

Project Management

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Week: 3

Lecture 12 : Human factors and the Project Team

Dear students, today we are going to see an interesting topic. Human Factors and the Project Team. This is about for our recollection. The last class I have discussed about project in the organization structure. In this lecture, we are going to cover a new topic called Human Factors and the Project Team. The reference for this lecture is taken from this research paper.

Agenda

- Project Team
- Problems that prevent a team from performing effectively
- The Six Basic Human Needs
- Our Driving Needs
- Becoming a Better Leader
- Two Specific Strategies to drive engagement and gain commitment



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The title of the research paper is the Human Factor in Project Management. The agenda for this lecture is, first I am going to define what is the project team, then what are the common problems that prevent a team from performing effectively. I am going to see some, I am going to explain some of the reasons. Next, we are going to discuss about six basic human needs.

Out of the six, I am going to discuss about two important driving needs, then some of the tips for becoming a better leader and two specific strategies to drive engaging and gain commitment from the project team members. These are the agenda for this lecture. First, we will define what is a project team. A project team or a team is defined as an

interdependent collection of individuals who work together towards a common goal and who share responsibility for specific outcomes of their organization. This is an example of a software project team.

Project Team

- A project team or team is defined as
"an interdependent collection of individuals who work together towards a common goal and who share responsibility for specific outcomes of their organizations."

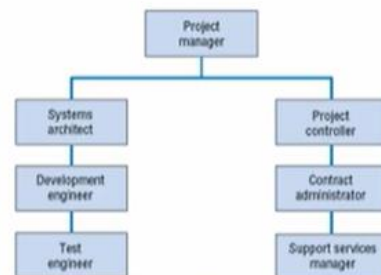


Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons.

Look at the picture on the right hand side. There are different team members, system architect, development engineer, test engineer, contract administrator, project controller, support service managers. These people directly report to a project manager. Now, we will discuss about problems that prevent a team from performing effectively. The previous slides have discussed about managers and team members.

An Example of Software Project Team

- Systems architect
- Development engineer
- Test engineer
- Contract administrator
- Project controller
- Support services manager



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons, 2017. 8. (2014). The human factor in project management. Paper presented at IPM® Global Congress 2014 – North America, Phoenix, AZ, Newtown Square, PA: Project Management Institute.

What are the problems that prevent them to performing effectively? The first problem is internal conflict. Every team members may have conflict. The second problem is members frustration. The third one is wasting time, then poor decision making, then team members

are more concerned with finishing the job than doing a good job. These are the reasons that affect the team members for performing effectively.

Problems that prevent a team from performing effectively

- Internal conflict
- Member frustration
- Wasting time
- Poor decision making
- Team members are more concerned with finishing the job than doing a good job



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons.

So, to solve this problem, we have to understand the requirement expectation of team members. Next, we will talk about organizational breakdown structure. Before that, we know what is work breakdown structure. See, the work breakdown structure is prepared to determine the exact number of the task required to complete the project. After knowing the requirement, then the concept of organizational breakdown structure comes.

Organizational breakdown structure (OBS)

- WBS is prepared to determine the exact nature of the tasks required to complete the project
- OBS can be defined as “a company's hierarchical or structural organization, which should identify team members in order of importance from the top of the company down and what tasks these employees are responsible for”.



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons.

So, OBS is defined as a company's hierarchical or structural organization, which should identify team members in order of importance from the top of the company down and what task these employees are responsible for. Look at the picture on the right hand side. So, in the work breakdown structure, we are dividing the work, but in the organizational breakdown structures, we are dividing the job, we are dividing the team members who are

going to do a specific task. So, that is called your organizational breakdown structure. Now, we will discuss about the topic human factors in project management.

Human factor in project management

“When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion.” – Dale Carnegie

- How do we lead, influence, and inspire our teams to work together more effectively?
- The challenge of taking a diverse group of individuals



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons.

There is a quote by Dale Carnegie. He says, when dealing with the people remember, you are not dealing with the creatures of logic, but creatures of emotion. So, dealing the people's emotion is very, very important. You should not treat them as a character, as a separate creatures. And the question arises for every managers, how do we lead, influence and inspire our team members to work together more effectively? This is a very common question for all the project managers.

Human factor in project management

- Why do some projects fail?
 - lack of resources, poor communication, unclear objectives, competing priorities, scope creep, etc.
- The most often ignored factor is easily the most important one – **the human factor.**




Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons.

The important challenge of managing the team member is, these team members have come from diverse background, their expectation is different, their roles and responsibilities different. When they work under a specific project manager, there is a chance for different conflicts. Now, if you analyze, why do some project fails? People may

say so many reasons, the reason for failures. Some people may say lack of resources, poor communication, unclear objectives, competing priorities, scope creep and so on. But the most often ignored factor is the human factor.

Because human factor is very important factor, but that factor is ignored for analyzing why the project has failed. But here we have to give very much importance to the human factors. Because project is executed with a group of humans and understanding their needs and requirement is very important task of a project manager. First, we will see what is human factor in the project management. So, the human factor in project management seeks to answer the fundamental question of how can get our team to work together more effectively from the start.

What is “The Human Factor in Project Management?”

- It seeks to answer the fundamental question of how we can get our teams to work together more effectively from the start.
 - It is built upon the foundation of Human Needs Psychology, and Emotional Intelligence
 - Provides project managers and leaders with the most effective tools and strategies for understanding and responding to the behaviour of team members.
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It is built upon foundation of human needs psychology and emotional intelligence. Human factors in project management provides project managers and leaders with the most effective tools and strategies for understanding and responding to the behavior of team members. This concept what we are going to discuss came from the human needs psychology. The premise of human needs psychology is that every human being has the same six basic human needs, regardless of upbringing, experiences, education, etc. There are several vital elements to understand when considering how human needs affect behavior, but we are going to consider only six very important element.

Human Needs Psychology

- The premise of Human Needs Psychology is that every human being has the same six basic human needs, regardless of upbringing, experiences, education, etc. (Madanes, 2009)
- There are several vital elements to understand when considering how human needs affect behaviour.



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. I. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons, Hoboken, NJ. (2017). The Human Factor in project management. Source extracted at ORBIT Global Conference, 2018. — Mereth Annand's Storyline & P. Abraham Kuttan. DA: Perinot 883333333333

In any relationship, you must understand that other person's needs as well as your own needs. In any relationship, we always expect need from others. But you should understand apart from your needs, you should also understand the other person's needs. Stephen Covey said seek first to understand, then to be understood. So, understanding other need is more important, then you will be understood by the other team members.

Human Needs Psychology

- In any relationship, you must understand the other person's needs, as well as your own
- As Stephen Covey said
 - “Seek first to understand, then to be understood.”



The Six Basic Human Needs

1. Certainty
2. Uncertainty or Variety
3. Significance
4. Love & Connection
5. Growth
6. Contribution



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons, Cioffoli, K. (2014). *The human factor in project management*. Paper presented at PMI® Global Congress 2014—North America, Phoenix, AZ, Newtown Square, PA: Project Management

Now, in detail, we will discuss about these six basic human needs. As a project manager, you have to focus on these six basic needs of your team members. If there is any needs are not fulfilled for the project team members, as a project manager, you have to try to fulfill these six basic needs. So, that will help you to effectively perform all the tasks so that that will be helpful for managing your project. The first need is certainty.

1. Certainty

- We all want to feel safe, avoid pain, and feel comfortable in our environment
- Every individual needs some sense of certainty and security, knowing that our basic needs are being met



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We all want feel safe, avoid pain and feel comfortable in our environment. So, the certainty is more important. So, every individual need some sense of certainty and security, knowing that our basic needs are being met. The second need for human being is uncertainty or variety. We all need variety and challenges to exercise our emotional and physical range.

2.Uncertainty or Variety

- We all need variety and challenges to exercise our emotional and physical range
- As a project manager, think about how uncertainty can challenge you
- So many times, in work and life, the situations we face are unfamiliar, and we experience levels of uncertainty



re: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons.

If things are very monotonous, people are bored, they want variety. As a project manager, think about how uncertainty can challenge you. Because in the beginning of the class, when I define what is the meaning of project management, we say it is one time activity. When I say it is one time activity that every project is unique, every problem is unique, and every challenges are unique. So, in the project management also, you have to experience a variety of project needs.

So, many times in work and life, the situations we face are unfamiliar, and we experience levels of uncertainty. The third need for a human being is significance. We all need feel important, needed and special. That is a recognition. So, we want to feel worthy of attention.

3. Significance

- We all need to feel important, needed, and special
- we want to feel worthy of attention
- This is the single most significant contributor to conflict ever encountered by the teams



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons.

3. Significance

- When a person has a high driving need for significance, it tends to lead to counterproductive behaviours that negatively impact the rest of the team
- Those behaviours can include hijacking meetings, putting other team members down, comparing themselves to others, and generally disrupting things to feel significant – making themselves more important than the team



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons.
Cicotti, V. (2014). The human factor in project management. Paper presented at PMI® Global Congress 2014 – North America, Phoenix, AZ. Newtown Square, PA: Project Management Institute.

This is the single most significant contributor to conflict over encountered by the teams. Since there is no recognition, then the conflict arises. When a person has a high driving need of significance, it tends to lead to counterproductive behavior that negatively affect the rest of the team. So, we need to provide proper recognition for the team members. Those behaviors can include hijacking meeting, putting other team members down, comparing themselves to others, and generally disrupting the things to feel significant, otherwise making themselves more important than the team members.

So, this need has to be fulfilled. Otherwise, the person will create this kind of problems, like hijacking the meeting, because he wants to show his importance, putting other team members down, he wants to say that he is the most important person, and comparing with

others. So, you can avoid these problems when you recognize his significance in the team members. The fourth one is love and connection. So, the fourth need is experience love and connection with others.

4. Love & Connection

- The fourth need is to experience love and connection with others
- Everyone needs to feel a connection with other human beings, and everyone strives for relationships that give them love
- Human beings are wired for love and connection



4. Love & Connection

- The feeling of being disconnected and alone can be devastating
- Scientists have discovered that the same part of the human brain triggered by hunger and thirst – basic survival needs – is the same part triggered by feelings of loneliness and disconnection(Rock, 2009)



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons.

Everyone needs to feel a connection with others human being, and everyone strives for relationship that give them love. Human beings are wired for love and connection. So, you have to understand that people want love and connection that has to be provided for all team members. The feeling of being disconnected and alone can be devastating. So, scientists have discovered that the same part of the human brain triggered by hunger and thirst, like our basic survival needs, is the same part triggered by feeling of loneliness and disconnection.

So, both are important, because we need our basic needs like hunger and thirst, at the same time, need for love and connection also important. Otherwise, our that same brain

will lead to triggering loneliness and disconnection. So, that will affect your project performance. The fifth element is growth.

5.Growth

- When we stop growing, we die
- It's a biological imperative in nature
- Human beings seek to grow intellectually, spiritually, and emotionally
- Growth equals progress



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons.

When we stop growing, we die. It is a biological imperative in nature. So, human beings seeks to grow intellectually, spiritually and emotionally. So, we have to recognize, we have to feel the project team members that if they work in this project, there will be a chance for growth. So, growth equals progress.

6. Contribution

- This is about going beyond your needs to contribute beyond yourself and give to others.
- What happens to your problems or challenges when giving to others?
- Typically, they disappear – you don't think about them when focused on helping others.



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons, Cicotti, K. (2014). *The human factor in project management*. Paper presented at PMI® Global Congress 2014 – North America, Phoenix, AZ. Newtown Square, PA: Project Management

The sixth human need is contribution. This is the highest level of human need, that is a contribution. This is about going beyond your needs to contribute beyond yourself and give to others. You may realize that what happens to you, problems and challenges when you give it to others. Typically, they disappear. When you help others, when you share

with others, your problem will disappear, because you do not think about them when focused on helping others.

When you focus on helping others, you forget your own problems. So, people want to do contribute others. Contribution is essential to feeling of fulfillment and happiness. This can manifest itself in the workplace through mentoring programs and training that seeks to improve the individuals in meaningful ways. When we genuinely contribute to the project, the team and the organization, it does not matter who gets the credit, the whole team shares the success.

6. Contribution

- Contribution is essential to feelings of fulfillment and happiness.
- This can manifest itself in the workplace through mentoring programs and training that seeks to improve the individual in meaningful ways
- When we genuinely contribute to the project, the team, and the organisation, it doesn't matter who gets the credits
- The whole team shares in that success!



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Cicchetti, K. (2014). *The human factor in project management*. Paper presented at PMI® Global Congress 2014 – North America, Phoenix, AZ, Newtown Square, PA: Project Management Institute.

Our Driving Needs

- Out of those six basic needs, every person has two that are the primary needs in their life.
- We call these the driving needs because they filter every thought, action, and decision we make.
- We will do almost anything to satisfy these two needs, which are experienced more intensely than our other needs



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons, Hoboken, NJ.
Cicchetti, K. (2014). *The human factor in project management*. Paper presented at PMI® Global Congress 2014 – North America, Phoenix, AZ, Newtown Square, PA: Project Management Institute.

So far, we discussed about six basic human needs. Out of those six basic needs, every person has two that are the primary needs in their life, that is called driving needs. We call these the driving needs because they filter every thought, actions and decision we make,

because the priority of the need may be different. Based on the priority of each and every individual, our thought process, our actions and decision will get affected. We will do almost anything to satisfy these two needs, which are experienced more intentionally than our other needs.

Becoming a Better Leader

- **Gain confidence & clarity**
 - Know how to handle difficult people and situations more effectively
 - Maintain control of your emotions
 - Learn to understand your team members and their needs



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Next, I am going to discuss about some of the important points to become a better leader, project leader. The first point is gain confidence and clarity. So, know how to handle difficult people and situations more effectively. Maintain control of your emotions. Sometime you may be frustrated, sometime you may be happy, but controlling emotions is very important requirement to become a better leader.

Becoming a Better Leader

- **Learn groundbreaking strategies for success**
 - Learn the most effective ways to lead teams
 - Gain commitment to objectives without coercion



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons, Cicotti, R. (2014). The human factor in project management. Paper presented at PMI® Global Congress 2014 – North America, Phoenix, AZ. Newtown Square, PA: Project Management

And learn to understand your team members and their needs. The second point is learn groundbreaking strategies for success. That is, learn the most effective ways to lead the teams and gain commitment to objectives without coercion. So, when you say commitment,

somebody should not force that commitment on you.

You should come with your own interest and love. Now, another point to become a better leader is eliminate self-doubt. Be crystal clear what you are thinking. Become rock solid in handling conflict. Learn to confidently set boundaries that everyone will honor. Then create a roadmap to building sustainable teams.

Becoming a Better Leader

- **Eliminate self-doubt**
 - Become rock-solid in handling conflict
 - Learn to confidently set boundaries that everyone will honor



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons.

That is, learn new ways to meet your team members needs. Initiate repeatable steps for sustaining successful teams. Have a profound impact on your teams and organization. Now, we will discuss about two specific strategies to drive engagement and gain commitment from your team members.

Becoming a Better Leader

- **Create a roadmap to building sustainable teams**
 - Learn new ways to meet your team members' needs
 - Initiate repeatable steps for sustaining successful teams
 - Have a profound impact on your teams and organisation



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K. (2014). *The human factor in project management*. Paper presented at PMI® Global Congress 2014 – North America, Phoenix, AZ. Newtown Square, PA: Project Management

The first strategy is making connection. One of the most effective tool and one of the first you should use with any new team is to create a connection with them and among them.

As a project leader, you should have a connection with the team and the team members also should have the connection with them. Then create that feeling of connection with your teams and satisfy the most powerful human needs from the start. We discussed about six human needs. So, out of that you can consider any two important needs that you can start satisfying that needs for your team members.

Two Specific Strategies to drive engagement and gain commitment

Making the Connection

- One of the most effective tools – and one of the first you should use with any new team – is to create a connection with them and among them.
- create that feeling of connection with your teams
- Satisfy the most powerful human needs from the start



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons, 4th ed. (2014). The human factor in project management. Paper presented at IPMA Global Congress 2014 – North America, Phoenix, AZ, Newtown Square, PA: Project Management Institute.

The next one is making your team members that you are important to this project. So, the another great way to engage team member is by making them feel significant. All it takes is a simple comment on status meeting. Suppose assume that Aparna is a team member, just as you announce in front of your team members, Aparna, I really want to thank you for your work on this report you did for the executive commitment. It was very well done and it provided everything they were looking for.

Two Specific Strategies to drive engagement and gain commitment

You're Important to This Project

- Another great way to engage team members is by making them feel significant.
- All it takes is a simple comment in a status meeting, such as, "Aparna, I really want to thank you for your work on the report you did for the Executive Committee. It was very well done, and it provided everything they were looking for."



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Two Specific Strategies to drive engagement and gain commitment

You're Important to This Project

- A simple statement like this in front of peers can pay huge dividends.
- Tom Peters, world-renowned author, business leader, and leadership consultant, put it best when he said, **"We wildly underestimate the power of the tiniest personal touch."**



Source: Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons, Inc. (2014). *The human factor in project management*. Paper presented at PMI® Global Congress 2014—North America, Phoenix, AZ, Newtown Square, PA: Project Management Institute.

So, this kind of giving importance to team members and their work and recognize their work will add a lot of values and motivations for the team members. A simple statement what I told you in the previous slide is a simple statement like this, in front of the peers can pay huge dividends. For example, Tom Peters, one of the world renowned author, business leader and leadership consultant put it best when he said, we widely underestimate the power of the tiniest personal touch. So, when we recognize someone, we have to think of importance of personal touch. So, when you price someone with the personal own words that will create a lot of impact on their motivation level.

Essential points

- It's critical to first clarify what you want the result to be.
 - Do you want to have more cohesive teams?
 - Do you want to learn to manage your own emotions more effectively in stressful situations?
 - Do you want to become a more effective leader, capable of gaining commitment and loyalty from your teams?
 - Do you want a more connection with your coworkers?



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Now, we will discuss about some of the essential important points which we have to learn from this lecture. So, it is critical to first clarify what do you want to result to be, like do you want to have more cohesive teams or do you want to learn it manage your own emotions more effectively in stressful situations? Do you want to become a more effective

leader capable of gaining commitment and loyalty from your teams? Do you want a more connection with your co-workers? So, based on your expectations, you have to start fulfilling their needs. If you want to excel and master your leadership skills truly, then you must expect more from yourself than others expect. You should understand what you want, then you have to expect from others what you want, then lead by example and your teams will follow you. So, it is not that only advising, keep on advising the team members that will not help.

Essential points

- If you want to excel, and master your leadership skills truly, then you must expect more from yourself than others expect.
- Lead by example, and your teams will follow.
- Raise your standards for yourself first and then for your teams.



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So, you have to lead you have to exhibit your leadership quality. So, that will be followed by your team members. Raise your standards of yourself first, then for your team members. You have to improve your standards of leadership, then automatically your team members will follow you. Dear students, in this lecture, I have discussed about project team and the problem that prevent a team from performing effectively.

Summary

- Project Team
- Problems that prevent a team from performing effectively
- The Six Basic Human Needs
- Our Driving Needs
- Becoming a Better Leader
- Two Specific Strategies to drive engagement and gain commitment



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After that I discussed about six basic human needs and that needs has to be properly fulfilled by the project manager. Then out of that you have to identify what are the two important driving needs because based on that need your thought process, your actions will be affected. Then I have given some points to become a better leader and also I have proposed two specific strategies to drive engagement and gain commitment. Thank you. .