Six Ways To Give Proper Project Leadership

Project Management in 2005

Many things influence project management today. When we look at projects today compared to fifteen or twenty years ago, we notice a big change. In the old traditional setting, the boss might not even ask for any input, but today team involvement is critical. In a team setting, people are encouraged to give ideas and make decisions. This change governs how projects today are run. Gone is the traditional way of running projects where the boss made the decisions, figured the timeframes, and set all objectives. Today, we need more and more team members who will take the necessary leadership and move the project forward. This becomes a struggle with expectations and culture. This becomes even more difficult with organizations that have strong governmental, military, or influential bureaucratic drivers which can complicate the projects.

It is a fact project management is here to stay. This means more decision making power must move down to the front line level. When this is carried over to the project team, this means you must create decision makers, not order takers. Employees must be taught to make decisions. The need for these skills will not change in the future. The expectations today are that employees can and will make these important decisions.

Yes, some traditional supervisors will struggle giving away their power. They mistakenly think they have lost control and are giving their jobs to another. However, in today's organizational culture, this way of thinking is being replaced by a progressive, proactive project management style – Project Power.

> **"When nobody around you seems to measure up, it's time to check your yardstick."** (author unknown)

"Everything rises and falls on leadership." This quote is especially true in running successful projects. You must have strong leadership, or things fall through the crack. Every individual must be committed to do what they say they will do.

There are six ways to give proper leadership as you are setting up a project team.

- **Create an atmosphere of trust**.
Successful project teams feel trust and support throughout the project. Trust cannot be demanded as some mistakenly think. Trust is earned. You must earn trust, and walk the talk consistently. Treat people in a respectful manner. People who are treated badly will unlikely be supportive and cooperative. Avoid and discourage lies and backbiting. These kill trust and cause people to reject leadership. People can handle mistakes or even failure, but they cannot handle lies and disrespect.

- **Build the right team**.
Some project teams experience turf battles. Individuals argue and are uncooperative; they simply do not like each other. Communication and common courtesy can break down causing the project to suffer. Most people are able to overcome their personal dislikes and still work together. However, the team leader is responsible for addressing any unsolved problems that jeopardize the success of the project. By carefully selecting the team members in the beginning, some of these problems can be avoided.

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"I must admit that I personally measure success in terms of the contributions an individual makes to her or his fellow human beings."
Margaret Mead (1901-1978)
anthropologist

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- **Spell everything out for your team upfront.**

Leaders sometimes try to do the soft sell for their teams. They approach the team with the attitude that the project will not take long and will not need hard work. After the team is committed to the project, the bomb is dropped as to exactly what it will require from them. The leader's credibility is destroyed, and in the future, red flags will go up when another project is proposed. It always works better to tell people the truth. By explaining the depth of the project and how much time you anticipate it will take for completion will build your credibility. Create the right foundation by explaining the process for handling problems, change orders, and assignments. By giving the team the information up front, you set a tone of respect and courtesy.

- **Monitor and give feedback.**

Giving proper feedback on the positives and negatives of a project is very important. Leaders sometimes erroneously think that if they are not able to give their team rewards, they cannot do anything. Never underestimate the value of a pat on the back with a "good job" accompaniment. If you think people are doing a great job, tell them. In some cases, leaders praise people at the onset of the project but forget to include feedback over the extended time of the project. Remember, praise costs nothing. Point out positive actions with comments. This positive reinforcement helps keep people focused on the right track. On the other hand, you need to be willing to discuss where team members are lagging behind on the project. There must be a willingness to talk about whatever is needed to drive the project.

- **Keep communication open.**

Keep communication flowing; it helps the productivity and efficiency of the project. Avoid one way communication which is only from top management downward. Communication is needed which crosses department lines and keeps everyone informed and on board. The creation of communication plans, as discussed earlier, can assist in this area.

- **Keep the end goal clearly in mind.**

Leaders can become sidetracked and forget the need for monitoring the project dates. People may lose focus during a project and allow deadlines to drift. If the missed deadline is early on in the project, it can have a major ripple effect. Once a project starts running late, one missed deadline may lead to other missed dates. If not corrected, this ripple may continue until the end of the project. This creates much pressure for those working on the project down the road because they will inherit the project already behind schedule.

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Project Management Institute R.E.P.

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The Mathis Group Is A PMI Registered
Global Educational Provider

The Mathis Group is a Project Management Institute (PMI) Registered Global Educational Provider (R.E.P.). We are committed to enhancing the ongoing professional development of PMI Members, PMI-certified Project Management Professionals (PMP), and other project management stakeholders through appropriate project management learning activities and products. We have agreed to abide by PMI established operational and educational criteria, and are subject to random audits for quality assurance purposes.

We have seventeen courses to offer as a R.E.P.

Project Management Fundamentals is a 1-day course offering 7 PDUs (professional development unit). This basic course provides core project management skills. Participants will explore ideas and actions to be more effective throughout the entire project management process.

Comprehensive Project Management is a 2-day course offering 14 PDUs. This intermediate course provides competencies to monitor and lead a single or multiple projects' scope, critical path, scope creep, time slippage, and team conflicts.

Mastering Project Management is our 3-day course offering 21 PDUs. This intensive course includes applicable hands-on activities and team exercises which will reinforce project management core competencies.

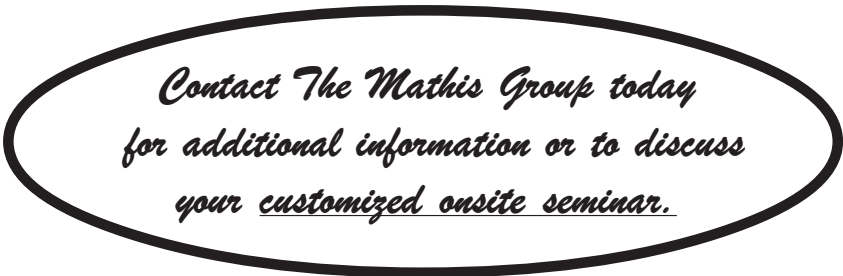***Project Integration Management*** is a 3- day offering 19.5 PDUs.
This intensive three-day course focuses on ways employees can run projects faster and more effectively. This course recommends a six-phase process as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. Lastly, this course will examine the entire process of project planning and how to create successful practices in the future.

Project Scope Management is a 2-day course offering 13 PDSs. Participants focus on successful ways to control project scope. Organizations struggle with projects due to ineffective scope development and tracking. This course insures the ability to detail the scope, and deliverables, as well as how to handle changes to the scope. This course also includes project life cycle, project definition, project baselines, and using the work breakdown structure.

Project Time Management is a 2-day course offering 13 PDUs. This course will take into account ways to plan and schedule time as well as individual issues that affect productivity. Learn how to wisely confront procrastination and explore ways to better manage time issues and constraints.

Project Cost Management is a 1-day course offering 6.5 PDUs.- This course focuses on basic cost management theories and techniques. Learn how to give value to the customer beyond cost. Discuss ways to get the project back on track and how to adjust budgeting issues during over expenditures.

Contact The Mathis Group today for additional information or to discuss your customized onsite seminar.

Project Quality Management is a 2-day course offering 13 PDUs. Participants focus on additional planning of the project while examining issues such as how to keep continuous improvement, symptoms of quality concerns, and how to maintain quality throughout the project.   In addition, study techniques and theories taught by Dr. Deming and Juran as foundations for implementing new quality plans. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. This course will follow the Project Management Institute's nine knowledge areas of PMBOK.

Project Human Resources Management is a 2-day course offering 13 PDUs. This course will focus on planning for human resource needs. It is filled with behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This course will also include issues such as conflict. This section is aligned with the Project Management Institute's nine knowledge areas of PMBOK.

Project Communication Management is a 2-day course offering 13 PDUs. This course will focus on ways to use project communication and communication theories as a way to influence others within and outside of the project team. Participants will learn how to focus on framing the data and information in a correct manner as well as proper usage of words and language for influencing project stakeholders. This section is aligned with the Project Management Institute's nine knowledge areas of PMBOK.

Project Risk Management is a 2-day course offering 13 PDUs. This course teaches participants how to examine and measure objectives within cost, schedule, and cultural issues. Risk for this program is examined as defining the probability of the project. This course examines risk identification, risk communication, and risk planning. This section is aligned with the Project Management Institute's nine knowledge areas of PMBOK.

Project Performance Management is a 2-day course offering 13 PDUs. This course focuses on developing strategies for tracking performance in project teams. This course examines issues such as benchmarking, performance, and establishing a gap between desired project performance and preferred performance. This section is aligned with the Project Management Institute's nine knowledge areas of PMBOK.

Project Procurement Management is a 1-day course offering 6.5 PDUs. This is structured to lay the proper foundation for procurement principles and processes. The emphasis of this program is to help teams or individuals learn how to function in the procurement world in day to day operations. This section is aligned with the Project Management Institute's nine knowledge areas of PMBOK.

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Project Management 120 Hour Intensive – This intensive course focuses on ways employees can run projects faster and more effectively. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts.

The 120-hour intensive is broken down into the following four courses. Each course is designed to be taught in four and 1/2 days. Complete course objectives can be sent upon request to demonstrate what will be taught.

Project Management I – Initiating and Planning

Project Management II – Planning, Staffing and Project Start Up

Project Management III – Budgeting, Quality, and Risk

Project Management IV – Project Execution, Monitoring, and Close Down