

# How Will You Manage? (Without Authority)

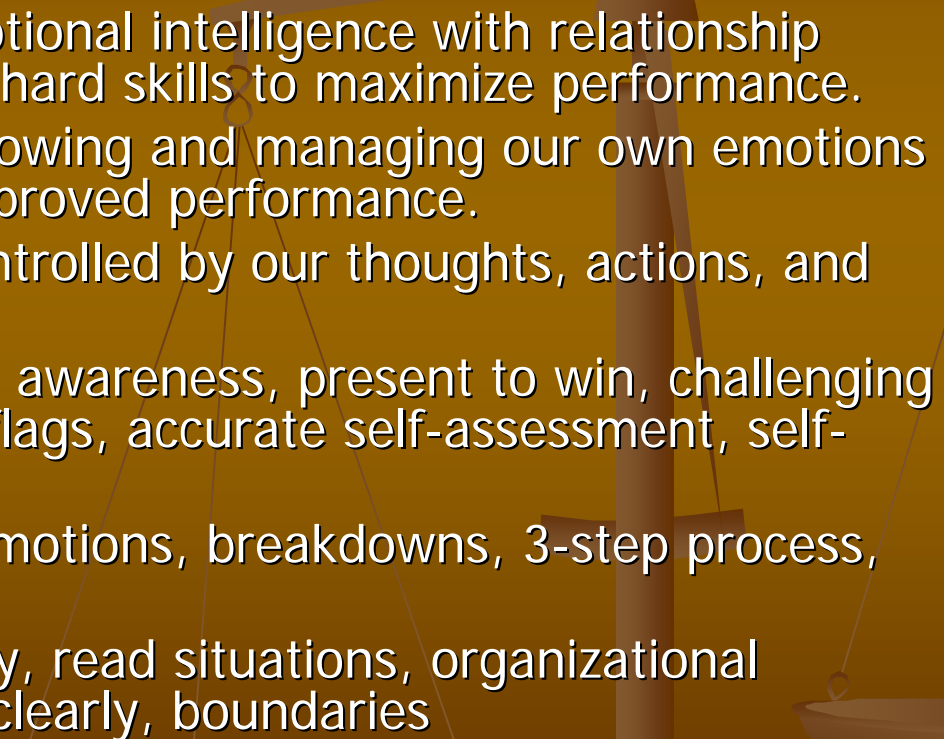
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# How Will You Manage?

- Project management is getting work done through others.
- Requires hard and soft skills
- Hard skills (processes): project planning, scheduling, risk analysis, metrics
- Soft skills (manifested): leadership, relationship development, influencing
- Everyone can improve their soft skills.
- Hard work won't cover deficient soft skills.

# It All Starts with You!

## Control Yourself for Optimal Performance!

- **Soft Skills:** Combining emotional intelligence with relationship strategies to augment the hard skills to maximize performance.
  - **Emotional Intelligence:** Knowing and managing our own emotions and those of others for improved performance.
  - Emotions are indirectly controlled by our thoughts, actions, and attitudes.
  - **Self-Awareness:** emotional awareness, present to win, challenging and volatile, triggers, red flags, accurate self-assessment, self-confidence
  - **Self-Control:** control our emotions, breakdowns, 3-step process, reduce stress
  - **Social Awareness:** empathy, read situations, organizational awareness, seeing others clearly, boundaries
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# How Can I Manage with No Authority?

- Project processes provide the necessary structure for control and can serve as an effective substitute for formal authority.
- Project processes: charter, team values statement, project plan, schedule, project team meetings, minutes
- Metrics: Project Definition Rating, Earned Value
- Soft skills
- Hold people accountable

# Be a Leader

- A willingness to manage: desires to influence, identifies with company culture
- A personal style that inspires support: realistic, tolerance for ambiguity, shows initiative, flexible, mature personality and value system, goal oriented, persistent
- A positive orientation toward people: believes in the potential and capabilities of people, respectful and empathetic of others
- An ability to communicate mission and purpose: persuasive, recognizes values of the organization, listens without bias
- Builds commitment through decision making: decisive, risk taker, good judgment, problem solver
- Kickoff meeting: introduction, sponsor, charter, team values statement, project plan, schedule, minutes
- Meeting skills



# Developing and Managing Relationships

- All stakeholders, collect information
- Best self, recognize and respect rank, trustworthy, consistent
- Tactful honesty, ask for what you want, err on side of openness, “I” statements, fogging, short accounts, co-creation
- Relationship opportunities: Project charter, minutes, inspect what you expect, team meetings, chance hallway meetings, lunch, after-hours, after the project

# Influencing Through leadership Styles

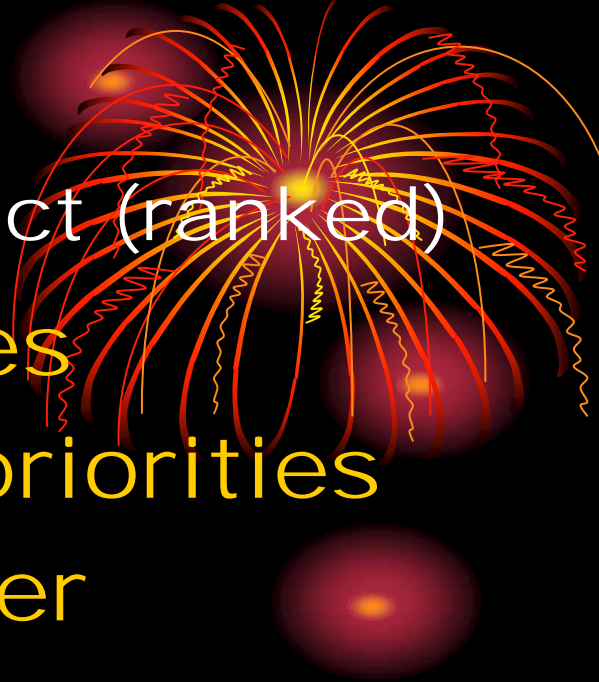
- Consultive autocrat: Solicits intensive information input from team members, but keeps all substantive decision-making authority.
- Shared leadership: letting the project team take over as much of the leadership role as they will accept.
- Consensus manager: throws the problem to the group for discussion and allows or encourages the entire group to make the relevant decision.
- Autocratic: Solicits little or no information input from team members and makes managerial decisions solely by themselves.
- Best results: Mix shared leadership with consultive autocrat and effective conflict management.



# Managing Conflict

## Seven Greatest Areas of Conflict (ranked)

1. Conflict over schedules
2. Conflict over project priorities
3. Conflict over manpower resources
4. Conflict over technical opinions
5. Conflict over administrative procedure
6. Conflict over cost objectives
7. Personality conflict



# Modes of Conflict Resolution

- Problem solving: treating conflict as a problem to be solved by looking at the alternatives and frankly discussing.
- Compromising: searching for resolutions that bring some satisfaction to each of the conflicting parties.
- Forcing: pushing one's viewpoint at the potential expense of another's.
- Smoothing: emphasizing agreement rather than differences of opinion.
- Withdrawal: retreating from an actual or potential conflict situation.



# Addressing Bad Behavior (script)

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- “When you do .....” (some behavior or action)
- “I feel .....” (an emotion, such as sad or angry)
- “because .....” (the reason)
- “I want .....” (here is what I want in the future)
- “You’re an important part of this team. I appreciate your help in this matter.”  
(reaffirm)



# Accepting Criticism

- Awareness: we are being criticized
- Assessment: valid, unjustified, vague
- Action: fogging, admitting the truth, asking for feedback, grin and bear it, ignore it, disagree tactfully

# Holding People Accountable

- Get commitment on delivery date
- Make commitment public
- Follow up
- Escalate



# Special Issues

- Managing expectations: scope, budget, schedule, goals, team morale
- Controlling scope creep
- Be bold!