Sensitivity

The preceding pages contain many references to the PM's need for political sensitivity. There is no point in belaboring the issue further. In addition, to a good working set of political antennae, the PM needs to sense interpersonal conflict on the project team or between team members and outsiders. Successful PMs are not conflict avoiders. Quite the opposite, they sense conflict very early and confront it before it escalates into inter/intradepartmental warfare.

The PM must keep project members "cool". This is not easy. As with any group of humans, rivalries, jealousies, friendships, and hostilities are sure to exist. The PM must persuade people to cooperate irrespective of personal feelings, to set aside personal likes and dislikes, and to focus on achieving project goals.

Finally, the PM needs a sensitive set of technical sensors. It is common, unfortunately, for otherwise competent(有能力的) and honest team members to try to hide their failures. Individuals who cannot work under stress would be well advised to avoid project organizations. In the pressure-cooker life of the project, failure is particularly threatening. Remember that we staffed the team with people who are task-oriented. We now have a condition where team members may not be able to tolerate their own failures(though they are rarely as intolerant of failure in others), and will hide failure rather than admit to it. The PM must be able to sense when things are being "swept under the rug" and are not progressing properly.

Leadership

Leadership has been defined as "interpersonal influence, exercised in situations and directed through the communication process, toward the attainment(目标，目的) of a specified goal or goals". But how is interpersonal influence generated? To all the skills and attributes we have mentioned, add enthusiasm, optimism, energy, tenacity(坚强), courage, and personal maturity. It is difficult to explain leadership. We tend to recognize it after the fact, rather than before. We define it anecdotally (轶事地，非正式地) by saying that this person or that one acted like a leader. The PM must capitalize(利用) on people's strengths, cover their weaknesses, know when to take over and when to "give the team its head", know when to punish and when to reward, know when to communicate and when to keep silent. Above all, the PM must know how to get others to share commitment(义务) to the project. In a word, the PM must be a leader.

2. 汉译英（60）