

# Portrait of a Project Manager

By Gloria Seltzer

A successful Project Manager is a person who is a jack-of-all-trades when it comes to the Systems Development Life Cycle, and who is blessed with:

- Multi facets like a diamond
- Multi colors like a chameleon

## 1. Mahatma Gandhi

Achieve level 5 leadership:

- Educated
- Hardworking
- Courageous
- Compassionate
- Dedicated
- Persistent

- Persevering
- Humble
- Non-Violent

## 2. Emotional Intelligence

Achieve personal and professional maturity:

- Good listener
- Identify / empathize with business stakeholders and developers
- Establish credibility and trust with the business and technical community
- Develop good rapport and work relationship with the project team
- Foster team spirit



Gloria Seltzer

Vaughn Dragland

## The 5th Wave

By Rich Tennant



## 3. Bird's Eye View

- Understand the current and future end state and the gap
- Possess a vision of how the project is going to bridge the gap
- Deploy resources to achieve organization and project goals

## 4. Doctor Doolittle

Multi-lingual and speak:

- Legalese with Legal / Compliance
- English with business and users
- Data modeling with database administrators
- Process modeling with efficiency experts
- Technical language with developers
- Change management with Quality Assurance
- Simplify complexity to the conceptual level to facilitate understanding by all
- To quote Einstein: "problems created at one level can only be solved at a higher level"

## 5. A Pride of Lions

Establish project goals with the team:

- Goals must be challenging yet achievable by 30% of the population
- Once the goal is achieved, raise the bar for continuous process improvement
- Row the boat in the same direction as the team

"It's a horse racing software program. It analyzes my betting history and makes suggestions. Right now it's suggesting I try betting on football."

## 6. A Picture is Worth a Thousand Words

Communicate to:

- Engage the audience using the audience's language
- Write clearly, concisely, and precisely
- Paint a mental picture so the reader reads the document once and understand it with minimal effort and time

## 7. Take the Plane, not the Slow Boat to China

- Find the fastest path / shortcut to deliver a quality solution on time and within budget
- Take the path with least resistance politically and technically
- Do not spin the wheels and generate heat, noise, and other distractions which do not add value

## 8. Mother Hen

- Mentor project team members to achieve higher standards and discipline
- Develop them professionally to achieve their potential
- Defend the team when attacked by outsiders

## 9. Timex

- Takes a licking and keeps on ticking
- If it is worth doing, it is worth doing it right the first time
- If at first we do not succeed, try and try again
- Bad news cannot wait
- Own up to our mistakes and take corrective action


## 10. A Fish in the Water; A Bird in the Air

- Enjoy what we do
- Do the best we can because it

is our dream job, it is fun, it is our mission and passion

- Money is a byproduct and a bonus for achieving excellence
- If we are in it for money, we probably will not do a good job anyway

To conclude, an exceptional Project Manager is one who:

- Shares knowledge because it is the path to immortality
- Shares humanity and spirituality because it is the path to God 

***Gloria Seltzer** holds Bachelor of Science and Master of Business Administration degrees from McGill University in Montreal, and a Certified Management Accountant designation. She has been in IT for over 30 years, as a Business Analyst and a Project Manager. Her current consulting assignment is with RBC Investments. She can be reached at Gloria.Seltzer@rbc.com.*

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