



LECTURE 7

Project team management

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Team management

Introduction to Teamwork

TEAM

Together **E**veryone **A**chieves **M**ore



Introduction to Teamwork

- In any project team, there are many kinds of people with different personalities, attitudes, learning abilities, skills, and experiences. Efficiently managing the resources is vital for the success of a project.
- There are people who vouch that other things do not matter on the project. What really matters is people. But not all people are the same.
- Some are good performers while others may have difficulty with their assignments.
- People with difficulty with their assignments cause the productivity of the team to go down.

Introduction to Teamwork

- The project manager must identify the performers and nonperformers and deal with each of them accordingly.
- So there should be good tools to assess the performance of each project team member. If performance is good, they should be rewarded, and if not, measures should be taken to see if performance can be improved.
- Sometimes team members have attitude problems. They think they are the best and they are above the system.
- Project managers should be adept at handling different kinds of people. It is the best policy to stick to a defined process to carry out any kind of work.

Introduction to Teamwork

- The best-managed projects are the one where a project manager does not stick his nose into every activity of the project.
- Rather, he should keep an eye as to what is going in the right direction and what is going in the wrong direction.
- For things going wrong, he should take immediate action to rectify the errors.
- He should also be a good mentor, coach, and leader for the entire project team.

Team Roles

- Working in teams will provide you with an invaluable experience in interacting with others, sharing work, overcoming joint difficulties and introducing you to the working practices of the 'real world'.
- Different institutions have different regulations for establishing project teams. Some departments will arrange you into teams (perhaps attempting to mix abilities and skills), whereas others will allow you to form your own teams.
- Whether you can choose your own team or whether your group is assigned to you at 'random', all your team members will bring two kinds of skills into your group; personal (team) skills and technical skills.

Team Roles

- An imbalance within either of these skill areas in your group will probably lead to a poor team performance.
- Consequently, it is not always a good idea to form a group with your friends who may all have similar interests, personalities and technical skills to you.
- If you can, take careful note of the following skill types and select a group with a good balance of these skills.
- Belbin (2010) identifies nine personal or team skills that people bring to a project. These skills or roles are grouped into three categories as follows:

Team Roles

- **Action-oriented roles:**

- **Shaper:** dynamic people who thrive under pressure and overcome obstacles. They can be argumentative and annoy other team members.
- **Implementer:** disciplined, reliable and efficient. Takes ideas from others and acts on them. Although they are willing to take on jobs other people dislike, they are often set in their ways and do not like change.
- **Completer-Finisher:** conscientious, attends to detail well and finishes work on time. They have a strong attention to detail and aim for highest standards. They find it difficult to delegate work.

Team Roles

- **People-oriented roles:**
 - **Coordinator:** good managers, delegators, chairperson. They are able to see the wider context of the project and understand other team members' strengths and weaknesses.
 - **Resource investigator:** extrovert communicators – good for making contacts. They are good at working with external stakeholders.
 - **Team worker:** cooperative, diplomatic and good listeners. They help to keep the team together and working well, but can be indecisive as they do not like to take sides.

Team Roles

- **Thought-oriented roles:**

- **Plant:** creative people with imagination who can solve difficult problems. They do not like criticism and are often introverted.
- **Monitor evaluator:** see all options and maintain a strategic view of the project. They tend to be quite shrewd and objective in their decision making.
- **Specialist:** narrow specialism and viewpoint but dedicated. Although they are essential to certain parts of the project, their contribution can be limited and they often use a lot of jargon in their communications.

Team Roles

- Chances are that you will not be working in a team with this number of members.
- However, individuals within your team may well possess two or three of Belbin's skill traits, giving your group a reasonable skills balance.
- The more of these skills that are present within your group, the higher the chances are that the team will succeed.
- These skill traits should be kept in mind when team roles are assigned.

Team Roles

- Three team roles, which are common to all project teams, irrespective of the project, include:
 - Team leader – chairperson, coordinator, Scrum master. The team leader is responsible for time-tabling the work, assigning it, chasing team members' progress, chairing meetings, making difficult decisions, etc.
 - Librarian/secretary – minutes meetings, coordinates paperwork and all literature.
 - Team contact (communications officer) – liaises with external bodies – the client, supervisor, etc.

Team Roles

- Technical skills are particularly important within computing projects, some of the following technical abilities:
 - Programming.
 - Databases – analysis, design, development.
 - Systems analysis and design.
 - Information systems.
 - Human–computer interaction.
 - Computer systems architecture.
 - Graphics, networking and mathematics.

Team Roles

- O'Sullivan suggest using a SWOT analysis to identify team responsibilities. A SWOT analysis identifies everyone's strengths, weaknesses, opportunities and threats.



Team Roles

- For example, your own personal SWOT analysis might look something like this:

Strengths

Strong leader
Technically sound
Good programmer

Opportunities

Project is a chance to
improve my systems
analysis skills

Weaknesses

Poor relating to people I don't know
Writing skills poor

Threats

Field trip clashes with
project presentation

Team Development

- Teams do not form together in a consistent manner and generally evolve through five stages of development.
- Being aware of these stages can help you to understand why the team might be behaving as it is, prepare you for the types of problems the team may face during each stage and perhaps enable you to deal with these problems more effectively.

Team Development

- These stages, originally identified by Tuckman in 1965, are:

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



Managing The Team

- You have 'selected' your team and the project is underway – how should the group and its communications be managed? Group coordination will clearly rest on the shoulders of the team leader.
- It is their responsibility to coordinate effort by breaking a large project down into manageable chunks and assigning these chunks appropriately.
- The main coordinating link that should be maintained within a group project is through frequent team meetings.
- These should be minuted, everyone should be in attendance, and work should be agreed and assigned.

Managing The Team

- When work is assigned you should all agree on what should be done and by when.
- Work should be assigned to individuals based on their technical skills and sometimes subgroups might form to work on particular parts of the project.
- The Gantt charts and activity networks can help you assign work to team members, as they provide a strategic view of workloads and responsibilities.
- It is useful to get people to sign up to their obligations at this stage so that everyone knows who is responsible for what.

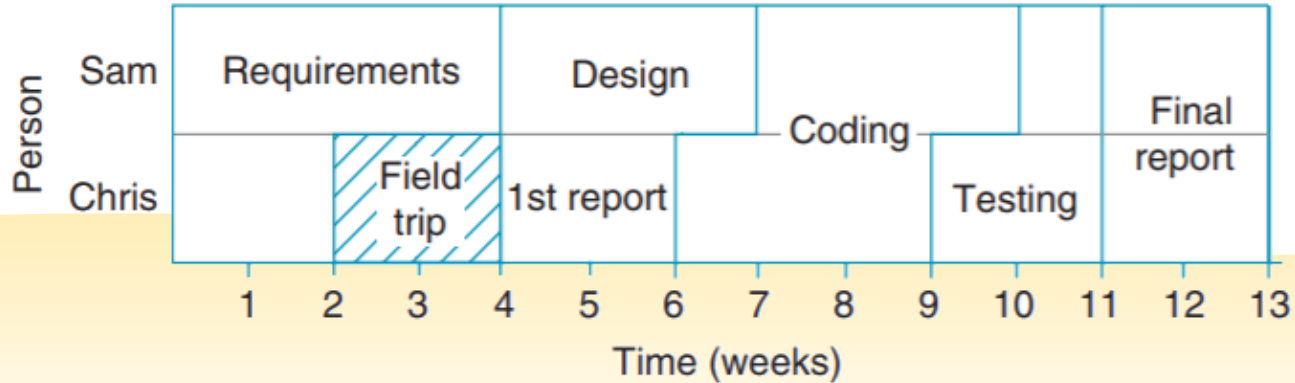
Managing The Team

- Frequent meetings also provide a useful means of project control.
- They enable progress to be monitored and provide a time and place for team members to meet and discuss ideas.
- Motivation of team members also becomes clear at frequent meetings and any problems can perhaps be dealt with sooner rather than later.

Resource Allocation Histograms

- To identify which members of your team are working on which tasks at particular times you could use a resource allocation histogram (RAH).
- RAHs are used by project managers to balance out work commitments amongst staff and resources and show, quite clearly, which resources are working on which tasks at any given time.
- A RAH is usually put together during the project's planning stage and is a useful tool for project control.

Resource Allocation Histograms



A resource allocation histogram of a simple development project

Group Work Reports

- Quite often, in addition to completing a group project, institutions expect individual students to reflect on their experience of team work and report on the conduct of other members of the group.
- Below some tips are outlined that should help you if you are asked to produce an appraisal of your team's performance (as a team and from an individual perspective)
 - Be honest. If you write an honest account of your contribution to the team and the team performance it will be accurate and should be supported by your other team members .

Group Work Reports

- Try to come to an agreement as a team before you hand in your summative reports – so you are agreed on who contributed what to the project.
- Be willing to fight your corner if you feel you have been unfairly treated.
- Ensure you have documentary evidence to back up your claims – minutes of team meetings, for example.

Group Work Reports

- Make sure that all meetings are fully documented and people 'sign up' to work commitments.
- Try to monitor individual contributions as the project is progressing rather than at the end.
- Remember to acknowledge supportive contributions from team members as well

Systems to Support Team Work

- **Wikis:** A wiki is a website that users can access and contribute to.
 - <http://www.wikimatrix.org/>
 - <http://www.wikipedia.org/>
- **Blogs:** A blog is an online forum in which users post their ideas, thoughts, diary details, etc.
 - <http://www.facebook.com>
 - <http://www.weblogmatrix.org/>

Systems to Support Team Work

- **Project management systems:** These are online systems that allow you to manage your project, support the team, pass documents around and communicate with one another.
 - <http://www.projectplace.com/>
 - <https://trello.com/>
 - <https://www.dropbox.com>
 - <https://www.teamwork.com/>

Teamwork Tips

- Have a single project manager/team leader.
- Maintaining everyone's interest and motivation throughout the course of a large project can be difficult. To overcome these problems try to plan into your project's schedule team responsibilities as well as technical activities.
- It is important to ensure that people aren't overburdened with technical and team roles .
- Maintain good communication between all team members.
- Try to create a team spirit. Create an identity with a team name and try to arrange some informal, social meetings as well as your formal ones .

Teamwork Tips

- Try to maintain a single person to act as a liaison with external bodies such as your client, technical support staff, supervisor, etc.
- Split the report writing/documentation into appropriate sections and assign these according to each team member's abilities and what they have done.
- Consider implementing some kind of configuration management process and system to ensure, if several members of the team are working on different parts of a software system simultaneously, that the components integrate together seamlessly and version control is supported.

THANK YOU !

