

Title of the article: What practitioners consider to be the skills and behaviours of an effective
people project manager

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Regardless of the project complexity and size, project teams need to work cohesively to generate required change and add value. An effective project manager, who mostly performs without functional power, directs project team members in assuring that the three important standards of a project that are time, cost and quality fulfil or exceed the expectations of stakeholders,. The article mainly explores what the practitioners regard as the skills and behaviours of effective people project managers. The main objectives of research article include pointing out the most significant skills that the practitioners consider to make effective people project manager and the specific behaviours that practitioners associate with these skills. The paper points out that academics, as well as practitioners both point out that effective management of people is vital in the effective management of projects. At the same time, the article general points out that research carried out previously on people skills expresses the dire need for the development of enhanced understanding of the elements of good people management. The paper also offers what the practitioners in project management view to be the skills, as well as behaviours of effective people project managers.

Project management has been a highly effective means of integrating organisational functions besides motivating groups in order to attain higher levels of productivity and performance. In a bid to provide answers to the research questions, the research/article use secondary sources of data in the form of literature review, interviews, as well as focus group meetings. The article has offered the views of a number of researchers with regards to people management in its literature review. As the article points out, a general review of management literature offer the suggestion that early motivational theorists generally points out that effective managers ought to show concern for individuals, build trust of individuals, show sympathy besides involving the emotions of people in the provision of solutions to problems. It is behaviours, as well as

competences which generally make effective people managers. The article goes further to point out that a highly effective people manager should be a good communicator, should inspire other individuals, and show sympathy besides being in a position to lead people effectively. Previous research illustrated that managerial competences alone cannot make a highly effective people manager. Additionally, the article indicates that the behaviour that the managers ought to display is an open, authentic and genuine behaviour, something that plays a major role in building long-lasting relationships with the project teams.

The literature review section of the article emphasized on the need for the project managers to understand different cultures of the project team members. Project managers therefore ought to effectively comprehend the beliefs and values of the people who are part of the project teams. Additionally, those managers ought to effectively develop a comprehension of the various trends, sequences as well as the traditions of the people in the project team. The literature review section also offers other behaviours that ought to be exhibited by the project managers with regards to people management. They include the development and application of great interpersonal skills like showing empathy, seeing things from the capacity of other individuals, and also respecting other individuals who are part of the project team.

Based on the face to face interviews, the article points out that some of the most effective behaviours and skills that project managers ought to have in order to effectively manage people include effective management of their emotions, building of trust among the members of the team, ensuring that there is effective and efficient communication, making sure that the team members are highly motivated, influencing other individuals, cultural awareness, leading others, as well as team building.

From the focus Group discussions, the article illustrates that project managers ought to understand behavioural characteristics of the team members, lead the team members effectively and also to be in a position to influence other individuals. The results from the focus group discussions point out those project managers also ought to be effective in managing conflicts.

The core idea that the article offers is that there are various kinds of challenges that are faced by project managers and that the problems can be adequately resolved by the project managers through effective management of people in the organizations. The article generally indicated that the best people management practises that the project managers ought to take into consideration include managing the emotions of the teams, building of trust among team members, effective and efficient communication, enhancing the motivation levels of the teams, cultural awareness, leading others, and team building. The others that have been recommended include effective management of conflicts and showing empathy to the members of the team.