Building a Team for Your Project
Chapter 8
Who do you need to make this happen?
Is it true that good people are hard to find?

What are good people worth?

What is the demand for good IT people?

What is the focus of “human resource management”? 
The Importance of Human Resource Management

Many corporate executives have said, “People are our most important asset”

Did you ever think about the following...the most important assets of an organization walk out the door each evening at 5:00 PM

People determine the success and failure of organizations and projects
Media Snapshot

Here’s the dirty little secret: U.S. productivity is No. 1 in the world when productivity is measured as gross domestic product per worker, but our lead vanishes when productivity is measured as GDP per hour worked. Europeans take an average of six to seven weeks of paid annual leave, compared with just 12 days in the United States; twice as many American as European workers put in more than 48 hours per week.

Sociologists have shown that many Americans, especially men, would like to have more family or leisure time; recent surveys show that many Americans are willing to sacrifice up to a quarter of their salaries in return for more time off.
What Went Wrong?


Four-year college graduates were listed as deficient in the following three skills:
- Written communications - 27.8%
- Writing in English - 26.2%
- Leadership - 23.8%
Intrinsic motivation causes people to participate in an activity for their own enjoyment.

Extrinsic motivation causes people to do something for a reward or to avoid a penalty.

For example, some children take piano lessons for intrinsic motivation (they enjoy it) while others take them for extrinsic motivation (to get a reward or avoid punishment).
Must need one need before advancing to the next need.

Once you advance, you generally don’t care about the lower levels unless you have a setback.

Different people on your team will be at different levels. Understand what drive them and you will all be more successful.
Examples of Herzberg’s Hygiene Factors and Motivators

<table>
<thead>
<tr>
<th>HYGIENE FACTORS</th>
<th>MOTIVATORS</th>
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<tbody>
<tr>
<td>Larger salaries</td>
<td>Achievement</td>
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<tr>
<td>More supervision</td>
<td>Recognition</td>
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<tr>
<td>More attractive work environment</td>
<td>Work itself</td>
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<tr>
<td>Computer or other required equipment</td>
<td>Responsibility</td>
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<td>Health benefits</td>
<td>Advancement</td>
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<td>Training</td>
<td>Growth</td>
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Motivational factors: produce job satisfaction

Hygiene factors: cause dissatisfaction if not present, but do not motivate workers to do more
Have students work in pairs and put a + or – next to each item

I AM THE BOSS!

I’ll give you extra money if you...

When someone says, “I changed jobs and work locations just to have a chance to work with you”

I’ll dock your pay if you...

Use challenging projects as an opportunity to grow
your people with high potential
What does it mean to be an “empathetic listener”?

Why is this important to project managers?

Have students work in pairs. Craft a scenario where they are teammates and they are just not getting along. You ask to meet with them to help get past these issues for the good of the project.

For first team, don’t pay close attention. Check your watch a few time. Check a text. Tell them that we’re all adults, work it out, and get back to work.
What is the “Tuckman model” of team development”?

What are the phases?

Work in pairs to define
Forming
Storming
Norming
Performing
Adjourning
What is a “project organization chart”?

Do you really need one of these?
What is a “responsibility matrix”? 

A.K.A. a RACI Chart
Sample RACI Chart

<table>
<thead>
<tr>
<th></th>
<th>Group A</th>
<th>Group B</th>
<th>Group C</th>
<th>Group D</th>
<th>Group E</th>
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</thead>
<tbody>
<tr>
<td>Test Plans</td>
<td>R</td>
<td>A</td>
<td>C</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Unit Test</td>
<td>C</td>
<td>I</td>
<td>R</td>
<td>A</td>
<td>I</td>
</tr>
<tr>
<td>Integration Test</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>System Test</td>
<td>I</td>
<td>C</td>
<td>A</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td>User Acceptance Test</td>
<td>R</td>
<td>I</td>
<td>C</td>
<td>R</td>
<td>A</td>
</tr>
</tbody>
</table>

**R = responsibility**

**A = accountability** – Who signs off (only one A per task)

**C = consultation**

**I = informed**
What is a “resource histogram”?
FTE – Full time equivalent

I might have two, half time people = 1 FTE
Describe the following types of resources:

- Work
- Material
- Cost

Work – Measured via time. Either the time a person puts into a project or a piece of gear that is allocated to a project for a certain period of time.

Material – How much stuff you need and how much it costs per unit time.

Cost – Just a cost. No impact on time...don’t measure it in any units.
Everyone on my project spends 100% of their time on my project, right?

If not, how do I deal with this?

Set resource Max. units to less than 100% or use a special calendar with fewer work hours per day.
What is “overallocation”? What happens when you shorten the schedule but don’t add resources?

**Overallocation** means that more resources than are available are assigned to perform work at a given time.
Histogram Showing an Overallocated Resource

Joe Franklin
Overallocated
Allocated
**What is “resource loading”?**

**What is “resource leveling”?**

**Resource loading** – amount individual resources required during specific time periods

Understanding of the demands a project will make on the organization’s resources and individual people’s schedules

**Resource leveling** - resolving resource conflicts by delaying tasks

The main purpose of resource leveling is to create a smoother distribution of resource usage and reduce overallocation
General Advice on Teams

- Expect a lot but never ask more than you are more than willing to do yourself
- Don’t even think about your own success. Focus 100% of your energy on making your team members successful and the rest will take care of itself.
- Be patient and kind with your team. They are people first!
- Fix the problem instead of blaming people
- Establish regular, effective meetings
- Allow time for teams to go through the basic team-building stages. Only butt in if serious risk to the project
- Limit the size of work teams to three to seven members
General Advice on Teams (continued)

0 Plan some social activities to help project team members and other stakeholders get to know each other better
0 Stress team identity
0 Nurture team members and encourage them to help each other
0 Take additional actions to work with virtual team members
Five Dysfunctions of a Team

Patrick Lencioni, author of several books on teams, says that “Teamwork remains the one sustainable competitive advantage that has been largely untapped”*  

The five dysfunctions of teams are:

1. Absence of trust
2. Fear of conflict
3. Lack of commitment
4. Avoidance of accountability
5. Inattention to results