

What we learned last week

- How to deal with Time Constrained and Resource Constrained projects
- Levelling Resources
- Loading charts
- Time-Phased budgets
- Reducing project Duration => Crashing

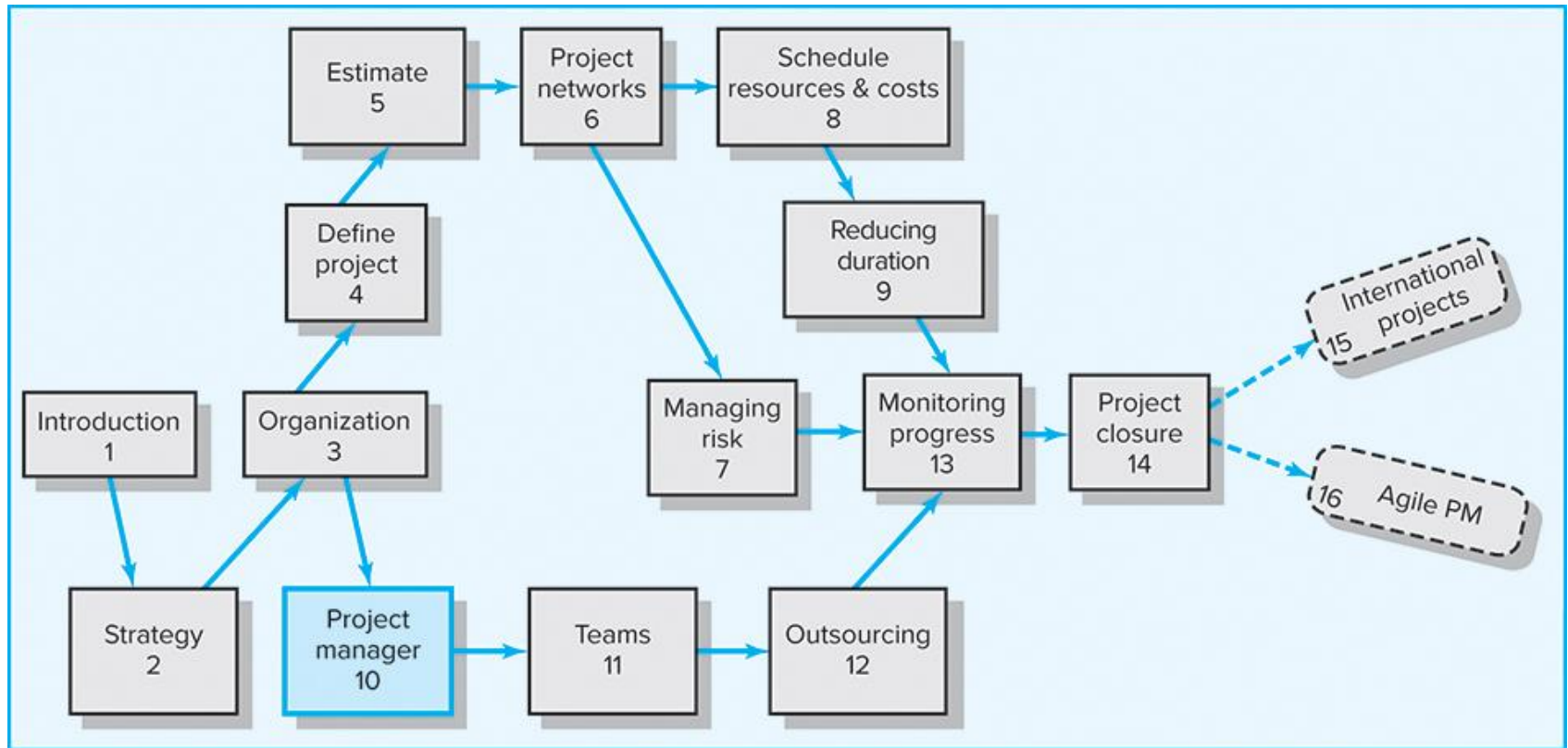
This week:

- Leadership
 - Managers Versus Leaders
- Efficient Team Management
- Ethics

Chapter Ten

Being an Effective Project Manager

Where We Are Now



Overview

Managers? Leaders?

1. Managing project stakeholders
2. Influence as exchange
3. Social network building

The differences **Between**
Managing & Leading
a project

Managers = Leaders??

- What is a leader and what is a manager?
 - A Manager
 - Official titles in an organization
 - Monitors, Controls, Coordinates and Directs others to achieve a goal
 - A Leader
 - Focuses on interpersonal relationship
 - Inspires, Motivates and enables others to contribute

Managing vs leading a project

Managing: coping with complexity	Leading—coping with change
Formulate plans and objectives	Recognise the need to keep the project on track
Monitor results	Initiate change
Take corrective action	Provide direction and motivation
Expedite activities	Innovate and adapt as necessary
Solve technical problems	Integrate assigned resources
Serve as peacemaker	
Make tradeoffs among time, costs and project scope	

Are YOU a Leader?

- Count the number of people outside your reporting hierarchy who come to you for advice
- However: Leadership and Management must go hand in hand.
 - Workers need their managers not just to assign tasks but to define purpose.
 - Managers must organise workers, not just to maximise efficiency, but to develop talent and inspire results.

Project management maxims



You can't do it all and get it all done alone.

Projects usually involve a vast web of relationships

Hands-on work is not the same as leading.

More pressure and more involvement can reduce your effectiveness as a leader.



**SOME
THINGS
ARE NOT
IMPORTANT**

What's important to you likely isn't as important to someone else.

Different groups have different stakes (responsibilities, agendas and priorities) in the outcome of a project.

To be successful

1. Project managers must build a cooperative network among a diverse set of allies:

Managing project stakeholders

2. Effective project managers are skilled at acquiring and exercising a wide range of influence: **Influence as exchange**

3. Social network

1. Managing project stakeholders

who are the

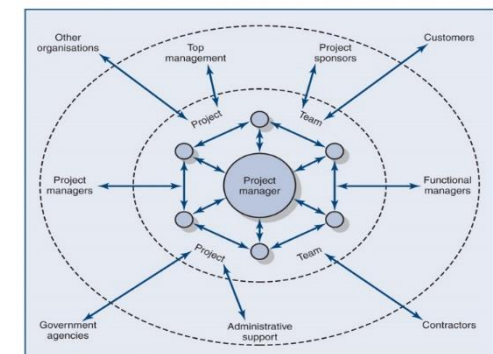
Stakeholders?

Of your project

1. Managing project stakeholders

- **Stakeholders** are people and organizations that are actively involved in the project, or whose interests may be positively or negatively affected by the project
 - Project specialists
 - Professionals who work on parts of the project
 - Senior management
 - Functional managers and/or departments
 - Contractors involved with the project
 - Customers for whom the project is designed
- A project manager must understand how stakeholders can affect the project and develop methods for managing the dependency

Figure 10.1 NETWORK OF STAKEHOLDERS



Types of project stakeholders

Project team	Manages and completes the work	Doing a good job, personal goals and aspirations
Project managers	Manage the project and compete for resources	Compete and share resources, exchange information
Admin support	Provide valuable support services	Can impose constraints: documentation, updates
Functional managers	Can play major or minor role depending on structure	Co-operate up to a point. Concerned with preserving status and minimising effect on own team
Senior management	Approve and fund the project; define success and rewards	Want project success but have broader organisational concerns
Project sponsors	Champion the project	Reputation tied to success. Defend project; key ally
Contractors	Varied responsibilities	Must balance their contributions with their own profit margins and their commitments to other clients
Government agencies	Policy and legislative requirements	Ensuring compliance with regulations and safety
Other organizations	May directly or indirectly affect project	Timelines, suppliers, quality and interest groups can all impact a project
Customers	Define the project scope and ultimate success	Concerned with obtaining a good outcome and a good deal

2. Influence as exchange

As a Project Manager,

You got to

**Influence Your
Stakeholders!!**

2. Influence as exchange

- Successfully manage: build a cooperative network governed by
 - The law of reciprocity
 - One good deed deserves another, and likewise, one bad deed deserves another.
 - Quid pro quo (something for something)
 - You scratch my back, I'll scratch yours
 - Mutual exchanges of resources and services ('back-scratching') build relationships.
- Influence “Currencies” (Cohen and Bradford)
 - The exchange view of influence
 - E.g., Business in overseas, use the appropriate currency, the exchange rates can change
 - Cooperative relationships are built on the exchange of organisational ‘currencies’, or favours.

TABLE 10.1 Commonly traded organisational relationships

Task-related relationships	
Resources	Lending or giving money, budget increases, personnel, etc.
Assistance	Helping with existing projects or undertaking unwanted tasks.
Cooperation	Giving task support, providing quicker response time or aiding implementation.
Information	Providing organisational as well as technical knowledge.
Position-related relationships	
Advancement	Giving a task or assignment that can result in promotion.
Recognition	Acknowledging efforts, accomplishments or abilities.
Visibility	Providing a chance to be known by higher-ups or significant others in the organisation.
Network/contacts	Providing opportunities for linking with others.
Inspiration-related relationships	
Vision	Being involved in a task that has larger significance for the unit, organisation, customer or society.
Excellence	Having a chance to do important things really well.
Ethical correctness	Doing what is 'right' by a higher standard than efficiency.
Friendship-related relationships	
Acceptance	Providing closeness and friendship.
Personal support	Giving personal and emotional backing.
Understanding	Listening to others' concerns and issues.
Personal-related relationships	
Challenge/learning	Sharing tasks that increase skills and abilities.
Ownership/involvement	Letting others have ownership and influence.
Gratitude	Expressing appreciation.

Source: Adapted from A. R. Cohen and David L. Bradford, *Influence without Authority* (New York: John Wiley & Sons, 1990). Reprinted by permission of John Wiley & Sons Inc.

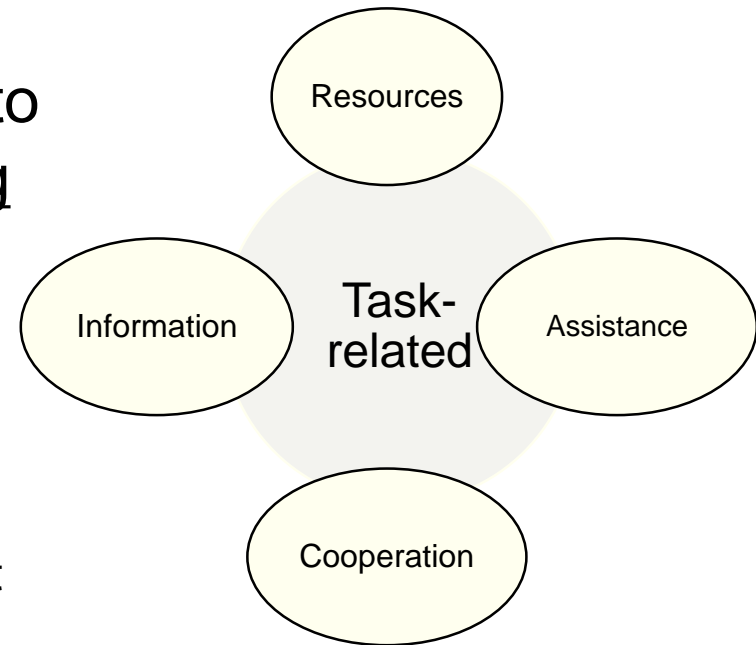
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Organisational currencies: Task



Task-Related Currencies: This form of influence comes directly from the project manager's ability to contribute to others' accomplishing their work

- The ability to respond to subordinates' requests for additional manpower, money, or time to complete a segment of a project
- Sharing resources with another project manager who is in need



Task-related currencies

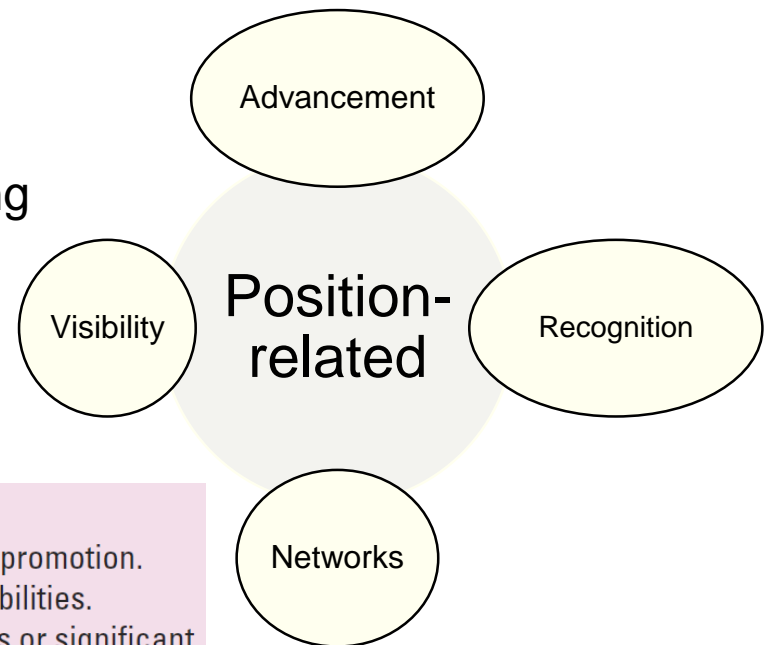
Resources	Lending or giving money, budget increases, personnel, etc.
Assistance	Helping with existing projects or undertaking unwanted tasks.
Cooperation	Giving task support, providing quicker response time, or aiding implementation.
Information	Providing organizational as well as technical knowledge.

Organisational currencies: Position

Position-Related Currencies:

This form of influence comes from the project manager's ability to enhance others' positions within their organization

- A project manager can do this by giving someone a challenging assignment that can aid their advancement by developing their skills and abilities



Position-related currencies

Advancement	Giving a task or assignment that can result in promotion.
Recognition	Acknowledging effort, accomplishments, or abilities.
Visibility	Providing a chance to be known by higher-ups or significant others in the organization.
Network/contacts	Providing opportunities for linking with others.

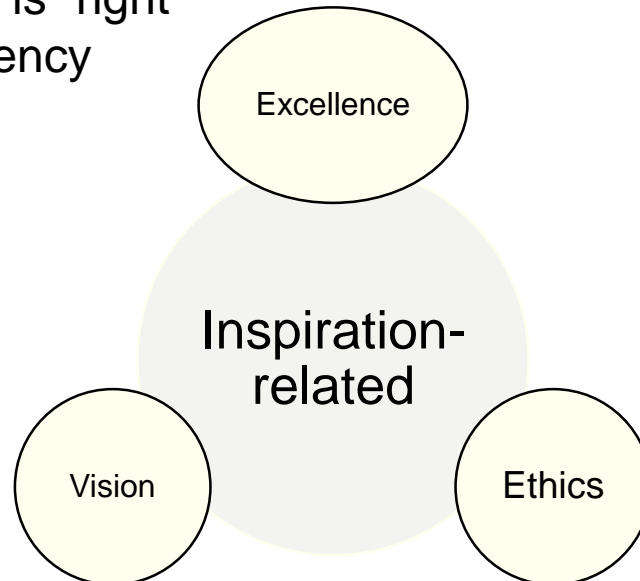
Organisational currencies: Inspiration

Inspiration-related currencies

Vision: Being involved in a task that has larger significance for the unit, organization, customer, or society

Excellence: Having a chance to do important things really well

Ethical correctness: doing what is “right” by a higher standard than efficiency



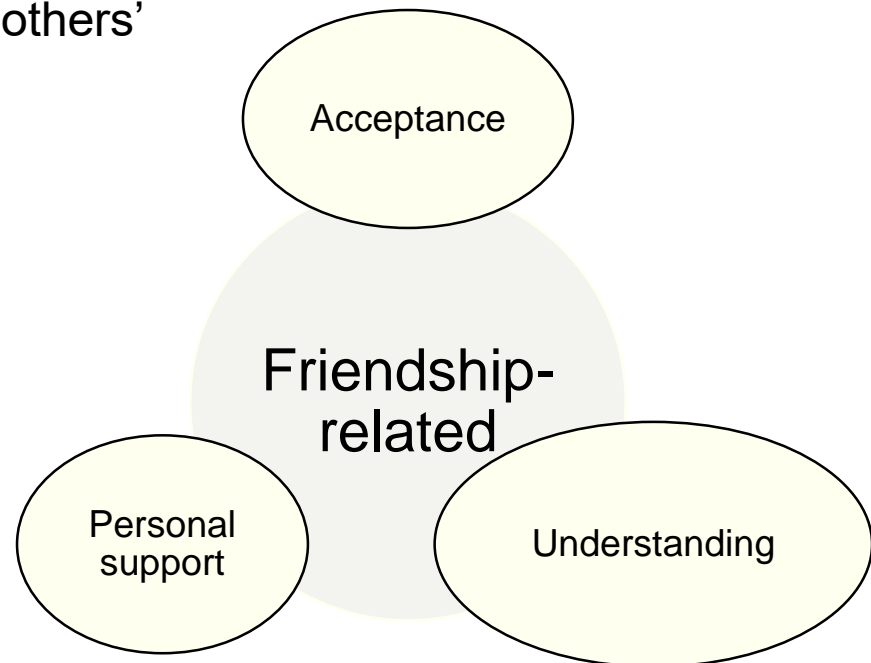
Organisational currencies: Friendship

Friendship-related currencies

Acceptance: Providing closeness and friendship

Personal support: giving personal and emotional backing

Understanding: Listening to others' concerns and issues



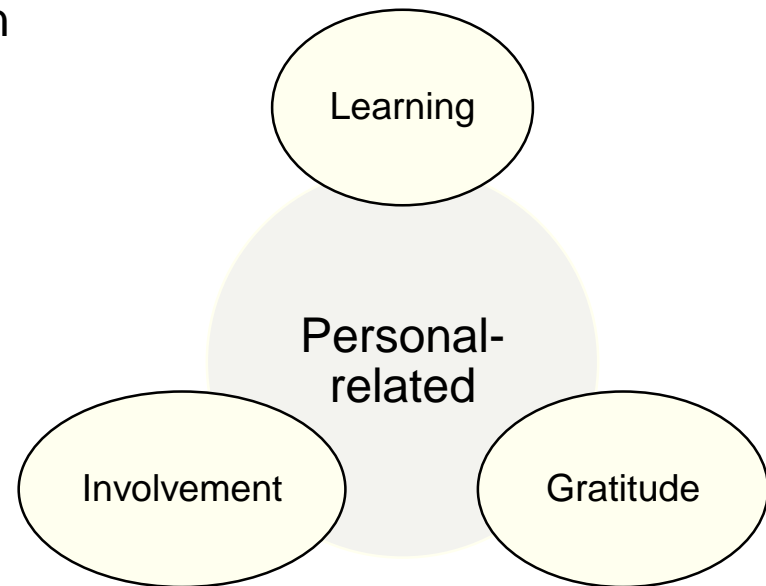
Organisational currencies: Personal

Personal-related currencies

Challenge/learning: sharing tasks that increases skills and abilities

Ownership/involvement: Letting others have ownership and influence

Gratitude: expressing appreciation



3. Social network building

- You got to build a social network!
- Questions asked by PM & his/her team:
 - Whose cooperation will we need?
 - Whose agreement or approval will we need?
 - Whose opposition would keep us from accomplishing the project?

3. Social network building (cont.)

- Put yourself into Stakeholders' perspective:
 - What differences exist between the team and those on whom the team will depend?
 - How do the stakeholders view the project?
 - What is the status of our relationships with the stakeholders?
 - What sources of influence does the team have relative to the stakeholders?

3. Social network building (cont)

Management by wandering around (MBWA)

- Involves managers spending the majority of their time in **face-to-face interactions** with employees building cooperative relationships

3. Social network building (cont.)

Managing upward relations

- Project success = top management support
 - Appropriate budgets
 - Responsiveness to unexpected needs
 - A clear signal to the organisation of the importance of cooperation
- Motivating the project team
 - Influence top management in favour of the team:
 - rescind unreasonable demands
 - provide additional resources
 - recognise the accomplishments of team members

What makes **a Good**
Project Manager?

Characteristics of an effective project manager

- Initiates contact with key players
- Anticipates potential problems
- Provides encouragement
- Reinforces the objectives and vision of the project
- Intervenes to resolve conflicts and prevent stalemates.

Characteristics of an effective project manager

1. Systems thinker
2. Personal integrity
3. Proactive
4. High emotional intelligence
5. General business perspective
6. Effective time management
7. Skillful politician
8. Optimist: can-do attitude



Contradictions of project management (the “juggling act”)

- Innovate and maintain stability
- See the big picture while getting your hands dirty
- Encourage individuals but stress the team
- Hands-off/hands-on
- Flexible but firm
- Team versus organisational loyalties



Suggestions for project managers

- Build relationships before you need them
- Sustain trust through frequent face-to-face contact
- Realise that 'what goes around comes around'



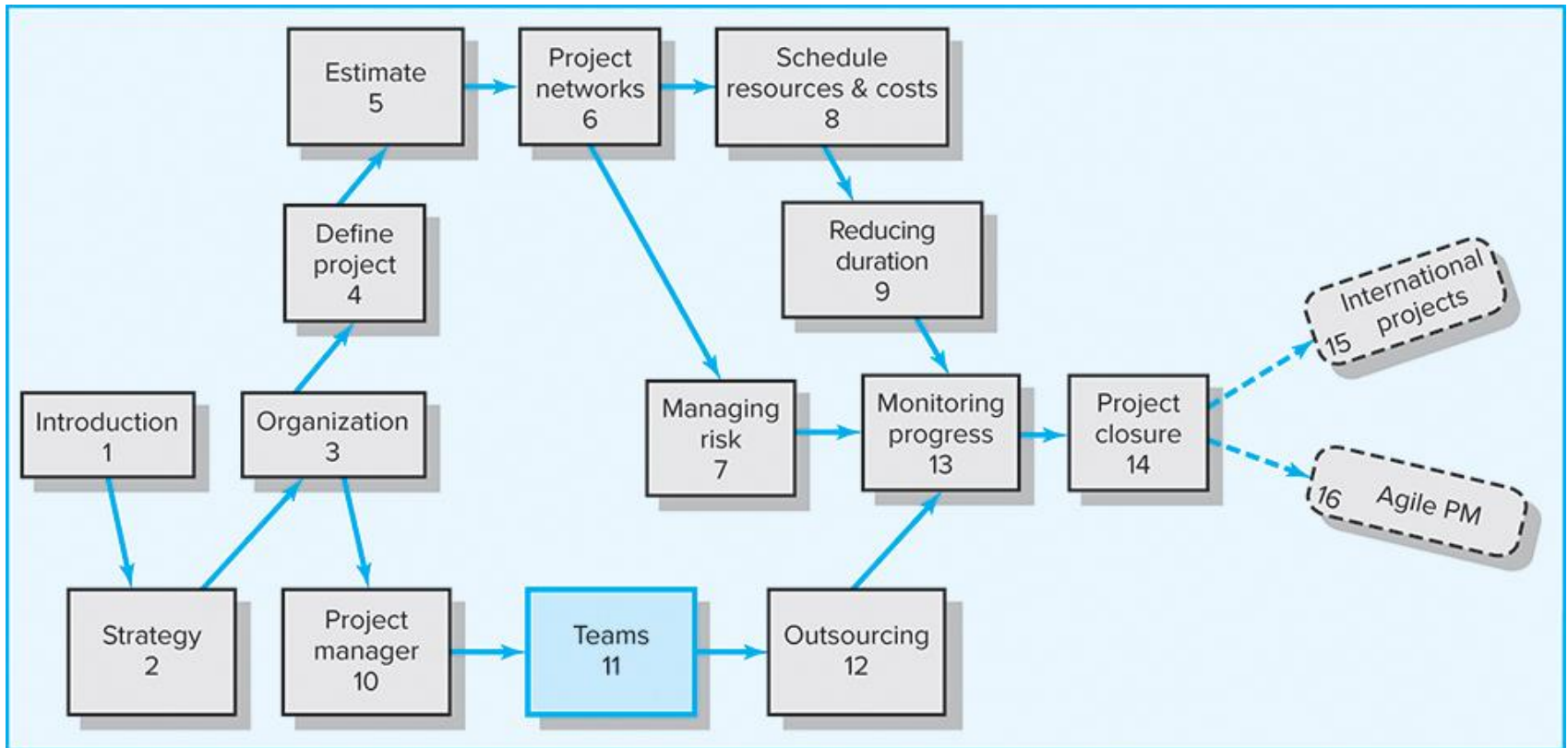
Ethics and project management

- Ethical dilemmas
 - Situations where it is difficult to determine whether conduct is right or wrong
 - Falsely assuring customers that everything is on track
 - Falsifying cost accounts
 - Compromising safety standards to accelerate progress
 - Code of conduct
 - Professional standards and personal integrity
- One common rule of thumb for testing whether a response is ethical is to ask
 - “Imagine that whatever you did was going to be reported on the front page of your local newspaper. How would you like that? Would you be comfortable?”

Chapter Eleven

Managing Project Teams

Where We Are Now



What are the characteristics of



High-performing teams

- Synergy

- $1 + 1 + 1 = 10$ (positive synergy)

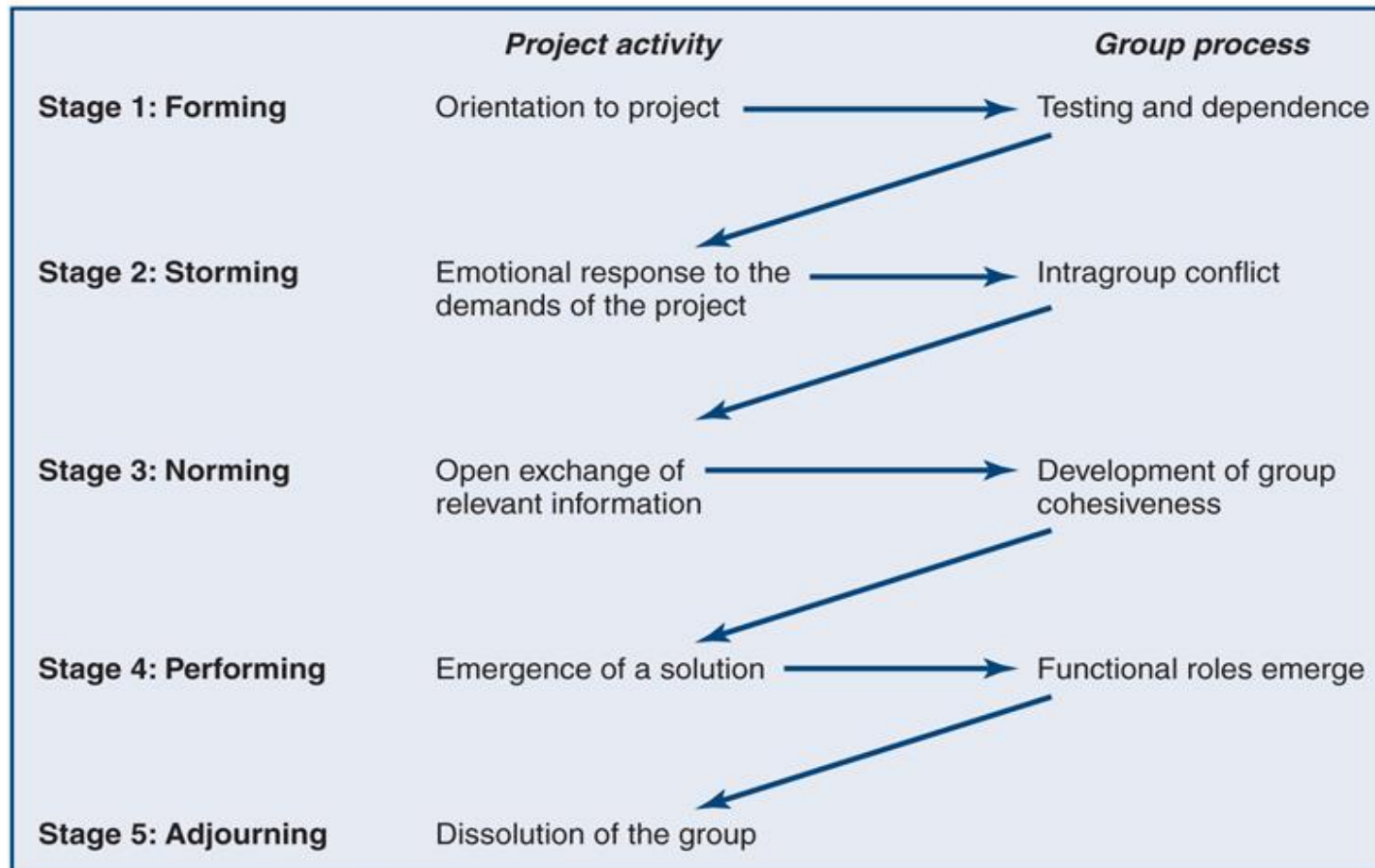
- $1 + 1 + 1 = 2$ (negative synergy)

- Characteristics of members

1. Share a sense of common purpose
2. Make effective use of individual talents and expertise
3. Have balanced and shared roles
4. Maintain a problem-solving focus
5. Accept differences of opinion and expression
6. Encourage risk taking and creativity
7. Set high personal performance standards
8. Identify with the team

The five-stage team development model

Figure 11.1 THE FIVE-STAGE TEAM DEVELOPMENT MODEL



5-stage team development model

- **Forming**

- Initial Stage → members get together
- Establishing ground rules

- **Storming**

- High degree of internal conflict
- Who will control the group? How decisions will be made?

- **Norming**

- Relationship is developed.
- Group demonstrates cohesiveness

- **Performing**

- Team is fully functional.
- Start working on project activities

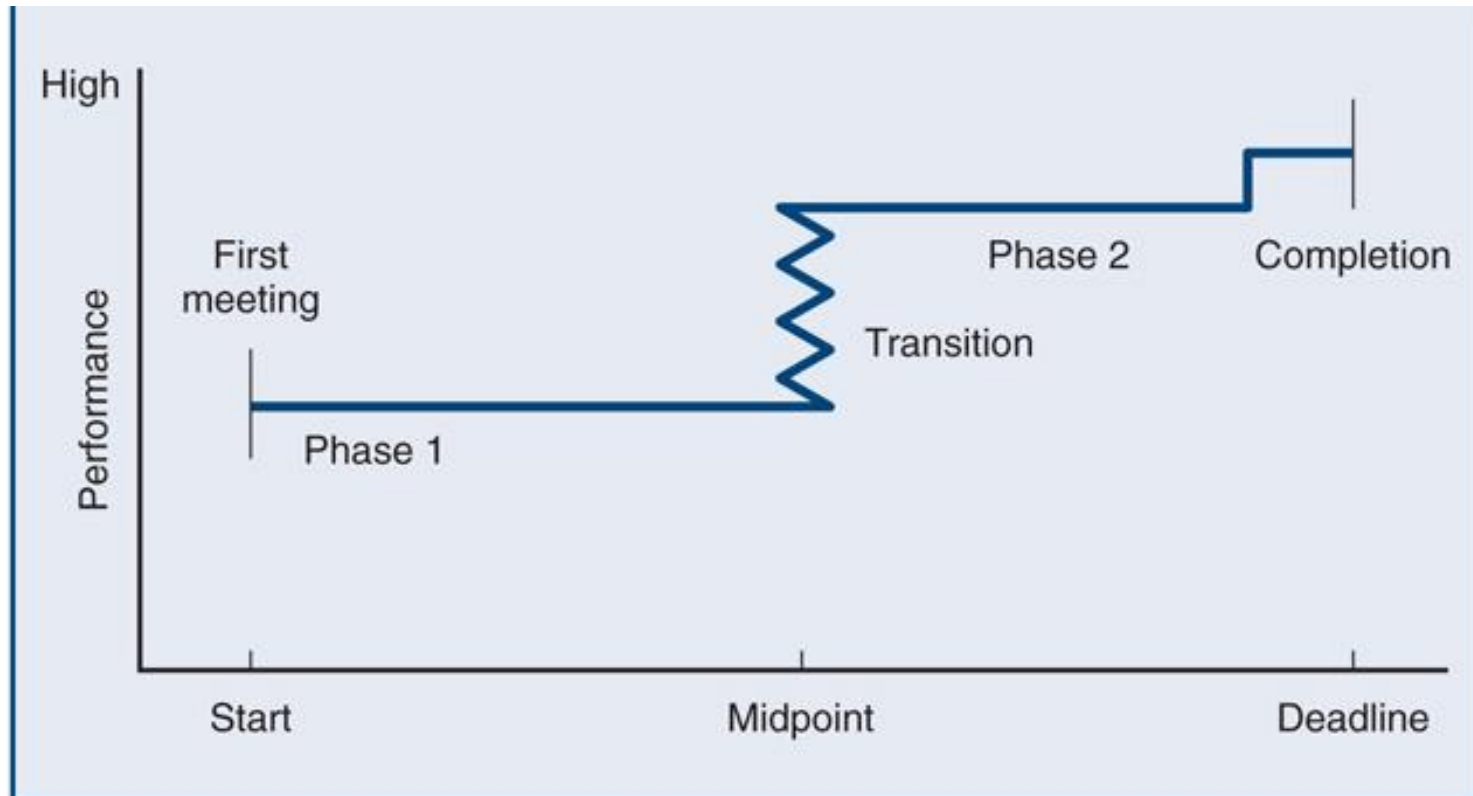
- **Adjourning**

- Completion phase.
- Wrapping up and project evaluation
- Demobilisation

Conditions favouring high team performance

- There are 10 or fewer members per team.
- Members volunteer to serve on the project team.
- Members serve on the project from beginning to end.
- Members are assigned to the project full time.
- Members are part of an organization culture that fosters cooperation and trust.
- Members report solely to the project manager.
- All relevant functional areas are represented on the team.
- The project involves a compelling objective.
- Members are located within conversational distance of each other

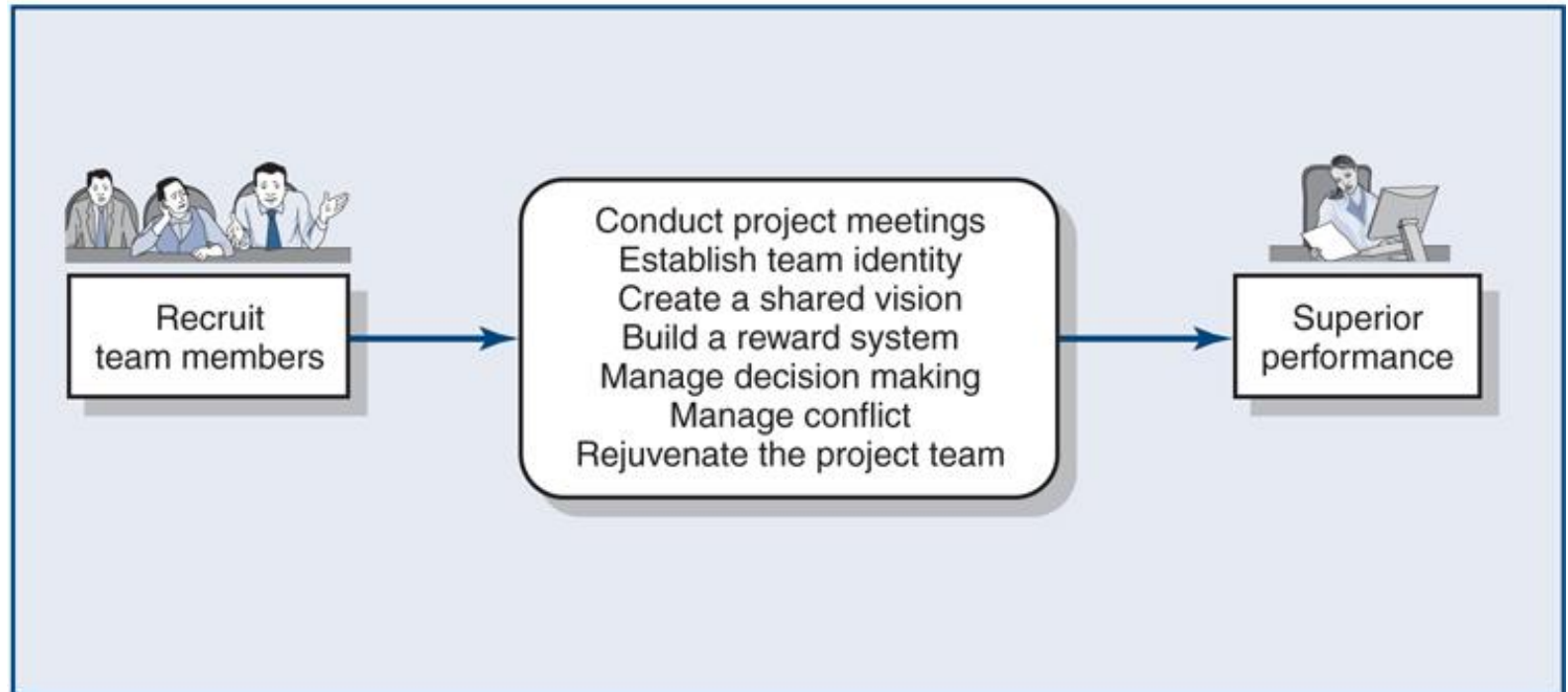
The punctuated equilibrium model



How to **Create** **A High** performing teams??

Creating a high-performance project team

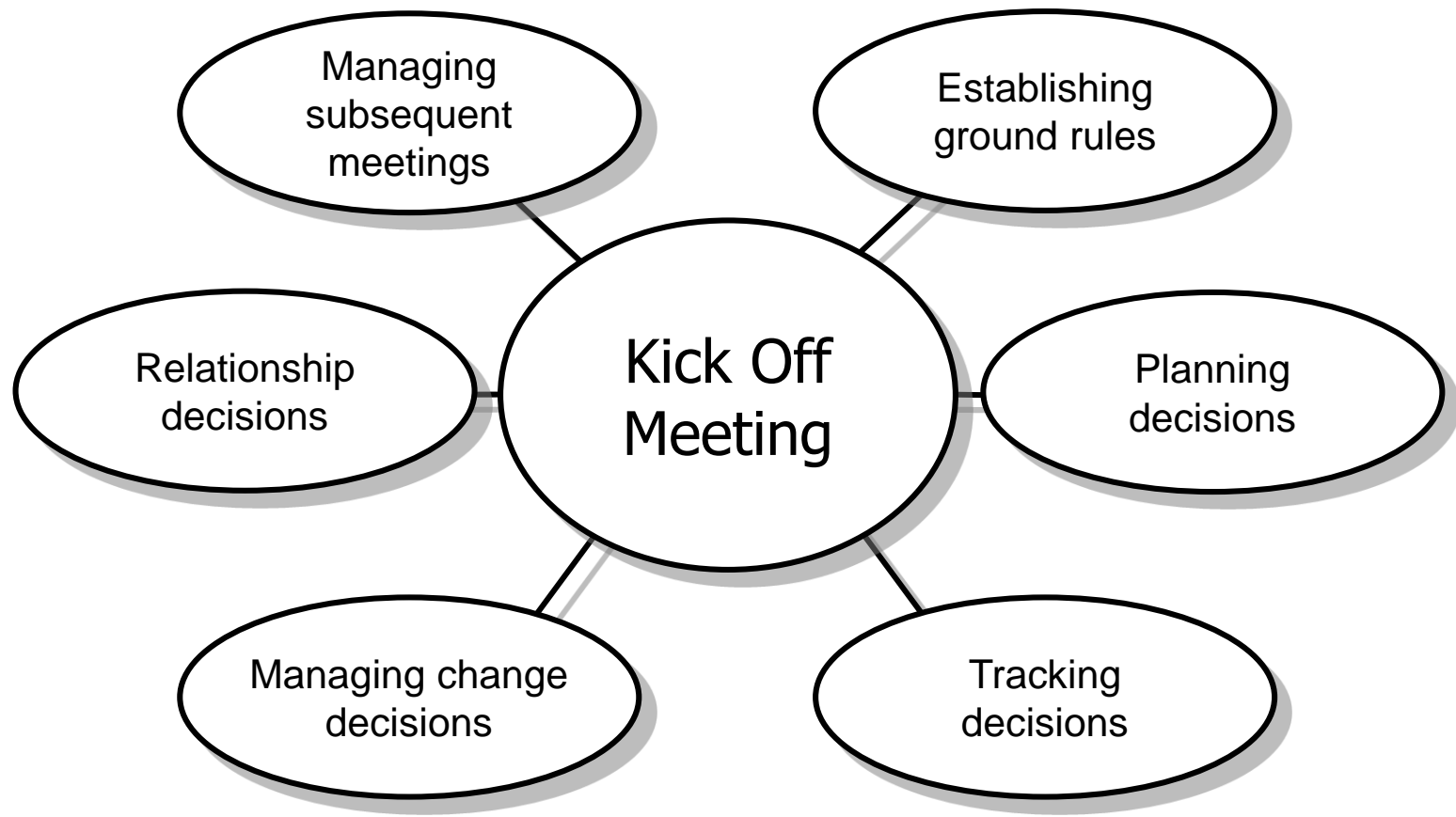
Figure 11.3 CREATING A HIGH-PERFORMANCE PROJECT TEAM



A. 1st Project Meeting



Project team meetings (kick off Meeting)



B. Establish Team Identity



How to establish a team identity?

Effective use of meetings

- Periodic Team meetings
- Team members see they are not working alone!

Co-location of team members

- Work together in a common space
- Creation of temporary common space
- Team members see they are not working alone!

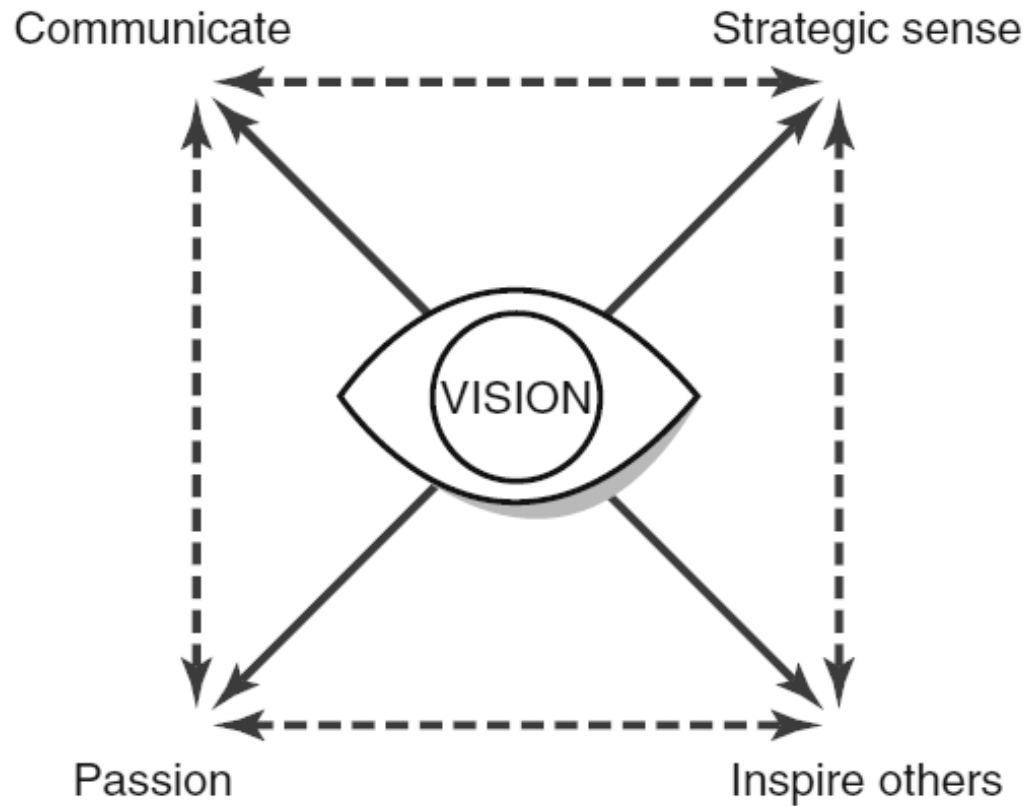
Creation of project team name

- An associated team logo is also created
- Making a team more tangible

Team rituals

- Ceremonial actions reinforcing team identity
- e.g. potluck dinner, regular extracurricular, etc.

C. Creating a shared vision

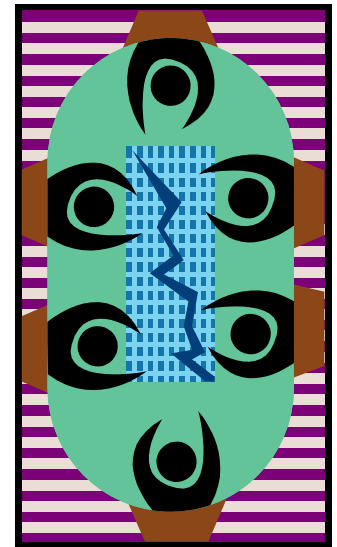
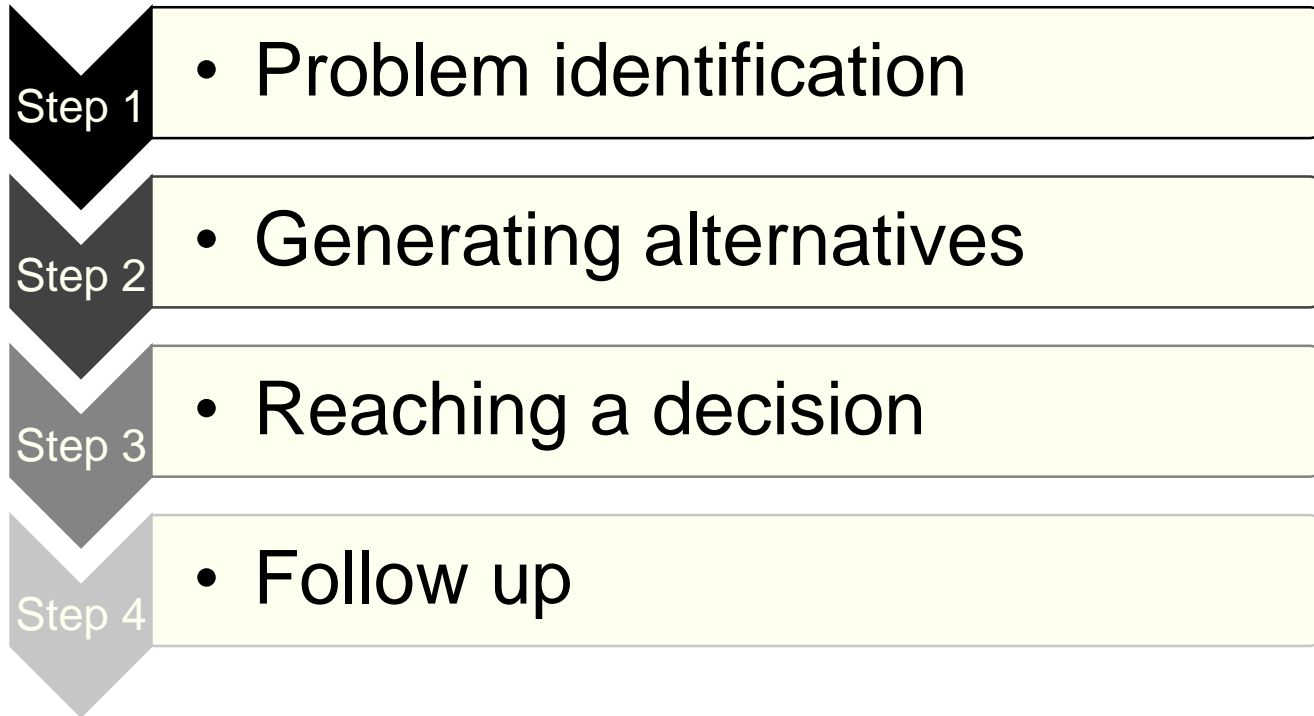


D. Managing project reward systems

Group rewards

- Criteria of reward
- How to make the reward have lasting significance?
- How to recognise individual performance?
 - Letters of commendation
 - Public recognition for outstanding work
 - Desirable job assignments
 - Increased personal flexibility

E. Orchestrating the decision-making process



F. Managing conflict

- Encouraging functional conflict (not dysfunctional conflicts)
- Functional conflicts → Disagreement that contributes to the project objectives
- How to start a functional conflict?
 - Encourage dissent by asking tough questions
 - Bring in people with different points of view
 - Designate someone to be a devil's advocate
 - Ask the team to consider an unthinkable alternative

F. Managing conflict

- Managing dysfunctional conflict
 - **Mediate the conflict**
 - PM negotiate a resolution, suggesting alternatives
 - **Arbitrate the conflict**
 - PM impose a best solution to project
 - **Control the conflict**
 - Reducing intensity of conflict (e.g. by humour)
 - **Accept the conflict**
 - Sometime, conflict cannot be resolved.
 - **Eliminate the source of conflict**

G. Rejuvenating the project team



- **Informal techniques**

- Institute new rituals: reenergize a team (ex: toy roaches)
- As a team, take an off-site break from the project (ex: going for a bowling event)
- View an inspirational message or movie
- Have the project sponsor give a pep talk
 - “I will cook a five-course meal if the project got back on track and hit the next milestone”



- **Formal techniques**

- Hold a team-building session facilitated by an outsider
- Engage in an outside activity that provides a common experience to promote social development

Managing virtual project teams

- Developing trust
 - Exchange of social information
 - Set clear roles for each team member
- Developing effective patterns of communication
 - Keep team members informed on how the overall project is going
 - Don't let team members vanish
 - Establish a code of conduct to avoid delays
 - Establish clear norms and protocols for surfacing assumptions and conflicts
 - Share the pain

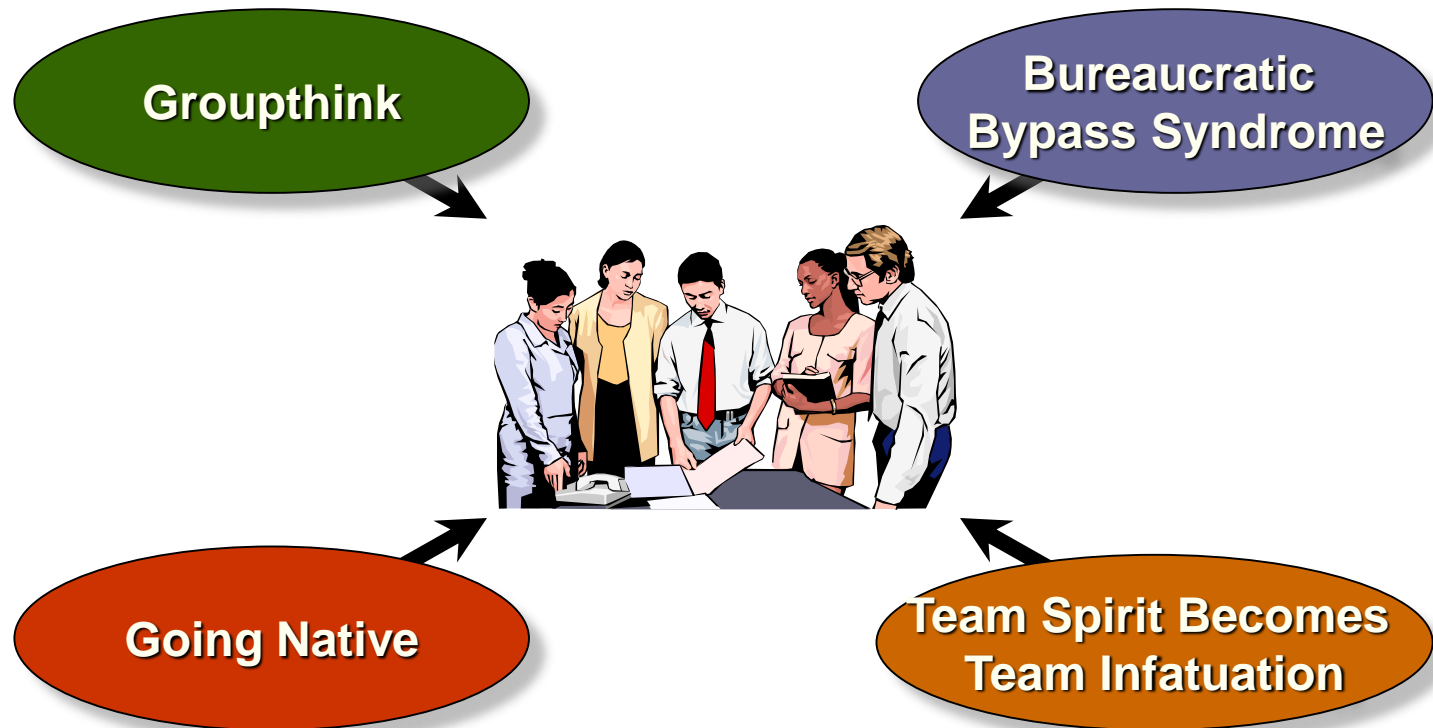
United States (East Coast)	Australia	Scotland	Comments
12 midnight	2 PM	5 AM	
1 AM	3 PM	6 AM	
2 AM	4 PM	7 AM	
3 AM	5 PM	8 AM	
4 AM	6 PM	9 AM	Australia handoff for off-shift review
5 AM	7 PM	10 AM	
6 AM	8 PM	11 AM	3-way conferencing window (primary)
7 AM	9 PM	12 noon	3-way conferencing window (primary)
8 AM	10 PM	1 PM	3-way conferencing window (primary)
9 AM	11 PM	2 PM	
10 AM	12 midnight	3 PM	
11 AM	1 AM	4 PM	
12 noon	2 AM	5 PM	Scotland handoff for off-shift review
1 PM	3 AM	6 PM	
2 PM	4 AM	7 PM	
3 PM	5 AM	8 PM	
4 PM	6 AM	9 PM	3-way conferencing window (secondary)
5 PM	7 AM	10 PM	3-way conferencing window (secondary)
6 PM	8 AM	11 PM	U.S. handoff for off-shift review
7 PM	9 AM	12 midnight	
8 PM	10 AM	1 AM	
9 PM	11 AM	2 AM	
10 PM	12 noon	3 AM	
11 PM	1 PM	4 AM	
12 midnight	2 PM	5 AM	

24-Hour Global Clock

FIGURE 11.6

Prime time
 Secondary time
 Downtime

Project team pitfalls



Next Week

- **Controlling & Monitoring Project**
 - **Reporting Project Progress and Performance**
 - **Earned Value Cost / Schedule System**