PMP Bootcamp: Advanced Resource Acquisition, Team Development & Management

Student Name: _____ **Date:** _____

Instructions: Building on our understanding of acquiring resources, this worksheet explores how this plays out in different environments (Agile/Hybrid), common team setups, and the crucial processes of developing and managing your project team to foster high performance.

Core Concept Reminder (from PMBOK 7 & Rita):

- **PMBOK 7th Edition:** The "Team" performance domain is paramount. Principles like "Build a Culture of Accountability and Respect," "Demonstrate Leadership Behaviors," and "Embrace Adaptability and Resiliency" are central to these topics. Agile and Hybrid approaches emphasize collaborative, self-organizing teams.

- **Rita Mulcahy's PMP Exam Prep (11th Ed.):** Stresses the PM's role as a facilitator and leader in team development, often involving less direct "command" and more "coaching" and "empowering," especially in Agile contexts.

Part 1: Nuances in Acquiring Resources

1. **Acquiring Resources in Different Environments:**

   o **Agile Environment:**

     ▪ *Key Characteristics:* Teams are often dedicated, self-organizing, and cross-functional. The focus is on having a stable team for the duration of iterations/sprints or the product development lifecycle.

     ▪ *Role of PM/Scrum Master/Product Owner in acquisition:* Often less about "acquiring" individuals for short tasks and more about ensuring the *team composition* has the right mix of skills from the outset, or advocating for needed skills within the team.

     ▪ **Question:** Why is a "stable, dedicated team" often preferred in Agile?

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   o **Hybrid Environments:**

     ▪ *Key Characteristics:* Combines elements of predictive and adaptive approaches. Some resources might be acquired traditionally for specific phases, while Agile teams might exist for development portions.

- **Challenge:** How might resource allocation and acquisition differ for a predictive phase (e.g., initial infrastructure setup) versus an Agile development phase within the same hybrid project?

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2. **Common Types of Team Configurations:**

   o **Dedicated Team:** Team members are assigned to the project full-time. (Common in Agile).

   o **Part-Time Team:** Team members divide their time between the project and other work/projects. (Common in matrix organizations).

   o **Co-located Team:** Team members work together in the same physical location.

   o **Virtual Team:** Team members are geographically dispersed and collaborate using technology.

   o **Partnership-based Team (Cross-functional):** Team members from different organizations or departments work together.

   o **Question:** What is a key advantage of a co-located team, and what is a key tool/skill needed for a virtual team to be effective?

     - Co-located Advantage: _____

     - Virtual Team Tool/Skill: _____

3. **Negotiating for Resources (Revisited):**

   o As a PM, you often need to negotiate with Functional Managers, other PMs, or external vendors for the best resources.

   o **Key things to be prepared to discuss/negotiate (list two):**
     i. _____
     ii. _____
     (Examples: Specific skills needed, duration of assignment, cost, start/end dates, performance expectations)

4. **Methods for Acquiring Resources (Recap & Emphasis):**

   o **Pre-assignment:** Resources assigned in advance.

   o **Negotiation:** Key interpersonal skill.

- Acquisition from within the organization: Working with functional managers.

- Acquisition from outside (Hiring/Contracting): Involves procurement processes.

- Virtual Teams: Utilizing geographically dispersed talent.

- Multi-Criteria Decision Analysis: Useful when choosing between several resource options (e.g., different candidates or vendors).

5. **Artifacts (Outputs) of Acquire Resources (Recap):**

- Physical Resource Assignments

- **Project Team Assignments:** (Key focus here!) This document identifies and lists the project team members and their roles and responsibilities.

- Resource Calendars

- Change Requests

- Updates to PMP (e.g., Resource Mgt Plan) & Project Documents

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Part 2: Growing Your Team – Develop Team

Purpose: The process of improving competencies, team member interaction, and the overall team environment to enhance project performance. The goal is to transform a group of individuals into an effective, cohesive team.

1. **Why is "Develop Team" an ongoing process, not just a one-time event?**

Methods for the Developing Team Process (Tools & Techniques):
Briefly describe how each contributes to team development:

1. **Co-location:**

- Contribution: _____

2. **Virtual Teams (Enabling Technologies):**

- Contribution: _____

3. **Communication Technology:** (e.g., shared portals, video conferencing, collaborative work management tools)

- Contribution: _____

4. **Interpersonal and Team Skills:** (e.g., conflict resolution, influencing, motivation, team building, emotional intelligence)

   o   Contribution: _____

5. **Recognition and Rewards:**

   o   Contribution: _____

   o   *Rita's Tip:* Rewards should be based on desired behavior and performance. Consider what truly motivates individuals/the team.

6. **Training:**

   o   Contribution: _____

7. **Individual and Team Assessments:** (e.g., personality tests, skills assessments, team health checks)

   o   Contribution: _____

8. **Meetings:** (e.g., team building sessions, sprint retrospectives in Agile)

   o   Contribution: _____

Key Output: Team Performance Assessments
This includes evaluating team effectiveness, identifying areas for improvement, and recognizing achievements.

Part 3: Guiding Your Team – Manage Team

Purpose: The process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance. This is where you actively guide the team's work.

1. **How does "Manage Team" differ from "Develop Team"?**

   o   Develop Team focuses on: _____

   o   Manage Team focuses on: _____

Inputs (What helps you manage the team?):

- Resource Management Plan

- Issue Log

- Lessons Learned Register

- Project Team Assignments

- Team Charter

- Work Performance Reports

- Team Performance Assessments (output from Develop Team)

- EEFs/OPAs

Tools & Techniques for Managing Team:

1. **Interpersonal and Team Skills:** (e.g., conflict management, decision making, emotional intelligence, influencing, leadership)

   o **Focus here:** Applying these skills to address day-to-day team dynamics and performance.

2. **Project Management Information System (PMIS):**

   o Contribution: _____

Artifacts (Outputs) of Manage Team:

1. **Change Requests:**

   o Why might managing the team lead to change requests? (Give an example)

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2. **Updates to Project Management Plan:** (e.g., Resource Mgt Plan, Baselines if changes are approved)

3. **Updates to Project Documents:** (e.g., Issue Log, Lessons Learned Register, Risk Register, Stakeholder Register)

4. **Updates to EEFs/OPAs:** (e.g., employee performance appraisals, lessons learned database)

Part 4: Scenario & Application

Your Agile project team, responsible for developing a new software module, has just completed a sprint. During the Sprint Retrospective (a meeting for team development and process improvement), the team noted that while they met the sprint goal, there was some friction between two developers regarding coding standards, which slowed them down slightly.

1. **Develop Team:** Which "Methods for the developing team process" could you, as the Scrum Master/PM, facilitate or encourage to address this friction and improve future sprints?

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2. **Manage Team:** If this friction persists and starts impacting deliverables or morale significantly despite development efforts, what "Artifacts of Manage Team" might be generated as you address the issue?

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3. **Agile Context:** How does the "self-organizing" nature of an Agile team influence how you might approach this situation compared to a more traditional, hierarchical team?

Key Takeaway: Acquiring the right resources is just the start. Effective Project Managers invest in developing their team's skills and cohesion, and then actively manage team performance and dynamics to guide the project to success, adapting their approach for different environments and team configurations.