

## Chapter 9

### The Variables For Success

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***“Excellence” in Project Management can be defined as a continuous stream of successfully managed projects.***

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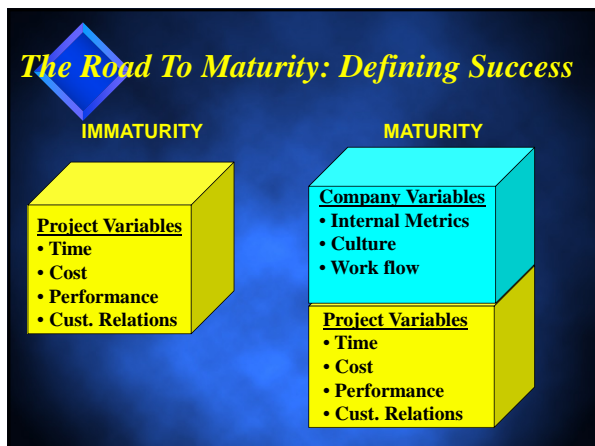
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## *Successful Actions*

- ❖ Insist on the right to select key project team members.
- ❖ Select key team members with proven track records in their fields.
- ❖ Develop commitment and a sense of mission from the outset.
- ❖ Seek sufficient authority and a project organizational form.
- ❖ Coordinate and maintain a good relationship with the client, parent, and team.
- ❖ Seek to enhance the public's image of the project.

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## *Successful Actions (Continued)*

- ❖ Have key team members assist in decision making and problem solving.
- ❖ Develop realistic cost, schedule, and performance estimates and goals.
- ❖ Have backup strategies in anticipation of potential problems.
- ❖ Provide a team structure that is appropriate, yet flexible and flat.
- ❖ Go beyond formal authority to maximize influence over people and key decisions.
- ❖ Employ a workable set of project planning and control tools.

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## *Successful Actions (Continued)*

- ❖ Avoid over-reliance on one type of control tool.
- ❖ Stress the importance of meeting cost, schedule, and performance goals.
- ❖ Give priority to achieving the mission or function of the end-item.
- ❖ Keep changes under control.
- ❖ Seek to find ways of assuring job security for effective project team members.

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## *Variables For Project Success*

- ❖ Predicting project success is one of the most difficult tasks facing the project manager.
- ❖ According to Kerzner - most project managers look only at time, cost and performance. These parameters do not necessary identify whether or not the project was successfully managed although the deliverable was achieved.
- ❖ Internal project success is often measured by the "actions" of three groups:
  - the project manager and team
  - the parent organization
  - the client organization

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## *The Parent Organization*

- ❖ A willingness to coordinate efforts
- ❖ A willingness to maintain structural flexibility
- ❖ A willingness to adapt to change
- ❖ Effective strategic planning
- ❖ Rapport maintenance
- ❖ Proper emphasis on past experience
- ❖ External buffering
- ❖ Prompt and accurate communications

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## *The Parent Organization* (Continued)

- ❖ Enthusiastic support
- ❖ Identification to all concerned parties that the project does, in fact, contribute to parent capabilities

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## ***Top Management Expectations***

(Of Project Managers)

- ❖ Assume total accountability for the success or failure to provide results
- ❖ Provide effective reports and information
- ❖ Provide minimum organizational disruption during the execution of a project
- ❖ Present recommendations, not just alternatives
- ❖ Have a capacity to handle most interpersonal problems

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## ***Top Management Expectations***

(Continued)

- ❖ Demonstrate a self-starting capacity
- ❖ Demonstrate growth with each assignment

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## ***Project Management Expectations***

(Of Top Management)

- ❖ Provide clearly defined decision channels
- ❖ Take actions on requests
- ❖ Facilitate interfacing with support departments
- ❖ Assist in conflict resolution
- ❖ Provide sufficient resources/chapter
- ❖ Provide sufficient strategic/long-range information
- ❖ Provide feedback

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## ***Project Management Expectations*** *(Continued)*

- ❖ Give advice and stage-setting support
- ❖ Define expectations clearly
- ❖ Provide protection from political infighting
- ❖ Provide the opportunity for personal and professional growth

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## ***Project Team Expectations*** (Of Their Project Manager)

- ❖ Assist in the problem-solving process by coming up with ideas
- ❖ Provide proper direction and leadership
- ❖ Provide a relaxed environment
- ❖ Interact informally with team members
- ❖ Stimulate the group process
- ❖ Facilitate adoption of new members
- ❖ Reduce conflicts

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## ***Project Team Expectations*** (Continued)

- ❖ Defend the team against outside pressure
- ❖ Resist changes
- ❖ Act as the group spokesperson
- ❖ Provide representation with higher management

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## ***Project Manager Expectations***

(Of The Team)

- ❖ Demonstrate membership self-development
- ❖ Demonstrate the potential for innovative and creative behavior
- ❖ Communicate effectively
- ❖ Be committed to the project
- ❖ Demonstrate the capacity for conflict resolution
- ❖ Be results oriented
- ❖ Be change oriented
- ❖ Interface effectively and with high morale

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## ***Team Member Expectations***

(Needs Expected To Be Filled)

- ❖ A sense of belonging
- ❖ Interest in the work itself
- ❖ Respect for the work being done
- ❖ Protection from political infighting
- ❖ Job security and job continuity
- ❖ Potential for career growth

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## ***Force Field Analysis***

1. Personal drive, motivation & leadership
2. Team motivation
3. Management support
4. Functional expertise
5. Technical expertise
6. Project objectives
7. Financial resources
8. Client support/commitment

Driving Forces

Restraining Forces

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