

Discussion 4 Cost, Budget, and Team

Discussion Topic:

How would you approach resource allocations, for a team that has poor leadership and significant challenges in reaching goals and targets?

How would this alter the proposed budget?

Would it be appropriate to bring in external resources, or additional internal resources to overcome those challenges?

My Post:

Hello Class,

When allocating resources for a team with poor leadership and performance challenges, the focus should be on developing existing members and clarifying roles, rather than adding or removing staff.

Before starting the process of reallocating resources, it is important to pinpoint the root causes of the issues by using tools such as Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, which can help identify the cause of issues, that is, if it is caused by “poor leadership” or by underperforming team members, or by both. For example, SWOT analysis helps identify training needs and strengths of each team member (Ucertify, n.d.); if the team members have strong technical skills, but lack skill (training) in project management (e.g., Agile methodology) and feel unsupported by the leadership, the issues are likely caused by both poor leadership and underperforming team members. After establishing where the issue lies, if the current leadership approach of the Program Manager (PM) is identified as poor. The PM should consider shifting their approach to a more servant leadership approach, focusing on facilitating the team rather than managing it. This should be supported by clarifying or reinforcing members' roles using the RACI Matrix (Responsible, Accountable, Consulted, Informed). This will reinforce team members' existing strengths, help them understand their individual responsibilities, and work better as a team. Finally, if a lack of training is also an issue, the team members should undergo training to address specific skill gaps.

These solutions may require external resources; that is, if internal resources are lacking, such as skill training or mentoring. External resources offering specialized expertise can be utilized to provide services such as conflict resolution, skills training, and team-building activities, which can offer the skills or unbiased perspective needed to resolve the issues.

However, these internal or external solutions can significantly impact the budget, that is, if these solutions require financial resources that were not originally part of the cost baseline. For example, implementing unplanned team training or team-building activities had extra costs. Usually, these costs would fall under the Direct Costs category; however, as these team training or team-building activities were unplanned, their costs fall under the Contingency Reserves of the Base Cost. Moreover, if the training and activities were not identified as a risk, their cost would not be aggregated into the Contingency Reserves, which may cause the cost baseline to be exceeded. Nonetheless, Management Reserves could be activated to address these “unknown unknowns” and cover the associated costs; however, if the Management Reserves were exhausted by prior issues, these additional costs will now increase the total project budget.

-Alex

References:

Ucertify (n.d.). Lesson 9: Managing Resources and the Team. Project Manager Professional (PMP)
Based on PMBOK7. Ucertify. ISBN: 978-1-64459-415-5