Selected Topics in Project The Project Team & Conflict Management

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PMBOK Processes in Human Resources

- **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)


- 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)
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.
  - *See “Conflict Resolution” on slide 12.*

- 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 statues 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).
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.
Conflict Resolution Strategies
According to Robert Blake and Jane Mouton (1964)

- Confrontation
- Compromise
- Smoothing
- Forcing
- Withdrawal

![Diagram showing five conflict resolution strategies: Confrontation, Compromise, Smoothing, Forcing, and Withdrawal, plotted on a 2D plane with axes labeled Importance of Task and Importance of Relationship.](image-url)
Methods of Conflict Resolution

- **Confrontation**
  - Directly facing a conflict with focus on a win-win problem-solving approach. Most effective method.

- **Compromise**
  - Give-and-take approach to bring some degree of satisfaction to all the parties.

- **Smoothing**
  - De-emphasizing areas of differences.

- **Forcing**
  - Win-lose approach.

- **Withdrawal**
  - To withdraw from an actual or potential disagreement. Least desirable method.
Key Topics

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