

Project Manager Behaviours (2) - Imagine You Are The Best Project Manager You Can Be.

Basic Rules For The Team

Here are some additional guidelines for the team (continuation from video 1.14).

5. *Stay On Topic.* With project meetings, or meeting / discussions with contractors or vendors, time is valuable and limited. The meetings / discussions have to run smoothly and be limited to the subject at hand or the particular agenda item. As the meeting leader you have to keep the items on topic. If the item does not affect everyone, you can always take the item off line and discuss it separately. Think about the number of project meetings you have in your office. Each meeting will typically last one hour and be held every week the project runs. In one year you can count on at least 50 meetings which is 50 hours just for you. Add in the number of participants and you get a feeling of how much time is used up in meetings. Appropriate behaviours, Leadership, Aggressive, Results, Efficiency.
6. *Summarize.* As you go through the meeting / discussion there can be many topics discussed. Before you end one topic and move on to the next, you may want to summarize what was discussed and what the action will be. You can also summarize again at the end of the meeting, just to make sure everyone is on the same page and understands what was discussed. When you end the meeting you should go around the table and ask each participant if they have anything else to add or comment to make. Appropriate behaviours: Leadership, Aggressive, Results, Efficiency.
7. *Assign Tasks:* for any item that requires something to be done, the task should be assigned to a specific person. At the next meeting, there should be a followup on the issue. If you leave the item open ended and no one is sure who is going to be responsible for the item, nothing will get done. Appropriate behaviours: Leadership, Results, Efficiency, Openness.

"It's Easier To Ask For Forgiveness Than To Ask For Permission."

We were building a new plant and one of the vendors was going to ship us several large pieces. In one meeting he mentioned that if we had a rail siding they could ship an even ;larger piece. Well, the plant we were building didn't have a rail siding, but we also owned a pulp mill across the highway from us that had a rail siding we could use.

So, arrangements were made to use the siding. To get the piece of equipment across the highway we had a permit giving us one hour to cross the highway. It was winter so, we checked the weather which reported no snow. We showed up at 6 am, with all our equipment, to get things going and it had snowed overnight. It was too complicated to get a snow removal contractor to the site, so I asked the chip pile front-end loader operator if he would clean the snow around the siding. He said "no problem" and off he went.

That was a no-no. I knew the pulp mill VP as I had worked with him before. He found me later that day and told me what I had done was wrong as the front-end loader was unionized and should not have done what he did. I promised my friend I would not do it again and never did. If we had not got the snow cleared as we did, we would have missed the time slot to get across the highway and would have had to start over with the unloading at a cost. Appropriate behaviours: Leadership, Results, Creativity.



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