Ch. 6 Culture and Project Management

* Organizational Culture – refers to the beliefs, attitudes, and values that the organization’s members share and the behaviors consistent with them (which they give rise to).
* Worldview is a looking glass through which people see the world. Belief system about the nature of the universe, its perceived effect on human behavior, and one’s place in the universe.
* Project leaders require sensitivity and awareness of multicultural preferences.

Lecture Video

* PMs often have less legitimate power than other managers.
* 90% influence and have excellent people skills. Accountable for performance.
* Individual capability –
  + Activity-specific knowledge and skills
  + Personal planning and control
  + Personal learning
  + Organizational understanding
  + Interpersonal skills and sensitivity
* Plan and execute effective two-way communications are a major key to a team’s success.
* Team challenges – Individual identity, Verbal and emotional expressiveness, relationship expectations, Language, Style of comm, Personal priorities, values and beliefs, and time orientation.
* Development stages: Forming – Storming – Norming – Performing – Adjourning
* **A Dozen Ground Rule Topics for Project Teams**
  + Ground rules are acceptable behaviors adopted by a project team to improve working relationships, effectiveness, communication, and accountability.
  + Example: Communicate in a timely manner Consequences: Group will move forward without the team.
* Dealing with conflict: Conflict is not a bad thing. Problem-solving is a key activity for successful teams. Compromising/Collaborating are key conflict resolution methods.
* Conflict resolution process and styles
  + Understand the conflict.
  + Agree on conflict resolution goals.
  + Identify causes of conflict.
  + Identify potential solutions for conflict.
  + Pick desired conflict solution.
  + Implement chosen solution.
* Communication – biggest problem in communication is the illusion that it has taken place.
* PDCA model –
  + Plan: prepare advance agenda.
  + Do: conduct meeting, write minutes.
  + Check: evaluate meeting. Clarify actions discussed, who is responsible for action items. What worked what didn’t.
  + Act: perform in-between meeting tasks. Check on progress and plan next meeting.

**Ground Rules**

* Technology on task – If working on computer or phone should be focused on the meeting objective.
* Punctuality – Be on time for meetings or communicate or beforehand if you’re unable to attend.
* Be open to new ideas – Take suggestions from everybody and have open mind.
* Do your part – If you sign up to do something do it.
* Communicate in a timely manner –
* Create a timeline and stick to it –
* Address others respectfully – Ask for pronouns, and what people would prefer to be called.
* Camera on during virtual meetings – Just to ensure that everyone is on task and participating. Also creating better connections with each other.