

<p><b>Lens:</b></p> <p><b>Types of people</b></p>	<p><b>Summary Question:</b></p> <p><i>“What questions do I need to ask in order to understand and achieve success through the different types of people contributing to my project?”</i></p>
<p>This lens is about understanding the perspectives of the different types of people involved in the project</p>	
<p><b>Questions you should ask:</b></p> <ol style="list-style-type: none"> <li>1. Do I understand the different <b>motivation</b> of the members of the project team, for example related to: <ul style="list-style-type: none"> <li>- financial and other material reward and recognition</li> <li>- learning and self-development (and with differing learning styles and needs)</li> <li>- achievement/ affiliation/ authority</li> <li>- different levels of commitment and resolve</li> <li>- the actual experience of working on the project, and what constitutes a good day etc.</li> </ul> </li> <li>2. Do I understand the different <b>communication styles and preferences</b> of the members of the project team, for example related to: <ul style="list-style-type: none"> <li>- communication medium</li> <li>- concept or detail</li> <li>- pictures or words</li> <li>- team or one-to-one</li> <li>- logic or emotion</li> </ul> </li> <li>3. Do I understand the <b>leadership styles</b> needed to apply to different people?</li> <li>4. Am I maximising the <b>deployment</b> of the different types of people in the overall interest of the success of the project? Am I actively endeavouring to avoid situations where people are deployed in a way that does not suit their style, motivation and strengths? Am I making full use of particular skills of members of the team in areas like: <ul style="list-style-type: none"> <li>- problem solving</li> <li>- relationship development and management</li> <li>- innovation and creativity</li> <li>- conflict management</li> <li>- communication and inspiration</li> <li>- completer/finisher</li> </ul> </li> <li>5. Are there <b>sufficient different types of people</b> involved in the project to encourage things like appropriate challenging and creativity? Is there a healthy level of constructive conflict within the team? Is the team able to work across different national cultures as necessary?</li> <li>6. Am I, and other members of the project team, <b>role-modelling appropriate behaviours</b>? Do</li> </ol>	

I have a means of evaluating project behaviours objectively (for example independently) and on a regular ongoing basis?

7. Am I doing all that I can to encourage **openness, honesty and trust** amongst the members of the project team, whose different perspectives might otherwise discourage this? Is there sufficient active listening and empathy between members of the project team?

**Overall do I show genuine respect for the members of my project team, for who they are and what they contribute.**

### How you might use this:

You could consider things like:

- Taking time on your own to reflect on the above questions
- Taking into account different types of people when forming and developing a project team, including the respective merits of keeping existing teams together and bringing in “new blood”
- Taking the above questions into account in project planning
- Openly discussing these questions with colleagues and teams
- Taking into account different types of people in the design of team and people development programmes
- Sharing programme/ project experiences (of and with) different types of people through a Community of Practice

### Issues this will help you address:

- Increasing motivation and commitment to the project
- Understanding and managing the conflicting perceptions and expectations of team members
- Assessing the impact of hidden priorities and requirements of team members
- Improving the competence and confidence of the project team in working as a team.
- Influencing the culture of your organisation to create a better environment for success
- Increasing stakeholder confidence and trust in the programme/ project and meeting their expectations

### APM References:

- Chapter 2.2 APM Body of Knowledge 5<sup>th</sup> Edition