

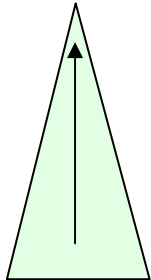
7. Human Resources Management

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

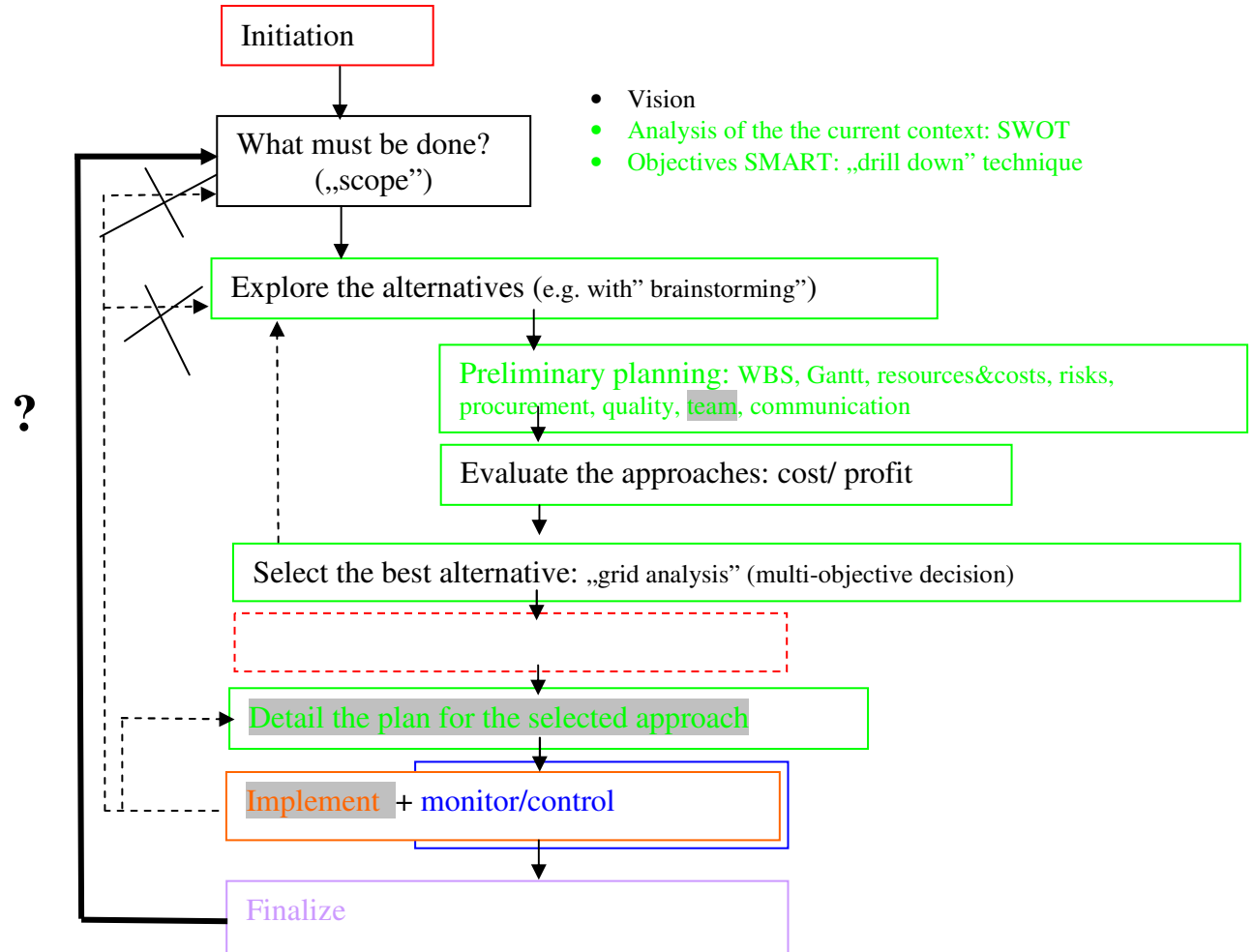
= the processes which ensures **the increasing of the efficiency** for people involved in the project

>> **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



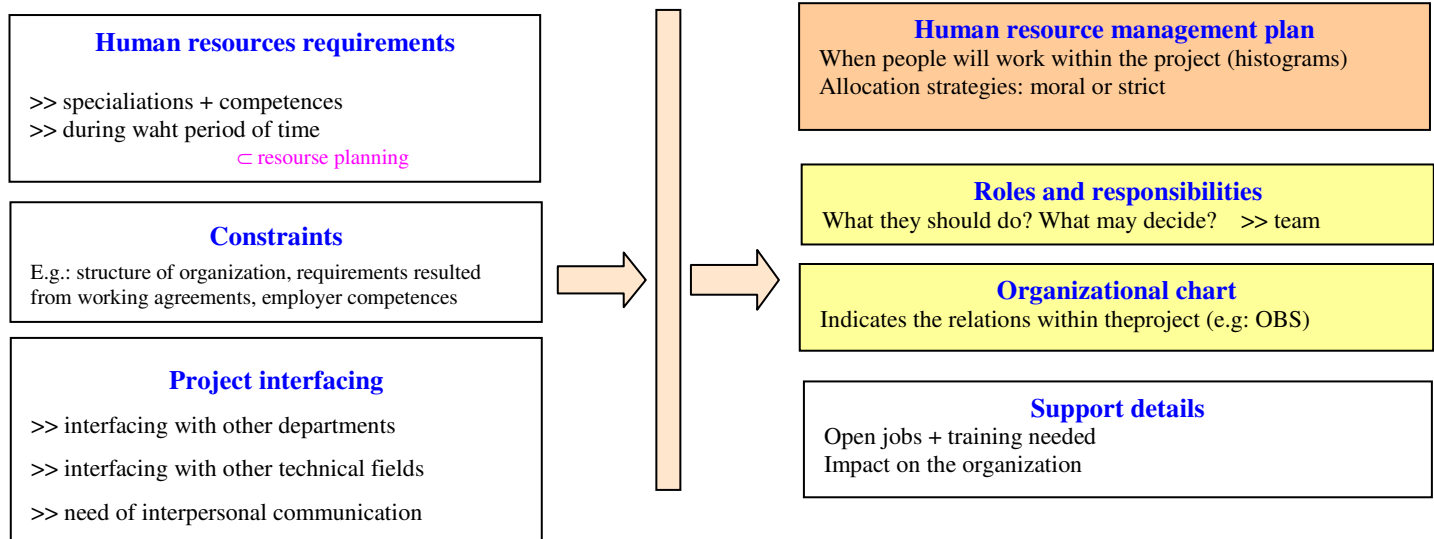
Pay attention to:

- 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

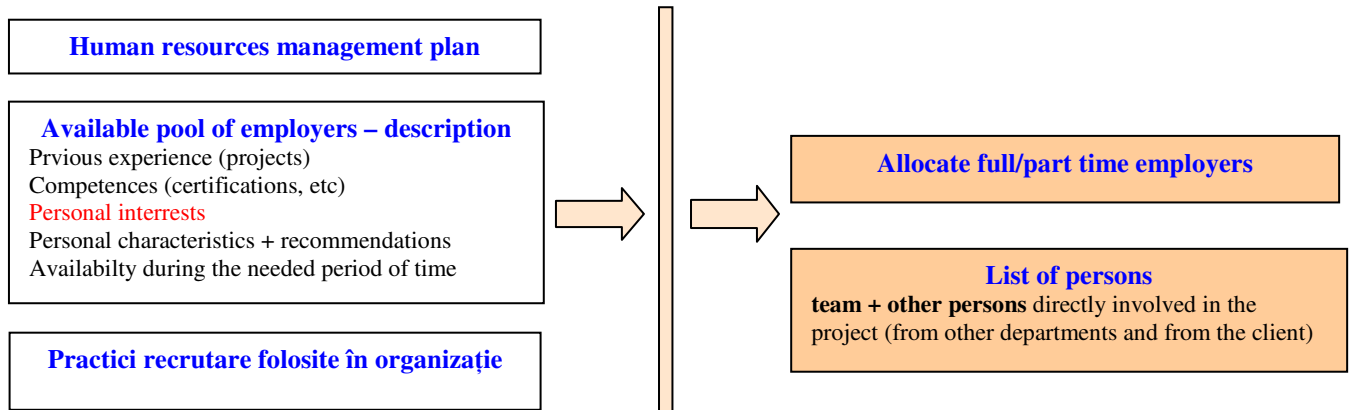
- Choose a **structure team, a style for coordination and relationship**
- For each job, prepare the ideal portrait of the employer
 - education,
 - knowledge,
 - experience,
 - aptitudes required for task fulfillment,
 - other aptitudes (team spirit, written communication, etc.)

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

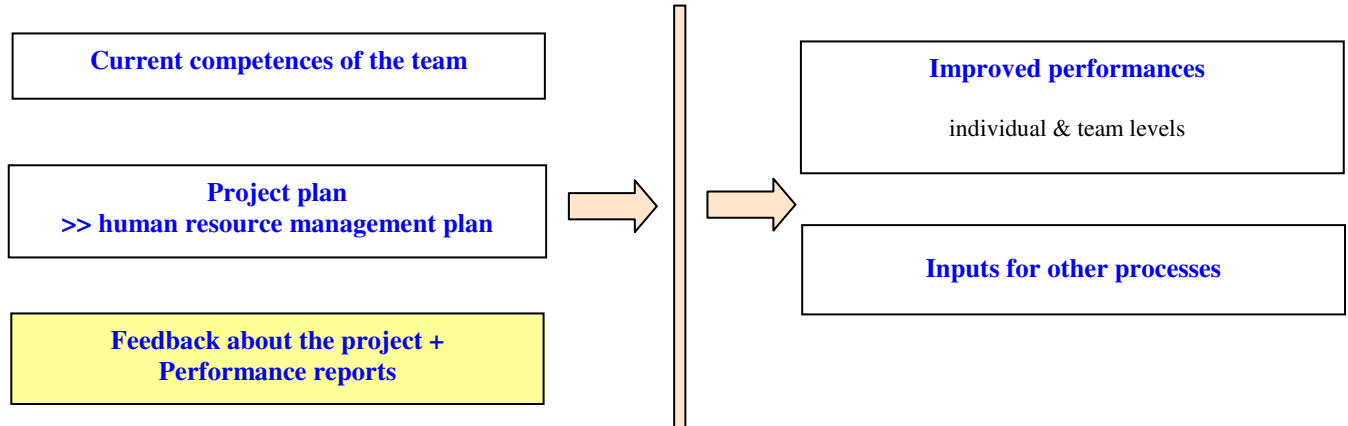
- about 1h/candidate, large jury can intimidate, questions can be launched by 1-2 persons
- it is advisable to eliminate a good candidate than hiring a weak one (not sure: NO) >> weak employers can de-motivate the whole team
- weak candidates can be simply eliminated after 2-3 questions; you can continue 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