

Running a project team

By Kate Cobb



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Synopsis

This article gives you the essentials for running a project management team. It covers project leadership skills, the stages a team needs to go through to achieve its deliverables and the team roles required. It helps you to think beyond mere project management software to the key issue of dynamic team management and how to get results through others.

How to ...

How to be a good project leader.

How to understand and manage team roles.

How to manage the stages of a project.

Kate Cobb

Kate Cobb is an experienced training consultant working internationally with public, private and not-for-profit organizations. A previous senior manager herself, her specialisms include management, leadership, personal development, communication and team working. She coaches senior executives and is also an author of training publications on a variety of topics aimed at managers and trainers. Kate lives in the South of France.

Introduction

Many managers are called upon to run project management teams and achieve specific outcomes. But how effective are these teams generally? Is their success assured or more or less hit and miss?

Project management software is of course available but before trying it you should concentrate on developing pure project management skills. The best software in the world will not help you if you can't do the key task of managing a team.

What is a project?

Let's be clear from the start about what we're talking about. A project is a temporary activity undertaken to create a specific outcome.

'Temporary' means that every project has a definite ending point. In contrast to other ongoing operations or programmes you might be involved in, the project team cannot endlessly rework project outputs and the project will eventually come to an end. Projects may take a few weeks, months or even years to complete. The key, however, is that the project is finite. The outcome of the project, or the 'deliverable', could be a brand new product or service; at least it will result in something new, even if it's simply an enhancement of something that al-