



An Accredited Institution of the University of Westminster (UK)

# **Project Management**

## **Lecture 9**

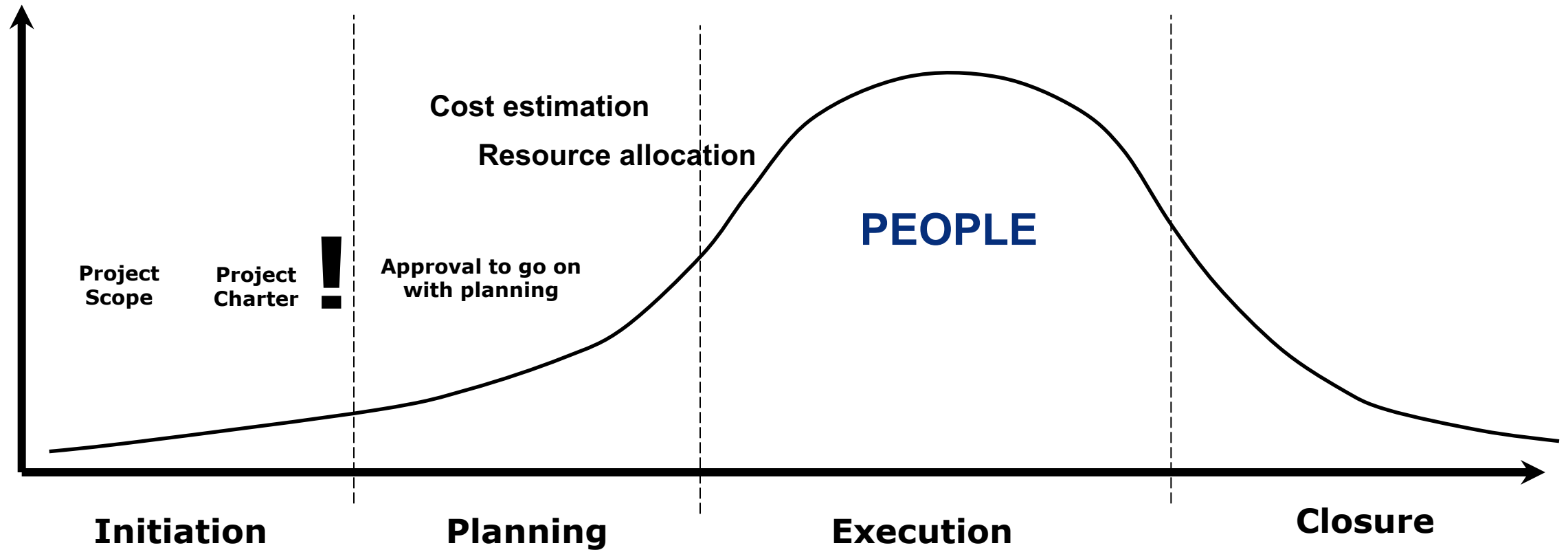
### **Human Factor in Projects**

**by**

**Ulugbek Islamov**

- Project Manager and Qualities
- Team Development Stages

# Project Execution



**Regardless of how good the procedures are or techniques used – it is always down to people to execute the project and they have to have certain skills to do it.**

**Tools and techniques facilitate the process, but not determine the success.**



Simoes P (2006), Street Painter. <https://www.flickr.com/photos/pedrosimoes7/190673196>



PublicDomainPictures (2014). Painting Stand.  
<https://pixabay.com/photos/paintings-stand-artist-isolated-316440/>



ALes (2016). Palette.  
<https://pixabay.com/photos/palette-paints-oil-painting-1482678/>

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Efrainstochter (2013), House. <https://pixabay.com/photos/house-children-drawing-75451/>



PublicDomainPictures (2014). Painting Stand.  
<https://pixabay.com/photos/paintings-stand-artist-isolated-316440/>



ALes (2016). Palette.  
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# Project manager is ...

- Leader
- Motivator
- Facilitator
- Mentor

Project Managers are direct link to the customer and must manage the interface between customer expectations and what is feasible and reasonable

# Leadership of Project Manager

- Project Manager provides leadership to the project team to accomplish project objective.

Planning

Organizing

Controlling



Alexas Photos (2018), Smilies characters together.  
<https://pixabay.com/photos/smilies-characters-together-leader-3298337/>

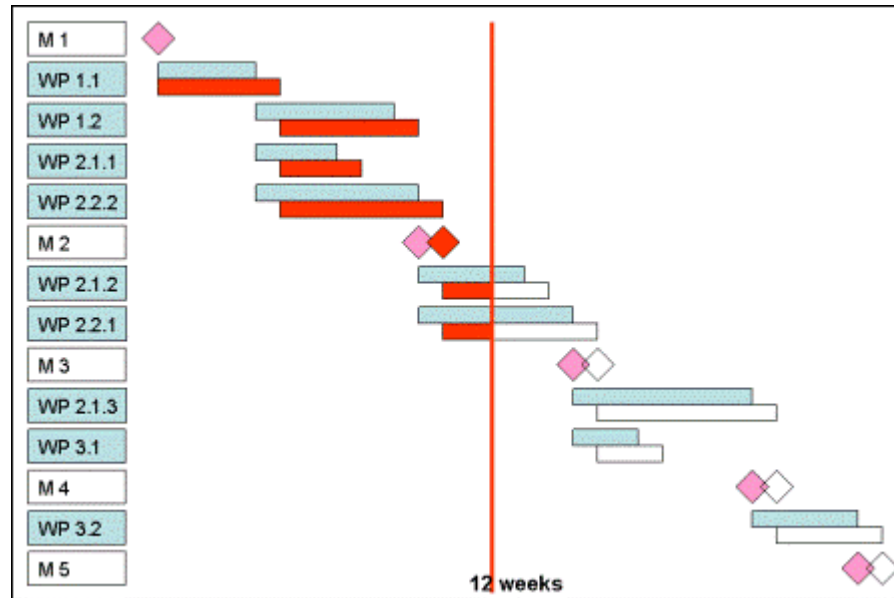
- PM defines clearly the project objective
- Agreement with customer (project sponsor) on the objective
- Communicates the objective to the team with clear vision of what constitutes successful accomplishment of the objective
- Gains commitment of the team by involving them in planning of the project +PM can develop a better plan when involving the project team

Larson, C. and Grey, E. (2014). *Project Management: The Managerial Process*. 6<sup>th</sup> edition, McGraw Hill, pages 340-349

- Securing appropriate resources to perform the work.
- Decisions on which tasks should be done internally and which externally
- Negotiation with contractors – defining the work scope for them
- For large projects project manager assigns leaders for specific groups of tasks
- CREATE environment where individuals are highly motivated to work together as a project team

# Controlling

- Project Manager implements a project management information system, with help of which the team can track actual progress and compare it with planned.
- This data is used in project review meetings and help identify problems and actions to be made in early stages.



Project Management Knowhow. (n.d.). Project Controlling Tools.  
[https://www.project-management-knowhow.com/project\\_controlling\\_tools.html](https://www.project-management-knowhow.com/project_controlling_tools.html)



James Oladujoye (2016). Meeting.  
<https://pixabay.com/photos/meeting-informal-business-team-1702638/>

**If project were an  
orchestra**

**Project Manager  
is conductor**



- Leadership is getting things done through others
- Project leadership involves *inspiring people* assigned to the project to work as a team to implement plan and achieve the project objective successfully.
- Create a **vision of the result** and **benefits** of the project for the team
- **Participative** and **consultative** leadership style – providing guidance and coaching to the team.
- Project Manager provides **direction**, not directions.
- PM sets parameters and guidelines for *what needs to be done* and the team determines *how to get it done*.
- Effective manager does not tell people how to do their jobs

- Creates the project culture that empowers the project team
  - Team members not only have responsibility for tasks but also are delegated authority to make decisions regarding the accomplishment of tasks.
  - Team member can find his own solution to problem unless it doesn't endanger the project objectives in terms of budget or schedule.
- Motivates team members and creates supportive environment
  - Participation and involvement of all members
  - Seeking advice and suggestion
  - Exchange of knowledge and expertise among team members
  - Showing genuine interest in the work of each individual
  - Recognition of achievements. During meetings and individually
  - Effective pm never takes credit for the work of others.
  - Never blames the team for the project problems

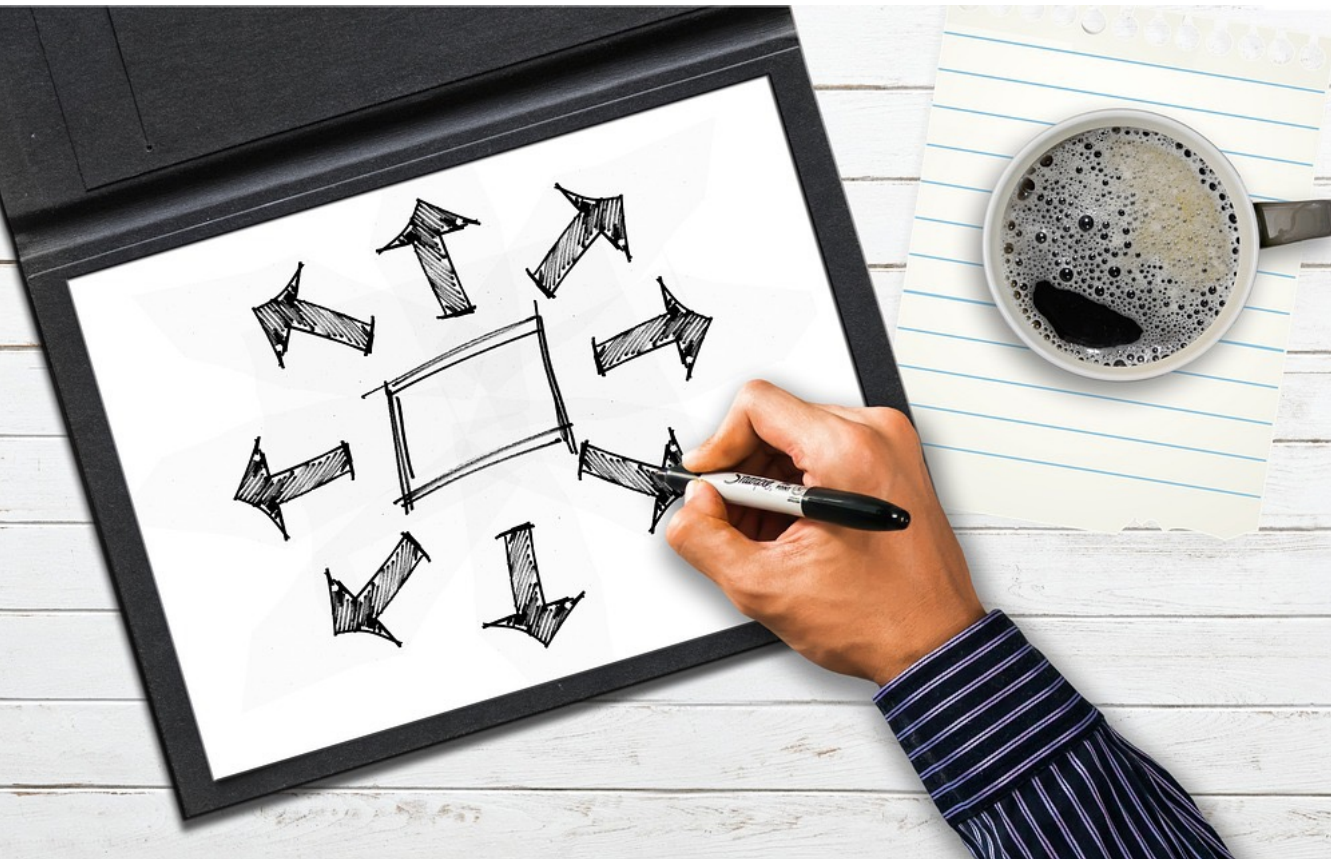
**Being an example – by practicing what you preach**

- It is difficult to motivate people if there is no value addition to people in the project.
- PM should establish the environment where every individual can learn from the tasks and develop certain skills or get more knowledge.
- Learning by challenging – giving tasks that require research (stretch tasks).  
Learning from experienced people.
- Organizing trainings for team members

- Communicates with team, customer, upper management
- In form of formal and informal meetings
- Should have good oral and written communication skills
- PM spend more time listening than speaking, they do not dominate the conversation.
- PM provides timely feedback for both team and customer. Good or bad news should be shared promptly.

- PM should be able to bond with each project team member
- Having conversations formal and informal about what the interests are and what they think of the project
- Showing interest in people!
- Emotional Intelligence
  - Self-Awareness
  - Social- Awareness
  - Self- Regulation
  - Social Skills

# Delegation



- Effective delegation of responsibilities and tasks can have big influence on project execution.
- Delegation does not mean to pass the responsibility, responsibility remains by project manager.
- Delegation is accompanied by the authority to access resources and making decisions on the tasks
- Project Manager should not tell the team members how to do the task – it gives the sign of not trusting the team

# Degrees of delegation

Highest Degree  
of Delegation



Investigate the problem and take action.  
You decide if you need to tell me

Investigate the problem and take action.  
Let me know what you did

Investigate the problem. Let me know what action you will  
take. Do it, unless I say no.

Investigate the problem. Let me know what action you will  
take. Wait for my approval

Investigate the problem. Let me know the possible  
alternatives and recommend one. I'll evaluate and decide.

Investigate the problem. Give me all the facts, and I'll  
decide what to do and who will do it.

Lowest Degree  
of Delegation

Clements G. (2014). *Successful Project Management*. 4<sup>th</sup> edition,  
South-Western Cengage Learning, page 339

B.W. Tuckman identified four stages of team development:

## Forming

- Initial stage
- From individual to team member
- Get acquainted
- Less work is done
- Direction needed
- Project kick-off meeting

## Storming

- Project scope and objective are clear
- Tasks are worked on
- Slow progress
- Expectations are not met
- Frustration by authority of PM
- Roles and responsibilities ??
- Less direction, more clarification from PM

## Norming

- Team and PM relationships are settled
- Conflicts reduced
- Sense of a team
- Minimal direction, more delegation
- Productivity and performance

## Performing

- Highly committed team
- Confidence is high
- Open, honest communication
- Collaboration
- Full delegation

Any  
Questions

- Clements G. (2014). *Successful Project Management*. 4<sup>th</sup> edition, South-Western Cengage Learning.
- Larson, C. and Grey, E. (2014). *Project Management: The Managerial Process*. 6<sup>th</sup> edition, McGraw Hill.
- Pinto, J. K. (2007). *Project management: achieving competitive advantage*. Upper Saddle River, NJ, USA: Pearson/Prentice Hall.