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2. Managing Conflict

Conflict is defined as "when two or more parties, with perceived incompatible goals, seek to undermine each other's goal-seeking capability". When conflict is not dealt with properly and timely can result in an escalating cycle where their first cause has results or effects and these effects feed back to impact the original cause. If conflict is not managed properly, it can be detrimental to a project by threatening its unity, partnerships, team relationships, and interpersonal connections. Conflict occurs when a decision has not been found and the problem remains, energy is taken away from more important activities or issues, morale of teams or

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PM CONNECT

A quarterly newsletter that brings information on modern project management methods, practices and tools to the international development community

1. The Project Triangle

Development projects need to be performed and delivered under certain constraints. In project management these constraints are scope, schedule, and budget. These are also referred to as the Project Triangle, where each side of the triangle represents a constraint; wherein any changes to any of the side's causes a change in the other sides. For example a change or adjustment to reduce the schedule will change the scope or the budget. A further refinement of the constraints places quality at the center of the triangle and that turns it into a fourth constraint.

The triangle illustrates the relationship between four primary forces in a project. Scope refers to what must be done to produce the project's end result, Schedule is the available time to deliver the project, Budget represents the amount of money or resources available and Quality represents the fit-to-purpose that the project must achieve to be a success.

These constraints are competing constraints: an increase in scope can result in an increase in schedule and an increase in the budget, a tight schedule constraint could mean increased budget and reduced scope, and a tight budget could mean increased budget and reduced scope or quality.

The job of a Project Manager is to guide a project towards the desired goal respecting those constraints. The difficulty lies in the fact that this is always a trade

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Now Available: Project Management

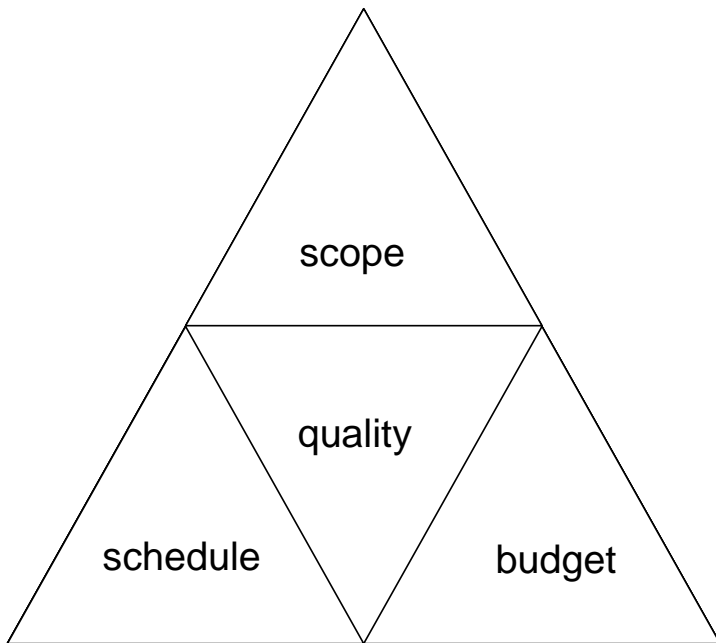
Information Systems PMIS



This new book presents the components, processes and methods required to develop a good project management information system (PMIS) that takes data into information and information into knowledge. This is an excellent resource to projects who need a systemized approach to manage information to meet the needs of Monitoring and Evaluation.

... The Process Triangle, from page 1

off. If more has to be created, then the project needs more time or more money. Project Management is a profession of trade offs and decisions.



Understanding the project triangle allows for better choices, especially when the projects needs to make tradeoffs; If the project adjust any one side of the triangle, the other sides are affected.

For example, to adjust the project plan to:

- Move the scheduled finish to an early date can result in a increase to the budget and a decreased in scope.
- Reduction of the project budget, can result in a longer schedule and a decreased scope.
- Increase scope, can result in an increase of the schedule and budget.

Changes to the plan can affect the triangle in various ways, depending on your specific circumstances and the nature of the project. For example, in some instances, shortening the schedule might increase costs. In other instances, it might actually decrease costs.

Quality is at the center of the project triangle. Quality affects every side of the triangle, and any changes made to any side of the triangle will affect quality. Quality is not a factor of the triangle; it is a result of what happens from the proper management of schedule, budget, and scope.

...Managing Conflict , from page 1

individuals is destroyed, and groups of people or teams are polarized.

Approaches to Conflict Resolution.

There are five modes for conflict resolution⁽¹⁾: Confronting, Compromising, Smoothing, Forcing, and Avoiding.

- Confronting is a problem solving, collaborating or win-win style. It involves the conflicting parties meeting face-to-face and collaborating to reach an agreement that satisfies the concerns of both parties. This style involves open and direct communication which should lead the way to solving the problem.
- Compromising is a "give and take" style. Conflicting parties bargain to reach a mutually acceptable solution. Both parties give up something in order to reach a decision and leave with some degree of satisfaction.
- Smoothing is an accommodating or obliging style. In this approach, the areas of agreement are emphasized and the areas of disagreement are downplayed. Conflicts are not always resolved in the smoothing mode. A party may sacrifice it's own concerns or goals in order to satisfy the concerns or goals of the other party.
- Forcing is also known as competing, controlling, or dominating style. Forcing occurs when one party goes all out to win it's position while ignoring the needs and concerns of the other party. This result in a win-lose situation where one party wins at the expense of the other party.
- Avoiding is also described as withdrawal style. This approach is viewed as postponing an issue for later or withdrawing from the situation altogether. It is regarded as a temporary solution because the problem and conflict continue to reoccur over and over again.

Conflict in project management is not necessarily unfavorable when properly managed. Several advantages have been identified such as opportunities to enhance communications, and producing better project outcomes. However, conflict can be the decline of a project if it is not effectively managed. The challenge for project managers is to try to maintain the right balance and intensity of conflict in project management. By utilizing project management principles, understanding the dynamics of conflict, and learning approaches to conflict resolution, managers will be able to establish an environment in which creativity and innovation is encouraged and project goals are accomplished.

1. Thomas, Kenneth, (1976). "Conflict & Conflict Management." Rand McNally

3. Course Fundamentals of Project Management.

PM4DEV is offering an in-house course on the fundamentals of project management to all development organizations based in the US at highly discounted rate. The course makes an introduction to the principal processes and tools of project management, from the Project processes to the Project cycle. Participants will obtain a critical foundation and understanding on the modern concepts of Project Management and will prepare them to move to more complex subjects.

Course Details (2 days)

Session 1: Introduction to Project Management (1 hour)

- The Modern Project Management Methodology
- The Definitions of Project and Project Management
- The Four Project Management Constraints

Session 2: The Project Management Cycle (3 hours)

- The Project Management Environment
- An Introduction to the Six Project Management Phases
- The Project Management Cycle

Session 3: The Project Management Processes (4 hours)

- An Introduction to the Project Management Processes
- The Four Enabling Project Management Processes
- The Five Facilitating Project Management Processes

Session 4: The Roles, Responsibilities of the Project Manager (2 hours)

- The Role of the Project Manager
- The Responsibilities of the Project Manager
- Managerial Skills for Project Managers
- Interpersonal Skills for Project Managers
- Influence and Power of the Project Manager

Session 5: The project Management Organization Structure (2 hours)

- The Project Management Organizational Structures
- The Programmatic Focus Structure
- The Matrix Structure
- The Project Based Structure

Learning Objectives

At the end of this class, participants will be able to:

- Understand the phases of the project cycle.
- Understand the PM processes across all phases of a project
- Understand the value of utilizing appropriate project man-

agement processes

- Apply the project management processes to the execution of an active project.
- Share best practices and tools related to project management



Course Venue

In order to minimize costs, our course is delivered in your own facilities, this helps you save with travel and lodging which in many cases represent 50% of the total cost of training one of your staff at a remote location.

Course Instructors

Our certified instructors have over 15 years of experience in project management. Certifications include Master in Management, PMI, Stanford University Advanced Project Management and Cornell University Project Leadership.

Course Cost

The cost of this course is **\$2,000** for up to 10 participants. Participants will receive a copy of the book "Fundamentals of Project management" a CD containing a copy of the presentation used on the course plus material to help them review the lessons. Additionally, each participant will receive a certificate of completion and free access to our support intranet for one month where they can ask questions and get mentoring on applying the new skills on their projects.

For organizations based outside the US please send an email to training@pm4.dev.com to get a quote based on your location and number of participants.

4. Motivating the Project Team

Most Experts say that individual and team motivation is the leading factor affecting the productivity of a project team. There are a few steps the project manager can take to ensure that the foundation of sound motivation is in place in the project environment.

Motivation is a blend of technique, understanding and creativity. It is not a science, where there is a formula project managers could all use, but like most endeavors requiring human interaction, it is more art than science. There are three basic orientations that people have that can motivate them in a project.



Relationship Oriented

People in this group are motivated by the relationship between themselves and the people they come into contact with. How everyone gets along is important. Teams and interaction are critical to their achievement. They tend to not like working alone, and are most productive in a group environment. Typically, but not always they are extroverted and have a wide circle of friends. People in this group have good relationships with people on a personal as well as on a professional level. They are the ones likely to organize staff social events. And they do not like doing tasks where they are on their own.

Status Oriented

A status oriented person is concerned with their position in the project. They look on each task as an opportunity to display to the world their own skill, ability and be recognized for doing so. They form links to people who have a level of influence in the organization, and often get things done through these affiliations. They are usually willing to compromise to get something done if the alternative is that it is not

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5. Improving Performance

Some of the leading factors affecting the performance of a project team are the lack of clear understanding of the tasks, undefined roles and low skills to accomplish the work. There are a few steps the Project Manager should take to ensure that the foundation of sound process to build better performance is in place in the project environment.

Improving performance is not something that a project manager dictates and expects the team to deliver, there are conditions, expectations and measures that are required for true performance.

There are three things required to build performance in the project team: First, provide clear and well defined roles and responsibilities, second, ensure the person has the ways and means to do the task; and finally, follow-up with timely feedback and hold the individual accountable for results. The more a project manager uses these three steps, the more profound, powerful, and simple they will become. It is not enough to make sure everyone has work to do, but they have the means to do it and opportunities to get feedback. The project manager should ask these questions before asking a team or individual for better performance:

- Are their roles, responsibilities and tasks well defined?
- Do they know what the results should look like?
- Do they have the tools and training?
- Do they have the ways and means to accomplish the task?
- Do they need help?

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*With the objective of serving the needs of the global development community, **PM4DEV**® was created to provide with expert project management consulting and training services based on a **customized methodology** that offers the tools and processes to plan, implement, and monitor projects in a more **consistent, reliable and predictable** manner. **PM4DEV's** methodology is based on a project management cycle that incorporates all the processes, tools and practices to **effectively** manage projects of all sizes. Organizations should have the ability to complete a project successfully by combining systems, techniques, and knowledge and controlling and balancing the constraints of time, cost, and scope in order to produce quality*

**DOING THE RIGHT PROJECTS...
... DOING THE PROJECTS RIGHT™**

...Improving Performance , from page 4

- Do they need the project manager to get information, tools, or assistance?

Once the team has all they need to do their work the project manager should make sure they all agree on what results are expected, and let them decide how they want to do it.

The project manager then should come back to either praise good quality work done on time, or encourage better performance if progress seems inadequate. This might be formalized as a weekly review of project status, to update schedules and assess progress against goals. The relationships of these three components can be seen in the performance triangle:



The idea of giving people clear task ownership is very important in project work. The performance triangle applies not only to managing team members. It even applies to managing whole organizations.

Here are some tips to keep in mind:

- Make it clear who is responsible for tasks and give clear ownership, don't ask several people to get the same job done.
- Keep yourself available to the team members.
- Assign new team members to tasks with adequate task definitions, guidance and training.
- Don't let poor performers continue without comment, give them feedback and explain the consequence if they do not meet what is expected of them.

....Motivating the Project Team , from page 4

done at all. People in this group often want to know what other people, especially superiors, think before taking a stance.

Goal Oriented

A goal oriented person is motivated by achieving things. They are focused on targets and will move heaven and earth to achieve their target. They like nothing better than the challenge of setting and reaching a goal. They can sometimes be very dogmatic and unbending in their desire to achieve. People in this group want decisions made now, and consultative decision making is something you do only if you must. Often they are perceived as poor communicators but people who get things done at all costs.

The project manager needs to have a good understanding of the factors that motivate the people in the team and apply the correct incentives. It is not a one solution fits all, and that is where most project managers fail, they design events or strategies to motivate the team but the results are not the same across the different members of the team.

These points of view provides a summary of themes, that in PM4DEV's experience, have proved critical in the successful implementation of project management methodologies. It draws on the expertise of Project management professionals and provides a guide to deliver a methodology that increases the chances of project success.

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