Crosswind
Learning

Crosswind Success Series:
PMP® Exam Bootcamp Manual

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4.2.3. The Organization

A primary objective of project managers is to ensure that the needs of their projects are fulfilled.

Project managers should work toward establishing positive relationships with other project managers in the same organization. Such relationships can influence project success because projects led by other project managers may compete for the same resources, channels for the distribution or receipt of deliverables, prioritization for funding, and other considerations. They should establish positive relationships with functional managers, program managers, portfolio managers, business analysts, and subject matter experts.

Project managers should also work to:

- Achieve and maintain a strong advocacy role in the organization
- Enhance the competence and capability of project management within the organization
- Demonstrate the merits of project management in the organization
- Promote the effectiveness of the PMO, if it exists in the organization

4.2.4. The Industry

Project managers have an obligation to keep up with current industry trends and apply them as appropriate.

Current trends can include:

- Project management and quality management standards
- Technical support tools
- Product development
- New and changing markets
- Economic influences that impact the current project
- Influences that impact the project management discipline
- Strategies for sustainability

4.2.5. Professional Discipline

Project managers have an obligation to continually transfer to others and integrate knowledge related to project management and other areas of expertise. The source of this knowledge can be continuing education and development in project management and other areas of expertise.

4.2.6.   Project Manager Competencies

Project managers have an obligation to develop skill sets related to:

- Technical project management
  specifically, the knowledge, skills, and behaviors related to the project, program, and portfolio management domains
- Leadership
  specifically, the knowledge, skills, and behaviors required to lead and manage a team to assist the organization in the achievement of its business objectives
- Strategic and business management (business intelligence)
  specifically, the knowledge of and experience with the industry and organization

Figure 4-3: Talent Triangle

The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 3-2, Page 57

4.2.7.   Levels of Skill Capability

Project managers have an obligation to develop competencies in the skills needed for the project. All project managers should maintain a current inventory of their competence levels for each requisite skill.

Skill levels begin with **unconsciously incompetent**, then move though **consciously incompetent**, **consciously competent**, and **unconsciously competent**, to **chosen conscious competence**.

4.2.8.   Technical Project Management

Project managers have an obligation to develop technical project management skills, which are the skills required to productively use project management knowledge to deliver the desired outcomes for the pertinent project or program.

Technical skills include:

- The effective use of the applicable knowledge area processes
- Expert judgment
- Expertise (including utilizing the expertise of others) in applicable areas
- The ability to tailor both traditional and adaptive tools, techniques, and methods for a specific project
- Thorough planning
- Effective prioritization
- A focus on important technical project elements, such as critical factors to achieve success for a specific project and the availability of applicable documents (financial reports, issue logs, and the schedule among others)
- Expert management of project elements such as resources, risks, schedule, and budget

4.2.9.   Strategic and Business Management

To remain viable in today's business environment, project managers should develop applicable strategic and business management skills, such as:

- Expertise in negotiation
- A basic understanding of the pertinent industry and products
- Business (domain) knowledge essential to the project
- The ability to discern the organization at a high level
- Sufficient organizational knowledge to explain the organization's strategy, mission, goals and objectives, products and services, operations, markets and market conditions, and competition
- The ability to apply organizational knowledge to the project to ensure alignment with strategy, mission, goals and objectives, priorities, tactics, and deliverables
- The ability to implement decisions supportive of strategic alignment and innovation
- A working knowledge of functional disciplines such as marketing, finance, and operations
- The ability to determine the manner in which business and strategic factors affect the project - factors include such things as financial implications (including performing cost/benefit analysis), risks, and issues
- The ability to develop an appropriate delivery strategy based on the insights of the sponsor, team, and subject matter experts

Project managers should diligently apply business knowledge in order to make sound decisions and recommendations, working continuously with the sponsor to ensure the alignment of business and project strategies.

4.2.10.   Leadership Skills

To remain viable in today's business environment, project managers should develop the skills that guide, inspire, and direct a team. They should also apply these skills when interfacing with anyone within their sphere of influence.

Leadership skills include resilience, **critical thinking**, **negotiation**, **communicating effectively**, problem solving, and **interpersonal (soft) skills**. Interpersonal skills include listening, social awareness, cultural awareness, and the ability to communicate clearly, motivate others, and effectively negotiate.

4.2.11. Leadership Skills vs. Management Skills

Project managers should have the ability to apply either leadership skills or management skills to a situation as appropriate.

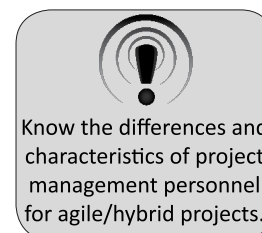| Leadership Skills versus Management Skills	
Leadership Skills	**Management Skills**
Guides, influences, and collaborates using relational power	Directs using positional power
Develops	Maintains
Innovates	Administrates
Focuses on relationships	Focuses on systems and structure
Inspires trust	Relies on control
Focuses on a long-range vision	Focuses on near-term goals
Asks what and why	Asks how and when
Focuses on the horizon	Focuses on the bottom line
Challenges the status quo	Accepts the status quo
Does the right things	Does things right
Focuses on vision, alignment, motivation, and inspiration	Focuses on operational issues and problem solving

4.2.12.   Personality

Personality is characterized by differences in thinking, feeling, and behaving. Effective project managers possess some level of ability with the personality attributes listed below.

Personality Attributes	
Authentic	Shows open concern, accepts others for who they are
Courteous	Has the ability to behave appropriately and politely
Creative	Has the ability to think abstractly, see things differently, innovate
Cultural	Is sensitive to the values, norms, and beliefs of other cultures
Emotional	Has the ability to perceive, interpret, and manage emotions
Intellectual	Is able to learn, understand, and/or solve problems in multiple aptitudes
Managerial	Has experience and aptitude in management practices
Political	Is motivated to accomplish things through the exercise of power
Service-oriented	Has a willingness and ability to serve others (generally, a pleasant, knowledgeable individual with good communication skills)

4.3.   Agile and Hybrid Project Role Descriptions

The following table briefly describes the key agile/hybrid project roles and their primary responsibilities and interactions with other players.

Know the differences and characteristics of project management personnel for agile/hybrid projects.

Agile and Hybrid Project Role Descriptions	
Role	**Description**
Actor	A representative title for **the role that users or other systems assume with respect to the system** *The customer is an example of an actor because, no matter the actor's position in the company, the actor uses the system as a customer*
Agile Coach	An experienced leader who **consistently directs team members** to move beyond the performance of Agile practices and **adopt Agile thinking**
Business Owner	Scrum role that exists outside of the team that represents management; typically either sponsor, lead stakeholder, or owner of the project result (solution) or product