CHAPTER 11

The Project Team

Chapter Concepts

- How teams are acquired and assigned

- The development and growth of teams

- The project kick-off meeting

- Characteristics of effective project teams and barriers to effectiveness

- Being an effective team member

- Team building

- Valuing team diversity

- Ethical behaviour

- Sources of conflict during the project and approaches to handling conflict

- Problem solving and brainstorming

- Effective time management

Learning Outcomes

- Explain how teams are assigned and formed
- Explain each stage of team development
- Plan and conduct a project kick-off meeting
- Discuss characteristics of effective teams
- Identify and describe at least five barriers to team effectiveness
- Be an effective team member
- Take actions to support team building

- Identify at least five dimensions of diversity, and discuss the value of team diversity
- Behave ethically in a project environment
- Identify at least four sources of conflict on projects, and explain how to handle conflict
- Apply the problem-solving process and the brainstorming technique
- Manage time effectively

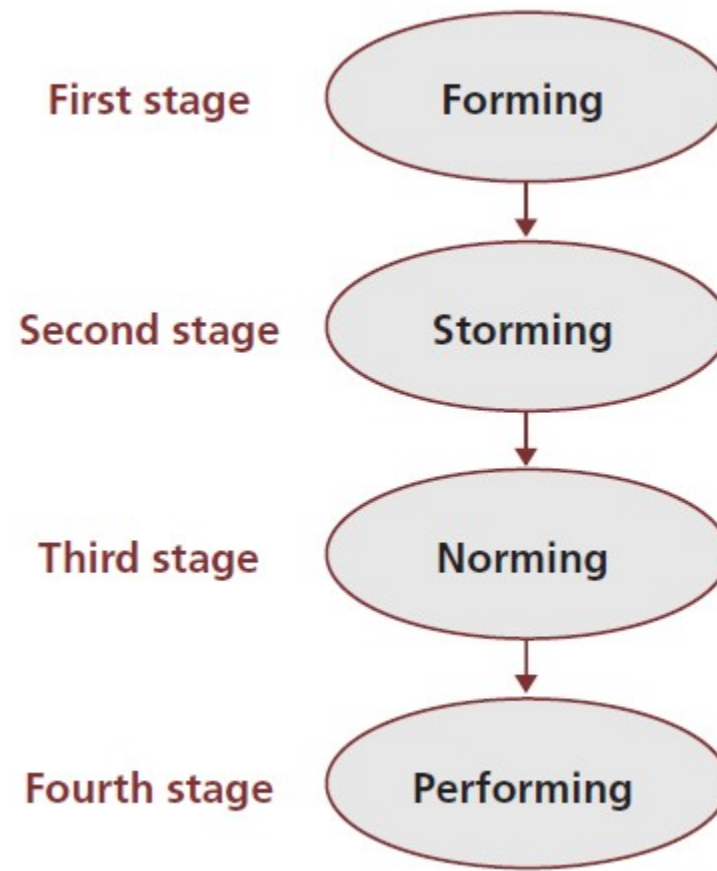Project Management Knowledge Areas from *PMBOK® Guide*

Project Human Resource Management

Acquiring the Project Team

- Project teams
  - What expertise, experience, or skills needed
  - How many of each type are required
  - When they will be needed
    - Acquire entire team for smaller projects
    - Assemble team members as needed for larger projects
- Greatest constraint is the availability of the right resources at the right time
- May have to negotiate for resources
- Keep team as small as feasible
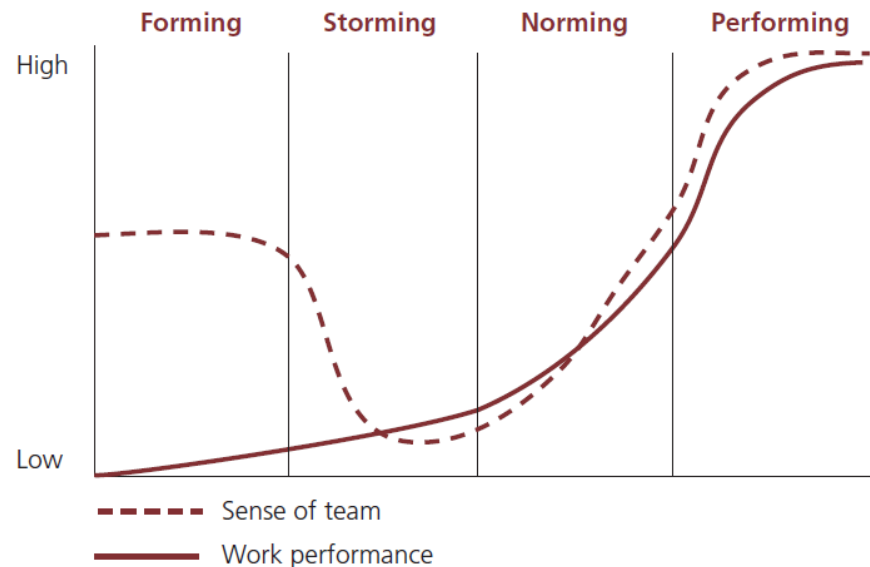
Project Team Development

FIGURE 11.1 Stages of Team Development

First stage	**Forming**
Second stage	**Storming**
Third stage	**Norming**
Fourth stage	**Performing**

Forming

- Initial stage
- Individuals get acquainted
- Positive expectations
- Little work achieved
- Depend on direction and structure
- Lots of questions
  - What purpose?
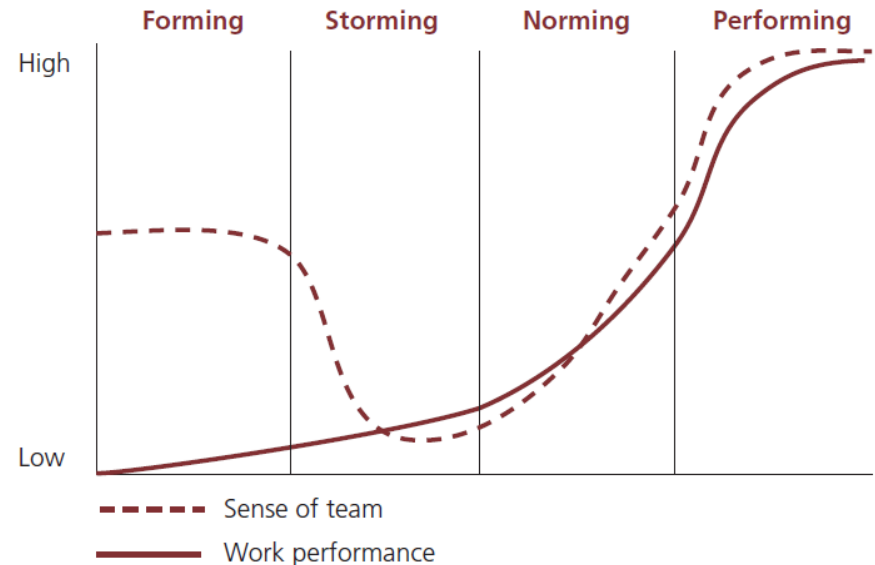 - Who are others?
  - What are they like?

FIGURE 11.2 Level of Functioning at Various Stages of Team Development

| Forming | Storming | Norming | Performing |

High

Low

- - - Sense of team

——— Work performance

Storming

- Second stage
- Start to apply their skills to work
- Tasks may be larger than anticipated
- Increasing dissatisfaction with dependence
- Test the limits and flexibility of the team
    - Conflict emerges and tension increases
    - Motivation and morale are low
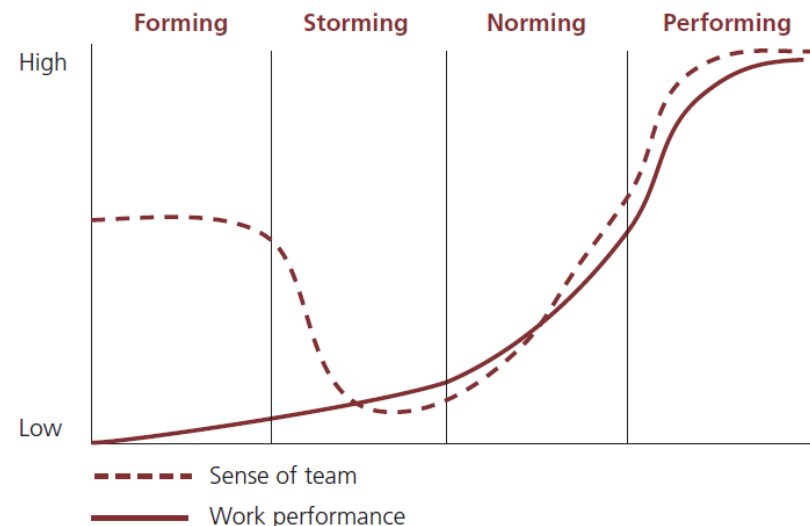   - Members express individuality

FIGURE 11.2 Level of Functioning at Various Stages of Team Development

Norming

- Third stage
- Relationships have settled
- Interpersonal conflicts resolved
- Team has accepted its operating environment
- Control and decision making are transferred to the project team
- Cohesion begins to develop
- Trust begins to develop
- Team members give and ask for feedback
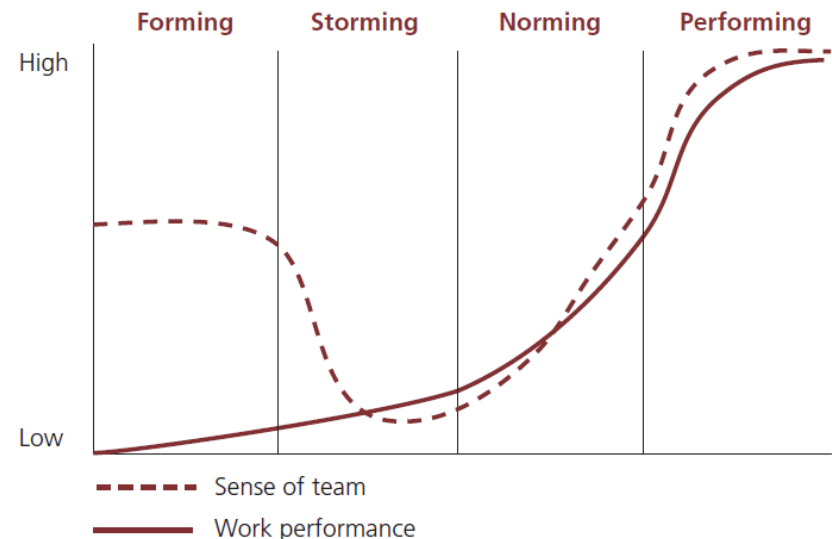- Feeling of camaraderie emerges

FIGURE 11.2 Level of Functioning at Various Stages of Team Development

Performing

- Fourth stage
- High commitment to achieve project objective
- High level of work performance
- Communication is open
- Collaboration and willingness to help each other
- Team feels fully empowered
- Project manager fully delegates responsibility and authority
- Project manager is mentor

FIGURE 11.2 Level of Functioning at Various Stages of Team Development

Project Kick-off Meeting

- Project orientation
- Held as early as possible
- Sets the tone for the project
- Provides opportunity for team to know each other
- Clarify roles and responsibilities
- Describe protocols and plans
- Allow time for questions and comments

FIGURE 11.3 Project Kick-Off Meeting Agenda

Project kick-off meeting

Agenda

1. Welcome and introductions
2. Project overview
3. Roles and responsibilities
4. Processes and procedures
5. Expectations
6. Closing comments

Effective Project Teams

- More than a group of individuals
  - Group of interdependent individuals
  - Work cooperatively to achieve the project objective
- Develop and grow into a cohesive, effective team
  - Takes effort on the part of the project manager and each member

Characteristics of effective teams

- Clear understanding of the project objective
- Clear expectations of each person's role and responsibilities
- Results orientation
- High degree of cooperation and collaboration
- High level of trust

Rate team effectiveness

How effective is your project team?

	Not at all		Somewhat		Very much
1. Does your team have a clear understanding of its goal?	1	2	3	4	5
2. Are the project scope, level of quality, budget and schedule well defined?	1	2	3	4	5
3. Does everyone have clear expectations of his or her own role and responsibilities?	1	2	3	4	5
4. Does everyone have clear expectations of other members' roles and responsibilities?	1	2	3	4	5
5. Does everyone know the expertise and skills that each person brings to the team?	1	2	3	4	5
6. Is your team results oriented?	1	2	3	4	5
7. Does everyone have a strong commitment to achieving the project objective?	1	2	3	4	5
8. Does your team have a high level of enthusiasm and energy?	1	2	3	4	5
9. Does your team have a high degree of cooperation and collaboration?	1	2	3	4	5
10. Are open, frank and timely communications the norm?	1	2	3	4	5
11. Do members readily share information, ideas and feelings?	1	2	3	4	5
12. Do members feel free to ask other members for help?	1	2	3	4	5
13. Do members willingly help one another?	1	2	3	4	5
14. Do team members give feedback and constructive criticism?	1	2	3	4	5
15. Do team members accept feedback and constructive criticism?	1	2	3	4	5
16. Is there a high level of trust among the project team members?	1	2	3	4	5
17. Do members follow through on what they say they will do?	1	2	3	4	5
18. Is there an openness to differing viewpoints?	1	2	3	4	5
19. Do team members accept one another and their differences?	1	2	3	4	5
20. Does your team constructively resolve conflicts?	1	2	3	4	5

Team building

- An ongoing process
- The responsibility of both the project manager and the project team
- Socialising supports team building
- Enhanced by members getting to know one another
  - Discussions not all work related
  - Initiate social events to celebrate achievements
- Have team meetings, not just project meetings

Valuing team diversity

- Acknowledge, understand, and value differences
  - Create a work environment that recognises, respects, and harnesses differences
  - Achieve a shared goal
- Differences can create barriers to team performance
  - May lead to miscommunication and misunderstanding
  - Can result in low morale, diminished trust, reduced productivity, greater tension, and suspicion
  - Can become a serious impediment, if not managed properly
- Under good management, diversity can lead to more creative, faster results, and higher-quality problem solving and decision making

Valuing team diversity actions

Should NOT do

- Stereotype or make assumptions
- Exclude or have lower expectations
- Draw attention to diversity
- Make derogatory or insensitive remarks because it demeans the dignity of others
- Tell jokes, ridicule, or make fun

Should do

- Create and sustain a supportive and positive climate
- Develop a written diversity policy
- Provide diversity training
- Raise awareness and create understanding
- Help diminish misunderstanding and conflict
- Make a personal commitment to understand, value, and respect diversity

Ethical Behaviour

- Opportunities for unethical behaviour
  - Some circumstances are debatable regarding misbehaviour
  - Project manager's responsibility to set the tone and expectations
- Actions to prevent wrongdoing
  - Have a policy on ethical behaviour
  - Conduct training sessions on ethical behaviour
- Non-threatening process to report any actions
- Members must feel accountable

Key principles to guide ethical behaviour

- Treat others the way you want to be treated
- Don't do anything you wouldn't want your family, friends, neighbours, or co-workers to read about in the newspaper or hear on the news

Conflicts on Projects

Sources of conflict

- Work scope
- Resource assignments
- Schedule
- Cost
- Priorities
- Organisational issues
- Stakeholder issues
- Personal differences

Handling conflict approaches

- Avoiding or withdrawing
- Competing or forcing
- Accommodating or smoothing
- Compromising
- Collaborating, confronting, or problem solving

Problem Solving

- Nine-step approach
    1. Develop a problem statement
    2. Identify potential causes of the problem
    3. Gather data and verify the most likely causes
    4. Identify possible solutions
    5. Evaluate the alternative solutions
    6. Determine the best solution
    7. Revise the project plan
    8. Implement the solution
    9. Determine whether the problem has been solved

Brainstorming

- All members of a group contribute spontaneous ideas in a non-judgmental environment
- Explore as broad a range of options and ideas
- The process
    - The team sits around a table, with a facilitator who records ideas
    - Member states an idea – do not discuss, justify, or try to sell it
    - Build on ideas previously mentioned
    - Continue until no one can come up with any more ideas or the time limit is up
- Two important rules must be followed
    - No immediate discussion of ideas
    - No judgmental comments
- Other participants are not allowed to make any comments at all, supportive or judgmental

Time Management

- Identify goals to achieve the following week

- At the end of each day, make a to-do list for the next day

- Read to-do list first thing in the morning, and keep it in sight all day

- Control interruptions from the items on your to-do list

- Learn to say no to activities that will consume time but not contribute to achieving goals

- Make effective use of waiting time

- Try to handle most paperwork only once

- Go through incoming email or mail at the end of the day so that it will not divert from working on day's to-do list

- Take action on each mail document while holding it

- Reward at end of week if achieved all week's goals

Critical Success Factors

- Project success requires an effective project team. Although plans and project management techniques are necessary, it is **the people – the** project manager and project team – who are **the key to project success**.

- Putting a group of people together to work on a project does not create a team. Helping these individuals develop and grow into a cohesive, **effective team takes effort** on the part of the project manager and each member of the project team.

- Project teams should be kept as **small as feasible** throughout the project.

- A project **kick-off meeting** should be held as **early** as possible to **inform** members, **reduce anxiety**, **manage expectations**, and **inspire** the team.

- **Characteristics** of effective project teams include a clear **understanding** of the project objective, clear **expectations** of each person's roles and responsibilities, a **results** orientation, a high degree of **cooperation** and **collaboration**, and a high level of **trust**.

- Each member of the project team needs to help **create and foster** a **positive project environment**.

Critical Success Factors (continued)

- Effective team members have **high expectations** of themselves. They plan, control, and feel accountable for their individual work efforts.

- Members of effective teams have **open, frank, and timely communication**. They readily share information, ideas, and feelings. They provide constructive feedback to each other.

- Effective team members go beyond just doing their assigned tasks; they act as a **resource for each other**.

- **Diversity** of the team brings **unique ideas and perspectives** to projects.

- Individual team members make a **personal commitment** to understand and value diversity and respect the differences of other team members.

- **Diversity** is valued as a strength that will **enrich** communication, **foster** better relationships, **create** an enjoyable workplace, and **enhance** team performance.

- **Ethical behaviour is crucial** in project business relationships with the customer, suppliers, and subcontractors.

Critical Success Factors (continued)

- The project manager and the project team need to **acknowledge** openly that **disagreement** is bound to occur during the performance of the project and **reach consensus** on how it should be handled.

- Effective project teams **resolve conflict** through constructive and timely feedback and positive confrontation of the issues. Disagreement is not suppressed; it is viewed as normal and as an opportunity for growth.

- Handled properly, **conflict can be beneficial**. It causes problems to surface and be addressed. It stimulates discussion and requires individuals to clarify their views. It can foster creativity and enhance problem solving.

- **Conflict** is not just for the project manager to handle and resolve; conflict between team members should be **handled by the individuals** involved.

- Each person must approach the conflict with a **constructive attitude** and a willingness to work in good faith with others to resolve the issues.

- To effectively manage their time, team members should **establish weekly goals and make daily to-do lists**.

Summary

- A team is a group of individuals working interdependently to achieve the project objective.

- Project teams evolve through various stages of development: forming, storming, norming, and performing.

- The project manager should schedule a project kick-off meeting with the project team as early as possible during the forming stage of team development to inform the members, reduce anxiety, manage expectations, and inspire the team.

- Effective project team characteristics include a clear understanding of the project objective, clear expectations of each person's role and responsibilities, a results orientation, a high degree of cooperation and collaboration, and a high level of trust.

- Barriers to team effectiveness include: unclear vision and objective, unclear definition of roles and responsibilities, lack of project structure, lack of commitment, poor communication, poor leadership, turnover of project team members, and dysfunctional behaviour.

Summary (continued)

- Team building is the responsibility of both the project manager and the project team.

- Diversity is about acknowledging, understanding, and valuing differences, and creating a work environment that recognises, respects, and harnesses differences among team members for the benefits of achieving a shared goal, such as the project objective.

- Ethical behaviour is necessary within a project organisation and is crucial in project business relationships with the customer, suppliers, and subcontractors.

- Dealt with properly, conflict can be beneficial because it causes problems to surface and be addressed.

- A good nine-step problem-solving approach is to develop a problem statement, identify potential causes of the problem, gather data and verify the most likely causes, identify possible solutions, evaluate the alternative solutions, determine the best solution, revise the project plan, implement the solution, and determine whether the problem has been solved.

- Good time management is essential for a high-performance project team.