

Chapter Ten

Being an Effective Project Manager

Managing versus Leading a Project

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

Managing Project Stakeholders

- Project Management Maxims:
 - You can't do it all and get it all done.
 - 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.
 - 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.
 - Remember: project management is tough, exciting, and rewarding—endeavor to persevere.

Network of Stakeholders

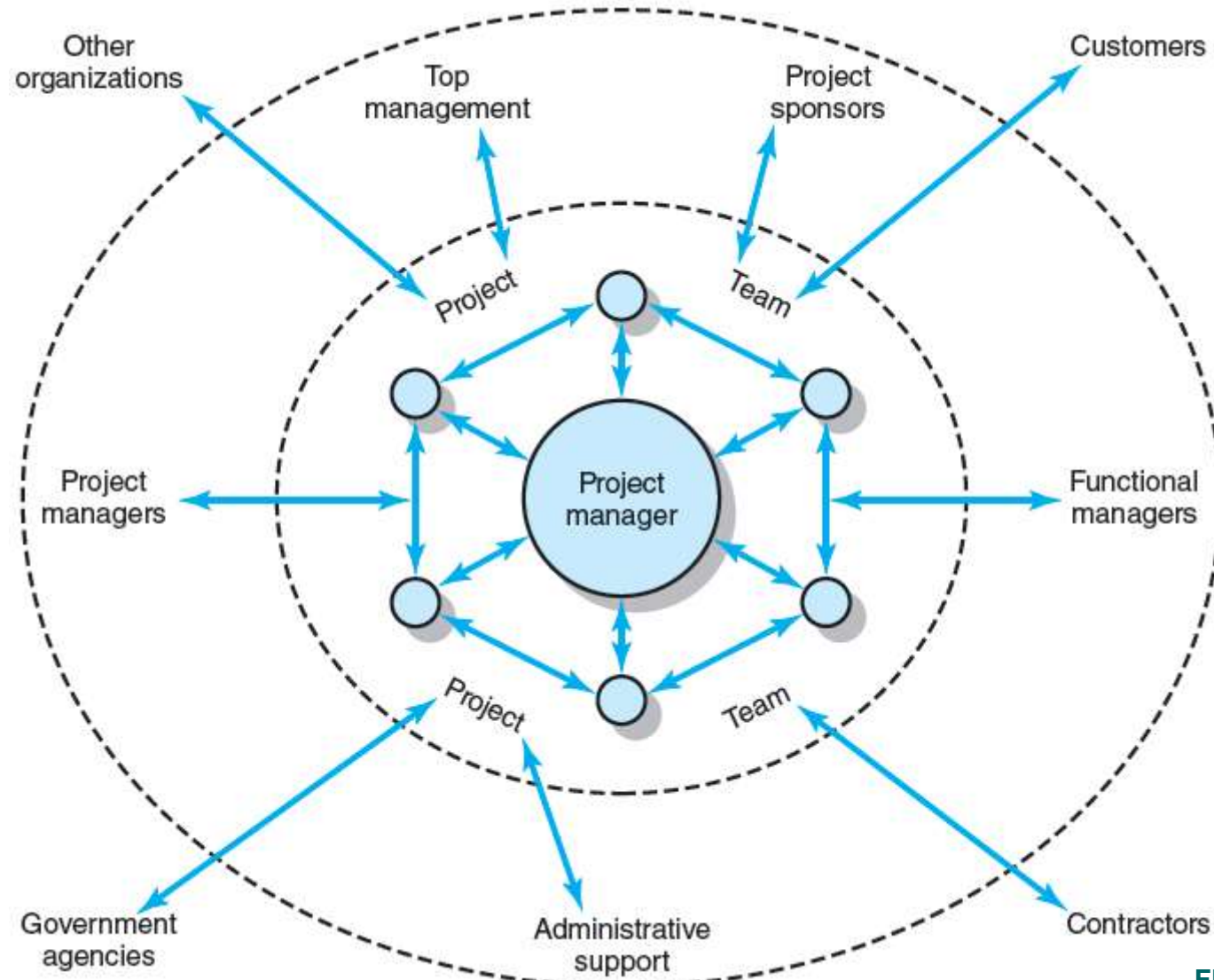


FIGURE 10.1

Influence as Exchange

- The Law of Reciprocity
 - One good deed deserves another, and likewise, one bad deed deserves another.
- Quid pro Quo
 - Mutual exchanges of resources and services (“back-scratching”) build relationships.
- Influence “Currencies” (Cohen and Bradford)
 - Cooperative relationships are built on the exchange of organizational “currencies” (favors).

Commonly Traded Organizational Currencies

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.

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.

Source: Adapted from A. R. Cohen and David L. Bradford, *Influence without Authority* (New York: John Wiley & Sons, 1990).
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TABLE 10.1

Organizational Currencies (cont'd)

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.

Relationship-related currencies

Acceptance	Providing closeness and friendship.
Personal support	Giving personal and emotional backing.
Understanding	Listening to others’ concerns and issues.

Personal-related currencies

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).
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TABLE 10.1 (cont'd)

Social Network Building

- Mapping Stakeholder Dependencies
 - Project team perspective:
 - Whose cooperation will we need?
 - Whose agreement or approval will we need?
 - Whose opposition would keep us from accomplishing the project?
 - 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?

Stakeholder Map for Financial Software Installation Project

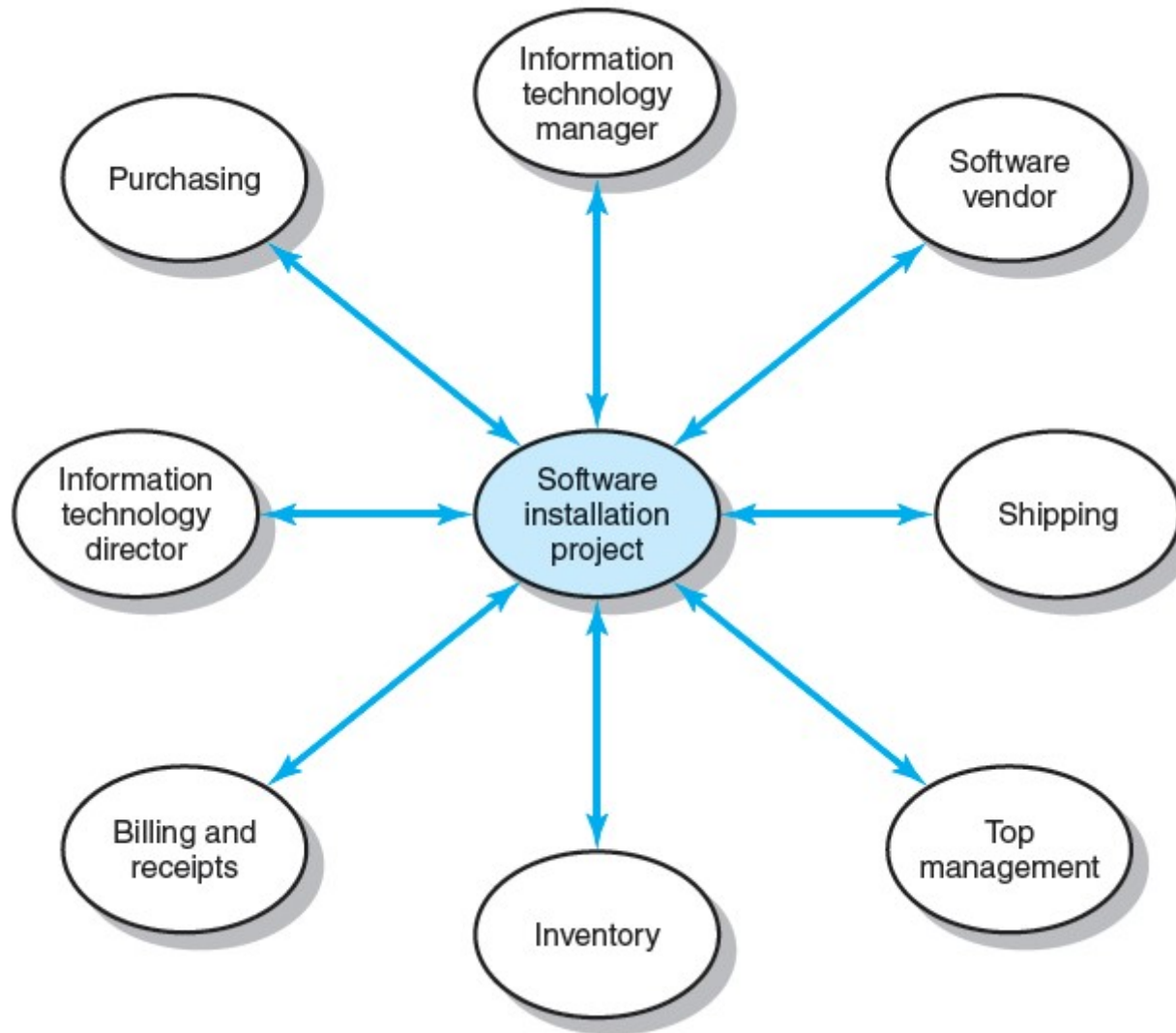


FIGURE 10.2

Management by Wandering Around

- Management by Wandering Around (MBWA)
 - Involves managers spending the majority of their time in face-to-face interactions with employees building cooperative relationships.
- Characteristics of Effective Project Managers
 - Initiate contact with key stakeholders
 - Anticipate potential problems
 - Provide encouragement
 - Reinforce the objectives and vision of the project
 - Intervene to resolve conflicts and prevent stalemates

Managing Upward Relations

- Project Success = Top Management Support
 - Appropriate budget
 - Responsiveness to unexpected needs
 - A clear signal to the organization of the importance of cooperation
- Motivating the Project Team
 - Influence top management in favor of the team:
 - Rescind unreasonable demands
 - Provide additional resources
 - Recognize the accomplishments of team members

The Significance of a Project Sponsor



FIGURE 10.3

Ethics and Project Management

- Ethical Dilemmas
 - Situations where it is difficult to determine whether conduct is right or wrong:
 - Padding of cost and time estimations
 - Exaggerating pay-offs of project proposals
 - Falsely assuring customers that everything is on track
 - Being pressured to alter status reports
 - Falsifying cost accounts
 - Compromising safety standards to accelerate progress
 - Approving shoddy work
 - Code of conduct
 - Professional standards and personal integrity

Contradictions of Project Management

- 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 organizational loyalties



Traits of an Effective Project Manager

1. Systems thinker
2. Personal integrity
3. Proactive
4. High emotional intelligence (EQ)
5. General business perspective
6. Effective time management
7. Skillful politician
8. Optimist



Suggestions for Project Managers

- Build relationships before you need them.
- Trust is sustained through frequent face-to-face contact.
- Realize that “what goes around comes around.”

