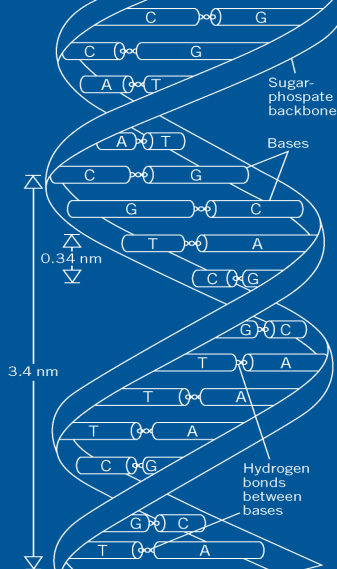


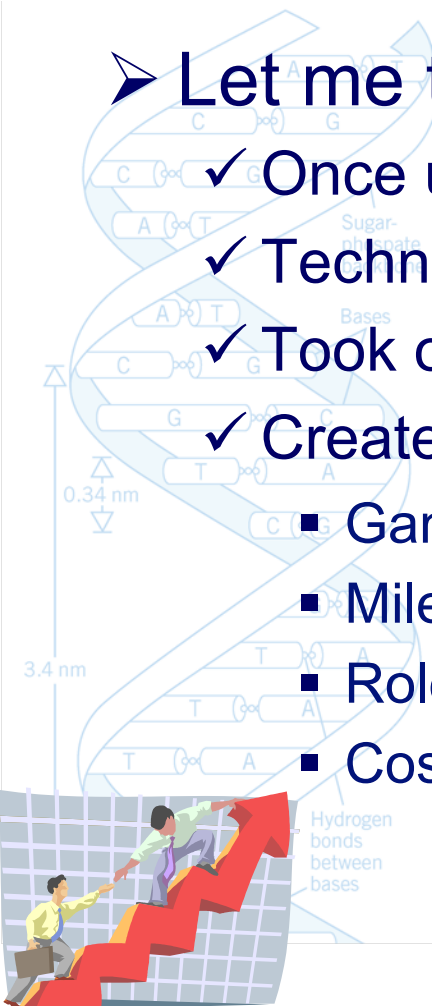


PD02 – The Qualities of a Project Manager

*By Jon-Paul Mewes
Roche Products Ltd UK*

Setting the Scene

- Let me tell you a story.....
- ✓ Once upon a time there was a Project Manager
 - ✓ Technical strong, motivated, driven to succeed
 - ✓ Took on a new Project – large and complex
 - ✓ Created:
 - Gantt charts
 - Milestones
 - Roles and Responsibilities
 - Cost, Time Management and Quality Plans



Setting the Scene

➤ All the tasks you would expect a good Project Manager to do.....?

➤ Well no.....

✓ The Project went off track quickly

✓ Team members argued, stakeholders failed to participate, and serious issues emerged

➤ Why?

✓ Didn't have or didn't use:

✓ **SOFT SKILLS**



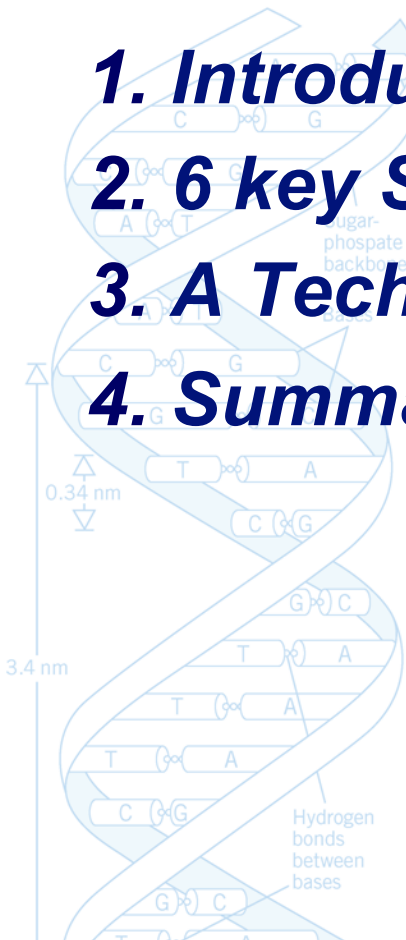
Contents

1. Introduction

2. 6 key Soft Skills

3. A Technical Skill

4. Summary



Introduction

- 
- Why is Project Management so important in the Pharmaceutical Industry today?
 - Dealing with:
 - ✓ Global organizations
 - ✓ Complexity and scope of clinical trials
 - ✓ Working with external partners
 - Resulted in having to become a skilled Project Manager

Introduction

➤ So when we talk about Project Management firstly lets agree on a definition:

- ✓ **Project management** is the discipline of planning, organizing, securing and managing resources to bring about the successful completion of specific project goals and objectives*
- ✓ Emphasis on technical skills?
- ✓ Will this result in the success of a project?
- ✓ In my opinion.....



*From Wikipedia, the free encyclopedia

Introduction

- One of the main Risks on a Project are:
 - ✓ **People**
- Motivate the People & Team to reach the Project deadline
- Soft Skills are important for a Project Manager:
 - ✓ getting the work done through people.



Introduction

➤ So what skills make a good Project Manager?

✓ **Communication**

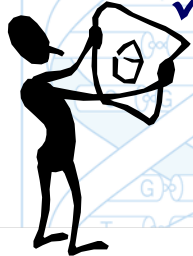
✓ **Influencing/ Negotiation**

✓ **Leadership**

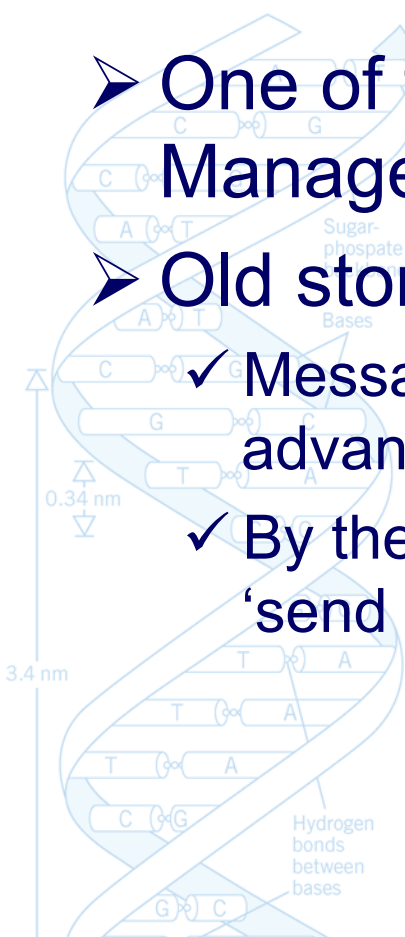
✓ **Decision Making**

✓ **Effective Teams**

✓ **Planning**



Communication

- 
- One of the most important skills as a Project Manager is **communication**
 - Old story from first world war:
 - ✓ Message said ' Send reinforcements we are going to advance'
 - ✓ By the time the message reached the general it said 'send three and four pence we are going to dance'

Communication

➤ The message a Project Manager sends out can be easily distorted and misunderstood.

➤ Contributing Factors:

✓ Technology (emails, TC, VC's etc)

✓ Cultures

✓ Body Language

✓ Barriers:

- internal (experience, attitude)
- external (noise, languages)



Communication

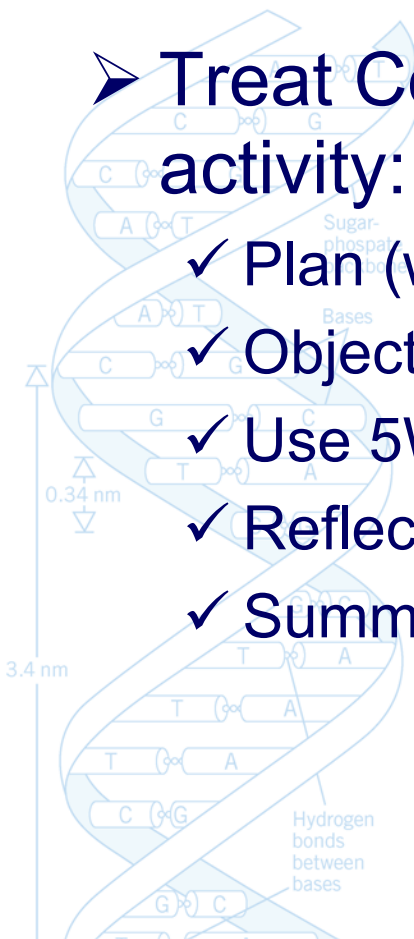
- Communicating is the achievement of a common understanding between two or more people -
 - ✓ where both attribute the same meaning to the information that is exchanged.
- In our line of work at times can be very technical for those with a less technical background!
 - ✓ Take this into account when communicating



Communication

➤ Treat Communication like any other managed activity:

- ✓ Plan (what to say and ask)
- ✓ Objectives
- ✓ Use 5W's & 1H questions
- ✓ Reflect Use – confirmation
- ✓ Summarize



Influencing/ Negotiating

- Influencing & Negotiation skills go hand in hand.
- Influencing basically means:
 - ✓ Convincing the other party on the choice that Project Manager thinks is better than the other!
- As Project Manager you will face many situations where you will have to influence people (or groups)
 - ✓ Client
 - ✓ Team
 - ✓ Individual
 - ✓ Improved Relationship



Influencing/ Negotiating

➤ Influencing is a hard skill to master for a number of reasons....

✓ Needs Practice and Experience

✓ Barriers to Effective Influencing

- Communication Techniques
- Personal Agendas
- Personal/ Cultural Differences
- Assumptions



Influencing/ Negotiating

- To tackle some of these barriers there are many styles:
 - Natural
 - Logical
 - Autocratic
 - Collaborative
 - Emotional
 - Assertive
 - Bargaining
 - Flexible
- You will have a style that you are most comfortable with
- Have alternative style(s), this will increase the likelihood of success
- Spend time thinking about your approach:
 - ✓ interpersonal, presentation, communication & assertiveness skills



Influencing/ Negotiating

➤ Negotiating is required throughout the life cycle of a Project:

- ✓ Deadlines
- ✓ Resource etc

➤ Some Key rules:

- ✓ Aim for best deal
- ✓ Get other persons want list
- ✓ Do not underestimate complexity
- ✓ Be flexible



Influencing/ Negotiating

➤ There are 5 negotiation styles:

✓ **Avoider**

✓ **Compromise**

✓ **Accommodator**

✓ **Competitor**

✓ **Problem Solver**



Influencing/ Negotiating

➤ Effective negotiating is as much about attitude as style.

✓ We can all learn, practice and adopt the habits of the most effective negotiators:

- A willingness to prepare
- High expectations
- The patience to listen
- A commitment to personal integrity

➤ Good Negotiations are about:

- ✓ Both sides leaving feeling they got what they wanted
- ✓ or at least better off than when they went in.



Leadership

➤ Leadership skills are one of the fundamental soft skills needed to effectively perform their roles

➤ Leadership consists of:

- ✓ Encouragement
- ✓ Mentoring
- ✓ Gaining respect
- ✓ Being Accountable



Leadership

➤ There are many styles of Leadership for example:

✓ Autocratic



✓ Democratic



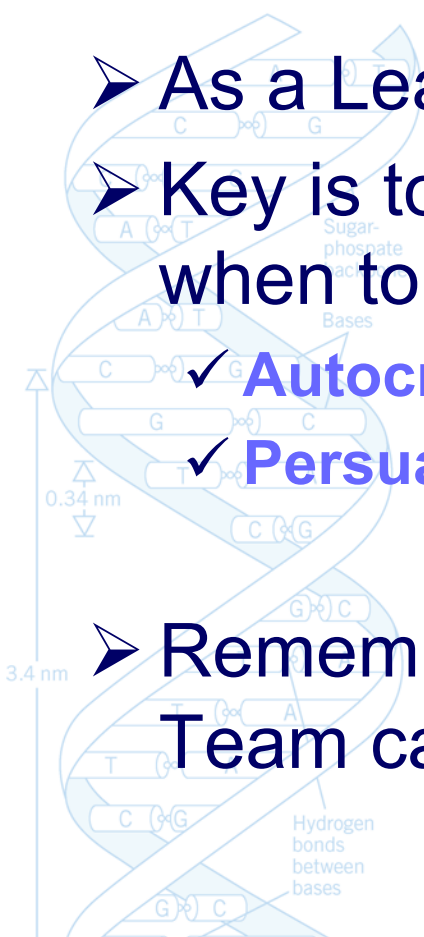
✓ Persuasive



Leadership

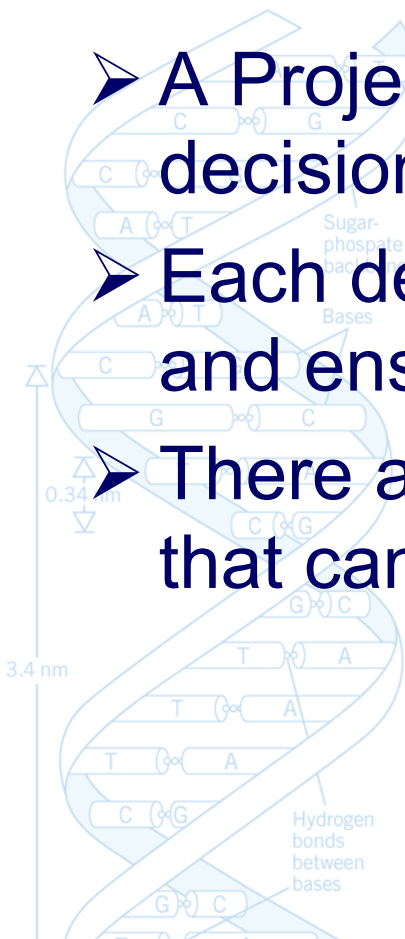
- 
- Leadership must not be confused with management
 - Leadership relies strongly on:
 - ✓ Trust
 - ✓ Inspiration
 - ✓ Attitude
 - ✓ Decision-making
 - ✓ Personal character

Leadership

- 
- As a Leader you will develop your own style (s)
 - Key is to recognize what style is needed and when to use them
 - ✓ **Autocratic** may be required
 - ✓ **Persuasive** may be required.
 - Remember the sign of a good leader means the Team can function **without you!**

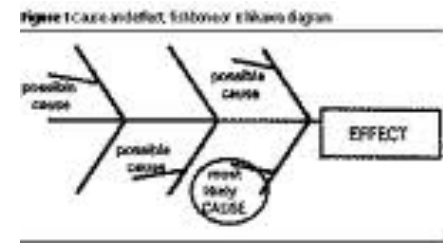
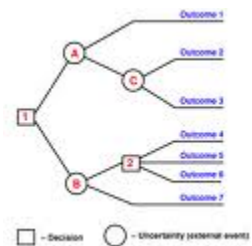
Decision Making

- A Project Manager makes hundred's of decisions each day.
- Each decision will define the path of the Project and ensure it is kept on track.
- There are numerous Decision making models that can be applied to a given problem

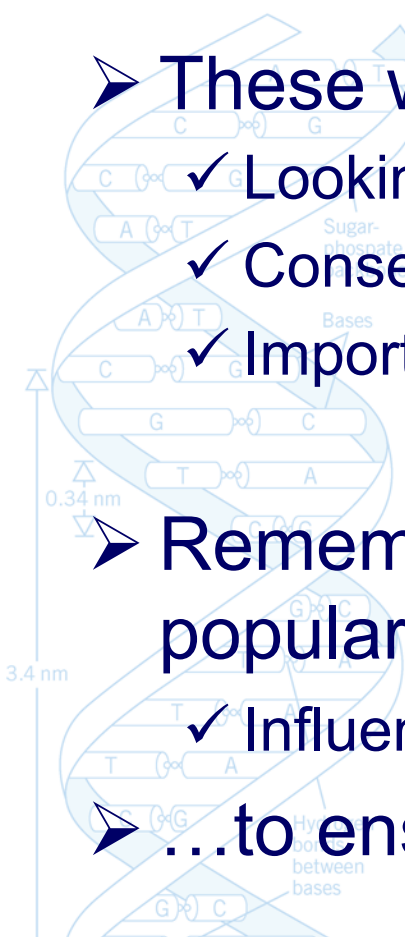


Decision Making

- Decision trees
- 6 Thinking Hats
- Grid Analysis
- Fish Bone
- And many more.....



Decision Making

- 
- These will help make the decision by;
 - ✓ Looking at the available information
 - ✓ Consequences of decision
 - ✓ Importance of individual factors
 - Remember not every decision made will be a popular one call upon other skill sets:
 - ✓ Influencing, Negotiation
 - ...to ensure that the common goal is understood.

Decision Making

- 
- With decision making learn from your past
 - Evolve, improve and strive for better ways to tackle issues
 - The tools/ methods only assist you intelligence (and common sense)
 - Finally what do we do once a decision has been made?
 - ✓ **Communicate it!**

Effective Teams

➤ In today's environment we face many challenges building Teams.

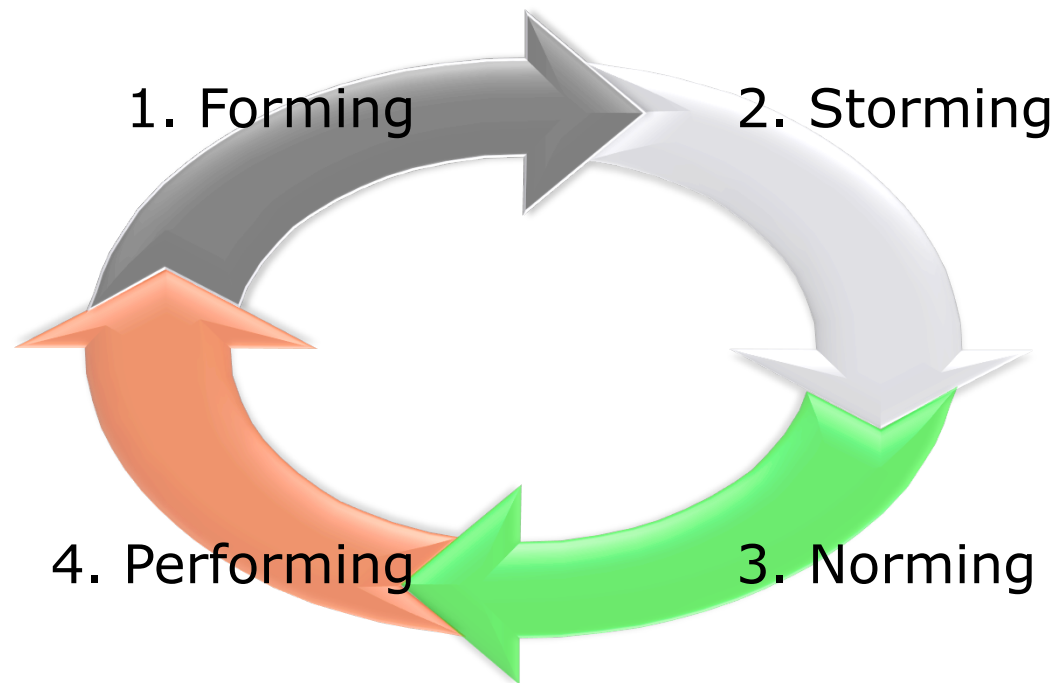
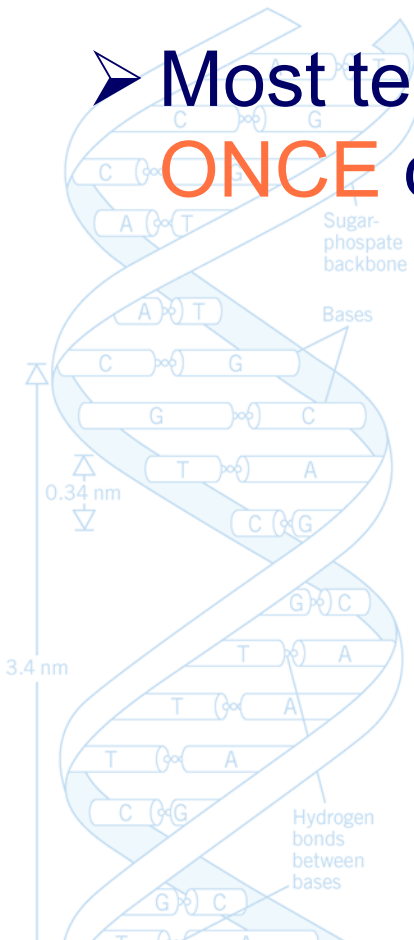
- ✓ Working across continents
- ✓ Various resource types
- ✓ Cultural differences

➤ Critical to build a Team that believe 'we are all in this together'



Effective Teams

➤ Most teams go through this cycle **MORE THAN ONCE** during a project!



Adapted from Tuckman (1965)

Effective Teams

➤ Characteristics of an effective Team are:

- ✓ Unity of purpose
- ✓ Self-conscious
- ✓ Performance
- ✓ Atmosphere
- ✓ Open discussion
- ✓ Ideas and feelings
- ✓ Disagreement
- ✓ Roles, Responsibilities and Respect



Effective Teams

- Vital activity
- Team building should start early
- Project Manager should:
 - ✓ Guide
 - ✓ Manage
 - ✓ Interaction



Planning

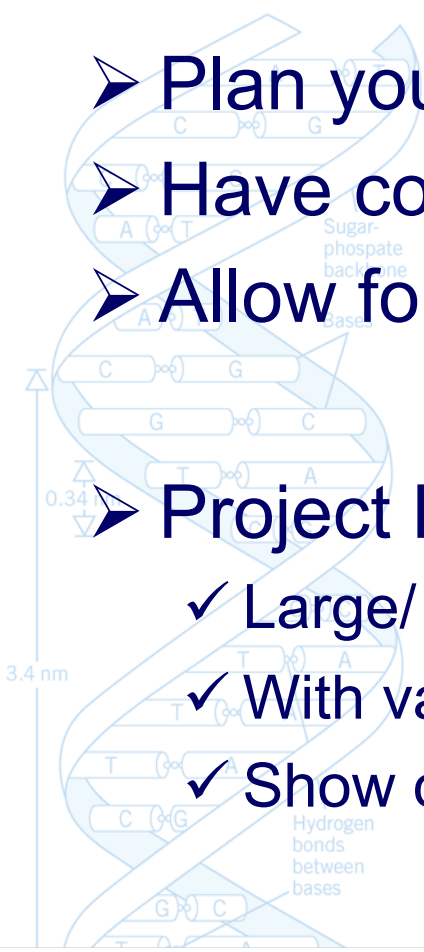
➤ Planning is one of the most important activities to ensure:

- ✓ Schedules are met
- ✓ Manage Resource
- ✓ Deliver scope
- ✓ Within Budget



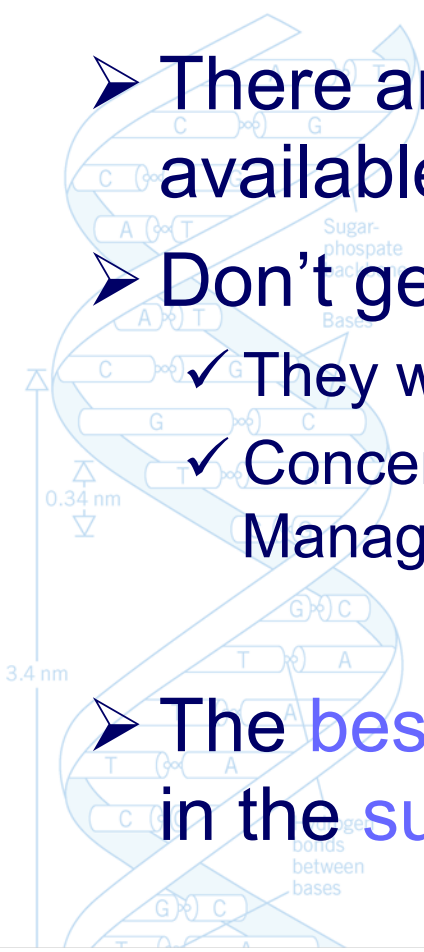
➤ Therefore a detailed plan will aid the success of the Project

Planning

- 
- Plan your tasks (and sub-tasks)
 - Have contingencies in place
 - Allow for 'buffer' time
 - Project Plans aid:
 - ✓ Large/ complex work
 - ✓ With various parallel & dependent activities
 - ✓ Show order & importance



Planning

- 
- There are various Project Management software available
 - Don't get bogged down in the plan though
 - ✓ They will not manage your project for you
 - ✓ Concentrate on developing the pure Project Management skills
 - The best Project Plans in the world will not result in the successful completion of your Project!

Summary

➤ A Project Manager must then be multi skilled in:

- ✓ Communication
- ✓ Influencing/ Negotiation
- ✓ Leadership
- ✓ Decision Making
- ✓ Effective Teams
- ✓ Planning
- ✓ And more.....



Summary

- Project Management is not one skill
 - ✓ Set of 'soft' and 'technical' skills
- As the industry stands today we have to deal with complex projects:
 - ✓ Timelines, resource, budget
 - ✓ Time zones, cultures
 - ✓ Volume of work, complexity of work, priorities
 - ✓ Dynamics of Team, Systems
 - ✓and many more



Summary

➤ Therefore a good Project Manager needs a toolbox!

✓ Which contains numerous skills that will be called upon in the life cycle of a project

➤ The key is knowing which skill to use and when

➤ The technical tools can only aid us in our journey as Project Manager



Summary

➤ The most important part of Project Management is therefore the skills needed to deal with:

- ✓ The team
- ✓ Clients/ customers
- ✓ Stakeholders

➤ These are the everyday skills we take for granted using them together will ultimately mean we are rounded and better

- ✓ **Project Manager's**



Summary

- So let me tell you a story then of a Project Manager.....
- How do you think the project ended this time?
- Let me leave you with one final thought.....



