# Module 5

Managing people and organizing teams

"It is the People – not the procedures and techniques, that are critical to accomplishing the project objectives."

Project Manager's Role

- Communicator with stakeholders:
  - Senior management – gaining and maintaining support
  - Client – informing, negotiating
  - Subcontractors – controlling, negotiating
  - Project staff- conflict resolution, problem solving
  - External world – informing (e.g. press, other interest groups)

- Facilitator or coach for own team
  - provides possibilities for effective work
- PM spends 50-90% of his time on communication!
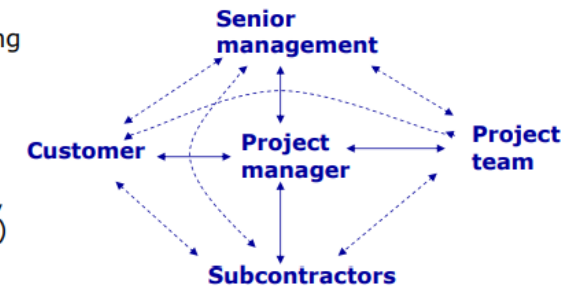
Suggested Skills for a Project Manager

- Communication skills: listening, persuading
- Organizational skills: planning, goal-setting, analyzing
- Team building skills: empathy, motivation
- Leadership skills: set example, energetic, positive, delegates, vision (big picture)
- Coping skills: flexibility, creativity, patience, persistence
- Technological skills: experience, project knowledge
- Negotiation skills: negotiates with management to get good team members, enough resources and reasonable goals and schedules

To manage, lead or administrate?

PM's Role between Management and Project Team

- Management/customer might set conflicting/impossible requirements and goals for the project
- Project team needs goals that are reachable within project schedule
- Project manager is a link between the groups and negotiates the resources and the goals

Management

Project manager
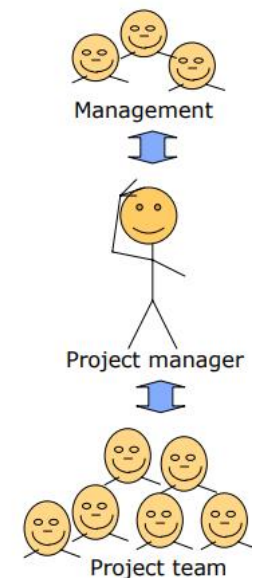
Project team

PM's Role between Management and Project Team

- Example situation: project steering group meeting
- Advices to a project manager:
  - Plan carefully, e.g.
    - A couple of alternative directions that the management group can choose from
    - Give good reasoning based on data/facts (calculations & visualizations!)
    - Anticipate questions and counter arguments and plan your responses
  - Opinions, not based on evidence are vague

Management

Project manager

Project team
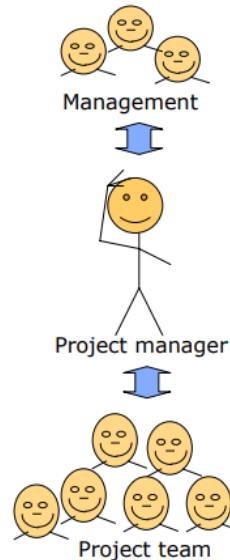
Main Concerns

4 main concerns:

- Staff Selection
- Staff Development
- Staff Motivation
- Well-being Staff during course of project

Staff Selection

Selecting the right person for the job
- Besides the s/w tools the individuals selected for a job affect the programming productivity.
- Experience
- Person who can communicate well.

Cont..

- Fredrick Taylor attempted to analyse the most productive way of doing manual tasks.
- Taylor's three basic objectives
1. To select the best man for the job.
2. To instruct them in the best methods.
3. To give incentives in the form of higher wages to the best workers.

Recruitment Process

- Recruitment is often an organizational responsibility.
- Eligible candidates- have a curriculum vitae which shows the right and required details
- Suitable candidates- who can actually do the job well.
- Assesses actual skills rather than experience.

Staff Motivation

1. Pay your people what they are worth
   - When you set your employees' salaries, be sure that their pay is consistent with what other companies in your industry and geographic area are paying.
2. Provide them with a pleasant place to work
   - Everyone wants to work in an office environment that is clean and stimulating, and that makes them feel good instead of bad.
3. Offer opportunities for self-development
   - The members of your team will be more valuable to your organization, and to themselves, when they have opportunities to learn new skills.

Cont..

4. Foster collaboration within the team
   - Encourage the members of your team to fully participate by inviting their input and suggestions on how to do things better.
5. Encourage happiness
   - Happy employees are enthusiastic and positive members of the team, and their attitude is infectious. Keep an eye on whether or not your people are happy with their work, their employer, and you.
6. Don't punish failure
   - We all make mistakes. It's part of being human. The key is to learn valuable lessons from those mistakes so we don't make them again.

Cont..

7. Set clear goals
   - As a leader, it's your job to work with the members of your team to set clear goals. And once you do that, make sure everyone knows exactly what those goals are, what their relative priority is, and what the team's role is in reaching them.
8. Don't micromanage
   - No one likes a boss who is constantly looking over her shoulder and second-guessing her every decision.
9. Avoid useless meetings
   - Meetings can be an incredible waste of time--the average professional wastes 3.8 hours in unproductive meetings each and every week. Create an agenda for your meetings and distribute it in advance.

Methods to improve job satisfaction

- Set specific goals
- Provide feedback on the progress towards meeting those goals
- Consider job redesign
  - Job enlargement
  - Job enrichment

Leadership Styles

Style	Coercive	Authoritative
•The leader's modus operandi	•Demands immediate compliance	•Mobilizes people toward a vision
•The style in a phrase	•"Do what I tell you."	•"Come with me."
•Underlying emotional intelligence competencies	•Drive to achieve, initiative, self-control	•Self confidence, empathy, change catalyst
•When the style works best	•In a crisis, to kick start a turnaround, or with problem employees	•When changes require a new vision, or when a clear direction is needed
•Overall impact on climate	•Negative	•Most strongly positive

Leadership Styles

Affiliative	Democratic	Pacesetting	Coaching
•Creates harmony and builds emotional bonds	•Forges consensus through participation	•Sets high standards for performance	•Develops people for the future
•"People come first."	•"What do you think"	•"Do as I do, now."	•"Try this."
•Empathy, building relationships, communication	•Collaboration, team-leadership, communication	•Conscientiousness, drive to achieve, initiative	•Developing others, empathy, self-awareness
•To heal rifts in a team or to motivate people during stressful circumstances	•To build buy-in or consensus or get input from valuable employees	•To get quick results from a highly motivated and competent team	•To help an employee improve performance or develop long-term strengths
•Positive	•Positives	•Negative	•Positive

Becoming a team

Five basic stages of team development:

- **forming** – the members of the group get to know each other and try to set up some ground rules about behaviour;
- **storming** – conflicts arise as various members of the group try to exert leadership and the group's methods of operation are being established;
- **norming** – conflicts are largely settled and a feeling of group identity emerges;
- **performing** – the emphasis is now on the tasks at hand;
- **adjourning** – the group disbands.

Balanced teams

- Meredith Belbin studied the performance of top executives carrying out group work at the Hendon Management Centre
- Tried putting the 'best' people together in 'Apollo' teams – almost invariably did badly
- Identified the need for a balance of skills and management roles in a successful team
- The difference between "eligible" and "suitable" candidates

Management team roles

- The co-ordinator – good at chairing meetings
- The 'plant' – an idea generator
- The monitor-evaluator – good at evaluating ideas
- The shaper – helps direct team's efforts
- The team worker – skilled at creating a good working environment
- The resource investigator – adept at finding resources, including information
- The completer-finisher – concerned with getting tasks completed
- The implementer – a good team player who is willing to undertake less attractive tasks if they are needed for team success
- The specialist – the 'techie' who likes to acquire knowledge for its own sake

'Social loafing'

- Tendency for some team participants to 'coast' and let others do the work
- Also tendency not to assist other team members who have problems
- Suggested counter-measures:
  - Make individual contributions identifiable
  - Consciously involve group members ('loafer' could in fact just be shy!)
  - Reward 'team players'

Barriers to good team decisions

- Inter-personal conflicts – see earlier section on team formation
- Conflicts tend to be a dampened by emergence of group norms – shared group opinions and attitudes
- Risky shift – people in groups are more likely to make risky decisions than they would as individuals