

CHAPTER - 10

LEADERSHIP : BEING AN EFFECTIVE PROJECT MANAGER

MANAGING PROJECT :

Def - " Managing the projects means how the project manager cope with the complexities in the project activities. "

In order to manage the projects the project manager will,

- Formulate plans & objectives
- Monitor results
- Take corrective actions
- solve technical problems

LEADING PROJECT :

Def - " Leading the projects means how the project manager cope with the change in the project activities. "

In order to lead the projects the project manager will

- Recognize the need to CHANGE to keep the project on track
- Initiate change
- Provide direction & motivation
- Innovative
- Integrate assigned resources

MANAGING PROJECT STAKEHOLDERS :

(2)

Def - "stakeholders are people and organizations that are actively involved in the project or whose interest may be positively or negatively affected by the project."

To be effective, a project manager must understand how stakeholders can affect the project & develop methods for managing the dependency. The nature of these dependencies are identified as;

(i) - PROJECT TEAM :

Project Teams manages and completes project work. Most participants want to do a good job, but they are also concerned with their other obligations and how their involvement on the project will contribute to their personal goals and aspirations.

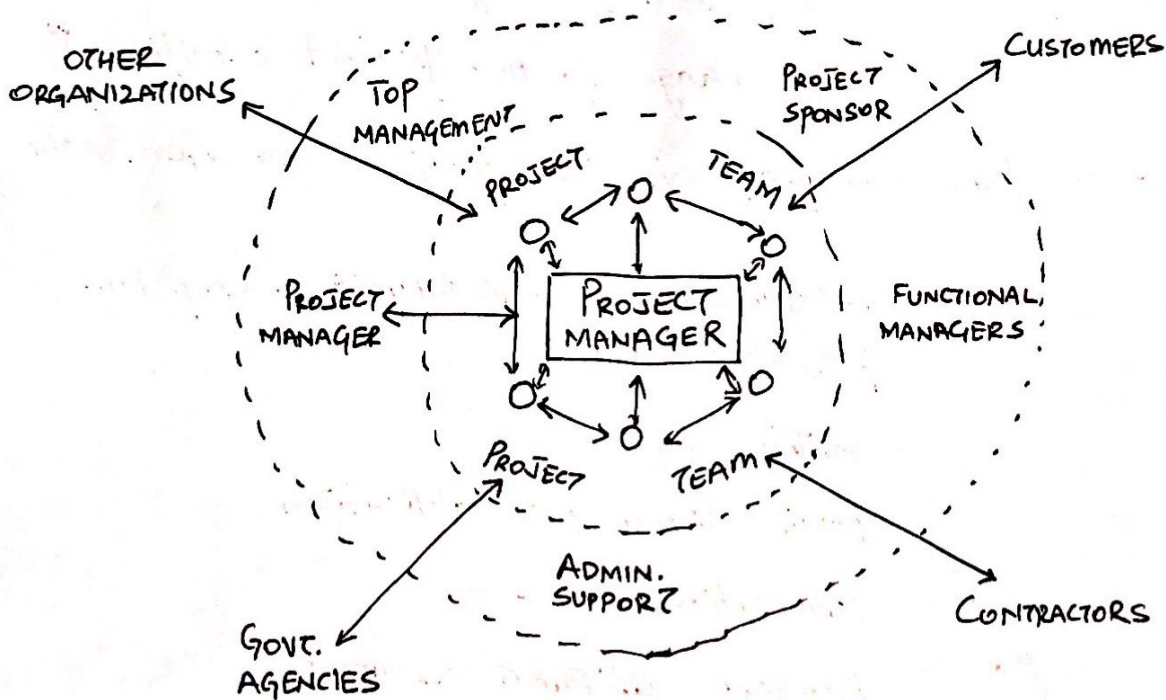


Fig: Network of stakeholders

PROJECT MANAGERS:

they compete with each other for Resources & the support of Top management. At the same time they often have to share resources & exchange information.

(iii) ADMINISTRATIVE SUPPORT:

Groups such as Human Resource, Information systems, purchasing agents & maintenance provide valuable support services. At the same time they impose constraints and requirements.

(iv) FUNCTIONAL MANAGERS:

Depending on how the project is organized, can play a minor or major role towards project success. Financial Managers, Engineering Managers.

(v) TOP MANAGEMENT:

Approves funding of the project and establishes priorities within the organization. They define success & adjudicate rewards for the accomplishments. The approval needs in the Budget, scope & schedule.

(vi) PROJECT SPONSOR:

They act as a financier to the project & use their influence to gain approval of the project.

(vii) CONTRACTORS:

These are do all the Actual work, in some cases, with the project team merely coordinating their contribution.

(viii) - GOVT. AGENCIES:

place constraints on project work. Permits need to be secured. Construction work has to be built to code.

e.g; - PFA (PUNJAB FOOD AUTHORITY)

- LABOR ASSOCIATIONS

(ix) - OTHER ORGANIZATIONS:

Depending on the nature of the project, may directly or indirectly affect the project.

- Logistic Support

- Material providers

- Manufacturers

(x) - CUSTOMERS:

Define the scope of the project & ultimate project success rests in their satisfaction. Customers are primarily concerned with getting a good deal.

INFLUENCE AS EXCHANGE:

To successfully manage a project, a manager must adroitly build a cooperative network among divergent allies. Networks are mutually beneficial alliances that are generally governed by the law of Reciprocity.

* LAW OF RECIPROCITY:

Def. "One good deed deserves another, & likewise one bad deed deserves another."

Something for something

You scratch my back, I will scratch yours.

need commonly traded organizational currencies identified by Cohen & Bradford as;

(i) - TASK-RELATED CURRENCIES:

Def - "Providing direct assistance to a colleague in solving a technical problem related tasks."

This comes directly from project manager's ability to contribute to others accomplishing their work. Sharing valuable information that would be useful to other manager is another form of this currency.

(ii) - POSITION-RELATED CURRENCIES:

Def - "Providing assistance to enhance other position with their organization."

A project manager can do this by giving someone a challenging assignment that can add their advancement by developing their skills & abilities. Being given a chance to prove yourself naturally generates a strong sense of gratitude.

(iii) - INSPIRATION-RELATED CURRENCIES:

The most powerful form of influence is based on inspirations. Most sources of inspiration derive from people's burning desire to make a difference & add meaning to their lives. Creating an exciting, bold vision for a project.

(iv) - RELATIONSHIP CURRENCIES :

This form of influence is forming a relationship that transcends normal professional boundaries & extends into the realm of FRIENDSHIP.

These are developed by giving personal & emotional backing. Picking people up when they are feeling down, boosting their confidence & providing encouragements naturally breed goodwill. Sharing a sense of humor and making a fun.

(v) - PERSONAL - RELATED CURRENCIES :

Def - "The currency deals with individual needs and an overriding sense of self-esteem."

To help others feel a sense of importance & personal worth will naturally generate goodwill.

SOCIAL NETWORK BUILDING :

The social networking of a Project Manager depends upon the

- (i) Mapping Dependencies
- (ii) MBWA
- (iii) Managing Upward Relations
- (iv) Leading by Example

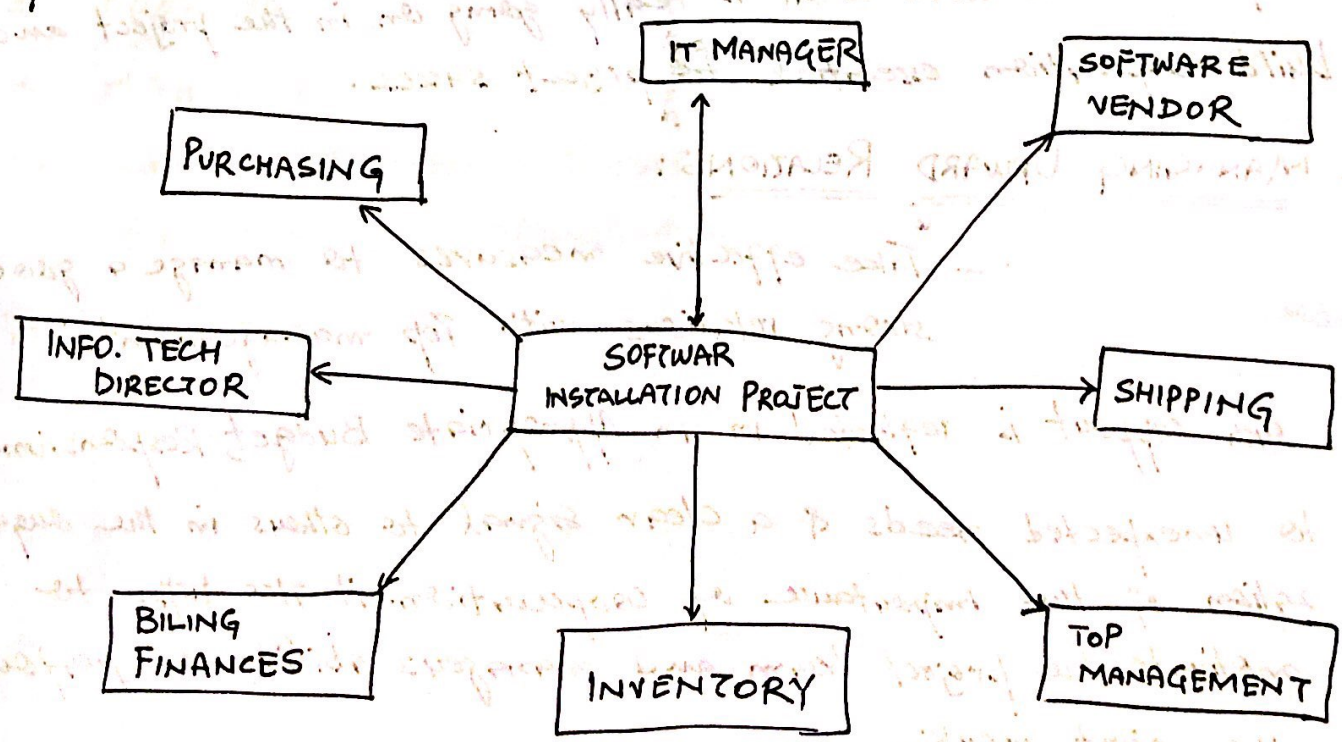
relationships

MAPPING DEPENDENCIES:

The first step to building a social network is identifying those on whom the project depends for success. so the project manager & key assistants need to ask the following questions:

- Whose cooperation will we need?
- Whose agreement or approval will we need?
- Whose opposition would keep us from accomplishing the project?

Many project managers find it helpful to draw a map of these dependencies.



Dependencies for Financial Software Project.

After identifying this map you comes on point.

- what difference exists between myself and the people on whom I depend?
- How do these different people view the project?
- what is the current status of relationship?
- what sources of influence do I have?

(ii) MANAGEMENT BY WANDERING AROUND (MBWA):

Def - "Managers spend the majority of their time outside their offices."

Through Face-to-Face Interactions, project managers are able to stay in touch with what is really going on in the project and build cooperation essential to project success.

(iii) - MANAGING UPWARD RELATIONS:

- "Take effective measures to manage a good strong relations with Top management."

Such support is reflected in an Appropriate Budget, Responsiveness to unexpected needs & a clear signal to others in the organization of the importance of cooperation. It also helps to motivate the project team and manager's ability to perform the right work.

(iv) - LEADING BY EXAMPLE:

Project manager's Behavior plays a vital role, when faced with uncertainty, their behavior symbolizes how other people should work on the project.

Six aspects of leading-by example are,

- 1- PRIORITIES
- 2- URGENCY
- 3- PROBLEM SOLVING
- 4- CO-OPERATION
- 5- STANDARDS OF PERFORMANCE
- 6- ETHICS

QUALITIES OF A EFFECTIVE PROJECT MANAGER :

1. SYSTEM THINKER
2. PERSONAL INTEGRITY
3. PROACTIVE
4. HIGH EMOTIONAL INTELLIGENCE
5. GENERAL BUSINESS PERSPECTIVE
6. EFFECTIVE TIME MANAGEMENT
7. OPTIMIST