UCI Extension
Continuing Education

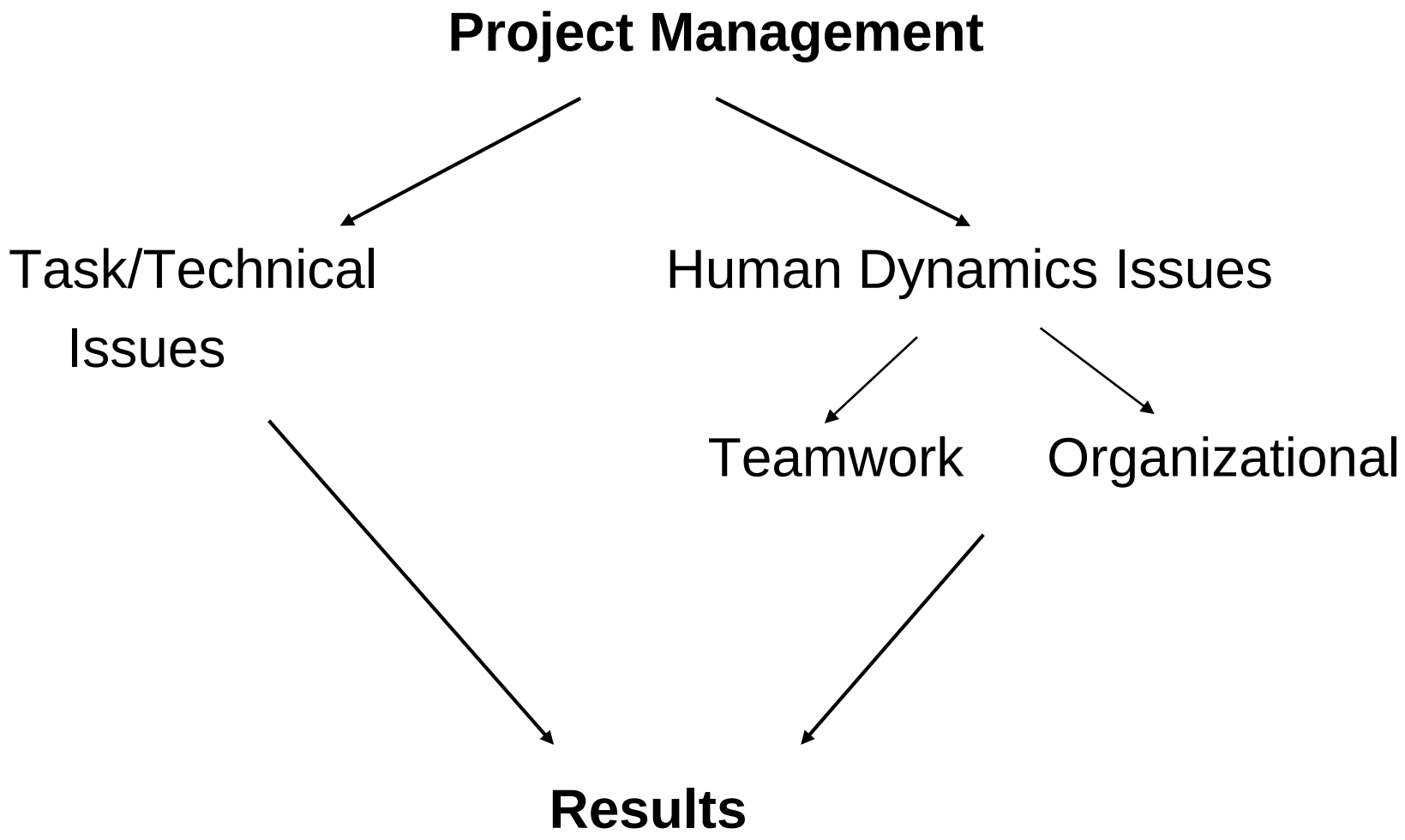
Business Tools for Career Readiness

Project Management:
The Basics for Success

with Rob Stone, M.Ed., PMP

Project Teamwork

Overview of Project Management



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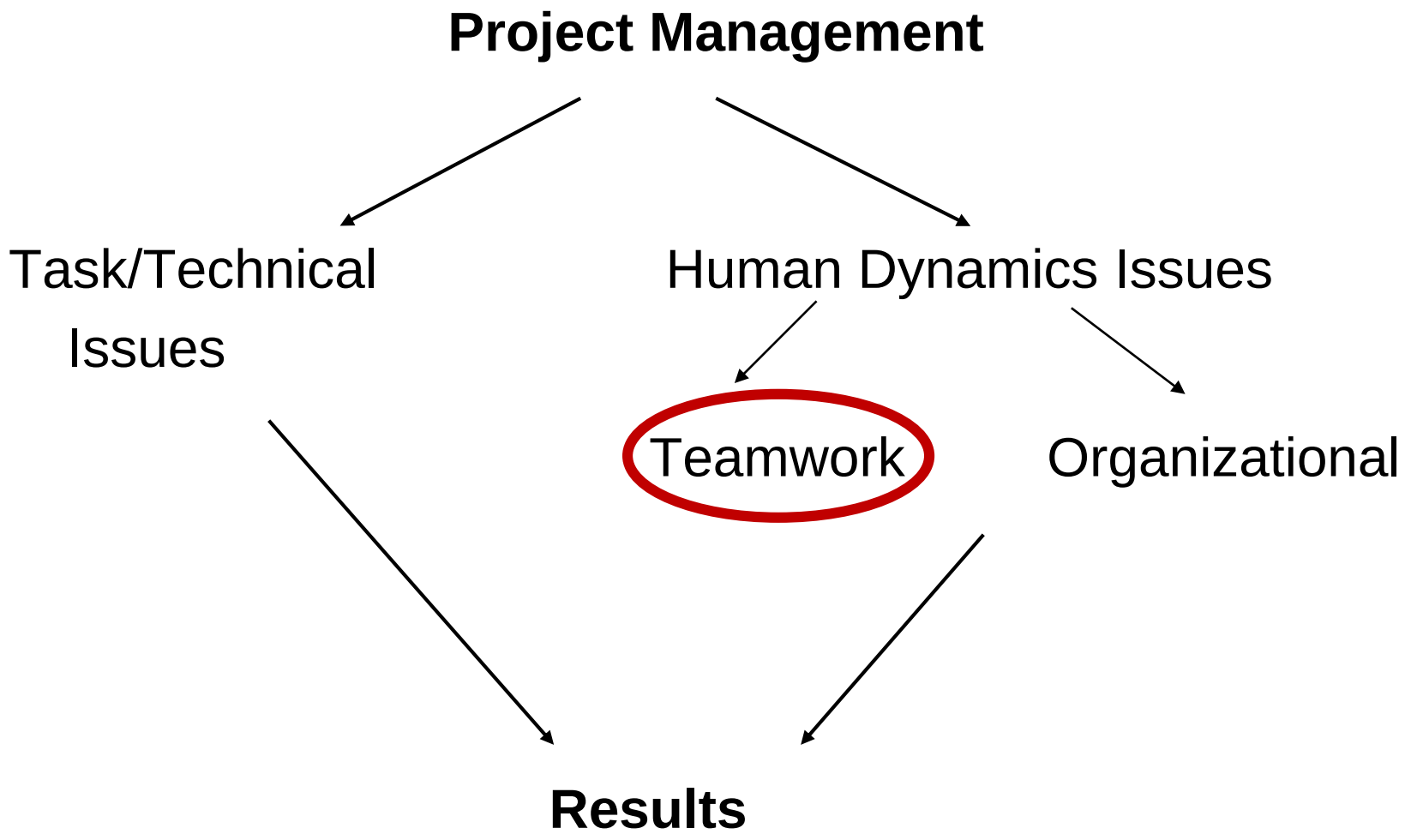

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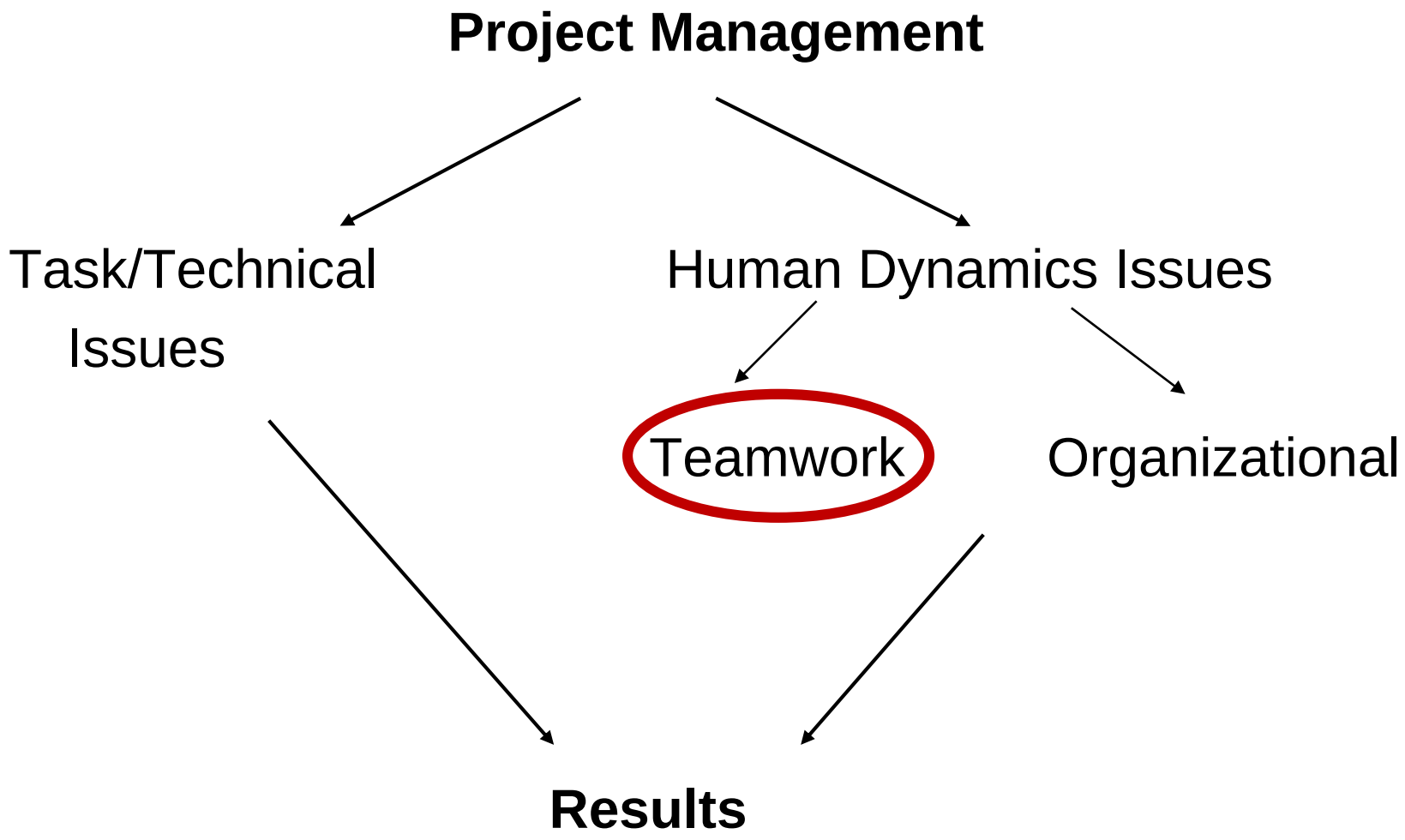

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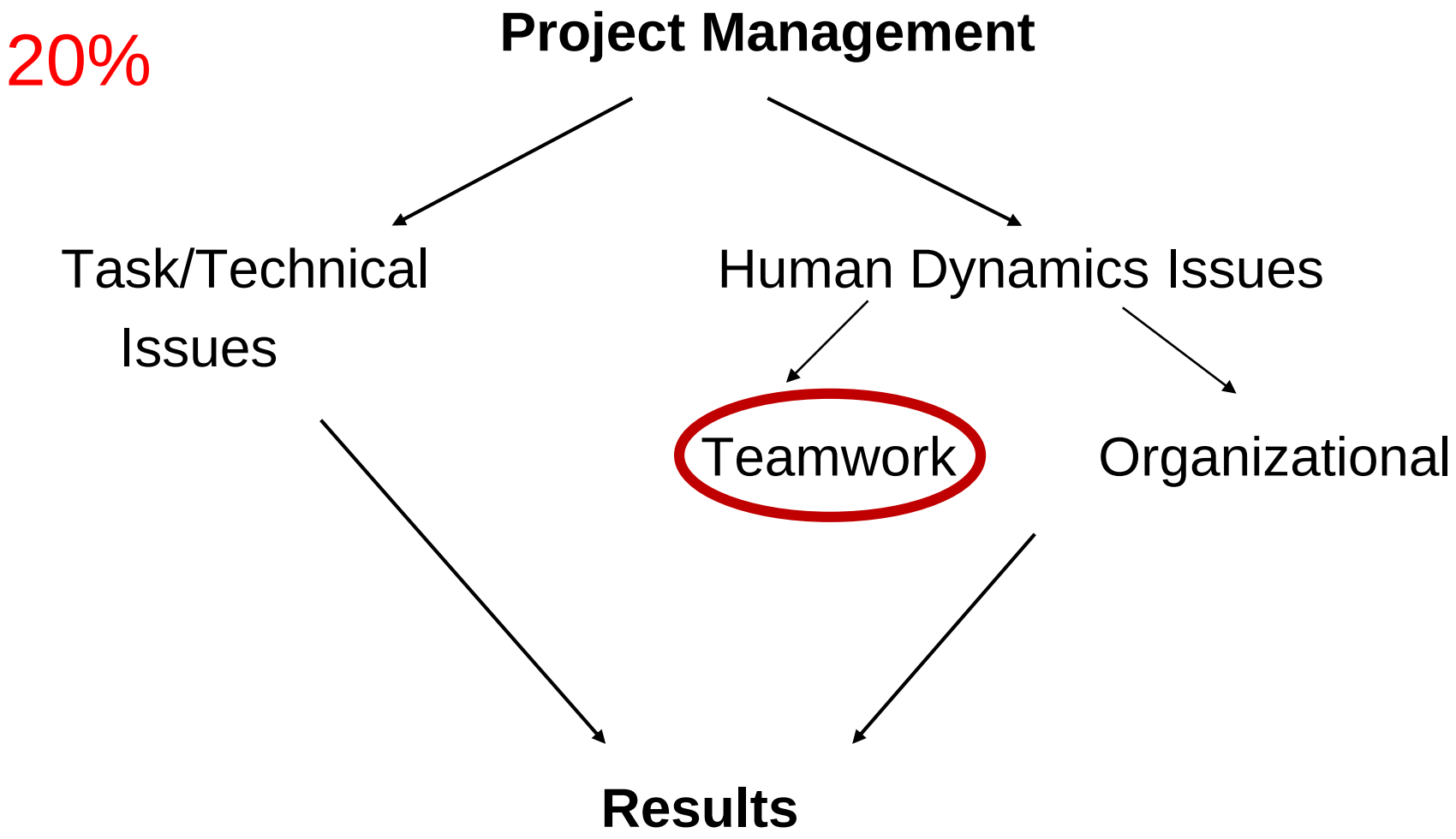

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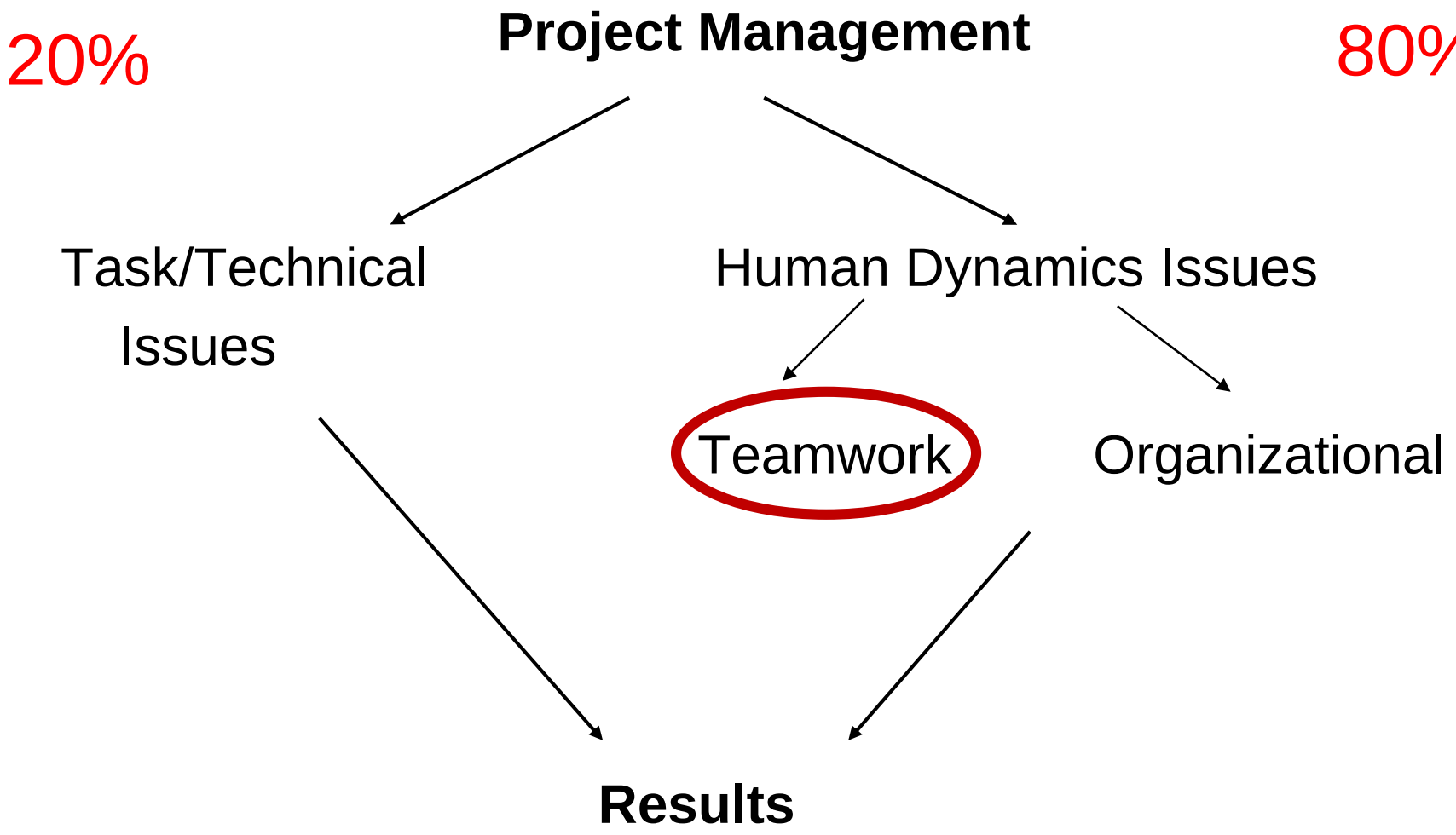
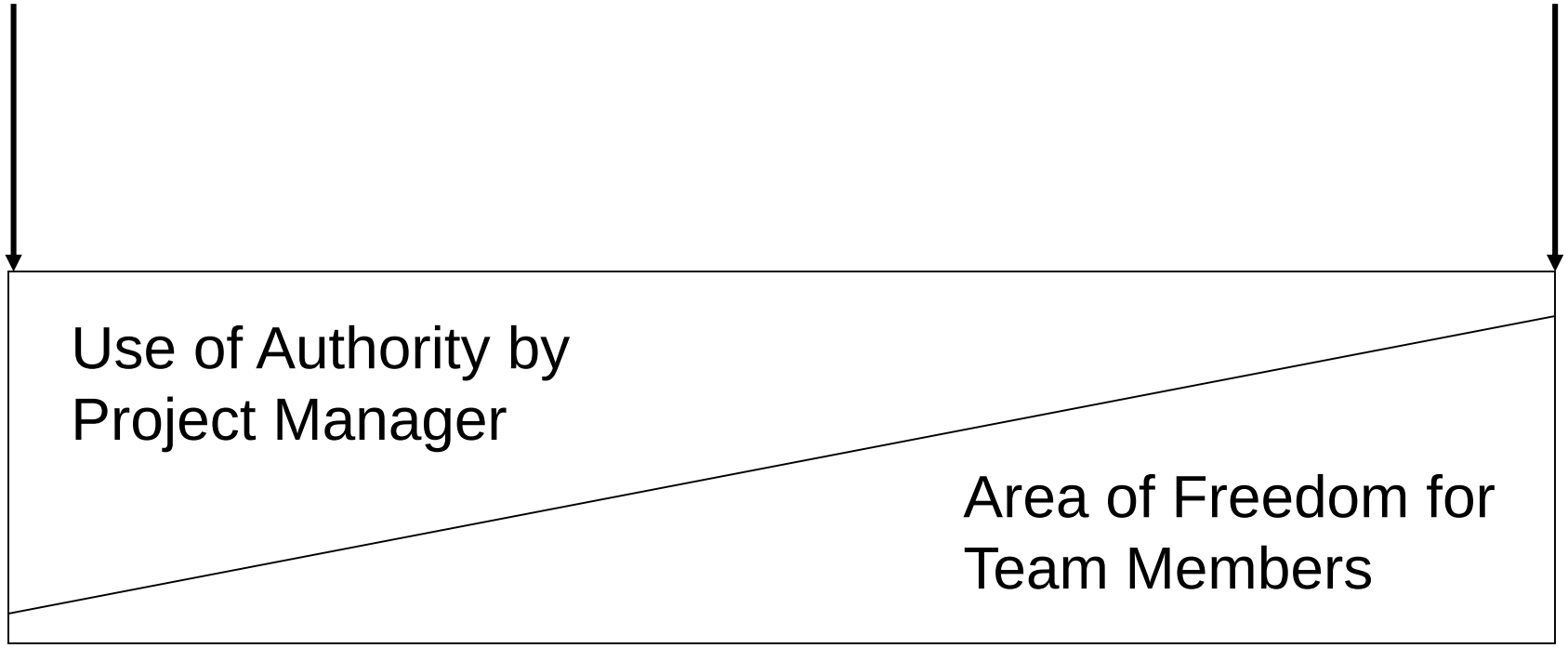


Theory X and Theory Y

Project manager makes decision and announces it

Team members function within defined limits

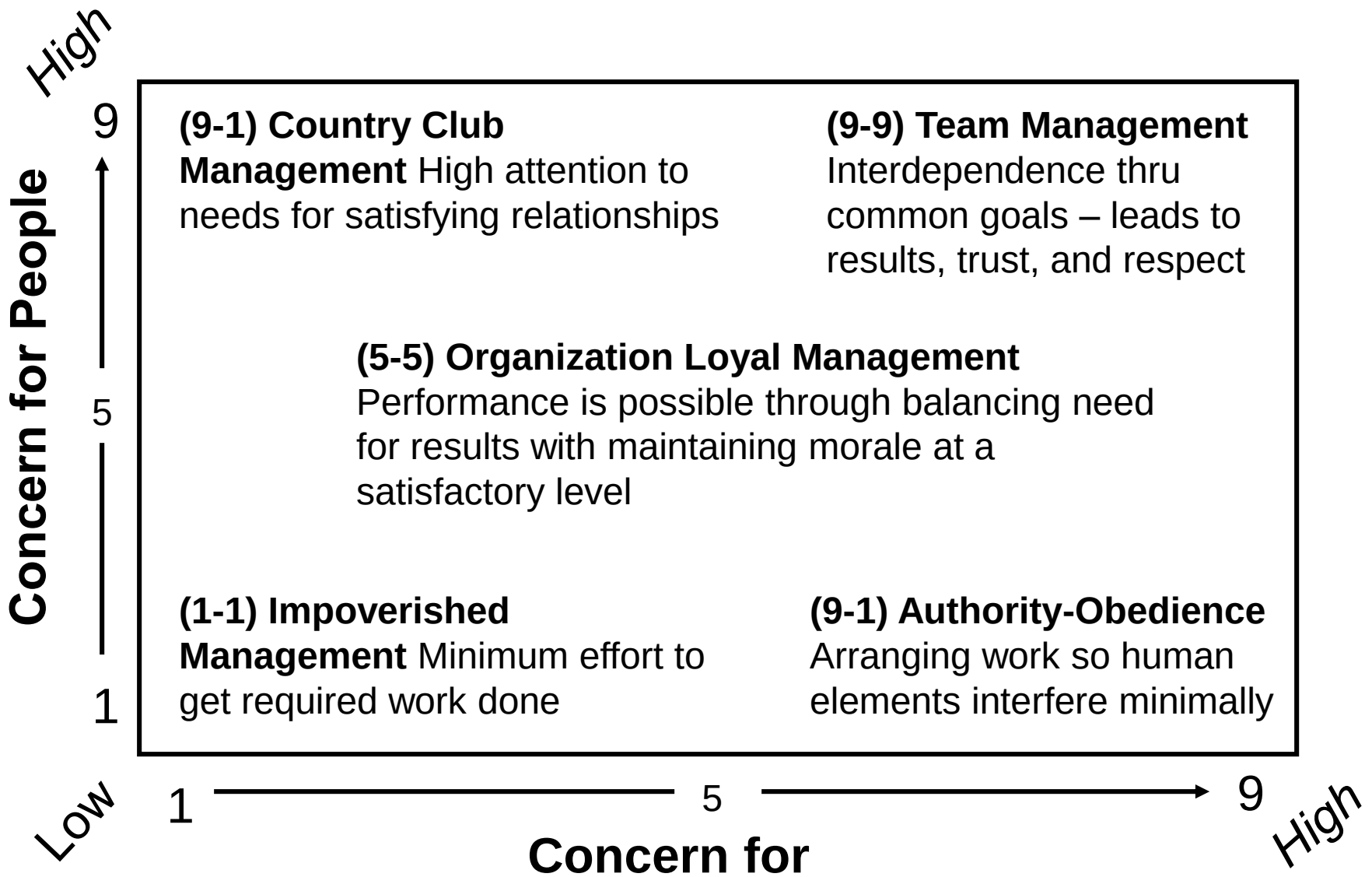


Project-Manager-Centered

Team-Member-Centered

D. McGregor, 1985

The Leadership Grid®



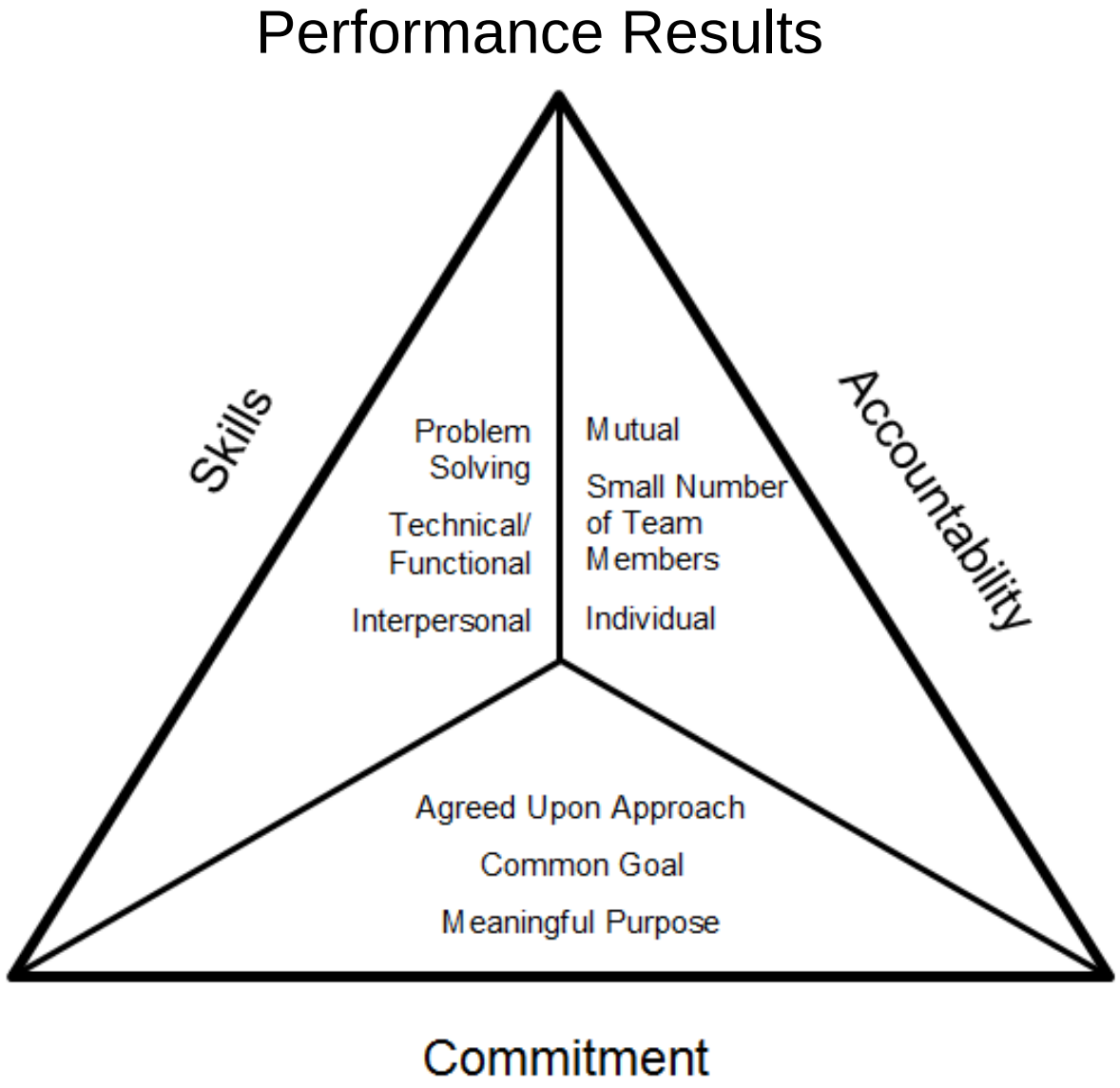
Blake & Mouton, 1991

The Foundations

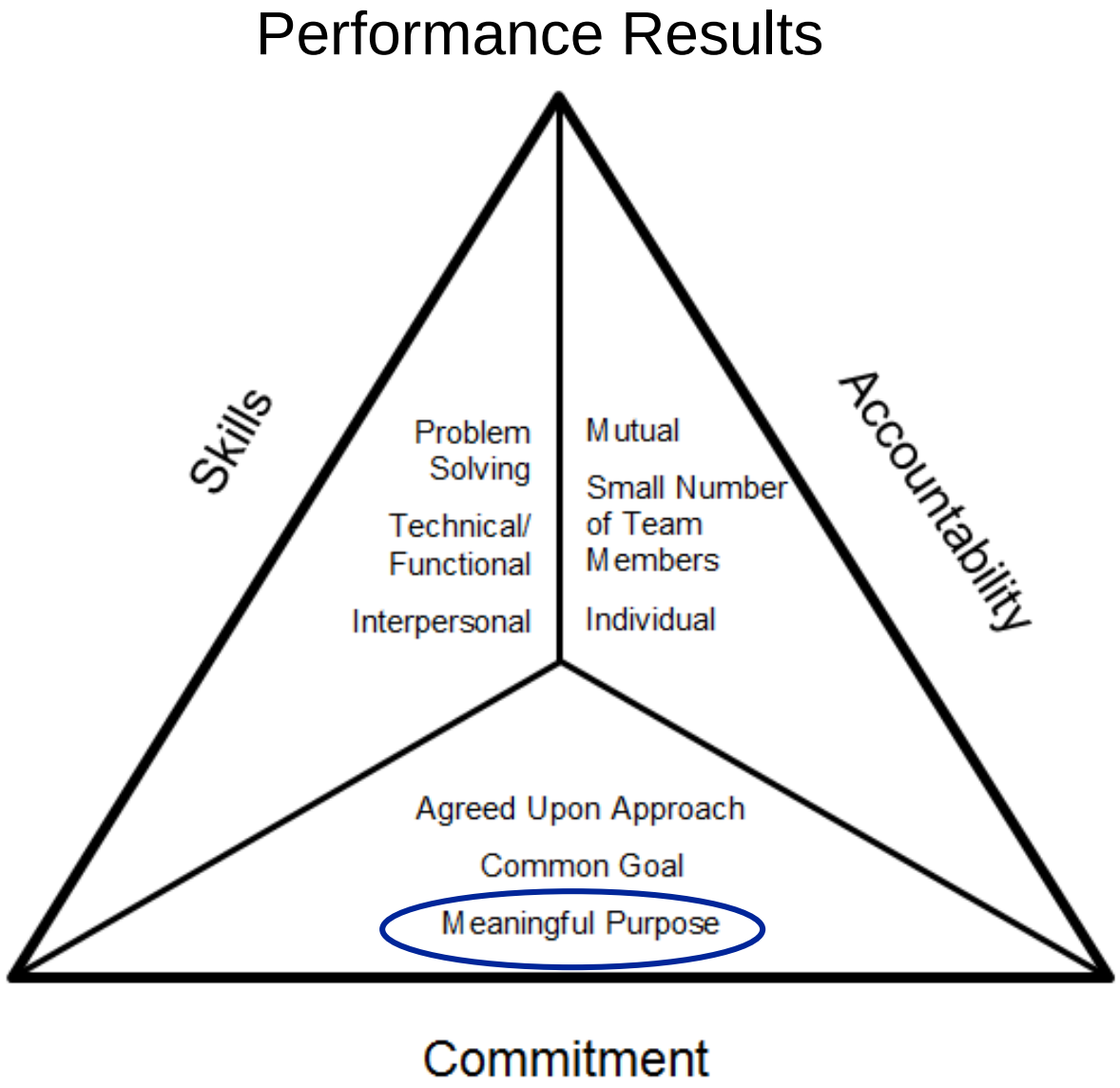
Three Key Elements: Wong

- Content
- Process
- Behavior

Team Foundations



Content: Team Foundations



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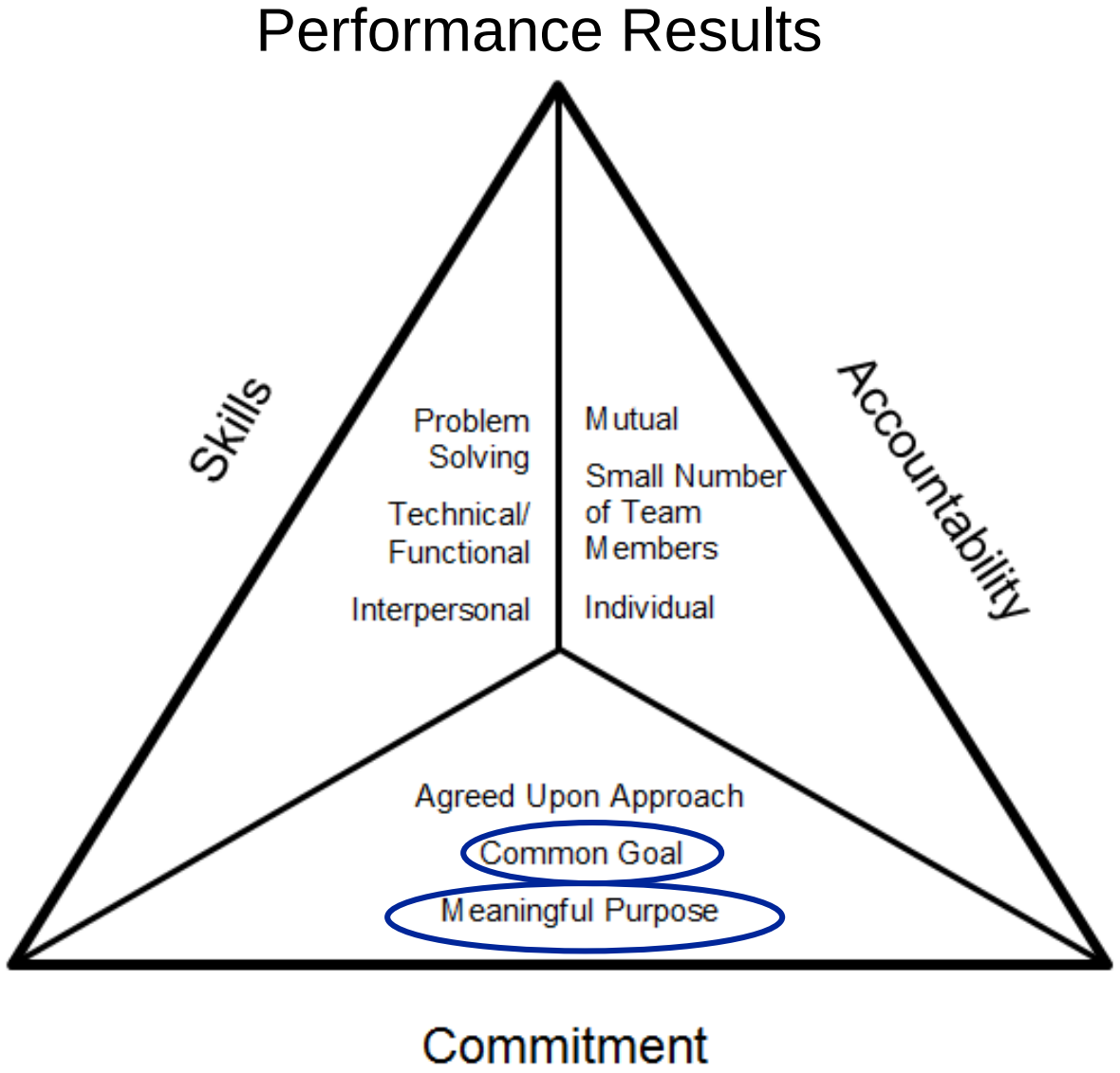

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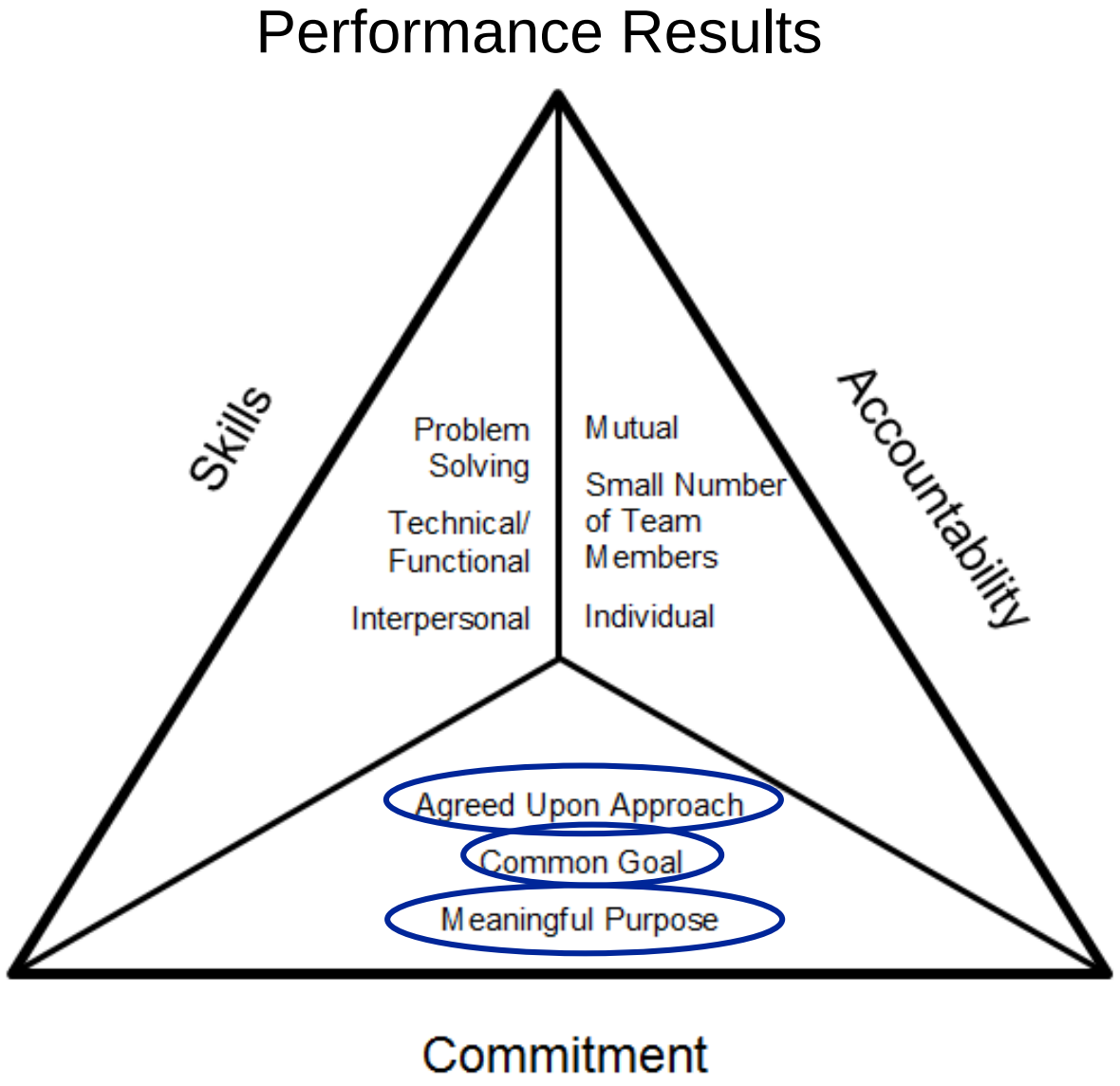

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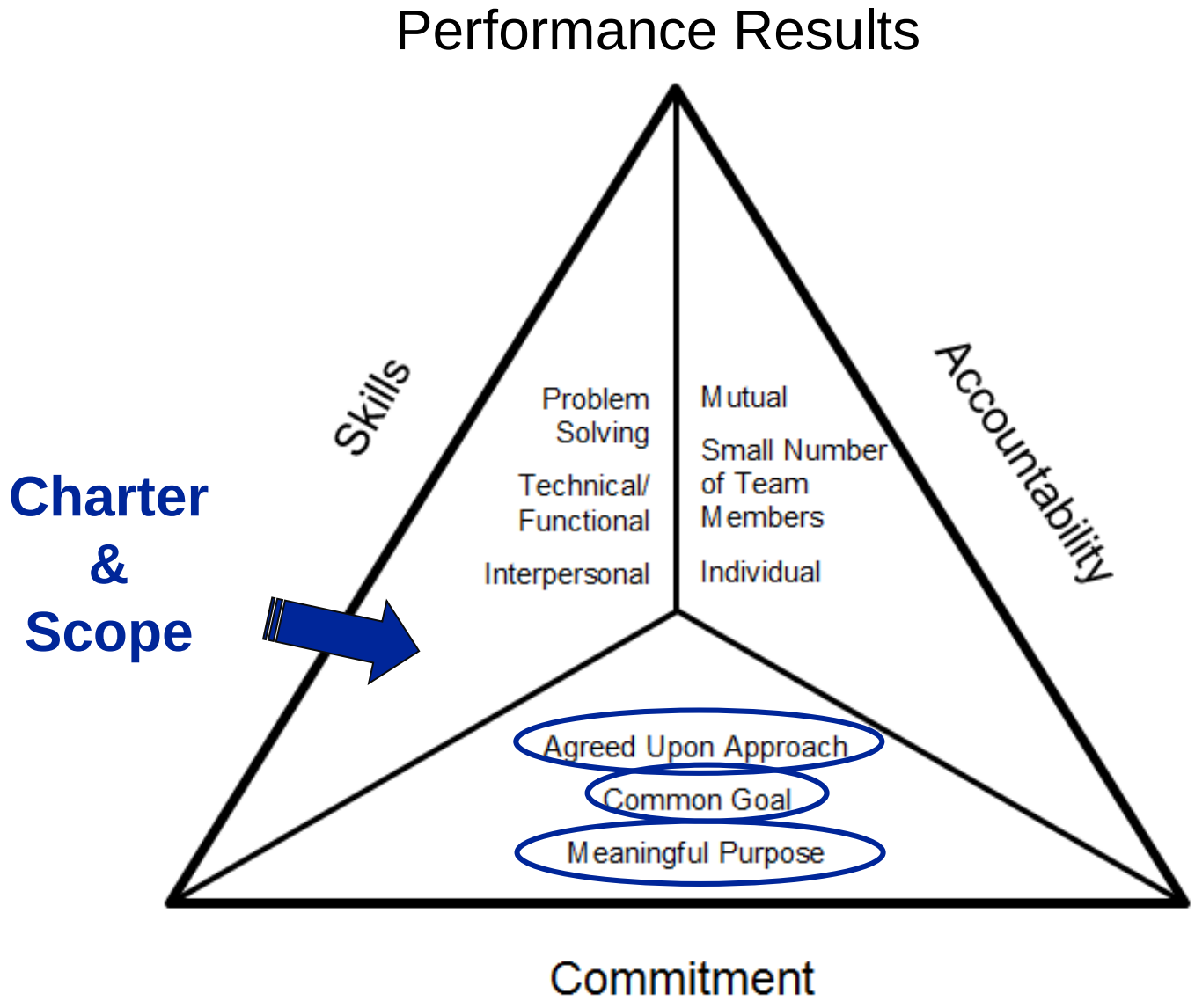
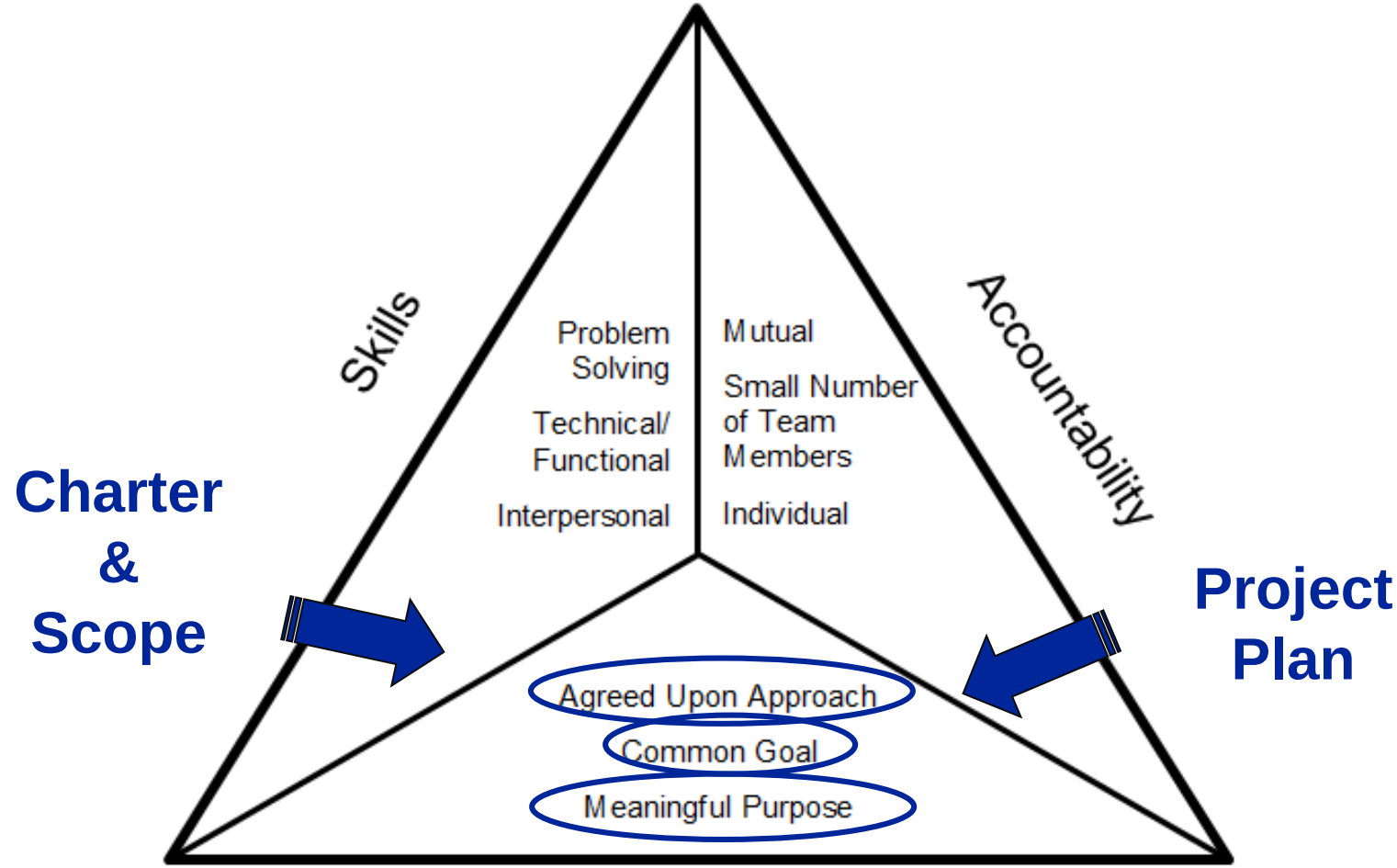
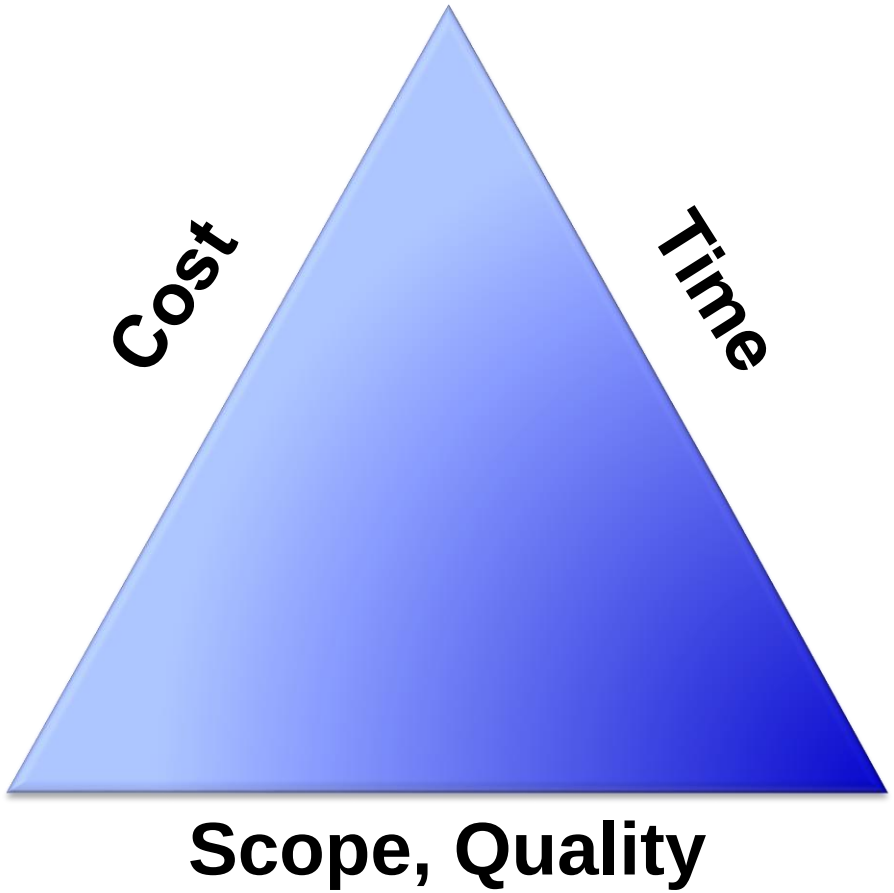


Content: Team Foundations

Performance Results



Content Format



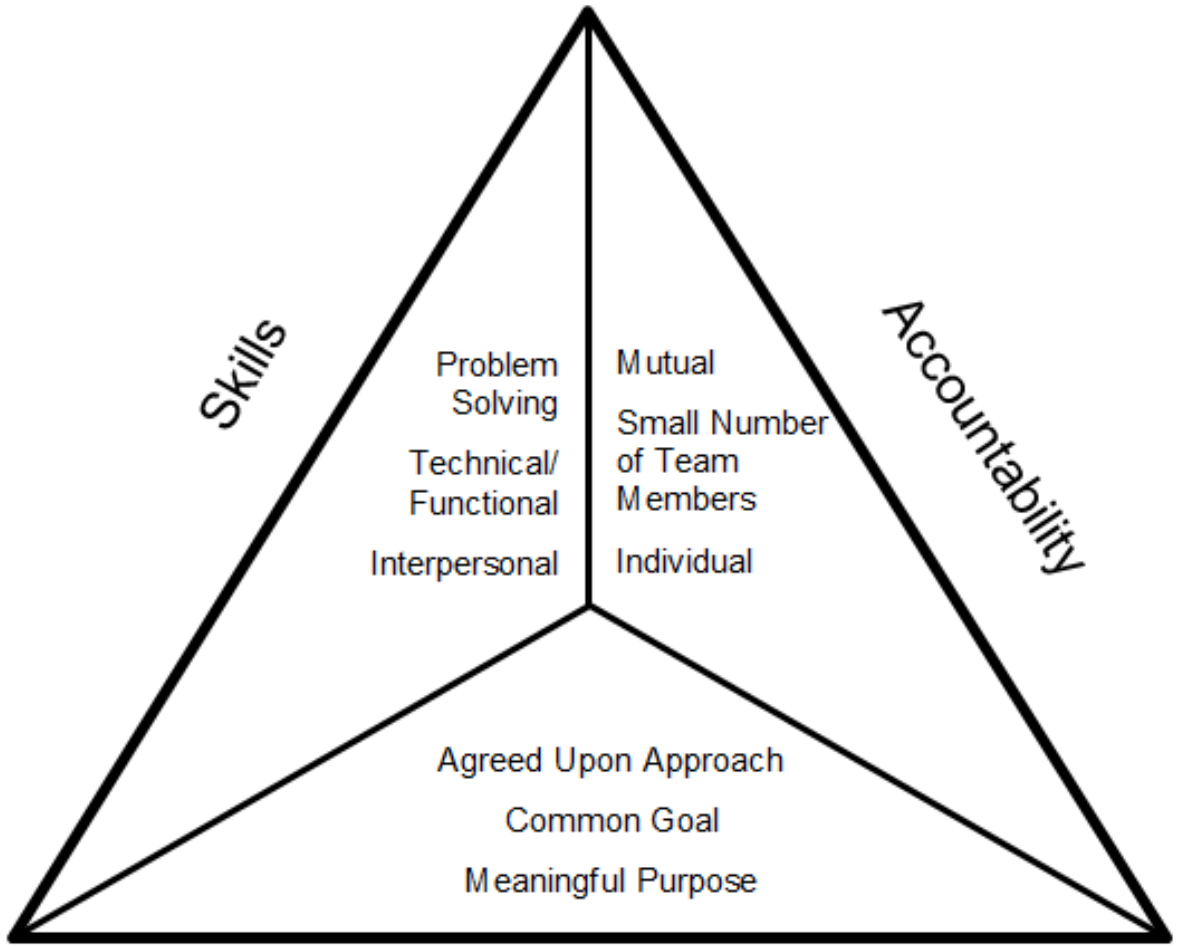
Processes

How will the team:

- Communicate
- Solve problems
- Generate ideas
- Be creative
- Manage difficult issues
- Share responsibility
- Make hand-offs from one team member to another

Team Foundations

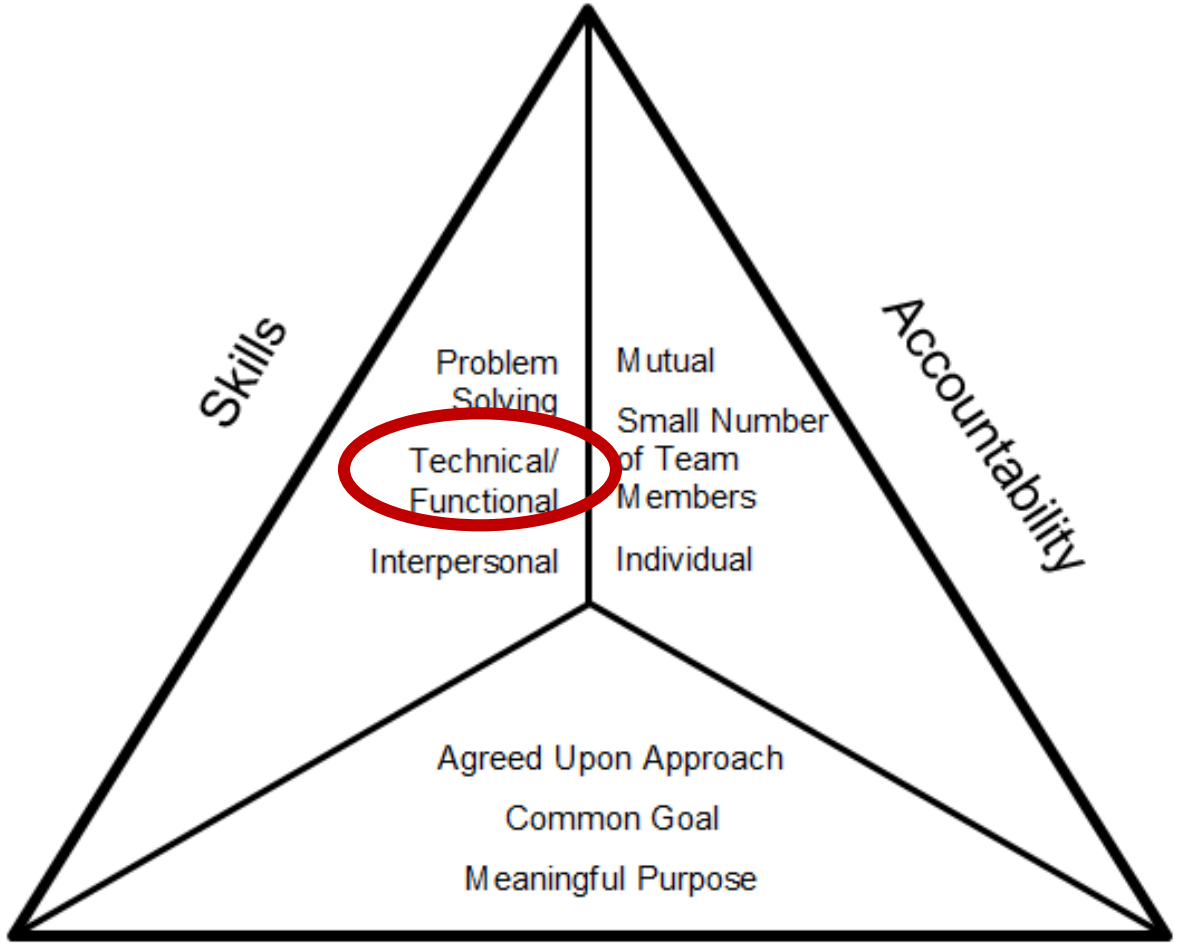
Performance Results



Commitment

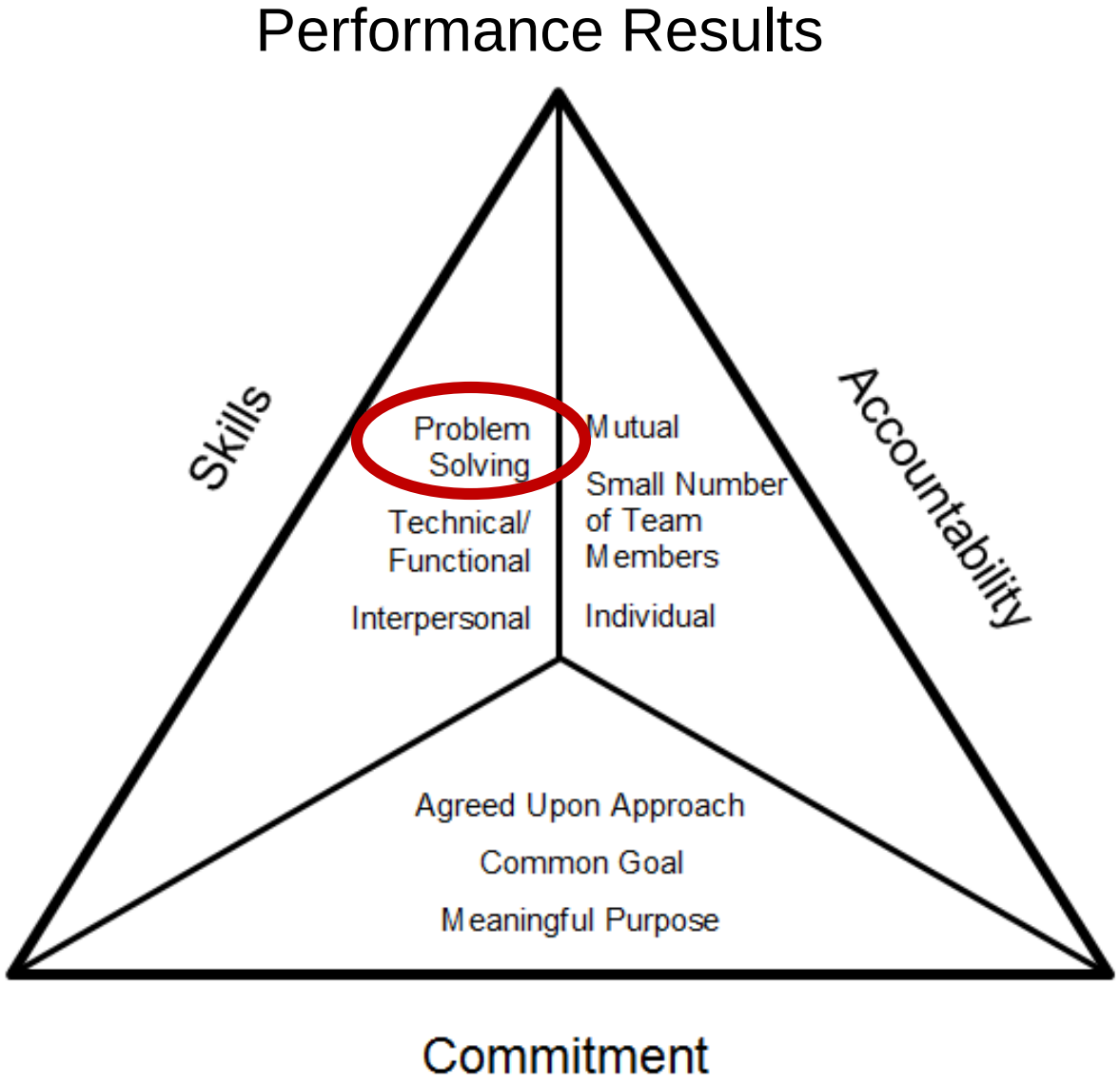
Team Foundations

Performance Results



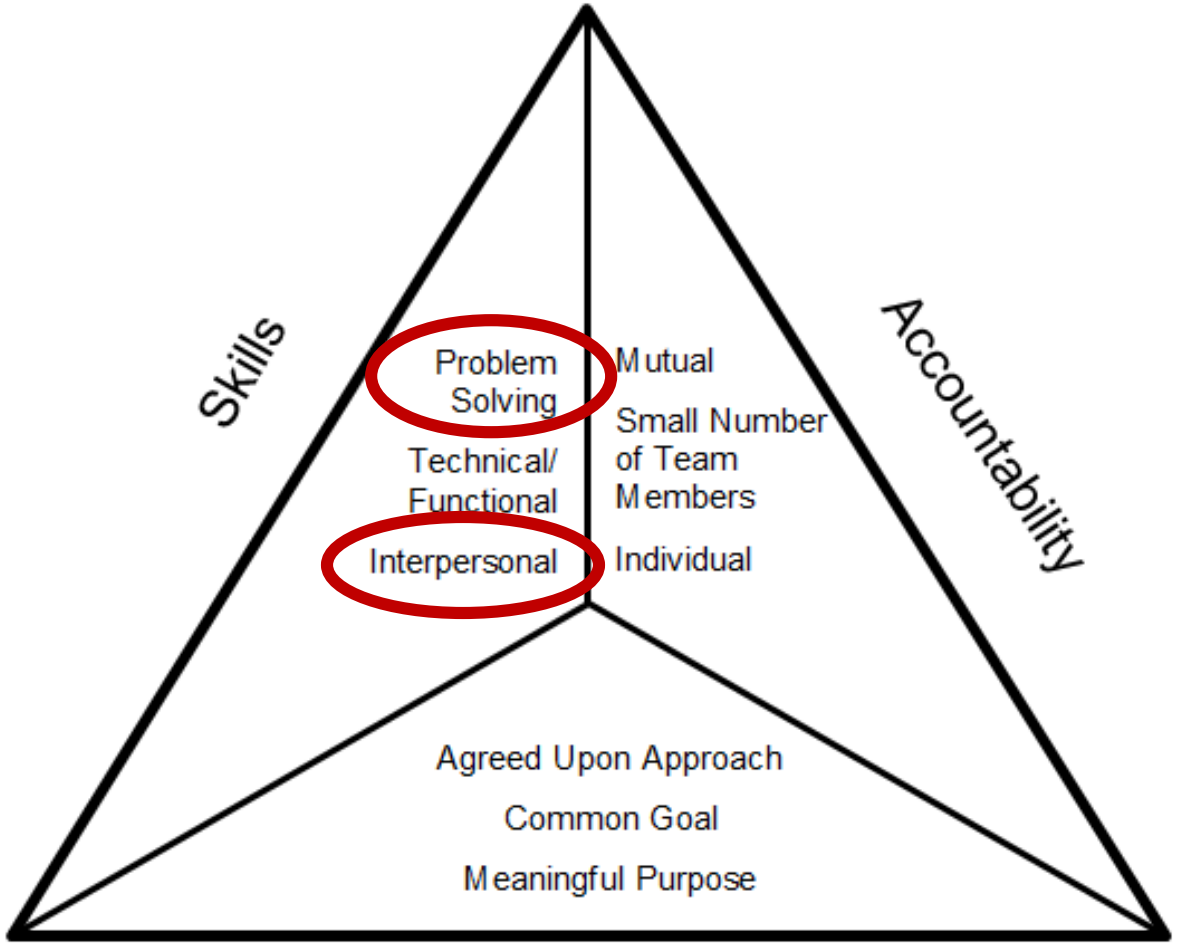
Commitment

Behaviors: Team Foundations



Behaviors: Team Foundations

Performance Results



Commitment

Everyone Brings Something Unique To the Team

Two Ways to Set Project Goals

1. When the project is created, by the customers or other stakeholders, or when goals are implied by the nature of the project

2. The project team identifies and sets the project goals

Roles and Duties of the Project Manager

- Clarification of the project
  - Results
  - Deliverables
- Clarification of roles
  - Project manager or team leader
  - Team members
  - Others
- Bring the team together
- Managing the teamwork throughout the project

Duties, Roles, Responsibilities

- Do the project
- Complete the project tasks
- Collaborate
- Communicate
- Show respect
- Share information, ideas, opinions
- Solve problems
- Make decisions

Communication Is Key To Project Success

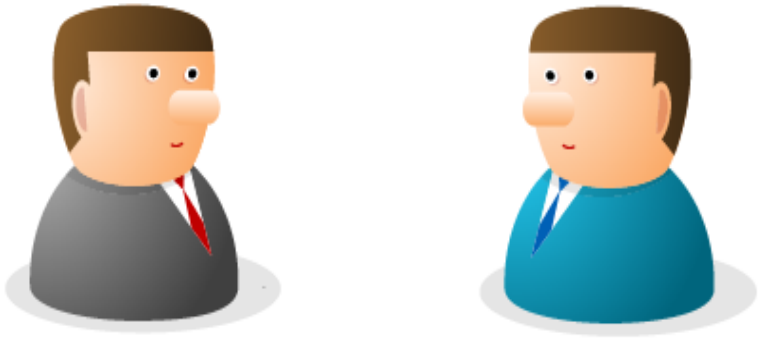
Organizational Issues and Communication

- Who needs to be in the communication loops?
- Why do they need to be in the loop?
- How can the PM keep people informed?

Team Communication Issues

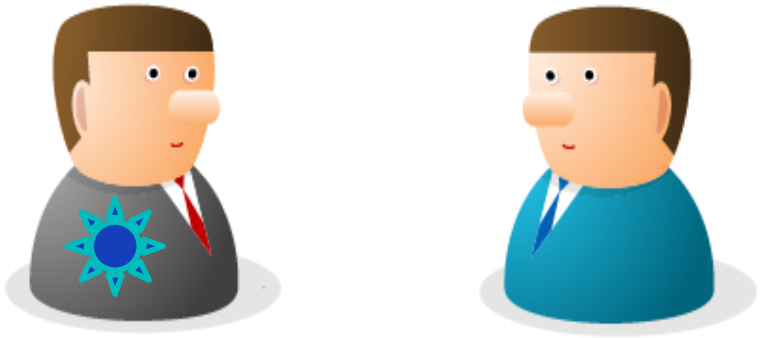
- Communication from the **team to you**
- Communication from **you to your team**

Principles of Verbal Communication



Darryl & Clyde

Principles of Verbal Communication



Darryl & Clyde

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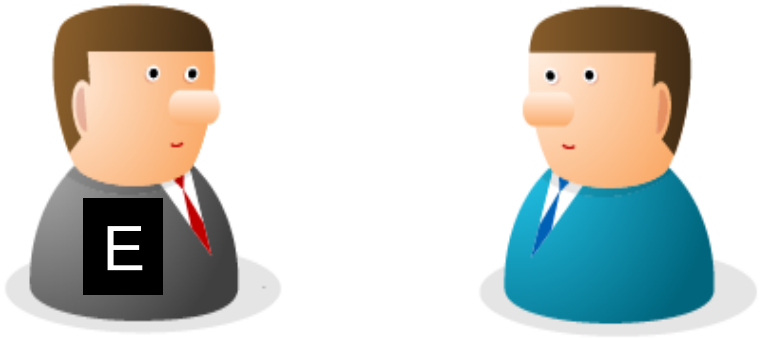

Darryl & Clyde

Transmit

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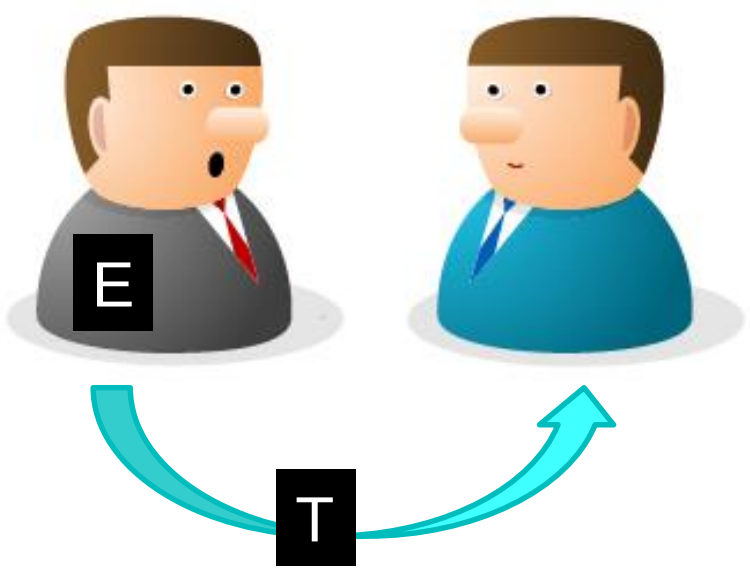

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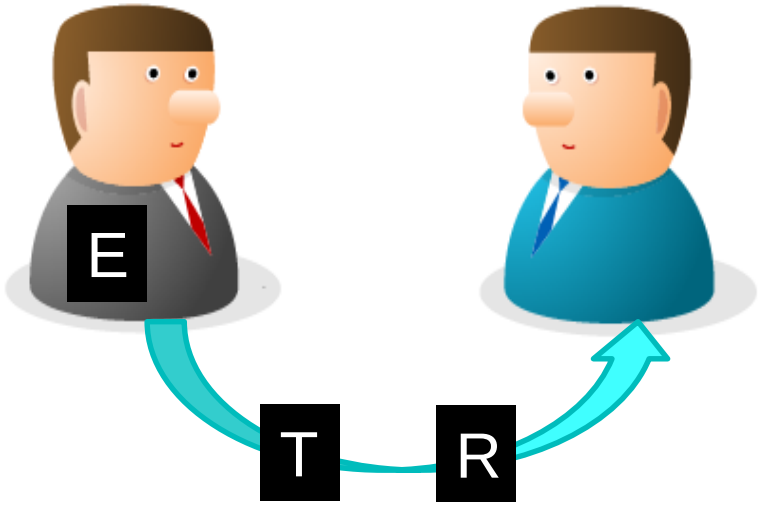
Receive



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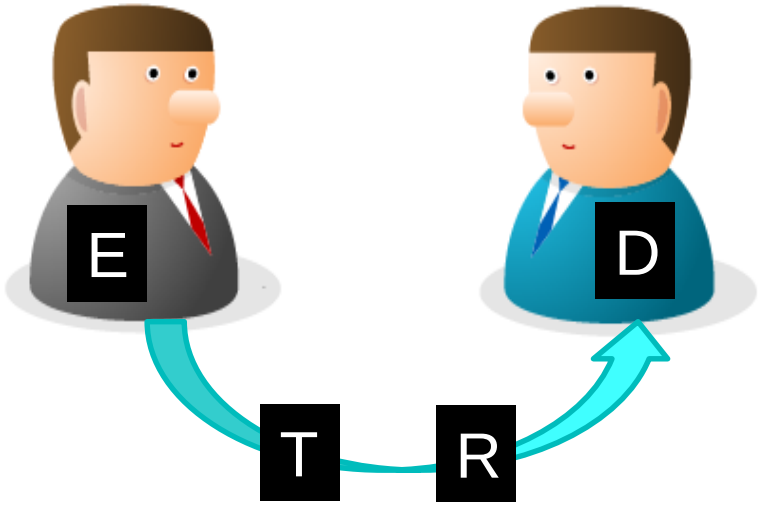

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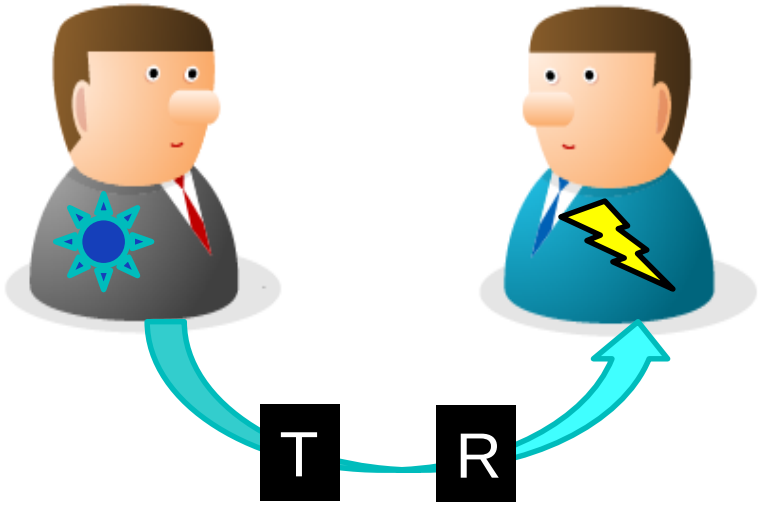

Darryl & Clyde

One-Way Communication

- **Encode**

One-Way Communication

- **Encode**
- **Transmit**

One-Way Communication

- **Encode**
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- **Receive**

One-Way Communication

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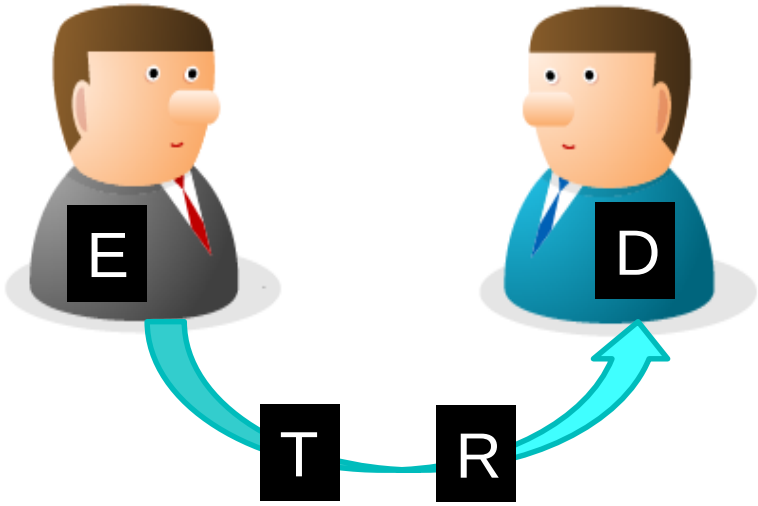
Feedback



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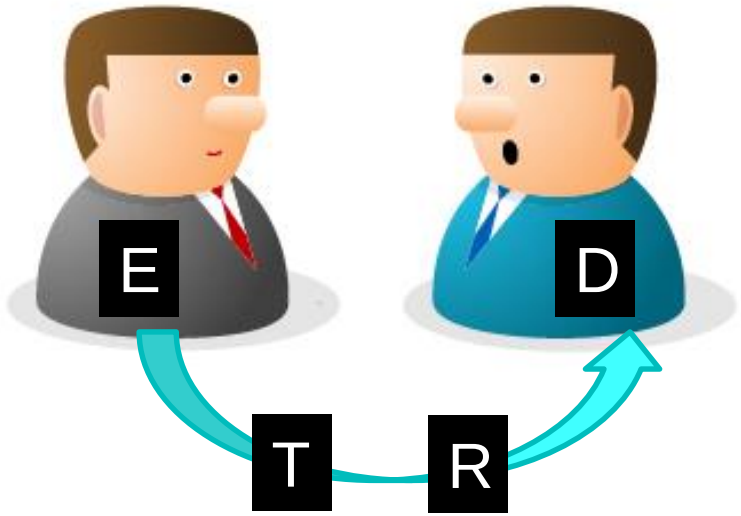

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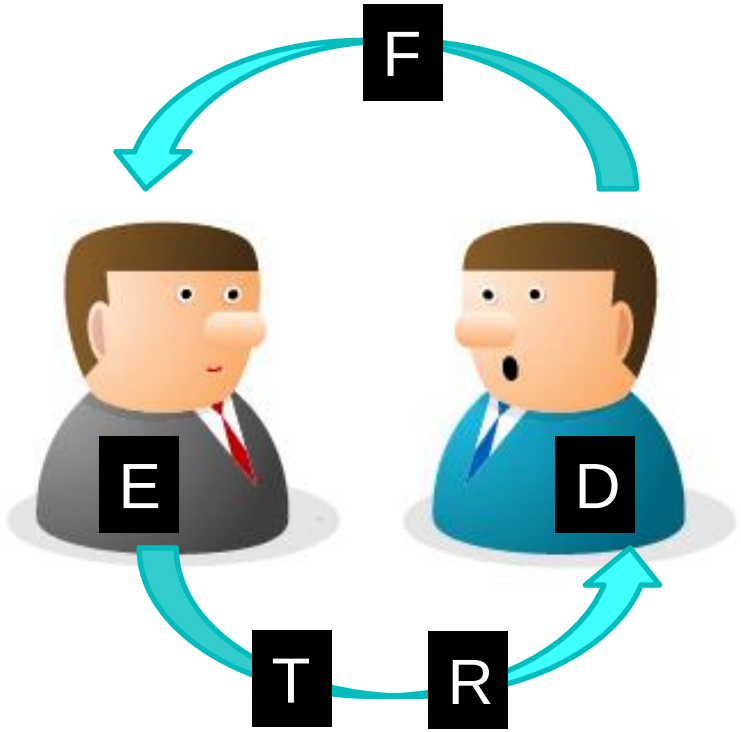

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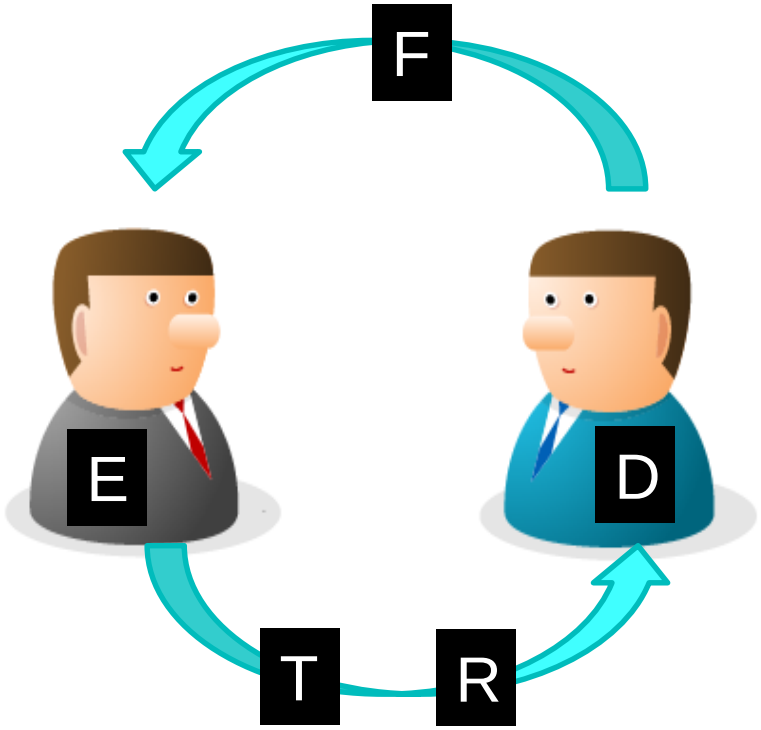

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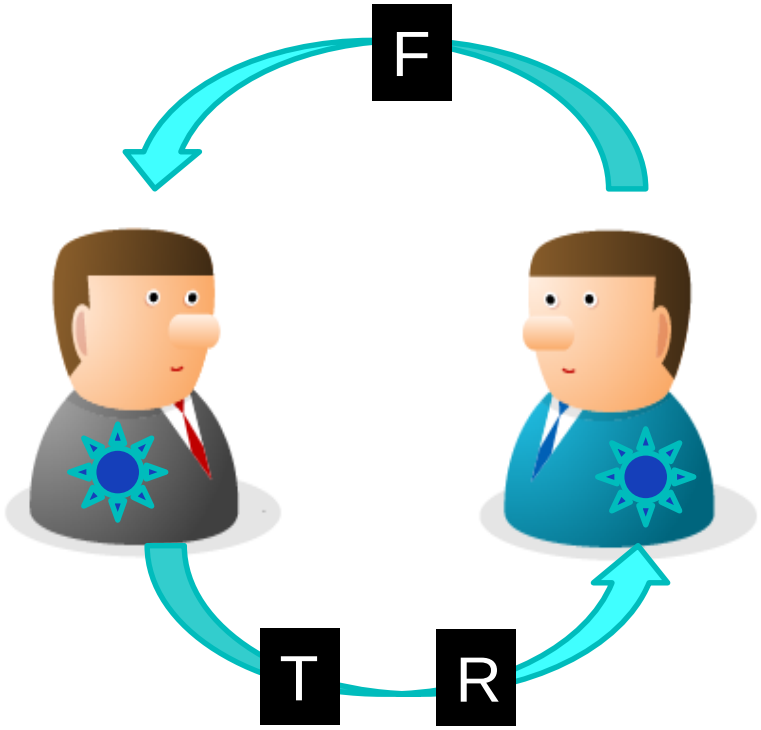

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One-Way Communication

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Two-Way Communication

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- Feedback

Stages of Team Development

- Forming
- Storming
- Norming
- Performing

B. Tuckman, 1965

Stages of Team Development

- Forming: Information

Stages of Team Development

- Forming: Information
- Storming: Adjustment

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- Forming: Information
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- Norming: Challenge them to think deeper

Stages of Team Development

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- Performing: Support

Theory X and Theory Y

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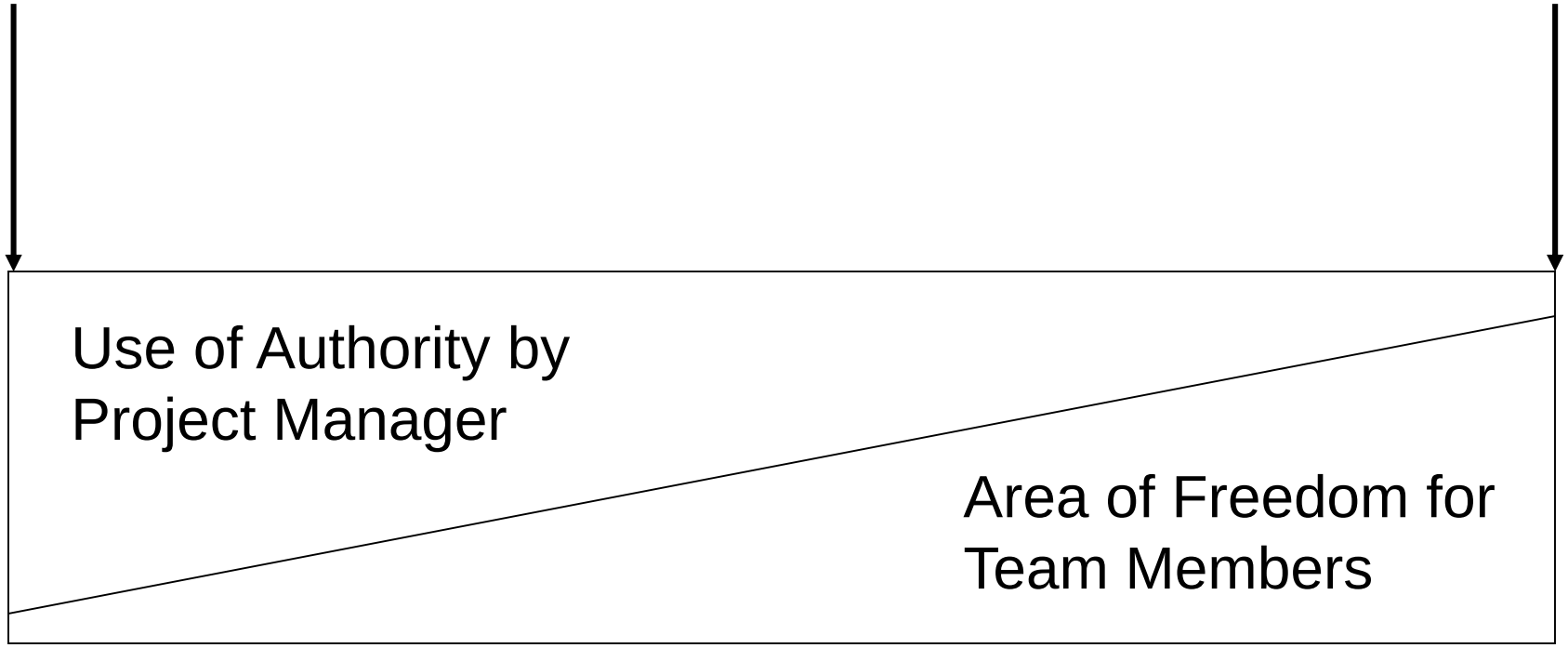
Team members function within defined limits

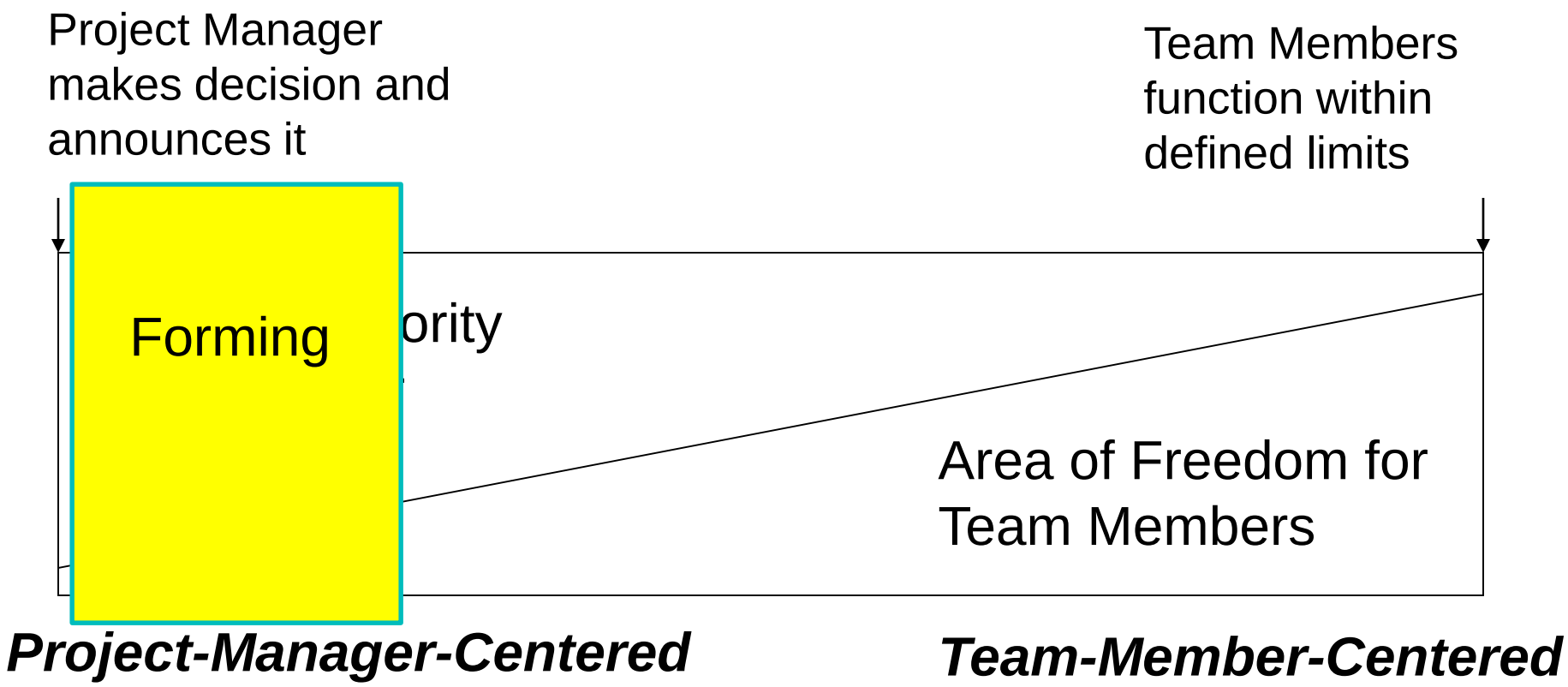


Project-Manager-Centered

Team-Member-Centered

D. McGregor, 1985

One Possible Alternative Viewpoint



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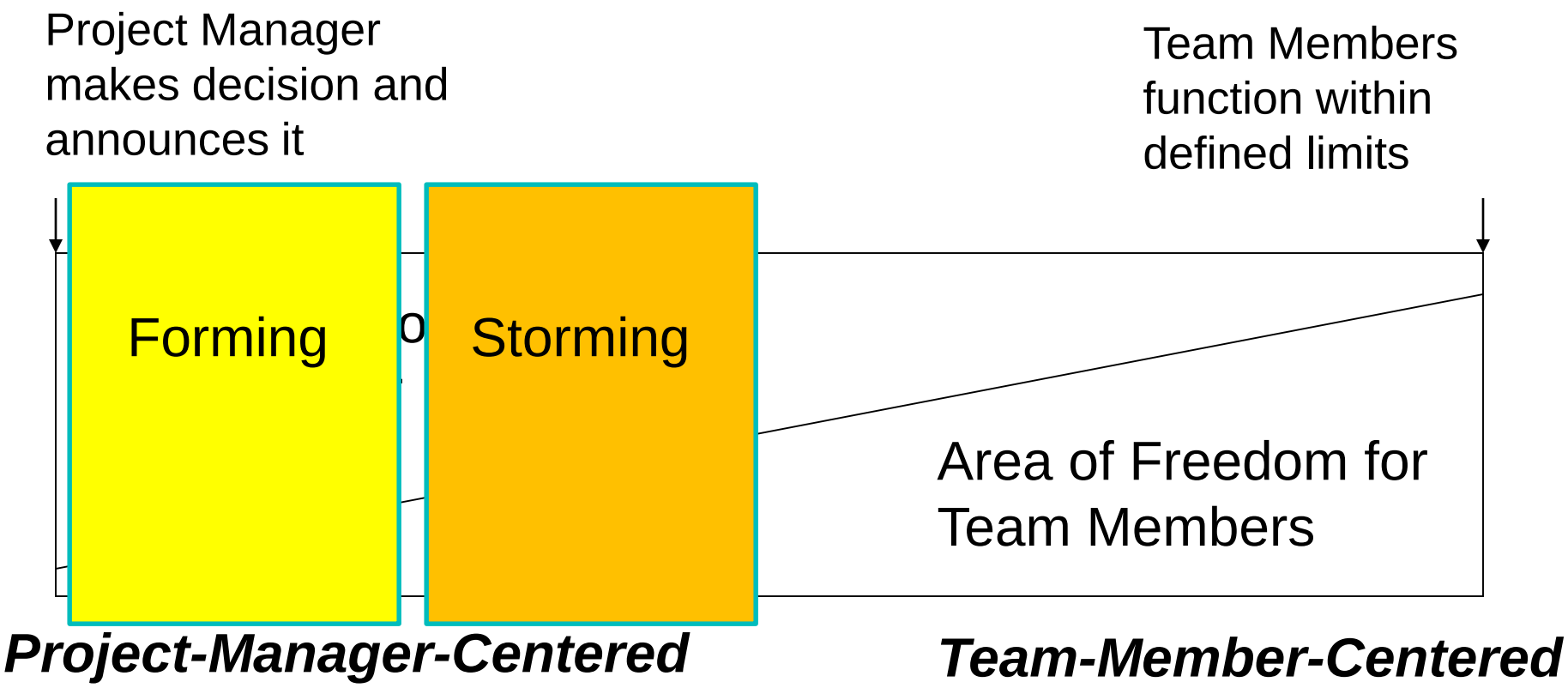

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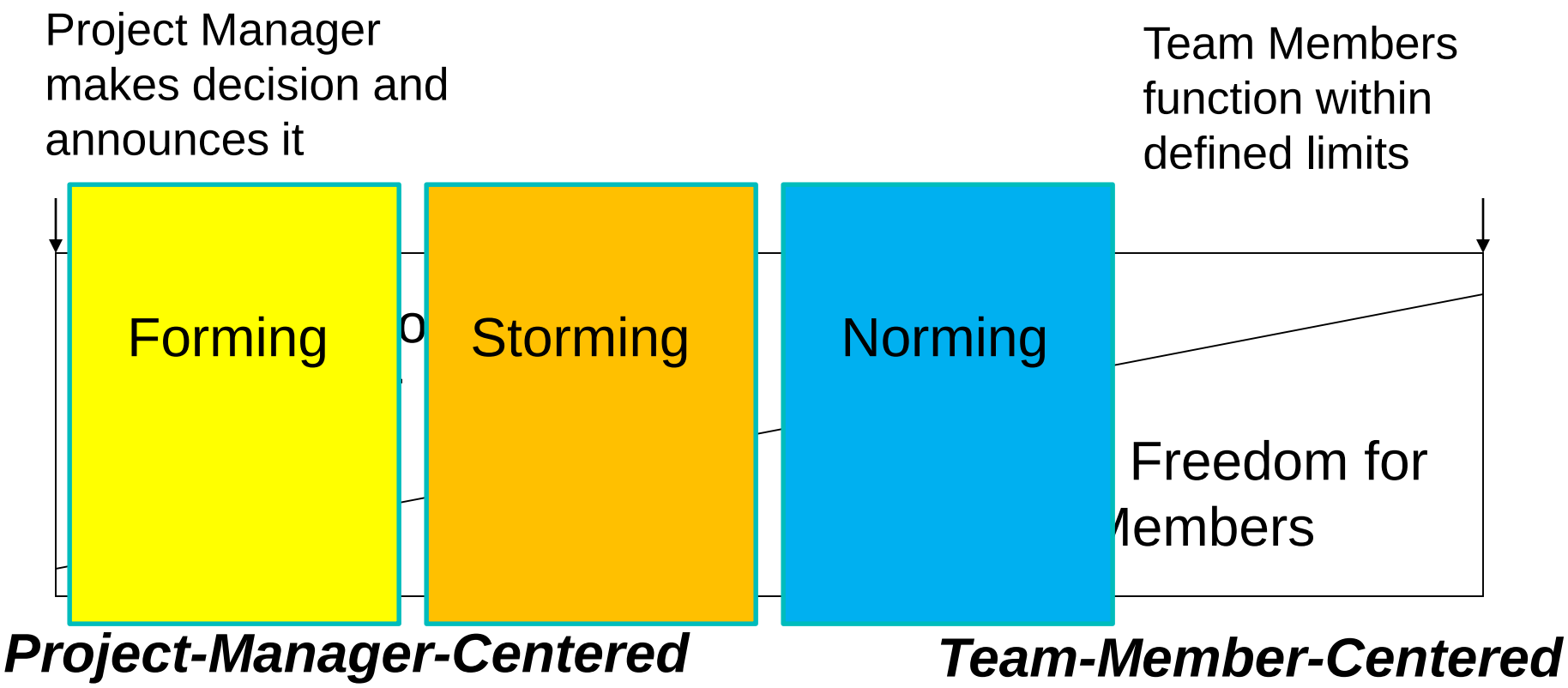

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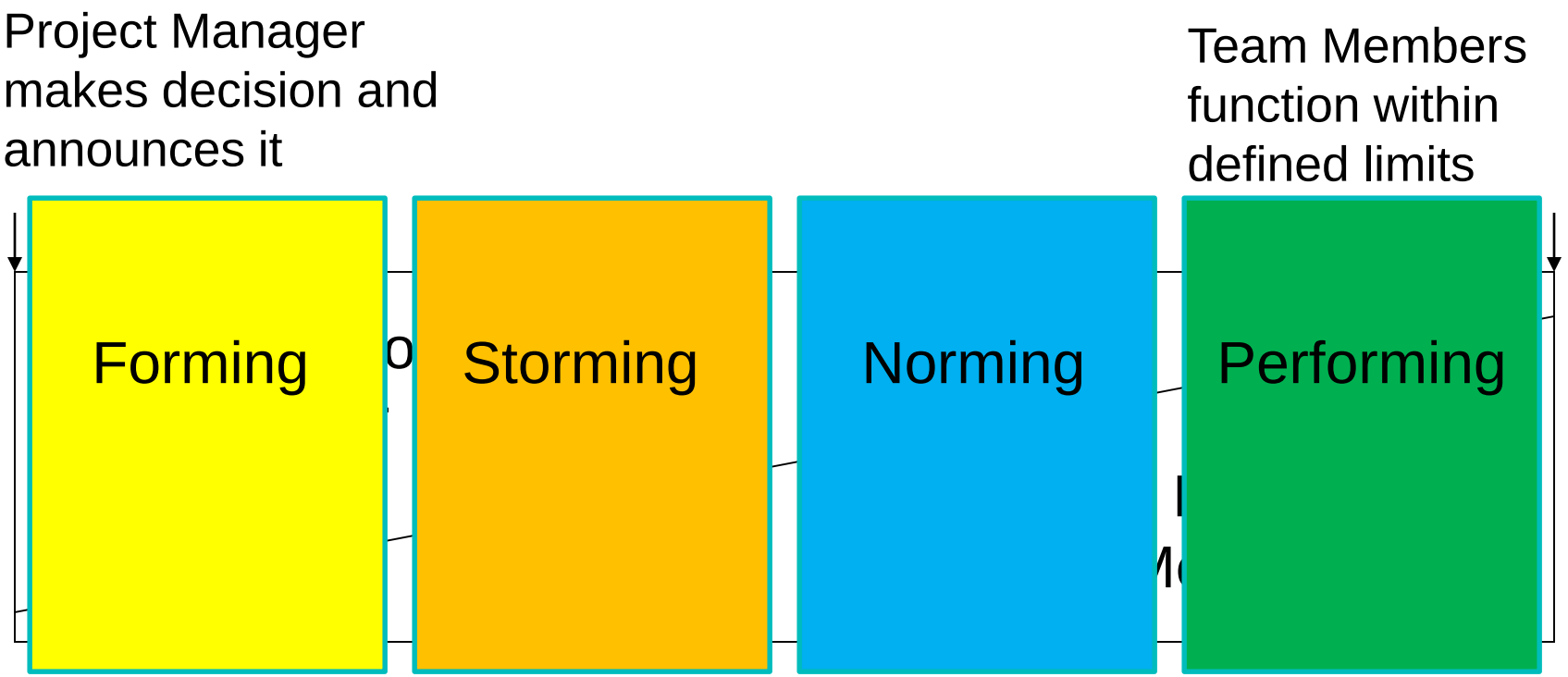

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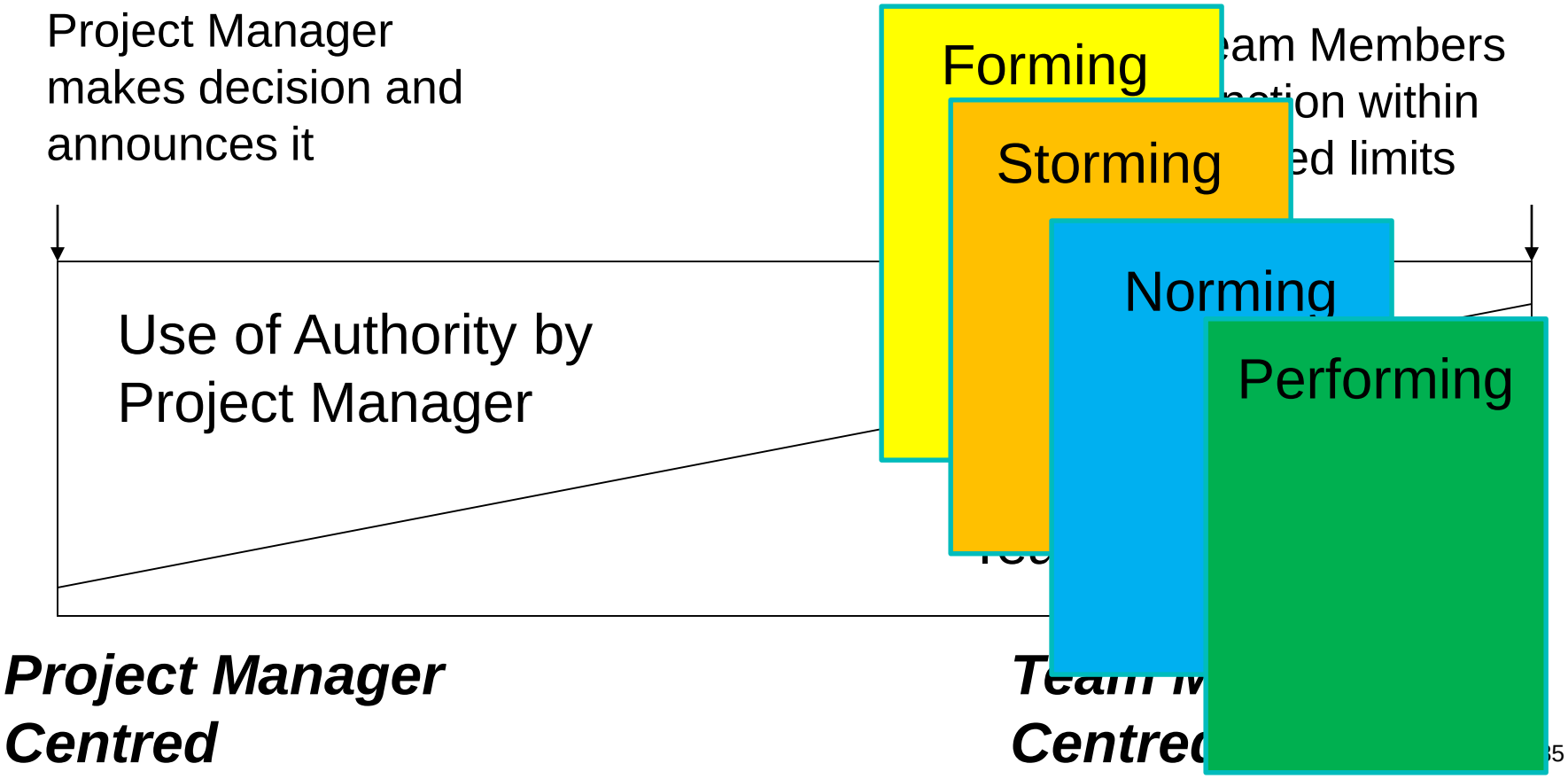
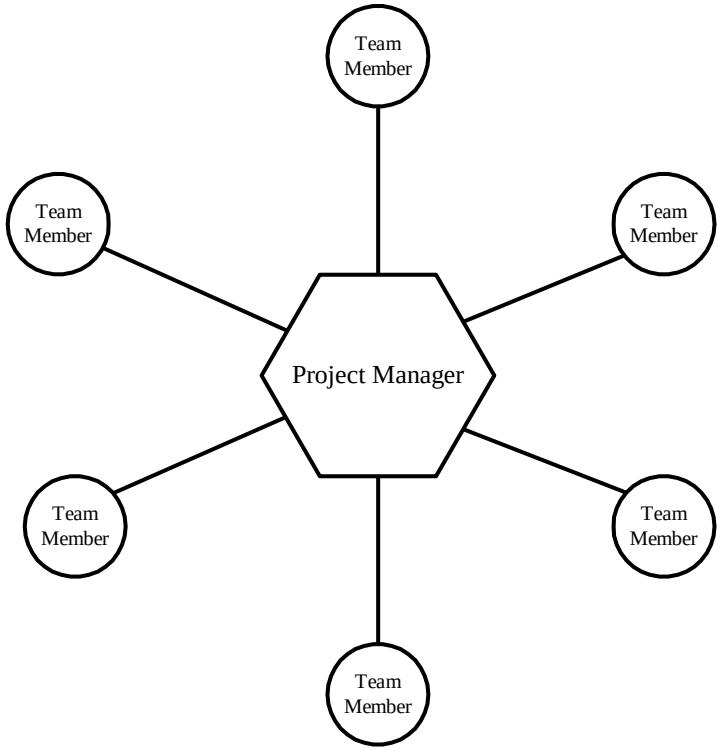
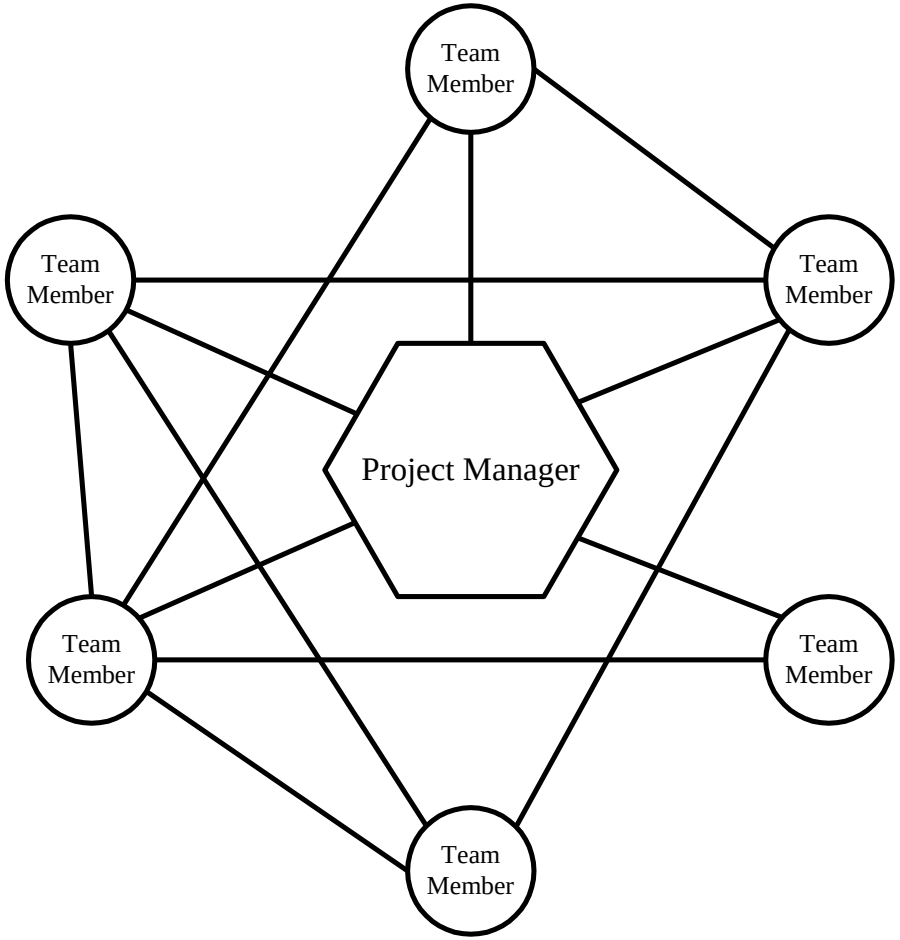


Putting the Full Team Together For Doing the Tasks



Establishing the Communications and Collaborations



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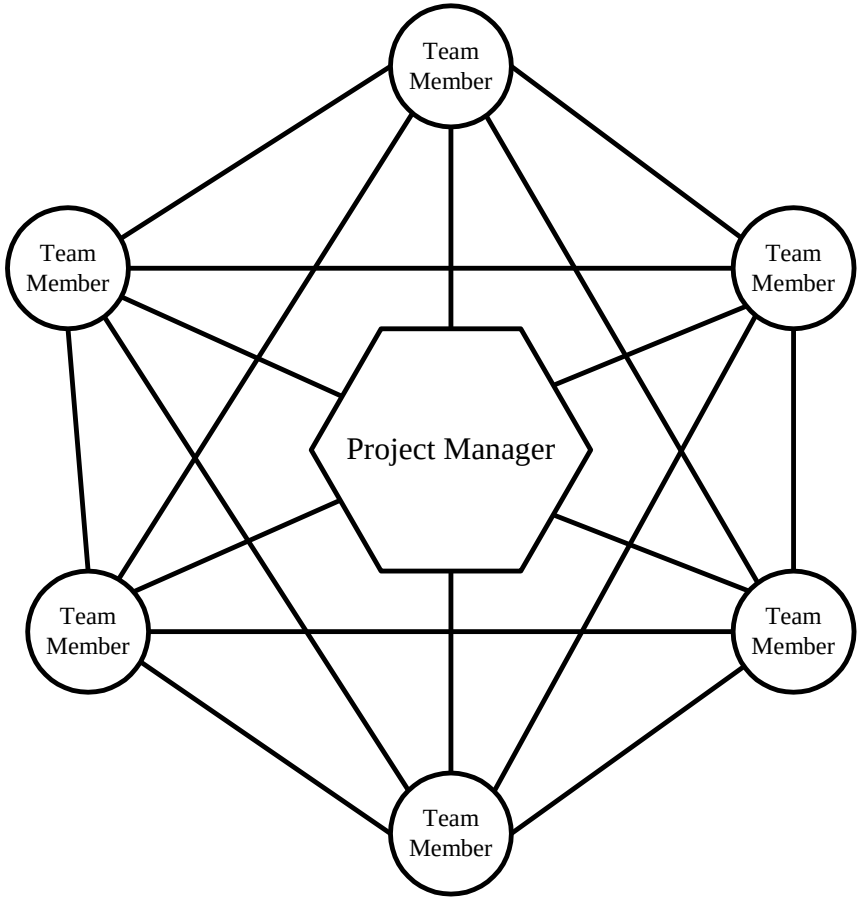

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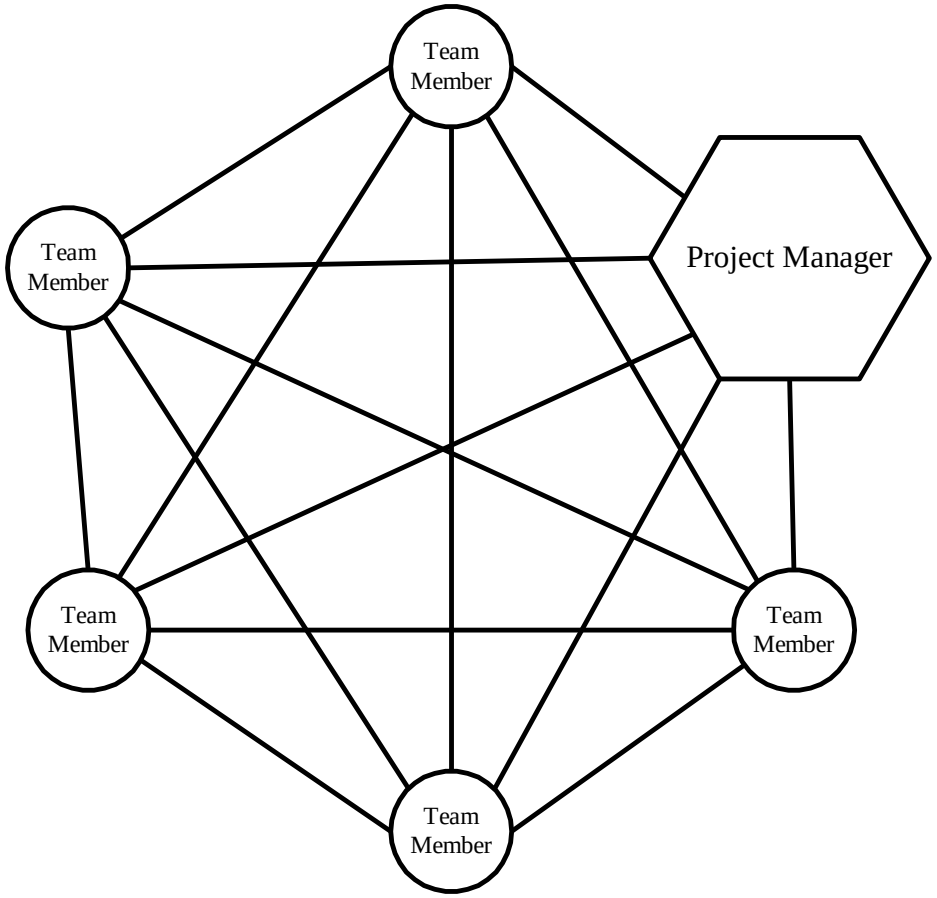
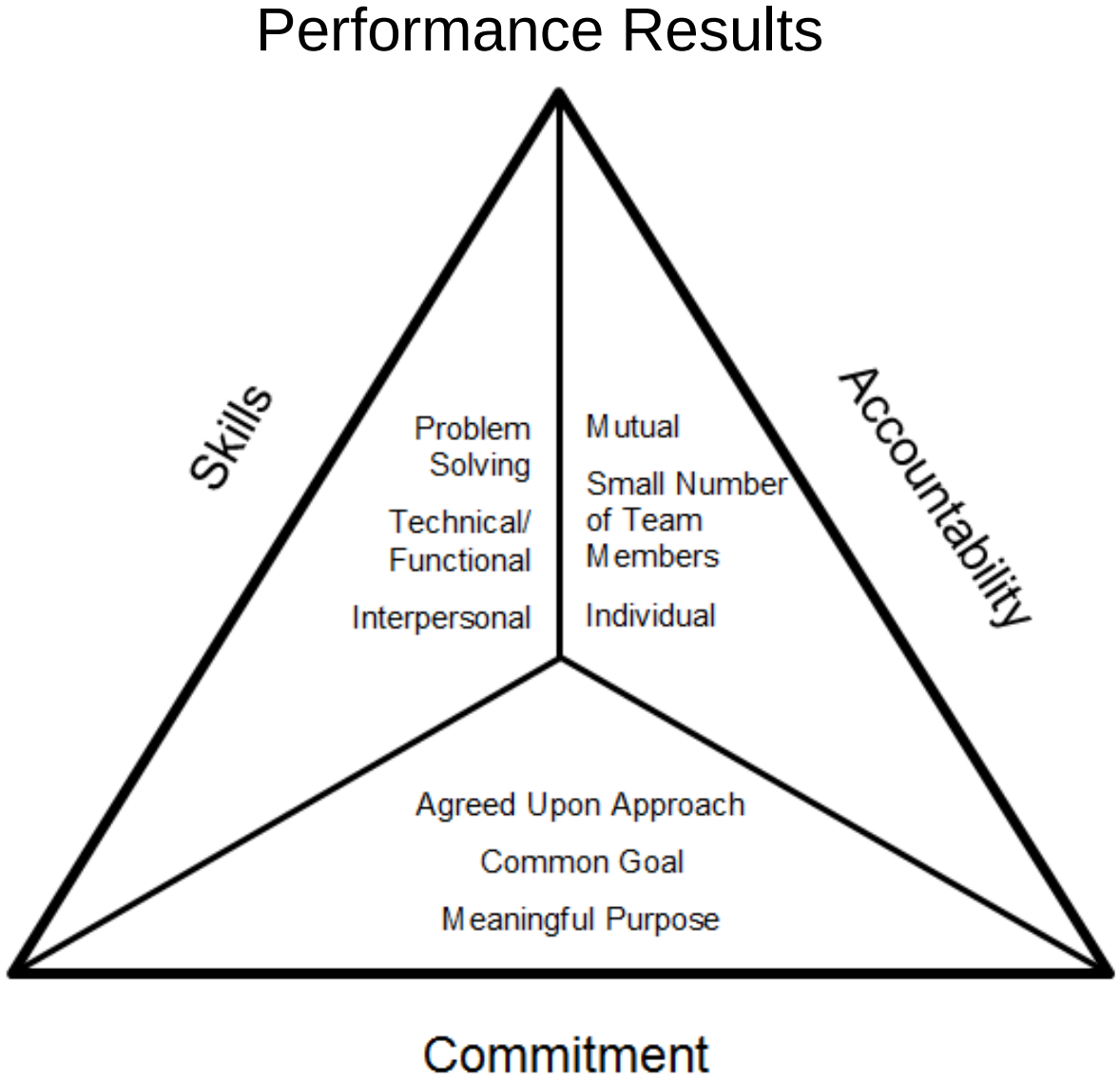


A Highly Functioning Team



Final Result

A successful project that provides the correct project scope, at the required quality level, on time, within budget, in a way that results in satisfied stakeholders that have had a good experience and a team that has worked together well and is ready to work together again.

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