

letter of recommendation for project manager

letter of recommendation for project manager is a critical document that can significantly impact a candidate's career trajectory. Whether it's for a new job application, a promotion, or even further educational pursuits, a well-crafted recommendation letter showcases a project manager's skills, experience, and character. This article delves into the essential components of a strong letter of recommendation for a project manager, offering guidance on what information to include, how to structure it effectively, and the specific qualities that hiring managers and decision-makers look for. We'll explore the importance of highlighting key project management competencies, demonstrating leadership abilities, and providing concrete examples of success. Understanding these elements will empower anyone tasked with writing or requesting such a letter to create a compelling and impactful document that truly represents the project manager's capabilities.

Understanding the Purpose of a Project Manager Recommendation Letter

A letter of recommendation for a project manager serves as an independent endorsement of their professional capabilities. It goes beyond a resume by providing context, qualitative insights, and a third-party perspective on the candidate's performance and potential. For employers, these letters offer valuable information about a candidate's work ethic, interpersonal skills, and their ability to successfully deliver projects. They can confirm claims made on a CV and offer a glimpse into how the project manager operates within a team and under pressure. The primary goal is to paint a comprehensive picture of the individual's suitability for a specific role or opportunity, thereby influencing the decision-making process.

Key Components of an Effective Project Manager Recommendation Letter

To create a powerful letter of recommendation for a project manager, several key components must be included. These elements work together to provide a holistic and convincing endorsement. A strong letter will be specific, detailed, and tailored to the role or opportunity the candidate is pursuing. Generic recommendations are far less impactful than those that clearly articulate the candidate's strengths in relation to specific requirements.

Opening and Introduction

The opening of the letter should clearly state the recommender's relationship with the project manager and the duration of their association. It's crucial to establish credibility and explain how the recommender is qualified to assess the project manager's skills. This section sets the tone and provides the necessary context for the rest of the letter. Mentioning the specific project or projects the project manager worked on under the recommender's supervision is also beneficial.

Highlighting Project Management Skills and Competencies

This is the core of the recommendation. It requires detailing the project manager's proficiency in various project management methodologies and practices. Specific examples are essential here to demonstrate, not just state, these skills. Think about the project lifecycle from initiation to closure.

- Scope definition and management
- Budgeting and cost control
- Schedule development and adherence
- Risk assessment and mitigation
- Stakeholder communication and management
- Quality assurance and control
- Resource allocation and management
- Procurement and vendor management
- Change management processes
- Team leadership and motivation

Demonstrating Leadership and Interpersonal Abilities

Beyond technical project management skills, a project manager's leadership and interpersonal abilities are paramount. This section should focus on how the project manager motivates teams, resolves conflicts, influences stakeholders, and fosters a positive working environment. Evidence of strong communication, negotiation, and problem-solving skills is vital.

Providing Concrete Examples of Success

Abstract statements about a project manager's capabilities are less convincing than specific, quantifiable achievements. The letter should include anecdotes or data that illustrate the positive impact of the project manager's work. Quantifiable results, such as projects completed on time and under budget, cost savings achieved, or improvements in team productivity, add significant weight to the recommendation.

Addressing Areas for Development (Optional but Valuable)

While the primary purpose is to recommend, subtly addressing an area where the project manager has shown growth can sometimes add authenticity and depth to the letter, provided it's framed positively as a learning experience that has made them a more well-rounded professional. This should be handled with extreme care and only if genuinely applicable and beneficial.

Closing and Recommendation Statement

The closing should reiterate the strong recommendation and express confidence in the project manager's future success. A clear and unambiguous endorsement leaves a lasting positive impression. It's also important to offer to provide further information if needed, demonstrating a commitment to the recommendation.

Structuring the Letter of Recommendation

A well-structured letter makes it easy for the reader to digest the information and understand the strengths of the project manager. The standard professional letter format is generally expected, ensuring clarity and professionalism.

Standard Professional Letter Format

Begin with the recommender's contact information, followed by the date and the recipient's contact information (if known). The body of the letter should follow the structure outlined in the previous section, with clear paragraphs for each point. A professional closing, such as "Sincerely" or "Best regards," followed by the recommender's typed name and title, completes the letter.

Tailoring the Letter to the Specific Opportunity

A generic letter of recommendation for a project manager is often less effective. It's crucial to tailor the letter to the specific job description or opportunity the candidate is applying for. This involves understanding the key requirements of the role and highlighting how the project manager's skills and experience align with those needs. Mentioning specific keywords from the job posting can also be beneficial, provided they are used naturally within the context of the recommendation.

What Hiring Managers Look For in a Project Manager Recommendation

When reviewing a letter of recommendation for a project manager, hiring managers are looking for more than just a positive review. They are seeking evidence that the candidate can consistently deliver results, lead effectively, and integrate well into their organization. Understanding these expectations can help in crafting a more impactful letter.

Evidence of Successful Project Delivery

The most critical aspect for any hiring manager is proof that the project manager can successfully bring projects to completion. This includes being able to manage timelines, budgets, and resources effectively, as well as navigating challenges and ensuring stakeholder satisfaction. Specific examples of successful project outcomes are invaluable.

Demonstrated Leadership and Team Management Capabilities

Project managers are leaders. Hiring managers want to see that the candidate can inspire, motivate, and

guide a team. This involves strong communication, conflict resolution, and the ability to foster collaboration. A recommendation that highlights these qualities provides confidence in the candidate's ability to manage people effectively.

Problem-Solving and Adaptability

Projects rarely go exactly as planned. The ability to identify problems, develop solutions, and adapt to changing circumstances is a hallmark of a skilled project manager. Recommendations that showcase instances of effective problem-solving and adaptability are highly valued.

Communication and Stakeholder Management

Effective communication with all stakeholders, from team members to senior executives, is crucial. A project manager must be able to articulate project status, risks, and needs clearly and persuasively. Recommendations that attest to strong communication and stakeholder management skills are a significant plus.

Best Practices for Requesting a Letter of Recommendation

Obtaining a strong letter of recommendation requires thoughtful preparation and clear communication with the potential recommender. Making it easy for them to write a compelling letter will yield better results.

Choosing the Right Recommender

Select individuals who know your project management work well and can speak to your strengths with specific examples. Supervisors, senior colleagues, or clients with whom you've had significant project interaction are ideal choices.

Providing Necessary Information and Context

Make it easy for your recommender by providing them with all the necessary information. This includes your updated resume, the job description for the role you're applying for, and any specific points you'd like

them to highlight. Remind them of specific projects and your contributions. Giving them a deadline well in advance is also crucial.

Following Up Appropriately

A polite follow-up can ensure the letter is submitted on time. However, avoid being pushy. A simple reminder a week or so before the deadline is usually sufficient. After the letter is submitted, a sincere thank you note is always appreciated.

Frequently Asked Questions

What are the key components of a strong letter of recommendation for a project manager?

A strong letter of recommendation for a project manager should include specific examples of their accomplishments, highlight key project management skills (like planning, execution, stakeholder management, risk mitigation), quantify their impact, and offer a clear endorsement of their abilities and suitability for future roles.

How can a recommender best demonstrate the candidate's leadership qualities in a project manager recommendation letter?

Recommenders can demonstrate leadership by providing concrete examples of how the candidate motivated teams, resolved conflicts, made decisive decisions, took initiative, and guided projects to successful completion, often under challenging circumstances.

What impact can quantifying achievements have on a project manager's letter of recommendation?

Quantifying achievements, such as 'reduced project costs by 15%' or 'delivered project 10% ahead of schedule,' adds significant credibility and demonstrates the tangible value the project manager brought to their previous roles. It moves beyond qualitative statements to concrete evidence of success.

How important is it to tailor the recommendation letter to the specific project manager role or industry?

Tailoring the letter is crucial. A recommender should highlight skills and experiences most relevant to the target role or industry. For example, if the role requires Agile expertise, the letter should emphasize their

experience with Scrum, Kanban, or other Agile methodologies.

What are common mistakes to avoid in a project manager recommendation letter?

Common mistakes include being too generic, lacking specific examples, using vague language, focusing only on responsibilities rather than achievements, and providing a lukewarm endorsement. A letter that doesn't clearly state the recommender's positive opinion is less effective.

How can a recommender effectively address the candidate's weaknesses or areas for development in a positive light?

Instead of directly listing weaknesses, a recommender can frame them as areas of growth. For instance, 'While initially focused on technical execution, [Candidate Name] has developed strong stakeholder communication skills over time, demonstrating their commitment to continuous improvement.'

What role do soft skills play in a project manager's recommendation letter?

Soft skills like communication, problem-solving, negotiation, collaboration, and adaptability are vital for project managers. The letter should showcase how the candidate effectively utilizes these skills to navigate complex project environments and build strong relationships.

Should a recommender mention the candidate's technical proficiency or industry-specific knowledge?

Yes, if it's relevant to the project manager role. Mentioning specific tools (e.g., Jira, Asana), methodologies (e.g., PMP, PRINCE2), or domain knowledge (e.g., software development, construction) provides context and highlights the candidate's readiness for the specific demands of the role.

How long should a typical letter of recommendation for a project manager be?

A typical letter of recommendation for a project manager is usually one page, concise, and to the point. It should be substantial enough to provide detail but not so long that it loses the reader's attention. Aim for 3-5 well-structured paragraphs.

What is the best way for a candidate to ask for a letter of

recommendation?

Candidates should ask well in advance, provide the recommender with their resume, the job description for the role they're applying for, and any specific points they'd like highlighted. Clearly state the deadline and how the letter should be submitted.

Additional Resources

Here are 9 book titles related to writing effective letters of recommendation for project managers, along with short descriptions:

1. The Art of Persuasion: Crafting Compelling Letters of Recommendation

This book delves into the psychological aspects of persuasive writing, specifically tailored for recommendation letters. It provides strategies for highlighting an individual's strengths, using impactful language, and building a strong case for their suitability for a new role. Readers will learn how to move beyond generic praise to create authentic and persuasive endorsements that truly stand out.

2. Project Management Excellence: Building a Strong Recommendation Case

Focusing on the unique demands of project management, this guide explains how to articulate the specific skills and achievements that make a project manager exceptional. It offers frameworks for identifying key competencies like risk management, stakeholder communication, and team leadership, and demonstrates how to translate these into powerful statements within a recommendation. The book helps writers showcase a candidate's proven track record and future potential in project leadership.

3. Keywords for Success: Strategic Language in Recommendation Letters

This resource emphasizes the importance of using targeted keywords that resonate with hiring managers and recruiters in the project management field. It explores industry-specific terminology and action verbs that effectively convey a candidate's capabilities and impact. The book guides authors in selecting and strategically placing these keywords to maximize the letter's effectiveness and ensure it gets noticed.

4. Quantifying Impact: Demonstrating Project Manager Value Through Data

For those seeking to write recommendations that go beyond anecdotal evidence, this book teaches how to incorporate measurable results and metrics. It provides methods for identifying and presenting quantifiable achievements, such as cost savings, efficiency improvements, or successful project completion rates. The aim is to transform a good recommendation into a compelling testimonial of concrete value.

5. The Project Manager's Portfolio: Evidence for a Powerful Recommendation

This book focuses on how to leverage a project manager's portfolio of work to inform and strengthen a letter of recommendation. It explains how to identify relevant projects and successes that can be cited as concrete examples of skill and competence. Readers will learn to draw upon this evidence to create a rich, detailed, and highly credible recommendation.

6. Mastering Stakeholder Relationships: A Project Manager's Key to Recommendation

Understanding that effective project management hinges on strong relationships, this book explores how to highlight a candidate's interpersonal and communication skills in recommendations. It offers guidance on describing how the project manager built rapport, managed expectations, and resolved conflicts with diverse stakeholders. The focus is on demonstrating a candidate's ability to lead and collaborate effectively.

7. From Vision to Victory: The Narrative of a Successful Project Manager

This title emphasizes the power of storytelling in writing recommendation letters. It guides authors in crafting a compelling narrative that illustrates a project manager's journey, challenges overcome, and ultimate successes. By weaving a story, the recommendation becomes more memorable and impactful, showcasing the candidate's growth and leadership qualities.

8. The Future-Ready Project Manager: Recommending for Tomorrow's Challenges

This book is designed for recommending project managers who demonstrate adaptability and foresight. It provides strategies for highlighting a candidate's skills in emerging areas of project management, such as agile methodologies, digital transformation, and sustainability. The goal is to craft recommendations that speak to a candidate's readiness for future industry demands.

9. The Ethical Endorsement: Integrity and Authenticity in Recommendations

This crucial guide stresses the importance of honesty and integrity when writing recommendation letters. It provides ethical frameworks for assessing a candidate's performance and ensuring that endorsements are both truthful and professionally responsible. The book helps writers maintain their own credibility while providing genuine support for deserving individuals.

Letter Of Recommendation For Project Manager

Letter of Recommendation for Project Manager: Unlocking Career Success

Land your dream job with a compelling letter of recommendation. Tired of generic, ineffective letters that fail to highlight your true project management prowess? Do you struggle to articulate your achievements in a way that truly impresses potential employers? Knowing how to leverage a strong recommendation is crucial, but crafting that powerful letter can be a daunting task. You need a tool that helps you guide your recommender to write a letter that showcases your skills and makes you stand out. This ebook provides the essential framework and actionable strategies to secure glowing recommendations that open doors to your next career opportunity.

This ebook, "The Project Manager's Guide to Stellar Recommendations," by Amelia Stone, will equip you with:

Introduction: Understanding the power of recommendations and strategic planning.

Chapter 1: Identifying the Right Recommender: Selecting individuals who can authentically vouch for your abilities.

Chapter 2: Crafting the Perfect Recommendation Request: Providing your recommender with the information they need to write a compelling letter. This includes providing a resume, project portfolio, target job description and more.

Chapter 3: Highlighting Key Skills and Achievements: Showcasing your project management expertise through quantifiable results and impactful anecdotes.

Chapter 4: Tailoring the Letter to Specific Job Descriptions: Adapting your recommendations to match the specific requirements of various roles.

Chapter 5: Reviewing and Refining the Recommendation: Ensuring the letter is polished, professional, and error-free.

Conclusion: Next steps for leveraging your recommendations effectively in your job search.

The Project Manager's Guide to Stellar Recommendations

Introduction: The Power of a Strong Recommendation

In today's competitive job market, a strong letter of recommendation can be the deciding factor in securing your dream project management role. It's more than just a formality; it's a powerful endorsement from someone who can vouch for your skills, experience, and work ethic. A well-written recommendation adds credibility to your resume and showcases your abilities in a way that your own self-description simply cannot. This guide provides a comprehensive framework to help you navigate the process, from selecting the right recommender to crafting a compelling request that yields a winning letter. Understanding how to leverage recommendations effectively is a crucial skill for any ambitious project manager.

Chapter 1: Identifying the Right Recommender

Choosing the right recommender is the foundational step towards a successful recommendation. Avoid simply choosing the person with the highest title; instead, prioritize individuals who can genuinely speak to your project management capabilities. Consider these factors:

1.1. Depth of Knowledge: The recommender should possess firsthand knowledge of your work. This means they've directly witnessed your project management skills in action. This could be a former supervisor, a client for whom you managed a project, or a colleague with whom you collaborated extensively.

1.2. **Credibility and Influence:** Consider the recommender's reputation and standing within your industry. A highly respected and influential individual can lend significant weight to your recommendation.

1.3. **Authenticity:** Choose someone who genuinely believes in your abilities and is enthusiastic about recommending you. An unenthusiastic recommendation will likely be less effective than a heartfelt one.

1.4. **Specificity of Relationship:** The recommender should be able to speak to specific projects or situations that showcase your strengths as a project manager. Avoid individuals who only have a general understanding of your work.

1.5. **Timeliness:** Ensure your recommender has sufficient time to write a thoughtful and detailed letter. Don't leave the request until the last minute. Give them ample time to craft a quality recommendation.

1.6. **Multiple Recommenders:** It is advisable to secure several recommendations from different professional relationships, showcasing a well-rounded perspective of your skills.

Chapter 2: Crafting the Perfect Recommendation Request

The success of your recommendation depends heavily on the information you provide to your recommender. A poorly prepared request can lead to a generic and ineffective letter. Your request should be thorough, professional, and easy for your recommender to follow.

2.1. **Provide Context:** Clearly state the job you're applying for. Include a job description, highlighting key responsibilities and required skills. This allows the recommender to tailor their letter to the specific requirements of the role.

2.2. **Share Your Resume and Portfolio:** Give your recommender access to your updated resume and a portfolio showcasing your past projects and achievements. This will provide them with concrete examples to draw upon in their letter.

2.3. **Outline Your Key Achievements:** Highlight your most significant accomplishments as a project manager. Quantify your results whenever possible. For example, instead of saying "Improved project efficiency," say "Improved project efficiency by 15%, resulting in a cost savings of \$10,000."

2.4. **Offer Specific Anecdotes:** Provide specific examples of situations where you demonstrated key project management skills, such as problem-solving, leadership, communication, or risk management. These anecdotes make your recommendation more engaging and memorable.

2.5. **Suggest a Structure:** You can gently suggest a structure or outline for the letter, but avoid being overly prescriptive. Allow your recommender the freedom to write in their own style and voice.

2.6. Provide a Deadline: Set a realistic deadline that allows your recommender sufficient time to write a thoughtful and comprehensive letter.

Chapter 3: Highlighting Key Skills and Achievements

Your recommendation should showcase your project management expertise, not just list your responsibilities. Focus on demonstrating the impact you've had on projects and organizations.

3.1. Quantifiable Results: Use numbers to demonstrate your achievements. Show how you improved project timelines, reduced costs, or increased efficiency.

3.2. Leadership Skills: Highlight instances where you effectively led teams, motivated individuals, and resolved conflicts.

3.3. Communication Skills: Demonstrate your ability to effectively communicate with stakeholders at all levels, including clients, team members, and senior management.

3.4. Problem-Solving Skills: Showcase your ability to identify and resolve problems efficiently and effectively, even under pressure.

3.5. Technical Skills: Highlight any specific software or tools you are proficient in, such as project management software (e.g., Asana, Jira, MS Project).

3.6. Adaptability and Flexibility: Show your ability to adapt to changing priorities and unforeseen challenges.

Chapter 4: Tailoring the Letter to Specific Job Descriptions

Each job requires a slightly different set of skills. Ensure your recommendation highlights the specific skills and experiences relevant to the target role. Review the job description carefully and emphasize the aspects that align with the employer's requirements. This demonstrates a proactive and results-oriented approach.

Chapter 5: Reviewing and Refining the Recommendation

Before submitting the recommendation, review it carefully for any errors in grammar, spelling, or punctuation. Ensure the tone is professional and the content is clear and concise. A well-polished letter reflects positively on both you and your recommender.

Conclusion: Next Steps

Once you receive your recommendations, carefully store them securely. Make sure they are easily accessible when you are applying for jobs. Use them strategically, submitting them only when requested by the employer. Remember, a strong letter of recommendation is a valuable asset in your career journey.

FAQs

1. How many recommenders should I get? Aim for 2-3 recommenders who can provide strong and varied perspectives on your skills.
2. What if my recommender doesn't know me well enough? Choose someone who can accurately assess your abilities. If no one fits this criteria, consider networking to expand your professional connections.
3. What if my recommender declines? Respectfully accept their decision and seek another suitable recommender.
4. How long should the letter be? Aim for a length of 1-2 pages, providing sufficient detail without being overly verbose.
5. What should I do if I find mistakes in the letter? Gently communicate with your recommender to address the errors.
6. Can I write parts of the letter myself? No, the letter should be entirely written by your recommender to maintain authenticity.
7. How do I submit the recommendation? Follow the instructions provided by the employer, often uploading it to an application portal.
8. Can I use the same letter for multiple applications? It's best to tailor each recommendation request for each job. Generic recommendations are less effective.
9. When should I send my recommendation request? Give your recommender at least 2-3 weeks

before the application deadline.

Related Articles:

1. Project Management Skills for Your Resume: Highlighting quantifiable achievements to impress potential employers.
2. How to Write a Powerful Cover Letter for Project Managers: Crafting a compelling narrative that showcases your expertise.
3. Top 10 Project Management Certifications: Boosting your credentials and increasing your marketability.
4. Networking Strategies for Project Managers: Building connections that can lead to job opportunities and strong recommendations.
5. Mastering the Project Management Interview: Preparing for common interview questions and showcasing your skills effectively.
6. Negotiating Your Salary as a Project Manager: Knowing your worth and securing a competitive compensation package.
7. Building a Strong Project Portfolio: Showcasing your project management expertise through tangible evidence of success.
8. Common Project Management Mistakes to Avoid: Learning from others' experiences to enhance your performance.
9. The Importance of Continuous Professional Development for Project Managers: Staying ahead of the curve in a rapidly evolving field.

letter of recommendation for project manager: How to Write Successful Letters of Recommendation Kimberly Sarmiento, 2014-12-22 Letters of recommendation are a part of every standard school or job application. As an employer, professor, colleague, peer, or friend, chances are that at one point or another, you will be asked to put a person on paper and every word counts. How to Write Successful Letters of Recommendation is your one-stop source for painting the perfect picture in just one short letter. You will learn everything you need to know about writing the perfect letter of recommendation that will get your friend, colleague, or student accepted or hired. The most effective letters of recommendation are accurate, succinct, descriptive, and powerful, and include realistic evaluations of performance and capability. With ideas about how to start your letter and topics to include, this complete guide will teach you how to do just that, as you construct the perfect letter from start to finish. Outlined in ten easy steps, this complete guide gives you the tools you need to write reference letters that your employees, colleagues, students, and friends will appreciate. This book is filled with tips and tricks for personalizing the letter and making your friend, student, employee, or coworker shine. With a word bank of powerful phrases and descriptive words, you ll have everything you need to make your letter stand out at your fingertips. Sample letters of recommendation are also included, along with explanations of why each one is effective and tips for replicating these letters in just minutes. You will learn about the different types of recommendation letters, from employment to academic to volunteer, and how to direct your letter to the appropriate audience. You ll even learn what to do if someone you haven t worked with closely asks you to be a reference, or how to deal with being asked for hundreds of recommendations at once. This exhaustively researched book will even teach you how to politely avoid writing letters for those people you aren t quite comfortable recommending. The Companion CD-ROM is filled with templates, examples, word banks, and worksheets, so that you can easily learn to verify experience,

confirm competence, build credibility, and bolster confidence with just a simple letter. A recommendation is more than just a letter; it's often make-or-break in a candidate's application for school, volunteering, or employment. With the step-by-step instructions and writing guidelines in this book, you will learn how to write introductions; opening statements; the body, including a well-written, vivid assessment of character and work ethic; and a strong conclusion. This new book will also teach you how to appropriately sign your letter, and will provide you with tips of re-reading and editing it to make sure you gave an effective recommendation. We spent hundreds of hours interviewing high school teachers, college professors, employers, and more who have nailed the art of composing effective communications. With *How to Write Successful Letters of Recommendation*, your employees, colleagues, students, and friends will see you as their go-to source to helping them succeed in their next big venture.

letter of recommendation for project manager: *The Project Manager's Guide to Making Successful Decisions* Robert A. Powell, Robert A. Powell PhD, Dennis M. Buede, Dennis M. Buede PhD, 2008-12 Make Better Decisions While Managing Projects! Decision-making is critical in project management. Lack of decision-making knowledge, avoidable mistakes, and improper definitions can negatively impact your company's ability to generate profit. *The Project Manager's Guide to Making Successful Decisions* is a practical handbook that focuses on the significance of project decision-making skills that will allow you to reach workable and effective results. This valuable resource highlights numerous decisions necessary to support the project management life cycle, presents various techniques that facilitate the decision-making process, provides an overview of decision analysis as it relates to project management, and much more! + Understand different types of decision-making processes and cycles + Recognize how to frame the decision and gather better information + Define alternatives and assessments to make the right decision + Analyze short case studies demonstrating project decision making success

letter of recommendation for project manager: *The Project Manager's Checklist for Building Projects* Mark Urizar, 2013-07-24 As today's building projects are becoming increasingly more complex, having an ever increasing number of requirements, it has become essential to comprehensively plan building projects upfront and determine how these can be effectively progressed and efficiently delivered. To do so, project managers must not only know and understand the different lifecycle phases and many processes involved, but must also be able to determine what the most appropriate delivery strategy for their particular project is. Establishing a project roadmap and having a comprehensive checklist of what to do has therefore, become essential, as these not only provide quick access to the necessary prompts that should be considered, but also enables the most appropriate decisions to be made. This book sets how building projects can be effectively delivered, it sets out the essential project management delivery processes through a roadmap of checklists that covers both the project and design management processes and lists their many associated activities, applicable to any building project. These not only provide a valuable insight as to how building projects should be progressed and managed, but also outlines what should be considered and actioned at any particular point on the project delivery path to ensure the successful delivery of viable built outcomes.

letter of recommendation for project manager: *Ask a Manager* Alison Green, 2018-05-01 From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a

Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

letter of recommendation for project manager: *The Professor Is In* Karen Kelsky, 2015-08-04 The definitive career guide for grad students, adjuncts, post-docs and anyone else eager to get tenure or turn their Ph.D. into their ideal job Each year tens of thousands of students will, after years of hard work and enormous amounts of money, earn their Ph.D. And each year only a small percentage of them will land a job that justifies and rewards their investment. For every comfortably tenured professor or well-paid former academic, there are countless underpaid and overworked adjuncts, and many more who simply give up in frustration. Those who do make it share an important asset that separates them from the pack: they have a plan. They understand exactly what they need to do to set themselves up for success. They know what really moves the needle in academic job searches, how to avoid the all-too-common mistakes that sink so many of their peers, and how to decide when to point their Ph.D. toward other, non-academic options. Karen Kelsky has made it her mission to help readers join the select few who get the most out of their Ph.D. As a former tenured professor and department head who oversaw numerous academic job searches, she knows from experience exactly what gets an academic applicant a job. And as the creator of the popular and widely respected advice site *The Professor is In*, she has helped countless Ph.D.'s turn themselves into stronger applicants and land their dream careers. Now, for the first time ever, Karen has poured all her best advice into a single handy guide that addresses the most important issues facing any Ph.D., including: -When, where, and what to publish -Writing a foolproof grant application -Cultivating references and crafting the perfect CV -Acing the job talk and campus interview -Avoiding the adjunct trap -Making the leap to nonacademic work, when the time is right *The Professor Is In* addresses all of these issues, and many more.

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letter of recommendation for project manager: Office Planning and Design Desk Reference James E. Rappoport, Robert F. Cushman, Karen Daroff, 1992-04-16 Covers all aspects of planning, designing and leasing new or retrofitted office space. While the bulk of the material was written for this book, selected chapters have appeared before in other Wiley titles and are now updated to reflect specialized aspects of the subject. Topics include determining a client organization's space and cost requirements, deciding on a suitable building and space, the nitty-gritty of design, retrofitting for office automation, selecting a designer, and signing a contract. It makes generous use of tables, charts, spreadsheets, checklists, and design workgrids. Features a special lease negotiation list for tenants.

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