Manager's role within a team

- A project manager's role within a team
    - A "Project Manager" is not often the direct manager of the people working on a project team
        - Manages the *tasks* of a project
        - Therefore although you may have to manage teammates for a certain task/project, you are probably not their day-to-day boss
    - Everyone on the team will have their own set of roles and responsibilities
        - Each person will be an expert on their portion of the project, but no one will be an expert on every aspect of the project
    - Responsible for guiding your team
        - Making sure they have the support they need to complete the project
    - How can this be done?
        - "Hold all team members accountable for their assigned tasks"

- "Ensure that issues and risks are tracked and visible, and be able to establish escalation paths"
- "Understand and help teammates to adopt the right workflows and project management styles"
- "Collaborate with other teams at the organisation to deliver solutions that meet the requirements based on project scope, schedule and budget"

Working with cross-functional teams

Managing cross-functional teams effectively requires the project manager to:

Clarify goals

Get team members with the right skills

Measure progress

Recognize efforts

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> ⓘ **Cross-Functional Team - Definition**
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> A team, who's members have different backgrounds, types of expertise and job functions.

- **Cross-Functional teams**
  - Members are sometimes referred to as "T-shaped" professionals
    - Skilled in how to collaborate and innovate with those in different job functions and different departments
    - Also contribute their own specific areas of expertise
    - Each member has their own unique perspective and experience, bringing different ideas and strategies to the project
  - How this can be done
    - **Clarify Goals**

- Ensure that every team member understands their role, how they support each other, and the common goals of the project
- Set clear goals. and make sure everyone understands those goals
- Define
    - Budget
    - Deadlines
    - Quality requirements
    - Important resources
- Continually check up on the team
- All team members work together with the project manager to support the current project

- Get team members with the right skills
    - Make sure that all the team members have the correct skills for each of the project functions
    - Make sure that the right people with the right skills are available

- Measure progress
    - Showing your team how much they have accomplished can help them keep motivated
    - Take the time to measure and communicate the project's progress to the entire cross-functional team
    - Measuring progress
        - Key milestones
        - Completing project tasks
        - Meeting project goals on time and within budget
    - Document when tasks and goals are completed
    - Make sure to communicate if everything is on track, and if not, how to get there

- Recognise efforts
    - Make sure that every member of the cross-functional team recognises their value
    - Also makes sure that everyone is considered to be a 'team', and equal