

Introduction to Project Management

Chapter 3 Managing Project Teams

Information Systems Project Management: A Process and Team Approach, 1e
Fuller/Valacich/George

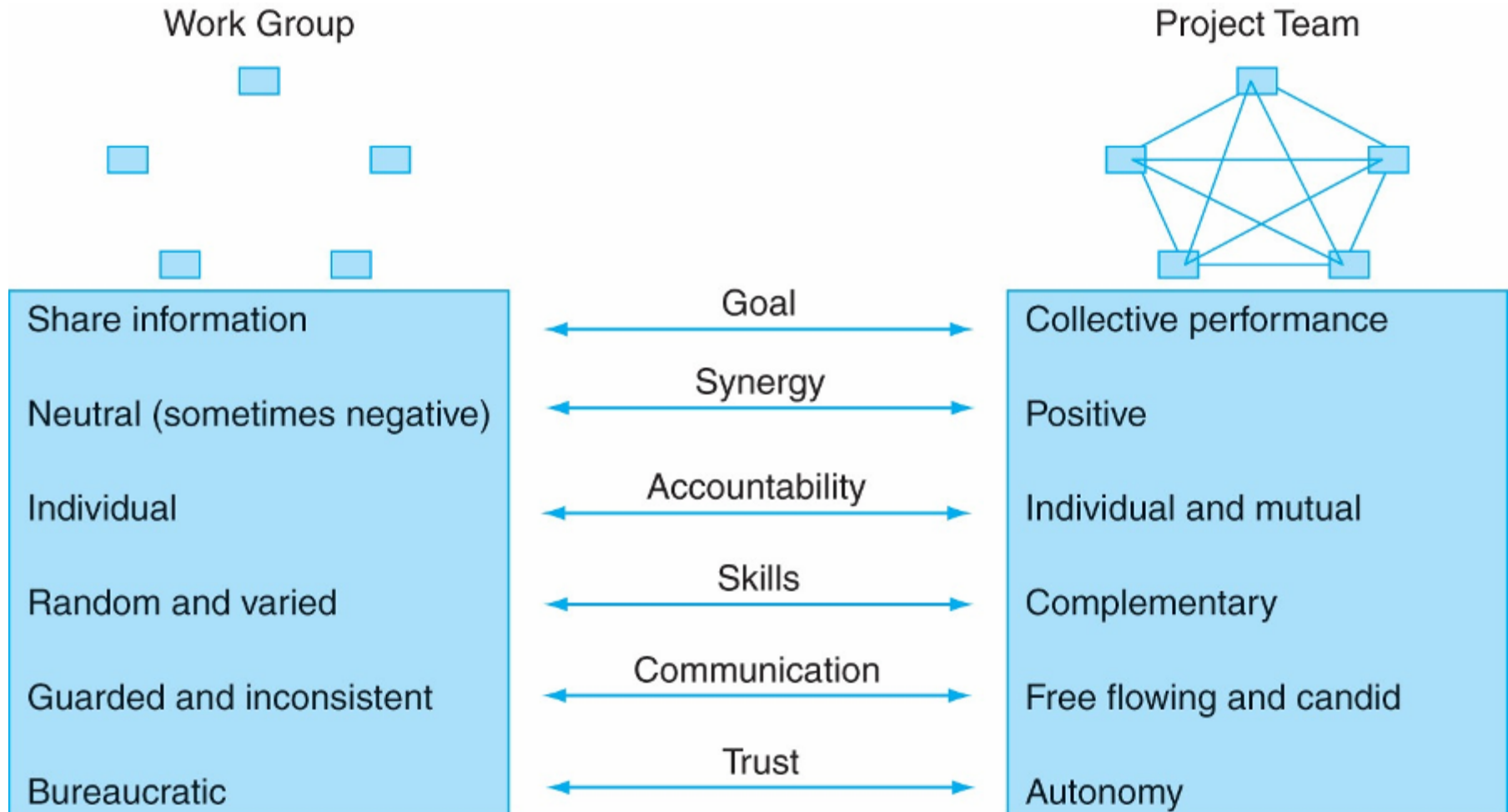
Agenda

- What is project team?
- Motivating team members
- Leadership, Power and Conflict in Project Teams
- Managing Global Project Teams

Facts

- Most important and expensive component of a project are those involved directly or indirectly with the project
- Quality and time estimates depend on the effectiveness of the project team
- Good IT people are in short supply

Work Group Vs Project team



What is a Project Team?

- Two or more people who share the same goals, are interdependent, have complementary skills, and are mutually accountable to the organization and to each member of the team

Project Team Development Stages

- *Form*
- *Storm*
- *Norm*
- *Perform*
- *Adjour*

Forming

- Become familiar with fellow team member(s)
- Establish team goals
- Provide work assignments

Storming

- Set goals
- Establish power levels
- Identify leadership roles

Norming

- Build interpersonal relationships with team members
- Develop a common purpose for the project
- Develop standard operating procedures

Performing

- Start project work
- Stage ends when the project is completed
- For permanent ongoing project teams this is last stage in evolution

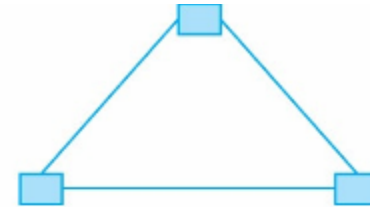
Adjourning

- Complete project assignments
- Team members are released from the project and reassigned
- Different emotional reactions exhibited

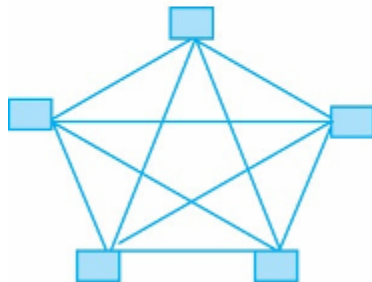
Team communication and management complexity increase rapidly with group size



Two member teams have 1 person-to-person interfaces



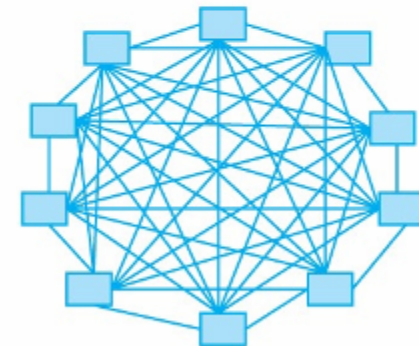
Three member teams have 3 person-to-person interfaces



Five member teams have 10 person-to-person interfaces

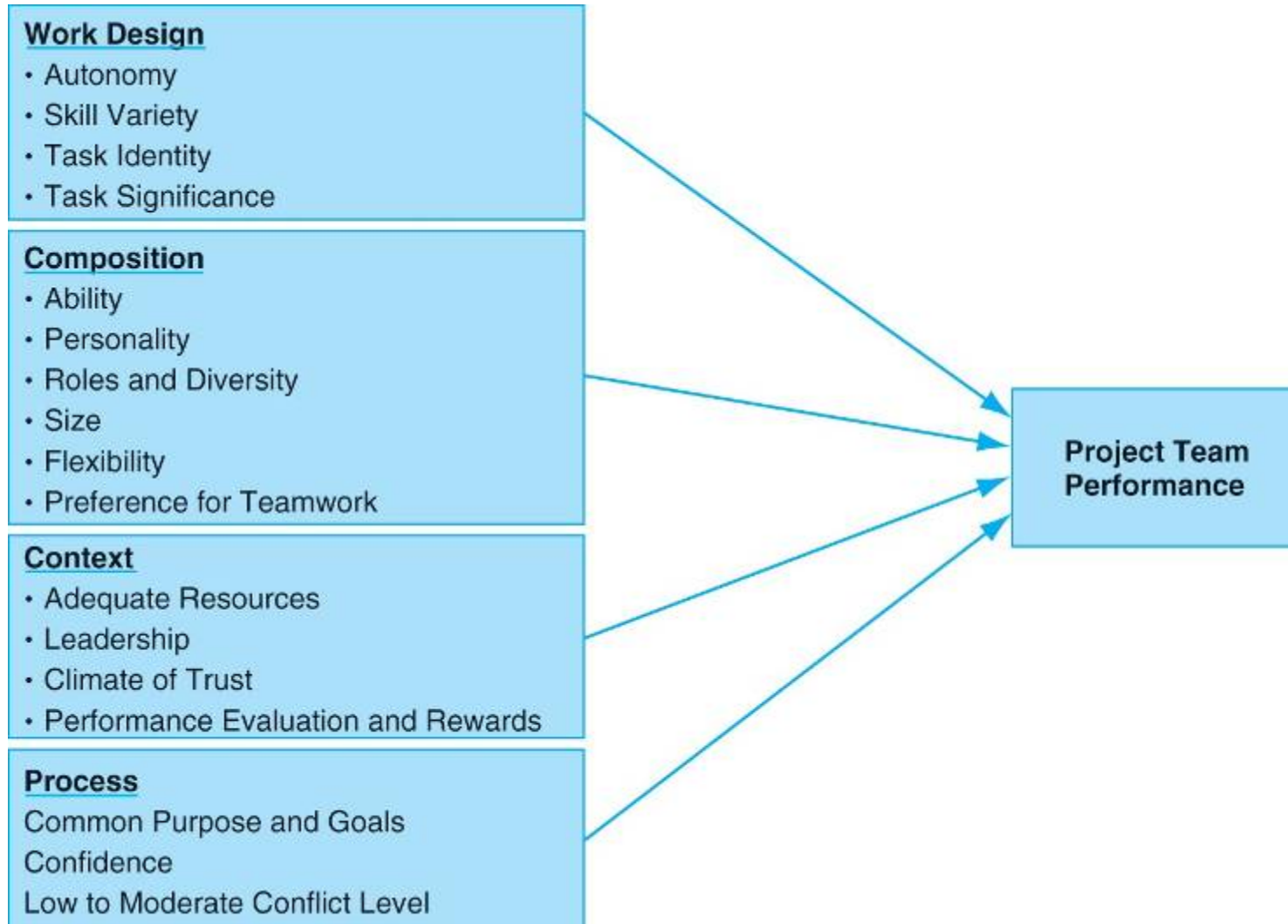
$$\text{Communication Interfaces} = \frac{n(n-1)}{2}$$

(n = team size)

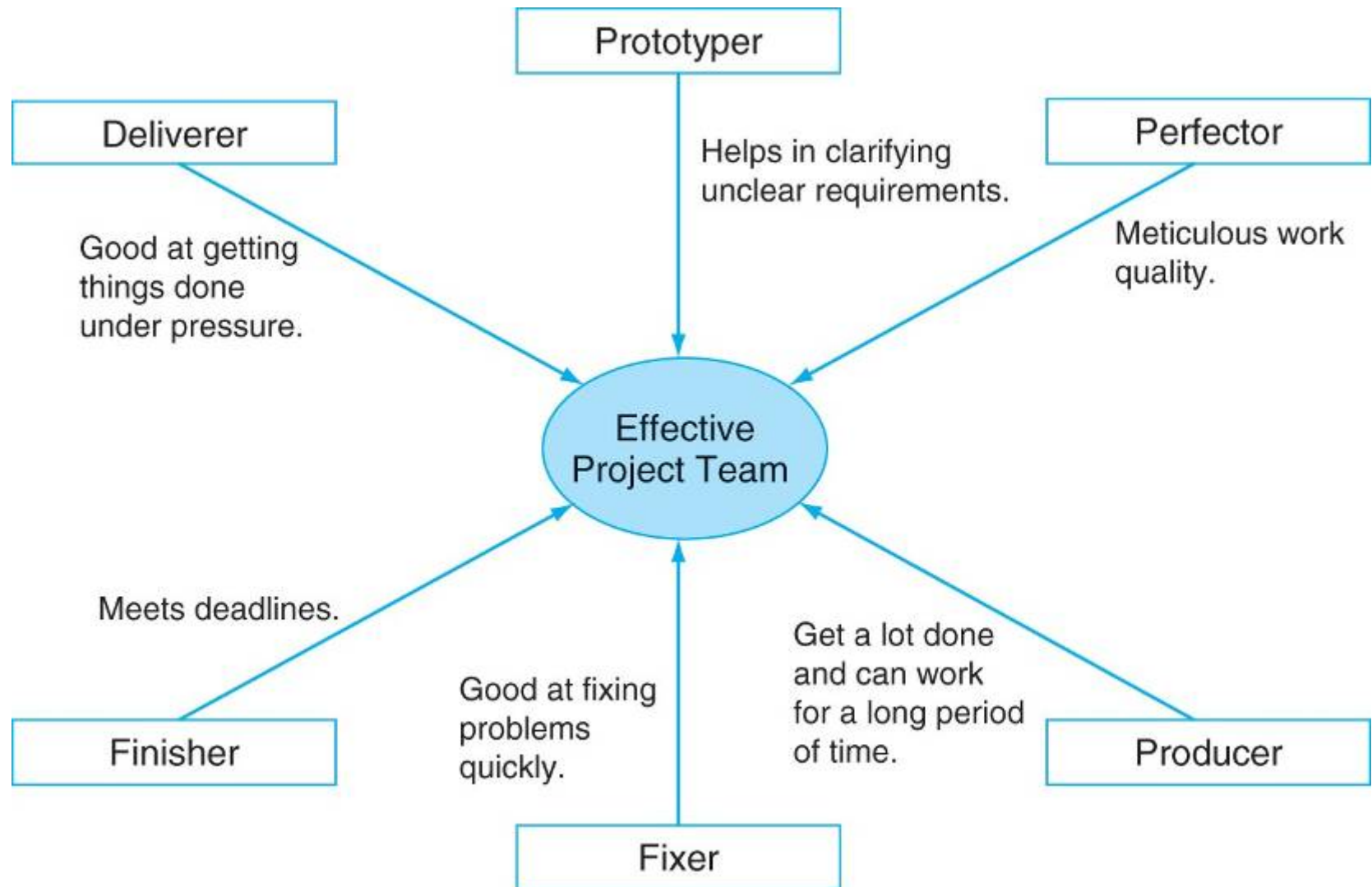


Ten member teams have 45 person-to-person interfaces

Project Team Performance Factors



Different Work Personalities



Project Team Selection

- Keep teams small and manageable
- Get the right personalities
- Embrace diversity
- Reuse successful teams
- Plan ahead to get the right people
- Use your network

Agenda

- What is project team?
- **Motivating team members**
- Leadership, Power and Conflict in Project Teams
- Managing Global Project Teams

Motivation

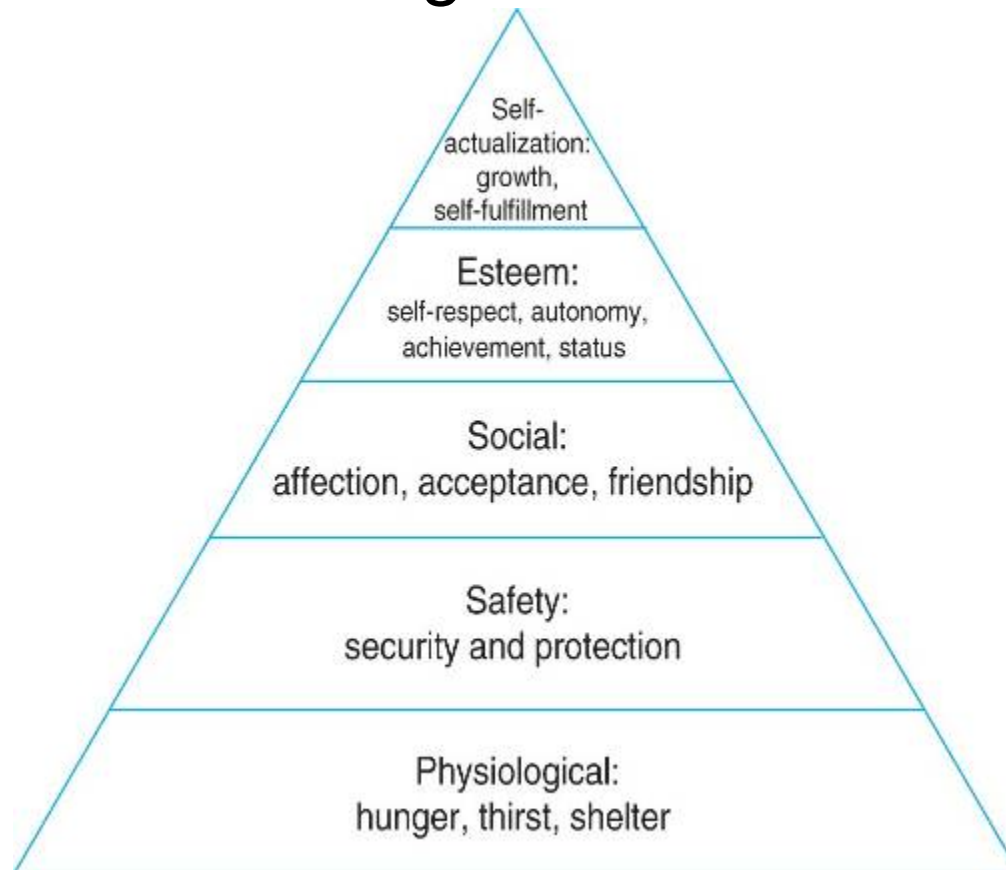
- An individual's intensity, direction, and persistence toward attaining a goal
- Individuals are motivated by different things in different ways
- An individual's level of motivation may be reflected through their:
 - Job satisfaction
 - Absenteeism
 - Turnover

Popular Theories of Motivation

- Hierarchy of Needs (Maslow)
- ERG Theory
- Two-Factor Theory
- Theory of Needs

Maslow's Hierarchy of Needs

- A hierarchy of needs – physiological, safety, social, esteem, and self-actualization – where as each need is met, the next higher-level need becomes the motivating focus



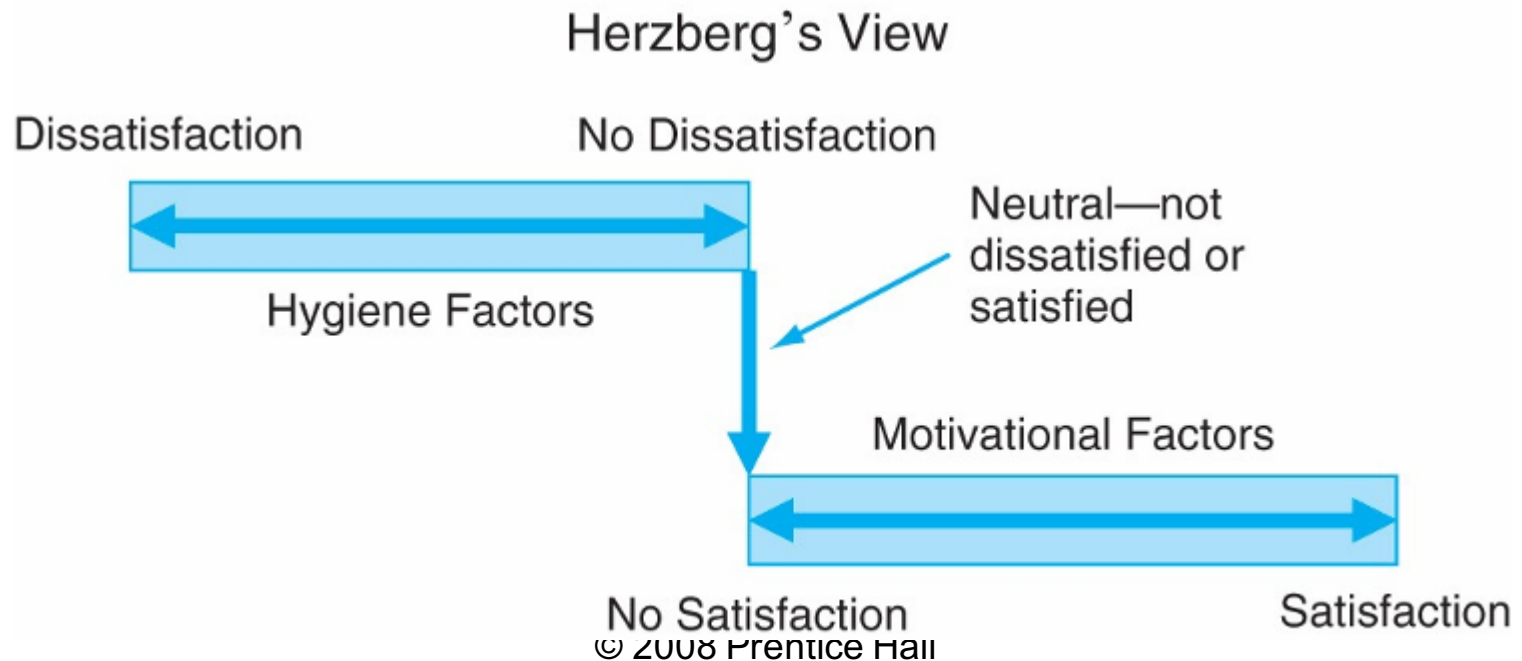
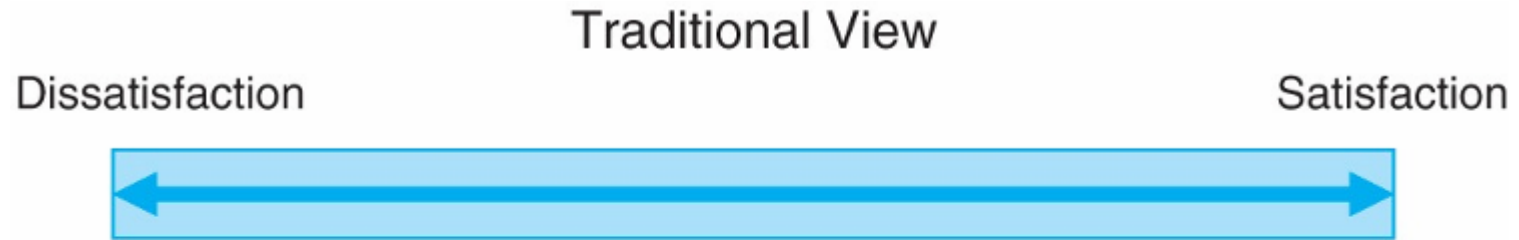
ERG Theory

- Three core needs – Existence, Relatedness, and Growth – in which more than one need may be operative at the same time and that if the fulfillment of a higher-level need is unrealized, the desire to satisfy a lower-level need becomes the motivating focus

Two-Factor Theory

- Intrinsic factors – *motivational factors* – like achievement, recognition, advancement, and responsibility are related to job satisfaction while extrinsic factors – *hygiene factors* – like salary, relationships with colleagues, and work conditions are associated with dissatisfaction

Two-Factor Theory



Two-Factor Theory

HYGIENE FACTORS

- Company policies and administration
- Relationship with supervisor, peers, and subordinates
- Working conditions
- Salary and benefits
- Status
- Security

MOTIVATIONAL FACTORS

- Opportunity for achievement
- Opportunity for recognition
- Challenges and variety of the work itself
- Sense of responsibility
- Opportunity for advancement
- Opportunity for personal growth

Theory of Needs

- A person's motivation can be explained by their need for achievement, power, and affiliation

Process Theories of Motivation

- Theory X and Theory Y
- Theory Z
- Goal-Setting Theory
- Equity Theory
- Reinforcement Theory
- Expectancy Theory

Theory X and Theory Y

- Theory X: Assumes that people dislike work, are lazy, dislike responsibility, and must be coerced into working hard
- Theory Y: Assumes that people like work, are creative, like autonomy, and seek responsibility

Theory Z

- Reflects the Japanese work philosophy which includes a belief in lifetime employment, strong company loyalty, and group consensus

Goal-Setting Theory

- A specific and difficult goal, with clear feedback related to how well a person is doing in relation to meeting a goal, can be used to enhance a person's work productivity

Equity Theory

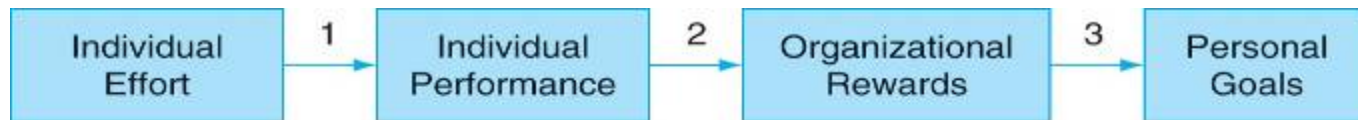
- Individuals compare their work inputs and outcomes with others and then respond to eliminate any inequities between those comparisons

Reinforcement Theory

- States that both positive and negative feedback conditions behavior
 - If desirable behavior is rewarded, it will be repeated
 - Undesirable behavior is discouraged by punishment

Expectancy Theory

- People exert a high level of effort when (1) he or she believes that effort will lead to a good performance appraisal, (2) that a good appraisal will lead to rewards, and (3) that these rewards will satisfy the person's needs



1. Effort-Performance Relationship
2. Performance-Reward Relationship
3. Rewards-Personal Goals Relationship

Motivating Team Members

- Recognize individual differences
- Use specific goals and feedback
- Allow team members to participate in decisions that affect them
- Link rewards to performance
- Check the system for equity

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- Motivating team members
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Manager vs. Leader

- *Manager*: A formal position of authority in an organization that is responsible for planning, organizing, directing, monitoring, and controlling the activities of others
- *Leader*: A person, who, by virtue of his or her personal attributes, can exert influence on others

Leadership

- The ability to influence people toward the achievement of goals
- Attributes:
 - Intelligence and competence in task and organizational activities
 - Maturity and a broad range of interests
 - Considerate interpersonal skills and respect for the needs and differences of others
 - Goal-oriented focus and a strong motivation to achieve success

Trait Theories of Leadership

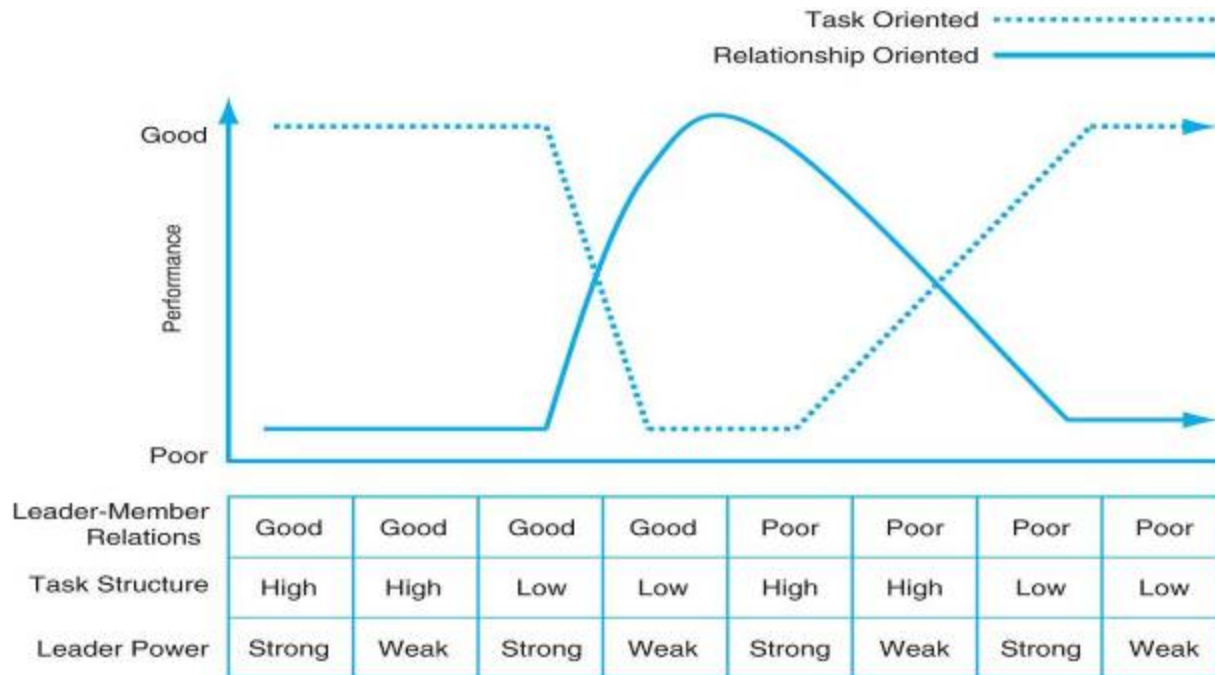
- A set of leadership theories which state that personality, appearance, competence, and other personal characteristics differentiate leaders from non-leaders

Behavioral Theories of Leadership

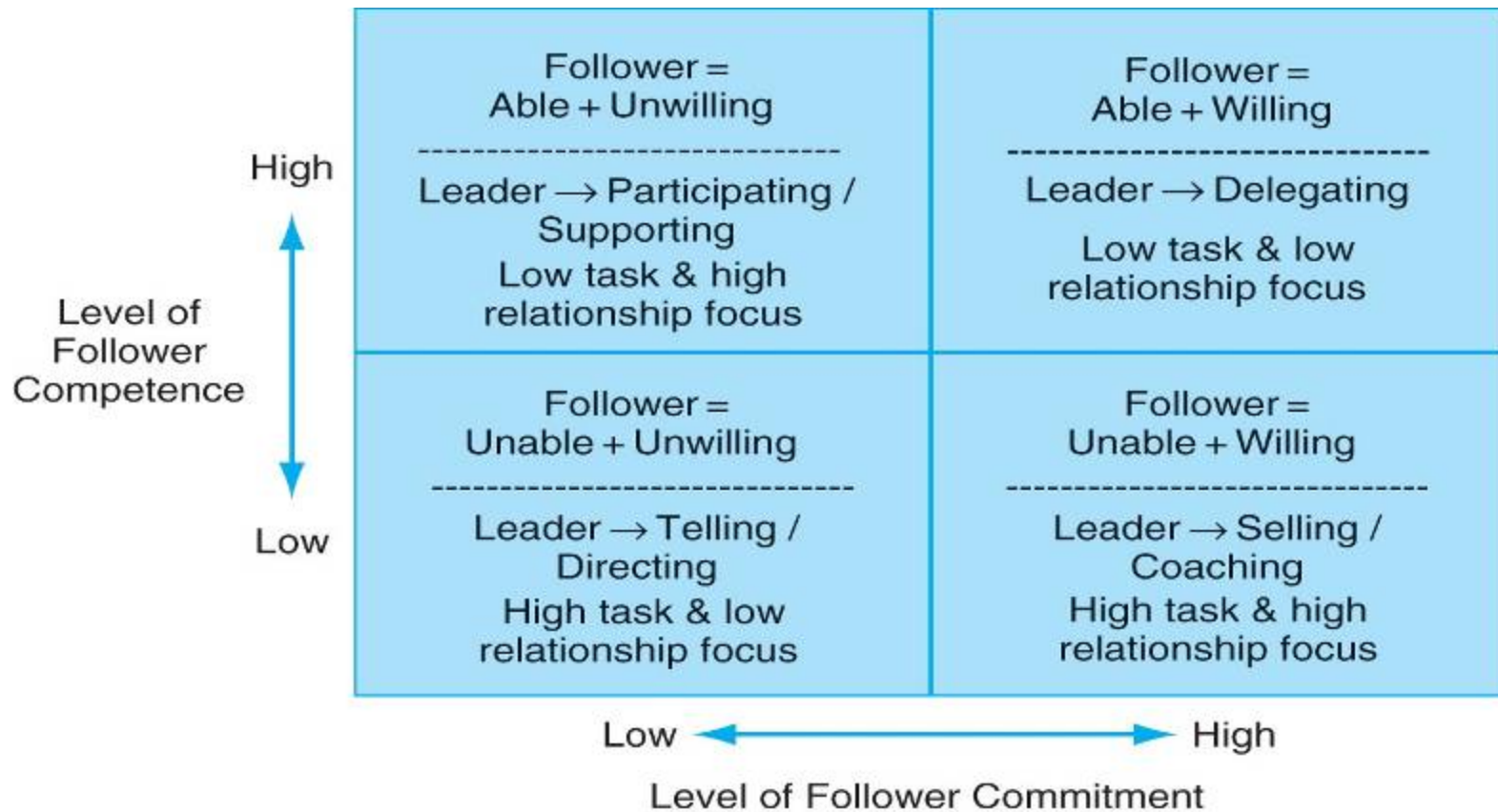
- Set of leadership theories which state that a person's actions determine his or her potential to be a successful leader
 - Relationship oriented
 - Task oriented

Contingency Theories of Leadership

- Set of leadership theories which state that the situation is most critical for identifying leadership success



Situational Leadership Model (SLM)



Five Essential Practices To Effective Leadership

1. Challenging the process
2. Inspiring a shared vision
3. Enabling others to act
4. Modeling the way
5. Encouraging the heart

Power

- Absolute capacity of a person to influence the behavior or attitudes of one or more target persons at a given point in time

Positional Power & Types

- Power derived from an individual's position in an organization
 - Legitimate - position
 - Reward – distribute reward
 - Corrective - punish
 - Information – controlling information
 - Ecological – controlling physical resources as equipment and space

Positional Power & Types

- Personal Power Types:
 - *Expert power* – Influencing people based on having expertise, special skills, or knowledge (e.g., financial guru Warren Buffett)
 - *Referent power* – Influencing people based on their strong affection, admiration, or loyalty (e.g., former US Secretary of State Colin Powell)
 - *Charismatic power* – Influencing people based on having a favorable personality and interpersonal style (e.g., entertainment mogul Oprah Winfrey)

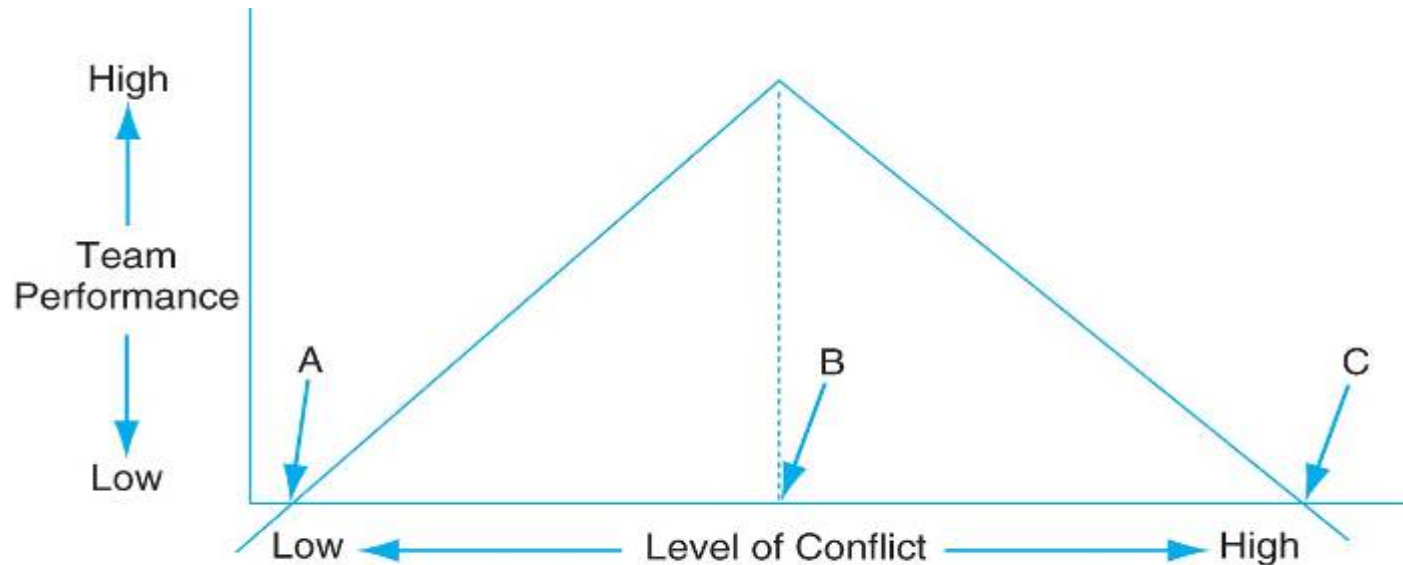
Conflict & Types

- Opposition of people in an organization from incompatible or opposing needs, drives, wishes, external or internal demands
- Types:
 - *Functional*: Conflict that supports the goals of the team and improves its performance
 - Low to moderate levels of Task or Process conflict can increase a team's performance
 - *Dysfunctional*: Conflict that hinders group performance and is destructive to team performance
 - Relationship conflict or high levels of Task or Process conflict will hinder a team's performance

Primary Causes of Conflict

- ***Schedule*** – disagreements on task duration and sequencing
- ***Project priorities*** – disagreements on project vision and scope
- ***Manpower*** – disagreement on the utilization of people, especially those simultaneously involved in multiple projects
- ***Technical*** – disagreements over system design elegance and resource limitations
- ***Administration*** – disagreements due to authority over key resources
- ***Personality*** – disagreements due to dysfunctional interpersonal interactions
- ***Cost*** – disagreements rising from increasing resource constraints as a project evolves

Conflict and Team Performance



| Situation | Level of Conflict | Type of Conflict | Team's Internal Characteristics | Level of Team Performance |
|-----------|-------------------|------------------|---|---------------------------|
| A | Low to None | Dysfunctional | Apathetic, Stagnant, Nonresponsive to change, Lack of new ideas | Low |
| B | Optimal | Functional | Viable, Self-critical, Innovative | High |
| C | High | Dysfunctional | Disruptive, Chaotic, Uncooperative | Low |

Project Conflict Conditions

| Condition | Description |
|---|--|
| Ambiguous roles, work boundaries, responsibility, and authority | Project teams often have members with different reporting structures, overlapping or conflicting responsibilities that can lead to conflict. |
| Inconsistent or incompatible goals | Team members may perceive others to have different or conflicting goals that can lead to conflict. |
| Communication problems | Task, process, or relationship ambiguity can result in reduced or ineffective communication that can lead to conflict. |
| Dependence on another party | Team members depend on others to complete tasks or provide resources; delays or work quality issues can lead to conflict. |
| Specialization or differentiation | Team members from different professional backgrounds often have different viewpoints, languages, and goals that can lead to conflict. |
| Need for joint decision making and consensus | Teams with a diverse mix of members may feel pressure to conform to the majority opinion, which can lead to conflict. |
| Behavior regulations | Project teams have norms for working together that may conflict with an individual's preferred work processes. |
| Unresolved prior conflicts | Past unresolved issues between team members can lead to conflict. |

Conflict Intensity Range



Conflict management techniques

CONFLICT RESOLUTION TECHNIQUES

| | |
|-------------------------------|---|
| Problem solving | Face-to-face meetings can be used to identify and resolve conflicts through open and candid discussions. |
| Shared goals | Create shared goals that can only be achieved through the cooperation of the conflicting parties. |
| Resource expansion | When conflict is caused by resource scarcity—say, money, opportunities, space, equipment—additional resources can be used to resolve discrepancies. |
| Avoidance | Withdrawal from, or suppression of, the conflict. |
| Smoothing | Playing down differences while emphasizing common interests between the conflicting parties. |
| Compromise | Each party to the conflict gives up something of value. |
| Authoritative command | A person of power mandates an outcome and communicates it to the conflicting parties. |
| Altering team member behavior | Use some type of training or intervention to alter the attitudes or behaviors that are causing conflict. |
| Altering the team structure | Change the formal team structure so that conflicting members limit their interaction; a more extreme solution is to remove members from the team. |

Conflict management techniques

CONFLICT STIMULATION TECHNIQUES

| | |
|-------------------------------|--|
| Communication | Using ambiguous or threatening messages to increase conflict levels |
| Bringing in outsiders | Adding new members to the team who have different backgrounds, attitudes, values, or managerial styles |
| Restructuring the team | Realigning the tasks, work or communication processes to disrupt the status quo |
| Appointing a devil's advocate | Have an assigned critic to argue against the team's majority position |

Important Political Skills

- Understand what your organization values
- Understand how decisions are made in your organization
- Expand and strengthen your network
- Develop a clear and easy to communicate story
- Lead by example

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Global Project Teams

- Increased in popularity due to:
 - Advances in telecommunications
 - Increased globalization
 - Increased outsourcing

Why Outsource?

- Reduce or control costs
- Free up internal resources
- Gain access to world-class capabilities
- Increase revenue potential of the organization
- Reduce time to market
- Increase process efficiencies
- Outsource non-core activities
- Compensate for a lack of specific capabilities or skills

Global Project Team Management Challenges



Culture

- Collective programming of the mind that distinguishes the members of one group or category of people from another

Cultures Vary By:

- *Power distance*: describes how different societies handle human inequality issues
- *Uncertainty avoidance*: level of risk taking common to a culture
- *Individualism/collectivism*: reflects the extent to which a society values the position of an individual versus the position of a group
- *Masculinity/femininity*: degree to which a society is characterized by masculine or feminine qualities
- *Concept of time*: extent to which a culture has a longer- or shorter-term orientation
- *Life focus*: A cultural characteristic that contrasts the extent to which a culture focuses on the quantity versus quality of life

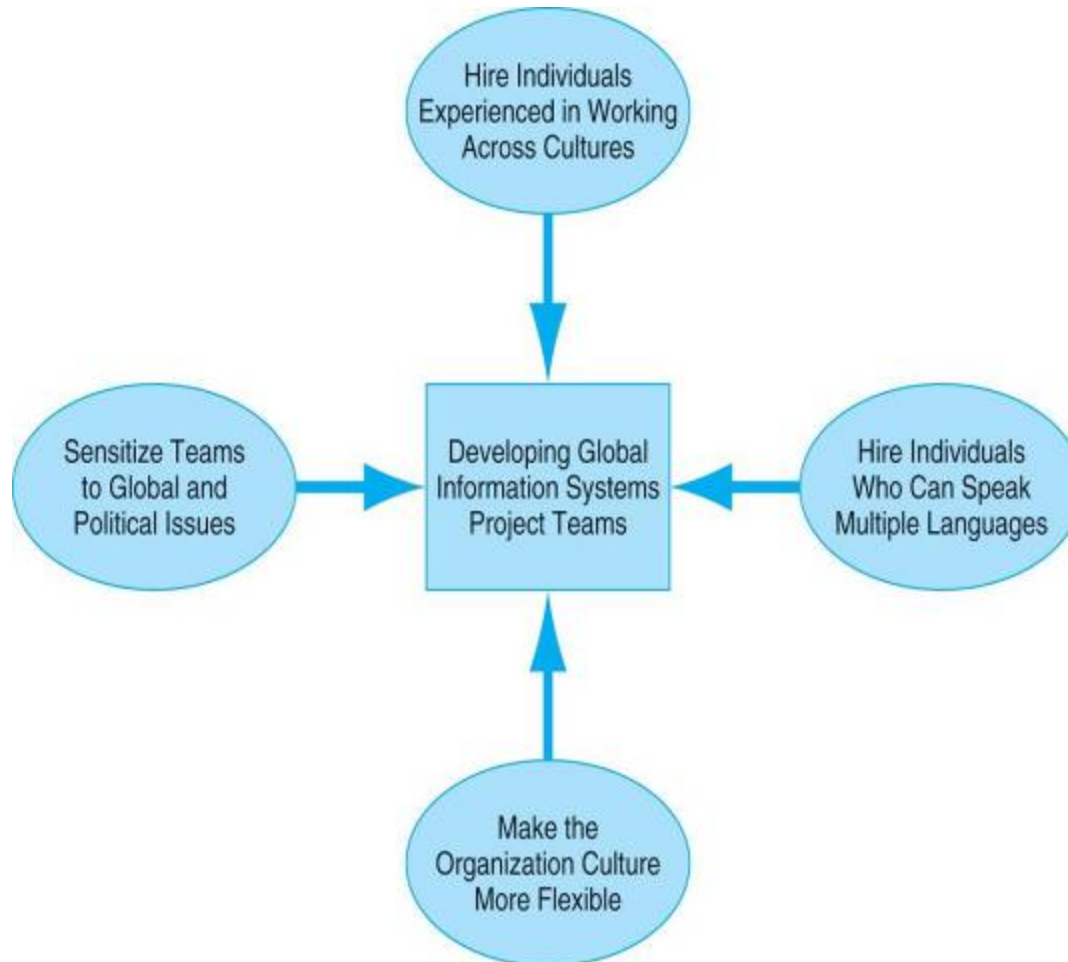
Other Possible Barriers

- *Language* – e.g., communication language and norms
- *Work culture* – e.g., work skills, habits, and attitudes toward work
- *Aesthetics* – e.g., art, music, and culture
- *Education* – e.g., attitudes toward education and literacy
- *Religion, beliefs, and attitudes* – e.g., spiritual institutions and values
- *Social organizations* – e.g., family and social cohesiveness
- *Political life* – e.g., political stability

Environmental & Expertise Related Challenges

- Different skill sets
- Different personnel costs
- Data collection and flow restrictions
- Legal policies
- Currency fluctuations

Global Project Team Development Strategies



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Questions?

