

People Management in Project

Lecture Topics

- Team definition and characteristics
- Team management processes in PMBOK
- Team development model
- Leadership principles
- Project manager role in agile team

Definition of Team

A small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable

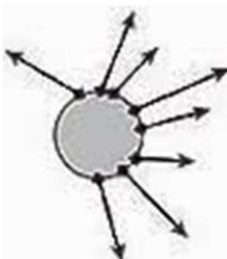
Team members:

- operate with a high degree of interdependence,
- share authority and responsibility for self-management,
- are accountable for the collective performance, and
- work toward a common goal and shared rewards(s).

A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.

The purpose for project manager is to develop an average team to aligned team (by Alistair Cockburn). Pictorially:

From This



To That

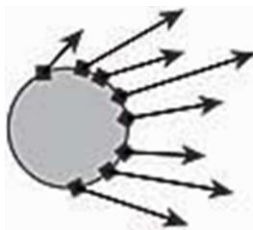


Figure 1. From Average Team to Aligned Team

Common Problems Teams Must Overcome

When teams fail, it's usually because of one of five reasons:

1. members don't understand the team's mission;
2. members don't understand their own roles or responsibilities;
3. members don't understand how to do their tasks or how to work as part of a team;
4. members don't buy into the team's function, purpose, or goals;
5. members reject their roles or responsibilities

People Management Failures

- Unformed development teams
- Lack of clearly defined management roles
- Poor motivation and unrealistic expectations
- Uncontrolled corncocks and encouragement of heroes
- Constant delivery pressure
- Adding staff to speed up delivery
- Lack of technical respect for developers
- Lack of effective communication

Avoidance of Failure or Corrective Actions

- Performing team development cycle
- Understanding and applying management roles
- Understanding and applying leadership principles

People Management Processes in PMBOK

In PMBOK they are named „Human Resource Management Processes“ and are as follows:

- Acquire Project Team
- Develop Project Team
- Manage Project Team

These processes and mutual relationships by inputs and outputs are presented on the next figure:

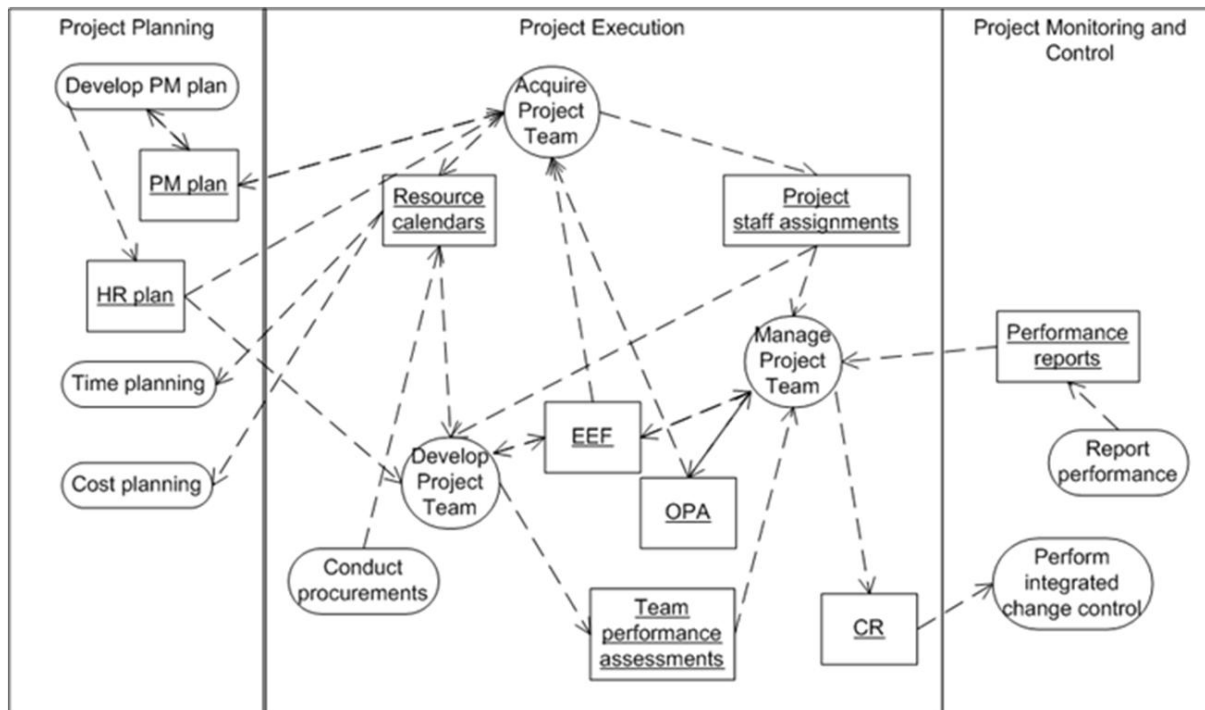


Figure 2. Human Resource Management Processes in PMBOK

Acquire Project Team

It is the process of confirming human resource availability and obtaining the team necessary to complete project assignments. The project management team may or may not have direct control over team member selection because of collective bargaining agreements, use of subcontractor personnel, matrix project environment, internal or external reporting relationships, or other various reasons

Factors in acquiring project team are as follows:

- The project manager or project management team should effectively negotiate and influence others who are in a position to provide the required human resources for the project
- Failure to acquire the necessary human resources for the project may affect project schedules, budgets, customer satisfaction, quality, and risks. It could decrease the probability of success and ultimately result in project cancellation
- If the human resources are not available due to constraints, economic factors, or previous assignments to other projects, the project manager or project team may be required to assign alternative resources, perhaps with lower competencies, provided there is no violation of legal, regulatory, mandatory, or other specific criteria

Acquire Project Team Inputs

- Project management plan;
- Enterprise environmental factors (existing information for human resources including who is available, their competency levels, their prior experience, their interest in working on the project and their cost rate; personnel administration policies such as those that affect outsourcing; organizational structure and location or multiple locations);
- Organizational process assets (organization standard policies, processes, and procedures)

Acquire Project Team Outputs

- Project staff assignments (The documentation of these assignments can include a project team directory, memos to team members, and names inserted into other parts of the project management plan, such as project organization charts and schedules)
- Resource calendars (documented time periods showing that each project team member can work on the project)
- Project management plan updates (specifically human resource plan)

Acquire Project Team Tools & Techniques

- Pre-assignment

When project team members are selected in advance they are considered pre-assigned. This situation can occur if the project is the result of specific people being promised as part of a competitive proposal, if the project is dependent upon the expertise of particular persons, or if some staff assignments are defined within the project charter

- Negotiation
- Acquisition

When the performing organization lacks the in-house staff needed to complete a project, the required services may be acquired from outside sources. This can involve hiring individual consultants or subcontracting work to another organization

Develop Project Team

Is the process (a process of change) - transforming a group of individuals who may have different interests, backgrounds, and expertise into an integrated and effective working unit and awareness building. It's helping people to understand that they are

greater collectively than individually; it is an understanding that all of our decisions will be better when some degree of collaboration is applied. Develop Project Team is a process which improves the competencies and interactions of team members to enhance project performance. Management of team development process is one of the primary duties for project manager.

Project managers should:

- create an environment that facilitates teamwork;
- continually motivate their team by providing challenges and opportunities, by providing timely feedback and support as needed, and by recognizing and rewarding good performance

High team performance can be achieved by:

- using open and effective communication,
- developing trust among team members,
- managing conflicts in a constructive manner, and
- encouraging collaborative problem-solving and decision-making

The project manager should request management support and/or influence the appropriate stakeholders to acquire the resources needed to develop effective project teams.

Objectives of Developing a Project Team

- Improve knowledge and skills of team members in order to increase their ability to complete project deliverables, while lowering costs, reducing schedules, and improving quality;
- Improve feelings of trust and agreement among team members in order to raise morale, lower conflict, and increase team work; and
- Create a dynamic and cohesive team culture to improve both individual and team productivity, team spirit, and cooperation, and to allow cross-training and mentoring between team members to share knowledge and expertise.

Develop Project Team Inputs

- Project staff assignments
- Project management plan;
- Resource calendars

Develop Project Team Outputs

- Team performance assessments

The performance of a successful team is measured in terms of technical success according to agreed-upon project objectives, performance on project schedule (finished on time), and performance on budget (finished within financial constraints). High-performance teams are characterized by these task-oriented and results-oriented outcomes. They also exhibit specific job-related and people-related qualities that represent indirect measures of project performance

- Enterprise environmental factors updates

Develop Project Team Tools & Techniques

- Training
- Team-building activities
- Ground rules (clear expectations regarding acceptable behavior by project team members)
- Recognition and rewards

Team Development Model (Team Building Model)

B.W. Tuckmann ja M.A.C. Jensen, 1965. Teams are going through 5 phases: Forming; Storming; Norming; Performing; Adjourning

Forming

A stage of transition from individual to a team member. Team members are first brought together and check out the situation. Trying to form group goals and what role everyone plays in it – what is expected from everyone, what are everybody's gains and losses. People are not committed to the team. Project manager must perform 3 tasks to move the team through this stage: Staff quickly, establish roles, in team meetings explain project background, client information; Share the vision, establish buy-in; Assign short-term deliverable that members have to produce together to monitor members collaboration ability

Storming

A conflict-filled stage in which the individuals try to form a group by resolving differences in goals and perspectives. The individuals struggle for status and power within the team. Member's competencies are attacked. Cliques drive the team. Level of participation by members is at its highest (for some) and it's lowest (for some). Project manager must

solve conflicts: Support different working styles; Encourage members to mutual communication and collaboration; Create positive environment

Norming

Focus on the work at hand. Power boundaries have been set and trust between members emerges. Personal attacks die down and people adjust for individual strengths and weaknesses. Sometimes issues that should be addressed are avoided. When people overlook a good solution to a problem to avoid conflicts, project manager must reawaken their critical capabilities

Performing

The team has developed a clear identity with loyal team members. They have a clear understanding of how the team operates and how they will interact as individuals. As new tasks arise, each member knows who will complete it. Usually, if someone does forget his or her place, the team itself will discourage the disruptive behavior. Project manager’s day-to-day involvement is minimal. The team will be running itself, and project manager can focus on process improvement, customer relations, improved efficiency, and the like

Adjourning

Members become concerned about the team’s impending dissolution, and productivity declines. Adjourning includes feelings of loss or sadness about ending the project and separating from the team, as well as strong positive feelings of accomplishment. Behaviors include joking, missing meetings, and expressing dissatisfaction

Development Cycles of Management and Development Teams

Management Team= project manager + development team leaders

Table 1 Development Cycles of Management and Development Teams

Management Team	Development Teams
Form	
Storm	
Norm	Form
Perform	Storm
(Adjourn)	Norm
	Perform
	Adjourn

Overlapping these stages will solve several problems: unformed development teams; lack of clearly defined management roles (and a well-understood decision-making process); uncontrolled Corncoobs and encouragement of heroes; lack of technical respect for developers;

Manage Project Team

Manage Project Team is the process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance. The project management team observes team behavior, manages conflict, resolves issues, and appraises team member performance.

As a result of managing the project team, change requests are submitted, the human resource plan is updated, issues are resolved, input is provided for performance appraisals, and lessons learned are added to the organization's database.

Managing the project team requires a variety of management skills for fostering teamwork and integrating the efforts of team members to create high-performance teams. Team management involves a combination of skills with special emphasis on communication, conflict management, negotiation, and leadership. Project managers should provide challenging assignments to team members and provide recognition for high performance.

Manage Project Team Inputs

- Project staff assignments
- Project management plan;
- Team performance assessments
- Performance reports
- Organizational process assets

Manage Project Team Outputs

- Change requests

Staffing changes can include moving people to different assignments, outsourcing some of the work, and replacing team members who leave. Preventive actions are those that can be developed to reduce the probability and/or impact of problems before they occur. These actions may include cross-training to reduce problems during project team member absences and additional role clarification to ensure all responsibilities are fulfilled

- Enterprise environmental factors updates

- Organizational process assets updates

Manage Project Team Tools & Techniques

- Observation and conversation
- Project performance appraisals
Clarification of roles and responsibilities, constructive feedback to team members, discovery of unknown or unresolved issues, development of individual training plans, and the establishment of specific goals for future time periods
- Conflict management
- Issue log
- Interpersonal skills (leadership, influencing, effective decision making)

Understanding and Implementing Management Roles

Meredith Belbin "Management Teams: Why They Succeed or Fail" (1981)

4 critical leadership and 4 critical supporting management roles - that team members seemed to play in the most diversified, successful teams. These leadership roles represent functions needed by a team for peak performance, and they also represent styles in which those leadership functions can be carried out. In management team it is needed that all these roles are present. There should be no reason that most managers' can't have multiple roles, as long as the roles are not in tension with each other, as long as they truly have the bandwidth to perform each role sufficiently

Critical Leadership Roles:

- Driver - who sets the strategies;
- Originator - who comes up with innovative approaches;
- Coordinator - the process leader and facilitator;
- Monitor - the critical reviewer

Critical Supporting Management Roles:

- Supporter - who is the people person;
- Implementer - responsible for putting strategies, innovative approaches, and processes into practice;
- Finisher - provides the urgency necessary and ensures completion;
- Investigator - researches and acts as the groups interface externally

Traditional IT Management Roles Mapped to Critical Leadership Roles

Table 2. Traditional IT Management Roles Mapped to Critical Leadership Roles

IT Management Role	Leadership Role	Supporter Role
Project manager	Driver, monitor	Finisher
Process manager	Coordinator	Supporter
Architect	Originator, monitor	Implementer
Team leader	Monitor	Implementer, supporter, finisher

Understanding and Implementing Leadership Principles

Differentiates between leadership and management: the manager focuses on systems and structure; the leader focuses on people; The manager relies on control; the leader inspires trust; The manager asks how and when; the leader asks what and why; Managers do things right; leaders do the right things.

The Power Bases of the Leader

Leader has several possibilities to establish power – leader’s power base. The power base is the power perceived by the followers of the leader. Understanding the perceived source of power is extremely valuable in understanding how to motivate; similar to means by which leader establishes power, so is the leadership style situational.

P. Hersey & K. H. Blanchard “Management of Organizational Behavior: Utilizing Human Resources”, 1996

- Coercive - Power is derived from the perceived ability to provide sanctions or consequences for nonperformance
- Connection - Power is derived from association with influential persons or organizations
- Reward - Power is derived from the perception to provide compensation for things that followers would like to have
- Legitimate - Power is derived from the perception of title or position
- Referent - Power is derived from the perception of admiration and personal esteem
- Information - Power is derived from the perception of having access to or being in possession of useful information
- Expert - Power is derived from perception of education, experience, and expertise

Skills Required to be Successful Leader

- Diagnosing - understanding the situation now and what your desired result is for the future
- Adapting - adapting and finding the resources to accomplish the desired result
- Communicating - interacting effectively with others to achieve the result

Expanded Situational Leadership Model

Authors Paul Hersey and Kenneth Blanchard, in the sixties. The models are based on the premise that there are four different states that followers can exist within, and within each of those states different leadership styles are necessary to achieve the desired result. The essence is that there is no singular way to approach leadership, it depends on the situation. Software project managers should familiarize themselves with this approach to leadership, even if they do not subscribe to it. One possible expression of this model is shown on the next figure:

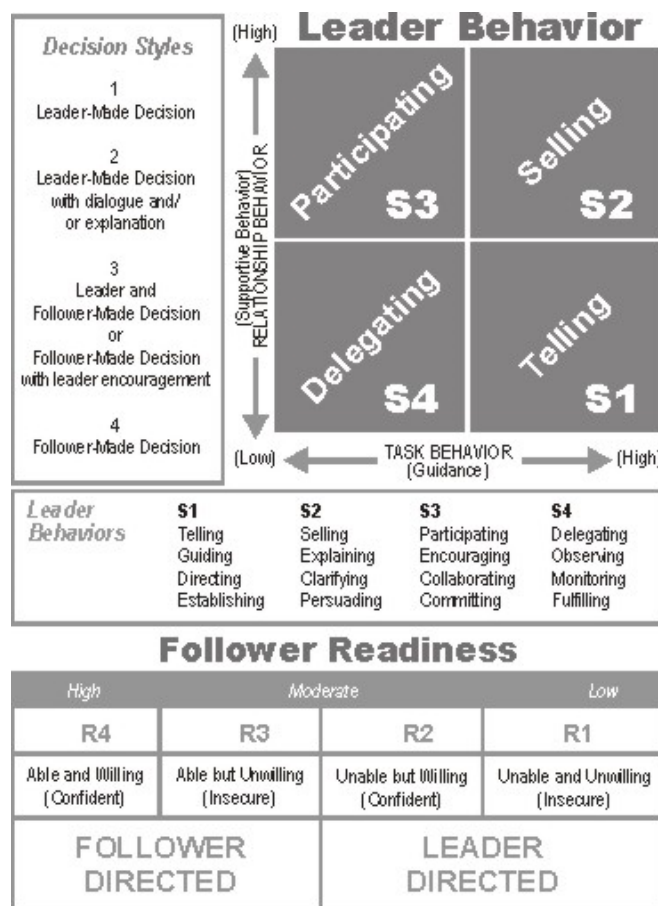


Figure 2. Expanded Situational Leadership Model (Hersey, Blanchard, and Johnson, 1996)

Figure 3. Situational Leadership Model

Conflict Management Techniques

- Withdrawing/Avoiding. Retreating from an actual or potential conflict situation
- Smoothing/Accommodating. Emphasizing areas of agreement rather than areas of difference
- Compromising. Searching for solutions that bring some degree of satisfaction to all parties
- Forcing. Pushing one's viewpoint at the expense of others; offers only win-lose solutions
- Collaborating. Incorporating multiple viewpoints and insights from differing perspectives; leads to consensus and commitment.
- Confronting/Problem Solving. Treating conflict as a problem to be solved by examining alternatives; requires a give-and-take attitude and open dialogue.

Signs that the Person is not appropriate to be a Project Manager

- Poor communicator;
- He/she doesn't work well with people;
- He/she prefers details;
- He/she doesn't like to manage people;
- He/she doesn't like to follow processes;
- He/she doesn't like to document things;
- He/she likes to execute and not to plan;
- He/she prefers to be an order taker;
- He/she is not organized;
- He/she thinks project management is "overhead"

Personalities of the Successful Project Manager

- Love of their work ... and embracing the challenges;
- Clear vision ... and communicating this vision;
- Strong team building skills...and setting positive tones;
- Structure and alignment...creating the environment and direction;
- Strong interpersonal skills...listening to and leading their teams;
- Discipline...completing each phase of the project properly;
- Communication skills...knowing when and to whom to communicate;

Agile Project ...

Manager Roles

- Remove obstacles;
- Shield diversions;
- (Re)Communicate the Project Vision;
- Carry Food and Water

Management Principles

- 1) Learn the team members' needs;
- 2) Learn the project's requirements;
- 3) Act for the simultaneous welfare of the team and the project;
- 4) Create an environment of functional accountability;
- 5) Have a vision of the completed project;
- 6) Model the desired behavior towards this vision;
- 7) Resist meddling and recognize team conflict as a positive step;
- 8) Manage with an eye towards ethics;
- 9) Take time to reflect on the project;
- 10) Challenge the process

Summary

Success of the collaboration is granted by:

- Implementing team development process as well in development team as in management team;
- Defining management roles and attributing these to team members;
- Understanding leadership principles and implementing these in project according to the situation;
- Commitment of every team member and willingness to collaborate

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