

People Management in Project

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

Some factors which generally lead to a good team:

- shared belief in the value and achievability of the team's goals;
- awareness of the value of the individual's own role and contribution;
- recognition of the value of other team members (whether they are key specialists or just non-specialist, junior assistants);
- desire to work collaboratively, sharing thoughts, ideas, concerns, etc;
- friendship - enjoying working together with a common purpose;
- supporting each other in recognition that the team's success requires all members to be successful;
- coaching junior members rather than bossing them;
- listening to ideas and advice from other team members;
- making time to communicate with other team members;
- celebrating successes;
- rewarding good team behavior in financial and non-financial ways.

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

Team Development

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.

Team Development 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 Corncobs and encouragement of heroes; lack of technical respect for developers;

Involve Everyone in Planning

Producing and updating development plans should involve everyone who will implement them. Involving ensures that: developers by into the estimates under which they are working. the management experiences the injection of reality into the planning process; A good project manager will work with his or her team leaders on the plans – this will help solve the following problems: poor motivation and unrealistic expectations; constant delivery pressure; adding staff to speed up delivery

Understanding and Implementin 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.

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.

The Power Bases of the Leader

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:

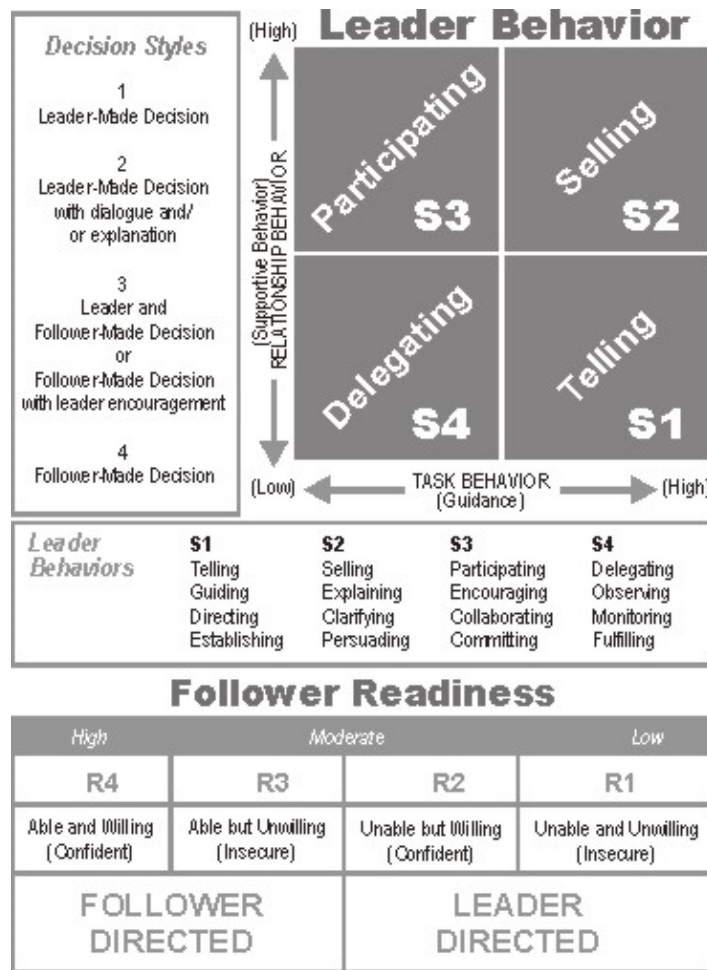


Figure 2. Expanded Situational Leadership Model (Hersey, Blanchard, and Johnson, 1996)

Figure 1. Situational Leadership Model

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;
 are recognized by stakeholders as the single most important factor in project;
 goal achievement;
 are truthful in all dealings and relationships;
 exhibit eagerness to organize and lead groups;
 exhibit evidence of a strong desire for goal achievement;
 are even-tempered;
 have faith that the future will have a positive outcome;
 have confidence their personal performance will result in a positive outcome

Agile Project Manager Roles

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

Ten Principles to Manage Agile Projects

- 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

Attributes of an Agile Team

Generalist-Specialists – Each team member has a set of specific interests, skills and strengths. You are a Generalist-Specialist when what you do goes beyond these;

Self-organizing – The team work out what needs to be done and members sign up for work;

Cross-functional - Each team member is a composite of roles, skills and experiences;

Continuously learning – We always strive to do better;

Responsible – We win together, we fail together. We share responsibility;

Committed – We give 100% to everything we do

Seven Essential Teamwork Skills

1. active listening;
2. Questioning;
3. logical argument;
4. Respecting;
5. Helping;
6. Sharing;
7. participating

One view of An Ideal Agile Team Model (by Jimmy Zhao)

At first we need a group of people who are really easy to accept others. When talking about acceptance, I mean the acceptances of:

- different style of people;
- different skill set;
- different speed of doing things;
- different document style or code style;
- different/similar ideas, just accept them, don't try to argue and be a hero;
- change, we are an agile team, right

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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