

Field Personnel to Project Managers

Christopher S. Hobbs
RCDD, DCDC, OSP, RTPM, CT
BICSI

NECA • BICSI
SUMMIT 2022



Agenda

- Career Progression
- Personal Skills
- Business Skills
- Communication
- Leadership

Career Progression

NECA • BICSI Summit | San Antonio, Texas

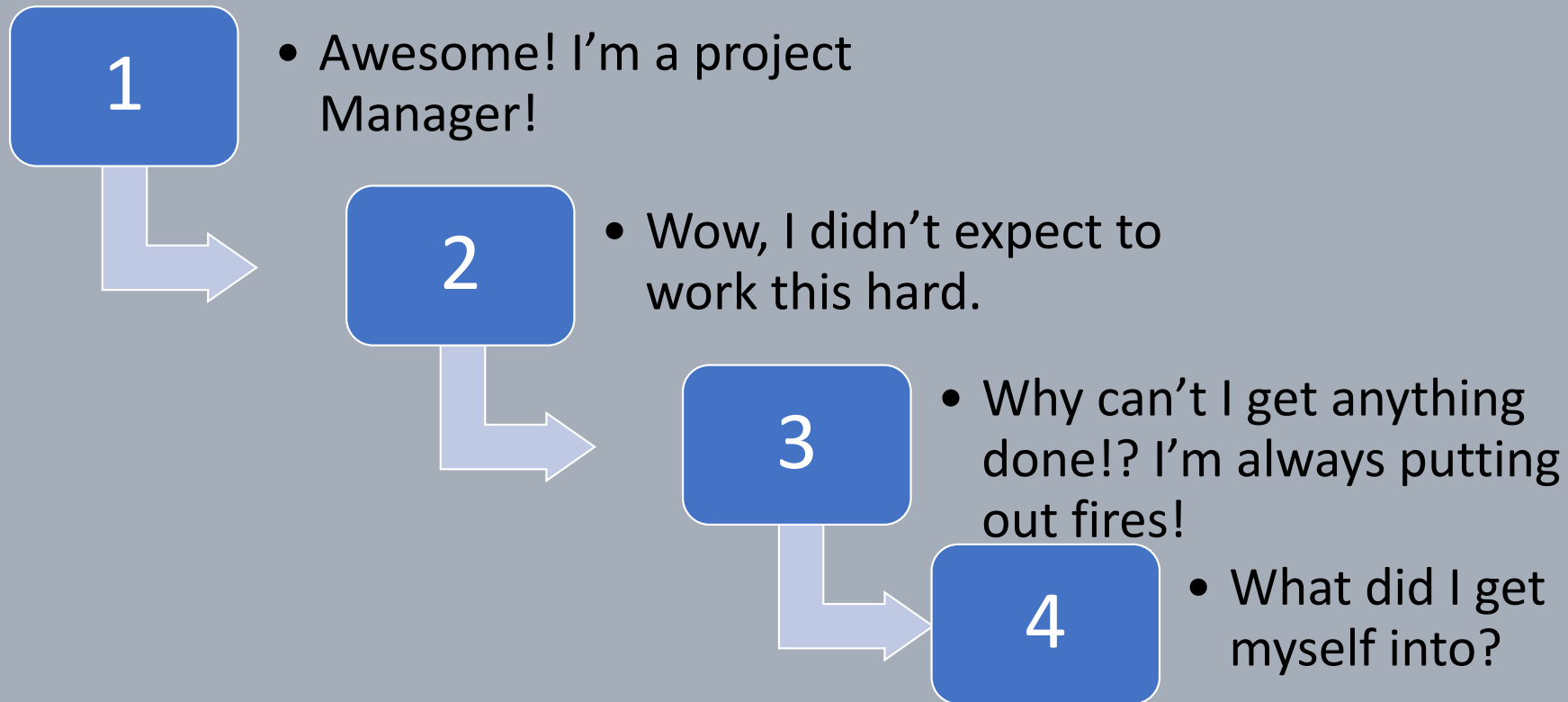


How do Technicians Become Project Managers?

- Demand
- Promotion/Recognition
- Desire



Field Personnel to Project Manager



Panos, Tony, and Mark Gray. "WHY DO TECHNICAL EXPERTS STRUGGLE IN THE TRANSITION TO MANAGEMENT?" Rice College, Houston, TX. 05 Oct. 2011. *Rice College*. Web. 24 June 2017.

Field Personnel Expectations

- Do less work
- Make more money
- Less stress
- More time off



Panos, Tony, and Mark Gray. "WHY DO TECHNICAL EXPERTS STRUGGLE IN THE TRANSITION TO MANAGEMENT?" Rice College, Houston, TX. 05 Oct. 2011. *Rice College*. Web. 24 June 2017.

NECA • BICSI Summit | San Antonio, Texas



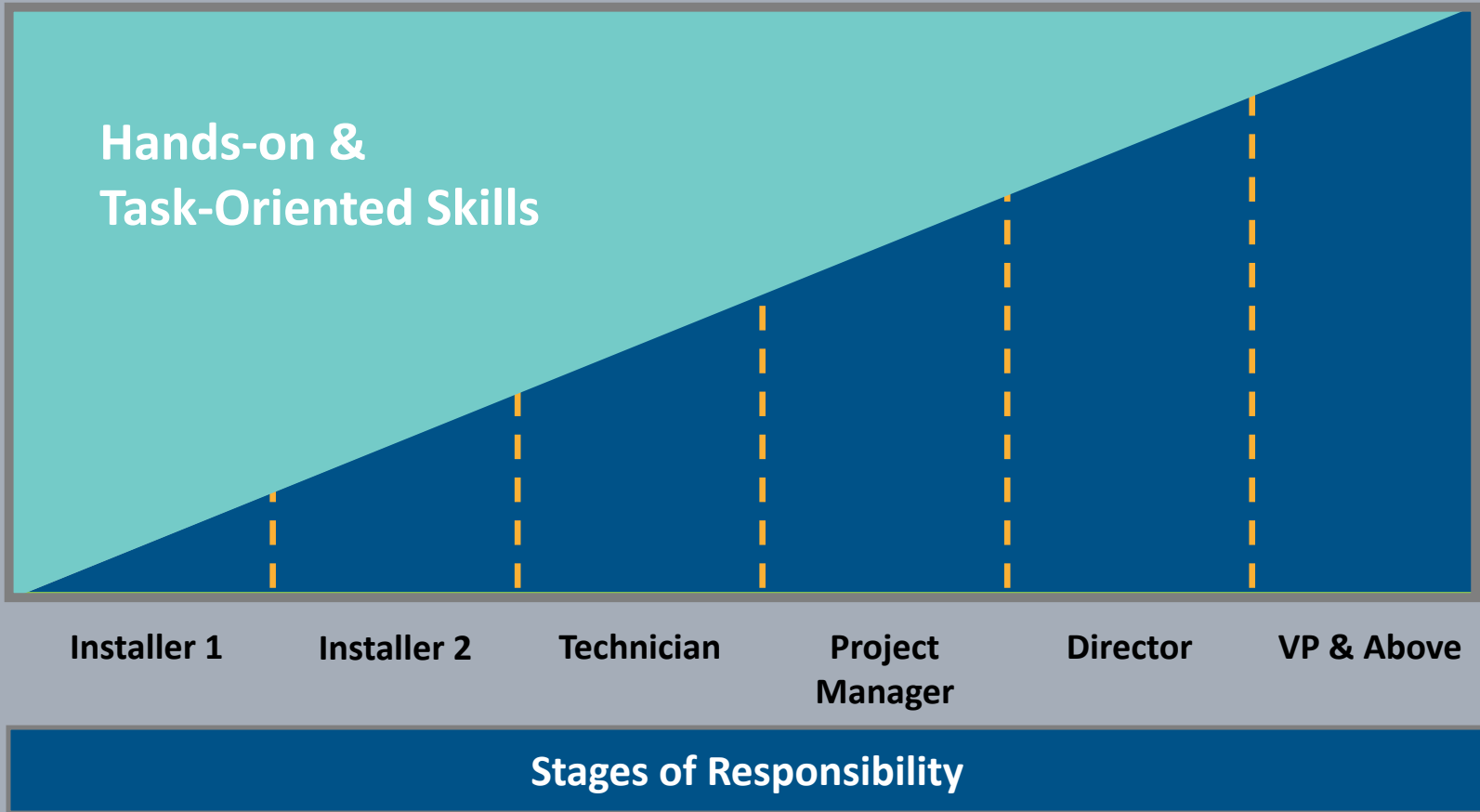
Company Expectations

- Perform as well as a project manager as he or she did as a technician
- Customer satisfaction
- Technical skills translate to business skills

Panos, Tony, and Mark Gray. "WHY DO TECHNICAL EXPERTS STRUGGLE IN THE TRANSITION TO MANAGEMENT?" Rice College, Houston, TX. 05 Oct. 2011. *Rice College*. Web. 24 June 2017.

NECA • BICSI Summit | San Antonio, Texas





Panos, Tony, and Mark Gray. "WHY DO TECHNICAL EXPERTS STRUGGLE IN THE TRANSITION TO MANAGEMENT?" Rice College, Houston, TX. 05 Oct. 2011. *Rice College*. Web. 24 June 2017.

NECA • BICSI Summit | San Antonio, Texas



Why do Field Personnel Fail at Project Management?

- Unrealistic Expectations
- Little to no Training
- Lack of Mentoring
- Managing Former Peers
- Does not Understand Responsibilities

Transitioning to Project Manager

- Set Expectations
- Understand Responsibilities
- Provide a Mentor
- Provide Project Management Training
- Provide Business Training

Panos, Tony, and Mark Gray. "WHY DO TECHNICAL EXPERTS STRUGGLE IN THE TRANSITION TO MANAGEMENT?" Rice College, Houston, TX. 05 Oct. 2011. *Rice College*. Web. 24 June 2017.

NECA • BICSI Summit | San Antonio, Texas

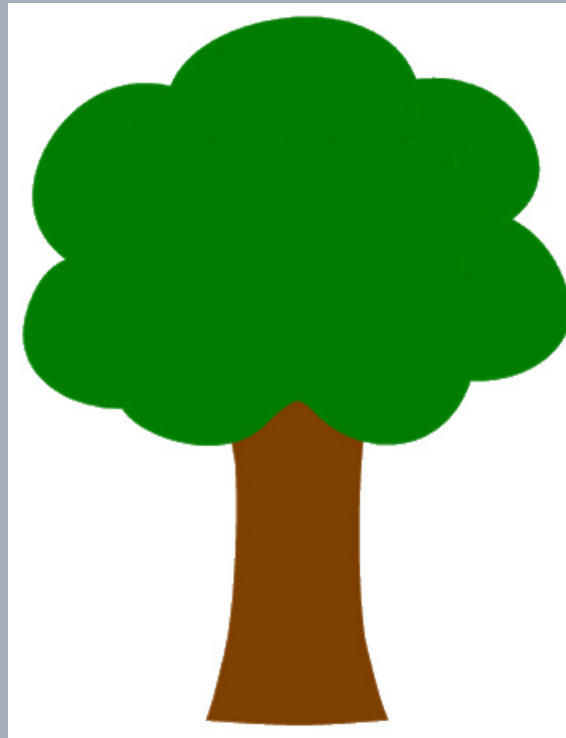


Personal Skills

NECA • BICSI Summit | San Antonio, Texas



Forest for the Trees



Time Management

- Established Set of Rules
- What am I doing that
 - I don't have to be doing at all?
 - Can be done better by others?
 - Can be done sufficiently well by others?
- Priorities

Kerzner, Harold, Ph.D. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 11th ed. Hoboken: Wiley, 2013. Print.

NECA • BICSI Summit | San Antonio, Texas



Time Management Tip

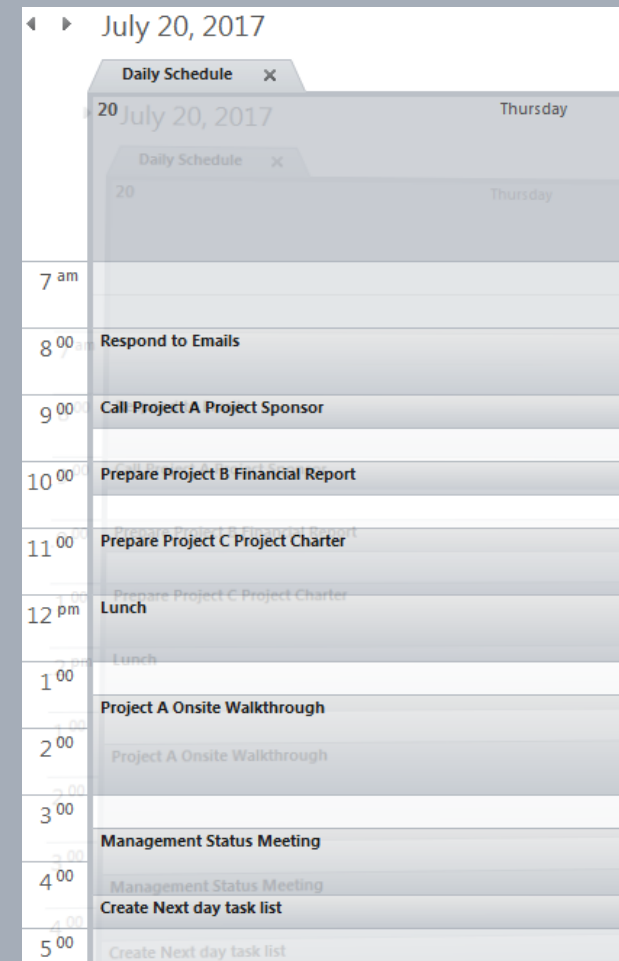
Ivy Lee Method

- Six most important tasks
- Prioritize in order of true importance
- Concentrate on first task until complete
- Move on to next task
- Move unfinished items to new list
- Repeat process

Clear, James. "The Ivy Lee Method: The Daily Routine Experts Recommend for Peak Productivity." *James Clear*. N.p., n.d. Web. 26 June 2017.

Time Management Time Mapping

- Visual Diagram of daily, weekly, and monthly schedule
- Create blocks of time to accomplish tasks
- Can be used with the previous time management tip



Morgenstern, Julie. *Time Management from the Inside Out*. 1st ed. New York: Henry Holt and Company, LLC, 2000. Print.

NECA • BICSI Summit | San Antonio, Texas



Ethics



- Moral Principles, Values, and Beliefs
- Used to Analyze or Interpret

Jones, Gareth R., and Jennifer M. George. *Essentials of contemporary management*. 4th ed. Boston: McGraw Hill, 2004. Print.

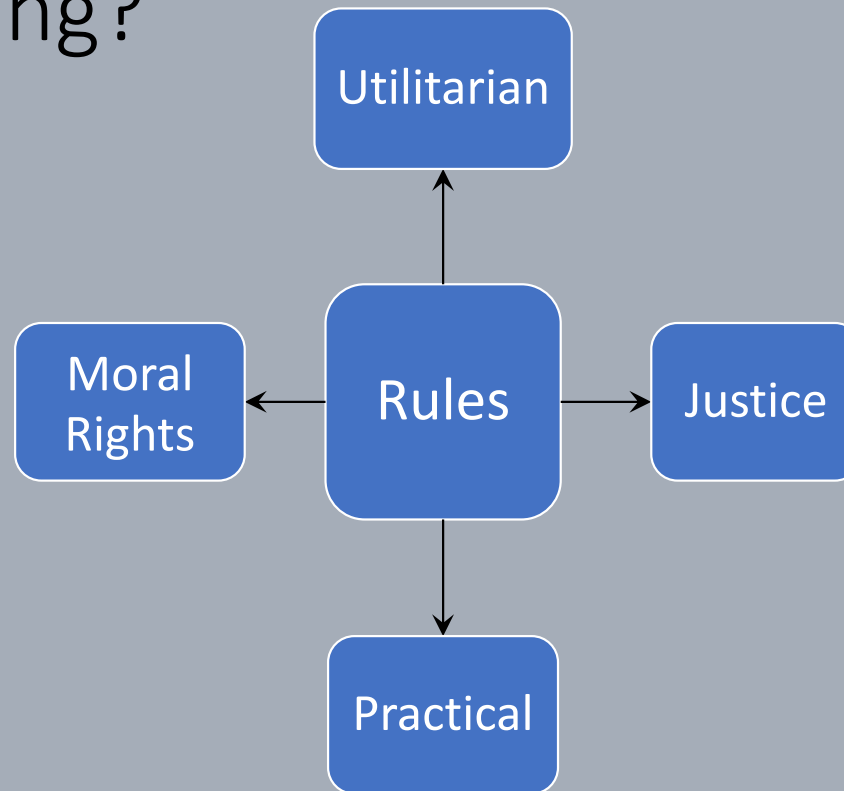
NECA • BICSI Summit | San Antonio, Texas



Why are Ethics Important as a Project Manager?

- Ethical Dilemmas
 - Change reports for customers
 - Withhold bad news
 - Change test results

Why do New Project Managers Need Ethics Training?



Jones, Gareth R., and Jennifer M. George. *Essentials of contemporary management*. 4th ed. Boston: McGraw Hill, 2004. Print.

Business Skills

NECA • BICSI Summit | San Antonio, Texas



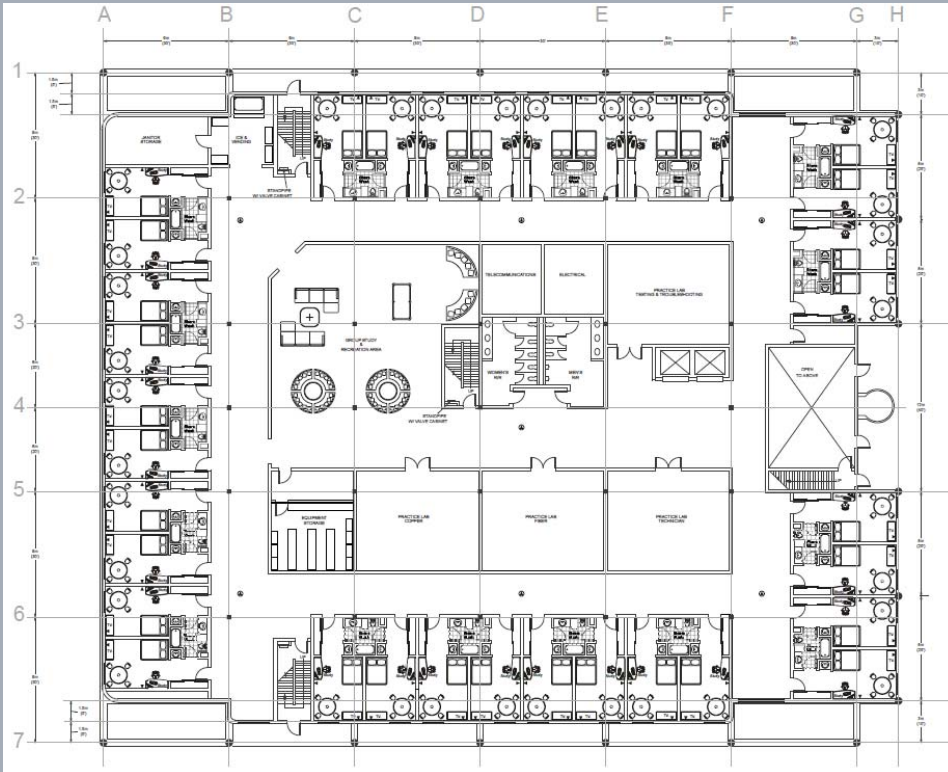
Financial

- Estimating
 - Create
 - Validate
- Controlling
 - Budget
 - Reporting



Telecommunications Project Management Manual. First ed. Tampa: BICSI, 2016. Print.

Estimating



Telecommunications Project Management Manual. First ed. Tampa: BICSI, 2016. Print.

- Create
 - Drawings, Specs
- Validate
 - Review

NECA • BICSI Summit | San Antonio, Texas



Controlling

- Budget
 - Creating
- Reporting
 - Earned Value Management



Telecommunications Project Management Manual. First ed. Tampa: BICSI, 2016. Print.

NECA • BICSI Summit | San Antonio, Texas



Legal Expectations

- Contracts
 - Authority
 - Change Orders
- Process



Risk



Kerzner, Harold, Ph.D. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 11th ed. Hoboken: Wiley, 2013. Print.

Communication

NECA • BICSI Summit | San Antonio, Texas



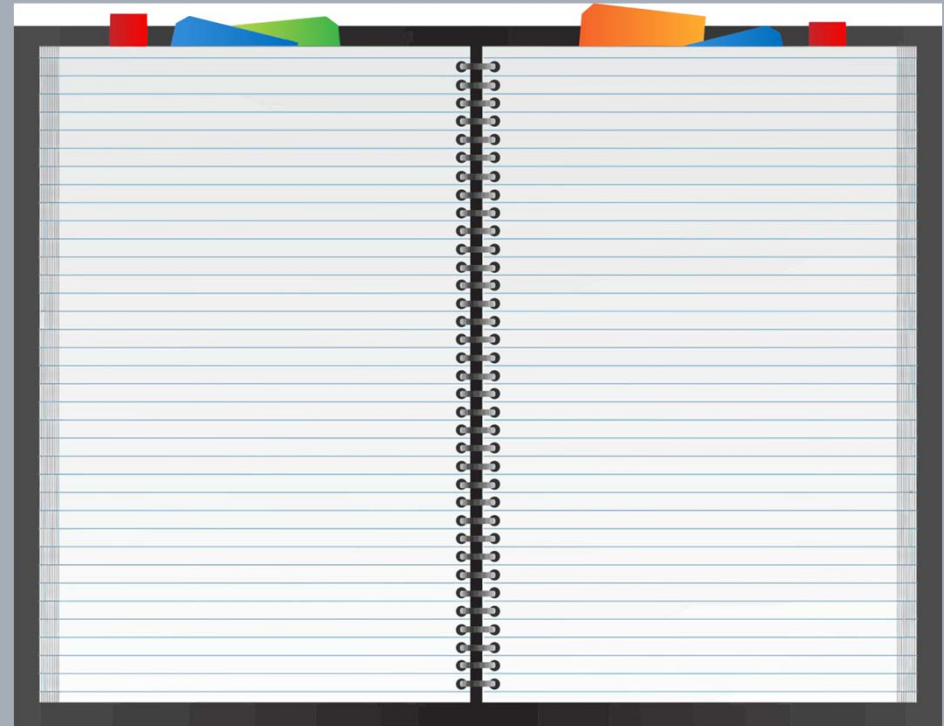
Verbal



- Field Personnel
 - Most Used
- Project Manager
 - Public Speaking
 - Least Acceptable

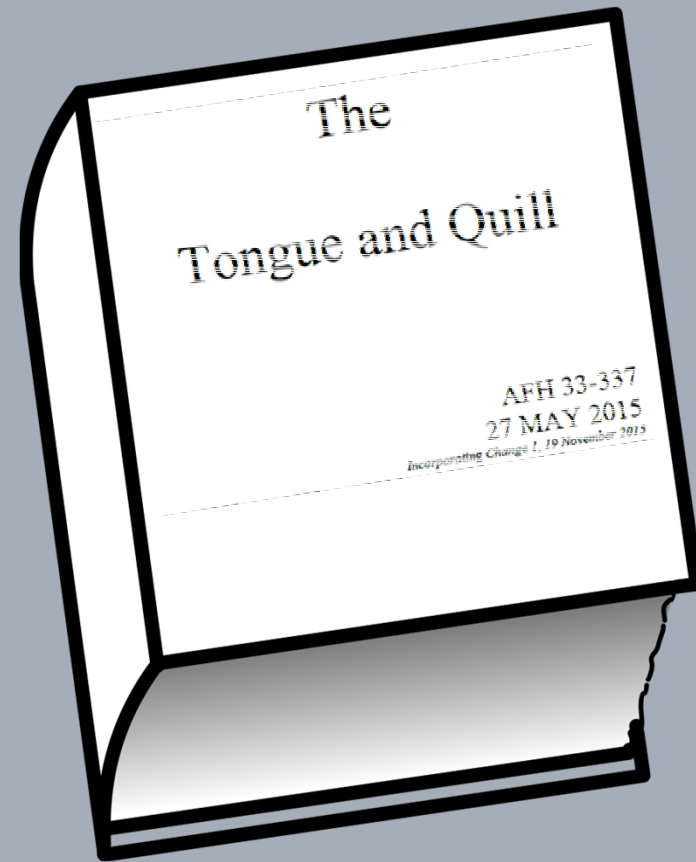
Taking Notes

- Project Notebook
 - One per project
 - All project information
- Email
 - Historical
 - Legal



Communications Assistance

- Free Publication
- Covers
 - Writing
 - Speaking
 - Email
 - Meetings
 - Grammar



Company Expectations

- What should be on all communications?
- What forms are acceptable?
- What can be communicated?
- When can communications be sent?

Conflict

- Resolution procedures and techniques
- Sequence of events
- Minimize the conflict
- Use problem solving



Kerzner, Harold, Ph.D. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 11th ed. Hoboken: Wiley, 2013. Print.

Managing Peers



- Tread Lightly
- Distance Yourself
- Be Engaging
- Authority Through Competence

Gallo, Amy. "How to Manage Your Former Peers." *Harvard Business Review*. N.p., 12 Aug. 2015. Web. 06 July 2017.

NECA • BICSI Summit | San Antonio, Texas



Leadership

NECA • BICSI Summit | San Antonio, Texas



Leadership

- Borders
- Objectives
- Development



Searcy, Tom. "4 Ways To Build Leaders, Not Followers." *Inc.com*. Inc., 05 Sept. 2013. Web. 06 July 2017.

NECA • BICSI Summit | San Antonio, Texas



Delegate



- Project Team
- Growth
- Acceptance

"Successful Delegation: Using the Power of Other People's Help." *Team Management Training from MindTools.com*. N.p., n.d. Web. 06 July 2017.

Mentoring

- Formal Program
- Resource
- Challenges



Conclusion

- Define and Manage Expectations
- Provide Skills Training
 - Personal
 - Business
- Leadership abilities
 - Provide a Mentor

Questions?



Thank You!

chobbs@bicsi.org

NECA • BICSI Summit | San Antonio, Texas





NECA • BICSI **SUMMIT 2022**

