

नमस्ते

(Namastē - Hindi)

## Project Management Process Groups

Initiating

Planning

Executing

Monitoring &  
Controlling

Closing

Project  
4. Integration  
Management

5. Scope

6. Time

7. Cost

8. Quality

9. Human Resources

10. Communications

11. Risk

12. Procurement

13. Stakeholder

Knowledge Areas

9.1

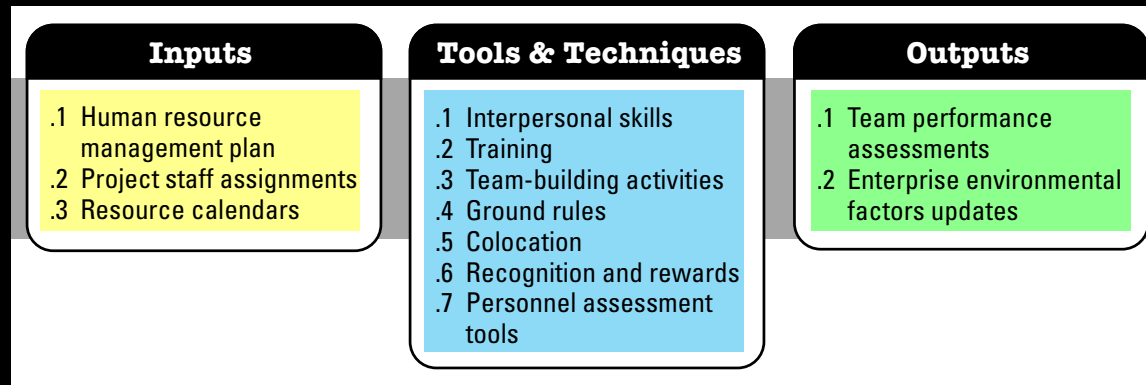
9.2  
9.3  
9.4

# Project Human Resource Management

# Human Resource Management



# 9.3 Develop Project Team



PMBOK p. 267

What &  
Why?

To improve team interaction and overall work environment

This results in:

improved teamwork

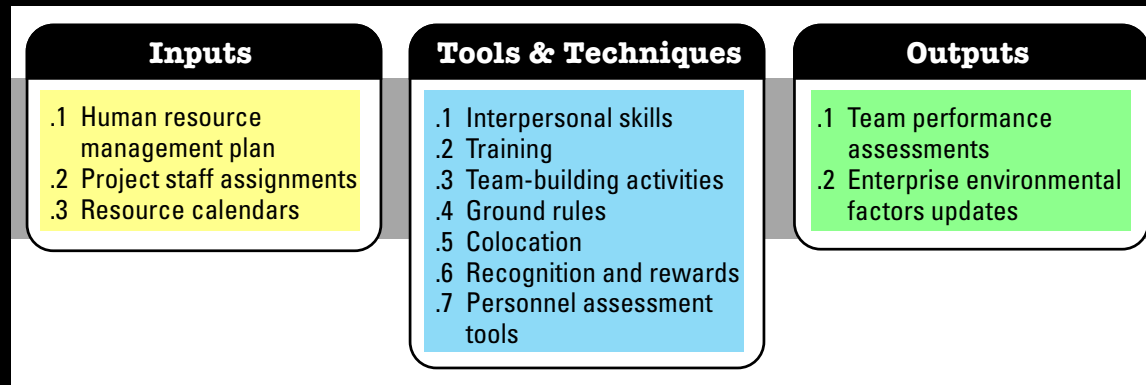
enhanced people skills and competencies

motivated employees

reduced staff turnover rates

improved overall project performance

# 9.3 Develop Project Team



PMBOK p. 267

What & Why?

“Project managers should acquire skills to **identify, build, maintain, motivate, lead, and inspire** project teams to achieve high performance and to meet the project’s objectives. PMBOK p. 274

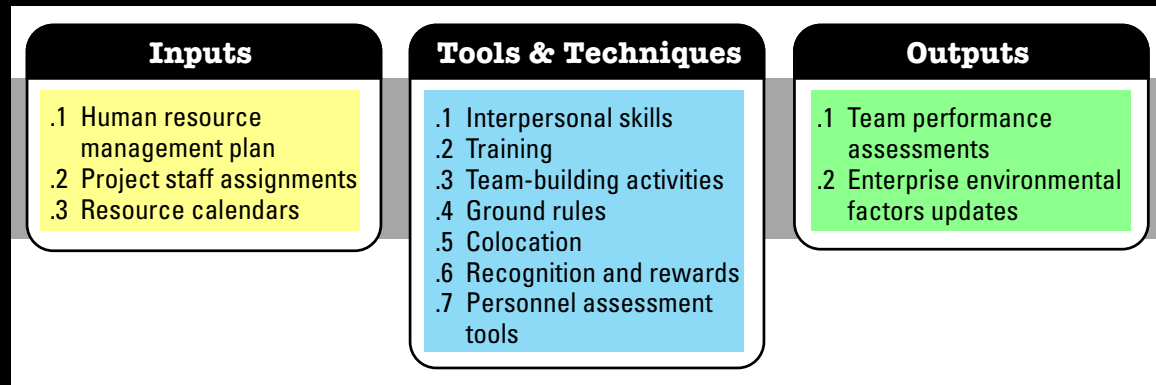
How?

provide **challenges and opportunities**

provide **timely feedback and support**

**recognize and reward** good performance

# 9.3 Develop Project Team



PMBOK p. 267

How?

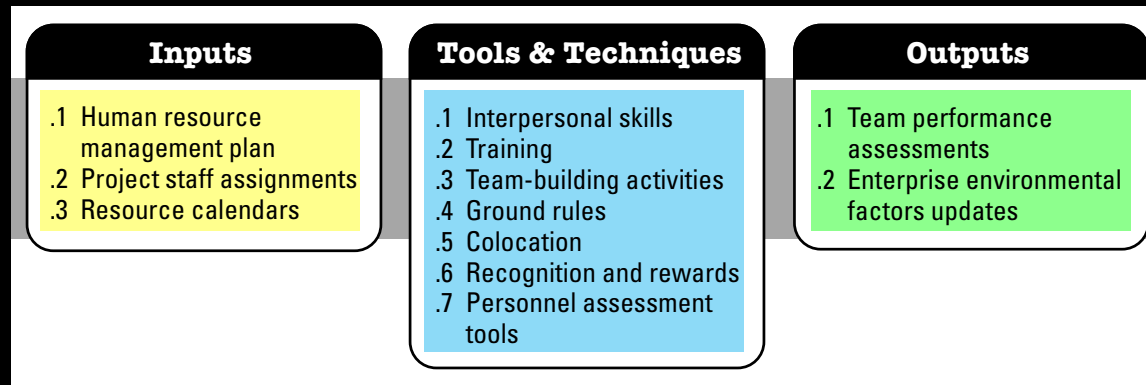
Manage **conflicts** in a constructive manner

Encourage **collaborative problem solving** & decision making

Foster a climate of **mutual trust & agreement** (raise morale, lower conflict, and increase team work)

Request management **support to acquire the resources** needed to develop effective project teams

# 9.3 Develop Project Team



PMBOK p. 267

How?

Improve the **knowledge and skill** of team members to increase their abilities

Allow **cross training and mentoring** between team members to share knowledge and expertise

Provide clear, timely, effective, and efficient **communication** between team members

# 9.3 Develop Project Team



## Human Resource Management Plan:

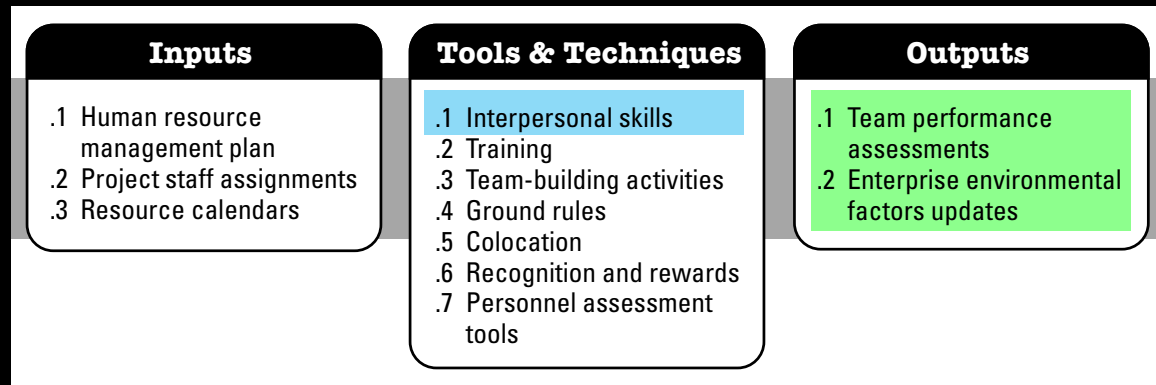
Provides guidance on how project human resources should be defined, staffed, managed, controlled and released

Identifies training strategies

Plans for developing the project team



# 9.3 Develop Project Team



**Interpersonal Skills:** also known as **soft skills** or **behavioral competencies** which include:

Communication skills

Emotional intelligence

Conflict resolution

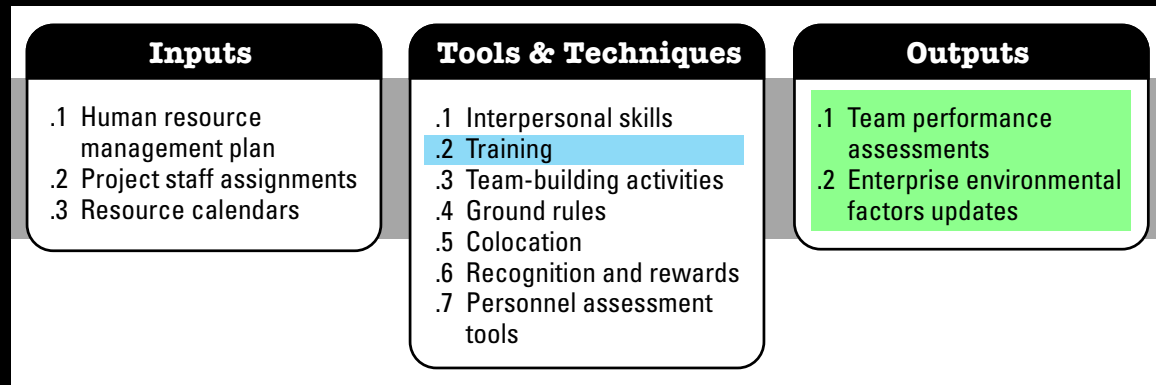
Negotiation

Influence

Team building

Group facilitation

# 9.3 Develop Project Team

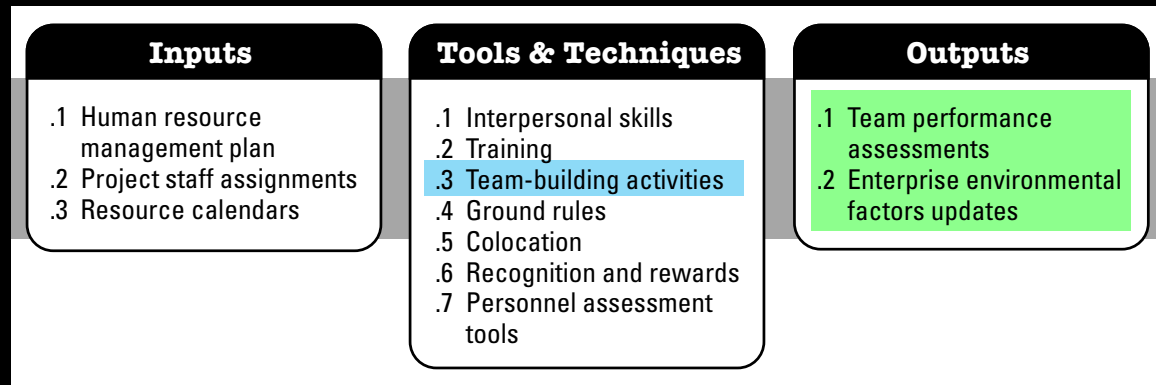


PMBOK p. 267

**Training:** activities designed to enhance the competencies of the project team members

Training costs could be **included in the project budget** or by the organization if the skills will be useful for future projects

# 9.3 Develop Project Team



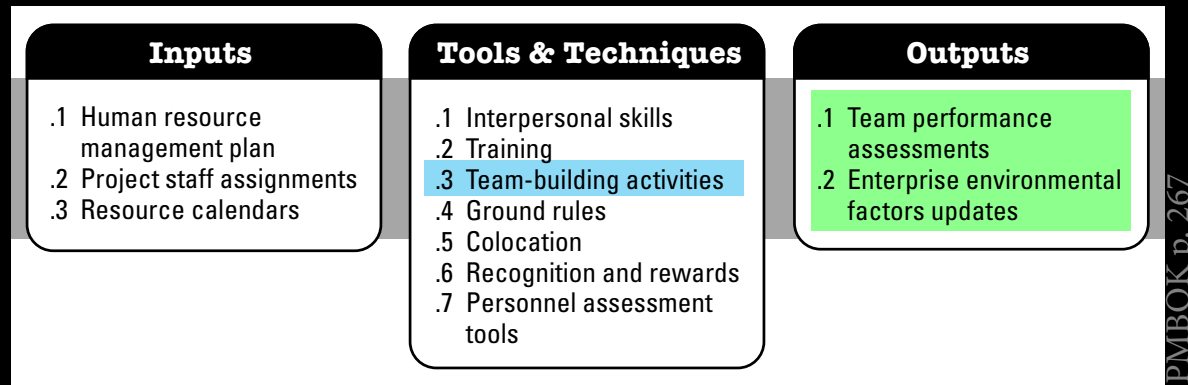
## Team-Building Activities:

These could be status review meeting or an off-site experience

Are best when they are **informal**

Informal communication and activities can **help in building trust** and **establish good working relationships**

# 9.3 Develop Project Team

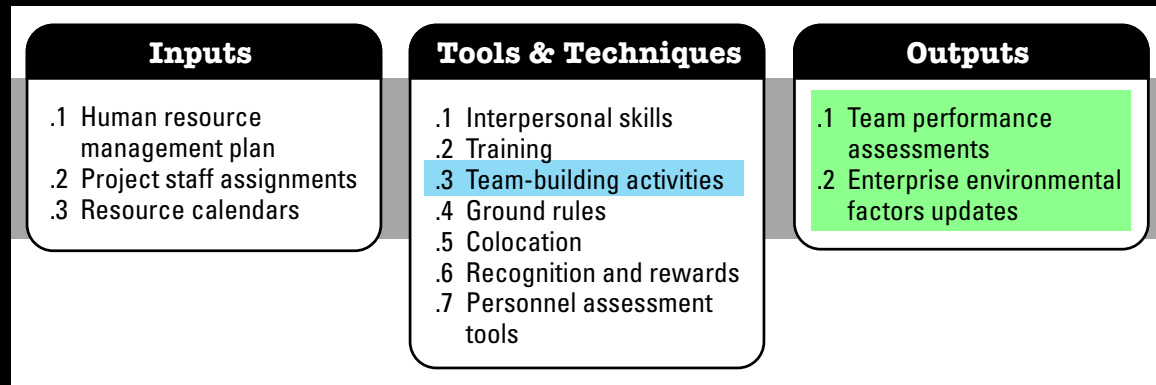


**Team-Building Stages:** as outlined in the The Tuckman ladder; **forming, storming, norming, performing, adjourning**

**Forming.** The team meets and learns about the project and their formal roles and responsibilities. Team members tend to be independent and not as open in this phase.

**Storming.** The team begins to address the project its management approach. If team members are not collaborative and open to differing ideas and perspectives the environment can become counterproductive.

# 9.3 Develop Project Team



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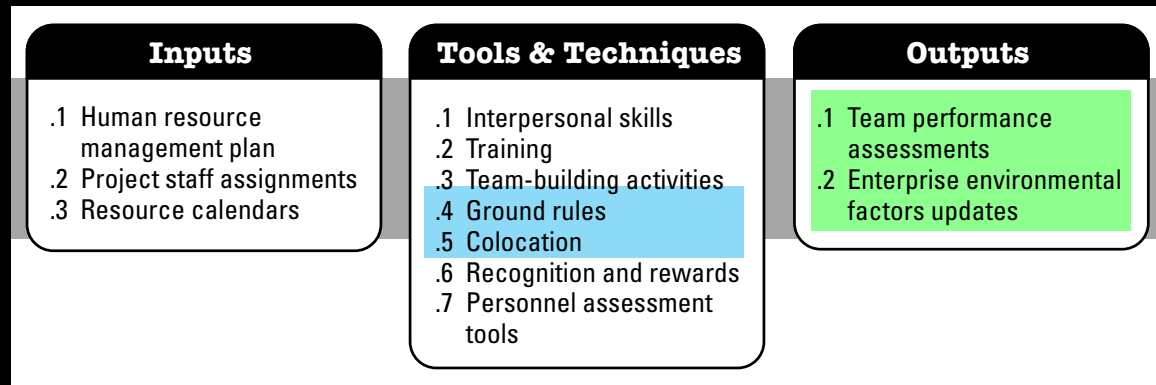
**Norming.** Team members begin to work together and adjust their work habits and behaviors to support the team. The team begins to trust each other.

**Performing.** Teams that reach this stage function as a well-organized unit. They are interdependent and work through issues smoothly and effectively.

**Adjourning.** Here the team completes the work and moves on.

It is not uncommon for a team to get stuck in a particular stage or slip to an earlier stage

# 9.3 Develop Project Team



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**Ground Rules:** Establish the **expectations** of acceptable behavior

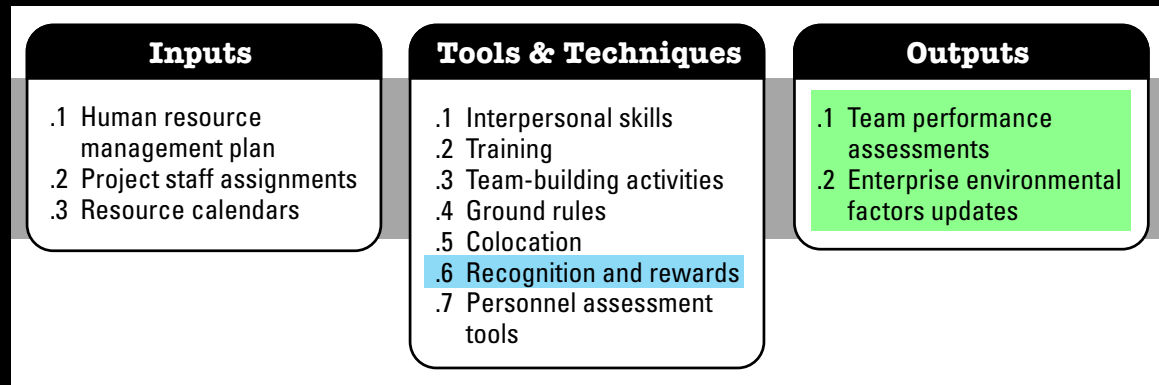
for meetings

for conflict resolution

when a team member should notify a PM with an issue

**Colocation:** “placing many or all of the most active project team members in the same physical location to enhance their ability to perform as a team

# 9.3 Develop Project Team



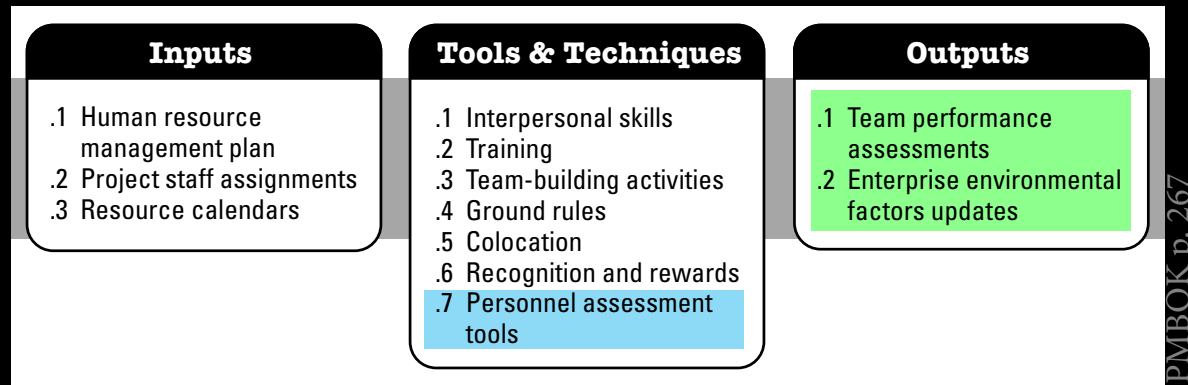
## Recognition and Rewards:

Know that a particular reward given to any individual **will be effective only if it satisfies a need which is valued by that individual**

People are motivated if they feel they are **valued**

Team members are **motivated by an opportunity to grow, accomplish and apply** their skills to meet new challenges

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**Personnel Assessment Tools:** surveys, assessments, interviews, ability tests or focus groups

These tools help assess:

team preferences

aspirations

how they process and organize information

decision making processes

how they interact with people



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**Team Performance Assessments:** formal or informal assessments of the team's **effectiveness**

Team performance can be measured **in terms of:**

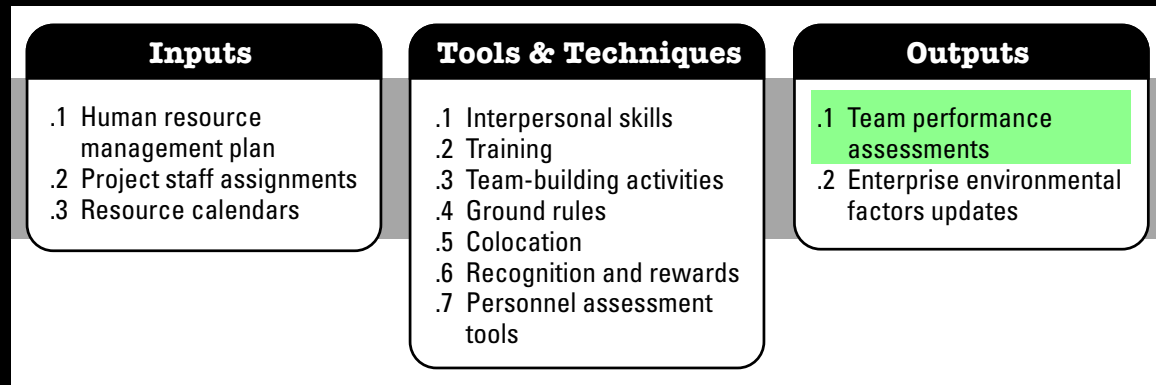
**Technical** success (including quality levels)

**Schedule** (finished on time?)

**Budget** (finished within financial constraints?)

High-performance teams are characterized by **task and results oriented outcomes**

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**Team Performance Assessments** can be measured in terms of:

Improvement in **skills**

Improvements in **interpersonal competencies**

Reduced staff **turnover rate**

**Increased cohesiveness** (people share information and experiences and generally help each other)

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