



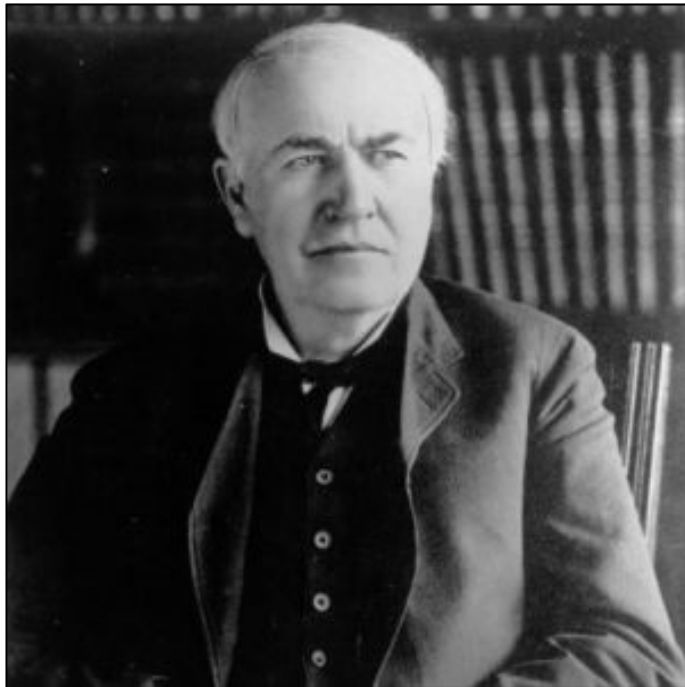
# Group Dynamics and Project Management

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March 9, 2018

**EN**Engineering



Here is a man who was a terrible project manager and a bad teammate. Who is he?

## Famous Quotes

- “Genius is one percent inspiration and ninety-nine percent perspiration.”
- “Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.”
- “Opportunity is missed by most people because it is dressed in overalls and looks like work.”
- “There is no substitute for hard work.”
- “There's a way to do it better - find it.”
- “Hell, there are no rules here - we're trying to accomplish something.”

# EN Engineering

- Natural Gas Transmission
- Natural Gas Distribution
- Electric Transmission
- Electric Distribution
- Oil & Liquids
- Automation
- Process Industries
- Refining
- Integrity
- Corrosion
- Environmental

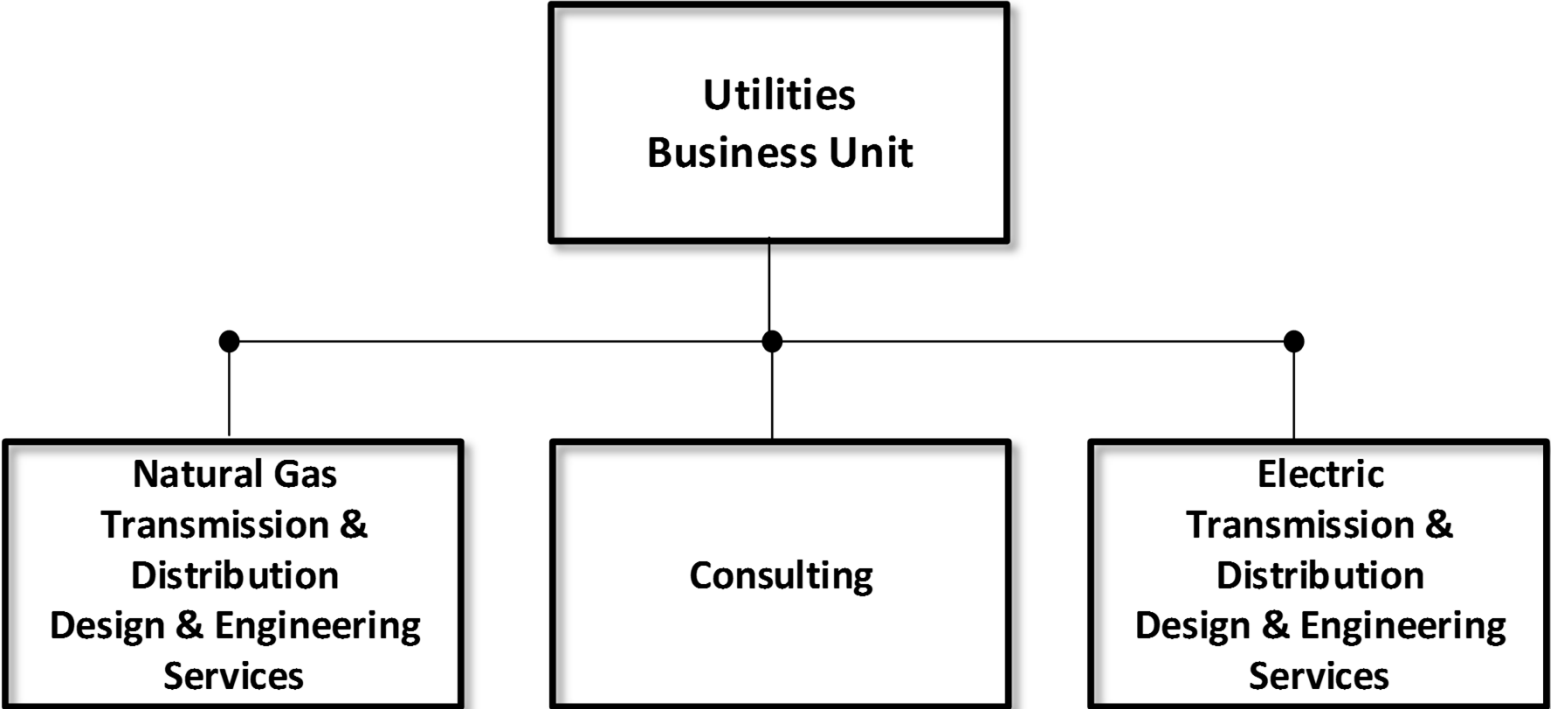


## EN Engineering Provide Project Related Services

# EN Engineering By The Numbers



# EN Engineering Utilities Business Unit Services



## What is a Project

- A temporary endeavor to produce a unique product, service or result

## What is a Team

- A group of people whose jobs entail mutual task interdependency
- Members with distributed expertise
- Typically hierarchically organized with a team leader
- Good teamwork skills who work well together

## Teamwork Skills v. Task Work Skills

- Team members anticipate each other's needs
- Coordinate with minimal need for formal communication channels
- Establish collective effectiveness
- Compensate for each other
- Reallocate functions and resources when needed
- Share a common goal

## High Performance Team Characteristics

- Shared vision
- Extensive empowerment
- Extensive communication
- Takes pride in the challenge
- Involves everyone
- Focused on deadlines
- Assures quality
- Celebrates success



## Skill Requirements for Teams

- Watch out for each other and assure mutual effectiveness
- Supporting behavior
- Communicate to assure messages are received and understood
- Experts open to suggestions for improvement
- Open, assertive, non-defensive and respectful conflict resolution

## Attitude Requirements for Teams

- Team orientation and the importance of teamwork
- Compelling purpose, goal and vision
- Energized by shared vision
- Being a trusted partner

## Team Leadership

- Strives to be a servant leader
- Members know that team leader cares about them
- Clarifies team roles and sets expectations
- Provides timely situation updates
- Solicits team member input
- Seeks out opportunities to reinforce team behavior
- Provides timely feedback
- Differentiates between higher and lower priorities
- Addresses problems quickly and respectfully

## Conflict Management

- Maintains a lookout for team member conflicts
- Does not allow a team conflict to fester
- Takes action in a respectful manner
- Able to make a difficult decision when necessary

## Projects I have Contributed to or Managed



Trans Bay Cable Project



Neptune Project



Nantucket Cable Project



Sandy Pond Project

## Project Management

- The application of knowledge, skills, tools and techniques to project activities to meet the project requirements

## Project Components

- Project Initiation
- Project Planning
- Project Execution
- Project Monitoring & Controls
- Project Closeout

## Project Initiation

- Understand who your customer is and their expectations
- Identify and define project scope
- What must be done to meet the project requirements
- Define conceptual project budget
- Define conceptual project schedule and milestones
- Secure necessary authorizations

## Project Planning

- Identify the needed skills and establish the project team
- Identify project risks and establish a risk management plan
- Establish a communication plan
- Establish a quality plan
- Establish a documentation management plan
- Establish detailed project cost
- Establish detailed project schedule with milestones
- Establish project deliverables



## Project Execution and Project Monitoring & Controls

- Implement the project plan
- Stay the course
- Track schedule against plan
- Track budget against plan
- Take corrective action when needed
- Assure project quality
- Assure project deliverables meet project needs

## Project Closeout

- Assure customer expectations are met
- Lessons learned
- Credit team members for their contribution
- Celebrate success