

Picking your team

Find out about Potential Team Members

- Use any contacts you have to find out as much as you can about the people you want in your team.
- BUT be wary of what others may say – they may not want to lose a good person to your project for the next 3 months – equally they may be happy to lose some dead wood.
- How truthful will your contacts be?

Best-Case Scenario???

- You as the project manager have been allowed **free reign** to pick and choose a team of people to work on your project.
- You have chosen a team of experienced team players, who have worked well together in the past. They respect you as an individual and your authority as a manager, they have a wide range of project skills and specific skills required for the project, they have good communication, and time management skills, they work hard, are motivated and keen for the project to be successful.

Worst-Case Scenario? Or What Happens in Real Life....

- You are given a team of people who have a history of not working together very well; they all have the same set of skills; some skill areas and knowledge are missing, they resent you being brought in to manage them, they are de-motivated.
- EXERCISE - What would you do?
- Would you be 'prepared to walk'? Or could you build an effective project team?
- In pairs or threes identify what steps you could use to build an effective team.

Types of People

- The project manager may have to work with many different types of people.
- This may include: the cat, Sherman tanks, snipers, exploders, clams, superagreeables, negativists, bulldozers, balloons, stallers, type A stress carriers, micro managers, stone tablets, 'ain't it awfullers, psychopaths, dictators, wafflers, ...

The Cat

- The Cat – long periods of inactivity followed by short bursts of intensive (almost hyper) activity.
- Things always are always on the cat's terms; may be aloof.
- Almost impossible to manage. But provides vital skills that no-one else can do

The Cat



Sherman Tanks

- Hostile aggressive people always on the attack and looking for an argument



Snipers

- Subtle cunning people that want to undermine you the project manager by encouraging you to explode.
- May be carefully hidden away



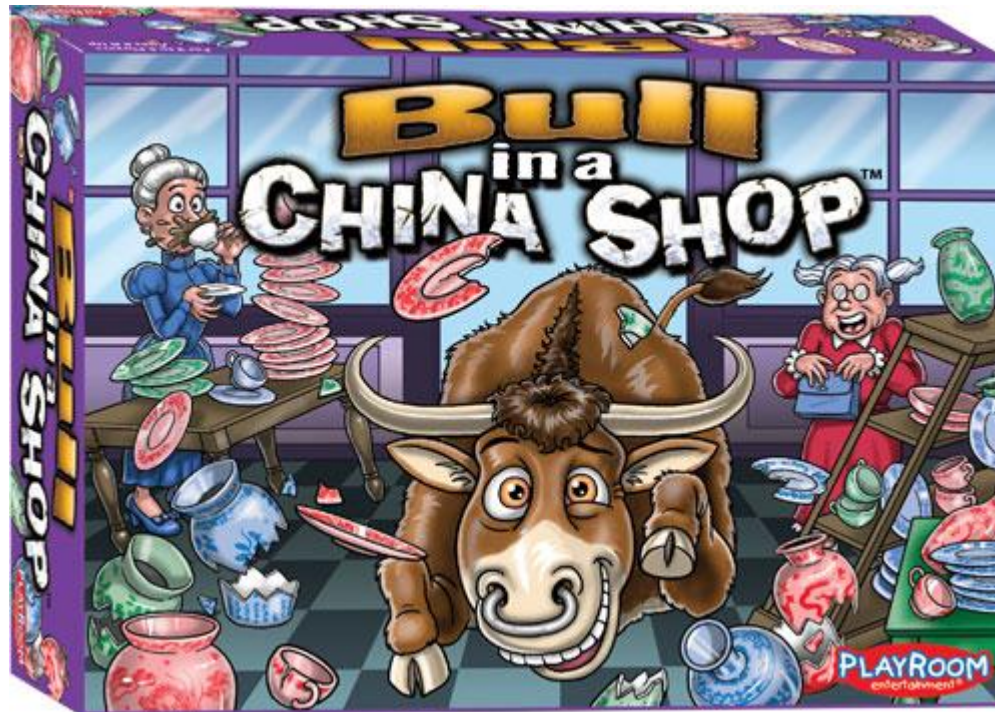
Complainers

- Powerless people; they just want to complain about anything
- Typically might complain about what ought to be done and what should be done and what the correct way is.



The Bull in a China Shop

- A rushing disaster area



Clams

Silent and unresponsive,
avoid eye contact.
Fear of failure.
May lack confidence



The Self Appointed Expert

- A subset of the meddler.
- They always know 'the best' way or a better way of doing something.
- Believe their ability to change the oil on their car is the same is the same as having an engineering degree.
- Believe their years of experience qualifies them to do anything. Always willing to help out.

The Indecisive

*Errr, Errm, um,
errr*

Errr, errm, errrrr



The Indecisive

- Finds it very difficult to make a decision.
- There is never a black and white; always a grey.
- Never has solvable problems but has vaguer 'issues'.
- Perhaps when faced with a question with a clear yes or no answer says "err, errm, it's not that clear"

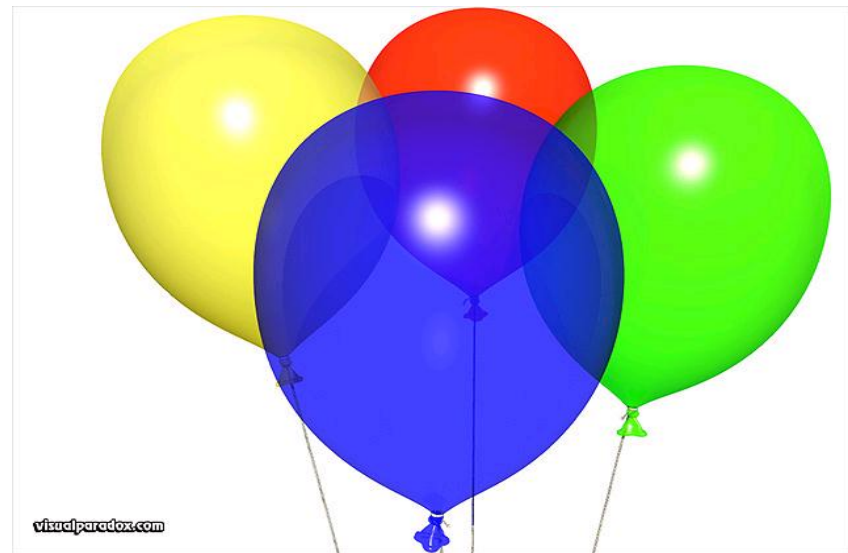
The 'Office Joker'

- Everything, no matter how serious has to involve a laugh and a joke.
- Can play a key role in building the team and reducing team stress levels.
- But, may not always know when to stop joking



Balloons

- Need and seek continual admiration, adoration and praise to inflate themselves and their own deflated ego.



The Procrastinator

- Always puts it off until tomorrow
- Is 'just about' to get started, but rarely does
- Has many self justified reasons to put off the important jobs



The Ostrich



Just ignore problems and hopes that they will go away.

But the problems rarely go away.

They build up and become even bigger problems

The Jobsworth

- Are extremely clear about their, often limited, scope of work.
- Claims it is impossible to do anything that is “not my job”.

Bulldozers

- Supreme confidence in their expertise, they feel they alone have the power to solve things.



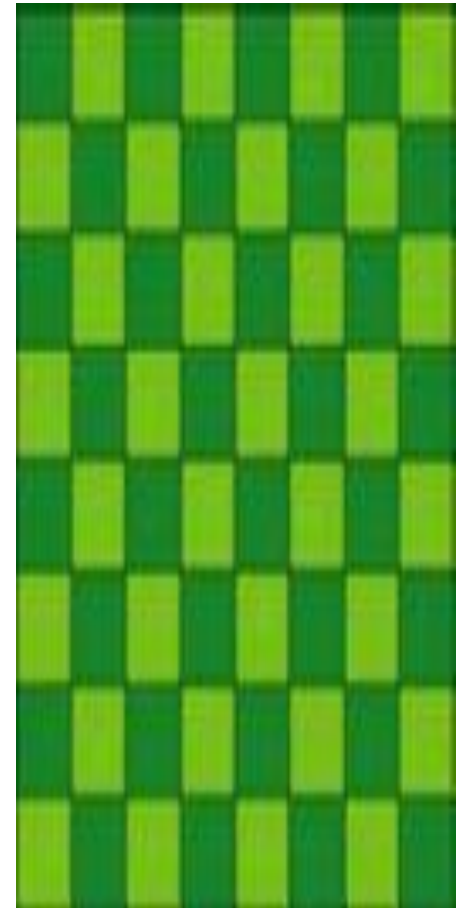
The Coaster

- Has been doing the job for years.
- Is lacking motivation and has, perhaps, been poorly managed in the past.
- Is happy to coast along doing the bare minimum



The Checker

- Can't do anything without first checking with you that it's ok to do it.
- Key phrase "I'll just check that with my supervisor"



Stallers aka Delayers

- Continually find reasons not to do things, wants to delay, postpone, put off until another day.
- It's never their fault, always someone else that's caused the delay

Bullsh***ers

- Not the people who like to use bull to gently joke or amusingly distort the truth. We can see through them.
- But the serious compulsive buller who never takes responsibility for anything, blames others for their mistakes and generally fails to deliver.

Micro Managers or Meddlers

- “I’m in charge here” like to take over, interfere, get involved with things that aren’t in their area response ability.



Type A Stress Carriers

- Most things stress these people out.
- Their “can do”, proactive attitude, can make a difference to project being successful not, but their stress can affect themselves and other members of the team.

Stone Tablets

- They have the rules & regulations,
- shoulds and oughts under control.
- They know the correct way of how things must be done, they are right.
- They follow things to the letter.



'Ain't it Awfullers (The Moaner)

- The people who spend more time moaning about how badly they are done to, and how busy they are.
- Worse than the complainer – they moan about anything and everything to everyone

The Waffler

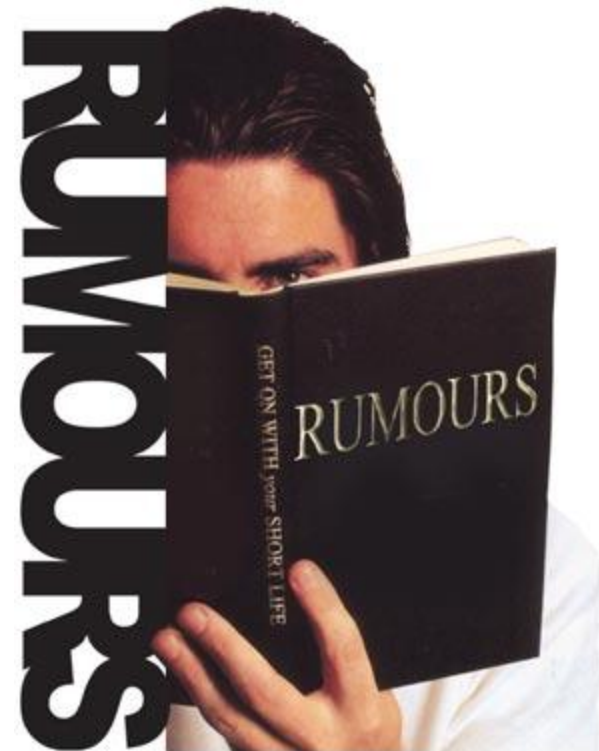
- Loves to talk to anyone about anything.
- Full of verbal diarrhoea

Waffle, waffle, I love to talk



The Rumour Merchant

- Loves juicy gossip and passing on 'confidential' information
- Never bothers to check the accuracy or authenticity no matter how damaging or untrue the rumour may be.
- Believes that "there is no smoke without fire"



The Hypochondriac

- Believes they are ill or unwell (and perhaps if they believe this then they are?)
- Always takes plenty of time off on sick with a full and varied range of illnesses.
- Whenever another member of the team has an illness they have already had it (but worse) or are coming down with it.
- Spends lots of time telling people how ill they have been.

hypo- chondriac™*



For all the problems you may
not even know you have,
why take the risk?

The Backstabber or Judas

Undermines you, your reputation and your authority behind your back

Congratulations on your promotion.



Before you go, why don't you take this knife out of my back.



I'm sure you'll be needing it again.

The Life & Soul of the Party

- Work and working hours are merely a distraction from their busy social life, which of course needs organising within work time....



Superagreeables

- Whatever anyone in a position of authority suggests, no matter how silly, totally inappropriate, or unnecessary for the project they say “That’s a good idea” or “That’s a good idea, I was just about to suggest it myself”

The Dictator or Control Freak

Everything must be on their terms.
Everyone is at their beck and call.
They must be in control



The Psychopath

- Are your bosses grandiose, manipulative and unable to feel remorse? Do they relate to others superficially, presenting themselves in ways that are appealing but deceptive?
- *'No matter how cuddly and cute big business pretends to be, in the end it loves money much more than it loves you. Wake up and smell the Corporation.'*
Stephen Applebaum.
- <http://www.doyouworkforapsychopath.com/>

Exercise

- Pick any 3 or 4 of the types of people.
- Identify some specific things you could do to either:
 - manage them more effectively or,
 - help them contribute more effectively to the team and the project, or
- Prevent them being detrimental to the project and the project team.

Possible Solutions to Tricky People

- The cat – let them get on with it, as long as their perceived inactivity does not de-motivate other members of the team.
- The bulls***r – call their bluff, present them with hard facts.
- Sherman Tank - calm them down, ask for their point of view, find out specifically what they want resolving. Then either resolve it or explain why it cannot be resolved.
- Snipers - best managed by involving them and asking questions asking the project team for comments, deal with their problems in private

Possible Solutions to Tricky People

- Micro managers - be very specific about what they are and are not responsible for, make sure they know the boundaries of what they can and cannot do, be prepared to lay down the law with them if they interfere.
- Balloons - give them positive support, if you do need to criticise their work do it in one-to-one meetings
- Staller - ask them for specific reasons why things are being delayed – ask for solid evidence and prove not just their opinion. Provide positive reinforcement when they do actually get things done on time

Possible Solutions to Tricky People

- Complainers - get them involved and give them some authority. Listen to them but don't agree or disagree.
- Clams - use open-ended questions and wait for them to open up, use silence, eventually they will say something to fill the gap. Don't use them in a role which involves regular contact with stakeholders.
- Backstabbers - gather support and evidence from colleagues, then confront them either in private or public.
"Do you have a problem with something I've done?"

Possible Solutions to Tricky People

- Negativists - empower them, don't be drawn into their negativity, don't agree with them, force them to be realistic and objective about problems, scale the problems, and solutions. Find out more.
- Ain't it awfullers - Solution sack the lazy so and so if possible - encourage them to see how busy other people are and what other people's workloads are like. Encourage them to take some Prozac
- Stone Tablets - check your facts before questioning their judgement. Involve them in areas of the project that require extreme specific detail. Might be very useful in health and safety role.

Possible Solutions to Tricky People

- Superagreeables - try to understand why they want to please people, be objective. Explain that it's ok to make a mistake once in a while.
- Bulldozers - research the actual problems so that you have knowledge, listen to their solutions and take them on board where appropriate, but don't try to question their 'expertise'
- Type A stress carriers - they can only change themselves you can't change their stress levels. Encourage them to relax.
- Hypochondriacs – manage their sickness, keep records.