

Project Manager And Team Development

Assistant Professor Prathmesh U Tawade

Project Manager

- Project managers initiate, execute, and complete projects across various industries using their project management expertise.
- Project managers are organized, goal-oriented professionals who use passion, creativity, and collaboration to design projects that are destined for success.
- Project Managers are generally responsible for the completion of a company's most important projects, and as such, they need to have excellent leadership skills, coordination abilities, and motivational skills.
- The project manager is either a specialist or having predominantly technical background with sufficient experience, exposure, expertise on multifaceted, multidimensional and multidisciplinary project.

Role and Responsibilities of Project Manager

- Planning everything from execution to delivery
- ✓ Breaking the project into tasks,
- ✓ Breaking down the tasks and subtasks,
- ✓ Setting an appropriate schedule for the development of certain deliverables,
- ✓ Defining milestones, and
- ✓ Highlighting the project dependencies.

Role and Responsibilities of Project Manager

- Directing a team to achieve a common goal
- Delegating work effectively
- Managing the resources cost and time (EVA)
- Monitoring progress and track roadblocks
- Conducting regular meetings
- Establishing a shared vision
- Managing documentation and reports

Role and Responsibilities of Project Manager

- Managing the deployment of variables- Their job is concerned with asking questions like
 - ✓ What are the changes being made in the organization?
 - ✓ What is the team doing?
 - ✓ Why are we doing it?
 - ✓ Is there a business opportunity or risk?
 - ✓ How are we going to do it?
 - ✓ What are the popular project management techniques?
 - ✓ Where are the records and project documents?
 - ✓ What are the specifications, schedule, meetings etc?
 - ✓ When are the things being done?

Role and Responsibilities of Project Manager

- Coming up with a Plan B- Project Manager must know how to:
 - ✓ Arrange for extra resources.
 - ✓ Manage time in difficult circumstances.
 - ✓ Have an alternate plan to justify the expectations of the clients.
- Creating a self-governing team
- Keeping the team close-knit
- Coordinating with the clients

[\(Click for detailed explanation\)](#)

Qualities of Project Manager

- Effective Communication Skills
- Leadership Skills
- Decision making
- Technical expertise
- Inspire a shared vision
- Team building skills
- Temperament
- Negotiation skills
- Competence

Team formation

- No one works entirely independently these days. Even if you work for yourself, you are working for a customer, with vendors, or with your subordinates.
- It's more likely that you are working in a team environment and are either already in a leadership role or are hoping to advance to one.
- If you are forming a new team, there are particular challenges involved. When people come together for the first time as a team, there is a learning curve – not just about the project you will be working on together, but also about each other.

Forming, Storming, Norming, Performing

- Bruce Tuckman, a noted psychologist, first came up with the phrase “forming, storming, norming, and performing” in 1965. It describes the stages of development of every team unit. He later added another stage – adjourning, which is how he describes the end of a team’s work together and the parting of ways. Others may call this phase ‘mourning’ instead.
- Teams develop in a series of stages as they start to work together.
- By becoming aware of the stages and what’s involved in each one, you will be prepared for the ups and downs of a new team and you will understand that certain difficult aspects of forming a new team are to be expected.

Forming

- In the forming stage, everyone tends to be on their best behaviour.
- Everyone is polite and excited, usually spouting positive comments about the new team and the work that will be done together.
- Others might be anxious, as they haven't quite figured out what the team is about or what their role will be.
- They are trying to figure you out as a leader as well – what type of leader you will be, how you will interact with them as a team, and whether or not they feel comfortable with you.
- At this point in the team formation, your role as a leader is the only one that might be clear and so it is also the dominant one.

Forming

- You will want to make it clear that you have a handle on what the team will be doing.
- You want to work to build trust, demonstrate integrity, and understand which team members will do the best in which roles.
- This stage doesn't tend to last very long.
- It could be one-meeting or a few weeks while you are still designing roles and forming procedures of how you will operate.

Storming

- You may find that some team members seek to challenge your authority or your decision-making.
- As roles and means of working are clarified, others may express discomfort in their roles, in the amount of work there is to do, or in the way that the work will be done.
- You might even hear team members questioning the purpose of the project, or expressing feelings that what they are doing is a waste of time.
- Personal conflicts between team members might rise up as well, as members are still jockeying for position or for your favour.
- When you go through this phase, your leadership skills are key.
- If you can't get the team past this phase, it is likely that the team will either fail or will struggle along, limping painfully towards the final product.

Storming

- You will need to address conflicts, redirect behaviours to what is expected of the team, clarify roles, and check that you have given instructions in a clear, straight-forward manner.
- Be flexible during this stage, and willing to adjust roles or assignments as necessary.
- Adopt the attitude that you are all in this together, and that you acknowledge that changes in what was originally set-up as the team structure might be needed along the way.
- Address complaints before they become roadblocks. And as always, be sure to praise and reward achievements and positive behaviours.
- In short, Storming Phase: ***Reality sets in.*** The team may question you, your decisions, or the point of what they are doing. Your leadership skills must come into play here in order to move the team past this phase.

Norming

- As you move past the storming phase and resolve the situations that came up during that phase, you will move your team into the Norming stage.
- A hierarchy has been established at this point, meaning that your team members have accepted you as the leading authority of the team and may even have begun to take on leadership roles themselves within the team.
- By now the team members have begun to get to know each other as well.
- They may have begun socializing with each other.
- They feel more comfortable asking one another for help or input and they are more willing to accept constructive criticism.

Norming

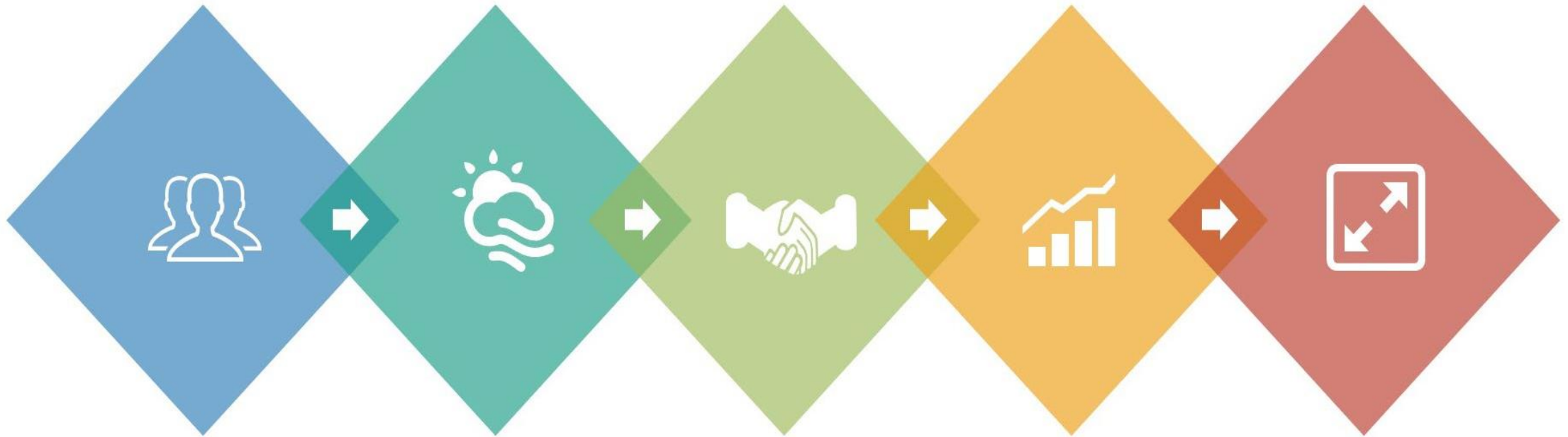
- The individual team members have begun to commit to the team's overall goal, and as the leader, your job is to continue fostering this commitment.
- You will also need to make minor corrections as the team moves forward, guiding them back onto the path towards goal completion.
- Also be aware that there can be some overlap between the storming and norming phases.
- In particular, the team may revert to some storming type behaviours when new challenges come up or when tasks that they haven't tackled before are required.
- Over time, and with your vigilance, these slips back into storming behaviour will become less frequent and shorter in duration over time.

Performing

- At this point in team formation, the team is functioning at its best.
- They are working under agreed upon methods with the joint purpose of reaching the team's goals.
- The team structures, procedures, policies, and processes are set up such that they form a sort of team 'culture.'
- The team could lose members or add new members but would still function well because of the established culture.
- In short, Performing Phase: ***your team is now operating like a well oiled machine.***
- You can delegate work and know it will be done well. You can focus on individual team-member development, which will help to prepare the team members for leaving the team.

Adjourning or Mourning

- All teams are temporary.
- People will leave the team due to promotions, retiring, or transferring to another department or another organization.
- The organization will shift priorities and will shift resources, meaning the team may be disbanded due to changes in its structure or needs.
- The dissolution of a team can be difficult for team members, particularly those who don't like change or who have become attached to other members of the team.
- There may even be team members who aren't sure of their job continuing or who may be reassigned to roles that are distinctly different from what they have been doing on your team.



Forming

The forming stage occurs when team members first come together as a team.

Storming

During the storming stage, teams discover teamwork is more difficult than they expected.

Norming

The norming stage begins as the team moves beyond the storming stage and begins to function as a team.

Performing

When a team reaches the performing stage it is functioning as a high performance team.

Adjourning

Breaking up the team when the required task is complete.

Sources of Conflicts

- Different stakeholder Interests
- Project Manager Leadership Style
- Project Team History
- Changes in the scope
- Project Failure or cancellation
- Declined Change request
- Disagreement with vendors
- Communication Problems

Conflict Resolution in Project Management

- Exercise Power
- Withdraw/ Avoid
- Compromise
- Call in the sponsor
- Solve the underlying problem not symptoms
- Delegate
- Acknowledge the person first
- Call a meeting

Even "Super-You" needs help and support. There is no shame in asking for assistance. Push aside the pride and show respect for the talent others can bring to the table.

And, remember that there is no such thing as a single-handed success: When you include and acknowledge all those in your corner, you propel yourself, your teammates and your supporters to greater heights.