Leadership: Being an Effective Project Manager
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- Agile PM
- Career paths
Managing versus Leading a Project

- **Managing**—coping with complexity
  - Formulate plans and objectives
  - Monitor results
  - Take corrective action
  - Expedite activities
  - Solve technical problems
  - Serve as peacemaker
  - Make tradeoffs among time, costs, and project scope

- **Leading**—coping with change
  - Recognize the need to change to keep the project on track
  - Initiate change
  - Provide direction and motivation
  - Innovate and adapt as necessary
  - Integrate assigned resources
Managing Project Stakeholders

• Project Management Maxims:
  – You can’t do it all and get it all done
    • Projects usually involve a vast web of relationships.
  – Hands-on work is not the same as leading.
    • More pressure and more involvement can reduce your effectiveness as a leader.
  – What’s important to you likely isn’t as important to someone else
    • Different groups have different stakes (responsibilities, agendas, and priorities) in the outcome of a project.
  – Remember: project management is tough, exciting, and rewarding—endeavor to persevere.
Influence as Exchange

• The Law of Reciprocity
  – One good deed deserves another, and likewise, one bad deed deserves another.

• Quid pro Quo
  – Mutual exchanges of resources and services ("back-scratching") build relationships.

• Influence “Currencies” (Cohen and Bradford)
  – Cooperative relationships are built on the exchange of organizational “currencies” (favors).
### Commonly Traded Organizational Currencies

**Task-related currencies**

<table>
<thead>
<tr>
<th>Resources</th>
<th>Lending or giving money, budget increases, personnel, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistance</td>
<td>Helping with existing projects or undertaking unwanted tasks.</td>
</tr>
<tr>
<td>Cooperation</td>
<td>Giving task support, providing quicker response time, or aiding implementation.</td>
</tr>
<tr>
<td>Information</td>
<td>Providing organizational as well as technical knowledge.</td>
</tr>
</tbody>
</table>

**Position-related currencies**

<table>
<thead>
<tr>
<th>Advancement</th>
<th>Giving a task or assignment that can result in promotion.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition</td>
<td>Acknowledging effort, accomplishments, or abilities.</td>
</tr>
<tr>
<td>Visibility</td>
<td>Providing a chance to be known by higher-ups or significant others in the organization.</td>
</tr>
<tr>
<td>Network/contacts</td>
<td>Providing opportunities for linking with others.</td>
</tr>
</tbody>
</table>

### Inspiration-related currencies

<table>
<thead>
<tr>
<th>Currency</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>Being involved in a task that has larger significance for the unit, organization, customer, or society.</td>
</tr>
<tr>
<td>Excellence</td>
<td>Having a chance to do important things really well.</td>
</tr>
<tr>
<td>Ethical correctness</td>
<td>Doing what is “right” by a higher standard than efficiency.</td>
</tr>
</tbody>
</table>

### Relationship-related currencies

<table>
<thead>
<tr>
<th>Currency</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance</td>
<td>Providing closeness and friendship.</td>
</tr>
<tr>
<td>Personal support</td>
<td>Giving personal and emotional backing.</td>
</tr>
<tr>
<td>Understanding</td>
<td>Listening to others’ concerns and issues.</td>
</tr>
</tbody>
</table>

### Personal-related currencies

<table>
<thead>
<tr>
<th>Currency</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge/learning</td>
<td>Sharing tasks that increase skills and abilities.</td>
</tr>
<tr>
<td>Ownership/involvement</td>
<td>Letting others have ownership and influence.</td>
</tr>
<tr>
<td>Gratitude</td>
<td>Expressing appreciation.</td>
</tr>
</tbody>
</table>

Social Network Building

• Mapping Dependencies
  – Project team perspective:
    • Whose cooperation will we need?
    • Whose agreement or approval will we need?
    • Whose opposition would keep us from accomplishing the project?
  – Stakeholders’ perspective:
    • What differences exist between the team and those on whom the team will depend?
    • How do the stakeholders view the project?
    • What is the status of our relationships with the stakeholders?
    • What sources of influence does the team have relative to the stakeholders?
• Management by Wandering Around (MBWA)
  – Involves managers spending the majority of their time in face-to-face interactions with employees building cooperative relationships.

• Characteristics of Effective Project Managers
  – Initiate contact with key players.
  – Anticipate potential problems.
  – Provide encouragement.
  – Reinforce the objectives and vision of the project.
  – Intervene to resolve conflicts and prevent stalemates.
Managing Upward Relations

• Project Success = Top Management Support
  – Appropriate budgets
  – Responsiveness to unexpected needs
  – A clear signal to the organization of the importance of cooperation

• Motivating the Project Team
  – Influence top management in favor of the team:
    • Rescind unreasonable demands
    • Provide additional resources
    • Recognize the accomplishments of team members
• Ethical Dilemmas

  – Situations where it is difficult to determine whether conduct is right or wrong:
    • Padding of cost and time estimations
    • Exaggerating pay-offs of project proposals
    • Falsely assuring customers that everything is on track
    • Being pressured to alter status reports
    • Falsifying cost accounts
    • Compromising safety standards to accelerate progress
    • Approving shoddy work

  – Code of conduct
    • Professional standards and personal integrity
Contradictions of Project Management

• Innovate and maintain stability.
• See the big picture while getting your hands dirty.
• Encourage individuals but stress the team.
• Hands-off/Hands-on.
• Flexible but firm.
• Team versus organizational loyalties.
Qualities of an Effective Project Manager

1. Systems thinker
2. Personal integrity
3. Proactive
4. High emotional intelligence (EQ).
5. General business perspective
6. Effective time management
7. Skillful politician
8. Optimist
Suggestions for Project Managers

• Build relationships before you need them.
• Trust is sustained through frequent face-to-face contact.
• Realize that “what goes around comes around.”
Key Terms

Emotional intelligence (EQ)
Inspiration-related currencies
Law of reciprocity
Leading by example
Management by wandering around (MBWA)
Personal-related currencies
Position-related currencies

Proactive
Project sponsor
Relationship-related currencies
Social network building
Stakeholder
Systems thinking
Task-related currencies