



Chapter 22.2 – People Management

Project Management



✧ Typical project management activities:

- Project planning / scheduling
- Reporting
- Risk Management
- People Management
- Proposal Writing



Managing people



- ✧ Most important assets of organization
- ✧ Poor people management is important contributor to project failure.

Factors in people management



✧ Consistency

- Treat people in comparable way
- No favourites or discrimination.

✧ Respect

- Respect differences (e.g. different skills)
- Each team member should get opportunity to contribute

✧ Inclusion

- Make sure that people's views are considered (incl. most junior)

✧ Honesty

- You should always be honest about what is going well and what is going badly in a project.

Factors in people management



- Consistency (among time and people)

Factors in people management



- Consistency (among time and people)
- Respect differences

Factors in people management



- Consistency (among time and people)
- Respect differences
- Inclusion (all views)

Factors in people management



- Consistency (among time and people)
- Respect differences
- Inclusion (all views)
- Honesty (being real)

People management factors

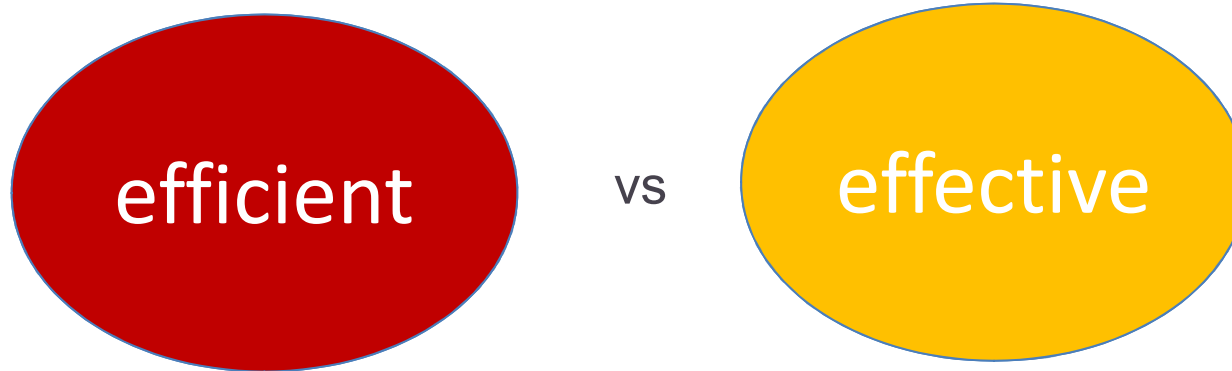


efficient

vs

effective

People management factors



If you want to land together you have to make sure that everyone is on board when you take off.

Motivating people



✧ Motivation means organizing the work and the working environment to encourage people to work effectively.

✧ Lack of motivation:

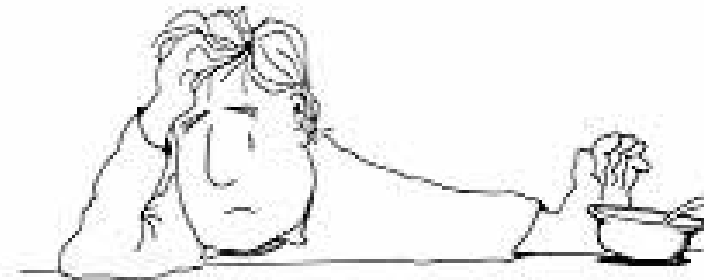
- Little interest in work
- Work slowly, more likely to make mistakes
- Contribute less to broader goals of the team / organization

Motivating people



✧ Motivation means organizing the work and the working environment to encourage people to work effectively.

✧ Lack of motivation:



What motivates people?



✧ Maslov's human needs hierarchy:



give responsibility, provide training

value / recognize

time to meet

Need satisfaction



- ✧ In software development groups, basic physiological and safety needs are not an issue.
- ✧ Social needs
 - Provide communal facilities;
 - Allow informal communications e.g. via social networking
- ✧ Esteem needs
 - Recognition of achievements;
 - Appropriate rewards.
- ✧ Self-realization needs
 - Training - people want to learn more;
 - Responsibility.

What motivates people?



Personality types can influence motivation:

- Task-oriented.
- Self-oriented.
- Interaction-oriented

Individuals can change . . .

What motivates people?



Personality types can influence motivation:

✧ Task-oriented.

- Motivation for doing the work is work itself;

✧ Self-oriented.

- The work is a means to an end - the achievement of individual goals - e.g. get rich, play tennis, travel etc.;

✧ Interaction-oriented

- The principal motivation is the presence and actions of co-workers. People go to work because they like it

22.3 Teamwork



- ✧ Group interaction is key determinant of group performance.
- ✧ Successful groups are more than individuals with right skills
- ✧ Characteristics of good group:
 1. Cohesive
 2. Team spirit

Cohesive Groups



- ✧ Group more important than any individual
- ✧ Share Knowledge
- ✧ Learn from each other
- ✧ Continual improve / refactor

How to encourage group cohesiveness



✧ Establish sense of group identity

How to encourage group cohesiveness



- ✧ Establish sense of group identity
- ✧ Treat members as responsible and trustworthy

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How to encourage group cohesiveness



- ✧ Establish sense of group identity
- ✧ Treat members as responsible and trustworthy
- ✧ Freely share information
- ✧ Organize social events

Key points



- ✧ People are motivated by interaction with other people, the recognition of management and their peers, and by being given opportunities for personal development.
- ✧ Software development groups should be fairly small and cohesive. The key factors that influence the effectiveness of a group are the people in that group, the way that it is organized and the communication between group members.
- ✧ Communications within a group are influenced by factors such as the status of group members, the size of the group, the gender composition of the group, personalities and available communication channels.