

SOME ASPECTS REGARDING COMMUNICATION IN PROJECT MANAGEMENT

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Abstract—Paper presents some aspects regarding communication in the project team. There are introduced subjects like team making, competitiveness and competence, quality process, people temperament, expectations from each team component and finally strategies to be established in the way to manage the team to resolve all the problems resulting on the project finalization.

Keywords— communication, expectation, management, people, strategy

I. INTRODUCTION

PROJECT Management (PM) golden rule is: "Make sure that you always have the best team." The success of a project is directly linked to professional and personal qualities of the team members, resulting then other aspects of success: the degree to which activities are performed timely, obtaining required quality, compliance within the approved budget, and satisfying participants' expectations.

The starting point for assembling the team is given by specific project activities / tasks and qualities (skills) required for successful completion of each task.

Generally, the skills required by an individual can be systematized in three groups:

1) Personal statement:

- a) creativity;
- b) ability to communicate;
- c) persuasion;
- d) spirit of camaraderie, etc.

2) Professional order:

- a) orientation to quality;
- b) accuracy;
- c) orientation details, etc.

3) Management order:

- a) financial management;
- b) project management;
- c) quality management, etc.

In the process of selection and training of project team is good to answer to these four types of questions shown in TABLE I.

TABLE I
THE FOUR TYPES OF QUESTIONS SPECIFIC TO THE PROCESS OF
SELECTION AND TRAINING OF PROJECT TEAM

WHAT?	<ul style="list-style-type: none">– Project objectives (well planned) must be communicated;– Each individual has its own set of objectives;
HOW?	<ul style="list-style-type: none">– Project Leader (PL) sets carefully modalities and procedures for external communication;– There must be a perfect harmony between a firm's long-term policy, culture, paradigm in which it intends to carry out his duties and working under the project;
WHEN?	<ul style="list-style-type: none">– Should set deadlines for tasks under the rule of realism;– The program of each task is determined by answering to the question: "Can be done by a medium level qualified person in this time?"
WHO?	<ul style="list-style-type: none">– Project "roles" must be defined before the allocation of tasks;– Are the key people available at the critical moment?

II. ABOUT PEOPLE

Any human group implies the existence of interactions, communication channels, social roles in which it must be integrated each of its members. To be able to master some of the important processes, PL must know the basics of human personality as it is manifested in the individual's profession [2].

Manly, is a 3 entities ensemble: temperament, skills and character.

According to Eysenck, man temperament consists of some characteristics as shown in Fig. 1.

All the 4 characteristics (melancholic, choleric,

phlegmatic and sanguine) are positive (seriousness, sense of duty and responsibility, the presence of processes affective intense and lasting, deep feelings, sensitivity, introversion, dependence, obedience, authenticity, diligence, perseverance, conscientiousness) or negative

(mistrust, pessimism, less communicative, prone to anxiety, withdrawn, insecure, sad feeling of inferiority, adaptability and low mobility, weak reactivity) appreciates by Remplain [1].

INSTABLE				
I N T R O V E R T E D	MELANCHOLIC		CHOLERIC	
	- hypotonic	- depressive	- reactive	- active
	- low tonus	- rigid	- aggressive	- fidget
	- low energy	- severe	- agitate	- initiative
- emotional	- pessimist	- changeable	- exaggeration	
- emotive	- anxious	- optimist	- focused	
PHLEGMATIC		SANGUINE		
- slow	- temperate	- equilibrium	- mobile	
- passive	- calm	- calm	- alive	
- patience	- careful	- adaptable	- team spirit	
- meticulous	- adaptable	- sociably	- self-control	
STABLE				

Fig. 1. Man temperament characteristics

According to Myers and Briggs, the 4 dimensions of the personality are (TABLE II) [4]:

- 1) Individual energy (How a person uses his energy?)
E - extroverted – consumes energy out of his persona (75% of population);
I - introverted – consumes energy inside of his persona (25% of the population).
- 2) Attention (reality perception) (To which facts he pay attention (major ones /minor ones)?)
S - based on senses (75%);

- N* - based on intuition (25%).
- 3) Decision method (How to decide?)
T - based on thought – logical, objective decisions (50%);
F - based on feelings – on its own values (50%).
- 4) Living (What is the adopted lifestyle?)
J - judgment – organized, well-planned man (50%);
P - perception – carpe diem (live the life, enjoy every moment), flexible (50%).

TABLE II
 DIMENSION OF PERSONALITY

E N E R G Y	A T T I O N	D E C I S I O N	L I F E S T I L E	GENERIC PROFESSION	CHARACTERISTICS	
				E	S	T
			P	PROMOTER	Active, competitive, entrepreneur	
			F	SALESMAN	Sociable, ensure harmony, good host	
			P	ANIMATOR	Attractive, wormy, optimist, charming, special	
		N	T	J	COORDINATOR	Leading force, doer, takes responsibility
			P	INVENTOR	Innovator, nonconformist, enthusiast, finds solutions	
			F	PEDAGOGUE	Leader, help the others to be better	
			P	JOURNALIST	Motivation direction	
			J	TUTOR	Efficient in practical situations, time watchman	
			P	ARTISAN	Prompt, based on fulfillments, tools handling	
			F	CONSERVATOR	Loyal, may work in public functions or departments	
			P	ARTIST	Fine art, surrounds actions in art and style	
		N	T	J	SCIENCE MAN	Practical, instant decisions, make models
			P	ARCHITECT	Precise thinking, he have to understand	
			F	AUTHOR	Complex personality, he wishes to help	
			P	SEARCHER	He know what value means, nice look, calm, internal values	

Generally, the characteristics of each person, who are essential to project success is circumscribed in two basic

concepts, namely: attitude and competence. Corresponding to this criterion, tie team members can be made under the four categories shown in Fig. 2.

	high	COMPETENCE	
negative	3	1	positive
ATTITUDE	4	2	ATTITUDE
	low	COMPETENCE	

Fig. 2. Dependence between Competence and Attitude

Category 1 contains the happiest cases; if you manage to have on your team 50% people in this Special Category, success is almost certain. Those in category 2 may be involved in training or other ways to improve performance. Category 3 is the focal point of the team; people are perfectly competent in technical, economic, managerial right, but develop pride, resentment, dislikes, etc. With these you can work extremely well if used techniques to unblock communication and motivation. The 4th category includes persons "ballast" that the team should abandon them as soon as possible for the good of the project.

"All deals may be described in three words: people, products, profit. People come first. Without a good team, the other two are zero" (Lee Iacocca)

III. VOCABULARY

Usual vocabulary used in communication [2], [7] process inside the team is presented in TABLE III.

TABLE III
 VOCABULARY USED IN COMMUNICATION

TYPE	ROLE	CHARACTERISTICS
Constructive attitudes	Initiation	„Let’s do it ...”
	Information offer	„My experience says that ...”
	Information request	„What do you think about ...?”
	Encouragement	„This idea is very good!”
	Clarifying	„I think that what you say means ...”
	Harmonization	„I think that we say the same thing but using different words.”
Destructive attitudes	Idea request	„Are no ideas over there?”
	Finalizing	„I think that we can conclude by saying ...”
	Aggression	Always censures, is ironical, minimizes the others’ contributions
	Blockage	Refuse to accept another point of view
	Retreat	Refuse to discuss
	Discuss domination	Talks permanently, refuse to listen, swank
	Change of topic	Jumps from one to other with no relevance for agenda
	Domination	Despising attitude, isolation

The 4 stages passed by the team during the project are:

- 1) *Forming*
 - a) *What are the place and role inside the project?*
 - b) *What will I do?*
 - c) *Who is the supervisor?*

- d) *How much I get from this?*
- 2) *Roles identification and rules assignment*
 - a) *according to skills and abilities;*
 - b) *democratic managerial style, but sometimes „tight the bolt”;*
 - c) *ability to solve the conflicts;*
 - d) *planning (what is to do, when, with what resources, expected results, quality)*
- 3) *Action*
 - a) *the accomplishment of tasks assigned by PL*
- 4) *Finalizing*
 - a) *results analysis (good / bad aspects)*
 - b) *What will happen to me when the project finishes? Will I plan another project? Will I be a part of this team?*

A practical method to build a team focuses on 6 strategies as seen in Fig. 3.



Fig. 3. Strategies used in team building

"No sanity goes us in trouble. Proud and vanity keep us there ..." (Anonymous)

The 6 strategies go us to values system wanted by PL [2] as seen in Fig. 4.

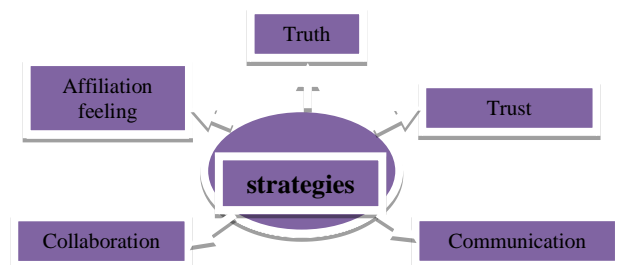


Fig. 4. System value

E.g.: *affiliation feeling based on 12 factors:*

- 1) *vision– direction for acting*
- 2) *proud– „elite group”, „family blazon”*
- 3) *measurement– business plan, opportunities*
- 4) *responsibility– acceptance of unpredictable mistakes*

- 5) *teamwork– trust in coworkers*
- 6) *engagement and involvement– project’s goal (tasks)*
- 7) *achievements’ reward– respect, praise, good ideas promotion*
- 8) *competence– opportune, pertinent work*
- 9) *on clients focus– „our client – our boss!”*
- 10) *credibility– truth policy, consistency of what you say*
- 11) *innovation– represents premise of change*
- 12) *continuous enhancement of the process– TQM.*

Delegation (dictionary definition) is the duty and power transferring to a person acting as your representative.

Delegation in the sense of this approach means entrusting a part of your work (management) as LP to another team member with responsibility and authority it needs. The delegation involves accepting that the other can take decisions different from those that you get you in the same situation. Delegating does not mean the total transfer of responsibility!

The advantages are obvious delegation:

- 1) *more efficient use of own time*
- 2) *develop skills of team members*
- 3) *develop the ability to motivate*
- 4) *develop the ability to make better decisions.*

What stops people to delegate?

To delegation oppose many managers make lists of a number of reasons or excuses (causes unjustified but are looking good in the manager's eyes):

- 1) *I'm not sure that I delegate appropriate!*
- 2) *I was instructed!*
- 3) *Will I lose control!*
- 4) *I do it faster and better! / Only I can do this job!*
- 5) *I do not trust those around me!*
- 6) *If we train others at some point it is possible that in time they do not need me!*
- 7) *It's possible to solve the problem ELSE!*
- 8) *I'm scared!*
- 9) *But I like me to do this! / I want to be appreciated for it!*
- 10) *The job must be done NOW! I do not have time for nonsense like "to train others ...?!"*
- 11) *My boss wants to solve myself the problem!*
- 12) *I do not want to appear in the eyes of others that being lazy!*

IV. CONCLUSION

As conclusions must set out three ideas:

First, not everyone around the LP is "team players." Sometimes a selfish attitude, an individual work can exist

flavor to PM must lead PL to find each team member place, where he could not hurt the project ("primum non nocere" in the Hippocratic oath) and then put his talent and skills in project service.

Second, the competition that inevitably became a team must be regarded with circumspection. Where there is fierce competition (for the biggest sales, for instead of "employee of the month", for the person who is the most advanced in the execution of his duties, etc.) appear negative effects:

- 1) *Do not listen carefully to all views, opinions, and ideas;*
- 2) *Helping a team member becomes a rarity (especially the selfless);*
- 3) *Orientation tends to substitute quantity for quality processes worries.*

Third, create a team and maintain a pleasant atmosphere not mean abdication of fairness; to give him what he deserves everyone is a rule of leadership. A PL that will try by all means to satisfy all the wishes of his subordinates are ruthless slope failure; inability to say "no" when you need is a handicap in terms of managerial and personal skills more, it is a safe method of achieving the counter. The two visions, to production and to employees are not antagonistic, so there is no problem finding a state of balance between them. On the contrary, both orientations should be brought to a level of excellence as the product is a tangible short-term result, while nurturing skills and knowledge of team members will strengthen the potential of achieving long-term results.

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if that person's assigned duties are purely individual and if the man in question is a professional. Art that gives