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# Understanding the role of politics in successful project management\*

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#### Abstract

Successful project management is directly linked to the ability of project managers and other key players to understand the importance of organizational politics and how to make them work for project success. While most of us view politics with distasts, there is no denying that effective managers are often those who are willing and able to employ appropriate political tactics to further their project goals. This paper offers some thoughts on the role of politics in successful project management, identifying ways in which project managers can use politics in a positive and effective manner. © 2000 Elsevier Science Ltd and IPMA. All rights reserved.

Krywards Power; Politics; Project implementation

#### 1. Introduction

One of the most powerful but frequently overlooked influencers of successful project management concerns the roles played by knowledgeable personnel in using power and political behavior to promote successful implementation. Most of us tend to regard political activity with a sort of repugnance, finding the conduct of politics to be both personally distasteful and organizationally damaging. There is an interesting paradox at work here, however. Common experience will demonstrate to both practitioners and neutral observers that for all our often-expressed personal disdain for the exercise of politics, we readily acknowledge that this process is often one of the prime moving forces within any organization, for better or worse.

Political behavior, sometimes defined as any process by which individuals and groups seek, acquire, and maintain power, is pervasive in modern corporations. Examples can include activities as significant as negotiating for a multi-million dollar commitment of money for a new project to as mundane as determining who will attain a corner office; as predatory as the willfull attempt to derail another's career to those as benign as deciding where the yearly office party will be held. The key underlying feature of each of these and countless other examples is that the processes by which we make decisions and seek power, the issues we deem 'power-laden', and steps we go to to maintain our position are often an emotionally-charged sequence having important personal and corporate ramifications.

The field of project management is one that is particularly fraught with political processes for several unique reasons. First, because project managers in many companies do not have a stable base of power (either high status or over-riding authority), they must learn to cultivate other methods of influence in order to secure the resources from other departments necessary to attain project success. Second, and closely related to the first reason, these projects often exist outside of the traditional line (functional) structure, relegating project managers to the role of supernumerary. Almost all resources (financial, human, informational, etc.) must be negotiated and bargained. Finally,

Portions of this article were excepted from Power and Politics in Project Management, by Jeffrey K. Pinto, 1996, Project Management Institute: Upper Darby, PA.

# **Power And Politics In Project Management**

**Randall Englund, Alfonso Bucero** 

#### **Power And Politics In Project Management:**

Power and Politics in Project Management Jeffrey K. Pinto,1996 Power & Politics in Project Management Jeffrey K. Pinto,1998 The AMA Handbook of Project Management Paul C. Dinsmore, Jeannette Cabanis-Brewin,2006 The authoritative guide to project management completely revised to meet the accelerating pace of today s project environment The AMA Handbook of Project Management Chapter 28: Dealing with Power and Politics in Project Management,

The Wiley Guide to Project Organization and Project Management Competencies Peter W. G. Morris, Jeffrey K. Pinto, 2007-09-21 THE WILEY GUIDE TO Project Organization Project Management Competencies A guide to the human factors in project management knowledge learning and maturity THE WILEY GUIDES TO THE MANAGEMENT OF PROJECTS address critical need to know information that will help professionals successfully manage projects in most businesses and help students learn the best practices of the industry They contain not only well known and widely used basic project management practices but also the newest and most cutting edge concepts in the broader theory and practice of managing projects This third volume in the series covers a range of organizational and people based topics that are occupying the project management world today The essence of project management represents a people challenge the ability to appreciate and effectively employ the competencies of all those who are associated with the project development and delivery process This book explains how you can more successfully manage a project from inception through delivery by learning how to handle critical issues around structure teams leadership power and negotiation and the whole area of competencies The expert contributors also include chapters on global project management knowledge and standards the role of project management associations around the world project management maturity models and other key topics Complete your understanding of project management with these other books in The Wiley Guides to the Management of Projects series The Wiley Guide to Project Control The Wiley Guide to Project Program Portfolio Management The Wiley Guide to Project Technology Supply Chain Procurement Management Project Managers as Senior Executives Russell D. Archibald, PhD (Hon), Msc, PMP, Jean-Pierre Debourse, PhD, MPM, 2011-05-01 Project Managers as Senior Executives maps out a model for advancement for program and project managers and contributes new thinking on the emerging leadership of project managers as senior executives The research is published in two volumes Volume I Research Results Advancement Model and Action Proposals presents the results and proposals from the study and Volume 2 How the Research Was Conducted Methodology Detailed Findings and Analyses contains the research oriented materials from the study Army RD & A. ,2000-02 Professional publication of the RD A community The Project Management Institute Project Management Handbook Jeffrey K. Pinto, 1998-11-02 The Definitive Guide to the Field's Best Practices In recent years project management has become a profession unto itself And with a membership numbering in the tens of thousands the Project Management Institute is the organization that s setting the profession s standards In this authoritative handbook more than twenty five top experts from academia consulting and private industry define the current state of project management and detail for readers all of the practical elements that constitute a superior practice In clear accessible language these experts provide a comprehensive overview of the technical organizational administrative and interpersonal elements of successful project management. They detail the essentials of project planning from risk management to resource allocation to scheduling. They describe the team building motivational and conflict management challenges that project leaders face. And they delineate critical success factors as well as major pitfalls to avoid At last project managers across all industries can readily reference the best practices of their profession and benchmark their skills against those of their most accomplished colleagues.

Army RD & A Bulletin ,2000 ECKM 2023 24th European Conference on Knowledge **Army AL&T** ,2000 **Managemen Vol 1** Academic Conferences and Publishing Limited, 2023-09-07 **Project Management 2.0** Harold Kerzner, 2015-01-27 PROJECT MANAGEMENT 2 0 MASTER PROJECT MANAGEMENT FOR A VIRTUAL WORLD In this full color guide Project Management expert Harold Kerzner provides much needed guidance on today s changing project management mechanics especially the growing importance of value metrics and key performance indicators In Project Management 2 0 Kerzner explains how PM 2 0 offers better outcomes with a focus on new tools better governance and improved collaboration Kerzner also compares various methodologies and examines how PM 2 0 facilitates problem solving and decision making You ll find essential background on PM 2 0 as well as a detailed examination of web based project management tools and how to use them Improve project governance and collaboration with stakeholders Achieve more meaningful information reporting with KPIs metrics and dashboards Discover easier ways for teams to work together from different locations Gain an understanding of the project manager's role in strategic planning and portfolio management Implement problem solving and decision making processes Understand how to implement effective methodologies Project Management 2 0 explains PM 2 0 tools and techniques that managers project team members engineers and consultants can start using now for improved project outcomes Advanced Project Management Frederick Harrison, Dennis Lock, 2017-03-02 When Advanced Project Management first appeared it quickly acquired a reputation for excellence on both sides of the Atlantic as a book that successfully bridges the gap between introductory texts on project management and specialist works on professional practice Its aim is twofold to provide a guide for managers engineers accountants and others involved in project work and a reference for advanced students of project and construction management This fourth edition of the book has been heavily revised with substantial material to reflect the changes in project management The following topics are either new to the book or have been given greater emphasis Project definition and appraisal Procurement and the supply chain Concurrent engineering Cost and management accounting Quality management More detailed explanations of critical path analysis now predominantly using the precedence system Increased treatment of resource scheduling Planning with multiple calendars Planning within fixed time constraints using crashing and fast tracking methods Standard networks

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The Complete Project Manager Randall Englund, Alfonso Bucero, 2019-08-13 This is an important book it is a necessary book It comprehensively addresses the rapidly expanding role of the project manager a role that is striving to keep up with the corresponding expansion in the definition of project success from the Foreword by Michael O Brochta This new edition of a classic bestselling guide addresses the soft project management skills that are so essential to successful project program and portfolio management Mastering leadership negotiation conflict resolution change management and organizational politics has always been key to project manager success This book demonstrates the why and how of creatively applying soft project management skills in these areas and shows how to develop adjust and hone these skills given the forces and trends in today's business world Using real world stories and case studies to model how to implement these skills Englund and Bucero illustrate how the right mix of soft and hard professional skills can help create an environment that supports greater project success This second edition features new sections on agile project management ethics business analysis management across generations and between cultures and more It maps well to recent topic updates in the sixth edition of the Project Management Body of Knowledge This book is a valuable manual for all the complex interpersonal skills necessary for project managers success and will help them develop a more complete portfolio of skills knowledge and attitudes to serve as road maps to greater project success **Project Management Best Practices** Harold Kerzner, 2014-01-14 Senior executives and project managers from more than 50 world class companies offer their best practices for successful project management implementation The first two editions of the bestselling Project Management Best Practices helped project managers navigate the increasingly complex task of working within global corporations employing distant and diverse work teams This new Third Edition includes the same valuable wealth of proven best practices while following up on case studies from previous editions and offering new case studies on project management practices at large and small companies The Third

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Making Projects Critical Damian Hodgson, Svetlana Cicmil, 2006-04-20 Making Projects Critical is an edited collection contributed by a range of international scholars linking the area of project management with critical management perspectives Challenging recent debates on inherent problems in project management the text considers project management within a wider organizational and societal context

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