

PROJECT HUMAN RESOURCE MANAGEMENT

(HOW TO PLAN TO GET A GOOD TEAM, SET UP A GOOD WORKING ENVIRONMENT AND NEGOTIATE FOR THE BEST PEOPLE - KEEP THEM MOTIVATED AND DEAL WITH CONFLICTS THAT HAPPEN)

Chapter 9 in the *PMBOK*® Guide
5th Edition



BACKGROUND TO HUMAN RESOURCE PLANNING

* Project managers often need to wear two hats that are naturally linked:

- The project, and
- The of people

Please Refer: Extra Slides on HR - Important Slides: Slide 5

* A modern PM needs to understand that the in the success of a project is the skill/synergy of the people on the team, & requires:

- Concentration on the people management component
- Getting the most performance out of team members
 - ✓ New or existing
 - ✓ Staff or Contractors

* Project managers have another unusual challenge requiring them to demonstrate leadership and skills to manage

- staff and
- staff



* Organizing and managing the project's human resources includes the task/ability to lead, manage and motivate the project team

- Requires the ability to the mix of personalities that a team possesses
- Optimize this mix for
- **Often, this is an unnatural for techies to the PM role**

SKILLS & RESPONSIBILITIES FOR HR MANAGEMENT

(THESE ARE NOT EXHAUSTIVE LISTS- PLEASE NOTE!)

* Managing and leading the project team includes, but is not limited to:

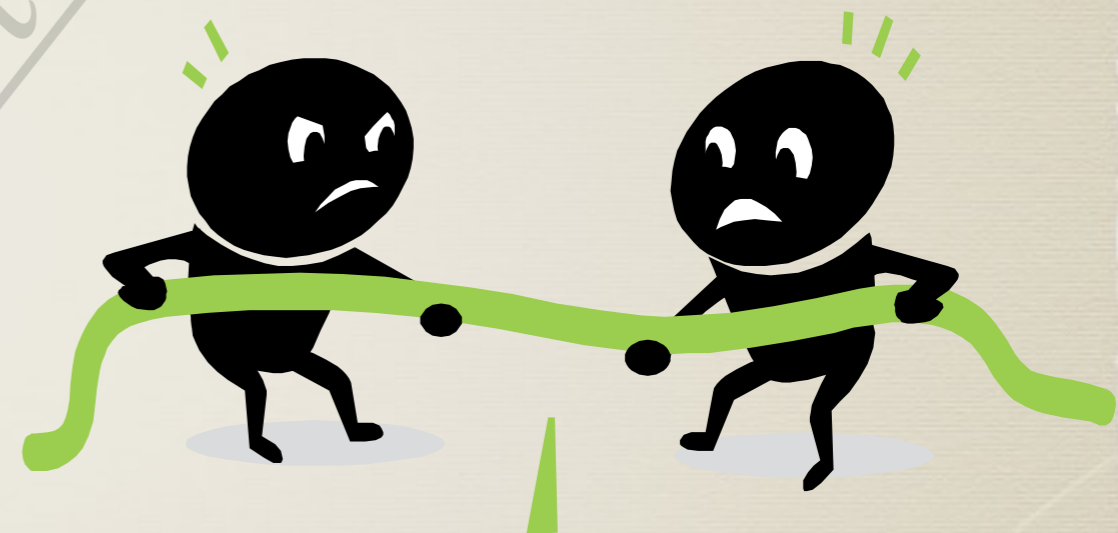
- the project team
 - ✓ The project manager needs to be aware of and influence, when possible, factors that may impact the project
 - ✓ These factors includes, and other factors that may alter project performance
- and behavior
 - ✓ The project management team should be aware of, subscribe to, and ensure that all team members follow professional and ethical behavior.

* Essential skills required for this facet of the project include

- Communication
- Leadership & making
- Ability/willingness to.....
- with all stakeholders
- A for problem solving
- Ability to handle the of building the team
- Handling transient relationships

* Additionally, the project manager may also be responsible for

- Performance appraisals
- Recruitment
- Employee retention
- Labor relations
- Compliance with health and safety regulations
- Administrative obligations (associated with accounting for organizational resources assigned to the project)



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THE HUMAN RESOURCE MANAGEMENT PROCESSES

ACCORDING TO THE *PMBOK*[®] *GUIDE*

*9.1 Plan Human Resource Management - This process helps to identify skilled staff, document and assign specific project roles & responsibilities to them

- These people will to help deliver the project's objectives
- The resulting will be defined early in the project and will address:
 - ✓ The project's Organization Breakdown Structure, (OBS) to describe
 - ✓ The team's on the project, their needs, team & systems etc.

*9.2 Acquire Project Team - The process of confirming human resource availability and obtaining the team necessary to complete project assignments

- Staffing the project with,, and suitably team members
- Organizational goals often have to compete for the organization's, this makes this process challenging, but critical to of the project

*9.3 Develop Project Team - The process of improving the competencies, team interaction, and the overall team environment to enhance project performance

- The objectives of developing a project team include, but are not limited to:
 - ✓ Improve knowledge and skills of team members in order to increase their ability to complete project deliverables, while lowering, reducing, and improving
 - ✓ Improve feelings of and among team members in order to raise, lower, and increase
 - ✓ Create a dynamic and cohesivee to improve both and team, team, and, and to allow and between team members to share and
- The PM needs to diverse stakeholders to work together in a climate of
- ✓ Developing the project team concertedly helps to improve the people skills, technical competencies, and overall team environment and project performance.

*9.4 Manage Project Team - The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance

- This process involves a combination of skills with special emphasis on,,, and other skills

DEVELOPING THE HUMAN RESOURCE PLAN

* Is about PLANNING: identifying, documenting & assigning project roles, responsibilities, and reporting relationships for:

- and assignments
- and employees

* Helps ensure that the project performs properly in the environment in which it is performed addressing the needs of both the:

- Project management team (core/executive/leadership team)
- Project delivery team (the folks who “actually grind the axe”)
 - ✓ This team may be a local entity or a virtual team, where team members are geographically dispersed, working in different time zones, office space and departments
 - ✓ Results in the creation of the Staffing Management Plan
- Consideration of may impact and of scarce
- Staffing for acquisition and release, & strategies, policies, issues, and the impact of staffing management plan on the organization

* Often involves both internal & external stakeholders

- The project sponsor works with the project team, typically assisting with:
 - ✓ Project
 - ✓ Resource
 - ✓ Clarifying scope
 - ✓ Issue and risk resolution, and
 - ✓ Influencing others in order to benefit the project

* May need to be addressed quite early in the project planning phase, but should be reviewed and adjusted as the project environment changes

- The number of people joining and leaving the project can often change as the project progresses

* Will also link up with on communications planning, as the organizational structure will affect the way communications are carried out among participants and project interfaces



ORGANIZATIONAL THEORIES

* Organizational theory is "the study of organizations for the benefit of identifying common themes for the purpose of solving problems, maximizing efficiency and productivity, and meeting the needs of stakeholders"

Organizational theory contains 3 perspectives:

1. Classical perspective, 2. Neoclassic perspective, 3. Environmental perspective

It complements the studies of organizational behavior & workforce behavior

(Learn more from Wikipedia - Organizational Theory... -techies need to know this stuff to survive this job - that is why the PMI[®] threw this in for your exam)

* Important theories to be familiar with for this exam and PM bandwidth include:

- Fredrick Herzberg's Theory of Motivators & Dis-satisfiers
- Abraham Maslow's Hierarchy of Needs
- Douglas McGregor's Theory X & Y
- William Ouchi's Theory Z
- David McClelland's Acquired-Needs Theory
- Victor Vroom's Expectancy Theory
- The Goal Setting Theory
- Contingency Theory
- Force Field Analysis



BACKGROUND TO THE ACQUIRE TEAM PROCESS

*** A project needs a good, qualified, competent project team**

- Their competency, experience, and availability will directly influence
- Armed with this notion, the project manager may rely on a few different tools and techniques to obtain
- The project team can be, even a small project may need to deal with folks like end users, suppliers, support managers, executives, the community, government and even other companies

*** In many instances, the project manager may need to negotiate for resources including the required staff with functional managers (FMs) to complete the project work**

- The FMs and the PM may struggle over, and effective utilization of resources
- Often the FM may want to assign under-utilized resources on projects to account for their employee's time
- An organization's politics certainly come into play with staff acquisitions - FMs may want project managers to carry extra resources on the project in exchange for key personnel, added deliverables to the project, or other 'favors' for the manager
 - ✓ In all instances, the project manager should follow the PMP Code of Professional Conduct

*** This process is included in the Executing process group, because here is**

- Some of the staff may be acquired from and, and some may not even be hired until they are really needed!

*** Acquiring the the project team involves the following actions:**

- Know which team members are, and actually re-confirm their availability
- Manage the risk of resources
- for the best possible resources
- Hire



ACQUIRE PROJECT TEAM - OUTPUTS:

(ASSIGNED PROJECT STAFF WITH CALENDARS)

* A PM's job is to ensure that project staff are:

- o Available
- o Skilled
- o Efficient & proficient

* He/She will need to work within the performing organization's policies & procedures to get project staff

o Key factors to getting the desired staff set are:

- ✓ Negotiation
- ✓ Communication
- ✓ Political Savvy



1. Project Staff Assignments

- o Every role required on the project must be filled by a suitable staffer (can be full-time or part time)
- o The documentation of these assignments can include a project team directory which assists with _____, or names inserted into other parts of the project management plan, such as project _____ and _____

2. Resource Calendars

- o Resource calendars document the time _____ that each project team member can _____ work on the project
- o Creating a reliable schedule depends on _____, and commitments to other projects

3. Project Management Plan Updates

- o The HR Plan is a subsidiary part of the project management plan and will undergo change and update as the project moves forward - specially when people who are assigned to project roles and responsibilities do not make _____ between the staffing role _____ and their professional _____ - may warrant the need for training or substitution at the earliest opportunity

LEADING PROJECT TEAM DEVELOPMENT

* Topics we shall discuss here include:

1. Qualifications for a good PM
2. Proactive skills for the project manager
3. A PM's role in team development
4. Effective team characteristics
5. Stages of team development
6. How to lead during team development stages
7. Leader styles
8. The "Power" of leaders
9. Team-building & commitment enablers
10. Team tension areas and conflict resolution



Refer to *PMBOK® Guide* Section 9.3.2 for more Tools & Techniques of Developing the Project Team – neat explanations available

5. STAGES OF TEAM DEVELOPMENT

* Many times, project teams are made up of people who do not know each other very well

- They may not necessarily be aware of the project's objectives, and may not even want to be part of the team

* The Tools & Techniques of Project Management are necessary but not sufficient for project success because, people still need to be managed

- The PM needs to use the Tools & Techniques of Project Management to make a project succeed

* Managing people who do not belong (to you - functionally) is a challenge

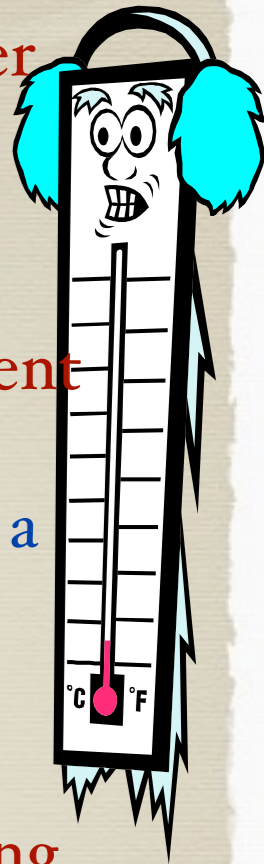
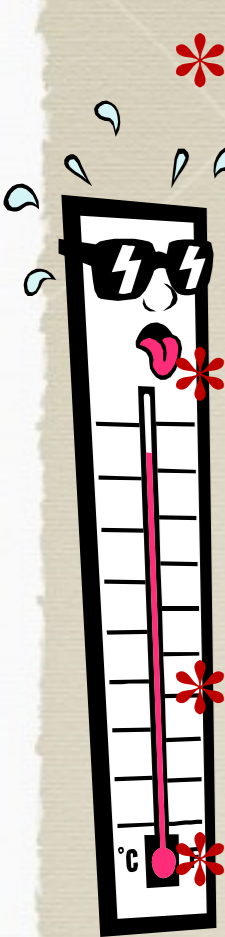
- There is a need to turn a “project group” into an “effective, productive team”

* Psychologist Bruce Tuckman first came up with the memorable words “forming, storming, norming and performing” back in 1965 to describe the path to high-performance that most teams follow

- Later, he added a fifth stage that he called “adjourning” for the dissolution of a group (and others prefer to label “mourning” – because it rhymes better!)
- This model refers to the overall pattern of the group, but of course individuals within a group work in different ways
If distrust persists, a group may never even get to the norming stage
- The model does have pointers to expected team behaviors requiring corresponding appropriate leadership styles from the project manager

See: Neat Slides on Team Dynamics.pdf (*very nice*)

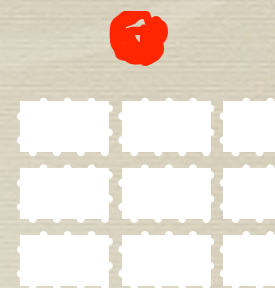
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6. HOW TO LEAD DURING TEAM STAGES

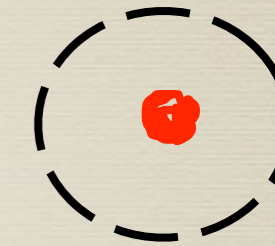
*Forming

- Members are polite, formal & reserved,
- There is a high dependence on
- The leader must be prepared to team's purpose, objectives, and external relationships
- Processes are often ignored - members test tolerance of
- **Lead with behavior – tell people what to do**



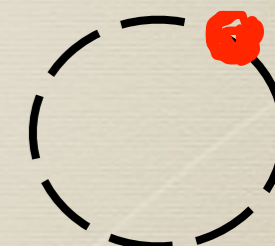
*Storming

- Decisions do not come easy within (specially n.....)
- Team members vie for themselves in relation to other team members and the leader
- Members are confrontational – will begin to show up at this phase - cliques may form!
- The team needs to be focused on its goals to avoid and emotional issues
- Compromise may be required to enable progress - conflict
- **Lead with highly directive & supportive behavior - like a**



*Norming

- Roles and responsibilities are clear and - big decisions are made via - smaller decisions may be
- Commitment and unity is strong - the team may even s
- The team discusses and develops its and style
- Team members have figured out, and harmony becomes – the team may even
- There is general respect for by the team
- Members proactively confront
- **Lead with high support and low direction (.....)**



*Performing

- The team is more aware; the team knows clearly
- Team members have a shared and are able to s..... with no interference of participation from the leader
- Disagreements occur, but now they are positively
- Necessary changes to and are made by the team
- Team members become familiar with each other which promotes better trust and understanding between themselves and so are most productive and effective
- The team is able to work toward achieving the the goal of the project and members l..... each other
- **Lead with low direction and high support, coach & manage as needed (.....)**



8. THE “POWERS” OF LEADERS

* Power is the ability to influence others to do what you want them to do
- can be used positively or negatively and exist as:

1. De-facto power (Granted)

Granted power (a.k.a. authority) almost always comes to a person through someone at a higher position of organizational power

2. Personal Power (Earned)

Earned power is distributed organically because reputation & ability are subjective (compared to job titles & hierarchy), each individual in a project plays a role in determining who has earned power

* Leaders, Managers & PMs use power to convince others to do things in a specific way

* The kind of power they use to accomplish this

○ Depends on

- ✓ Their personality
- ✓ Their personal values

- ✓ The Company culture
- ✓ The situation

○ Is influenced by

- ✓ Position
- ✓ Information
- ✓ Resource

- ✓ Expertise
- ✓ Performance
- ✓ Personal traits

Power is the capacity to restructure actual situations.

- J.C. Macmillan

Influence is the capacity to control & modify the perceptions of others.

- J.C. Macmillan

* In project management, the project manager's power base emanates from his

1. Expertise (technical and/or managerial)
2. Credibility with employees
3. Sound decision-making ability

* The last item is usually preferred

- If the project manager is regarded as a sound decision-maker, then employees normally give the project manager a great deal of power over them

Refer to 2 Handouts on this topic:
Handout - Understanding Sources of
Handout - and Five Forms of Power

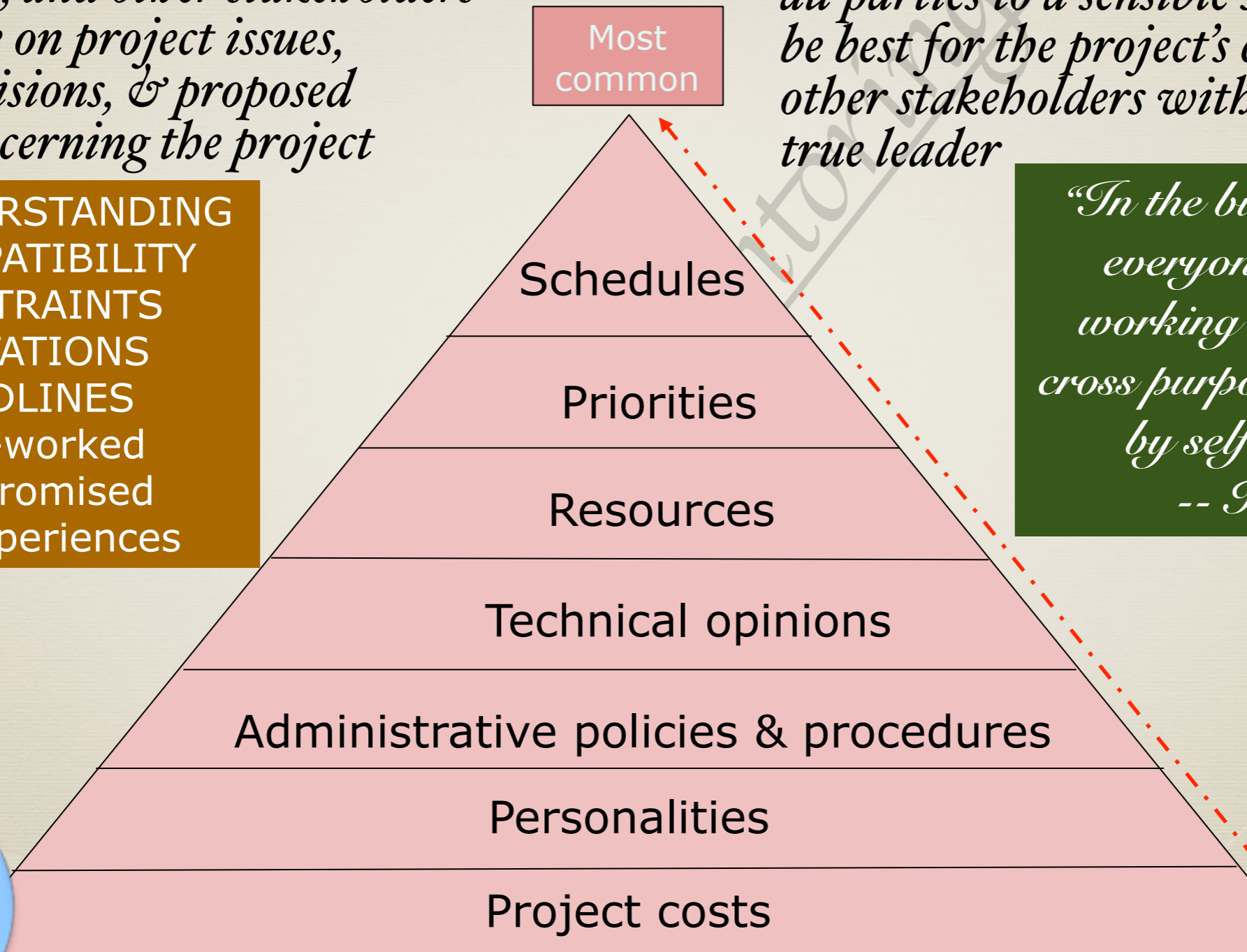
10. TEAM TENSION AREAS & CONFLICT RESOLUTION

In most projects, there will be instances when the project team, management, and other stakeholders will disagree on project issues, progress, decisions, & proposed solutions concerning the project

It then becomes essential for the project manager to keep calm, lead, and direct all parties to a sensible solution that will be best for the project's customer and other stakeholders with the élan of a true leader

MISUNDERSTANDING
INCOMPATIBILITY
CONSTRAINTS
LIMITATIONS
DEADLINES
Over-worked
Compromised
Bad Experiences

GOALS
NEEDS
DESIRES
EGO

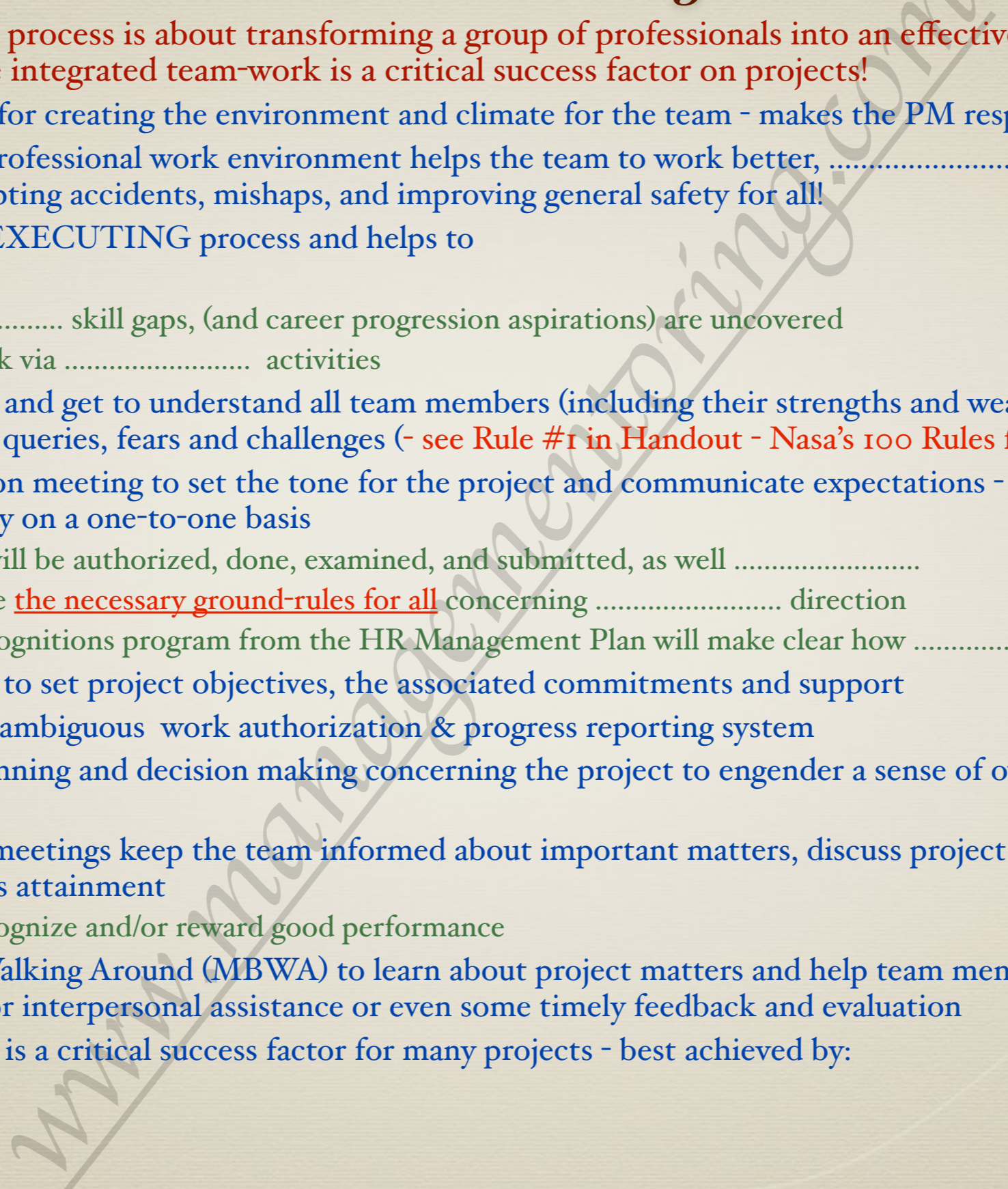


“In the business world, everyone is always working at legitimate cross purposes, governed by self interest.”
-- Harold Geneen

OVERVIEW TO THE MANAGE PROJECT TEAM PROCESS

*The Manage Project Team process is about transforming a group of professionals into an effective, functioning, coordinated team, because integrated team-work is a critical success factor on projects!

- The PM is responsible for creating the environment and climate for the team - makes the PM responsible for
- An efficient style and professional work environment helps the team to work better, and - it also assists with preempting accidents, mishaps, and improving general safety for all!
- This process too is an EXECUTING process and helps to
 - ✓
 - ✓ Improving skill gaps, (and career progression aspirations) are uncovered
 - ✓ Improving team work via activities
- Attempt to learn about and get to understand all team members (including their strengths and weaknesses) and be available and willing to ally their queries, fears and challenges (- see Rule #1 in Handout - Nasa's 100 Rules for project managers)
- Use the project initiation meeting to set the tone for the project and communicate expectations - individual key result areas should be done privately on a one-to-one basis
 - ✓ Explain how work will be authorized, done, examined, and submitted, as well
 - ✓ Clearly communicate the necessary ground-rules for all concerning direction
 - ✓ The rewards and recognitions program from the HR Management Plan will make clear how
- Use the project charter to set project objectives, the associated commitments and support
- Develop/leverage an unambiguous work authorization & progress reporting system
- Involve the team in planning and decision making concerning the project to engender a sense of ownership and pride in the project
- Schedule regular team meetings keep the team informed about important matters, discuss project progress and strategize about project objectives attainment
 - ✓ A good forum to recognize and/or reward good performance
- Use Management By Walking Around (MBWA) to learn about project matters and help team members if they need managerial, technical, or interpersonal assistance or even some timely feedback and evaluation
- Team synergy and trust is a critical success factor for many projects - best achieved by:
 - ✓
 - ✓
 - ✓



MANAGE THE PROJECT TEAM

(SUGGESTED SKILLS & COMPETENCIES DISTINGUISH GOOD PROJECT MANAGERS FROM GREAT ONES)

Project success is often very closely tied to having a high-performing Project Team made up of individuals who are both **technically skilled** and **professionally motivated** to contribute to the project's outcome. One of the many responsibilities of a Project Manager is to enhance the ability of each Project Team member to **contribute to the project**, while also fostering **individual growth & accomplishment**. Each individual team member must be encouraged to **share ideas** and **work with others** toward a common goal. Team development also helps the team to enhance their abilities to interact with other stakeholders.

* Roles a PM Must Accept

- Leader
- Communicator
- Negotiator
- Influencer
- Problem solver!

Tasks a PM Must Do For This

1. Execute the training plan
2. Allocate work properly & ensure accountability
3. Establish a team environment
4. Manage personnel changes

3. MANAGE THE PROJECT TEAM: ESTABLISH A TEAM ENVIRONMENT

1. Project Team members must learn to work together to achieve project goals.
2. They must recognize that there is more to teamwork than simply having team members feel good about each other.
3. High-performing Project Teams are disciplined.
4. High-performing Project Teams are either empowered to make decisions or are included in decision-making processes.
This is the essence of project ownership.
5. Project Managers must develop sufficient management competencies to be able to create an environment that encourages team members to excel.

- * A Team Environment is evidenced when team members
 - Overtly participate in all required team meetings
 - Are willing to suppress their egos for the good of the group
 - Take their assigned tasks seriously
 - Continuously strive to improve their skills

CONFLICT RESOLUTION

* Conflict management is the practice of identifying and handling conflict in a sensible, fair and efficient manner

* Conflict Resolution needs to balance between:

○ Concern for Relationship C_{rel}

○ Concern for Resolution C_{res}

* Methods for managing conflict include:

○ Problem Solving/Confrontation (win-win)

○ Collaborating (win-win)

○ Compromising (lose-lose)

○ Smoothing/Accommodating (lose-lose)

○ Withdrawal/Avoidance (yield-lose)

○ Forcing (win-lose)

○ Arbitration

*Also Refer: Handouts –
Managing Conflict &
Burning Questions: Conflict
and Issue Management*

*Please Refer: Extra Slides on HR
- Important : Slides 30-51 which
is a small orientation on Conflict
Management you need to know for
the exam and as a practicing PM*

*Shallow men believe in luck.
Strong men believe in cause and effect.
- Ralph Waldo Emerson*