9.4 Manage project team

Top yellow note:
Occurs during "execution" process group
Day-to-Day mgmt. of people

- Manage People
- Evaluate Team & Project Performance
- Give Recognition & Award
- Use Issue Logs
- Facilitate Conflict Resolution
- Release Resources as work is completed

Involves

- Encouraging good communications
- Working with other organisations
- Using negotiation skills
- Using leadership skills — **Types**
  - Directing
  - Facilitating
  - Coaching
  - Supporting
  - Autocratic
  - Consultative
  - Autocratic-Consultative
  - Consensus
  - Delegating
  - Bureaucratic
  - Charismatic
  - Democratic
  - Laissez-faire
  - Analytical
  - Driver
  - Influencer
- Observing what is happening
- Using an issue log
- Keeping in touch
- Completing P performance appraisals
- Making good decisions
- Influencing stakeholders
- Being a leader

Conflict is best resolved by the people involved

Actively looking for conflicts

- Conflicts are inevitable
  - Limited power of PM
  - Nature of P
  - Needed resources from functional mgr.
- Avoid conflicts by
  - informing the team about
    - where P is heading
    - project constraints
    - content of project charter
    - Key decisions
    - changes
  - clearly assigning work
  - making work assignments interesting
  - following good P mgmt. practises
- Seven sources of conflict
  - Schedules
  - Project priorities
  - Resources
  - Techn. opinions
  - Adm. procedures
  - Cost
  - Personality
- **Tools/Techniques**
  - Confronting (problem solving) — Win-Win situation
  - Compromising — Lose-Lose situation
  - Withdrawal (Avoidance) — retreat / postpone a decision
  - Smoothing — agreement
  - Collaborating — Multiple viewpoints lead to consensus
  - Forcing
- Steps used
  - Define real problem (root cause)
  - Analyse the problem
  - Identify solutions
  - Pick a solution
  - Implement a solution
  - Review the solution

Theories

- **McGregors Theory of X & Y**
  - X — People need to be watched every minute
  - Y — People are willing to work without supervision
- **Maslows hierarchy of needs**
  - Highest is "self-actualisation"
  - Pyramid
    - 1 Self-actualisation
    - 2 Esteem
    - 3 Society
    - 4 Safety
    - 5 Physiological
- **MacClellands Theory of needs** — Motivated by
  - Achievement — People like recognition
  - Affiliation [Angliederung/Anschluss] — People want approval
  - Power — People like to organise/influence others
- **Herzbergs Theory**
  - Hygiene factors — **Do not motivate**
    - Work conditions
    - Salary etc...
  - Motivating agents
    - Responsibility
    - Self-actualisation
    - Professional growth
    - Recognition

Terms

- Expectancy theory — Employees who believe to be rewarded will remain productive
- Arbitration — Neutral party hears & resolves dispute
- Perquisites — Employees receive special rewards
- Fringe benefits — Std. benefits for employees

Tools/Techniques

- Observation & conversation
- Project performance appraisals — Focus on individual
- team performance assessment — Focus on team performance
- Issue log — For managing team members & stakeholders
- Power of the PM
  - Formal (Legitimate) — By position
  - Reward — by giving rewards
  - Penalty (Coercive) — by giving penalties
  - Expert — by being an expert
  - Referent — Vitamin B

Input

- Project Staff Assignments
- PP
- Team Performance Assessments
- Performance Reports
- OPA

Output

- Change Requests
- Updt. EEF / OPA
- Updt. PP