Project Teams

Gido & Clements
Chapter 6
Learning Objectives

- The development and growth of teams
- Characteristics of effective project teams
- Team building
- Sources of conflict and approaches to handling conflict
- Problem solving
- Effective time management
Real-World Discussion

- A survey of 100 organizations showed that companies are doing a poor job of team building.
  - Team members reported that they don’t know enough about each other’s jobs.
  - Few project managers are taking enough time to brief team members.
  - Project managers are not helping the team.
  - Project managers aren’t effectively communicating.
Recommendations for Project Managers

- Show respect and consideration for all employees
- Make sure individuals understand their responsibilities and the performance standards
- Establish good communication
- Establish clear individual and group goals
- Properly reward teamwork
- Demonstrate loyalty to the team
Project Team Development and Effectiveness

■ In many projects, people who have never worked together are assigned to the same project team.
■ Personal relationships take time to develop.
■ Teams evolve through various stages of development.
Stages of Team Development and Growth

- Forming
- Storming
- Norming
- Performing
Forming

- First stage in team development.
- Involves the transition from individual to team.
- Individuals get acquainted.
- Members generally have positive expectations.
- Little work is actually accomplished.
Forming (Cont.)

- Project manager must provide direction and structure.
- Individuals do a lot of questioning:
  - What is our purpose?
  - Who are the other team members?
  - What are they like?
- Project constraints must be stated.
Storming

- Second stage in team development.
- Members start to work on their assigned tasks.
- Members begin to test the limits and flexibility of the project manager.
- Conflict and tension increase.
- Motivation and morale are low.
Storming (Cont.)

- Members express their individuality not team allegiance.
- Project managers should:
  - Be somewhat directive
  - Not become defensive or take issues personally
  - Provide an understanding and supportive environment
Norming

- Third stage of team development.
- Relationships become settled.
- Interpersonal conflicts have been resolved.
- Cohesion begins to develop.
- Project manager minimizes directiveness.
- Work performance accelerates and productivity increases.
Performing

- Final stage of team development.
- Team is highly committed and eager to achieve the project objective.
- Level of work performance is high.
- Communication is open.
- Members collaborate and help each other.
Performing (Cont.)

- The project manager:
  - Fully delegates responsibility and authority
  - Concentrates on project performance
  - Acts as a mentor
The Effective Project Team

- Characteristics of effective project teams:
  - Clear understanding of the project objective
  - Clear expectations of each person’s role and responsibilities
  - Results oriented
  - High degree of cooperation and collaboration
Barriers to Team Effectiveness

- Unclear goals
- Unclear definition of roles and responsibilities
- Lack of project structure
- Lack of commitment
- Poor communication
- Poor leadership
- Turnover of project team members
- Dysfunctional behavior
Characteristics of Effective Team Members

- Plan, control, and feel accountable for their individual work efforts.
- Have high expectations.
- Are self-directed and follow through on assignments.
- Take pride in doing quality work.
- Participate and communicate.
- Are problem identifiers and problem solvers.
Effective Team Members (Cont.)

- Put the success of the project above personal gain.
- It has been said that there is no I in TEAM—there are no individual winners or losers.
Team Building

- Team building is an ongoing process.
- It is the responsibility of the project manager and the project team.
- Socialization among team members supports team building.
- The project team can initiate social events to celebrate project events.
Team Meetings

- The team can periodically call team meetings.
- The purpose is to discuss questions such as:
  - How are we working as a team?
  - What barriers are impeding teamwork?
  - What can we do to overcome these barriers?
  - What can we do to improve teamwork?
- Only team-related issues should be discussed
Conflict on Projects

- You might think conflict is bad and should be avoided.
- Conflict is inevitable and can be beneficial.
- Differences of opinion are natural and must be expected.
- It provides many opportunities for growth.
Sources of Conflict

- Work Scope
- Resources Assignments
- Schedule
- Cost
- Priorities
- Organizational Issues
- Personal Differences
Handling Conflict

- Conflict should be handled by those involved.
- Handled properly, conflict can be beneficial.
- Conflict stimulates discussion.
- Conflict can foster creativity.
- Conflict can help team building.
Approaches to Handling Conflict

- Avoiding or withdrawing
- Competing or forcing
- Accommodating or smoothing
- Compromising
- Collaborating, confronting or problem solving
Nine-Step Approach to Problem Solving

- Develop a problem statement.
- Identify potential causes of the problem.
- Gather data and verify the likely causes.
- Identify possible solutions.
- Evaluate the alternative solutions.
- Determine the best solution.
- Revise the project plan.
- Implement the solution.
- Determine if the problem has been solved.
Brainstorming

- Used in problem solving in which all members contribute spontaneous ideas.
- A way to generate a lot of ideas and have fun.
- The quantity of ideas is more important than the quality of ideas.
- Members should be encouraged to come up with novel ideas.
Brainstorming: The Process

- The team sits around a table, with a facilitator at a flip chart to record ideas.
- Each member states an idea in turn.
- Some people will come up with ideas that build on ideas previously mentioned.
- This process continues until no one can come up with any more ideas or the time limit is up.
Brainstorming: Two Rules

- No immediate discussion of ideas
- No judgmental comments
Time Management

- Some suggestions for effectively managing your time:
  - At the end of each week, identify several goals for the following week.
  - At the end of each day, make a to-do list.
  - Read the daily to-do list each day.
  - Control interruptions.
  - Learn to say no.
  - Make effective use of waiting time.
More suggestions:

- Try to handle paperwork only once.
- Reward yourself at the end of the week if you accomplished all your goals.