

SWEN90016

Software Processes & Project Management

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Lecture 6

Intended Learning Objectives

Module 9 – Individuals, Motivation and Teams.

1. Individuals & motivation.
2. Organisational theory and motivation.
3. Project Management & Leadership.
4. Teams why we use them and their value.
5. Teams forming and performing.
6. Team structures.
7. Advantages & disadvantages of teams.

Module 9.1 – Individuals and Motivation

So why is this important to Project Management?

L1.3 – What is Project Management

Project Management is the planning, delegating, monitoring and controlling of all aspects of the project, and motivating those involved to achieve the project objectives within the expected targets for time, costs, quality, scope, benefits and risks.

Value lies in:

- Organising and structuring scarce resources
- Managing risk
- Identifying and clearing issues
- Managing and implementing change
- Retaining and re-using knowledge
- Organisational wide learning from past success and failures

L1.5b – Project Manager Key Activities “a change is occurring”

Agile is redefining the way we execute projects and the role of the PM. In Agile:

- No defined PM role
- Key activities are spread / shared across team members
 - Key project activities are still undertaken formally with appropriate documentation
- Some alignment to activities of a Scrum Master
- Move from Command and Control to Servant Leadership
 - Coaches and facilitates teams to deliver
 - Emphasises objectives
 - Is invested in the program's overall performance
 - Asks the teams for answers
 - Allows the teams to self-organise and hit their stride
 - Assists others with fixing issues

www.pmi.org/learning/library/pm-role-lean-agile-world-9350

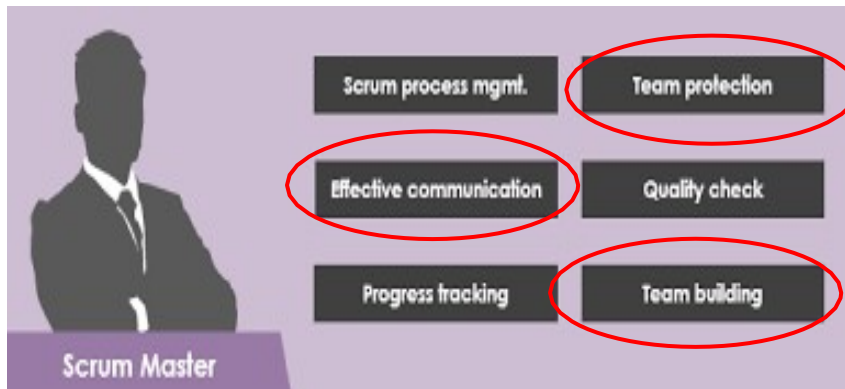
www.greenleaf.org/what-is-servant-leadership/

<https://www.mountaingoatsoftware.com/agile/agile-project-management>

Module 9.1 – Individuals and Motivation

.....and even more critical in an agile world!

A "Scrum Master" represents a pattern known as **Servant** Leadership.
They manage teams not by telling them what to do, but by removing impediments that get in their way and by coaching them in best practices.



www.scrum.org/resources/blog/scrum-master-servant-leader

Module 9.1 – Individuals and Motivation

- Motivation *is derived from the word 'motive'*
- It is the driving force within individuals that propels them into action

Motivation can inspire, encourage, and stimulate individuals and project teams to achieve great accomplishments. Motivation can also create an environment that fosters teamwork and collective initiatives to reach common goals or objectives.

www.pmi.org/learning/.../motivation-increase-project-team-performance-7234

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Module 9.1 – Individuals and Motivation

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What motivates you?



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Module 9.2 – Organisational Theory & Motivation

Organisational theory consists of approaches to organisational analysis. Organisations are groups of individuals that are structured and managed to meet a need, or to pursue collective goals.

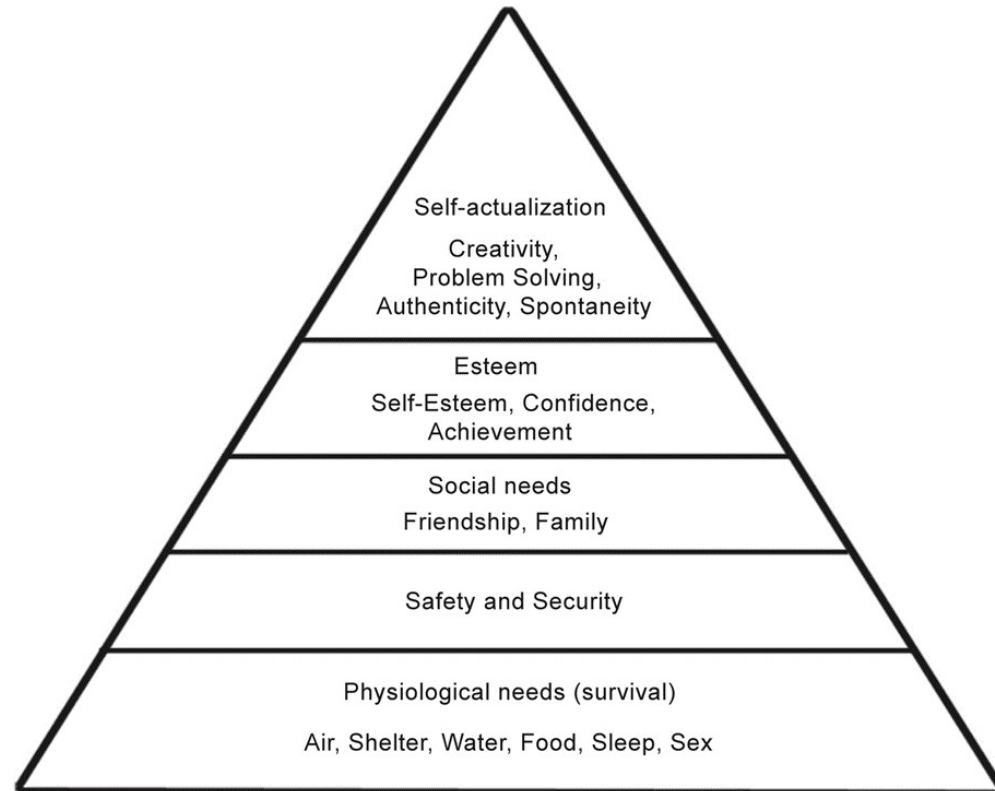
Some well used approaches:

- Maslow Hierarchy of Needs
- Herzberg

Module 9.2 – Organisational Theory & Motivation

Maslow Hierarchy of Needs:

- Proposed by Abraham Maslow in 1943 and still widely used today
- A key tool used by managers in how individuals are motivated
- Focuses on a 5 tier model of human needs
- Describes humans are motivated to achieve certain needs
- Needs take precedence over others and the basic needs must be more or less met before higher needs
- Individual behaviour is multi-motivated and stimulated by more than one need



Module 9.2 – Organisational Theory & Motivation

Hertzberg Two Factor Theory:

- Proposed by Fredrick Hertzberg in 1959 and still widely used today
- Asked people to describe situations when they felt really good and really bad about their jobs
- There are a set of factors in the workplace that cause satisfaction
- And a separate set of factors that cause dissatisfaction
- Remedying the causes of dissatisfaction will not create satisfaction



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Module 9.3 – Project Management & Leadership



Project Management & Leadership - motivates and demotivates the team!

- Project Managers must Manage & Lead
- Management is the process where resources are used and decisions made in order to achieve the goal
- Managers set objectives and decide how to achieve them
- Leadership is the ability to influence and direct people to achieve a common goal
- Leaders inspire and motivate people to meet goals

Team Member	Role	Location	Development Goal	Motivation Drivers – Employee wants/needs	How to apply motivational driver
Marion	Technical Expert	Melbourne	Project Management	Formal training and recognition	Sponsor Marion in Melbourne Uni Masters program
Harry	Developer	Gold Coast	Detailed Technical knowledge	Work Life Balance	Allow 4 day per week work in line with Project activity

Module 9.3 – Project Management Common Motivational Mistakes

- Whatever motivates me will motivate others
- People are motivated primarily by money
- Team members love to receive formal awards
- Give them a rally slogan
- The best project leader is a strong cheerleader
- These people are professionals. They don't need motivating
- I'll motivate them when there is a problem
- I'll treat everyone the same. People like that, and it will motivate them

Reference: Flannes, S. W. & Levin, G. (2005). Essential People Skills for Project Managers. Vienna, VA: Management Concepts, Inc.

Module 9.3 – Project Management & Leadership Summary

- Individuals are individuals and we are all motivated by different means
- Projects succeed / fail because of people so manage, lead and motivate them to increase success
- Leadership and Management are different. Consciously select the style that is right for the situation
- The biggest impact you can have is by managing yourself take the necessary step to achieve this

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Moule 9.4 - Teams and Teamwork

We have all experienced this!

Module 9.4 - Teams



Teamwork in the workplace is an critical factor for project success. As a result, developing an effective project team is one of the primary responsibilities of a project manager. Teamwork creates human synergy.

I prefer to work.....

By myself /
Alone

As part of a
diverse
team

Module 9.4 – What is a Team

- An individual is a person with a unique set of skills
- A Group is a collection of people working together who do not necessarily work collectively toward the same goal
- A Team is two or more individuals consciously working together to achieve a common objective
- A Group becomes a Team when members demonstrate a commitment to each other and to the end goal toward which they are working



Module 9.4 – Why Teams



1. **Very few (if any) individuals** possess all the knowledge, skills, and abilities needed to accomplish all tasks.
2. **Complementary** teamwork **skills** are one of the most commonly **required** skills in the work environment.
3. Substantial **benefits** to the organisation and to the team members.
4. **Shared accountability** increases likelihood of **success**.

Module 9.4 – Why Teams - Benefits



1. **Enhanced Opportunities:** Individuals & organisation.
2. **Greater Productivity:** Leverage the strengths and skills of the collective group.
3. **Increased Ownership & Accountability:** Multiple people collectively owning the activity and the outcome.
4. **More Creativity and Innovation:** Individuals build upon one another's ideas with solutions going beyond one person's vision of what's possible.
5. **Greater Joy and Satisfaction Among Team Members:** A space for people to socialise, connect and be part of something bigger.
6. **Broader Perspective:** Ability to leverage the collective perspective of all team members.
7. **Increased Representation:** Involvement of multiple stakeholders groups and their input.
8. **Increased Equality:** Individuals across all levels can more freely offer their ideas, knowledge and concerns.
9. **More Dialogue:** Teams offer a site where people can voice their feelings, disagreements, opinions and ideas.

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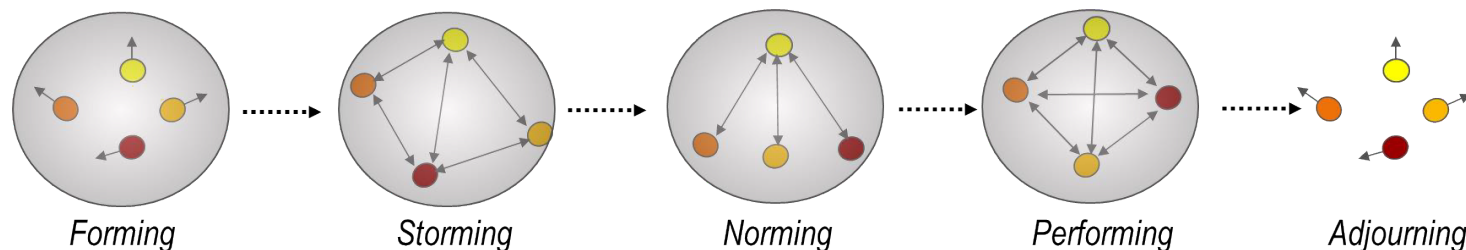
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Module 9.5 – How teams Form & Perform Tuckman's Team Development Model



- First proposed by Bruce Tuckman in 1965
- Elegant and simple explanation of team development
- Initial model focused on 4 stages Forming–Storming–Norming– Performing
- Tuckman stated that all phases are necessary and inevitable if a team is to grow, face up to challenges, tackle problems, find solutions, plan work and deliver results
- He found that it was critical for team to go through an Adjourning stage which was added in the 70's



Module 9.5 – How teams Form & Perform Tuckman's Team Development Model



- As teams develop maturity and ability – leadership styles change and behaviors change
- Tuckman also found that Team Effectiveness changed over time with the team experiencing initial decline in performance after Stage 1 – Forming



<https://project-management.com/the-five-stages-of-project-team-development/>

Module 9.5 – How teams Form & Perform



FORMING

Establishing ground rules and preserving formalities



STORMING

Members communicate, but maintain strict individuality



NORMING

Team bonding and higher acceptance of perspectives



PERFORMING

Less emphasis on hierarchy and more on flexibility



ADJOURNING

Yearly assessment and plan for acknowledging individual contributions



High dependency on the leader

Leader coaches and support

Leader moves to facilitator and enabler

Leader delegates and oversees

Leader acknowledges, recognises and directs

Module 9.5 – Is the Team Effective or Not



Positive signs

- Clear communication
- Regular brainstorming with all members participating
- Consensus among team members
- Problem solving done by the group
- Commitment to the project outcomes and the other team members
- Regular team meetings are effective and inclusive
- Timely hand off from team members to others or early advise if this won't happen
- Positive, supportive working relationships

Not so Positive signs

- Lack of communication
- No clear roles and responsibilities
- Work is “thrown over the wall”, with lack of concern for timelines or work quality
- Team members work alone, rarely sharing information and offering assistance
- Blame for what goes wrong, no one accepts responsibility
- Lack of support for others
- Frequently absent impacting time and creating additional work for others

<https://www.pmi.org/learning/library/team-building-development-project-management-5707>

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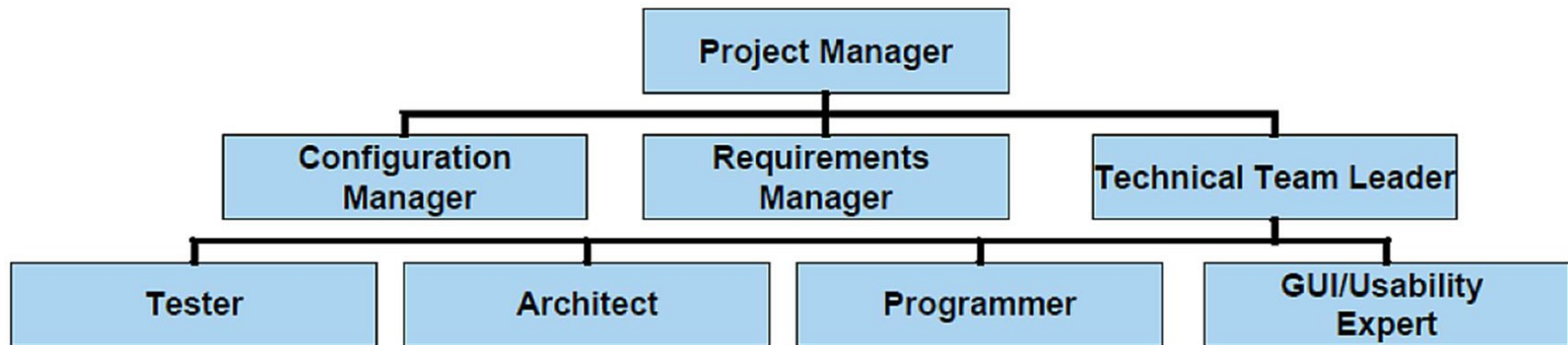
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Module 9.6 – Team Structures



Controlled Centralised

- Leader coordinates tasks and directs work
- Communication and Control are vertical
- Sub-teams with leaders to direct and guide sub-groups

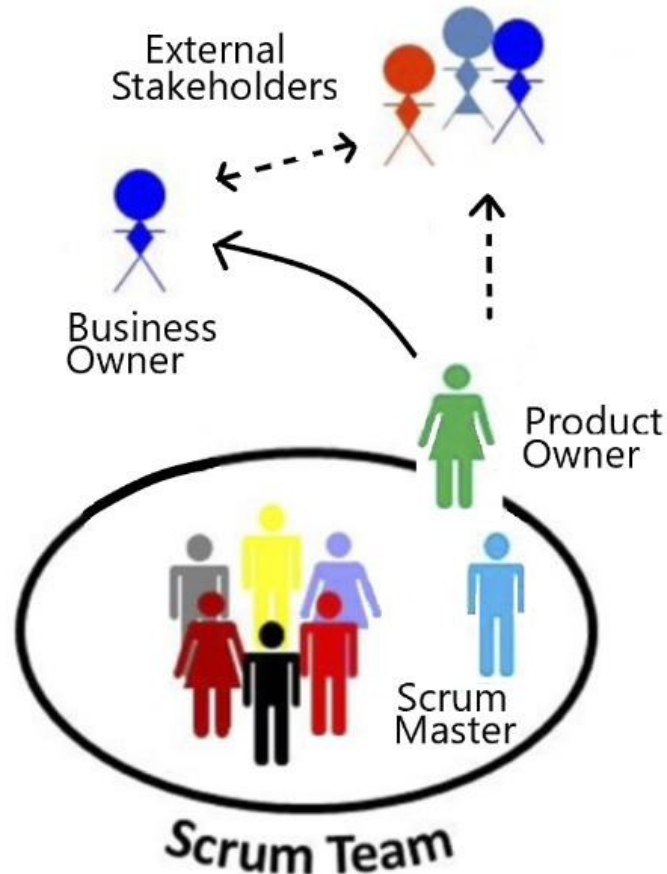


Module 9.6 – Team Structures



Scrum Team

- Used in Agile



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Module 9.7 – Teams Advantages / Disadvantages

Advantages

- Provides a larger pool of ideas – creative & collective problem solving
- Interaction enhances the knowledge of the whole team
- Individuals working together can stimulate performance, motivation and output
- Provides continuity across the tasks if people leave
- Increased ownership of the overall outcome & not just the individual component

Disadvantages

- It take time, effort and great skill to effectively manage
- Some individuals find it difficult and may become overshadowed / overwhelmed
- Unequal involvement - Some people may not pull their weight
- One person can demoralise the whole team
- Social loafing
- Group think

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