



Chapter 03

The role of the Project Manager

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Project Management



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PM17 – PMP6 Certification
EPDM & ESM tracks
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■ Chapter 03- The Role of the Project Manager

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- A word cloud visualization of project management terminology. The words are arranged in a circular pattern, with 'PROJECT' and 'MANAGEMENT' being the largest and most central. Other prominent words include 'PLANNING', 'BUDGET', 'QUALITY', 'SCOPE', 'CONTROL', 'DESIGN', 'RISK', 'SYSTEM', 'CYCLE', 'RESOURCES', 'CONROLS', 'BASED'. The colors range from dark blue to light blue, with some words in white.

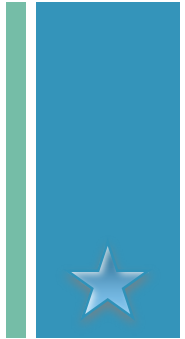


3.1 Overview

The PM roles:

- **Membership and roles.** Team members may fulfill many different roles, such as design, manufacturing, and facilities management. they represent multiple business units or groups within an organization.
- **Responsibility for team.** The PM is responsible for what the team produces *the project outcome*. He needs to take a holistic view of the team's products in order to plan, coordinate, and complete them.
- **Knowledge and skills.** The PM is not expected to perform every role on the project, but should possess project management knowledge, technical knowledge, understanding, and experience.





3.2 Definition of a Project Manager (PM)

The role of a PM is distinct from that of a functional (departmental) manager or operations manager.

Functional managers

focus on providing management oversight for a functional or business unit.

Operations managers

are responsible for ensuring that business operations are efficient.

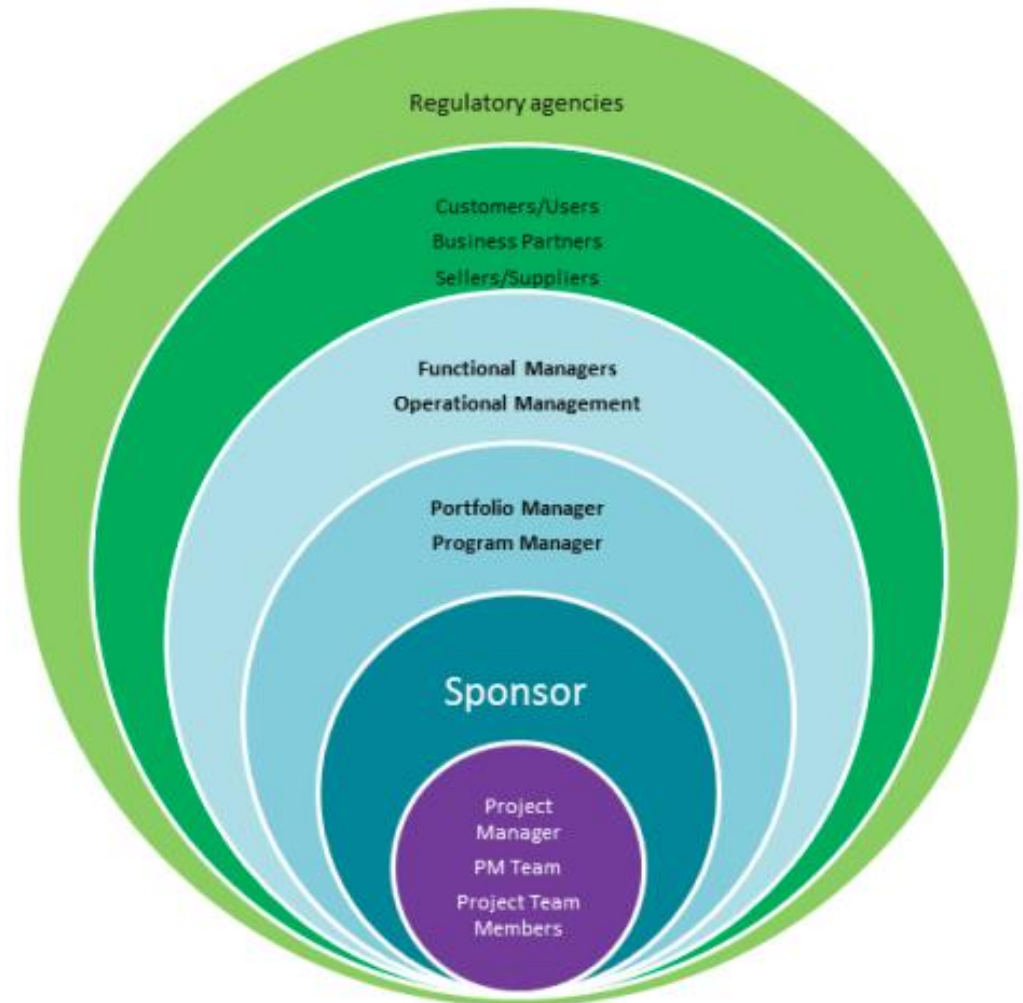
The Project Manager (PM) is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.



3.3 The PM's Sphere of influence

3.3.1 Overview

- PMs fulfill numerous roles within their sphere of influence. These roles reflect the PM's capabilities and are representative of the value and contributions of the project management profession.





3.3 The PM's Sphere of influence

3.3.2 The Project

- The PM **leads** the project team to meet the project's objectives and stakeholders' expectations.
- The PM works to **balance the competing constraints** on the project with the resources available.
- The PM also **performs communication** roles between the project sponsor, team members, and other stakeholders. This includes providing direction and presenting the vision of success for the project.
- The PM **uses soft skills** (e.g., interpersonal skills and the ability to manage people) to balance the conflicting and competing goals of the project stakeholders in order to achieve consensus.



3.3 The PM's Sphere of influence

3.3.3 The Organization

- The PM proactively **interacts with other PMs**. Other independent projects or projects that are part of the same program may impact a project due to but not limited to the following:
 - Demands on the same resources,
 - Priorities of funding,
 - Receipt or distribution of deliverables, and
 - Alignment of project goals and objectives with those of the organization.
- The PM proactively **interacts with managers within the organization** during the course of the project. The PM also works with the project sponsor to address internal political and strategic issues that may impact the team or the viability or quality of the project.



3.3 The PM's Sphere of influence

3.3.3 The Organization

- The PM may **work toward increasing the project management competency** and capability within the organization as a whole and is involved in both tacit and explicit knowledge transfer.
- The PM also works to:
 - Demonstrate the value of project management,
 - Increase acceptance of project management in the organization,
 - Advance the efficacy of the PMO when one exists in the organization.
- Depending on the organizational structure, a **PM may report to a functional manager**. In other cases, a PM may be one of several PMs who report to a PMO or a **portfolio or program manager** ultimately responsible for one or more organization-wide projects.



3.3 The PM's Sphere of influence

3.3.4 The Industry

- The PM **stays informed** about current industry trends. These trends include but are not limited to:
 - Product and technology development;
 - New and changing market niches;
 - Standards (project management, quality management, information security management);
 - Technical support tools;
 - Economic forces that impact the immediate project;
 - Influences affecting the project management discipline; and
 - Process improvement and sustainability strategies.





3.3 The PM's Sphere of influence

3.3.5 Professional Discipline

Continuing knowledge transfer and integration is very important for the PM. This professional development is ongoing in the project management profession and in other areas where the PM maintains subject matter expertise.

This knowledge transfer and integration includes but is not limited to:

- **Contribution of knowledge** and expertise to others within the profession at the local, national, and global levels (communities of practice, international organizations); and
- **Participation in training**, continuing education, and development:
 - In the project management profession (universities, PMI);
 - In a related profession (systems engineering, configuration management);
 - In other professions.



3.3 The PM's Sphere of influence

3.3.6 Across Disciplines

- A professional PM may choose to orient and educate other professionals regarding the value of a project management approach to the organization.
- The PM may serve as an informal ambassador by educating the organization as to the advantages of project management with regard to timeliness, quality, innovation, and resource management.





3.4 Project Manager Competences

3.4.1 Overview

- Recent PMI studies applied the PM Competency Development (PMCD) Framework to the skills needed by PMs through the use of The PMI Talent Triangle® shown. The talent triangle focuses on three key skill sets:

- ❖ **Technical project management.** The knowledge, skills, and behaviors related to specific domains of project, program, and portfolio management. The technical aspects of performing one's role.
- ❖ **Leadership.** The knowledge, skills, and behaviors needed to guide, motivate, and direct a team, to help an organization achieve its business goals.
- ❖ **Strategic and business management.** The knowledge of and expertise in the industry and organization that enhanced performance and better delivers business outcomes.





3.4 Project Manager Competences

3.4.2 Technical Project Management Skills

- Technical project management skills are defined as **the skills to effectively apply project management knowledge to deliver the desired outcomes for programs or projects.**
- PMs frequently rely on expert judgment to perform well. Being aware of personal expertise and where to find others with the needed expertise are important for success as a PM.



3.4 Project Manager Competences

3.4.2 Technical Project Management Skills

- Top PMs consistently demonstrated several key skills including the ability to:
 - Focus on the critical technical project management elements for each project they manage. This focus is as simple as having the right artifacts readily available. At the top of the list were the following:
 - Critical success factors for the project,
 - Schedule,
 - Selected financial reports, and
 - Issue log.
 - Tailor both traditional and agile tools, techniques, and methods for each project.
 - Make time to plan thoroughly and prioritize diligently.
 - Manage project elements, including, but not limited to, schedule, cost, resources, and risks.



3.4 Project Manager Competences

3.4.3 Strategic and Business Management Skills

Strategic and business management skills involve the ability to see the high-level overview of the organization and effectively negotiate and implement decisions and actions that support strategic alignment and innovation.

- This ability may include a working knowledge of other functions such as finance, marketing, and operations.
- The PM should apply the following knowledge and information about the organization to the project to ensure alignment:
 - Strategy,
 - Mission,
 - Goals and objectives,
 - Priority,
 - Tactics, and
 - Products or services (deliverables).



3.4 Project Manager Competences

3.4.4 Leadership Skills

Leadership skills involve the ability to guide, motivate, and direct a team.

- These skills may include demonstrating essential capabilities such as:
 - negotiation,
 - resilience,
 - communication,
 - problem solving,
 - critical thinking,
 - interpersonal skills.

- Projects are becoming increasingly more complicated with more and more businesses executing their strategy through projects. Project management is more than just working with numbers, templates, charts, graphs, and computing systems. *A common denominator in all projects is people. People can be counted, but they are not numbers.*



3.4 Project Manager Competences

3.4.4 Leadership Skills

1. Dealing with people

A large part of the PM's role involves dealing with people.

- The PM should study people's behaviors and motivations.
- The PM should strive to be a good leader, because leadership is crucial to the success of projects in organizations.
- A PM applies leadership skills and qualities when working with all project stakeholders, including the project team, the steering team, and project sponsors.



3.4 Project Manager Competences

3.4.4 Leadership Skills

2. Qualities and skills of a leader

Research shows that the qualities and skills of a leader include:

- Being a **visionary** (help to describe the products, goals, and objectives of the project; able to dream and translate those dreams for others);
- Being **optimistic** and positive;
- Being **collaborative**;
- **Managing relationships and conflict** by:
 - Building trust;
 - Satisfying concerns;
 - Seeking consensus;
 - Balancing competing and opposing goals;
 - Applying persuasion, negotiation, compromise, and conflict resolution skills;
 - Developing and nurturing personal and professional networks;
 - Taking a long-term view that relationships are just as important as the project; and
 - Continuously developing and applying political acumen.

➤ ...



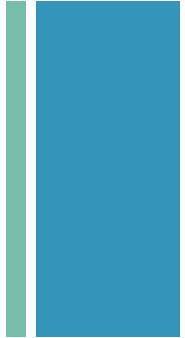
3.4 Project Manager Competences

3.4.4 Leadership Skills

2. Qualities and skills of a leader

■ Communicating by:

- Spending sufficient time communicating (research shows that top PMs spend about 90% of their time on a project in communicating);
- Managing expectations;
- Accepting feedback graciously;
- Giving feedback constructively; and
- Asking and listening.
- Being **respectful** (helping others retain their autonomy), courteous, friendly, kind, honest, trustworthy, loyal, and ethical;
- Exhibiting **integrity** and being culturally sensitive, **courageous**, a problem solver, and decisive;
- **Giving credit** to others where due;
- Being a life-long learner who is results and **action-oriented**;
- ...



3.4 Project Manager Competences

3.4.4 Leadership Skills

2. Qualities and skills of a leader

- **Focusing on the important things**, including:
 - Continuously prioritizing work by reviewing and adjusting as necessary;
 - Finding and using a prioritization method that works for them and the project;
 - Differentiating high-level strategic priorities, especially those related to critical success factors for the project;
 - Maintaining vigilance on primary project constraints;
 - Remaining flexible on tactical priorities; and
 - Being able to sift through massive amounts of information to obtain the most important information.
- **Having a holistic and systemic view** of the project, taking into account internal and external factors equally;
- Being able to **apply critical thinking** (application of analytical methods to reach decisions) and identify him or herself as a change agent.
- Being able to **build effective teams**, be service-oriented, and have fun and share humor effectively with team members.



3.4 Project Manager Competences

3.4.4 Leadership Skills

3. Politics, Power, and getting things done

- Politics and its associated elements are not “good” or “bad,” “positive” or “negative” alone. The better the PM understands how the organization works, the more likely he or she will be successful.
- The PM’s action is a result of selecting the right kind of power to influence and negotiate with others. Exercise of power also carries with it the responsibility of being sensitive to and respectful of other people. The PM’s action results in the right people performing the activities necessary to fulfill the project’s objectives.



3.4 Project Manager Competences

3.4.4 Leadership Skills (cont'd)



3. Politics, Power, and getting things done

- Various forms of power include but are not limited to:

Positional	sometimes called formal, authoritative, legitimate (formal position granted in the organization or team)
Informational	control of gathering or distribution
Referent	respect or admiration others hold for the individual, credibility gained
Situational	gained due to unique situation such as a specific crisis
charismatic	charm, attraction
Relational	participates in networking, connections, and alliances
Expert	skill, information possessed; experience, training, education, certification
Reward-oriented	ability to give praise, monetary or other desired items
Punitive or coercive	ability to invoke discipline or negative consequences



3.4 Project Manager Competences

3.4.4 Leadership Skills (cont'd)



3. Politics, Power, and getting things done (cont'd)

Ingratiating	application of flattery or other common ground to win favor or cooperation
Pressure-based	limit freedom of choice or movement for the purpose of gaining compliance to desired action
Guilt-based	imposition of obligation or sense of duty
Persuasive	ability to provide arguments that move people to a desired course of action
Avoiding	refusing to participate



3.4 Project Manager Competences

3.4.5 Comparison of Leadership and Management

- The words *leadership* and *management* are often used interchangeably. However, they are not synonymous.

Management

Directing another person to get from one point to another using a known set of expected behaviors.

Leadership

working with others through discussion or debate in order to guide them from one point to another.

- PMs need to employ both leadership and management in order to be successful. The skill is in finding the right balance for each situation. The way in which management and leadership are employed often shows up in the PM's leadership style.



3.4 Project Manager Competences

3.4.5 Comparison of Leadership and Management

Management	Leadership
Direct using positional power	Guide, influence and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation and inspiration



3.4 Project Manager Competences

3.4.5 Comparison of Leadership and Management

1. Leadership Styles

- PMs may lead their teams in many ways.
- The style a PM selects may be a personal preference, or the result of the combination of multiple factors associated with the project.
- The style a PM uses may change over time based on the factors in play.

Major factors to consider include:

- **Leader characteristics** (attitudes, moods, needs, values, ethics);
- **Team member characteristics** (attitudes, moods, needs, values, ethics);
- **Organizational characteristics** (its purpose, structure, and type of work performed);
- **Environmental characteristics** (social situation, economic state, and political elements).



3.4 Project Manager Competences

3.4.5 Comparison of Leadership and Management

1. Leadership Styles

- A PM can adopt numerous leadership styles. Some of the most common examples of these styles include:

Laissez-faire	allowing the team to make their own decisions and establish their own goals, also referred to as taking a hands-off style
Transactional	focus on goals, feedback, and accomplishment to determine rewards; management by exception
Servant leader	demonstrates commitment to serve and put other people first; focuses on other people's growth, learning, development, autonomy, and well-being; concentrates on relationships, community and collaboration; leadership is secondary and emerges after service
Interactional	a combination of transactional, transformational, and charismatic
Charismatic	able to inspire; is high-energy, enthusiastic, self-confident; holds strong convictions
Transformational	empowering followers through idealized attributes and behaviors, inspirational motivation, encouragement for innovation and creativity, and individual consideration



3.4 Project Manager Competences

3.4.5 Comparison of Leadership and Management

2. Personality

- **Personality** refers to the individual differences in characteristic patterns of thinking, feeling, and behaving, and not limited to:

- **Authentic** (accepts others for what and who they are, show open concern);
- **Courteous** (ability to apply appropriate behavior and etiquette);
- **Creative** (ability to think abstractly, to see things differently, to innovate);
- **Cultural** (measure of sensitivity to other cultures including values, norms, and beliefs);
- **Emotional** (ability to perceive emotions and the information they present and to manage them; measure of interpersonal skills);
- **Intellectual** (measure of human intelligence over multiple aptitudes);
- **Managerial** (measure of management practice and potential);
- **Political** (measure of political intelligence and making things happen);
- **Service-oriented** (evidence of willingness to serve other people);
- **Social** (ability to understand and manage people); and
- **Systemic** (drive to understand and build systems).

An effective and successful PM will have some level of ability with each of these characteristics



3.5 Performing Integration

- The role of the PM is twofold when performing integration on the project:
 - **PMs play a key role in working with the project sponsor to understand the strategic objectives** and ensure the alignment of the project objectives and results with those of the portfolio, program, and business areas. In this way, PMs contribute to the integration and execution of the strategy.
 - **PMs are responsible for guiding the team to work together** to focus on what is really essential at the project level. This is achieved through the integration of processes, knowledge, and people.

Integration is a critical skill for PMs. Integration is covered more in depth in the *Project Integration Management* Knowledge Area.



3.5 Performing Integration

3.5.1 Performing Integration at the Process Level

- **Project management may be seen as a set of processes and activities that are undertaken to achieve the project objectives.** Some of these processes may take place once (the initial creation of the project charter), but many others overlap and occur several times throughout the project.
- Although there is no stated definition on how to integrate the project processes, it is clear that a project has a small chance of meeting its objective when the PM fails to integrate the project processes where they interact.



3.5 Performing Integration

3.5.2 Integration at the Cognitive Level

- The personal skills and abilities of the PM are closely related to the way in which the project is managed.
- The PM should strive to become proficient in all of the Project Management Knowledge Areas. In addition, the PM applies experience, insight, leadership, and technical and business management skills to the project.
- Finally, it is through the PM's ability to integrate the processes in these Knowledge Areas that makes it possible to achieve the desired project results.

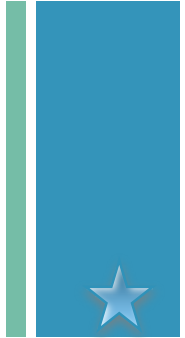
Cognitive: *Relating to or involving the processes of thinking and reasoning*



3.5 Performing Integration

3.5.3 Integration at the Context Level

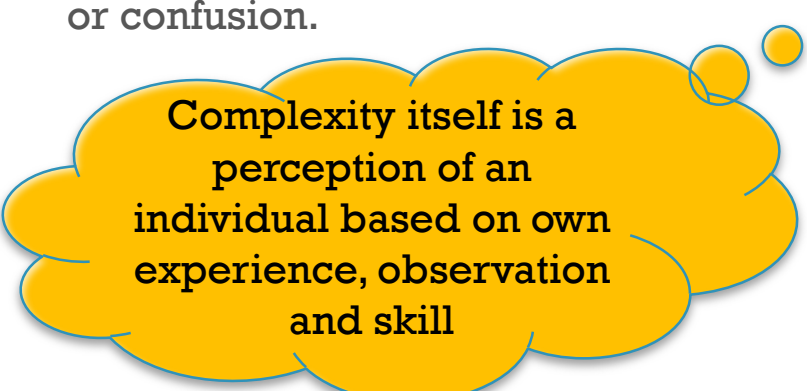
- There have been many changes in the context in which business and projects take place today compared to a few decades ago.
- *Social networks, multicultural aspects, virtual teams, and new values are part of the new reality of projects.*
- The PM considers the implications of this context in communications planning and knowledge management for guiding the PT.
- PMs need to be aware of the project context and these new aspects when managing the integration. Then PMs can decide how to best use these new elements of the environment in their projects to achieve success.



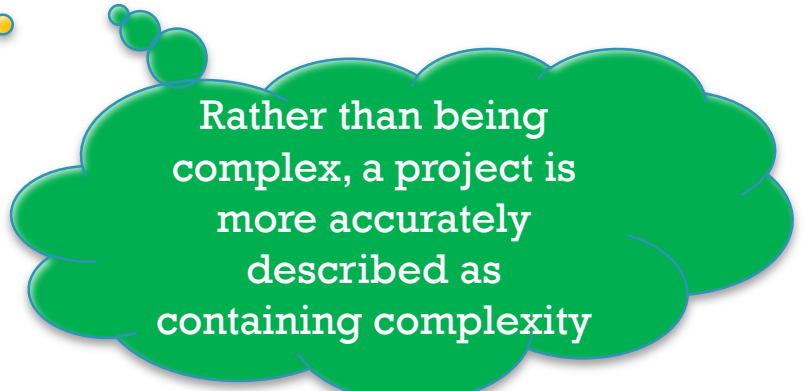
3.5 Performing Integration

3.5.4 Integration and Complexity

- **Complex and complicated** are concepts often used to describe what is considered to be intricate or complicated.
- Complexity within projects is a result of the organization's system behavior, human behavior, and the uncertainty at work in the organization or its environment. The three dimensions of complexity are defined as:
 - **System behavior.** The interdependencies of components and systems.
 - **Human behavior.** The interplay between diverse individuals and groups.
 - **Ambiguity.** Uncertainty of emerging issues and lack of understanding or confusion.



Complexity itself is a perception of an individual based on own experience, observation and skill



Rather than being complex, a project is more accurately described as containing complexity



3.5 Performing Integration

3.5.4 Integration and Complexity

- The PM should examine the characteristics or properties of the project. Complexity as a characteristic or property of a project is typically defined as:
 - Containing multiple parts,
 - Possessing a number of connections between the parts,
 - Exhibiting dynamic interactions between the parts,
 - Exhibiting behavior produced as a result of those interactions that cannot be explained as the simple sum of the parts (emergent behavior).
- Examining these various items that appear to make the project complex should help the PM identify key areas when planning, managing, and controlling the project to ensure integration.



Thank you

Knowledge area

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- You can find the whole Project Management Professional course on <Z:\eLibraries\eBooks\Management\PMP 6 Course>.
- You can also visit www.pmi.org for more information.



Please call us for any support

