

22. Asking a functional manager to perform work not originally budgeted for
23. Explaining customer grievances to your people
24. Informing employees of the results of customer interchange meetings
25. Requesting that a functional employee be removed from your project because of incompetence

6–3 How does a project manager find out if the project team members from the functional departments have the authority to make decisions?

6–4 Below are several problems that commonly occur in project organizations. State, if possible, the effect that each problem could have on communications and time management:

- a. People tend to resist exploration of new ideas.
- b. People tend to mistrust each other in temporary management situations.
- c. People tend to protect themselves.
- d. Functional people tend to look at day-to-day activities rather than long-range efforts.
- e. Both functional and project personnel often look for individual rather than group recognition.
- f. People tend to create win-or-lose positions.

6–5 What is meant by polarization of communications? What are the most common causes?

6–6 The customer has asked to have a customer representative office set up in the same building as the project office. As project manager, you put the customer's office at the opposite end of the building from where you are, and on a different floor. The customer states that he wants his office next to yours. Should this be permitted, and, if so, under what conditions?

6–7 Is it possible for a project manager to hold too few project review meetings?

CASE STUDIES

COMMUNICATION FAILURES

Background

Herb had been with the company for more than eight years and had worked on various R&D and product enhancement projects for external clients. He had a Ph.D. in engineering and had developed a reputation as a subject matter expert. Because of his specialized skills, he worked by himself most of the time and interfaced with the various project teams only during project team meetings. All of that was about to change. Herb's company had just won a two-year contract from one of its best customers. The first year of the contract would be R&D and the second year would be manufacturing. The company made the decision that the best person qualified to be the project manager was Herb because of his knowledge of R&D and manufacturing. Unfortunately, Herb had never taken any courses in project management, and because of his limited involvement with previous project teams, there were risks in assigning him as the project manager. But management believed he could do the job.

The team is formed

Herb's team consisted of fourteen people, most of whom would be full-time for at least the first year of the project. The four people who Herb would be interfacing with on a daily basis were Alice, Bob, Betty, and Frank.

- Alice was a seasoned veteran who worked with Herb in R&D. Alice had been with the company longer than Herb and would coordinate the efforts of the R&D personnel.
- Bob also had been with the company longer than Herb and had spent his career in engineering. Bob would coordinate the engineering efforts and drafting.
- Betty was relatively new to the company. She would be responsible for all reports, records management, and procurements.
- Frank, a five-year employee with the company, was a manufacturing engineer. Unlike Alice, Bob, and Betty, Frank would be part-time on the project until it was time to prepare the manufacturing plans.

For the first two months of the program, work seemed to be progressing as planned. Everyone understood their role on the project and there were no critical issues.

Friday the 13th

Herb held weekly teams meetings every Friday from 2:00 to 3:00 P.M.

Unfortunately, the next team meeting would fall on Friday the 13th, and that bothered Herb because he was somewhat superstitious. He was considering canceling the team meeting just for that week but decided against it.

At 9:00 A.M. on Friday the 13th, Herb met with his project sponsor as he always did in the past. Two days before, Herb casually talked to his sponsor in the hallway and the sponsor told Herb that on Friday the sponsor would like to discuss the cash flow projections for the next six months and have a discussion on ways to reduce some of the expenditures. The sponsor had seen some expenditures that bothered him. As soon as Herb entered the sponsor's office, the sponsor said:

It looks like you have no report with you. I specifically recall asking you for a report on the cash flow projections.

Herb was somewhat displeased over this. He specifically recalled that this was to be a discussion only and no report was requested. But Herb knew that "rank has its privileges" and questioning the sponsor's communication skills would be wrong. Obviously, this was not a good start to Friday the 13th.

At 10:00 A.M., Alice came into Herb's office and he could see from the expression on her face that she was somewhat distraught. Alice then spoke:

Herb, last Monday I told you that the company was considering me for promotion and the announcements would be made this morning. Well, I did not get promoted. How come you never wrote a letter of recommendation for me?

Herb remembered the conversation vividly. Alice did say that she was being considered for promotion but never asked him to write a letter of recommendation. Did Alice expect Herb to read between the lines and try to figure out what she really meant?

Herb expressed his sincere apologies for what happened. Unfortunately, this did not make Alice feel any better as she stormed out of Herb's office. Obviously, Herb's day was getting worse and it was Friday the 13th.

No sooner had Alice exited the doorway to Herb's office when Bob entered. Herb could tell that Bob had a problem. Bob then stated:

In one of our team meetings last month, you stated that you had personally contacted some of my engineering technicians and told them to perform this week's tests at 70°F, 90°F, and 110°F. You and I know that the specifications called for testing at 60°F, 80°F, and 100°F. That's the way it was always done and you were asking them to perform the tests at different intervals than the specifications called for.

Well, it seems that the engineering technicians forgot the conversation you had with them and did the tests according to the specification criteria. I assumed that you had followed up your conversation with them with a memo, but that was not the case. It seems that they forgot.

When dealing with my engineering technicians, the standard rule is, "If it's not in writing, then it hasn't been said." From now on, I would recommend that you let me provide the direction to my engineering technicians. My responsibility is engineering and all requests of my engineering personnel should go through me.

Yes, Friday the 13th had become a very bad day for Herb. What else could go wrong, Herb thought. It was now 11:30 A.M. and almost time for lunch. Herb was considering locking his office door so that nobody could find him and then disconnecting his phone. But in walked Betty and Frank, and once again he could tell by the expressions on their faces that they had a problem. Frank spoke first:

I just received confirmation from procurement that they purchased certain materials that we will need when we begin manufacturing. We are a year away from beginning manufacturing and, if the final design changes in the slightest, we will be stuck with costly raw materials that cannot be used. Also, my manufacturing budget did not have the cash flow for early procurement. I should be involved in all procurement decisions involving manufacturing. I might have been able to get it cheaper than Betty did. So, how was this decision made without me?

Before Herb could say anything, Betty spoke up:

Last month, Herb, you asked me to look into the cost of procuring these materials. I found a great price at one of the vendors and made the decision to purchase them. I thought that this was what you wanted me to do. This is how we did it in the last company I worked for.

Herb then remarked:

I just wanted you to determine what the cost would be, not to make the final procurement decision, which is not your responsibility.

Friday the 13th was becoming possibly the worst day in Herb's life. Herb decided not to take any further chances. As soon as Betty and Frank left, Herb immediately sent out emails to all of the team members canceling the team meeting scheduled for 2:00 to 3:00 P.M. that afternoon.

QUESTIONS

1. How important are communication skills in project management?
2. Was Herb the right person to be assigned as the project manager?
3. There were communications issues with Alice, Bob, Betty, and Frank. For each communication issue, where was the breakdown in communications: encoding, decoding, feedback, and so on?

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THE TEAM MEETING

Background

Every project team has team meetings. The hard part is deciding when during the day to have the team meeting.

Know Your Energy Cycle

Vince had been a “morning person” ever since graduating from college. He enjoyed getting up early. He knew his own energy cycle and the fact that he was obviously more productive in the morning than in the afternoon.

Vince would come into work at 6:00 A.M., 2 hours before the normal work force would show up. Between 6:00 A.M. and noon, Vince would keep his office door closed and often would not answer the phone. This prevented people from robbing Vince of his most productive time. Vince considered time robbers such as unnecessary phone calls lethal to the success of the project. This gave Vince 6 hours of productive time each day to do the necessary project work. After lunch, Vince would open his office door and anyone could then talk with him.

A Tough Decision

Vince’s energy cycle worked well, at least for Vince. But Vince had just become the project manager on a large project. Vince knew that he might have to sacrifice some of his precious morning time for team meetings. It was customary for each project team to have a weekly team meeting, and most project team meetings seemed to be held in the morning. Initially, Vince decided to go against tradition and hold team meetings between 2:00 and 3:00 P.M. This would allow Vince to keep his precious morning time for his own productive work. Vince was somewhat disturbed when there was very little discussion on some of the critical issues and it appeared that people were looking at their watches. Finally, Vince understood the problem. A large portion of Vince’s team members were manufacturing personnel that started work as early as 5:00 A.M. The manufacturing personnel were ready to go home at 2:00 P.M. and were tired.

The following week Vince changed the team meeting time to 11:00 A.M. to 12:00 P.M. It was evident to Vince that he had to sacrifice some of his morning time. But once again, during the team meetings there really wasn’t very much discussion about some of the critical issues on the project and the manufacturing personnel were looking at their watches. Vince was disappointed and, as he exited the conference room, one of the manufacturing personnel commented to Vince, “Don’t you know that the manufacturing people usually go to lunch around 11:00 A.M.?”