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## MAINTAINING YOUR CREDENTIAL

### Gain More Value From Your PDUs with Career Framework

Now, credential holders can use the Continuing Certification Requirements (CCR) program and credential maintenance to gain advantages that go beyond earning Professional Development Units (PDUs). [»](#)

## PROFESSIONAL DEVELOPMENT EVENT CALENDAR

SEPTEMBER 2007

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
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### Need PDUs?

[Global Congress 2007—North America](#) in Atlanta, Georgia,

## FEATURES

### A Little Respect, Please

PMP credential holders disclose the top eight ways to gain and sustain respect from team members.

by Jeffrey Steele



Garnering respect from direct reports isn't always the easiest task for project managers. It's a proactive process that requires significant time and specific techniques. Experienced Project Management Professional (PMP®) credential holders discuss eight ways to ensure respect.

The panel of PMP credential holders includes:

- **Brian Irwin**, PMP, president of PM Team Dynamics in Cedar Rapids, Iowa, USA
- **Ramesh D. Kandadai**, PMP, consultant with ARM Consultants, Chennai, India
- **Juergen Oschadleus**, PMP, director of Act Knowledge and managing partner with Valense Pty. Ltd. Organization Consultants, Sydney, Australia

1. **Be Authentic.** What sets leaders apart is their willingness to take time and genuinely connect with their project team. "Leaders don't simply dole out tasks, they take an interest in the personalities and interests of the people following them," Mr. Irwin says. Simply stopping by a team member's office or desk to ask how they enjoyed their weekend can go a long way toward building rapport, he adds.
2. **Don't Play Favorites.** Don't show preferential treatment to one member of the team and expect to garner respect. "A project manager catering to favorites will rapidly suffer loss of respect from the other team members," Mr. Kandadai says.
3. **Stick Up for the Team.** Respected project managers

USA, 6–9 October. Earn up to 17 PDUs.

[Global Congress 2007—Latin America](#) in Cancun, Mexico, 12–14 November. Earn up to 14 PDUs.

[SeminarsWorld](#), Scottsdale, Arizona, USA, 12–15 November. Thirteen seminars available.

[SeminarsWorld](#), San Diego, California, USA, 3–6 December. Nine seminars available.

## CERTIFICATION CORNER

### The New PMI.org Gives Fast and Easy Access to Information for Credential Holders

PMI has launched the new PMI.org—a culmination of extensive assessments of member needs and a commitment to serving the global project management community. [▶](#)

#### Question & Answer Forum

Have a question about your credential? The Q&A Forum has the answers. [▶](#)

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protect and act in the best interests of their team members, Mr. Irwin says. Whenever possible, leaders should demonstrate that they defend their team members and stick up for their work when necessary, he adds.

4. **Engage in Difficult Conversations.** The ability to demonstrate courage in the face of difficult situations is a trait of a respected leader. “Leaders attack issues head on,” Mr. Irwin says. At times, project managers must engage in conversations that address an individual’s performance. “When this occurs, be prepared to dig for the root cause of the problem,” he says. “Rarely, if ever, will you find someone does *not* want to do a good job. Usually, there are other circumstances causing the situation.”
5. **Be Proactive.** Respected project managers undertake risk analyses, anticipate potential problems and are prepared with solutions when problems or crises arise, Mr. Kandadai says.
6. **Enhance Team Members’ Self-Respect.** By working to build team members’ confidence in their own abilities, project managers elevate the respect they receive, Mr. Kandadai says. For example, sometimes a team member will approach a leader with a problem the leader is not equipped to handle. “If [the leader] puts a small group of knowledgeable people together to solve the problem swiftly, he would still gain respect though he himself could not [solve the problem] on his own,” Mr. Kandadai says.
7. **Be Human.** No leader is flawless, and working with a “perfect manager” is de-motivating to the team. “Let people see you’re human, and allow them to be human, too,” Mr. Oschadleus says. “Imperial” project managers who do not work alongside their reports are less effective.
8. **Take Your Time.** Respect is not a commodity that can be bought off the shelf. It’s only earned over time if leaders treat each team member like the person they’d like them to become, Mr. Oschadleus says. “It’s not the big things you do that influence people, it’s the way you are in everyday, unconscious moments of choice,” he says.

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