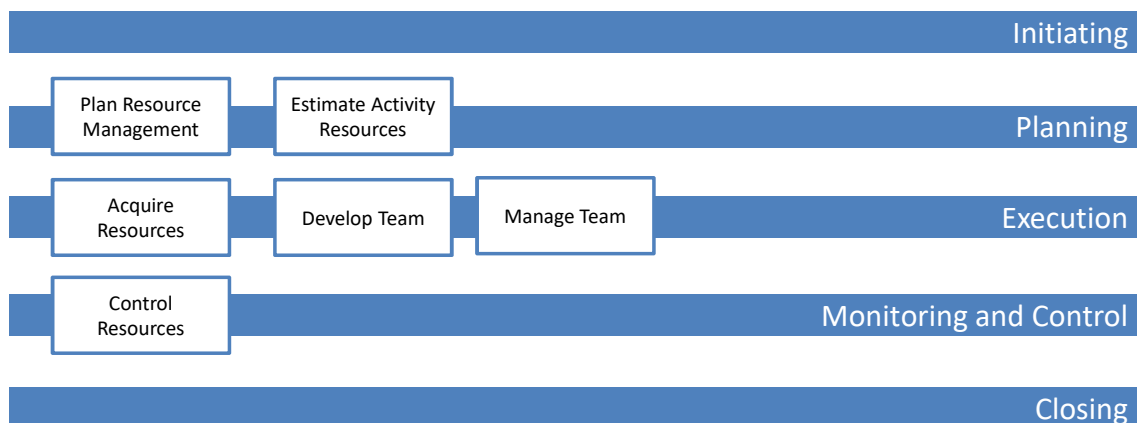


# Project Resource Management

- Leading People
- Motivate
- Persuade
- Building a Team
- Project Managers must help define the roles and influence everyone on the Project

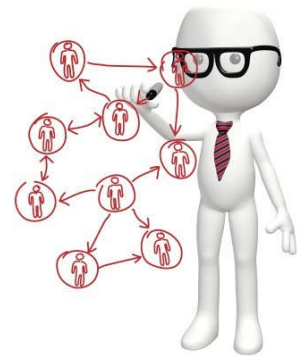


# Project Resource Management



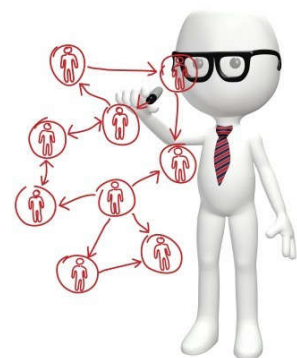
## Plan Resource Management

- How to staff, manage, team-build, assess, and improve the project team



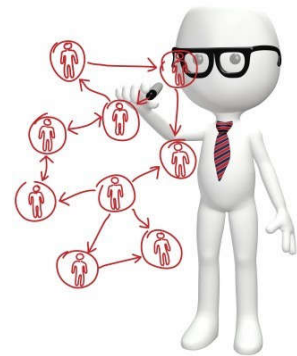
## Plan Resource Management - Inputs

- Project Charter
- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets



## Plan Resource Management - Tools

- Expert Judgment
- Data Representation
- Organizational Theory
- Meetings



## Responsibility Assignment Matrix

Activity	Ann	Bert	Carlos	Diana	Ed
Create Charter	A	R	I	I	I
Collect Requirements	I	A	R	C	C
Submit change request	I	A	R	R	C
Develop test plan	A	C	I	I	R

Source: PMBOK 6

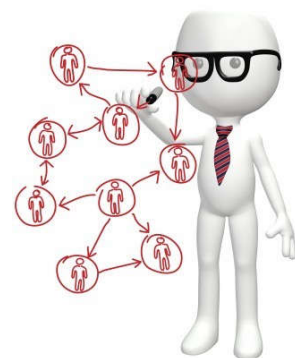
R = Responsible  
A = Accountable  
C = Consult  
I = Inform

# Responsibility Assignment Matrix



## Plan Resource Management – Outputs

- Resource Management Plan
- Team Charter
- Project Documents Updates



## Estimate Activity Resources

- How long will an activity take?
- Understanding the number of resources



## Estimate Activity Resources - Inputs

- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets



## Estimate Activity Resources - Tools

- Project Management Information System (PMIS)
- Expert Judgment
- Bottom-Up Estimating
- Analogous Estimating
- Parametric Estimating
- Data Analysis
- Meetings

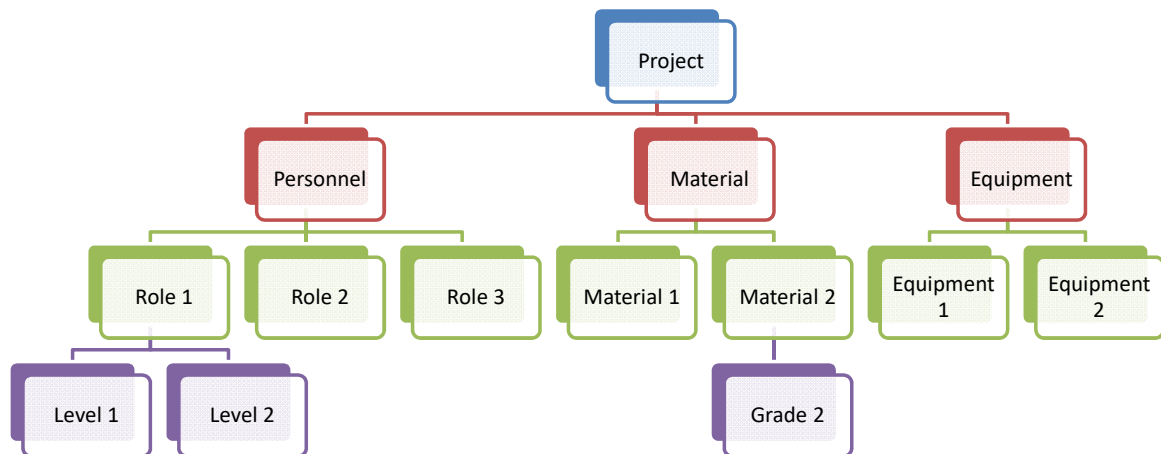


## Estimate Activity Resources – Outputs

- Resource Requirements
- Basis of Estimates
- Resource Breakdown Structure
- Project Document Updates



## Resource Breakdown Structure



Source: PMBOK 6

## Acquire Resources

Get the right people working on the project



## Acquire Resources - Inputs

- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets



## Acquire Resources- Tools

- Decision Making
- Interpersonal and Team Skills
- Pre-Assignment
- Virtual Teams





## Acquire Resources– Outputs

- Physical Resource Assignments
- Project Team Assignments
- Resource Calendars
- Change Requests
- Project Management Plan Updates
- Project Documents Updates
- Enterprise Environmental Factors
- Organizational Process Assets



## Develop Project Team

- A team performs better than a group of disconnected individuals
- Most effective when done early
- Improving
  - competencies
  - team member interaction
  - overall team environment



## Develop Project Team - Inputs

- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets



## Develop Project Team - Tools

- Co-Location
- Virtual Teams
- Communication Technology
- Interpersonal and Team Skills
- Recognition and Rewards
- Training
- Individual and Team Assessments
- Meetings



## Interpersonal and Team Skills

- Conflict Management
- Influencing
- Motivation
- Negotiation
- Team Building



## Conflict Management




There are five general techniques for resolving conflict. Each technique has its place and use:

- *Withdraw/avoid.*  
Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.
- *Smooth/accommodate.*  
Emphasizing areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships.
- *Compromise/reconcile.*  
Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict. This approach occasionally results in a lose-lose situation.
- *Force/direct.*  
Pushing one's viewpoint at the expense of others; offering only win-lose solutions, usually enforced through a power position to resolve an emergency. This approach often results to a win-lose situation.
- *Collaborate/problem solve.*  
Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment. This approach can result in a win-win situation.



Source: PMBOK6

## Influencing: Forms of Power

- Reward – pay raise, time off, ... 
- Expert – being expert on a subject 
- Legitimate – formal power because of position
- Referent – based on respect or charisma
- Punishment 

## Team Roles

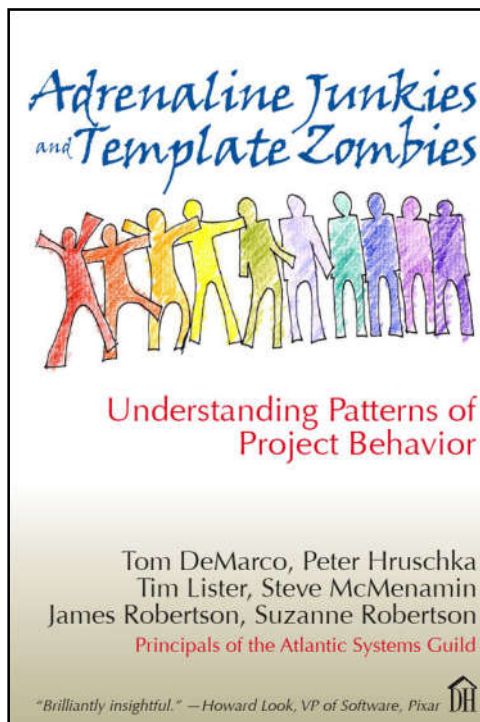
### Constructive Team Roles

- Initiator
- Information Seeker
- Information Giver
- Encourages
- Clarifier
- Harmonizer
- Summarizer
- Gate Keeper

### Destructive Team Roles

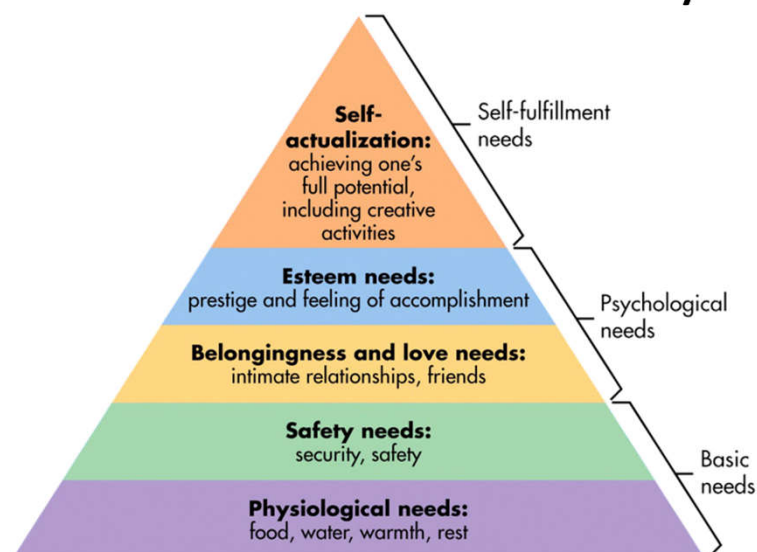
- Aggressor
- Blockers
- Withdrawers
- Recognition Seekers
- Topic Jumpers
- Dominator

Devil's Advocate



## Team Roles: Patterns of Project Behavior

## Motivation: Maslow's Hierarchy of Needs



Source: <http://www.simplypsychology.org>

# Team Building: Tuckman's Model

Source: <http://www.neocrosis.com/articles/178-jazzking2001s-7002-tuckmans-group-development-model-v15-7002>



## Develop Project Team – Outputs

- Team Performance Assessments
- Change Requests
- Project Management Plan Updates
- Enterprise Environmental Factors Updates
- Organizational Process Assets Updates



## Manage Project Team

- People can be unpredictable
  - Some may leave the project
  - Different experience
  - Different motivation
- Consider all factors to achieve high team performance



## Manage Project Team - Inputs

- Project Management Plan
- Project Documents
- Work Performance Reports
- Team Performance Assessments
- Enterprise Environmental Factors
- Organizational Process Assets



## Manage Project Team - Tools

- Interpersonal and Team Skills
- Project Management Information System (PMIS)



## Manage Project Team – Outputs

- Change Requests
- Project Management Plan Updates
- Project Documents Updates
- Enterprise Environmental Factors Updates





## Control Resources

- Ensuring that the resources assigned and allocated to the project are available as planned
- Monitor planned vs. Actual
- Take corrective action as necessary



## Control Resources - Inputs

- Project Management Plan
- Project Documents
- Work Performance Data
- Agreements
- Organizational Process Assets



## Control Resources - Tools

- Data Analysis
- Problem Solving
- Interpersonal and Team Skills
- Project Management Information System (PMIS)



## Control Resources – Outputs

- Work Performance Information
- Change Requests
- Project Management Plan Updates
- Project Documents Updates

