

Project Managers as Team Leaders

Project Managers as Team Leaders

- Leadership in project management involves inspiring team members to make a whole-hearted commitment to the success of the project.
- Commitment means more than just trying hard. Commitment means being willing to sacrifice to get the project completed on time, within budget, and according to specifications.

Project Managers as Team Leaders

- The Eight Cs of leadership are:
 - caring
 - competence
 - character
 - communication
 - clarity
 - commitment
 - courage
 - credibility

Project Managers as Motivators

Project Managers as Motivators

- Motivation is the drive to do something. It can be external, internal, or a combination of both.
- Project managers want all team members to be motivated to complete projects on time, within budget, and according to specifications.

Project Managers as Motivators

- Understanding Maslow's Hierarchy of Needs will help project managers become effective motivators.
- All people have basic survival, safety and security, social, esteem, and self-actualization needs.
- Project managers can use these needs for motivating team members.

Project Managers as Motivators

- There is no one-size-fits-all strategy project managers can use to motivate team members.
- Motivation strategies must be tailored to the individual(s) in question.

Project Managers as Motivators

- An effective way to tailor motivational strategies to individuals is to develop Personal Motivation Plans (PMPs) for team members.
 - A PMP plan for an individual takes into account that individual's specific human needs (some thing that can vary greatly from person to person).

Project Managers as Communicators and Negotiators

Project Managers as Communicators and Negotiators

- Project managers must keep a number of different individuals and constituent groups up to date throughout a project. Hence, they must be effective communicators.
- Communication is the transfer of information that is received and fully understood from one source to another.

Project Managers as Communicators and Negotiators

- Communication has the following components:
 - sender
 - receiver
 - method
 - medium
 - message

Project Managers as Communicators and Negotiators

- There are four basic types of communication:
 - verbal
 - non-verbal
 - written
 - graphic

Project Managers as Communicators and Negotiators

- Effective communication occurs when the message that is received and understood is acted on in the desired manner.
- Communication can be inhibited by a number of factors including:
 - differences in meaning, insufficient trust, information overload, interference, condescending tones, listening problems, premature judgments, inaccurate assumptions, and technological glitches.

Project Managers as Communicators and Negotiators

- Listening is the most important communication skill for project managers.
- Inhibitors of effective listening include:
 - lack of concentration, preconceived notions, thinking ahead, interruptions, and tuning out.

Project Managers as Communicators and Negotiators

- The five-minute rule allows project managers to maintain an open-door policy for team members.
 - Within reason team members can have five minutes of the project manager's time at any time to discuss a problem. However, during that five minutes, the team member must explain the problem and provide a well-thought through recommendation for a solution.

Project Managers as Communicators and Negotiators

- Non-verbal communication consists of body factors, voice factors, and proximity factors.
- The key to understanding non-verbal communication is to look for agreement or disagreement between what is said verbally and what is “said” non-verbally.

Project Managers as Communicators and Negotiators

- To improve verbal communication project managers should show interest, be positive, be flexible, use tact, and be courteous.
- When communicating corrective feedback, project managers should be positive, prepared, and realistic.

Project Managers as Communicators and Negotiators

- Written communication can be improved by:
 - Identifying the audience you are writing to first
 - Being concise but comprehensive
 - Using graphics wherever appropriate
 - Using language that is appropriate to the audience
 - Highlighting action you want the reader to take

Project Managers as Communicators and Negotiators

- Project managers must be good negotiators. Often the factors necessary for completing a project successfully must be negotiated.

Project Managers as Communicators and Negotiators

- Important considerations when negotiating include:
 - Observing all phases of the negotiating process
 - Considering timing
 - Choosing an appropriate location
 - Being aware of image
 - Creating momentum
 - Controlling one's behavior during the negotiation

Project Managers and Personal Time Management

Project Managers and Time Management

- Project managers who fail to manage their time effectively are not likely to complete projects on time, within budget, or according to specifications.
- Poor time management can cause wasted time, added stress, lost credibility, missed appointments, poor follow through, inattention to detail, ineffective execution, and poor stewardship.

Project Managers and Time Management

- Common time management problems to avoid include taking on too much, the telephone, crises, unscheduled visitors, poor delegation, personal disorganization, and unnecessary or inefficient meetings.

Project Managers and Change

Project Managers and Change

- Change is a fact of life. Change orders and the need to continually improve both cause change. To deal effectively with change, project managers have to be able to help team members overcome *comfort-induced inertia*.

Project Managers and Change

- An effective change management model:
 1. develop a written change picture
 2. communicate the change picture to all stakeholders
 3. take responsibility for the change
 4. enlist influential team members
 5. minimize roadblocks
 6. develop an change implementation plan
 7. establish checkpoints, monitor, and adjust

Project Managers and Diversity

Project Managers and Diversity

- People can be different in a lot of ways. Hence, project managers can expect to lead diverse teams.
- Dealing with the ways that people can be different in ways that make the team stronger is the project manager's responsibility.

Project Managers and Diversity

- Important diversity-related concepts project managers must be able to deal with are:
 - prejudice
 - stereotyping
 - labeling
 - discrimination
 - tolerance

Project Managers and Diversity

- Helping team members focus on their common mission rather than their differences is the key for project managers.

Figure 17.1 Members of project teams can be different in many ways.

Checklist of Ways PEOPLE CAN BE DIFFERENT	
<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Mental ability
<input checked="" type="checkbox"/> Physical ability	<input checked="" type="checkbox"/> Physical appearance
<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Marital status
<input checked="" type="checkbox"/> Gender	<input checked="" type="checkbox"/> Geography
<input checked="" type="checkbox"/> Religion	<input checked="" type="checkbox"/> Denominations
<input checked="" type="checkbox"/> Ethnicity	<input checked="" type="checkbox"/> Nationality
<input checked="" type="checkbox"/> Worldview	<input checked="" type="checkbox"/> Education level
<input checked="" type="checkbox"/> Values	<input checked="" type="checkbox"/> Political beliefs
<input checked="" type="checkbox"/> Interests	<input checked="" type="checkbox"/> Personality
<input checked="" type="checkbox"/> Cultural background	<input checked="" type="checkbox"/> Height
<input checked="" type="checkbox"/> Weight	<input checked="" type="checkbox"/> Career status
<input checked="" type="checkbox"/> White collar	<input checked="" type="checkbox"/> Blue collar
<input checked="" type="checkbox"/> Personal preferences	

Project Managers and Adversity

Project Managers and Adversity

- Project managers must be able to help team members persevere through times of adversity because projects are seldom completed without problems.

Project Managers and Adversity

- Perseverance strategies include:
 1. emulating the examples of others who have faced tough times
 2. remembering that failure teaches valuable lessons for next time
 3. staying focused on solving problems rather than the negative consequences of the problems

Project Managers and Adversity

- Strategies for effectively facing adversity include:
 - Understand that adversity is a normal part of the job.
 - Look down the road past the difficulties—don't get caught up in the here and now of the situation.
 - Focus on solutions rather than problems.

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Project Managers and Adversity

- Strategies for effectively facing adversity include:
 - Develop a plan of action for solving the problem and implement it.
 - Once the problem is solved, prepare mentally and physically for the next round of adversity.
 - Stay positive and take adversity in stride.

Project Managers and Adversity

- Micromanagers can make the project manager's job difficult. People who micromanage do so because they
 - think no one can do the job right but them
 - cannot let go of work they used to do
 - do not understand how to delegate
 - do not yet have confidence in the project manager
 - are insecure

Project Managers and Adversity

- Project managers who report to micromanagers must be patient, try to determine the cause of the micromanagement, and do what is necessary to relieve that cause(s).