

the devil is in the details

There are multiple devils in the details of a real estate project that can impact its success. Not only can they impact the current project but future projects. As a Project Manager (PM), we need to keep a watchful eye out for these little imps as they are sneaky and sometimes stealth. Devils can scar relationships and diminish trust between team members now and

going forward. The pace we work at is thinning the cushion that allows us to recalibrate when we have veered off course. Often, we will need cooperation from other disciplines to get us back on track. The PM needs to be aware of how personalities of the team meld together and where triggers are for potential conflicts.

Below are some of the common traps that PMs fall into:

I don't need to know everything

That statement is definitely true, but ignorance is not a defense. The PM needs to know enough to ask the right questions to help the team develop the best solutions.

I am in too deep and can't get out

It is far too easy to get sucked into quicksand. You are sunk before you know it. Many PMs come from a specific area of expertise and gravitate (pun intended) toward that discipline because it is familiar and comfortable. Don't think that the rest of the project team doesn't notice that behavior.



I'll deal with "it" later

Everybody's plate is full. Knock on wood, we often have more to do than we can say grace over and it is too easy to just add "it" to the list. I have learned the hard way that it is so much easier to deal with "it" when "it" arises. Just shoot "it" and put us all out of our misery.

I assumed...

Please don't get me started...too late. This particular devil appears far too often, yet is the easiest to eliminate. **ASSUME NOTHING.** This faulty crutch is brought out when we think we are too busy to deal with a pesky devil that we believe is other team member's responsibility. When it is on my watch, it is my problem.

Not my problem

That *may* be true...literally, but in real life a leader is always there to help her team develop solutions.



Most importantly, we must understand our team's performance is a direct reflection of the PM. Occasionally, issues arise that are out of our control and more often than not we can influence the path of the impending crisis. Stand in, collect all of the data, evaluate it, make an informed decision and then own it. The good and bad decisions. The team may forget how you handle the devils when everything goes right. However, they will always remember how you deal with the devils that put them in harm's way.

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