PROJECT TEAM AND PEOPLE MANAGEMENT

Two Part Webinar Series

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PROJECT TEAM AND PEOPLE MANAGEMENT

Session 2
How to Manage Styles to Successfully Lead a Project

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Session Two Goals

➢ Understand How to Manage All Styles on Your Project Team to Successfully:

▪ Plan Your Projects

▪ Delegate Project Tasks

▪ Track Your Projects

▪ Manage Conflict on Your Projects

▪ Answer Questions on Styles and the Session One Exercise

Project Planning

Survey Question

- We generally conduct planning workshops on projects:

    ❑ Yes
    ❑ No

Team Project Planning Workshop Topics

- Team members roles and expectations
- Discuss project guide, project management plan
- Task definitions
- Communication procedures
- Decision-making procedures
- Identify potential problems
- Team building foundation

Team Project Planning Workshop Tool

Round Robin Brainstorming

- Ask each team member to write down several ideas related to the issue under discussion
- Take one idea from each person and write it on a flip chart
- Continue taking one idea per person until individual lists are exhausted
- Then discuss and clarify
- Result: Balances Introverts need for time to think and Extraverts need to talk through their ideas

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Planning the Team

- Tend to select team members with preferences similar to your own
- Balancing preferences can avoid blind spots
- Examples
  - Perceivers may keep Judgers from reaching premature conclusions,
  - Sensors may keep Intuitives from overlooking important details,
  - Feelers may keep Thinkers from overlooking impacts of decisions on stakeholders

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Project Planning

Managing Extraverts	Managing Introverts
- Be a sounding board - Brainstorm ideas as a team - Don't let them confuse or redirect other team members by exploring ideas out loud	- Give them time to think and plan their tasks - Ask them to share their plan in writing - Have team members communicate how their tasks fit with others' tasks

Project Planning

Managing Intuitives

- Explain the big picture first
- Their plans will tend to be good on goals and end products but check on depth of detail

Managing Sensors

- Provide background information and examples
- Their plans tend to be very detailed, so check that scope meets real end-user needs and matches budget

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Project Planning

Managing Thinkers

- Be sure the plan involves a method for getting stakeholder and team input
- Their project decision criteria may tend to focus on objective criteria at the expense of social and environmental

Managing Feelers

- Their desire for consensus and harmony may result in a plan that defers action on tough issues
- Be sure the plan includes milestones and schedules for reviews and decisions

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Project Planning

Managing Judgers

- Encourage them to include time in their plans for input, review, and revisions, to allow for contingencies
- Ask them to consider "what ifs" in their plan; that it is a living not a rigid plan

Managing Perceivers

- Ask that they create intermediate milestones with deliverables in their plans
- Review the plan and milestones with them on a regular basis

Effective Delegation / Project Task Assignment

Keys to Delegation

1. Delegate the authority, keep the responsibility
2. Match and stretch capabilities to the task
3. Articulate what is wanted in the way of results
4. Articulate how task fits into big picture
5. Provide resources, examples and guidance as needed
6. Never accept unfinished or unsatisfactory work
7. Evaluate work against required results, not against the way you would have done it
8. Acknowledge and celebrate accomplishments

Delegation – Extraverted PM

Potential Pitfalls
- Tend to talk through a task rather than plan it
- Tend not to check for understanding of scope
- Tend to continue to raise new ideas halfway through the task

Avoiding the Pitfalls
- When following up, stick to the task in hand
- Ask team member to summarize assignment to confirm understanding and listen carefully

Delegation – Introverted PM

Potential Pitfalls

➢ Tend to rely on written instructions

➢ May think through and do most of a task before they are comfortable talking about it

➢ Tend to only share conclusions so delegatee doesn't understand reasoning for the task

Avoiding the Pitfalls

➢ Meet with team members and ask for input on the task assignment and to address questions

➢ Set up checkpoints for face-to-face follow up

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Delegation – Intuitive PM

Potential Pitfalls

➢ Tend to give vague direction

➢ Find it difficult to break the big picture into parts

➢ Are eager to try new approaches but may not recognize budget and schedule constraints

Avoiding the Pitfalls

➢ Describe each task with budget, schedule and milestones

➢ Focus on work actually being done vs. planned scope of work during follow up

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Delegation – Sensing PM

Potential Pitfalls

➢ Tend to give too much information to delegatee

➢ May fail to show how the delegated work will fit into the big picture

➢ Tend to micromanage

Avoiding the Pitfalls

➢ Need to make delegatee aware of relevant past work but avoid dictating *THE* way to do a task

➢ Provide delegated task in context of overall project goals and other tasks

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Delegation – Thinking PM

Potential Pitfalls
- Tend to believe they can do the task best
- May wait to delegate until they are overloaded
- The tone of course correction may be viewed as criticism

Avoiding the Pitfalls
- Give team member enough time to do task, don't wait to delegate until overwhelmed
- Be open to the ideas of others

Delegation – Feeling PM

Potential Pitfalls
- Tend to do tasks rather than ask others to take on more work
- Tend not to give constructive feedback for fear of offending

Avoiding the Pitfalls
- Treat the delegation as an opportunity for team members to gain more experience
- Give timely constructive and positive feedback

Delegation – Judging PM

Potential Pitfalls
- Tend to be too directive and structured
- Tend to hover and over control

Avoiding the Pitfalls
- Take time to discuss options with the delegatee
- Stick to established checkpoints to discuss progress to avoid hovering

Delegation – Perceiving PM

Potential Pitfalls

- May procrastinate about delegating until the situation has become a crisis
- Tend to go with the flow without a structured plan
- Like to keep options open and may change scope often

Avoiding the Pitfalls

- Focus on establishing a plan for task assignments and review with team
- Get delegatees to initiate follow-up and check in at scheduled milestones

*"People make a plan work,
plans alone
seldom make people work."*
---Confucius
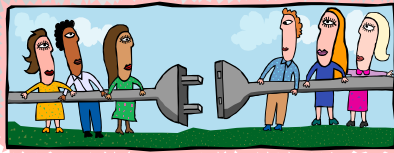
Project Tracking

Survey Question

- Where do you obtain the majority of the information to determine the status of your project budget and schedule?

- ❑   Project financial accounting system

- ❑   Project team

True Project Progress Status

- On Schedule?
- Budget Expended?
- Cost to Complete?
- Reviews on Track?
- Payment Status?
- Client/Customer Satisfaction?
- Potential Issues/Changes?

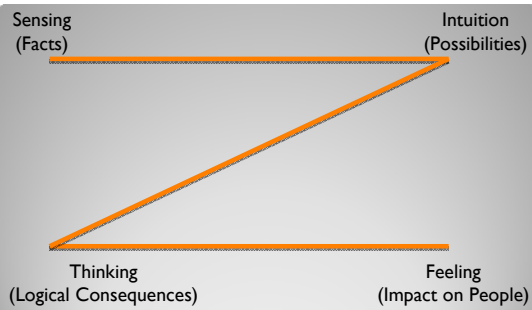"Follow the law of holes:
If you are in one, stop digging."

Dennis Healy

Problem Solving Model

Sensing (Facts)	Intuition (Possibilities)
Thinking (Logical Consequences)	Feeling (Impact on People)

Team Conflict Management

Conflict is Constructive

Conflict is constructive when it …

- Results in clarification and greater understanding
- Identifies alternative solutions
- Challenges ideas / actions with insufficient reasoning
- Produces a better solution
- Builds cohesiveness in the team

Conflict in Communication Preference

Extraverts
- Tend to address conflicts head on
- Energized by verbal conflict - vent and let go
- May be surprised and irritated when an Introvert is later upset over an exchange the Extravert considers over

Introverts
- Tend to avoid conflict until all their ducks are in a row
- Drained by verbal conflict - may stew and erupt later

Conflict - The Devil's in the Detail

Sensors

➤ Tend to grind a process to a halt with details if they disagree on an issue

➤ Consider details very important in resolving an issue

Intuitives

➤ Tend to discount issues related to details as minor

➤ Want to resolve issues in the context of how they affect the big picture

➤ Consider discussion of details as holding up progress

Conflict in Decision Making

Thinkers

➤ Tend to discount impacts on people in the decision process

➤ Can be irritated when others view their use of impersonal, objective criteria as unsympathetic and judgmental

Feelers

➤ May oppose decisions because of the way they perceive the people involved were handled

➤ Can be irritated when others do not use personal, value-related criteria in making decisions

Conflict in Process and Closure

Judgers

➤ Tend to resist changes

➤ Are irritated by missed deadlines and lack of response

➤ Want to get the issue resolved and move on

Perceivers

➤ Tend to resist control

➤ Are irritated by perceived rigidity or lack of flexibility

➤ Want to consider all options before moving on

Successful Conflict Management Attitudes

- You want to resolve the conflict
- You want to maintain the relationship
- You are willing to take initiative
- You do not need to be right
- You will do what it takes; the satisfaction is in the resolution
- Accept that the other person may not feel the same way

Things to Remember About Myers Briggs Preferences

- Purpose - to help you understand yourself and others to improve team relationships
- Type is for understanding, not for excuses
- No right or wrong preferences
- Dynamic profiles - not boxes
- Everyone uses all preferences to some degree
- Personality is much more complex than simply these preferences
- There will be similarities, but no two ISTJ's are the same

Questions?

References

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