

Resource Management

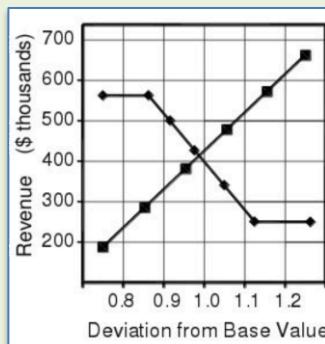
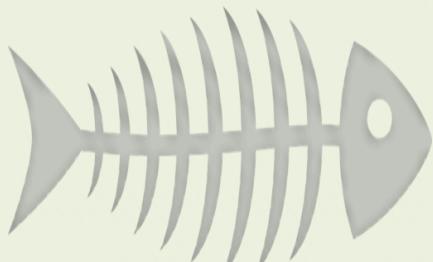


Leadership



RECAP

- Initiation
 - PMBOK & PRINCE2
- Planning
 - Scope (WBS)
 - Time (Gantt, CPM, PERT)
 - Budget (EVA)
 - Performance (KPIs)
 - Risk Management:

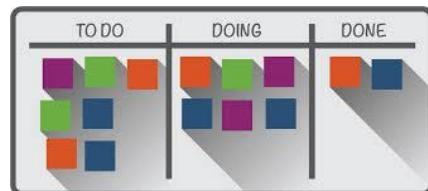
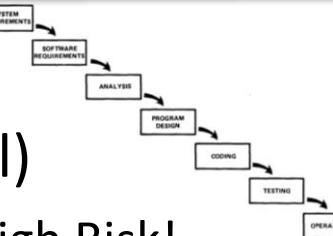


Impact

Likehood

		Negligible	Minor	Moderate	Significant	Severe
		Very Likely	Low Med	Medium	Med Hi	High
Likelihood	Likely	Low	Low Med	Medium	Med Hi	High
	Possible	Low	Low Med	Medium	Med Hi	Med Hi
	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
	Very Unlikely	Low	Low	Low Med	Medium	Medium

- Execution
 - Traditional (Waterfall)
 - Planning essential. High Risk!
 - Lean (MVP / Kanban):
 - Avoids risk of waste / overburden
 - Agile (Iterative)
 - Mitigates risk to delivery





This session is being recorded.



CS352 Project Management for Computer Scientists

9. Leadership and Teamwork



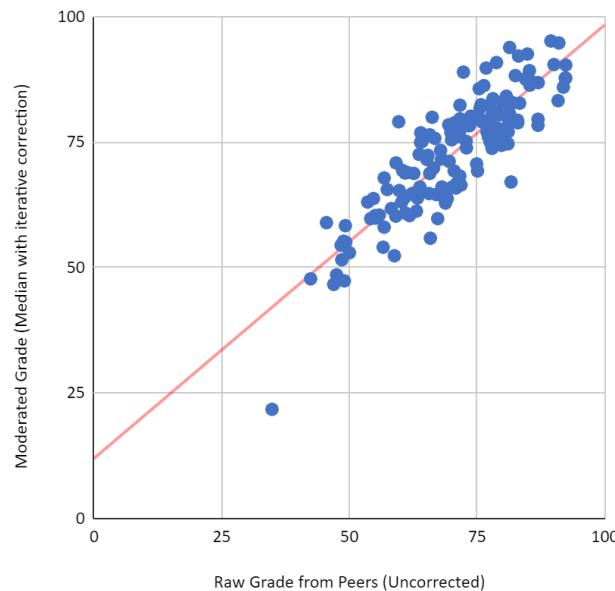
interact at:

warwick.ac.uk/pm4cs/9

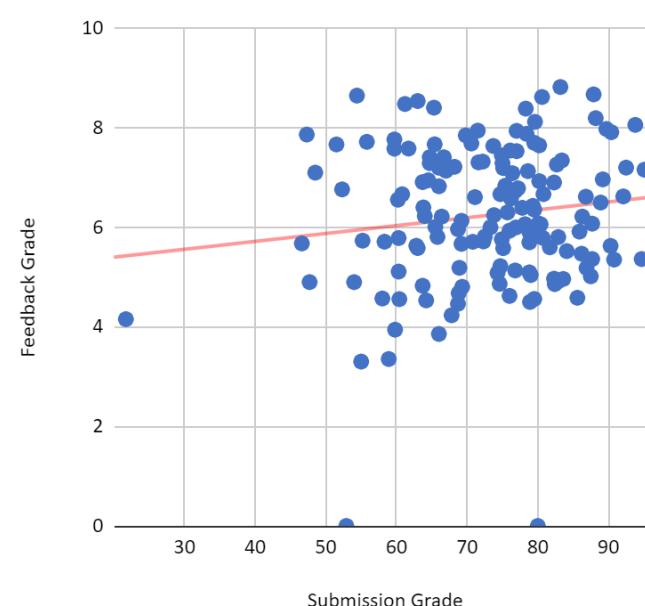
Dr Ian Saunders

Interim Peer Assessment 2023

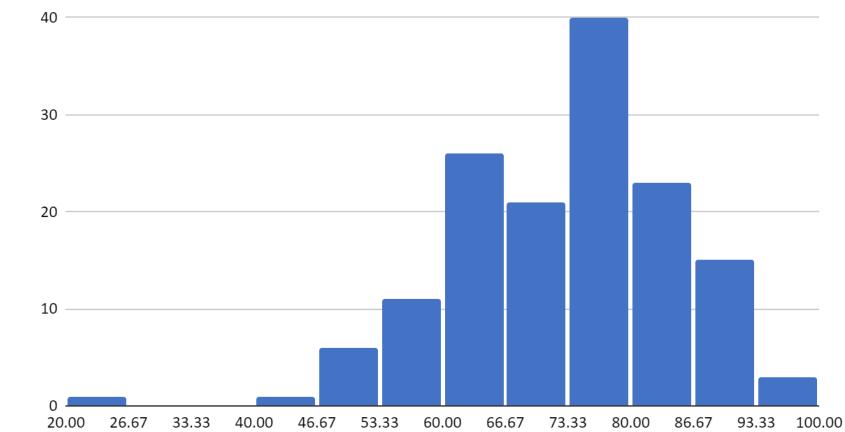
Effect of Moderation (Raw Grade vs Moderated)



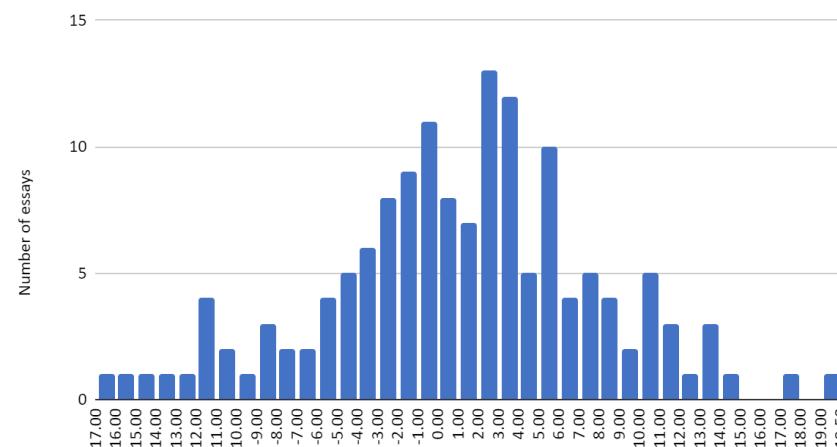
Submission Grade vs Feedback Grade



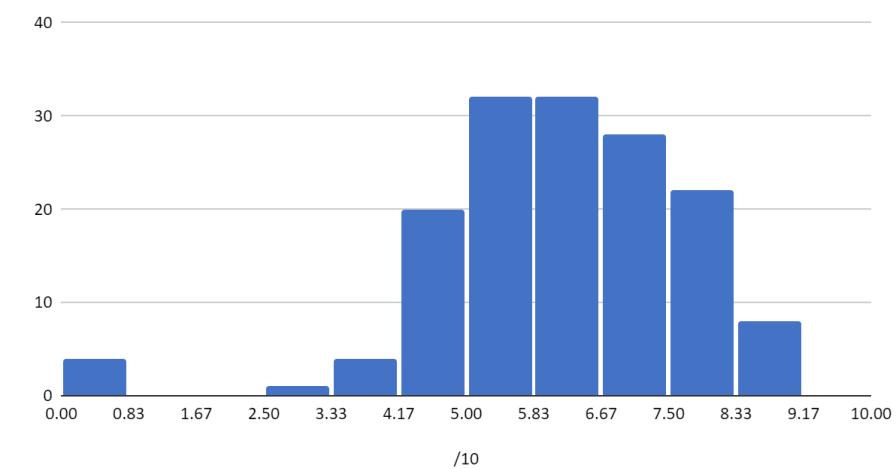
Submission Grade Histogram



Swing



Histogram of feedback score



Submission Grade

Interim Essay Submission and Peer Marking (Ch.1-2) (submission)

Grade: 66.0 % (Rank: 99/151) ← Essay grade

Your submission has received an overall peer-assessed grade of 66%. (This grade was calculated after re-scaling each peer's marks to ensure fairness and robustness).

Your overall mark breakdown is as follows:

Knowledge/Understanding: 2.7/4,
Use of Evidence: 1.1/4,
Depth of Analysis: 3.3/4,
Communication: 3.5/4,
20-Point Scale: 65/100



Breakdown of marks (median)

To understand your grade, you should review the individual feedback from your peers via the Moodle activity. Although the quality of the feedback given may be quite variable (and you may not always agree with it!), the feedback should on the whole offer you some insights from different perspectives.

Assessment Grade

Overall assessment grade
(does not contribute to your essay grade)



Interim Essay Submission and Peer Marking (Ch.1-2) (assessment)

Grade: 65.0 % (Rank: 66/151)

Your peer assessment grades and the feedback you provided have been automatically evaluated, and will be subject to further review. Your 'giving feedback' score is 6.5/10 (65%), based on the accuracy of your marking and the level of detail provided in your feedback. (This score does not impact your final grade).

To help you to understand your feedback score, some comments on the accuracy of your marking are below:

The final mark you have awarded to each of your peers on the 20-point-mark scale is slightly high (when compared to the marks awarded by other peers). You should decrease your overall mark by about 2 bands on the mark scheme (approximately 10%).

Based on the marks you have given for each criteria, your academic judgement appears to be satisfactory, though you should study the mark scheme more carefully to ensure you are grading consistently, fairly and accurately.

Based on an analysis of the breakdown of the marks you awarded, you should consider:

- reducing your 'Knowledge/Understanding' grade by 1 point;
- reducing your 'Depth of Analysis' grade by 1 point;

Please take care when studying the mark scheme!



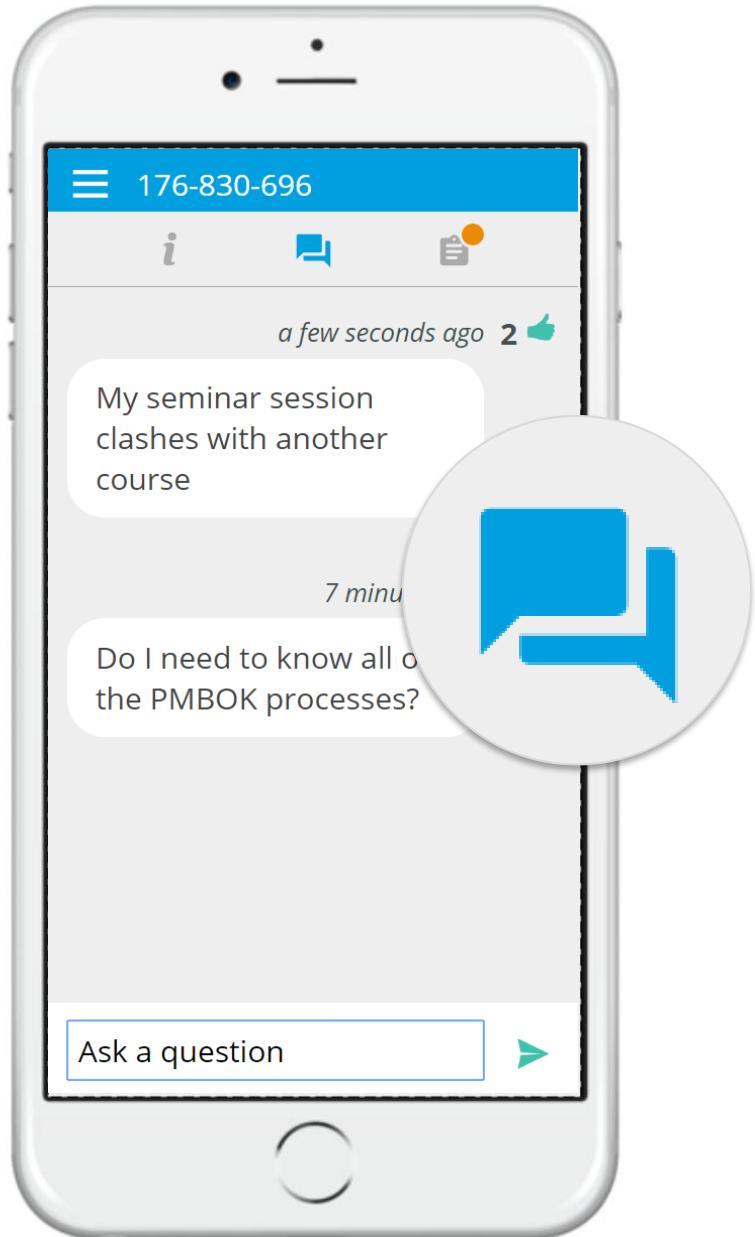
Breakdown of assessment criteria

The feedback you have given to justify each of the assessment criteria is slightly below average. Providing detail and specific feedback is essential to demonstrate your own understanding of the work and for helping your peers to improve. You have made a good attempt at overall feedback, but the feedback you have given is slightly below average. Giving and receiving feedback is very important - in future, focus on how you can provide meaningful, constructive, personalised feedback. Consider providing examples, balancing praise with critique, and suggesting areas for improvement based on your own knowledge.

Peer Assessment

- Remember, this isn't the same as tutor feedback: but still just as valuable
- Next step: analyse + evaluate





Ask a question at any time!
warwick.ac.uk/pm4cs/9

Duties of PM

"Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements." - PMBOK

Planning:

- Define and clarify project scope
- Develop the project plan
- Develop the project schedule
- Develop policies and procedures to support the achievement of the project objectives

Controlling:

- Measuring: Checking project progress toward meeting its objectives
- Evaluating: Determining the cause of deviations from the plan
- Correcting: Taking corrective actions to address deviations

Organising:

- Determine the organizational structure of the project team
- Identify roles and positions
- Identify services to be provided by external companies
- Staff project positions

Leading:

- Setting team direction
- Coordinating activities across different organizational functions
- Motivating team members
- Assigning work

Duties of PM

Planning:

- Define and clarify project scope
- Develop the project plan
- Develop the project schedule
- Develop policies and procedures to support the achievement of the project objectives



- Work Breakdown
- Scheduling
- Budgeting
- Lean / Agile

Controlling:

- Measuring: Checking project progress toward meeting its objectives
- Evaluating: Determining the cause of deviations from the plan
- Correcting: Taking corrective actions to address deviations



- Earned Value Analysis
- Key Performance Indicators
- Risk Management

Organising:

- Determine the organizational structure of the project team
- Identify roles and positions
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- Staff project positions



- Stakeholder Analysis
- PRINCE2 Roles
- Scrum Roles
- RACI

Leading:

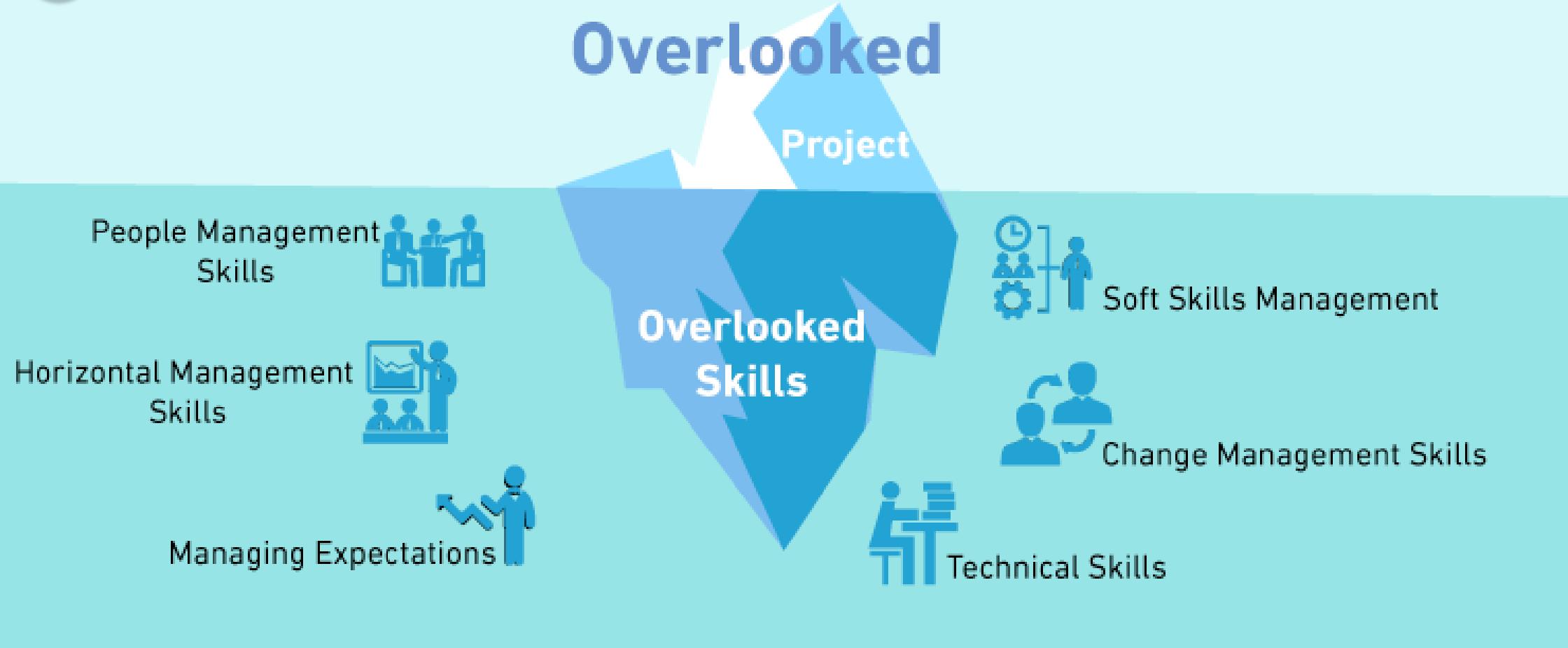
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7 Project Management Skills that have been Overlooked

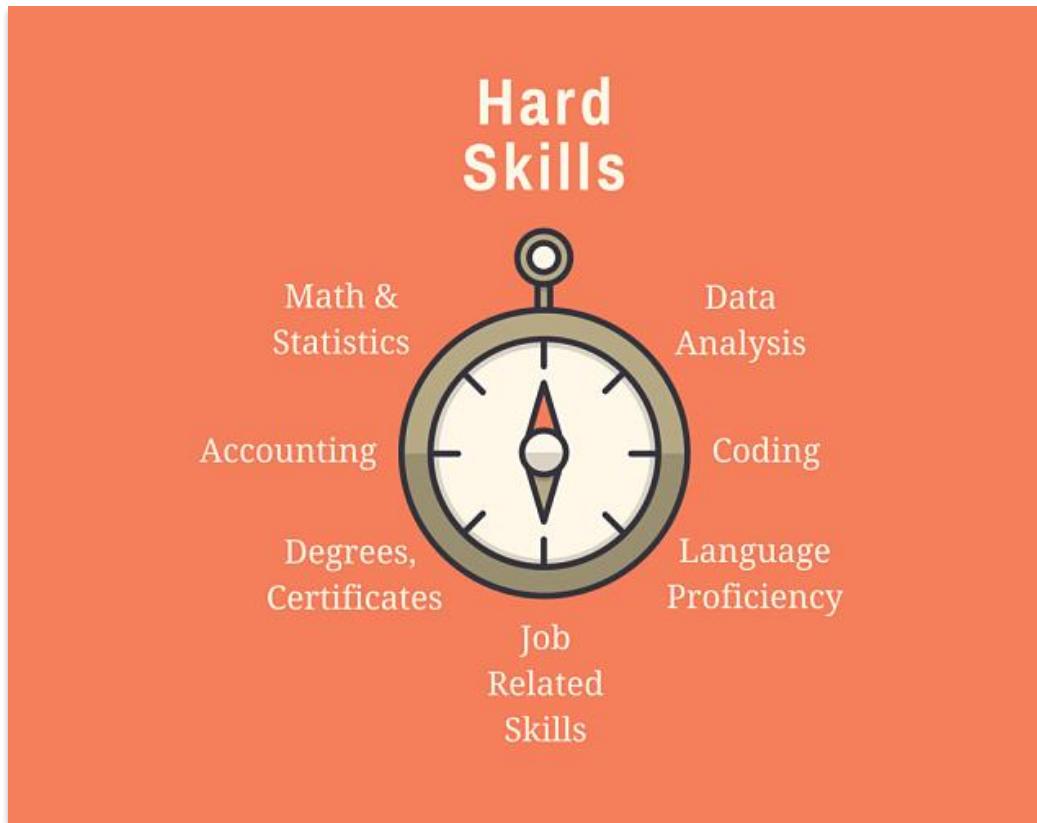


7 Project Management Skills that have been Overlooked



Attention to Detail

Hard Skills vs Soft Skills



Hard Skills

- Technical skills
- “Solitary” – skills for working alone
- Measurable

Soft Skills

- Personal / Interpersonal skills
- “Social” – for interacting with others
- Hard to quantify

PMI Talent Triangle



© 2010

PMI Talent Triangle

66% of organizations say that technical project management skills are the most difficult to find

But over **90%** of organizations say that technical project management skills and strategic and business management skills are teachable





Today

1. Decision Making
 - Unify people on a common objective
2. Building a Team
 - Establish trust
3. Managing a Team
 - Interventions to ensure the team become productive
4. Motivating People
 - Understanding their needs
5. Understanding Personalities
 - Getting the most out of your team



Today

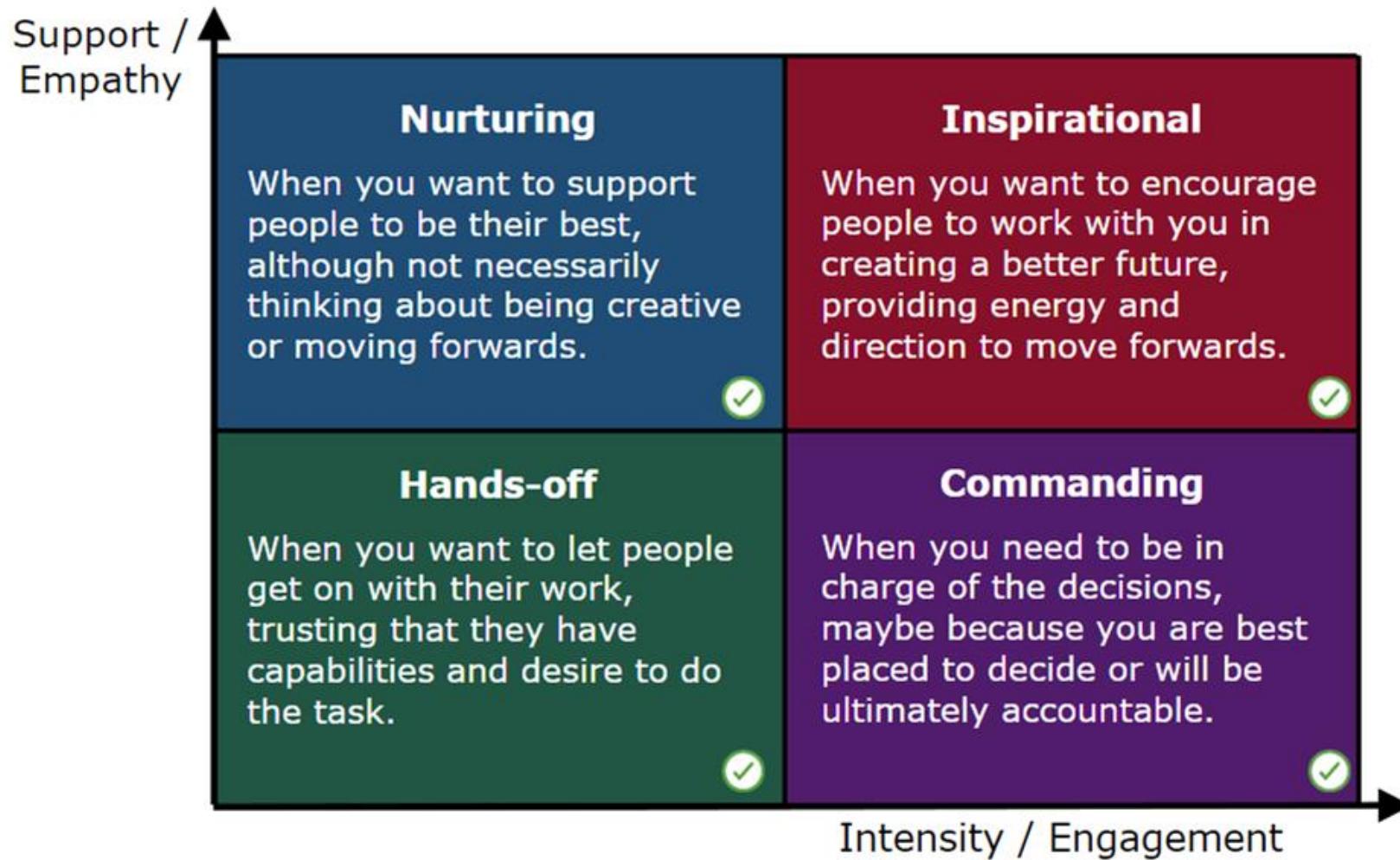
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 - Getting the most out of your team

**“Managers do things right,
Leaders do the right things”**

– Warren Bennis

Organisational consultant and author, pioneer of 'Leadership studies'

Leadership Styles



12 Leadership Styles

Nurturing



Servant
"Here for you"

Inspirational



Transformational
"Imagine if"

Hands-off



Laissez-faire
"Do what you think"

Commanding



Consultative
"Tell me what you think"



Coaching
"Try this"



Visionary
"Come with me"



Transactional
"You know what to do"



Persuasive
"This is what, and why"



Affiliative
"People come first"



Pacesetting
"We can do this"



Bureaucratic
"Follow the process"



Autocratic
"Do what I tell you"

Steve Easterbrook

Steve Easterbrook (1967 –) Former CEO of McDonalds

Easterbrook became the President and CEO of McDonald's in 2015 and was lauded for nearly doubling the company's share price and saving it from decline.

He maintained McDonald's rigid franchising model, which stipulates that each franchisee must uphold a fixed specification set by the parent company so that the brand is maintained.



1. Servant
2. Coaching
3. Affiliative
4. Transformational
5. Visionary
6. Pace-setting
7. Laissez-faire
8. Transactional
9. Bureaucratic
10. Consultative
11. Persuasive
12. Autocratic



The Founder (2017) 'Speedee System'



Margaret Thatcher

“Margaret Thatcher, also known as the Iron Lady, was one of the most influential British leaders of the 20th century. As the first female Prime Minister of the United Kingdom, she left a lasting impact on Britain's political landscape.

Her unwavering determination and strong-willed personality characterized Thatcher's leadership style

She was known for her blunt communication and willingness to take on opponents head-on. Her confrontational approach to politics often resulted in fierce opposition from those who disagreed with her policies”

Source: <https://www.linkedin.com/pulse/iron-lady-margaret-thatchers-leadership-style-its-d-luke-bray-ph-d-/>

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Nelson Mandela

“As a leader of the African National Congress (ANC) he believed that people of all colours and political affiliations could contribute to the movement.

After nearly three decades in prison, Mandela was released, and the ANC won South Africa’s first free election. When he became president, Mandela could have sought revenge on his former oppressors. Instead, in an exceptional act of forgiveness and reconciliation, he included them in his government.

His decision greatly accelerated the national healing process in South Africa”

Source: <https://www.forbes.com/sites/davidcarlin/2019/10/18-democratic-authoritarian-laissez-faire-what-type-of-leader-are-you/>

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Elon Musk

Elon Musk (1971 –) CEO of SpaceX and Tesla

Musk is known for revolutionary ideas that disrupt industries. He doesn't follow the status quo and is always going against the grain to achieve success. His ideas may seem ludicrous to some, but he has led teams of highly inspired and creative people to achieve the seemingly impossible.



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Leaderboard



Position	Participants	Score

Total Participants: 0

Average Score: 0

PrOACT Decision Making Model

(Hammond, Keeney, and Raiffa)

1. Define the **Problem**: What is the problem? How big is the problem? Why does it matter?
2. Specify **Objectives** of the solution: Prioritise your aims. How can they be measured?
3. Imagine **Alternatives**: A decision is only as good as the next-best alternative.
4. Tabulate **Consequences**: Compare the consequences of each alternative.
5. Clarify **Trade-offs**: If no obvious winner, weigh up the objectives. Why is one more important than another?



Important to consider: **uncertainty**, **risk tolerance**, and **linked decisions**. And beware of ...cognitive biases.

20 Cognitive Biases

1. Anchoring bias.

People are **over-reliant** on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind.



Bar A



Bar B



20 Cognitive Biases

2. Availability heuristic.

People **overestimate the importance** of information that is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day.



“Yeah, I read something about that
– must be important”

20 Cognitive Biases

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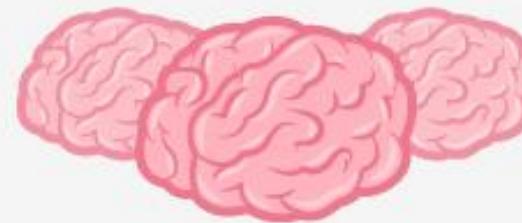
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3. Bandwagon effect.

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of **groupthink** and is reason why meetings are often unproductive.



“Everyone knows Agile is the best approach”

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“Everyone knows Agile is the best approach”

4. Blind-spot bias.

Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases much more in others than in themselves.



“Let’s ignore Sarah’s views – she’s biased”

20 Cognitive Biases

5. Choice-supportive bias.



20 Cognitive Biases



5. Choice-supportive bias.

When you choose something, you tend to feel positive about it, even if that **choice has flaws**. Like how you think your dog is awesome — even if it bites people every once in a while.



20 Cognitive Biases

6. Clustering illusion.

This is the tendency to **see patterns in random events**.

It is key to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of reds.



“Oh dear. This is the second week
in a row this has happened”

20 Cognitive Biases

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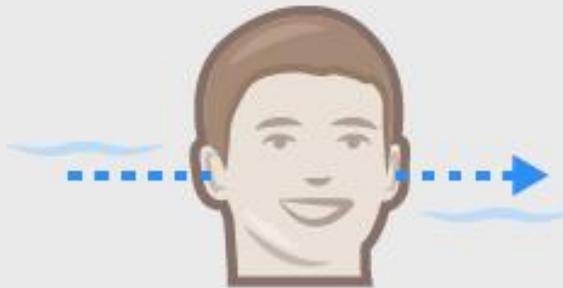
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7. Confirmation bias.

We tend to listen only to information that confirms our **preconceptions** — one of the many reasons it's so hard to have an intelligent conversation about climate change.



“We ran a simulation to confirm our theory”

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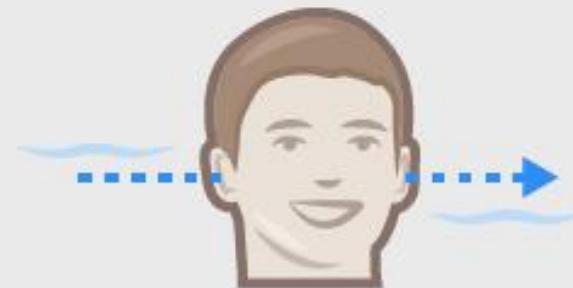
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8. Conservatism bias.

Where people favor prior evidence over new evidence or information that has emerged. People were **slow to accept** that the Earth was round because they maintained their earlier understanding that the planet was flat.



“Facebook / WhatsApp / SnapChat is the best”
(Actually Moodle is the best)

20 Cognitive Biases

9. Information bias.

The tendency to **seek information when it does not affect action**. More information is not always better. With less information, people can often make more accurate predictions.



“Let’s do some research.
More information is better”

20 Cognitive Biases

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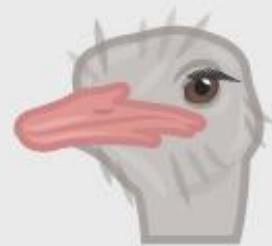
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10. Ostrich effect.

The decision to **ignore dangerous or negative information** by “burying” one’s head in the sand, like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets.



“I’ll do my progress report
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20 Cognitive Biases

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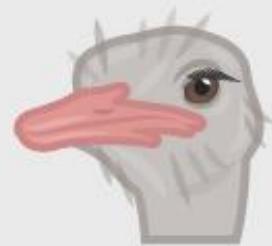
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11. Outcome bias.

Judging a decision based on the **outcome** — rather than how exactly the decision was made in the moment. Just because you won a lot in Vegas doesn't mean gambling your money was a smart decision.



“It worked last time”

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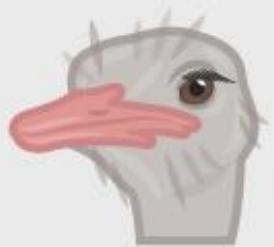
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12. Overconfidence.

Some of us are **too confident about our abilities**, and this causes us to take greater risks in our daily lives. Experts are more prone to this bias than laypeople, since they are more convinced that they are right.



“My knowledge is better
than yours”

20 Cognitive Biases

13. Placebo effect.

When **simply believing** that something will have a certain effect on you causes it to have that effect. In medicine, people given fake pills often experience the same physiological effects as people given the real thing.



“I just know this is going to be a hard exam”

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14. Pro-innovation bias.

When a proponent of an innovation tends to **overvalue its usefulness** and undervalue its limitations. Sound familiar, Silicon Valley?



“Nuclear fusion is going to solve all the world’s energy problems!”

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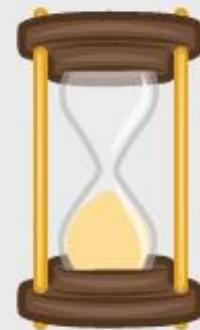
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15. Recency.

The tendency to weigh the **latest information** more heavily than older data. Investors often think the market will always look the way it looks today and make unwise decisions.



“Seems to be working again now”

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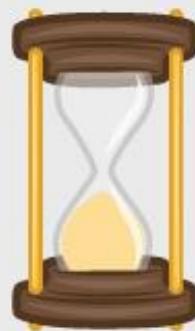
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"Seems to be working again now"

16. Salience.

Our tendency to focus on the **most easily recognizable features** of a person or concept. When you think about dying, you might worry about being mauled by a lion, as opposed to what is statistically more likely, like dying in a car accident.



"I wear a helmet when I cycle, but not when I drive"

20 Cognitive Biases

17. Selective perception.

Allowing our expectations to **influence how we perceive** the world. An experiment involving a football game between students from two universities showed that one team saw the opposing team commit more infractions.



20 Cognitive Biases

18. Stereotyping.

Expecting a group or person to have certain qualities without having real information about the person. It allows us to quickly identify strangers as friends or enemies, but people tend to **overuse and abuse** it.



“Why do students always leave their coursework until the last minute?”

20 Cognitive Biases

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“Why do students always leave their coursework until the last minute?”

19. Survivorship bias.

An error that comes from focusing only on surviving examples, causing us to **misjudge a situation**. For instance, we might think that being an entrepreneur is easy because we haven't heard of all those who failed.



“The most successful investors are the ones that take big risks”

20 Cognitive Biases

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“The most successful investors are the ones that take big risks”

20. Zero-risk bias.

Sociologists have found that **we love certainty** – even if it's counterproductive. Eliminating risk entirely means there is no chance of harm being caused.



“Would you risk £10 for the chance to earn £30?”

Decisiveness



- A good leader is **decisive**
- Make good decisions, quickly!
 - Not reckless / impulsive ones!
 - Measured, reasoned, risk-aware
 - Beware of **biases**
 - PRoblem, Objectives, Alternatives, Consequences, Trade-offs
- We learn more from mistakes than by idling
 - Why waste time planning when we could be learning?
- Self-confidence is infectious
 - Fear of failure diminishes team's confidence



Today

1. Decision Making
 - Unify people on a common objective
2. **Building a Team**
 - Establish trust
3. Managing a Team
 - Interventions to ensure the team become productive
4. Motivating People
 - Understanding their needs
5. Understanding Personalities
 - Getting the most out of your team

“If you want to go fast, go alone. If you want to go far, go together”

– Cory Booker

American politician, attorney, and author



Enter Text
and Press
Send

What makes a team work effectively?

Team Building



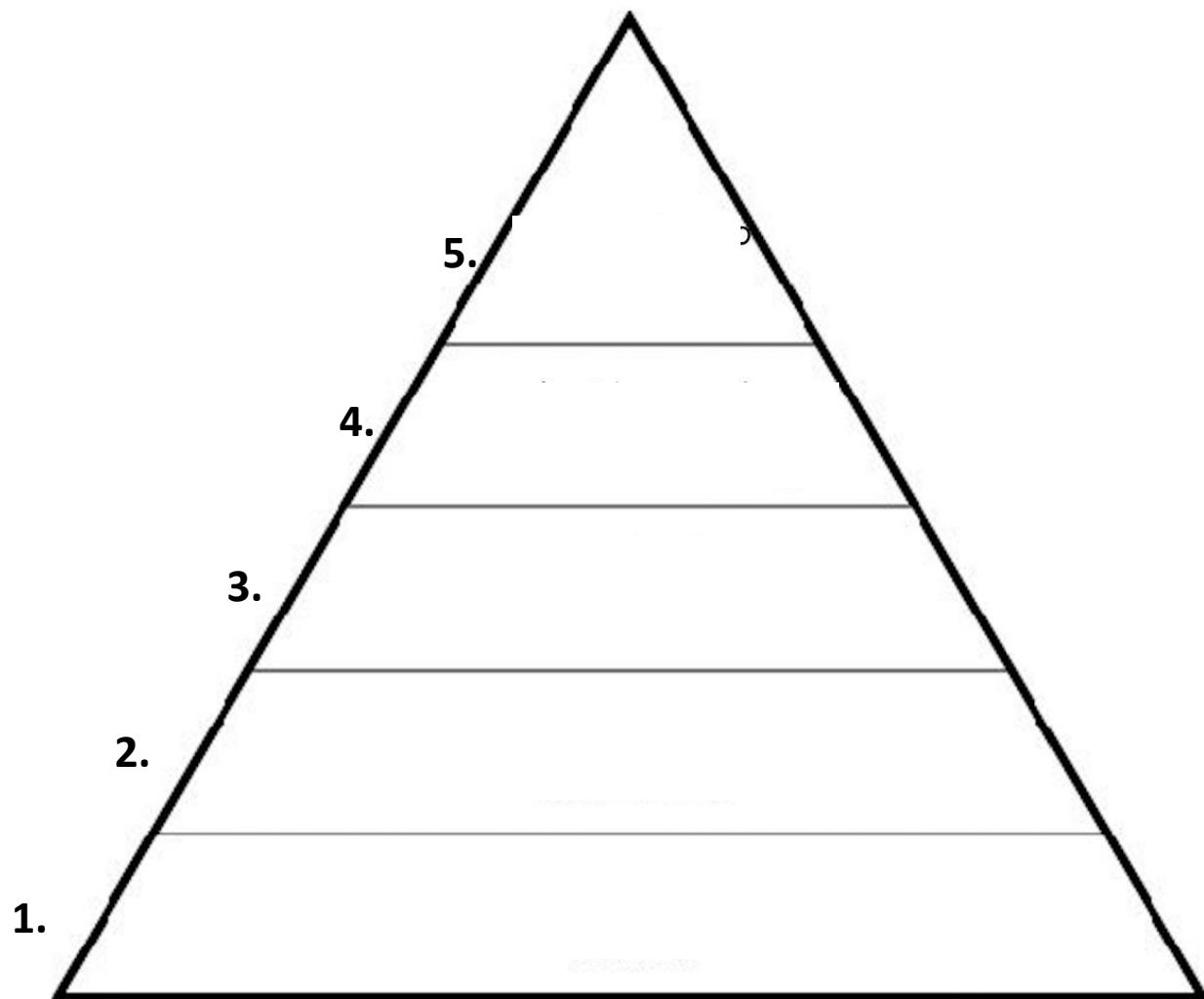
Team Building



Trust

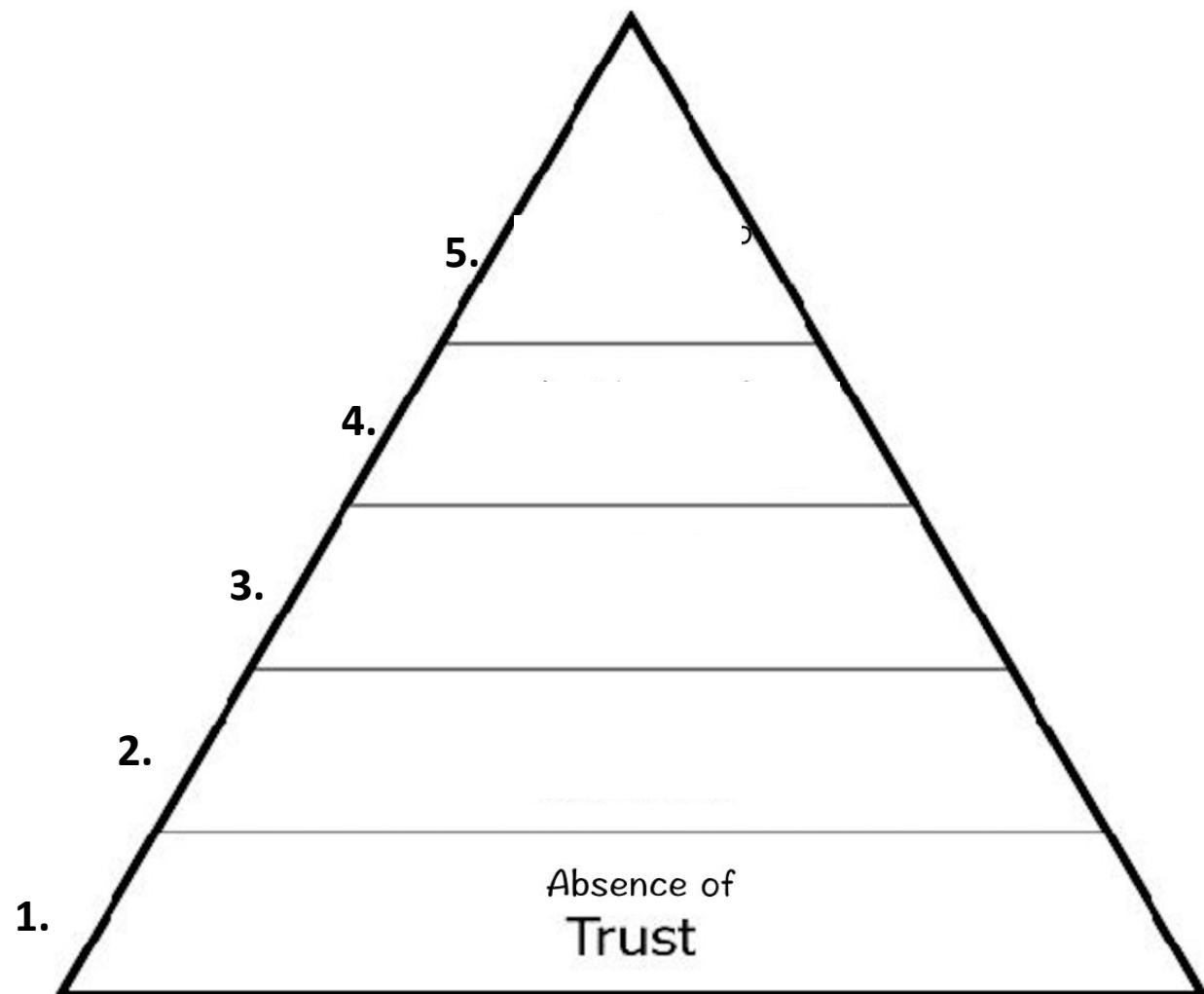
Five dysfunctions of a team

Lencioni 2002



Five dysfunctions of a team

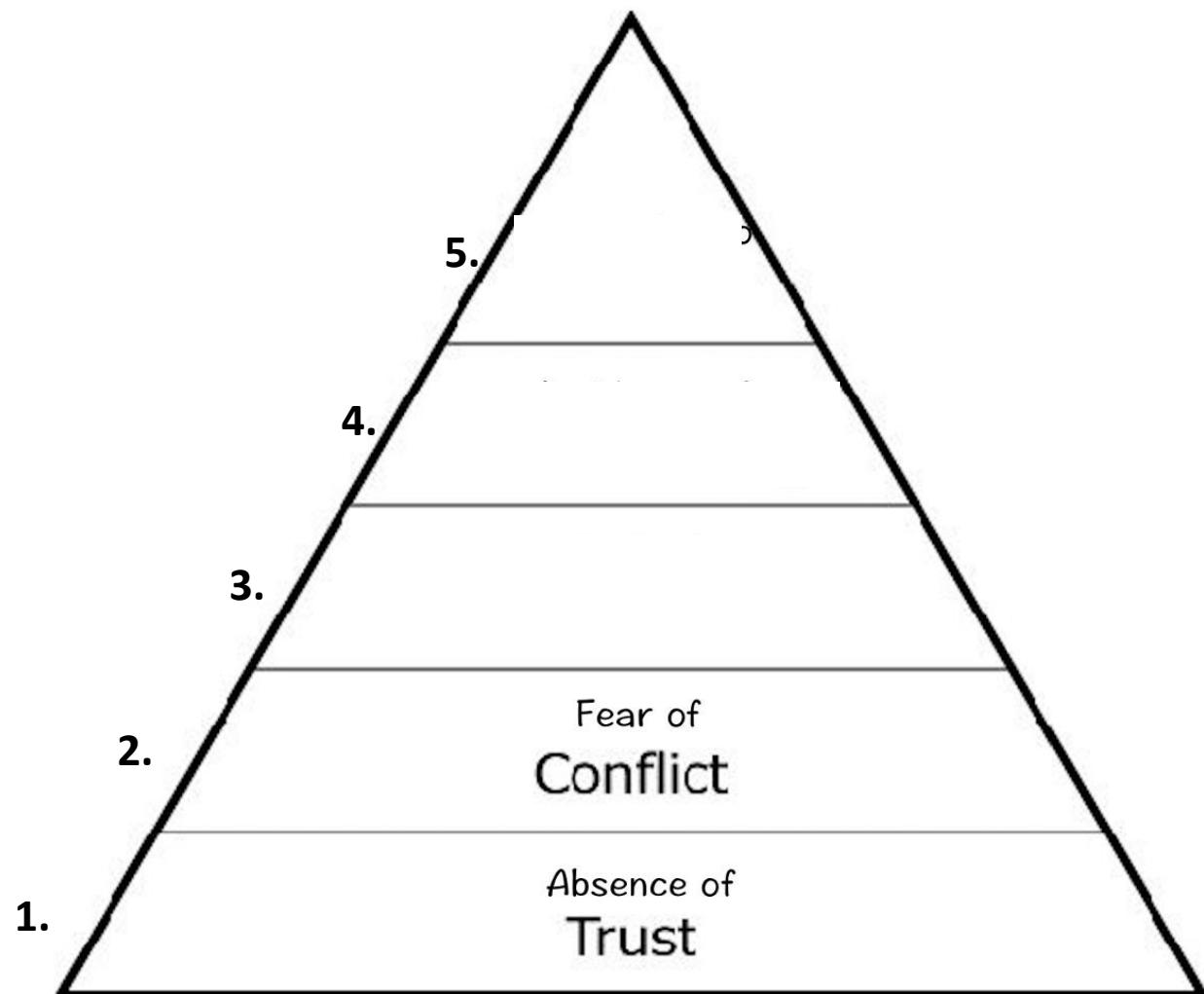
Lencioni 2002



Trust → openness, honesty, sharing
Teams are built on trust

Five dysfunctions of a team

Lencioni 2002

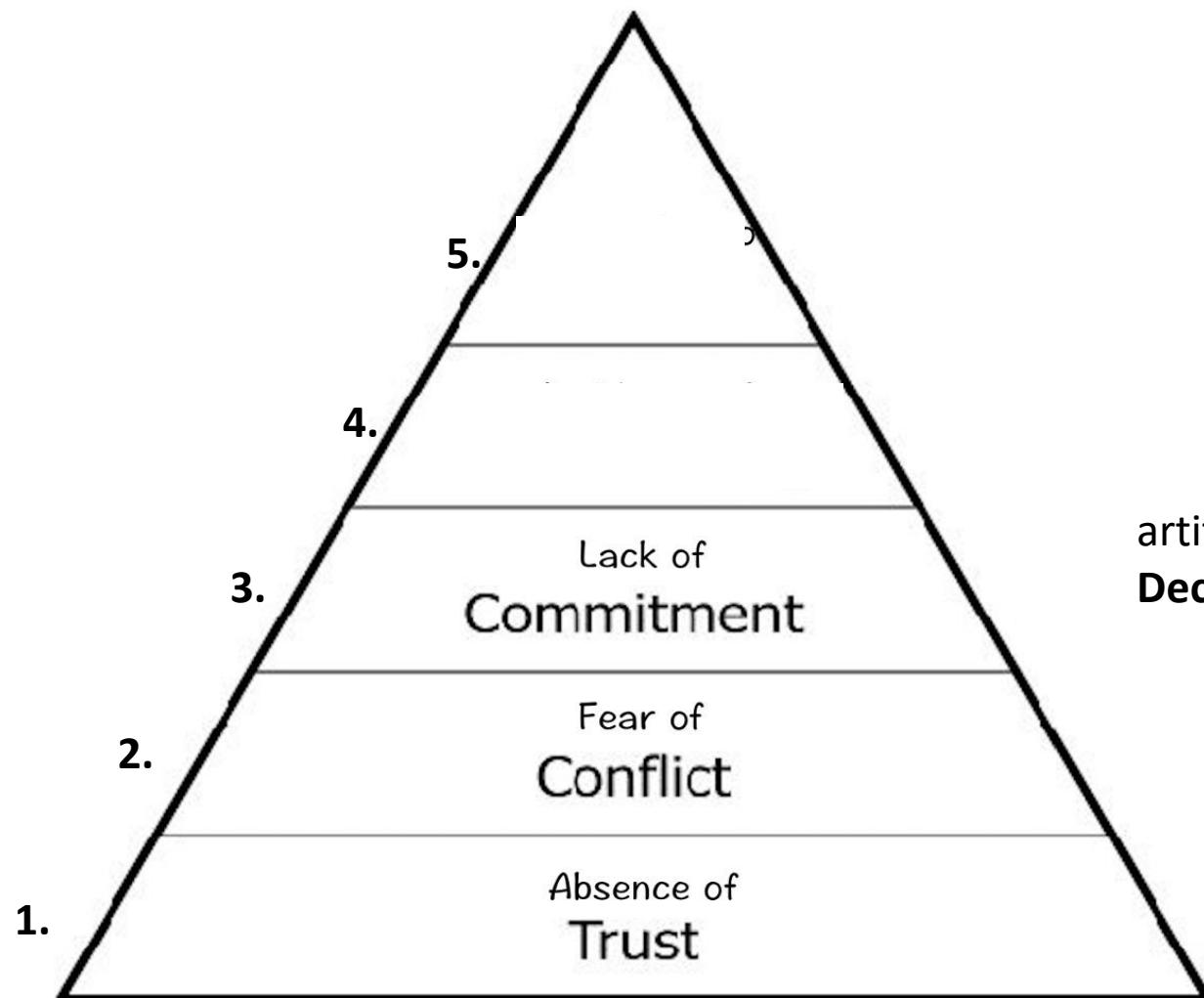


Conflict → debate → consensus
Without trust we avoid conflict → artificial harmony

Trust → openness, honesty, sharing
Teams are built on trust

Five dysfunctions of a team

Lencioni 2002



artificial consensus → no real agreement
Decisions are ambiguous

Conflict → debate → consensus
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Five dysfunctions of a team

Lencioni 2002



Trust → openness, honesty, sharing
Teams are built on trust

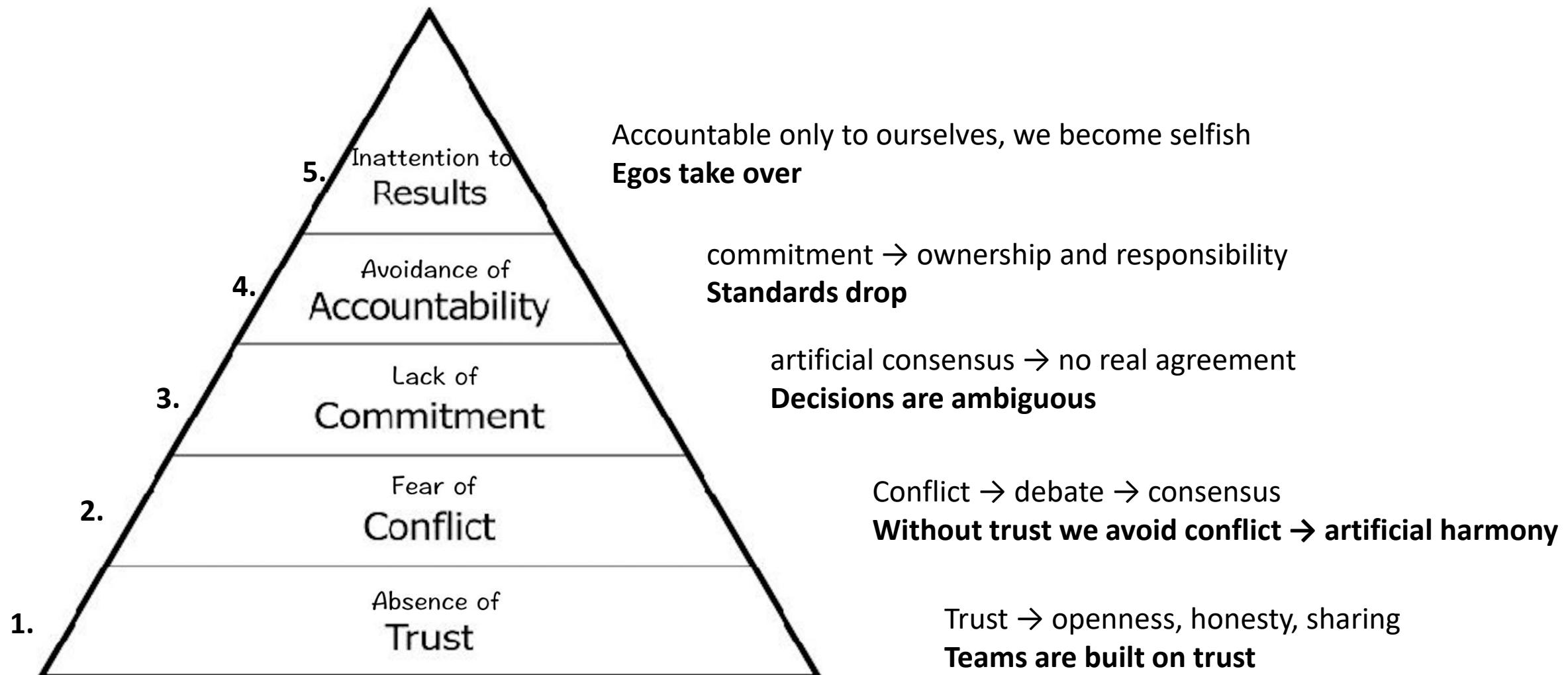
Conflict → debate → consensus
Without trust we avoid conflict → artificial harmony

Commitment → ownership and responsibility
Standards drop

Avoidance of Accountability → no real agreement
Decisions are ambiguous

Five dysfunctions of a team

Lencioni 2002



Characteristics of productive teams #1

- **Trust**
 - You can speak openly and freely about your team. Team members can count on each other and are reliable.
We should tell the truth even if it's uncomfortable.
- **Respect**
 - The team members are empowered to contribute their best. There is mutual respect and real concern.
Characteristics such as contempt and hostility are not accepted.
- **Camaraderie**
 - Empathy, good humour and playfulness are appreciated. There is a strong sense of **belonging** to the team.
The team members **celebrate** and recognise accomplishments.
- **Communication**
 - Clear and efficient communication is appreciated. What is not valued are less direct approaches such as gossiping, stonewalling or politicising.
- **Constructive Interaction**
 - Conflict can arise as a means of opportunity for discovery, creativity and growth. The team should avoid defensiveness, criticising and finger pointing. A team should give and receive feedback on timely manners.

Characteristics of productive teams #2

- **Values Diversity**
 - The team is **open-minded** and benefits from differences in ideas, perspectives, backgrounds, personalities and approaches.
- **Optimism**
 - The team shares an inspiring vision. The team members are enthusiastic and appreciative of each other. There is a strong spirit of **fighting together** for the goal.
- **Team Leadership**
 - Team members feel confident and empowered to lead. The team leader's role is clear and supportive.
- **Decision Making**
 - The team has transparent and efficient decision-making processes, which are proven to be effective.

Characteristics of productive teams #3

- **Proactive**
 - The team takes the initiative. The team is flexible in addressing opportunities, responding positively and creatively. **Change is core** to the team, and it is crucial for the rest of the organisation too.
- **Accountability**
 - There is clarity of roles and responsibilities. When problems occur, the team responds. Team members hold each other accountable for team results and side agreements.
- **Goals and Strategies**
 - The team has clear, challenging targets and strategies to achieve them. The team is strong and does not let their goals to be defeated quickly.
- **Alignment**
 - The team values cooperation, coherence and interdependence. The team has a common mission and purpose.



Today

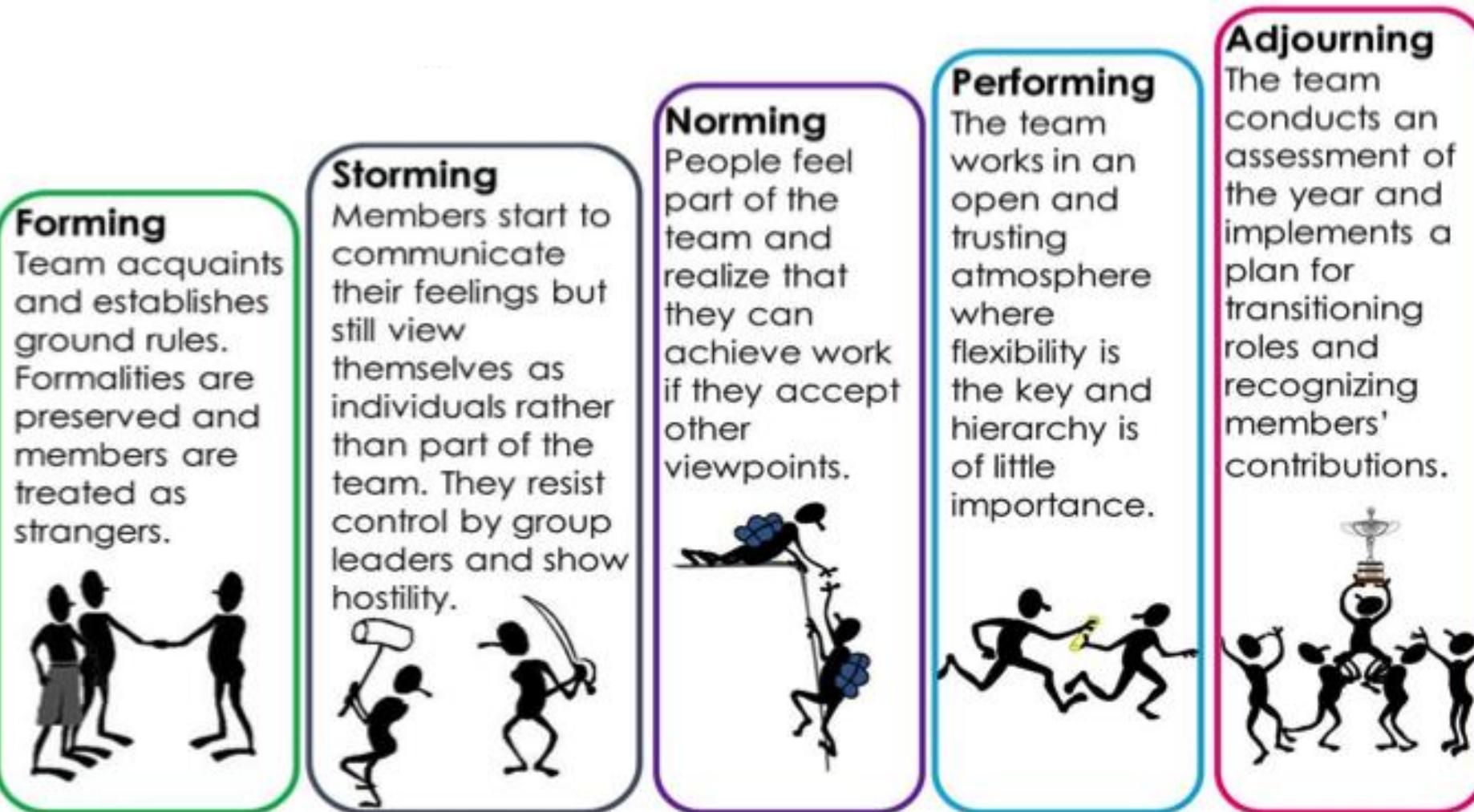
1. Decision Making
 - Unify people on a common objective
2. Building a Team
 - Establish trust
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 - **Interventions to ensure the team become productive**
4. Motivating People
 - Understanding their needs
5. Understanding Personalities
 - Getting the most out of your team

“We don't get harmony when everybody sings the same note.”

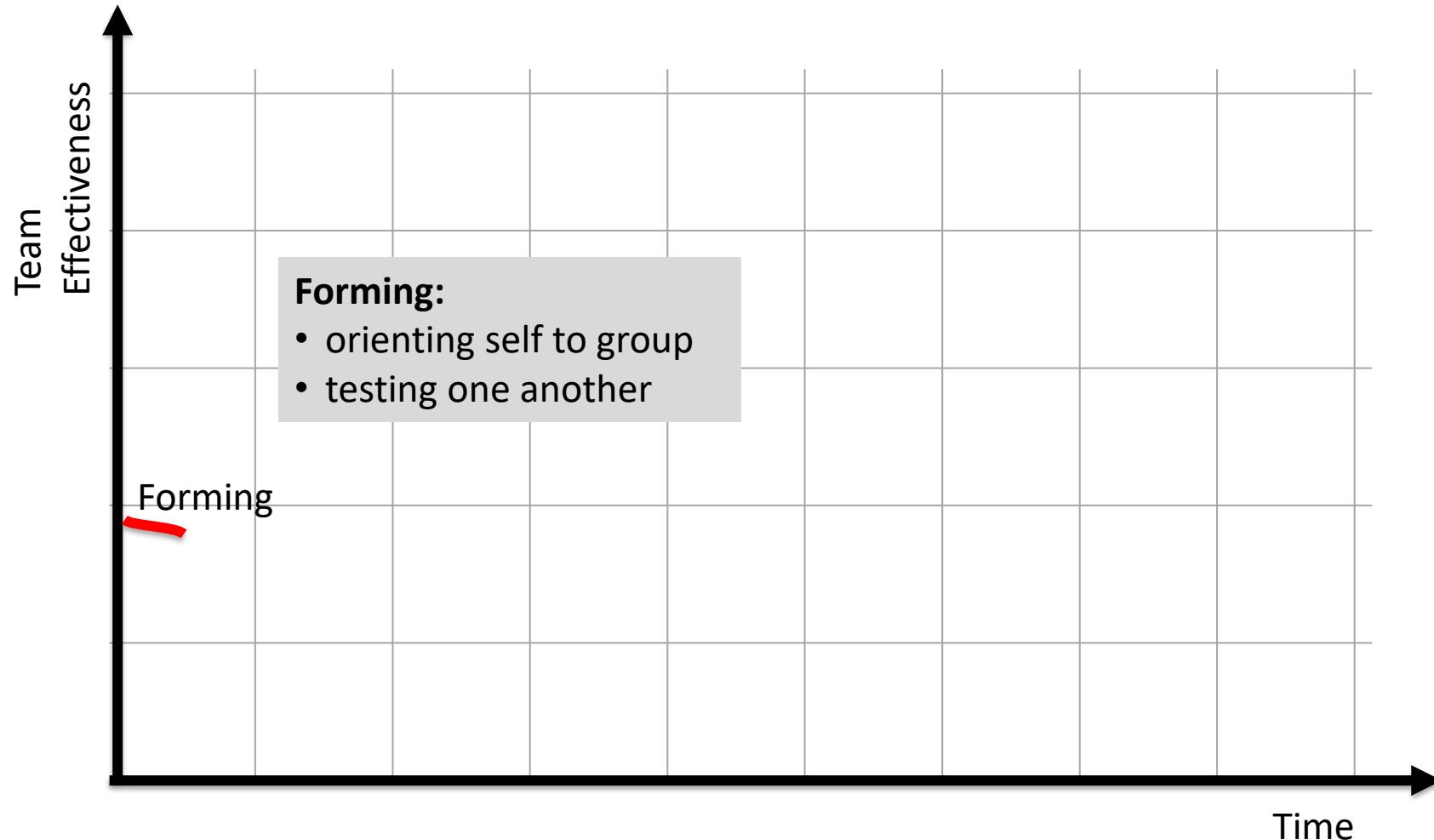
– Steve Goodier

Methodist Minister and Inspirational Author

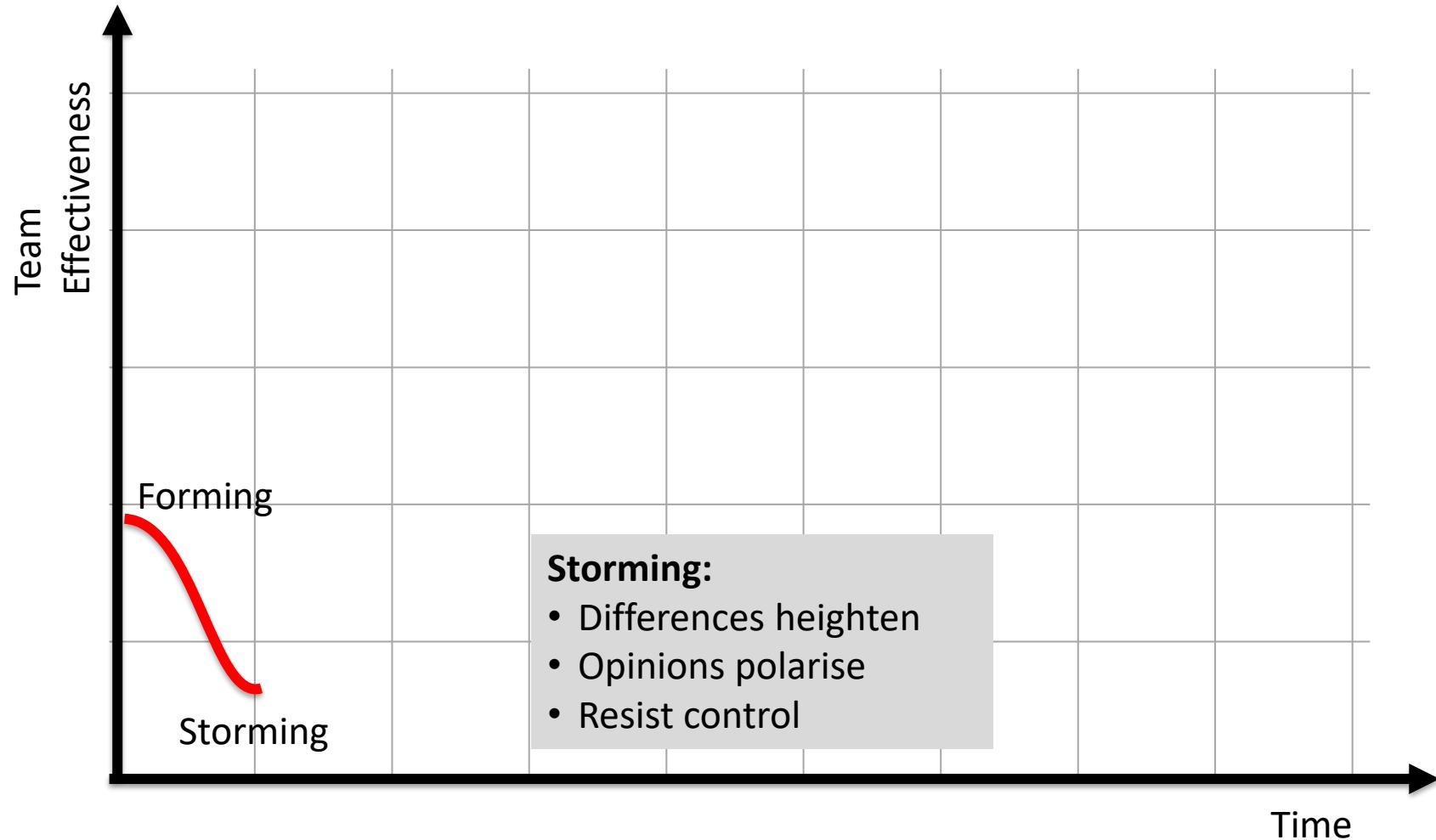
Stages of Group Development –Tuckman 1965



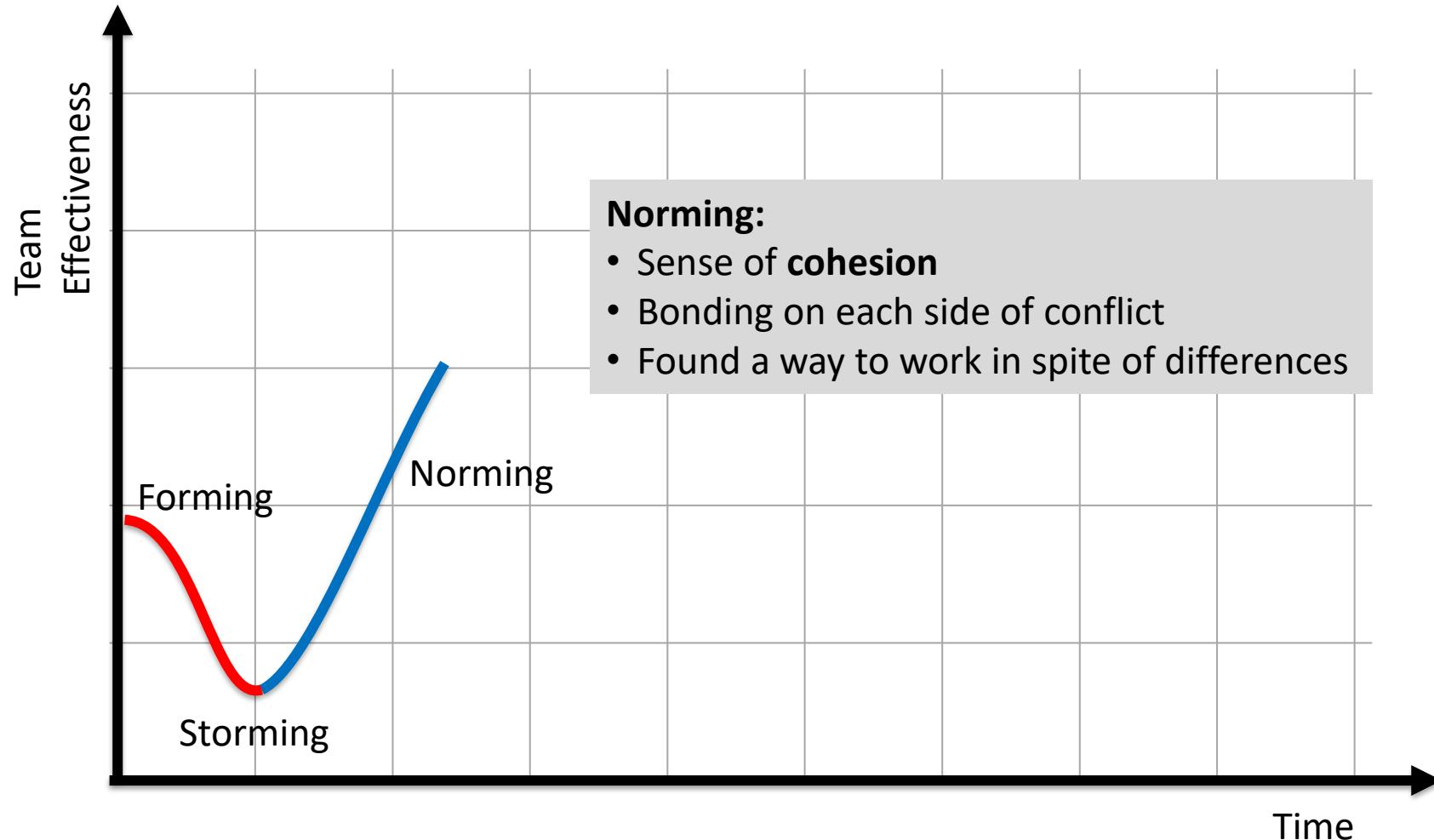
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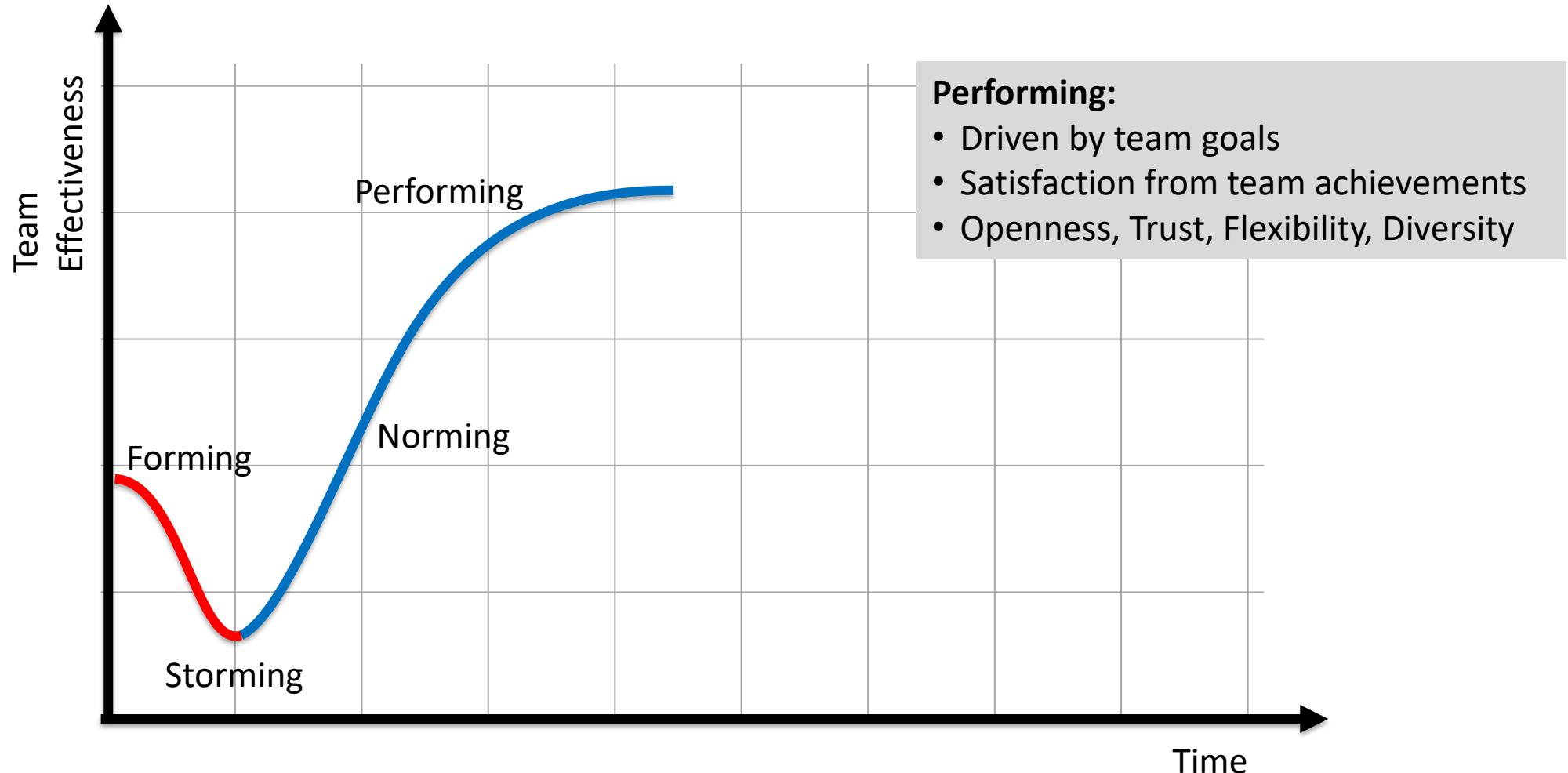
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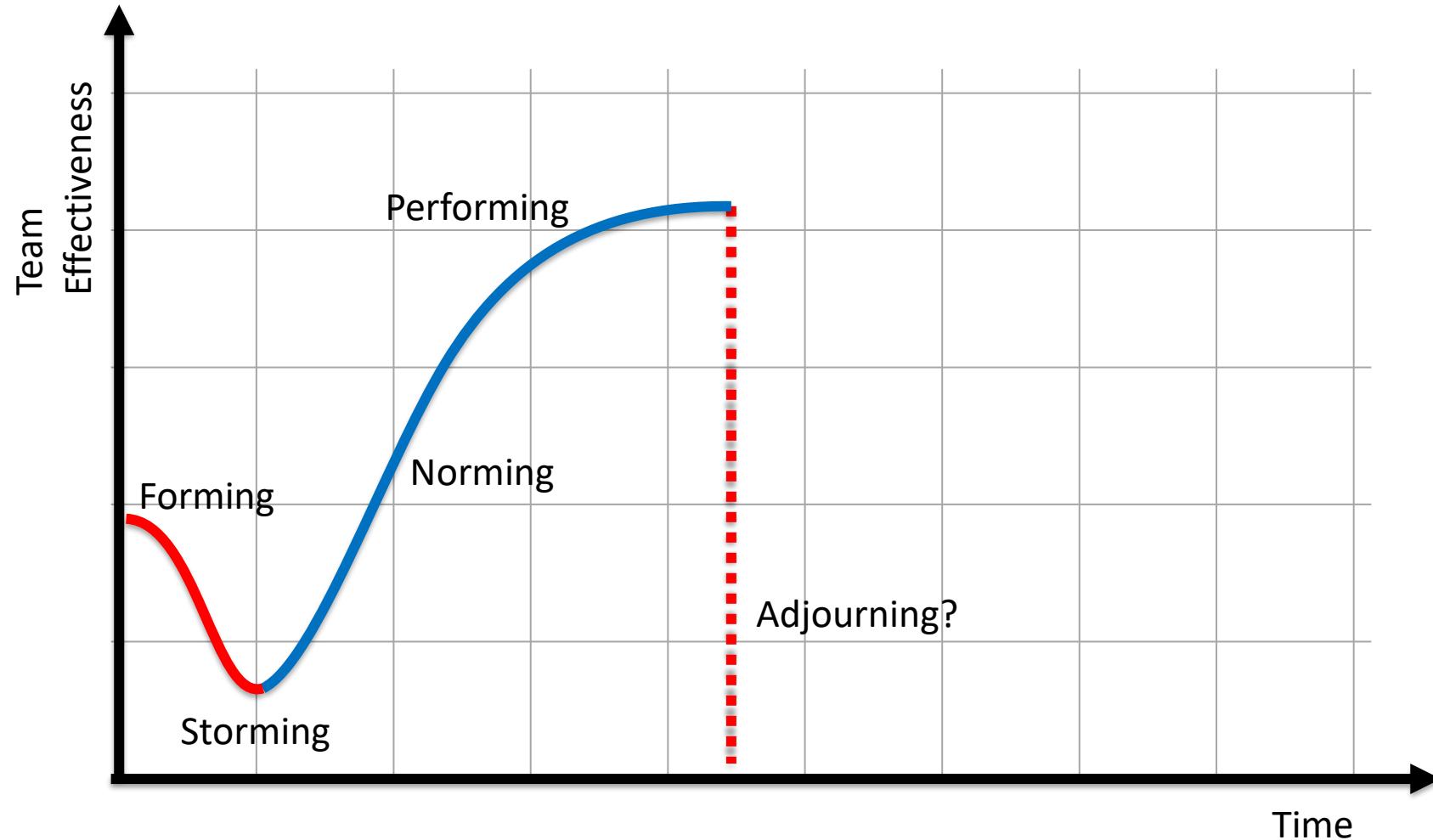
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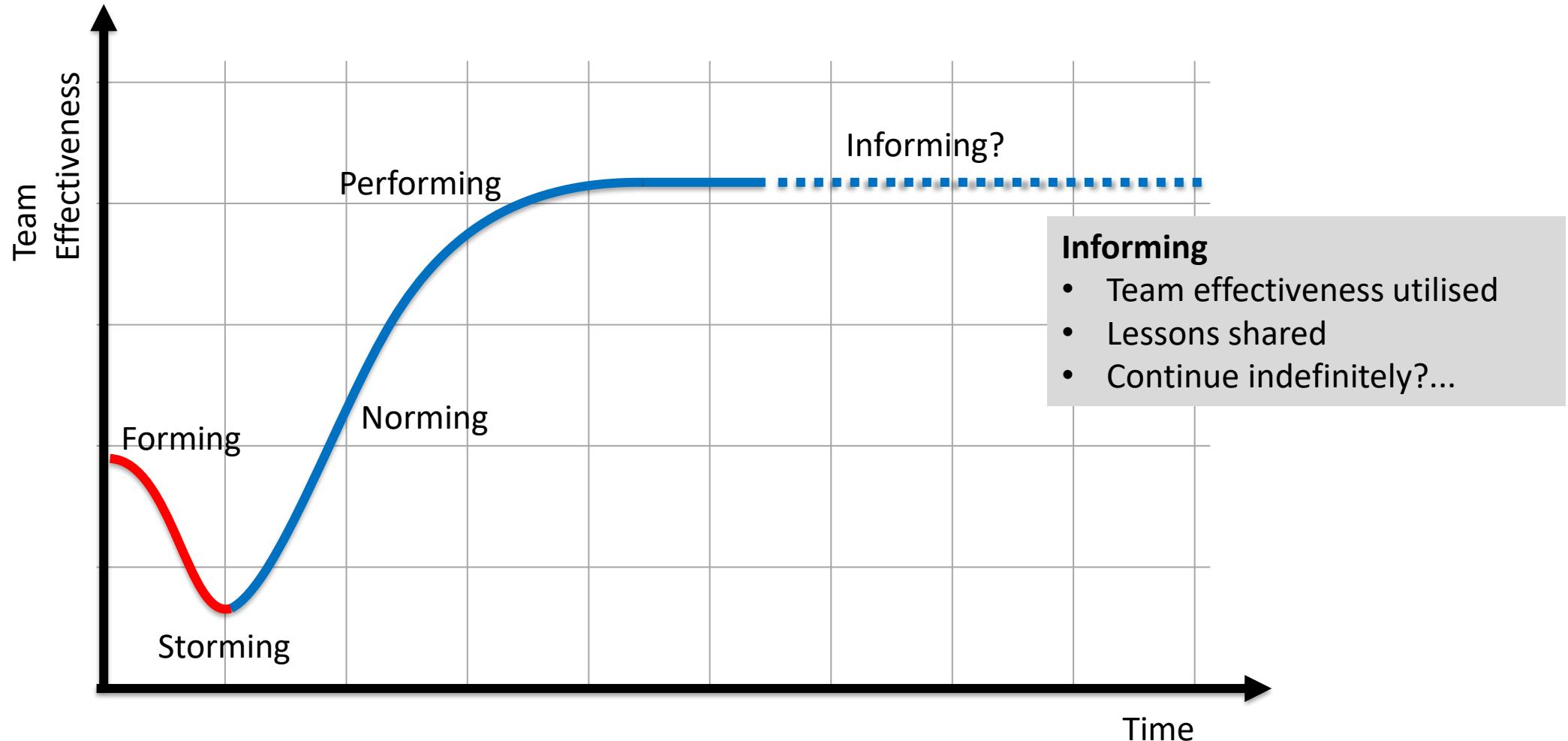
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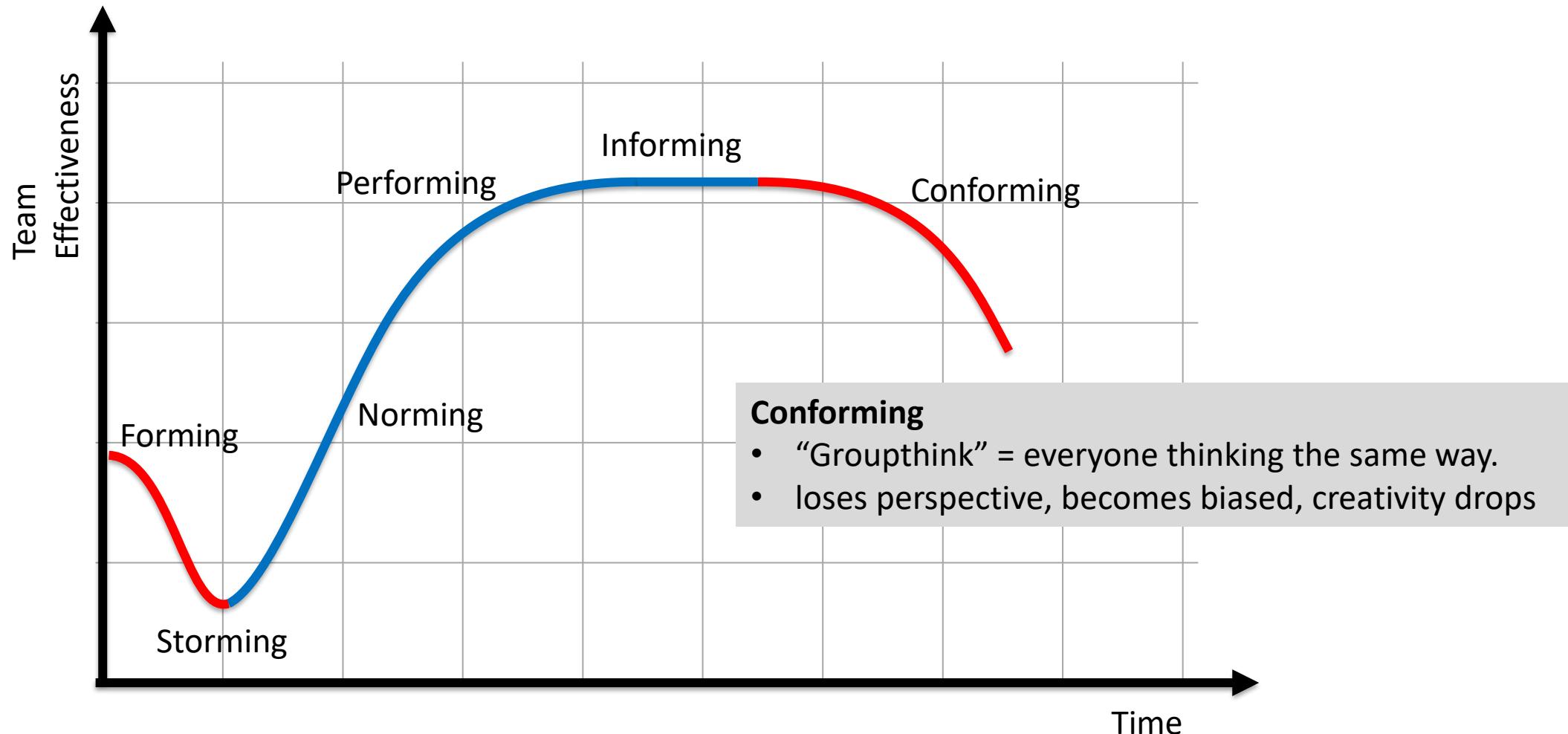
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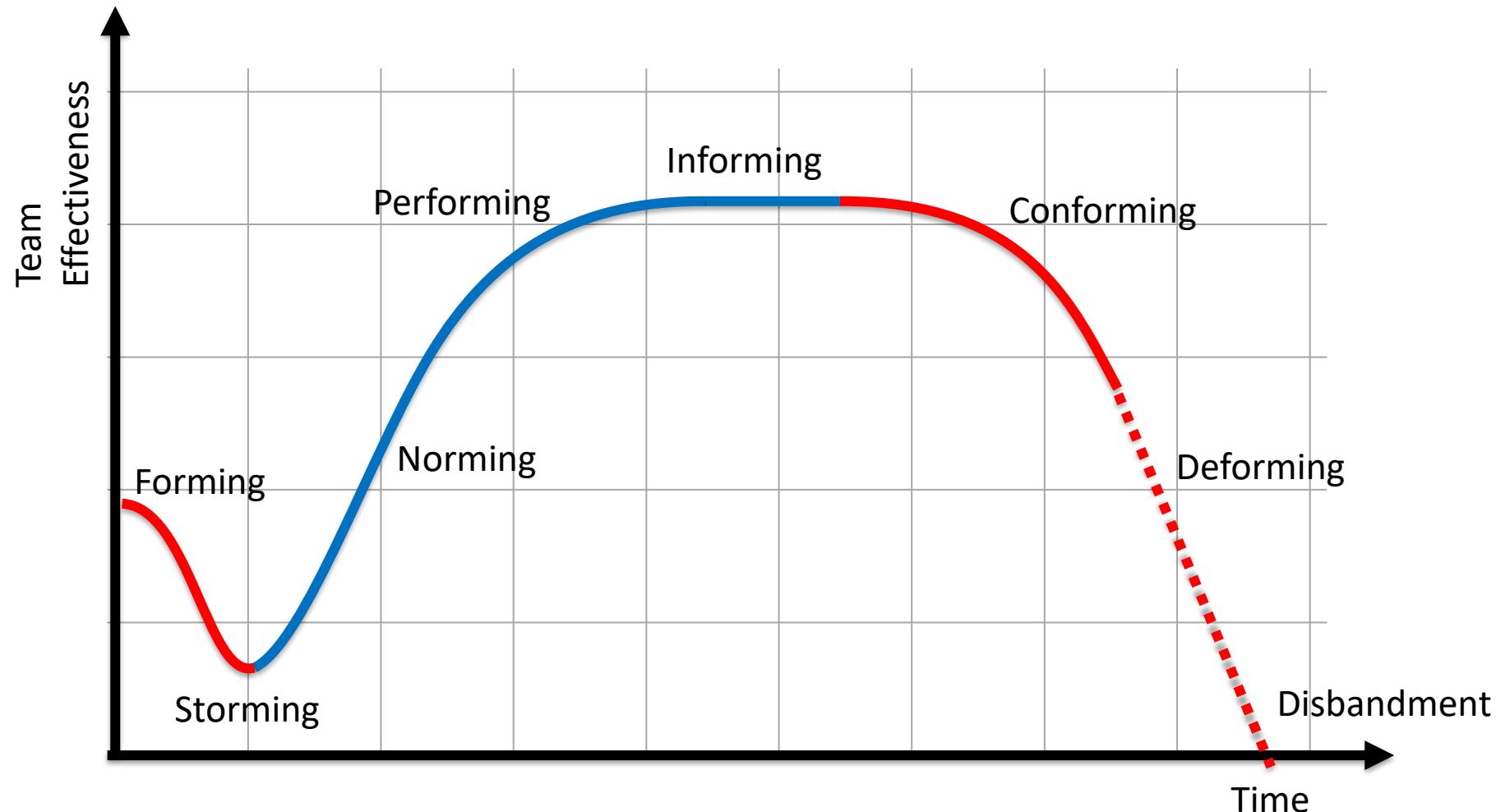
Expansion – Edison 2008



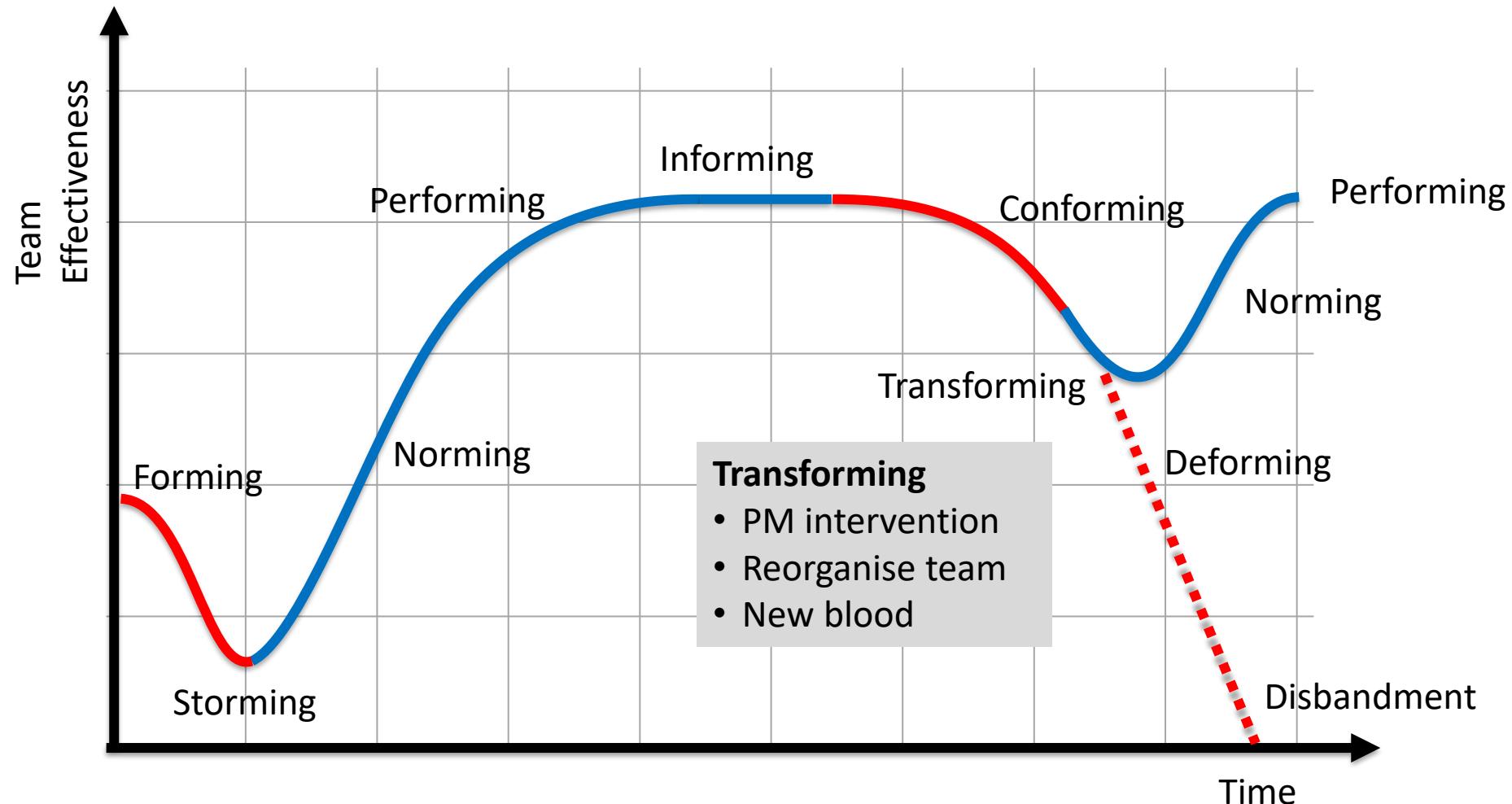
Expansion – Edison 2008



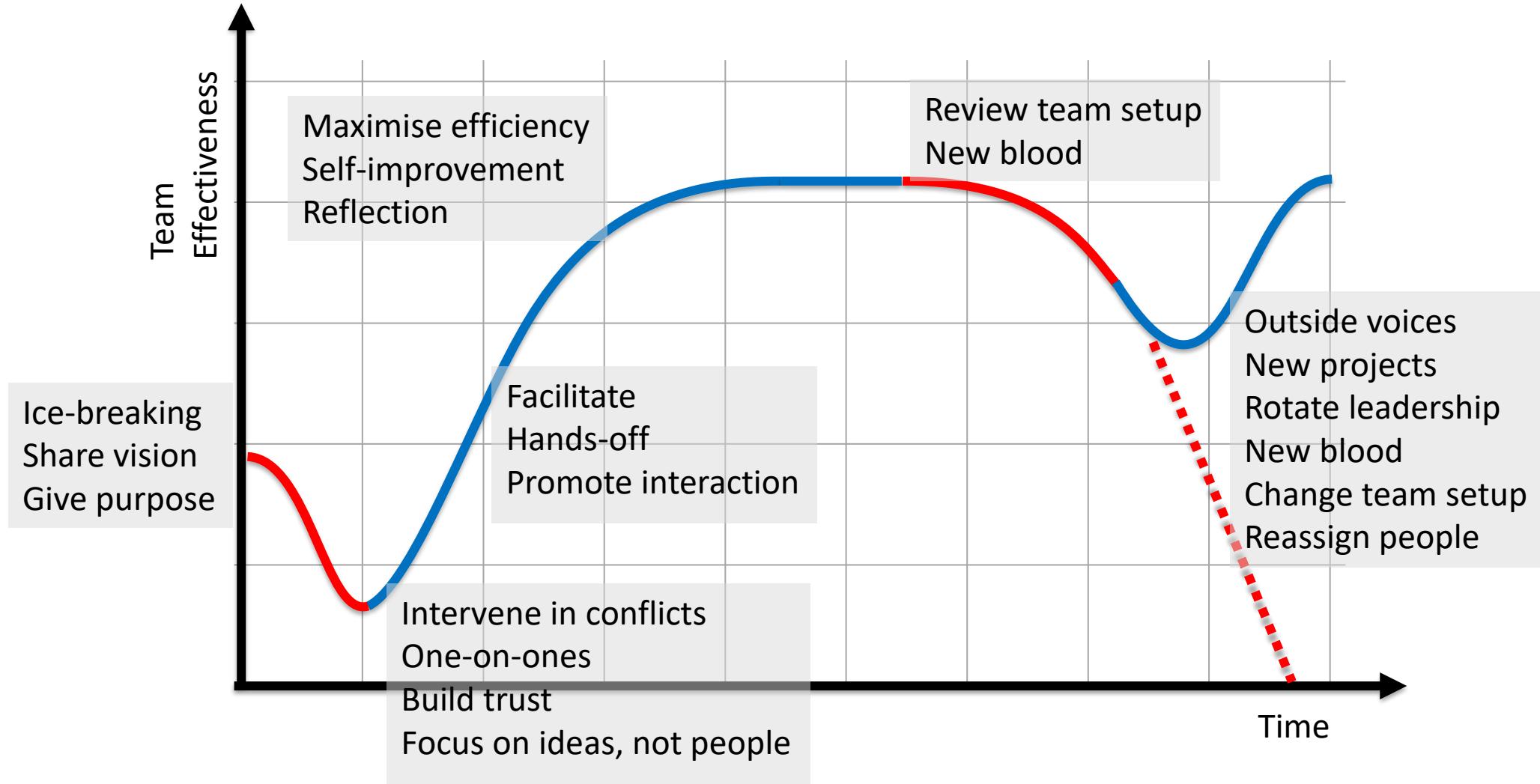
Expansion – Edison 2008



Expansion – Edison 2008



Leadership Interventions



Leadership Interventions at various stages of Group Development

	Overview of Phase	Leadership Focus	Level of Direction	Persuasion Style	Summary of Team Dynamics	Key Intervention Measures (where appropriate)
Forming	Set group purpose and objectives	Icebreaking, defining roles and set direction	High, visible	Tell and push	Individualistic, leader provides links and support	<ul style="list-style-type: none"> ▪ Lay out group purpose and objectives, and set clear and high levels of expectations. ▪ Help individuals understand how they fit into the team.
Storming	Building team cohesiveness and resolving conflicts	People interactions and other team-building measures	High, visible	Sell and consult	Relationship-based, definition of boundaries within the team	<ul style="list-style-type: none"> ▪ Enter the conflict as early as possible to stand a better chance at influencing the conflict situation ▪ Focus group efforts toward building up trust and interaction. ▪ Identify the protagonists and meet them out of the group setting. ▪ Ensure differences of any sort are directed towards the idea and not the individual.
Norming	Facilitate team processes	Task interactions and facilitating partnerships	Moderate, light-touch	Listen and advise	Process-based, development of norms for behaviors and values	<ul style="list-style-type: none"> ▪ Focus on developing group processes and task interactions. ▪ Soften up on direct leading and allow team interaction to blossom.
Performing	The leader as the coach, fine-tune for high performance	Team self-development and cross-functional work groups	Low, light-touch and behind-the-scenes	Observe and support	Efficiency in team relationships, dynamic groups	<ul style="list-style-type: none"> ▪ Focus on team self-development and individual renewal. ▪ Develop the dynamic grouping of the team.
Informing	Knowledge-management and review of resources	Maintenance and fine-tuning, team review and consider new blood	Low, light-touch and behind-the-scenes	Observe and support	Efficiency in team relationships, dynamic groups	<ul style="list-style-type: none"> ▪ Realize the impending danger of team dysfunction. ▪ Keep reviewing the team set-up and consider adding new blood.
Conforming	Groupthink and loss of creativity	Encourage the active challenging of ideas and the status quo	Moderate, concerned but still behind-the-scenes	Tell, sell and consult	Appearance of stability, but team is losing energy and drive	<ul style="list-style-type: none"> ▪ Have outside voices with opinions different from that of the team. ▪ Rotate the leadership of meetings.
Deforming	Fracture of team and eventual disbandment	Critical review of ideas and processes, introduce new blood	High, visible	Tell and push	Chaotic, leader provides assertive direction and guidance	<ul style="list-style-type: none"> ▪ Review the team set-up and consider new blood. ▪ Have outside voices with opinions different than that of the team. ▪ Rotate the leadership of meetings.

Table 1 – Tabulated guide of team dynamics and key focus areas and intervention measures for different phases of team development (the Tuckman phases are adapted from ideas presented by Team Technology [7])



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 - **Understanding their needs**
5. Understanding Personalities
 - Getting the most out of your team

“The carrot and the stick

...

if you treat people like
donkeys, they will
perform like donkeys.”

– John Whitmore

British racing driver, author, ‘executive coach’

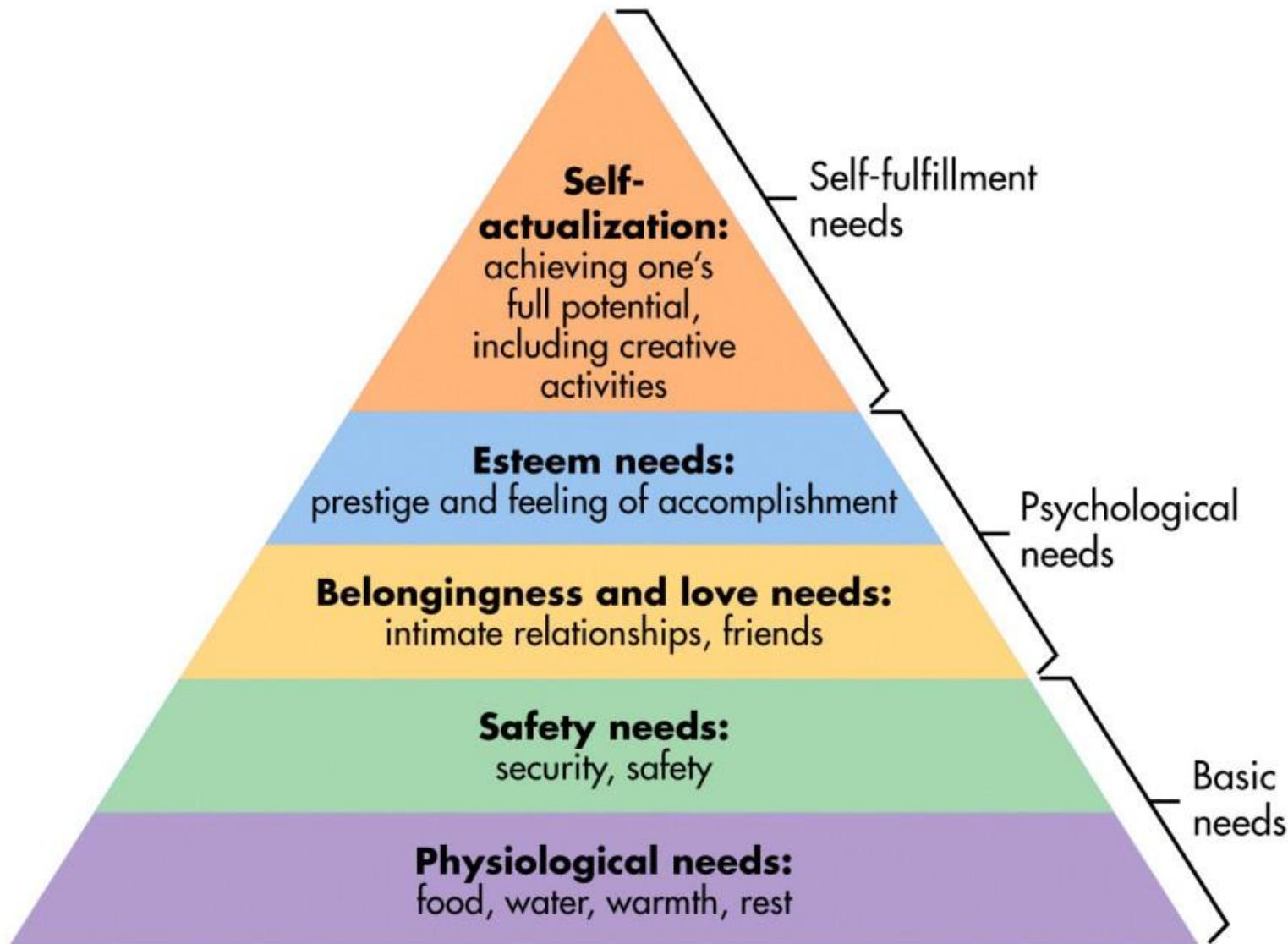


Motivating People

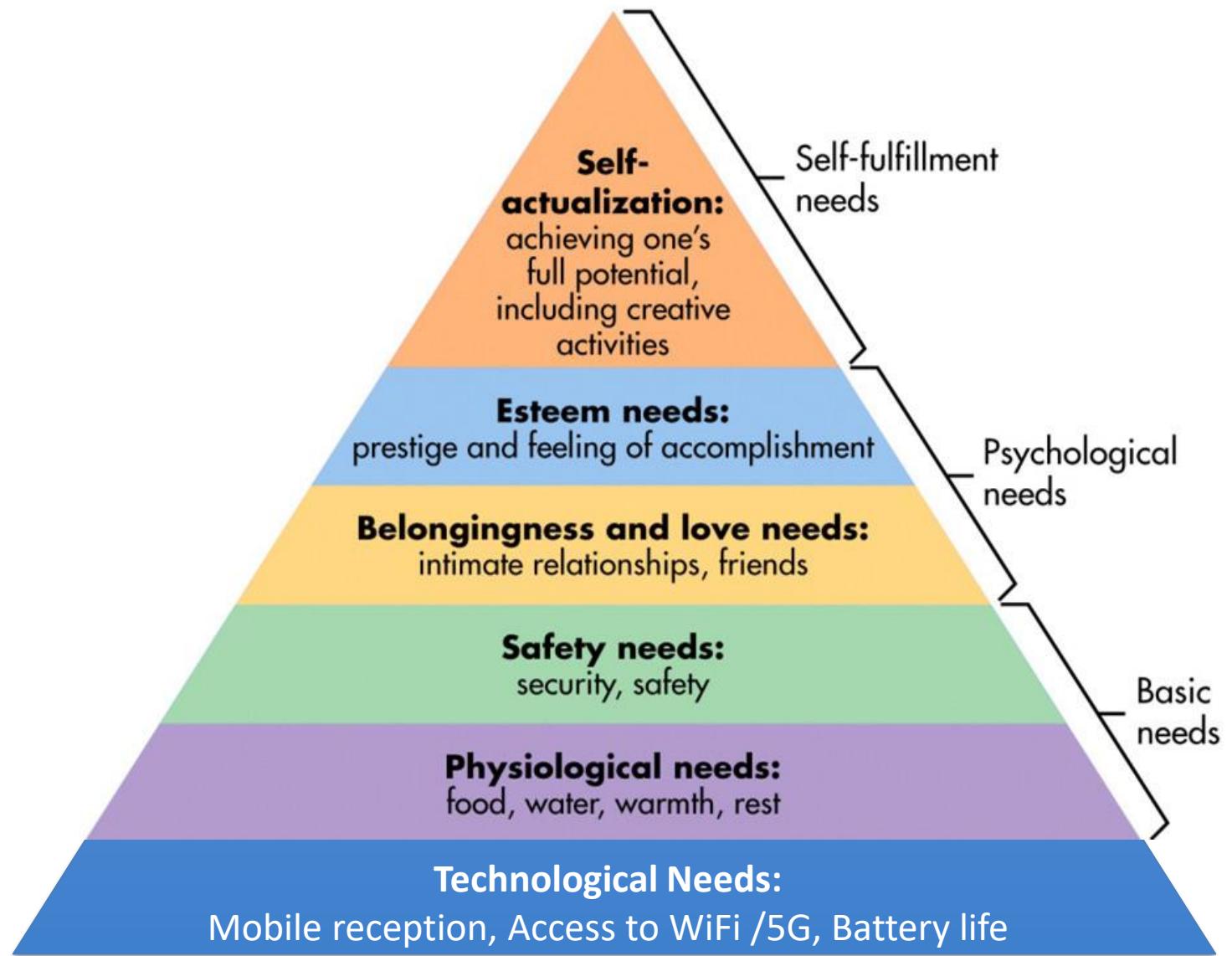
- People can often motivate themselves
 - In the right environment
- Remove:
 - Threats to their basic **needs**
 - Threats to self-esteem / self-motivation?
- Understand:
 - What **drives** them?
 - What is the **benefit** to them?



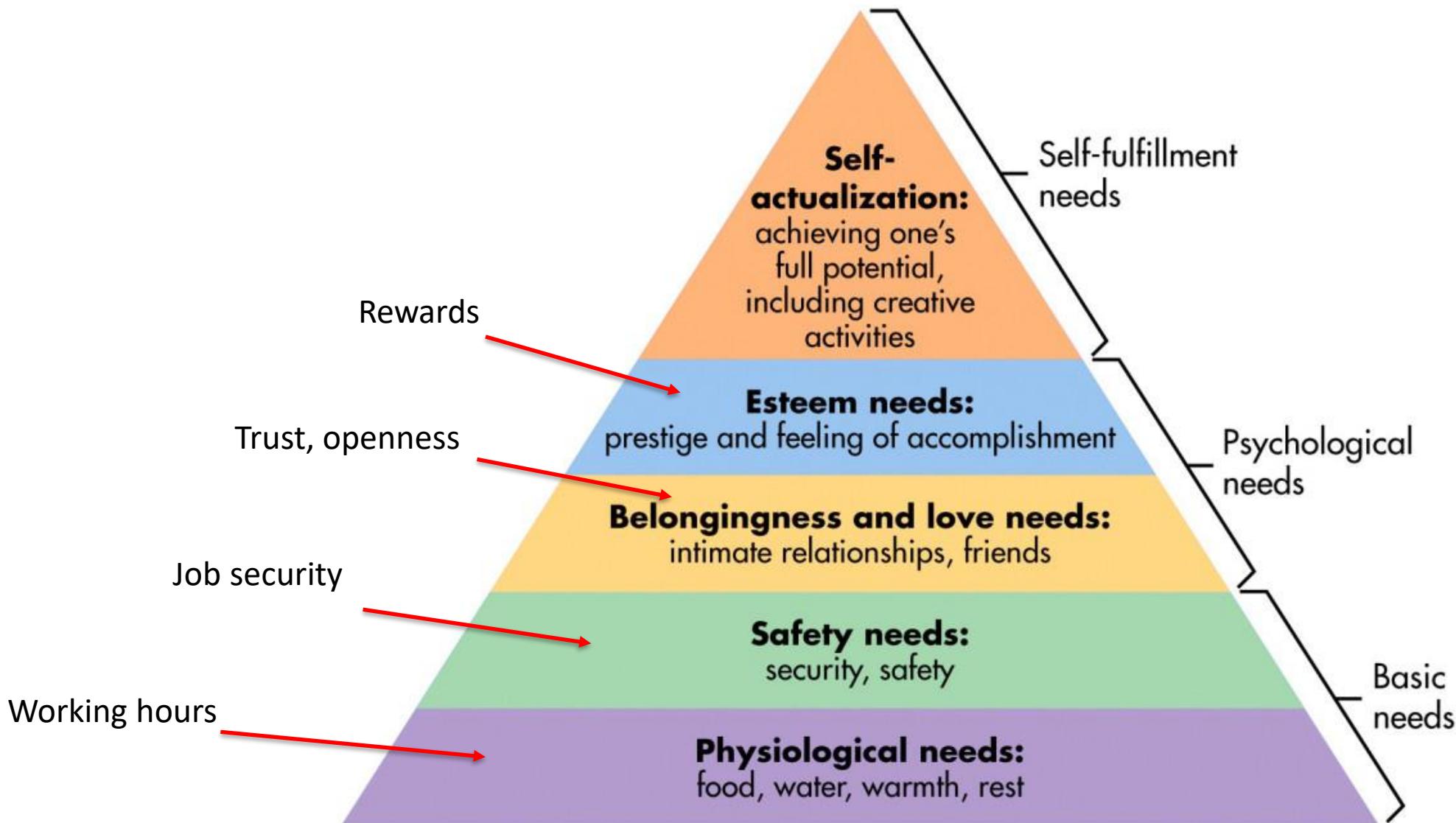
Maslow Hierarchy Of Needs



Maslow Hierarchy Of Needs



Maslow Hierarchy Of Needs



Motivation

Common reasons for decrease in motivation:



Lack of Support

- Lack of trust, resources or encouragement



Personal Conflicts

- Between team members or with managers



Overburden

- Unsustainable or unrealistic expectations



How to increase Management support?

Align Project to Organization's Strategic Goals

- Emphasise relationship to organisation's strategy

Keep Top Management Informed of Status

- Regular updates
- Publicise successes

Divide Project Into Phases

- Deliver frequently
- Early victories
- Build confidence in the project



Managing Team Conflict

Define the Problem

- Agree what the problem is!

Gather Information

- From all sides
- (with the appropriate level of discretion)

Brainstorm Potential Solutions

- Team members having the conflict should have input
- Encourage openness to new ideas

Choose the Best Solution

- Facilitate a negotiated agreement.
- Be fair
- Each will have to concede some aspects



Managing Expectations

Define Project Scope

- Defined early in the project
- Agreed with all of the key project stakeholders

Manage Stakeholder Expectations

- Make clear the cost and schedule impact of any requested scope change

Implement a Change Management Process

- Analyse change request, evaluate impact, justify change
- Minimise scope creep / unnecessary scope changes



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“Diversity: the art of thinking
independently together.”

– Malcolm Forbes

American entrepreneur

Understanding Personalities

We all have different **skills**, but also...

- Different **needs**
 - Different **preferences**
 - Different ways of **seeing** the world
 - Different ways of **interacting**
 - Different ways of making **decisions**
-
- Everyone is different, every team is different
 - Understand, appreciate and **utilise** these differences to get the most out of your team!
 - Diversity is what makes a team valuable



Belbin's Team Roles

People

	Resource Investigator
	Team-worker
	Co-ordinator

Thinking

	Plant
	Monitor Evaluator
	Specialist

Action

	Shaper
	Implementer
	Completer Finisher

- 1969: Dr Meredith Belbin identified 9 'Team Roles'
- Each has **strengths** and **weaknesses**, but **equal importance**.
- A team needs **all roles** to become a 'high performing team'
- Most people comfortable in 2/3 roles

Belbin's Team Roles


warwick.ac.uk/pm4cs/9

POLL OPEN

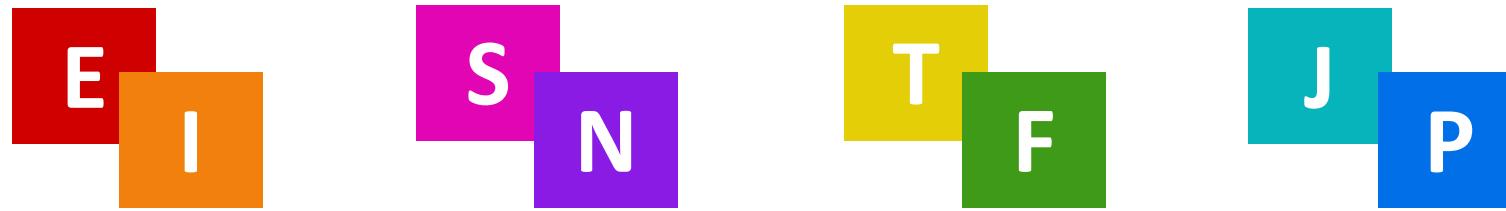
	Strengths	Allowable Weaknesses		
	Resource Investigator	Outgoing, enthusiastic. Explores opportunities and develops contacts	Might be over-optimistic, and can lose interest once the initial enthusiasm has passed	2. Team-worker
	Team-worker	Co-operative, perceptive and diplomatic. Listens and averts friction	Can be indecisive in crunch situations and tends to avoid confrontation	3. Completer-Finisher
	Co-ordinator	Mature, confident, identifies talent. Clarifies goals	Can be seen as manipulative and might offload their own share of the work	4. Plant
	Plant	Creative, imaginative, free-thinking, generates ideas, solves difficult problems	Might ignore incidentals, and may be too preoccupied to communicate effectively	5. Monitor Evaluator
	Monitor Evaluator	Sober, strategic and discerning. Sees all options and judges accurately	Sometimes lacks the drive and ability to inspire others and can be overly critical	6. Specialist
	Specialist	Single-minded, self-starting and dedicated. They provide specialist knowledge and skills	Tends to contribute on a narrow front and can dwell on the technicalities	7. Shaper
	Shaper	Challenging, dynamic, thrives on pressure. Drive and courage to overcome obstacles	Can be prone to provocation, and may sometimes offend people's feelings	8. Implementer
	Implementer	Practical, reliable, efficient. Turns ideas into actions, organises what needs to be done	Can be a bit inflexible and slow to respond to new possibilities	9. Completer-Finisher
	Completer Finisher	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects	Can be inclined to worry unduly, and reluctant to delegate	

Belbin's Team Roles

	Strengths	Allowable Weaknesses	Don't be surprised if they	Team Function	
	Resource Investigator	Outgoing, enthusiastic. Explores opportunities and develops contacts	Might be over-optimistic, and can lose interest once the initial enthusiasm has passed	Forgets to follow up on a lead.	Uses their inquisitive nature to find ideas to bring back to the team.
	Team-worker	Co-operative, perceptive and diplomatic. Listens and averts friction	Can be indecisive in crunch situations and tends to avoid confrontation	Hesitant to make unpopular decisions.	Helps team to gel, does work on behalf of the team.
	Co-ordinator	Mature, confident, identifies talent. Clarifies goals	Can be seen as manipulative and might offload their own share of the work	Over-delegate, leaving themselves little to do.	Needed to focus on team's objectives, draw people out and delegate work
	Plant	Creative, imaginative, free-thinking, generates ideas, solves difficult problems	Might ignore incidentals, and may be too preoccupied to communicate effectively	Absent-minded or forgetful	Highly creative and good at solving problems in unconventional ways.
	Monitor Evaluator	Sober, strategic and discerning. Sees all options and judges accurately	Sometimes lacks the drive and ability to inspire others and can be overly critical	Slow to come to decisions	Provides a logical eye, impartial and objective where required
	Specialist	Single-minded, self-starting and dedicated. They provide specialist knowledge and skills	Tends to contribute on a narrow front and can dwell on the technicalities	Overload you with information	Brings in-depth knowledge of a key area to the team.
	Shaper	Challenging, dynamic, thrives on pressure. Drive and courage to overcome obstacles	Can be prone to provocation, and may sometimes offend people's feelings	Be aggressive in attempt to get things done	Necessary drive to ensure that the team does not lose focus or momentum
	Implementer	Practical, reliable, efficient. Turns ideas into actions, organises what needs to be done	Can be a bit inflexible and slow to respond to new possibilities	Slow to relinquish their plans in favour of positive changes	Needed to plan a workable strategy and carry it out as efficiently as possible.
	Completer Finisher	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects	Can be inclined to worry unduly, and reluctant to delegate	They could be accused of taking their perfectionism to extremes	Scrutinises work for errors, achieves the highest standards of quality control.

Myers-Briggs

Personality Preferences



- Based on the theory of ‘psychological types’ described by C. G. Jung (1921)
“**Perception** is all the ways of becoming aware of things, people, or ideas.
Judgment involves all the ways of coming to conclusions about what has been perceived.
People differ systematically in what they perceive and in how they reach conclusions
They differ correspondingly in their interests, reactions, values, motivations, and skills.”
- Myers and Briggs developed ways to help people identify their ‘type’
- All types are equal, no ‘best type’
- Helps us understand and appreciate differences between people

Myers-Briggs

Personality Preferences

Question 1 – How do you get your energy?

Extroverts

E

- are generally sociable
- are focused on the outer world
- get energy by spending time with others
- talk a lot & start conversations
- speak first, then think
- are quick to take action
- have many friends & many interests

Introverts

I

- are generally quiet
- are focused on their inner world
- get energy by spending time alone
- mostly listen & wait for others to talk first
- think first, then speak
- are slow to take action
- have a few deep friendships & refined interests

Myers-Briggs

Personality Preferences

Question 1 – How do you get your energy?

Extroverts

E

Introverts

I

Question 2 – How do you see the world & gather information?

Sensors

S

- have finely-tuned five senses
- pay attention to the details
- focus on what is real (in the present)
- think in concrete terms
- like practical things
- like to do (make)
- are accurate and observant
- prefer to do things the established way

iNtuitives

N

- use their “sixth sense”
- see the “big picture”
- focus on what is possible (in the future)
- think in abstract terms
- like theories
- like to dream (design)
- are creative and imaginative
- prefer to try out new ideas

Myers-Briggs

Personality Preferences

Question 1 – How do you get your energy?

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Introverts

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Question 2 – How do you see the world & gather information?

Sensors

S

iNtuitives

N

Question 3 – How do you make your decisions?

Thinkers

T

- mostly use their head
- make decisions based on logic
- are more interested in things & ideas
- treat everybody the same
(emphasizing fairness)
- are more scientific in describing the world

Feelers

F

- mostly use their heart
- make decisions based on their values
- are more interested in people & emotions
- treat people according to their situation
(emphasizing compassion)
- are more poetic in describing the world

Myers-Briggs

Personality Preferences

Question 1 – How do you get your energy?

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Question 2 – How do you see the world & gather information?

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Question 3 – How do you make your decisions?

Thinkers

T

Feelers

F

Question 4 – How much do you like to plan ahead?

Judgers

J

- are organized and structured
- make plans in advance
- keep to the plan
- like to be in control of their life
- want to finalize decisions

Perceivers

P

- are casual and relaxed
- prefer to “go with the flow”
- are able to change and adapt quickly
- like to simply let life happen
- want to find more information

Myers-Briggs

Personality Preferences

Question 1 – How do you get your energy?

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Myers-Briggs

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1 – How do you get your energy?

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Introverts **I**

2 – How do you see the world & gather info?

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iNtuitives **N**

3 – How do you make your decisions?

Thinkers **T**

Feelers **F**

4 – How much do you like to plan ahead?

Judgers **J**

Perceivers **P**

E S T J	E S T P	E S F J	E S F P
E N T J	E N T P	E N F J	E N F P
I S T J	I S T P	I S F J	I S F P
I N T J	I N T P	I N F J	I N F P

Myers-Briggs

Personality Preferences

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2 – How do you see the world & gather info?

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3 – How do you make your decisions?

Thinkers **T**

Feelers **F**

4 – How much do you like to plan ahead?

Judgers **J**

Perceivers **P**

E S T J	E S T P	E S F J	E S F P
Realists who are quick to make practical decisions. 1. Insurance sales agent 2. Pharmacist 3. Lawyer 4. Project manager 5. Judge	Pragmatists who love excitement and excel in a crisis. 1. Detective 2. Banker 3. Investor 4. Entertainment agent 5. Sports coach	Gregarious traditionalists motivated to help others. 1. Sales representative 2. Nurse/Healthcare worker 3. Social worker 4. PR account executive 5. Loan officer	Lively and playful people who value common sense. 1. Child welfare counselor 2. Primary care physician 3. Actor 4. Interior designer 5. Environmental scientist

E N T J	E N T P	E N F J	E N F P
Natural leaders who are logical, analytical, and good strategic planners. 1. Executive 2. Lawyer 3. Market research analyst 4. Management/Business consultant 5. Venture capitalist	Enterprising creative people who enjoy new challenges. 1. Entrepreneur 2. Real estate developer 3. Advertising creative director 4. Marketing director 5. Politician/Political consultant	People-lovers who are energetic, articulate, and diplomatic. 1. Advertising executive 2. Public relations specialist 3. Corporate coach/Trainer 4. Sales manager 5. Employment specialist/HR professional	Curious and confident creative types who see possibilities everywhere. 1. Journalist 2. Advertising creative director 3. Consultant 4. Restaurateur 5. Event planner

I S T J	I S T P	I S F J	I S F P
Hard workers who value their responsibilities and commitments. 1. Auditor 2. Accountant 3. Chief financial officer 4. Web development engineer 5. Government employee	Straightforward and honest people who prefer action to conversation. 1. Civil engineer 2. Economist 3. Pilot 4. Data communications analyst 5. Emergency room physician	Modest and determined workers who enjoy helping others. 1. Dentist 2. Elementary school teacher 3. Librarian 4. Franchise owner 5. Customer service representative	Warm and sensitive types who like to help people in tangible ways. 1. Fashion designer 2. Physical therapist 3. Massage therapist 4. Landscape architect 5. Storekeeper

I N T J	I N T P	I N F J	I N F P
Creative perfectionists who prefer to do things their own way. 1. Investment banker 2. Personal financial adviser 3. Software developer 4. Economist 5. Executive	Independent and creative problem-solvers. 1. Computer programmer/Software designer 2. Financial analyst 3. Architect 4. College professor 5. Economist	Thoughtful, creative people driven by firm principles and personal integrity. 1. Therapist/Mental health counselor 2. Social worker 3. HR diversity manager 4. Organizational development consultant 5. Customer relations manager	Sensitive idealists motivated by their deeper personal values. 1. Graphic designer 2. Psychologist/Therapist 3. Writer/Editor 4. Physical therapist 5. HR development trainer

Myers-Briggs

Personality Preferences

1 – How do you get your energy?

Extroverts **E**

Introverts **I**

2 – How do you see the world & gather info?

Sensors **S**

iNtuitives **N**

3 – How do you make your decisions?

Thinkers **T**

Feelers **F**

4 – How much do you like to plan ahead?

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Perceivers **P**

E S T J	E S T P	E S F J	E S F P
<p>Realists who are quick to make practical decisions.</p> <p>1. Insurance sales agent 2. Pharmacist 3. Lawyer 4. Project manager 5. Judge</p>	<p>Pragmatists who love excitement and excel in a crisis.</p> <p>1. Detective 2. Banker 3. Investor 4. Entertainment agent 5. Sports coach</p>	<p>Gregarious traditionalists motivated to help others.</p> <p>1. Sales representative 2. Nurse/Healthcare worker 3. Social worker 4. PR account executive 5. Loan officer</p>	<p>Lively and playful people who value common sense.</p> <p>1. Child welfare counselor 2. Primary care physician 3. Actor 4. Interior designer 5. Environmental scientist</p>

E N T J	E N T P	E N F J	E N F P
<p>Natural leaders who are logical, analytical, and good strategic planners.</p> <p>1. Executive 2. Lawyer 3. Market research analyst 4. Management/Business consultant 5. Venture capitalist</p>	<p>Enterprising creative people who enjoy new challenges.</p> <p>1. Entrepreneur 2. Real estate developer 3. Advertising creative director 4. Marketing director 5. Politician/Political consultant</p>	<p>People-lovers who are energetic, articulate, and diplomatic.</p> <p>1. Advertising executive 2. Public relations specialist 3. Corporate coach/Trainer 4. Sales manager 5. Employment specialist/HR professional</p>	<p>Curious and confident creative types who see possibilities everywhere.</p> <p>1. Journalist 2. Advertising creative director 3. Consultant 4. Restaurateur 5. Event planner</p>

I S T J	I S T P	I S F J	I S F P
<p>Hard workers who value their responsibilities and commitments.</p> <p>1. Auditor 2. Accountant 3. Chief financial officer 4. Web development engineer 5. Government employee</p>	<p>Straightforward and honest people who prefer action to conversation.</p> <p>1. Civil engineer 2. Economist 3. Pilot 4. Data communications analyst 5. Emergency room physician</p>	<p>Modest and determined workers who enjoy helping others.</p> <p>1. Dentist 2. Elementary school teacher 3. Librarian 4. Franchise owner 5. Customer service representative</p>	<p>Warm and sensitive types who like to help people in tangible ways.</p> <p>1. Fashion designer 2. Physical therapist 3. Massage therapist 4. Landscape architect 5. Storekeeper</p>

I N T J	I N T P	I N F J	I N F P
<p>Creative perfectionists who prefer to do things their own way.</p> <p>1. Investment banker 2. Personal financial adviser 3. Software developer 4. Economist 5. Executive</p>	<p>Independent and creative problem-solvers.</p> <p>1. Computer programmer/Software designer 2. Financial analyst 3. Architect 4. College professor 5. Economist</p>	<p>Thoughtful, creative people driven by firm principles and personal integrity.</p> <p>1. Therapist/Mental health counselor 2. Social worker 3. HR diversity manager 4. Organizational development consultant 5. Customer relations manager</p>	<p>Sensitive idealists motivated by their deeper personal values.</p> <p>1. Graphic designer 2. Psychologist/Therapist 3. Writer/Editor 4. Physical therapist 5. HR development trainer</p>



Summary

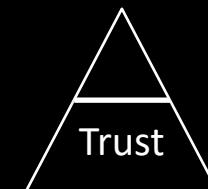
1. Decision Making

- Unify team on a common objective,
- decisiveness, PrOACT, unconscious bias



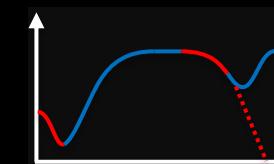
2. Building a Team

- Trust and openness lead to debate and innovation,
- What characterises a productive environment?



3. Managing a Team

- Tuckman's / Edison's stages of team development
- PM interventions



4. Motivating People

- Maslow's hierarchy of needs
- How to manage conflict, expectations, stakeholder support



5. Understanding Personalities

- Belbin roles, Myers-Briggs types
- Appreciate the value of diversity



Next: Guest Lecture



Amanda Nash CGMA, ACMA

– Lead Senior IT Project Manager | Prince 2 Agile

tisski

Post your questions to:
warwick.ac.uk/pm4cs/9



Date
27/11/2023

Project Management in Practice

Experiences and lessons on the job

Introduction

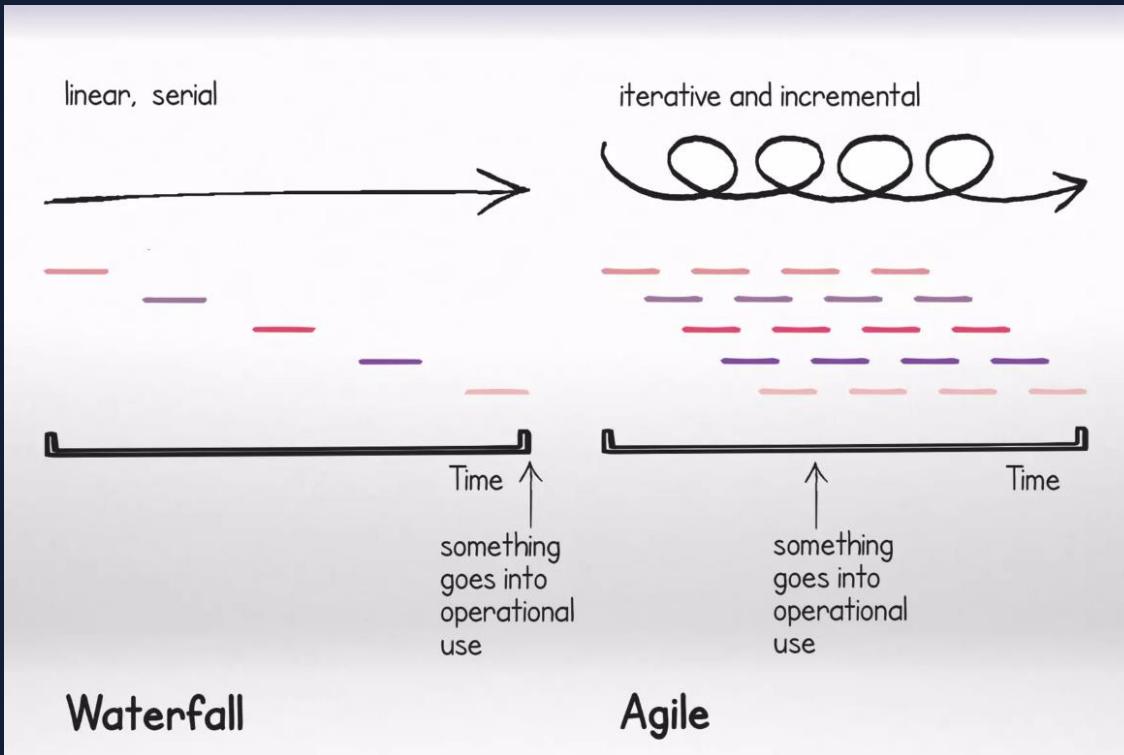
- Amanda Nash – Lead Senior IT Project Manager
- Currently working at a Microsoft consultancy called Tisski
- 5 years of Project Management experience



Today's Session



Project Methodologies in Practice



Task: Of these project characteristics, which are Agile, Waterfall or both?

Rich Communication

Manage by exception

Daily stand ups

Structured project governance

Existence of the definition of 'Done'

Ensuring quality of project product





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Of these project characteristics,
which are Agile?

1. Rich Communication
2. Manage by exception
3. Daily stand ups
4. Structured project governance
5. Existence of the definition of 'Done'
6. Ensuring quality of project product

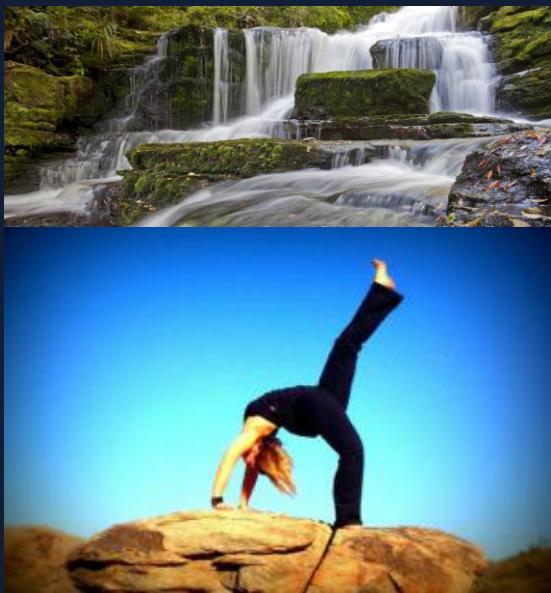




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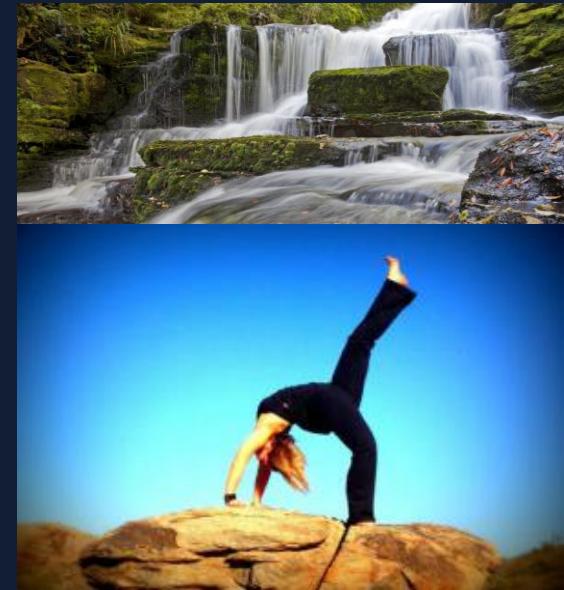
Of these project characteristics,
which are Waterfall?

1. Rich Communication
2. Manage by exception
3. Daily stand ups
4. Structured project governance
5. Existence of the definition of 'Done'
6. Ensuring quality of project product



Results: Of these project characteristics, which are Agile, Waterfall, or Both?

- 1 Rich Communication
- 2 Manage by exception
- 3 Daily stand ups
- 4 Structured project governance
- 5 Existence of the definition of 'Done'
- 6 Ensuring quality of project product



■ Agile ■ Waterfall

Case Study: Methodology approach

Scenario:

- The client is a **high-profile government transport infrastructure organisation**
- **6-month** deadline to provide **a public-facing online portal**
- High level of scrutiny - high-profile project that will deliver a public-facing solution.
- My current project is managing the delivery of enhancements to the existing client CRM system.
- The Portal solution delivery will form part of the scope for the next tranche of agreed project work. Therefore, my team will increase **from 7 people to 12**.

- Task: What project characteristics from Agile and Waterfall do you think I used to approach planning of project delivery?

1) Agile: Product backlog refinement

2) Agile: Use of Kanban for build task management

3) Waterfall: PRINCE2 stage boundary management

4) Agile approach to change: embrace change and make adjustments



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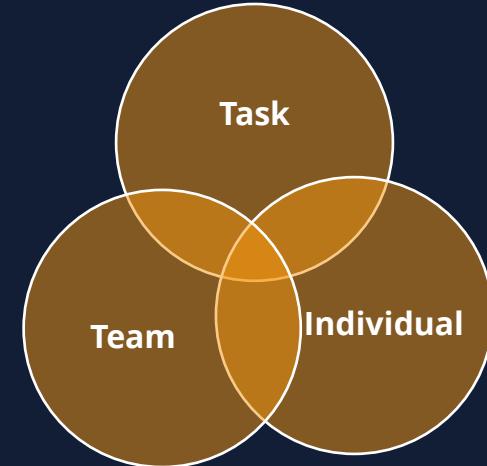
What project characteristics from Agile and Waterfall do you think I used to approach planning of project delivery?

1. Agile: Product backlog refinement
2. Agile: Use of Kanban for build task management
3. Waterfall: PRINCE2 stage boundary management
4. Agile approach to change: embrace change and make adjustments

Case Study cont'd: Leadership challenges of managing at scale

Action Centred Leadership – John Adair (1973)

- Leadership model created that highlights the core **actions** one must take to lead a team effectively, as opposed to the **style** of leadership to use.
- Adair has identified 3 areas of actions which have been grouped as follows:
 - **Task** – actions you take to achieve goal
 - **Team** – your actions at group level, to encourage effective teamwork and group cohesion
 - **Individual** – actions that address each team member's unique needs
- Each area relies on each other's success
- Effective leadership is achieved when **balance across all 3 areas** is realised



Scenario:

- Upon commencing the project, it was apparent that my team overall works well together, however **one of my developers is falling behind schedule**.
- This is a risk where the impact is that the decline in productivity will cause the design deadline to be missed and project milestones will need to be pushed out as a result which will make the client unhappy.

Question:

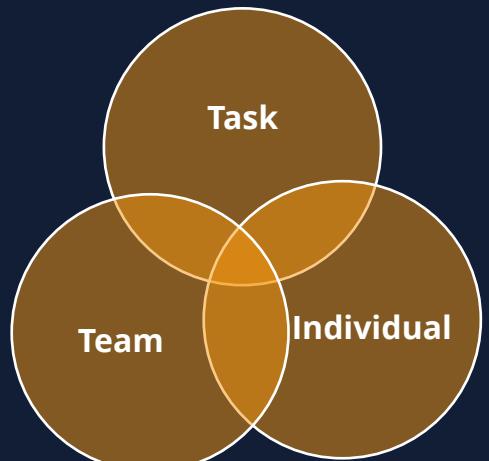
Of the 3 areas represented in Adair's model, which do you think will be most relevant to focus on at this point from a leadership perspective?



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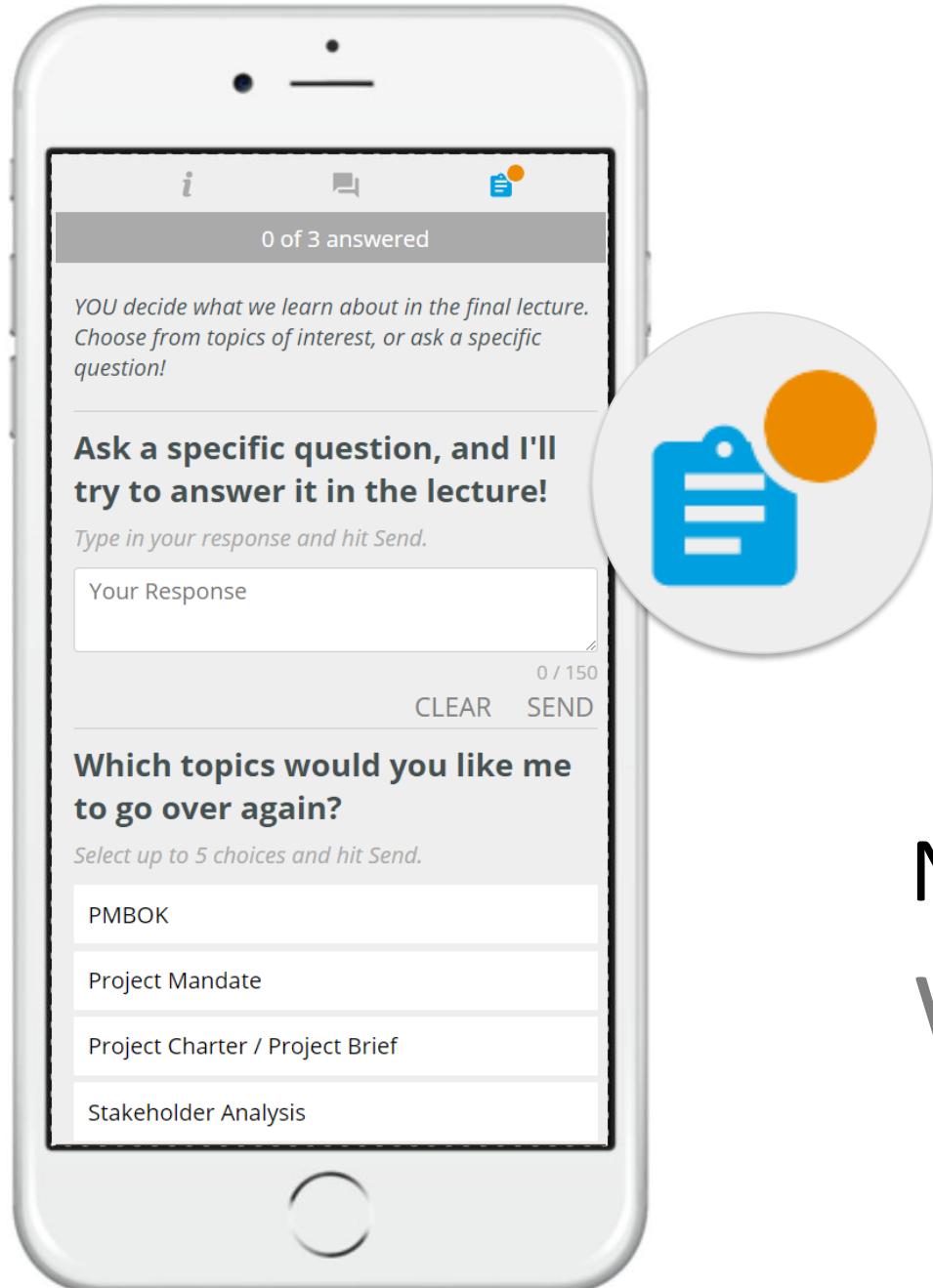
Of the 3 areas represented in Adair's model, which do you think will be most relevant to focus on at this point from a leadership perspective?

1. Task
2. Team
3. Individual



Q&A





Next week's lecture: **YOU decide**
warwick.ac.uk/pm4cs/10

Week	Lectures		Seminars			Individual Report		
	Topic	Guest	Case Study	Exercises	Submission	Chapter	Submission	Marking
1	Specification			Specification				
2	Initiation		Selection		Pitch			
3	Scope / Time			Scope/Time				
4	PRINCE2	PRINCE2	Initiation			Ch.1 Initiation		
5	Budgeting			Budgeting			Self-assess	
6	Lean/Agile 1	Waterfall / Agile	Planning			Ch.2 Planning		
7	Lean/Agile 2	Lean		Scrum/Kanban		Ch.1-2		
8	Risk	Risk / Finance	Monitoring			Ch.3 Execution		Review Ch.1-2
9	Teamwork	Large Projects	Prepare Presentation	Risk				
10	Revision				Presentation	Ch.4 Monitoring		
11						Ch.1-4		
Term 2							Review Ch. 1-4	



Project Presentation

warwick.ac.uk/pmcs/assignments/presentation/

- 5 minute “business pitch” + questions
- You don’t all need to speak, but you should all contribute (and attend session)