CHAPTER 10

The Project Manager

Teaching Strategies

- The two vignettes in this chapter reinforce the skills needed to be a good project manager and the value of sound project management techniques. **(See Premium Deck for Slides.)**
- Cape Wind has a number of project managers on staff to cover the various aspects of its project.
- Henkels & McCoy see the project management culture as being an integral part of their success as a company.
- Implementation of good project management techniques and more employees being trained in project management skills has helped to streamline processes, been beneficial to the company's bottom line, and helped its competitive position.
- Many times people say that a project is too small for using project management, but this is not true.
- Have students examine projects that use and do not use project management techniques. Have students state how using project management skills would be valuable.
- Have students apply project management techniques to their work for one week.
- Have students write their plan and list the tasks, durations, and due dates for the week.
- Have them list any additional resources they would need to accomplish the tasks.
- At the end of the week, have students compare the week to other weeks and assess the change in what was done and how it was completed. Usually, they will find that they achieved more and wasted less time because of the plan.

Optional Supplemental Activities

- If possible, have each student interview an experienced project manager (it does not matter in what field) and find out about his/her:
    - Educational background
    - Work experience
    - Views on what it takes to be a good project manager
    - A discussion of a very challenging issue he or she has faced as a project manager
- Have the students read the chapter and answer all of the Reinforce Your Learning questions and the questions at the end of the chapter. **(See Premium Deck for Slides.)**
- Have an experienced project manager speak during a class session and answer questions the students have about being a project manager.

Chapter Concepts

- The responsibilities of the project manager
- The skills needed to successfully manage projects and ways to develop project manager competence
- Approaches to effective delegation
- How the project manager can manage and control changes to the project

Chapter Concepts
- It is the people, not procedures and techniques, who are critical to accomplishing the project objective.
- Procedures and techniques are merely tools that help people do their jobs.
    - For example, an artist needs to have paint, canvas, and brushes to paint a portrait, but it is the skills and knowledge of the artist that allow a portrait to be created with these tools.
- So, too, in project management are the skills and knowledge of the people involved vital for producing the desired result.
- This chapter focuses on one very important person: the project manager.
Based on the information in this chapter, students will become familiar with:
- The responsibilities of the project manager
- The skills needed to successfully manage projects and ways to develop project manager competence
- Approaches to effective delegation
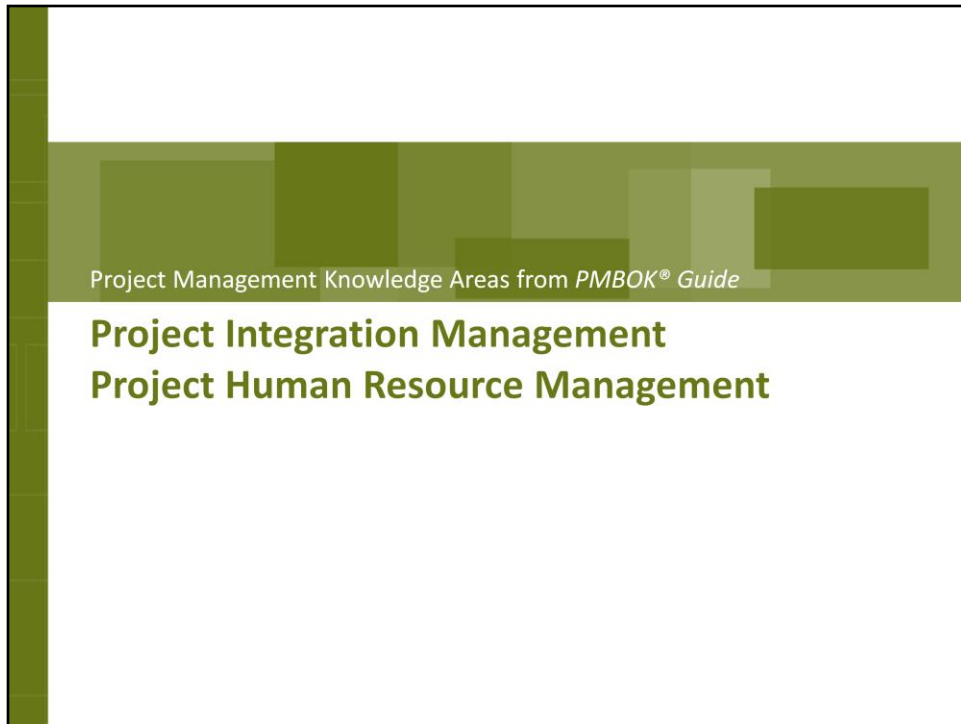- How the project manager can manage and control changes to the project

Learning Outcomes

- Discuss three responsibilities of a project manager
- Identify, explain, and practice at least five skills and abilities a project manager should have
- Describe and take actions to develop project manager competence
- Discuss and practice effective delegation
- Explain how to manage changes

Learning Outcomes

After studying this chapter, the student should be able to:

- Discuss three responsibilities of a project manager
- Identify, explain, and practice at least five skills and abilities a project manager should have
- Describe and take actions to develop project manager competence
- Discuss and practice effective delegation
- Explain how to manage changes

Project Management Knowledge Areas from *PMBOK® Guide*

Project Integration Management
Project Human Resource Management

Project Management Knowledge Areas from PMBOK® Guide
Concepts in this chapter support the following Project Management Knowledge Areas
of *the PMI Guide to the Project Management Body of Knowledge (PMBOK® Guide)*:
Project Integration Management
Project Human Resource Management

Cape Wind Approved by Federal Government as America's First Offshore Wind Farm; Project Will Add Clean Energy Jobs for Region

Background

- America's first offshore wind farm
- Horseshoe Shoal in Nantucket Sound
- 130 wind turbines
- Protected shallow water
- Away from shipping, boating, and air traffic
- Provide 75% electricity needs for Cape and Islands

Project Management

- Gathered data for feasibility assessment
- Directed community outreach
- Managed and coordinated on-site activities and tests
- Provided leadership and problem solving

Vignette A: Cape Wind Approved by Federal Government as America's First Offshore Wind Farm; Project Will Add Clean Energy Jobs for Region

- Over 10 years ago, project managers for Energy Management, Inc., began their work to develop America's first offshore wind farm on Horseshoe Shoal in Nantucket Sound, Massachusetts.
- Three-quarters of the electricity needs for the Cape and Islands was planned to be provided by 130 wind turbines.
  - With strong, consistent winds and close proximity to landfall and electrical interconnections, Cape Wind's turbines will be in protected shallow water away from shipping channels, commercial boating routes, and air traffic.
- The project began with gathering weather data to determine if the development project was feasible.
- An assistant project manager was hired to be responsible for project management and community outreach.
- "What enabled Cape Wind to reach this crucial milestone is steadfast support of leading environmental, labor, health and trade organizations and the support of the overwhelming majority of Massachusetts citizens."
- A group of project managers are responsible for the overall design of the plant facilities, management and coordination of all site-related activities, geotechnical investigations, surveys and tests, environmental assessments, local and state permit approvals, procurement of easements necessary for construction and operation, site selection, fatal flaw analysis, financial modeling, environmental permits, working with lenders, design and construction contracting, procurement, construction, and start up.
- Cape Wind project managers have implemented the leadership, communication, and

problem solving necessary for successful project completion.

The Need For Standardized Project Management

Henkels & McCoy

- One of the largest engineering and construction firms
- Decided to standardize its project management practices
- More than 4,600 employees in 80 permanent offices
- Believes ALL employees should have project management skills!

Outcomes

- Customized PMBOK Guide to Henkels & McCoy's internal procedures
- Increased efficiency and seamless communication
- Includes scope and risk assessment in the bid review processes
- Uses full standardized project management for larger projects
- Uses leaner project management for smaller projects

Vignette B: The Need For Standardized Project Management

- One of the largest engineering and construction firms, Henkels & McCoy, decided to standardize its project management practices.
  - Its over 4,600 employees in 80 permanent offices specialize in engineering, network development, and construction to serve communications, information technology, and utility industries.
- Upper management identified weaknesses in the organization's project management methodology. To reach the next level of business success and growth, management decided to make organizational changes.
- Management was able to:
  - Customize the PMBOK Guide to Henkels & McCoy's internal procedures to provide a foundation for the project management methodology developed by the employees.
  - Train all employees in project management skills.
    - Has resulted in increased efficiency and seamless communication with many of the company's large general contracting partners
- Henkels & McCoy used to bid on a high number of projects without any bid/no bid techniques in place. The standardized methodology includes scope and risk assessment in the bid review processes.
- Not all projects require all the project management procedures.
  - A leaner version of project management is used for smaller projects and the full standardized project management for larger projects.

- "Skills such as team management, motivation, resource management and planning were competencies we wanted all members of our staff to exhibit." Kathy Mills, director of human resources

Project Manager Responsibilities

- Customer satisfaction
- Work scope completion
    - Quality manner, within budget, on time
- **Planning** the project
- Securing and **organizing** the appropriate resources
- **Controlling** the project progress
- Coordinate with team
- Control the project

Project Manager Responsibilities
- It is the responsibility of the project manager:
    - To make sure that the customer is satisfied
    - To ensure that the work scope is completed in a quality manner, within budget and on time
    - To plan the project
    - To secure and organize the appropriate resources
    - To control the project process
    - To coordinate with the team
- The project manager has a primary responsibility for providing leadership in planning, organizing, and controlling the work effort to accomplish the project objective.
- The project manager coordinates the activities of the various team members to ensure that they perform the right tasks at the proper time as a cohesive group.

Project Manager Responsibilities – **Planning**

- Define project objective
- Reach agreement with customer
- Communicate objective to project team
- Create vision of successful accomplishment
- Spearhead plan development
- Review plan with customer
- Use project management information system

Planning
- The project manager clearly defines the project objective and reaches an agreement with the customer on the objective.
- The manager then communicates this objective to the project team so as to create a vision of what constitutes successful accomplishment of the objective.
- The project manager spearheads development of a plan to achieve the project objective.
- The project manager reviews the plan with the customer to gain endorsement and then sets up a project management information system for comparing actual progress to planned progress.

Project Manager Responsibilities – **Organizing**

- Secure appropriate resources
- Determine in-house tasks
- Determine need for subcontractor
- Assign responsibility
- Delegate authority
- Create motivating environment

Organizing
- Organizing involves securing the appropriate resources to perform the work.
- The project manager must decide which tasks should be completed in-house and which tasks should be handled by subcontractors or consultants.
  - The project manager also assigns responsibility and delegates authority to specific individuals or subcontractors for the various tasks.
- Finally, and most important, the task of organizing involves creating an environment in which individuals are highly motivated to work together as a project team.

Project Manager Responsibilities – **Controlling**

- Track actual progress
- Compare progress to planned progress
- Take necessary actions
- Play the leadership role
- Involve project team

Controlling
- To control the project, the project manager must track actual progress and compare it with planned progress.
  - If actual progress falls behind planned progress or unexpected events occur, the project manager must take immediate action.
- The project manager is the leader in planning, organizing, and controlling the project, but does not do it alone.
  - She or he involves the project team in these functions to gain their commitment to successful completion of the project.

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
- Negotiating skills
- Time management skills

Is there a difference between a *manager* and a *leader*?

Project Manager
Leadership Ability

Leadership is getting things done through others.

- Achieve results through the project team
- Use a participative and consultative leadership style
- Provide guidance and coaching to the project team
- Require involvement and empowerment of the project team
- Establish an environment of trust, high expectations, and enjoyment
- Have self confidence
- Exhibit confidence in the project team

Leadership Ability

- Leadership is getting things done by utilizing and bringing out the best work in others; the project manager achieves results through the project team.
    - Project leadership involves inspiring the people assigned to the project to work as a team.
    - The project manager must create for the team a vision of the result and benefits of the project.
- Effective project management requires a participative and consultative leadership style, in which the project manager provides guidance and coaching to the project team.
    - The project manager establishes the parameters and guidelines for what needs to be done and the project team members determine how to get it done.
    - An effective manager does not tell people how to do their jobs.
- Project leadership requires involvement with and empowerment of the project team.
    - The project manager should involve individuals in decisions affecting them and should empower them to make decisions within their assigned areas of responsibility.
    - The capable project manager understands what motivates team members and creates a supportive environment in which individuals work as part of a high-performing team and are energized to excel.
    - The project manager must be careful not to create situations that cause individuals to become discouraged.
    - The project manager must foster motivation through recognition of the project team as a whole and of individual members. Recognition should be carried out as soon as possible after the action that is being recognized.
- The project manager sets the tone for the project team by establishing an environment of trust, high expectations, and enjoyment.
    - Capable project managers have high expectations of themselves and of each person on the project team. They believe that people tend to live up to what is expected of them.
- Project managers tend to be optimistic and positive.
    - Project managers should encourage the same positive attitude on the part of the project team members and facilitate the team building process.
- Leadership requires that the project manager be highly motivated and set a positive example for the project team.
- The project manager has self-confidence and exhibits confidence in the project team members.

Project Manager
Ability to Develop People

- Train and develop the project team
- Believe that all individuals are valuable
- Encourage initiative
- Identify situations for mentoring
- Assess opportunities for growth
- Encourage self reflection for learning

Project Manager Ability to Develop People
- The effective project manager is committed to training and developing the skills of people working on the project.
  - He or she uses the project as an opportunity to add value to each person's experience base so that all members of the project team are more knowledgeable and competent at the end of the project than when they started.
  - One way of encouraging such activities is to talk about the importance of self-development at project team meetings.
  - Another way is to meet with project team members individually at the start of their project assignments and encourage them to take advantage of opportunities to expand their knowledge and skills.
- A good project manager believes that all individuals are valuable to the organization and that they can make greater contributions through continuous learning.
- He or she stresses the value of self-improvement by encouraging individuals to take the initiative.
  - A capable project manager provides opportunities for learning and development by encouraging individuals to take initiative, take risks, and make decisions.
  - Rather than create a fear of failure, the manager acknowledges that mistakes are part of the learning and growth experience.
- The project manager can try to provide "stretch" assignments that require individual team members to extend their knowledge and accomplish more than they may think they can.
  - A project manager can also is identify situations in which less experienced people can learn from more experienced people.
- A final way in which the project manager can develop people is by having them attend formal training sessions.
  - The project manager might even provide coaching.
- During individual meetings with the project team members, managers should assess opportunities for growth by having the members identify what they learned by working on the project.

Project Manager
Communication Skills

- Be good communicators
- Communicate and share information
- Spend more time listening than talking
- Inform the customer of progress
- Determine any changes
- Provide timely feedback to the team and customer

Project Manager Communication Skills
- Project managers must be good communicators.
    - They need to communicate regularly with the project team, as well as with any subcontractors, the customer, and their own company's upper management.
- Effective and frequent communication is crucial for keeping the project moving, identifying potential problems, soliciting suggestions to improve project performance, keeping abreast of customer satisfaction, and avoiding surprises.
    - A High level of communication is especially important early in the project.
- Effective project managers communicate and share information in a variety of ways.
- These tasks require that the project manager have good verbal and written communication skills.
    - Good project managers spend more time listening than talking.
- The project manager establishes ongoing communication with the customer to keep the customer informed and to determine whether there are any changes in expectations.
- Communication by project managers needs to be timely, honest, and unambiguous.
- Effective communication establishes credibility and builds trust.
- It is important for the project manager to provide regular feedback to the team and customer.
    - Both the good news and the bad news should be shared promptly.
- The project manager must create an atmosphere that fosters timely and open

communication without any fear of reprisal.

Project Manager
Interpersonal Skills

- Develop a relationship with each team member
- Maintain interpersonal relationships for duration of the project
- Influence the thinking and actions of others
- Deal with disagreements or divisiveness

Project Manager Interpersonal Skills
- Good interpersonal skills are essential for a project manager.
- It is important that the project manager develop a relationship with each person on the project team.
    - Mangers should make the time to have an informal conversation with each person on the project team and with each key individual in the customer's organization.
    - The project manager should try to learn about the personal interests of each team member without being intrusive.
    - In informal conversations, the project manager should use open-ended questions and do a lot of listening.
- Good interpersonal skills enable a project manager to empathize with individuals when circumstances arise.
- An effective project manager develops and maintains these interpersonal relationships throughout the duration of the project.
- A project manager needs good interpersonal skills to influence the thinking and actions of others in ways that help achieve the objective of the project.
- A project manager also needs good interpersonal skills to deal with disagreement or divisiveness among team members. Such situations can require delicate handling on the project manager's part.

Project Manager
Ability to Handle Stress

- Must be able to handle the stress
- Remain calm
- Cope with constantly changing conditions
- Act as a buffer between the project team and either the customer or upper management
- Have a good sense of humor
- Keep physically fit to improve ability to handle stress

Project Manager Ability to Handle Stress
- Project managers must be able to handle the stress that can arise from work situations.
    - Stress is likely to be high when a project is in jeopardy of not meeting its objective.
- The project manager cannot panic; she or he has to remain calm.
- The effective project manager is able to cope with constantly changing conditions.
- In certain situations, the project manager may need to act as a buffer between the project team and either the customer or upper management.
- The project manager needs to have a good sense of humor.
    - Used appropriately, humor can help a project manager handle the stress and break the tension.
- The project manager can improve her or his ability to handle stress by keeping physically fit through regular exercise and good nutrition.

Project Manager
Problem-Solving Skills

- Be a good problem solver
- Start with the early identification of a problem or potential problem
- Encourage project team members to identify problems early and solve them

Project Manager Problem-Solving Skills
- A project manager needs to be a good problem solver.
- Good problem solving starts with the early identification of a problem or potential problem.
- The project manager should encourage project team members to identify problems early and solve them on their own or seek help if they need to.
- Problem-Solving will be discussed in greater detail in Chapter 11.

Project Manager
Negotiating Skills

- Employ negotiating skills in interactions
- Develop a trusting relationship with the other person
- Use effective listening
- Take cultural differences into consideration
- Strengthen relationships, not erode them

Project Manager Negotiating Skills
- Good negotiating skills are essential for project managers.
- During the project life cycle, project managers encounter many occasions to employ their negotiating skills in interactions with the sponsor or customer, the project organization's management, subcontractors, vendors, and users of the project's end product.
  - The subject of negotiations can be contract terms and conditions, obtaining specific resources to staff the project, subcontractor prices, vendor delivery schedules, payment for damages, the cost or schedule impact of changes, customer approval of designs, the need for rework if quality standards were not met, the best approach to resolve a technical performance issue, interpretation of acceptance criteria or test results, and approaches to get the project back on track if it is behind schedule and/or over budget.
- It is helpful if the project manager has developed a trusting relationship with the other party because this can provide a strong foundation for positive and robust negotiations.
- The project manager needs to be an effective listener and to be able to make a persuasive case and clearly articulate his or her position on issues.
- Negotiating with customers or subcontractors involved in global projects can be particularly challenging. The project manager must take cultural differences into consideration when negotiating.
- Effective negotiations strengthen relationships, not erode them.

Project Manager
Time Management Skills

- Manage time well
- Have self-discipline
- Be able to prioritize
- Show a willingness to delegate

Project Manager Time Management Skills
- Good project managers manage their time well. Project managers must:
    - Have self-discipline
    - Be able to prioritize
    - Show a willingness to delegate.
- Time management is discussed more thoroughly in Chapter 11.

Leader versus Manager: Is there a Difference?

- Are they the same?

Video

Leader versus Manager: Is there a Difference?

- Managers are responsible for delivering results.
  - Need effective managers to get the work done
  - Help translate vision into action
- Manage: accomplish; conduct; responsible for; *do things right*
- Lead: influence; guide in right direction; *do the right thing*

Leader versus Manager: Is there a Difference?

- Wayne Gretzky, on why he felt he was so good at hockey:

  Said he didn't go where the puck <u>was</u>, he went where he thought the puck was <u>going</u> to be.

Leader versus Manager: Is there a Difference?

- John Harbaugh:

"A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves."

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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

- Interview project managers who have skills that you want to develop

- Conduct a self-evaluation and learn from your mistakes

- Get a mentor

Developing the Skills Needed to Be a Project Manager (Cont.)

- Participate in training programs
- Join organizations, such as the

    [Project Management Institute](#)

- Read and subscribe to journals
- Earn a credential (PMP, etc.)
- Volunteer

    Learning and development are lifetime activities—there's no finish line

Delegation

Delegating

- Empower the project team
- Use effective communication skills
- *"What"*, not *"how"*
- Select the most qualified project team members
- Critical components:
  - **Authority**
  - **Responsibility**
  - **Accountability**

Barriers to Delegating

- Can do it better or faster yourself
- Lack confidence in the capability of others
- Afraid will lose control
- Fear criticism for mistakes
- Lack self-confidence

Delegation
- Delegation involves empowering the project team to achieve the project objective and empowering each team member to accomplish the expected results for his or her area of responsibility.
- It is the act of allowing individuals to successfully carry out assigned tasks.
- Delegation implies more than just assigning tasks to specific members of the project team.
  - It includes giving team members the responsibility to accomplish job objectives and the authority to make decisions and take actions to achieve the expected results, as well as accountability for accomplishing those results.
- Effective delegation requires effective communication skills.
- The project manager has the responsibility for providing a clear understanding of what is expected in terms of specific results.
  - The project manager should not tell the individuals how to do the task. That should be left up to the individuals so that they can be creative.
- Delegating is an important part of being a good project manager. It involves selecting the project team members who are best qualified to perform each task and then empowering them to do it.
  - Effective delegation requires that the project manager have confidence in each member of the project team.
- There are a number of common barriers to effective delegation:
  - The project manager has a personal interest in the task, or thinks he or she can do it better or faster him or herself.
  - The project manager lacks confidence in the capability of others to do the work.
  - The project manager is afraid that he or she will lose control of the work and not know what is going on.
  - Team members fear criticism for mistakes or lack self-confidence.

Various Degrees of Delegation

The figure on this slide depicts various degrees of delegation, from lowest degree at the top to highest degree at the bottom.

Checklist for Rating Delegation Effectiveness

FIGURE 10.2 Delegation Checklist

How Effective Are You at Delegating?

	Not at All		Somewhat		Very Much
1. Does your team have a clear understanding of the results expected?	1	2	3	4	5
2. Does your team have all the resources needed to accomplish what was delegated?	1	2	3	4	5
3. Do you focus on the results you expect from team members, rather than on the details of how they do their work?	1	2	3	4	5
4. Do you have a system to follow up and monitor progress?	1	2	3	4	5
5. Do team members understand how and when they are to let you know how they are progressing and when to seek your advice?	1	2	3	4	5
6. Does your team understand how progress will be measured and evaluated?	1	2	3	4	5
7. Can your team speak freely to you about problems, without fear of criticism?	1	2	3	4	5
8. Do team members feel they have the freedom to perform their work without your over-managing them?	1	2	3	4	5
9. Do team members feel they can perform their work without fear of making a mistake?	1	2	3	4	5
10. Do you encourage team members to make decisions within the level of authority you delegated to them?	1	2	3	4	5
11. Do you provide coaching as needed?	1	2	3	4	5
12. Do you encourage and are you supportive of your team's suggestions?	1	2	3	4	5

Checklist for Rating Delegation Effectiveness

The checklist on this slide is a tool for rating your effectiveness at delegation.

Managing Change

Initiation of Change

- By the customer
- By the project team
- Caused by unanticipated occurrences
- Required by the users of the project results

Manage and Control Change

- Establish procedures for communication
- Estimate impact of change
- Decide about the change
- Customer approves change

Managing Change

The one thing that you can be sure will happen during a project is 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
- An important aspect of the project manager's job is to manage and control changes.
- Generally, the later in the project that changes are identified, the greater their impact on accomplishing the project objective.
  - The aspects most likely to be affected are the project budget and the completion date.
- At the start of the project, procedures need to be established regarding how changes will be documented and authorized.
  - These procedures must cover communication between the project manager and the customer and between the project manager and the project team.
- Whenever a customer requests changes, the project manager should have the appropriate project team members estimate the effects on the project cost and schedule.
- The project manager needs to be sure that team members will not casually agree to changes that may require additional work hours.
- Open communication and a climate of trust are prerequisites for introducing change, reducing resistance to change, and gaining commitment to the change.
- If possible, the project manager should have users participate up front in the decision to make changes.

Critical Success Factors

- Successful project managers **accept responsibility** for making sure the customer is satisfied and the work scope is completed in a quality manner, within budget, and on time.
- The project manager needs to be **proactive** in planning, communicating, and providing leadership to the project team to accomplish the project objective.
- The project manager needs to **inspire the project team** to succeed and to win the **confidence** of the customer.
- By **involving the project team** in developing the project plan, the project manager ensures a more comprehensive plan and gains the commitment of the team to achieve the plan.
- Successful project managers are **proactive in addressing problems**. They do not take a "let's wait and see how things work out" approach.
- The project manager needs to have a project management information system that **distinguishes accomplishments** from busy-work.
- **Effective** project managers have strong **leadership** ability, the ability to **develop people**, excellent **communication** skills, good **interpersonal** skills, the ability to **handle stress**, **problem-solving** skills, **negotiating** skills, and **time management** skills.

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- Successful project managers *accept responsibility* for making sure the customer is satisfied and the work scope is completed in a quality manner, within budget, and on time.
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Critical Success Factors (continued)

- Successful project management requires a **participative and consultative** leadership style in which the project manager **provides guidance and coaching** to the project team. The effective project manager does not tell people how to do their jobs.
- Project managers show they value the contributions of team members when they seek **advice and suggestions from team members**.
- Project managers can **foster motivation** through recognition. People want to feel they are making a contribution and need to be recognized. Positive reinforcement helps stimulate desired behavior; behavior that is recognized or rewarded gets repeated.
- The effective project manager **does not** monopolize, seek the spotlight, or try to take credit for the work of others.
- Capable project managers are **optimistic** and have high, yet **realistic, expectations** of themselves and each person on the project team.
- **Projects should be fun**. Project managers should enjoy their work and encourage the same positive attitude on the part of the project team members. The project manager should set a positive example for the team in terms of expected behavior.
- A good project manager provides **opportunities for learning and development** by encouraging team members to take the initiative, take risks, and make decisions. Rather than create a fear of failure, the project manager realizes that mistakes are part of the learning and growth experience.

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Critical Success Factors (continued)

- Good project managers spend *more time listening than talking*. They listen to the needs expressed by the customer and the ideas and concerns expressed by the project team.
- Communication by project managers needs to be *timely, honest, and unambiguous*.
- The project manager should create an atmosphere that fosters timely and *open communication* without fear of reprisal, and must be understanding of differing viewpoints.
- When unforeseen events cause turmoil on a project, effective project managers *remain composed* and do not panic.
- Effective project managers recognize that the *best solution* often emerges from differences of ideas, viewpoints, experiences, and opinions.
- The project manager must *maintain integrity and respect* for the other party throughout the negotiating process.
- To make effective use of their time, project managers need to have *self-discipline*, be able to *prioritize*, and be willing to *delegate*.
- At the start of a project, the project manager needs to establish a *change control system* to define how changes will be documented, approved, and communicated.

Summary

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- The project manager has primary responsibility for providing leadership in planning, organizing, and controlling the work effort to accomplish the project objective.
- The project manager is a key ingredient in the success of a project and needs to possess a set of skills that will help the project team succeed.
- Project manager competence can be developed through a number of activities, individually or with others.
- Project managers need to be good delegators.
- The project manger manages and controls changes to minimize any negative impact on the successful accomplishment of the project objective.

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