Chapter 4

Organizing And Staffing

The Project

Office And Team

Project Personnel

- A project manager
- An assistant project manager (if necessary)
- A project (home) office
- A project team

Staffing Questions

- What are the requirements for an individual to become a successful project manager?
- Who should be a member of the project team?
- Who should be a member of the project office?
- What problems can occur during recruiting activities?
- What can happen downstream to cause the loss of key team members?

Project Management Skills

- Honesty and integrity
- Understanding of personnel problems
- Understanding of project technology
- Business management competence
  - Management principles
  - Communications
- Alertness and quickness
- Versatility
- Energy and toughness
- Decision-making ability

Chapter 4   4

Executive Consideration

- Acquire the best available assets and try to improve them
- Provide a good working environment for all personnel
- Make sure that all resources are applied effectively and efficiently so that all constraints are met, if possible

Chapter 4   5

Project Manager Selection

- A project manager is given a license to cut across several organizational lines. His activities, therefore, take on a flavor of general management, and must be done well.
- Project management will not succeed without good project managers. Thus, if general management sees fit to establish a project, it should certainly see fit to select a good person as its leader.

Chapter 4   6

Project Manager Selection *(Continued)*

❖ **A project manager is far more likely to accomplish desired goals if it is obvious that general management has selected and appointed him.**

Selection Process

❖ **What are the internal and external sources?**
❖ **How do we select?**
❖ **How do we provide career development in project management?**
❖ **How can we develop project management skills?**
❖ **How do we evaluate project management performance?**

Project Management Responsibilities *(Continued)*

❖ **To "negotiate" with all functional disciplines for accomplishment of the necessary work packages within the constraints of time, cost, and performance/technology**
❖ **To resolve all conflicts, if possible**

Project Management Responsibilities

- To produce the end-item with the available resources and within the constraints of time, cost, and performance/technology
- To meet contractual profit objectives
- To make all required decisions whether they be for alternatives or termination
- To act as the customer (external) and upper-level and functional management (internal) communications focal point

Chapter 4   10

Project Management Skills

- Flexibility and adaptability
- Preference for significant initiative and leadership
- Aggressiveness, confidence, persuasiveness, verbal fluency
- Ambition, activity, forcefulness
- Effectiveness as a communicator and integrator
- Broad scope of personal interests
- Poise, enthusiasm, imagination, spontaneity

Chapter 4   11

Project Management Skills *(Continued)*

- Able to balance technical solutions with time, cost, and human factors
- Well organized and disciplined
- A generalist rather than a specialist
- Able and willing to devote most of his time to planning and controlling
- Able to identify problems
- Willing to make decisions
- Able to maintain proper balance in the use of time

Chapter 4   12

Additional Skills Needed

- ❖ Are feasibility and economic analyses necessary?
- ❖ Is complex technical expertise required? If so, is it within the individual's capabilities?
- ❖ If the individual is lacking expertise, will there be sufficient backup strength in the line organizations?
- ❖ Is this the company's or the individual's first exposure to this type of project and/or client? If so, what are the risks to be considered?

Additional Skills Needed
(Continued)

- ❖ What is the priority for this project, and what are the risks?
- ❖ With whom must the project manager interface, both inside and outside the organization?

Worker Skills

- ❖ They must know what they are supposed to do, preferably in terms of an end product.
- ❖ They must have a clear understanding of their authority and its limits.
- ❖ They must know what their relationship with other people is.
- ❖ They should know where and when they are falling short.

Worker Skills *(Continued)*

- ❖ They must be made aware of what can and should be done to correct unsatisfactory results.
- ❖ They must feel that their superior has an interest in them as individuals.
- ❖ They must feel that their superior believes in them and is anxious for their success and progress.

Teamwork Skills

- ❖ Team members committed to the program
- ❖ Good interpersonal relations and team spirit
- ❖ The necessary expertise and resources
- ❖ Clearly defined goals and program objectives
- ❖ Involved and supportive top management
- ❖ Good program leadership
- ❖ Open communication among team members and support organizations
- ❖ A low degree of detrimental interpersonal and intergroup conflict

Leadership Skills

- ❖ Clear project leadership and direction
- ❖ Assistance in problem solving
- ❖ Facilitating the integration of new members into the team
- ❖ Ability to handle interpersonal conflict
- ❖ Facilitating group decisions
- ❖ Capability to plan and elicit commitments
- ❖ Ability to communicate clearly

Leadership Skills (Continued)

❖ Presentation of the team to higher management
❖ Ability to balance technical solutions against economic and human factors

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Conflict Resolution Skills

❖ Understand interaction of the organizational and behavioral elements in order to build an environment conducive to their team's motivational needs. This will enhance active participation and minimize unproductive conflict.
❖ Communicate effectively with all organizational levels regarding both project objectives and decisions. Regularly scheduled status review meetings can be an important communication vehicle.

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Conflict Resolution Skills (Continued)

❖ Recognize the determinants of conflict and their timing in the project life cycle. Effective project planning, contingency planning, securing of commitments, and involving top management can help to avoid or minimize many conflicts before they impede project performance.

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Technical Skills

- Technology involved
- Engineering tools and techniques employed
- Specific markets, their customers, and requirements
- Product applications
- Technological trends and evolutions
- Relationship among supporting technologies
- People who are part of the technical community

Chapter 4   22

Planning Skills

- Information processing
- Communication
- Resource negotiations
- Securing commitments
- Incremental and modular planning
- Assuring measurable milestones
- Facilitating top management involvement

Chapter 4   23

Special Requirements

- Part-time versus full-time assignments
- Several projects assigned to one project manager
- Projects assigned to functional managers
- The project manager's role retained by the general manager

Chapter 4   24

Risks

- The greater the project manager's technical expertise, the higher the propensity that he will overly involve himself in the technical details of the project.
- The greater the project manager's difficulty in delegating technical task responsibilities, the more likely it is that he will overinvolve himself in the technical details of the project. (Depending upon his expertise to do so).

Risks *(Continued)*

- The greater the project manager's interest in the technical details of the project, the more likely it is that he will defend the project manager's role as one of a technical specialist.
- The lower the project manager's technical expertise, the more likely it is that he will overstress the non-technical project functions (administrative functions).

Recruitment Concerns

- Line mangers often receive no visibility or credit for a job well done. Be willing to introduce line managers to the customer.
- Be sure to show people how they can benefit by working for you or on your project.
- Any promises made during recruitment should be documented. The functional organization will remember them long after your project terminates.

Recruitment Concerns
(Continued)

❖ As strange as it may seem, the project manager should encourage conflicts to take place during recruiting and staffing. These conflicts should be brought to the surface and resolved. It is better for conflicts to be resolved during the initial planning stages than to have major confrontations later.

Recruitment Policy

❖ Unless some other condition is paramount, project recruiting policies should be as similar as possible to those normally used in the organization for assigning people to new jobs.

❖ Everyone should be given the same briefing about the project, this rule can be modified to permit different amounts of information to be given to different managerial levels, but at least everyone in the same general classification should get the same briefing. It should be complete and accurate.

Recruitment Policy *(Continued)*

❖ Any commitments made to members of the team about treatment at the end of the project should be approved in advance by general management. No other commitments should be made.

❖ Every individual selected for a project should be told why he or she was chosen.

❖ A similar degree of freedom should be granted all people, or at least all those within a given job category, in the matter of accepting or declining a project assignment.
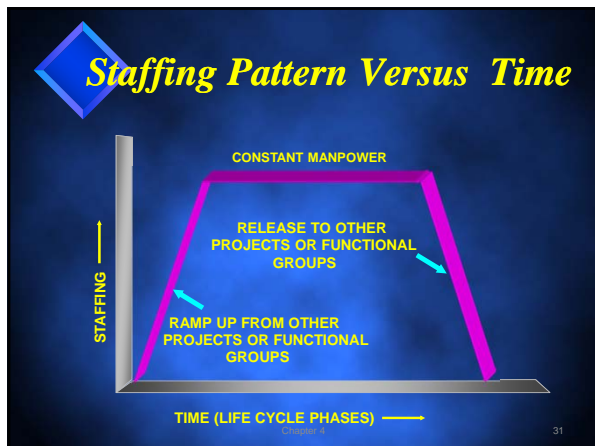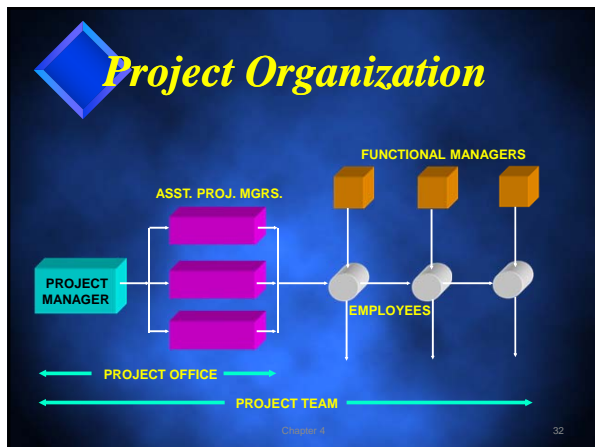
Staffing Pattern Versus Time

Project Organization

Management Plan Data

Special Problems

- Personnel connected with project forms of organization suffer more anxieties about possible loss of employment than members of functional organizations.
- Individuals temporarily assigned to matrix organizations are more frustrated by authority ambiguity than permanent members of functional organizations.

Special Problems *(Continued)*

- Personnel connected with project forms of organization that are nearing their phase-out are more frustrated by what they perceive to be "make work" assignments than members of functional organizations.
- Personnel connected with project forms of organization feel more frustrated because of lack of formal procedures and role definitions than members of functional organizations.

Special Problems *(Continued)*

- Personnel connected with project forms of organization worry more about being set back in their careers than members of functional organizations.
- Personnel connected with project forms of organization feel less loyal to their organization than members of functional organizations.

Special Problems *(Continued)*

- ❖ Personnel connected with project forms of organization have more anxieties in feeling that there is no one concerned about their personal development than members of functional organizations.
- ❖ Permanent members of project forms or organization are more frustrated by multiple levels of management than members of functional organizations.

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Special Problems *(Continued)*

- ❖ Frustrations caused by conflict are perceived more seriously by personnel connected with project with project forms of organization than members of functional organizations.

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Special Problems

- ❖ People trained in single line-of-command organizations find it hard to serve more than one boss.
- ❖ People may give lip service to teamwork, but not really know how to develop and maintain a good working team.
- ❖ Project and functional managers sometimes tend to compete rather than cooperate with each other.
- ❖ Individuals must learn to do more "managing" of themselves.

Chapter 4   39

Assigning Project Managers

- ❖ Promote the individual in salary and grade and transfer him into project management.
- ❖ Laterally transfer the individual into project management without any salary or grade increase. If, after three to six months, the employee demonstrates that he can perform, he will receive an appropriate salary and grade increase.

Chapter 4   40

Assigning Project Managers *(Continued)*

- ❖ Give the employee a small salary increase without any grade increase or a grade increase without any salary increase, with the stipulation that additional awards will be forthcoming after the observation period, assuming that the employee can handle the position.

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People Roles Which Undermine Project Management Implementation

The Aggressor

The Blocker

Dominator

Destructive Roles

The Withdrawer

Devil's Advocate

Recognition Seeker

Topic Jumper

Chapter 4   42

People Roles Which Undermine Project Management Implementation

The Aggressor

The Blocker

Dominator

Destructive Roles

The Withdrawer

Devil's Advocate

Recognition Seeker

Topic Jumper
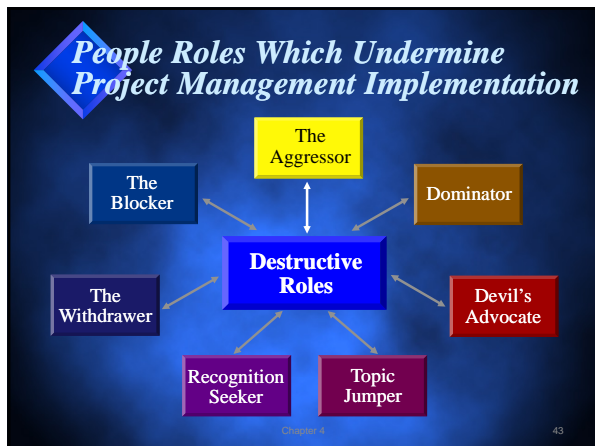
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Destructive Roles

The Aggressor

- Criticizes Everybody and Everything on Project Management
- Deflates Status and Ego of Others
- Always Aggressive

Chapter 4   44

People Roles Which Undermine Project Management Implementation

The Aggressor

The Blocker

Dominator

Destructive Roles

The Withdrawer

Devil's Advocate

Recognition Seeker

Topic Jumper

Chapter 4   45

Destructive Roles

Dominator

- Always Tries to Take Over
- Professes to Know Everything About Project Management
- Tries to Manipulate People
- Will Challenge Your Leadership

Chapter 4   46

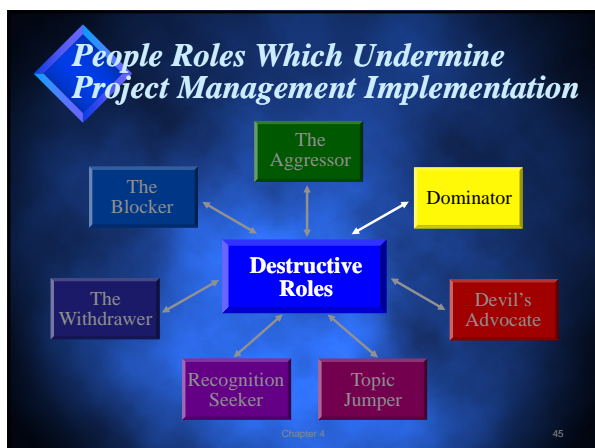## People Roles Which Undermine Project Management Implementation

- The Aggressor
- The Blocker
- Dominator
- **Destructive Roles**
- The Withdrawer
- Devil's Advocate
- Recognition Seeker
- Topic Jumper

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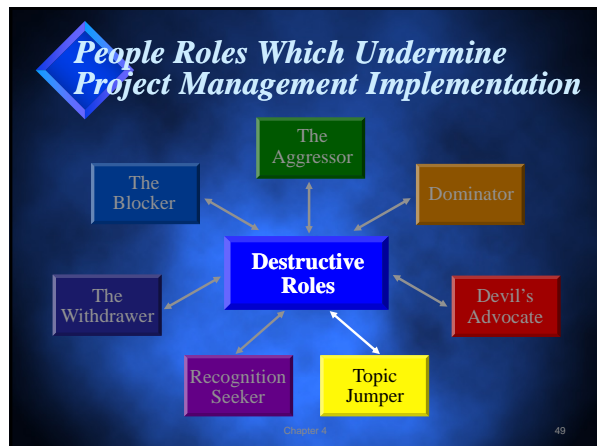

Destructive Roles

Devil's Advocate

Finds Fault in All Areas of Project Management

Refuses to Become a Believer Unless Threatened

More Devil Than Advocate

Chapter 4   48

People Roles Which Undermine Project Management Implementation

The Aggressor
The Blocker
Dominator
Destructive Roles
The Withdrawer
Devil's Advocate
Recognition Seeker
Topic Jumper

Chapter 4   49

Destructive Roles

Topic Jumper

- Must Be the First with a New Idea/Approach for Project Management
- Continuously Changes Topics
- Cannot Focus on Issues for a Long Time Unless It Is His/Hers
- Project Management Implementation Remains an "Action Item" Forever

Chapter 4   50

People Roles Which Undermine Project Management Implementation

The Aggressor
The Blocker
Dominator
Destructive Roles
The Withdrawer
Devil's Advocate
Recognition Seeker
Topic Jumper

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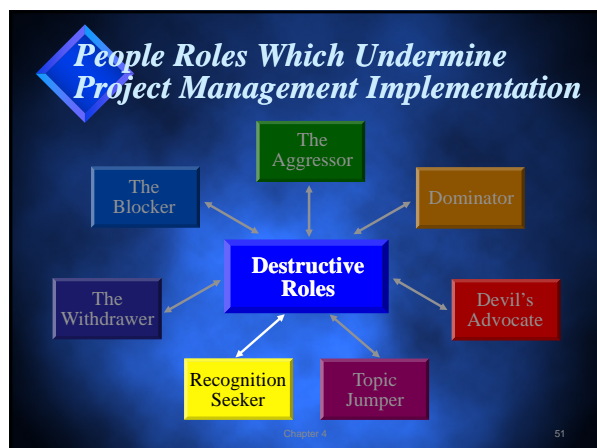
Destructive Roles

Recognition Seeker

- Always Argues in Favor of His/Her Own Ideas
- Is Very Status Conscious
- Volunteers to Become the Project Manager If Status Is Recognized
- Continuous Talks (Likes to Hear Himself/Herself Speak)
- Often Boasts Rather Than Providing Meaningful Information

People Roles Which Undermine Project Management Implementation

The Aggressor

The Blocker

Dominator

Destructive Roles

The Withdrawer

Devil's Advocate

Recognition Seeker

Topic Jumper

Destructive Roles

The Withdrawer

- Is Afraid of Criticism
- Will Not Participate Openly
- Withholds Information
- May Become a Back-Stabber
- May Be Shy

People Roles Which Undermine Project Management Implementation

The Aggressor

The Blocker

Dominator

Destructive Roles

The Withdrawer

Devil's Advocate

Recognition Seeker

Topic Jumper
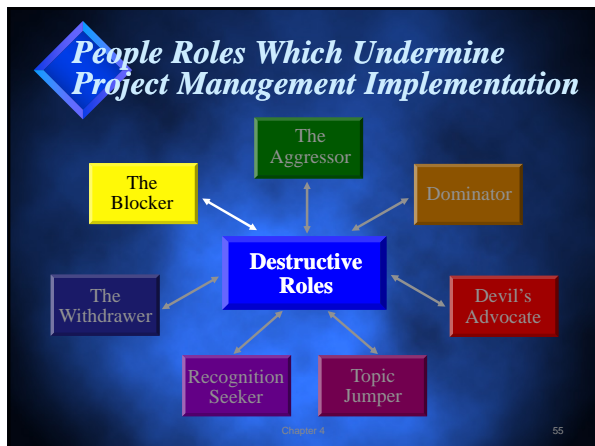
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Destructive Roles

The Blocker

- Likes to Criticize
- Rejects the Views of Others
- Cites Unrelated Examples and Personal Experiences
- Has Multiple Reasons Why Project Management Will Not Work

Chapter 4   56

People Roles Which Support Project Management Implementation

Initiators

Information Seekers

Gate Keepers

Information Givers

Supportive Roles

Consensus Takers

Encouragers

Harmonizers

Clarifiers

Chapter 4   57

People Roles Which Support Project Management Implementation

Initiators

Information Seekers

Gate Keepers

Consensus Takers

Supportive Roles

Information Givers

Encouragers

Harmonizers

Clarifiers

Chapter 4   58

Supportive Roles

Initiators

- "Is There a Chance That This Might Work?"
- "Let's Try This!"

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People Roles Which Support Project Management Implementation

Initiators

Information Seekers

Gate Keepers

Consensus Takers

Supportive Roles

Information Givers

Encouragers

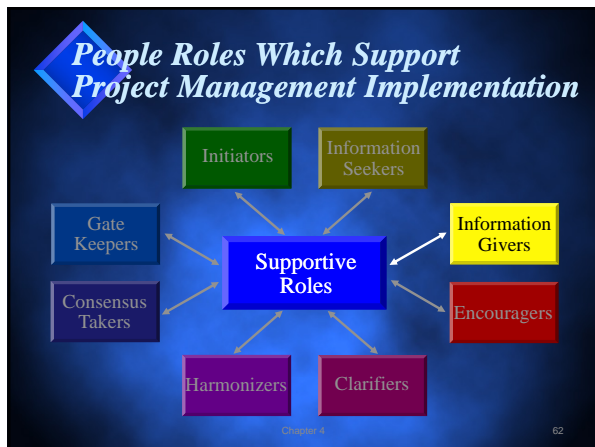Harmonizers

Clarifiers
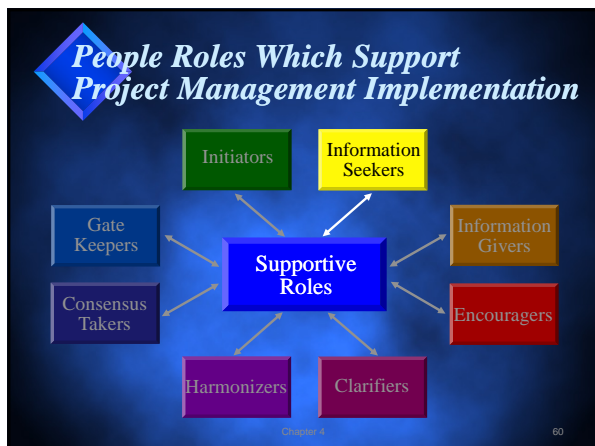
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Supportive Roles

Information Seekers

- "Have We Tried Anything Like This Before?"
- "Do We Know Other Companies Where This Has Worked?"
- "Can We Get This Information?"

People Roles Which Support Project Management Implementation

- Initiators
- Information Seekers
- Gate Keepers
- Supportive Roles
- Information Givers
- Consensus Takers
- Encouragers
- Harmonizers
- Clarifiers

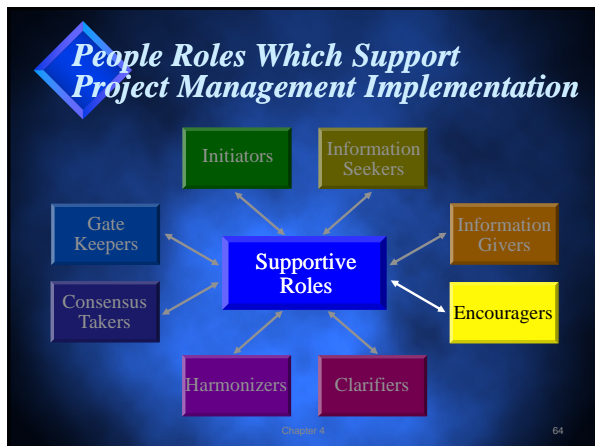## Supportive Roles

Information Givers

- "Other Companies Found That ….."
- "The Literature Says That ….."
- "Benchmarking Studies Indicate That …..."

People Roles Which Support Project Management Implementation

Initiators
Information Seekers
Gate Keepers
Information Givers
Supportive Roles
Consensus Takers
Encouragers
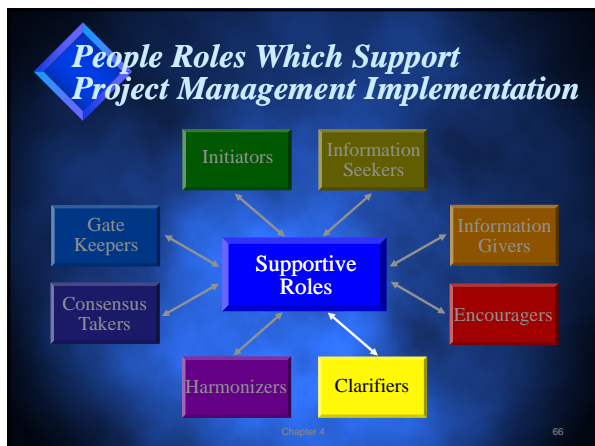Harmonizers
Clarifiers

Chapter 4

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Supportive Roles

Encouragers

- "Your Idea Has a Lot of Merit."
- "The Idea Is Great But We May Have to Make a Small Change."
- "What You Said Will Really Help Us."
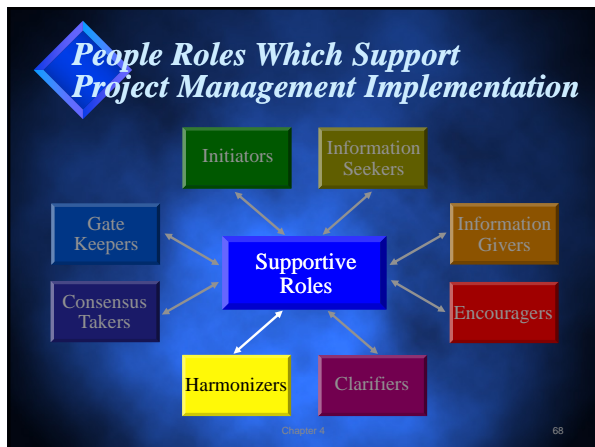
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People Roles Which Support Project Management Implementation

Initiators
Information Seekers
Gate Keepers
Information Givers
Supportive Roles
Consensus Takers
Encouragers
Harmonizers
Clarifiers

Chapter 4

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Supportive Roles

Clarifiers

- "Are We Saying That ….."
- "Let Me State in My Own Words What I Think You Said."
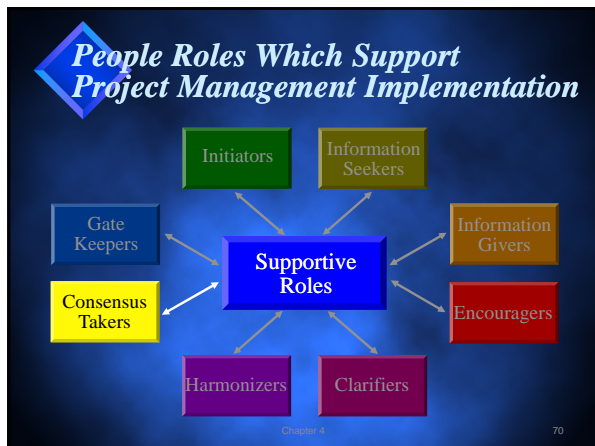- "Let's See if We Can Put This Into Perspective."

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People Roles Which Support Project Management Implementation

- Initiators
- Information Seekers
- Gate Keepers
- Supportive Roles
- Information Givers
- Consensus Takers
- Encouragers
- Harmonizers
- Clarifiers

Chapter 4   68

Supportive Roles

Harmonizers

- "We Sort of Agree, Don't We?"
- "Your Ideas and Mine Are Close Together."
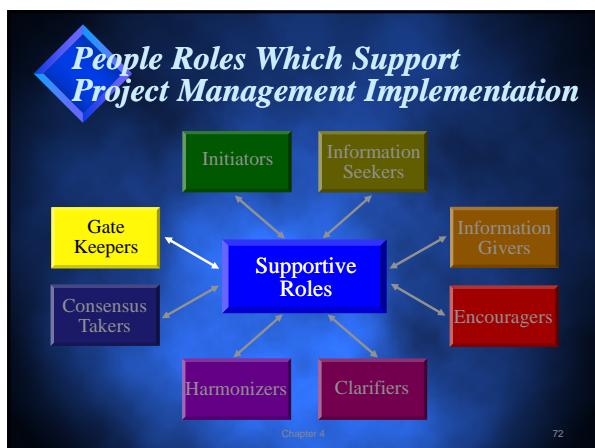- "Aren't We Saying the Same Thing?"

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People Roles Which Support Project Management Implementation

Initiators · Information Seekers · Gate Keepers · Supportive Roles · Information Givers · Consensus Takers · Encouragers · Harmonizers · Clarifiers

Chapter 4 — 70

Supportive Roles

Consensus Takers

- "Let's See if We Are in Agreement."
- "Let's Take a Vote on This."
- "Let's See How the Rest of the Group Feels About This."

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People Roles Which Support Project Management Implementation

Initiators · Information Seekers · Gate Keepers · Supportive Roles · Information Givers · Consensus Takers · Encouragers · Harmonizers · Clarifiers

Chapter 4 — 72

Supportive Roles

Gate Keepers

- "Who Hasn't Given Us Their Opinions on This yet?"
- "Should We Keep Our Options Open?"
- "Are We Prepared to Make a Decision or Recommendation, or Is There Additional Information to Be Reviewed?"

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