



EMpower

شركة الحلول الإدارية المتقدمة المحدودة

PMI® Authorized Certified Associate in
Project Management (CAPM)®
Exam Prep Course

Organizing for Project Performance

Setting Your Team Up for Success



Project
Management
Institute.



In This Session

- Project performance domains
- Stakeholders
- Project manager role
- Emotional intelligence and people skills
- Project organization structures
- Team performance domain

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Stakeholders



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.

— PMI® Lexicon of Project Management Terms



شخص أو مجموعة أو مؤسسة قد تؤثر في أو تتأثر أو ترى أنها ستتأثر بأي قرار أو نشاط أو نتيجة: المعني لمشروع أو برامج أو محفظة مشاريع.

Whom Did You List?



Client



Designer



Contractor

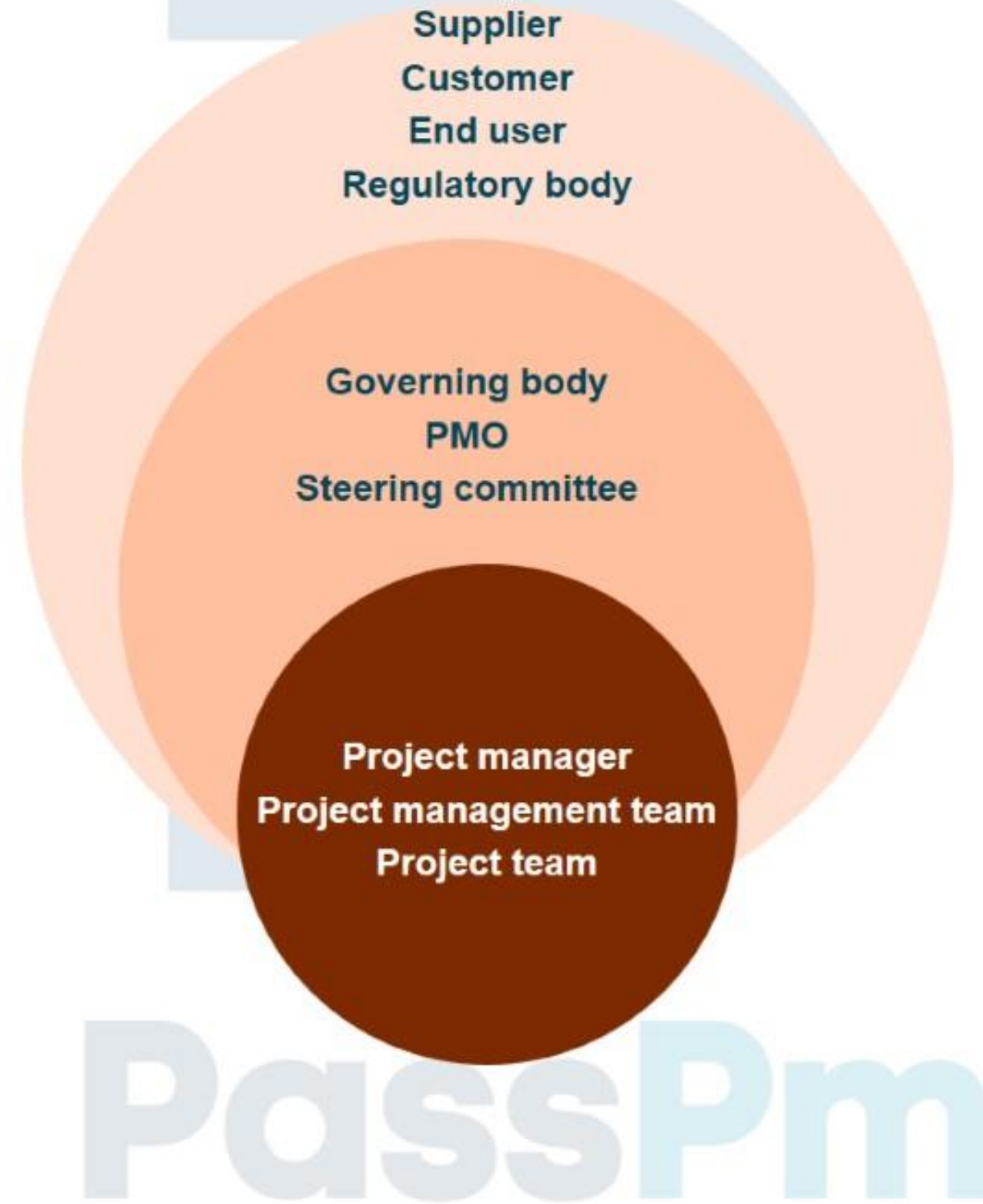


Government



YOU!

Types of Project Stakeholders



النيل المعرفي لإدارة المشاريع (نيل (PMBOK®) – الإصدار السادس، © 2017، Project Management Institute Inc. الصفحة 551.



The Project Manager Role

Project Manager Role

Ideally assigned during the **initiation** phase of a project.

Major responsibilities related to **project initiation, planning, organization, execution, control, and reporting**

من الأفضل أن يُكلف به خلال مرحلة بدء المشروع

المسؤوليات الرئيسية المتعلقة ببدء المشروع، التخطيط، التنظيم، التنفيذ، الرقابة، والتقارير

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A Good Project Manager Is ...



A good **leader**



A great **communicator**



Good at **conflict resolution** and **problem solving**



An effective **negotiator**



Good at **team development** and **coaching**

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The PMI Talent Triangle®

PMI has conducted substantial research and concluded that the ideal skill set can be grouped as a “talent triangle.” It highlights three skills: ways of working, business acumen, and power skills.

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



Emotional Intelligence and People Skills

Essential Leadership Skills

- Demonstrate **leadership skills** and be aware of **leadership styles**.
- Demonstrate knowledge of **team building** and understanding of **high-performing teams**.
- Demonstrate the ability to **work productively** as part of a project team.
- **Motivate** team members.
- Resolve **conflicts** within the project team and between stakeholders

إظهار مهارات القيادة والوعي بأساليب القيادة.

إظهار معرفة ببناء الفريق وفهم الفرق عالية الأداء.

إظهار القدرة على العمل بإنتاجية كجزء من فريق المشروع

تحفيز أعضاء الفريق.

حل النزاعات داخل فريق المشروع وبين أصحاب المصلحة.

Intrinsic and Extrinsic Motivation

Which do you think is more powerful?



Intrinsic motivation

It has to do with finding pleasure in the work itself instead of focusing on rewards.



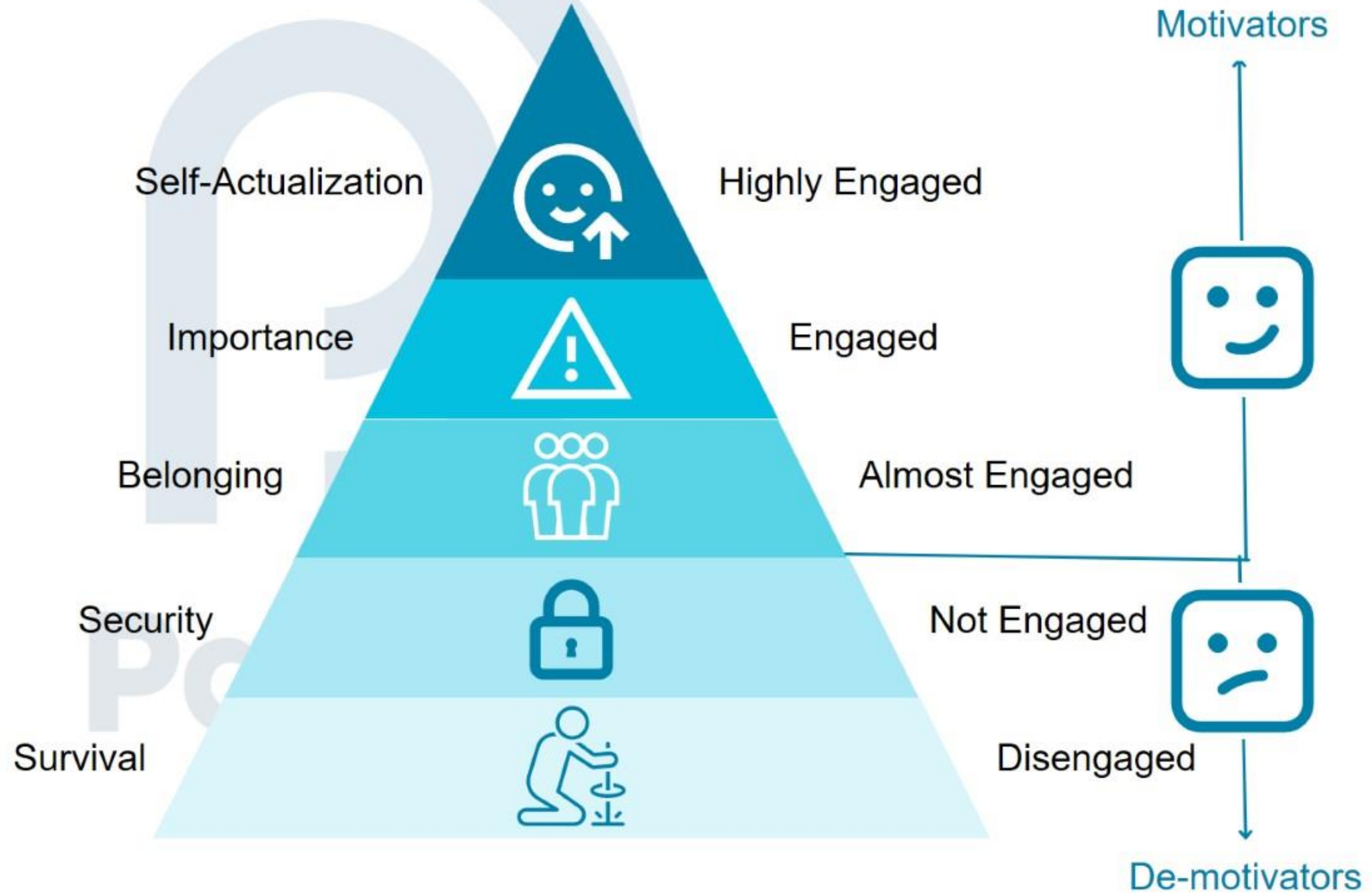
Extrinsic motivation

extrinsic motivation is performing work for an external reward, such as a bonus.

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Maslow's Hierarchy of Needs

From the bottom of the hierarchy, moving upward, those needs are Survival; that is, food, clothing, and other physiological needs. Security; that is personal safety and job security. Belonging; that is love, friendship, and being part of a group. Importance; that is self esteem, and Self actualization.



Maslow, A. H. (1970). *Motivation and Personality* (2nd ed.). New York: Harper & Row

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النظرية التنظيمية

النظرية التنظيمية: دراسة الطريقة التي يتصرف بها الأفراد والفرق والمؤسسات.

الغرض من النظرية التنظيمية

- زيادة الكفاءة والإنتاجية إلى الحد الأقصى
- حل المشاكل
- تحفيز الأشخاص
- تلبية متطلبات المعنيين

واضعو النظريات التنظيمية المشتركون

- نظرية التحفيز لـ Herzberg



التسلسل الهرمي للاحتياجات لـ Maslow

حسب نظرية التحفيز لـ Herzberg، يستند النجاح في مكان العمل إلى عنصرين. ترتبط عوامل الصحة

بظروف العمل والوظيفة المستقرة والعلاقات الجيدة مع الإدارة وزملاء العمل. أما العوامل المحفزة

فترتبط بمشاعر تحقيق الإنجازات والتقدير والتقدم الوظيفي. وقد قال Herzberg إن المال لا يحفز الأشخاص بشكل عام.

Herzberg's Two-Factor Theory

نظرية التحفيز لـ Herzberg

Herzberg, Frederick (1966). *Work and the Nature of Man*. Cleveland: World Publishing.



Satisfiers (Motivators)

Performance and achievement

Recognition

Job status

Responsibility

Opportunities for advancement

Personal growth

The work itself

Improving these factors helps to increase job satisfaction.

Dissatisfiers (Hygiene Factors)

Salary

Working conditions

The physical workspace

Relationships with colleagues

Relationship with supervisor

Quality of the supervisor

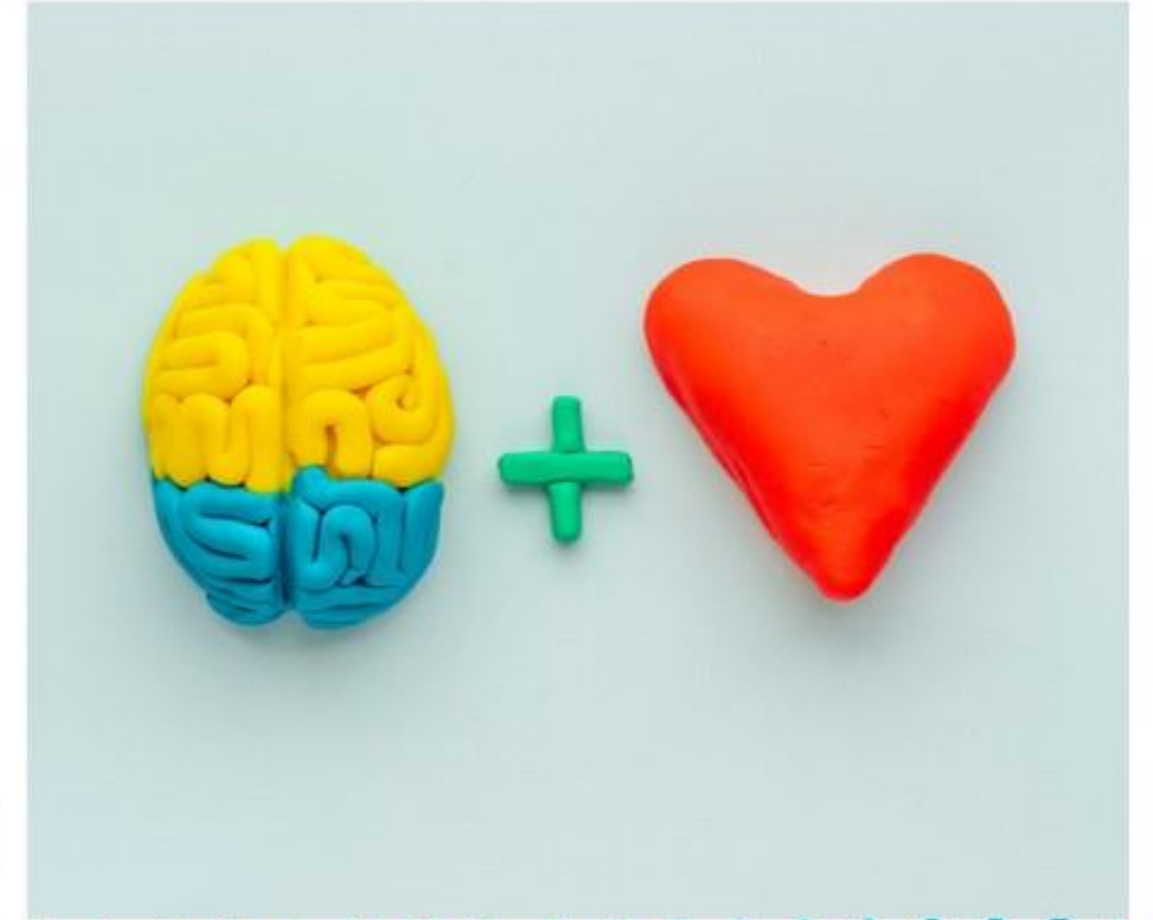
Policies and rules

Improving these factors helps to decrease job dissatisfaction.



Emotional Intelligence (EI)

- Emotional intelligence is the capability to understand and influence not only one's own emotions, but also the emotions of others.
- Emotional intelligence requires project managers to reflect on their personal feelings, the degree of empathy they have for the feelings of others, and how they can best act in a given situation while considering all these factors.



إن القدرة على قراءة أفكار الأشخاص ومشاعرهم وتوقعاتهم
ويجب أن يعمل هؤلاء الأشخاص والتفاعل معها والإحساس بها هي جوانب فعّالة للعمل مع الأشخاص
في هذا، لذا، من المهم أيضًا أن تفهم طريقة قراءة الآخرين لك لكي تعرف كيفية قراءتهم. معك أيضًا
الموضوع، سوف تقدّر الجوانب الواسعة التي تؤدي دورًا في تعزيز أداء الفريق من خلال الذكاء العاطفي
والمهارات الشخصية ذات الصلة

Key Areas of Emotional Intelligence

2.

Self-Management

Self-management—also known as self-regulation—is the ability to control and redirect disruptive feelings and impulses. It is the ability to think before acting and to suspend snap judgments and impulsive decisions. This is an inward-facing component of emotional intelligence.



4.

Social Skills

Social Skills is concerned with managing groups of people, such as project teams, building social networks, finding common ground with various stakeholders, and building rapport. This is an outward-facing component of emotional intelligence.

1.

Self-Awareness

Individuals have an understanding of how their behavior affects others. Self-awareness requires an honest assessment of one's emotions and an understanding of how emotions affect others. This is an inward-facing component of emotional intelligence.



Models of Emotional Intelligence

There are several different models that attempt to define and explain emotional intelligence. All of them tend to concentrate on four key areas:

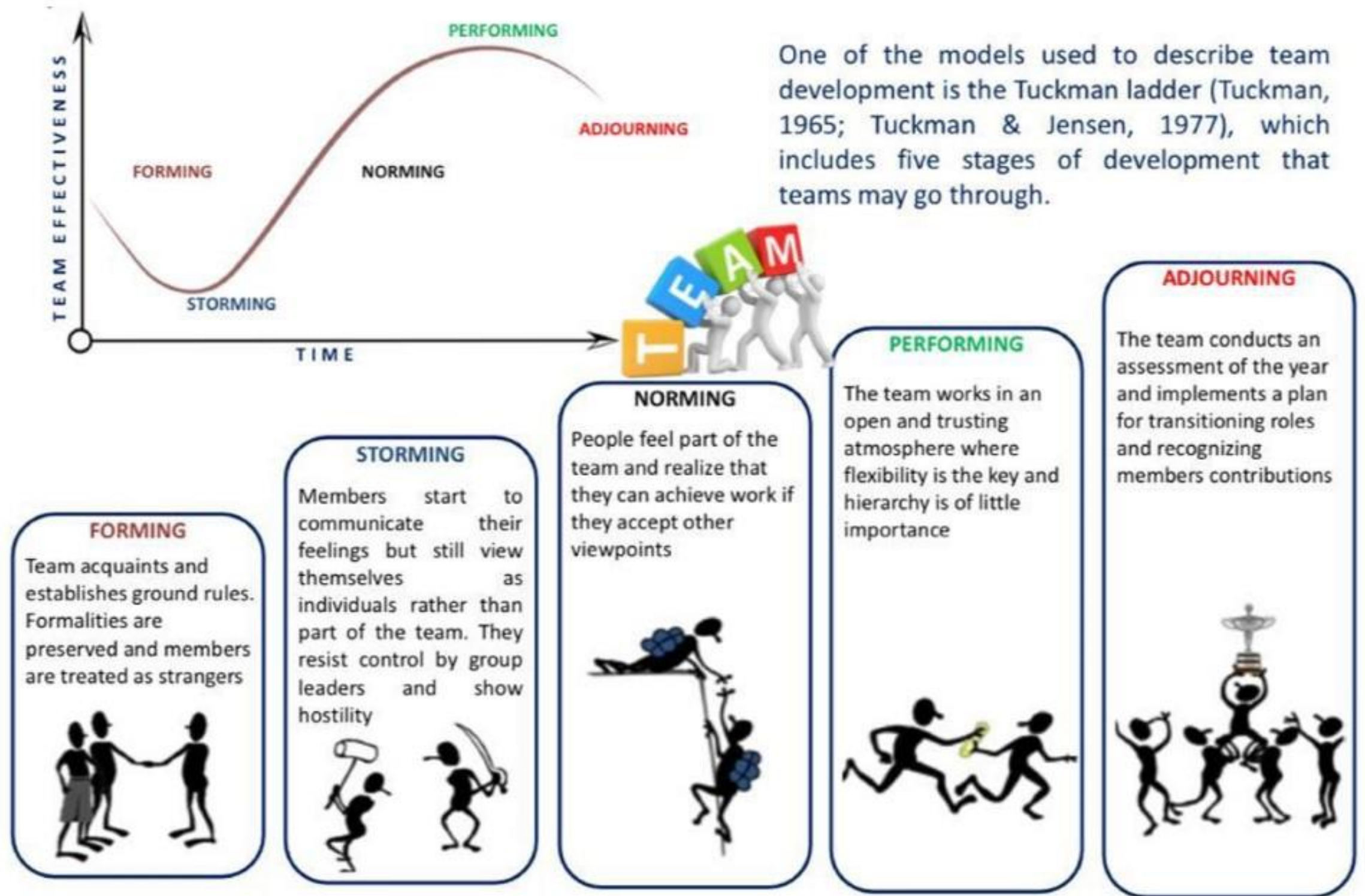


3.

Social awareness

Social awareness is the empathy one feels toward other people. Understanding the organizational context, the situation, and the protocol to behave in a working environment is social awareness. This is an outward-facing component of emotional intelligence.

TUCKMAN TEAM DEVELOPMENT MODEL





Project Organizational Structures

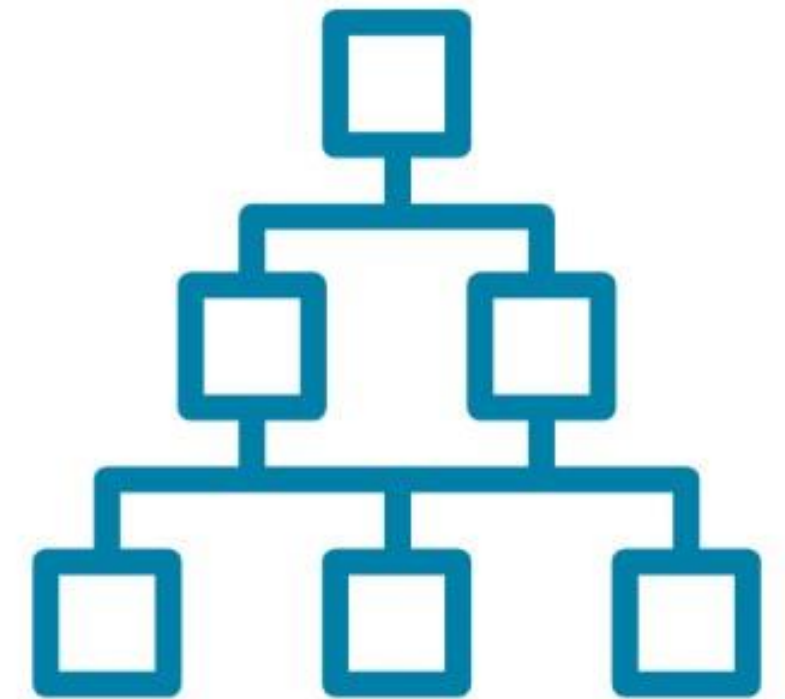
Project Organizational Structures

You should understand:

The **role** of projects in the organization

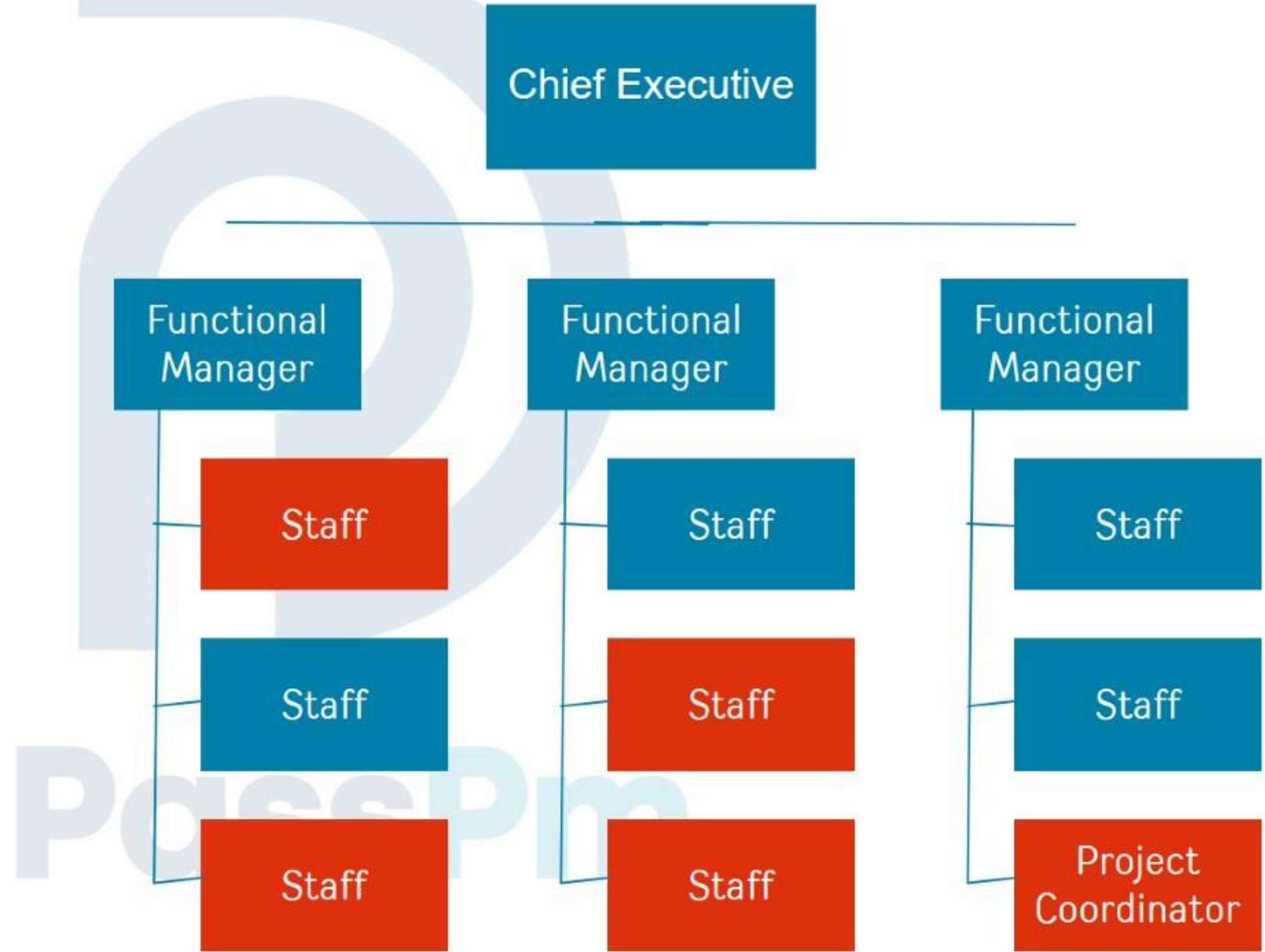
The **different types of structures**
in which projects exist

The **challenges** that may arise
in each of those structures



Functional Project Organizational Structure

In the functional project organizational structure, a project is assigned to one of the existing functional divisions of the organization. Generally, a project is assigned to the functional department with the most expertise, the most resources, the greatest ability to support implementation of the project, and the best chance of ensuring the project's success.



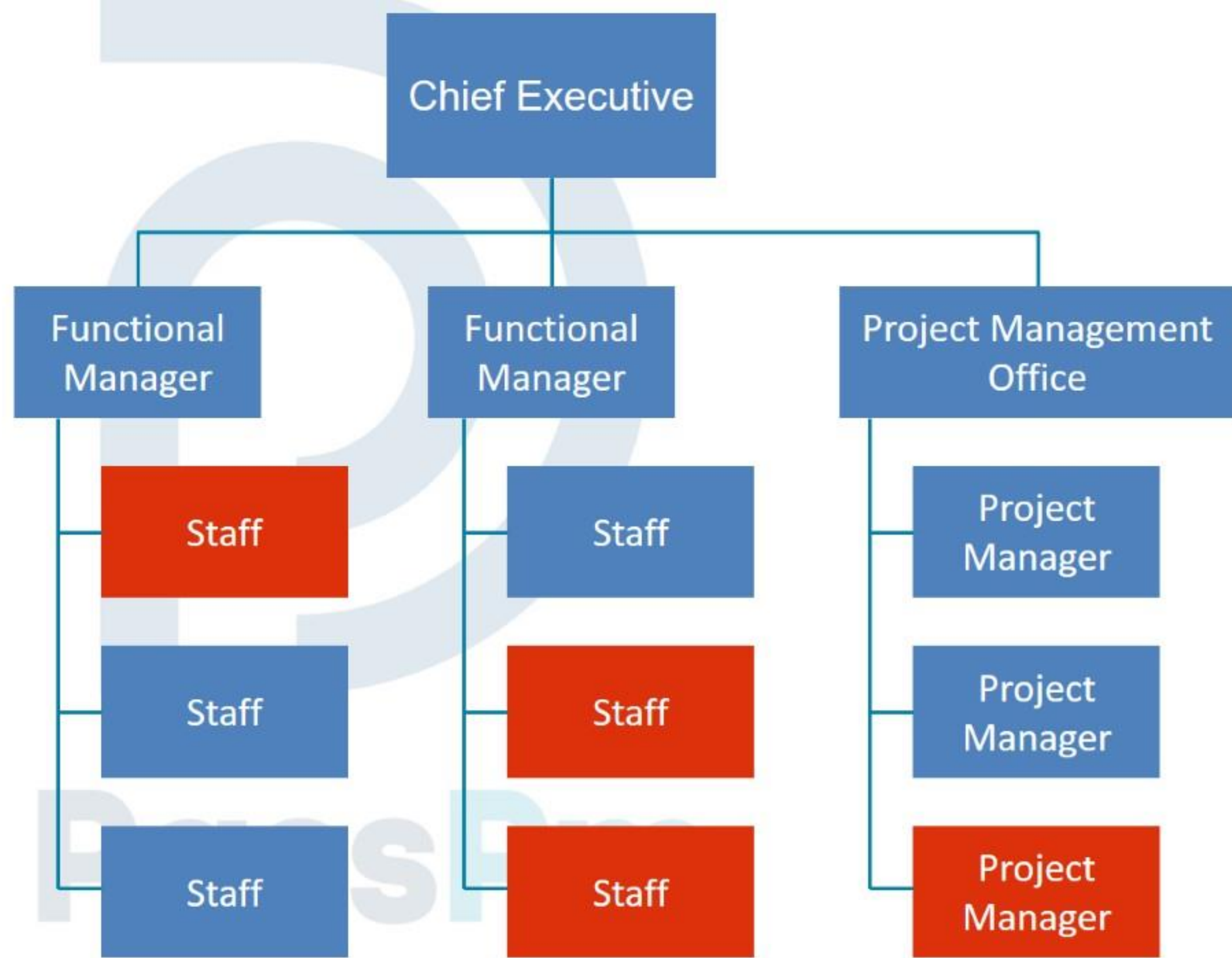
التنظيم الوظيفي Organization Functional هيكل تنظيمي يُجمع فيه الموظفون بحسب مجالات التخصص ويتمتع مدير المشروع بسلطة محدودة لتعيين العمل واستخدام الموارد.

Matrix Project Organizational Structure

The matrix project organizational structure merges the functional and dedicated project organization structures to combine their advantages and overcome their disadvantages.

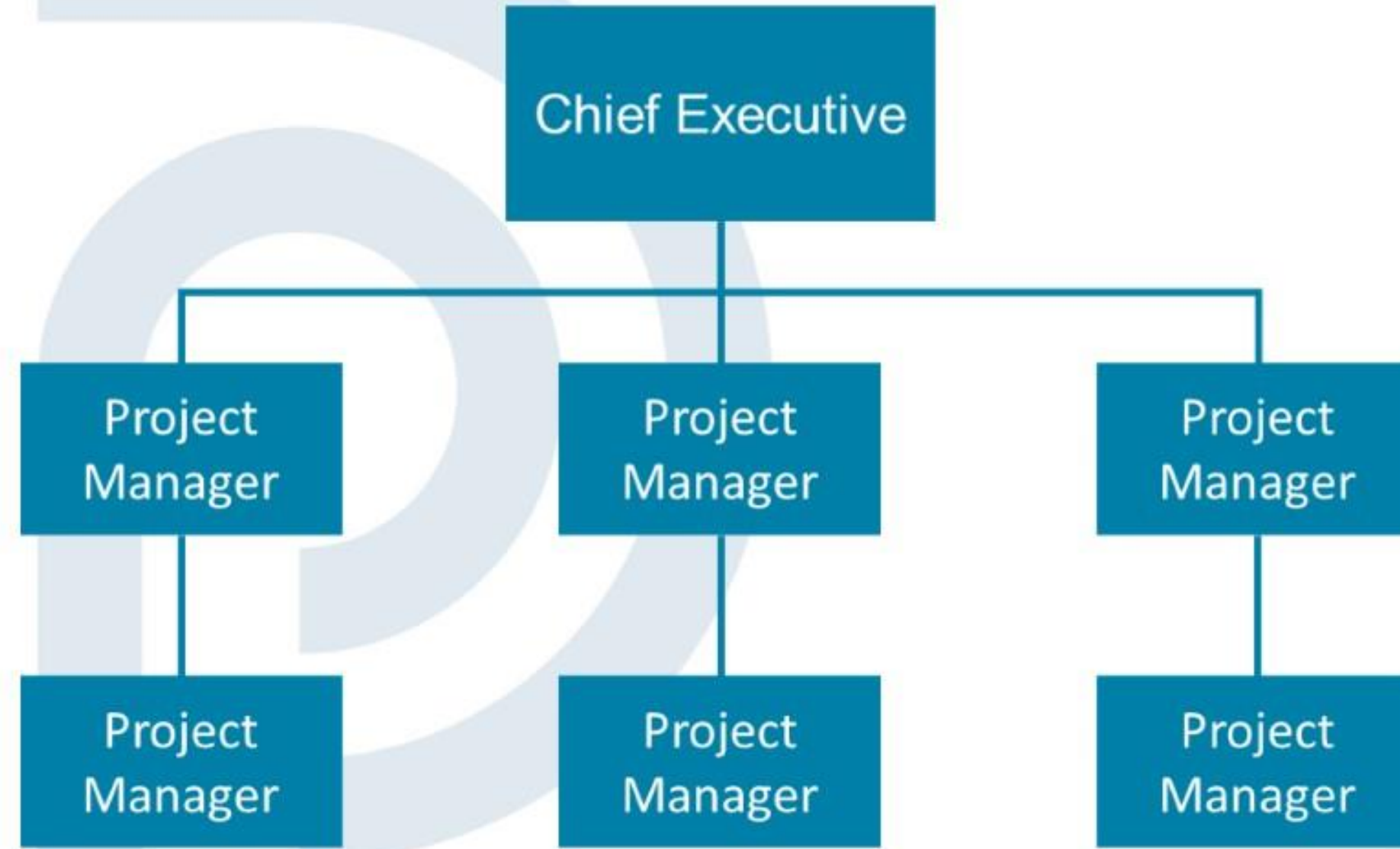
In a mature project-based organization, you might have a project management office with experienced project managers at the helm, ready to lead projects.

In this admittedly simplified example, the team has a dedicated leader with the title project manager; this person leads a project team consisting of members from other divisions.



التنظيم المصفوفي Organization Matrix هيكل تنظيمي يشارك فيه مدير المشروع المسؤولية مع المديرين الوظيفيين من أجل تعيين الأولويات وتوجيه عمل الأشخاص المعينين للمشروع.

Projectized Project Organizational Structure



التنظيم القائم على المشاريع Projectized Organization هيكل يعمل فيه مدير المشروع وفريق المشروع الأساسي كوحدة تنظيمية مستقلة تمامًا ضمن المؤسسة الأم

Project Manager's Power in Various Organizational Structures

	Functional project organizational structures	MATRIX PROJECT ORGANIZATION STRUCTURES			Projectized project organizational structures
		Weak matrix	Balanced matrix	Strong matrix	
Authority	Little or none	Limited	Low to moderate	Moderate to high	High to almost total
Resource availability	Little or none	Limited	Low to moderate	Moderate to high	High to almost total
Budget control	Functional manager	Functional manager	Mixed	Project manager	Project manager
Role	Part time	Part time	Full time	Full time	Full time
Admin Staff	Part time	Part time	Full time	Full time	Full time

Project Management Office (PMO)

Centralizes and **coordinates** the management of projects

May provide support functions such as **training**, **standardized policies and tools**, and **archives of information**

يشكل مكتب إدارة المشاريع PMO هيكلًا إداريًا يوحد حوكمة العمليات ذات الصلة بالمشاريع وينسق المشاركة في الموارد والمنهجيات والأدوات والأساليب التقنية. وتكون مكاتب إدارة المشاريع أكثر شيوعًا في المؤسسات الأكبر حجمًا بسبب عدد المشاريع التي يمكن أن تكون قيد التنفيذ في الوقت نفسه. ويمكن أن يقدم مكتب إدارة المشاريع (PMO) المساعدة والإرشادات لكل المشاريع قيد التنفيذ.

Steering Committee

أهم أجزاء بدء المشروع وتخطيطه تحديد لجنة الحوكمة أو اللجنة التوجيهية العامة التي تنسق المشروع.

وقد تتضمن لجنة المشروع الراعي وأحد كبار المستخدمين ومن المحتمل أن تشمل موارد مكتب إدارة المشاريع. وتتولى لجنة الحوكمة في المشروع مسؤولية توضيح ميثاق المشروع وأهدافه، وتخصيص الموارد اللازمة مثل الأشخاص والموال والوقت وما إلى ذلك إلى مدير المشروع لتنفيذ أهداف المشروع وتسليمها.

Consists of **executives**

Used often for **portfolio reviews**

Cuts across organizational lines and provides unified authority over priorities and resources

May also be called a **change control board**

Plays a role in **developing requirements, resolving issues, approving plans and schedules**, and even **allocating resources for projects**

Reviews major **project risks**, possible **investment opportunities**

Caring for a Steering Committee

Minimize **ineffective meetings**

Calculate a quick **return on investment (ROI)**

Derive the **cost of the meeting** using their hourly rates

Encourage them to reach decisions **asynchronously**

Explain the importance of a **well-managed meeting**



Team Performance Domain

How to Perform Best as a Team

Roles and responsibilities should be clear to all team members

Communication process is defined

Procedures and systems are in place

Interdependency among team members: they have to be able to depend on one another.

Complementary **skills** (beneficial diversity)

Common team **culture** (unity)

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The Four Tenets of Ethics in Project Management



Responsibility

Responsibility is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.



Fairness

Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favoritism. In fact, we should avoid even the appearance of a conflict of interest.



Respect

Respect is our duty to show a high regard for ourselves, others, and the resources entrusted to us.



Honesty

Honesty is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

Source:
<https://www.pmi.org/codeofethics>



Do I Already Know That?

Question 1

Anyone who is either positively or negatively affected by the potential outcomes of the project is considered a _____.



1.
Sponsor



2.
Stakeholder



3.
Customer



4.
Product owner

Question 2



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



1.
Testing unit



2.
Quality assurance board



3.
Steering committee



4.
Project management office

Question 3



Which of these project performance domains deals with the activities and functions associated with certainty about the scope and quality that a project is undertaken to achieve?



1.

Planning



2.

Project Work



3.

Delivery



4.

Measurement



Wrapping Up

Summary

- Project performance domains
- Stakeholders
- Project manager role
- Emotional intelligence and people skills
- Project organization structures
- Team performance domain

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**Up Next:
Development Approach and Life
Cycle Performance Domain**

