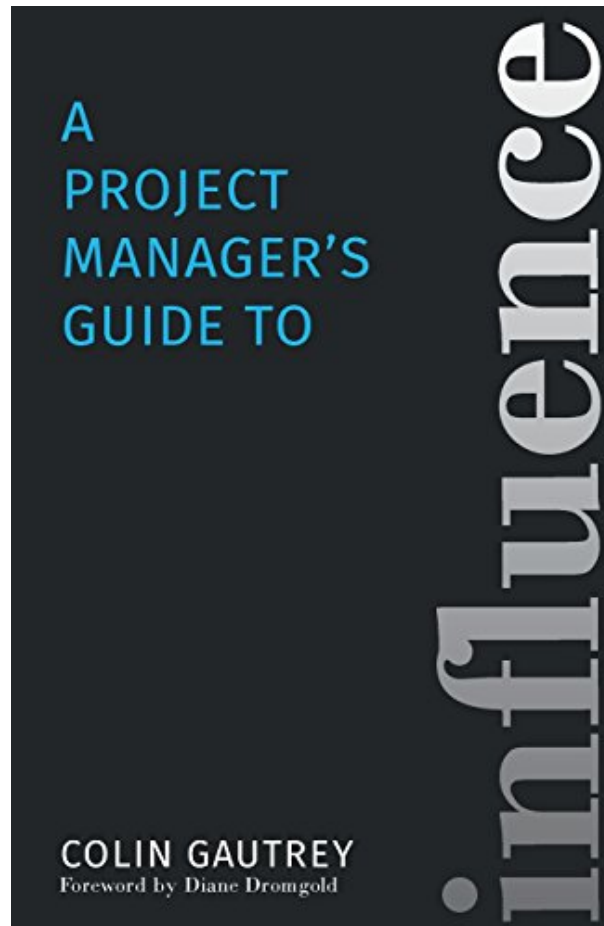


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"Project managers who think their job is simply to execute their plan are deluding themselves. Clients want people who can fit in and work out how to get it done. Nobody paves the way and project managers have to figure out how to influence." Diane Dromgold, RNC Global Projects, Sydney, Australia. This is not a book about project management. It is a book that shows project managers how to become more influential. It will encourage you to look at your project from a completely different perspective - in fact, many perspectives. You will learn how to make sense of the powerful dynamics shaping life for you and your stakeholders. Then it will show you processes you can adopt to ensure that you influence what needs to be influenced.

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Positively Influence Your Project, Your Organization, and Your Career

By Patricia Hatch

Ah, organizational politics. Depending on where you work, it's the "dirty little secret" or the "elephant in the room" that can lift a project to unparalleled success or kill it dead without mercy. Today's project manager has to wear many hats: director, producer, human resources coordinator, line supervisor, financial manager, etc. The hat that's often overlooked, however, is the flat top, paper-rimmed topper that signifies "campaign manager".

Colin Gautrey's latest book, "A Project Manager's Guide to Influence", takes on the politics of project management as a foundational reality, and helps you navigate its pathways to build and grow your influence in a way that will have positive impact on your project and your organization's leadership vision. Through a series of practical chapters discussing the role of influence on your supervisors, peers and team members, the book takes provides an overview of stakeholders that is probably the most realistic you will ever find. You will then participate in a series of practical exercises to think through these relationships and identify how to work within those political constructs.

Favorite chapters:

Chapter 2, featuring the exercise "Reflecting on your reality": This was a chapter that I spent a little time in the morning with, sipping a nice cup of tea, and really thinking about what I knew, what I didn't know, and how I could identify the opportunities and challenges ahead in my project. The Stakeholder Influence process diagram is an excellent bonus.

Chapter 9: Advocates, Critics, Players and Enemies. Very important to understand the landscape you are

working within and excellent advice on working with all of these groups to move your project forward. This helped me put the stakeholder list in focus.

Chapter 11: Building High Quality Relationships: projects come and go, but the opportunity to build relationships that will help you beyond your project is very important, given the fluidity of the modern workplace.

All the "Coffee Break" sections: these one page reflections appear throughout the book and provide ways of thinking about common concerns facing project managers, from working with remote team members to dealing with your emotions as a project manager.

As I once heard in a song, "Politics is the art of the possible." This book is for all project managers, and anyone who works in any kind of organization, because politics lives and breathes in every place of human activity. Thinking you can rise above it is pointless. As Colin writes, "Virtually all projects result in a change to the power structures of groups/organisations". Use this book to establish a positive influence that will help you, your project, and the organization succeed.

Note: the views expressed are my own and do not reflect those of my employer.

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