

MGMT 8030 Managing the Project Team - 12 hours (1.2 CEUs)

COURSE OBJECTIVES

After completing this course, students will know:

- What the processes of project communications management are
- How to define project team roles and responsibilities
- Tools and techniques to enhance project team productivity
- The dynamics of project teams
- How to address project team conflicts

PREREQUISITE None

TEXTS

A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 6th Edition, Project Management Institute, 2017

The Team® Handbook, Third Edition, Oriel, 2003

INSTRUCTOR

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Module 1

Module Objectives

The objectives of this module are:

- Identify the project stakeholders and their communication preferences and concerns
- Define methods of recruiting project members
- Understand the tools for team development

Reading Assignments

PMBOK® Guide, Chapters 9, 10, 13

The Team Handbook, Chapters 1-2

Project Communications Management

One of the most important aspects of managing the project team is project communications management, addressed in Chapter 10 of the *PMBOK® Guide*. The processes of project communications management are:

1. Plan communications management – the process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project
2. Manage communications – the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information
3. Monitor communications – the process of ensuring the information needs of the project and its stakeholders are met

Communications Planning

Section 10.1 of the *PMBOK® Guide* lists the technology factors that can affect the project:

- Urgency of the need for information
- Availability and reliability of technology
- Ease of use
- Project environment
- Sensitivity and confidentiality of the information

The Communications Management Plan may include the following items:

- Stakeholder communication requirements – the needs of the stakeholders
- Communications information – what information is being distributed to the stakeholders
- Reason – the reason for the distribution
- Timeframe and frequency – how often to distribute the information
- Format – layout of the information
- Methods or technologies – methods of distribution

- Responsibility – the project team member assigned to distribute the communications information

Page 1-13 of *The Team Handbook* shows a Communications Planning Worksheet that can be used to capture the communication preferences of each stakeholder, as well as their concerns about the project. This data is an input for the Communications Plan.

Project Stakeholder Management

Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project

It is obvious that the focus of project communication management has to be on the project stakeholders. The processes of project stakeholder management are:

1. Identify stakeholders – the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success
2. Plan stakeholder engagement – the process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project
3. Manage stakeholder engagement – the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement
4. Monitor stakeholder engagement – the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans

The first step in project stakeholder management is to identify the stakeholders in your project. Several categories of project stakeholders and the nature of their relationship to the project are listed as follows:

Stakeholders	Relationship to Project
Customer	Buyers of the product or service
User	Users of the product or service
Sponsor	Provides financial resources to project
Portfolio managers/board	Responsible for high-level governance of a collection of projects or programs
Program manager	Responsible for managing a program, or collection of related projects
Project Management Office (PMO)	Coordinates projects under its domain
Project manager	Responsible for project success
Project team	Responsible for completing project tasks
Functional managers	Assign project resources
Operations management	Produce saleable products or services developed in the project
Sellers/business partners	Provide work and material for project

Stakeholders and Their Relationship to the Project

Some other stakeholders of the project are listed on p. 550 of the *PMBOK® Guide*.

After identifying the stakeholders, the next step is to identify the project Measures of Success, or what will meet or exceed the expectation of each stakeholder, as we discussed in MGMT 8010 Introduction to Project Management. If we want our project to be an unqualified success, it would be desirable to meet or exceed the expectations of each stakeholder (with the exception of the competition!). With all the potential stakeholder groups listed above, we can see that this is not an easy achievement!

Page 1-10 of *The Team Handbook* addresses the commitment of the various stakeholders to the project using a Stakeholder Commitment Scale. The levels of commitment go from hostile to enthusiastic. The current level of commitment for each stakeholder is placed on the scale (designated by an **X**), as well as the commitment that is necessary for project success (designated by an **O**). The difference between the two symbols shows the amount of effort that will be required to change the commitment level for each stakeholder during the project.

Project Resource Management

Another important aspect of managing the project team is project resource management, addressed in Chapter 9 of the *PMBOK® Guide*. The processes of project resource management are listed as follows:

1. Plan resource management – the process of defining how to estimate, acquire, manage, and utilize physical and team resources
2. Estimate activity resources – the process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work
3. Acquire resources – the process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work
4. Develop team – the process of improving competencies, team member interaction, and the overall team environment to enhance project performance
5. Manage team – the process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance
6. Control resources – the process of ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned versus actual use of resources, and performing corrective action as necessary

Desirable Qualities of a Project Manager

A Project Manager must have desirable qualities in order to lead successful projects. Some of these are as follows:

- Good communicator
- Encourage individuals but emphasize the team
- Flexible but firm
- Systems thinker
- Personal integrity
- Proactive
- General business perspective
- Effective time manager
- Optimist

From viewing this list, it may seem that the Project Manager must be a Superman or Superwoman! This is not necessary, but the more qualities that a Project Manager has, the higher the probability of project success. It is often stated that the most important quality of a Project Manager is to be a good communicator.

Acquiring the project team members

Desirable characteristics of project team members are as follows:

- Problem-solving ability
- Availability
- Technological expertise
- Credibility
- Political connections
- Ambition, initiative, and drive

There are several ways to recruit members to the project team. Some of these are shown on the following chart:

Recruiting Method	When Used
Pre-assignment	Often the project team members are already pre-assigned to the project.
Negotiation	When the project team members must be acquired from other areas outside of the organization, special arrangements and bargaining might become necessary.
Acquisition	When appropriately skilled staff is not available, it may be necessary to hire outside consultants or contractors.
Virtual Teams	Project teams may perform project tasks with little or no time spent in the same location by communicating via email and videoconference

Project Team Member Acquisition Methods

Team Development

Team development includes both enhancing the ability of stakeholders to contribute as individuals as well as enhancing the ability of the team to function as a team. Individual development is the foundation necessary to develop the team. Development as a team is critical to the project's ability to meet its objectives.

Performance Improvements are a natural by-product of team development. Project and project team performance improvements can stem from many areas. For example, improvements through training and newly acquired work experience may allow a team member to perform their assigned activities more effectively. When a team is functioning

well as a unit and ideas are being shared as a result, the team is likely to discover better ways to perform project work.

Some of the tools and techniques for team development are discussed in Section 9.4 of the *PMBOK® Guide* are listed in the following chart:

Team Development Tools	Description
Interpersonal skills	Skills that enhance relationships
Training	Activities designed to enhance the skills, knowledge and capabilities of the project team.
Team building activities	Activities that build team cohesiveness. Team cohesiveness is essential to a productive team.
Ground rules	Establishing clear expectations of behavior
Co-location	Locating all or most of the project team in the same physical location to enhance their ability to perform as a team.
Recognition and reward	Recognizing and rewarding desirable behavior.

Tools and Techniques for Team Development

Module 1 Summary

In Module 1, we learned:

- How to communicate with stakeholders by identifying each stakeholder and their communication preferences and concerns
- Methods of recruiting project members, including pre-assignment, negotiation, acquisition, and virtual teams
- Potential tools for team development, including team-building activities and training

Discussion Postings

Post your discussion posting by the date shown in the Syllabus. Discussion postings must be a minimum of 100 words. In order to obtain full credit, review and comment on a minimum of two other students' discussion postings within two days after the scheduled posting date. Please respond to comments on your discussion postings.

The discussion posting for Module 1 is:

1. How many stakeholders do you typically have on your projects? How easy is it to satisfy all of them? How are they communicated with? What is the most successful way of communicating with them? What is the least successful?
2. How are people usually recruited for projects in your organization? How is the project manager selected? How successful have these methods been?
3. Consider one of your recent projects where you were a project team member. Describe what your role was, how you performed in your role and, if possible, how you could have improved from a communications perspective.
4. What types of team development activities do you have in your organization? Which ones work the best? Which ones don't work well?