

# Chapter 7

## Building the Project Team

**The overview of this chapter:**

- Putting your WBS to work for you
- Balancing leadership and management responsibilities
- Acquiring the appropriate project resources
- Determining your project roles and responsibilities
- Exploring the various organizational structures
- Associating power and authority with organizational structure

# Chapter 7

## Building the Project Team

As a software project manager, you really must have two personalities: **a leader and a manager.**

**The leader** in you must motivate, align, and direct your project team. You want to help your project team members reach their goals and aspire to new challenges.

**The manager** in you, however, is concerned with just one thing: getting the project successfully completed.

# Chapter 7

## Building the Project Team

- When you recruit, build, and shape your project team, there must be a balance between leadership and management.
- On one hand you just want your project team members to get their work done.
- On the other hand, you'd like to inspire them to achieve great results, grow as individuals, and contribute to the project's success.

# Determining Your Project Needs

The first step in finding all of the resources needed for your project is to determine what resources are needed in your project.

Take advantage of the people in your organization who have expertise about the software product, the programming environment, and so on.

These people can help you determine the resources you need. Web application designers, analysts, developers, and database administrators, in particular, are the experts to whom you turn.

# **Determining Your Project Needs**

**1. Revisiting the work breakdown structure**

**1. Creating a roles and responsibilities matrix**

## **1. Revisiting the work breakdown structure**

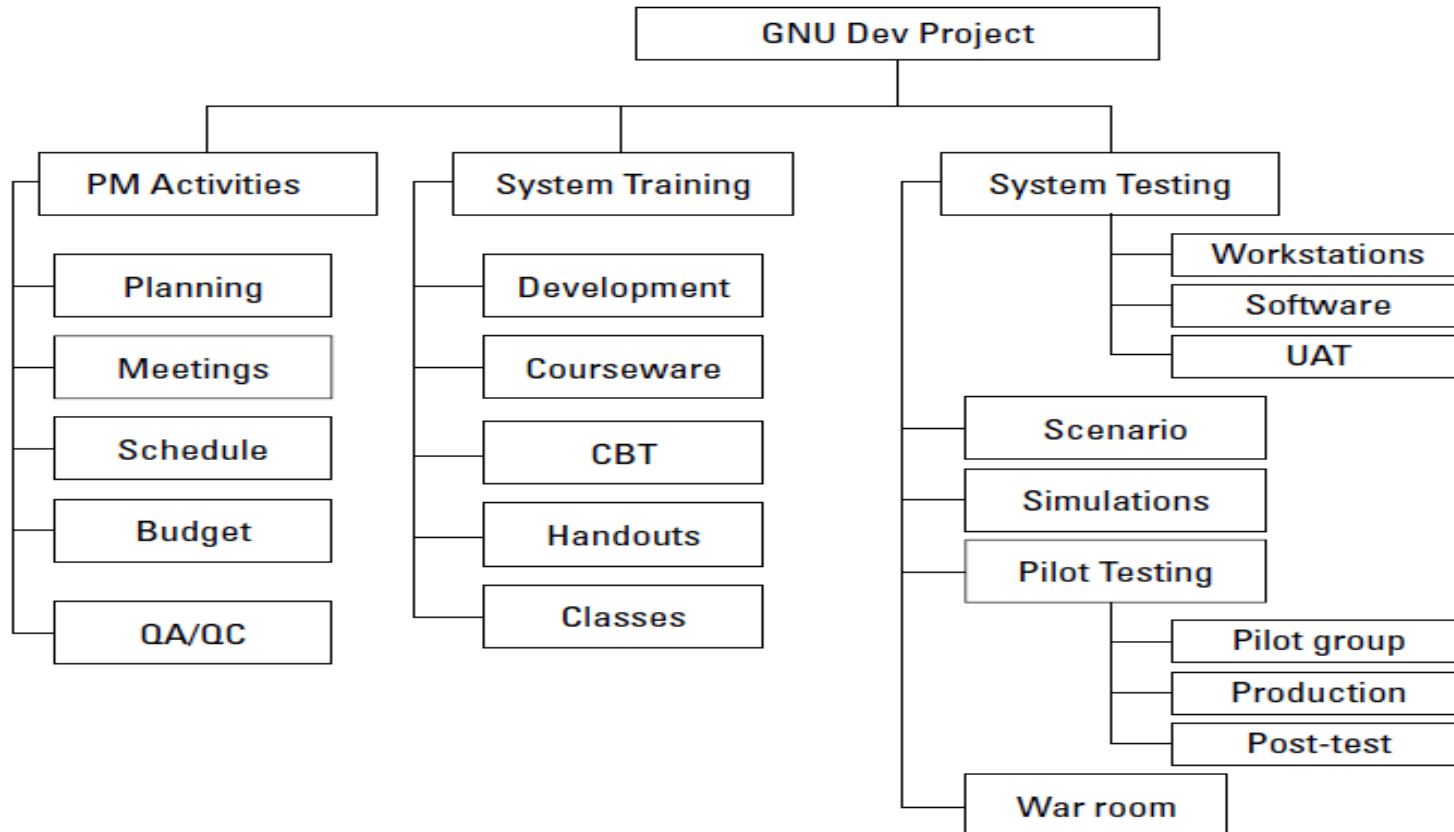
To accurately predict resources, you need to know exactly what the project scope entails.

The WBS is a deliverables-oriented decomposition of the project scope. It includes everything the project will create in order to complete the project scope.

The WBS is your scope baseline.

- Figure 7-1 demonstrates a portion of a WBS. In this part of the WBS, you identify products and activities so that you know what roles you need to fill.
- Resources are not just people, but materials, facilities, and equipment that you need to buy, rent, or create.

**Figure 7-1: A WBS helps identify the deliverables and resources**





# Creating a roles and responsibilities matrix

- One of the best tools you can use to identify resources is a *roles and responsibilities matrix*.
- *The purpose of this matrix is to identify all the individuals, groups, and departments that are affected by the project and to show what project components require these different entities to interact.*
- Here's what you need to do to create your own roles and responsibilities matrix:
  - 1. Identify the major deliverables of the project**
  - 2. Identify the roles of project participants**
  - 3. Assign a legend to the matrix**
  - 4. Visually identify each stakeholder's participation**
  - 5. Integrate the matrix into the change control system**

- The first column in Table 7-1 identifies the major deliverables.

<b>Table 7-1 Sample Roles and Responsibilities Matrix</b>						
<b><i>Major Deliverable</i></b>	<b><i>Project Manager</i></b>	<b><i>Project Sponsor</i></b>	<b><i>Developer</i></b>	<b><i>DBA</i></b>	<b><i>Network Engineer</i></b>	<b><i>Key Stakeholders</i></b>
Application requirements	S/A	C	R	I	I	C/A
Database requirements	S/A	C	C	R	I	C/A
Network requirements	S/A	C	C	C	R	C/A
Application build(s)	S/A	I	R	R	I	C/A
Database design	S/A	I	C	S/A	I	C/A
Database build	S/A	I	C	R		C/A
Server and network creation	S/A	I	I	C	R	C/A
System testing	S/A	I	R	C	C	C/A
Application analysis	S/A	I	R	I	C	C/A
System engineering	S/A	I	I	I	R	C/A
System test and evaluation	S/A	C	R	I	R	C/A
Evaluation analysis	S/A	I	R	I	C	C/A
System documentation	S/A	C	R	C	C	C/A

# Finding the Talent

- If you're lucky, your organization has a database of the resources in your company, and you can quickly determine who has what talents.
- You can simply scan the resources, examine people's skill sets, compare their current and pending workload to your project demands, and begin building your project team.
- If you find yourself in the camp of project managers without the resource pool database, you can rely on historical information to see who has talent in specific areas.
- Historical information, the collection of past project records, can help you identify the skills in your resource pool.

# Finding the Talent

What's that? You don't have historical information? Here are three sources to find the talent you need:

- Ask other project managers in your organization to point you towards the talent you need.
- Ask Human Resources staff, functional managers, and your colleagues to point you to the talent you need on your project team.
- Be a pioneer by creating and making your project's historical information to help you and other project managers in the future.

## **Asking questions that facilitate resource management**

You need to ask questions of your project team members to determine what their schedules are like and whether they have vacations or other events looming, and to identify which areas of the project they're most interested in.

You're not looking to make promises or demands here; you're only finding out what the team members' requirements and interests are.

This process allows you to make the best decisions when it comes to resource assignments.

# Asking questions that facilitate resource management

Here are some questions you should ask your project team members:

- ✓ What other projects are you working on?
- ✓ What time commitments do you have on these projects?
- ✓ What areas of this project excite you the most?
- ✓ What areas of this project do you dread?
- ✓ What areas of this type of project work have you done before?
- ✓ Have you ever worked with technology such-and-such (whichever new technology you might be using for your project)?

# Asking questions that facilitate leadership potential

By asking questions that help you discover what motivates people, you can put your leadership skills to their best use.

Project leadership requires a genuine interest in your project team members.

You want to know what their interests are and what their goals are beyond your project, even your organization.

Your desire is to help them reach their goals even if means that they may one day leave your project, your organization, and you, their favorite project manager, far behind.

If you don't know how to lead, emulate a leader you admire. This could be someone from your own organization — or a public figure — whose leadership skills you respect.

## **Asking questions that facilitate leadership potential**

Here are questions you should ask your project team members in order to strengthen your leadership opportunities:

- What are your career goals?
- Are there any areas within this project that can bring you closer to achieving your career goals?
- What excites you about this project?
- What would you like to contribute to the project?
- What would you like to learn from this project?
- How can this project help you move forward?
- What opportunities do you see to make this project better?



# Finding a STAR

- The *STAR interview method* is an approach that you can use to help the prospect identify experiences, and cut through some bunk that may slip into their recollections.
- STAR stands for ***situation, task, action, and result***.
- *The idea is that you ask* questions that require the prospective team member to discuss a specific task or situation he faced and what actions he took to resolve the issue.
- The belief behind this concept is that a person's past behavior is an indicator of his future behavior.
- **Here's how it works:**
  1. You present the project team member with a situation
  2. The team member then responds with a situation, followed by the task of going above and beyond the call of duty.
  3. You may have to prompt the individual for the actions that he or she took and ask the person to explain the results of his or her actions on the project.

# Determining Who Is Really in Charge

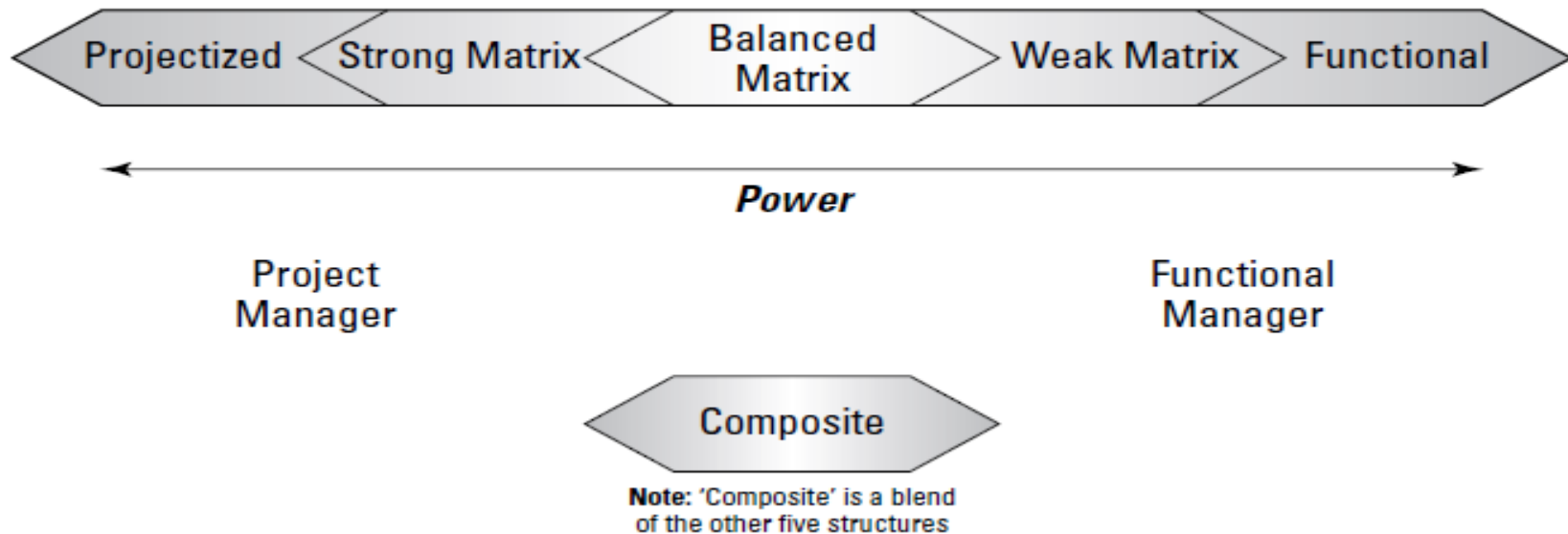
Organizational structures come in five flavors. Each organizational structure has pros and cons, and each structure identifies the level of power the project manager should. Your organizational structure will also influence how your team is gathered.

Figure 7-2 does its thing to show you five of these structures in action.

Here is an overview of the six organizational structures:

- **Projectized:** Assigns the power to the project manager
- **Strong Matrix:** Assigns more power to the project manager than the functional (department) manager
- **Balanced Matrix:** Assigns equal power to the project manager and the functional manager
- **Weak Matrix:** Assigns more power to the functional manager than the project manager
- **Functional:** Assigns the power to the functional manager
- **Composite:** Intermingles parts of the other organizational structures

**Figure 7-2: The level of power you have depends on which of these organizational structures your company adheres to**



# Functioning in a functional organization

- The functional structure is an organization that treats each department like its own little organization; each department — Sales, Finance, IT, Manufacturing, and so on — is an independent fiefdom.
- Each department acts as its own entity within the organization and they purchase services from one another.
- In a functional structure, the *functional manager has all the power over all the projects* in his or her realm.

**There are some pros and cons to this structure:**

- 1. Communication is shallow, because only the team, the project manager, and the functional manager need to communicate with each other**
- 2. There is no confusion about who's in charge. The functional manager is the one with all the real power**
- 3. Alternatively, the project manager and functional manager may wrestle over project power**
- 4. Technical decisions may be made by someone with little (or no) technical experience**
- 5. The project manager has no power to make project decisions but holds the blame if the project fails.**

## Mixing it up in a matrix

- A *matrix structure*, unlike the *functional structure*, uses resources from all over the organization, not just a single department.
- A matrix structure allows project team members to participate in projects and in operations.
- The idea is that by blending resources with a common eye towards organizational success, rather than just department success, everyone wins.

There are three types of matrix structures with each depicting the amount of power assigned to the project manager:

**Weak matrix:** The functional manager has more power than the project manager does over the project

**Balanced matrix:** The functional manager and the project manager have equal power over the project

**Strong matrix:** The project manager has more power than the functional manager does over the project

# Hosting Your First Project Team Meeting

**The first meeting is your opportunity to establish:**

- ✓ Several key things:
- ✓ You're in charge
- ✓ The scope of the project and what the customer is expecting
- ✓ Introductions if the project team members don't know one another
- ✓ Identification of the roles of the project team members
- ✓ High-level objectives for time, cost, and quality
- ✓ Your expectations regarding communication and issue escalation
- ✓ Any caveats, issues, or pending decisions with the project work

# Hosting Your First Project Team Meeting

**Your first project team meeting should also accomplish the following:**

- ✓ You establish the flow of communication between you, the project team, and stakeholders
- ✓ You provide an overview of the change control system, including versioning and configuration management
- ✓ You establish immediate activities for the project team
- ✓ You open the floor to discuss issues and pending decisions
- ✓ You distribute the project charter and scope statement
- ✓ You distribute a team directory (or refer to its online location) so team members can easily contact one another

**THANKS**