5. THE PROJECT MANAGER

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Project management 101 *by Zavanak*

5.2 What the project manager does

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The role of the project manager

Is the focus of delivery of the project output

Orchestrates the resources to deliver the project

Keeps the project under control

Delivers the project output

Designs the project and builds the team

Monitors and controls project progress

Keeps the sponsor informed of progress and problems

Recommends changes or cancellation

Delivers the project to time, cost and quality goals

Meets defined project success criteria

Hands output over to the sponsor at completion, and closes down the project

Manages the sponsor's and stakeholders' expectations

Is a spokesperson for the project

Works with the sponsor, helping them in their role

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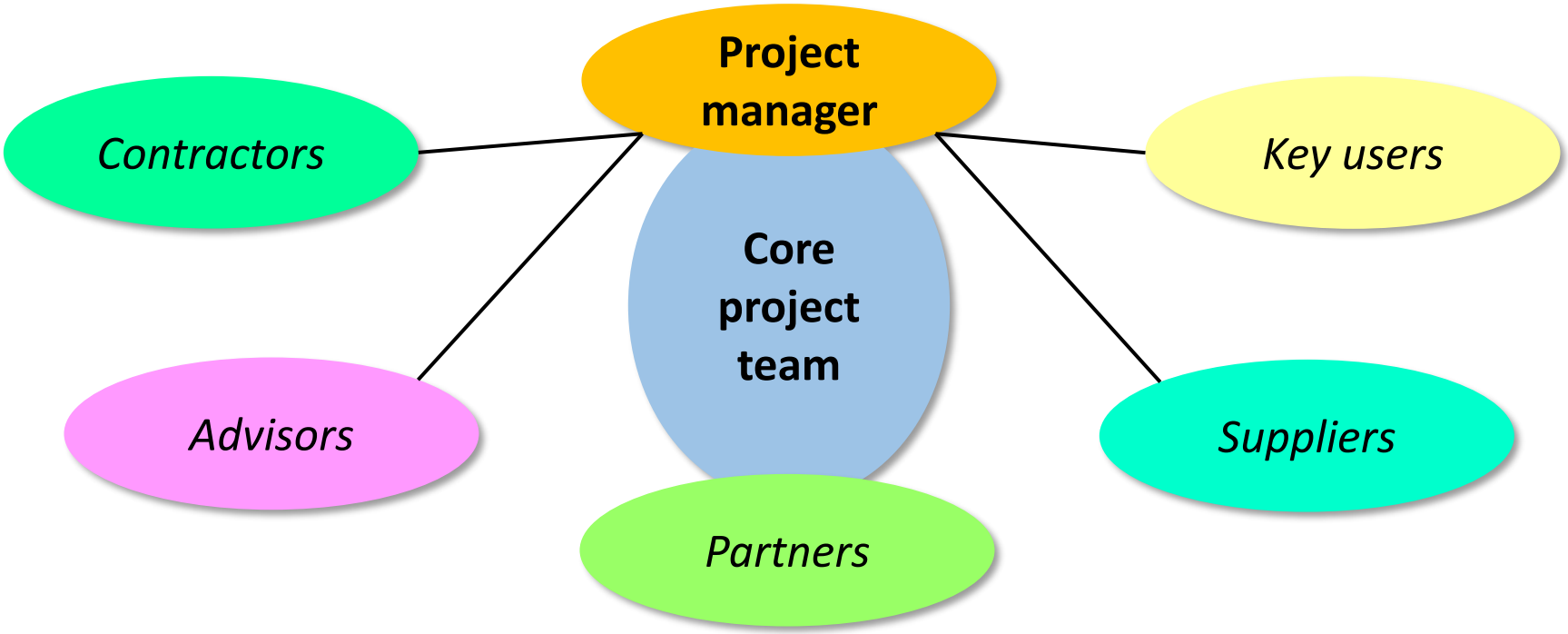
The modern project team



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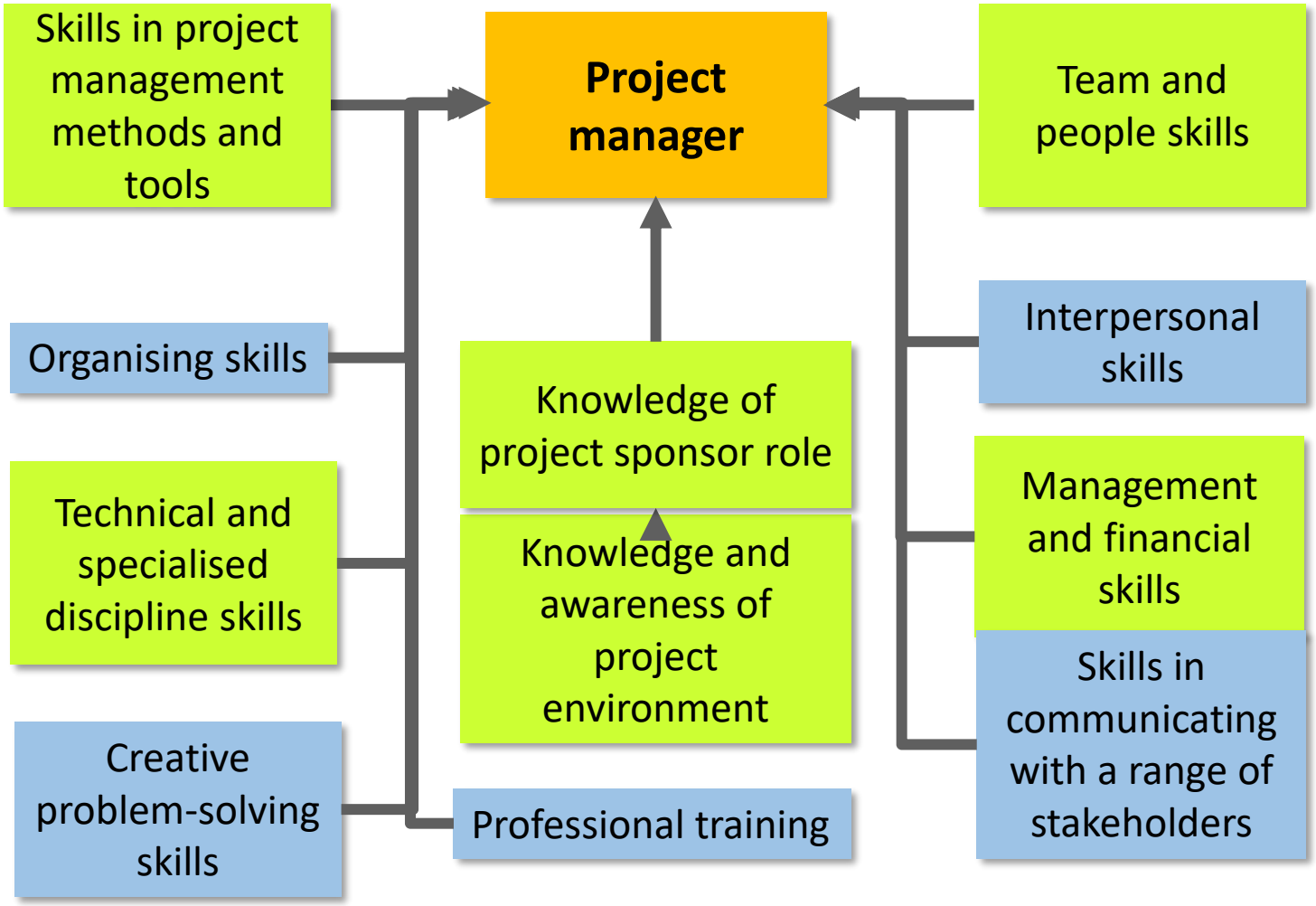
The skills of a project manager



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The attitude of a project manager

Feeling for the project

Is truly enthusiastic about the project and the output it is going to deliver

This may be more important than relevant technical skills, which can be found in other people

Self-confidence

Not daunted by having to deal with people who may be of much higher role or status

Encourages others to innovate and delegates responsibility to people who can handle it

Political nous

Understands the political climate among the key stakeholders

Can negotiate with and persuade more senior people – manages up

Personal development

Sees the project as an opportunity to grow professionally and personally

Reflects on day to day experience and learns from it

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The traits of a project manager

Credibility

Takes ownership of the project and responsibility for its success

Demonstrates integrity and trustworthiness

Respects people and is respected

Confident leadership

Keeps everyone focused on the output and the outcome

Stands up to unreasonable demands

Motivates and inspires

Tolerance for risk

Copes well with complex and ambiguous situations

Is able to make decisions with incomplete information

Shows creativity in handling challenges and issues

High and low level focus

Encourages innovation – maintains stability

Behaves flexibly – but is firm when necessary

Sees the big picture – understands the details

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Charisma

A personality trait that attracts followers and is highly persuasive

Emphasise warmth, self-confidence, calmness and willingness to face danger

Create and build a new culture that reflects the challenge

Spend a lot of time meeting and motivating people

Be animated, but not too animated – use the body as well as the voice

Be genuinely passionate about the challenge and why it is important

Keep content simple: clear goals, three-point messages. Slow speaking, with pauses

Beware of slipping from being charismatic to becoming irritating

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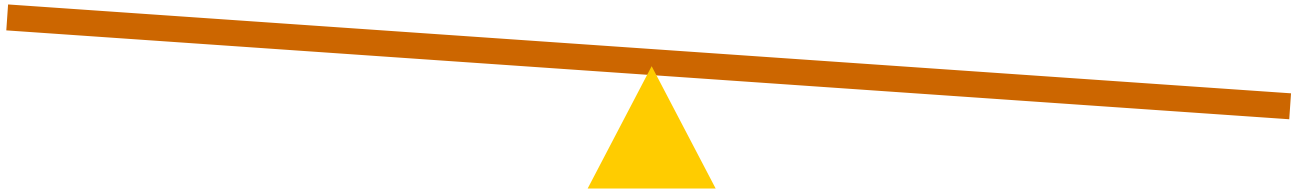
Effective project managers...

pursue innovation	***yet***	**keep things stable**
manage the project environment	***yet***	**understand what areas to focus on**
encourage individual efforts	***yet***	**emphasise team performance**
trust and delegate	***yet***	**get involved when necessary**
promote loyalty to the team	***yet***	**require loyalty to the organisation**



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