



Delivering Successful Projects through Effective Project Management

Project Management Skills

Presenter:

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Speaker's Brief Profile

Education Profile

Degree	Year	Details
Post-Doc	2014	OHL School of Construction, Florida International University, Miami, Florida
Ph.D.	2013	Florida International University, Miami, Florida Major: Civil Engineering/Construction Engineering
M.E.M.	2008	NED University of Engineering & Technology, Karachi, Pakistan Major: Engineering Management/Construction Management
B.E.	2007	NED University of Engineering & Technology, Karachi, Pakistan Major: Civil Engineering

Awards

2013 Outstanding Doctoral Student Award

2013 Dissertation Year Fellowship (FIU)

**2012-13 Graduate Student of the Year Award
by ASCE Miami-Dade Branch**

2013 AACE International Scholarship Award

**Four (4) Research and Scholarly Forum
Awards**

Projects

Florida Department of Transportation

Construction Industry Institute

FIU Grants, US Construction Organizations

Appointments

NED University

Florida International University

Ziauddin Ahmed and Company (ZCL)

Presentation Outline

- Basic Interpersonal Skills
- Leadership and Management
- Qualities/Suggestions for Effective Project Manager
- What We Offer at NEDUET?
- Leadership Exercise

Interpersonal Skills

Interpersonal Skills

- Project managers accomplish work through the project team and other stakeholders.
- **Effective project managers** acquire a balance of **technical, interpersonal, and conceptual skills** that help them analyze situations and interact appropriately.
- **Basic Interpersonal Skills**
 - Team Building Skills
 - Team Development Skills
 - Communication Skills
 - Influencing
 - Decision-Making skills
 - Negotiation Skills
 - Trust Building Skills
 - Conflict Management Skills
 - Stress Handling Skills
 - Delegation
 - Managing Upward Relations

Team Building

- Team building is “ helping to bound individuals in a group for common purpose”
- Team Building Tasks for Project Manager
 - establish goals, define, and negotiate roles, responsibilities, and procedures
- Team Building processes for Project Manager
 - Emphasis on communication, conflict management, motivation, and leadership
- Outcomes of team building
 - mutual trust,
 - high quality of information exchange,
 - better decision making, and
 - effective project management.

Team Development

- Team Development means “developing the project team to higher levels of competency and performance”
- Also referred to as *coaching*
- Includes both enhancing skills or to build new skills
- For team development Project Manager should be
 - Committed to the training and development of people
 - Uses the project to add value to each person’s experience base
 - Believes that all individuals are valuable to the organization
 - Stresses the value of self-improvement

Communication

- The single biggest reasons for project success or failure
- Effective communication require PM to be aware of
 - communication styles of other parties
 - cultural nuances/norms,
 - relationships,
 - personalities,
 - and the overall context of the situation
- Project Manager should
 - Communicate *regularly* with the project team
 - have Good oral and written communication skills
 - Spend more time listening than talking
 - identify Various communication channels
 - understand information needed to be provided
 - information needed to be received
 - ensure that the right persons get the right information at the right time

Influencing

- Influencing is a strategy of sharing power and relying on interpersonal skills to get others to cooperate towards common goals.
- How to influence team members?
 - Lead by example, and follow through with commitments.
 - Clarify how a decision will be made.
 - Use Influence as Exchange

Influencing

- The Law of Reciprocity
 - One good deed deserves another, and likewise, one bad deed deserves another.
- Quid pro Quo (something for something)
 - Mutual exchanges of resources and services (“back-scratching”) build relationships.
- Influence “Currencies” (Cohen and Bradford)
 - Cooperative relationships are built on the exchange of organizational “currencies” (favors).

Decision-Making

- Project Manager should be able to
 - Fully explore and define the problem
 - Encourage brainstorming multiple solutions
 - Discourage premature decisions
 - Rate pros and cons of alternatives
 - Get acceptance on solution
 - Perform post-implementation analysis
 - Evaluate the outcomes

Negotiation

- Strategy of conferring with parties of shared or opposed interests with a view toward compromise or reaching an agreement
- Skills and behaviors are useful in negotiating include
 - Situation analysis
 - Focus on issues
 - Realism in demand and offer
 - Win-win negotiating style
 - Listen attentively communicate articulately

Trust Building

- Open and direct communications.
- Open Information sharing among stakeholders in risk situations.
- Direct and non-assumptive engagement with the team.
- Being explicit about expectations.
- Fear-free information sharing.
- Receptiveness to innovation.
- Looking beyond own interests.
- Demonstrating true concern for others.

Conflict Management

- Sources of Conflict
 - Incongruent requirements
 - Competition for resources
 - Breakdowns in communications
- PM Skills Required for Conflict Management
 - Adaptation of personal conflict management style
 - Build trust
 - Engage to seek positive resolution of conflict
 - First try and establish Collaborative approach
 - Assertiveness, accommodation avoidance, or compromise

Stress Handling

- For stress handling, Project Manager should
 - Should not panic; remain unruffled
 - Be Able to cope with constantly changing conditions
 - Act as a buffer between the project team and the customer or upper management
 - Have a good sense of humor
 - Should remain in control when project is in jeopardy

Delegation

- Involves empowering the team to achieve the objective

–Responsibility

–Authority

–Accountability

- Degrees of Delegation

Lowest Degree
of Delegation

Investigate the problem. Give me all the facts, and I'll decide what to do and who will do it.

Investigate the problem. Let me know the possible alternatives and recommend one. I'll evaluate and decide.

Investigate the problem. Let me know what action you would like to take. Wait for my approval.

Investigate the problem. Let me know what action you will take. Do it, unless I say no.

Investigate the problem and take action. Let me know what you did.

Investigate the problem and take action. You decide if you need to tell me.

Highest Degree
of Delegation

Delegation

Common barriers to effective delegation:

- One has a personal interest in the task
- Thinking that one can do it better or faster
- One Lacks confidence in the capability of others
- Afraid that one will lose control of the work and not know what is going on

Managing Upward Relations

- Become **skilled** at the art of **persuading superiors**.
- But before this,
 - Prove loyalty.
 - Establish credibility.
- Recognize that the **timing of a request** is critical for procuring additional resources
- Present the most **positive image** but without hiding or re-fabricating the **truth**.
- Adapt communication pattern aligned to that of the senior group,
 - Using buzz words and jargon valued by superiors in their presentations.

Leadership and Management

Leadership Ability

Leaders.....

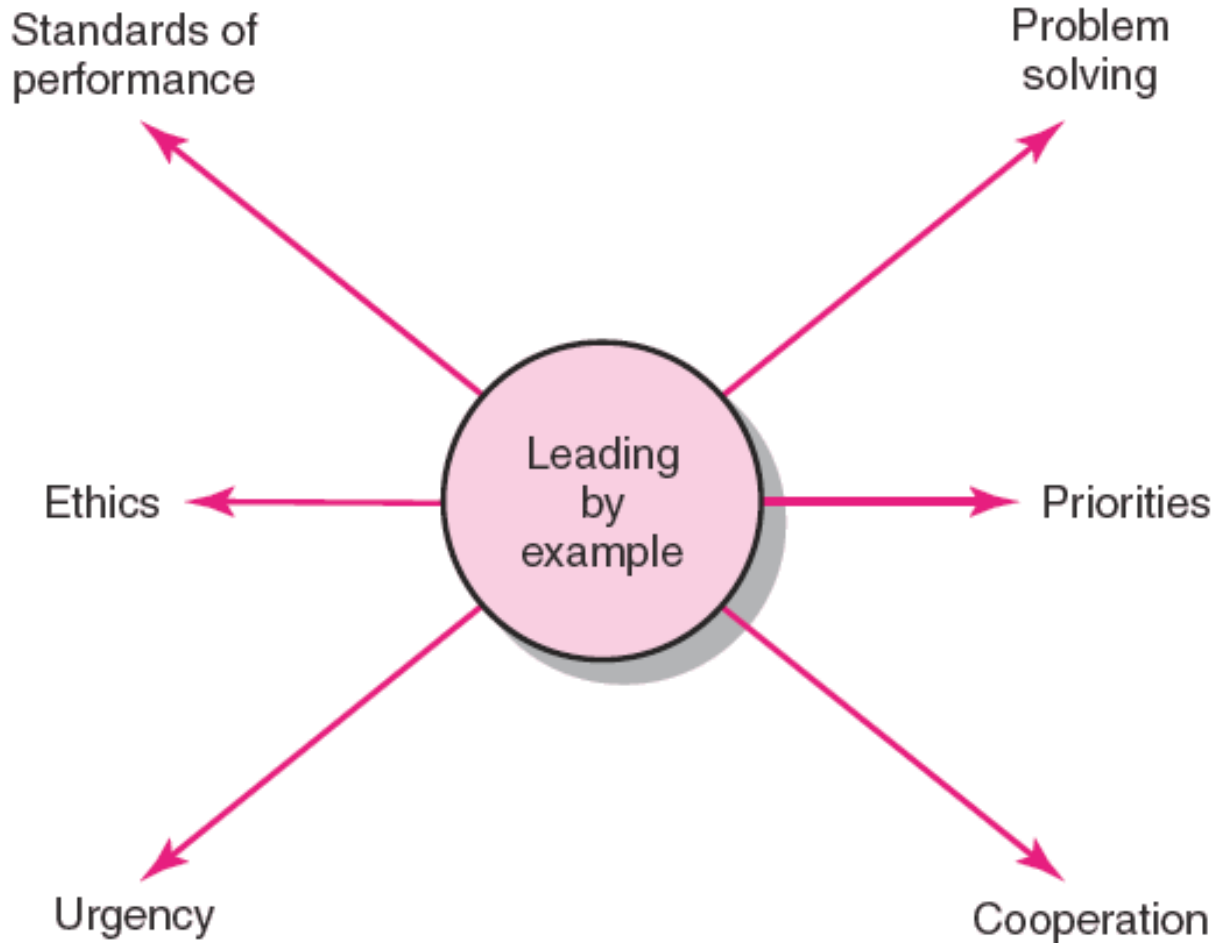
- Inspire the people assigned to the project
- Create vision of the result and benefits of the project
- Involve and empower the project team
- Understand what motivates team members
- Create a supportive environment
- Avoid creating discouraging situations
- Foster motivation through recognition
- Lead by example

Then what's the difference between Manager and Leader?

Managing versus Leading a Project

- Managing—coping with complexity
 - Formulate plans and objectives
 - Design structures and procedures
 - Monitor results
 - Take corrective action
 - Expedite activities
 - Solve technical problems
 - Serve as peacemaker
 - Make tradeoffs among time, costs, and project scope
- Leading—coping with change
 - Recognize and articulate the need to change to keep the project on track
 - Initiate change
 - Align people to new track
 - Provide direction and motivation
 - Innovate and adapt as necessary
 - Integrate assigned resources
 - Realize new objectives

Leading by Example (“Walk the Talk”)



Leading by Example (“Walk the Talk”)

- **Priorities**

- Subordinates and others discern project managers' priorities by how they spend their time.
- A project manager who takes the time to observe a critical test instead of simply waiting for a report affirms the importance of the testers and their work.
- Types of questions project managers pose communicate priorities.

- **Urgency**

- Stringent deadlines, frequent status report meetings, and aggressive solutions for expediting the project.
- They need to hasten the pace of their own behavior: They should accelerate the frequency of their interactions, talk and walk more quickly, get to work sooner, and leave work later.

- **Problem Solving**

- How project managers respond to problems sets the tone for how others tackle problems.
- If project managers focus more on how they can turn a problem into an opportunity or what can be learned from a mistake, then others are more likely to adopt a more proactive approach to problem solving.

Leading by Example (“Walk the Talk”)

- Cooperation
 - How project managers act toward outsiders influences how team members interact with outsiders.
 - If project managers set the norms of treating outsiders with respect and being responsive to their needs, then others will more likely follow suit.
- Standards of Performance
 - Veteran project managers recognize that if they want participants to exceed project expectations then they have to exceed others' expectations of a good project manager.
 - They establish a high standard for project performance through the quality of their daily interactions.
 - They respond quickly, carefully prepare and run crisp meetings, stay on top of all the critical issues, facilitate effective problem solving, and stand firm on important matters.
- Ethics
 - If project managers deliberately distort or withhold vital information from customers or top management, then they are signaling to others that this kind of behavior is acceptable.

Qualities/Suggestions for Effective Project Manager

Qualities of an Effective Project Manager

- Systems thinker
- Personal integrity
- Proactive
- High tolerance for stress
- General business perspective
- Good communicator
- Effective time management
- Skillful politician
- Optimist



Suggestions for Project Managers

- **Build relationships** before you need them.
- **Trust** is sustained through frequent face-to-face contact.
- **Be fair** and never compromise the truth.
- **Initiate contact** with key players.



Suggestions for Project Managers

- Management by Wandering Around (MBWA)
- Anticipate potential problems.
- Provide encouragement.
- Reinforce the objectives and vision of the project.
- Intervene to resolve conflicts and prevent stalemates.



What we offer at NEDUET?

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- Skill-based Curriculum and Co-Curriculum Activities
 - BE Construction Engineering
 - MEM Program
 - E-cube competition
- Decision-Making and Risk Management Trainings
 - Spring Semester Masters Course
 - Spring Semester Professional Course
- Industry Workshops
 - Cost Management workshop
 - Hands-on Trainings
- Planned Professional Certification Programs
 - CEMG Programs
 - AACE Collaboration
- Guest Lectures
 - PM Skills
 - Leadership
 - Decision-Making and Risk Management

Leadership Exercise

Leadership Exercise

- Three-Step Process
 - Situation Response
 - Response Scoring
 - Style-Adaptability Assessment
- Step-1: Situation Response
 - Twelve Situations
 - Four alternative Actions

SITUATION 1	ALTERNATIVE ACTIONS
Your subordinates are not responding lately to your friendly conversation and obvious concern for their welfare. Their performance is declining rapidly.	A. Emphasize the use of uniform procedures and the necessity for task accomplishment. B. Make yourself available for discussion but don't push your involvement C. Talk with subordinates and then set goals D. Intentionally do not intervene

Leadership Exercise

- Step-2: Response Scoring

		Column One (Style Range)				Column Two (Style Adaptability)			
		(1)	(2)	(3)	(4)	(a)	(b)	(c)	(d)
SITUATIONS	1	A	C	B	D	D	B	C	A
	2	D	A	C	B	B	D	C	A
	3	C	A	D	B	C	B	A	D
	4	B	D	A	C	B	D	A	C
	5	C	B	D	A	A	D	B	C
	6	B	D	A	C	C	A	B	D
	7	A	C	B	D	A	C	D	B
	8	C	B	D	A	C	B	D	A
	9	C	B	D	A	A	D	B	C
	10	B	D	A	C	B	C	A	D
	11	A	C	B	D	A	C	B	D
	12	C	A	D	B	C	A	D	B
Sub Columns		(1)	(2)	(3)	(4)	(a)	(b)	(c)	(d)
		Multiplied By:							
		(a)	(b)	(c)	(d)	(a)	(b)	(c)	(d)
		-2	-1	+1	+2				

Total

$$\square + \square + \square + \square = \square$$

Leadership Exercise

