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Featured Paper
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Abstract

The environments of projects in organizations are characterized by predominant temporary teams. The team of a project can contemplate the project staff, representatives of users or customers, vendors, business partners and the human resources of the project.

It´s important to the Project Manager Select, work the key people of the team, in addition to coordinating the overall project planning, know the product to be delivered, establish the working structure, identify those responsible for the parts of the project, have science the timeline for reference, draw up and coordinate the management plans of the project, among them the plan of management of human resources.

Planning

Some project management methodologies have specific plans for people. The PMBOK presents the plan of management of human resources that contemplates from planning to the finishing of the project (PMI, 2013). As well as on formal planning, agile methodologies also reinforce the interactions between the teams. The Manifesto agile, for example, advocates the individuals and interactions more that processes and tools (AGILE MANIFEST, 2015).

The staffing plan may include how and when team members will be hired or mobilised, training needs, recognition and awards, the problems of security and the impact of the plan of human resources in the organization (PMI, 2013). With the increasing competitiveness, recognition and awards can stay in the background. As a solution, the functional manager and project manager can opt for exchange by some form of compensation (clearances of work, for example).

The PMBOK suggests some tools for your preparation of planning: Organization charts and job descriptions, the expert opinion and the meetings held by the project team (PMI, 2013). Another aspect concerns the networks of relationships that involve the informal interaction between people in an organization while organizational theory deals with the behavior of people and teams (CHIAVENATO, 2003).

Training and Development

The stages of development of teams involve bringing people in times, the behavior definition, the establishment of procedures, the delegation and individual development (Forming, brainstorming Norming, Performing, Adjourning) (TUCKMAN, 65). It noted that these elements can also be applied to virtual teams (S.D. Johnson et al, 2002).

In the Scrum methodology there is the role of the leader of the team that is responsible for ensuring that the time is in accordance with the values, practices and rules. The leader helps the

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of People and Teams
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team, educates, trains, leading the team to be more productive and to develop products of higher quality (SCHWABER, K., 2009).

Training includes all activities designed to enhance the skills. The activities can vary from one item of tariff of five minutes, in a meeting of assessment of progress, up to an external expertise to enhance interpersonal relations.

For the management of the project team, the manager can apply your knowledge of behavioral theories and motivational. One of them, of Herzberg, discusses the enrichment of tasks and displays the X and Y Theory (Michel, 2015) Additionally, discusses that the factors of hygiene in the project (HERZBERG, 1997; Robbins, 2002). Maslow's already addresses the hierarchy of needs (CHIAVENATO, 2003).

The project as the main component of the human resources, represented by manager and team, requires of the involved the skills, posture, techniques and knowledge varied; this may occur shocks of opinion, leading the inevitable conflicts which, if handled properly, will be beneficial. In this sense there are several techniques of conflict resolution.

Skills

Fischer and Ury (FISCHER AND URY, 2005) defend that negotiation is a bilateral communication process, with the objective to reach a joint decision.

The administration of conflicts, negotiation and leadership are also important characteristics of the environment of the projects. It is up to the authorizing deal with the complexity inherent to the project by aggregating the knowledge management, people, processes and projects.

The leadership is another attribute of people important. It was stressed the motivations of the project team, the mission of the project, the leadership skills and the economic environment within which the process of leadership is exercised. The leadership can be analyzed for the tasks or to the people. In the case of lead to a set of tasks allows to elect the technical leader who has the role to assist with guidance team and project (AGILE MANIFEST, 2015). The first commitment of leadership is with the clarity and communication is very important in this respect (ENDERSBE et al, 2012).

The involvement of the team is a fundamental part in the care of project requirements. And the planning of consensus tends to be strongly implemented. Additionally, the relationships with the acquisitions, communication, the deadlines, quality, costs; since its planning until the implementation tend to be strongly coupled because they are invariably performed and understood by the people.

The negotiation may separate the people from the problem returning the efforts of the negotiators for the focus of the problem by helping reduce the number of necessary decisions. Additionally, a mediator may have different perspectives of authority, leadership and power.

Another challenge is the understanding of the organizational culture, the project environment, of behavioral theories and motivational. In this aspect, the project manager does not always have sufficient time to deal with all the complexity of organizational processes. We need the support

of the sponsor of the project to support the implementation even that all aspects of planning have not been treated in time.

Behavior and Leadership in Teams

For Project Team Management, the manager must apply his knowledge of behavioral and motivational theories. Herzberg discusses the enrichment of tasks and presents the Theory X and Y. In addition, it discusses that the hygiene factors in the project and not present cause dissatisfaction, but do not motivate. Hygiene factors are: working conditions, work environment, relationship at work. Maslow deals with the hierarchy of needs.

In Theory X, functional managers must control, direct, and ensure the proper effort for the average person. The average person prefers not to work, has no ambition or need for growth, prefers direction, and seeks safety first in a job.

In Theory Y, The average person views work as a natural and desirable rest or amusement. The team shows self-control, initiative and actively seeks accountability and people have a significant amount of creativity ability to be explored.

The task enrichment (enrichment job) consists of a constant replacement of more simple tasks and elementary office for more complex tasks, to monitor the individual growth of each employee, offering challenging conditions and professional job satisfaction. According to Herzberg, task enrichment has highly desirable effects, such as increased motivation, increased productivity, reduced absenteeism (shortages and delays to service), and reduced staff turnover (employee layoffs).

According to Maslow, there is a hierarchy of needs to be filled by people. Only when a lower level of needs is satisfied or adequately served does the immediately higher level emerge in behavior.

The needs according to Maslow

According to Maslow, when the lower needs are reasonably satisfied the needs located at higher levels begin to dominate the behavior. However, when a lower-level need is no longer satisfied, it returns to predominate in behavior, while generating tension in the organism. The needs can be:

- Physiological needs: food needs, sleep and rest, shelter, sexual desire, etc. This group of needs is related to the survival of the individual;

- Security needs: security needs, stability, seeking protection from threat or deprivation, and escape from danger.

- Social needs: need for association, for participation, for acceptance by partners;

- Needs of esteem: related to the way in which the person sees and evaluates himself;

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- Needs of self-realization: the highest human needs are at the top of the hierarchy.

Conflict Management and Negotiation

The projects are of a temporary nature and are defined within a permanent organization. People are multi-departmental and are over other supervision and having other subordinates. The objectives of the project may be different from those of the organization (project X organization). The main sources of conflict are as follows:

- Schedule;

- Priorities;

- Human Resources;

- Balance of technical and performance opinions;

- Administrative procedures;

- Costs;

- Conflicts of personality.

- Conflicts are inevitable and can be intrapersonal, interpersonal, and intergroup conflict :

Conflict Resolution Techniques

- Confrontation or solutions of problems: it has as characteristic the rational approach of solutions, that is, tends to jointly choose the best alternative for the success of the questions;

- Commitment: there are negotiations and the search for solutions with partial satisfaction for the parties involved; Leads to less than desirable results, so the project manager must weigh whether it is the best choice;

- Accommodation: emphasizes common areas, in accordance with the contempt for problem areas; This approach has its effectiveness, because, identifying the areas of agreement, the project can continue where there is agreement between the parties;

- Prevalence: the opinions of some to the detriment of the others prevail; Characterized by the great competitiveness, with behavior gained / lost; Is often the last resort used by the manager because it causes resentment and deterioration of the climate;

- Withdrawal: The manager does not deal with conflicts, but ignores them; Conflicts may intensify. In many cases, the manager chooses, as a temporary strategy to cool the ongoing process, by studying further actions. The main component of the project is the human resources, represented by the manager and the team, demanding from all involved

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www.pmworldjournal.net

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of People and Teams
Featured Paper   by Leonardo Grandinetti Chaves

the skills, posture, techniques and diversified knowledge; With this, shocks of opinion can occur, leading to inevitable conflicts, which, if properly treated, will be beneficial.

- Communication: Communication is extremely important in negotiation and conflict resolution processes.

Negotiation

It is a bilateral communication process, with the aim of reaching a joint decision. Often, hiring a product, good and / or service needs negotiation between project and supplier. There are several trading techniques. One of them is the positional bargain where the first side exposes a certain position and clings to it, the second criticizes such a position claiming to be unfounded. One side defends itself and the other attacks. So a negotiation often takes place without merit or just criteria.

When a third party or mediator enters the decision-making process, he or she will have greater ease than the people directly involved in the problem, to suggest mutually advantageous choices, to separate people from the problem by turning the negotiators' efforts to the problem and interests, and Will help reduce the number of decisions needed. Additionally, the mediator may have different perspectives of authority, leadership, and power.

Perception, authority, leadership and power

Perception, leadership and authority are important components within the projects. Perception is related to the vision of the project, its attributes and progress. Authority involves decision-making throughout the life cycle of the project and leadership supports project steering. Perception involves organizing, selecting, and interpreting events, objects, and other people in the environment. It is up to each individual to interpret and decode reality into a pattern. It relates to the stimulus and influence. Attitudes are mental states of predisposition that influence the evaluation of stimuli and that are manifested through opinions. Attitudes and opinions relate to interests. Perception is distinct from every individual Authority is a social institution that involves acting and making decisions on behalf of others and signifying the counterpart of responsibility.

Authority can be formal, technical, resource ownership, formal in project management. Usually responsibilities are greater than authority especially in the matrix structure. The project manager must rely more on their competencies than on formal authority. The PMI emphasizes the technical competences referring to the specificities of the application areas. In the IPMA, the technical competencies include the managerial ones. They also include interpersonal and intrapersonal skills.

Leadership is the attribute of people, distinct from formal authority, which is the attribute of office. The motivations of the project team, the project mission, the leadership skills and

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of People and Teams

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the context within which the leadership process is exercised are highlighted. Leadership can be task-oriented (autocratic, authoritarian, directive, results-oriented) or people-oriented. In addition, the motivation (high or low) and competence (high or low) should be analyzed.

Power is the potential ability to influence people's behavior to do things they would not do. Types of power:

1. Legitimate or formal power

2. Penalty power

3. Reward power

4. Expert power: Based on empowerment of those who hold power

5. Power of reference: Normally based on the charisma of the person who holds the power, ie, based on a more personal connection.

Conclusions

It is important to the Project Manager select the key people of the project team, coordinate the overall project planning, establish the product to be delivered, establish the work structure, establish the sequencing of activities, identify those responsible for the parts of the project, establish The reference schedule, estimate and establish the base budget, sell the project to the departments and their respective responsible in order to obtain approvals, prepare and coordinate the project management plans, among them the Human Resources Management Plan.

The Project Manager must also develop the project team, authorize and initiate deployment, delegate authority and define responsibilities, allocate required inputs, manage conflicts among team members, maintain motivation and support staff, Communication with all stakeholders in the project, dissolve the team and terminate the project.

PM World *Journal*

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Leonard Grandinetti Chaves is a graduate and postgraduate in IT in Fumec and MSC, master's at Computer Science from Universidade Federal de Minas Gerais -UFMG. He has experience in Computer Science, focusing on Database, Geoprocessing and acting on the following subjects: EAI, XML, GML. His experience includes Project Management in private companies and government agencies. Leonardo is an instructor in several training courses organized by PMI Minas Gerais-Brazil Chapter as volunteer. He is MBA Professor at Puc Minas and Senac, and a lecturer with several publications. He can be contacted at leonardo.grandinetti@gmail.com.