

IEMA HOW TO: PROJECT MANAGEMENT

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Introductions

- Natalie Duley-Moore, PIEMA, MEnvSci (Hons)
- Principal Environmental Consultant
- Based in Exeter
- Over 7 years experience in EIA Consultancy
- Over 3 years PM experience



Agenda

- Key attributes of a project manager
- Key elements for discussion:
 - Communication and building relationships
 - Delegating
 - Setting deliverables and milestones
 - Budgeting
 - Managing expectations
 - Risks
- Common mistakes
- PM advice

***"At its most fundamental,
project management
is about people getting things done."***





TIME



BUDGET



QUALITY

Key Attributes of a Project Manager

- Effective communication skills
- Good decision maker
- An active listener
- Technical understanding
- Ability to delegate
- Take and give feedback
- Take responsibility
- Time management
- Strong leadership skills

Communication and Relationships

- Project Handover
- Project Inductions – formally ‘kick off’ your projects
- Regular Updates to the Team
- Formally closeout the project
- Be authentic and honest
- Praise and celebrate
- Built trust – within your team and the client
- Learn how to communicate with every level

Regular communication
goes a long way!

Delegation

- Prioritise – know when you need to delegate
- Identify the tasks you are going to delegate
- Who are you going to delegate to?
- What will their responsibilities be?
- Do they understand what is expected?
- Do they know when they need to complete the task?
- Do they know what budget they have available?
- Provide support and feedback – BUT.....



Do not micromanage!

Setting Deliverables and Milestones

- Deliverable/report templates
- Author guides
- Weekly deliverable emails
- Regular programme reviews
- Clearly defined file naming structure
- Central project delivery register
- Weekly reports
- Be pro-active – suggest management processes to your client



Put processes in place!

Top Tip – Take a few minutes at the end of each work day to think about what needs to be accomplished tomorrow

Budgeting



Know the project budget



Understand your client expectations



Make sure your team know their budget



Always agree scope change and fee ASAP

Managing Expectations



Define the scope



Define a task



Set realistic expectations



Accept responsibility



Establish regular communication

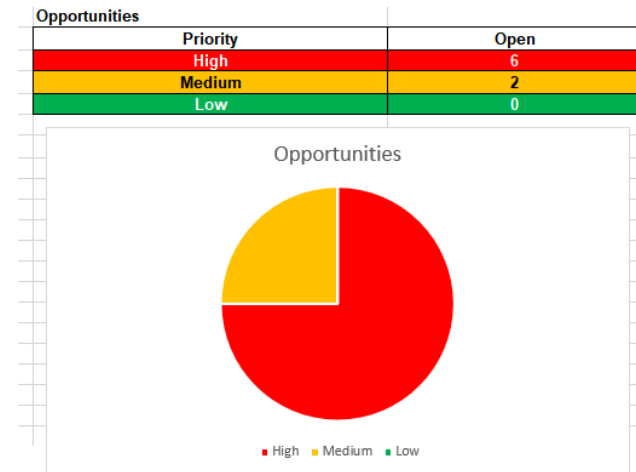
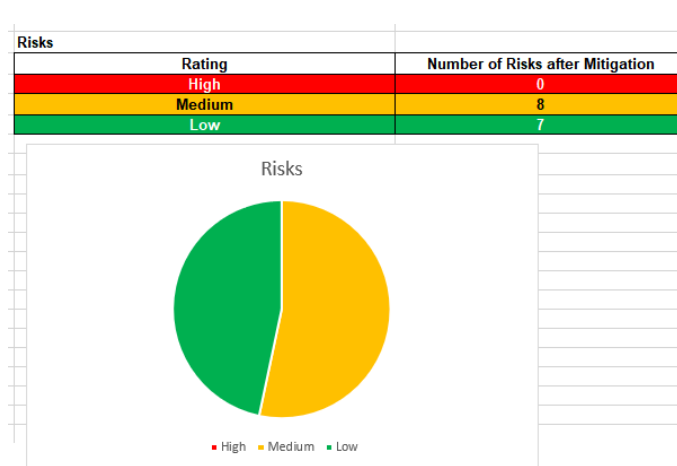
Risks, Opportunities, Assumptions, Constraints

RISK - something which may occur and have a negative impact on the project

OPPORTUNITY - a possible action which can be taken to benefit the project

ASSUMPTION - An item set as true to enable the project to proceed

CONSTRAINT - when an output from one project/workstream is limited or restricted by another and/or needed as input for another piece of work.



Common Mistakes



Over promising and
under delivering



No clearly defined
scope of works



Lack of
communication

What is the one piece of advice you would pass onto new PM's



Don't be afraid to speak up



Watch and check the money



Think like the client



Communication and relationships are key

To Conclude.....



Know your
team



Know your
client



Communication
is key



Practise makes
perfect

Thank You For Listening

Any Questions?