


# Project Management - People

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## Project Management?

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- What is Project management?
- Project definition
- Project preparation
- Project planning
- Project start-up and control
- Time management
- Project close



## Project definition

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A project is a collection of linked activities, carried out in an organised manner, with a clearly defined START point and END POINT to achieve some specific results desired to satisfy the strategic needs of the organisation at the current time.



## Project Management

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The People issues & the skills  
required



## Skills required to Project Manage

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- Planning ability
- Communication skills
- Leadership
- Motivation
- Coaching skills
- Time management
- Team Management



## Communication!

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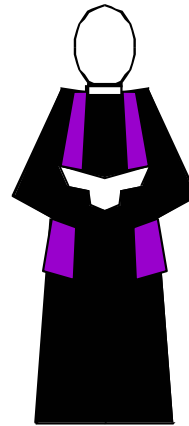
“Doors”



## Leadership

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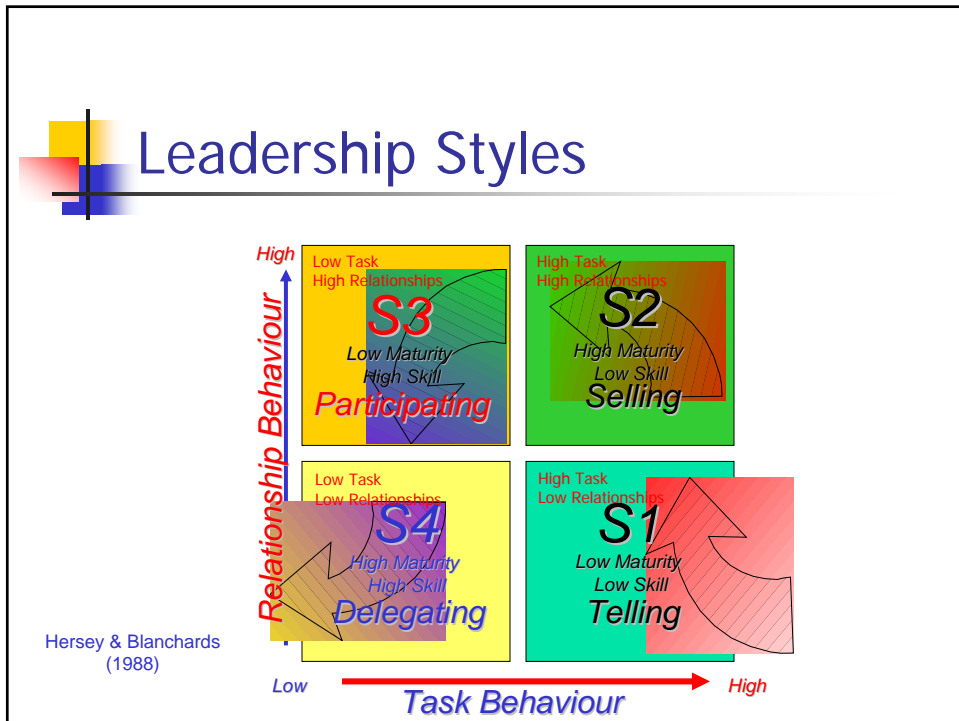
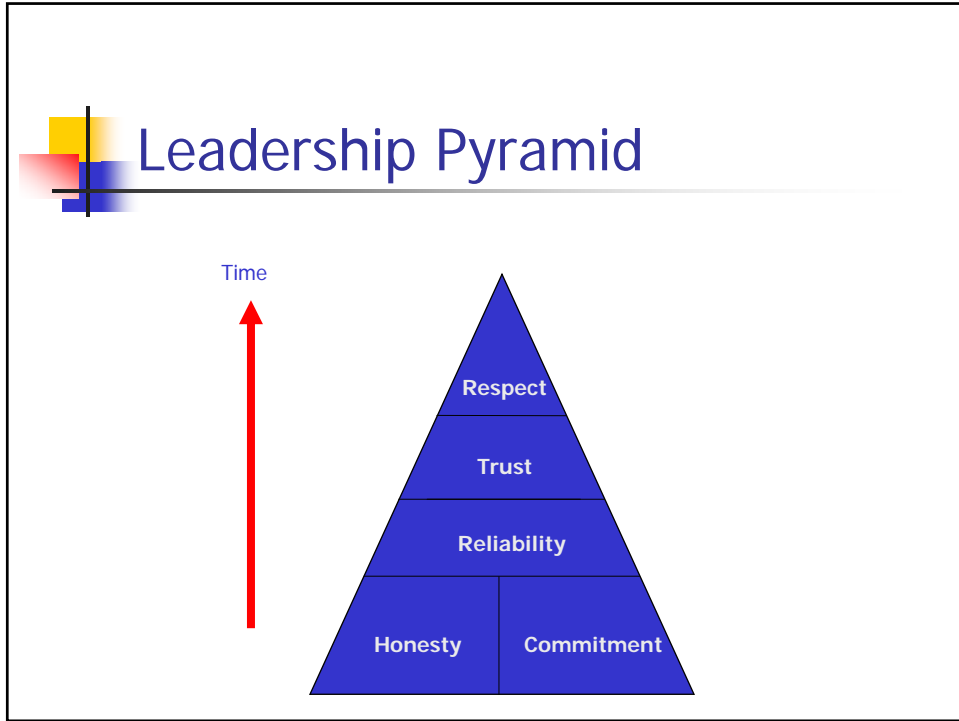
THAT COMBINATION OF QUALITIES BY WHICH A PERSON IS ABLE TO GET SOMETHING DONE BY OTHERS CHIEFLY BECAUSE THROUGH THEIR INFLUENCE THEY BECOME **WILLING** TO DO IT.



## Aspects of Leadership

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- There are five basic aspects or techniques of leadership
- These are:-
  - To ensure the co-operation of those being led
  - To use authority fairly
  - To direct the work, communicating clearly and ensuring that instructions are understood.
  - To maintain discipline.
  - To develop group morale.





## Project Leadership

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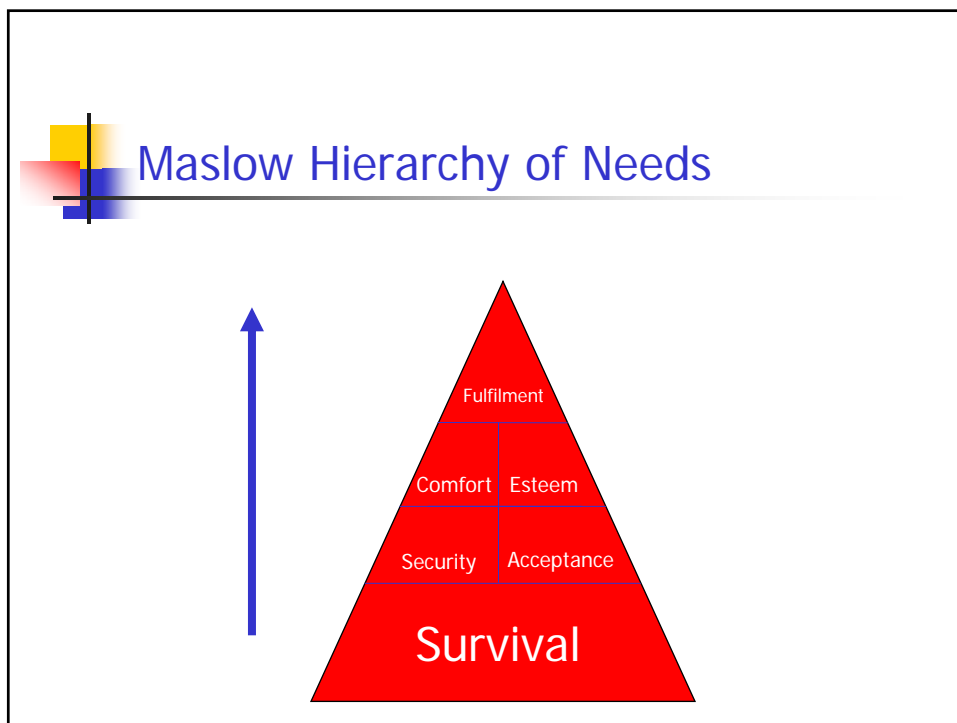
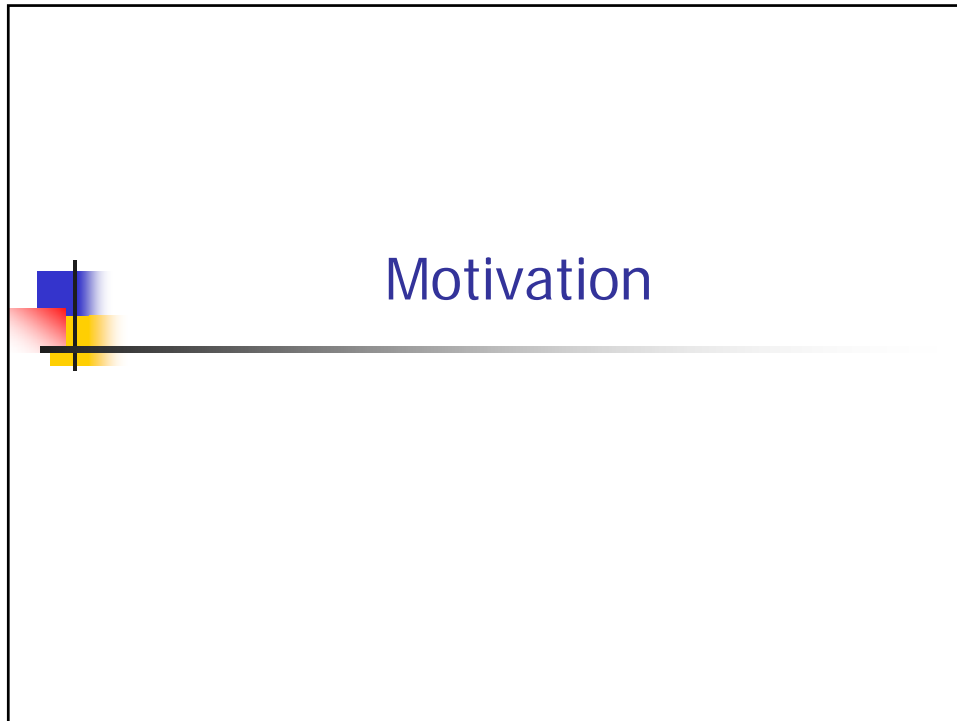
- Three main aspects
  - Ensuring all tasks defined and completed on time
  - Ensuring work coordinated and fairly distributed
  - Ensuring that all team members understand their roles and responsibilities



## A Project

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“The Hungry Chick Inn”





## Douglas McGregor

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- Theory 'X' and Theory 'Y'
- Theory 'X'
  - The average man dislikes work and will avoid it whenever possible.
  - He must be coerced, controlled, directed and punished.
  - He prefers to be directed, avoids responsibility and wants security above all.



## Douglas McGregor

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- Theory 'X' and Theory 'Y'
- Theory 'Y'
  - Work is natural. It may be rewarding or punishing, depending on conditions.
  - Man will exercise self direction and control to meet objectives to which he is committed.
  - He seeks responsibility; avoidance is a function of experience.
  - Creativity to solve problems is widespread, not narrowly distributed in the population.
  - Intellectual potential are rarely realised at work.






## Fredrick Hertzberg

### Motivation Theory

<ul style="list-style-type: none"><li>■ Hygiene Factors<ul style="list-style-type: none"><li>■ Pay and benefits</li><li>■ Company practices</li><li>■ Man/Boss relationships</li><li>■ Working conditions</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Motivators<ul style="list-style-type: none"><li>■ Recognition</li><li>■ Achievement</li><li>■ Responsibility</li><li>■ The work itself</li><li>■ Advancement</li><li>■ Potential</li></ul></li></ul>
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Hygiene factors do not provide motivation but must be satisfied before motivation can be achieved



## Motivation

- General conclusions from behavioural studies
  - The individual worker is considerably more complex than traditional managers believe.
  - Involvement, participation and making sense of the job are important to them.
  - The job itself is one of prime importance, provided that they are otherwise well treated.
  - The average worker will work to achieve reasonable targets to which they are committed.
  - The work group is a powerful influence on attitudes and behaviour.
  - Working conditions, basic pay and benefits do not motivate but are necessary prerequisites to motivation
  - Individual cultural or social backgrounds and relative aspirations are important.




## Fredrick Winslow Taylor

- Father of Scientific Management
- Separation of the planning from the doing functions.
- Division of jobs into simple tasks.
- Determining the "one best method" for each task.
- Division of labour to perform the tasks under strict supervision.
- Establishment of time studied performance standards.
- Wage payment systems based on output achieved.



## The Hawthorne Experiments


- Group Behaviour
- Fulfils a legitimate human need.
- It is a powerful influence on individual's behaviour.
- It can act against inept management or threats by setting up informal leaders and restrictions.
- It will respond voluntarily to involvement and participation to give increased productivity.



## The Nine Belbin Team Roles


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- Shaper
- Implementer
- Completer Finisher
- Plant
- Monitor Evaluator
- Specialist
- Co-ordinator
- Resource Investigator
- Team Worker




## The Nine Belbin Team Roles

Task



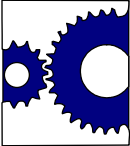
### Shaper

- Anxious, dominant, extrovert
- Task leader
- Impulsive, impatient, easily frustrated
- Full of nervous energy, makes things happen
- Quick to challenge and to respond
- Unites ideas and produces patterns
- Exudes self confidence which often belies self doubts




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**The Nine Belbin Team Roles** Task



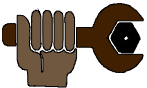
**Implementer**

- A practical organiser - stable and controlled
- Turns ideas into manageable tasks
- Sorts out what is feasible and practical
- Provides the engine room for the team
- Strong character and a disciplined organiser
- Not easily deflated or discouraged
- Sudden change of plan may throw them
- Needs stable structures
- Doesn't like 'airy fairy' ideas




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**The Nine Belbin Team Roles** Task



**Completer Finisher**


- Anxious introvert - worries about what might go wrong
- Only at ease when personally checked every detail
- Maintains a conscientious attitude and sense of urgency
- Aims at perfection
- Intolerant towards casual members of team
- Reluctant to delegate



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## The Nine Belbin Team Roles

Thinking



### Plant

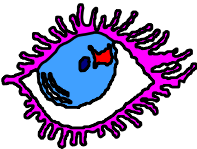
- High I. Q., a conceptual thinker
- Scatters seeds which others nourish
- Ideas person - original and radical thinking
- Searches for original approaches
- Can make careless mistakes
- Disregards protocol
- Can be prickly when criticised
- Spends too much time on own ideas
- May withdraw and sulk
- Enjoys flattery and needs support



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## The Nine Belbin Team Roles

Thinking



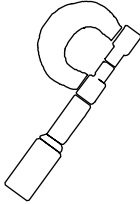
### Monitor Evaluator

- High I. Q., stable introvert
- A cold fish - serious not exciting
- Lacks original ideas
- Does not allow ego to cloud judgement
- Best skilled at evaluating complex material
- Can lower groups morale by being a damper
- Is not carried away by enthusiasm
- But judgement seldom wrong




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**The Nine Belbin Team Roles** Thinking




**Specialist**

- Single minded, dedicated
- Self starting, can work on own
- Provides knowledge or technical skills in rare supply
- High degree of professionalism
- Can take charge when a problem arises in own field
- Does not work well outside familiar territory
- Contributes on only a narrow front
- Best as a co-opted member of a team




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**The Nine Belbin Team Roles** People




**Co-ordinator**

- Stable, extrovert with charisma
- Clarifies group objectives and sets the agenda
- Encourages participation in a controlled way
- Can be dominant but never aggressive
- Trusts people without being weak or gullible
- Not jealous of others contributions
- Focuses on what people can do best
- Good communicator
- Consults others but unhesitating in making decisions




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**The Nine Belbin Team Roles** People



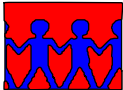
**Resource Investigator**

- Stable, talkative, extrovert
- Immediately likeable, relaxed, sociable
- Salesman, diplomat, liaison officer
- Masses of outside contacts
- Likes exploring and developing new possibilities
- Low boredom threshold
- Liable to lose interest quickly
- Needs pressure if performance is to be maintained



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**The Nine Belbin Team Roles** People



**Team Worker**

- Stable, extrovert, low in dominance
- Most sensitive of team, aware of others needs
- Knows about private lives
- Likeable, popular
- Loyal to team - builds on ideas
- Good listener/communicator
- Helps to build up morale
- Counterbalances friction
- Hesitant when crunch decisions have to be made



## The Nine Belbin Team Roles

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Shaper  
Implementer  
Completer Finisher  
Plant  
Monitor Evaluator  
Specialist  
Co-ordinator  
Resource Investigator  
Team Worker



## Coaching

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- Developing people
- Delegation
- Empowering
- Counselling Skills (e.g. active listening)
- Preparation Required





## Workshop Summary

- What is project management
- Project leadership
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- Project start-up and control
- Conflict and time management
- Project close