

CHAPTER 11

The Project Team

Teaching Strategies

- The two vignettes in this chapter reinforce the need for diversity and for conflict in project management. (**See Premium Deck for Slides.**)
- Diversity is more than merely having team members of different genders and races. It also means having a team with a wide range of perspectives and viewpoints that can enrich a project.
- Having members of the staff who are from different cultures or who are culturally aware helps to create a more inclusive environment and project team.
- Conflict is something that can arise out of diversity, but it can be a productive and important force. It makes members of the team think about different ideas and debate those ideas.
- Complacency leads to not caring and unsatisfied members of the team.
- Have students evaluate their work on their class project team. Have them evaluate their project team's effectiveness.
- Project teams are part of nearly every organization. Observe project teams and their interactions. Evaluate the project team effectiveness. Determine how the project team can improve and what they are doing well.

Optional Supplemental Activities

- Have each student prepare a one page summary of a team situation in which they have been involved and the results of that experience.
- Have each student interview someone working in a business who is involved in a team project. Get them to summarize the project and then have a discussion on the specific advantages and disadvantages of that team.
- Have students read the chapter and answer all of the Reinforce Your Learning questions and the questions at the end of the chapter. (**See Premium Deck for Slides.**)

- Have students interview members of PMI about ethics issues in project management and then report the findings of the interview to the class. Have students research responsibility, respect, fairness, and honesty in PMI's Code of Ethics and Professional Conduct.

Chapter Concepts

- How teams are acquired and assigned
- The development and growth of teams
- The project kickoff meeting
- Characteristics of effective project teams and barriers to effectiveness
- Being an effective team member
- Team building
- Valuing team diversity
- Ethical behavior
- Sources of conflict during the project and approaches to handling conflict
- Problem solving and brainstorming
- Effective time management

Chapter Concepts

A project team is a group of individuals working interdependently to accomplish the project objective. Teamwork is the cooperative effort by members of a team to accomplish this common goal.

- The effectiveness, or lack thereof, of the project team can make the difference between project success and project failure.
- Although plans and project management techniques are necessary, it is the people—the project manager and the project team—who are the key to project success; project success requires an effective project team.
- This chapter covers the development and maintenance of an effective project team.

Based on material in this chapter, students will become familiar with:

- How teams are acquired and assigned
- The development and growth of teams
- The project kickoff meeting
- Characteristics of effective project teams and barriers to effectiveness
- Being an effective team member
- Team building
- Valuing team diversity
- Ethical behavior
- Sources of conflict during the project and approaches to handling conflict
- Problem solving and brainstorming

- Effective time management

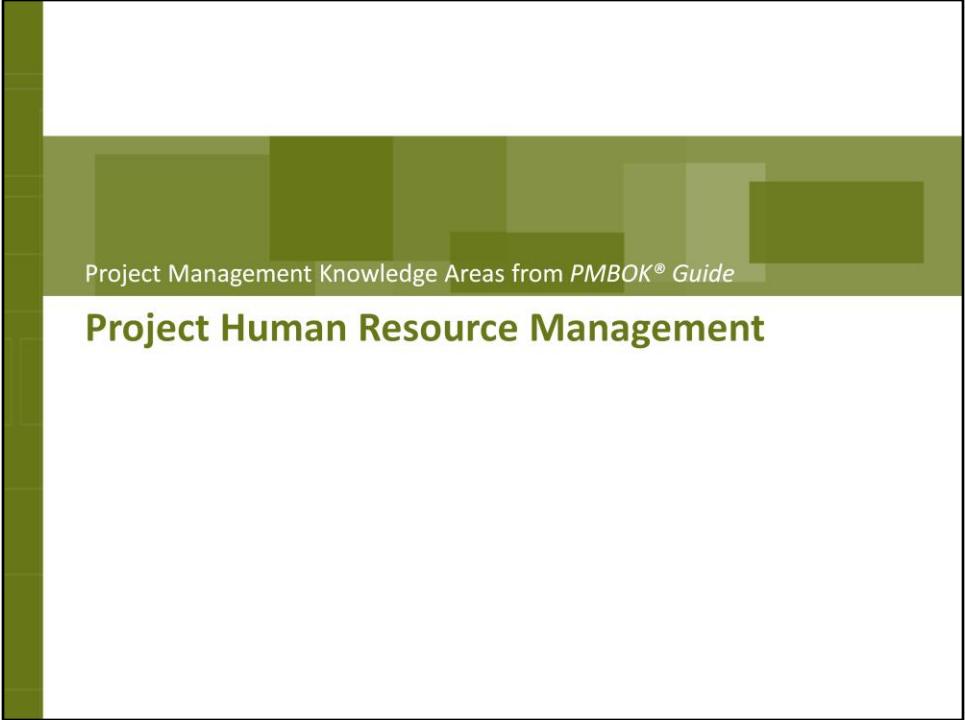
Learning Outcomes

- Explain how teams are assigned and formed
- Identify and describe the stages of team development
- Plan and conduct a project kickoff 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

Learning Outcomes

After studying this chapter, students should be able to:

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Project Management Knowledge Areas from *PMBOK® Guide*

Project Human Resource Management

Concepts in this chapter support the following Project Management Knowledge Areas of the *PMI Guide to the Project Management Body of Knowledge (PMBOK® Guide)*:

Project Human Resource Management



Developing a Culturally Competent Health Network: a Planning Framework and Guide

Background

- Not meeting the needs of their culturally diverse clients
- Developed metrics and a project plan to meet those needs
- Project goal was to improve cultural awareness

Project Management Techniques

- Responsibility assignment matrix implementation
- Documentation of the project plans
- Approval by the project sponsors
- Gantt charts
- Monthly project reports distributed to stakeholders

Vignette A: Developing a Culturally Competent Health Network: A Planning Framework and Guide

- Lehigh Valley Health Network in Allentown, Pennsylvania, serves a culturally diverse region. More than one-third of the population is made up of immigrants from Latino, Middle Eastern, and Southeast Asian populations.
- The network comprises two non-profit, non-union, tertiary care hospitals, a 400-member physician group, community health centers, and home health, hospice, and health management services.
- The health network decided that they were not meeting the needs of their culturally diverse clients and developed metrics and a project plan to meet those needs.
 - The overall project goal was to improve cultural awareness.
- Some staff received education and training for cultural awareness programs.
- Willing bilingual staff served as interpreters for patients needing language assistance.
- The network decided to implement a cultural awareness project with six subprojects. It utilized many project management techniques:
 - A responsibility assignment matrix to improve accountability, delegation, communication, and teamwork
 - Project leadership assigned roles and responsibilities
- Documentation of the project plans—including the project scope, preliminary goals, action-oriented objectives, expected outcomes, potential barriers, and challenges—became an important part of project management.
- Approval by the project sponsors were required for each team.

- Gantt charts were created to provide visual representations of the project tasks and milestones.
- Monthly project reports were distributed to stakeholders to communicate the project status and implementations.



How to Pick a Good Fight

About Lehman Brothers

- Early 1990s
 - One of the most contentious work cultures
 - No ideas were shared
- Mid 1990s
 - Shift toward teamwork
 - Expected to work as teams
 - Unity and collaboration were priorities
 - Incentives given for teamwork
 - 2006: “harmonious” workplace
 - 2008: strong culture of teamwork – but company failed!
 - Fear of disloyalty

Need to have Conflict

- Project team success is not always about consensus
- Peaceful and harmonious workplace can spell disaster
- Greatest predictor of poor performance is complacency
- Need to be able to disagree and debate
- Must have rules for managing conflict
- Reward risk to think creatively and to have healthy conflict

Vignette B: How to Pick a Good Fight

- In the early 1990s, Lehman Brothers was reputed to be one of the most contentious work cultures.
 - No ideas were shared.
 - This was an example of unproductive conflict.
- By the mid-1990s, Lehman Brothers had shifted toward an integrated sale model.
 - Employees were expected to work as teams.
 - Unity and collaboration were priorities.
 - Employee incentives were given for teamwork.
 - Conflict was discouraged.
- In 2006, it was noted that CEO Richard Fuld had turned Lehman Brothers into one of the most harmonious firms on Wall Street.
 - However, the harmonious exterior hid underlying problems.
 - No one disagreed with Fuld, even if they knew that they should.
 - Those who noticed the signals in 2007 and 2008 that the firm was headed to crisis were afraid to say anything for fear of disrupting the peace and being judged disloyal.
- Conflict is both good and healthy for project teams:
 - Project team success is not always about consensus and agreement with the project manager.
 - A peaceful and harmonious workplace can spell disaster.
 - The greatest predictor of poor performance is complacency.
 - Team members need to be able to disagree and debate ideas in order to stimulate discussion and innovation.

- Not to the level of dysfunctional fighting
- Debate can help team members be more engaged in the decision-making process
- A project manager must have rules for managing conflict.
- Reward team members for taking a risk to help the team think creatively and to promote future healthy conflict

Acquiring the Project Team

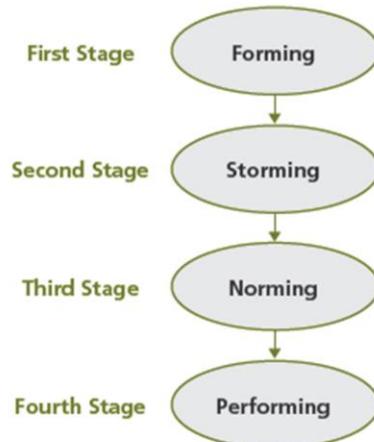
- Project teams
 - What expertise, experience, or skills needed
 - How many of each type are required
 - When they will be needed
 - Acquire entire team for smaller projects
 - Assemble team members as needed for larger projects
- Greatest constraint is the availability of the right resources at the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

Acquiring the Project Team

- In many projects, people who have never worked together are assigned to the same project team.
 - A personal relationship between two people takes time to develop and teams evolve over time through various stages of development.
- One of the first things that project manager must do is to obtain and put together a project team. There are a number of considerations to take into account when assembling a team:
 - What expertise, experience, or skills are needed for the project
 - How many of each type of expert are required
 - When they will be needed
 - Acquire entire team at the beginning for smaller projects
 - Assemble team members as needed for larger projects
- Usually, the greatest constraint when acquiring a project team is the availability of the right resources at the right time.
 - In larger organizations, the project manager may have to negotiate for resources
 - Project teams should be kept as small as feasible throughout the project

Project Team Development

FIGURE 11.1 Stages of Team Development



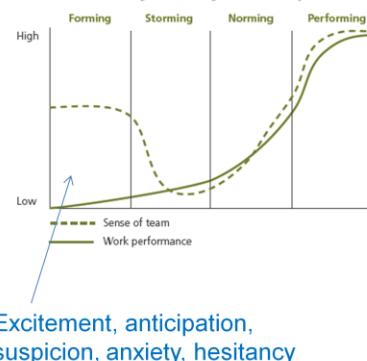
Project Team Development

- B.W. Tuckman has defined four stages of team development: forming, storming, norming, and performing
- The figure on this slide illustrates those different stages of team development.

Forming

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

FIGURE 11.2 Level of Functioning at Various Stages of Team Development



Excitement, anticipation,
suspicion, anxiety, hesitancy

Forming

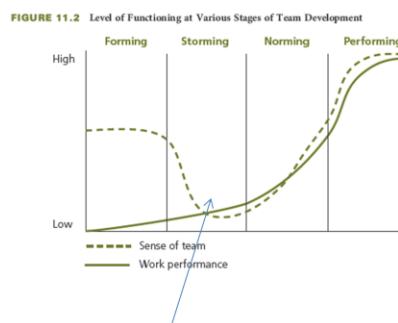
- The figure on this slide illustrates the levels of work performance and sense of team for the four different stages of team development. Notice how the sense of team generally weakens and then strengthens again as team members learn to work with one another.
- *Forming* is the initial stage of the team development process. It involves the transition from individual to team member.
 - Individuals get acquainted.
 - Team members generally have positive expectations going into this stage.
 - The group begins to establish an identity and attempts to define and plan the tasks that need to be done. Little actual work is accomplished.
 - Members depend on the project manager to provide direction and structure.
 - Feelings characteristic of this stage include excitement, anticipation, suspicion, anxiety, and hesitancy.
- Individuals do a lot of questioning in the forming stage:
 - What is our purpose?
 - Who are the other team members?
 - What are they like?
- The project manager must clearly communicate the project objective and create a vision of the successful result of the project and the benefits it will provide.
- Project constraints regarding the work scope, quality levels, budget, and schedule

must be stated.

- Establishing structure is another task the project manager must perform in this phase. This includes defining initial processes and procedures for team operation and addressing such items as communication channels, approvals, and paperwork.

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
- Be supportive, not defensive



Frustration, anger, hostility

Storming

The second stage of team development is known as *storming*.

- Members start to apply their skills to work on their assigned tasks, and work begins to progress slowly.
- Tasks may be more extensive or difficult than anticipated.
- Team members feel increasing dissatisfaction with dependence on the direction or authority of the project manager.
- Team members begin to test the limits and flexibility of the project manager and the ground rules.
- Conflict emerges and tensions increase.
- Motivation and morale are low in this stage.
- Members express their individuality as opposed to team allegiance.
- The storming stage is characterized by feelings of frustration, anger, and hostility.
- The project manager still needs to give a lot of directions, but can be less directive than in the forming stage.
- The project manager should not become defensive or take issues personally.
- This is the time for the project manager to provide an understanding and supportive environment.

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
- **Minimize directiveness**

FIGURE 11.2 Level of Functioning at Various Stages of Team Development



Trust, camaraderie, friendships

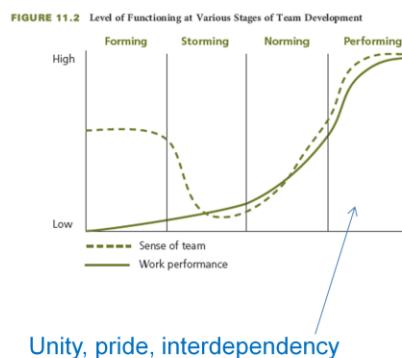
Norming

After struggling through the storming stage, the project team moves into the *norming* stage of development.

- Relationships have become settled by this stage.
- Interpersonal conflicts have been resolved.
- The project team has accepted its operating environment.
- Control and decision making are transferred from the project manager to the project team.
- Cohesion begins to develop.
- Trust begins to develop in this stage.
- Team members give and ask for feedback from each other.
- A feeling of camaraderie emerges.
- The project manager minimizes his or her directing role and takes on a more supportive role.
- Work performance accelerates and productivity increases.

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
- **Fully delegate; be a mentor**



Performing

The fourth and final stage of team development and growth is the performing stage.

- The team is highly committed and eager to achieve the project objective.
- The level of work performance is high.
- Communication is finally very open.
- Members frequently collaborate and willingly help each other.
- The team feels fully empowered.
- The project manager fully delegates responsibility and authority.
- The project manager concentrates on project performance with respect to the budget, schedule, scope, and plan.
- The project manager acts as a mentor, supporting the professional growth and development of the members of the team.

Why is Teamwork Hard?

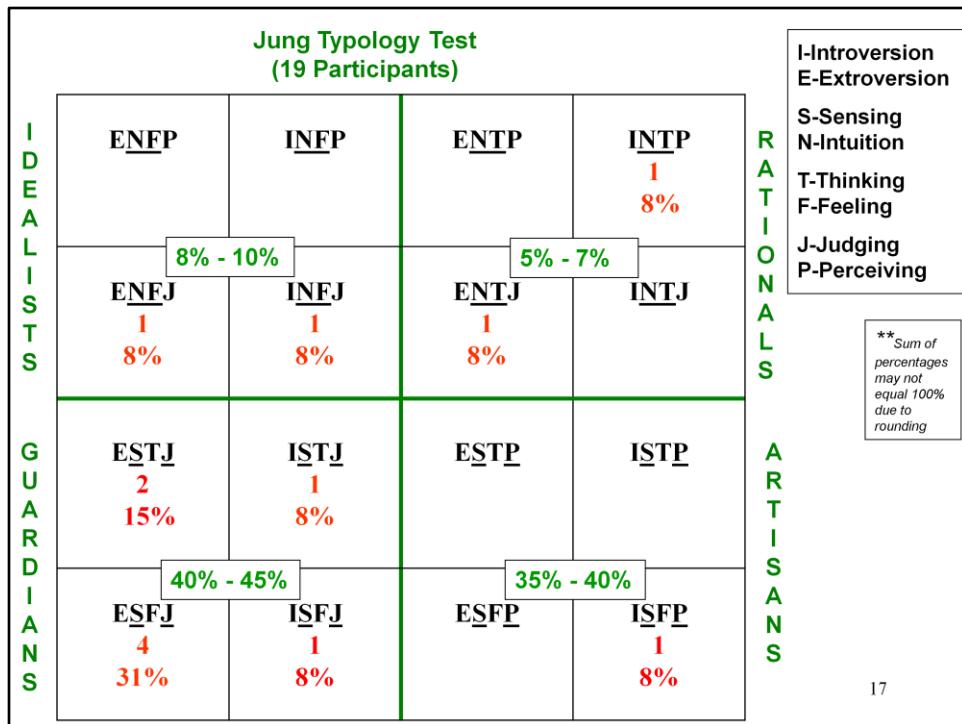
- Why is it so hard for us to get along?
- Why do we have to work at this stuff?
- Why don't we all agree with the same approach? Or answer? Or even on what the problem is in the first place?

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Answer is we have different PERSONALITIES!! Break here to go to Myers-Briggs Type Indicator test results.

Type Indicator Designations

Source & direction of energy expression	I: energy source in internal world	E: energy source in external world
Method of information perception	S: believes mainly info from external world	N: believes info from internal world
How information is processed	T: makes decisions using logic	F: makes decisions based on emotion
How information is implemented	J: acts according to plan	P: inclined to improvise



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Rationals - NT (5% to 7%)

- ABSTRACT in communicating
- UTILITARIAN in implementing goals
- Are highly skilled in STRATEGIC ANALYSIS

Other Personality Traits

- “Knowledge Seeking Personality”
 - Trust in reason and hunger for achievement
- Marshalling & planning (NJT) or inventing & configuring (NTP)
- Proud to be competent in action
- Confident due to strong will
- Educationally: go for the sciences

Rationals are usually 5 to 7 percent of the population.

Rationals Broken-Down



INTP - “Architects”

Albert Einstein

Marie Curie



INTJ - “Masterminds”

Dwight D. Eisenhower

Ayn Rand



ENTP - “Inventors”

Walt Disney

Thomas Edison



ENTJ - “Field Marshals”

Bill Gates

Margaret Thatcher

Idealists - NF (8% to 10%)

- ABSTRACT in communicating
- COOPERATIVE in implementing goals
- Are highly skilled in DIPLOMATIC INTEGRATION

Other Personality Traits

- "Identity Seeking Personality"
 - Search for unique identity and trust their intuition
- Teaching & counseling (NFJ) or conferring & tutoring (NFP)
- Hunger for deep and meaningful relationships
- Feel they are authentic and benevolent
- Educationally: go for the humanities

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Rationals are usually 5 to 7 percent of the population.

Idealists Broken-Down



INFP - "Healers"

Anne Lindbergh

Albert Schweitzer



INFJ - "Counselors"

Eleanor Roosevelt

Mohandas Gandhi



ENFP - "Champions"

Phil Donahue



ENFJ - "Teachers"

Mikhail Gorbachev

Margaret Mead

Artisans - SP (35% to 40%)

- CONCRETE in communicating
- UTILITARIAN in implementing goals
- Are highly skilled in TACTICAL VARIATION

Other Personality Traits

- "Sensation Seeking Personality"
 - Trust in spontaneity and hunger for impact on others
- Promoting and operating (SPT) or displaying and composing (SPF)
- Hedonic about the present and optimistic about the future
- Feel confident that they are adaptable; respect that they are daring
- Educationally: go for arts and crafts

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Rationals are usually 5 to 7 percent of the population.

Artisans Broken-Down



ISFP - "Composers"

Johnny Carson

Barbra Streisand



ISTP - "Crafters"

Clint Eastwood

Amelia Earhart



ESFP - "Performers"

Elvis Presley

Elizabeth Taylor



ENTJ - "Promoters"

Franklin Roosevelt

Madonna

Guardians - SJ (40% to 45%)

- CONCRETE in communicating
- COOPERATIVE in implementing goals
- Are highly skilled in LOGISTICS

Other Personality Traits

- "Security Seeking Personality"
 - Trust in legitimacy and hunger for membership
- Supervising and inspecting (SJT) or supplying and protecting (SJF)
- Feel they are reliable, respectable, and do good deeds
- Educationally: go for commerce

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Rationals are usually 5 to 7 percent of the population.

Guardians Broken-Down



ISTJ - “Inspectors”

Harry Truman

Queen Elizabeth II



ISFJ - “Protectors”

Jimmy Stewart

Mother Teresa



ESTJ - “Supervisors”

Colin Powell

Queen Elizabeth I



ESTJ - “Providers”

George Washington

Dolley Madison

Sources

- <http://keirsey.com/>

Project Kickoff 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 Kickoff Meeting Agenda



Project Kickoff Meeting

- The project manager should schedule a project kickoff meeting, also known as a project orientation meeting, with the project team.
 - It should be held as early as possible during the forming stage of team development
 - It helps to set the tone for the project
 - It provides an early opportunity for the team to get to know each other
 - It helps to clarify any confusion about team members' roles and responsibilities
 - It gives the project manager a chance to describe protocols and plans
 - The manager should always allow some time for questions and comments at the end
- The figure on this slide depicts the project kickoff meeting agenda. There are six general parts to the project kickoff meeting.
 1. Welcome and introductions - provides an opportunity for team members to get to know each other and the potential value and contributions to the project
 2. Project overview - discuss the elements of the project charter
 3. Roles and responsibilities - clarify the roles and responsibilities of the team members
 4. Processes and procedures - describe the protocols and plans for the project

5. Expectations - express expectations of the project and the experiences expected for team development
6. Closing comments - reinforce the expectations and the roles and allow team members to ask questions, make comments, and get to know each other

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

Effective Project Teams

- A project team is more than merely a group of individuals.
- It is a group of interdependent individuals working cooperatively to achieve the project objective.
- 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.

Rate Team Effectiveness

FIGURE 11.4 Team Effectiveness Checklist

How Effective Is Your Project Team?	Not at All	Somewhat	Very Much		
	1	2	3	4	5
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 accomplishing 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

Rate Team Effectiveness

The figure on this slide depicts a checklist for rating the effectiveness of a project team. A checklist like this can help organizations to keep track of how well project teams are working.

Barriers to Team Effectiveness

- 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
- Dysfunctional Behavior

Characteristics of Effective Teams

While teams can differ widely from project to project and organization to organization, most teams share certain characteristics. Effective teams all have:

- A clear understanding of the project objective
- Clear expectations of each person's role and responsibilities
- An orientation geared toward results
- A high degree of cooperation and collaboration
- A high level of trust between its members

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.
- Help create a positive environment

Team Building

- An ongoing process
- The responsibility of both the project manager and the project team
- Socialization 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

Team Building

Legendary baseball manager Casey Stengel once said, “It’s easy to get the players. Gettin’ ‘em to play together, that’s the hard part.” It can be difficult to organize a group of people with different opinions, perspectives and life experiences and get them to work together effectively.

- Team building is an ongoing process.
- It is the responsibility of both the project manager and the project team to make a team effective.
- Socialization among team members supports team building.
- The better that team members get to know one another, the stronger the team will become.
 - When team members are located near one another, there is a greater chance that they will talk.
 - This will involve allowing team members to engage in non-work-related discussions.
 - It is important to let team members get to know one another personally without the manager intruding.
 - The project team should engage in social events to celebrate project milestones and accomplishments.
 - An after-work pizza party, a team luncheon, an informal lunch in the conference room, or a trip to see a sports event or theater production are examples of events the team can organize to foster socialization and team building. It is important that team activities include everyone on the team— if half the team hates baseball, do not organize an outing to see a baseball game.
- In addition to organizing social activities, the team should have periodic team meetings, which are not the same as project meetings.
 - The purpose of team meetings is to discuss openly such questions 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, not project items, should be discussed at team

meetings.

- Team members should foster team building in whatever ways they can. They should not expect the project manager alone to be responsible for team building.

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

Valuing Team Diversity

- Acknowledge, understand, and value differences
 - Create a work environment that recognizes, respects, and harnesses differences
 - Accomplish 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

- Diversity involves the differences among people. Many workplaces these days are fairly diverse places, with employees of different racial, ethnic and cultural backgrounds.
- Having a successful diverse workplace involves acknowledging, understanding, and valuing differences and creating a work environment that recognizes, respects, and harnesses differences among team members for the benefits of accomplishing a shared goal.
- However, diversity creates challenges. Differences in viewpoints between team members can create barriers to team performance.
 - Miscommunication and misunderstanding may be more likely to happen between people who come from different backgrounds.
 - If the differences within the project team are not valued as a strength, they can lead to low morale, diminished trust, reduced productivity, greater tension, and suspicion.
 - The diversity that could, if utilized properly, be a strength can become a serious impediment to team performance.
- Under good management, diversity can lead to more creative, faster, and higher-quality problem solving and decision making.

Dimensions of Diversity

- Age or generational
- Appearance
- Ethnicity or ancestry
- Gender
- Health
- Job Status
- Marital and Parental Status
- Race
- Religious Affiliation
- Other: sexual orientation, political affiliation, personal habits, and personal interests.

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

Valuing Team Diversity Actions

- Good project managers must be careful when dealing with a diverse project team. Diversity can be an incredible asset, when well managed. There are a number of things that managers should definitely do and should never do, as you can see in this slide.
- Managers should NOT:
 - Stereotype or make assumptions
 - Stereotyping is categorizing individuals into a group and then conferring on them the characteristics that one falsely believes apply universally to all members of that group. Everyone is unique and should be treated as such.
 - Exclude team members or have lower expectations for them
 - Everyone should be expected to perform at a high level, regardless of their background. Every team member should also be made to feel included in the project.
 - Draw attention to diversity
 - It is unfair and will make team members uncomfortable to draw attention to the things that make them different from the group.
 - Make derogatory or insensitive remarks because it demeans the dignity of others
 - It should be fairly obvious that derogatory remarks are never acceptable. It will make team members feel persecuted and will affect their performance.

- Tell jokes, ridicule, or make fun
 - It is inappropriate for team members to tell jokes, ridicule, or make fun of a diversity characteristic of a team member or a particular group. Even if the jokes are not meant to be mean, they can be interpreted as such.
- Any diversity issues or conflicts should be addressed immediately so they can be resolved before they fester and “explode” at a later time. Team members should feel like they have a safe communication outlet for reporting inappropriate behaviors.
- Managers SHOULD:
 - Take whatever steps necessary to create and sustain a supportive and positive climate for diversity.
 - Develop a written policy regarding diversity
 - This is a good way to ensure that all employees are clear on the organization’s diversity policy.
 - Provide training about diversity in the workplace
 - Increasingly, organizations recognize the value of a diverse workplace and offer diversity training. This can be a good way to teach employees how to work together in diverse teams without inadvertently offending anyone.
 - An effective diversity training session should raise awareness, create understanding, and help diminish misunderstanding and conflict.
 - Managers should work to raise awareness of diversity and to create understanding of it and its value
 - Barriers to valuing diversity include lack of awareness and lack of understanding.
 - Conversely, the project manager must promote and foster a respectful and supportive work environment that helps to diminish potential misunderstandings and conflicts.
 - Team members should also take steps to make a personal commitment to understand, value, and respect diversity.
 - Individual team members can make a personal commitment to understand and value diversity and respect the differences of other team members.
 - Having a common goal, such as the project objective, can bring a diverse group together.

Ethical Behavior

■ Opportunities for unethical behavior

- Some circumstances are debatable regarding misbehavior
- Project manager's responsibility to set the tone and expectations

■ Actions to prevent wrongdoing

- Have a policy on ethical behavior
- Conduct training sessions on ethical behavior

■ Non-threatening process to report any actions

■ Members must feel accountable

Ethical Behavior

- With so many examples of businesses failing because of unethical behavior, it should be clear how important ethical behavior is to project and organizational success.
- Ethical behavior is necessary within a project organization and in project business relationships with customers, suppliers, and subcontractors.
 - Customers and suppliers want to do business with people they can trust.
 - It is important for team members and the project manager to clearly and honestly communicate information to the customer.
 - Withholding or falsifying information is unacceptable.
 - For example, it is important that a customer is informed of a potential problem in timely manner that is neither unnecessarily alarming, nor misleading.
- There can be many opportunities for unethical behavior in today's business environment:
 - Dishonestly in time card reporting of hours worked, resulting in overcharges to the customer
 - Padding or falsifying travel expense reports
 - Plagiarizing work of others and taking credit for it
 - Knowingly approving test results that are inaccurate
 - Taking project supplies or using project equipment for personal use
 - Putting pressure on the project team to charge more or fewer hours than they actually worked to mislead management or the customer that the project expenditures are within budget
 - Knowingly approving test results that are inaccurate
 - Paying off inspectors to approve work that otherwise may not have passed inspection
- However, not all behavior and circumstances are clearly unethical or ethical- grey areas are common in the workplace.
 - It is the project manager's responsibility to set the tone and expectations and to exemplify ethical behavior.
- There are actions that an organization can take to prevent wrongdoing. Two of them are:
 - Having a policy on ethical behavior. This includes topics on expectations, process for reporting misconduct, and consequences of engaging in unethical practices. Project managers should also regularly discuss the importance of ethical behavior at project team meetings.
 - Conducting training sessions on ethical behavior. Training informs the project team of the organization's ethics policy. Incorporating case studies or role-play can be helpful.
 - Employees who participate in ethics training are less likely to engage in unethical behavior.
 - Training sends a message that the organization places high value on ethical behavior.
- Organizations should punish instances of misconduct or conflict of interest in order to send a clear message to all employees that misconduct is not tolerated.
- Ethical behavior should be discussed as part of orientation for new employees so as to start sending a clear and consistent message from the very first day.
- Project members should feel comfortable bringing possible ethical situations to the attention of the project manager.
- When wrongdoing is reported, the project organization must thoroughly investigate the allegations to determine the facts and to decide if disciplinary action is warranted.
- Ethical behavior is everyone's responsibility. Team members must feel that they are accountable for their actions.
 - Members of the project team should pressure any members engaging in questionable behavior by communicating that they do not agree with, or condone, their behavior.

Key Principles to Guide Ethical Behavior

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

Key Principles to Guide Ethical Behavior

Here are two key principles to guide ethical behavior:

- Treat others the way you want to be treated.
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Conflicts on Projects

Sources of Conflict

- Work Scope
- Resource Assignments
- Schedule
- Cost
- Priorities
- Organizational issues
- Personal differences

Handling Conflict Approaches

- Avoiding or Withdrawing
- Competing or Forcing
- Accommodating or Smoothing
 - Value placed on relationship
- Compromising
 - Find intermediate position
- Collaborating, Confronting or Problem Solving

Conflicts on Projects

- Conflict is not always a bad thing that should be avoided. When working in teams on projects, conflict is inevitable. Conflict can actually be a productive force.
 - Differences of opinion between team members are natural and must be expected.
 - Moments of conflict provide an opportunity to gain new information, consider alternatives, develop better solutions to problems, enhance team building, and learn.
- There are seven main sources of potential conflict on projects.
 1. Work Scope—Conflict can arise from differences of opinion on how the work should be done, how much work should be done, or at what level of quality the work should be done.
 2. Resource Assignments—Conflict can arise over the particular individuals assigned to work on certain tasks, or over the quantity of resources assigned to certain tasks.
 3. Schedule—Conflict can result from differences of opinion about the sequence in which the work should be completed, or about how long the work should take.
 4. Cost—Conflict often arises over how much the work should cost.
 5. Priorities—Conflict can result when people are assigned to work on several different projects concurrently, or when various people need to use a limited resource at the same time.
 6. Organizational Issues—Organizational issues can cause conflict. There may be disagreement over the need for certain procedures established by the project manager, or ambiguous project communication, or from failure to make timely decisions.
 7. Personal Differences—Conflict can emerge among members of the project team because of differences in individuals' values and attitudes.
- Conflict is not just for the project manager to handle and resolve; conflict between team members should be handled by the individuals involved.
- Handled properly, conflict can be beneficial. It allows problems to surface and be addressed through stimulating discussion and encouraging people to clarify their views. It can force individuals to search for new approaches; it can foster creativity and enhance the problem-solving process.
- There are five main approaches to handling conflict:
 1. Avoiding or Withdrawing. Individuals in conflict retreat from the situation in order to avoid an actual or potential disagreement.
 - This approach can cause the conflict to fester and then escalate at a later time.
 2. Competing or Forcing. In this approach, conflict is viewed as a win-lose situation in which the value placed on winning the conflict is higher than the value placed on the relationship between the individuals.
 - This approach to handling conflict can result in resentment and deterioration of the work climate.
 3. Accommodating or Smoothing. This approach emphasizes finding areas of agreement within the conflict and minimizes addressing differences. Topics that may cause hurt feelings are not discussed.
 - Although this approach may make a conflict situation livable, it does not resolve the issue.
 4. Compromising. Team members search for an intermediate position.
 - The solution may not be the optimal one.
 5. Collaborating, Confronting, or Problem Solving. Team members confront the issue directly, with a constructive attitude, and look for a win-win outcome. They place high value on both the outcome and the relationship between the individuals.
 - For this approach to work, it is necessary to have a healthy project environment.

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

Problem Solving

- A disciplined, creative, and effective approach to problem solving is needed for project success.
- There is a nine-step approach to problem solving that will generally help to resolve issues.
 1. Develop a problem statement
 - It is important to start with a written statement of the problem, which assigns the problem definition and boundaries.
 - The problem statement should include a quantitative measure of the extent of the problem. For example: "We are two weeks behind schedule. If we don't make the customer's due date, she will be entitled to a 10 percent price reduction according to the contract."
 2. Identify potential causes of the problem
 - There can be many reasons why a problem has occurred or is occurring.
 - A technique often used to identify potential causes of a problem is brainstorming.
 3. Gather data and verify the most likely causes
 - Data can be collected through asking questions, interviewing people, running tests, reading reports, or analyzing secondary data sources.
 4. Identify possible solutions
 - This is the creative step in the problem-solving process. Team members need to be careful not to latch onto the first solution suggested, but rather be open minded and receptive to more out-of-the-box ideas.
 - Brainstorming is a very useful technique.
 5. Evaluate the alternative solutions
 - Once various potential solutions have been identified, it is necessary to evaluate them.
 - The team must establish criteria against which solutions are evaluated in order to help determine which of the solutions is best.
 - Once the criteria have been established, the team may want to use an evaluation scorecard similar to the one you can find in chapter 3, Figure 3.3.
 6. Determine the best solution
 - The evaluation scorecards are used to help determine the best solution. However, they should not be the sole mechanism for determining the best solution; they should be used as input to the decision-making process.
 7. Revise the project plan
 - Once the best solution has been selected, it is necessary to prepare a plan for implementing that solution.
 - Specific tasks, people and resources need to be identified, along with their estimated costs and durations.
 - The project team members who will be responsible for implementing the solution should develop this information.
 8. Implement the solution
 - Team members should go ahead and perform their respective tasks.
 9. Determine whether the problem has been solved
 - Once the solution has been implemented, it is important to determine whether the problem has

indeed been solved.

- If the problem has not been solved, the problem-solving team needs to go back to earlier steps to see what else could be causing the problem.

Brainstorming

- All members of a group contribute spontaneous ideas
- 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

Brainstorming

- Brainstorming is a technique used in problem solving in which all members of a group contribute spontaneous ideas.
- Brainstorming helps members to be sure that they have explored as broad a range of options and ideas as possible before they select a solution to a problem.
 - Brainstorming is a way to generate a lot of ideas and have fun.
 - Brainstorming generates excitement, creativity, better solutions, and greater commitment.
 - In brainstorming, the *quantity* of ideas generated is more important than the *quality* of the ideas.
 - Members should be encouraged to come up with novel and unorthodox ideas.
- The process:
 - The team sits around a table, with a facilitator who has some means of recording ideas as they are proposed.
 - A member states an idea. Because the focus is on quantity of ideas, members do not need to discuss, justify, or sell the ideas.
 - The facilitator should go around the room, soliciting ideas from each member.
 - Some people will come up with ideas that build on ideas previously mentioned by others.
 - This round-robin process continues until no one can come up with any more ideas, or the time limit is up.
- There are two important rules that must be followed for brainstorming to work:
 - *No immediate discussion of ideas*
 - *No judgmental comments*

- During the brainstorming process, other participants are not allowed to make any comments at all, supportive or judgmental.

Time Management

- Identify goals to accomplish 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 accomplishing goals
- Make effective use of waiting time
- Try to handle most paperwork only once
- Go through incoming e-mail 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 accomplished all week's goals

Time Management

- People involved in projects are usually very busy working on their assigned tasks. Therefore, good time management is essential for a high-performance project team.
- Following are some suggestions to help you effectively manage your time when working on a project:
 - At the end of each week, identify several (two to five) goals that you want to accomplish the following week.
 - At the end of each day, make a to-do list for the next day.
 - Read the daily 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 your time but not contribute to accomplishing your goals.
 - Make effective use of waiting time. For example, carry reading material with you in case you get stuck in an airport.
 - Try to handle most paperwork only once.
 - Go through your incoming mail or e-mail at the end of the day so that it will not divert you from working on your day's to-do list.
 - When going through your mail, take action on each document while you are holding it.
 - Reward yourself at the end of the week if you accomplished all your 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 **kickoff 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**.

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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 behavior is crucial** in project business relationships with the customer, suppliers, and subcontractors.

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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**.

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Summary

- A team is a group of individuals working interdependently to accomplish the project objective.
- Project teams evolve through various stages of development: forming, storming, norming, and performing.
- The project manager should schedule a project kickoff 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 behavior.

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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 recognizes, respects, and harnesses differences among team members for the benefits of accomplishing a shared goal, such as the project objective.
- Ethical behavior is necessary within a project organization 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.

Summary (continued)

- *Team building* is the *responsibility* of both the project *manager* and the project *team*.
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- Good *time management is essential* for a high-performance project team.