

LCS International, Inc.

# PMP Review

## Chapter 8

# Developing the Project Team

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These slides are intended to be used only in settings where each viewer has an original copy of the Sybex *PMP Study Guide* book.

# Developing the Project Team

- ***Directing and Managing Project Execution***
- Acquiring the Project Team
- Developing the Project Team
- Managing the Project Team

# Direct and Manage *Project* Execution

Direct and Manage Project Execution is the process of performing all of the work defined in the project management plan to achieve the project's objectives as defined in the project's scope statement. The project manager acquires and manages team members, and directs use of resources including materials, tools, equipment, and facilities. The activities generate project data for tracking cost, schedule, quality, progress, and status to facilitate forecasting. The process generates change requests, adapts to approved changes, and implements approved responses to risks.

## **Inputs**

- .1 Project management plan
- .2 Approved change requests
- .3 Enterprise environmental factors
- .4 Organizational process assets

## **Outputs**

- .1 Deliverables
- .2 Work performance information
- .3 Change requests
- .4 Project management plan updates
- .5 Project document updates

## **4.3** **Project** **Management** **Integration**

→ To Monitor and Control Project Work

From Develop Project Management Plan

## **Tools & Techniques**

- .1 Expert judgment
- .2 Project management information system



# Work *Performance* Information

- Schedule status and progress
- Status of deliverable completion
- Progress and status of schedule activities
- Adherence to quality standards
- Status of costs (authorized and incurred)
- Schedule activity completion estimates
- Schedule activities percent complete
- Lessons learned
- Resource consumption and utilization

# Developing the Project Team

- Directing and Managing Project Execution
- **Acquiring the Project Team**
- Developing the Project Team
- Managing the Project Team

# Acquire *Project* Team

Acquire Project Team is the process of confirming human resource availability and obtaining teams necessary to complete project assignments. The project management team may or may not have direct control over team member selection because of collective bargaining agreements, use of subcontractor personnel, matrix project environments, internal or external reporting relationships or other reasons. The project manager or project management team should effectively negotiate and influence others who are in a position to provide the required human resources.

## *Inputs*

- .1 Project management plan
- .2 Enterprise environmental factors
- .3 Organizational process assets

## *Outputs*

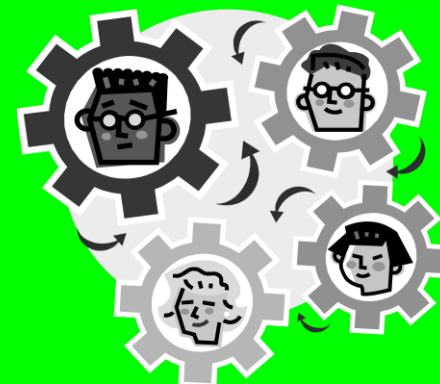
- .1 Project staff assignments
- .2 Resource calendars
- .3 Project management plan updates

## 9.2 *Project Human Resource Management*

To Develop and Manage Project Team

## *Tools & Techniques*

- .1 Pre-assignment
- .2 Negotiation
- .3 Acquisition
- .4 Virtual teams



# Developing the Project Team

- Directing and Managing Project Execution
- Acquiring the Project Team
- ***Developing the Project Team***
- Managing the Project Team

# Develop *Project* Team

Develop Project Team is the process of improving team competencies, team interaction, and the project team's environment to enhance project performance. Project managers should acquire skills to identify, build, maintain, motivate, lead, and inspire project teams to achieve high team performance and to meet project objectives. Teamwork is a critical factor for project success, and developing effective project teams is one of the primary responsibilities of the project manager. Project managers should create an environment that facilitates teamwork.

## *Inputs*

- .1 Project staff assignments
- .2 Project management plan
- .3 Resource calendars

## *Outputs*

- .1 Team performance assessments
- .2 Enterprise environmental factors updates

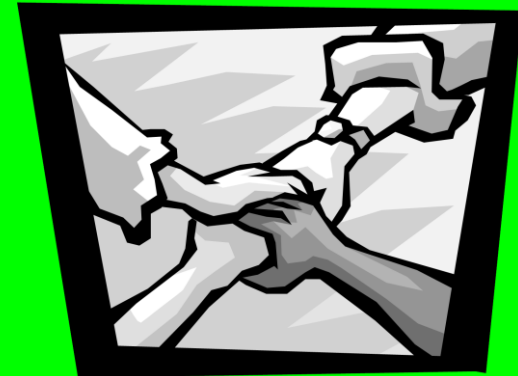
## **9.3** *Project Human Resource Management*

To Manage Project Team

From Acquire Project Team

## *Tools & Techniques*

- .1 Interpersonal skills
- .2 Training
- .3 Team-building activities
- .4 Ground rules
- .5 Co-location
- .6 Recognition and rewards





# Develop the Project Team

- Team-building Activities
  - *Forming*
  - *Storming*
  - *Norming*
  - *Performing*
- Effective Team Characteristics
  - Better conflict resolution
  - Commitment to the project, team, and PM
  - High job satisfaction
  - Enhanced communications
  - A sense of belonging and purpose
  - A successful project

# Developing the Project Team

- Negatives to watch out for
  - Lack of motivation or “don’t care” attitudes
  - Project work that isn’t satisfying
  - Status meetings that turn into whining sessions
  - Poor communication
  - Lack of respect and lack of trust for the project manager

# Developing the Project Team

- Directing and Managing Project Execution
- Acquiring the Project Team
- Developing the Project Team
- ***Managing the Project Team***

# Manage *Project* Team

Manage Project Team is the process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance. The project management team observes team behavior, manages conflict, resolves issues, and appraises team member performance. Managing the project team requires a variety of management skills for fostering teamwork and integrating the efforts of team members to create high-performance teams. Project managers should provide challenging assignments and recognize top performers.

## ***Inputs***

- .1 Project staff assignments
- .2 Project management plan
- .3 Team performance assessments
- .4 Performance reports
- .5 Organizational process assets

## ***Outputs***

- .1 Enterprise environmental factors updates
- .2 Organization process assets updates
- .3 Change requests
- .4 Project management plan updates

## **9.4** ***Project*** ***Human Resource*** ***Management***

→ To Perform Integrated Change Control

## ***Tools & Techniques***

- .1 Observation and conversation
- .2 Project performance appraisals
- .3 Conflict management
- .4 Issue log
- .5 Interpersonal skills



From Acquire & Develop Project Team

# Motivational Theories

- Maslow's Hierarchy of Needs
  - Self-actualization (*performing at peak potential*)
  - Self-esteem needs (*accomplishment self-respect*)
  - Social needs (*acceptance, belonging, friendship*)
  - Safety and security needs (*physical welfare*)
  - Basic physical needs (*food, clothing, shelter*)
- Herzberg's Hygiene (Two-factor) Theory
  - Hygiene addresses dissatisfaction (retention)
  - Motivation addresses satisfaction (performance)

# Motivational Theories

- Expectancy Theory
  - Probability of success
  - Likelihood of reward for success
  - Desirability of the reward
  - “Self-fulfilling expectations”
  
- Achievement Theory
  - Achievement
  - Power
  - Affiliation

# Motivational Theories

- Leadership vs. Management
  - Leadership imparts vision and inspiration
  - Management maintains momentum
- McGregor's Theory X and Theory Y
  - Theory X managers are like dictators
  - Theory Y managers are like coaches
- Contingency Theory
  - Combines Theory Y and Hygiene Theory
  - Professionals are motivated by competency

# Motivational Theories

- Types of Power

- Punishment Power
- Expert Power
- Legitimate Power
- Referent Power

- Conflict Resolution

*Forcing, Collaboration, Confrontation,  
Withdrawal, Compromise, Smoothing*