



Advanced Leadership Course
Tuesday, AM, Part 2
The Project Team

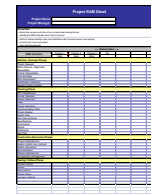
Dr Marc Conrad
University of Bedfordshire

<http://perisic.com/pmg>

- **9.1 Plan Human Resource Management:** Identifying and documenting project roles, responsibilities and reporting relationships, as well as create the Human Resource Management Plan.
- **9.2 Acquire Project Team:** Obtaining the human resources needed to complete the project.
- **9.3 Develop Project Team:** Developing individual and group competencies to enhance project performance.
- **9.4 Manage Project Team:** Tracking individual and team performance, provide feedback, resolve issues and coordinate changes to enhance project performance.

Responsibility Assignment Matrix

- Start with WBS and apply people to tasks.
- Various formats exist to document team member roles and responsibilities, the most common form is the
 - Responsibility Assignment Matrix; also called RACI matrix: Responsible; Accountable; Consulted; Informed.
 - (Example from <http://www.cvr-it.com> below)



What to do with the Project Team?

- Understand cultural diversity
- Motivate
- Develop

Hofstede's Cultural Dimensions

- Geert Hofstede describes culture by five dimensions:
 - Power Distance Index (PDI)
 - Individualism (IDV)
 - Masculinity (MAS)
 - Uncertainty Avoidance Index (UAI)
 - Long-Term Orientation (LTO)
- Details: <http://www.geert-hofstede.com/>
- Apply Hofstede to individuals:
 - Project teams may suffer from cultural tensions.
 - Project teams may benefit from different cultural perspectives.
 - Culture is **not** ethnic origin!

Motivation – How to Motivate People?

- Intrinsic vs. Extrinsic Motivation
 - Doing something for enjoyment vs. doing something for a reward.
- Maslow's Hierarchy of Needs (1950)
 - physiological, safety, social, esteem, self-actualization
- Herzberg's Motivation-Hygiene Theory (1966)
 - motivational factors (e.g. recognition) vs. hygiene factors (e.g. salary)
- McGregor's Theory X and Theory Y (1960)
 - Theory X: People dislike and avoid work
 - Theory Y: Work is natural (as play or rest)

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Develop Project Team

- Two objectives:
 - Improve the **skills of individual team members** in order to increase their ability to complete project activities.
 - Improve feelings of **trust and cohesiveness among team members** in order to raise productivity through greater teamwork.

- Tools & Techniques
 - General management skills
 - Training
 - Team-building activities
 - Ground rules
 - Co-location
 - Recognition and rewards
 - Personal assessment tools

Develop Project Team Tools & Techniques (1)

- **General Management Skills**
 - Soft skills (e.g. ability to solve conflicts).
 - Disciplinary actions.
- **Training**
 - E.g. classroom, online, computer-based, on-the-job training from another project team member, mentoring, and coaching.
 - Note that developing skills is part of the project work.

Develop Project Team Tools & Techniques (2)

- **Team-Building Activities**
 - Vary from a five-minute agenda item in a status review meeting to an off-site, professionally facilitated experience designed to improve interpersonal relationships.
 - Build trust and establish good working relationships.
 - Are particularly valuable when team members operate electronically from remote locations.

Develop Project Team Tools & Techniques (3)

■ Ground Rules

- Establish clear expectations regarding acceptable behaviour by project team members.
- Decreases misunderstandings and increases productivity.

■ Co-Location

- Places team members in the same physical location.
- Can be temporary, at strategically important times during the project.
- May include a meeting room (with coffee machine).

Develop Project Team Tools & Techniques (4)

- **Recognition and Rewards**
 - Reward only desirable behaviour (e.g. do not reward work overtime when this is result of poor planning).
 - Win-lose rewards (“team member of the month”) can spoil team cohesiveness.
 - Cultural differences, e.g. team rewards in a highly individualistic context may be difficult.
- **Personal Assessment Tools**
 - May include questionnaires, software, etc.

Key Topics

- Responsibility Assignment Matrix for Planning
- Team Development:
 - Culture, Motivation, Coherence, Skills