

Executing Process Group Artifacts

13.3 Manage Stakeholder Engagements

13.3.2 Interpersonal Skills (Tools and Techniques)

PMGT 690, ERAU, Prof. Sherman

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13.3.2 Interpersonal Skills (Tools and Techniques): These interpersonal skills are to be developed over time. There are also online courses and webinars to help project managers develop these skills. This artifact was taken from a homework assignment in PMGT 611. It provides different scenarios to resolve conflict.

1. Evaluate the criteria FEL uses to assign manager to project teams. What efficiencies do these criteria create? What are the resulting problems?

The managers that were selected are clearly competent and skilled at what they do. They seem to be all somewhat professional and have the ability to complete the project in the 9 months that they are given. FEL assigns manager to project teams based on their expertise and their availability to work on a particular project given their other commitments. What FEL is not taking into consideration are internal relations between the managers. Whoever is available, that is how they task managers to various projects. As a result, two managers do not want to work together and one other does not seem motivated to even try.

2. Why is it even more important that project team members work well together on international projects such as Project Abu Dhabi?

On the surface, a project with this type of scope is somewhat competitive. Recently FEL has made a concerted effort to market its products internationally. Also, FEL wants to be viewed as a prominent Canadian company and not associated with the US. This project is high stakes. It

must go forward unhitched, on time and under budget for FEL to be able to claim its identity in the international circle.

3. Discuss the dilemma that Jobe now faces?

The main issue is between Perry and Rankin. Jobe needs to have a sit down with Rankin and explain the situation. I believe that being honest and direct letting him know that if this dysfunctional conflict between him and Perry continues he will be fired. I would also explain the big picture and the impact of this project. Considering this is an international project, what it means to FEL and the stakes that are involved. If this project is a success, this could mean perks down the road for everyone. I would see if he could just be professional and do his job. Also, I would ask if I could assist in getting him some help with his addiction and if he was open to therapy. I would explain that I would talk with Perry as well and that he needs to be professional and respectful as well.

Bruder is pessimistic, but she can be swayed and motivated. Jobe can influence and tell her the impact of this project and that we will have all the support and resources at our disposal to complete this project on time.

4. What should Jobe recommend to Gatenby?

Have a replacement operational manager ready to go. If this dysfunctional conflict cannot be resolved we need a replacement ready to go. This project is going forward. FEL has selected these managers and Jobe must do everything in his power to make sure this internal conflict is managed and controlled. Jobe will need Gatenby's full support in any decision to discipline the team.

Recommendation

Researchers have held for some time that a team's cognitive capability is related to its cognitive diversity (Amason, 1996). Diversity provides an assorted stock of capabilities upon which a team can draw when making complex decisions. This group is capable and has the skill set to succeed. The only thing that needs to be managed and controlled is the personal interaction between Perry and Rankin. If Jobe could make that a priority to monitor that situation in conjunction to keeping the team motivated over the course of the 9 months. I believe the project can be successful.

Reference List

Amason, A.C. (1996) "Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox of top management teams. *Academy of Management Journal*. Vol 39, Issue 1, Feb 1996, pg 123

Larson, E.W and Gray C.F. (2014) *Project Management, The Managerial Process*. McGraw-Hill Education, 2 Penn Plaza, New York, NY.

