

Faculty of Engineering and Mathematical Sciences

Project Management & Engineering Practice
(GENG 5505)

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THE UNIVERSITY OF
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Project Management & Engineering Practice (GENG5505)

Human resources management: Developing and maintaining
individual and team performance
(Ch 8)

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Planning for human resource management

The human resource management plan establishes the baseline for identifying the prerequisite HR resource needs (and necessary skills) for the project's success.

A well thought out resource management plan should contain:

- Internal or external acquisition strategy
- Roles and responsibilities
- Acquisition and release timetables
- Identification of professional development needs
- Team building strategies
- Plans for recognition and rewards
- Performance management procedures
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Planning for human resource management continues....

- Organisational chart
- Stakeholder responsibility matrix
- Position (role) description
- Responsibility assignment matrix
- Training register
- Personnel files
- Contractor agreement
- Performance reviews
- Application forms
- Social media
- Résumés
- Aptitude tests
- Psychological tests
- Behavioural interviews
- Reference checks
- Employment contracts
- Organisational standard processes
- Lessons learned log

Acquiring the multi-generational project team

- Negotiating with operational managers to release/share resources
- Investigating prevailing market conditions for contractors availability and commercial rates
- Reviewing preferred supplier arrangements
- Communicating potential consequences to stakeholders on failing to acquire the necessary resources
- Evaluating potential resources against the ambit of legal, regulatory, mandatory and/or other specific criteria covering their assignment
- Considering the professional development plans for the nominated resources and how this time and cost will be addressed in the budget
- Factoring in the challenges of managing resources collocated in multiple locations each with different time zones and communication
- Determining how performance throughout the project will be measured and evaluated
- Reflecting on the managers ability to manage a group of diverse resources brought together for a finite time span
- Demonstrate empathy (where you genuinely can—this should never be faked)
- Encourage continuous, open and honest feedback
- Give everyone an opportunity to ‘shine’ in what they are good at
- Identify what the common ground is
- Praise the effort, not just the result
- Avoid rushing in to rescue
- Develop capacity, not dependency
- Provide an environment where continual learning is encouraged
- Provide choices and pathways
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Developing the project team

- Clear, communicated and recognised long-term goals
- Clear, communicated and accepted objectives
- Unqualified opportunities for success
- Tolerance for calculated risk
- Mutual appreciation of members' individual and broad skills
- Defined, communicated and accepted roles
- Explicit, discussed and endorsed procedures
- Open, honest and continuous communication
- Supported leadership
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Valuing project team diversity

- Project teams will consist of unique individuals drawn from a very diverse demographic and cultural backgrounds
- Need to acknowledge, understand and value these differences
- Tie together those differences to deliver the project
- Creates an inclusive environment
- Promotes equality, values diversity
-

Teams and their evolution

Five Stages of team development

1. Forming

Everyone comes together for the first time with introductions, attempts to 'break the ice', tentative relationships, little trust, unknown goals, ambiguity in both goal and role, hidden agendas and some 'cards held close to the chest'

2. Storming

Inevitable and natural conflict appears. This is often caused by personality clashes, team role, leadership issues or any other aspect of the team's processes

3. Norming

The 'unwritten' rules, codes of conduct and acceptable behaviour (norms) for the team are developed, shared and agreed. Once these norms are established, all team members know what to expect from each other in their working relationship on the project

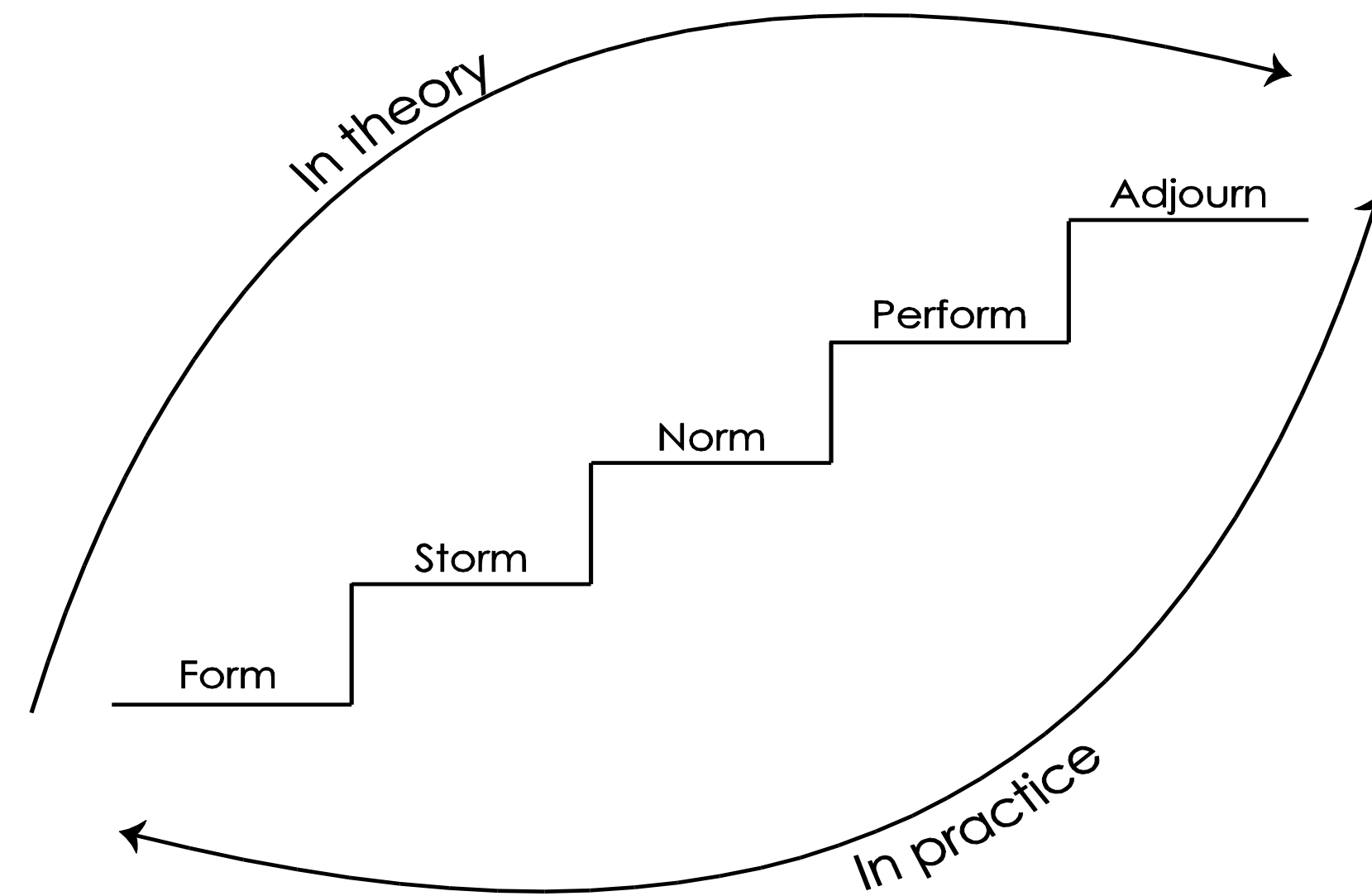
4. Performing

The team members are ready to perform the work they have been assigned in a united, cohesive and productive manner

5. Adjourning

The project has been finished and the team members disband

STAGES OF TEAM DEVELOPMENT



Learning and development for teams

- Taking on projects
- Online learning
- Webinars
- Formal study
- Job rotation
- Distance learning
- Internal courses
- Mentoring
- Private research
- Observation
- Professional reading
- Acting in higher positions
- Committee work
- Shadowing
- Delegated duties
- Work experience
- Special assignments
- Peer-assist programs
- Professional memberships
- Role models
- Conferences
- Simulations

Managing the project team

- Energise the team members to complete their scheduled work (on time, on budget, as specified)
- Direct the team towards meeting deadlines, milestones and other constraints
- Draw the team together cohesively
- Enable the team to function in self-directed mode
- Allow the team members to self-correct much of their own work
-

Measuring team performance

While project performance could be assessed against any number of traditional organisational performance criteria (key performance indicators), within the project context these should be extended to include a number of result-oriented and agreed upon criteria, including:

- Performance against the objectives
- Performance against the schedule
- Performance against the budget
- Performance against the scope

Reinforcing the performance

Table 8.8 Popular performance-management techniques

Technique	Purpose
Structured interviews	Formal interviews with team members responding to the questions asked
Critical incidents	A record of both positive and negative important (critical) incidents during the review period
Written essays	Writing a couple of paragraphs detailing each team member's behaviours and skills
Rating scales	Defined scales for each job-related skill, enabling quick comparisons between team members
Peer review	Team members review each other's performance against key criteria
360-degree feedback	Multi-rater anonymous feedback from people working with the team member
Balanced scorecard	A rating against a list of values, attributes and qualities deemed critical to success

Teams and their personalities

- People will bring their personalities to the project. Consideration should be given to understanding (and accepting) their:
- Natural preferences for focusing their energy, gathering information, making decisions and living a certain way
- Preferred way to respond to team challenges
- Style of interacting and communicating with others
- Unique way in how they make a distinctive contribution
- Areas of strength and weakness in being on the team

Teams & their personalities

- Personality: The unique combination of emotional, thought & behavioural patterns that affect how a person reacts & interacts with others:
- Open vs self-contained people
- Direct vs indirect people

Classifying personality traits: The Myers Briggs Type Indicator (MBTI)

- Myers-Briggs Type Indicator consists of 100 questions that ask people how they usually act or feel in different situations

- The way you respond to these questions puts you at one end or another of four dimensions:

1. Social interaction - extrovert or introvert
2. Preferences for gathering data - sensing (experience) or intuitive (intuition)
3. Preference for decision-making - feeling (compassion) or thinking (facts)
4. Style of making decisions – perceptive (flexibility) or judgmental (rituals)

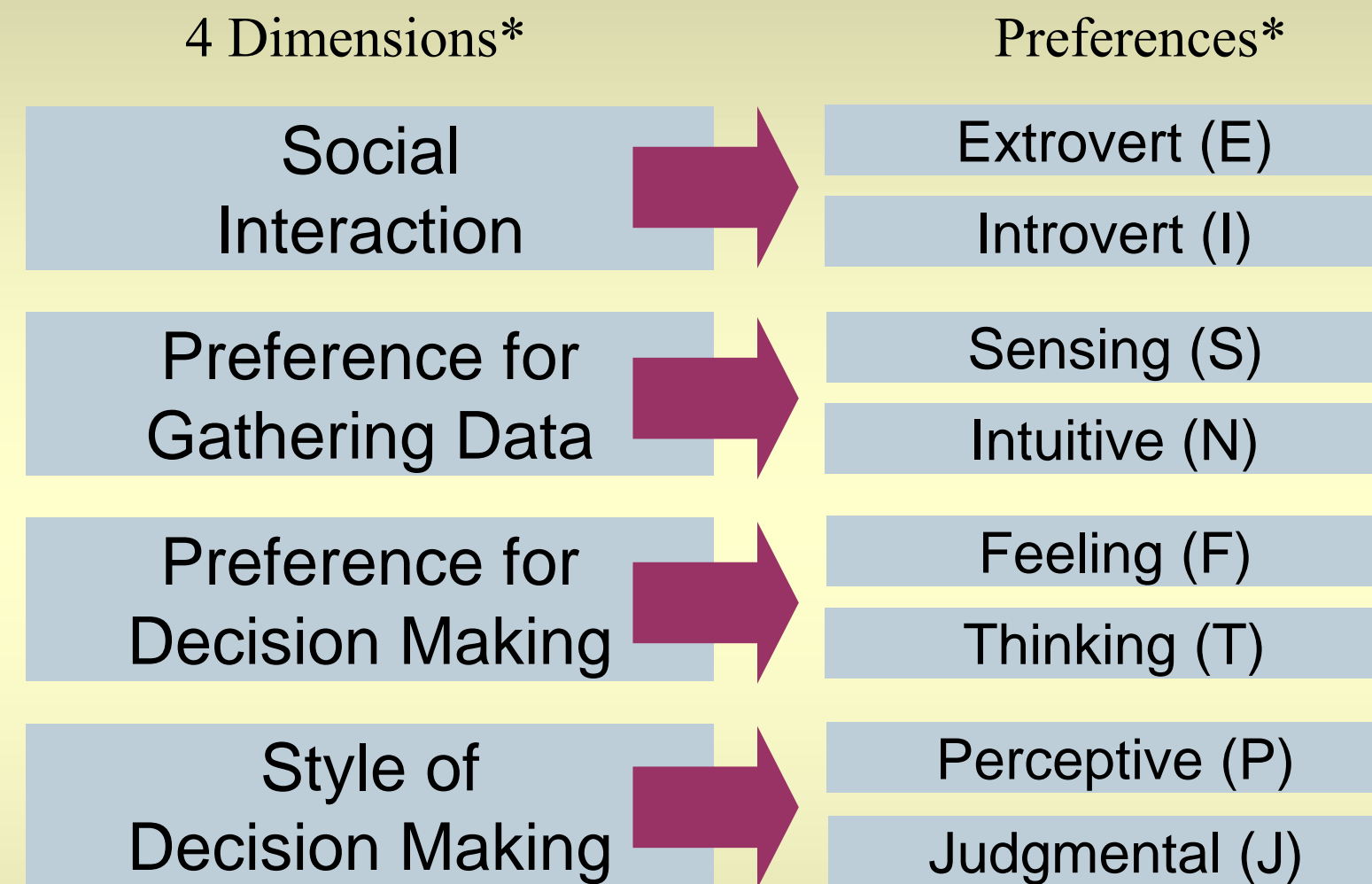
Combining these preferences provide descriptions of 16 personality types

Organizations use this tool in a number of ways:

- To help in the selection process to decide who would be most suitable for a particular job & its requirements
- To understand how certain types solve problems & interact with people

It can be a useful tool for understanding personality & predicting people's behaviour

Myers-Briggs Type Indicator



*Combining dimensions/preferences results in 16 personality types

Examples of MBTI personality types

- INFJ
 - Introvert, intuitive, feeling, judgemental
- ESTP
 - Extrovert, sensing, thinking, perceptive
- ISFP
 - Introvert, sensing, feeling, perceptive
- ENTJ
 - Extrovert, intuitive, thinking, judgemental

What effective team members need

- Clear, communicated & recognised and accepted long-term goals and objectives
- Defined, communicated & accepted roles
- Experience & knowledge of project methodology
- Mutual appreciation of members' individual technical & broad skills
- The ability to identify key issues, solve problems & implement the solution
- Explicit, discussed & endorsed procedures
- A tolerance for calculated risk
- Open, honest, continuous communication & constructive feedback
- work without ongoing supervision
- We trust & support each other and support our leader
- ...

Indicators of team cohesion

Positive

- Cooperative climate
- Trust & open support
- Clear expectations
- Exchange of ideas, opinions
- Directions followed
- Disputes resolved
- Open communication
- Ongoing constructive feedback
- ...

Negative

- Delays with decisions
- Withholding information
- Competing agendas
- Directions challenged
- Under performance
- Suspicion, animosity & distrust
- Limited feedback
- Subgroups populated
- ...

Managing the project team

Motivation

- Maslow's hierarchy of needs
- Herzberg satisfaction and productivity

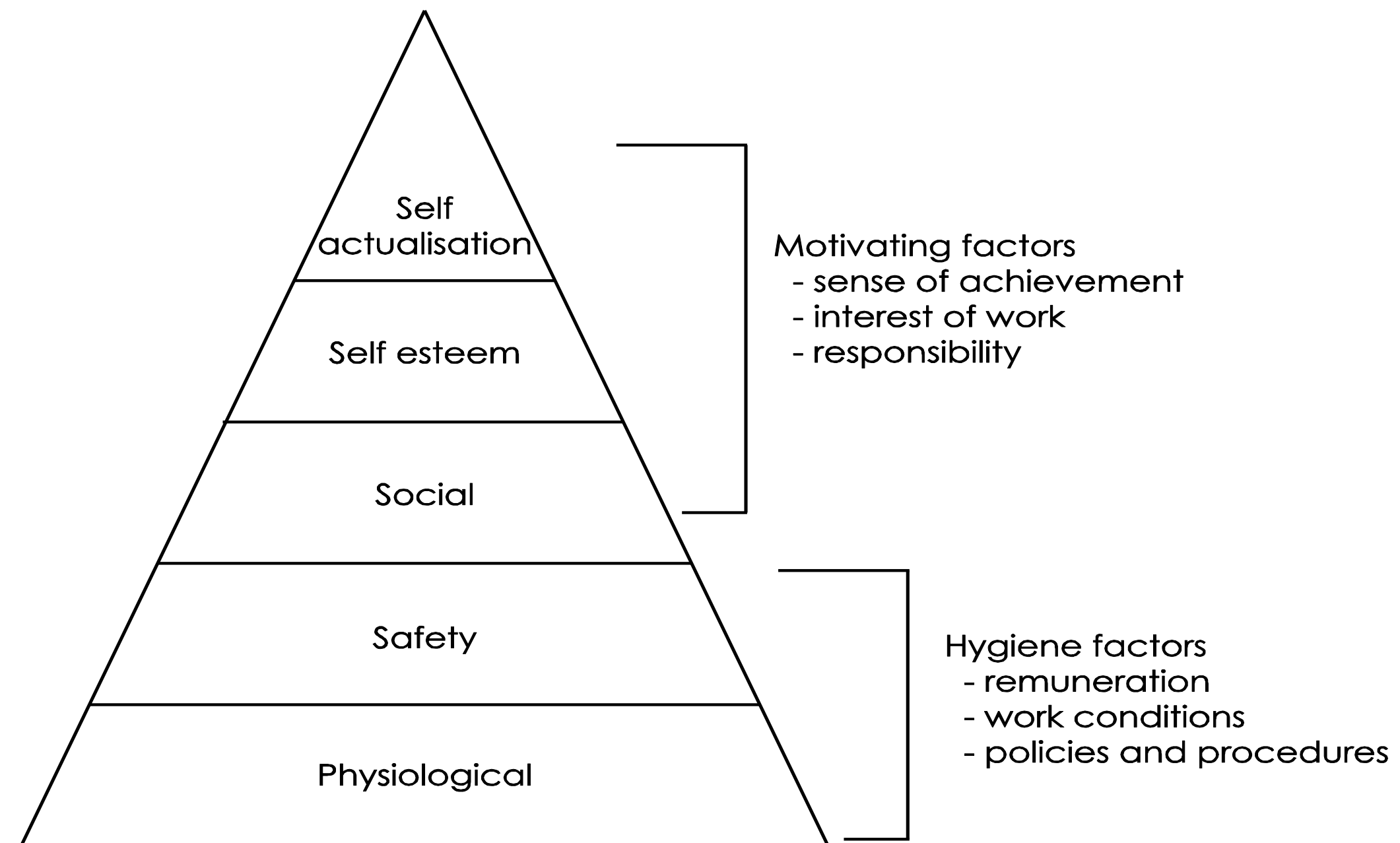
This innate driving force will:

- Energise the team to complete their scheduled work
- Direct the team towards meeting deadlines, milestones and other constraints
- Draw the team together cohesively
- Enable the team to function in self-directed mode
- Allow the team to self-correct much of their own work.

Performance management

- Developing and sustaining peak performance

OVERLAYING MASLOW AND HERZBERG THEORIES OF MOTIVATION



Dealing with Conflict: Conflict & its causes

- Working under pressure to meet deadlines
- Mismatched task & skill sets
- Personality clashes within the team &/or stakeholders
- Conflicting operational work priorities
- Performance issues
- Feelings of role insecurity
- Degree of involvement in decision making
- Lack of effective communication
- Changes to the project scope
- Reporting to two or more managers/supervisors
- Disagreements over alternative solutions
- Different expectations
- Hidden agendas, self-interest and dishonesty
- ...

Balancing conflict

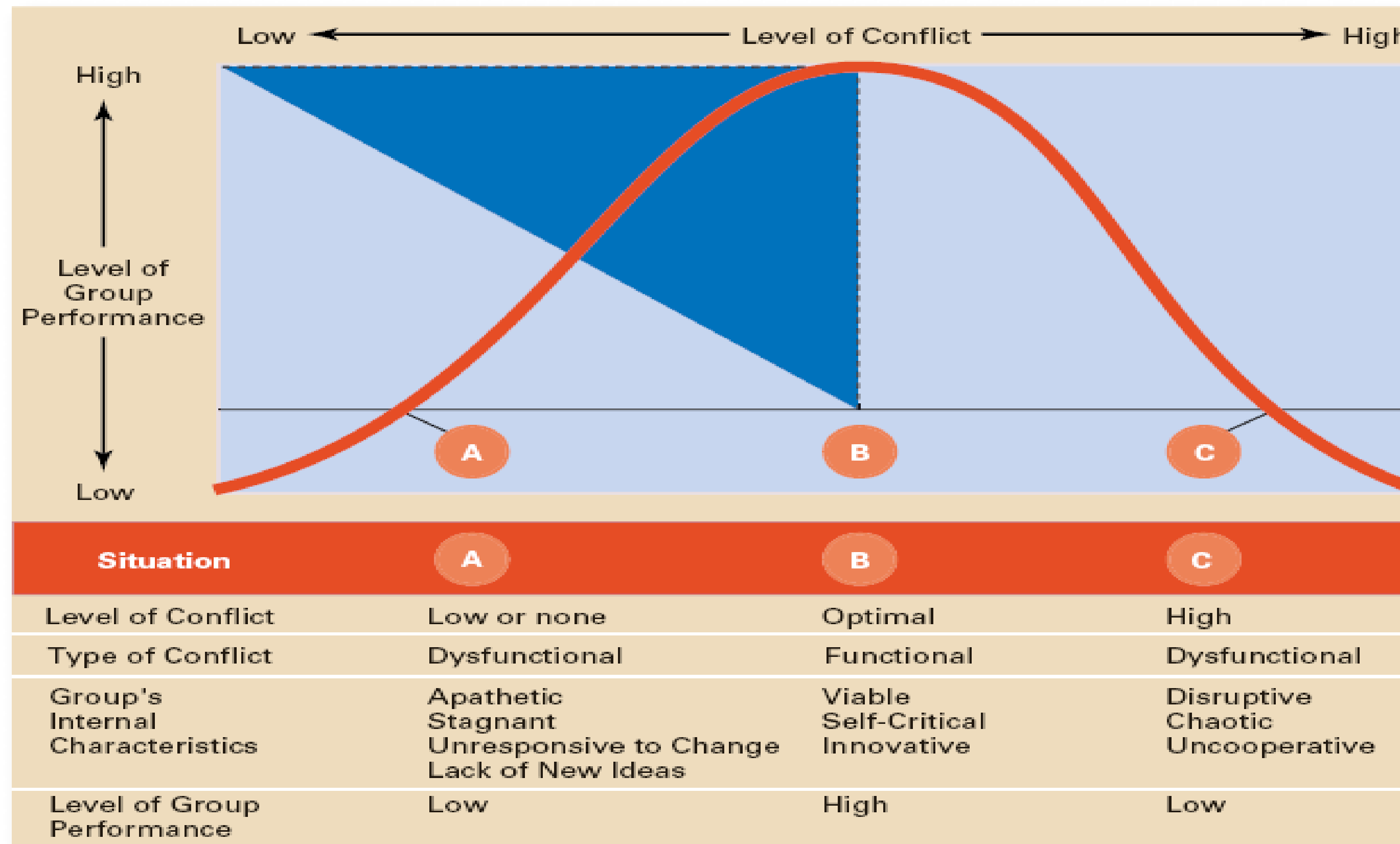
Positive

- Exploration of new ideas
- Consideration of other people's perspectives
- Adjustments /modifications made
- Clarification of different positions/interests
- Postponed decisions
- Time to reconsider, clarify and communicate a proposal
- ...

Negative

- The breakdown in communication
- Increased hostility
- The cessation of work on the project
- Legal action taken for contract breaches
- Project personnel being replaced
- ...

Conflict & group performance



Robbins et al 2009

Five approaches to managing conflict

1. Avoiding
2. Competing
3. Accommodating
4. Collaborating
5. Compromising

1) Avoiding (low assertion, low cooperation)

The strategy is neither assertive nor cooperative. No attempt is made to address the conflict at all, (also known as a lose-lose).

An avoidance strategy may be effective when:

- You cannot possible win
- The issue is relatively minor
- Confronting the other party may result in more damage than resolution
- A time-out is needed to allow everyone to disengage
- There is an inequitable balance of power

2) Competing/Forcing (high assertion, low cooperation)

The strategy is assertive & uncooperative. Power & dominance are used to gain compliance to your own perspective (also known as a win-lose).

A competing strategy may be effective when:

- You know you are right
- The stakes are too high if you lose
- Quick & decisive action is required
- Unpopular decisions have to be made
- A show of force is required

3) Accommodating (low assertion, high cooperation)

The strategy is unassertive & cooperative. The other person's point of view is considered more important to your own (also known as a lose-win).

An accommodating strategy may be effective when:

- The other person's evidence is more compelling
- Peace, goodwill and harmony are more important to the valued relationship
- You want to create a tactical advantage by offering a concession
- You acknowledge the weakness in your own position and
- You wish to avoid further damaging the relationship

4) Collaborating (high assertion, high cooperation)

The strategy is assertive and cooperative. Mutual and optimal outcomes are sought by both parties (also known as a win-win).

A collaboration strategy may be effective when:

- You want to build an alliance & relationship
- You need the enduring commitment from the other party
- You want to encourage, investigate & consolidate different perspectives
- Your solution is largely governed by the other party getting theirs too; and
- You need an optimal outcome without sacrificing your own

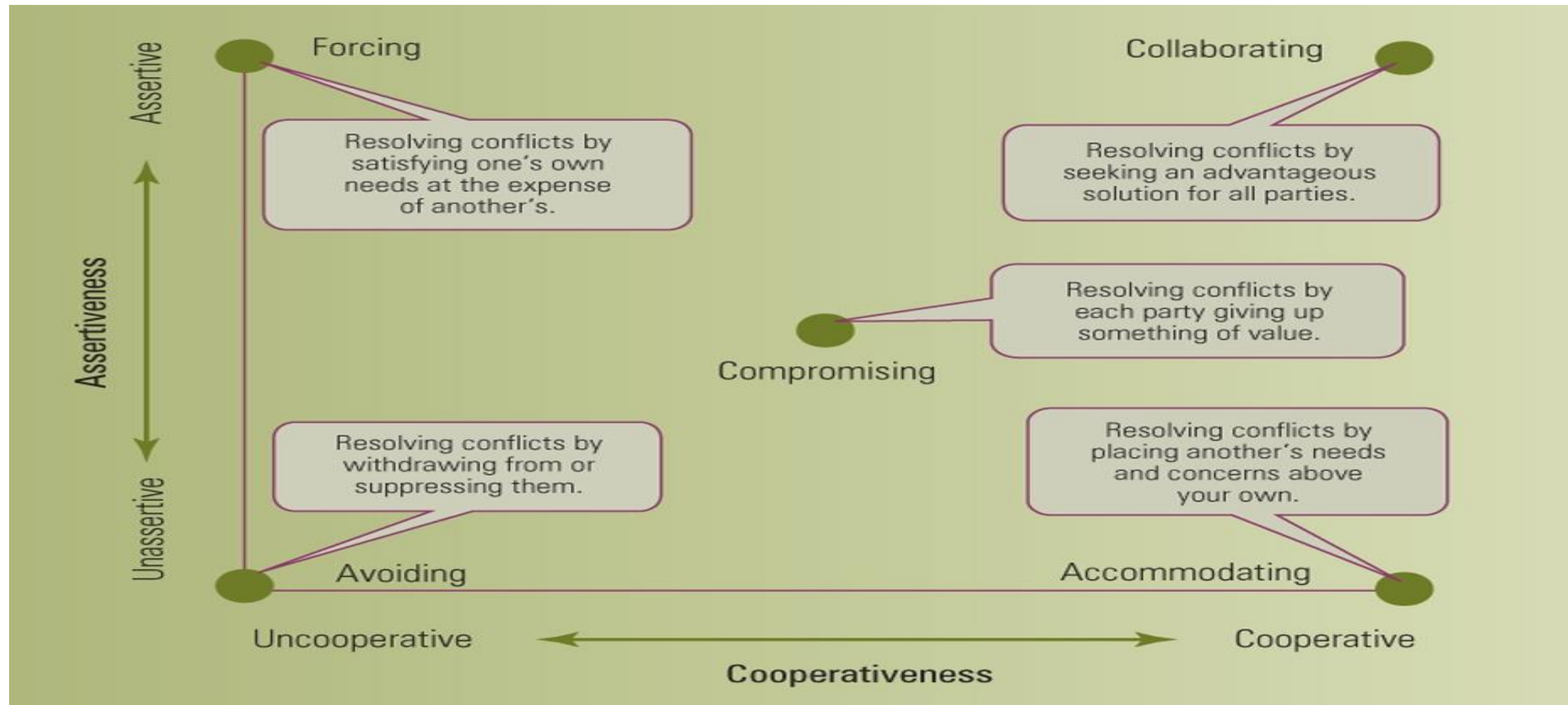
5) Compromising (mid assertion, mid cooperation)

The strategy combines moderate assertiveness & cooperation. A mutually acceptable outcomes is reached (i.e. partially satisfies both parties through each sacrificing some personal goals).

A compromising strategy may be effective when:

- The outcomes are only moderately important to each party
- No other option is working
- The balance of power is evenly balanced
- A gesture of 'moving forward' is required
- A decision is required

Summary of conflict resolution approaches



Robbins et al 2009

Readings week 5a

Eskerod P., Blichfeldt B. S., 2005, Managing team entrees and withdrawals during the project life cycle, *International Journal of Project Management*, pp 495 – 503

Weiss J. and Hughes J., 2005, Want collaboration? Accept – and actively manage – conflict, *Harvard Business Review*, pp 93 - 101