



The Project Manager



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The Project Manager - Agenda

1. The Role of the Project Manager in modern Context
2. Case Study: Dr. Elattuvalapil Sreedharan
3. Contemporary Leadership
4. Case Snapshot: Shackleton's Antarctic Journey
5. Results of Leadership

The Role of the PM in Modern Context

Role of the PM in Modern Context

PM is NOT a Manager!

Managing—coping with complexity

- Plans, Objectives, Rules
- Monitor results
- Take corrective action
- Expedite activities
- Solve technical problems

Ensure “correct execution within Status Quo”

Leading—coping with change

- Recognize and implement Change
- Lead, Motivate
- Solve Problems beforehand

Ensure best outcome, Question Status Quo



Role of the PM in Modern Context

PMs are judged by their results

You are not always a technical expert

You always have to be a relationship Manager!

Role of the PM in Modern Context

Source: Larson, E.W., Gray, C.F., 2017. Project Management: The Managerial Process, 7th ed, The McGraw-Hill series operations and decision sciences. McGraw-Hill Education, New York, NY. P. 383

SNAPSHOT FROM PRACTICE 11.2

Managing Martians*



Donna Shirley's 35-year career as aerospace engineer reached a pinnacle in July 1997 when Sojourner—the solar-powered, self-guided, microwave-oven-sized rover—was seen exploring the Martian landscape in Pathfinder's spectacular images from the surface of the red planet. The event marked a milestone in space exploration: No vehicle had ever before roamed the surface of another planet. Shirley, a manager at the Jet Propulsion Laboratory's Mars Exploration Program, headed the mostly male team that designed and built Sojourner. In her insightful memoir, *Managing Martians*, written with Danelle Morton, she makes the following observation about managing creative teams:

When you are managing really brilliant, creative people, at some point you find it's impossible to command or control them because you can't understand what they are doing. Once they have gone beyond your ability to understand them, you have a choice to make as a manager. You can limit them and the project by your intelligence, which I think is the wrong way to do it. Or you can trust them and use your management skills to keep them focused on the goal.



Source: NASA/JPL

A lot of bad managers get threatened when their "subordinates" know more than they do. They either hire people who are inferior to them so they can always feel in control or they bottleneck people who know something they don't so they can maintain control. The whole project suffers from the manager's insecurities.

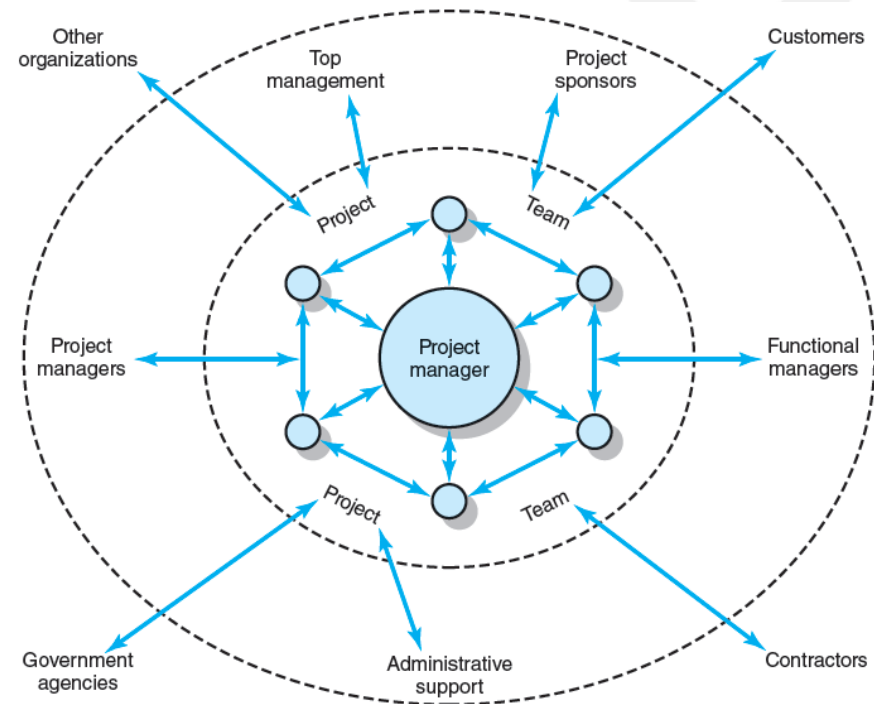
* Donna Shirley and Danelle Morton, *Managing Martians* (New York: Broadway Books, 1998), pp. 88–89.



Role of the PM in Modern Context

Source: Larson, E.W., Gray, C.F., 2017. Project Management: The Managerial Process, 7th ed, The McGraw-Hill series operations and decision sciences. McGraw-Hill Education, New York, NY. P. 342

Managing all Stakeholders
Managing diverse Expectations
Managing diverse Agendas



Role of the PM in Modern Context

Create Goodwill before you need it

Give and Take

Key: Communication

Case Study: Dr Elattuvalapil Sreedharan

Skills and Knowledge

Honesty and Integrity

Managing Relationships

Transparency and Consistency

Lead by Example

„[...] punctuality, integrity and good morals [...] “ (Dr Sreedharan)

„[...] empathy [...]“ (Mike Rosenthal)



Role of the PM in Modern Context

Project Manager (PM) - Qualifications:

- ENERGY (Resilience, Drive, ambition, disciplined in must items)
- INTELLIGENCE (academic, technical, social)
- HUMAN INTEREST (empathy, sense for what moves people)
- LIMITS (say no, without bad feelings)
- FOCUS (result oriented)
- UNCERTAINTY (comfortable with uncertainty and problems, seeking to understand)
- NOVELTY SEEKING

Role of the PM in Modern Context

Contemporary Leadership

Contemporary Leadership

What kind of PM do we need?

It depends.....

Smaller Project, low complexity → Project Manager (P I)

Big Project, high complexity → Project Leader (P II)

Contemporary Leadership

*When we step on the battlefield, I will be the **first Boots on** and the **last boots off** (and I will leave **no man behind**). Col. Hal Moore, US ARMY*



Lead by example

Stand up for your team

Take personal risk (ownership)

Trust is vital!

Contemporary Leadership

Leadership Theory

e.g.

Autocratic Leadership

Stick and Carrot

Charismatic Leadership

Contemporary Leadership

What works when, why and how?

Shackleton in the Antarctic

See:

Larson, E.W., Gray, C.F., 2017. Project Management: The Managerial Process, 7th ed, The McGraw-Hill series operations and decision sciences. McGraw-Hill Education, New York, NY. P. 354

Result: Leadership is Contagious

Results of Leadership



Results of Leadership

Make or Break Success
Tactics AND Strategy

Followers are made



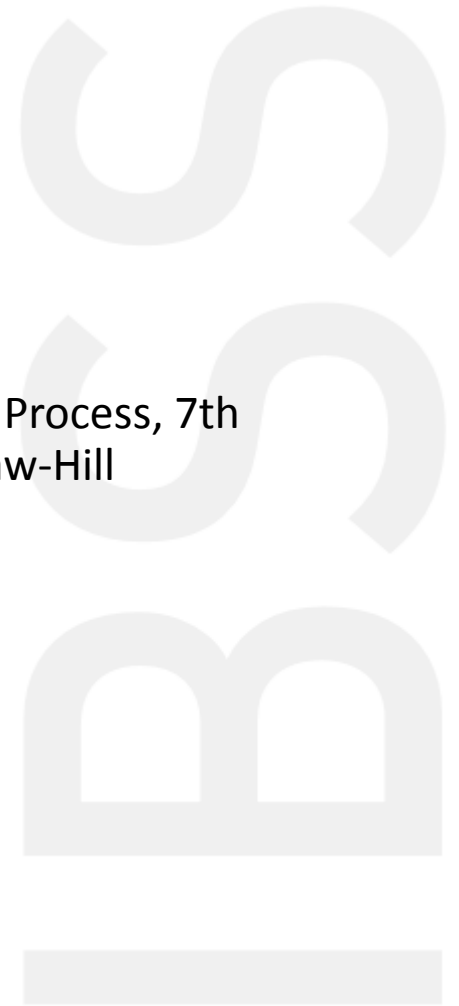
Results of Leadership

Leaders appear “when the game is on the line”
Successful leaders gain followers

Result enhancing by Leadership

Sources

Larson, E.W., Gray, C.F., 2017. Project Management: The Managerial Process, 7th ed, The McGraw-Hill series operations and decision sciences. McGraw-Hill Education, New York, NY.



THANK YOU

