

案例讨论：项目组成员不听项目经理的该咋办? PDF转换可能丢失图片或格式，建议阅读原文

https://www.100test.com/kao_ti2020/65/2021_2022__E6_A1_88_E4_BE_8B_E8_AE_A8_E8_c41_65124.htm 案例原文: This is a scenario with one of my friends who is a PM managing 8-10 projects. Most of her project team members just dis-respect her and whatever she says in a meeting, is just pushed back. Even if the agenda item that she brings up is valuable to the team, the team just dis-regards that and all the people in the meeting start howling/yelling from all directions and she is not able to control them. When I look at her issues, I see a lot of value in them but somehow her team members just seem to ignore her. From what she has described me about her team, she told me that her team members want to do things in their way and don't want to be driven by others. They don't want to follow any rules or guidance and hence any PM who tries to bring up good issues which can lead to greater productivity (of course now the team will have to follow that pattern to achieve success), the team just dis-regards that. She mentioned to me that she has overheard the team members calling her by names as well. So how should she handle these situations? What can she do to effectively get her message to the team, even if they don't like. Note that she has the power to layoff people but she wants to keep that as the last option. She can also forcefully get her message to the team but she wants to see if there are other actions that she can take before taking any strict action. Any comments. BTW, has anyone else faced this kind of situation where people just seem to dis-regard your suggestion and

show dis-respect to you as you are trying to bring in some rules and regulations on the project? 网友分析一： There is a difference between laying someone off and terminating them for lack of performance or insubordination. If this project manager is also the supervisor of those on her team, she should immediately consult with her Human Resource department for the appropriate next steps. If these team members report to other managers, she needs to meet with the manager and problem-solve how to get the right work effort from that manager ' s department (i.e., different resource than the current one). This is staff management 101. If your friend doesn ' t know how to approach dealing with difficult staff, she ' s lost control of her project -- and now it ' s become her performance and not theirs that will be measured. 100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com