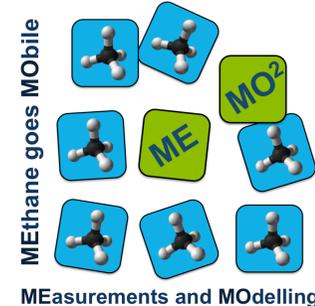




EU Project Managers – diplomatic caught between two stools?



Sylvia Walter

Utrecht University, The Netherlands

The management of international multi-partner projects, their administrative implementation and supervision is a challenge. Managers not only have to deal with the **general project administration**, several types and levels of **communication**, **problem-solving**, **leadership** and **context knowledge**. They also have to **guide and instruct the project partners**. They have to **motivate** scientists – which want to do science - to deliver administrative work but also have to **account it towards the EU**. They are mostly employed by the coordinator, but have to **ensure that also the coordinator is fulfilling her or his tasks**. These aspects could – possibly but not necessarily – lead to conflicts of interest, which might jeopardize the project.



Which one would fit for you? For your coordinator?
For your project partners?



Next to the general project challenges project managers need to find their way within the consortium. This depends on the distribution of tasks and responsibilities, but also on the relationship with the coordinator and the consortium and the consortiums' perception of the role of a project manager.

Project management means also expectation management.

Expectations

EU

■ Fulfill the Grant Agreement!

Coordinator

■ Manage the project in time, according to all rules and agreements, and don't bother me with administration!

Consortium

■ Support and guide us, but don't bother us with administration!

External Stakeholders

■ Make the project beneficial for us!

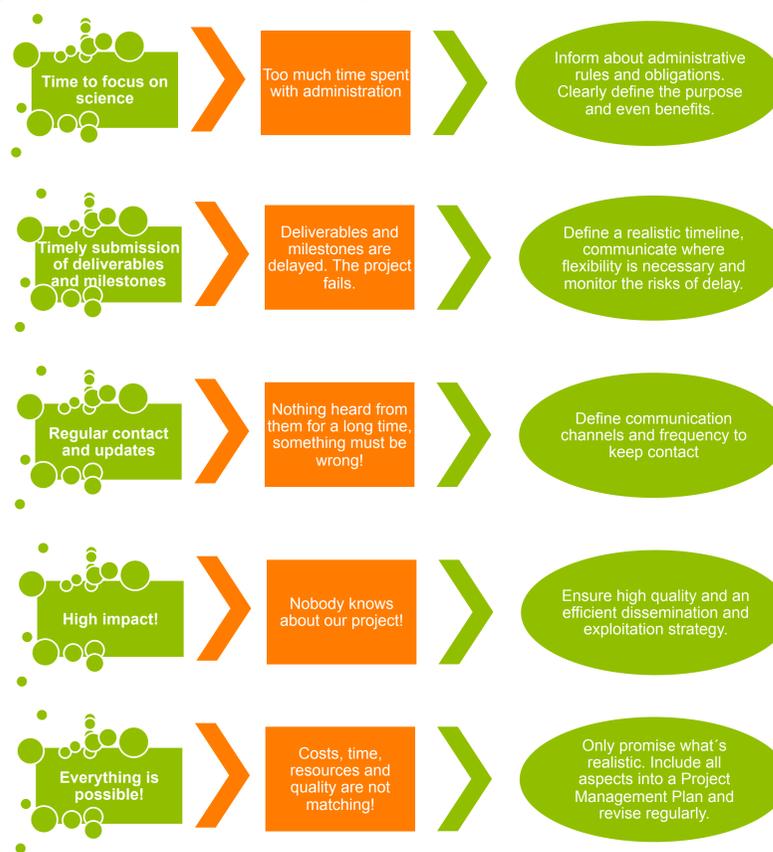
Expectations must be communicated clearly, concisely, and adequately detailed, as they influence the perception of a project and its results. Perceptions vary personally and from situation to situation. Mismatching of expectations and perceptions can lead to miscommunication, misunderstandings, and in worst case jeopardize the project success.

Obstacles are a lack of



Some examples

Expectation > Perception > Solution



TEAM



Further project partners: National Physical Laboratories (GB), SHELL (NL), Isoprime (GB), OonKAY(NL), Afvalzorg Deponie (NL), Viridor (GB), Whiffle Weather Finecasting (NL)