

# SKILLS ASSESSMENT REQUIREMENTS FOR EFFECTIVE PROJECT LEADERSHIP

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# Learning Objectives

- Explore why organisations in different sectors need to engage in projects and consider different types of project
- Evaluate the importance and relationship of project and people management in achieving project goals.
- Demonstrate an understanding of external business environmental factors and how they may affect a project.
- Explain what a project is, list various attributes of projects, and describe the triple constraint of projects.
- Understand the growing need for better project management. i.e How to grow project leaders, emphasizing business and soft skills.

# Learning Objectives - *cont'd*

- How to acquire necessary proficient capabilities for Skills Assessment Requirements (SAR) in order to attain effective project leadership.
- How to bridge the Skills Gap in becoming effective project leadership.
- Describe project management and discuss key elements of the project management framework, including project stakeholders, the project management knowledge areas, and project success factors.
- Understand the role of the project manager (and leader) by describing what project managers do, and what skills they require.

# Introduction

- Many organizations today have a new or renewed interest in project management.
- Corporate projects could be in the area of computer hardware, software, networks, physical infrastructures, developing cost reduction strategies, improving on quality control & features of products, etc. Hence, the use of interdisciplinary and global work teams have radically changed the work environment.
- One of the key *limiting factors* facing Project Leadership is inability to appropriately understand, capture, address or assess relevant Skills required for effective project implementation.

# Introduction – *cont'd*

- Leadership is a process by which a person influences others to accomplish an objective and directs the organization (or a project) in a way that makes it more cohesive and coherent in getting desired result.
- An effective **project leader** is often described as someone who is entrusted with a project's vision – “knowing where to go” with the **ability** to articulate, analyze, coordinate and execute the requirements of the vision, while working through other people and efficiently harnessing and deploying relevant budgeted project resources to achieve desired outstanding objectives.
- Further, a ‘**needs assessment**’ is the process of identifying performance requirements and the "gap" between what performance is required and what presently exists.

# Introduction – *cont'd*

- When Skills Assessment Requirements is properly understood and internalized by project leadership, the followings will result:
  - ✓ Better control of financial, physical, and human resources.
  - ✓ Improved customer relations.
  - ✓ Shorter development times.
  - ✓ Lower costs.
  - ✓ Higher quality and increased reliability.
  - ✓ Higher profit margins.
  - ✓ Improved productivity.
  - ✓ Better internal coordination.
  - ✓ Higher worker morale (less stress).

# Reasons that Organisations Undertake Projects

- Change in:
  - The external environment
  - Markets and customer needs
  - Technology
  - Products and services
  - Processes
- Globalisation
- Impatient customers
- Increasing demand for unique and customised solutions
- Change within organisations initiated by senior managers

# What Is a Project?

- A **project** is “a temporary endeavor undertaken to create a unique product, service, or result.” It could also be described as “a group of activities that have to be performed in a logical sequence to meet pre-set objectives outlined by client”
- *Operations* is work done to sustain the business.
- A project ends when its objectives have been reached, or the project has been terminated.
- Projects can be large or small and take a short or long time to complete.
- **Project management** is “the application of knowledge, skills, tools and techniques to project activities to meet project requirements.”

# Hard or Soft Projects

- Hard – normally refer to tangible, measurable activities and processes.
- Soft – human factors and processes – eg communication, behavioural change and acceptance.
- Can you easily distinguish simply between these two aspects of project work

# Project Attributes

- A project:
  - Has a unique purpose.
  - Is temporary.
  - Is developed using progressive elaboration.
  - Requires resources, often from various areas.
  - Should have a primary customer or sponsor.
    - The **project sponsor** usually provides the direction and funding for the project. (i.e need for project ownership).
  - Involves uncertainty.

# Project and Program Managers

- Project managers work with project sponsors, project teams, and other people involved in projects to meet project goals.
- **Program:** “A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.”
- Program managers oversee programs and often act as bosses for project managers.

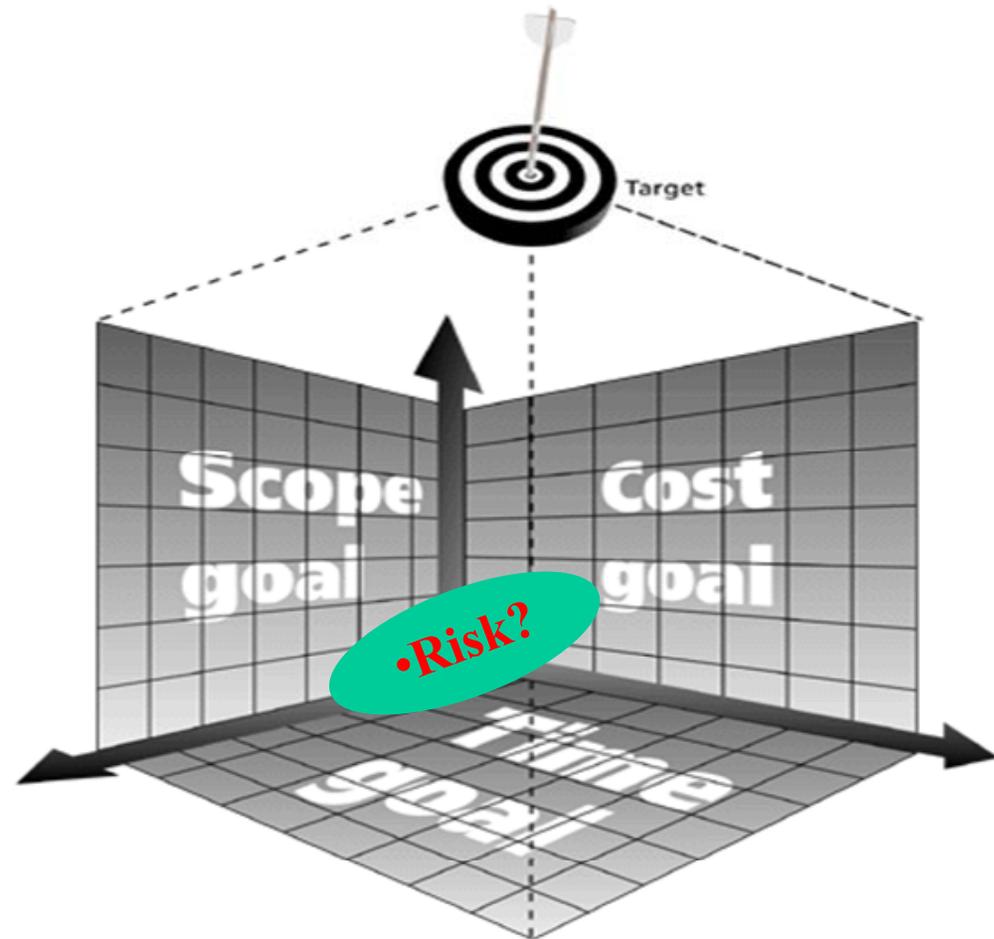
# The Triple Constraint

- Every project is constrained in different ways by its:
  - **Scope / Quality** goals: What work will be done?
  - **Time** goals: How long should it take to complete?
  - **Cost / Resources** goals: What should it cost?
- It is the project manager's duty to balance these three often-competing goals - while bearing in mind the inherent, associated or underlining RISK!

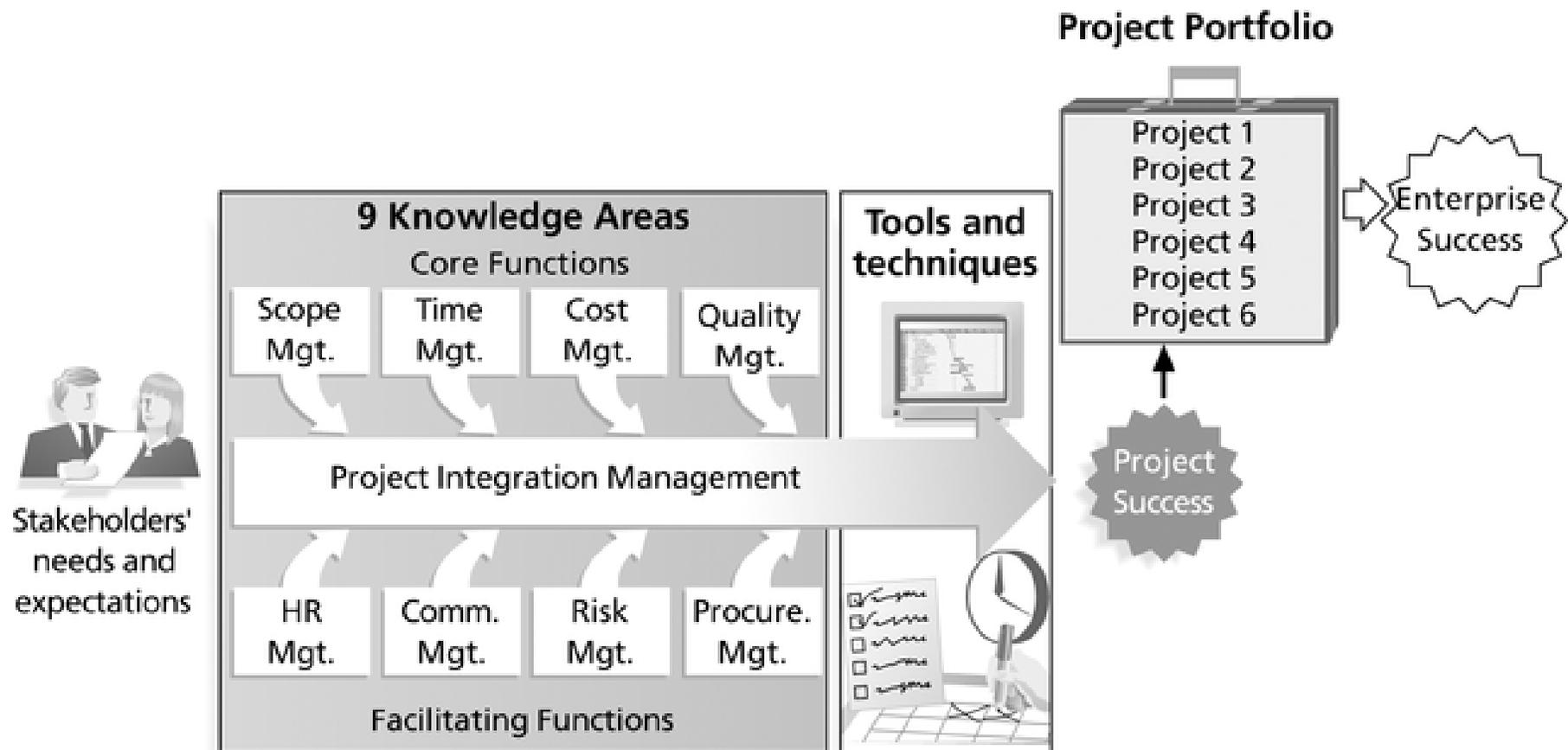
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# Figure 1-1. The Triple Constraint of Project Management

Successful project management means meeting all three goals (scope, time, and cost) – and satisfying the project's sponsor – while bearing in mind the inherent or underlining RISK!



# Figure 1-2. Project Management Framework



# Project Stakeholders

- **Stakeholders** are the people involved in or affected by project activities.
- Stakeholders include:
  - Project sponsor
  - Project manager
  - Project team
  - Support staff
  - Customers
  - Users
  - Suppliers
  - Opponents to the project

# Nine Project Management Knowledge Areas

- Knowledge areas describe the key competencies that project managers must develop.
  - **Four core knowledge areas** lead to specific project objectives (scope, time, cost, and quality).
  - **Four facilitating knowledge areas** are the means through which the project objectives are achieved (human resources, communication, risk, and procurement management).
  - **One complimentary knowledge area** (project integration management) affects and is affected by all of the other knowledge areas.
  - All knowledge areas are important!

# Project Success Factors

1. Project mission – clearly defined and agreed business objectives
2. Executive support - top managers must get behind the project and make clear to all personnel at the outset their support.
3. **Project action plan** – showing details of the required steps and resource requirements in the implementation process
4. Minimized scope
5. Project leader's experience and knowledge : business knowledge, people management , knowledge of organizational politics and an area of technical expertise
8. User involvement
9. Competent project team members or the right mix of team players
10. Standard software infrastructure
11. Firm basic requirements – budgeted /sufficient project resources
12. Adequate communications
13. Control mechanisms
14. Formal methodology – eg. Feedback capabilities
15. Reliable estimates
16. Troubleshooting mechanisms
17. Other criteria, such as small milestones, proper planning, Project staff continuity, and ownership.

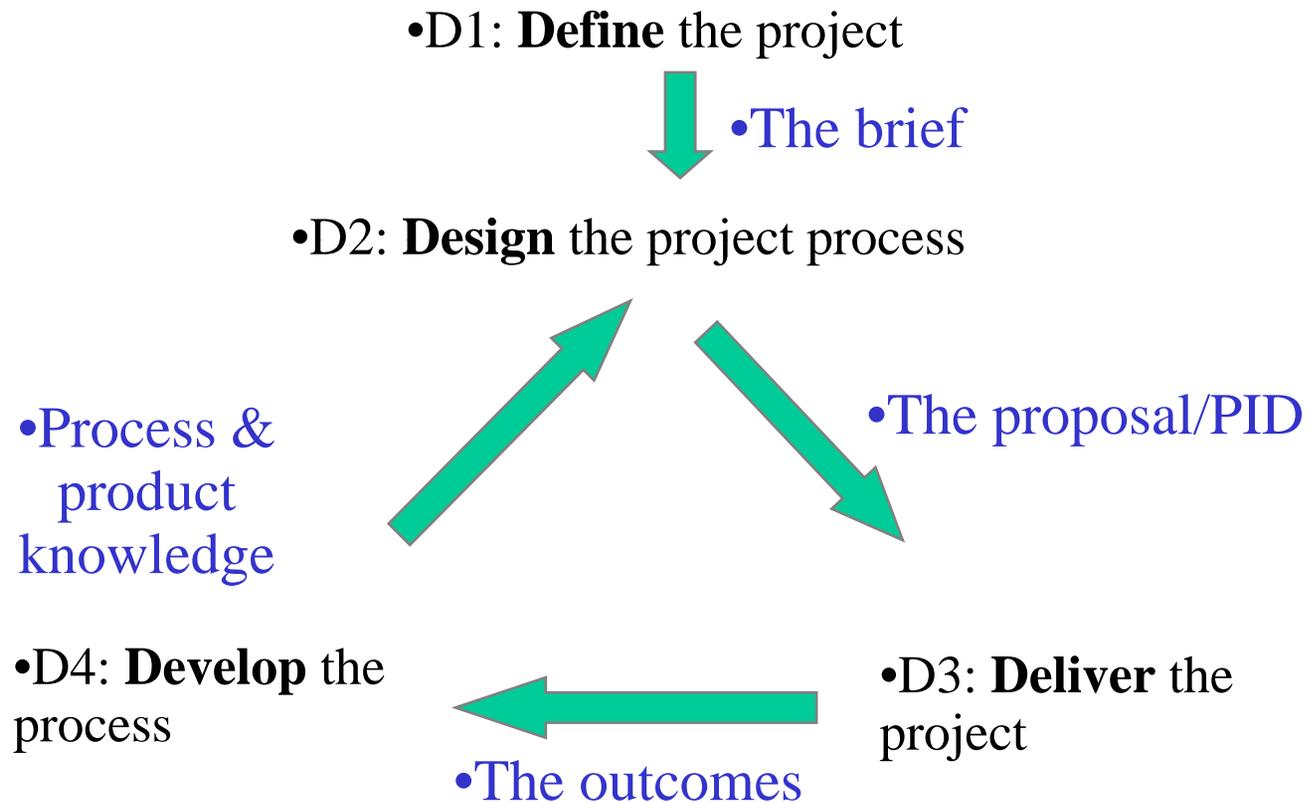
# The Role of the Project Manager

- Job descriptions vary, but most include responsibilities such as planning, scheduling, coordinating, and working with people to achieve project goals.
- Remember that 97 percent of successful projects were led by **experienced** project managers.
- Hence, the need for Skills Assessments for effective project leadership.

# Project Management Job Functions

- Define scope of project.
- Identify stakeholders, decision-makers, and escalation procedures.
- Develop detailed task list (work breakdown structures).
- Estimate time requirements.
- Develop initial project management flow chart.
- Identify required resources and budget.
- Evaluate project requirements.
- Identify and evaluate risks.
- Prepare contingency plan.
- Identify interdependencies.
- Identify and track critical milestones.
- Participate in project phase review.
- Secure needed resources.
- Manage the change control process.
- Report project status.

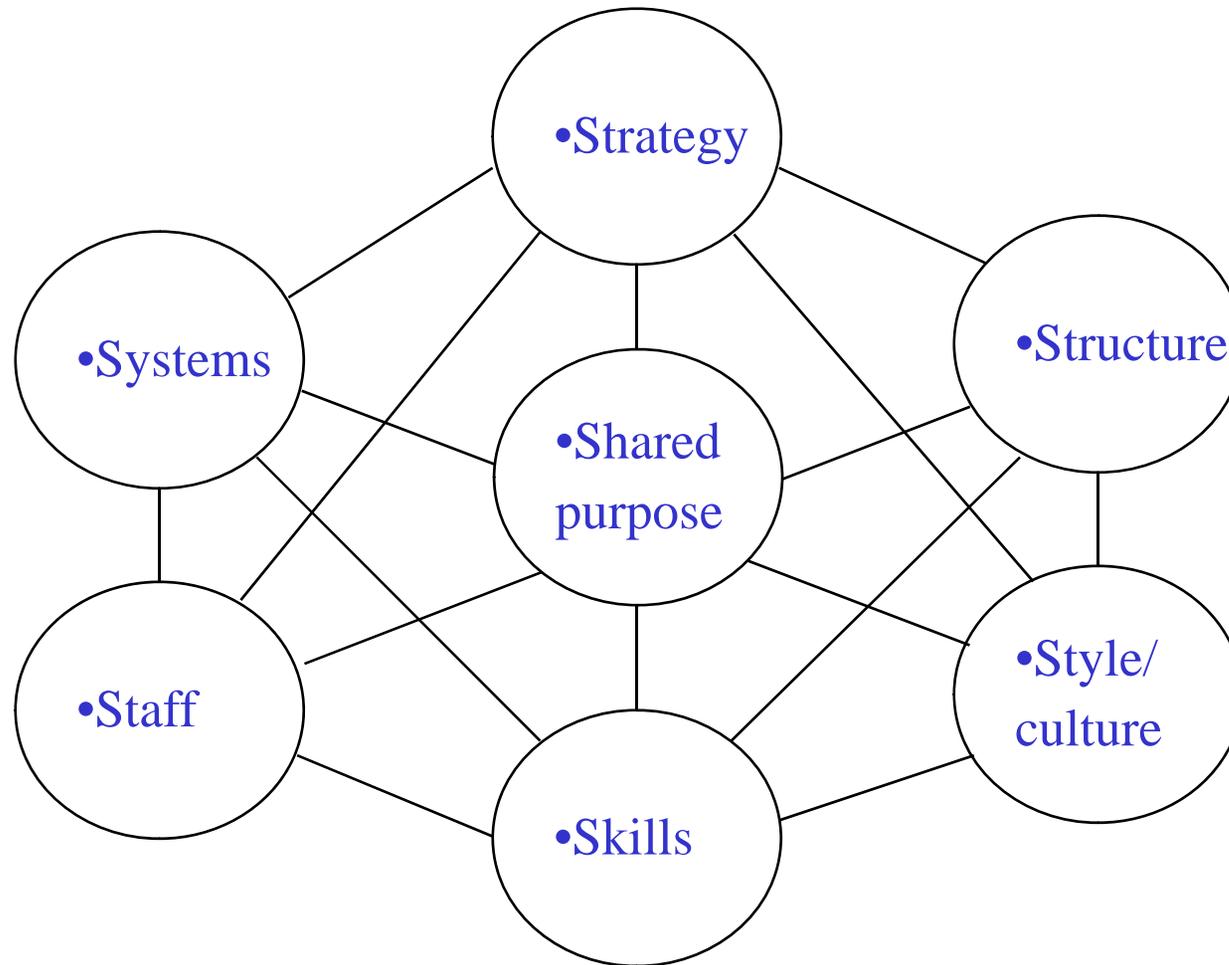
# Four-stage Project Life Cycle



# Project's Four-phase Approach - Summary

Phase	Key issues	Key questions
Define the project	Organisational & project strategy; goal definition	What is to be done? Why is it to be done?
Design the project process	Modelling & planning; estimating; resource analysis; conflict resolution; business case	How will it be done? Who will be involved in each part? When can it start and finish?
Deliver the project	Organisation; control; leadership; decision-making; problem-solving	How should the project be managed?
Develop the process	Assessment of process & outcomes; evaluation; changes for the future	How can the process be continually improved?

# McKinsey's 7S Project Framework



•Source: McKinsey 7S framework

# The 7S Project Approach

<b>Element</b>	<b>Description</b>
Strategy	High-level requirements of the project and means to achieve them
Structure	Organisational arrangements that will be used to carry out project
Systems	Methods for work to be designed, monitored and controlled
Staff	Selection, recruitment, management and leadership of those working on project
Skills	Managerial and technical tools available to project manager and staff
Style/culture	Underlying way of working and inter-relating within the project/organisation
Stakeholders	Individuals and groups who have an interest in project process or outcome

# Necessity of Skills Assessment for Effective Project Leadership

- Project managers need a wide variety of skills.
- They should:
  - Be comfortable with change.
  - Understand the organizations they work in and with.
  - Lead teams to accomplish project goals.

# Necessity of Skills Assessment for Effective Project Leadership – *cont'd*

- Project managers and leaders need both “**hard**” and “**soft**” skills.
  - **Hard skills** include product knowledge and knowing how to use various project management tools and techniques. The hard skills may include:
    - Background and experience relevant to needs of project
    - Leadership and strategic expertise for the ‘big picture’
    - Technical expertise for sound decisions – always?
  - **Soft skills** include being able to work with various types of people. These may include : interpersonal competence and people skills to champion, communicate, facilitate, motivate, and so on. You definitely need proven managerial ability for getting things done

# Necessity of Skills Assessment for Effective Project Leadership – *cont'd*

- **Communication skills:** Listens, persuades.
- **Organizational skills:** Plans, sets goals, analyzes.
- **Team-building skills:** Shows empathy, motivates, promotes esprit de corps – “*in unity we stand*”.
- **Leadership skills:** Sets examples, provides vision (big picture), delegates, positive, energetic.
- **Coping skills:** Flexible, creative, patient, persistent.
- **Technology skills:** Experience, project knowledge.

# Good Project Management Skills

## - Key Issues For Consideration

- Leadership and professionalism are crucial.
- Know what your sponsor expects from the project, and learn from your mistakes.
- Trust your team and delegate decisions.
- Know the business.
- Stand up for yourself.
- Be a team player.
- Stay organized and don't be overly emotional.
- Work on projects and for people you believe in.
- Think outside the box.
- There is some luck involved in project management, and you should always aim high.

# Characteristics of Effective and Ineffective Project Managers

## **Effective Project Managers**

- Leadership by example
- Visionary
- Technically competent
- Decisive
- Good communicator
- Good motivator
- Stands up to upper management when necessary
- Supports team members
- Encourages new ideas

## **Ineffective Project Managers**

- Sets bad example
- Not self-assured
- Lacks technical expertise
- Poor communicator
- Poor motivator

# Managing “Task Delegation” In Project Leadership



- In project execution, successful project leaders use the power of other people's help
- Popular quote : *Even "Super-You" needs help and support. There is no shame in asking for assistance. Push aside the pride and show respect for the talent others can bring to the table.*
- *And, remember that there is no such thing as a single-handed success: When you include and acknowledge all those in your corner, you propel yourself, your teammates and your supporters to greater heights.*
- Do you feel stressed and overloaded? Or that your career seems stalled? If so, then you may need to brush up your delegation skills!

# Managing “Task Delegation” In Project Leadership – *cont’d*



- If you work on your own, there's only a limited amount that you can do, however hard you work. You can only work so many hours in a day. There are only so many tasks you can complete in these hours. There are only so many people you can help by doing these tasks. And, because the number of people you can help is limited, your success is limited.
- This can lead to a real sense of pressure and work overload: You can't do everything that everyone wants, and this can leave you stressed, unhappy, and feeling that you're letting people down.
- On the positive side, however, you're being given a tremendous opportunity if you can find a way around this limitation. If you can realize this opportunity, you can be genuinely successful!

# Managing “Task Delegation” In Project Leadership – *cont’d*



- One of the most common ways of overcoming this limitation is to learn how to delegate your work to other people. If you do this well, you can quickly build a strong and successful team of people, well able to meet the demands that others place.
- This is why delegation is such an important skill, and is one that you absolutely have to learn!
- Delegation allows you to make the best use of your time and skills, and it helps other people in the team grow and develop to reach their full potential in the organization.

# Managing “Task Delegation” In Project Leadership – *cont’d*



- There are two key reasons that mean that it's probably better to delegate the task to someone else:
  - ✓ First, if you have the ability to spearhead a new campaign, the chances are that your skills are better used further developing the strategy, and perhaps coming up with other new ideas. By doing the work yourself, you're failing to make best use of your time.
  - ✓ Second, by meaningfully involving other people in the project, you develop those people's skills and abilities. This means that next time a similar project comes along, you can delegate the task with a high degree of confidence that it will be done well, with much less involvement from you.

# Managing “Task Delegation” In Project Leadership – *cont’d*

## ■ Time To Delegate:

- To determine when delegation is most appropriate there are five key questions you need to ask yourself:
  - ✓ Is there someone else who has (or can be given) the necessary information or expertise to complete the task? Essentially is this a task that someone else can do, or is it critical that you do it yourself?
  - ✓ Does the task provide an opportunity to grow and develop another person's skills?
  - ✓ Is this a task that will recur, in a similar form, in the future?
  - ✓ Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.
  - ✓ Is this a task that I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.
- If you can answer "yes" to at least some of the above questions, then it could well be worth delegating this job.

# Managing “Task Delegation” In Project Leadership – *cont’d*



- **Other factors for consideration:**
- Other factors that contribute to the delegability of a task include:
- The project's timelines/deadlines.
  - ✓ How much time is there available to do the job?
  - ✓ Is there time to redo the job if it's not done properly the first time?
  - ✓ What are the consequences of not completing the job on time?
- Your expectations or goals for the project or task(s), including:
  - ✓ How important is it that the results are of the highest possible quality?
  - ✓ Is an "adequate" result good enough?
  - ✓ Would a failure be crucial?
  - ✓ How much would failure impact other things?

# Managing “Task Delegation” In Project Leadership – *cont’d*



- **Other factors for consideration:**
- It is important to note that having all these conditions present is no guarantee that the delegated task will be completed successfully either. You also need to consider **to whom you** will delegate the task and how you will do it.
- The factors to consider here (under **to whom you** to delegate) include:
  - ✓ The experience, knowledge and skills of the individual as they apply to the delegated task.:
    - What knowledge, skills and attitude does the person already have?
    - Do you have time and resources to provide any training needed?
  - ✓ The individual's preferred work style:
    - How independent is the person?
    - What does he or she want from his or her job?
    - What are his or her long-term goals and interest, and how do these align with the work proposed – or organizational goal?
  - ✓ The current workload of this person:
    - Does the person have time to take on more work?
    - Will you delegating this task require reshuffling of other responsibilities and workloads?

# Managing “Task Delegation” In Project Leadership – *cont’d*



- **How Should You Delegate?**
- Use the following principles to delegate successfully:
  1. Clearly articulate the desired outcome. Begin with the end in mind and specify the desired results.
  2. Clearly identify constraints and boundaries. Where are the lines of authority, responsibility and accountability? Should the person:
    - Wait to be told what to do?
    - Ask what to do?
    - Recommend what should be done, and then act?
    - Act, and then report results immediately?
    - Initiate action, and then report periodically?
  3. Where possible, include people in the delegation process. Empower them to decide what tasks are to be delegated to them and when.
  4. Match the amount of responsibility with the amount of authority. Understand that you can delegate some responsibility, however you can't delegate away ultimate accountability. The buck stops with you!
  5. Delegate to the lowest possible organizational level. The people who are closest to the work are best suited for the task, because they have the most intimate knowledge of the detail of everyday work. This also increases workplace efficiency, and helps to develop people.

# Managing “Task Delegation” In Project Leadership – *cont’d*



- **How Should You Delegate – *cont’d*?**
- Use the following principles to delegate successfully:
  6. Provide adequate support, and be available to answer questions. Ensure the project's success through ongoing communication and monitoring as well as provision of resources and credit.
  7. Focus on results. Concern yourself with what is accomplished, rather than detailing how the work should be done: Your way is not necessarily the only or even the best way! Allow the person to control his or her own methods and processes. This facilitates success and trust.
  8. Avoid "upward delegation". If there is a problem, don't allow the person to shift responsibility for the task back to you: ask for recommended solutions; and don't simply provide an answer.
  9. Build motivation and commitment. Discuss how success will impact financial rewards, future opportunities, informal recognition, and other desirable consequences. Provide recognition where deserved.
  10. Establish and maintain control.:
    - Discuss timelines and deadlines.
    - Agree on a schedule of checkpoints at which you'll review project progress.
    - Make adjustments as necessary.
    - Take time to review all submitted work.

# Managing “Task Delegation” In Project Leadership – *cont’d*



- **Keeping control**

- In thoroughly considering these key points prior to and during the delegation process you will find that you delegate more successfully.
- Now, once you have worked through the above steps, make sure you brief your team member appropriately. Take time to explain why they were chosen for the job, what's expected from them during the project, the goals you have for the project, all timelines and deadlines and the resources on which they can draw. And agree a schedule for checking-in with progress updates.
- Make sure that the team member knows that you want to know if any problems occur, and that you are available for any questions or guidance needed as the work progresses.
- In delegating effectively, ensure you find the sometimes-difficult balance between giving enough space for people to use their abilities to best effect, while still monitoring and supporting closely enough to ensure that the job is done correctly and effectively.
- When delegated work is delivered back to you, set aside enough time to review it thoroughly. If possible, only accept good quality, fully-complete work. If you accept work you are not satisfied with, your team member does not learn to do the job properly.
- Of course, when good work is returned to you, make sure to both recognize and reward the effort. This effort on your part will go a long way toward building team member's self-confidence and efficiency, both of which will be improved on the next delegated task; hence, you both win.

# Positive Approach To Project Leadership Style

- Consider other person's feelings & objectives in planning what you do/say
  - ✓ Plan before you speak
  - ✓ Give "benefit of the doubt"
  - ✓ Avoid jumping to conclusions
  - ✓ Consider other's point of view and emotional state
  - ✓ Keep negative emotion out of discussion

## Positive Approach To Project Leadership Style – *cont'd*

- View complaints not as personal criticism, but as valuable feedback and suggestions

*Not easy to do, but working relationships improved when regularly practiced*

- ✓ Address complaints quickly, Listen to whole story
- ✓ Remain composed, calm - avoid interruptions
- ✓ Show problem is understood by restating it, Ask questions to clarify misunderstandings
- ✓ Show appreciation, and indicate what will be done
- ✓ FOLLOW UP with action

# Positive Approach To Project Leadership Style – *cont'd*

- Make few promises, and keep them!
  - ✓ Credibility lost when leadership fails to keep promises
  - ✓ Ensure commitment is realistic and attainable
  - ✓ Keep stakeholders informed of progress
  - ✓ If situations change, and promise cannot be kept:
    - *Immediately contact those affected, avoid rumors*
    - *Explain carefully and thoroughly the reasons*
    - *Allow free feedback, consider others*
    - *Follow up with mutually agreed corrective actions*

## Positive Approach To Project Leadership Style – *cont'd*

- Prepare others in advance for changes affecting them
  - ✓ Change is threatening! And a fact of modern life
  - ✓ Review impending change, determine effect on others
  - ✓ Determine what/how much information should be disseminated
  - ✓ Understand and explain reasons for change
  - ✓ Select right time, forum for communications
  - ✓ Promptly publicize news
  - ✓ Listen & respond to questions, suggestions

# Positive Approach To Project Leadership Style – *cont'd*

- It takes time, effort to establish effective team:
  - ✓ Utilize experience gained in past project execution.
  - ✓ Recognize that Team leader often not “the boss”
    - *Project teams pulled together, cross-functional skills quickly focused on objective*
    - *Typical that members are on other teams (other jobs)*
    - *Team disbanded after completion*
    - *Leader needs to motivate and enable/empower*
    - *Team needs to share responsibility, accountability, and recognition for “deliverables”*

# EFFECTIVE PROJECT LEADERSHIP

- How effective is your leadership style in achieving project goals, organizational objectives and desired result?
- Through your leadership, could the followings be achieved?
  - ✓ **Efficiency/Effectiveness** – meeting the budget and schedule
  - ✓ **Customer impact/satisfaction** – complex to define and evaluate – what is their perception of success/failure? Does it match yours?
  - ✓ *Team membership cohesion?*
  - ✓ **Business/direct success** – delivering a result for the business
  - ✓ **Future potential** – again, somewhat difficult and nebulous to ascertain; yet it is an essential ingredient to consider.

*Thank you.*