

Collaborative Project Leadership Program Management from the Project Manager's Perspective

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Session TRN30



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Session Objectives

- Discuss the role of the project manager supporting components of a program
- Incorporate leadership activities into project activities
- Use collaborative project leadership tools and techniques to manage project activities



Session Outline

- Project Management Overview
- Leadership
- Project Manager as Leader
- Collaborative Leadership
- Best Practices in Collaborative Project Leadership



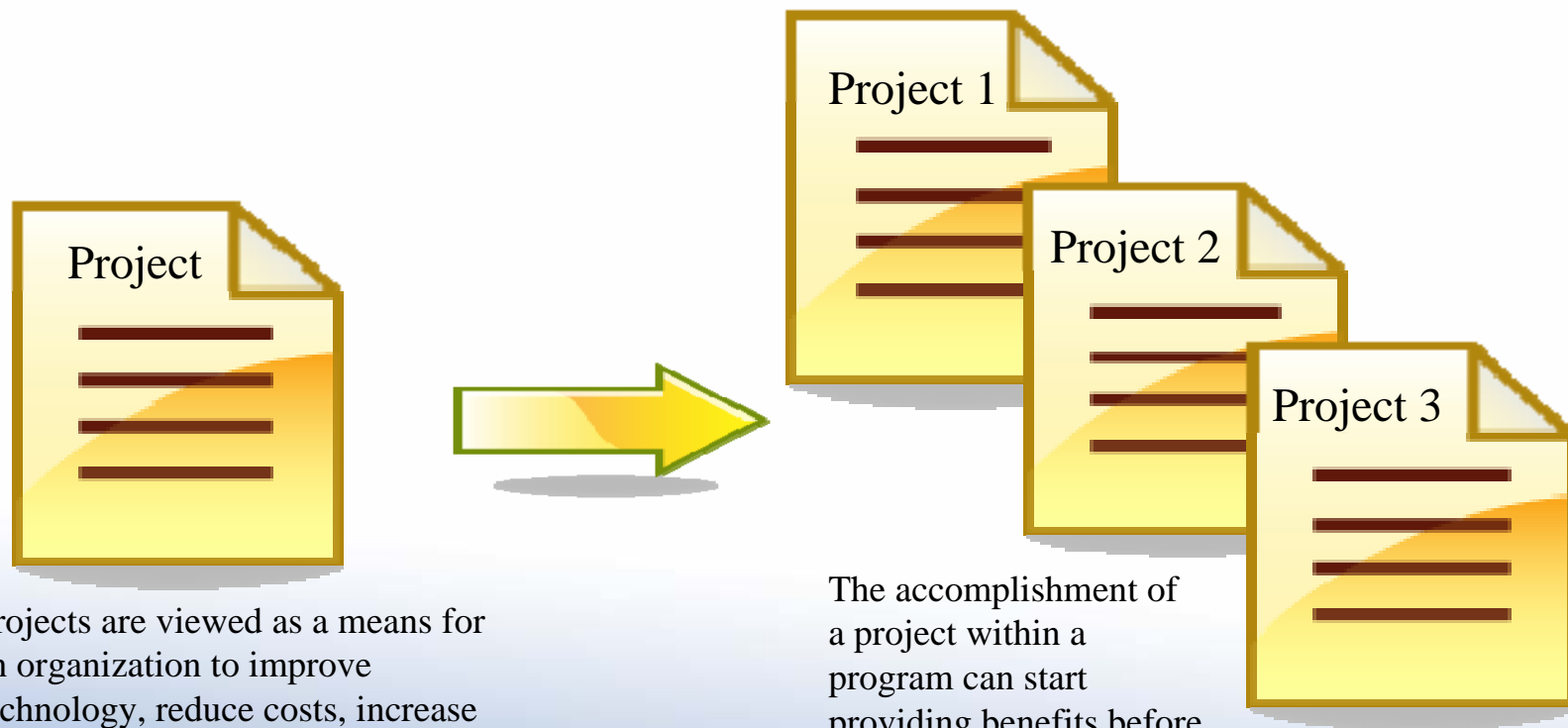
What is Project Success?



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Project Management

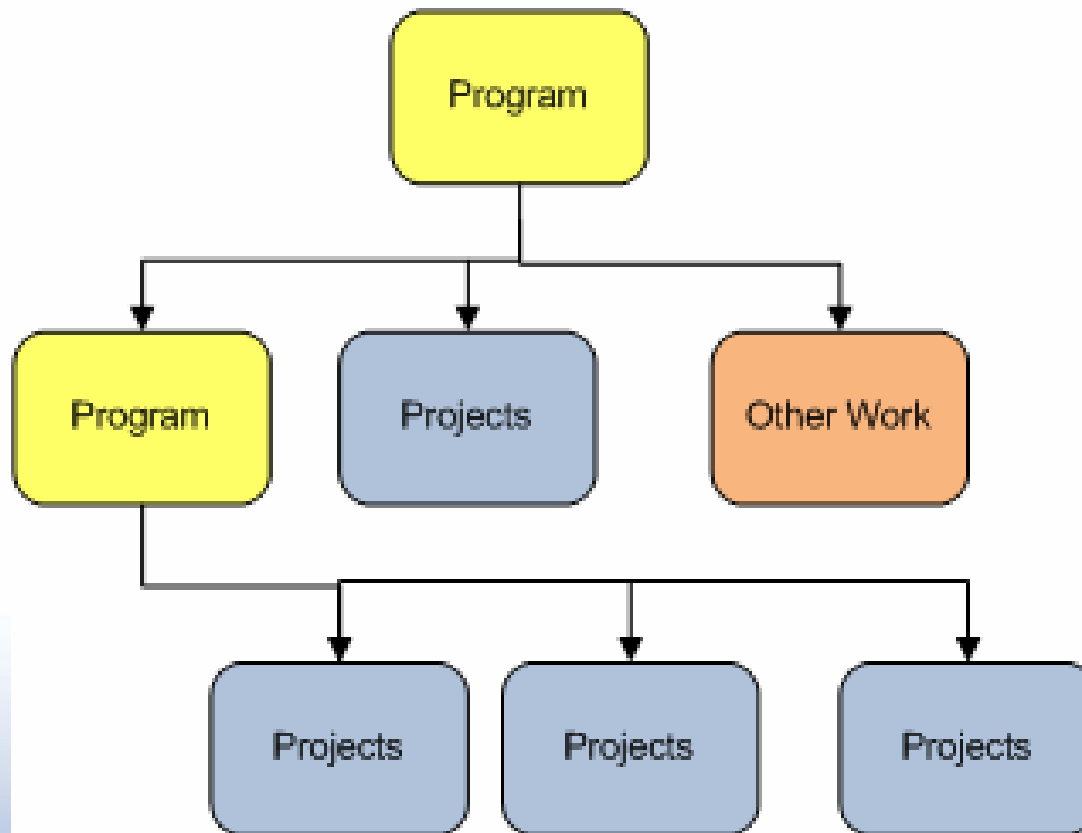


Projects are viewed as a means for an organization to improve technology, reduce costs, increase efficiency, and remain competitive.

The accomplishment of a project within a program can start providing benefits before the program is complete.



Programs



Comparative Overview of Projects and Programs

	Projects	Programs
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a larger scope and provide more significant benefits.
Change	Project managers expect change and implement processes to keep change managed and controlled.	The program manager must expect change from both inside and outside the program and be prepared to manage it.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Program managers develop the overall program plan and create high-level plans to guide detailed planning at the component level.
Management	Project managers manage the project team to meet the project objectives.	Program managers manage the program staff and the project managers; they provide vision and overall leadership.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	Success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.
Monitoring	Project managers monitor and control the work of producing the products, services or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.

PMI (2008). *The Standard for Program Management* (2nd ed.)

Management vs. Leadership

Managers

- Administer
- Rely on control
- Have short-term views
- Eye the bottom line
- Focus on structure
- Command
- Imitate
- Do things right

Leaders

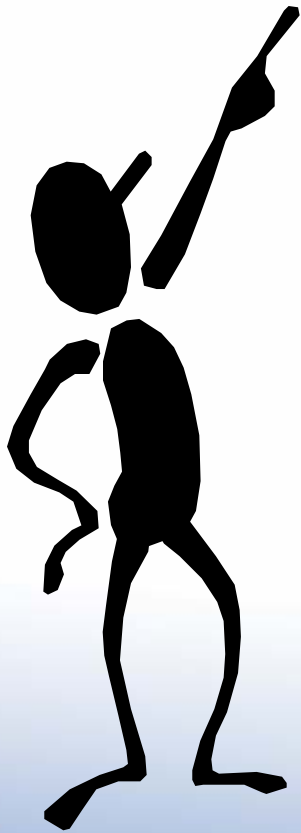
- Innovate
- Trust
- Have long-term views
- Eye the horizon
- Focus on people
- Communicate
- Originate
- Do the right thing

Path-Goal Theory

- The leader's job is to provide team members with the information, support, or other resources necessary for them to achieve their goals
- Effective leaders clarify the path for their followers and also make the journey along the path easier for them



Project Managers as Leaders



- The primary role of project managers is to provide a leadership focus on their projects
- Communicate the project vision
- Inspire and motivate the project team
- Keep the project on track
- Follow the direction of the program manager

Project Leadership Responsibilities

- Know and develop yourself
- Know your project
- Know and develop your team
- Communicate, Communicate, Communicate



Project Managers as Leaders

Authority	A legal or rightful power to command or act. As applied to the manager, authority is the power to command others to act or not to act.
Responsibility	A state, quality, or fact of being answerable for the use of resources on a project and the realization of the project objectives.
Accountability	The state of assuming liability for something of value, whether through a contract or because of one's position of responsibility.

Cleland & Ireland, 2004. *Project Management Portable Handbook*



Significance of Trust

- Trust is the positive expectation that the other person will deliver
- It takes time to form a trusting relationship
- Trust is a key component of the project manager's ability to be a successful leader
- Types of trust: deterrence-based, knowledge-based, and information based

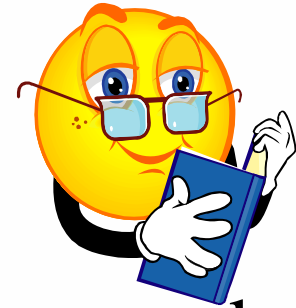


Trust

- Is a function of both character and competence
- Includes the 4 Cores of Credibility
 - Character
 - Integrity-honesty
 - Intent-motives and agendas
 - Competence
 - Capabilities-talents, attitudes, skills, knowledge, and style
 - Results-track record, performance, getting the right things done

Covey, S.M.R. (2006). *The Speed of Trust*

Leading by Influence



- Earn the trust and respect of your team and peer project managers by having good character
- Become proficient at performing your responsibilities
- Build relationships
- Be consistent



Collaborative Leadership

- Project managers need to work together in a collaborative manner
 - Activities must be consistently aligned among projects
 - Communication must be transparent among projects
 - Learning must be shared among projects



Planning

- Coordinates with program plan
- Requires detailed planning
 - Top-down
 - Bottom-up
- Planning is iterative, time consuming, and requires a lot of coordination



Project Control

- Project managers must work together to master problem solving, decision-making, and communication
- Project managers who have strong behavioral skills are more likely to involve other project managers in decision-making
- Successful program management requires shared decision-making



Lessons Learned

- Lessons learned from one project must be documented for use on the next project
- Sharing lessons learned among project team members prevents an organization from repeating the same mistakes and also allows them to take advantage of organizational best practices



Collaborative Leadership Best Practices



- Trust is a key component of the project manager's ability to be a successful leader
- Activities are consistently aligned among projects, communication is transparent among projects, and learning is shared among projects
- Project managers consult with other project managers





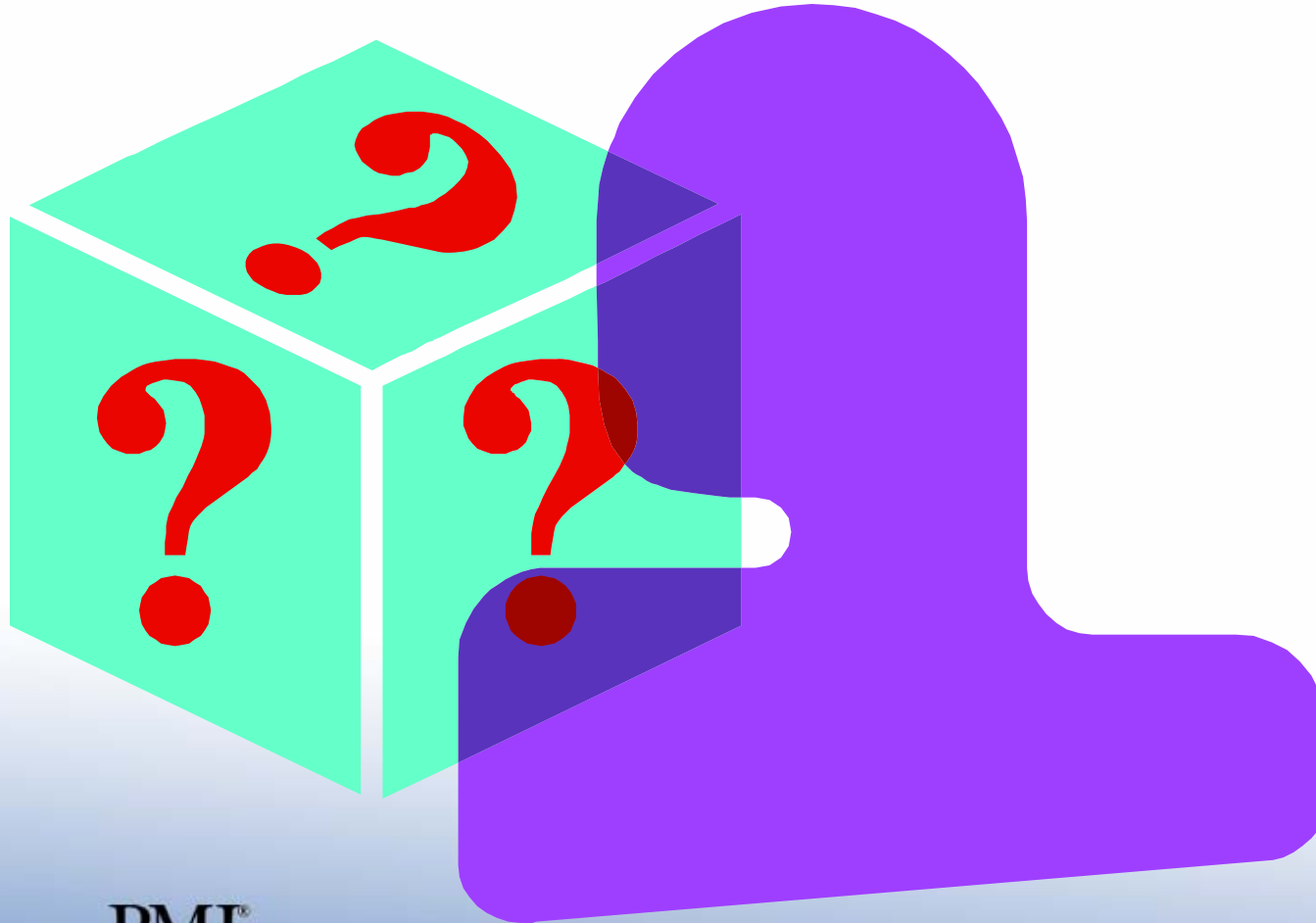
PROJECT SUCCESS



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Questions?



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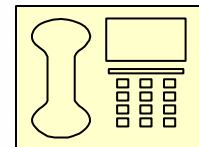
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