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CHAPTER

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# Project Managers, Sponsors, and Tuckman Ladder

# Project Management

What Project Management Isn't	What Project Management Is
Haranguing and coercing	Leadership and coaching
Micromanaging	Delegating responsibility
Reacting to personnel changes as emergencies	Assigning activities to specific functional responsibilities for clear personnel transitions
Not knowing variances until too late	Controlling and accounting for resources
Requiring continuous reporting	Routinely measuring against the plan
Holding meetings to discuss percentage complete	Holding meetings to discuss substantive issues and risks
Having unrealistic optimism about consequences of change	Analyzing tradeoffs between constraints
Producing static documentation and never using it because it's out of date	Keeping live documentation up to date
Failing to disseminate new plan versions consistently	Ensuring that everyone is using the current plan

# Project Manager's Role

## Lead.

- Inspire and act with consistency and fairness; includes servant leadership, where the leader acts as facilitator or coach.

## Manage project performance.

- Monitor and control.

## Build teams.

- Build high-performing teams quickly.

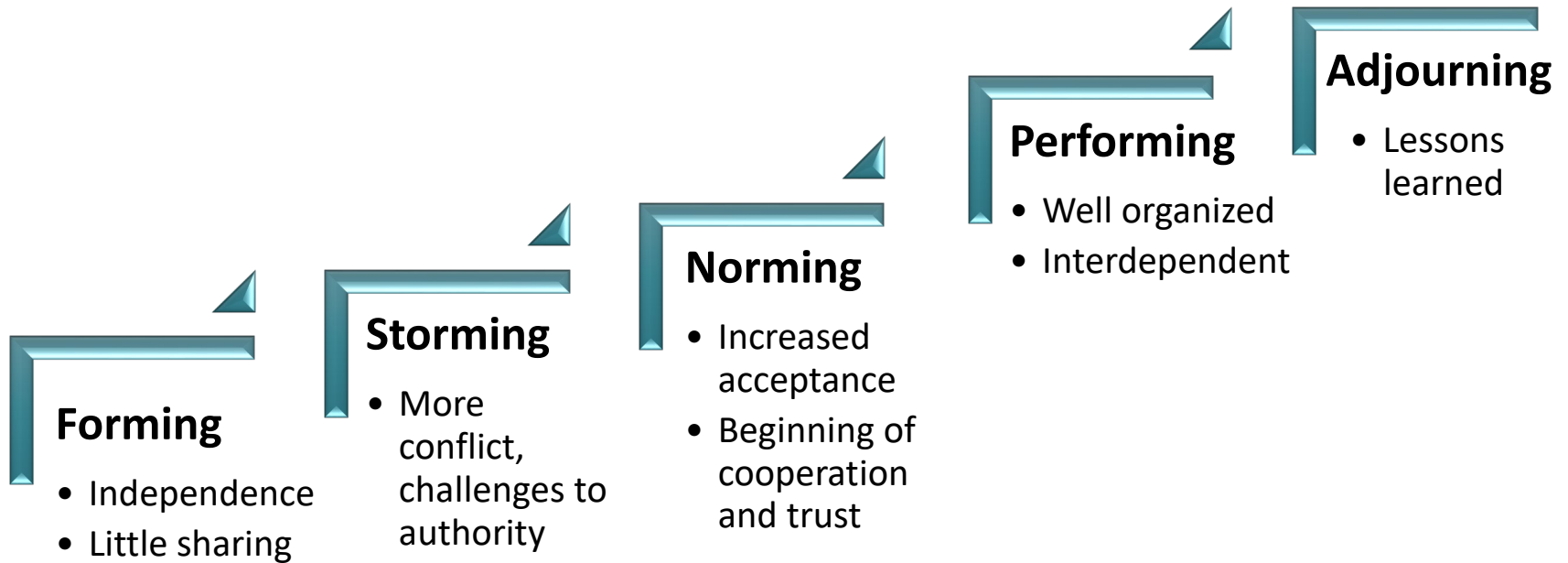
## Manage stakeholder engagement.

- Communicate and influence.

# Project Roles in Agile/Hybrid Projects

- Cross-functional team members:
  - Produce high-quality incremental work in the shortest possible time.
- Product owner:
  - Represents stakeholder and customer interests.
  - Responsible for delivering the highest value to the customer.
- Team facilitator:
  - May be called Scrum master, project manager, project team lead, team coach.
  - Focuses on making the jobs of team members easier and on building team performance.
- Essential skills for servant leaders:
  - Good listening skills and emotional intelligence
  - Creating harmony and community
  - Problem solving
  - Nurturing growth of team members

# Tuckman Ladder



- Common stages of team formation.
- Assess team state or anticipate issues.



## Discussion Question

Team members perform their tasks independently and are not interested in comparing approaches. What stage of team formation does this behavior illustrate?

- A. Forming
- B. Storming
- C. Norming
- D. Performing

## Project Sponsor Tasks

Explaining goals, vision, mission, expectations

Advocating for the project team at the executive level

Maintaining proper alignment with business objectives

Removing obstacles to project success

Ensuring that project outcomes result in realized value



# Project Sponsor Best Practices

Resource

Guide

Align

Tailor

Influence

Communicate

Partner

Check

Unblock

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# Forming—The Project Manager

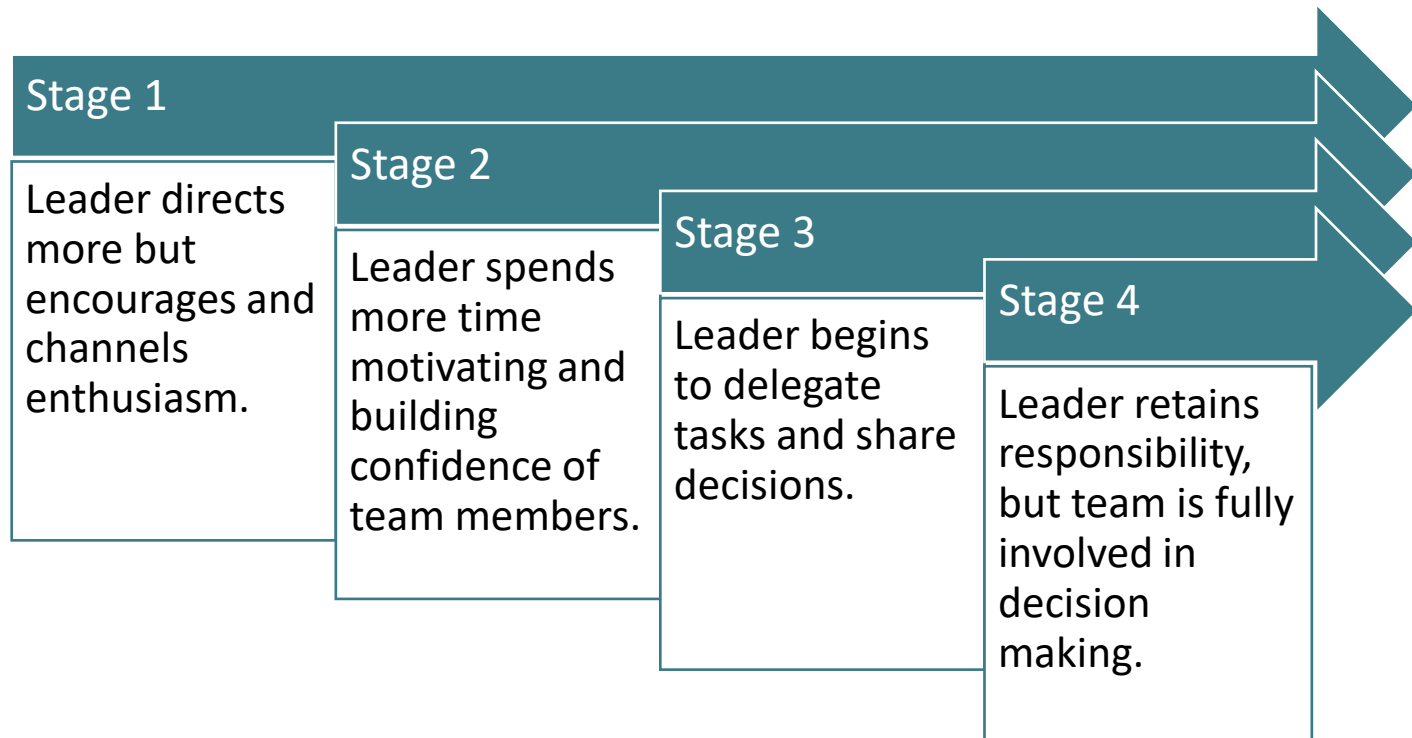
# Highly Effective Project Managers

Stephen Covey's *Seven Habits* are timeless principles that also apply to project management:

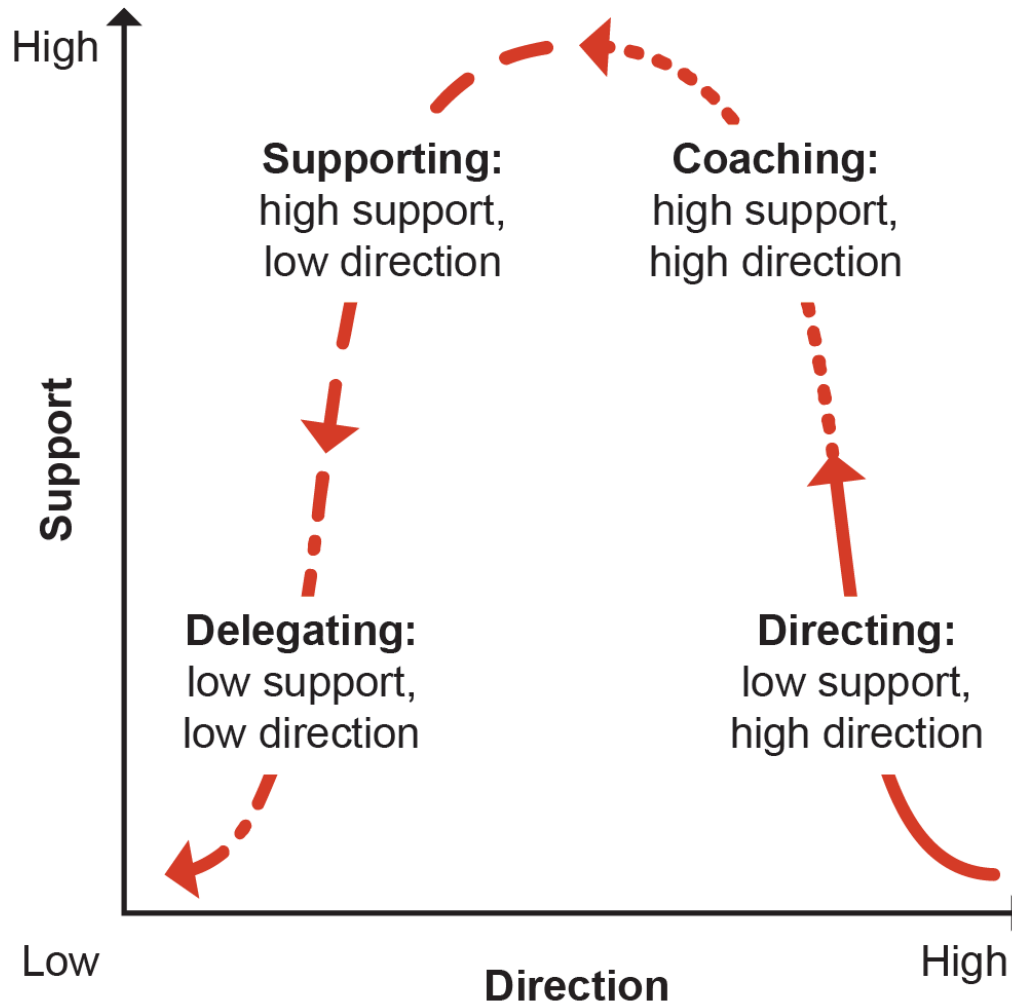
- Be proactive. Anticipate issues.
- Begin with the end in mind and focus the team on that end.
- Prioritize.
- Think win-win.
- Seek first to understand and then to be understood.
- Synergize and leverage stakeholder perspective and knowledge.
- “Sharpen the saw” and build team and personal skills.

# Situational Leadership

- Project manager adjusts leadership style to current needs (maturity) of team.



## Situational Leadership II®



## Leadership Abilities/Attitudes

- Openness to new ideas, other people's ideas
- Commitment to collaboration and to becoming a lifelong learner
- Listening and empathy
- Focus on relationships first and then tasks
- Optimism (belief that team can meet/overcome challenges)
- Vigilance and awareness
- Critical thinking
- Integrity

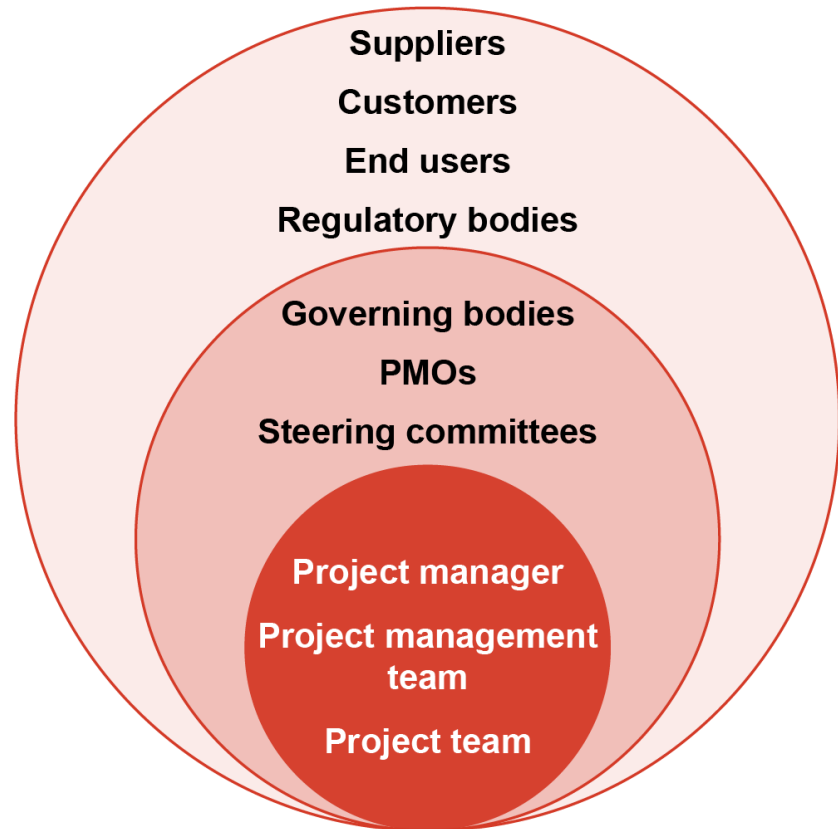
# Providing Leadership

Effective leadership practices from *The Leadership Challenge* (Kouzes and Posner):

- Challenge the process.
- Inspire a shared vision.
- Enable others to act.
- Provide a model.
- Encourage the heart.

# 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.”



Source: Adapted from Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—*Seventh Edition*, Project Management Institute, Inc., 2021, Figure 2-2, Page 9. Material from this publication has been reproduced with the permission of PMI.



## Identifying Stakeholders

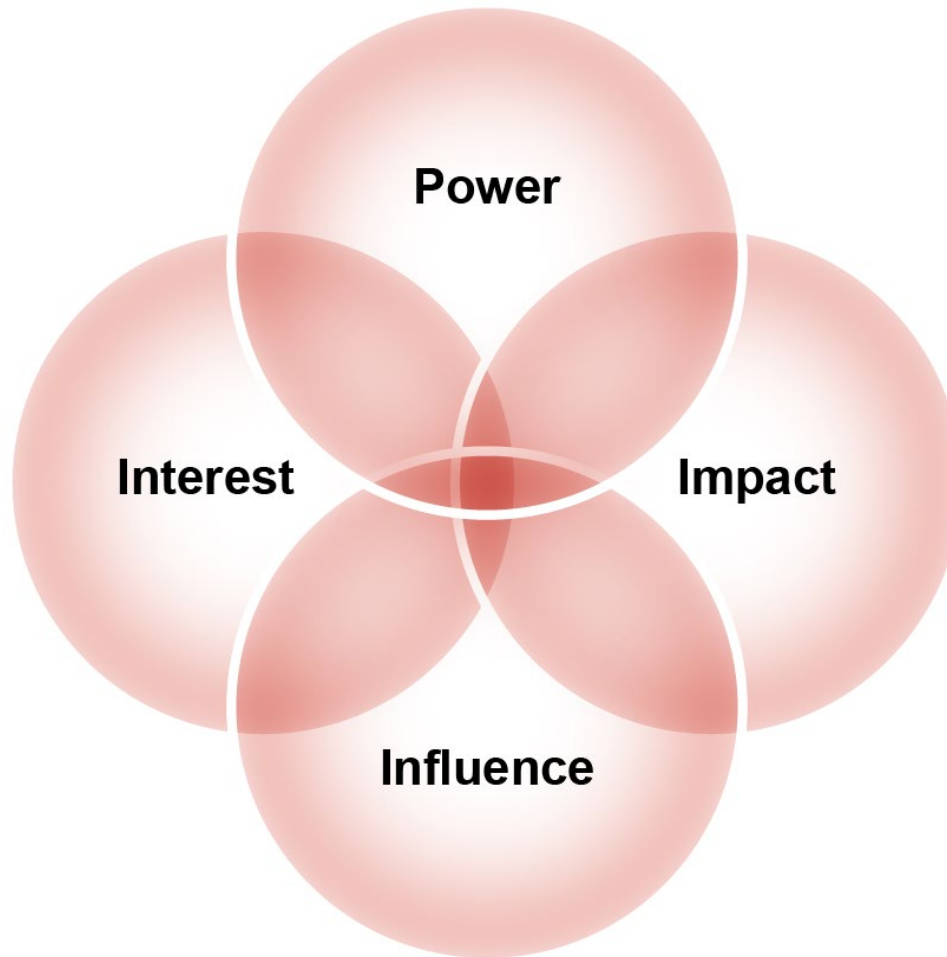
- Determining persons or groups who will receive or generate project impact, have a certain amount of power and influence, and have or should have interest.
- Impact to a stakeholder may be real or perceived.
- Identifying a complete set of stakeholders is vital to collecting sufficient requirements.

# Stakeholder Analysis

## Determines:

- High-level expectations and requirements
- Attitude
- Power, impact, influence, and interest
- Relationship and proximity to the project and other stakeholders
- Timing of when influence is needed

# Stakeholder Attributes





## Discussion Question

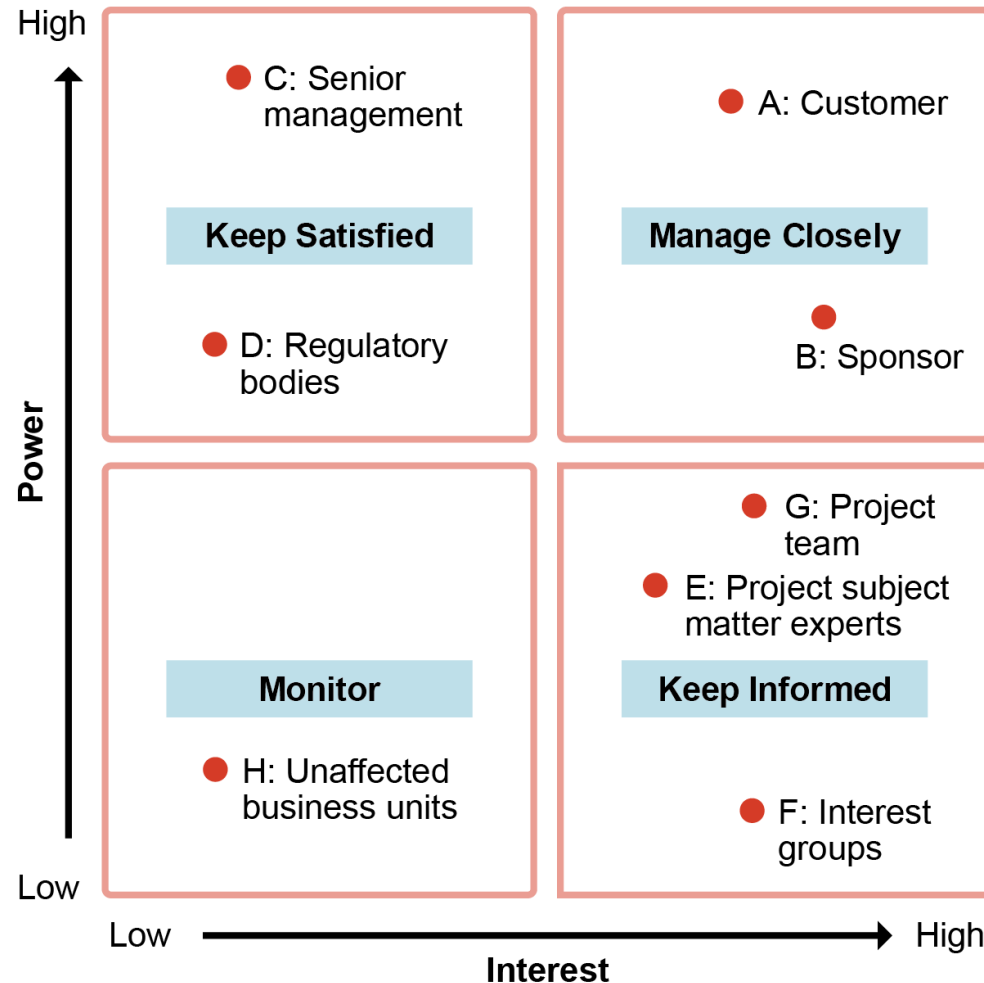
What attribute refers to stakeholders' ability to make changes to a project plan?

- A. Power
- B. Impact
- C. Influence
- D. Interest

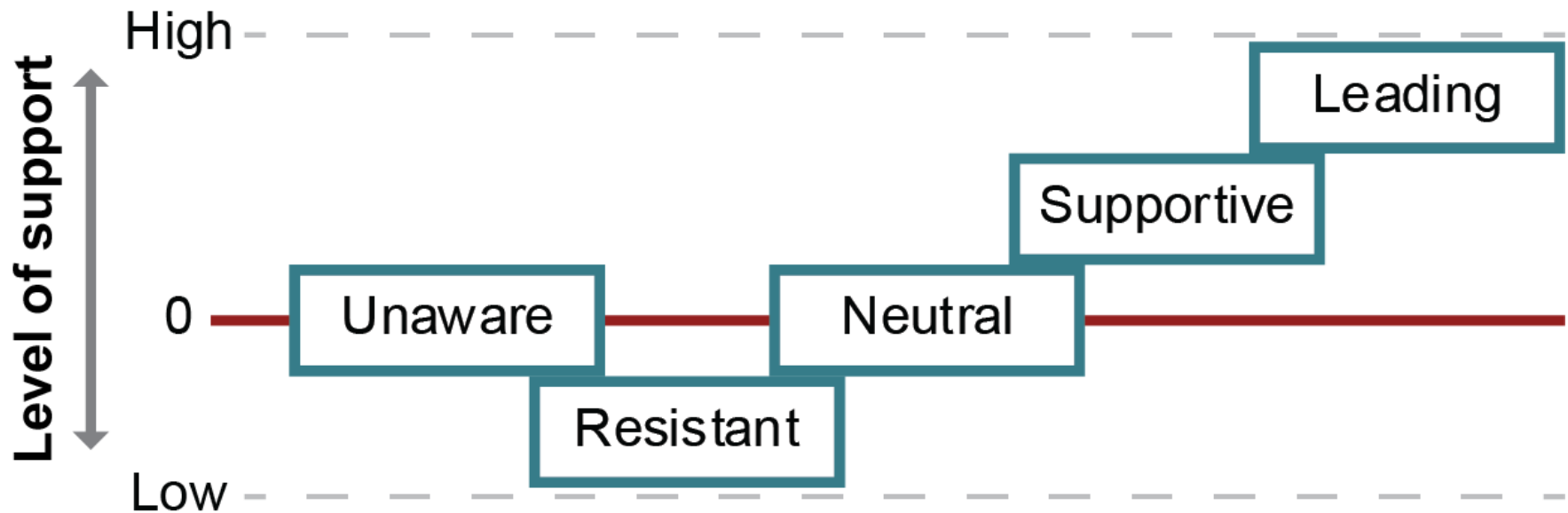
# Stakeholder Analysis Models

- Power/interest grid
  - Groups stakeholders based on level of authority (power) and level of concern (interest)
- Power/influence grid
  - Groups stakeholders based on level of authority (power) and active involvement (influence)
- Influence/impact grid
  - Groups stakeholders based on active involvement (influence) and ability to make changes (impact)
- Salience model
  - Classifies stakeholders by power, urgency, and legitimacy

# Power/Interest Grid Example



# Stakeholder Classifications



*In most cases, you want to move the stakeholder up the scale.*

# Project Stakeholder Management

## In agile projects:

- Product owner works with stakeholders throughout project.
- Product owner negotiates nature, priority, and timing of deliverables and plans how to maintain communications; best done in collaborative and trustful relationship.
- Stakeholders may need to be educated in agile process. Project leader can facilitate this by:
  - Explaining important role of stakeholder.
  - Introducing stakeholders to aspects of change.
  - Positioning benefits of agile approach.



# Motivation

- Ability to promote, direct, and sustain team and individual behavior in a way that fits the organization, the team, and the project.
- May require resources and procedures.
- Needs to be planned.

# Expectancy Theory

## Expectancy

*A goal **can** be achieved with effort.*

## Instrumentality

*If one succeeds, one **will** be rewarded.*

## Valence

*How much an individual **values** a reward.*

Project managers should:

- Set reasonable goals.
- Reward reliably and consistently.
- Tailor rewards to individuals.

# Herzberg's Motivation-Hygiene Theory

You cannot create motivation by ensuring job satisfaction.

**Work conditions  
create  
dissatisfaction.**

Pay, security, schedule, work relationships, supervisor style

**Motivation  
creates  
satisfaction.**

Challenge, independence, creativity, opportunities

# Theories X, Y, and Z

## Theory X and Y

- Theory X managers
  - Workers are not inherently motivated.
  - Coercion and direction.
- Theory Y managers
  - Workers seek responsibility and power to solve problems.
  - Leadership, empowerment, and influence.

## Theory Z (Ouchi)

- “Employment for life” evolved into good management practices:
  - Employee skill development
  - Employee empowerment
  - Team and consensus decision making

# Pink's Intrinsic Versus Extrinsic Motivation

## Autonomy

- Ability to be self-directed

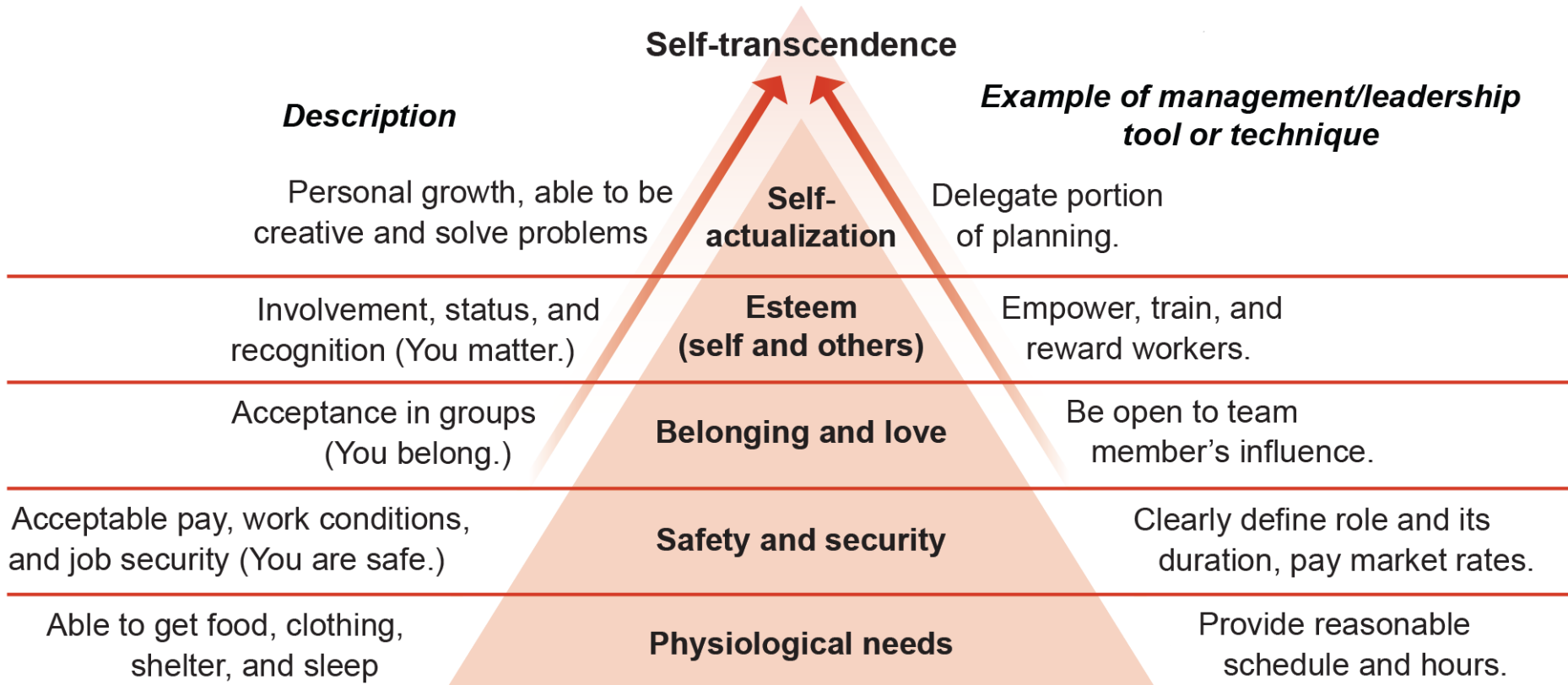
## Mastery

- Ability to self-improve

## Purpose

- Feel like they are making a difference

# Maslow's Hierarchy of Needs



# McClelland's Three Needs Theory

Structure project work to appeal to a team member's dominant motivator.

## Achievement

- Engage in solving challenging problems.

## Affiliation

- Promote harmony and relationship building.

## Power

- Delegate authority (wisely).



## Discussion Question

A project manager relies heavily on team social events to motivate members. One highly experienced member does not enjoy the events. What should the project manager do?

- A. Leave the member alone.
- B. Talk to the member about his/her needs and wants.
- C. Ask another team member to draw the reluctant member into more enthusiastic participation.
- D. Explain that lack of participation may negatively affect the member's career.



# French and Raven's Bases of Social Power

Legitimate  
(from  
position)

Reward  
(ability to  
control  
budget,  
career, pay)

Expert  
(knowledge  
and  
experience)

Referent  
(personality)

Coercive  
(demand  
and punish)



## Discussion Question

A project manager has formed a harmonious team by cultivating comfortable, personal ties to each of the team members. What type of power is this project manager using?

- A. Legitimate
- B. Reward
- C. Expert
- D. Referent

# Building Trust

Key signals that someone is worthy of trust:

- Shared values
- Common goals
- Interest in and willingness to consider the interests of others
- Competence
- Predictability coupled with integrity
- Communication

# Active Listening

- Understand what's behind the words by paying attention to verbal and nonverbal messages.
- Active listening techniques:
  - Engage in the conversation.
  - Pay attention.
  - Ask questions.
  - Paraphrase and summarize.
  - Don't interrupt.
  - Keep the conversation on track.
  - Give feedback periodically.
  - Keep an open mind.

# Establishing and Building Relationships

## Do:

- Be open.
- Keep in touch.
- Use your strengths.
- Engage in reciprocity.

## Don't:

- Push too hard.
- Be shy or timid.
- Aim for the immediate tactical win.

# Persuading

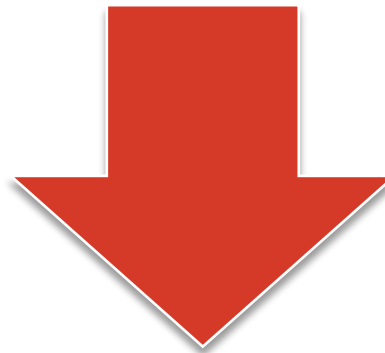
Tailor your persuasive tactics to your audience.

Is your audience:	Try this tactic:
Bottom-line-oriented?	Emphasize the need for action. Keep it simple.
Logical and risk-averse?	Use evidence and examples. Be patient.
Skeptical?	Establish expertise. Enlist powerful influencers.
Prone to following the crowd?	Provide examples of others who have successfully followed this path.
Prone to controlling the decision?	Provide the inescapable data, but let the audience arrive at the decision and “own” it.

# Negotiating Project Agreements

## **TIP:**

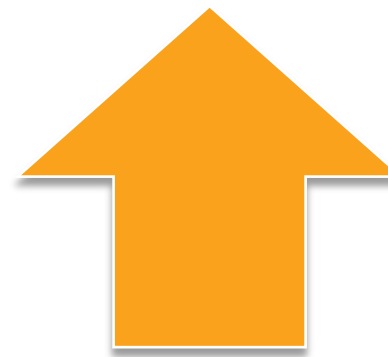
Always document staffing agreements with function heads.



Project managers need the right resources at the right time for the right duration.



Function heads are often interested in the “free” staff development opportunities projects can provide.





## Discussion Question

Ability to influence often affects a project manager's getting the right resources for a project. How can you influence a reluctant functional head to assign a high-value member to your team?

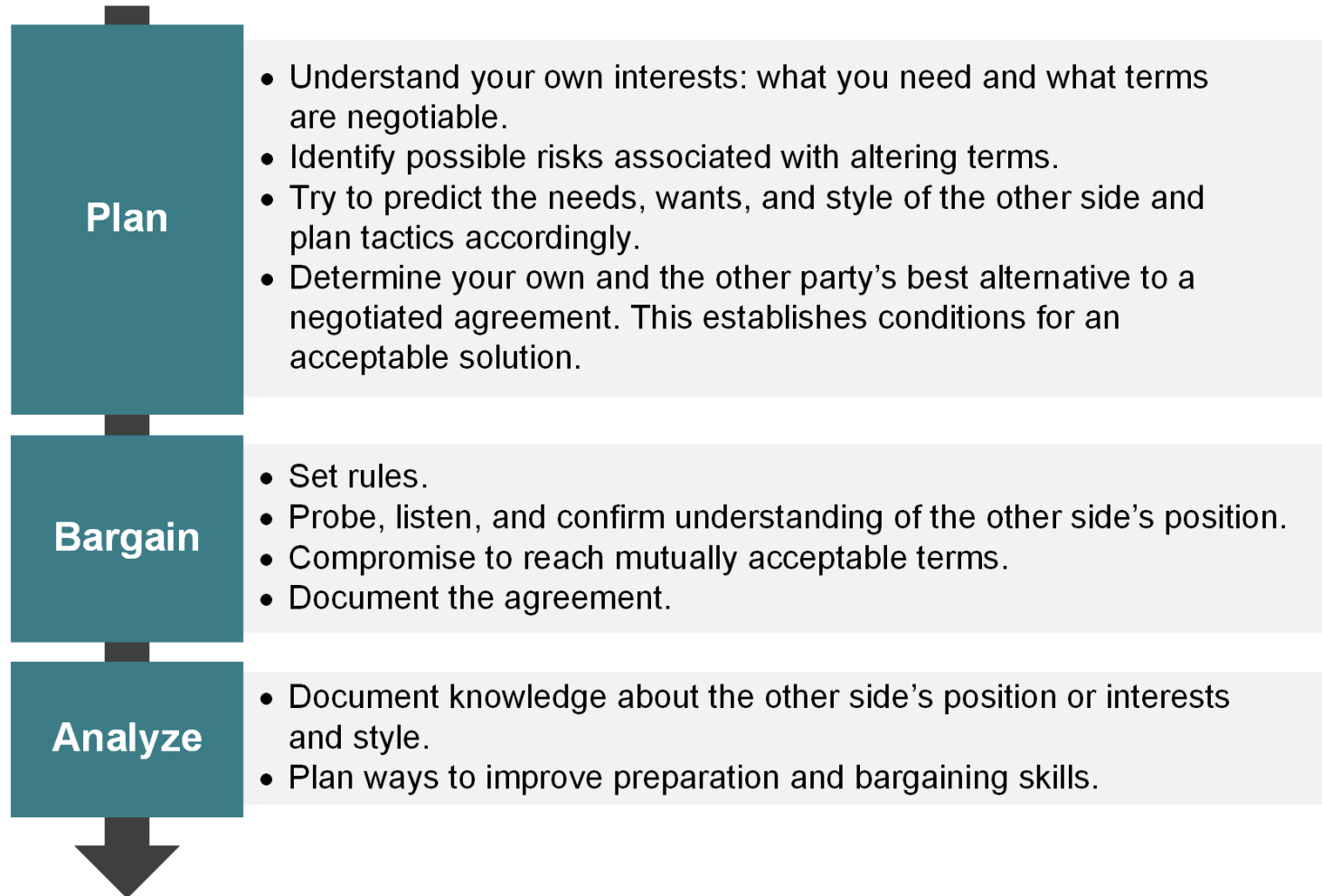


## Principled Negotiation

- Separate the **people** from the **problem**.
- Focus on **interests**, not **positions**.
- Find a third way that creates **mutual gain**.
- Insist on using **objective criteria** (e.g., HR policy).
- Know your **BATNA**, “best alternative to a negotiated agreement” (when to accept deal or walk away).

– Fisher and Ury, *Getting to Yes*

# Negotiation Phases



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# Forming—Team Performance Domain

# High Performance Project Teams

Open  
communication

Shared  
understanding

Shared  
ownership

Trust

Collaboration

Adaptability

Resilience

Empowerment

Recognition

## Acquiring Team Members

- Identify potential team members/contractors who:
  - Are available at the right time for the right duration.
  - Offer good value.
  - Have the necessary abilities, experience, and knowledge.
  - Have a team attitude and can collaborate.
  - Can participate despite geographical separations.
- Pre-assignment may create costs but provide expertise during Initiating and Planning phases.
- Be mindful of impact on functional managers.

# Multicriteria Decision Analysis

- Decision matrix used here as a rational, analytical staff selection tool.
- Criteria are defined and weighted.
- Candidates are scored against the criteria.

Candidate: Carl V.			Role: Designer II	
Criterion	Weight (%)	Score (1–10)	Weighted Score	Notes
Availability	0.25	8	2.0	Must start Feb. 4. Full time until Apr. 11.
Cost	0.05	6	0.3	Max US\$60 per hour. Low rate = high score.
Experience	0.25	9	2.25	Ideal: 8+ yrs. experience with AutoCAD.
Ability	0.1	7	0.7	Ability to think creatively; Six Sigma conversant.
Knowledge	0.08	6	0.48	Experience with e-commerce mobile apps.
Skills	0.05	5	0.25	Able to use AutoCAD assembly line add-on tool.
Attitude	0.15	8	1.2	Able to work as part of a cohesive team.
International Factors	0.07	5	0.35	Speaks English. French a plus. Can virtually attend eastern time zone meetings.
Total	1.0		7.53	Candidate seems like a good fit!

# Agile Team Acquisition Goals

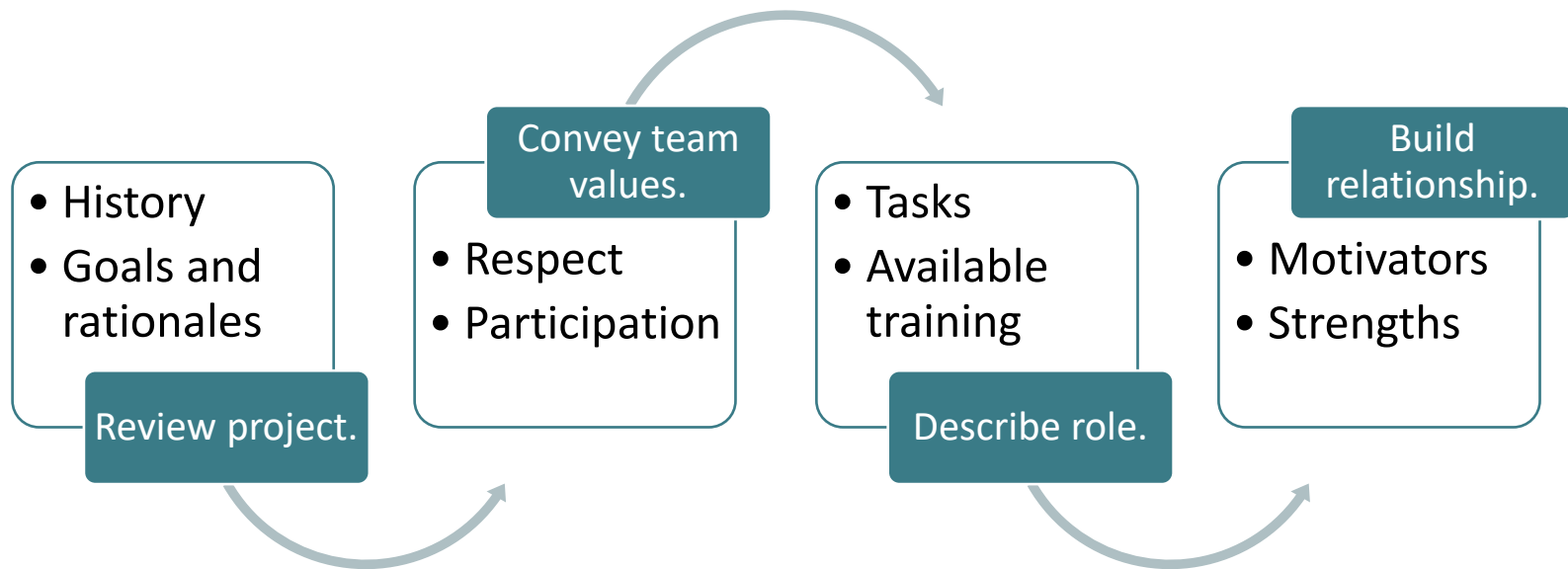
- 3–10 cross-functional team members
- Dedicated 100% of time to project
  - Multi-tasking: mistakes and inefficiency
- Colocated

- T-shaped

Broad knowledge of others' expert areas

Deep subject matter expertise

# Onboarding Team Members





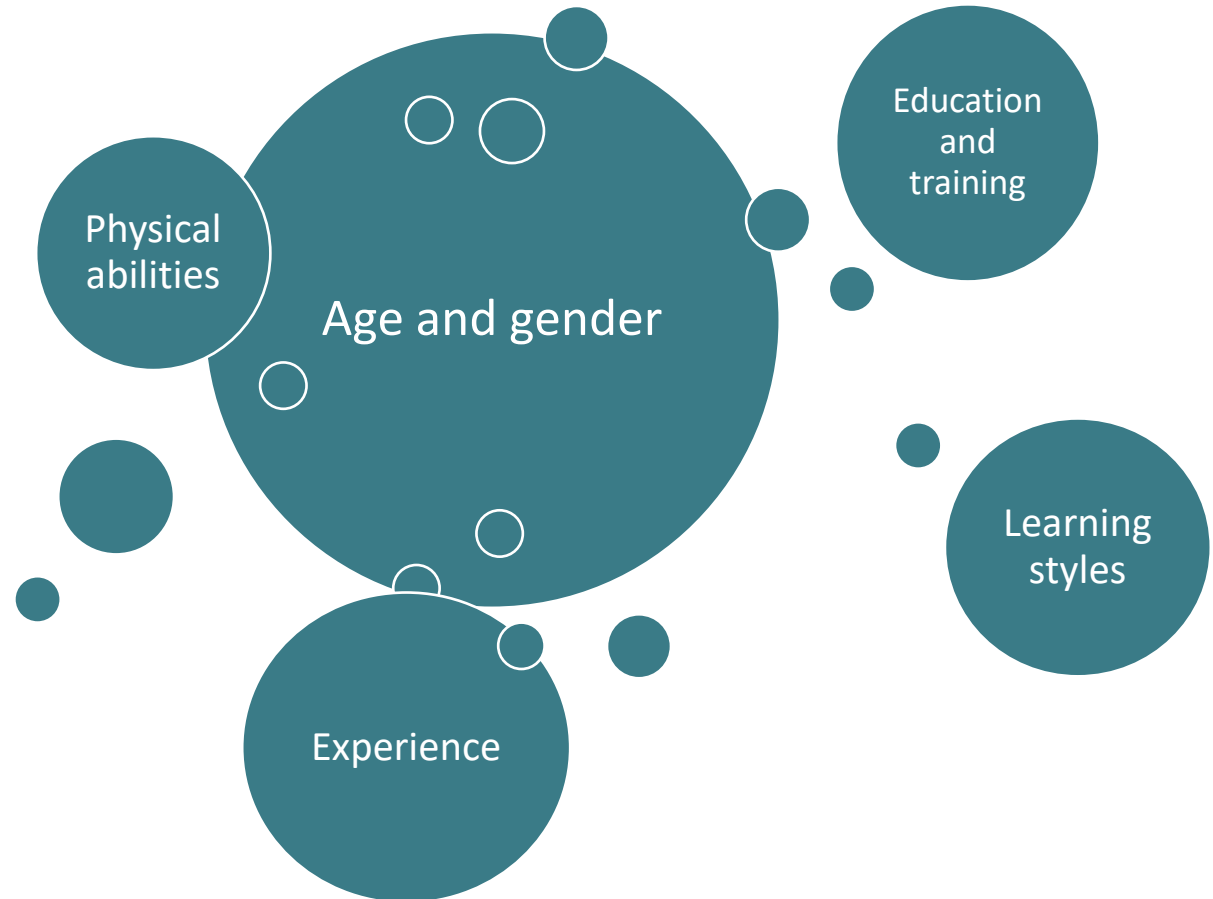
# Creating a Diverse Team

Diverse working environments offer more innovative approaches.

Unite through common goals.

Focus on communication and an open mindset.

Develop cultural intelligence.



# RACI Charts

- Only **one** individual can be accountable for each activity.
- May be poor practice or an internal control violation to have same person be both responsible and accountable.

RACI Chart Activity	Team Member				
	Latoya B. Design Lead	Tam P. Pharmacologist	Stacy T. Mech. Eng. Lead	Carl V. Designer II	(TBA) Construction
Collect Requirements (1.1.3)	R	A	C	I	R
Submit Change Requests	R	A, R	R	R	C
Design Assembly Line (1.2.1)	R	A	I	I	C
Design Flow Between Assembly Lines (1.3.1)	A, R	C	R	I	
Design Prototype (1.3.2)	C	C	A	R	C

**R** = Responsible for performing  
**A** = Accountable; review and approve  
**C** = Consult and advise  
**I** = Inform of status



## Discussion Question

Is the following extract from a RACI matrix acceptable?

	Abel	Barbara	Carl	Donna
Identify potential suppliers.	A	A	I	I

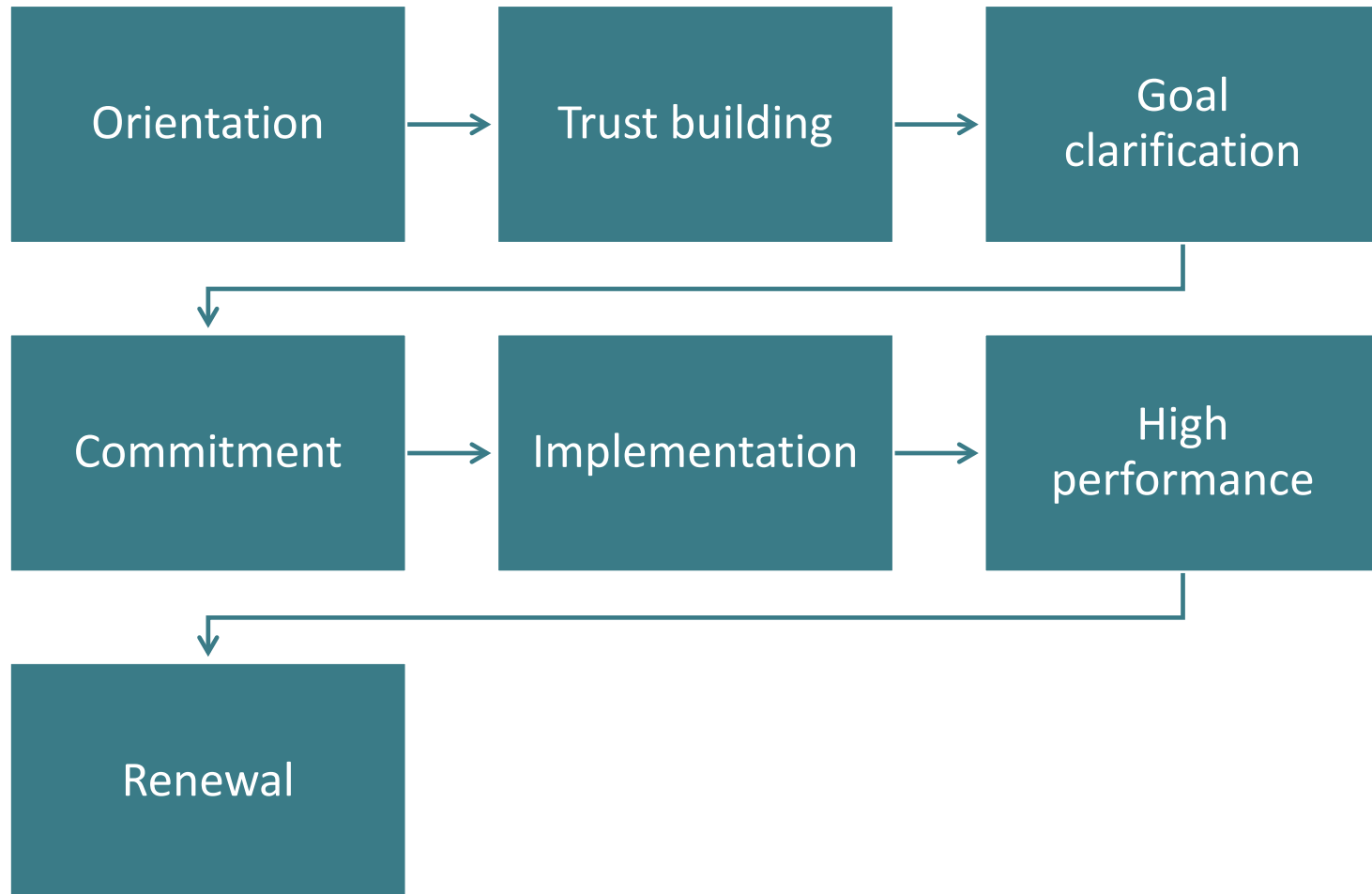
## Ground Rules

- Positive work environment: transparency, fairness, trust, and active communication
- Expectations regarding acceptable behavior
- Shared values
- Clear procedures

### **Agile team charter**

Agile teams decide together and document team agreements on ground rules, values, work processes, and terminology.

# Drexler/Sibbet Team Performance Model



# Effective Meetings

Agile meetings are strictly time-boxed and tightly formatted.

The meeting leader is simply a facilitator.

The team drives the meeting.

- Make sure meeting is necessary and the best way to accomplish an objective.
- Right-size meetings. Consider objectives, participants, available time.
- Communicate beforehand. Send agenda out in advance so attendees are prepared.
- Be prepared. Review agenda and facilities/technology.
- Support and control discussion.
- Follow up with assignments and summaries.

## Colocation

- Can create a team identity when members may be dispersed across different functions
- Can be used to locate team near customer to strengthen customer focus and engagement
- Preferred method in agile project management
- May be impractical for global teams

Physically locating team members close to one another to improve:

- Communication
- Relationships
- Productivity

In agile, important for rapid requirements change

# Virtual Teams



- May be a reality in any organization.
- Likely a reality in a global organization.
- Potential for cost savings and access to larger, high-quality pool of talent.
- Greater diversity.



- More difficult to build a smoothly functioning team.
- Communication hurt by lack of face-to-face contact.
- Conflicts may be unrecognized and unresolved.



# Managing in Virtual Environments

## Technology

- Use variety of communication media.
- Provide training on technology.

## Communication approach

- Communicate often, including offline as needed.
- Check for understanding.

## Building trust

- Support personal relationship building among team members.

## Scheduling meetings

- Be aware of time zones.
- Share the pain.



## Discussion Question

What techniques can project managers use to manage the potential negatives of virtual teams and enhance their benefits?

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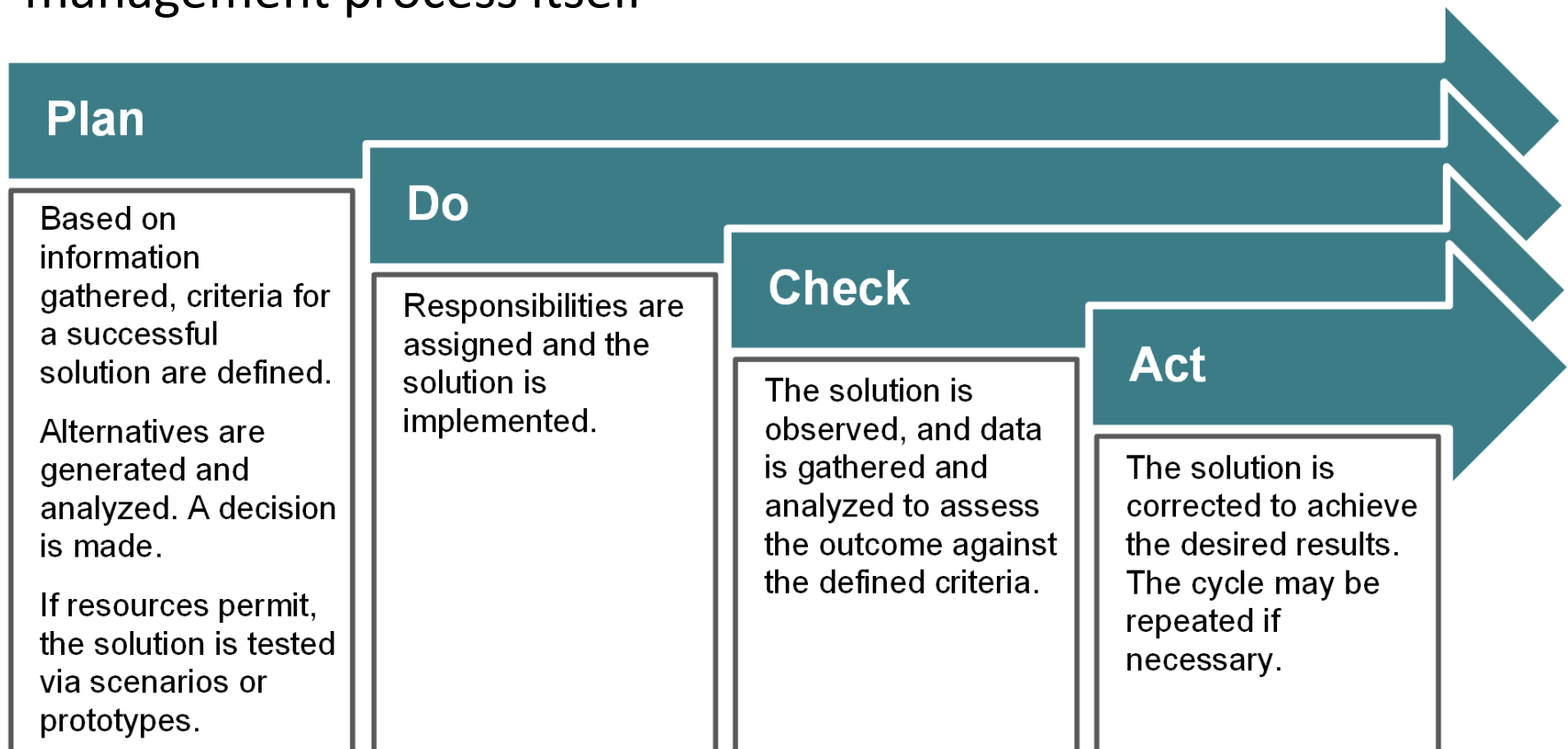
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Storming

# Problem Solving: PDCA Model

Aims for continuous improvement and applies to project management process itself



# Networking

- Leveraging one's organizational knowledge and internal and external relationships to clear impediments
- Good way to locate allies and resources

## Tips













- Develop a long-range networking strategy.
- Consider your network when planning a new project.
- Make your network diverse and ever-expanding.

## Nature of Project Conflict

- Can be between sponsor and project manager, project manager and team members, team members and stakeholders, with suppliers, and among team members
- Can occur at any point but more commonly at the beginning of a project
- Is more commonly about work (disputes about processes or resources); can be about differences in personalities or styles

# Conflict Analysis Process

- Relies on project manager knowing that conflict exists.
- Discover conflict through conversations and observing body language.
- Analyze conflict in private and treat situation as chance for parties to collaborate on a solution.
- Mood charts may be helpful.

	Monday	Tuesday	Wednesday	Thursday	Friday
Tom					
Sophia					
Tania					

# Techniques to Manage Conflicts

Mode	Description
Withdraw/avoid	Leave the conflict to be solved by others.
Smooth/ accommodate	Focus on points of agreement and downplay areas of disagreement (“lose/win”).
Compromise/ reconcile	Ask each side to concede points to reach mutually acceptable solution (“lose/lose”).
Force/direct	Impose a solution (“win/lose”).
<b>Collaborate/ problem-solve</b>	<b>Accept disagreement and mutually seek a third way (“win/win”); generally seen as optimal approach.</b>





## Discussion Question

Two team members have a long-standing personality-based tendency to fight over everything. The project is winding down. Their conflict is now about whether to include users in a problem-solving session about a difficult-to-achieve requirement. What conflict resolution mode should the project manager use?

- A. Avoid
- B. Compromise
- C. Force
- D. Collaborate

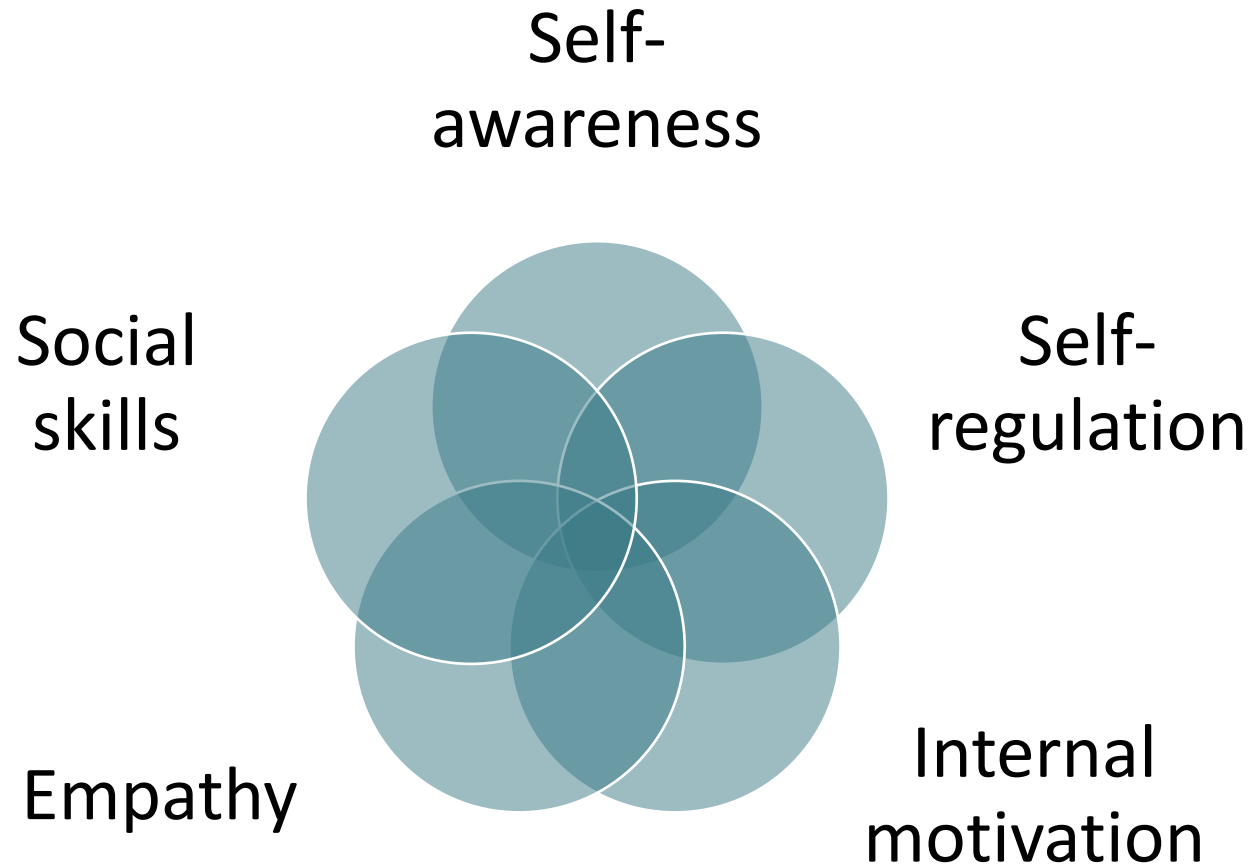
# Building Consensus



Clear  
impediments.

- Focus on mutual goals.
- Use active listening.
- Identify root causes of disagreement.
- Encourage open-mindedness.
- Gain commitment.

# Emotional Intelligence



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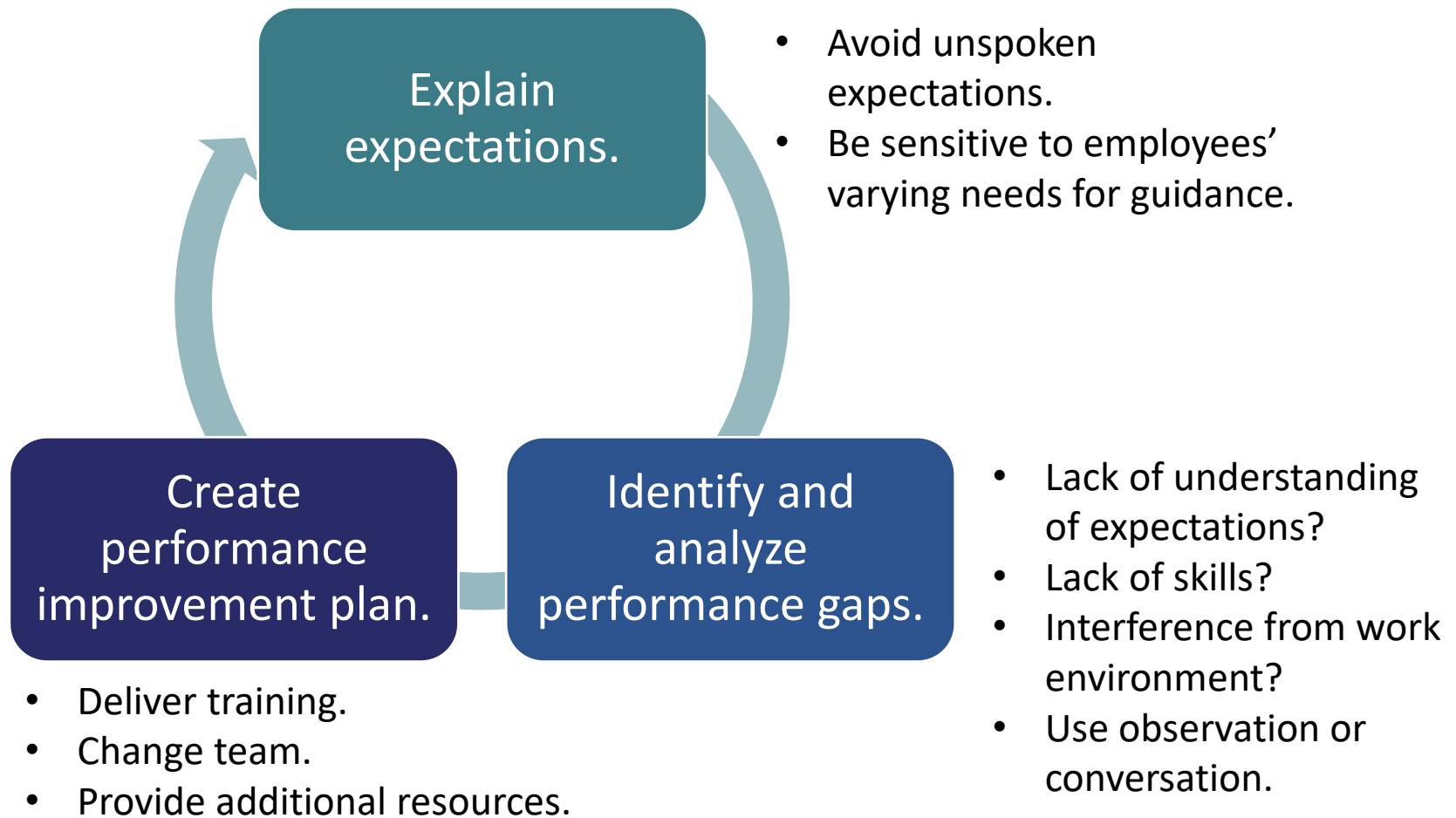
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Norming

# Performance Management





## Discussion Question

A team member consistently misses project meetings when the agenda does not include that team member's work. The organization uses a strong matrix structure. What should the project manager do first?

- A. Provide feedback to the team member's functional head for the performance review.
- B. Ask if the team member understands the ground rules about meeting attendance.
- C. Ask colleagues for their opinion on how to handle this.
- D. If this is a valued member and it is not hurting work, let it go.

# Analyzing Performance Gaps

- Team members and stakeholders may be assessed against their knowledge of:
  - Project objectives.
  - Team/stakeholder members.
  - Location of project documents.
  - Ground rules.
- They may also be assessed against their roles and expected performance.

## Tools to assess team and individual performance:

- Observation
- Checklists
- Graphic scales
- Management by objectives
- Attitudinal surveys or group meetings
- Measures of engagement

# Team Building

Team building is a vital project manager role: effective teams.

Encourage innovation, decision making, and frequent communications.

Consider adding a team member with great interpersonal skills.

Team-building activities (no single event can suffice):

- Simple agenda item in meetings (e.g., check-in, icebreaker)
- Structured events (e.g., weekend team retreat)
- Celebrations and networking at project end



## Training and Development

- All formal (e.g., classroom, computer-based) and informal (e.g., coaching) methods of enhancing team member competencies.
- Vary in cost, degree of interactivity, learner directedness.

### Training Plan

- How to deliver scheduled training.
- Cost-benefit analysis to justify.
- Unplanned may require schedule/budget change request.

### Coaching

- On-the-job observation and assessment, modeling, and opportunity to practice.

## Leveraging Team Diversity

- Diversity presents the opportunity to recognize and benefit from unique perspectives.
- Project manager may assist in making individuals feel comfortable sharing views.
- Individuals can build trust through sharing industry experience and technical experience and can cross-train each other.
- Requires careful use of language and terminology.

## Collaborating Within the Team

- Establish a culture of collaboration by emphasizing mutual goals and empowering and involving all team members in problem solving and decision making.
- Coach team members to become active listeners.
- Focus on positive ways to give and receive feedback.
- Enable knowledge sharing.
- Work with leaders to “bust silos.”

# Group Decision Making

## Command

- Project manager decides independently.
- Little time to decide, minor matters.

## Consultation

- Project manager seeks expert advice but decides independently.
- Time and opportunity to improve decision quality.

## Consensus

Majority and plurality

- Decision making is shared with team.
- Ample time to discuss and decide important issues of group concern.

## Coin flip

- Decision is made randomly.
- Options equal in benefit.

# Managing Stakeholder Expectations

Predictive Projects	Agile Projects
<ul style="list-style-type: none"> <li>• Use project manager skills to gather information, set realistic expectations, and gain consensus.</li> <li>• Plan communications (who, what, how, when).</li> <li>• Focus on transforming resistant stakeholders into engaged stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Include stakeholders in meetings and communications throughout the project.</li> <li>• Partner with stakeholders as co-creators.</li> <li>• Encourage team members to contact stakeholders directly.</li> </ul>

# Stakeholder Engagement Assessment

- Use conversations and meetings to determine how to best engage stakeholders.
- Stakeholder engagement assessment matrix (confidential):

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3		C	D		
				DC	

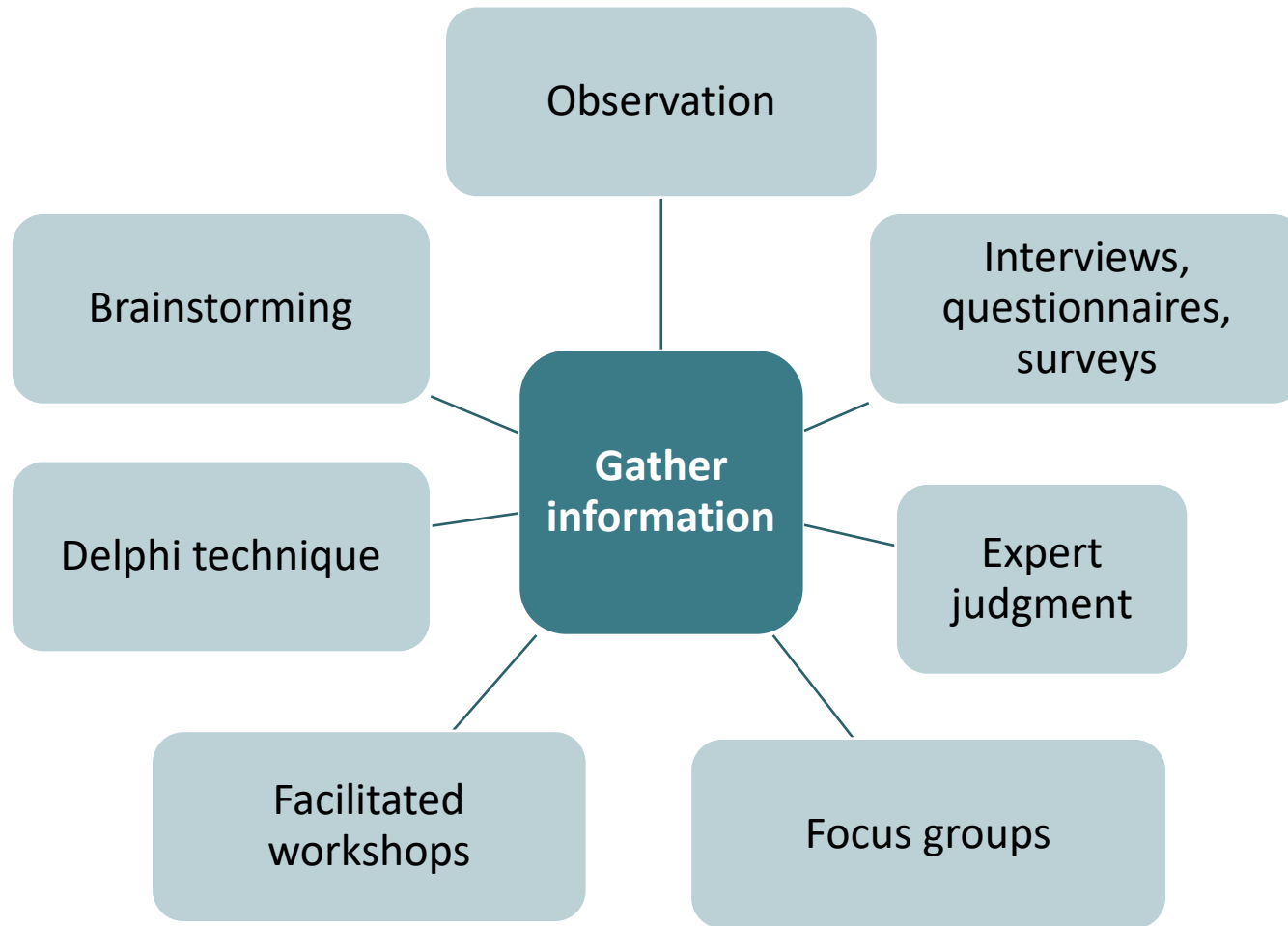
Current (C)  
engagement level

Desired (D)  
engagement level

**Source:** Adapted from Project Management Institute, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Sixth Edition*, Project Management Institute, Inc., 2017, Figure 13-6, Page 522. Material from this publication has been reproduced with the permission of PMI.

- Must include ongoing monitoring during project.

# Collaborating with Stakeholders



## Facilitated Workshops

More-structured focused group sessions, commonly held with key stakeholders to define product requirements

**Process of converting customer needs into product/service characteristics.**

Quality function deployment (QFD)

Joint application design/development (JAD)

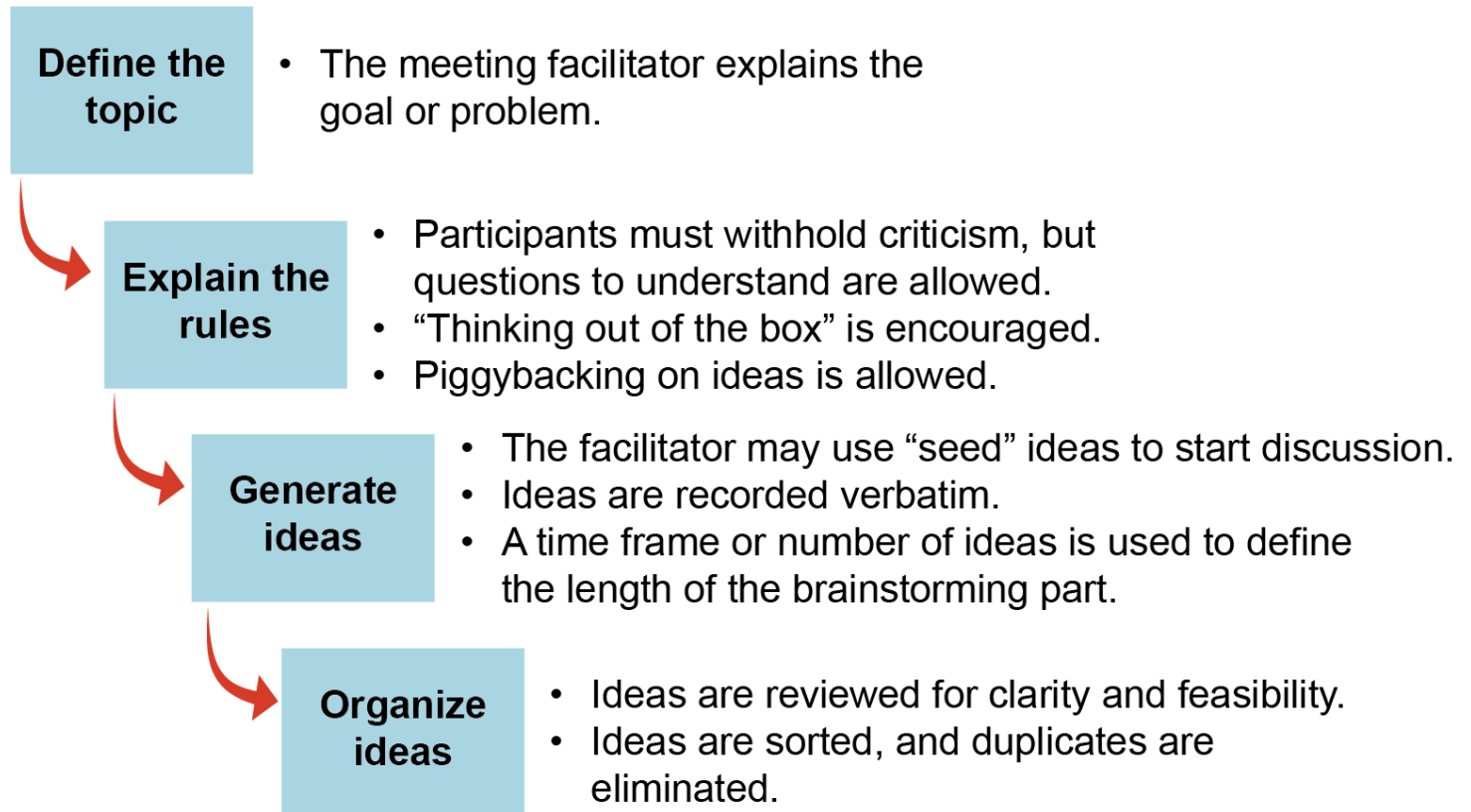
**Knowledge workers and IT jointly define system requirements.**

Voice of the customer (VOC)

**Establish and prioritize customer needs and wants.**



# Brainstorming



Ideas may be organized and processed using **idea/mind mapping, affinity diagram, nominal group technique(NGT), force-field analysis.**

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# Performing and Adjourning

# Mentoring Team Members and Stakeholders

**A formal or informal process in which a more experienced person helps a “mentee” develop professional skills and achieve goals**

## Why? Long-term growth

- Re-engage mentee.
- Increase mentor’s/organization’s competencies.

## Who? Mentor and mentee

- May be downward or lateral
- May be team members

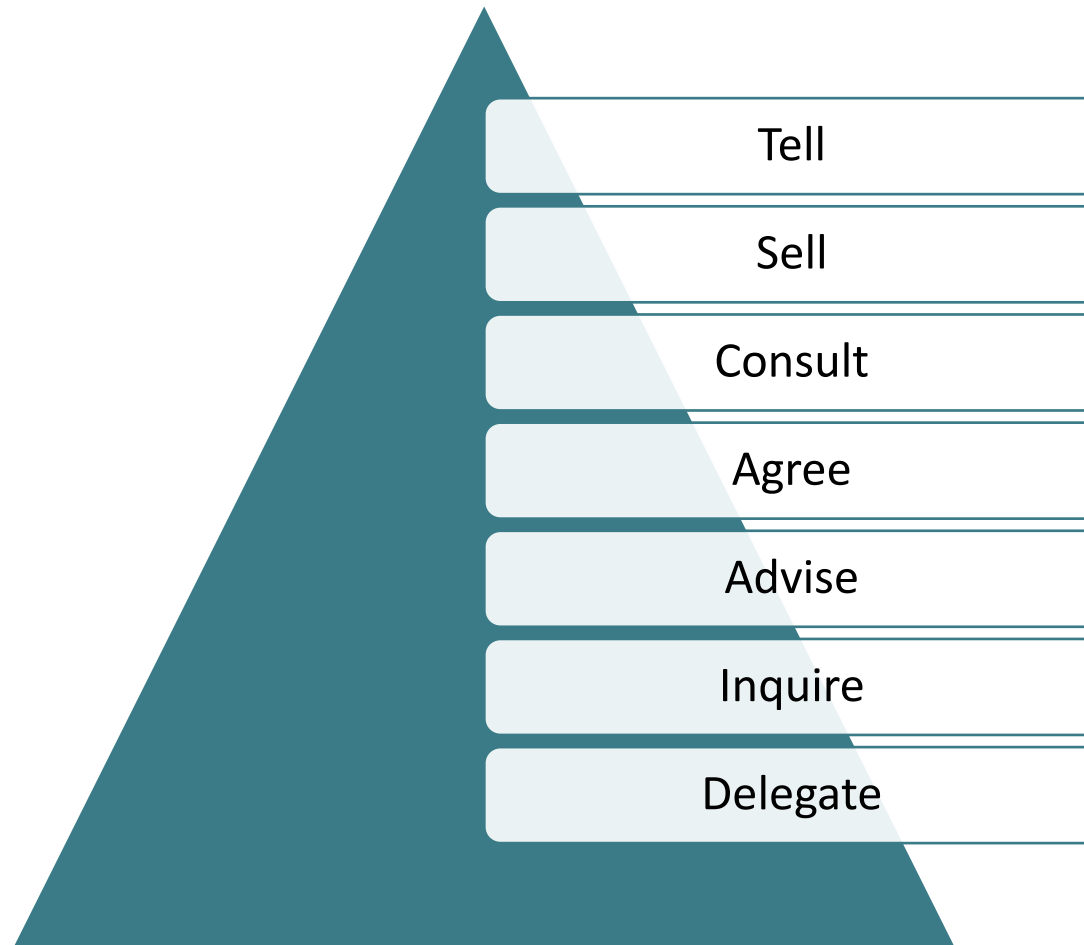
## What? Reflective thinking

- Interpersonal skills (e.g., leadership)
- Networking
- Expertise

## How? Identify candidates or volunteer

- Goal setting
- Regular discussions

# Rubin's Levels of Authority



# Empowering Teams

*Empowered team members are three times more likely to be engaged in their work.*

- Prepare team members to be empowered.
  - Clarify expectations and limits.
  - Provide them with needed skills and knowledge.
- Let go. Monitor but don't micromanage.
- Encourage team members to step forward.
- Communicate team values, e.g., if risk tolerant: fail fast (can pivot quickly and recover).

## Recognition and Rewards

- **Recognition**—acknowledging the efforts of a group or individual, in public or private (use emotional/cultural intelligence)
- **Rewards**—tangible or intangible gifts; if monetary, sufficient to motivate without being too costly

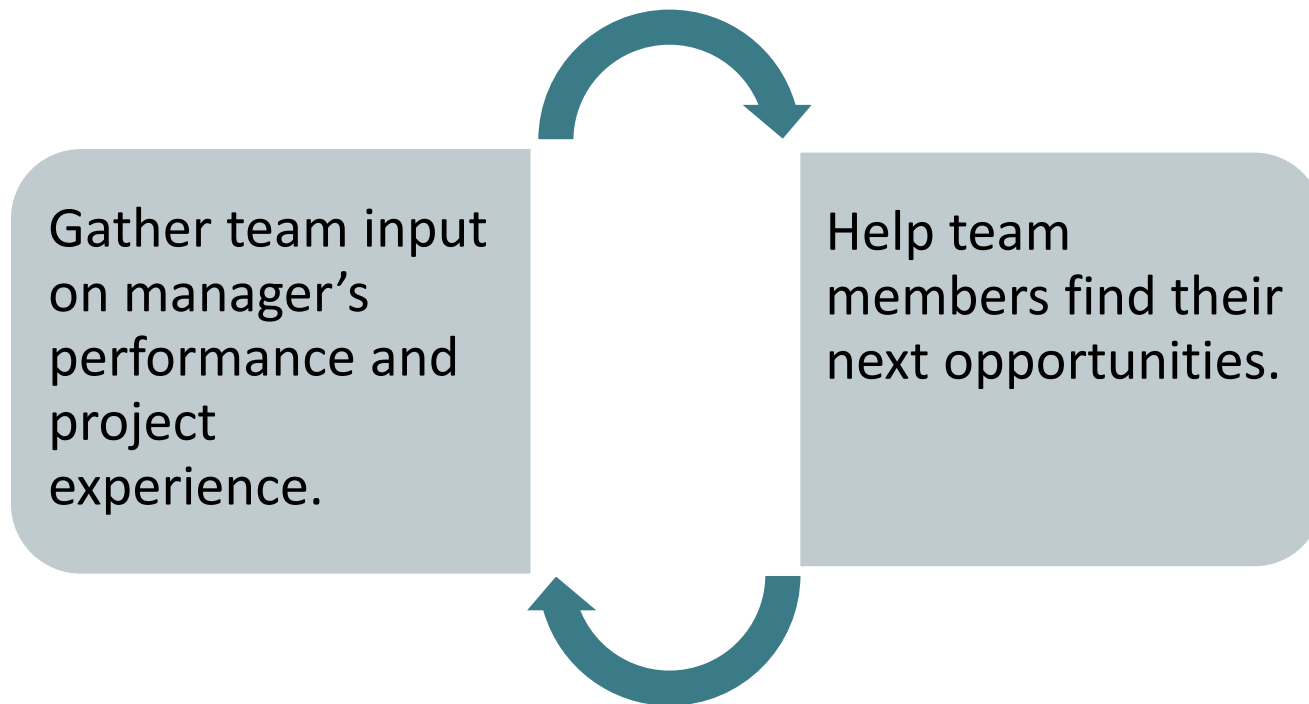
These strategies are more effective when they are:

- Planned and thoughtful rather than “ad hoc.”
- Implemented throughout the project, when they are needed most to motivate the team.

*Ensure that all recognition and rewards align with organizational policies and cultures.*

# Releasing Team Members

The way you end the project can make it easier to recruit team members for your next project.



## Celebrating Successes

- Look for opportunities to celebrate accomplishments along the way.
  - In agile projects, demonstrations and retrospectives are good times to celebrate.
- Recognize the need to close relationships as well as project work.
- Include everyone in celebrations.
- Help create good memories.