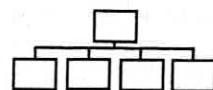


ORGANIZATION

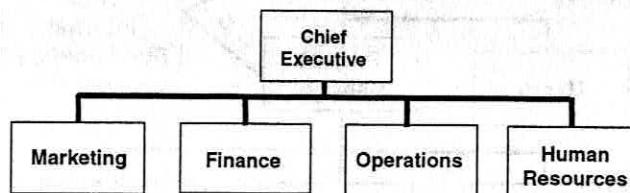
9

9 Organization



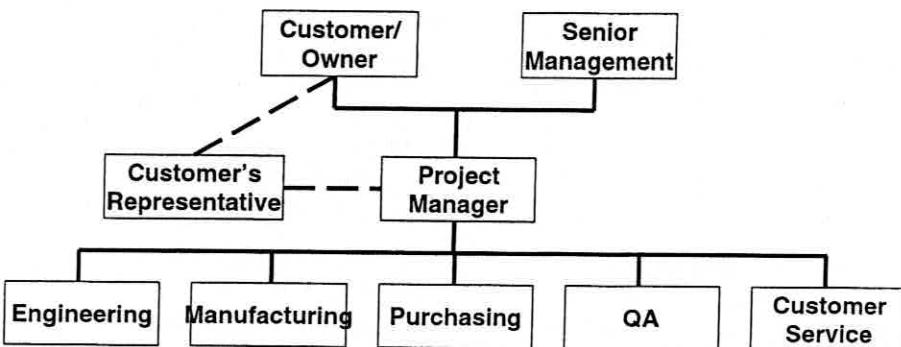
172

Business Organization



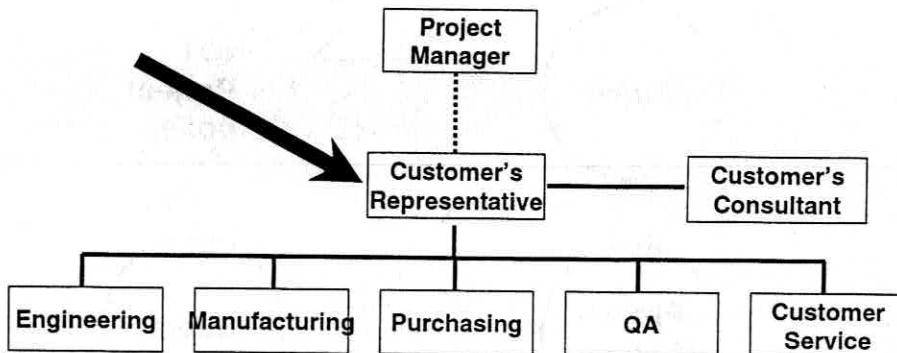
173

Project - with Customer



176

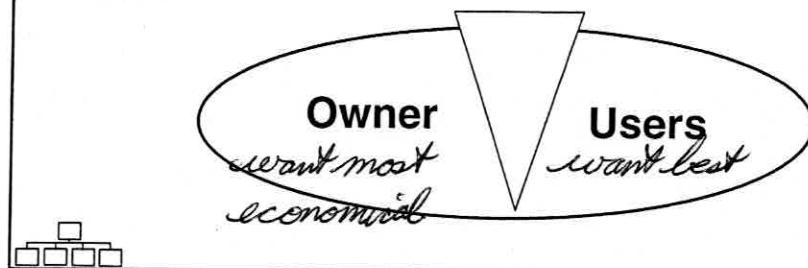
Managing the Customers



177

Be Careful

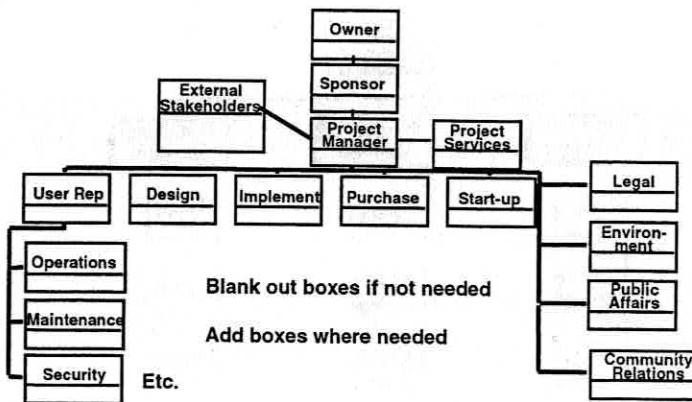
Separate
the
Owner
from the
Users



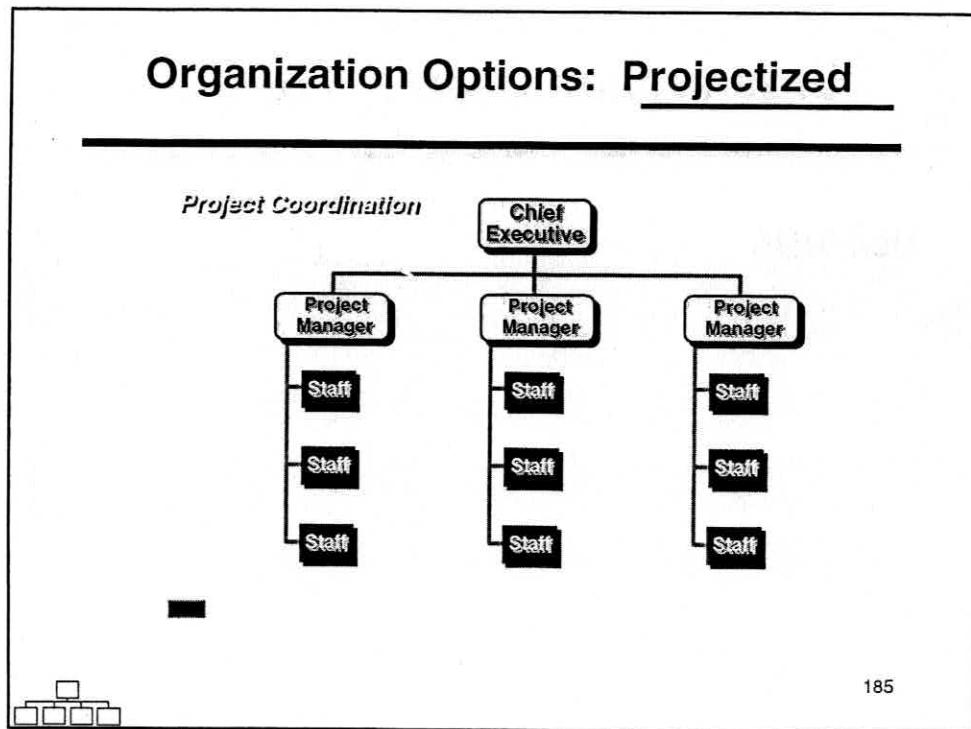
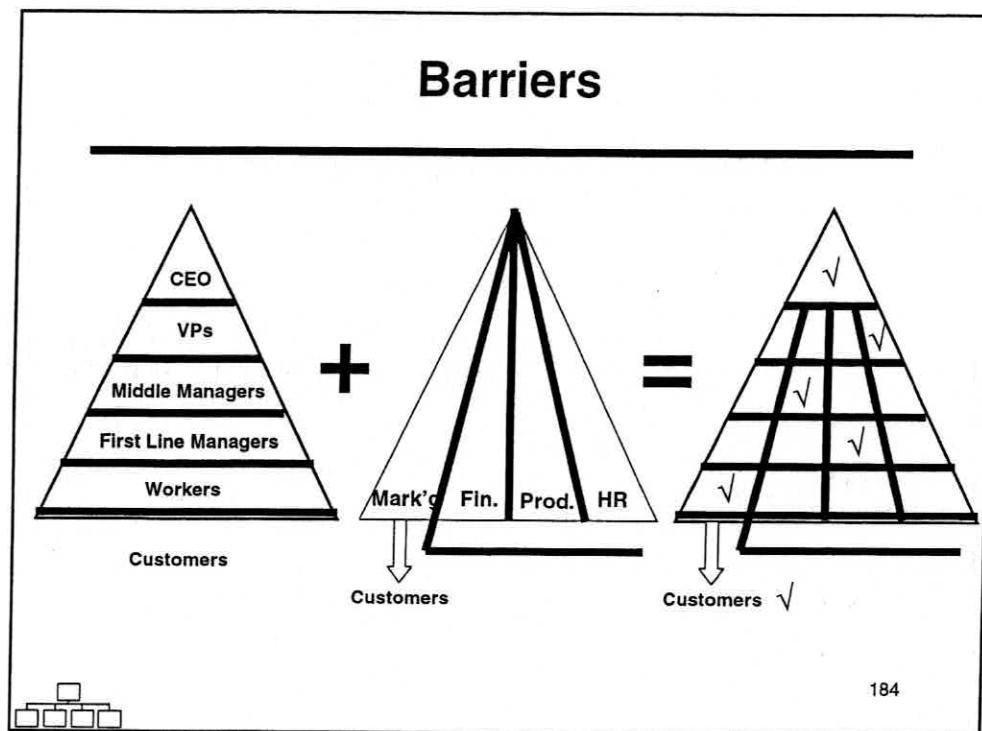
180

They will be in conflict.

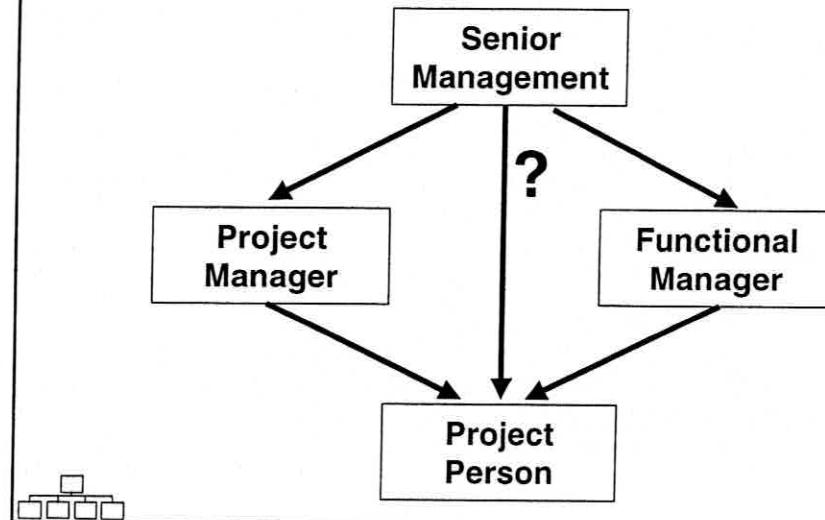
Who Has Each Responsibility?



181



Functional vs Project Manager



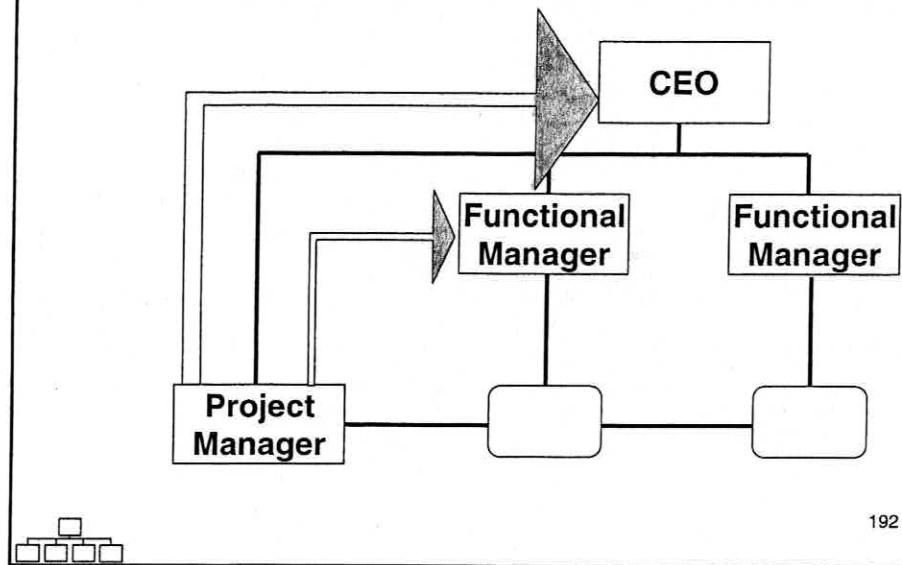
188

Responsibilities in a Matrix Organization

| <u>Project Manager</u> | <u>Functional Manager</u> |
|----------------------------------|---------------------------|
| What | How |
| When | Where |
| Why | Who |
| How Much | How Well |
| How Well Integrated into Project | |

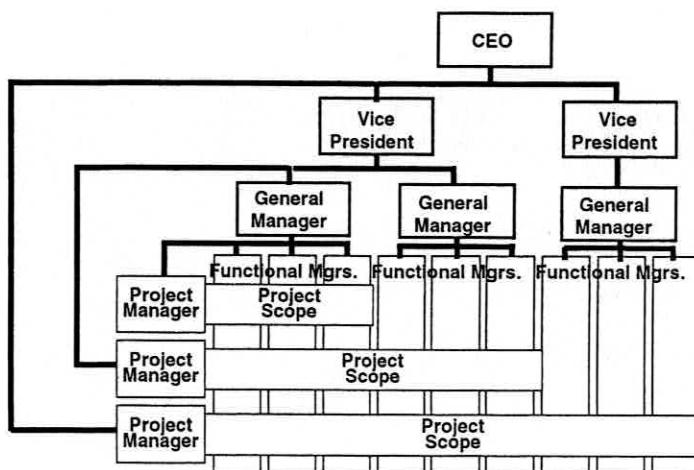
189

The Multiple Management Interfaces



192

Matrix Management Reporting Levels



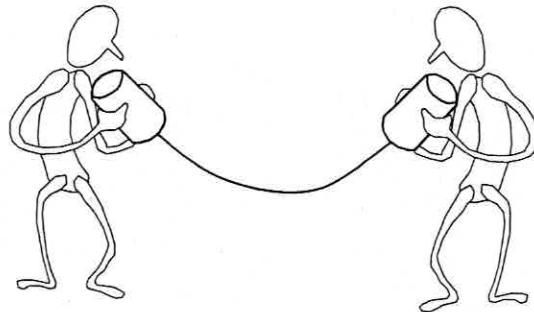
193

COMMUNICATIONS

10

10

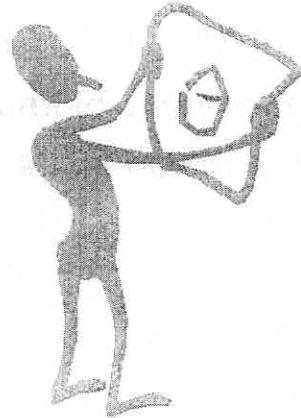
Project Communications



195

Communications Planning

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



196

Information Distribution - What?

WBS Finalization

Responsibilities for Work Packages

Contract Strategies

Scope, Time, Cost, Quality



199

Information Distribution - What?

Updated Organization Charts

Responsibilities

Accountability

Authority - *also may have influence over others*

Communication Channels - *establish & maintain*

Approvals

Routing and Distribution Lists



200

Municipal Hall.
Design Build.

Council/Dir.

Staff.

F.M.

Architect

C.S.

| Stakeholder | Awareness | Support | Motivation | Obtain Info | Info to Do Job | Coord.-inat Effort | Decide / Approve | Commitment | Manage Expectations |
|---------------|------------------|----------------------|------------|----------------|----------------|--------------------|------------------|---------------|---------------------|
| Owner/Sponsor | ✓ Report | Presentation Report. | | | ✓ Meeting | | ✓ Report. | ✓ Approved | ✓ |
| Operator | ✓ Committee | ✓ Mtgs | ✓ Mtgs. | ✓ Committee | | | ✓ Committee | | J Mtgs. |
| Maintenance | Ytgs. Reports | X | | ✓ " " | ✓ " " | ✓ X | | | |
| Implementer | | | | | | | | | |
| Designer | | | | | | | | | |
| Regulator | | | | | | | | | |
| Consultant | | | | | | | | | |
| Info Systems | ✓ Mtgs | ✓ " | | ✓ " | ✓ " | ✓ " | ✓ " | ✓ " | ✓ " |
| Finance | ✓ - | | | ✓ - | - | - | - | - | - |
| Supplier | | | | | | | | | 208 |

Intranet updates for sta.
Web page updates for residents
Model -

COMMUNICATION TOOLS

One Way

| | | | |
|------------------|----------------|------------------------|---------------|
| P A Announcement | Video | Drawing | Flyer |
| Memo | CD | Specification | Flow Chart |
| Note | Photo | Message | Graph |
| Letter | Bulletin Board | Newsletter | Diagram |
| Fax | Article | Fact Sheet | Map |
| Report | Press Release | Manual | White Paper |
| Demo | Statement | Brochure | Brief |
| Advertisement | Writ | Data Sheet | Invoice |
| Speech | Book | Guidelines, Procedures | Pager |
| Cassette | Position Paper | Cartoon | Questionnaire |
| Lecture | Model | Card | Tell |

One and a Half Way

| | | |
|--------|------------|----------|
| E-Mail | BBS | Intranet |
| www | Voice Mail | Extranet |

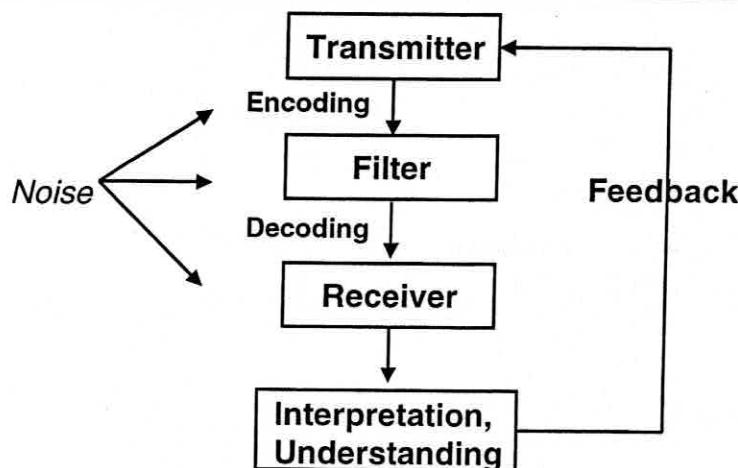
Two Way

| | | | | | |
|---------|-------------------------|-----------|-------------------------|-------|-------------------------|
| Meeting | - One on One - Group | Telephone | - One on One - Group | Video | - One on One - Group |
|---------|-------------------------|-----------|-------------------------|-------|-------------------------|

Chat Group

204

Communication Process



207

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.



208

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



211

Learn and Progress by EVALUATION

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

What did we learn?, Benefits?, Concerns?

Were our meeting objectives met?

What was helpful in our meeting?

What was not helpful

Next Time.....

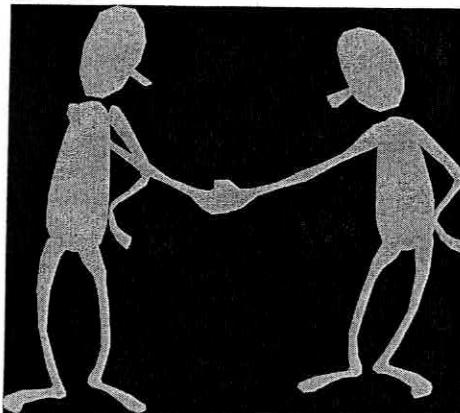


212

HUMAN RELATIONS

11

11 Human Relations



215

Motivation

| <u>Performance/behaviour Issue</u> | <u>Antidote</u> |
|--------------------------------------|-------------------------------------|
| 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 |



216



Motivation Depends On

Project Culture - can often change very slowly.

- Long Hours - an expectation?

- Openness -

- Project reward system - not just financial.

- Teamwork -

- Clear Mission



219

Motivation Depends On

Project Reward System

- Remuneration

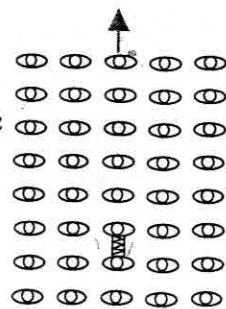
- Status

- Challenge - learn new information
and skills

- Promotion

Ability to Influence

Self Development



220

Motivation Depends On

Environment in the workplace.

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



223

Motivation Depends On

Supervision

- Quality
- Amount

Responsibility/Accountability

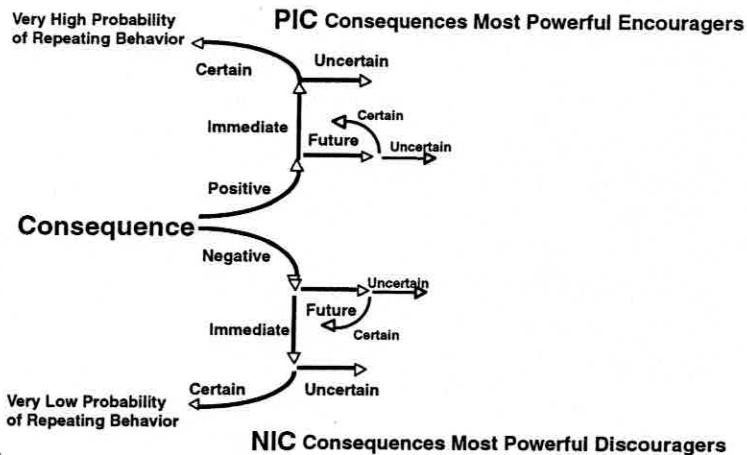
Competition

Peer Pressure



224

ABC Analysis



227

Mark Adams, Human Resources, B.C. Hydro

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



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

232



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

235

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

236