

- Protection payments made to terrorists by firms
- Mining companies' safety procedures

Nixon (1987) has identified some ethical missteps that are relatively common in business:

- "Wired" bids and contracts (the winner has been predetermined)
- "Buy-in" (bidding low with the intent of cutting corners or forcing subsequent contract changes)
- Kickbacks
- "Covering" for team members (group cohesiveness)
- Taking "shortcuts" (to meet deadlines or budgets)
- Using marginal (substandard) materials
- Compromising on safety
- Violating standards
- Consultant (e.g., auditors) loyalties (to employer or to public)

A PM, particularly in the public sector, may easily become embroiled in the ethics concerning such issues as pollution, public safety, industrial plant locations, the use of public lands, and so on. A Code of Ethics for PMs was created at the PMI 1982 symposium on Project Management, updated and approved in 1989, again in 1995, and once more in 2006. The 2006 version of the Code resulted from extended discussions and is roughly eight times the length of earlier versions—including appendices. It is available to anyone at the PMI website, www.PMI.org. The issue is receiving an increasing amount of attention.

Anyone seriously considering a career in project management should study the new code. It focuses on behavior that will lead to a high trust level between the PM, project team members, senior management, the client, and other stakeholders. The section entitled "Honesty" should be read, reread, and read once again. We will revisit the subjects of honesty and trust in almost every chapter of this book.

An "ethics audit" has also been recommended for nonprofit organizations (Schaefer et al., 1998), and we would recommend a similar audit for any firm. The extent of this subject is far beyond what we can cover here, but, fortunately, there are a number of excellent books on the topic (Blanchard et al., 1988; Pastin, 1986). A concise bibliography on business ethics is included in Robb (1996).

While a great deal has been written about the leadership attributes required or desirable in a PM, comparatively little has been written about the proper management style for a PM. Shenhar (1998) classifies projects across two dimensions and concludes that management style should be adapted to certain differences in the type of project. His dimensions are: (1) the level of technological uncertainty and (2) the level of system complexity. As the uncertainty increases from "low tech" to "high tech," the appropriate management style progresses from "firm, rigid, and formal" to "highly flexible." As the system complexity increases from simple to highly complex, the style progresses from "in-house informal" to "remote and highly formal."

Ability to Handle Stress

Throughout this chapter and elsewhere in this book, we have noted that the life of the PM is rarely serene. The PM is surrounded by conflict, often caught in an irrational management structure (described further in Chapter 5), and trapped in a high-stress occupation. Kent (2008) identifies six signs of excessive stress in the workplace: (1) inability to switch off work issues, (2) disturbed sleep, (3) lack of pleasure in nonwork-related leisure