Parsons Brinckerhoff, Inc.

# Section 2 – Leading and Managing the Project Delivery Team

## Project Delivery Basic Training

February 2011

# Objectives

- Explain the PB Way – **Delivery** Focus
- Recognize that you are responsible for your own development
- Explain the importance of Leadership and Management to Project Delivery Success
- Describe some keys (ACT) to success for the Project Delivery Team – not just the PM!!

**We'll give you enough to get you started - -**

**developing as a leader, manager and team player - - -**

**take the time, effort, and dedication - - -**

**Be A Professional –**

**DO IT!**

# Important Definitions

- **Project** – A deliverable defined by a scope, schedule and budget
- **Team** – A collection of people who produce results by combining their unique abilities to achieve one goal – project delivery
- **Leader** – One who produces desired results by motivating people to place the mission above their own interests
- **Manager**– One who focuses on controlling actions through analysis of data to produce specified results
- **Follower** – A team player who fulfills his or her role … and then some … to help make the team successful

# Important Definitions

- **Project Manager** – a person of any skill who is designated or seeks leadership and management of a project delivery team to successfully deliver a project

- **Duties** - Specified tasks by position

- **Responsibilities** – Specified and unspecified tasks - things you know you should do even if not stated

- **Authority** - Decisions you are permitted and expected to make without specific permission

- **Accountability** - Knowing and accepting the consequences of your actions and the project delivery team's actions

# Deliverable: The "PB Way"

## Successful Project Delivery is:

**For the Client:**

- Quality Results

***AND***

**For PB:**

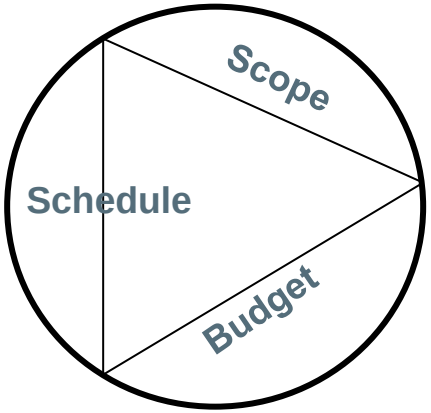
- Margin and Reputation

- Full scope
- On schedule
- On budget
- Environmentally sound
- Safely done

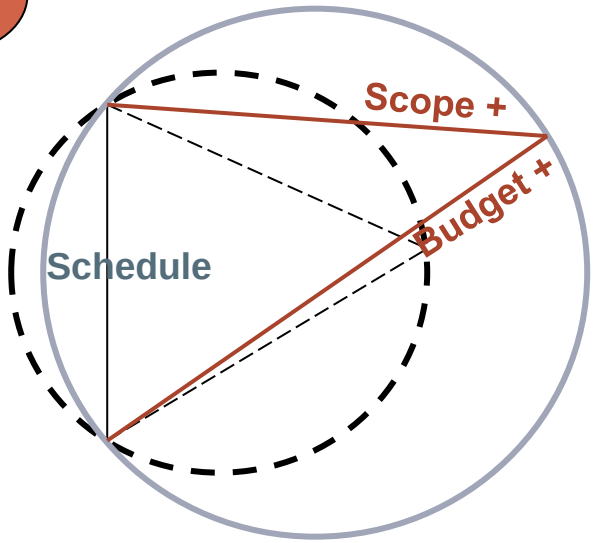
- Anticipate and mitigate changes
- Balance scope, schedule, budget
- Best Financial Practice
- Environmental Stewards
- Zero Harm

# Scope –Schedule – Budget Relationship

***Original Project***



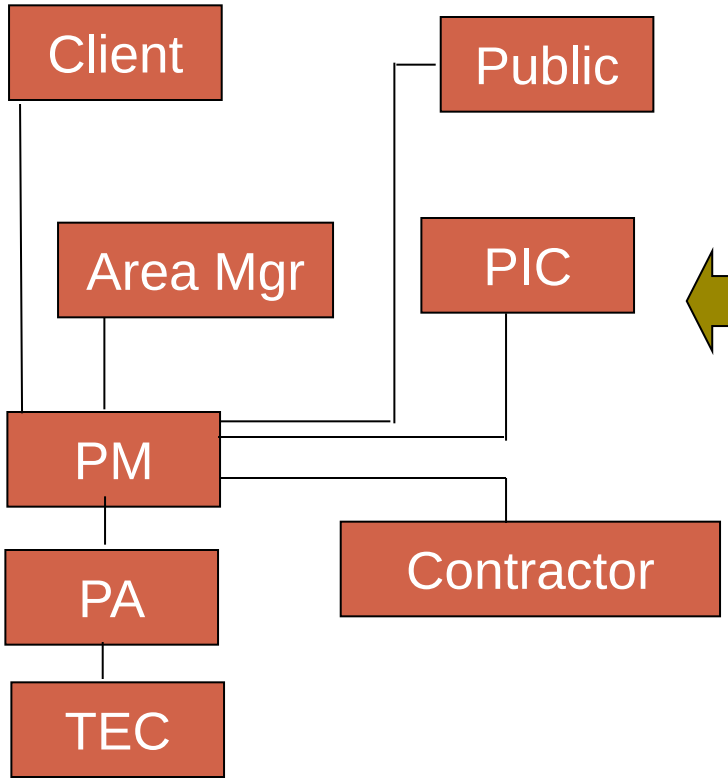
***Changed Project***




**Scope, schedule and budget are dependent – if one changes, the others change**

**An enlarged scope held to the same schedule requires an enlarged budget!!**

# The Project Delivery Team: Which Do You Think Will Succeed?

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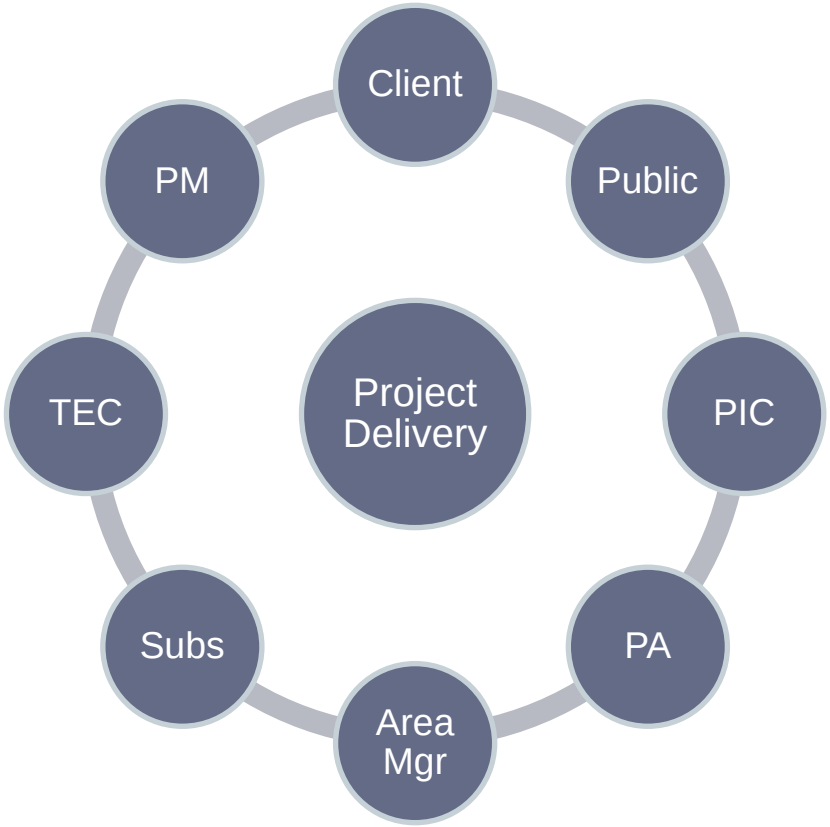

# Do You ….. ?

- Like to focusing on delivering results …
- Like challenges .. .dealing with complex organizations …
- Like the challenge of balancing billability and profitability …
- Like challenging team members to perform…
- Like engaging the client … especially with bad news (cost of scope change) …
- Like making professional contributions for the good of PB …

# Then … YOU Want to Be the PM

- How key is the PM to Team Success?

- **Group Exercise 1:**
  - List the outstanding leadership and management characteristics of the best PM you have observed or worked with.
  - Based on those characteristics – what difference did the PM make to successful delivery of the project?

# Leadership vs. Management

**Leaders**

- Do the right thing
- Develop people
- What to do
- Synthesize
- Driven by goals
- Lead with heart
- Committed
- Inspired

True leadership exists only if people follow where they have the freedom not to."

*Collins, 2005*

**Managers**

- Do things right
  - Develop programs
  - How to do it
  - Analyze
- Are driven by constraints
  - Lead with head
  - Compliance
  - Involve

Management "exists for the sake of the institution's results."

*Peter Drucker, 1996*

# Becoming the PM

- Take charge of your development:
- **Prepare** yourself as a leader and manager **NOW**!
  - Always live our values and ethics – set the example
  - Know yourself – seek feedback
    - How do you influence teammates? clients? public?
  - Master managing the project **future**
  - Master written and oral **communication** skills
  - Master producing **teamwork** and followership
  - Ask for help - seek feedback and guidance – **seek a mentor**

# You As the Leader

## ***Know*** **yourself** - Understand how to effectively interact with and influence others to *foster success* …

- Strengths and weaknesses
  - Trial and error
  - Observation
  - Education
  - Training
  - Feedback
- Who do you want to be?
  - Keep a leadership journal
  - Build on strengths
- Know the appropriate standards of performance (BMS)
  - Enforce standards of individual and team performance
  - Compete against standards, not other's performance
  - The best of a bunch of losers is still a loser
- Know how to adapt your leadership style to fit any situation
  - See Kenneth Blanchard Situational Leadership
- Know how to manage expectations
  - Your boss
  - Your client
  - Your team members
  - Your team members' bosses
  - The public
- Be decisive
  - Use judgment and analysis
  - OMR : Outcome-Method-Resources
  - Remember "the right answer to the wrong problem is difficult to fix." (Drucker)

# Anticipate the project future - Establish systems that enable proactive decision making

- Scope
  - Know your task thoroughly
  - Read the contract
  - Get clarification on anything you do not understand
  - Clarify expectations of the client
- Schedule
  - Utilize estimates based on sound experience and judgment
  - Track estimates to complete
  - Develop contingencies to identify issues early
  - Take actions to avoid or mitigate impacts
- Budget
  - Know the PB financial system
  - Utilize reports to anticipate issues
  - Develop contingencies
  - Avoid or mitigate impacts
- Risk
  - Know risks to scope, schedule, budget and quality
  - Manage risks by exception
  - Avoid or mitigate impacts
  - Safety always
    - Zero Harm Standard
- Quality
  - Establish independent quality assurance/quality control procedures
  - Check, check, check

# The Opportunity is Yours

- Most common undergraduate degrees that Fortune 500 CEOs hold:

| Degree | % of CEOs | % of Population |
|---|---|---|
| **Engineering** | **18** | **6** |
| Business Admin | 15 | 20 |
| Liberal Arts | 15 | 35 |

*(USA Today, July, 2001)*

**"First rate engineers tend to take pride in not knowing anything about people – human beings are much too disorderly for the good engineering mind."**

***Peter Drucker***

***He may want to rethink his conclusion ….***

# "ACT"

- A simple paradigm with three questions to ask yourself to guide your project management:

| | |
|---|---|
| Anticipate | • What is about to happen on the project? |
| Communicate | • Who needs to know what in order to keep the project on course? |
| Teamwork | • Is everyone contributing to the team and delivery of the project? Do they feel valued on the team? |

# Communication

- Message = Visual + Vocal + Verbal

| | |
|---|---|
| Facial Expressions | •55% |
| Tone | •33% |
| What you say | •12% |

**"You never get a second chance to make a good first impression."**

***Mark Twain***

**Much is written about communicating; proper use of email is our biggest issue. Check into meeting management tool.**

***THINK TWICE ABOUT EMAIL!!***

# Producing Effective Teamwork

- Mission
  - **Succeed** as a team
- People
  - **Invest** in people
    - Know your people and their needs
    - Establish clear expectations and provide challenges
    - Recognize your people
    - Hold people accountable
    - Expect success
- Resources
  - **Leverage** all resources
- Relationships
  - **Build trust**

# Getting the Team Started

- How key is the PM to Team Success?

- **Group Exercise 2:**
  - Develop a checklist of leadership and management actions that you anticipate you will have to take as the PM to get a project delivery team started on the right track toward delivering the PB Way.

# Summary

- Deliver success
  - For the Client
  - For PB

- Develop yourself to lead and manage the Project Delivery Team – even if you never become a PM – all must understand to produce effective teamwork

- Always "ACT"
  - **Anticipate** the project's future – guide it to success
  - **Communicate** – Communicate – Communicate
  - **Teamwork** – Put everyone on the team – focus on delivery

# Key References For Further Study


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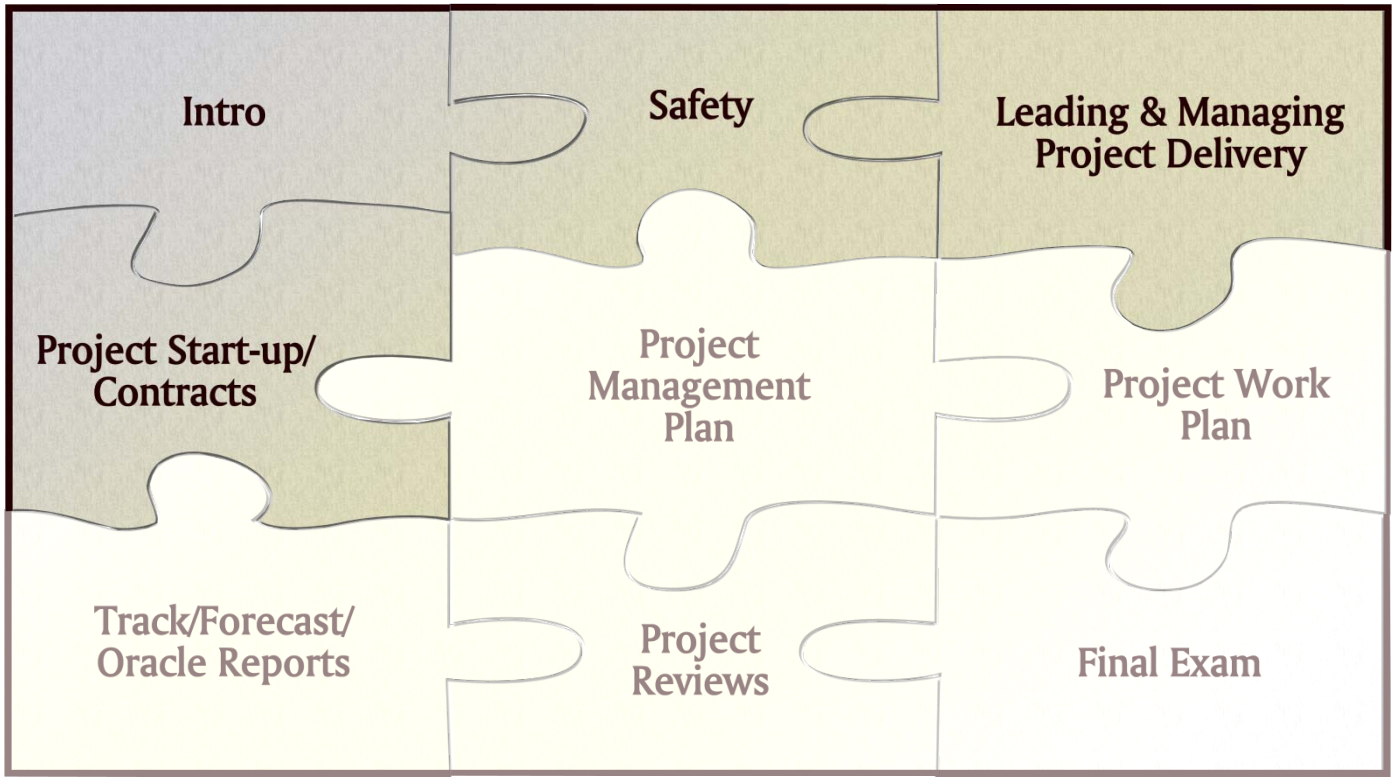
# Agenda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Safety
Leading & Managing Project Delivery
Project Start-up/ Contracts
Project Management Plan
Project Work Plan
Track/Forecast/ Oracle Reports
Project Reviews
Final Exam