Business Tools for Career Readiness

Project Management:
The Basics for Success
Module 4

with Rob Stone, M.Ed., PMP

Leading and Managing the Team

Why Delegating Might be Difficult

- The project manager may not believe the team members can complete the assigned tasks

- The project manager does not want to take the time to train team members

- The project manager is egotistical

(Mallory, 1991)
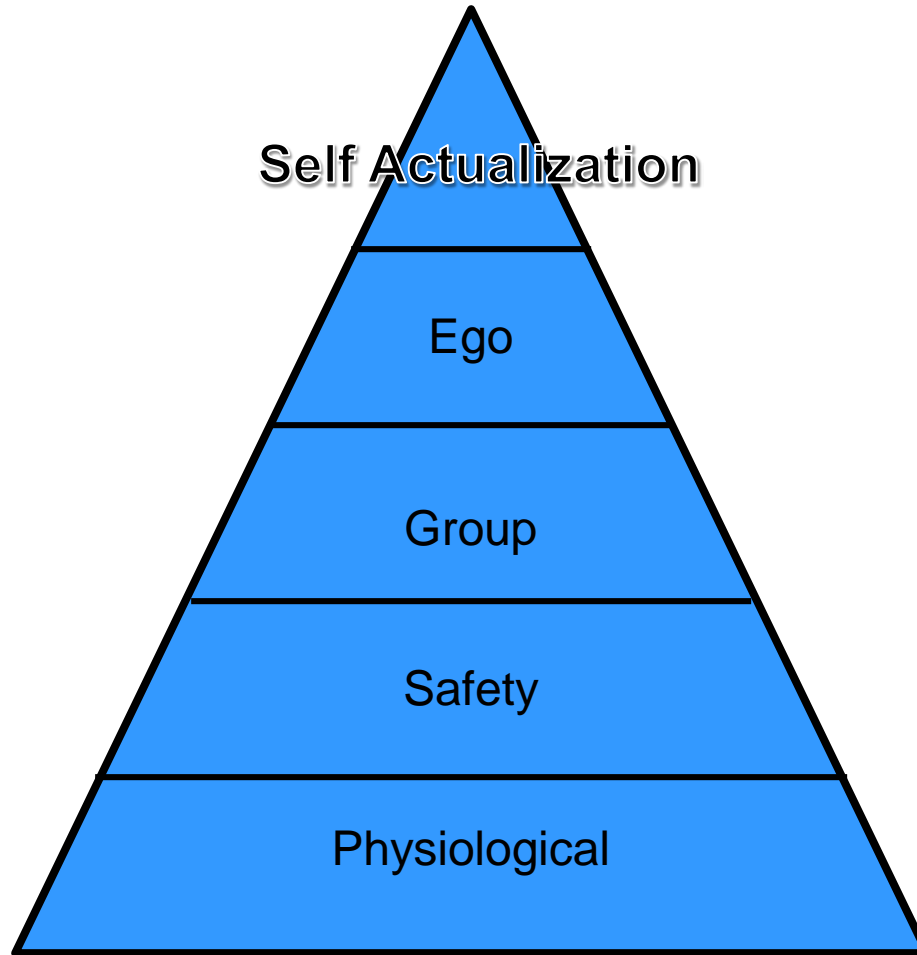
Why Team Members
May Not Want Delegation

- There are no rewards

- Are insecure

- Do not have the skills

- Simply don't want to do the task

- Don't trust the project manager or the organization

(Mallory, 1991)

Evaluating team members' ability to accept delegation:

1. Daily job duties
2. Special skills
3. Unique background or education
4. History of receiving delegated tasks
5. Willingness to accept delegated tasks
6. Willingness to accept training and guidance
7. Previous experience on a project team
8. Overall level of self-confidence
9. Typical level of response to being monitored
10. Personal ambitions and desires
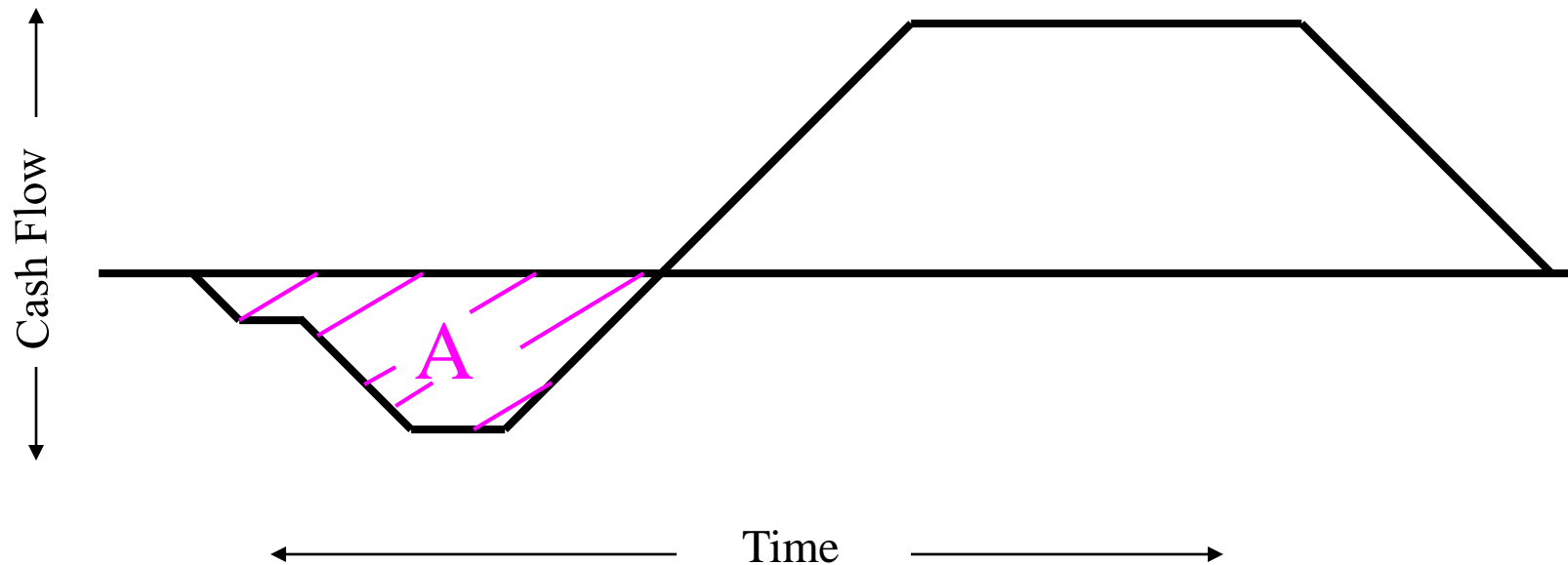
Leading the Team

Maslow

Executing
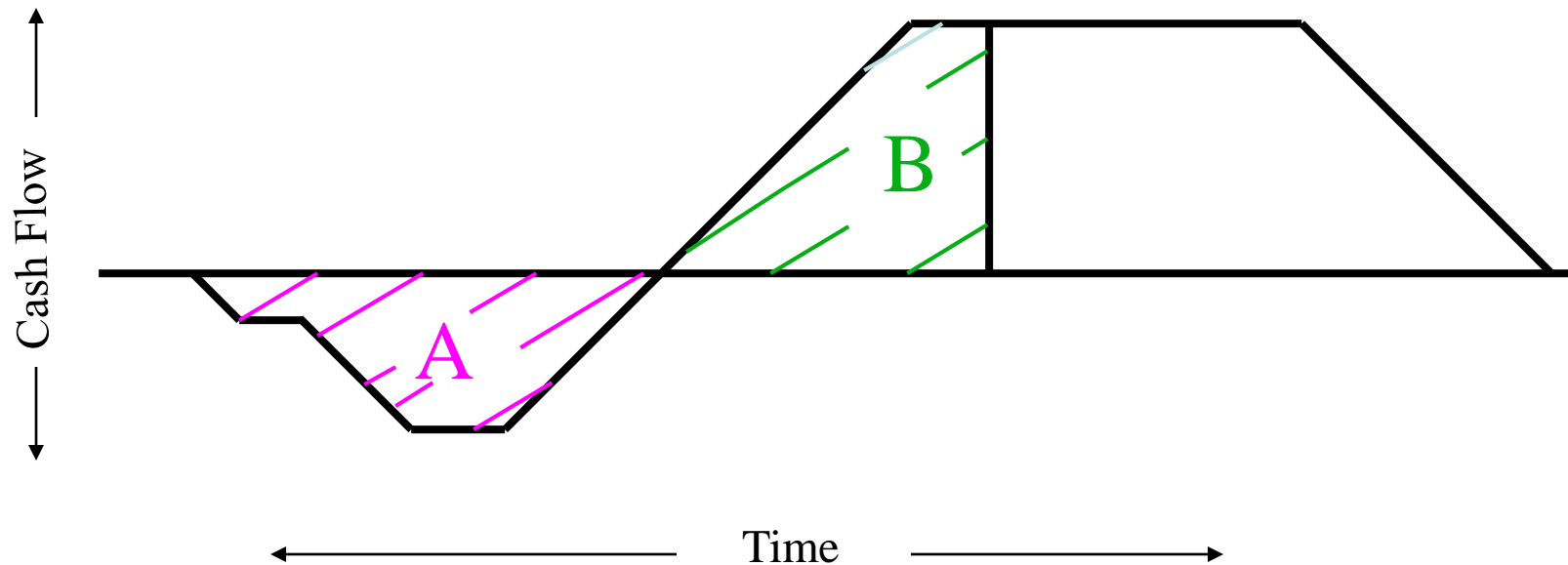
Initiating → Planning → **Executing** → Controlling → Closing

DO IT!

There May Be a Reason
for "Faster" and "Cheaper"

- Meet deadline

- Increase profit margins

- Get to market before a competitor

- Longer project life cycle

- Take advantage of a time-limited opportunity
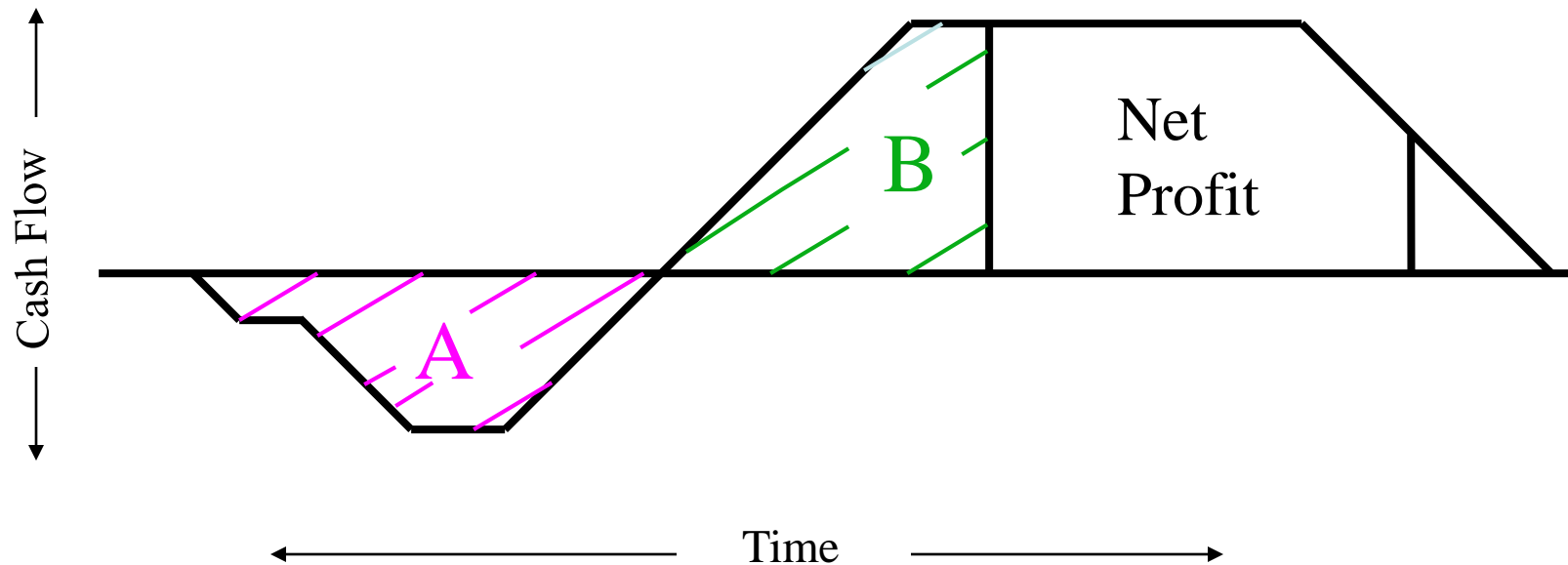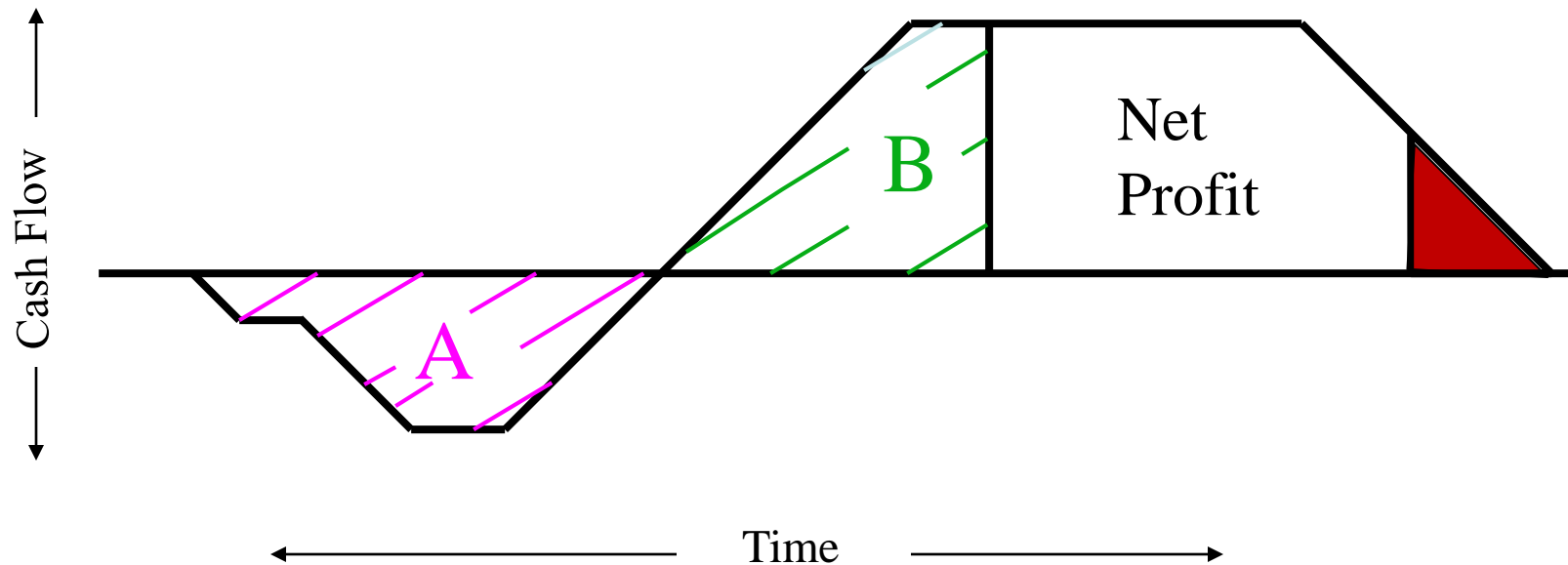
- Many others

Project Profit Graph

Project Profit Graph

Cash Flow

A

B

Time

Project Profit Graph

Project Profit Graph

Cash Flow

A

B

Net
Profit

Time

Adapted from: Lewis, 1995

The Communication Plan

Communication Plan

Project Name: _____

Project Manager is contact for:

Contact Name	Types of Information to be Communicated	Method of Communication	Frequency	Level of Detail	Primary Contact	Secondary Contact	Info TO	Info FROM	Decision Input

Team Member _____ is contact for:

Contact Name	Types of Information to be Communicated	Method of Communication	Frequency	Level of Detail	Primary Contact	Secondary Contact	Info TO	Info FROM	Decision Input