

# The Effective You, the Project Manager

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*"Know Thyself"*  
Socrates

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Self-awareness or self-knowledge is the starting point for effectiveness at work.

*“To lead or attempt to lead without first having a knowledge of self is foolhardy and sure to bring disaster and defeat”*

*Machiavelli*

Self-awareness is knowing your motivations, preferences, and personality and understanding how these factors influence your judgment, decisions, and interactions with other people.

It comprises your internal feelings and thoughts, interests, strengths and limitations, values, skills, goals, abilities, leadership orientation, and preferred communication style.



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*“There are three things extremely hard: steel, a diamond, and to know one’s self”*

*- Benjamin Franklin*

## Benefits of self-awareness:

Understand yourself in relation to others

Develop a self-improvement program

Set appropriate life and career goals

Develop relationships with others

Understand diversity

Manage others effectively

Increase ability to contribute



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## How do we improve our self-awareness?

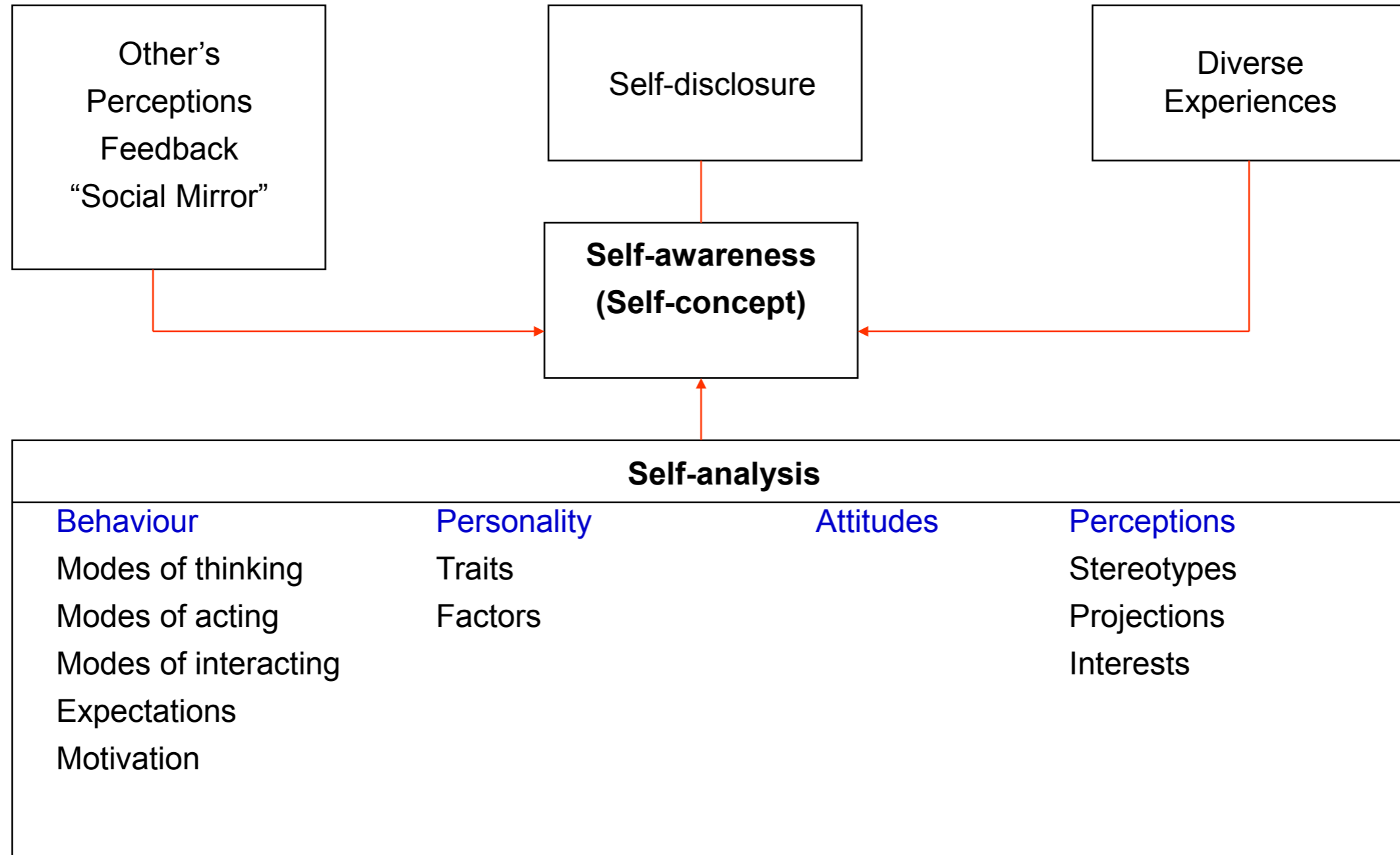
Recognise our own strengths, weaknesses, biases, attitudes, values and perceptions.

Analyses our own experiences, look at ourselves through the eyes of others, self-disclosure, acquire diverse experiences, and increase our Emotional Intelligence



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## External Factors

Environment  
Media  
Heredity  
Culture  
Peers  
Social norms  
Technology

## Your Perception



## Internal Factors

Needs  
Intelligence  
Past experiences and memories  
Emotions  
Values  
Attitudes  
Biases

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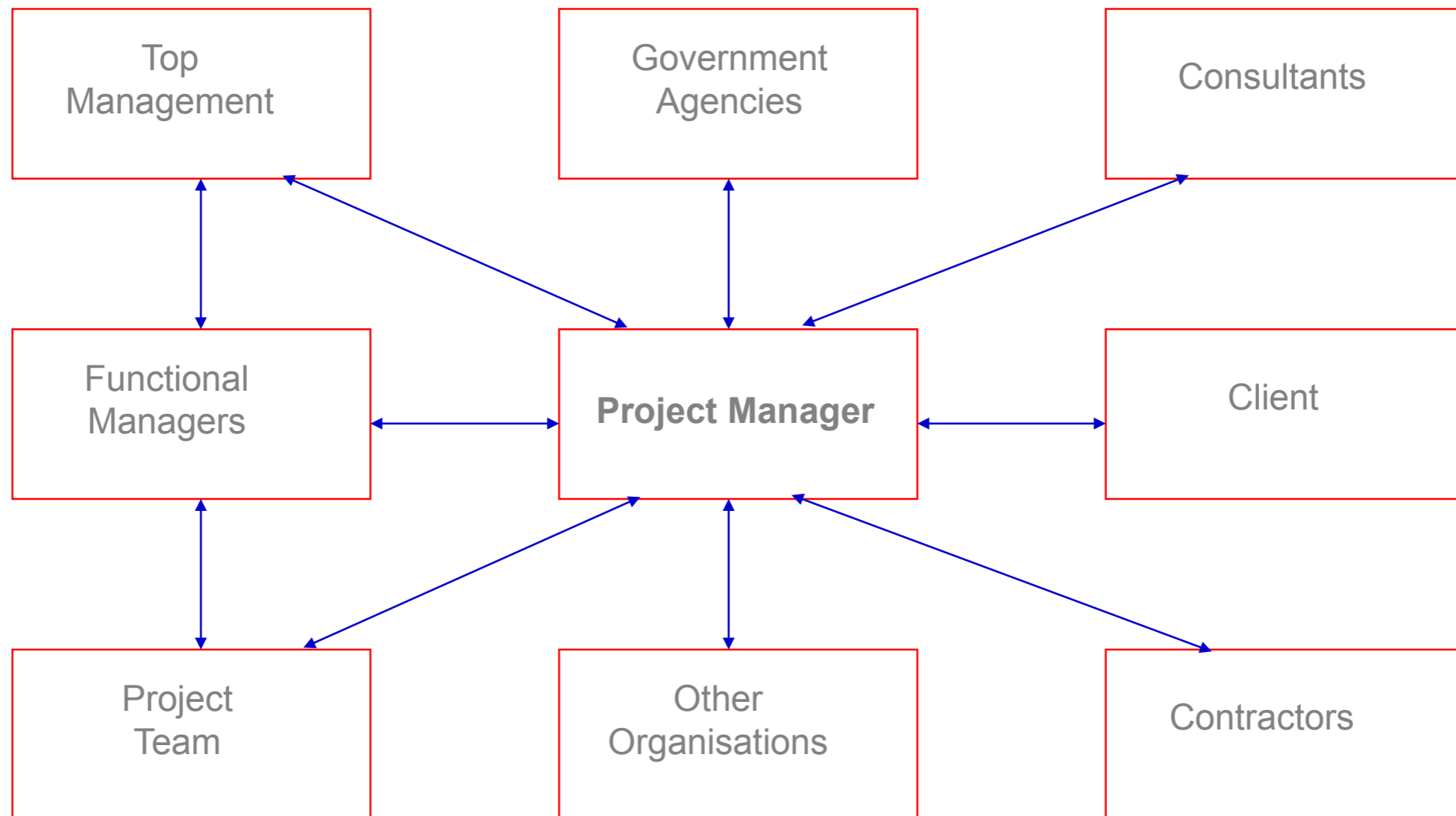
## The Effective Project Manager



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## The Effective Project Manager

### As a Team Leader

Provides leadership in planning, organizing, and controlling the work effort

Coordinates the activities of various team members

Involves the project team and gain their commitment



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## The Effective Project Manager

### As a Team Leader

The project manager's responsibility is to ensure the customer is satisfied that the work scope is completed in a quality manner, within budget, and on time

Creates an environment in which individuals are highly motivated

Does not try to do it alone



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## The Effective Project Manager

### As a Manager

Clearly defines the project objective, scope, goals, and work in sufficient detail and reaches agreement with the customer

Communicates objective and all fully to the project team and all parties involved

Secures the appropriate resources and manage them efficiently and effectively

Decides which tasks should be done in-house and which by subcontractors or consultants



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## The Effective Project Manager

### As a Manager

Assigns responsibility and delegates authority

Tracks actual progress and compares it with planned progress

Manage time, cost and quality

Takes immediate action if progress or costs change



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## The Effective Project Manager

The project manager is a key ingredient in the success of a project

- Strong leadership ability
- Ability to develop people
- Excellent communication skills
- Good interpersonal skills
- Ability to handle stress
- Problem-solving skills
- Time and stress management skills



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## The Effective Project Manager

### Strong Leadership ability

- Leadership is getting things done through others
- Inspire the people assigned to the project
- Create vision of the result and benefits of the project
- Participative and consultative leadership style
- Establishes the parameters and guidelines for what needs to be done
- Does not tell people how to do their jobs



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## The Effective Project Manager

### Strong Leadership ability

- Involves and empowers the project team
- Involves individuals in decisions affecting them
- Empowers individuals to make decisions within their assigned areas
- Understands what motivates team members and creates a supportive environment
- Does not create situations that cause individuals to become discouraged
- Fosters motivation through recognition



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## The Effective Project Manager

### Strong Leadership ability

- Sets the tone of trust, high expectations, and enjoyment
- Has high expectations of themselves and of each person on the project team
- Is optimistic and positive
- Encourages the same positive attitude



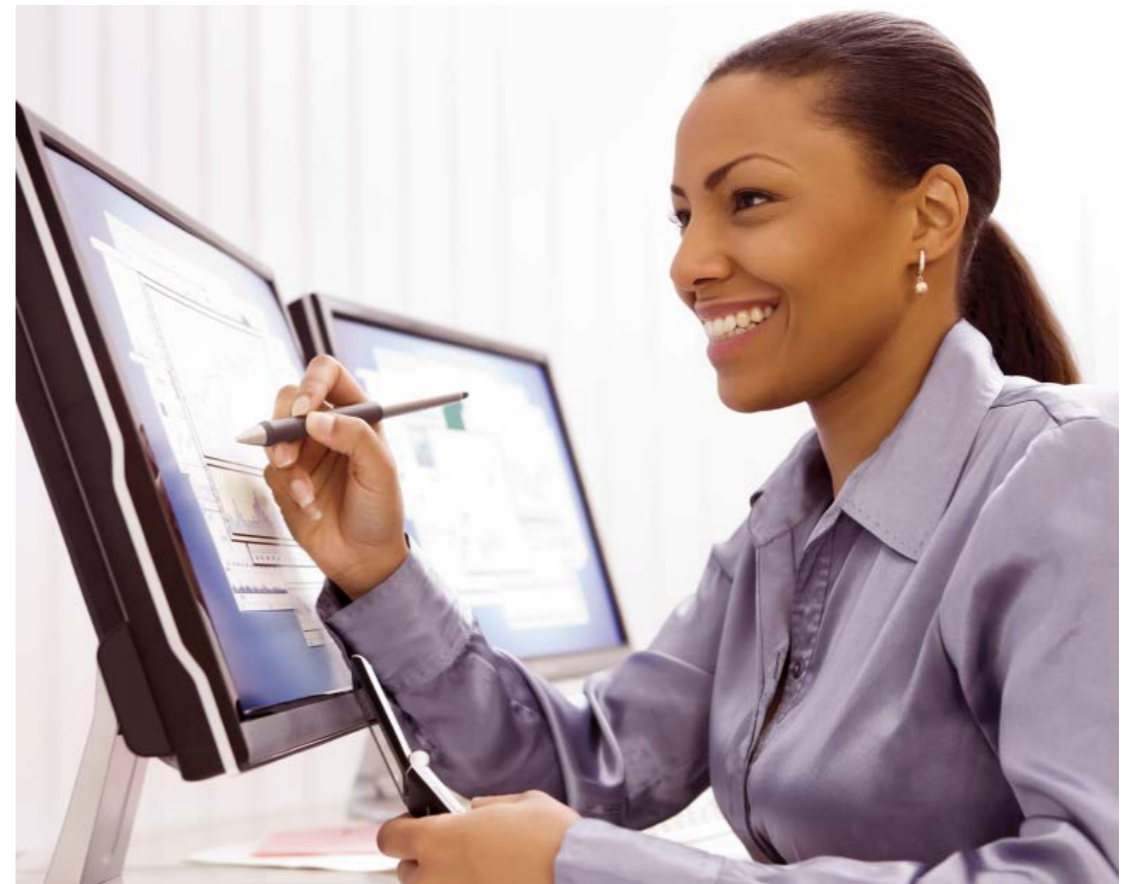
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## The Effective Project Manager

### Strong Leadership ability

- Is highly motivated and sets a positive example
- Has self-confidence and inspires confidence
- Leads by making things happen



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## The Effective Project Manager

### Ability to develop people

- Committed to the training and development of people
- Uses the project to add value to each person's experience base
- Believes that all individuals are valuable to the organization
- Stresses the value of self-improvement



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## The Effective Project Manager

### Ability to develop people

- Provides opportunities for learning and development by encouraging individuals to assume the initiative, take risks, and make decisions
- Provides assignments that require individuals to extend their knowledge
- Identifies situations in which less experienced people can learn from more experienced people
- Has people attend formal training sessions
- May provide coaching



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## The Effective Project Manager

### Excellent communication skills

- Communicate regularly with the project team, subcontractors, customer, and own upper management
- A high level of communication is especially important early in the project
- Good oral and written communication skills
- Spend more time listening than talking



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## The Effective Project Manager

### Excellent communication skills

- Establish ongoing communication with the customer
- Communication should be timely, honest, and unambiguous
- Effective communication establishes credibility and builds trust
- Provide timely feedback to the team and customer
- Create an atmosphere that fosters timely and open communication



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## The Effective Project Manager

### Barriers to communication

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### Good interpersonal skills

- Good interpersonal skills are essential
- Develop a relationship with each person on the project team
- Try to learn about the personal interests of each individual without being intrusive
- Should use open-ended questions and do a lot of listening
- Empathize with individuals when special circumstances arise



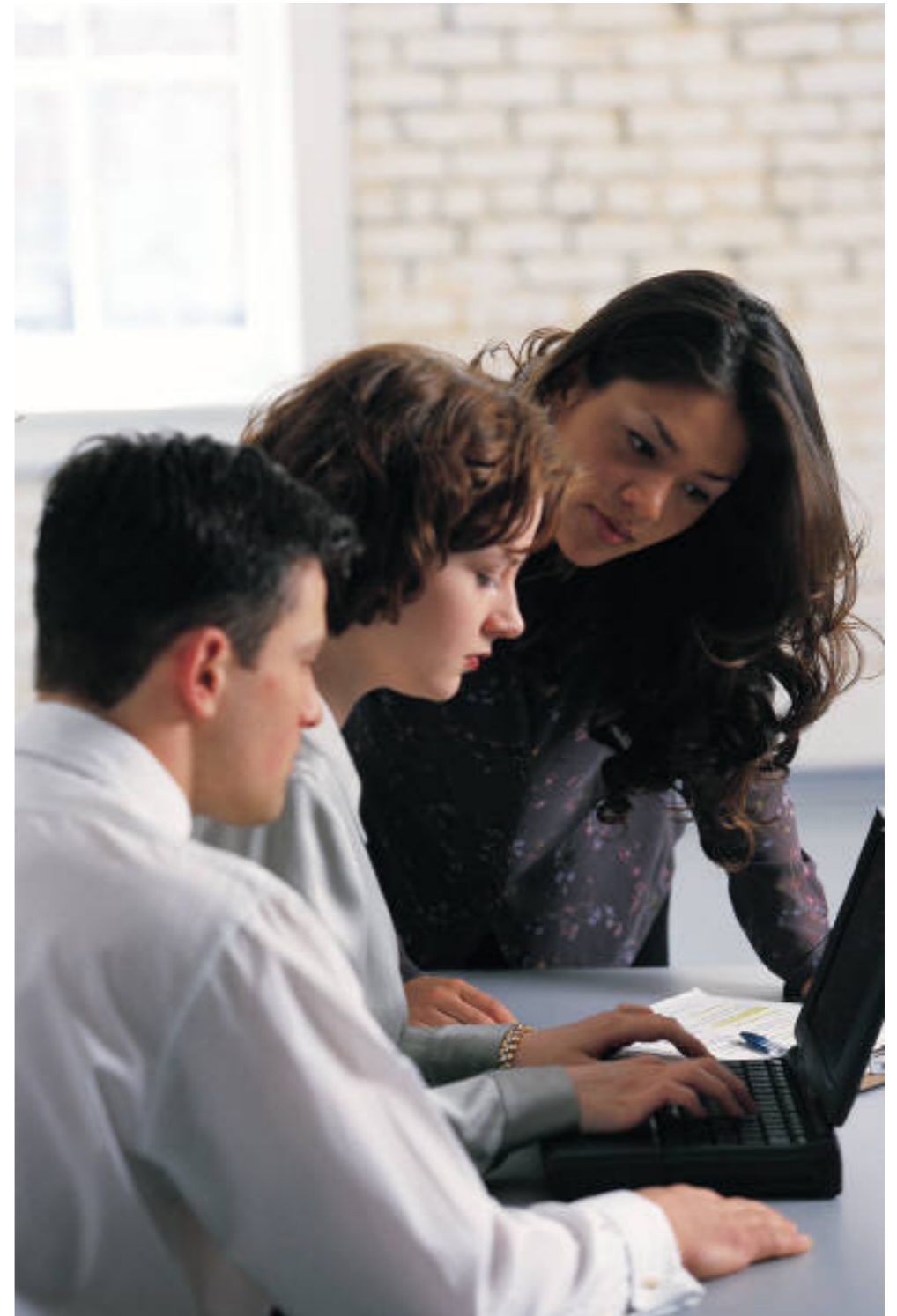
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## The Effective Project Manager

### Good interpersonal skills

- Maintain relationships throughout the duration of the project
- Use good interpersonal skills to try to influence the thinking and actions of others
- Use good interpersonal skills to deal with disagreement or divisiveness



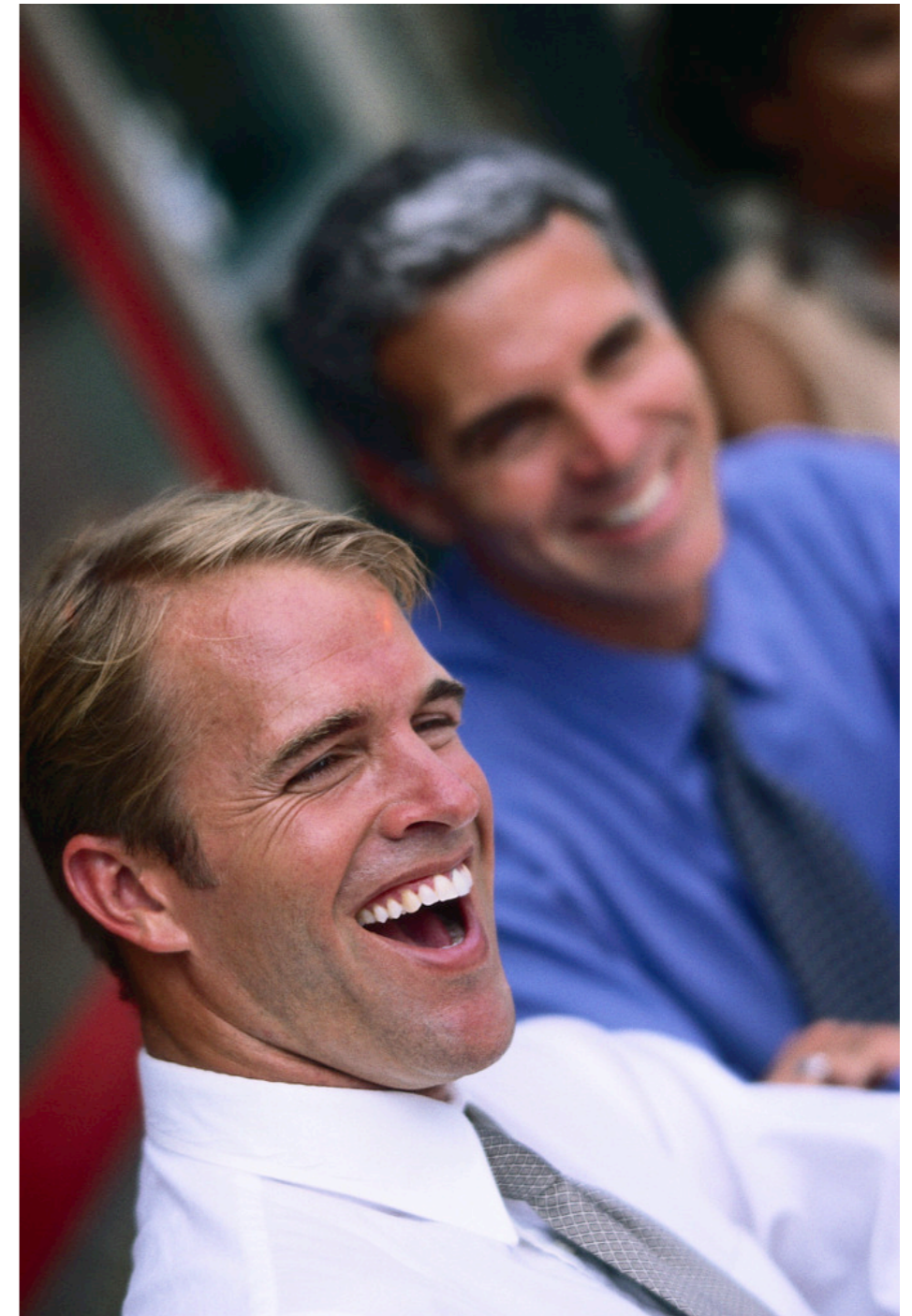
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## The Effective Project Manager

### Ability to handle stress

- Cannot panic; remain unruffled
- Able to cope with constantly changing conditions
- Act as a buffer between the project team and the customer or upper management
- Have a good sense of humor
- Stress is likely to be high when a project is in jeopardy of not meeting its objective



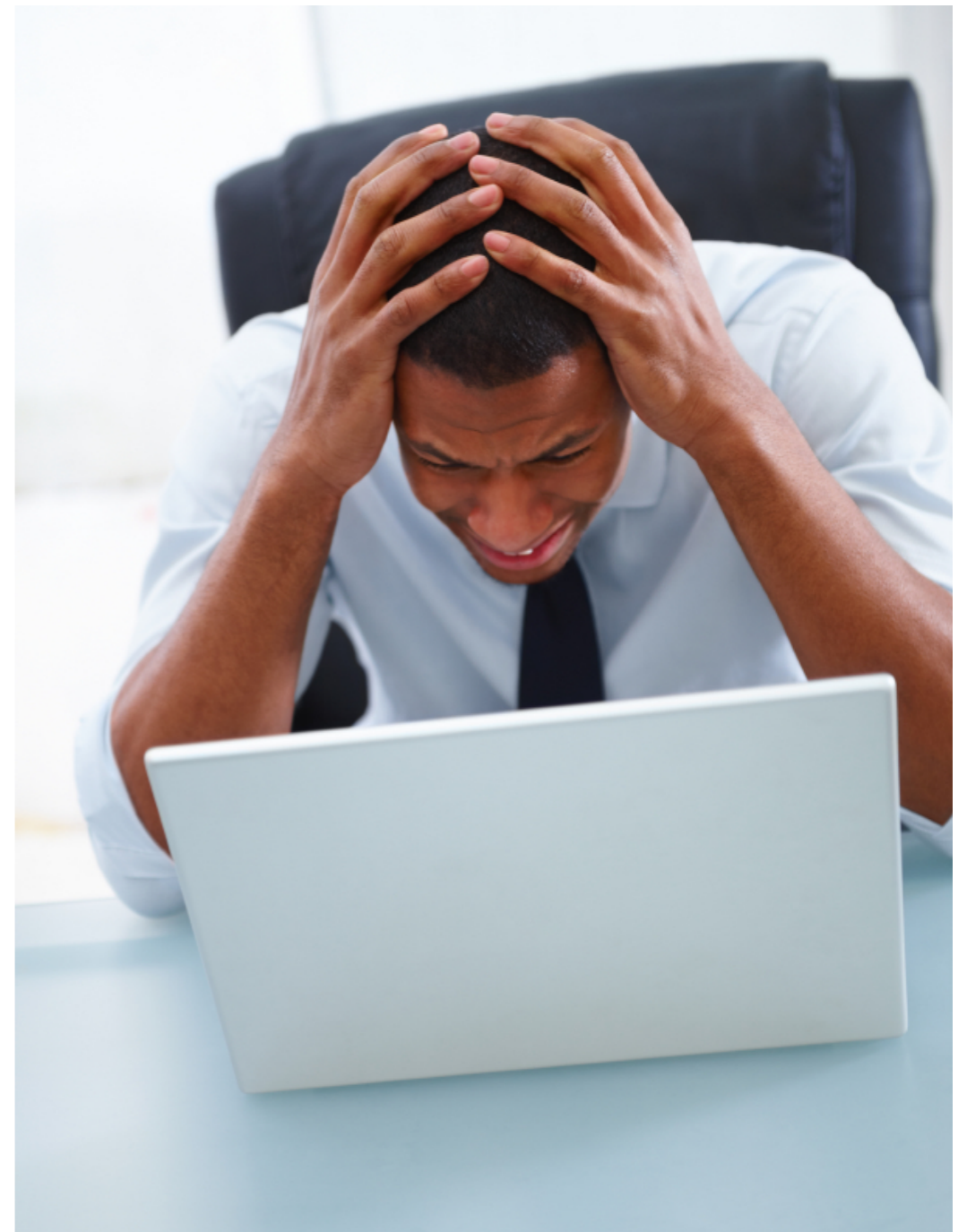
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### Problem solving skills

- Early identification of a problem or potential problem is important
- Encourage project team members to identify problems early and solve them on their own



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### Time management skills

The ability to allocate our time and resources to accomplish our objectives

- Have self-discipline
- Plan and prioritize
- Show a willingness to delegate



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### Does not do it all by herself – Delegate!

- Involves empowering the team to achieve the objective and empowering each team member to accomplish the expected results
- Allow individuals to successfully carry out assigned tasks
- Give team members the responsibility to accomplish job objectives and the authority to make decisions and take actions
- Give team members accountability for accomplishing results



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## The Effective Project Manager

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## The Effective Project Manager

**Do not do it all by yourself – Delegate!**

- Require effective communication skills
- Provide a clear understanding of what is expected in terms of specific results, but do not tell the individuals how to do the task
- Select the team members who are best qualified to perform each task and then empowering them to do it
- Have confidence in each member of the team



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## The Effective Project Manager

### Look for strengths

- Place subordinates in areas where he can contribute and produce the most
- Allocate him work for which he has the aptitude and interest
- Ensure that he has time to do what he is paid to do
- Make him accountable for his are of work
- Listen to his views, judgment and analysis



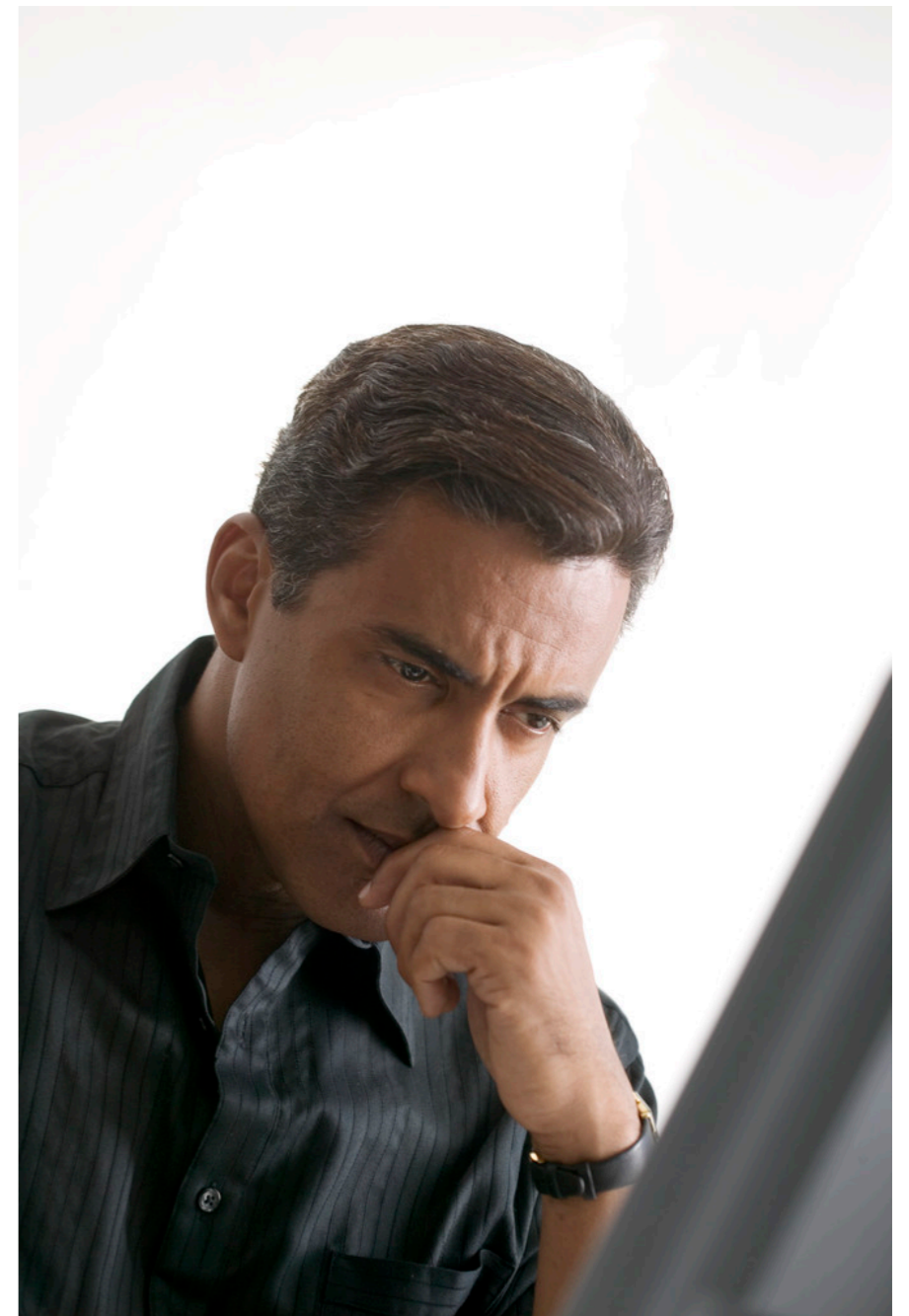
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## The Effective Project Manager

### Monitor closely

- Keep updated with key reports, progress and status of critical works
- Get an intimate feel of what is going on by walking around
- Counter-check with people who know
- Ensure that information and resources are available
- Apply different degree of supervision for different folks



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## The Effective Project Manager

### Do not meddle too much

- Breathe down subordinate's neck by scrutinising every detail and decision
- Tie his hand and foot until he cannot take any initiative
- Interfere by asking for volumes of meaningless paperwork
- Obstruct by being too stringent and too fastidious
- Allow outsider to help in the guise of help



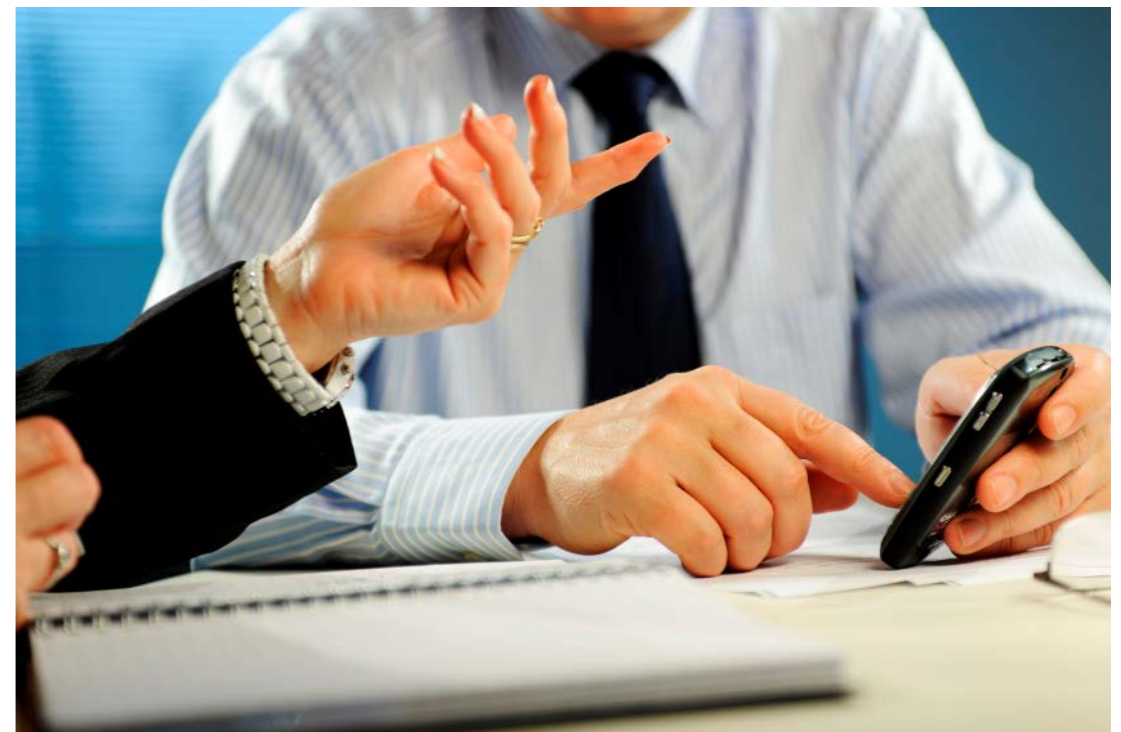
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## The Effective Project Manager

### Do not abdicate

- Do not relinquish your responsibility
- Lose touch
- Abandon subordinate entirely to his own devices
- Deny him the tools to do his job well
- Leave him to fend for himself



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## The Effective Project Manager

### Common barriers to effective delegation

- Project manager has a personal interest in the task
- Project manager thinks she can do it better or faster herself
- Project manager lacks confidence in the capability of others
- Project manager is afraid he will lose control of the work and not know what is going on
- Team members fear criticism for mistakes or lack self-confidence



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## Managing and controlling changes

Despite the best laid plans, changes will still occur.  
Changes may be:

- Initiated by the customer
- Initiated by the project team
- Caused by unanticipated occurrences during the performance of the project
- Required by the users of the project results



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## Managing and controlling changes

- The later in the project that changes are identified, the greater their effect
- Aspects most likely to be affected are budget and completion date
- At the start of the project, procedures need to be established regarding how changes will be documented and authorized



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## Managing and controlling changes

### Whenever a customer requests changes

- Have project team members estimate the effects on cost and schedule
- Be sure team members won't casually agree to changes that may require additional person-hours
- Develop open communication and a climate of trust
- Have users participate up front in the decision to change



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## What does it take to be an Effective Project Manager?

- Gain experience—work on as many projects as you can; each project presents a learning opportunity
- Seek out feedback from others
- Conduct a self-evaluation and learn from your mistakes
- Interview project managers who have skills that you want to develop
- Participate in training programs



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## What does it take to be an Effective Project Manager?

- Join organizations, such as the Project Management Institute
- Read and subscribe to journals
- Volunteer and contribute to the community or a specific cause to develop leadership skills
- Learning and development are lifetime activities—there's no finish line



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## What else do you need to know?

### DO understand human nature

- Self interest
- Most of us are ego hungry
- People act or don't to advance themselves
- People do things for their own reasons and gains
- A wounded ego is a dangerous ego
- Nobody's baby is ugly

### DO satisfy human "cravings"

- Appreciation
- Approval
- Achievement
- Admiration
- Assurance
- Importance

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## What else do you need to know?

### DO set visions and directions

- Create a common vision
- Know where to go and how to get there
- Concentrate on key tasks and results

### DO exercise your authority

- Manage behaviour – carrot, stick, supportive, directive
- Manage the environment



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## What else do you need to know?

### DO NOT break relationships

- Permit abusive behaviour
- Create jealousy and envy
- Allow friction and hostility
- Harbour resentment and grudges
- Reduce cooperation and rapport
- Discourage teamwork and good will



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## What else do you need to know?

### DO NOT abuse your authority

- Demoralise – pass disparaging remarks
- Be difficult – nothing is right
- Be fastidious – fuss over everything
- Nitpick – pick on minor faults
- Be an ogre – shout and scold
- Be vindictive - victimise subordinate for questioning or doing it his or own way

### DO NOT neglect your responsibilities

- Stunt subordinate's development
- Fail to support subordinate
- Make subordinate less effective and less productive
- Mismanage by sticking blindly to procedures and red tapes
- Misrule through terror, informers and toadies