

tinually monitor the progress of the project against this context, monitoring is not enough: effective project management is a proactive rather than a passive activity. The project manager must actively guide and coordinate the team effort if the team is to move successfully through each phase of work and meet quality, time, and cost objectives.

The Project Manager

The project manager is the team's orchestra leader, using his or her baton to direct the different groups of people at the right time, through many tasks and activities, to achieve the goals of the project. If project managers want individual team members' efforts to create a whole, they must make sure that these efforts occur within a framework that takes into account knowledge relevant to each component of work and how each component relates to the overall project. This coordination effort is key to the success of any project. In order to be successful, a project manager must have good technical knowledge and understand people.

The project manager's technical knowledge comes from experience. Experience begins with design education and expands when design professionals work in the profession, performing or participating in the execution of components of project work. A project manager would find it difficult to understand how a project is made up of individual components without the experience of performing those components and seeing first hand how they come together. This includes both the design and business components of work, such as scopes of work, contracts, fee projections, staff hour projections, etc.

The most successful project managers understand people not only as team members but as individuals. These project managers have learned not only that the whole of a team is greater than the sum of its individual parts, but that all individual team members must be valued if they are to contribute effectively to the team. In order to get a group of people to work as a team, the project manager must have developed good people skills and good communication skills. The project manager can best ensure the success of the individual, the team, and the project by creating an atmosphere of cooperation, teamwork, and individual responsibility through leadership and empowerment.

OBJECTIVES COMMON TO ALL DESIGN PROJECTS

The objectives of every project are as varied as the clients and design firms who come together to execute the project. At the most basic level, however, the objectives for every client and design firm are the following:

FOR THE CLIENT:

- *A project delivered within established time and cost parameters*
- *A project that meets organizational, functional, operational, and business goals*
- *A project that supports and enhances the lives and work of the clients' employees or residents*
- *A project delivered by a team that understands the client, that listens and responds to the client, and that uses its professional knowledge to guide the client through difficult and unfamiliar decisions*
- *A project that supports the professional goals of the individual client members*

FOR THE DESIGN FIRM:

- *A project that meets the financial goals of the design firm*
- *A project that utilizes the resources of the firm*
- *A project that challenges the staff and allows them to grow professionally*
- *A project the firm will be proud of—a good example of the firm's work*
- *A project that satisfies and hopefully delights the client*
- *A project that promotes a relationship between the client and the design firm*

The project manager is responsible for understanding the objectives of each group, for structuring a project process that supports these objectives, and