



Chapter 6

*Management of Your
Time and Stress*



Time Robbers

- ❖ Incomplete work
- ❖ A job poorly done that must be done over
- ❖ Poor communications channels
- ❖ Uncontrolled telephone calls
- ❖ Lack of adequate responsibility and commensurate authority
- ❖ Poor functional performance
- ❖ Changes without direct notification/explanation
- ❖ Casual visitors



Time Robbers *(Continued)*

- ❖ Waiting for people
- ❖ Failure to delegate, or unwise delegation
- ❖ Poor retrieval systems
- ❖ Lack of information in a ready-to-use format
- ❖ Day-to-day administration
- ❖ Spending more time than anticipated in answering questions
- ❖ Lack of sufficient clerical support
- ❖ Late appointments
- ❖ Impromptu tasks



Time Robbers *(Continued)*

- ❖ Union grievances
- ❖ Having to explain “thinking” to superiors
- ❖ Too many levels of review
- ❖ Too many people in a small area
- ❖ Office casual conversations
- ❖ Misplaced information
- ❖ Sorting mail
- ❖ Record-keeping
- ❖ Shifting priorities
- ❖ Indecision or delaying decisions



Time Robbers *(Continued)*

- ❖ **Procrastination**
- ❖ **Proofreading correspondence**
- ❖ **Setting up appointments**
- ❖ **Too many meetings**
- ❖ **Monitoring delegated work**
- ❖ **Unclear roles/job descriptions**
- ❖ **Unnecessary crisis intervention**
- ❖ **Overcommitted outside activities**
- ❖ **Executive meddling**



Time Robbers *(Continued)*

- ❖ Budget adherence requirements
- ❖ Poorly educated customers
- ❖ Need to get involved in details to get job done
- ❖ Not enough proven or trustworthy managers
- ❖ Vague goals and objectives
- ❖ Lack of job description
- ❖ Too many people involved in minor decision making



Time Robbers *(Continued)*

- ❖ Lack of technical knowledge
- ❖ Disorganization of superiors
- ❖ Lack of authorization to make judgement decisions
- ❖ Poor functional status reporting
- ❖ Inability to use one's full potential
- ❖ Overeducated for daily tasks
- ❖ Work overload
- ❖ Unreasonable time constraints



Time Robbers *(Continued)*

- ❖ Lack of commitment from higher authorities
- ❖ Not being responsible for the full scope
- ❖ Indecision on the part of higher management
- ❖ Too much travel
- ❖ Lack of adequate project management tools
- ❖ Poor functional communications/writing skills
- ❖ Departmental “buck passing”
- ❖ Meetings with executives
- ❖ Inability to relate to peers in a personal way



Time Robbers *(Continued)*

- ❖ Rush into decisions/beat the deadlines
- ❖ People being overpaid for their work
- ❖ Lack of reward ("a pat on the back can do wonders")
- ❖ Expecting too much from one's people and oneself
- ❖ Multiple time constraints
- ❖ Non-supportive family
- ❖ Company political power struggles



Time Robbers (Continued)

- ❖ Going from crisis to crisis
- ❖ Conflicting directives
- ❖ Line management acting as a “father” figure
- ❖ Fire drills
- ❖ Lack of privacy
- ❖ Lack of challenge in job duties
- ❖ Project manager not involved/unknowledgeable about decision making
- ❖ Bureaucratic roadblocks (“ego”)



Time Robbers (Continued)

- ❖ Empire-building line managers
- ❖ No communication between sales and engineering
- ❖ Too much work for one person to handle effectively
- ❖ Excessive paperwork
- ❖ Lack of clerical/administrative support
- ❖ Workload growing faster than capacity
- ❖ Dealing with unreliable subcontractors



Time Robbers *(Continued)*

- ❖ Reeducating project managers
- ❖ Lack of new business
- ❖ Personnel not willing to take risks
- ❖ Demand for short-term results
- ❖ Lack of long-range planning
- ❖ Being over-directed
- ❖ Changing company systems, which requires relearning
- ❖ Overreacting management



Time Robbers *(Continued)*

- ❖ Poor lead time on projects
- ❖ Disregard for company or personal things
- ❖ Documentation (reports/red tape)
- ❖ Large number of projects
- ❖ Inadequate or inappropriate requirements
- ❖ Desire for perfection
- ❖ Lack of dedication by technical experts
- ❖ Poor salary compared to contemporaries
- ❖ Lack of project organization



Time Robbers (Continued)

- ❖ Constant pressure
- ❖ Constant interruptions
- ❖ Problems coming in waves
- ❖ Severe home constraints
- ❖ Project monetary problems
- ❖ Shifting of functional personnel
- ❖ Lack of employee discipline
- ❖ Lack of qualified manpower



*Practice Effective
Time Management*



Time Management Actions

- ❖ **Delegate.**
- ❖ **Follow the schedule.**
- ❖ **Decide fast.**
- ❖ **Decide who should attend.**
- ❖ **Learn to say no.**
- ❖ **Start now.**
- ❖ **Do the tough part first.**
- ❖ **Travel light.**
- ❖ **Work at travel stops.**



Time Management (Continued)

- ❖ Avoid useless memos.
- ❖ Refuse to do the unimportant.
- ❖ Look ahead.
- ❖ Ask: Is this trip necessary?
- ❖ Know your energy cycle.
- ❖ Control telephone time.
- ❖ Send out the meeting agenda.
- ❖ Shut off in-house visits.
- ❖ Overcome procrastination.
- ❖ Manage by exception.



Rules

- ❖ Rules for time management
 - Conduct a time analysis (time log).
 - Plan solid blocks for important things.
 - Classify your activities.
 - Establish priorities.
 - Establish opportunity cost on activities.
 - Train your system (boss, subordinate, peers).
 - Practice delegation.
 - Practice calculated neglect.
 - Practice management by exception.
 - Focus on opportunities - not on problems.



Preparing The To-Do Checklist



Questions

- ❖ Questions
 - **What am I doing that I don't have to be doing at all?**
 - **What am I doing that can be done better by someone else?**
 - **What am I doing that could be done as well by someone else?**
 - **Am I establishing the right priorities for my activities?**



Chapter 7

Conflicts



*Trouble Happens;
Keep Your Cool*



Objectives

- ❖ **Specific, not general**
- ❖ **Not overly complex**
- ❖ **Measurable, tangible, and verifiable**
- ❖ **Appropriate level, challenging**
- ❖ **Realistic and attainable**
- ❖ **Established within resource bounds**
- ❖ **Consistent with resources available or anticipated**
- ❖ **Consistent with organizational plans, policies, and procedures**



Type Of Conflicts

- ❖ Manpower resources
- ❖ Equipment and facilities
- ❖ Capital expenditures
- ❖ Costs
- ❖ Technical opinions and trade-offs
- ❖ Priorities
- ❖ Administrative procedures
- ❖ Scheduling
- ❖ Responsibilities
- ❖ Personality clashes



Prioritization Factors

- ❖ The technical risks in development
- ❖ The risks that the company will incur, financially or competitively
- ❖ The nearness of the delivery date and the urgency
- ❖ The penalties that can accompany late deliver dates
- ❖ The expected savings, profit increase, and return on investment

Prioritization Factors

(Continued)

- ❖ The amount of influence that the customer possesses, possibly due to the size of the project
- ❖ The impact of or on other projects
- ❖ The impact on affiliated organizations



Conflict Resolution

Resolution Modes

- ❖ **Withdrawal. (Avoiding)** Retreating or withdrawing from an actual or potential disagreement.



Resolution Modes (Continued)

- ❖ **Smoothing (Accommodating).** De-emphasizing or avoiding areas of difference and emphasizing areas of agreement.



Resolution Modes (Continued)

- ❖ **Compromising.** Bargaining and searching for solutions that bring some degree of satisfaction to the parties in a dispute. Characterized by a “give-and-take” attitude.



Resolution Modes (Continued)

- ❖ *Forcing(or Competing, Being Uncooperative, Being Assertive).*
Exerting one's viewpoint at the potential expense of another. Often characterized by competitiveness and a win-lose situation.



Resolution Modes (*Continued*)

- ❖ **Confrontation (Collaborating)** Facing the conflict directly, which involves a problem-solving approach whereby affected parties work through their disagreements.



Conflict Decision-Making

Resolution Procedures

- ❖ Pausing and thinking before reacting
- ❖ Building trust
- ❖ Trying to understand the conflict motives
- ❖ Keeping the meeting under control
- ❖ Listening to all involved parties
- ❖ Maintaining a give-and-take attitude
- ❖ Educating others tactfully on your views
- ❖ Being willing to say when you were wrong
- ❖ Not acting as a superman and leveling the discussion only once in a while



The Conflict Manager

- ❖ Knows the organization
- ❖ Listens with understanding rather than evaluation
- ❖ Clarifies the nature of the conflict
- ❖ Understands the feelings of others
- ❖ Suggests the procedures for resolving differences
- ❖ Maintains relationships with disputing parties
- ❖ Facilitates the communications process
- ❖ Seeks resolution



*Get To Know
Your Team*



Chapter 8

Special Topics



Performance Appraisal

- ❖ **Assess the employee's work performance, preferably against pre-established objectives**
- ❖ **Provide a justification for salary actions**
- ❖ **Establish new goals and objectives for the next review period**
- ❖ **Identify and deal with work-related problems**
- ❖ **Serve as a basis for career discussions**



Performance Measurement

- ❖ *Business results* as measured by profits, contribution margin, return on investment, new business, and income; also, on-time delivery, meeting contractual requirements, and within-budget performance.
- ❖ *Managerial performance* as measured by overall project management effectiveness, organization, direction and leadership, and team performance.

Projects In Small Companies

- ❖ Total duration is usually three to twelve months.
- ❖ Total dollar value is \$5000 to \$1.5 million (upper limit is usually a capital equipment project).
- ❖ There is continuous communication between team members, and no more than three or four cost centers are involved.
- ❖ Manual rather than computerized cost control may be acceptable.



Small Project (Continued)

- ❖ Project managers work closely with functional personnel and managers on a daily basis, so time-consuming detail reporting is not necessary.
- ❖ The work breakdown structure does not go below level three.



Mega Projects

- ❖ Vast amounts of people may be required, often for short or intense periods of time.
- ❖ Continuous organizational restructuring may be necessary as each project goes through a different life-cycle phase.
- ❖ The matrix and project organizational form may be used interchangeably.



Mega Projects *(Continued)*

- ❖ **The following elements are critical for success.**
 - Training in project management
 - Rules and procedures clearly defined
 - Communications at all levels
 - Quality front-end planning



Mega Project Difficulties

- ❖ Lack of available on-site workers (or local labor forces)
- ❖ Lack of skilled workers
- ❖ Lack of properly trained on-site supervision
- ❖ Lack of raw materials



Partnerships



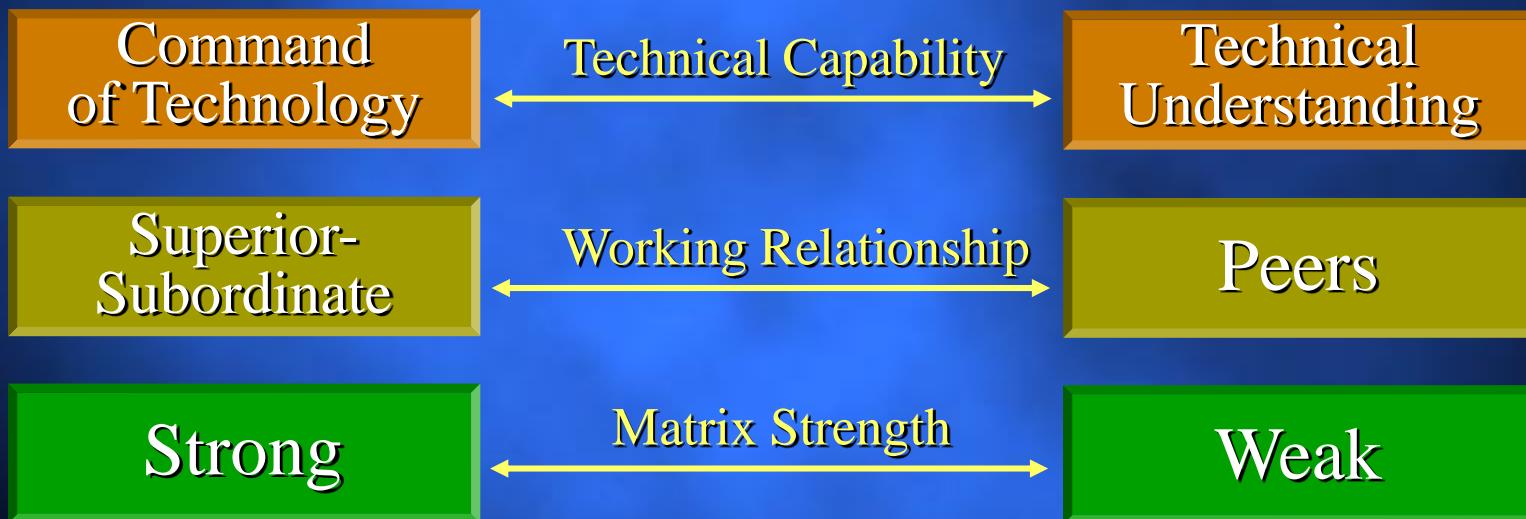


External Partnering

- ❖ **Types of Relations**
 - Approved Suppliers
 - Preferred Suppliers
 - Partners

Partnership Strength

Strong
Partnership
Strength
Weak





Chapter 9

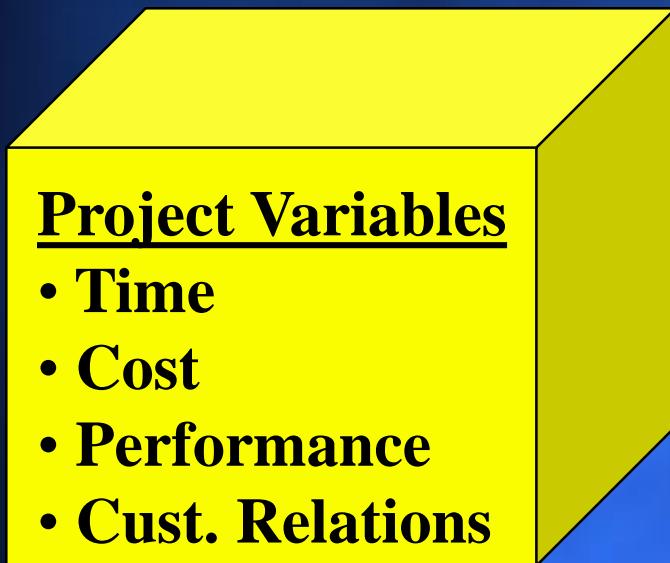
*The Variables
For Success*



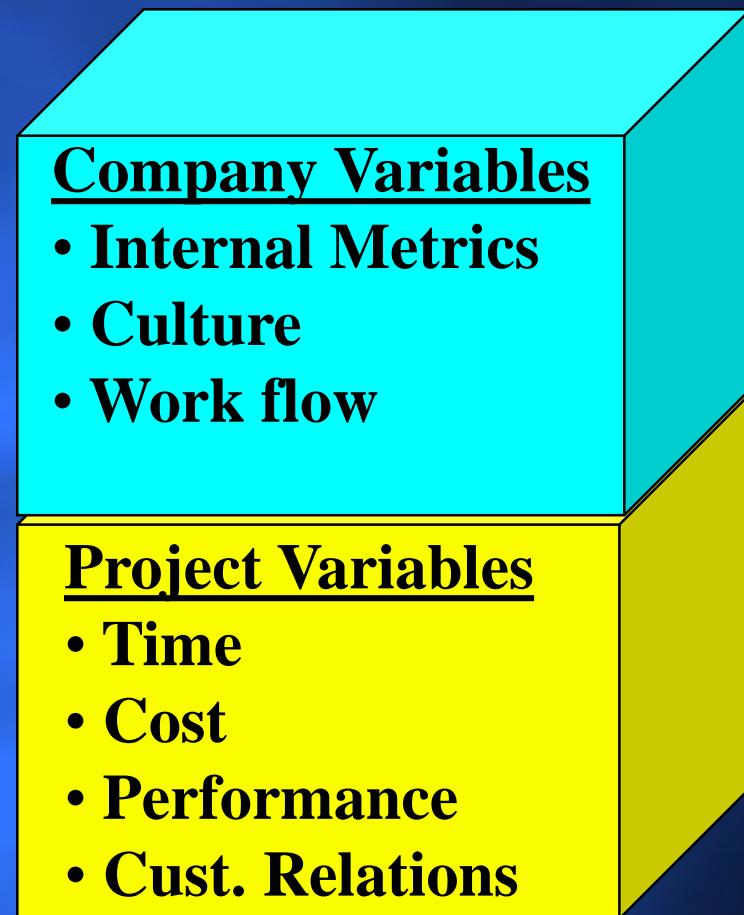
“Excellence” in Project Management can be defined as a continuous stream of successfully managed projects.

The Road To Maturity: Defining Success

IMMURITY



MATURITY





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.



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.



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.



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 necessarily 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



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



The Parent Organization

(Continued)

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

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

Top Management Expectations

(Continued)

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

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/charter
- ❖ Provide sufficient strategic/long-range information
- ❖ Provide feedback

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



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

Project Team Expectations

(Continued)

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

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

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



Chapter 10

*Working with
Executives*



*Knowing When
To Seek Out The
Project Sponsor*



The Executive Sponsor's Role

- ❖ Major participation in sales effort and contract negotiations
- ❖ Establishes and maintains top-level client relationships
- ❖ Assists project manager in getting the project underway (planning, procedures, staffing, etc.)
- ❖ Maintains current knowledge of major project activities (receives copies of major correspondence and reports, attends major client and project review meetings, visits project regularly, etc.)



Executive Sponsor (Continued)

- ❖ Handles major contractual matters
- ❖ Interprets company policy for the project manager
- ❖ Assists project manager in identifying and solving major problems
- ❖ Keeps general management and company management advised of major problems



Sponsor Activities

- ❖ Assisting the project manager in establishing the correct objectives for the project
- ❖ Providing guidance for the project manager in organizing and staffing the project team
- ❖ Explaining to the project manager the environmental/political factors that could influence the project's execution
- ❖ Establishing the priority for the project (either individually or through other executives) and informing the project manager of the established priority and the *reason* for the priority



Sponsor Activities (Continued)

- ❖ Providing guidance for the establishment of policies and procedures by which to govern the project
- ❖ Functioning as the executive-client contact point



Sponsorship Problems

- ❖ Problem-solving delays
- ❖ Unresolved policy issues
- ❖ Lack of prioritization
- ❖ Who resolves problems if the sponsor and the project manager disagree?

Project Management Competitiveness

