LESSON 3

Organizing for Project Performance

Setting Up Your Team for Success

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In This Session:

3A Stakeholders

3B Project Sponsor Role

3C Project Manager Role

3D Project Team

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3A Stakeholders

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Who Are Stakeholders?

An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio

Take a moment to consider a recent project. Identify the stakeholders and describe each one's project role.



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Who Is on the List?

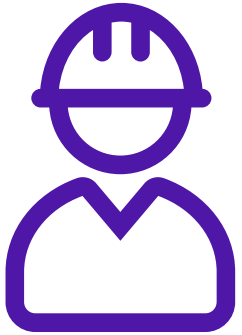




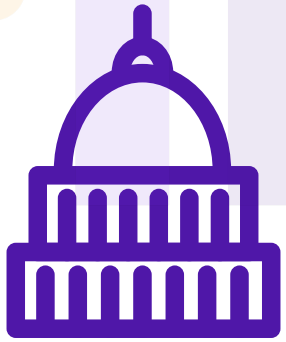
Client



Designer



Contractor



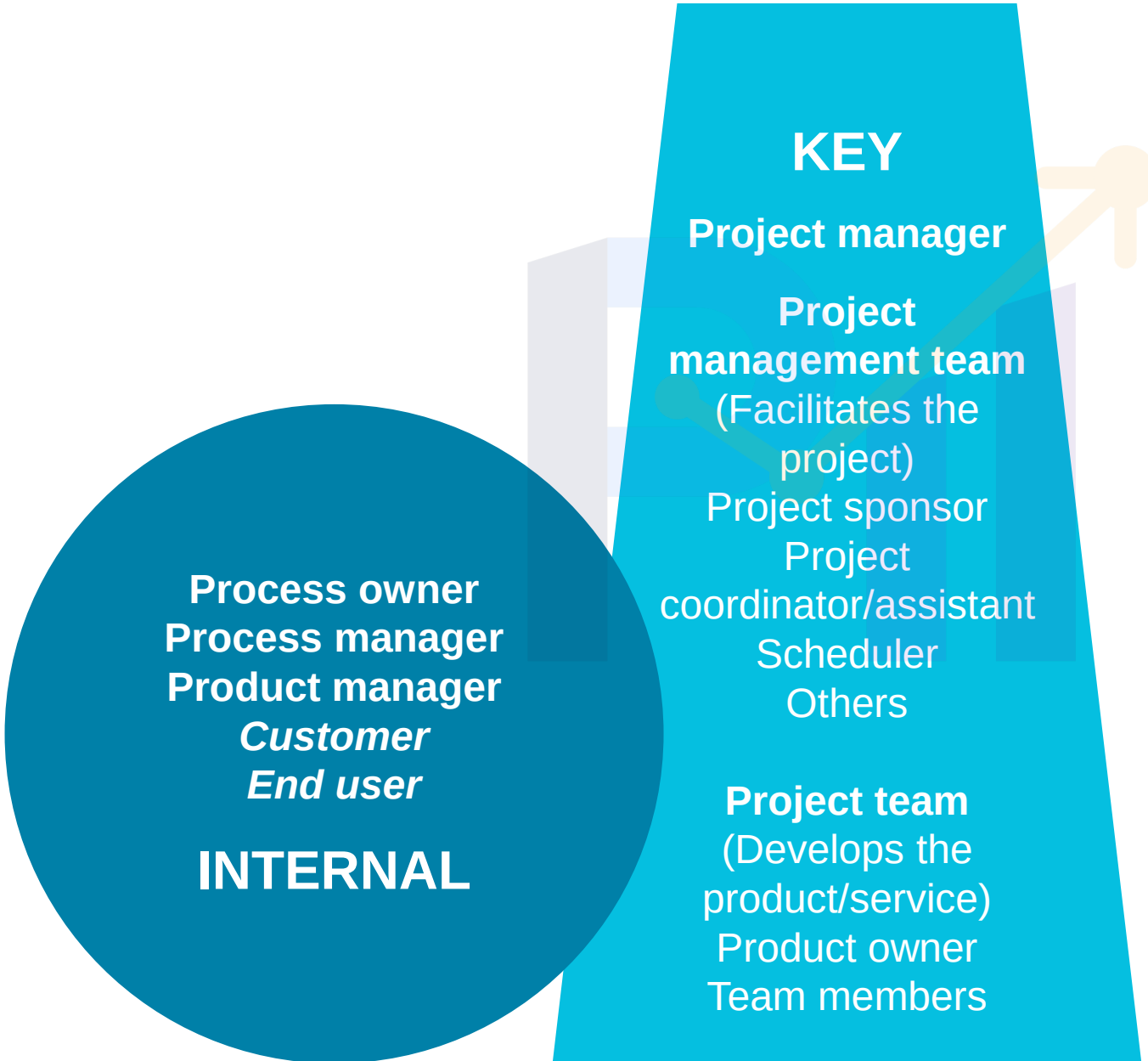
Government



YOU!

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Project Stakeholders



Can you think of examples of internal and external customers or end users?

Supplier
Regulatory body
Customer
End user

EXTERNAL

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3B Project Sponsor

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Project Sponsor Role

- **Authorizes** the project
- **Communicates project vision** and **goals**—project charter
- **Advocates** for the project
- **Provides escalation path** for issues



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Project Sponsor Responsibilities

The act of seeking helpful intervention in response to a threat outside the scope of the project or beyond the project manager's authority.

- Facilitate executive-level decisions
- Help secure resources (funding and team members)
- Keep projects aligned to business objectives
- Address issues or opportunities outside the project team's authority—**escalation**
- Monitor project outcomes after closure to ensure intended business benefits are realized

PMBOK® Guide—Seventh Edition. Appendix X2

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3C The Project Manager Role

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Project Manager Role

The person assigned by the performing organization to lead the team that's ***responsible*** *for achieving the project objectives.*

Agile teams may have a project manager, team lead, or scrum master role.

- Ideally assigned during the **initiation** phase of a project
- Major responsibilities related to **project initiation**, **planning**, **organization**, **execution**, **control**, **reporting**, **closing**, and **project integration**



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Project Manager Roles

Facilitation *is a skill used to lead or guide an assembled group toward a successful conclusion, such as making a decision or finding a solution.*



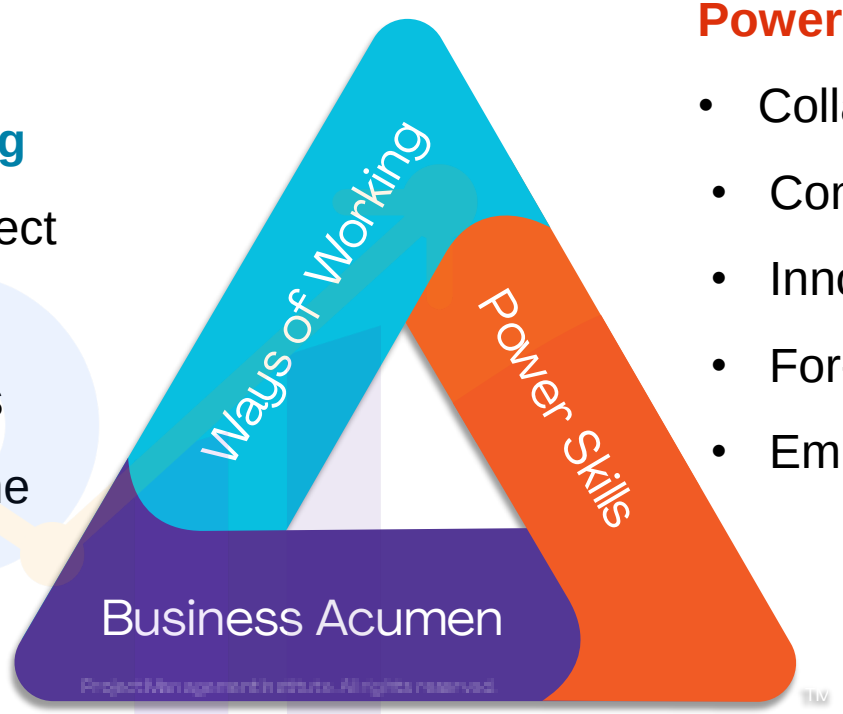
- Leader
- Communicator
- Mediator (conflict management)
- Problem-solver
- Negotiator
- Coach
- **Facilitator**
- … and **sometimes** a team member working on the team!

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The PMI Talent Triangle®

Ways of Working

- Technical project management
- The right tools at the right time



Power Skills

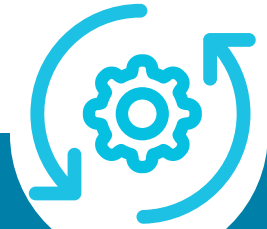
- Collaborative leadership
- Communication
- Innovative mindset
- For-purpose orientation
- Empathy

Business Acumen

- Strategic and business management
- Cultivate effective decision-making

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Creating Value Through Project Management



Ways of Working

- Schedule
- Financials
- Issue log
- Risk matrix
- Work plans
- Quality assurance procedures
- Lessons learned



Business Acumen

- Work with project sponsor
- Implement strategy that maximizes business value
- Mission
- Strategy
- Goals and objectives
- Products and services



Power Skills

- Establishing and maintaining a vision
- Using critical thinking
- Motivating others
- Interpersonal skills
- Communication skills
- Negotiation skills

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Essential Leadership Skills

- **Working productively** with the project team
- Facilitating **team building** and **high-performing teams**
- Being aware of and use appropriate **leadership styles**
- **Motivating** team members
- **Practicing conflict management** within the project team and between stakeholders



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Lead or Manage?

Lead—*guide others to achieve results*

Manage—*handle or direct; exercising executive control or authority*



Guidelines

- Adapt leadership style to situations and stakeholders
- Be aware of individual and team dynamics and working relationships
- Use political awareness and emotional intelligence
- Gain leadership abilities through experience, building relationships, and taking on initiatives

Both are necessary!

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Leadership Styles





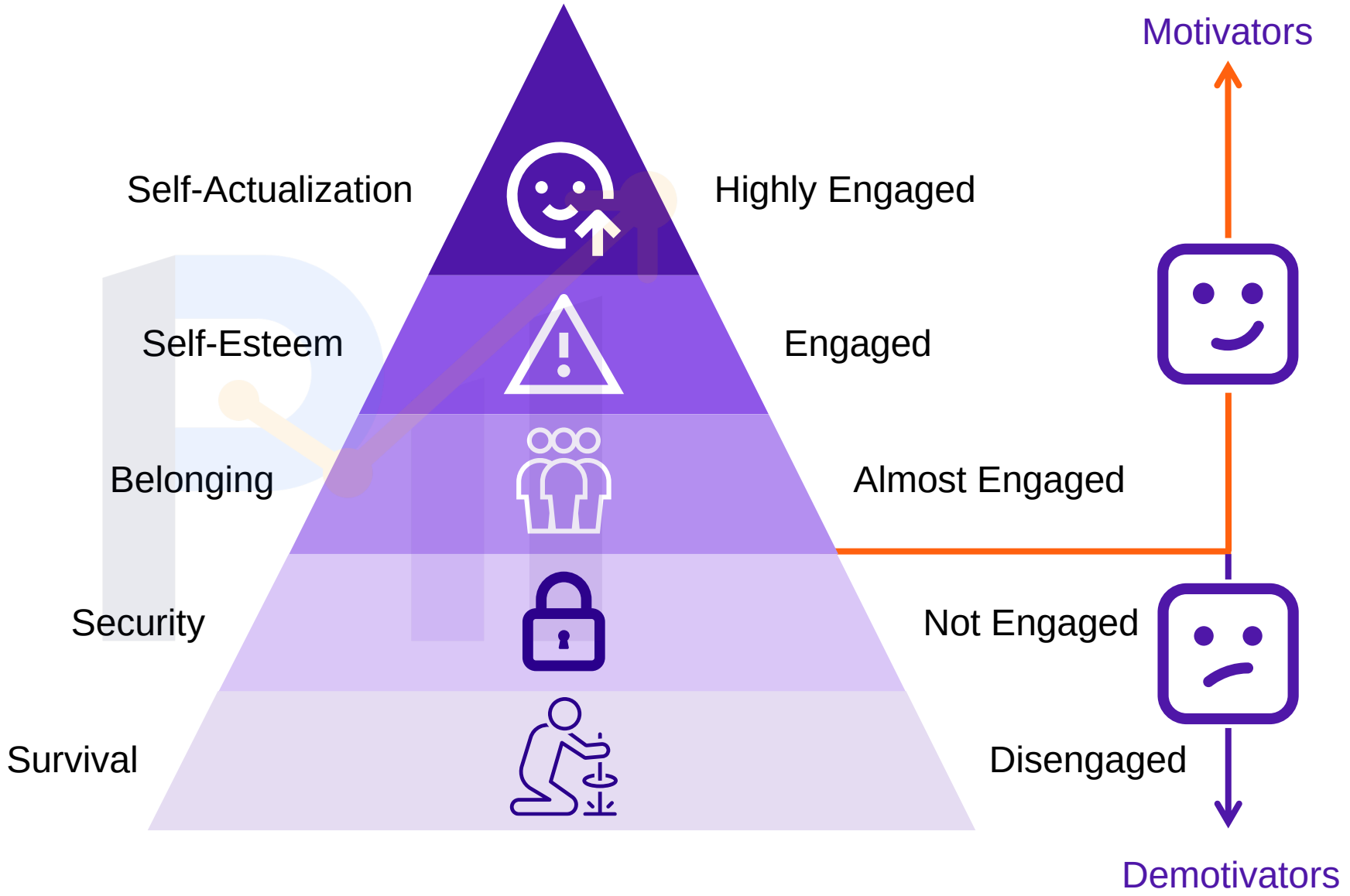
Direct leadership	Hierarchical; project manager makes all decisions
Consultative leadership	Leader factors in opinions, but makes decisions
Situational leadership	Style changes to fit context and maturity/experience of team
Servant Leadership	Leader models desired behaviors
Self-organizing team	Team operates autonomously **Centralized model** • All team members practice leadership activities • Accountability typically assigned to one individual ((team lead, scrum master) **Distributed model** Team members take turns facilitating communication, collaboration, and engagement on accountable tasks

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Maslow's Hierarchy of Needs



Maslow, A.H. (1970). *Motivation and personality* (2nd ed.). Harper & Row.



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Herzberg's Two-Factor Theory



Herzberg, F. (1966). *Work and the nature of man.* Cleveland: World Publishing.

Satisfiers (Motivators)	Dissatisfiers (Hygiene Factors)
Improve these factors to increase job satisfaction	Improve these factors to decrease job dissatisfaction
• The work itself • Recognition • Job status • Responsibility • Personal growth • Advancement opportunities • Performance and achievement	• Salary • Working conditions • Physical workspace • Relationships with colleagues • Relationship with supervisor • Quality of the supervisor • Policies and rules

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Emotional Intelligence (EI)

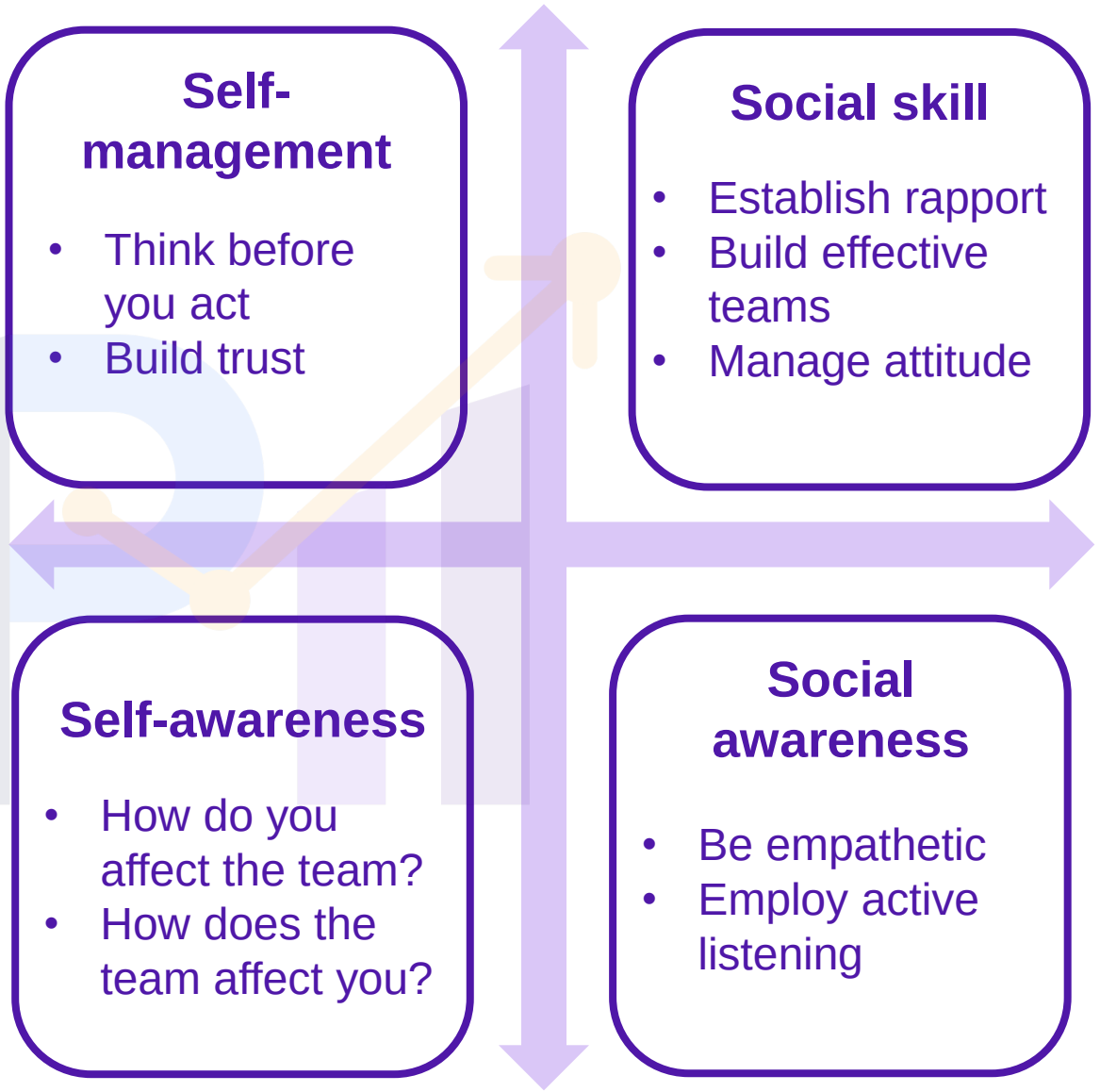
The ability to identify, assess, and manage the personal emotions of oneself and other people, as well as the collective emotions of groups of people



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Key Areas of Emotional Intelligence





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3D Project Team

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How to Perform Best as a Team

- Clarify **roles** and **responsibilities**
- Define **communication processes**
- Establish **procedures** and **systems**
- **Cultivate interdependency** among team members
- Seek team members with **complementary skills**
- Build **team culture** (unity)



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We Help Each Other Achieve Our Highest Potential!

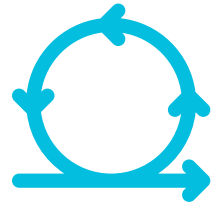
- Are project team members **growing as individuals**
- Do project team members **challenge each other in healthy conflict**?
- Are they becoming more **autonomous**?





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Factors that Contribute to High-Performing Teams

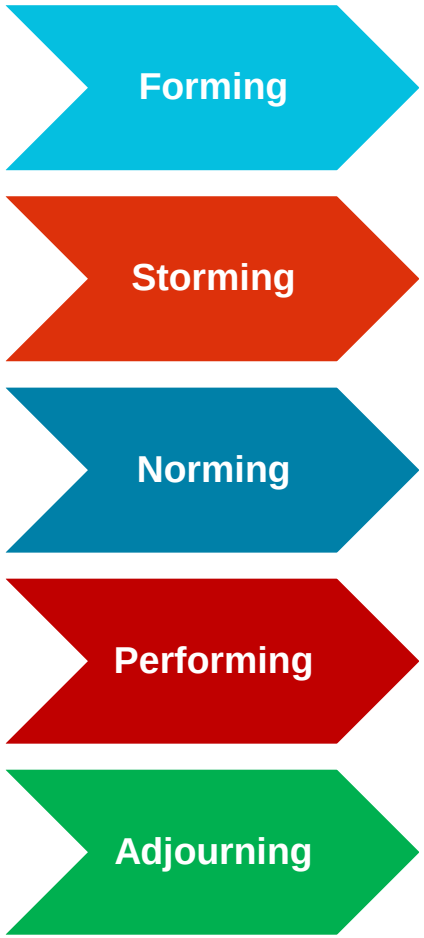


- **Shared understanding** and ownership of project goals
- **Open communication**
- **Trust**—Are people comfortable enough to voice opposing ideas?
- **Collaboration**—Do people work together with purpose?
- **Adaptability**—Can the team adapt easily to change?
- **Resilience**—Can the team recover from failure quickly?
- **Recognition**—Do we recognize excellence or praise efforts judiciously?
- **Team and individual empowerment**—Are people and the team able to demonstrate authority over their own ideas?
- **Colocation** (if possible)—So people can bond more easily!
- **Limited team size**—Research shows between 3-8 team members is best.
- **Generalist-specialist team members**—Each person should have a broad skill set and a specialty!

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Tuckman Stages of Team Development



Team members meet and begin to trust one another.

Team members begin to assert themselves and take control of emerging issues.

Team begins to work productively, without worrying about personal acceptance or control issues.

Team is working at optimum productivity—collaborating easily, communicating freely, and solving its own conflicts.

Team members complete their assigned work and shift to the next project or assigned task.

Source: Dr. Bruce Tuckman

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Knowledge Checks

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Question 1

Who is either positively or negatively affected by the potential outcomes of the project?

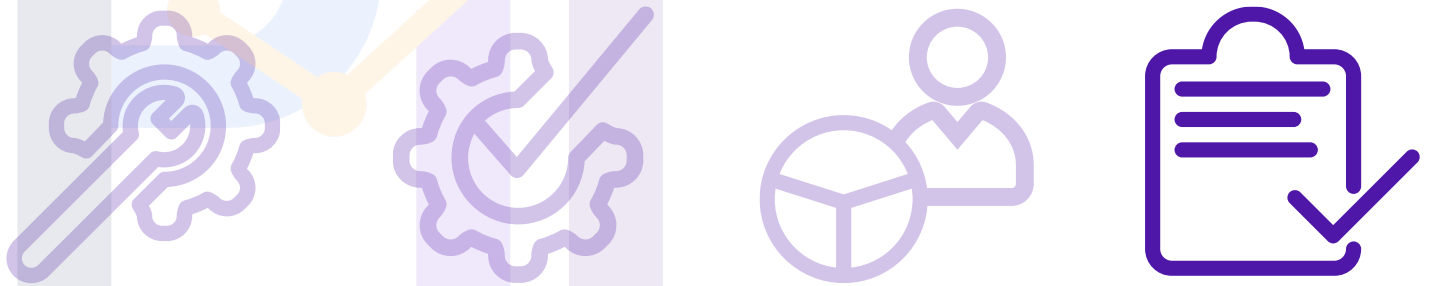


1. Sponsor
2. **Stakeholder**
3. Customer
4. Product owner

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Question 2

Which of these issues standard document templates, oversees project management, and reviews project documentation to ensure that projects follow the standards for your organization?

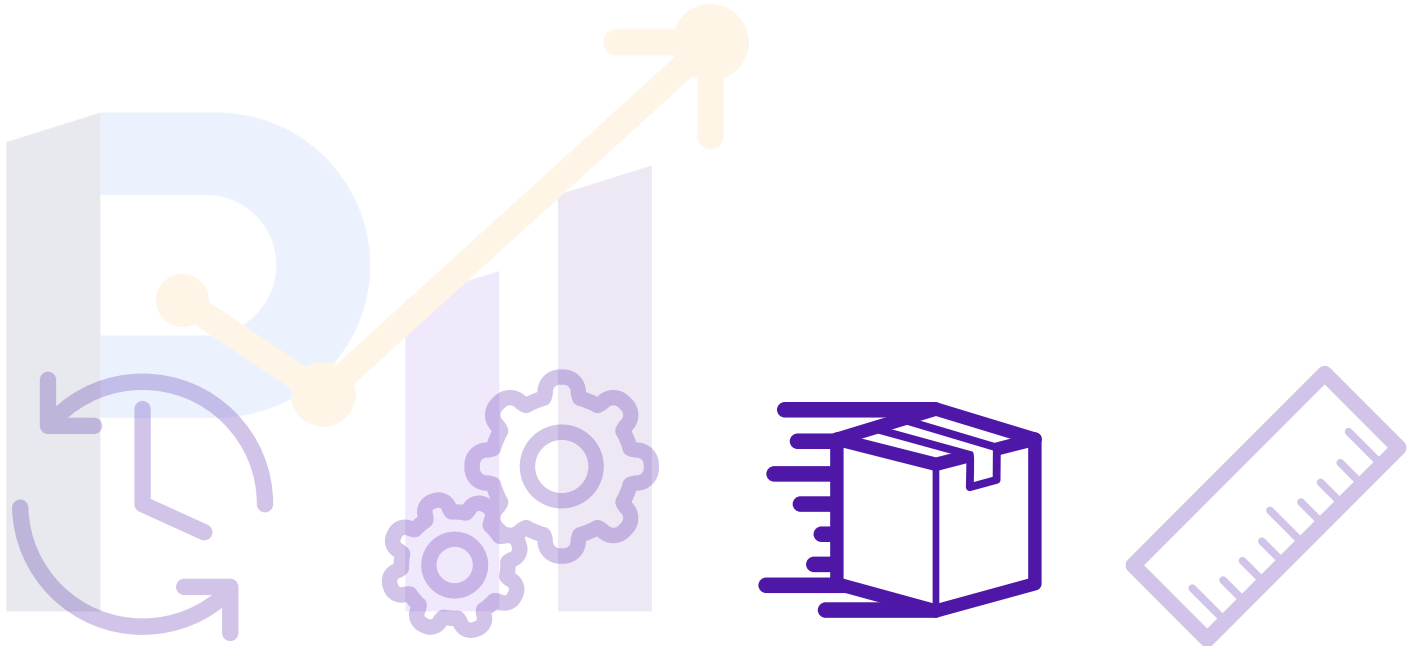


1. Testing unit
2. Quality assurance board
3. Steering committee
4. **Project management office**

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Question 3

In which of Tuckman's stages of development does the team need little or no supervision?



1. Forming
2. Storming
3. Performing
4. Measurement

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Wrapping Up

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Summary

3A Stakeholders

3B Project Sponsor Role

3C Project Manager Role

3D Project Team



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Up Next:

Development Approach and Life Cycle

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