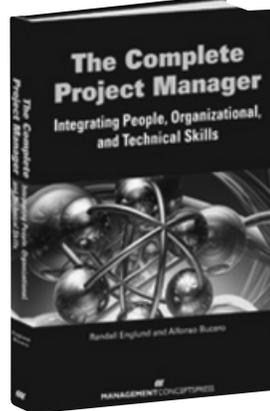


# The Complete Project Manager: Integrating People, Organizational, and Technical Skills

by Randall Englund and Alfonso Bucero

**T**he *Complete Project Manager* is a two-book set, comprising a core book and a supporting “toolkit” book. The authors set their mission to develop a book that would help to enhance the skills needed for the project manager in today’s highly competitive business environment. Their approach is more from a relational point of view rather than focusing on the more technical aspects of project management. The authors feel that their communication style is that of “story-telling,” relating examples and case studies derived from both their professional experiences spanning over 70 years. These real-life examples are used to “motivate readers to strive for the right mix of soft and hard professional skills to help create an environment for project success.” The authors’ goal is to get readers to modify their way of thinking about what are the necessary skills to enhance on-the-job performance, how to better achieve results, and how to help identify new approaches to leadership and management of people.

Englund and Bucero have adopted the concept of an organic molecule as a metaphor to represent the complexity and diversity of what is needed for a “complete project manager.” This is a foundational concept as it brings the role and tasks of a project management out of their box of standards, tools, and processes, and aligns them more with enterprise-level business goals and market competition strategies. It adds a new dimension to the role of project manager, making it more responsible for business results versus the standard success criteria we all know. Furthermore, the book relies on a holistic approach, strongly incorporating several “soft” skills that may not be obvious to many project managers but are necessary for what is defined as success. The authors point out that to achieve “competitive advantage in the Age of Interaction,” project managers must learn and/or sharpen their skills in



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areas such as managing conflict and getting along with others; selling, negotiating, and understanding the customer; constructively managing change; and being responsible for creating an environment for success for their team.

*The Complete Project Manager* is a book about change. Englund and Bucero contend that it is change that allows for growth and when there are barriers to implementing the appropriate changes, such as people not being aligned to the vision or not being motivated properly to successfully deliver, effective growth is inhibited. The authors suggest that changed thinking (defined as adopt, adapt, and apply) is a step toward achieving better results.

The focus of the core book is not on the “what,” but more on the “why” and, to some degree, the “how.” It is divided into 12 chapters with topics such as leadership and management, the use of humor, politics and organizational environments, and sales

and negotiations, as well as conflict resolution and change management. All are key skills critical to working in a more diverse, cross-functional, business-centric environment.

The companion book to this core book is entitled *The Complete Project Manager’s Toolkit*. This collection of practical tools is aligned to the same 12 chapters in the core book, but the focus here is to provide the reader with more of the “how” aspect to help facilitate the implementation of the concepts and ideas illustrated in the case studies and examples that were previously laid out in the core book. This companion text may also be used as a standalone guide.

Ultimately, the authors want to provide the reader with a “refreshing, positive, motivational, and useful guide” that will facilitate the effort by project managers in enhancing their current skill set to be more business competitive. The book would be helpful to those engaged at all levels of project management and can serve as a refresher, reference, or workbook.