

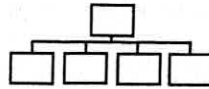


ORGANIZATION

9

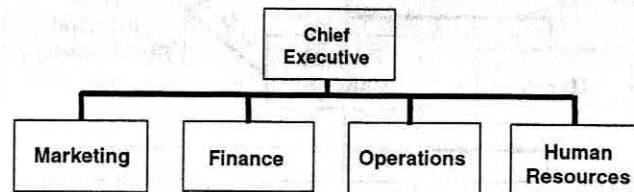


9 Organization



172

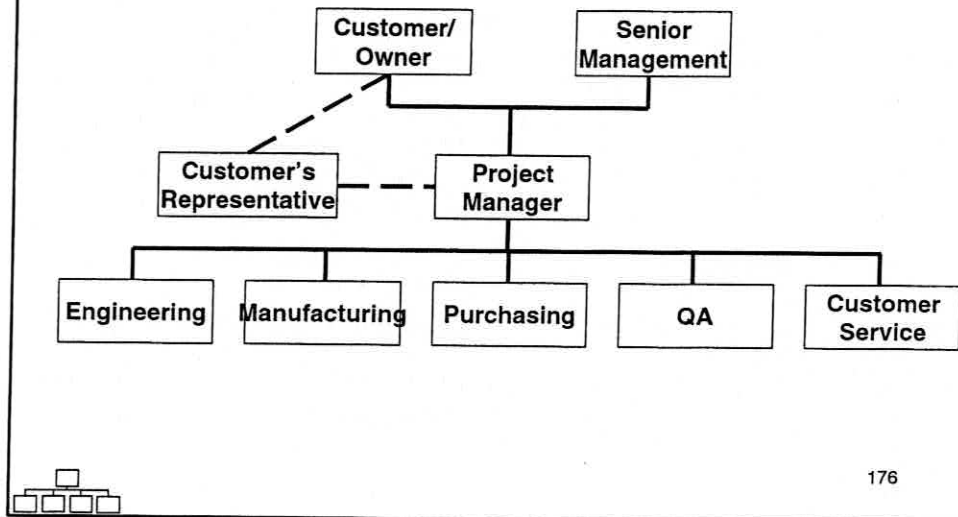
Business Organization



173

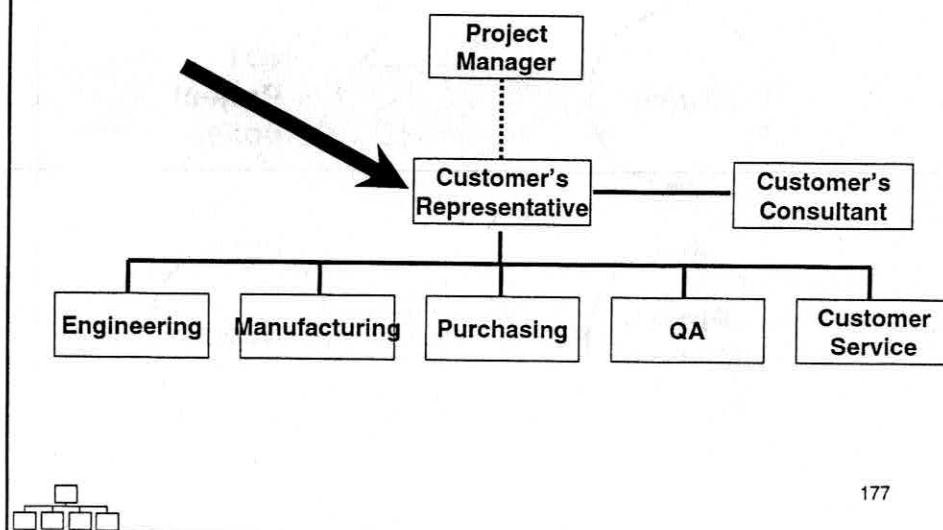


Project - with Customer



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Managing the Customers

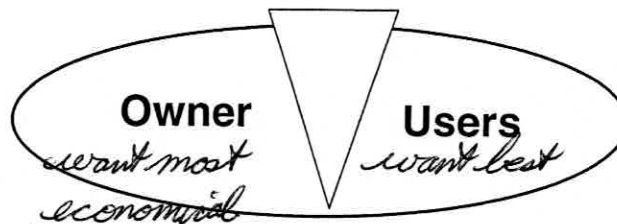


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Be Careful

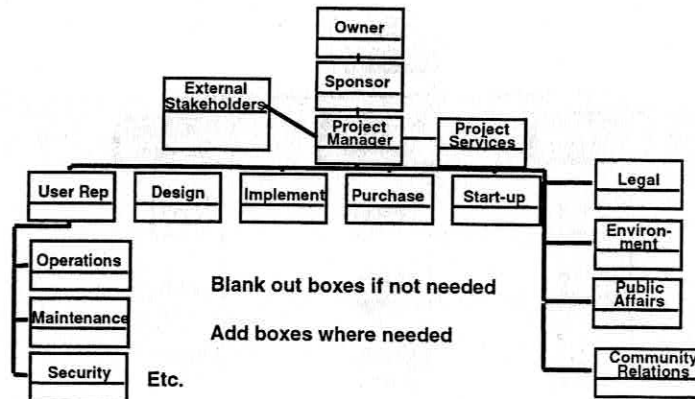
Separate
the
Owner
from the
Users



They will be in conflict.

180

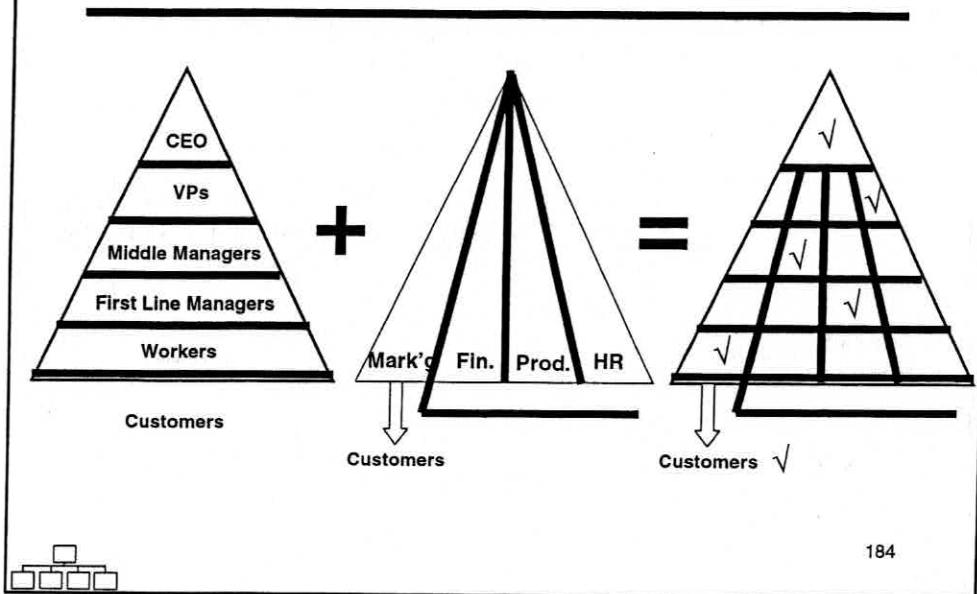
Who Has Each Responsibility?



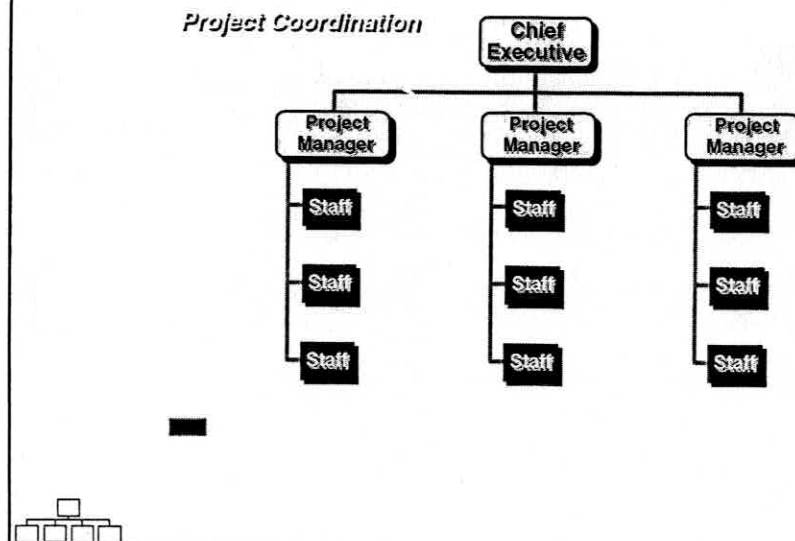
181



Barriers

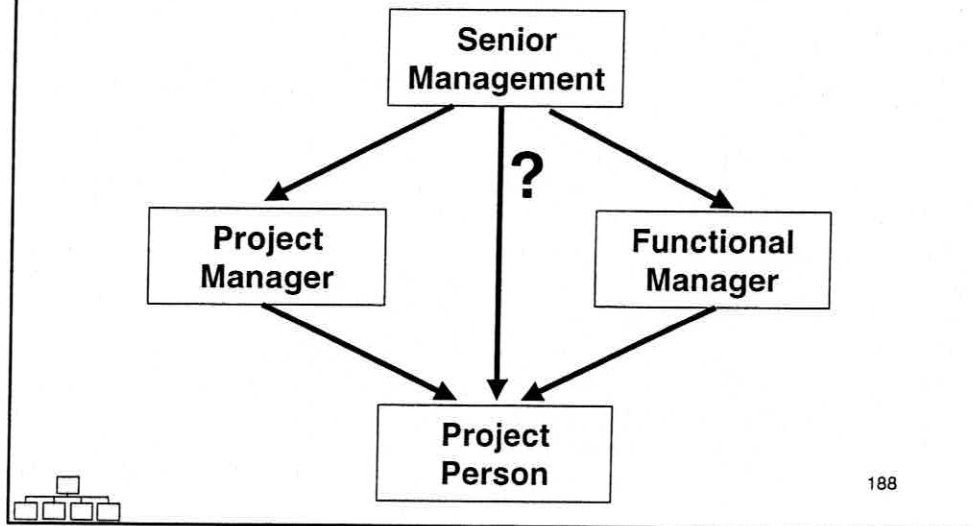


Organization Options: Projectized





Functional vs Project Manager



188

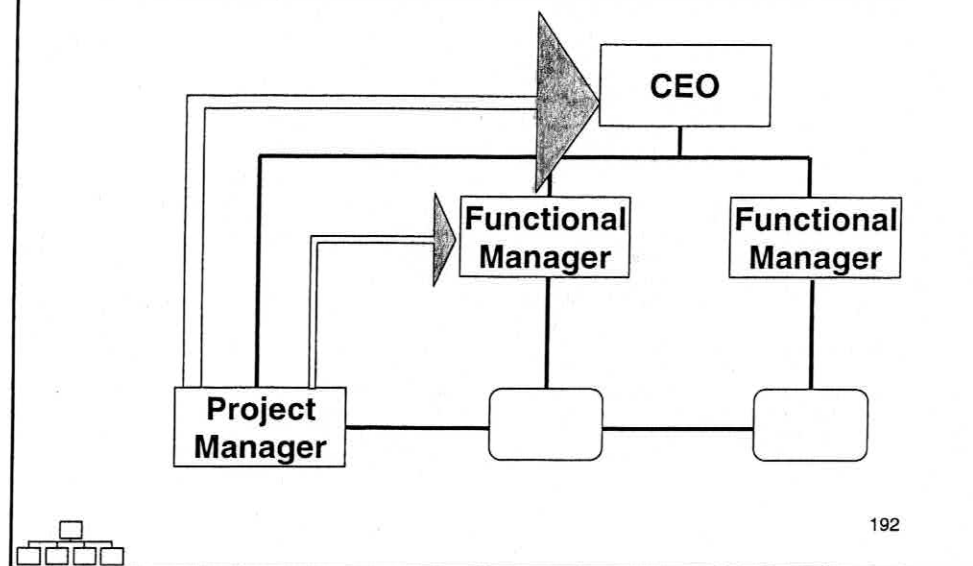
Responsibilities in a Matrix Organization

Project Manager	Functional Manager
What	How
When	Where
Why	Who
How Much	How Well
How Well Integrated into Project	

A small organizational chart icon is visible in the bottom left corner.

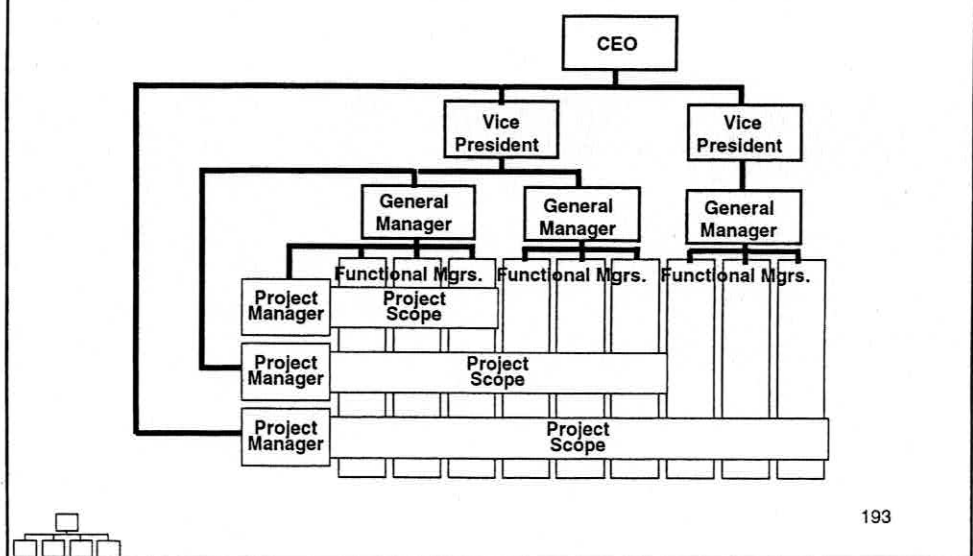
189

The Multiple Management Interfaces



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Matrix Management Reporting Levels



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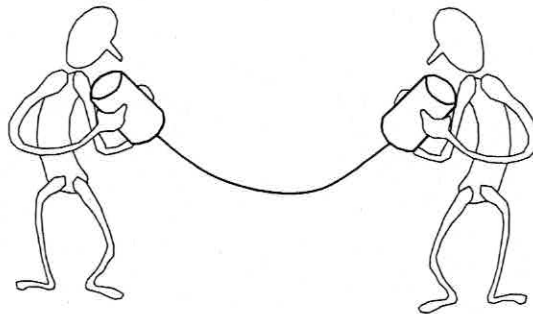
COMMUNICATIONS

10



10

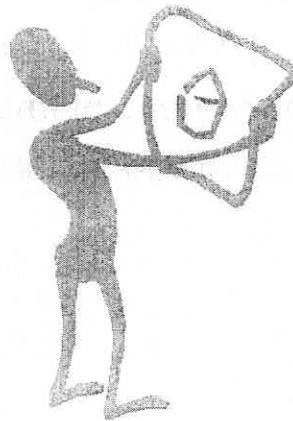
Project Communications



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Communications Planning

Startup
Information
Organization
Communications Matrix
Tools
Communications Plan
Process of Communications
Skills
Meetings, Procedures, Administration



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Information Distribution - What?

WBS Finalization

Responsibilities for Work Packages

Contract Strategies

Scope, Time, Cost, Quality



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Information Distribution - What?

Updated Organization Charts

Responsibilities

Accountability

Authority - *also may have influence over others*

Communication Channels - *establish & maintain*

Approvals

Routing and Distribution Lists



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COMMUNICATIONS MATRIX

Stakeholder	Aware-ness	Support	Motiv-ation	Obtain Info	Info to Do Job	Coord-inate Effort	Decide / Approve	Commit-ment	Manage Expect-ations
Owner/ Sponsor	✓ Report	Presentation Report			Meeting		Report	Approved	
Operator	Committee	Mtgs	Mtgs	Committee			Committee		Mtgs
Maintenance	Mtgs Reports	x		✓ "	✓ "	✓ "			
Implementer									
Designer									
Regulator									
Consultant									
Info Systems	✓ Mtgs	✓ "		✓ "	✓ "	✓ "	✓ "	✓ "	✓ "
Finance	✓	✓		✓	✓	✓	✓	✓	✓
Supplier								208	

Council/Directors
Staff
FM.

Municipal Hall.
Design/Build.

Intranet updates for staff
Web page updates for residents

Model -

Architect
CIS.

COMMUNICATION TOOLS

One Way

P A Announcement
Memo
Note
Letter
Fax
Report
Demo
Advertisement
Speech
Cassette
Lecture

Video
CD
Photo
Bulletin Board
Article
Press Release
Statement
Writ
Book
Position Paper
Model

Drawing
Specification
Message
Newsletter
Fact Sheet
Manual
Brochure
Data Sheet
Guidelines, Procedures
Cartoon
Card

Flyer
Flow Chart
Graph
Diagram
Map
White Paper
Brief
Invoice
Pager
Questionnaire
Tell

One and a Half Way

E-Mail
www

BBS
Voice Mail

Intranet
Extranet

Two Way

Meeting - One on One
- Group

Telephone - One on One
- Group

Video - One on One
- Group

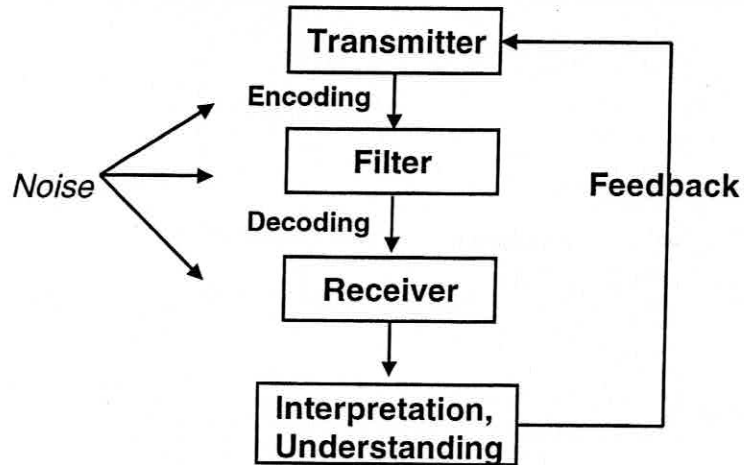
Chat Group

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Communication Process



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Communication Skills

Effective Speaking

Effective Writing

Active Listening

N.L.P. - Neurolinguistic Programming

→ learning to read what people are thinking and how they listen.
- body language, eye movements.
- predominant brain.

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Meeting Rules

- Why hold the meeting?
- Date and place set In advance
- Invite contributors only
- * - Written agenda - *in advance if possible.*
- Prepare the room / equipment
- Concise notes taken
- "Action by" column. - *assign to individuals (everybody record their own action in the meeting)*
- Preset time limit
- Start on time
- Make decisions - Who - what - where - why - when



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Learn and Progress by EVALUATION

What did we learn?, Benefits?, Concerns?

Were our meeting objectives met?

What was helpful in our meeting?

What was not helpful

Next Time.....



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*2 Minute Evaluation:
At the start have
members rate how the
meetings are progressing*

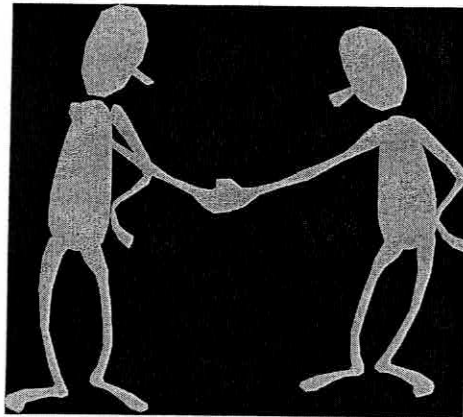


HUMAN RELATIONS

11



11 Human Relations



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Motivation

Performance/behaviour Issue

Antidote

Don't know what to do

Communicate

Don't know how to do it

Skill Development

Obstacles preventing doing it

Process & System
Changes

Don't want to do it

Motivation



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Motivation Depends On

Project Culture - *can often change very slowly.*

- **Long Hours** - *an expectation?*

- **Openness** -

- **Project reward system** - *not just financial.*

- **Teamwork** -

- **Clear Mission**



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Motivation Depends On

Project Reward System

- **Remuneration**

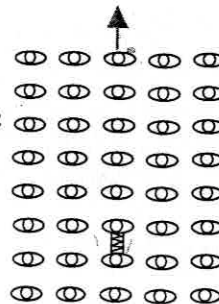
- **Status**

- **Challenge** - *learn new information and skills*

- **Promotion**

Ability to Influence

Self Development



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Motivation Depends On

Environment *in the workplace.*

- Working Conditions
- Availability of Support Systems
- Social Interaction
- Sense of Importance
- Appreciation



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Motivation Depends On

Supervision

- Quality
- Amount

Responsibility/Accountability

Competition

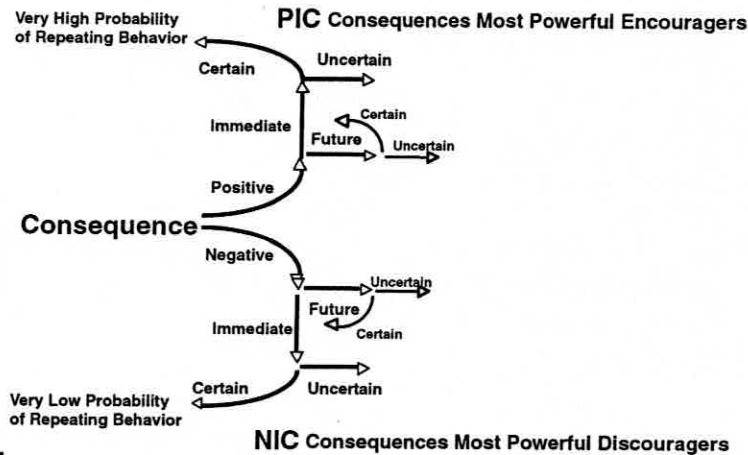
Peer Pressure



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ABC Analysis



Mark Adams, Human Resources, B.C. Hydro

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Reinforcers

Verbal/Social

Specific Compliments
Recognition
Commendation Letters
Celebration
Take Interest in their Work

Work-Related

Promotions
Increased Decision Authority
Increased Control over Resources
Access to Top Executives
More Challenging Assignments

Tangible/Symbolic

Trophies/Plaques
Special Recognition Clubs
Work-Related Tools & Equipment
Office Equipment/Furniture
Personal Items (trip, wine, time off)

Monetary

Special Recognition Awards
Individual Bonuses
Group Incentives
Merit Increases
Stock Rewards



Aubrey Daniels & Associates - Atlanta, Georgia

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Effective Team

Clear Sense of Purpose
Informal Climate (humour, relaxed)
Participation
Listening
Respectful Disagreement
Consensus
Open Communication (Trust)
Clear Roles and Work Assignments
Shared Leadership
External Relations - Credibility, Networks
Style Diversity - Skills, Personalities
Self-Assessment



231

Inspiring Teamwork

To Unite a Cross-Functional Team

- **begin with clear, compelling shared vision**
- **define roles of each team member**
- **be sure individuals win when team wins**

To Produce High-Performance Results

- **make building trust and rapport a priority**
- **nourish personal & prof. relationships**
- **clearly define accountability & expectations**
- **team pressure to deliver on commitments**



From article in PM Network magazine May 1993, Inspiring People and Performance, by Kostner and Strbiak

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Inspiring Teamwork (cont'd)

- **Need More Than**
 - **Active Listening**
 - **Clear Talking and Writing**
- **Need to Look at Behaviors that send a silent yet Powerful Message**
- **Open or Closed Communications**



PM Network magazine Nov 1993, Openness: The Gateway To Top Performance, by Kostner and Strbiak

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Inspiring Teamwork (cont'd)

Task Communication is Closed by Words that are NOT said

Subtle Messages that Sever Openness:

- **Negative Attitude**
- **Not Listening**
- **Not Extracting or Reflecting Back Key Points**
- **Not Helping Brainstorm Ideas to Solve It**



PM Network magazine Nov 1993, Openness: The Gateway To Top Performance, by Kostner and Strbiak

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