

# Chapter 4 : Resources Management

1. Organizational Structures
2. Resources Planning and Acquisition
3. Project Team Development

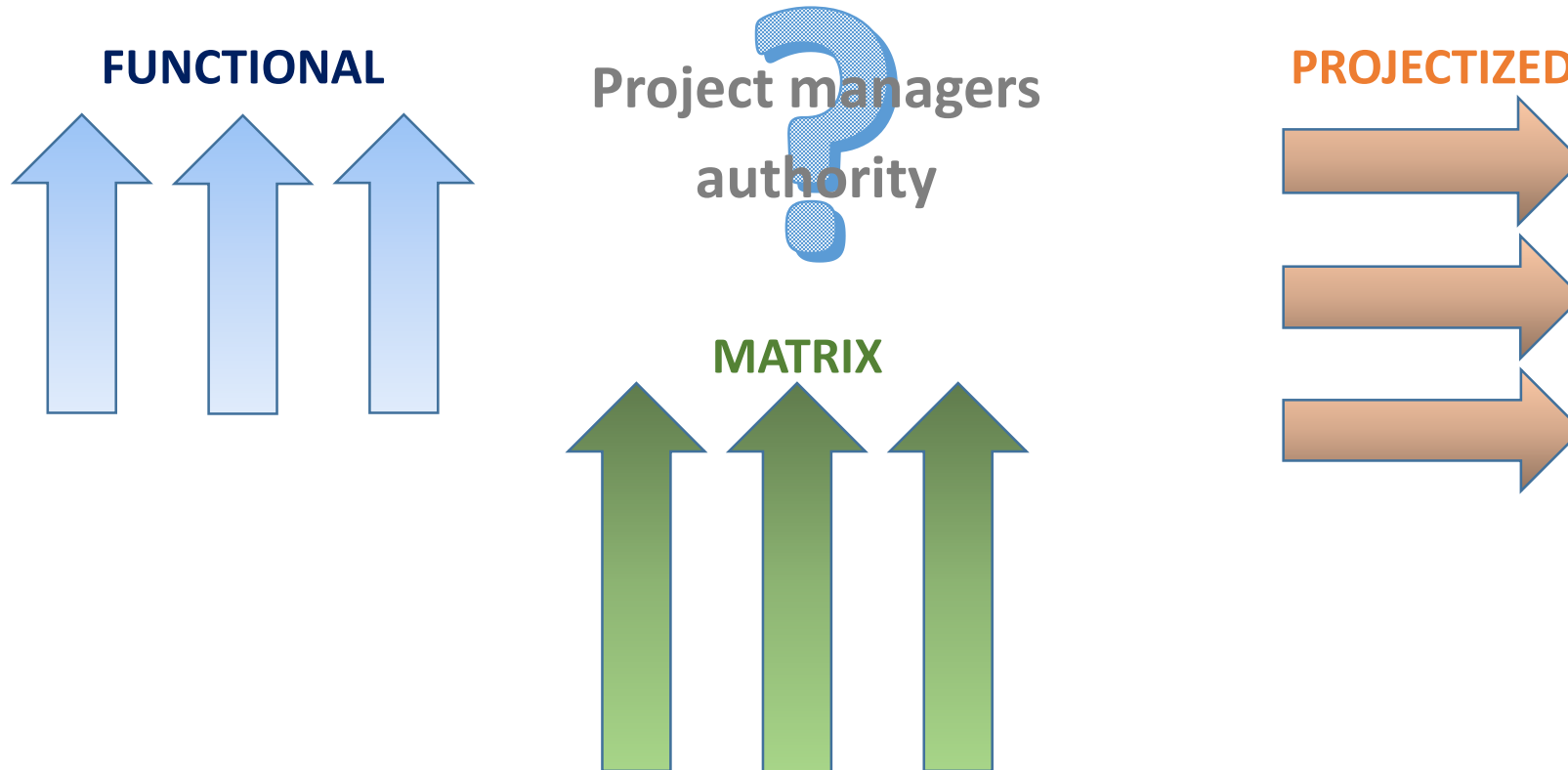


# Chapter 4 : Resources Management

1. **Organizational Structures**
2. Resources Planning and Acquisition
3. Project Team Development

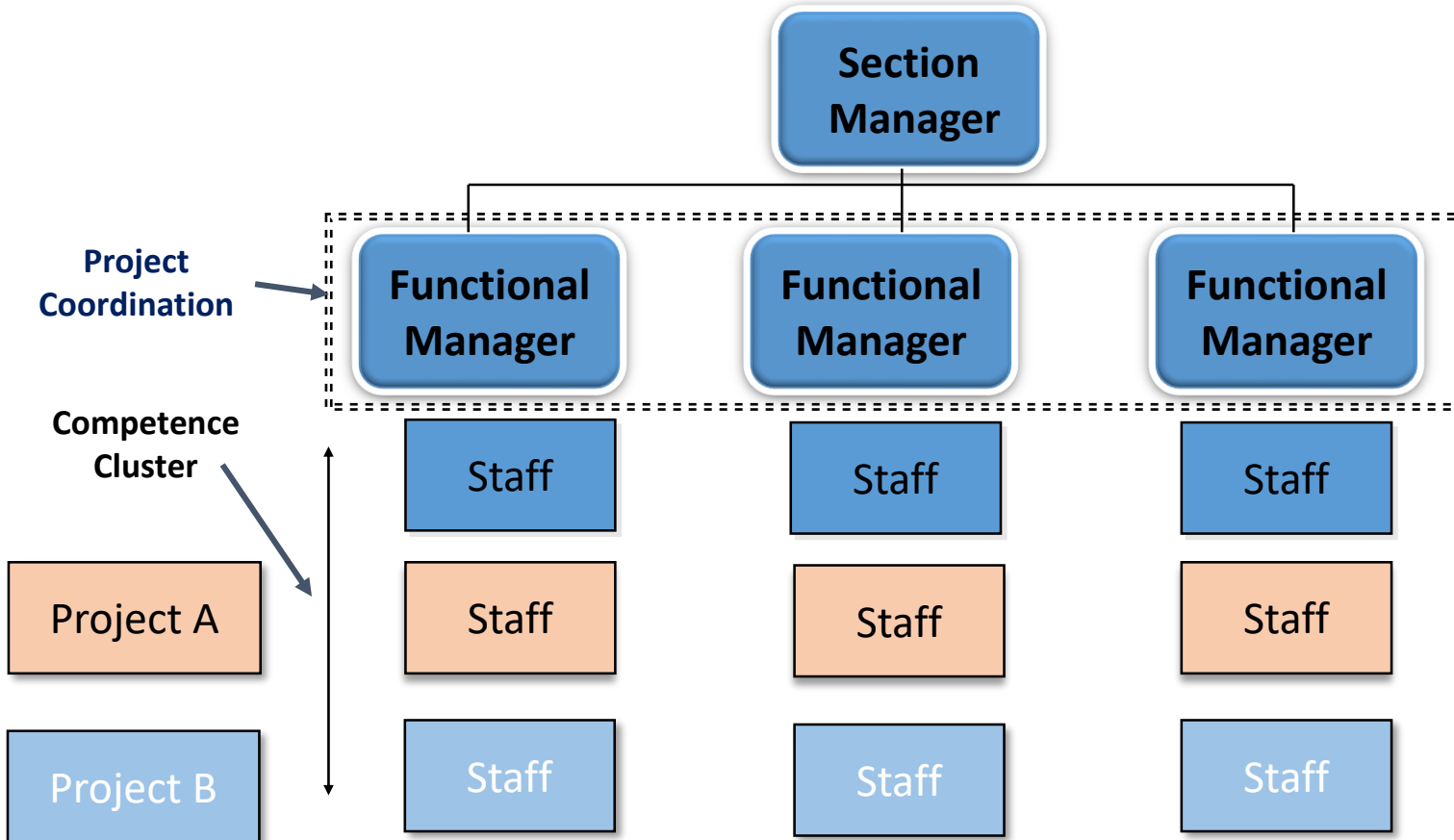
# 4.1 Organizational Structures

- The structure of an organization may significantly impact how the projects are managed
  - ➔ Project managers can be placed in different parts of the organisational hierarchy depending on style and sometimes the “maturity” of the organisation



# 4.1 Organizational Structures

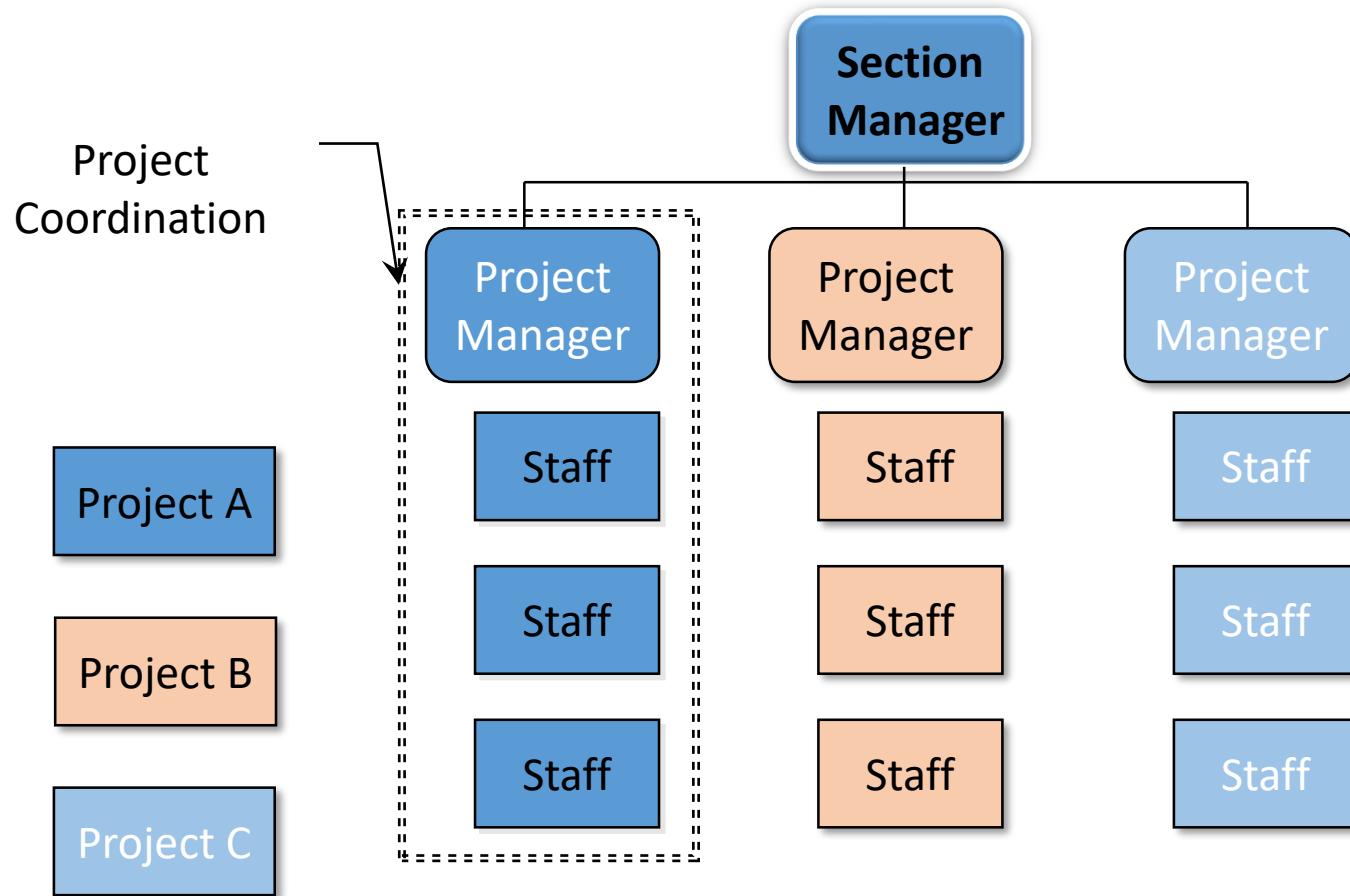
## ▪ Functional Organization



- Projects are made up of cross-functional teams
- Coordination of projects is made at the functional manager level
- Project has little authority – often assigned part time
- Advantage in that the organization is focused on the functional competence areas
- Disadvantage in that the organization will often not succeed in running projects – perceived scope of the project is limited to the boundaries of each function

# 4.1 Organizational Structures

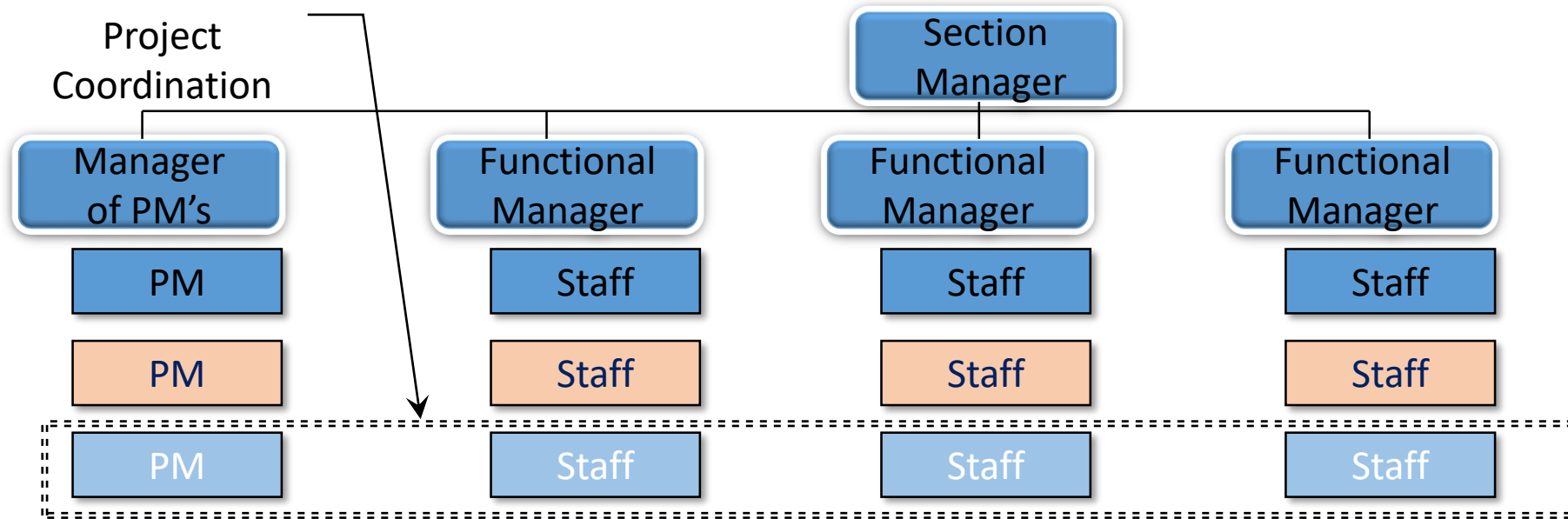
## ▪ Projectized Organization



- Similar to functional organization except in this case the PM's are more formally appointed. He has full authority
- Teams are either single function or multi-function
- Teams are semi-permanently allocated to specific PM's who often manage a series of similar projects
- Typical of organizations running large, long-term projects
- Advantage in that the teams are fully focused on the results of the project
- Disadvantage in that the PM is forced to manage the project as well as the personnel issues

# 4.1 Organizational Structures

## ▪ Matrix Organization : Strong Matrix Organization



- PM recognised as key competence
- PM's organised into pool of experts, assigned to different projects over time and coordinated by a PM Manager (often referred to as PMO)
- Typical in organisations that run many complex projects
- Main advantage is the recognition of PM as a competence and the delegation of authority
- Issues can arise in conflict resolution and escalation path ambiguity. Require good formal processes to manage this

# 4.1 Organizational Structures

- Structural influence on projects (from PMBOK)

Organisational Structure	Functional	Matrix			Projectized
Project Characteristics		Weak	Balanced	Strong	
Project managers authority	Little or None	Limited	Low to moderate	Moderate to High	High to almost total
Resource availability	Little or None	Limited	Low to moderate	Moderate to High	High to almost total
Who controls the project budget	Functional manager	Functional manager	Mixed	Project manager	Project manager
Project managers role	Part-time	Part-time	Full-time	Full-time	Full-time
Project management administrative staff	Part-time	Part-time	Part-time	Full-time	Full-time

# Chapter 4 : Resources Management

1. Organizational Structures
2. **Resources Planning and Acquisition**
3. Project Team Development



## 4.2 Resources Planning and Acquisition

- Resource management in the scope of the project requires
  - **Planning** – you know what needs to be done, now define who you need to do it
  - **Acquisition** – getting the people you need
  - Development – training, team-building, soft-skill management
  - Operational – the day-to-day management of the team, their interactions, conflicts, ...

## 4.2 Resources Planning and Acquisition

### ■ Resources Planning :

- Resource planning determines who does what when → Roles, Responsibilities, Reporting and Relationships
- As Project Manager, we have to document the Project team roles and associated responsibilities.  
The objective is to ensure that **each Work Package of the WBS has a clear owner** and that **everyone involved in the project has a clear understanding of their responsibilities**.

One of the most useful formats is the **RAM - Responsibility Assignment Matrix**

This is used to illustrate the connections between work Packages or activities and project team members.

Other names for this type of matrix are :

- **RACI** format :

**R** = Responsible for accomplishing the work

**A** = Accountable for the work being accomplished correctly

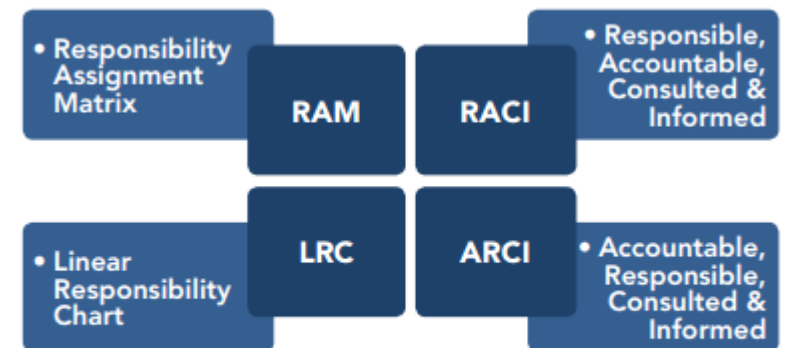
**C** = Consulted about the work

**I** = Inform about the work

- **ARCI** : Accountable, responsible, Consulted and Informed

- **LRC** : Linear Responsibility Chart

- ....



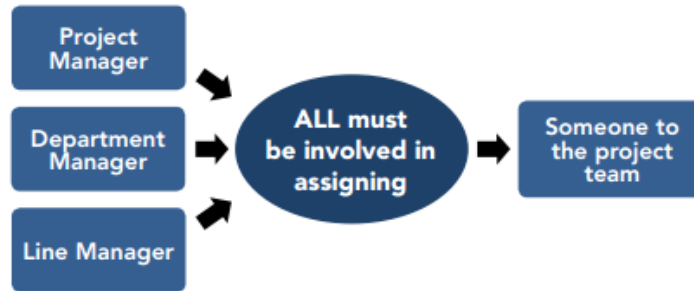
## 4.2 Resources Planning and Acquisition

- **Resources Planning** : it should include :
  - details of skills required (or missing),
  - how and where to get them
  - how they will be engaged on the project team
- Good resource management needs a clear definition of competence / skills requirements  
A **Resource Skills matrix** can help track the skills set of the resource pool.  
This may be updated after completion of the project to note new skills learned or on a regular interval (6 to 12 months)
- Consideration must be given to the organizational environment (structure, culture, logistics, ...)
  - The type of organization structure may be an obstacle to planning and acquiring resources
  - The Project manager's authority depends on the type of structure in place and how management has positioned and supports the Project Manager.
- Planning and acquisition for human resources might be affected by a number of factors.  
For ex : Hiring of resources (Internal / external) freeze / training budgets limitations

## 4.2 Resources Planning and Acquisition

- **Resources Acquisition :**

- This is the process of obtaining the people needed to achieve the project goals



- The rest have to be negotiated
  - With your internal resource managers
  - With contractor suppliers
  - With off-shore teams
  - ...

# Chapter 4 : Resources Management

1. Organizational Structures
2. Resources Planning and Acquisition
3. **Project Team Development**



## 4.3 Project Team Development

- Once Project team is acquired (ie obtaining all resources required to complete the project with respect of time / cost and quality constraints), the Project manager needs :
  - ⇒ **Develop his Project Team**  
Improving the competencies and interaction of team members to enhance Project Performances
  - ⇒ **Manage his Project Team**  
Tracking team members performance, providing feedback, managing and resolving issues and conflicts, encouraging collaborative decision making

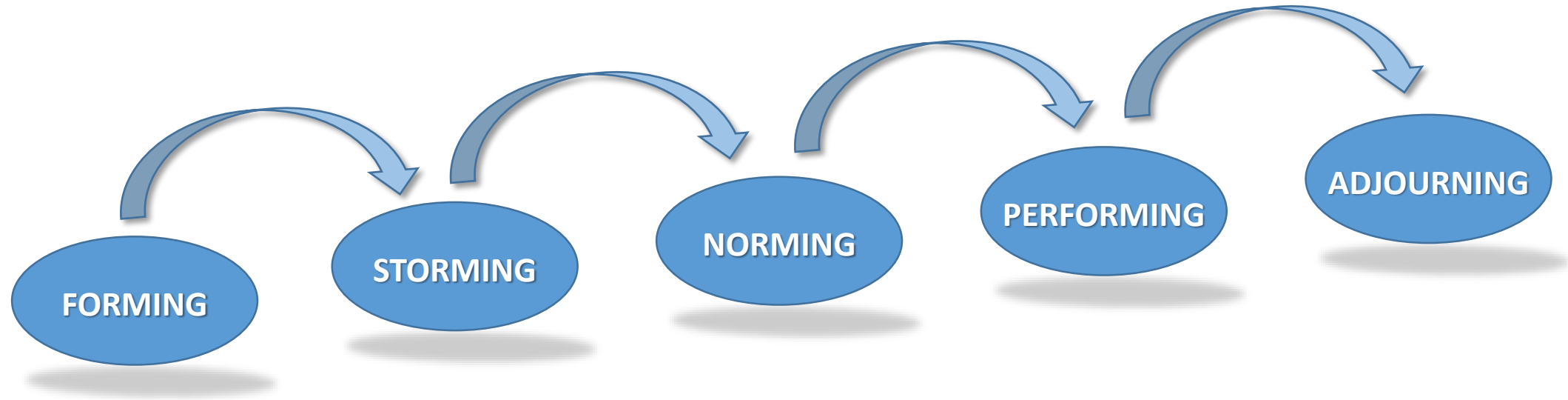
## 4.3 Project Team Development

- Even if he has been able to get the perfect team (right resources with the right skills) , there is still work to be done by the Project Manager in terms of bringing his team together and enhance Project team performances.



## 4.3 Project Team Development

- **Develop Project Team** : One of the most famous theory / model of teamwork theory was developed in 1965 by **Bruce Tuckman** :
    - His original model identified four stages that all groups pass through as they move from "newly formed" to "high-performance" teams.
    - In 1977, jointly with Mary Ann Jensen, he added a fifth stage to the 4 stages.
- ➔ Those stages are **Forming, Storming, Norming, Performing, and Adjourning**.

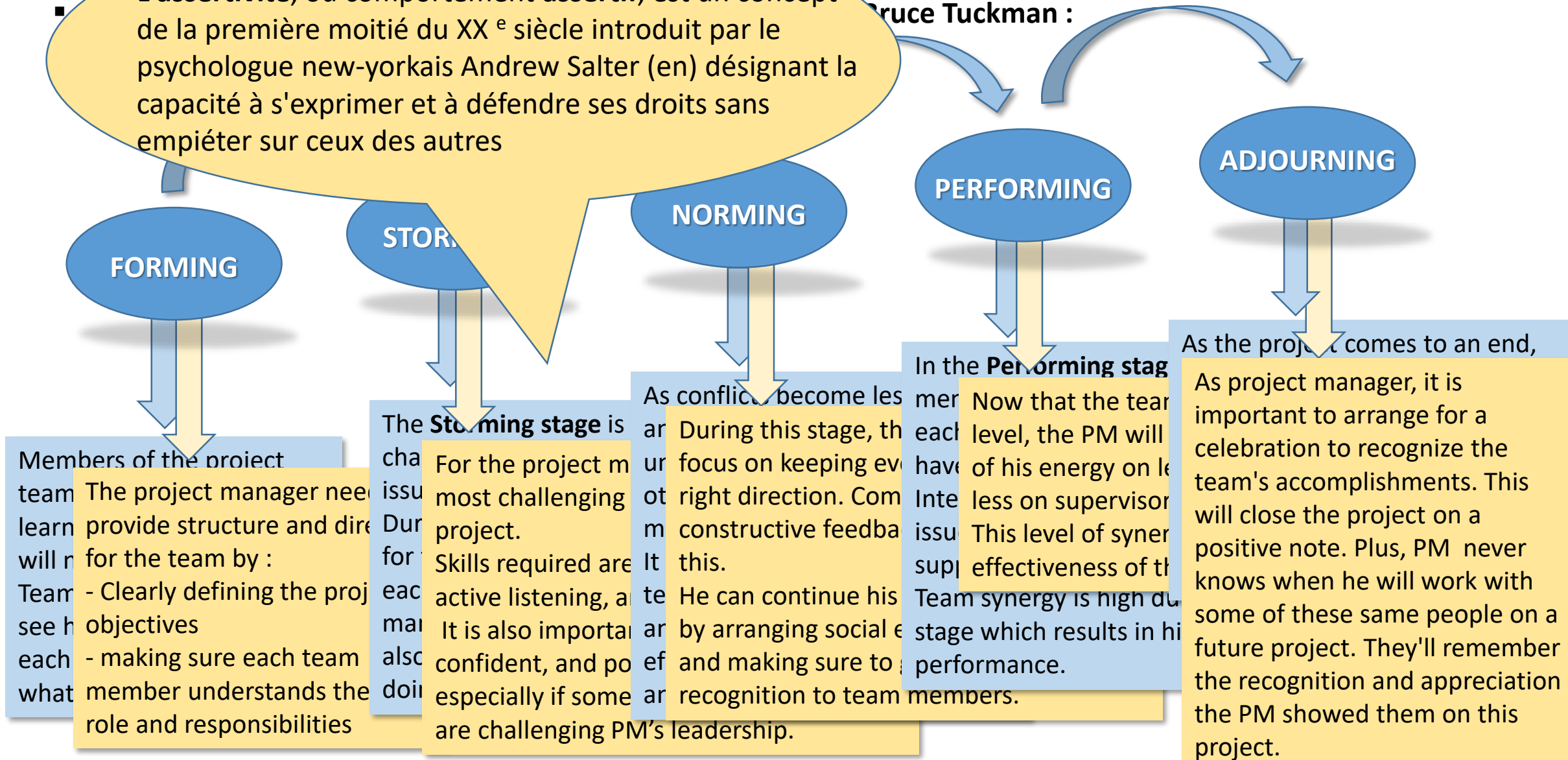




## 4.3 Project Team Development

L'**assertivité**, ou comportement **assertif**, est un concept de la première moitié du XX<sup>e</sup> siècle introduit par le psychologue new-yorkais Andrew Salter (en) désignant la capacité à s'exprimer et à défendre ses droits sans empiéter sur ceux des autres

Bruce Tuckman :



## 4.3 Project Team Development

- **Forming, Storming, Norming, Performing, and Adjourning - Bruce Tuckman :**

- **Forming :**

- Members of the project team meet each other and learn about the tasks they will need to perform. Team members will try to see how they fit in with each other and understand what is expected of them.
- The project manager needs to provide structure and direction for the team by :
  - Clearly defining the project's objectives
  - making sure each team member understands their role and responsibilities

- **Storming :**

- The **Storming stage** is characterized by interpersonal issues such as conflict. During this stage it is common for team members to challenge each other, including the project manager! Team members will also question what they are doing and how it is being done
- For the project manager, it will likely be the most challenging time leading the project. Skills required are conflict management, active listening, and relationship building. It is also important to be assertive, confident, and positive during this stage, especially if some of the team members are challenging PM's leadership.

- **Norming :**

- As conflicts become less intense and the team members begin to understand and accept each other, the team will gradually move into the **Norming stage**. It is during this stage that Project team starts to come together and is able to focus more effectively on the project tasks and objectives.
- During this stage, the PM will want to focus on keeping everyone moving in the right direction. Communication and constructive feedback will help the PM do this. He can continue his team building efforts by arranging social events with the team and making sure to give positive recognition to team members.

## 4.3 Project Team Development

- **Forming, Storming, Norming, Performing, and Adjourning - Bruce Tuckman :**

- **Performing :**

- In the **Performing stage**, team members are comfortable with each other and group norms have been accepted. Interpersonal and structural issues have been settled and support task performance.

- Team synergy is high during this stage which results in high performance.

- Now that the team is performing at a high level, the PM will be able to focus more of his energy on leadership activities and less on supervisory activities.

- This level of synergy amplifies the overall effectiveness of the project.

- **Adjourning :**

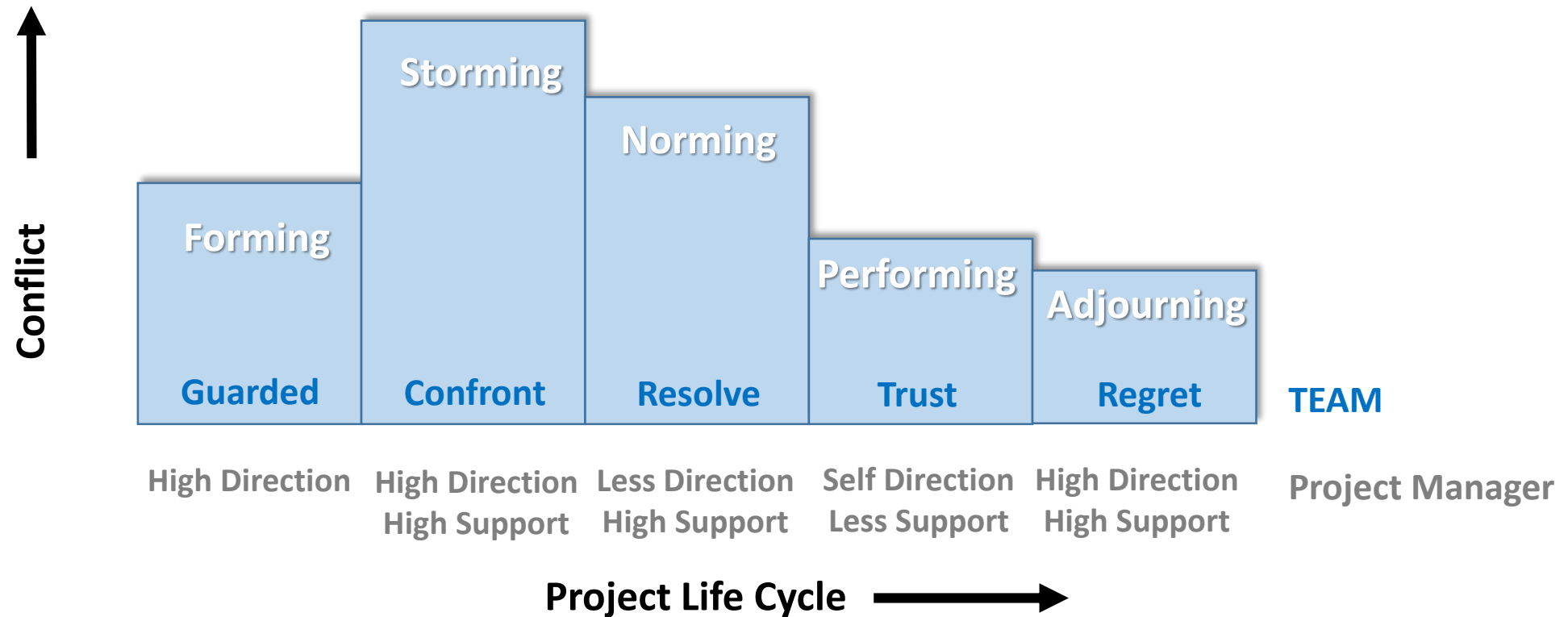
- As the project comes to an end, the team moves into the **Adjourning stage**.

- At this point, the team has become very close and many of the team members will feel a sense of loss. For this reason, this stage is also known as the **Mourning stage**.

- As the project manager, it is important to arrange for a celebration to recognize the team's accomplishments. This will close the project on a positive note. Plus, PM never knows when he will work with some of these same people on a future project. They'll remember the recognition and appreciation the PM showed them on this project.

## 4.3 Project Team Development

- Adapted from Tuckman / Jensen Model



## 4.3 Project Team Development

For your information only

- **Patrick Lencioni**

- Pyramid of five layers that represents the maturity of teamwork.



<https://www.youtube.com/watch?v=6dRKa700RaQ>



### #1: Absence of Trust

The fear of being vulnerable with team members prevents the building of trust within the team.

### #2: Fear of Conflict

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

### #3: Lack of Commitment

The lack of clarity or buy-in prevents team members from making decisions they will stick to.

### #4: Avoidance of Accountability


The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

### #5: Inattention to Results

The pursuit of individual goals and personal status erodes the focus on collective success.

## 4.3 Project Team Development

- **Managing a Project Team** : The Project Managers must have the ability to “get things done” so to have Leadership qualities .
  - Definition : Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve success.
  - Leadership Qualities for a Project Manager :
    - Ability to share a Vision and inspire Others
    - Excellent communication and interpersonal skills
    - Integrity
    - Positive Attitude and Enthusiasm
    - Empathy
    - Ability To Delegate Tasks
    - Cool Under Pressure, calm disposition
    - Team-Building Skills (team builder)
    - Problem Solving Skills
    - Team-making skills



Empathie : Capacité de comprendre les sentiments, les ressentis et les pensées de de l'autre. Ce n'est ni de la compassion ni de la sympathie.

## 4.3 Project Team Development

- **Motivation :**
  - When team members understand how their work is making a difference – to the customer, end users, company, as well as themselves – it motivates them.
  - People have different personal and professional needs and goals, and they need to know how working on your project would help them achieve these goals.
  - Some people may get motivation by getting good financial compensation, some may get it from a sense of accomplishment realized by doing challenging work, for some it could be promotion and for others it could be just getting recognized for their hard work.
  - Knowing what motivates each of your team members and helping them get those things will keep the team motivated.
  - Several motivational theories are recognized in Project Management :
    - Abraham Maslow - Hierarchy of needs (1950s – 1970s)
    - Douglas McGregor—Theory X and Theory Y (1960s)
    - William Ouchi – Theory Z (1980s)
    - Frederick Herzberg—The two-factors theory (1960s)
    - ...

## 4.3 Project Team Development

- Motivation Theories to understand Human Behavior
  - Maslow's Hierarchy of needs



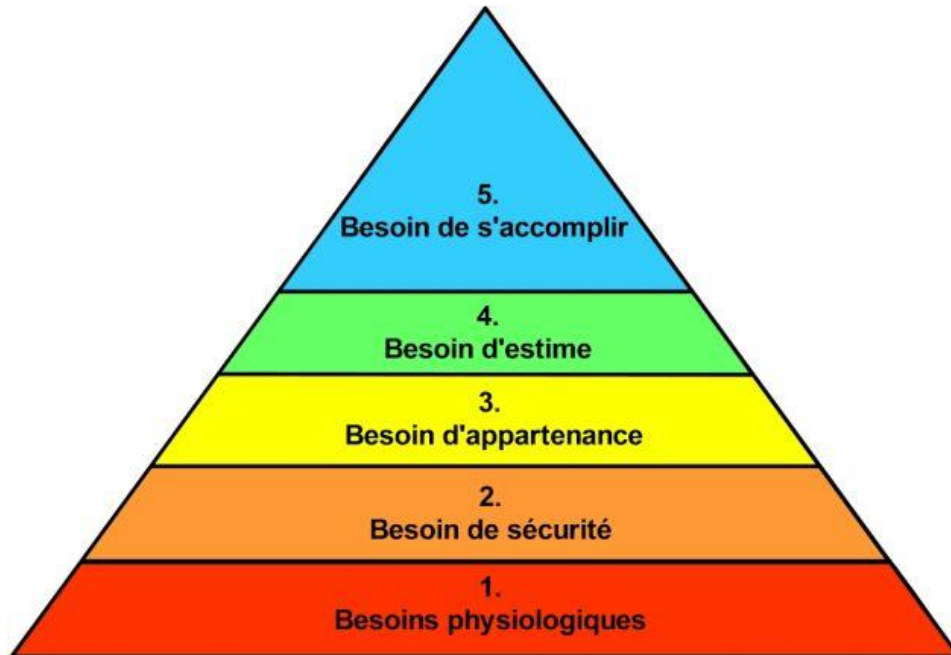
*Maslow's original (1954) five-stage  
Hierarchy of Needs*

Below examples : For your information only	
Need	Examples of how Managers / PM can influence
Physiological	<ul style="list-style-type: none"><li>•Cafeterias</li><li>Vending machines</li><li>•Drinking fountains</li></ul>
Security	<ul style="list-style-type: none"><li>•Economic</li><li>Wages and salaries</li><li>•Fringe benefits</li><li>•Retirement benefits</li><li>•Medical benefits</li><li>•Psychological</li><li>Provide job descriptions</li><li>•Avoid abrupt changes</li><li>•Solve employee's problems</li><li>•Physical</li><li>Working conditions</li><li>•Heating and ventilation</li><li>•Rest periods</li></ul>
Belonging	<ul style="list-style-type: none"><li>•Encourage social interaction</li><li>Create team spirit</li><li>•Facilitate outside social activities</li><li>•Use periodic praise</li><li>•Allow participation</li></ul>
Self-esteem	<ul style="list-style-type: none"><li>•Design challenging jobs</li><li>Use praise and awards</li><li>•Delegate responsibilities</li><li>•Give training</li><li>•Encourage participation</li></ul>
Self-actualization	<ul style="list-style-type: none"><li>•Give training</li><li>Provide challenges</li><li>•Encourage creativity</li></ul>



## 4.3 Project Team Development

- Motivation Theories to understand Human Behavior
  - Maslow's Hierarchy of needs

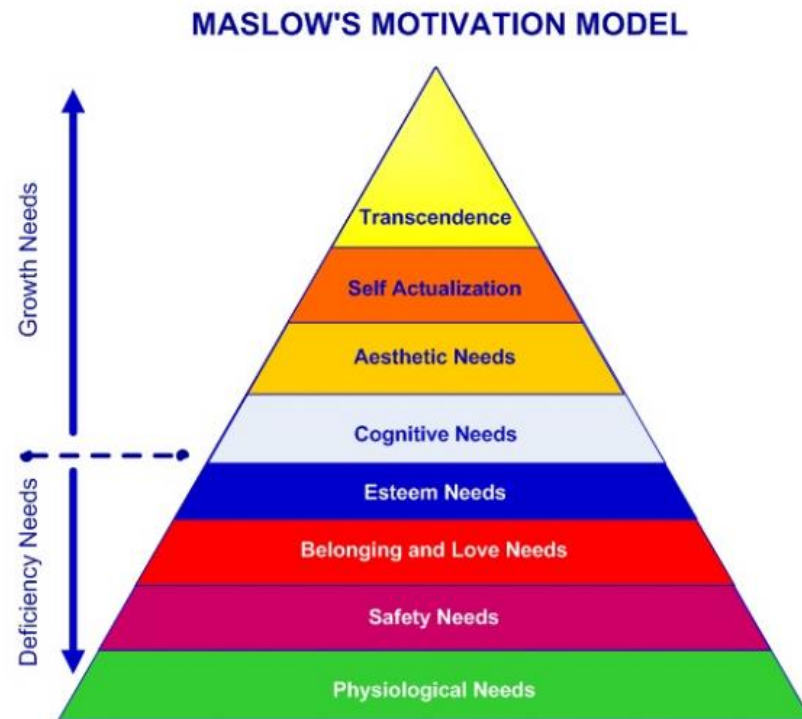


- Maslow a proposé que la motivation est le résultat de la tentative d'une personne à satisfaire cinq besoins fondamentaux
- Sa hiérarchie des besoins exprime que les gens ont une certaine priorité des besoins ou motivations. Les besoins d'un niveau doivent être remplis avant que la personne est motivée à participer au niveau supérieur.
- **Lorsque nous obtenons une augmentation, nous sommes motivés au niveau des besoins physiques.**
- **Lorsque nous obtenons une promotion, nous sommes motivés par le niveau de l'estime de soi ou le respect gagné.**

## 4.3 Project Team Development

For your information only

- Motivation Theories to understand Human Behavior
  - Maslow's Hierarchy of needs (For your information only)



Update done in 1970's by Maslow + some other psychologists in 1990's:

- **Cognitive Needs** : Need to know and understand
- **Aesthetic needs** : Appreciation and search for beauty, balance, forms
- **Transcendence** : To connect to something beyond the ego or to help others find self-fulfilment and realize their potential

## 4.3 Project Team Development

- **Motivation Theories to understand Human Behavior**

- **McGregor's Theory X and Theory Y**

- Theory X and Theory Y refers to the perception manager has of his employees.

- **Theory X** states that a manager sees his employees as fundamentally lazy, and that they always are on the lookout to escape work. This belief tends managers to micromanage their employees, and results in mistrust and restrictive supervision. Theory X manager tends to blame others for everything.

- **Theory Y** type of manager believes that every employee is self-motivated and can be trusted. And that they can think for themselves, accept responsibility, given right conditions they can perform well. This type of thinking builds positive work environment. There will be open communication, lesser hierarchy and collaborative decision making in such an environment.

The project manager will apply the theory most fitting the resource and / or situation.



### **X People**

- “Lazy” – No initiative – Administrative
- Need to be motivated and managed by “directing/telling style”



### **Y People**

- “Enthousiatic, creative” – Taking initiatives
- Need to be motivated and managed by “delegative style”

## 4.3 Project Team Development

- **Motivation Theories to understand Human Behavior**

- **Ouchi - Theory Z :**

- Theory focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. According to Ouchi, Theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction.

- **Frederick Herzberg— The two-factor theory**

- His is based on the assumption that there are two sets of factors that influence motivation :

- **Hygiene factors** : salary, status, security, relationship with peers or supervisors, work conditions, company policies...

- According to Herzberg, these factors do not motivate employees. However, when they are missing or inadequate, hygiene factors can cause serious dissatisfaction.

- Hygiene factors are all about making an employee feel comfortable, secure, and happy.

- **Motivators or satisfiers** : These are linked to employee motivation and arise from intrinsic, or dependent, conditions of the job itself. Factors for satisfaction include responsibility, job satisfaction, recognition, achievement, opportunities for growth, and advancement.

## 4.3 Project Team Development (FYI Only)

- Article : <https://www.matthieu-tranvan.fr/management/management-discours-motiver-equipe.html>
- Imaginez que votre équipe a une baisse de motivation.  
En tant que bon manager, vous vous dites qu'il est de votre devoir de remobiliser les troupes, et de les dynamiser pour continuer à délivrer le meilleur d'eux-même.  
Bref, vous préparez **un discours de motivation**, comme vous le faites régulièrement dans l'année très certainement...
- Mais à quoi un « discours de motivation » ressemble-t-il?  
Regardez par vous-même l'exemple de speech donné chez *Target* (une grande enseigne de distribution américaine) à l'occasion de Black Friday : <https://youtu.be/nF2PBdSoAg>

**Bien que théâtral**, le chef de magasin arrive parfaitement à **importer toutes les craintes** de ses équipes, et **se transforme en un « exportateur d'énergie »** phénoménal qui ne peut que galvaniser les troupes !

## 4.3 Project Team Development (FYI Only)

- Dans la vie professionnelle d'un manager, l'exercice du « speech de motivation » est un grand classique.

Les styles varient en fonction des managers:

- certains préfèrent l'avalanche de chiffres,
- d'autres miseront sur une esprit fraternel voire amical,
- les plus teigneux seront accros à la répétition...
- Il existe une infinité de techniques utilisées par les chefs pour galvaniser leurs troupes !

- Ce que propose cet article :

### 1 – **Donnez le cap : « voici ce que l'équipe va devoir accomplir ! »**

Pour motiver ses troupes, il vous faut d'abord **réduire la perception d'incertitude**, de chaos et d'ambiguïté.

Le rôle de leader impose que vous donniez une « vision ». Il s'agit de rendre clair un horizon stratégique bien sûr, mais aussi le scénario idéal sur « **comment** » **vous allez atteindre vos objectifs**.

### 2 – **Faites preuve d'empathie : « pourquoi je suis convaincu que nous pouvons y arriver? »**

Faire preuve d'empathie sincère pour votre équipe signifie avant tout **faire preuve de considération humaine** et de justice dans votre style de management. Lors d'un discours pour galvaniser les troupes,

utilisez **l'éloge**,

les **encouragements**,

la **gratitude**,

et la **reconnaissance** de l'effort et des résultats.

## 4.3 Project Team Development (FYI Only)

### 3 – **Donnez du sens : « pourquoi cela est si important? »**

Contrairement à certaines idées reçues, on ne se motive pas avec des coups de fouet. Le bien être doit primer pour **laisser à chacun la liberté d'exprimer son potentiel** professionnel.

Lors d'un discours de motivation, vos collaborateurs doivent saisir l'importance des tâches que vous leur demandez d'accomplir.

### 4 – **Allumez l'étincelle : « maintenant, mettons nous en action ! »**

Comme n'importe quel meeting qui se termine avec des « *next steps* », **votre discours doit inciter l'audience à l'action**. Un bon speech de motivation vous presse à agir. Il vous donne des ailes pour vous mettre à exécuter et délivrer, sans craintes et avec le goût du défi.

## 4.3 Project Team Development (FYI Only)

- Rendre vos salariés fiers de leur travail... L'objectif est ambitieux. Pourtant, plusieurs entreprises y sont parvenues grâce à un management innovant .10 Bonnes pratiques y sont citées : **Laisser votre équipe gérer son augmentation / Confier à chacun des projets à mener de A à Z / Instaurer un climat de confiance / Développez le sentiment de fierté des employés ...**

<http://www.capital.fr/carriere-management/coaching/10-methodes-pour-re-motiver-vos-equipes-896438>

Capital – Dec-2013

- Comment gérer avec bienveillance et efficacité une équipe en sous performance ?  
<https://www.linkedin.com/pulse/comment-g%C3%A9rer-avec-bienveillance-et-efficacit%C3%A9-une-en-poirot-ph-d->

Published on February 6, 2017



## 4.3 Project Team Development

- Conflict management

Conflict is inevitable in a project management. Sources of conflict include scarce resources, scheduling priorities and personal work styles...



[CONFLICT MANAGEMENT VIDEO – YouTube](https://www.youtube.com/watch?v=Na6OCf534x4)

<https://www.youtube.com/watch?v=Na6OCf534x4>

## 4.3 Project Team Development

### ▪ Conflict management : Approaches (PMBOK® Guide)

Style	Description	Effect
<b>Avoid / Withdraw</b>  <i>Stratégie d'évitement / de contournement du problème</i>	Retreating from an actual or potential conflict situation  <i>Cela fonctionne lorsque le problème est trivial ou lorsque vous avez aucune chance de gagner.. Il est également très efficace lorsque l'atmosphère est chargée d'émotion et vous avez besoin de relacher la tension.</i>	Postponing the issue to be better prepared or to be resolved by others. → Does not solve the problem <i>Parfois, les problèmes vont se résoudre, mais «l'espoir est pas une stratégie", et, en général, cela n'est pas une bonne stratégie à long terme</i>
<b>Accommodate / Smooth</b>  <i>Stratégie de renoncement (céder devant le conflit)</i>	Emphasizing areas of agreement rather than the areas of difference, conceding one's position to the needs of others to maintain harmony and relationship  <i>Soulignant les zones d'entente plutôt que les zones de différence, concédant à l'une des positions aux besoins des autres pour maintenir l'harmonie et la relation</i>	Provide only short term solution  <i>Cette approche est efficace lorsque l'autre partie est l'expert ou a une meilleure solution. Il peut également être efficace pour préserver l'avenir des relations avec l'autre partie</i>

## 4.3 Project Team Development

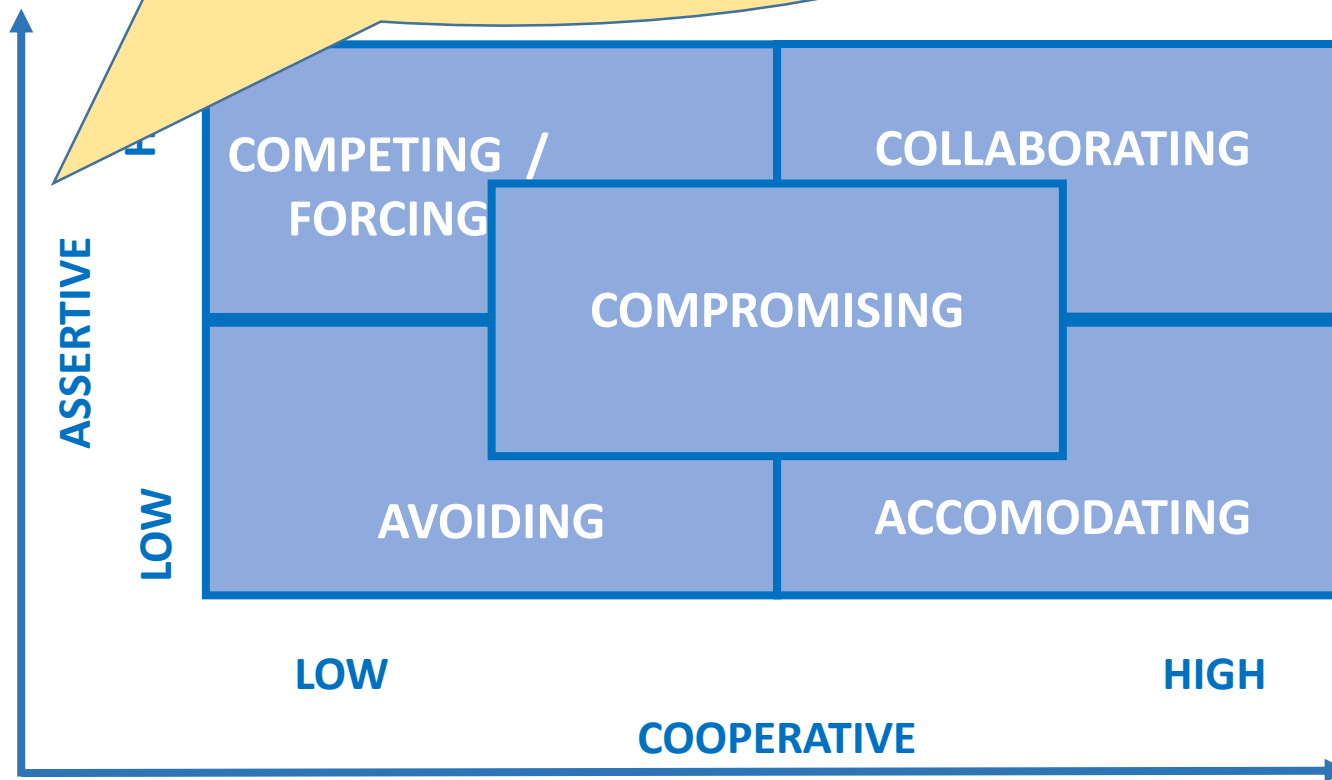
Style	Description	Effect
<b>Compromise / Reconcile (Bargaining)</b>	<p>Searching for solutions that bring some degree of satisfaction to all parties.</p> <p><i>Scénario «perdant-perdant» où aucune des parties ne réalise vraiment ce qu'ils veulent → un niveau modéré de l'affirmation de soi et coopération.</i></p>	<p>Provide conflict resolution but conflict can be partially resolved</p> <p><i>Il peut être approprié pour les scénarios où vous avez besoin d'une solution temporaire, ou lorsque les deux parties ont des objectifs tout aussi importants. Le piège est de tomber dans compromettre comme un moyen facile, quand la collaboration produirait une meilleure solution.</i></p>
<b>Force / Direct (Dictating)</b>	<p>Pushing one's viewpoint at the expenses of others. Offering only Win/loss solutions usually enforced through a power situation to resolve an emergency Poussant son point de vue au détriment des autres.</p> <p><i>Offrant uniquement des solutions Gagnant / Perdant habituellement appliquées par une situation de pouvoir pour résoudre une situation d'urgence</i></p> <p><i>Vous agissez d'une manière très affirmée pour atteindre vos objectifs, sans chercher à coopérer avec l'autre partie, et il peut se faire au détriment de l'autre partie.</i></p>	<p>Hard feelings may come back in other ways</p> <p><i>Cette approche peut être appropriée en cas d'urgence lorsque le temps est essentiel, ou lorsque vous avez besoin d'une action rapide et décisive, et les gens sont conscients et soutiennent l'approche.</i></p>

## 4.3 Project Team Development

Style	Description	Effect
<b>Collaborate / Problem Solve</b> <i>Stratégie de coopération</i>	Incorporating multiple viewpoints and insights from differing perspectives, required a cooperative attitude and open dialogue that typically leads to consensus and commitment <i>L'intégration des points de vue et des idées multiples à partir de perspectives différentes, besoin d'une attitude coopérative et d'un dialogue ouvert qui conduit généralement à un consensus</i>	Provide not only long term solution but also ultimate resolution <i>Cela peut être efficace pour les scénarios complexes où vous avez besoin de trouver une nouvelle solution. Cela peut également signifier de recadrer le défi et de créer un plus grand espace pour les idées de tout le monde.</i> <i>L'inconvénient est qu'il nécessite un degré élevé de confiance et de parvenir à un consensus peut nécessiter beaucoup de temps et d'efforts pour y parvenir.</i>

## 4.3 Proj

L'**assertivité**, ou comportement **assertif**, est un concept de la première moitié du XX<sup>e</sup> siècle introduit par le psychologue new-yorkais Andrew Salter (en) désignant la capacité à s'exprimer et à défendre ses droits sans empiéter sur ceux des autres



## 4.3 Project Team Development

### Overall :

- The role of the PM is not just to ensure that the team has a clear understanding of their assignments, but also :
  - to help them develop
  - Required training
  - Team building
  - Reward & recognition
  
- To be effective you need :
  - Good general management skills (communication, negotiation, conflict resolution, ...)
  - Some tools that can help (team-building events, ...)

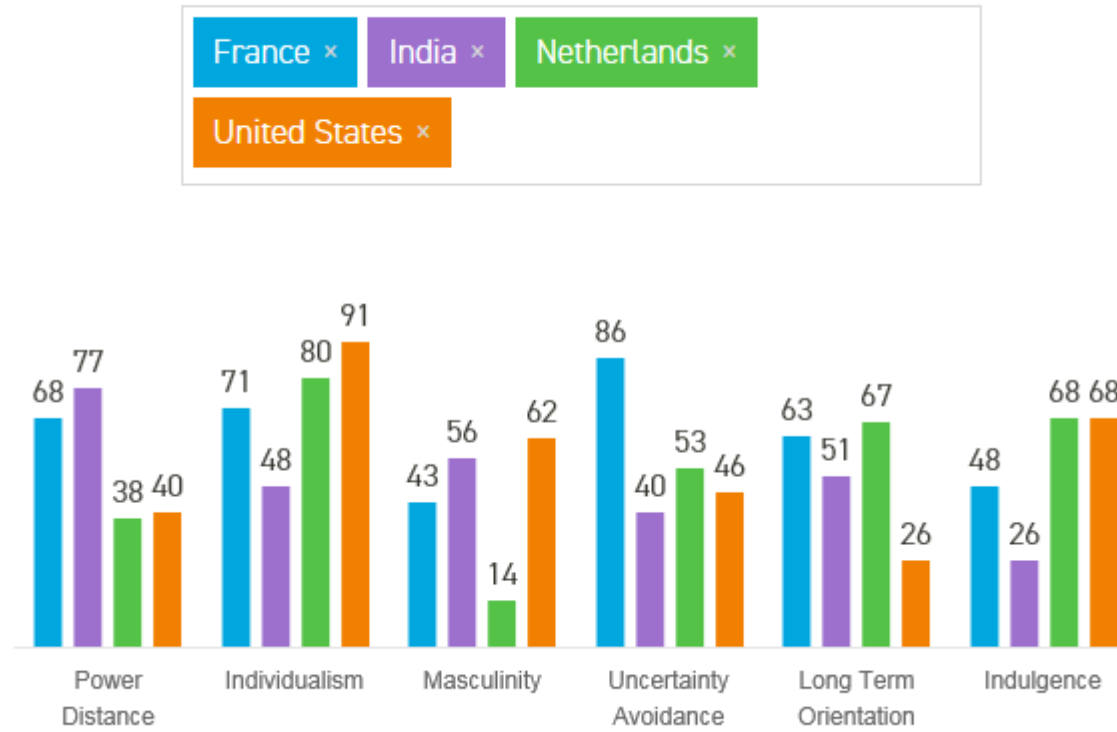
Team-building is an effective way to get the team cooperating
  
- Co-location involves placing all your staff in the same place – this can lead to productivity improvements
  - But good communication can make virtual teams just as effective
  
- Team performance assessment (followed by reward & recognition) is an essential motivational tool

## 4.3 Project Team Development (For your information only)

EFFECTIVE TEAMS	DYSFUNCTIONAL TEAMS
<ul style="list-style-type: none"><li>• Meet Stakeholder expectations</li></ul>	<ul style="list-style-type: none"><li>• Low performance</li></ul>
<ul style="list-style-type: none"><li>• Reduce barriers</li></ul>	<ul style="list-style-type: none"><li>• Low commitment to project</li></ul>
<ul style="list-style-type: none"><li>• Improve processes</li></ul>	<ul style="list-style-type: none"><li>• Confusion, conflict and inefficiency</li></ul>
<ul style="list-style-type: none"><li>• Embrace and control changes</li></ul>	<ul style="list-style-type: none"><li>• Subtle sabotage, fear, disinterest</li></ul>
<ul style="list-style-type: none"><li>• Make and use ground rules</li></ul>	<ul style="list-style-type: none"><li>• Unclear commitment levels from key players</li></ul>
<ul style="list-style-type: none"><li>• Communicate</li></ul>	<ul style="list-style-type: none"><li>• Unproductive manipulation</li></ul>
<ul style="list-style-type: none"><li>• Mutual accountability</li></ul>	<ul style="list-style-type: none"><li>• Collusion, isolation of members</li></ul>
<ul style="list-style-type: none"><li>• Collaborative creativity</li></ul>	<ul style="list-style-type: none"><li>• Unresponsiveness</li></ul>
<ul style="list-style-type: none"><li>• Joint decisions</li></ul>	
<ul style="list-style-type: none"><li>• Take appropriate initiative</li></ul>	

## 4.3 Project Team Development (For your information only)

- Misunderstandings occur easily when running a business / a project in a highly multicultural environment : <https://www.hofstede-insights.com/product/compare-countries/>





# Resources Management - Summary

