

The project manager should always look for ways to accommodate change to the project with the least impact on project budget, schedule, and fees. Work sequence may need to be altered or parts of the project moved ahead while the components of work affected by the change are revised. There are many creative ways to keep a project moving and mitigate the effects of change on the schedule and budget. Looking after the client's interests is one of the project manager's responsibilities. A proactive approach like this on behalf of the client will strengthen the relationship between the client and design firm and raise the level of trust the client holds for the project manager and the design firm.

CONCLUSION: VARIABLES AFFECTING SUCCESS

Many variables contribute

Many variables contribute to the success of a project manager. Other than performing the responsibilities as described above, a few particular variables, some within the project manager's control, others not, that can affect the success of the project manager, include:

Listening, hearing, communication skills.

- Listening and hearing are different. Understand the difference and practice each accordingly.

Personality conflicts.

- In dealing with people, personalities are a big factor and sometimes there are conflicts. Address the issue, and if it cannot be corrected, take action. This may include changing a member of the design team—even the project manager.

Client trust.

- Without client trust the project will be difficult for everyone—client, project manager, and design team. Work hard to earn client trust.

Design team experience.

- If the design team does not have the experience to do the project, it will be difficult to deliver the project the client expects and put a huge burden on the project manager. Structure design teams carefully to achieve a balance between experienced and inexperienced team members.

Design firm support.

- The design firm must support the project manager in the delivery of projects with staff resources, timely financial performance information, and appropriate technology. If the design firm has not put its own infrastructure in place, it cannot expect the project manager to be successful in his or her work.

Project management is a pivotal role in the business of design. It is as creative and challenging a role as the individual makes it. Project managers have tremendous opportunities not only to influence projects, but also to lead clients and design teams.