

CTIS411

Senior Project I

**Leadership and the Project
Manager
Project Team Building, Conflict,
and Negotiation**

PMBoK Core Concepts

Project Management Body of Knowledge (PMBoK) covered in this section includes:

- 1. Responsibilities and Competencies of the Project Manager (PMBoK 1.7.1)**
- 2. Interpersonal Skills of the Project Manager (PMBoK 1.7.2)**
- 3. Manage Project Team (PMBoK 9.4)**
- 4. Project Communications Management (PMBoK 10)**
- 5. Manage Stakeholder Engagement (PMBoK 13.3)**

Leadership

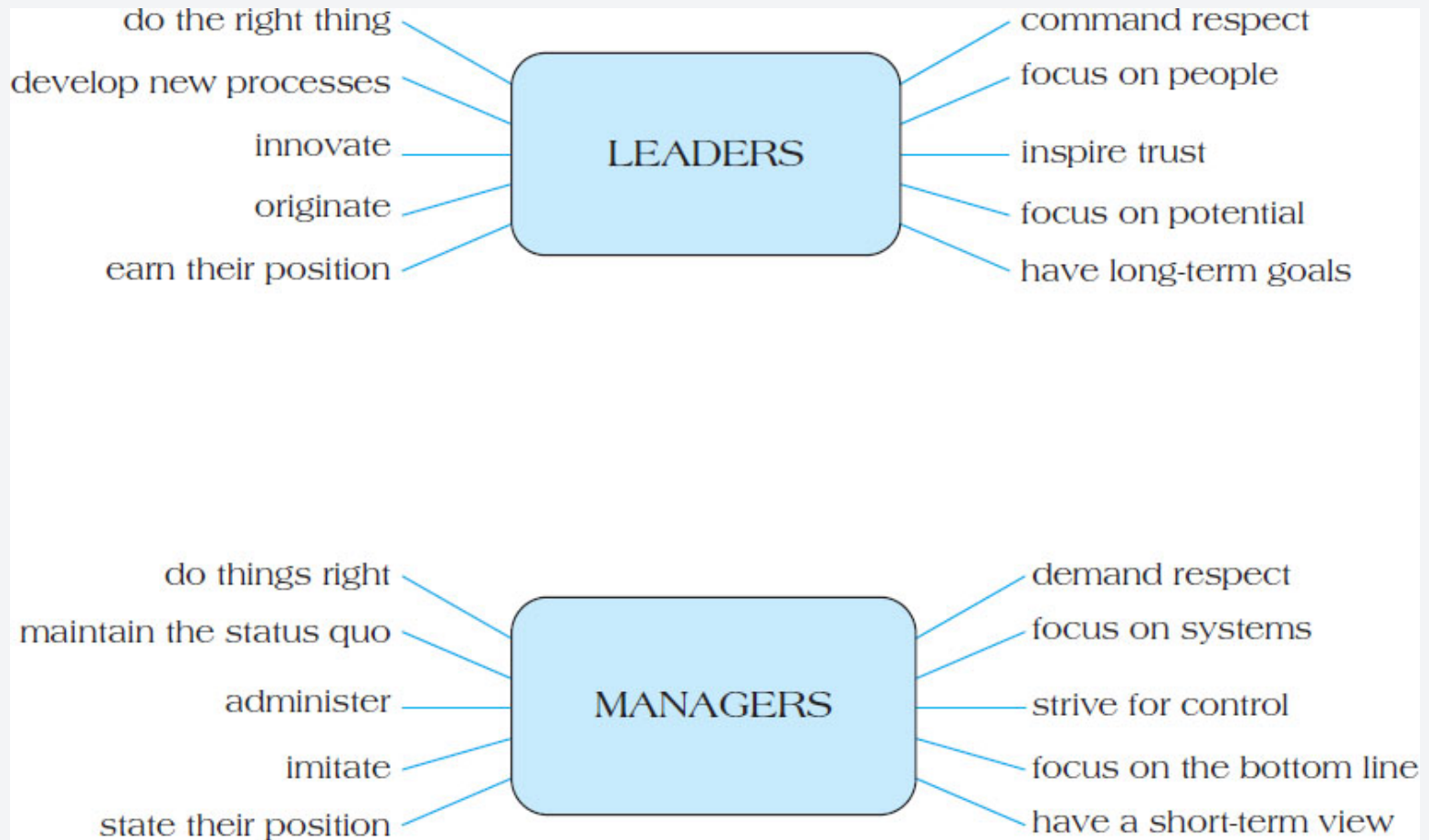
“The ability to inspire confidence and support among the people who are needed to achieve organizational goals.”

Project management is **leader** intensive!

Leaders Versus Managers

1. Exchange of purpose
2. A right to say no
3. Joint accountability
4. Absolute honesty

Figure 4.2 Differences Between Managers and Leaders



How the Project Manager Leads

Project managers function as mini-CEOs and manage both “hard” technical details and “soft” people issues.

Project managers:

- **acquire** project resources
- **motivate** and **build** teams
- have a **vision** and **fight fires**
- **communicate**

Acquiring Resources

Project are **underfunded** for a variety of reasons:

- Vague goals
- Lack of top management support
- Requirements understated
- Insufficient funds
- Distrust between managers

Purpose of Meetings

1. Define project and team players.
2. Provide an opportunity to revise, update, and add to knowledge base.
3. Assist team members in understanding role in project as part of whole and how to contribute to project success.
4. Help stakeholders increase commitment to project.
5. Provide a collective opportunity to discuss project.
6. Provide visibility for project manager's role.

Communication (1 of 2)

It is **critical** for a project manager to maintain strong contact with all stakeholders.

Project meetings feature **task-oriented** and **group maintenance** behaviors.

Table 4.1 Task and Group Maintenance Behaviors for Project Meetings

Task-Oriented Behavior	Specific Outcome
1. Structuring process	Guide and sequence discussion
2. Stimulating communication	Increase information exchange
3. Clarifying communication	Increase comprehension
4. Summarizing	Check on understanding and assess progress
5. Testing consensus	Check on agreement

Communication (2 of 2)

Table 4.1 [continued]

Group Maintenance Behavior	Specific Outcome
1. Gatekeeping	Increase and equalize participation
2. Harmonizing	Reduce tension and hostility
3. Supporting	Prevent withdrawal, encourage exchange
4. Setting standards	Regulate behavior
5. Analyzing process	Discover and resolve process problems

Characteristics of an Effective Project Manager

1. Leads by example
2. Visionary
3. Technically competent
4. Decisive
5. A good communicator
6. A good motivator
7. Stands up to top management when necessary
8. Supports team members
9. Encourages new ideas

Characteristics of Project Managers Who Are Not Leaders

Personal Flaw

- Sets bad example
- Not self-assured
- Lacks technical expertise
- Poor communicator
- Poor motivator

Organizational Factors

- Lack of top management support
- Resistance to change
- Inconsistent reward system
- A reactive organization rather than a proactive, planning one
- Lack of resources

Leadership and Emotional Intelligence

Emotional intelligence refers to leaders' ability to understand that effective leadership is part of the emotional and relational transaction between subordinates and themselves.

Five elements characterize emotional intelligence:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

Traits of Effective Project Leaders

One study on effective project leadership revealed these common characteristics:

- Credibility
- Creative problem-solver
- Tolerance for ambiguity
- Flexible management style
- Effective communication skills

Essential Project Management Abilities

1. Organizing under conflict
2. Experience
3. Decision making
4. Productive creativity
5. Organizing with cooperation
6. Cooperative leadership
7. Integrative thinking

What Are Project Champions?

Champions are “fanatics” in the single-minded pursuit of their pet ideas.

Champions can be:

- creative originator
- entrepreneur
- “godfather” or sponsor
- project manager

Champion Roles

Traditional Duties

- Technical understanding
- Leadership
- Coordination and control
- Obtaining resources
- Administrative

Nontraditional Duties

- Cheerleader
- Visionary
- Politician
- Risk-taker
- Ambassador

Creating Project Champions

- Identify and encourage their emergence.
- Encourage and reward risk takers.
- Remember the emotional connection.
- Free champions from traditional project management duties.

New Project Leadership

Four competencies determine a project leader's success:

1. Understand and practice the power of **appreciation**.
2. Remind people what's **important**.
3. Generate and sustain **trust**.
4. **Align** with the leader.

Right Management Choices in International Setting

1. Develop a detailed understanding of the environment.
2. Do not stereotype.
3. Be genuinely interested in cultural differences.
4. Do not assume there is one way (yours) to communicate.
5. Listen actively and empathetically.

Project Management Professionalism

- **Project work** is becoming the **standard** for many organizations.
- There is a critical need to **upgrade the skills** of current project workers.
- Project managers and support personnel need **dedicated career paths**.

Creating Project Managers

- **Match personalities** with project work.
- Formalize commitment to project work with **training programs**.
- Develop a unique **reward system**.
- Identify a distinct **career path**.

PMI Code of Ethics

The Project Management Institute's code of ethics for project managers consists of:

1. Responsibility
2. Respect
3. Fairness
4. Honesty

Normative Versus Behavioral Ethics

- **Normative ethics:** What will a person or organization do in a given situation?
- **Behavioral ethics:** Why do people behave the way they do in the workplace?

Table 4.5 Normative Ethics and Project Manager Behaviors

Orientation	Category	Project Manager's Responsibility
Process	Deontological ethics explains the rules, maxims, norms, and principles to govern conduct. Moral obligations concerning justice and fairness. Social contract theories.	Make sure processes are just, fair, and reasonable and do not violate human rights.
Outcome	Consequentialism defines right conduct in terms of the alternative likely to produce the best overall outcome for the stakeholders.	Maximize the overall value for the stakeholders.
Character	Virtue ethics focuses on the moral virtues of honesty, integrity, fairness, courage, care, and how they are developed and nurtured.	Exhibit exemplary personal conduct that serves as a model for others of how to act.

Unethical Behaviors

Corruption is the abuse of entrusted power for private gain.

- **Petty corruption:** everyday abuse of power by low-level officials with ordinary citizens.
- **Grand corruption:** committed by relevant institutions such as governments, corporations, or legal bodies.

Types of Corruption

Common types of corruption include:

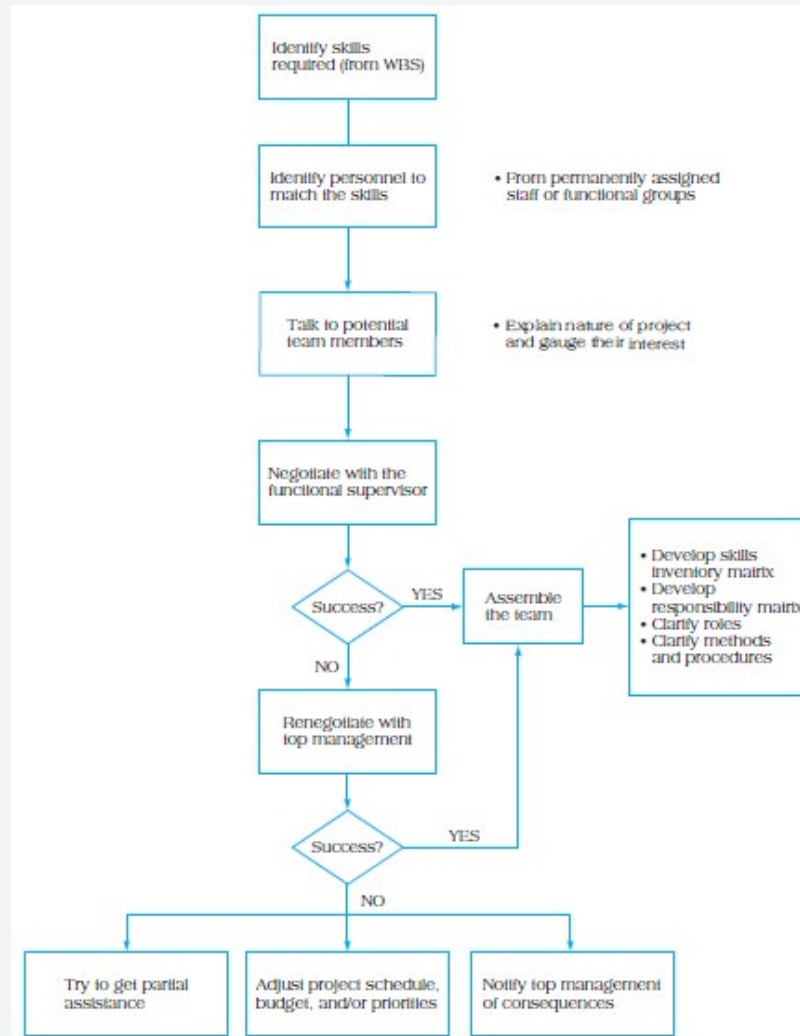
1. Bribery
2. Extortion
3. Fraud
4. Abuse of Power
5. Embezzlement
6. Conflict of Interest
7. Nepotism

PMBoK Core Concepts

Project Management Body of Knowledge (PMBoK) covered in this section includes:

1. Plan Human Resource Management (PMBoK 9.1)
2. Acquire Project Team (PMBoK 9.2)
3. Develop Project Team (PMBoK 9.3)
4. Manage Project Team (PMBoK 9.4)

Figure 6.2 Basic Steps in Assembling a Project Team



Effective Project Teams

- Clear Sense of Mission
- Productive Interdependency
- Cohesiveness
- Trust
- Enthusiasm
- Results Orientation

Reasons Why Teams Fail

- Poorly developed or **unclear goals**
- Poorly defined project **team roles** and interdependencies
- Lack of project team **motivation**
- Poor **communication**
- Poor **leadership**
- **Turnover** among project team members
- **Dysfunctional** behavior

Stages in Group Development

1. **Forming**—members become acquainted
2. **Storming**—conflict begins
3. **Norming**—members reach agreement
4. **Performing**—members work together
5. **Adjourning**—group disbands

Punctuated equilibrium is a different model.

Figure 6.3 Stages of Team Development

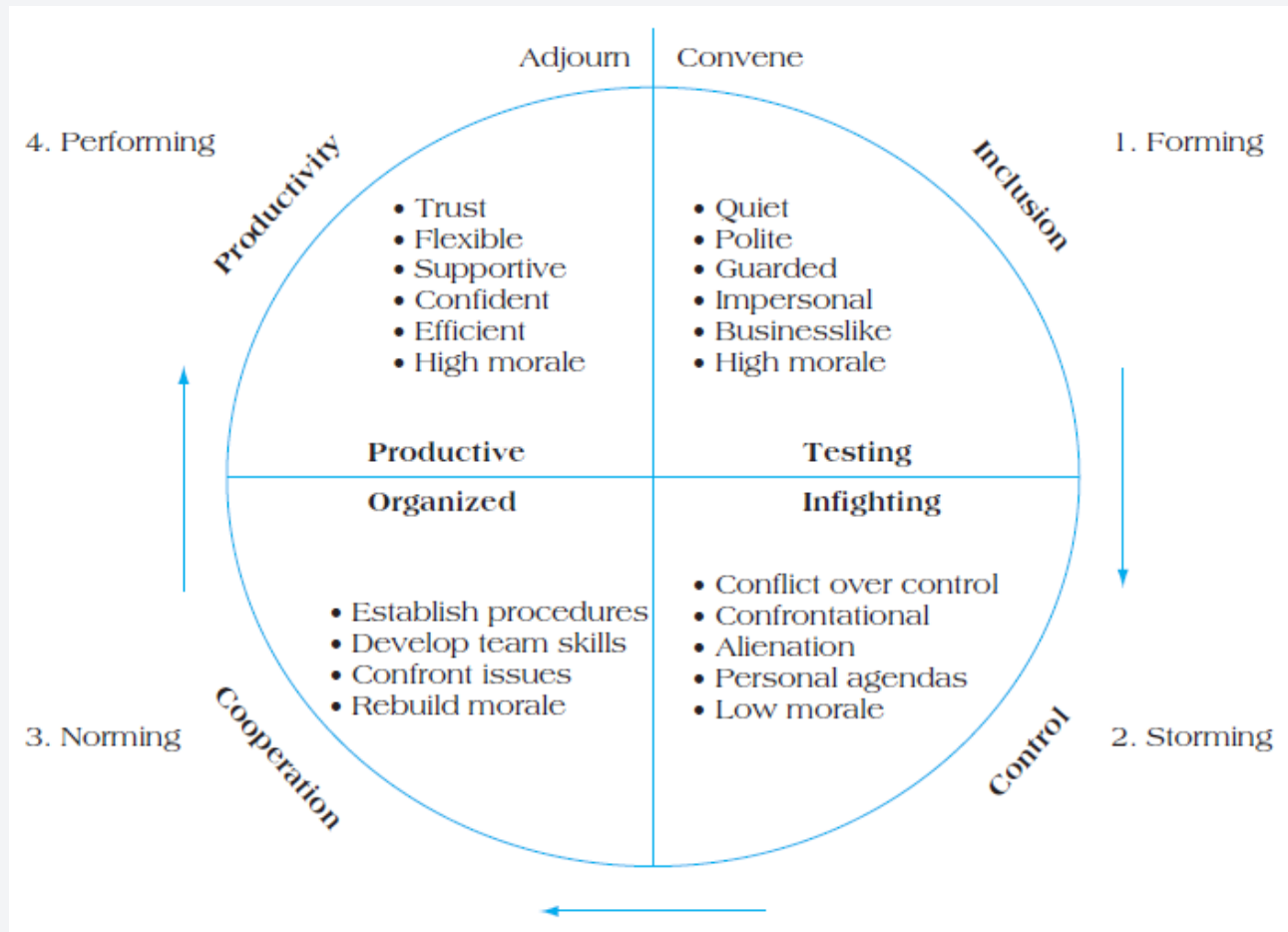
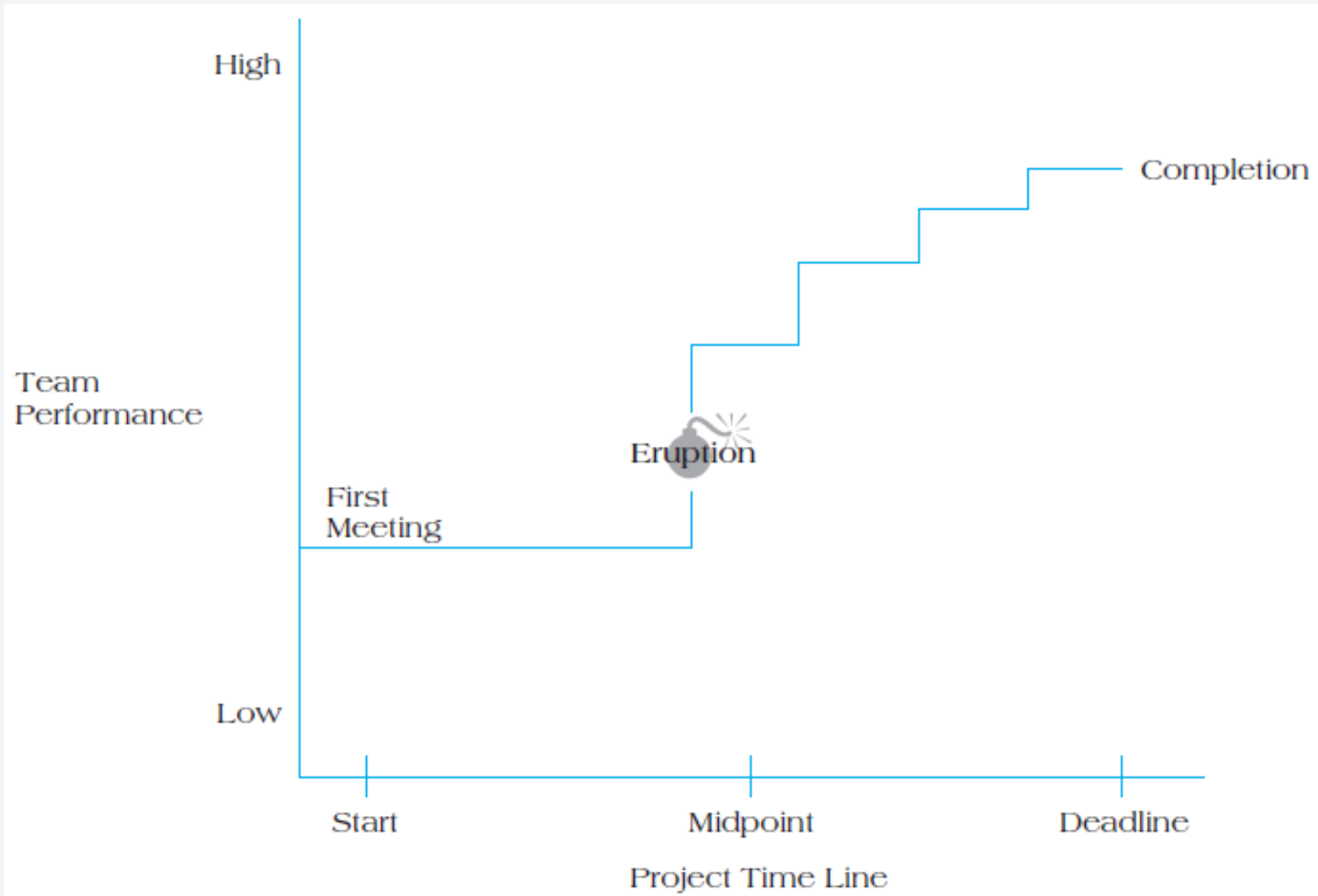


TABLE 6.1 Stages of Group Development

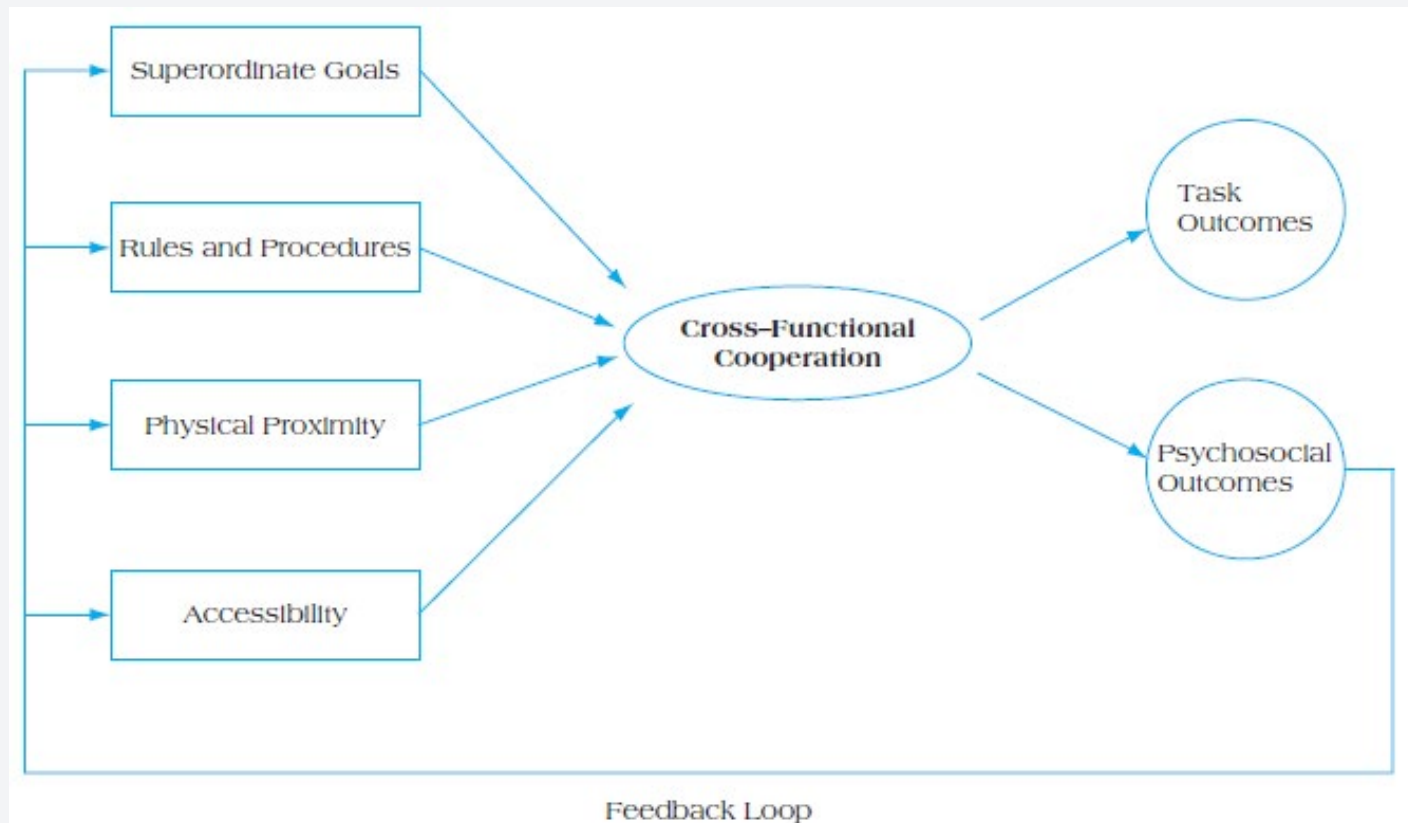
Stage	Defining Characteristics
Forming	Members get to know one another and lay out project and team ground rules.
Storming	Conflict begins as team members begin to resist authority and demonstrate hidden agendas and prejudices.
Norming	Members agree on operating procedures and seek to work together, develop closer relationships, and commit to the project development process.
Performing	Group members work together to accomplish their tasks.
Adjourning	Groups may disband either following the completion of the project or through significant reassignment of team personnel.

Figure 6.4 Model of Punctuated Equilibrium



Achieving Cross-Functional Cooperation

Figure 6.5 Project Team Cross-Functional Cooperation



Building High-Performing Teams

Make the project team **tangible**.

- Publicity
- Terminology and language

Reward good behavior.

- Flexibility
- Creativity
- Pragmatism

Develop a **personal touch**.

- Lead by example
- Positive feedback for good performance
- Accessibility and consistency

Virtual Project Teams

Use electronic media to link members of a geographically dispersed project team.

How Can Virtual Teams Be Improved?

- Use face-to-face communication when possible.
- Don't let team members disappear.
- Establish a code of conduct.
- Keep everyone in the communication loop.
- Create a process for addressing conflict.

Conflict Management

Conflict is a **process** that begins when you **perceive** that someone has frustrated or is about to frustrate a major concern of yours.

Conflict

1. Conflict is not a state, but a process. As such, it contains a dynamic aspect that is very important. Conflicts evolve. Furthermore, the one-time causes of a conflict may change over time; that is, the reasons why two individuals or groups initially developed a conflict may no longer have any validity. However, because the conflict process is dynamic and evolving, once a conflict has occurred the reasons behind it may no longer matter.

Conflict

2. Conflict is perceptual in nature. In other words, it does not ultimately matter whether or not one party has truly wronged another party. The important thing is that one party perceives that to have occurred. That perception is enough, because for that party perception of frustration defines reality.

Conflict Management

Categories

- Goal-oriented
- Administrative
- Interpersonal

Views

- Traditional
- Behavioral
- Interactionist

Conflict Categories

- **Goal-oriented conflict** is associated with disagreements regarding results, project scope outcomes, performance specifications and criteria, and project priorities and objectives. Goal-oriented conflicts often result from multiple perceptions of the project and are fueled by vague or incomplete goals that allow project team members to make their own interpretations.

Conflict Categories

- **Administrative conflict** arises through management hierarchy, organizational structure, or company philosophy. These conflicts are often centered on disagreements about reporting relationships, especially concerning who has authority and administrative control for functions, project tasks, and decisions.

Conflict Categories

- **Interpersonal conflict** occurs with personality differences between project team members and important project stakeholders. Interpersonal conflict sources include different work ethics, behavioral styles, egos, and personalities of project team members.

Views (Schools) on Conflict

- ***traditional view***, which sees conflict as having a negative effect on organizations. Traditionalists, because they assume that conflict is bad, believe that conflict should be avoided and resolved as quickly and painlessly as possible when it does occur. The emphasis with traditionalists is conflict suppression and elimination.

Views (Schools) on Conflict

- ***behavioral or contemporary*** school of thought. Behavioral theorists view conflict as a natural and inevitable part of organizational life. Differentiation across functional departments and different goals, attitudes, and beliefs are natural and permanent states among members of a company, so it is natural that conflict will result. The solution to conflict for behavioral theorists is to manage conflict effectively rather than attempt to eliminate or suppress it.

Views (Schools) on Conflict

- **interactionist view**, takes behavioral attitudes toward conflict one step further: interactionists encourage conflict to develop. Conflict, to an interactionist, prevents an organization from becoming too stagnant and apathetic. Conflict actually introduces an element of tension that produces innovation, creativity, and higher productivity. The interactionists do not intend that conflict should continue without some controls, however; instead, they argue that there is an optimal level of conflict that improves the organization. Beyond that point, conflict becomes too intense and severe and begins hurting the company. The trick, to an interactionist, is to find the optimal level of conflict—too little leads to inertia, and too much leads to chaos.

Sources of Conflict

Organizational

- Reward systems
- Scarce resources
- Uncertainty
- Differentiation

Interpersonal

- Faulty attributions
- Faulty communication
- Personal grudges and prejudices

Conflict Resolution

- Mediate—defusion/confrontation
- Arbitrate—judgment
- Control—cool down period
- Accept—unmanageable
- Eliminate—transfer

Conflict is often evidence of progress!

Negotiation

Negotiation is a **process** that is predicated on a manager's ability to **use influence** productively.

Questions to Ask Prior to Entering a Negotiation

1. How much **power** do I have?
2. What sort of **time pressures** are there?
3. Do I **trust** my opponent?

Principled Negotiation

1. Separate the people from the **problem**.
2. Focus on **interests**, not positions.
3. Invent options for **mutual gain**.
4. Insist on using **objective criteria**.

References

1. Project Management: Achieving Competitive Advantage, Jeffrey K. Pinto, 5th edition, Pearson, 2019.