

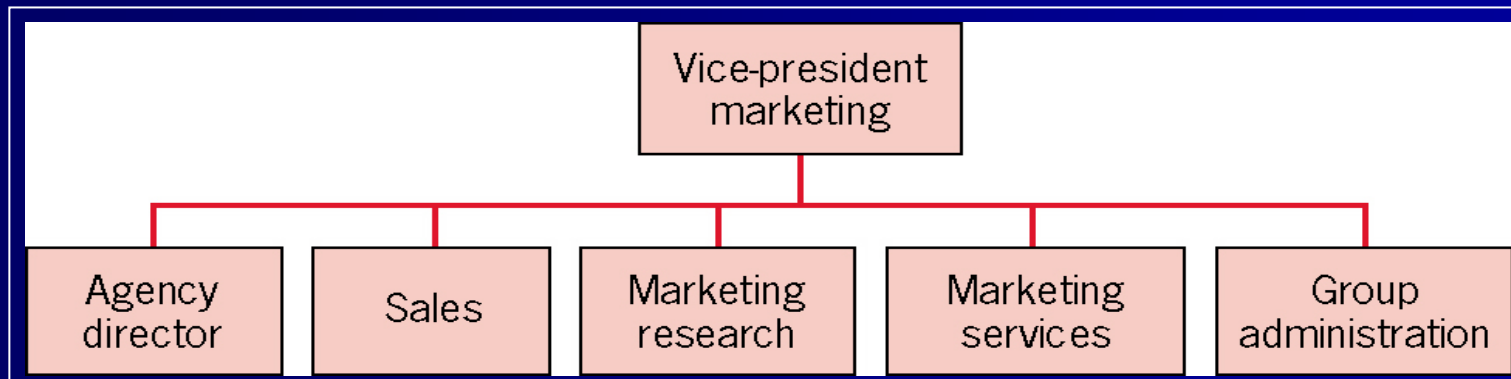
The Project Manager

The Project Manager (PM)

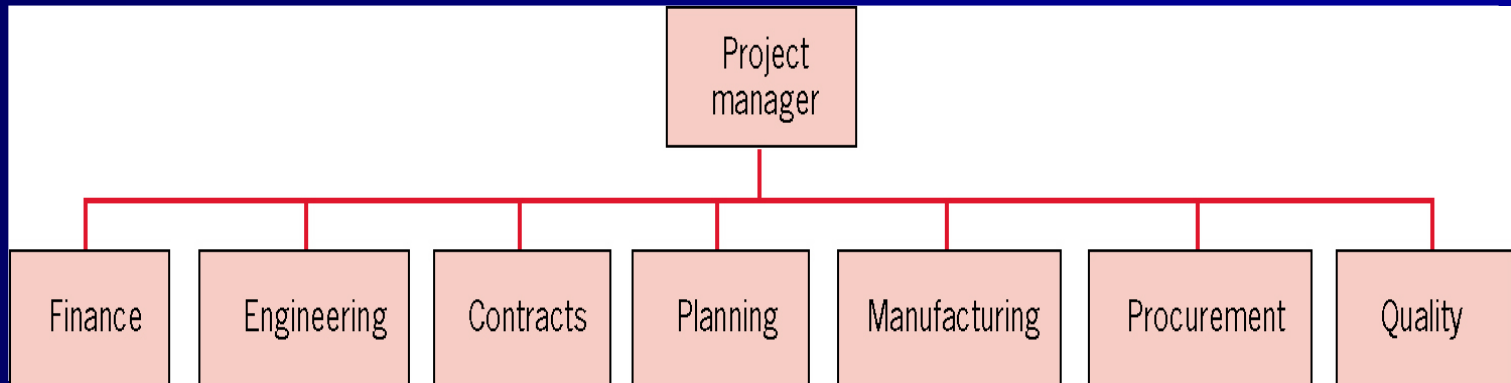
- Project management and the PM
- Special demands on the PM
- Selecting the PM
- Cultural differences
- Impact of institutional environment
- Multicultural communications and managerial behavior

Functional and Project Manager Compared

Functional Manager:



Project Manager:



Functional and Project Manager Compared

	Functional Manager	Project Manager
Approach	Analyst	Generalist
Style	Expert	Facilitator
Responsibility	Technology & Resources	Results

The PM As a Generalist

- WHAT needs to be done?
- WHEN must it be done?
- HOW are the required resources to be obtained?

The PM As a Facilitator

- Separation of project from functional management structure of firm (avoid being micromanaged)

Special Demands on Project Manager

- Acquiring Adequate Resources
- Acquiring and Motivating Personnel
- Dealing with Obstacles
- Making Project Goal Trade-offs
- Failure and the Risk and Fear of Failure
- Breadth of Communications
- Negotiation

Characteristics of Effective Team Members

- High-quality technical skills
- Political sensitivity
- Strong problem orientation
- Strong goal orientation
- High self-esteem

Risks, Fears & Failure

Type 1:

Routine Projects

- Smooth start
- Problems late in life cycle
- Not organized to handle unexpected crises

Type 2:

Non-Routine Projects

- Planning problems
- Failure to define requirements and specifications

Selecting the PM – Desirable Characteristics

- Strong technical background
- Assertive & successful functional mgr
- Mature
- Currently available
- On good terms with senior executives
- Keeps project team happy
- Experience in several different departments
- Walks on water

Selecting the PM

The Most Desirable
Characteristic?

A drive to complete
task

PM Credibility - Technical

- understanding of the technology
- Ability to explain technology to stakeholders
- Accurate interpretation of client needs

PM Credibility - Administrative

- To senior management:
- To project team:

PM Sensitivity

- Political
- Interpersonal:
- Detective:

Leadership - Interpersonal

Interpersonal influence, exercised in situations and directed through the communications process, towards the attainment of a specific goal or goals

+

Enthusiasm, optimism, energy, tenacity, courage, maturity

Leadership - Ethical Missteps

- “wired” bids
- “buy-in” with intent to amend later on
- kickbacks
- “covering” for team members
- “shortcuts”
- substandard material
- compromising safety
- violating standards
- consultant biased

PMI Code of Ethics

- Maintain high standards of personal and professional conduct
- Work action items
- Employer and client relations
- Responsibilities to community

PM Stress Factors

- Lack of consistent set of procedures to manage project
- Too much work
- Need for high achievement
- Parent organization in upheaval

Source of Cultural Differences

- Nationality
- Socioeconomic environment
- Type of industry
- Geographical regions within a country
- Divisions within a corporation
- Language

The Four Pillars of Culture

Technology:

Institutions:

Language:

Art:

Culture Clashes

	North America	Latin America	Asia
Tardiness	Not acceptable	Normal	Loss of face
Nepotism	Discouraged	Normal	Discouraged
Integration	Mandated	Non existent	Non existent
Involvement	Discouraged	Prerequisite	Prerequisite

Project Team Neighborhood (Environments)

- Socioeconomic Environment
- Legal Environment
- Business Cycle Environment
- Technological Environment

Socioeconomic Environment

- Bureaucracy:
- Ensuring the Good of the Local Economy:
- Discrimination:

Legal Environment

	Domestic	Foreign
Litigation	High	Low
Negotiation	Moderate	High
Trust	Important	Essential
Collaboration	Catching on	The norm
Proprietary technology	Legally protected	Transferred or protected by PM

Business Cycle Environment

- Cycles between prosperity and recession
- Cycle shifted in timing and magnitude among different nations
- During recession, nations erect protective trade barriers

Technological Environment

- Local technology is a function of relative cost (supply) of the factors of production
- Local technology is modified by local traditions, policy and law
- Local technology needs to be integrated into overall project technology

Multicultural Communication Problems

- PM does not speak local language
- Illiterate team members
- Local supervisors shun "hands-on" experience
- High regard for teachers
- Team members expect to be asked

PM Behavior in Multicultural Environment

- Collegiality
- Criticism
- Project time horizon
- Work ethic
- Project risk taking
- Personal risk taking
- Provide for expatriate needs

Project Teams

The Name-Only-Team (NOT)

- P Mgr:
conflict avoider → compromise rarely solves problems
- Team members:
discipline oriented individuals → prone to political infighting
- Result:
workgroup math is $2+2=3$ or less!

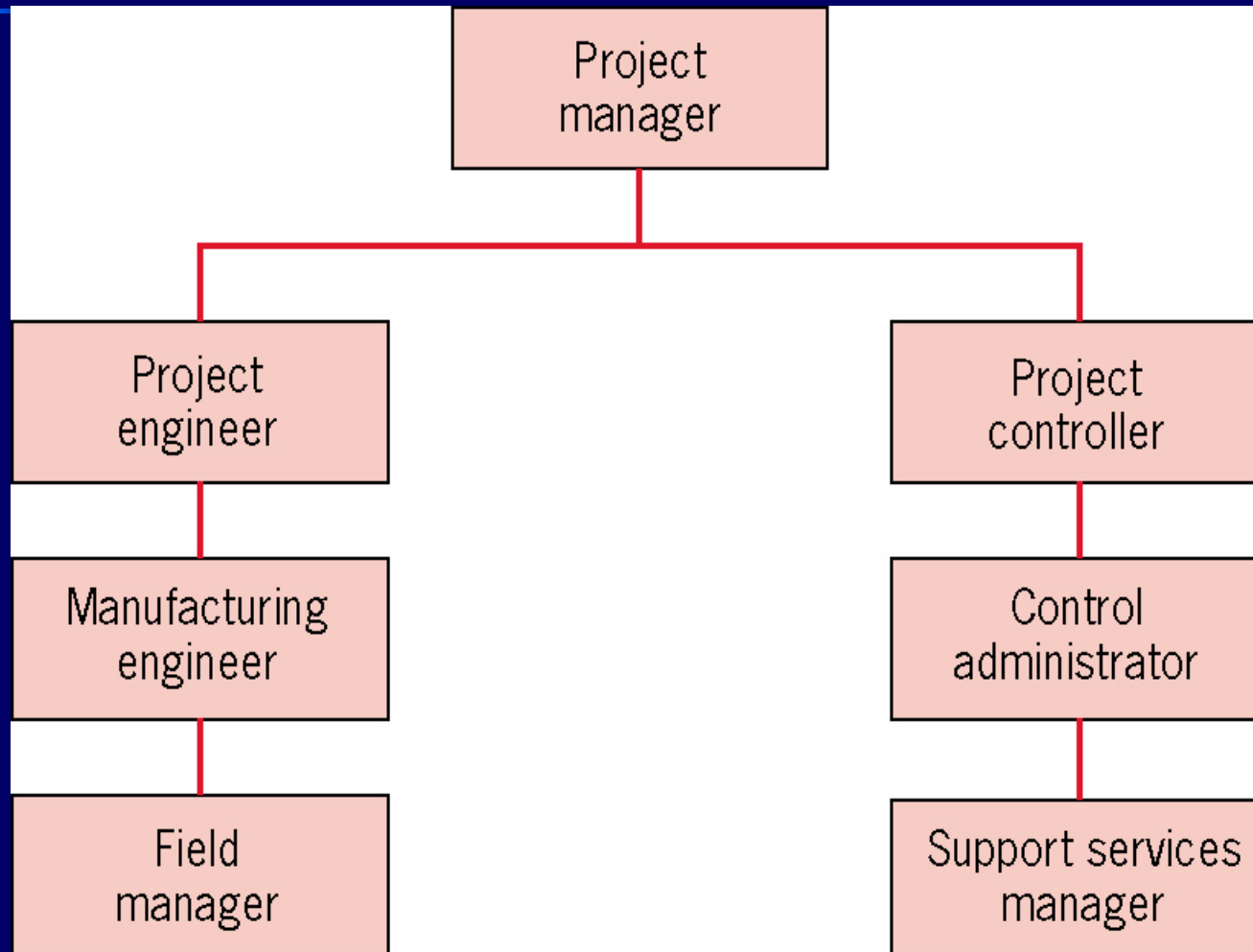
Weak Matrix Team Building

- One or two skilled full time team members
- “Capacity” from functional divisions
- Several project components supplied by functional divisions in the form of deliverables

Project Team Key Staff

- Project engineer (design / analysis)
- Manufacturing engineer (production)
- Field manager (at customer site)
- Contract administrator (paperwork)
- Project controller (cost)
- Support services manager (subcontracts)

Typical Organization for Engineering Projects



Team Members Who Report to PM or Deputy PM

- Project engineer (often the deputy PM)
- Senior project team members
- Members who require close communication with PM
- Members with essential, rare skills

How to Staff a Project Team

- Break down work structure
- Assess skills
- Recruit skilled workers
- Negotiate to get workers
- If no local skill available?

Human Factors in Meeting Deadlines

- Delivering adequate – not perfectionist
- work quality saves time
- Motivate (inspire!) Team -- How?

Empowerment of Project Teams - Advantages

- Lets team members manipulate tasks so objectives can be met
- Avoids micromanagement
- Team members accept responsibility
- May result in synergistic solutions
- Timely feedback on performance
- Empowerment is a tool for PM to evaluate team performance

Pillars of Team Building

- Action plan:
also acts as control mechanism
- Mutual dependency:
team members hold each other
accountable for reaching goals

Essential Company Support for Team Building

- Effective rewards
- Individual and team performance feedback
- Individual and team goal setting

Conflict Management

- PM encourages openness
- PM sets role model in conflict resolution
- PM harnesses energy of conflict
- When outside pressure too high, avoid face-to-face meetings

What About the Problem Employee?

- Control Freak
- Minimizer
- Pessimist
- Staller
- Know-it-all
- Gossop
- Schemer
- Whiner
- Martyr
- Passive-aggressive
- Hostile- aggressive

What About the Problem Employee?

- Aggressives
- Intimidators
- Know-it-alls
- Sarcastics
- Negativists
- Vindictives
- Agreers
- Gripers
- Passives
- Indecisives

Conflict Sources in the EARLY Stages of the Project Life Cycle

- Project Formation:
 - Priorities →
 - Procedures →
 - Schedules →
- Building Phase:
 - Priorities →
 - Schedules →
 - Procedures →

Conflict Sources in the LATE Stages of the PLC

- Main Program:
 - Schedules →
 - Technical →
 - Labor →
- Phaseout:
 - Schedules →
 - Personality →
 - Labor →

End