

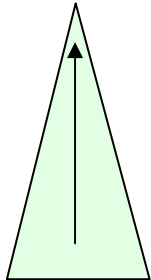
7. Human Resources Management

7. 1. Introduction

7. 1. 1. Human types

Maslow hierarchy of needs

A man works for fulfilling his needs:



developmental: progress, learn

image related: respect, appreciation, approval

social: love, friends

security related: stability, safety

physiological: water, food, clothes

Fred Herzberg theory(1959)

Man are sensitive to:

a) **Hygienic agents**: salaries, safety, holidays, assurances, working conditions

b) **Motivational agents** (the wish to excel in his work):
appreciation, recognition, promotion, progress, challenging situations

>> man - **hygienic seekers**: interested to earn money, trips, free days
 - **motivational seekers**: interested in promotion opportunities,
 public recognition of merits

!!! for everybody, the lack of hygienic agents alters the motivation

Mc Gregor X-Y theory?????

- Y people – proactive, determined, motivated
- X people – lazy, need attentive monitoring

Expectation theory

People want to obtain something for their results

They work in relation to their award

>>> whenever the award is interesting, they will work hard

Z Theory of Ouchi

Participative management, with long term employment (long) and merit based promotions

<<< People are motivated by promotion opportunities +
+ the support offered by the company

Types of personalities – team members

imaginary leader = wants to lead, plenty of initiative

>> involve him in some organizing tasks

mouse = wants your acceptance at each step

>> give him confidence, don't be too cruel when he makes mistakes

clown = funny, not very well organized

>> usually without enough loading

cowboy = adventurous, every time wants to experiment something

>> focus on results, responsibilities

>> monitor him!!

lazy = uninterested, doesn't work

>> cut him from the list

or

Mercenary + Monk + Victim + Terrorist

7. 1. 2. Suggestions for team management

- Mechanisms which can be used for team coordinating:

- direct supervision

- coordination in relation the individual effort

- for small teams, when narrow specializations are not needed

- work process standardization

- well-defined activities, standardized work process

- coordination based on imposed standardizations

- work result standardization

- clear requirements, autonomy during task execution

- coordination based on results

worker aptitudes standardization

- the expected productivity is known for each level of aptitudes (>> rotation of roles || identical working conditions)
- coordination in relation to man aptitudes: more autonomy to those better aptitudes

„ad hococracy” (for innovative, risky projects)

- the team has well known specialists, each with huge autonomy in his field of expertise
- coordination aims at obtaining mutual agreement between experts

- **Decision making:**

- directive decisions

- PM decides PM, the team meets the decisions

- >> PM is isolated

- participative decisions

- the team is consulted

- the team chooses the best solutions

- consultative decisions

- the team is consulted,

- but PM decides which is the best solution

- **Styles of management & relationship within a team**
 - oriented to relationship and individuals - RD
 - oriented to results and tasks fulfillment - TD

Categories:

Separating (RD low, TD low)

- rigid rules and working procedures
- decision: top-down, in an authoritarian style
- coordination – e.g.: by work process standardization

advantage: stability, efficiency

disadvantage: innovation locked

recommendation: for routine operations

Involvement (RD low, TD high)

- PM has the vision and the solution; PM indicates what to do
- decision: taken by PM, but the team accepts its vision
- disadvantage: the project road is hardly changed
- recommendation: for task under high stress

Relationship (RD high, TD low)

- each team member receive a task and has the possibility of being creative
- decisions are taken in group, by negotiation + consensus
- advantage: motivate people very well
- disadvantage: a lot of interactions, more effort, the result depends on the ability of PM to achieve consensus
- recommendation: if people lose motivation

Integration (RD high, TD high)

- PM must stimulate the team
- decision taken informally, bottom-up

coordination >> „adhocracy”

advantage: creativity promoted

disadvantage: the team can miss some objectives

recommendation: for innovative, explorative work, when the result is not cert

○ Team structure

- democratic/ non-centralized
- autocratic/ centralized

Categories:

business

technical coordinator (= contact person)

decisions taken in a democratic way (usually)

chief programmer

coordinator – well appreciated experts

other team members – different specializations

skunk work

same specialization for all the team members

one of them is an expert which transmit know how

swat (when looking for alternatives, design/architecture)

highly proficient team, all team members have large solid background (not necessarily top specialists in a narrow field)

Suggestions for software projects

sweet shop

many programmers, each one with a specialization + coordinators on each specialization

assembly line

programmers work in groups + each group has a coordinator
a group produce a module – collaboration inside the team

team

programmers work in formally allocated teams
coordination done by a team manager
a software manager coordinates the team managers

- **Team size:**

Choose a hierarchical structure with groups of maximum 10 persons
(4-6)

motivation: less communication

(e.g.: for 50 programmers - 1225 communication channels)

7. 2. Human Resources Management Processes

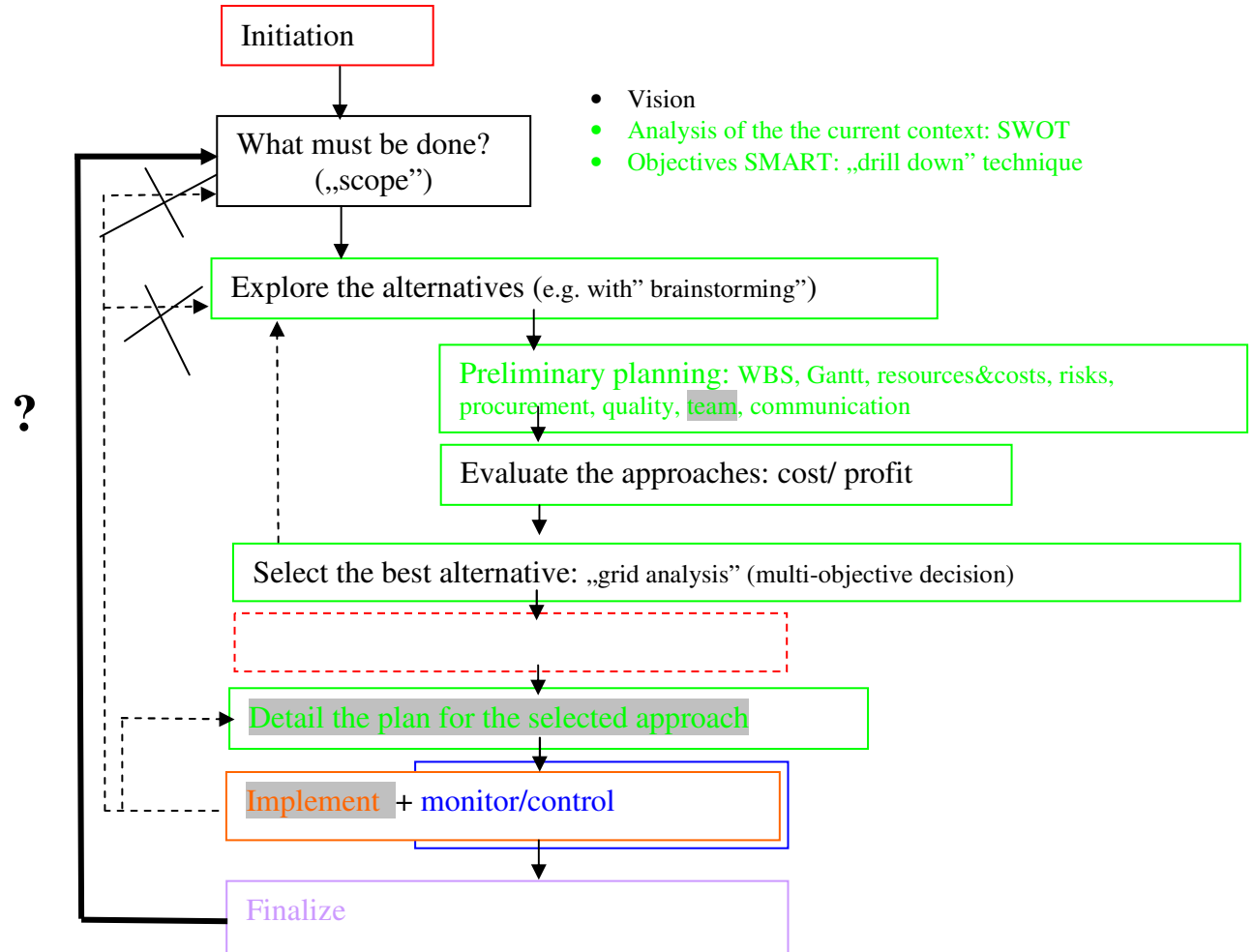
= the processes which ensures **the increasing of the efficiency** for people involved in the project

>> **DIFFICULT!!!!!!**

human resources planning (PA) identifying + documenting + assigning roles /responsibilities /relationships

human resources allocation (PA) bringing necessary human resources to the project

team development (E) developing **the individual and team competences** for increased performances of the project



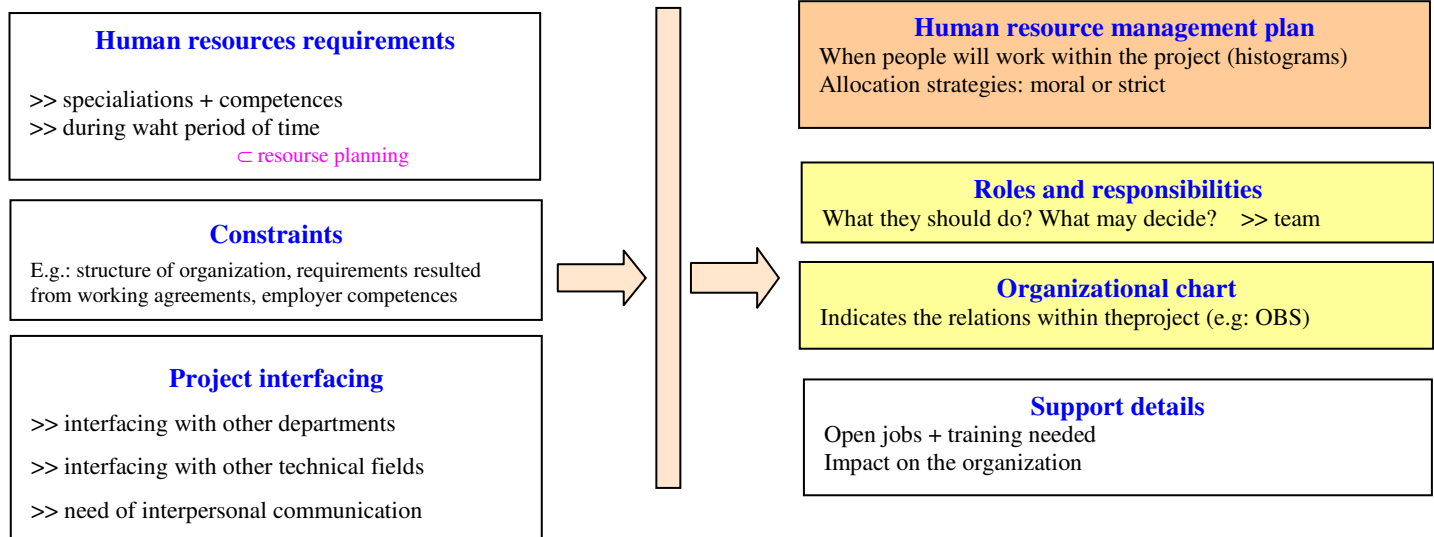
Pay attention to:

- the team is temporary >> use techniques for relationship transitions
- stakeholders have different visions during project development – use the techniques appropriate for that time instant
- **PM has direct responsibilities**, yet the company states several rules and usually there is also a Human Resources Department

7. 2. 1. Human Resources Planning (PA)

= identify + document the roles & responsibilities & individual and team relationships

HOW IS THE TEAM ORGANIZED?



Remarks:

○ Strategies available for human resource allocation

- **Moral, uniform** – people work without interruptions (inactivity intervals)
- **Strict** – people can have intervals of inactivity (advantage: smaller costs)

○ Roles and responsibilities

Role >> what an employer should do

Responsibility >> what an employer may decided on

Matrix of responsibilities & roles

A row >> a (leaf) work package of WBS or an activity

O column>> a category of human resource

Indicate **P** (participate), **A** (approve), **V** (verify), **C** (create)

Suggestions

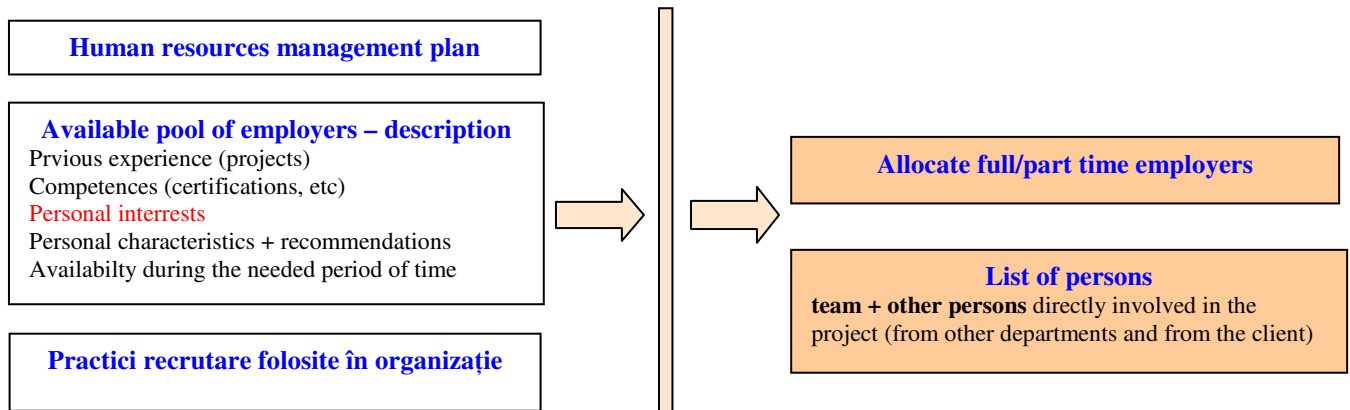
- Choose a **structure team, a style for coordination and relationship**
- For each job, prepare the ideal portrait of the employer
education,
knowledge,
experience,
aptitudes required for task fulfillment,
other aptitudes (team spirit, written communication, etc.)

and the description of the job: role + responsibilities

7. 2. 2. Human Resource Allocation (PA)


= select people for the project

WHAT PEOPLE WILL YOU WORK WITH?



Recommendations:

- Team can be selected by
 - **negotiation** with functional and top managers:
 - choose people from the organization
 - usually, informal interviews
 - collect recommendations from team & managers
 - **pre-assignment**: set by Project Charter (projects won by competition, internal projects, etc.)
 - **agreement**: new people is hired in the organization
- When a person is selected for a role, be attentive that ideal portrays cannot be completely met – balance your team & good coverage >> revise job descriptions

- **Mo matter what persons you choose, look at their expectations/goals:**
WIIFM (What Is It For Me?)
 -  the person want to learn, gain new aptitudes, better salary, etc
 - PM want safe, speed, performance

Pay attention to:

- involve experienced, trustful people on the critical path
- avoid excessive routine / you can lose the best employers
- help people develop: groups with seniors and juniors, training!!!

Important:

Make everyone interest in your project from the beginning:

- what they can achieve (look at their motivation: better CV, bonus)
- how important the project is for the company
- how many people want to work in this project (challenge, innovation)
 - >> they must be proud and appreciated for being part of the team

How to organize an interview

Plan:

1. short introduction: present yourself, 1 - 2 preliminary questions (general aspects)
2. questions about experience
3. easy technical questions (how long he/she needs for solving? does he/she knows to explain?)
4. harder technical questions – discussions on the proposed solutions, errors, performances (rigor, depth, flexibility, does he/she knows to explain?)
5. has the candidate any questions?

TIPS:

- look for smart + goal-oriented people

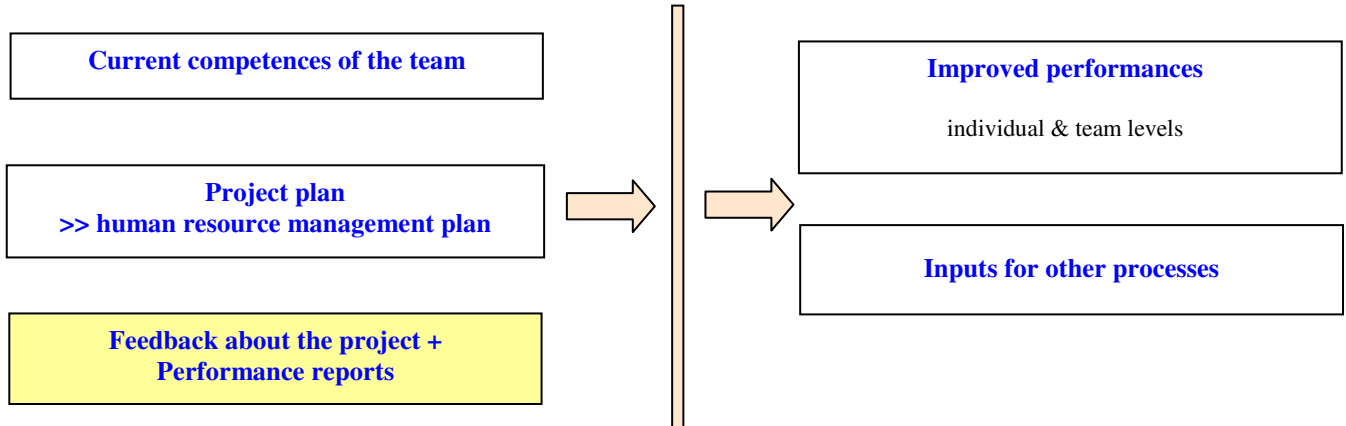
- about 1h/candidate, large jury can intimidate, questions can be launched by 1-2 persons
- it is advisable to eliminate a good candidate than hiring a weak one (not sure: NO) >> weak employers can de-motivate the whole team
- weak candidates can be simply eliminated after 2-3 questions; you can continue only with the one with real chances
- the **interview should not be simple** (job will look uninteresting)
- help them stay relaxed, speak freely (put open questions)
- technologies change fast: look at aptitudes not only at knowledge
- avoid IQ tests
- don't speak more than candidates
- don't start with predefined ideas after you read the CV

7. 2. 3. Team Development (E)

= increase team efficiency

encourage team spirit
+
individual development

HOW TEAM CAN BE MORE EFFICIENT?



Remarks:

- Team development is harder if the employees are not working full time in the project
- **Your management abilities are important!!!**
 - have authority – can be gained:
 - formally (named by a top manager)
 - by references (known by part of the team),
 - by expertise,
 - by pressure.
 - have organizing abilities + technical knowledge
 - have communication abilities, knowing to work with people
 - know listening, understand others' opinions
 - know manage the conflicts
 - induce enthusiasm, passion, interest
 - have the capacity of taking decisions (even unpopular) and responsibilities
 - focus on results and finalization

Methods for team development

- **co-location:** all persons work in the same location >> personalized !!!
>> people interact easier
- **teambuilding**
 - involve the team in planning and decisions
 - informal working meetings
 - informal non-working meetings (trips, parties, etc): at least some of them without families!!

- **rewards, appreciations**

!!! set **clear rules**, known by everybody, oriented towards results and performances

- **do not reward something improper** (a task ended earlier because the initial estimation was too pessimistic, somebody works supplementary because of weak self-management or low productivity)
- **give something what can really motivate the person!!!**

- **training**

Stages of team development

- **Forming**
 - they learn about the others: could be prudent, confused, impersonal, polite
 - !! give confidence, clarify the objectives, encourage the team spirit
- **Storming**
 - they learn the hierarchy and the roles in the team
 - conflicts, mini-groups, rejecting/ inflexible attitudes
 - !! set relationship rules, solve the conflicts
- **Norming**
 - more focus on works, people become familiar to work within the team
 - the team offers feedback, suggestions, opinion conflicts can occur, increased interest in solving the problems
 - !! improve relationship rules, discuss about rewards, rotate the tasks, detail the plan

- **Performing**
 - Everybody learned his role: creativity, flexibility, collaboration, solidarity, performances
 - !! you can give more freedom to your team more, appreciate their results
 - !! pay attention to deadline & quality

Set roles /give responsibilities + offer assistance

!!!!!!! Focus on results

Conflicts management

!!!!!! some conflicts will occur, be prepared to solve them!!

Cause of conflicts: strong personalities, different technical opinions, resource sharing, etc.

Steps in conflicts solving

- listen both sides

- propose a solution

- wait (!!!give both sides some time for thinking)

- act + explain your decision

Solutions for conflict solving: communication + clear responsibilities

- compromise (no loser, no winner)

- smoothing (unimportant problem – incompletely solved)

- forcing (you choose the winner)

- postponing + additional investigations

TIPS:

- focus on results, no personal ambitions
- everybody must know what to do and what are the responsibilities of the others
- set discipline
- do not encourage selfish actions (the project can be successful solely with a common effort, the failure affect everybody)

Pay attention:

- a new team may not be completely confident in the project
- any antipathy against top management is shown against you

Remarks

- to **develop the team spirit**
 - involve your team in decision making
 - show them confidence + respect + be flexible
 - your example matters (what you don't like to your managers. don't do to your team)
 - **communicate** with your team (including regular meeting)
 - **encourage** their collaboration
 - solve the problems, don't pass accusations
- **in the last phase of the project,**
 - even the project is not delayed, do not relax (>>the team will become relaxed, too)
 - if deadlines are hard to meet
 - >> conflicts can occur
 - !! stay calm, re-plan, communicate!!
- **at the end of the project:** offer a correct evaluation of the team + **collective reward**

During the working meeting, the team member could be

- **escapers** (=they do not make public their opinions, avoid conflicts – new, timid)
 - Ask everybody to say the opinion
 - Announce the outline of the meeting, give a thinking time (e.g. with answer by email)
- **aggressive** (=they like conflicts, they usually have the opposite opinion – they can have experience, intelligence)
 - Put them to speak first
- **thinkers** (=clam, offer solutions after they listen the other opinions)
 - You can count on them
 - Consult them before the meeting
- **idealist** (=good intentions, but naïve, with little experience)
 - they could be open to learn more

Revision

Definitions, taxonomy:

human types (Maslow, Herzberg, McGregor, Z-Ouchi)
decision making, team coordination, management styles
types of team structure, team development
conflict management

Human resources processes: human resources planning (PA), team allocation (PA), team development (E)

Documents

Resource management plan,
Organizational chart, Roles & responsibilities description – matrix of responsibilities
Ideal employer portrait, Interviewing/employment form
List of team members and collaborators, Job description