

PMI BENELUX DAY 2003

From Project Manager to Business Partner a profession in evolution



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Project Management Institute

How to survive project accountability without formal authority?

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We should first agree on some definitions



What associations are you making when thinking about the project manager's:

- ↳ Authority
- ↳ Responsibility
- ↳ Accountability

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Definitions By H. Kerzner



- **Authority**

The **power** granted to individuals (possibly by their position) so that they can make final decisions for others to follow

- **Responsibility**

the obligation incurred by individuals in their roles in the formal organization in order to effectively perform assignments

- **Accountability**

The recognition and acceptance of being totally answerable for the satisfactory completion of an assignment

Accountability = Authority + Responsibility

Source: adapted from Harold Kerzner, Project Management book

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How many people here like power?

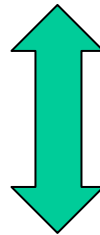
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What is power?



- Right to command and be obeyed by forcing someone to do something he would not ordinarily do,



- The ability to get activities or objectives accomplished in an organisation (in the way one wants them done)

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What are the main sources of power for project managers?

5' to discuss this question in groups of three to four persons

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Sources of power



- **Positional power.**
External power attributed through formal organisational authority channels (hierarchy).



- **Personal power**
Power based on professional expertise & skills and the project manager's relations with others in the organisation (human relationships)



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Sources of External power



- **Legitimate power**

Stars & stripes, position in the chain of command,

Budget approval

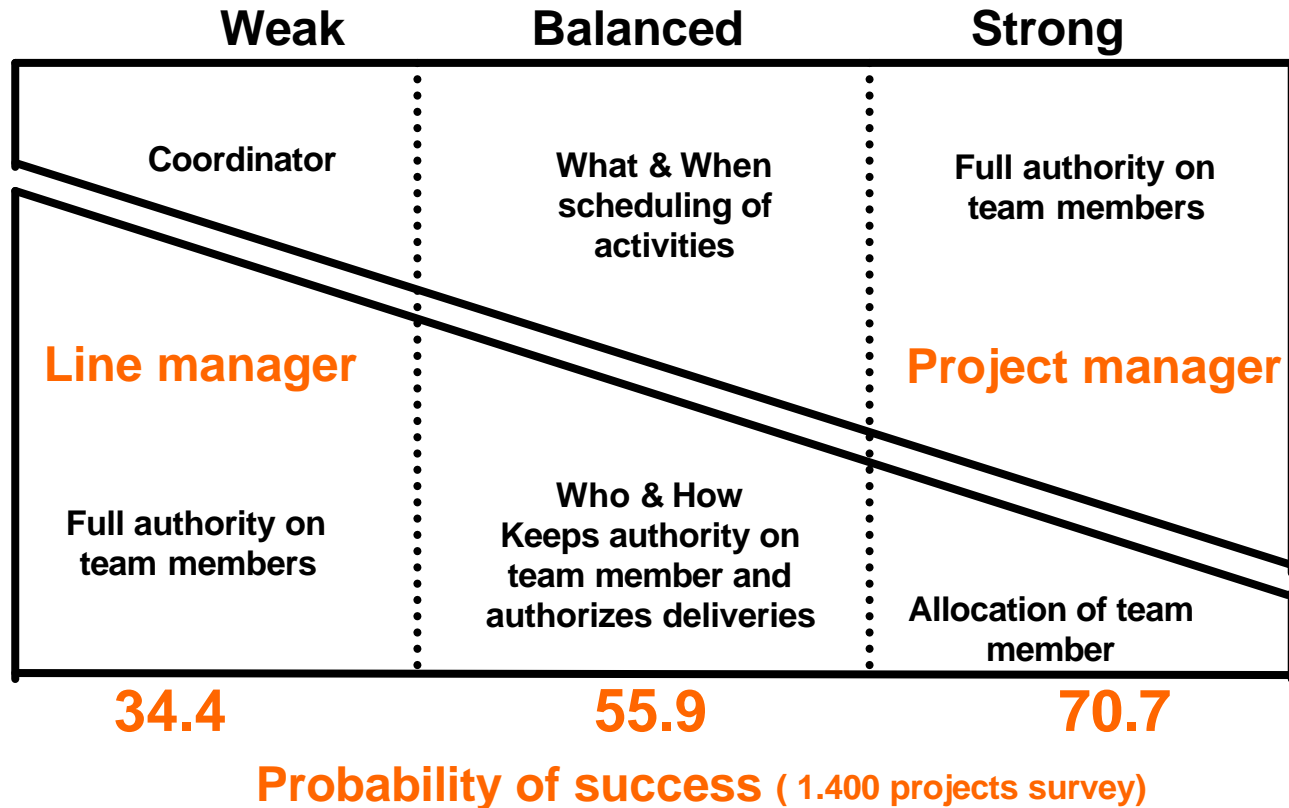
Power linked with PM function

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Impact of project organisation on PM power

Different Project Matrix structures



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PM power in strong and weak matrix



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PM
Accountability

Accountability = Authority + Responsibility

Sources of External power



- **Legitimate power**
Stars & stripes, position in the chain of command,
Budget approval
Power linked with PM function
- **Reward power**
- **Coercive power**
The ability to sanction
- **Centrality**
Based on central, visible position in the organisation

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What happens when the project manager has little positional power?

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Sources of internal, personal power



- **Expert power**
Professional expertise



- **Informational power**
Access to information necessary to others to perform the job



- **Connection power**
Connections to powerful people (networking)

- **Relationship power**
Charisma, charm, friendliness

- **Competence based power**
Leadership skills, persuasion, decision making
Negotiation skills, win-win behaviour

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Suggestions for improving your power



- Use fully the position power attributed to project managers but understand its limits
- Negotiate for more PM position power if necessary
- Make yourself an expert in project management
- Find ways to promote your project and yourself
- Invest in networking and popularity
- Work to establish some personal power by improving your leadership and negotiation skills

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Project manager's influencing methods



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Influencing Method	Aver. ranking	
	Study 1	Study 2
1. Work professionally challenging	2.4	2.2
2. Project Authority (the formal right to suggest what to do when)	3.3	3.2
3. Project management expertise (confidence in special knowledge and advice)	3.3	3.3
4. Project leaders professional integrity	3.4	-
5. Similar Future Work (he can influence future assignments)	5.3	4.2
6. Salary (he can influence my salary)	5.8	5.2
7. Promotion (he can influence my promotion)	5.8	5.2
8. Personal Friendship	6.2	6.2
9. Coercion (he can apply pressure or penalize me)	-	7.8

Source: 1080 teammembers reporting in matrix to PM, Project Management Journal 2001

How to overcome the authority gap?



Leadership technique	Very important	Important	Not important
Negotiation	48%	44%	8%
Personality and Persuasive Ability	40%	56%	4%
Competence	45%	53%	2%
Reciprocal favours	6%	41%	53%

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Source 759 project Managers, Project Management Journal 2001

Thank You

