*Project managers must undertake two types of project planning: strategic and operational planning. In the strategic planning phase of a project, the team leader gathers the necessary information to carry out the ultimate goal.*

Once project managers have completed the planning necessary to provide structure to the project, to remain effective, they must control and monitor the day-to-day progress of a project and the individual performance of the members of the integrated team. For a project manager in a construction environment, control and monitoring happen best when the manager takes an active role in developing the construction documents and then visits the construction site regularly. This active role will track the daily activities of the project, which will ensure that objectives have been completed in a timely fashion. In addition, when project managers manage and control a project aggressively, they can develop individual standards of performance. These standards can be perceived as a motivating benchmark toward which the participant must work if the team is to progress to the next phase or objective of the project. This level of commitment by team participants is essential for the success of a project goal. As an "integrator" the project manager must be cognizant of the fact that he or she must be influential in motivating the project team. For this reason, part of the active role of the manager is to reward participants when responsibilities are fulfilled. To a project participant, a sense of belonging and appreciation for the project team adds a valuable dimension to a project environment and creates an enthusiastic approach to the work itself. When project managers make positive reinforcement a part of monitoring and controlling the project, they can develop the support and commitment from the participants needed to get the job done. The team participant is then given credibility in acting out his or her role in contributing to the project's success.

Controlling and monitoring day-to-day progress does not mean that the project manager must take on the role of the technical expert. Rather, the project manager's role and responsibility is that of a technical "generalist" who employs the managerial skills that will lead to the success of a project. For this reason, project managers must divorce themselves from the micro-management activities of a project. This restraint is especially necessary where the aspect of the project involves the project manager's own technical expertise: "There is a heavy temptation for Project Managers to practice their technical discipline (e.g., Hardware Engineer, Software Systems Analyst) throughout the project rather than manage the *process* of the project itself. This is a classic reason for project failure. In this case, not only are project planning and team building sorely neglected but the project also suffers from a 'myopic' or narrow technical view."[2] It becomes of ultimate importance that the project manager be perceived as the "controller" of the project without trying to micro-manage