



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



SUCCESSFUL PROJECT MANAGEMENT IN A LOW AUTHORITY ENVIRONMENT

Joseph A. Lukas - PMP, CSM, CCP, PE
Vice-President PMCentersUSA
2019 Project Management Symposium



Presentation Purpose & Topics

- **Purpose:** strengthen your ability to effectively work with project teams and other stakeholders to achieve project success when you do not have a large amount of formal authority
- **Topics:**
 1. Leaders vs. Managers
 2. Positional Authority
 3. Power Sources
 4. Resolving Conflicts (with Limited Authority)



Topic 1: Leaders vs. Managers

- Leaders **develop and champion** a new idea
 - Influence and inspire people
 - Motivate
 - Bring out the best in others
 - Get people to work together to achieve a goal
- Managers **implement** a new idea
 - Direct, coordinate, and control work
 - Organize and balance priorities
 - Resolve issues and conflicts
 - Communicates

Vision	Dreamer	Leader Manager
		Doer
	Implementation	

Hitt, William D. (1988). *The Leader-Manager, Guidelines for Action*. Columbus, OH: Battelle Press



The Role of the Project Manager

Leaders do the **right things**

Managers do **things right**

Ideal: project manager is also a leader

Reality: managerial skill is often **more critical** than leadership in successfully implementing a project!

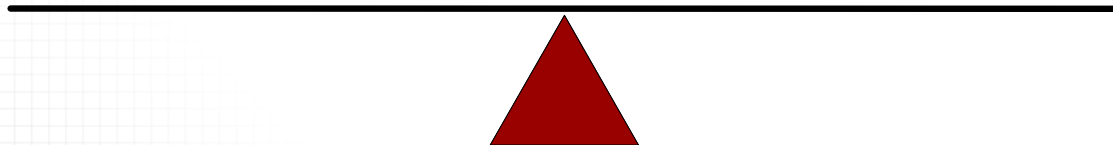


Topic 2: Positional Authority

- Positional authority refers to specific powers based on an individual's organizational position
- **Frequent Complaint:** project managers don't control project resources; resource managers do!

**Resource
Managers**

**Project
Managers**





Power – What's the Real Problem?

- Project managers actually can wield considerable “power” – modern power sources covered in the next topic
- Project managers need **SUPPORT** from their own management
- Project managers too often assume that lack of support = lack of power!



Topic 3: Power Sources

Traditional

- Coercive
- Legitimate
- Reward
- Expert
- Referent

Today's Reality

1. Positional
2. Knowledge
3. Skill
4. Self-Determination
5. Obligation
6. Trust
7. Emotional Intelligence



Knowledge, Skill & Self-Determination

- **Knowledge**
 - **Technical**: expertise in a specific area such as preparing a schedule or a risk register
 - **Interpersonal**: socially related such as being an expert in social media
- **Skill**
 - Ability to successfully apply knowledge to projects
- **Self-Determination**
 - Willingness to challenge the status-quo



Obligation & Trust

- **Obligation**

- Feeling created in others by actions you have performed
 - You help somebody – that person feels a duty to help you
 - You meet your commitments – team feels an equal obligation

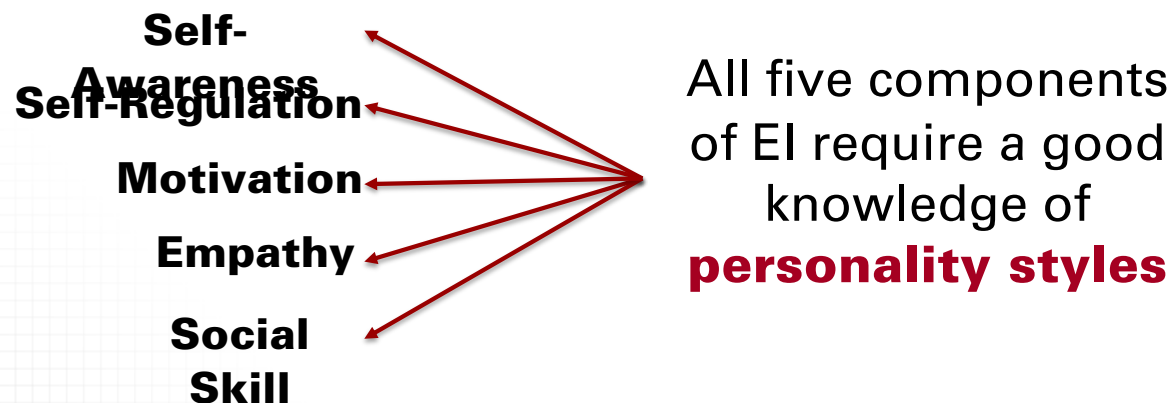
- **Trust**

- Confidence in a person's good qualities – especially fairness, truth and honor
 - Earned by your actions over time
 - Easily destroyed by one careless action



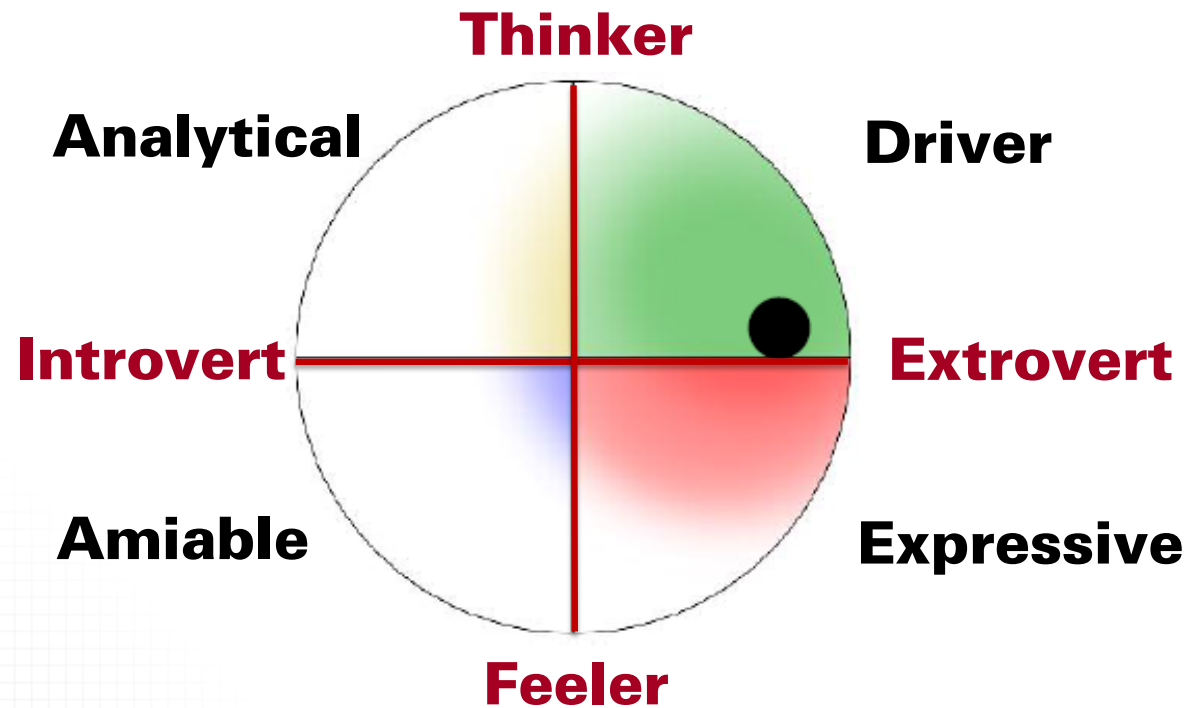
Emotional Intelligence (EI)

- **Ability to....**
 - Recognize and manage your own emotions
 - Effectively deal with the emotions of other people





Personality 4-Quadrant Model





Getting Results...with Limited Authority

- **Flex Your Style**
 - Temporarily using some behaviors typical of your non-dominant styles
 - Use body language and wording to match the preference of the other person
 - Flex when the other person is stressed, something important is at stake, or when you need to get off on the “right foot”



Flexing Based on Styles

Analytical	Driver
<ul style="list-style-type: none">• Be prepared and thorough• Don't be flippant on issues• Allow time to discuss details• Don't ask for a quick decision	<ul style="list-style-type: none">• Be brief and direct• Focus on objectives and results• Avoid unnecessary details• Be assertive and confident• Don't say it can't be done
<ul style="list-style-type: none">• Be patient and supportive• Ask their opinion• Don't spring surprises on them	<ul style="list-style-type: none">• Engage in small talk• Be friendly, open, and flexible• Don't bore them with details• Don't be pessimistic
Amiable	Expressive



Why Style Flex is Important

**Would you want to work
for this project manager?**

LinkedIn Groups

Subject: Should Interpersonal Skills become a Knowledge Area?

- *My job is to exploit my own strengths to accomplish the tasks at hand.*
- *I motivate people through the Airborne Creed. I drive work 24/7 until the job is done. I fire people who don't respond the way I require.*
- *My approach is different than anyone who likes cats or is focused on how people 'feel'...I don't care how people 'feel'...I pay them to perform.*
- *I would also resent being forced to follow the interpersonal skills of cat lovers...or liberals...or socialists...(for instance)*



The Path to Higher EI...

DO IT!

Learn how to flex your style

Learn to recognize the personality
styles of **others**

Be aware of your **own** style:

- Strengths
- Weaknesses
- Dealing with stress

Recognize that people have **different** styles



Topic 4: Resolving Conflicts (with Limited Authority)

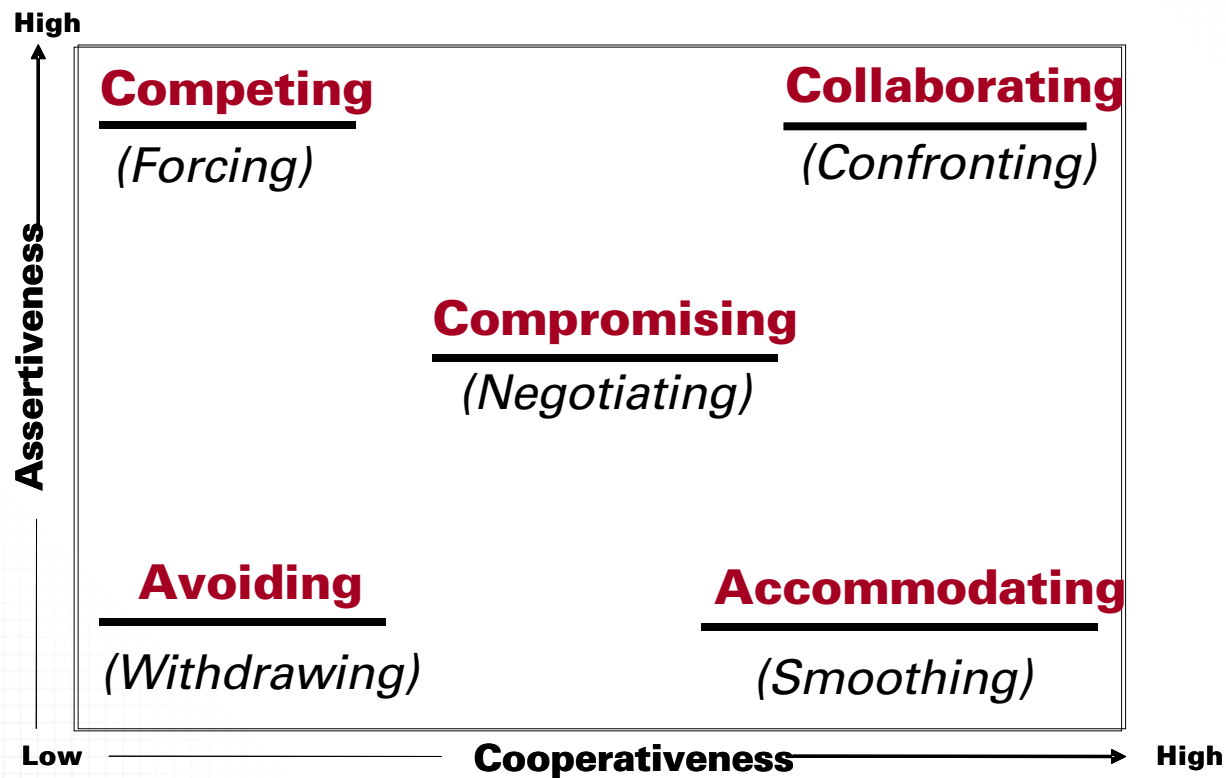
Modern Sources of Power
+ Conflict Management Skills

= Successful Conflicts Resolution

- Helps resolve issues
- Leads to creative problem solving and innovation
- Improves communication and understanding between team members
- Strengthens team relationships



Five Conflict Resolution Techniques





Presentation Summary

- Leadership skills are great, but project managers need to be able to **MANAGE**
- “Positional Authority” is **NOT** the only power source
- The better you are at **FLEXING** your personality style to that of others, the more successful you will be
- Getting results, resolving conflicts, and successfully delivering projects can be accomplished – even in a low authority environment – by developing your **EMOTIONAL INTELLIGENCE**



Questions?

Successful Project Management in a Low Authority Environment

Joseph A. Lukas
PMP, CSM, CCP, PE