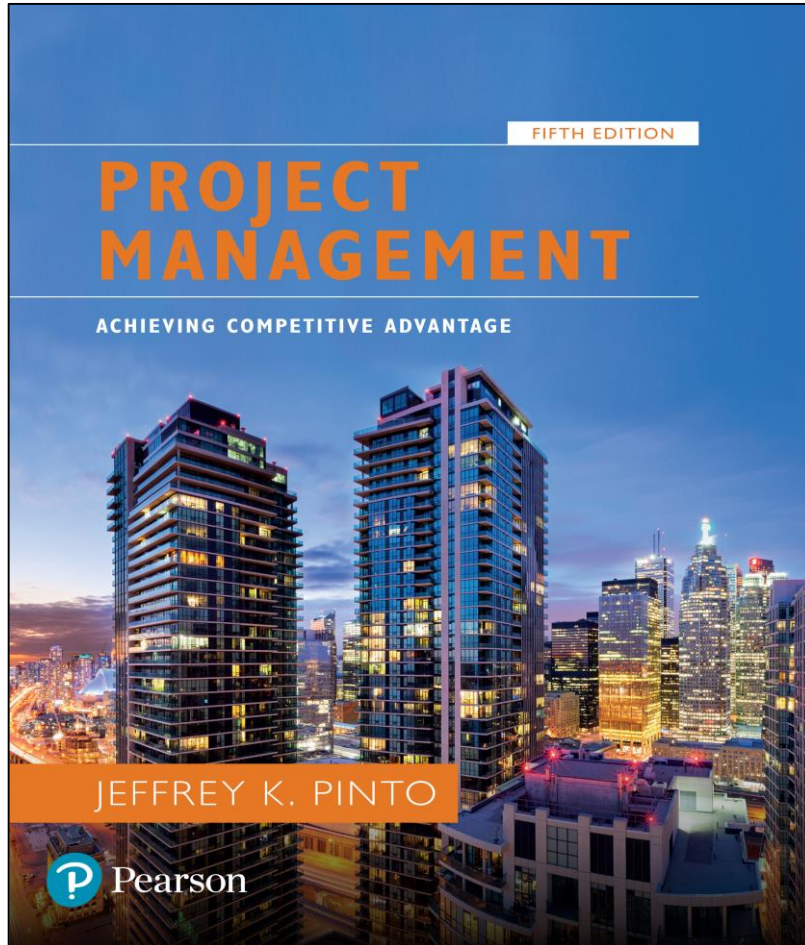


# Project Management: Achieving Competitive Advantage

Fifth Edition



## Chapter 6

Project Team Building,  
Conflict, and Negotiation

# Effective Project Teams

- Clear Sense of Mission
- Productive Interdependency
- Cohesiveness
- Trust
- Enthusiasm
- Results Orientation

# Reasons Why Teams Fail

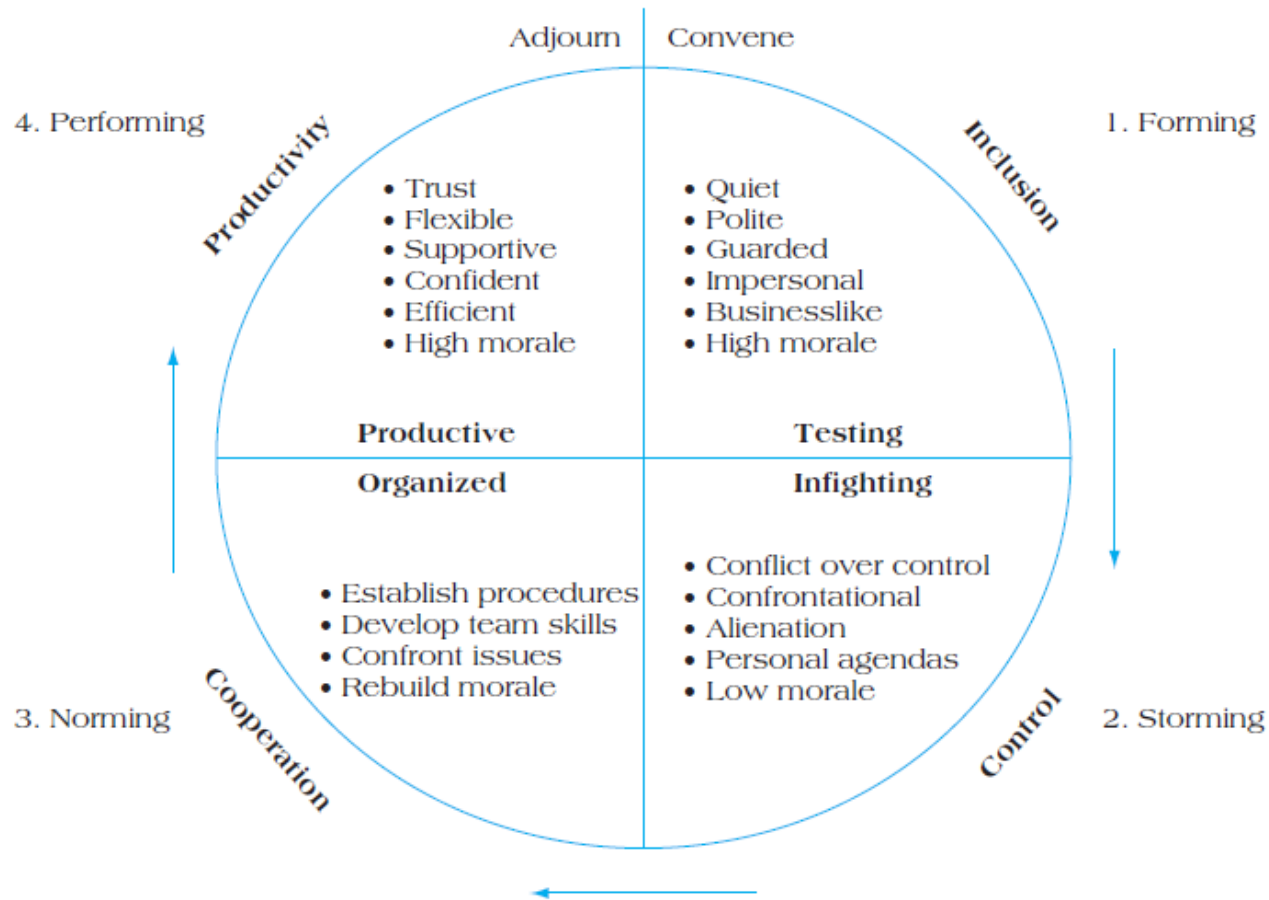
- Poorly developed or **unclear goals**
- Poorly defined project **team roles** and interdependencies
- Lack of project team **motivation**
- Poor **communication**
- Poor **leadership**
- **Turnover** among project team members
- **Dysfunctional** behavior

# Stages in Group Development

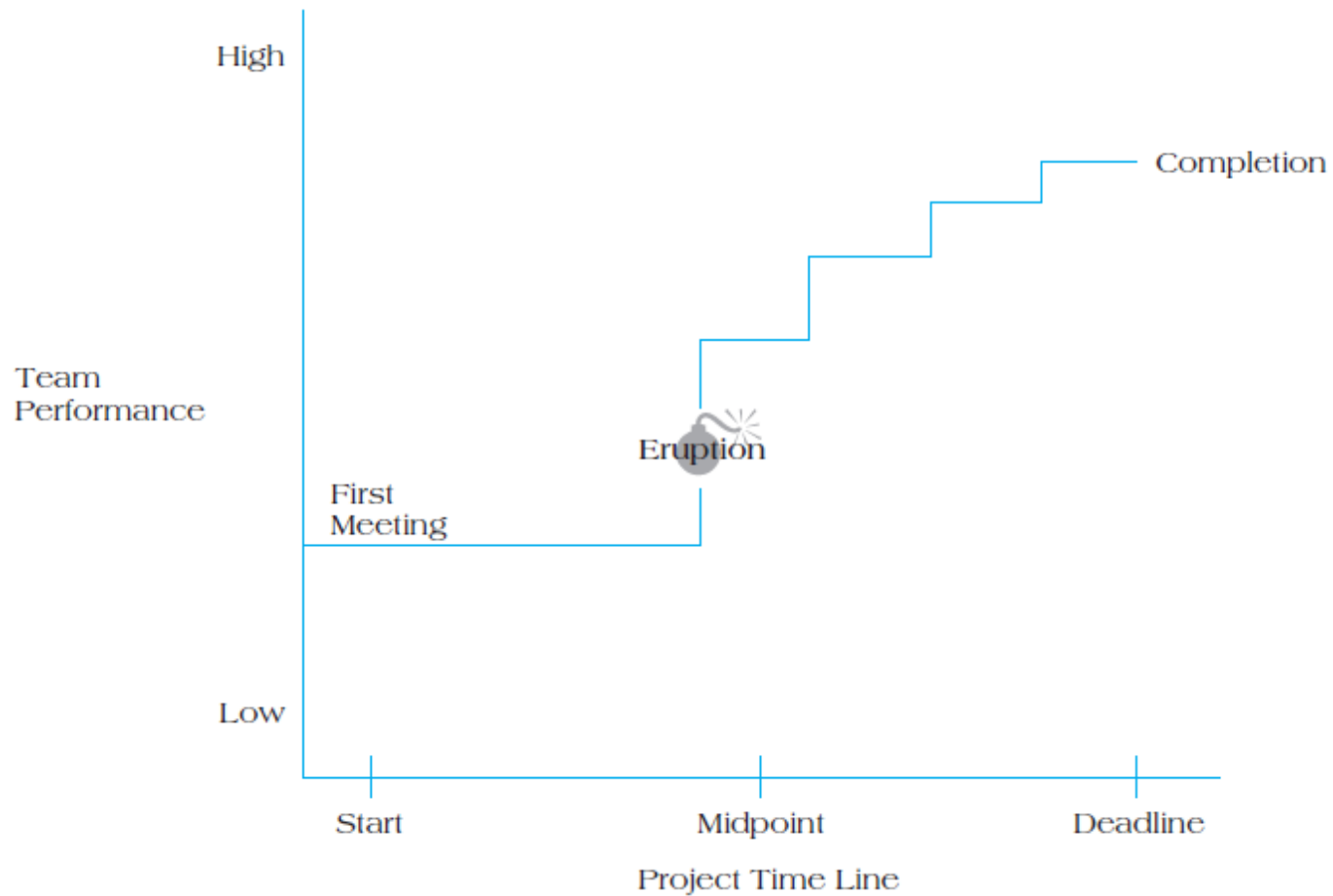
1. **Forming**—members become acquainted
2. **Storming**—conflict begins
3. **Norming**—members reach agreement
4. **Performing**—members work together
5. **Adjourning**—group disbands

**Punctuated equilibrium is a different model.**

# Figure 6.3 Stages of Team Development

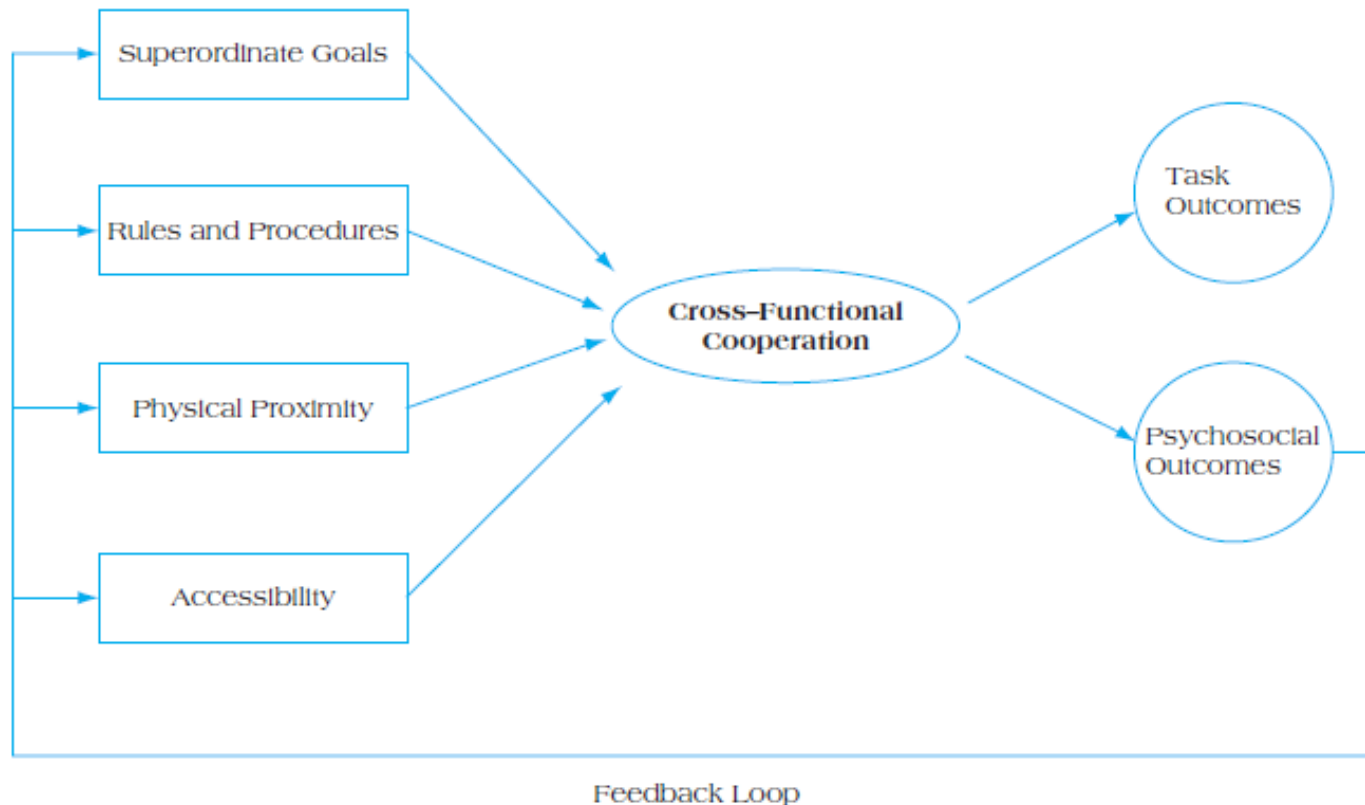


# Figure 6.4 Model of Punctuated Equilibrium



# Achieving Cross-Functional Cooperation

**Figure 6.5** Project Team Cross-Functional Cooperation



# Building High-Performing Teams

Make the project team **tangible**.

- Publicity
- Terminology and language

**Reward** good behavior.

- Flexibility
- Creativity
- Pragmatism

Develop a **personal touch**.

- Lead by example
- Positive feedback for good performance
- Accessibility and consistency



# Virtual Project Teams

Use electronic media to link members of a geographically dispersed project team.

## How Can Virtual Teams Be Improved?

- Use face-to-face communication when possible.
- Don't let team members disappear.
- Establish a code of conduct.
- Keep everyone in the communication loop.
- Create a process for addressing conflict.

# Conflict Management

**Conflict** is a **process** that begins when you **perceive** that someone has frustrated or is about to frustrate a major concern of yours.

## Categories

- Goal-oriented
- Administrative
- Interpersonal

## Views

- Traditional
- Behavioral
- Interactionist

# Sources of Conflict

## Organizational

- Reward systems
- Scarce resources
- Uncertainty
- Differentiation

## Interpersonal

- Faulty attributions
- Faulty communication
- Personal grudges and prejudices

# Conflict Resolution

- Mediate—diffusion/confrontation
- Arbitrate—judgment
- Control—cool down period
- Accept—unmanageable
- Eliminate—transfer

**Conflict is often evidence of progress!**

# Negotiation

Negotiation is a **process** that is predicated on a manager's ability to **use influence** productively.

## Questions to Ask Prior to Entering a Negotiation

1. How much **power** do I have?
2. What sort of **time pressures** are there?
3. Do I **trust** my opponent?

# Principled Negotiation

1. Separate the people from the **problem**.
2. Focus on **interests**, not positions.
3. Invent options for **mutual gain**.
4. Insist on using **objective criteria**.

# Thank you