Assignment:

Manage the Project Team

Develop the Project Team

You are the project manager of the Hillsdale Museum Project for your organization. This project will take all of the historical photos, documents, and other artifacts of the Hillsdale Museum and scan the documents and store them into a central database for users in your community. All of the images your project team will create will be indexed, searchable, and available through the Internet for research and education. Your organization has completed similar projects in the past, but nothing with this public profile.

1. Your project team has 15 project team members with varying cultural and educational backgrounds. The project team has never worked together before, so you need to determine how to facilitate the team-building process for your project. What are some things you need to understand about your project team in order to do team development?

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2. Your project team includes several people that are located around the world. How will you include these people in team development?

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3. Management has agreed to allow you to bring all of the project team members to a central location for three days of project planning and team building. You have a budget of $5,000 just for team-building activities. What type of a team-building activity would you like to do for this project team?

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4.   What are some ground rules that you would recommend that this project team consider for the project work and the virtual team environment to be included in the team charter?

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5.   What types of reward and recognition do you think would encourage the project team members to do good work on the project?

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Manage the Project Team

Thomas is the project manager of the GullyC Project for his projectized organization. This project will last for 18 months and has a co-located project team of 24 people. Because many of the project team members have never worked together before, Thomas led them through several team development exercises. Part of the team development also included training for the new type of materials this project team would be using. The project is now in month four, and the project team is making progress toward completing the first project milestone.

1.   What are some activities that you believe Thomas should be doing to manage this project team?

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2. Thomas is meeting with the project team to address some issues with team morale. Some of the project team members, Thomas has learned, are not interested in the project work because they feel they won't be using the materials much after this project. What recommendations would you recommend to Thomas in this situation?

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3. Sam and Sally, two project team members on the GullyC Project, are having a disagreement about how a particular assignment in the project plan should be completed. Sam is the senior engineer on the project, and he believes the work should be completed like a similar project he's worked on in the past. Sally is a junior engineer, but she's had in-depth experience with this type of project work and feels strongly about the work in another approach. Using this information, provide a sample scenario for how Sam and Sally's disagreement could be resolved through these conflict resolution methods:

Forcing: _____

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Collaborating: _____

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Avoiding: _____

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Compromising: _____

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Smoothing: _____

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Lab Analysis Test

1. Describe how Herzberg's Theory of Motivation can help a project manager manage and lead a project team?

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2. What is the value a project manager can realize when using a RACI chart?

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3.   Virtual teams create new challenges for project team management. What
     can a project manager do to better manage a virtual team?

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4.   Describe some team-building activities a project manager can do with a
     small budget.

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5. How can conflict among the project team actually help a project?

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Lab Solution: Developing the Project Team

1. Your project team has 15 project team members with varying cultural and educational backgrounds. The project team has never worked together before, so you need to determine how to facilitate the team-building process for your project. What are some things you need to understand about your project team in order to do team development?

    If the project manager is going to facilitate team development, she must understand the values, cultural beliefs, work attitudes, and performance norms for the people on the project team. Understanding what motivates the project team members, what areas of the project excite the project team, and some insight into the personalities on the project team can help the project manager shape an effective team-building exercise.

2. Your project team includes several people that are located around the world. How will you include these people in team development?

    Virtual teams can still move through team development exercises, but it's more challenging when team members aren't operating face-to-face. Online experiences, collaborative software, and videoconferences can increase the effectiveness of team building with virtual teams.

3. Management has agreed to allow you to bring all of the project team members to a central location for three days of project planning and team building. You have a budget of $5,000 just for team-building activities. What type of a team-building activity would you like to do for this project team?

There are many activities you could create for the project team's team-building experience. With a budget of $5,000 a facilitated events, such as a training program, a motivational speaker and workshop, or an offsite experience are all feasible activities to help the project team become more cohesive.

4. What are some ground rules that you would recommend that this project team consider for the project work and the virtual team environment?

Ground rules establish and communicate expectations for all members of the project team. Some ground rules could be timeliness, effective communication, agreement for change control, proper form usage, and respect for one another. Ground rules should also include the importance of following the established rules and consequences for not following the rules. It's all about respect for one another in the project team.

5. What types of reward and recognition do you think would encourage the project team members to do good work on the project?

Financial rewards are always appreciated in the project, but not always feasible. The project manager could also offer verbal recognitions, documented praise for a job well done, and other tokens of appreciation. People want to feel appreciated and that their contributions are valued.

Solution: Managing the Project Team

1. What are some activities that you believe Thomas should be doing to manage this project team?

Managing the project team is the project manager's responsibility to communicate performance, provide feedback on project work, and to resolve issues as needed. Thomas needs to monitor not only the project performance, but also the performance of the project team members in their assignments, morale, and interest in the project work.

2. Thomas is meeting with the project team to address some issues with team morale. Some of the project team members, Thomas has learned, are not interested in the project work because they feel they won't be using the materials much after this project. What recommendations would you recommend to Thomas in this situation?

When a project team begins to lose interest in the project work, it can be dangerous for the project schedule, project quality, and for project completion. Thomas needs to remind the project team of the importance of the project and the importance of completing project assignments as planned, and he must link the behavior of the project team to incentives, employment, and responsibility. Thomas should also communicate with the project team to address the team's threats and perceived threats to see if the fears are valid or not.

3. Sam and Sally, two project team members on the GullyC Project, are having a disagreement about how a particular assignment in the project plan should be completed. Sam is the senior engineer on the project, and he believes the work should be completed like a similar project he's worked on in the past. Sally is a junior engineer, but she's had in-depth experience with this type of project work and feels strongly about the work in another approach. Using this information provide a sample scenario for how Sam and Sally's disagreement could be resolved through these conflict resolution methods:

   ▶ **Forcing**   The person with the power makes the decision. Sam forces his decision in the project.

   ▶ **Collaborating**   Sam, Sally, and project team members, subject matter experts, and other stakeholders help the project team find a good decision for the project.

   ▶ **Avoiding**   One person avoids (or withdraws from) the conflict. Sally simply walks away from the conflict and lets Sam have the decision.

   ▶ **Compromising**   Sam and Sally both have to give up something they want. Compromising is a lose-lose scenario.

   ▶ **Smoothing**   Sam or Sally smooth out the conflicts by minimizing the size of the problem and to keep harmony in their relationship.

Answers to Lab Analysis Test

1. Describe how Herzberg's Theory of Motivation can help a project manager manage and lead a project team?

    Herzberg's Theory of Motivation defines the expected hygiene agents and the motivating agents for a person. Hygiene agents don't motivate, but their absence can de-motivate. If a project manager understands the things that will motivate a person to higher performance, he can offer rewards that are of interest to the person to promote the overall performance of the person for the betterment of the project.

2. What is the value a project manager can realize when using a RACI chart?

    A RACI chart is a responsibility assignment matrix, and it maps the responsibilities of the project to the people on the project team. Each assignment can be linked through the legend of responsible, accountable, consult, or inform to the appropriate project team members. The project manager can scan over the imminent activities and track what each project team member will be doing in the project. This can help with planning, communicating, and other project activities.

3. Virtual teams create new challenges for project team management. What can a project manager do to better manage a virtual team?

    Virtual teams are geographically dispersed, and this can make communication tougher for the project team and for the project manager. The project manager must increase the efforts for communication–often through videoconferences and collaboration software. The project manager should schedule a time to communicate with virtual team members–but be aware of time zones that may affect a reasonable meeting time for both parties.

4. Describe some team-building activities a project manager can do with a small budget.

    Team-building activities help the team become more cohesive. Ice breakers activities, status meeting exercises, training, even creating the WBS can help the project team work together and become a better team. There are web sites and books that offer activities that are fun and help project team members learn about one another.

5. How can conflict among the project team actually help a project?

Conflict is not necessarily a bad thing. Conflict can help the project team find creative solutions, communicate effectively with one another, and keep a focus on the project problems rather than tension between project team members. Conflict can also help a project team feel a sense of achievement when they've created a good solution to a project problem.