

Project Management

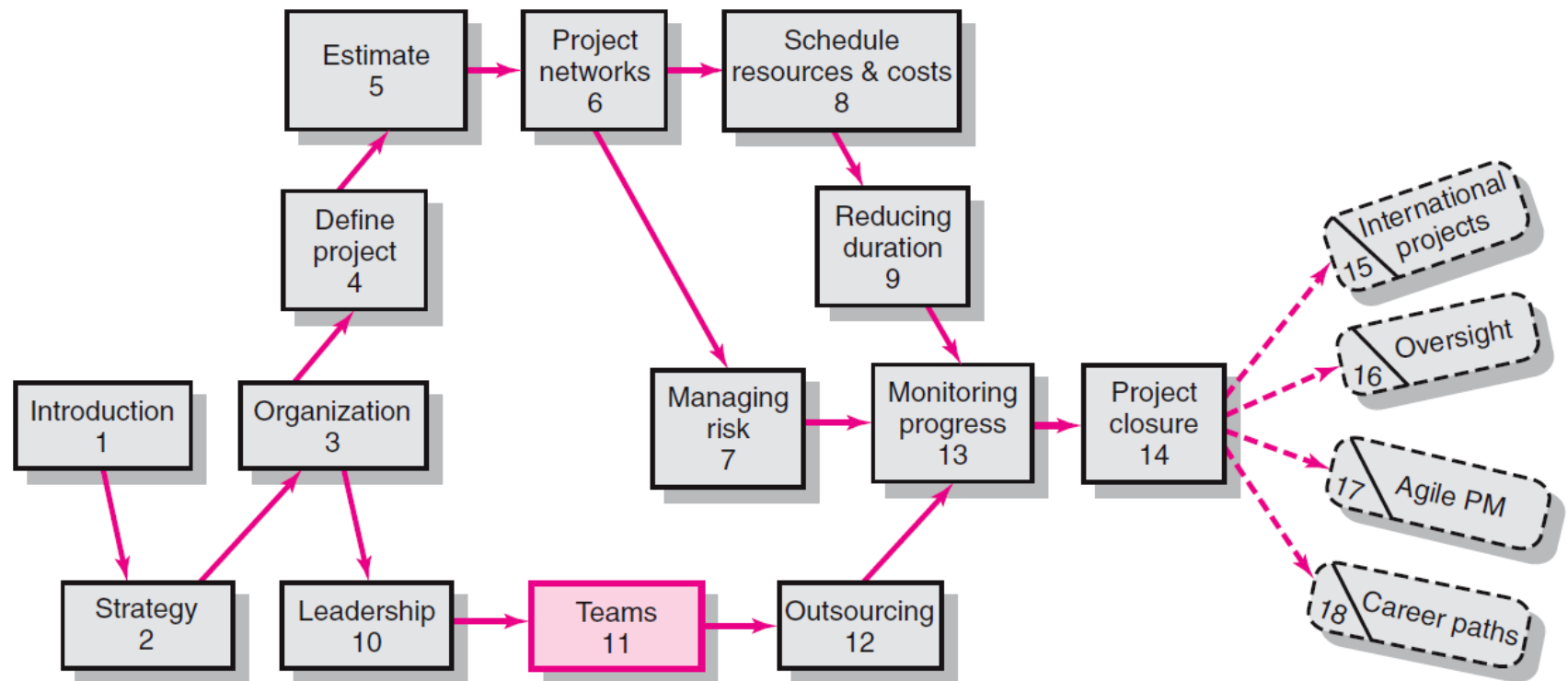
Introduction

Project management is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals.

What is a project

A [project](#) is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables),[\[1\]](#) undertaken to meet unique goals and objectives,[\[2\]](#) typically to bring about beneficial change or added value.

Where are we



Characteristics of high performance teams

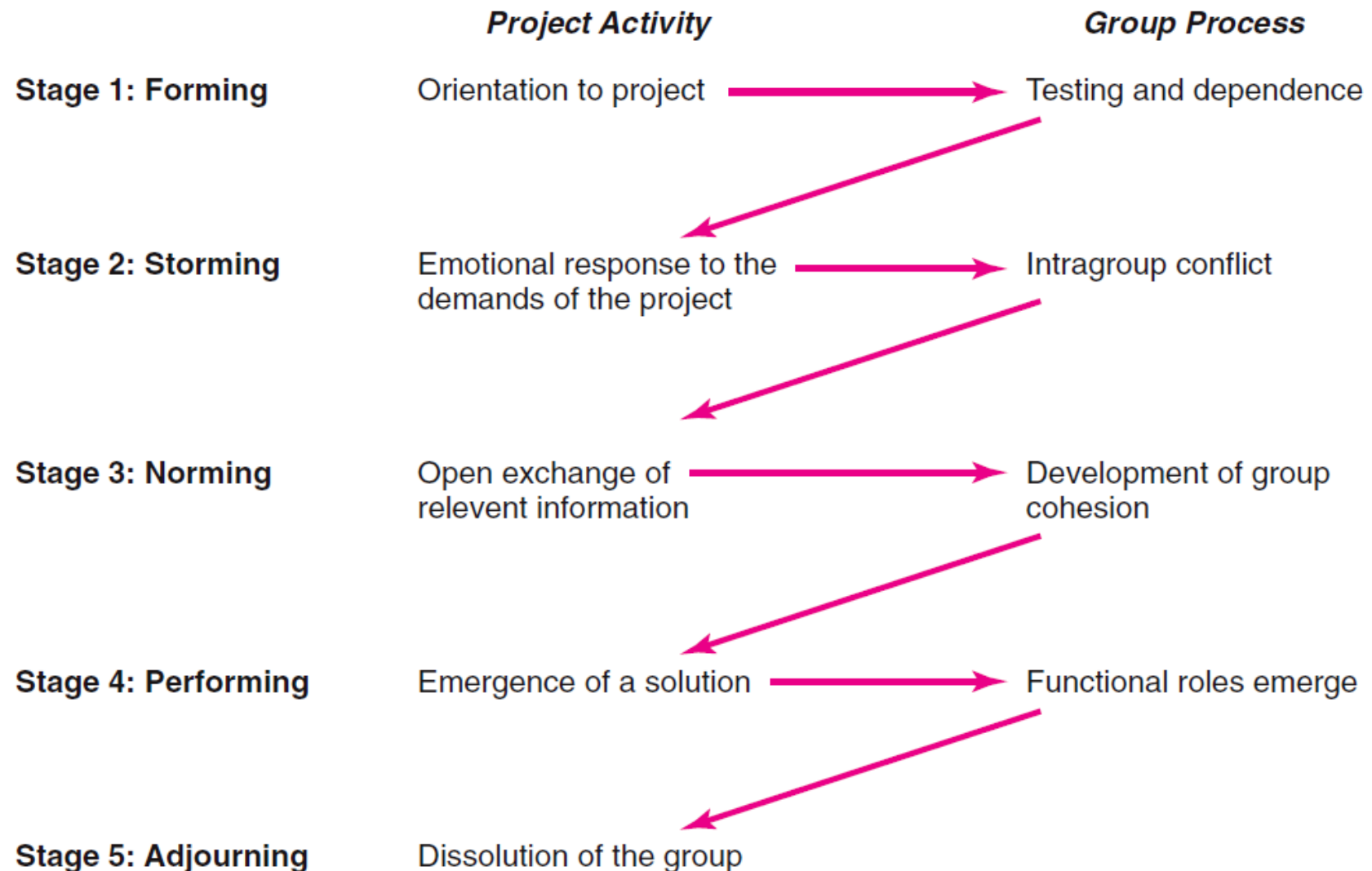
1. Share a sense of common purpose
2. Make effective use of individual talents and expertise
3. Have balanced and shared roles
4. Maintain a problem solving focus
5. Accept differences of opinion and expression
6. Encourage risk taking and creativity

Characteristics of high performance teams

7. Sets high personal performance standards

8. Identify with the team

Stage of team development



Conditions favoring Project teams

- 1.Ten or fewer team members
- 2.Voluntary team membership
- 3.Continuous service on the team
- 4.Full-time assignment to the team
- 5.An organization culture of cooperation and trust

Conditions favoring Project teams

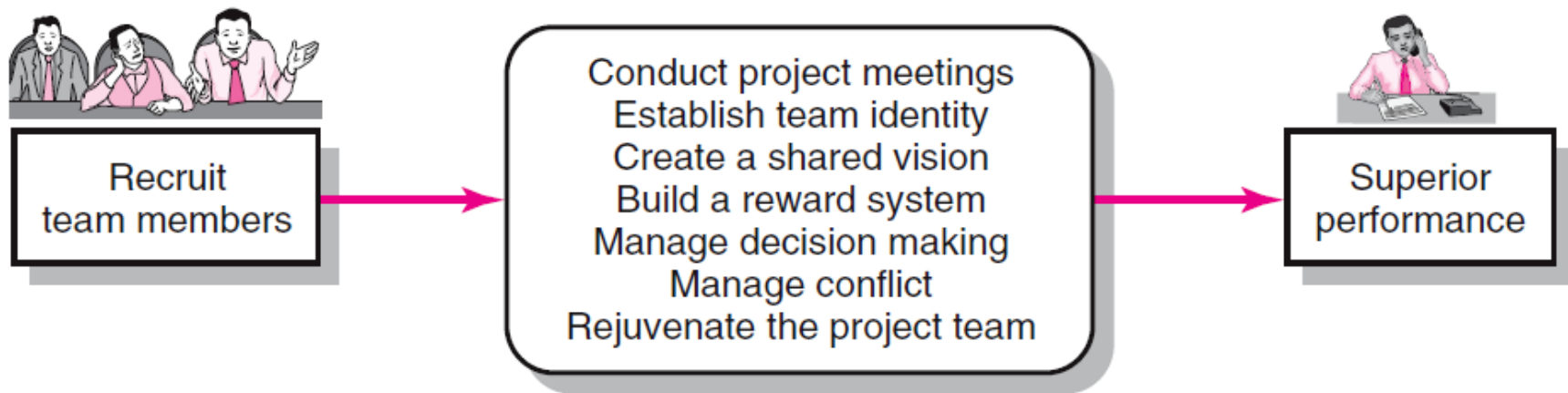
6.Members report only to the project manager

7.All relevant functional areas are represented on the team

8.The project has a compelling objective

9.Members are in speaking distance of each other

Creating high performance project team



Building Project Teams

Recruiting Project Members

Factors affecting recruiting

- 1.Importance of the project
- 2.Management structure used to complete the project

How to recruit?

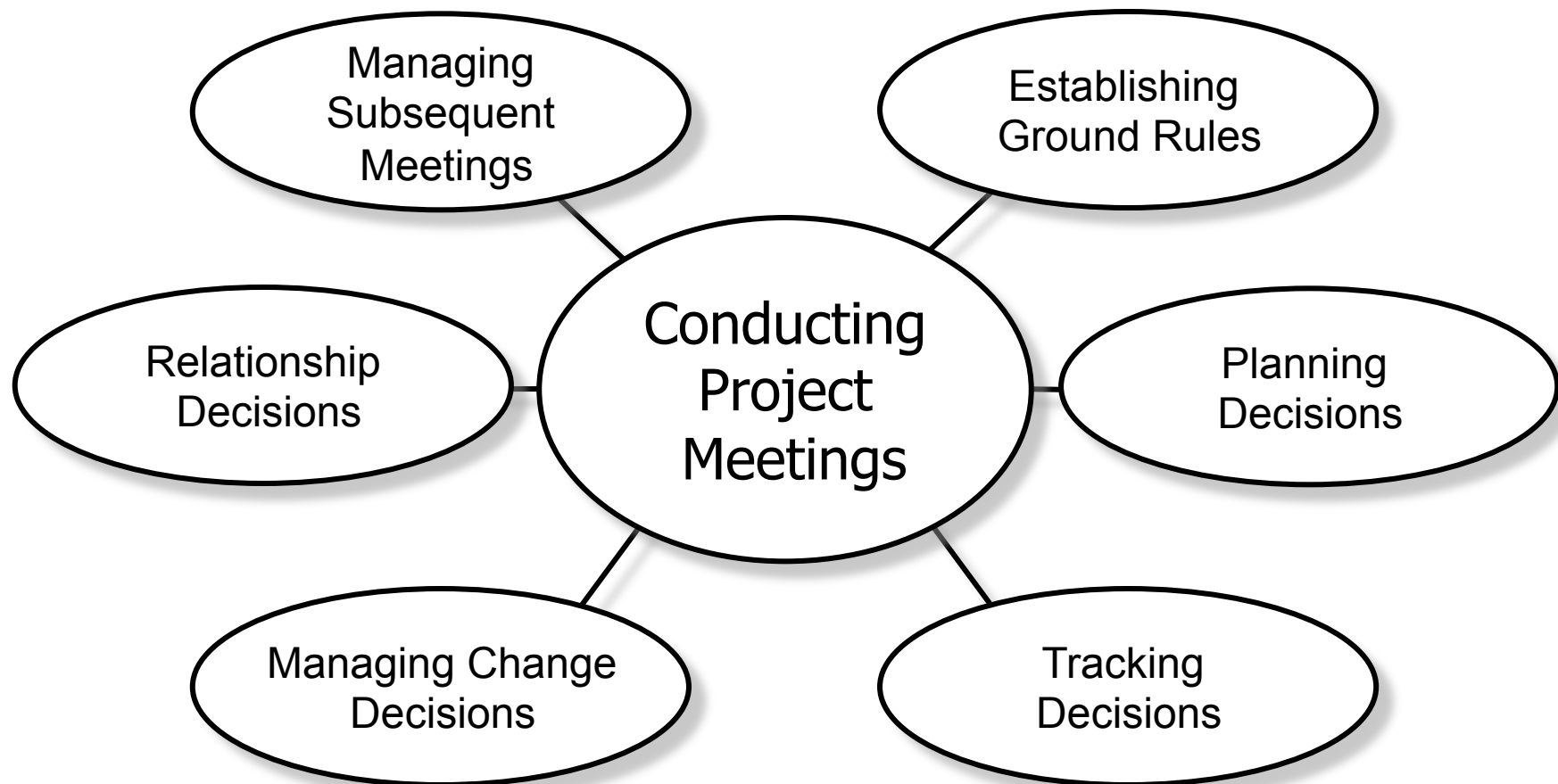
- 1.Ask for volunteers

Building Project Teams

Who to recruit?

1. Problem-solving ability
2. Availability
3. Technological expertise
4. Credibility
5. Political connections
6. Ambition, initiative, and energy

Project Team Meetings



Establishing a team identity

Effective use of Meetings

Co-location of team members

Creation of project team name

Team Rituals



Managing Project Reward Systems

Group Rewards

1. Who gets what as an individual reward?
2. How to make the reward have lasting significance?

Managing Project Reward Systems

How to recognize individual performance?

1. Letters of commendation
2. Public recognition for outstanding work
3. Desirable job assignments
4. Increased personal flexibility

Decision Making Process

Problem Identification

Generating Alternatives

Reaching a Decision

Follow-up



Managing Conflicts

Encouraging Functional Conflict

1. Encourage dissent by asking tough questions.
2. Bring in people with different points of view.
3. Designate someone to be a devil's advocate.
4. Ask the team to consider an unthinkable alternative

Managing Conflicts

Managing Dysfunctional Conflict

1. Mediate the conflict.
2. Arbitrate the conflict.
3. Control the conflict.
4. Accept the conflict.
5. Eliminate the conflict.

Rejuvenating project team

Informal Techniques

1. Institute new rituals.
2. Take an off-site break as a team from the project.
3. View an inspiration message or movie.
4. Have the project sponsor give a pep talk.

Rejuvenating Project Team

Formal Techniques

1. Hold a team building session facilitated by an outsider to clarify ownership issues affecting performance.
2. Engage in an outside activity that provides an intense common experience to promote social development of the team.

Managing Virtual Project Teams

Challenges:

- Developing trust

- Exchange of social information.

- Set clear roles for each team member.

Managing Virtual Project Teams

Developing effective patterns of communication.

- 1.Keep team members informed on how the overall project is going.
- 2.Don't let team members vanish.
- 3.Establish a code of conduct to avoid delays.
- 4.Establish clear norms and protocols for surfacing assumptions and conflicts.
- 5.Share the pain.

Barriers

1. Individual members whose loyalty rests elsewhere.
2. Where goals are not clarified or understood.
3. Where the aims of the team are seen to be in conflict with other teams to which the members belong.
4. Members treat each other with suspicion and distrust.
5. Ideas and contributions are devalued and “rubbished” by other members.
6. Members are allowed to switch off and opt out.
7. Cliques form for their own protection.