What is Project Human Resource Management?

Project human resource management includes the processes required to make the most effective use of the people involved with a project. Processes include

Organizational planning

Staff acquisition

Team development

Keys to Managing People

Psychologists and management theorists have devoted much research and thought to the field of managing people at work

Important areas related to project management include

Motivation

Influence and Power

Effectiveness

Motivation

Abraham Maslow, a psychologist, developed a hierarchy of needs to illustrate his theory that people's behaviors are guided by a sequence of needs: physiological, safety, social, esteem, and self-actualization.

Maslow argued that humans possess unique qualities of human behavior:
    love, self-esteem, belonging, self-expression, and creativity, that enable them to make independent choices, thus giving them control of their destiny.

Herzberg's Motivational and Hygiene Factors

Frederick Herzberg wrote several famous books and articles about worker motivation. He distinguished between

Motivational factors
achievement, recognition, the work itself, responsibility, advancement, and growth, which produce job satisfaction.

Hygiene factors
cause dissatisfaction if not present, but do not motivate workers to do more. For example, larger salaries, more supervision, and a more attractive work environment.

Herzberg F, *One More Time: How Do You Motivate Employees*? Harvard Business Review, 1968, pp 51-62

Influence and Power

Thamhain and Wilemon's ways to have influence on projects:

1. Authority: the legitimate hierarchical right to issue orders
2. Assignment: the project manager's perceived ability to influence a worker's later work assignments
3. Budget: the project manager's perceived ability to authorize others' use of discretionary funds
4. Promotion: the ability to improve a worker's position
5. Money: the ability to increase a worker's pay and benefits
6. Penalty: the project manager's perceived ability to dispense or cause punishment
7. Work challenge: the ability to assign work that capitalizes on a worker's enjoyment of doing a particular task
8. Expertise: the project manager's perceived special knowledge that others deem important
9. Friendship: the ability to establish friendly personal relationships between the project manager and others

Influence that Help and Hurt Projects

Projects are more likely to succeed when project managers influence with

Expertise
Work challenge

Projects are more likely to fail when project managers rely too heavily on

Authority
Money
Penalty

Power

Power is the potential ability to influence behavior to get people to do things they would not otherwise do.

Types of power include

Coercive   (using punishment, threat or negative approach)
Legitimate   (based on position of authority)
Expert   (personal knowledge and expertise)
Reward   (work challenge, achievement, recognition)
Referent   (personal charisma)

Improving Effectiveness – Stephen Covey's 7 Habits

Project managers can apply the 7 habits to improve effectiveness on projects

Be proactive
Begin with the end in mind
Put first things first
Think win/win
Seek first to understand, then to be understood
Synergize
Sharpen the saw (self renewal)

Ross D, *Applying Covey's 7 Habits to a Project Management Career.* PMI 1996, pp 26-30

Empathic Listening and Rapport

Good project managers are empathic listeners; they listen with the intent to understand.

Before you can communicate with others, you have to have rapport. Build a relationship of harmony, conformity, accord, or affinity.

Mirroring is a technique to help establish rapport.

IT professionals often need to develop empathic listening and other people skills to improve relationships with users and other stakeholders.

Improving Relationships Between Users and Developers

Some organizations require business people, not IT people, to take the lead in determining and justifying investments in new computer systems.

CEOs push their staff to recognize that the needs of the business must drive all technology decisions.

Some companies reshape their IT units to look and perform like consulting firms.

Exercises (1-3):

1. Give examples of different ways to have influence on projects? Which do you think will be most effective?

2. "Power is the potential ability to influence behaviour to get people to do things they would not otherwise do".

   List three different kinds of power and comment on how these kinds of power are likely to be when used by a project manager trying to make a success of his/her project.

3. Discuss the key issues related to staff acquisition and team building.