Project Management
Part 3

Team

Projects always means teamwork

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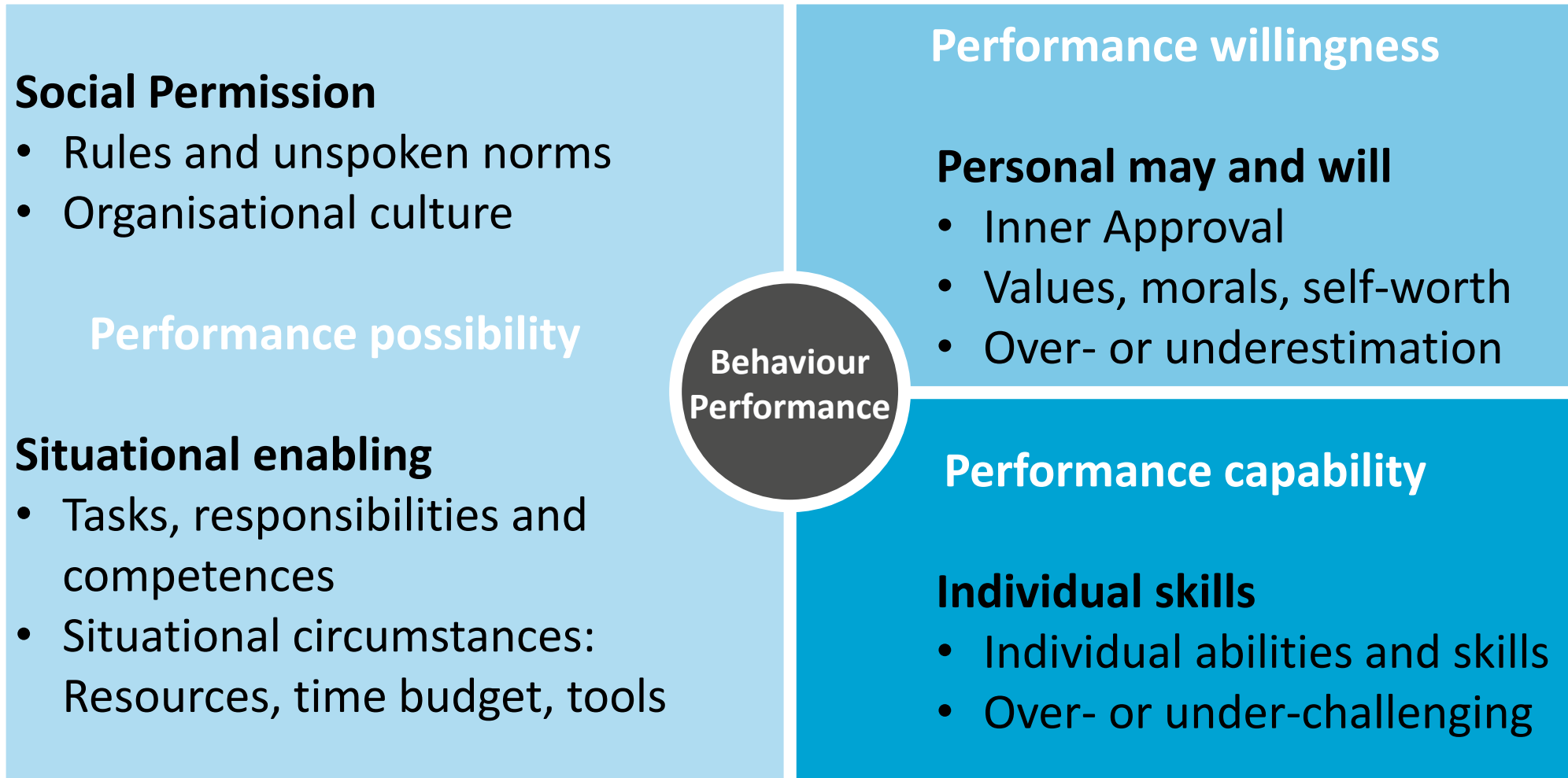Technical University of Applied Sciences

What makes the difference?

- When is a project team successful?

- What does good teamwork involve?

- Task:
  - Read through the two project examples on the worksheet and note down aspects that distinguish good project teams from bad project teams.
  (5 min)
  - Exchange your notes with your neighbour. Compare and discuss your findings.
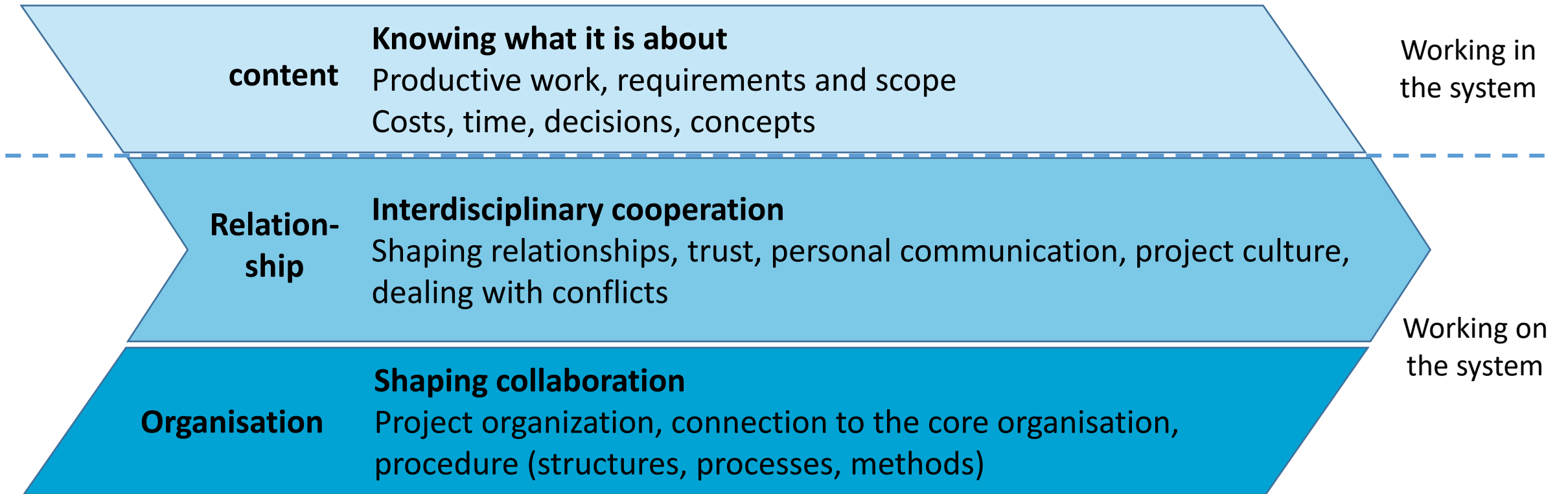 (5 min)

Conditions for good team performance

Social Permission
- Rules and unspoken norms
- Organisational culture

Performance possibility

Situational enabling
- Tasks, responsibilities and competences
- Situational circumstances: Resources, time budget, tools

Behaviour Performance

Performance willingness

Personal may and will
- Inner Approval
- Values, morals, self-worth
- Over- or underestimation

Performance capability

Individual skills
- Individual abilities and skills
- Over- or under-challenging

Projects are based on teamwork

- Model of the three levels of cooperation

|		
content	**Knowing what it is about** Productive work, requirements and scope Costs, time, decisions, concepts	Working in the system
Relation-ship	**Interdisciplinary cooperation** Shaping relationships, trust, personal communication, project culture, dealing with conflicts	Working on the system
Organisation	**Shaping collaboration** Project organization, connection to the core organisation, procedure (structures, processes, methods)	

Every team needs leadership

- **Classical understanding of leadership**
  Specific individuals are given leadership competencies and leadership responsibility

- **Collegial leadership (self-control)**
  Team as a whole takes the lead

Tasks of personnel management:

- Planning and scheduling
- Placing orders
- Checking the work with recognition and correction

- Ensure cooperation within the group
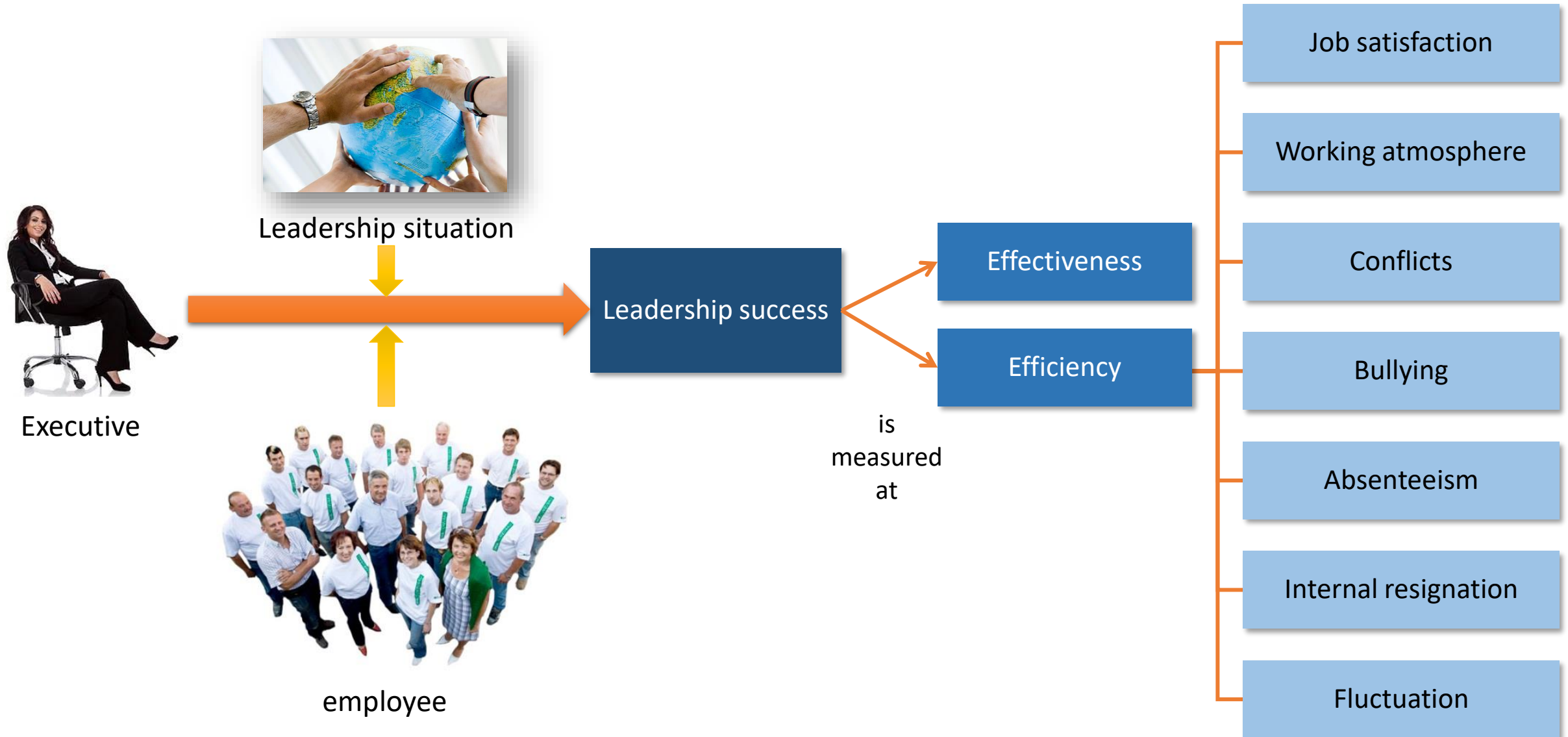- Maintaining employee relations

Participants in leadership:
- Supervisors
- Employees
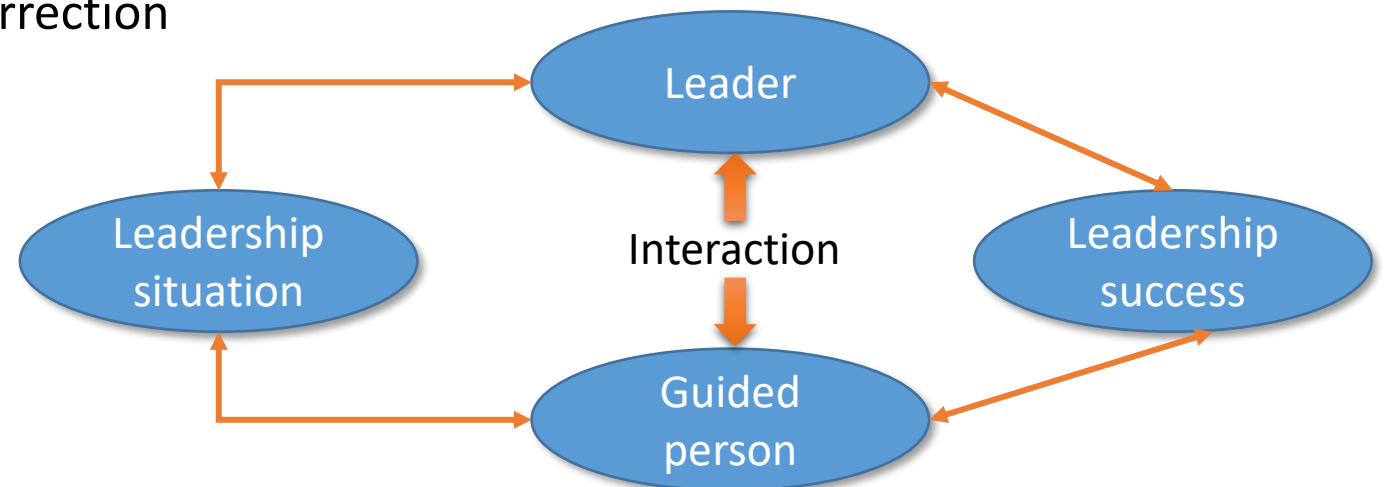
Leadership success

= Result achieved by the manager in the performance of the managerial tasks

Leadership situation

Executive

employee

Leadership success

is
measured
at

Effectiveness

Efficiency

Job satisfaction

Working atmosphere

Conflicts

Bullying

Absenteeism

Internal resignation

Fluctuation

Leadership style

= Behaviour pattern of a supervisor towards employees bound by instructions

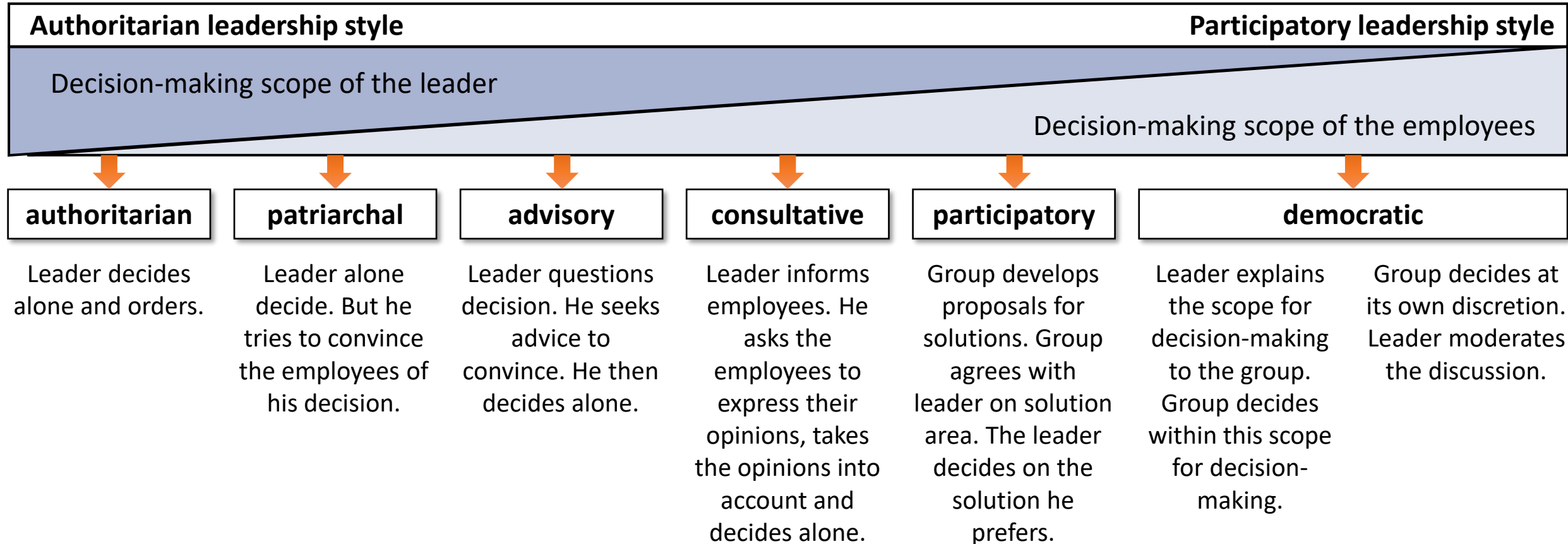| Task-oriented leadership style	People-oriented leadership style
• Reprimanding of defective work • Encourage slow-moving employees to make more effort • Emphasis on quantity of work • "Ruling with an iron fist" • Pay attention to the commitment of employees with their full manpower • Pushing employees to make greater efforts through pressure and manipulation • Encouraging low-performing employees to get more out of themselves	• Pay attention to the well-being of employees • Striving for a good relationship with employees • Treat all employees as equals • Supporting employees in their actions • Enabling unbiased and free speech with the supervisor • Commitment to employees

Classification of leadership styles

One-dimensional	Two-dimensional	Multi-dimensional
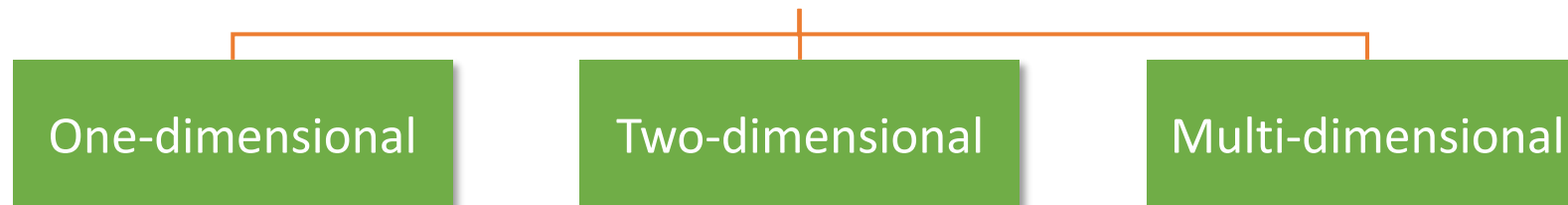
One-dimensional leadership styles

= Consideration of a dimension for the assessment of leadership behaviour, e.g. the type of decision-making:

Authoritarian leadership style

Participatory leadership style

Decision-making scope of the leader

Decision-making scope of the employees

authoritarian	**patriarchal**	**advisory**	**consultative**	**participatory**	**democratic**
Leader decides alone and orders.	Leader alone decide. But he tries to convince the employees of his decision.	Leader questions decision. He seeks advice to convince. He then decides alone.	Leader informs employees. He asks the employees to express their opinions, takes the opinions into account and decides alone.	Group develops proposals for solutions. Group agrees with leader on solution area. The leader decides on the solution he prefers.	Leader explains the scope for decision-making to the group. Group decides within this scope for decision-making.	Group decides at its own discretion. Leader moderates the discussion.

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Authoritarian leadership style

= operational activities are designed by the supervisor without the employees being involved

Prerequisite

- Educational gap between supervisor and employees

- Material motivation structure of employees

Characteristics

- Superiors lead by virtue of legitimation power

- Supervisors expect obedience, have a distant relationship with employees

- Decisions are made without justification to the employees

- Decisions have the character of an order

- In case of non-compliance with the orders, sanctions will be set

Requirements for authoritarian superiors	Requirements for authoritarian employees
• High self-responsibility, high self-control • Good decision-making skills, assertiveness • Wide foresight	• Recognition of the superior as sole authority • Accept supervisor's orders • Carry out the manager's orders • No assertion of control rights

Advantages

- High decision-making speed

Disadvantages

- Lack of motivation, independence and development opportunities of employees
- Risk of wrong decisions by quantitatively / qualitatively overburdened superiors

Cooperative management style

= operational activities are designed in cooperation with the supervisor and the employees

Prerequisite

- Similar level of education between supervisors and employees

- Immaterial motivation structure of employees

Characteristics

- Supervisors involve employees in the decision-making process
- Supervisors expect objective support from employees
- Supervisors make decisions taking into account the considerations of the employees
- Supervisors delegate as much as possible and prescribe as little as necessary
- Supervisors recognize employees' abilities
- Control is carried out as a success control

Requirements for cooperatively leading supervisors	Requirements for cooperatively managed employees
• Openness • Trust in employees • Waiver of personal privileges • Ability to delegate / willingness to delegation • Service supervision / success control	• Willingness to take responsibility • Responsibility • Self-control • Assertion of control rights

Advantages

- Appropriate decisions, High motivation of employees, Relief of superiors
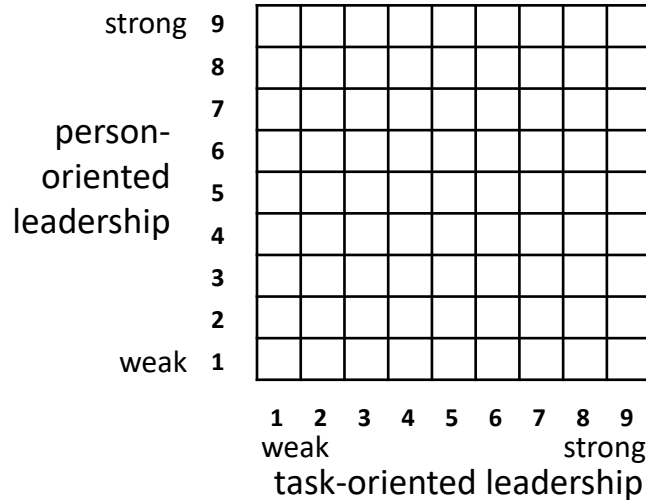- Promotion of employees in their development

Disadvantages

- Slowing down and delaying decision-making speed

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Two-dimensional leadership style

= consideration of two dimensions for assessing leadership behavior

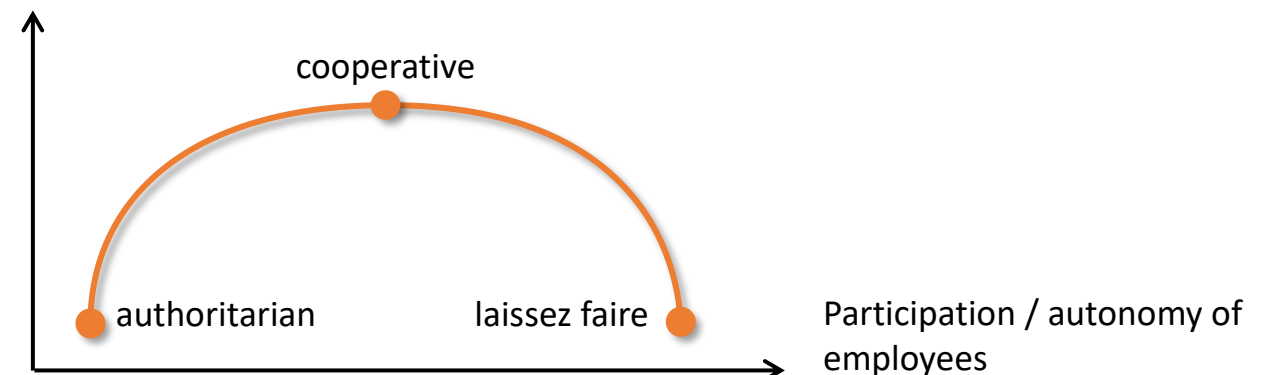➢ E.g., Behaviour grid of Blake/Mouton („Managerial Grid"):

person-oriented leadership (vertical axis: strong 9, 8, 7, 6, 5, 4, 3, 2, 1 weak)

task-oriented leadership (horizontal axis: 1 2 3 4 5 6 7 8 9, weak ... strong)

81 possible characteristics of the leadership style, 5 typical leadership styles:

- **1.1-Leadership style „Impoverished"**
  Laissez-faire leadership, conflict avoidance
- **1.9-Leadership style „Country Club"**
  friendly atmosphere, low performance
- **5.5-Leadership style „Middle-Of-The-Road"**
  average performance, average employee satisfaction
- **9.1-Leadership style „Produce or Perish"**
  authoritarian leadership style, high work performance, conflict suppression
- **9.9-Leadership style „Team Leadership"**
  High work performance, high employee satisfaction, joint conflict resolution

➢ E.g. communication and autonomy

Mutual cooperation between supervisor and employee (vertical axis)

cooperative

authoritarian   laissez faire

Participation / autonomy of employees (horizontal axis)

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Situational leadership style

= Consideration of the

respective leadership

situation in leadership

behaviour

(Hersey/Blanchard)

high	middle		low
M 4	M 3	M 2	M 1
Task-relevant maturity level of employee			

Style 3 (participatory leadership style)

Style 2 (integrating leadership style)

Style 4 (delegation leadership style)

Style 1 (authoritarian leadership style)

strong

Relationship orientation

weak

weak

Task orientation

strong
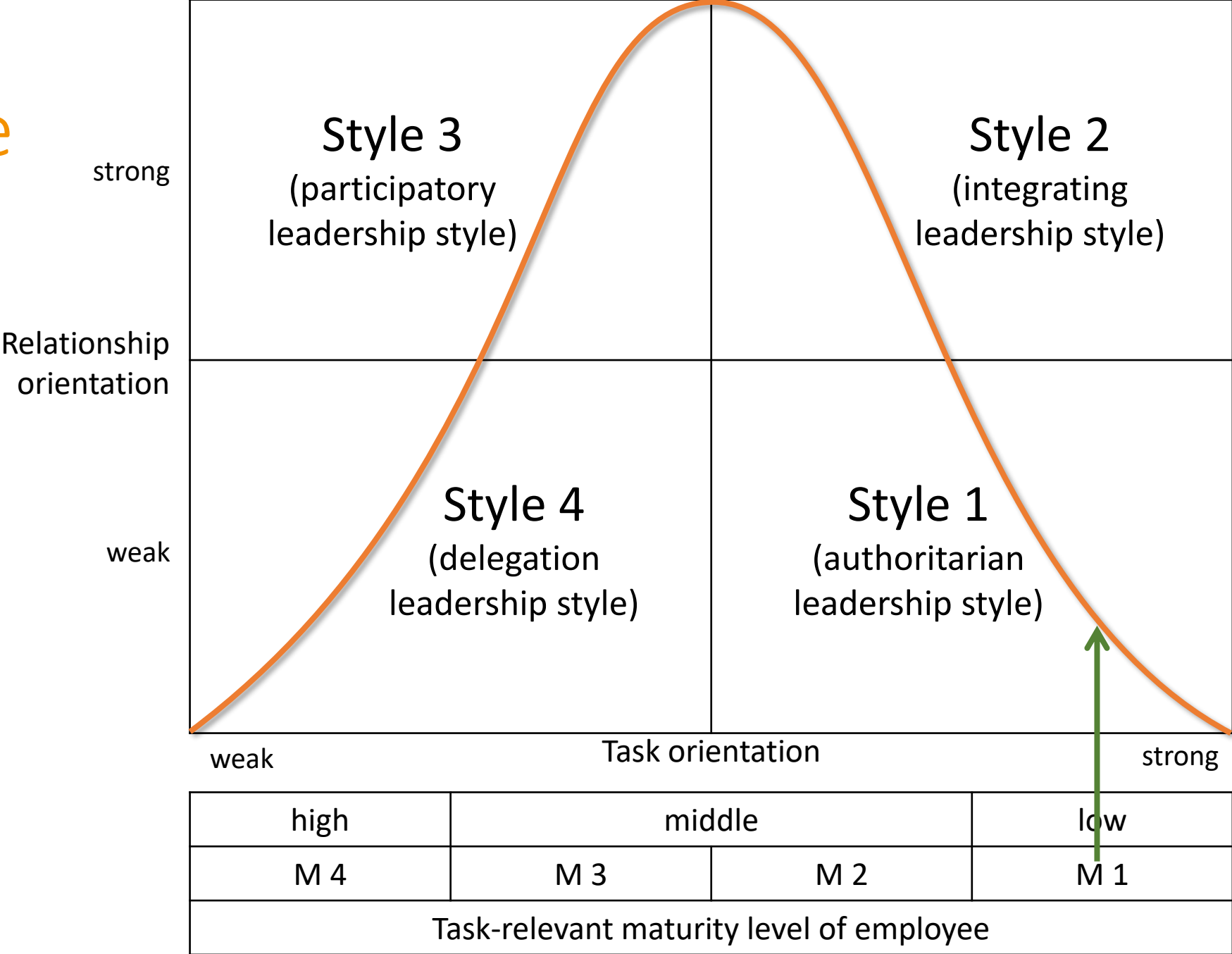
Leadership difference between team and group

|	Group	Team
Composition	• Fixed number • Members from the same department • Members have comparable knowledge and skills • Each member has a fixed area of responsibility • Hardly any knowledge transfer	• Variable number • Members from various departments • Members complement each other in terms of their knowledge and skills • Each member has a main task, but can also perform any other task in the team • Regular knowledge transfer
Management	• at the top is a group leader who has been appointed "from above" for an indefinite period of time • Group leader has sole leadership and decision-making power	• Team leader "from above" or team spokesperson elected by the team • Leadership functions and decision-making powers are distributed among team members
Organisation	• Structured according to fixed rules • Assigned tasks • Each member has a different goal to achieve	• Variably structured and organized • Completes task independently and completely • Team members strive to achieve a common goal

Leadership variants of teams
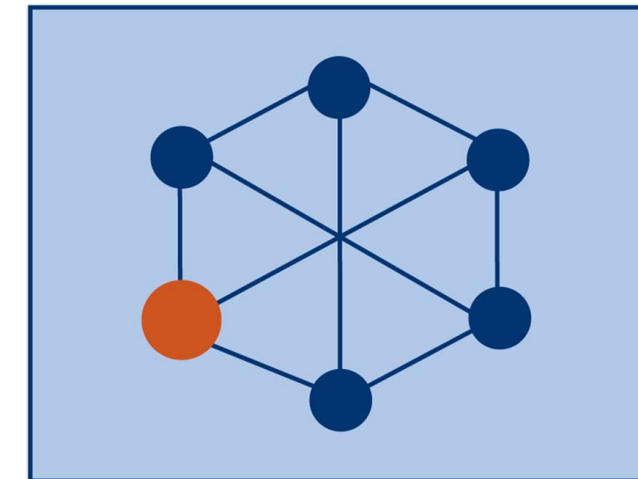

Explicit leadership
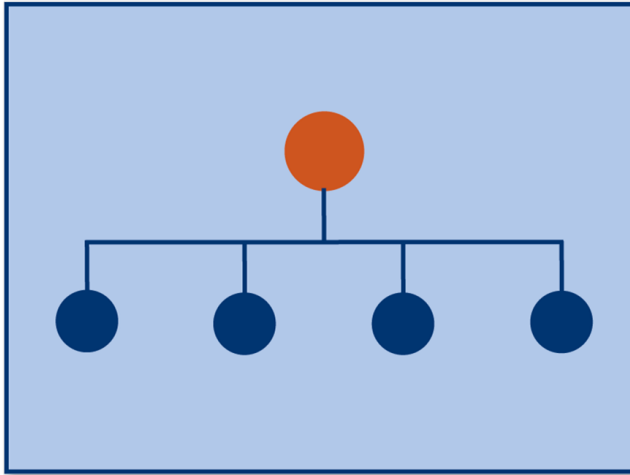
External Coach
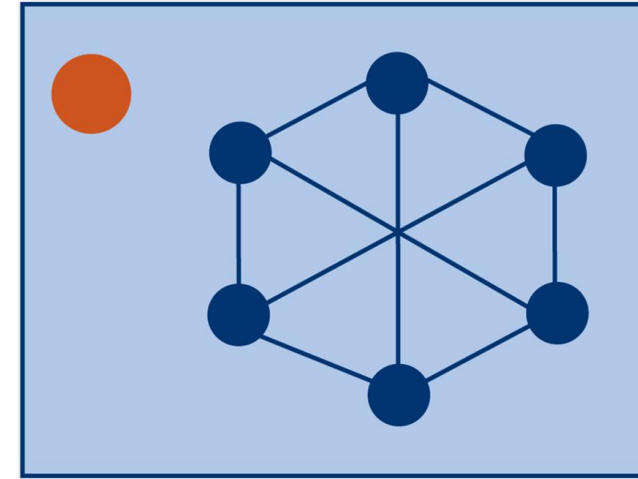
Informal leadership
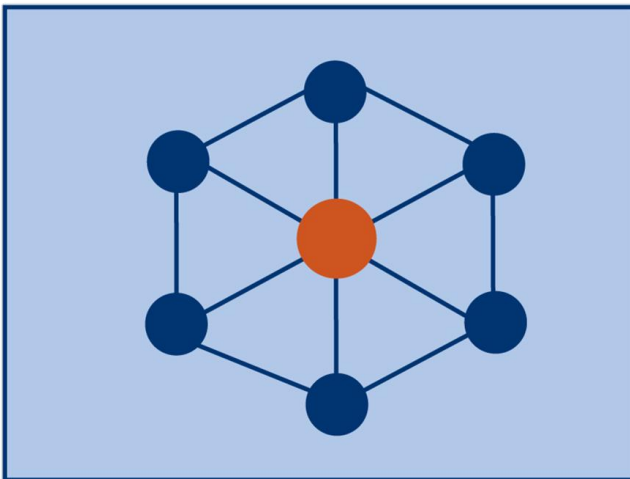
Informal support function

Tasks of team leadership

Locomotion (Design of system parameters to achieve the team's goals)	Cohesion (Maintaining the group)
• Operational planning • Set challenging goals and define the roles of individual team members • Presentation of problems • Task structuring and coordination of activities • Goal-related return to the task • Adherence to schedules and summary of interim results (milestones) • Creating challenging job potential for team members • Methodological support and individual performance feedback • Ensure the improvement of qualifications and complementary skills in the team (team development) • Maintenance of group-external relationships and provision of information • Acquisition of material and financial resources	• Improve interpersonal relationships • Creating a team identity, a creative working atmosphere and a project understanding based on commonality • Raising awareness and reducing socio-emotional tensions and intragroup conflicts, initiating conflict resolution • Remind you of rules of conduct and protect individual group members from personal attacks • Promotion of mutual support and sociability or accommodation

Distribute leadership tasks in teams

Management of the task	Border management	Team Leadership	Performance Management
• Assign work and distribute it fairly • Develop, review and approve project objectives and plan • Review and approve target changes • Solving problems • Coordinate work within the team • Plan and lead team meetings • Plan working and vacation time	Maintain contacts with • Individuals outside the team • other teams • senior management • Suppliers • Customers • other companies	• Coach team members • Train new team members • Advice on technical issues, setting technical standards • Assign team members to future projects • Advising team members in their careers	• Determine the goals of the team and the individual • Review team performance • Ask customers about team performance • Conduct performance appraisals • Resolve disciplinary issues • Make suggestions for improvement • Determine and control your budget

Micropolitics

= Behaviours to strengthen and expand one's own person.
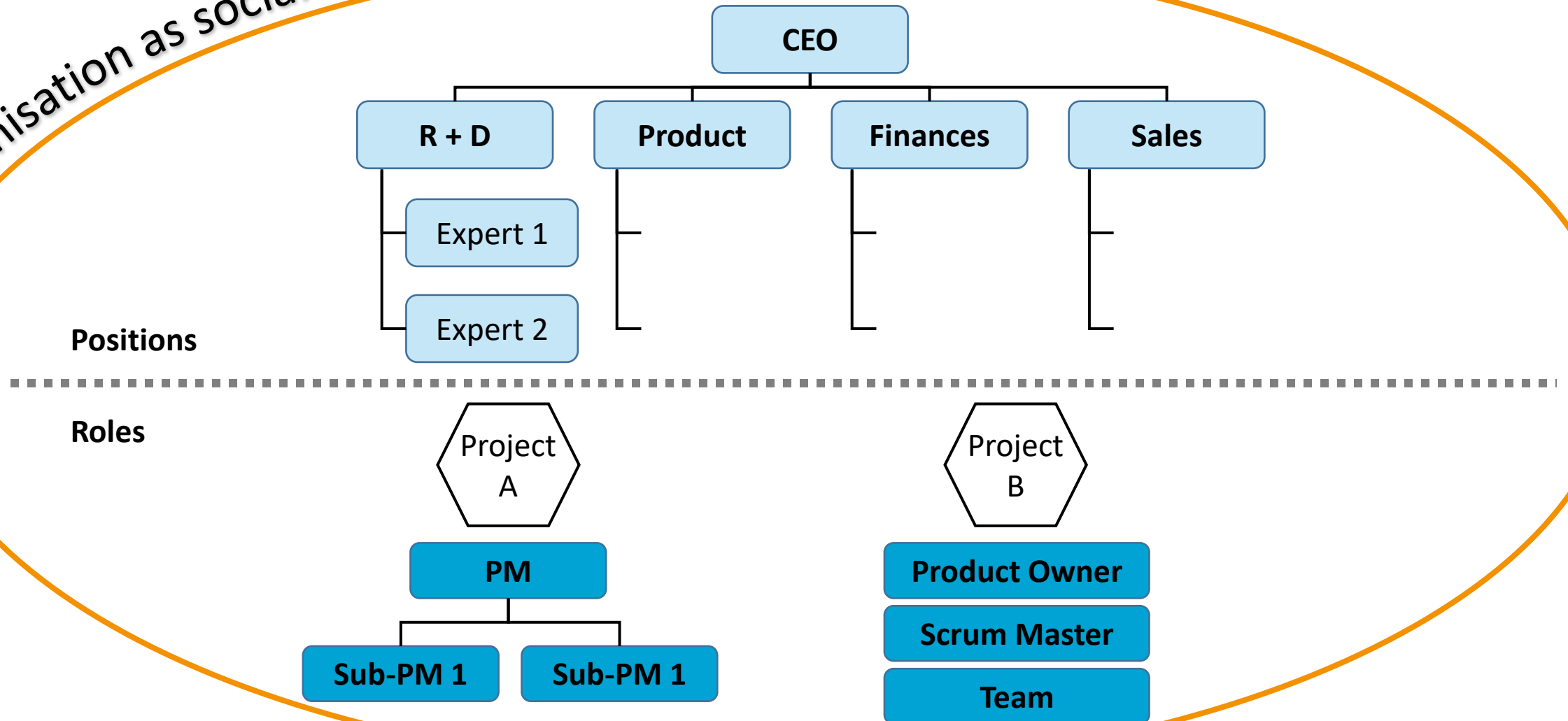
Phenomena in organisations
Power games, intrigues, sabotage, blockade, …
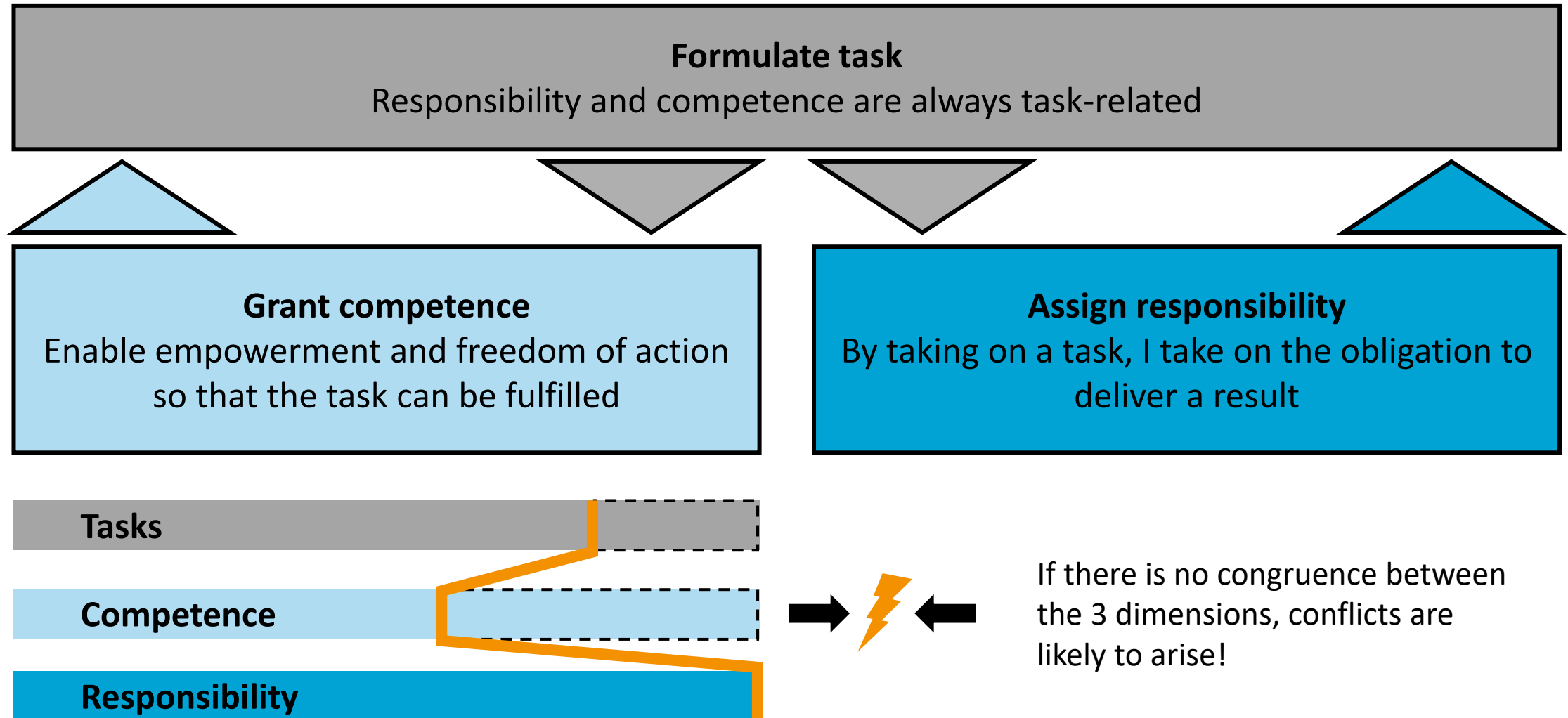

Typical tactics of micropolitics:

- Pursuing one's own interests by using others in organizational zones of uncertainty

- Consciously using other people as a means

- Undermining one's own foundations, if it is practiced as an unrestrained pursuit of self-interests

- Dedicating resources to strengthening the position of power

- Setting in motion a spiral of mistrust that leads to high transaction costs

- Triggering fears in those who cannot find their way

Positioning in teams: position and role

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Roles must be clearly defined and aligned according to the congruence principle T-C-R

Formulate task
Responsibility and competence are always task-related

Grant competence
Enable empowerment and freedom of action so that the task can be fulfilled

Assign responsibility
By taking on a task, I take on the obligation to deliver a result

Tasks

Competence

Responsibility

If there is no congruence between the 3 dimensions, conflicts are likely to arise!

Roles in the group

Role
= Sum of behavioral patterns for a specific social position

- Roles simplify group events
  behavioral probabilities are defined, and the element of surprise is limited
- Roles create identity
- Roles make communication predictable
- Roles stabilize the group field
- Role bearers provide thematic orientation

Group dynamic main roles

- The **Unofficial Leader**
  the themes embodied by him are desired by the group.
  →personifies the will of the group
  →can act as a speaker

- The **Follower**
  is driven by the thematic current. Main goal: to belong.
  Followers decide on the occupation of the leadership role.

- The **Outsider**
  represents tolerated, marginal topics.
  It represents a thematic reservoir for the entire group.

- The **Scapegoat**
  is the counterpart to the unofficial leader.
  The taboo topics of the group are delegated to him.
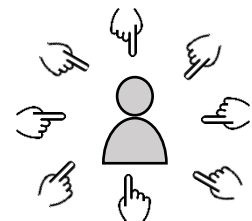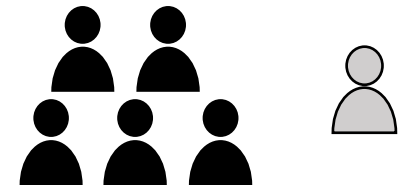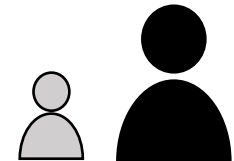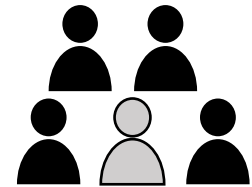
Informal roles in teams

- The **Gate Keeper**
  - is located at the border of the communication network to the environment
  - decides which topics and ideas are allowed into the decision-making process

- The **Examiner**
  - examines proposals for feasibility
  - acts soberly, strategically and critically
  - has a lack of capacity for inspiration

- The **Influencer**
  - significantly shapes the opinion of the decision-maker
  - filters information

- The **Coach**
  - leads a team
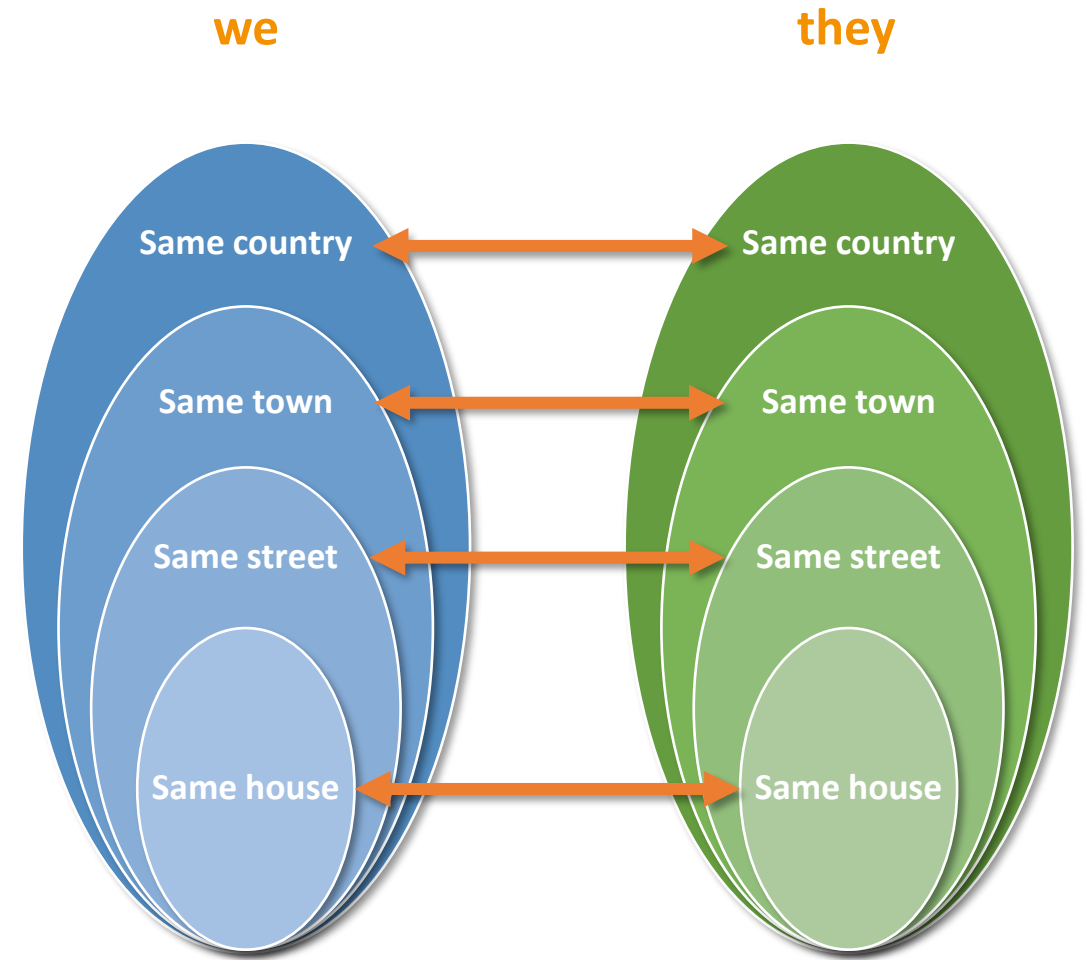 - develops the skills of the team members

- The **Grey Eminence**
  - Influential person who does not or hardly appears to the outside world.
  - usually pulls the strings in the background by giving advice and forming opinions.

- The **Decision Maker**
  - Brings a discussion process to a close
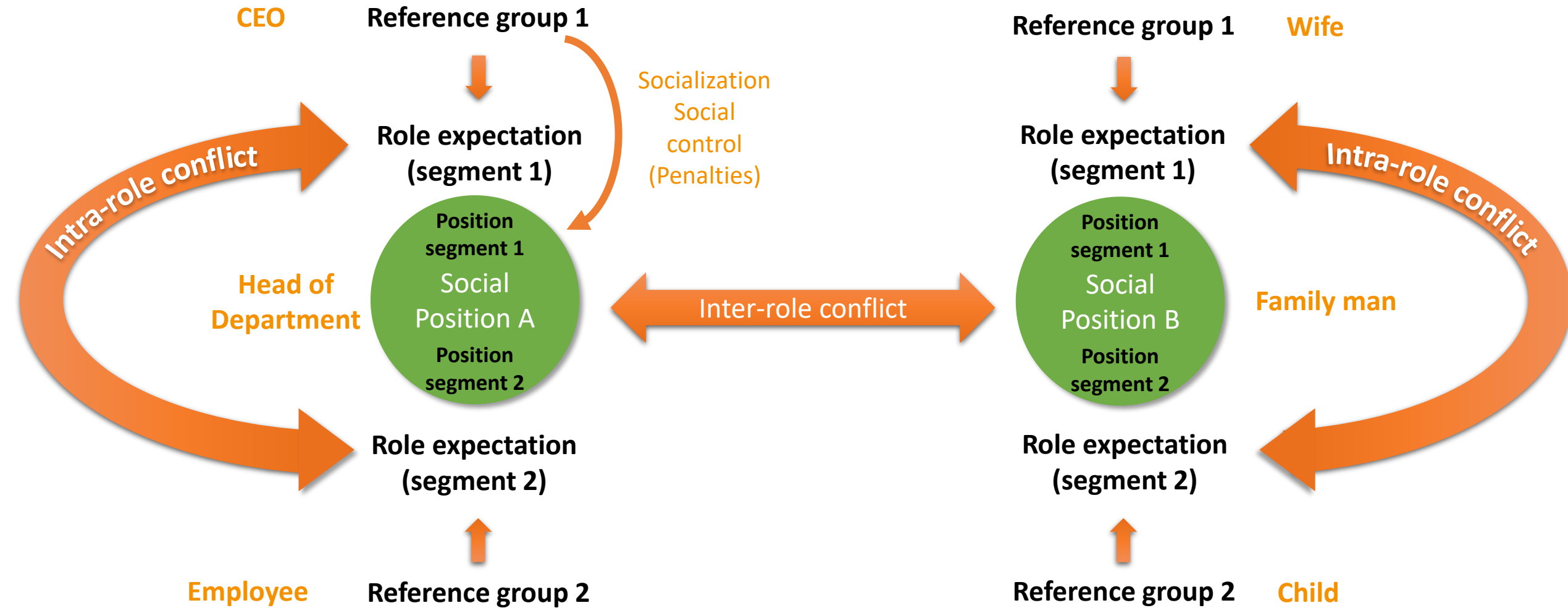 - makes a final decision on a selection problem

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We and others

- A person's attitude towards other people depends essentially on the group to which the person belongs.

- Habit and custom ➔ Strong pressure on an individual (social force)

- Ethnocentrism:
  - Adaptation to one group goes hand in hand with exclusion of another group
    („my group / team" and „others")
  - Own group is considered the measure of the right behavior
    („natural superiority ")
  - Other groups are seen as inferior
    (Locals / Newcomers)

- Careers of deviant behavior:
  a. Group supports and encourages dissenters
  b. Group provides the deviant with the ideology to justify his or her deviating action from the norm
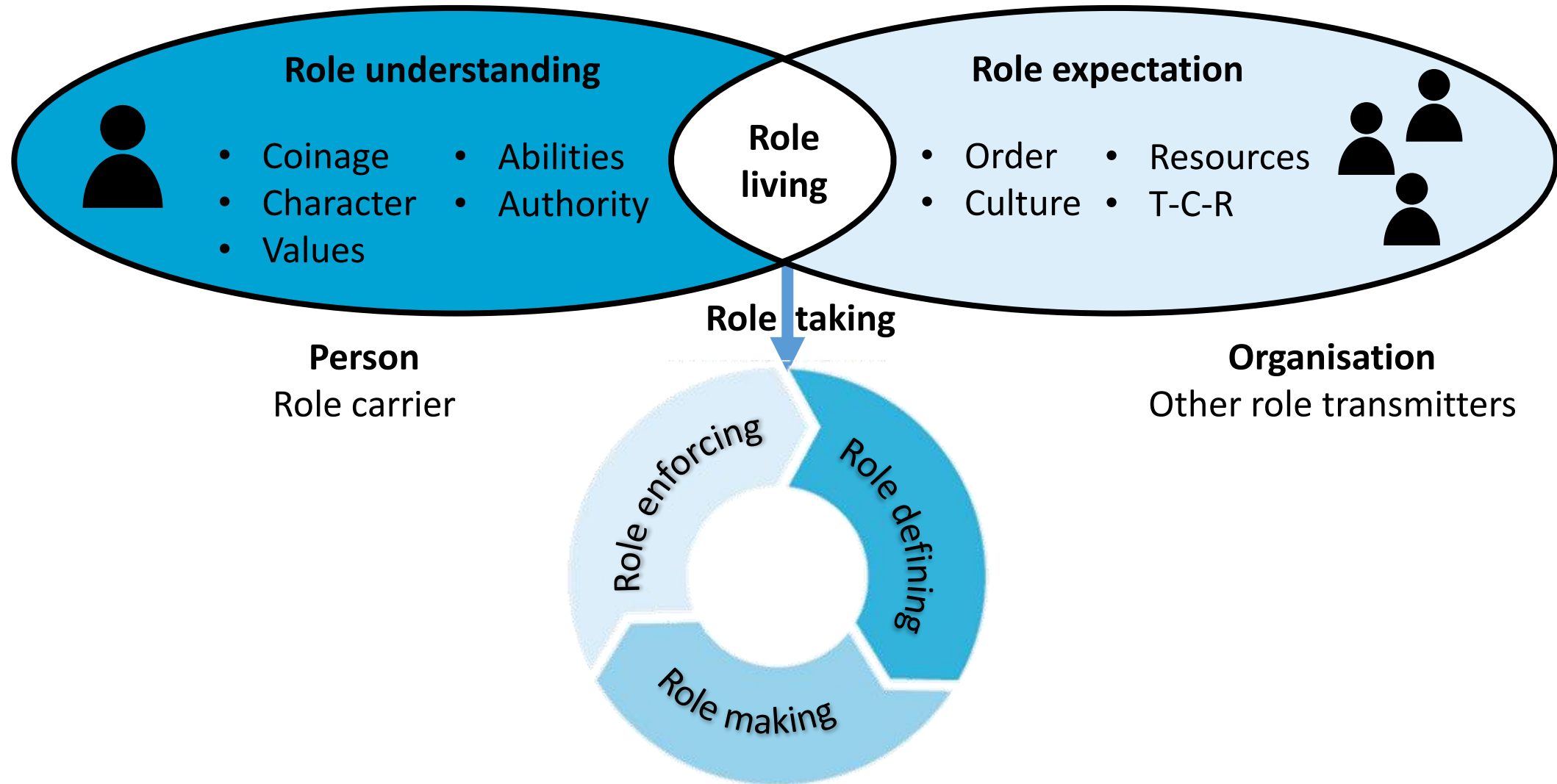
we   **they**

Same country ⟷ Same country

Same town ⟷ Same town

Same street ⟷ Same street

Same house ⟷ Same house

Example of topographical reference

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Theory of roles

CEO — Reference group 1 — Role expectation (segment 1)

Socialization / Social control (Penalties)

Head of Department — Social Position A (Position segment 1 / Position segment 2)

Intra-role conflict

Employee — Reference group 2 — Role expectation (segment 2)

Inter-role conflict

Reference group 1 — Wife — Role expectation (segment 1)

Family man — Social Position B (Position segment 1 / Position segment 2)

Intra-role conflict

Reference group 2 — Child — Role expectation (segment 2)

Avoiding role conflicts by consciously shaping the assumption of roles

Role understanding
- Coinage
- Character
- Values
- Abilities
- Authority

Role living

Role expectation
- Order
- Culture
- Resources
- T-C-R

Role taking

Person
Role carrier

Organisation
Other role transmitters

Role enforcing

Role defining

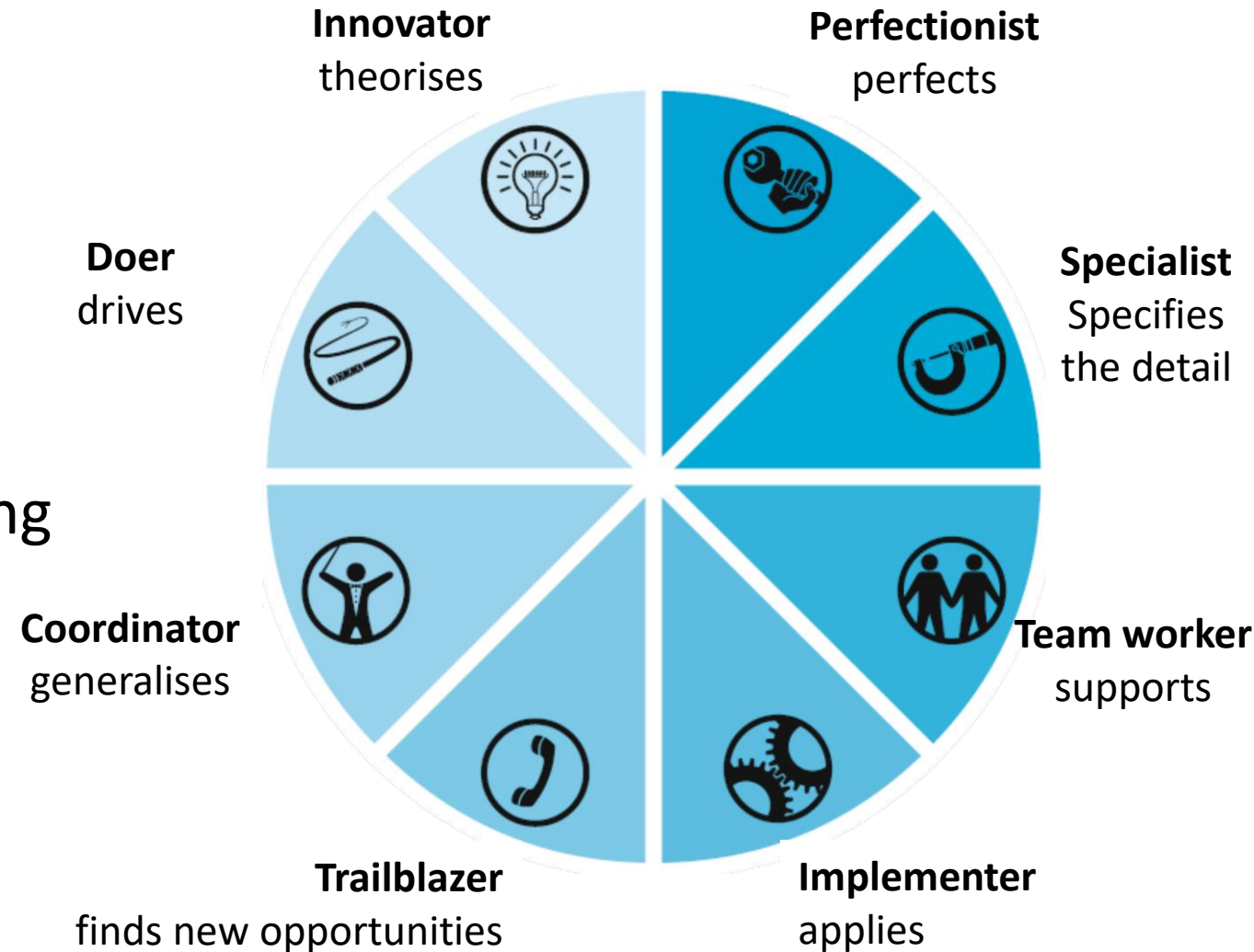Role making

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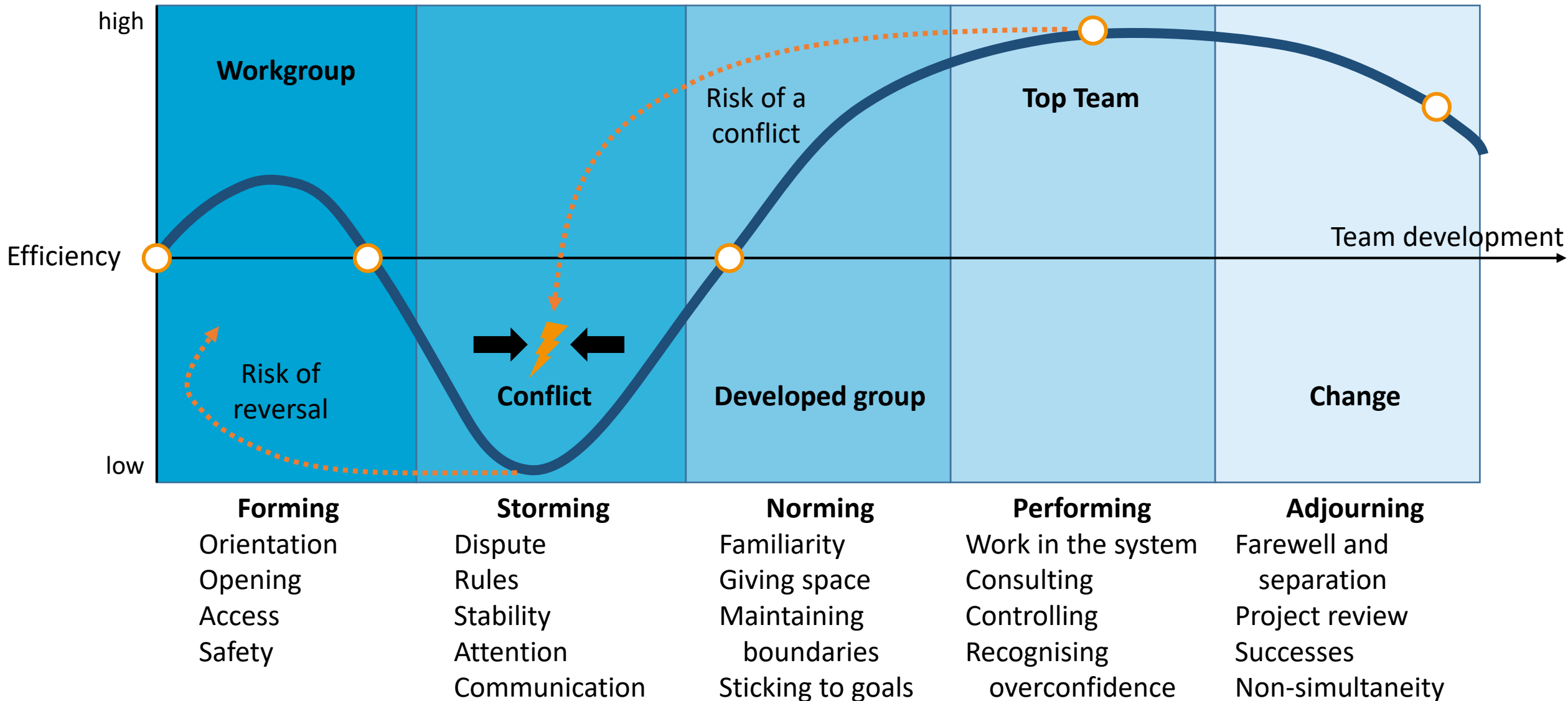# Supporting the definition process with Belbin team roles

- Example: Belbin Team Report

- Detecting blind spots

- Unconscious versus conscious supplementation of team roles

- Team Role
  →Certain ways of behaving, engaging and interacting with others

- Realisation:
  Different behaviours in the same situation

Observer
evaluates impartially

Innovator
theorises

Perfectionist
perfects

Doer
drives

Specialist
Specifies the detail

Coordinator
generalises

Team worker
supports

Trailblazer
finds new opportunities

Implementer
applies

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Defining project culture

- Each community has a specific culture
  - Specific norms of behaviour
  - Symbols
  - Language
  - Knowledge
  - Rituals
  - Shared
    - Values
    - Mindsets
    - Type of understanding
    - Type of evaluation
    - Type of communications

- Questions to be clarified
  - How does the flow of information work?
  - How do we talk to each other?
  - How do we make decisions?
  - How do we want to ensure quality?
  - What happens in case of errors?
  - …

Team Development

Forming	**Storming**	**Norming**	**Performing**	**Adjourning**
Orientation	Dispute	Familiarity	Work in the system	Farewell and
Opening	Rules	Giving space	Consulting	separation
Access	Stability	Maintaining	Controlling	Project review
Safety	Attention	boundaries	Recognising	Successes
	Communication	Sticking to goals	overconfidence	Non-simultaneity

Characterisation of Team Roles

Team Role	Contribution & Strengths	Weaknesses
Innovator	• generates new ideas • is creative, imaginative, unorthodox • finds solutions even for difficult problems	• rather introverted • often lost in thought • not open to criticism
Trailblazer	• develops and maintains contacts, even outside the team • is extroverted, enthusiastic, communicative, sociable • finds new ways and alternative solutions	• often too optimistic • quickly loses interest • deals with trivialities
Coordinator	• sets goals and promotes decision-making processes • is confident, communicative, good listener • recognises the talents of group members and delegates tasks effectively	• can be perceived as manipulative • tends to delegate personal tasks as well • is not so creative
Doer	• overcomes obstacles, moves forward courageously • is demanding, dynamic, energetic • works well under pressure	• prone to provocation • is perceived as arrogant • spreads unrest in the team due to his impatience
Observer	• checks specifications for feasibility • is sober, strategic and perceptive • has a good overview and good judgment	• rather introverted, lethargic, supercritical • tends to lose interest after criticism • unsuitable to motivate teammates
Team worker	• ensures a pleasant working atmosphere • is likeable, diplomatic, communicative • Can also motivate introverted colleagues to participate more actively	• indecisive in critical situations • tends to leave decisions to others • avoids confrontations
Implementer	• puts plans into action • Is reliable, dutiful and predictable • works efficiently. systematic and methodical	• nonelastic • reacts only slowly to changing conditions
Perfectionist	• ensures optimal results • is meticulous, punctual and reliable • ensures compliance with specifications and also pays attention to details	• is overanxious and in love with detail • does not like to delegate • can easily lose track
Specialist	• provides expertise and information • is committed, self-referential, focused • can translate general requirements into technically correct descriptions	• often gets lost in technical details • tends to make purely informative contributions • is very self-centred, tends to be egocentric

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Role Model Canvas

- Poster with a clear structure

- Contains the essential aspects of a role definition

- Is used for Role definition at the beginning of a project