

# 08 project performance domains

- 1) Stakeholders
- 2) Team
- 3) Development Approach and Life Cycle
- 4) Planning
- 5) Project Work
- 6) Delivery
- 7) Measurement
- 8) Uncertainty

## 2. TEAM PERFORMANCE DOMAIN

### TEAM PERFORMANCE DOMAIN

The Team Performance Domain addresses activities and functions associated with the people who are responsible for producing project deliverables that realize business outcomes.

Effective execution of this performance domain results in the following desired outcomes:

- ▶ Shared ownership.
- ▶ A high-performing team.
- ▶ Applicable leadership and other interpersonal skills demonstrated by all team members.

# TEAM PERFORMANCE DOMAIN

- This performance domain entails establishing the culture and environment that enables a collection of diverse individuals to evolve into a high-performing project team
- Includes recognizing the activities needed to foster project team development and encouraging leadership behaviors from all project team members

- **Project Manager.** The person assigned by the performing organization to lead the project team that is responsible for achieving the project objectives.
- **Project Management Team.** The members of the project team who are directly involved in project management activities.
- **Project Team.** A set of individuals performing the work of the project to achieve its objectives



## 2.1 PROJECT TEAM MANAGEMENT AND LEADERSHIP

- Project management entails applying knowledge, skills, tools, and techniques for management activities as well as leadership activities
- Management activities focus on means of meeting project objectives
  - having effective processes
  - planning, coordinating
  - measuring
  - monitoring work
- Leadership includes influencing, motivating, listening, enabling, and other activities having to do with the project team



## 2.1.1 Centralized Management and Leadership

- While leadership activities should be practiced by all project team members, management activities may be centralized or distributed
- where management activities are centralized, accountability, is usually assigned to one individual, such as the project manager

## 2.1.2 Distributed Management and Leadership

- Sometimes project management activities are shared among a project management team, and project team members are responsible for completing the work
- Rather than having a designated project manager, someone within the project team may serve as facilitator to enable communication, collaboration, and engagement. This role may shift among project team members.
- ***Servant leadership***
  - a style of leadership that focuses on understanding and addressing the needs and development of project team members in order to enable the highest possible project team performance
  - *While traditional leadership is focused on helping an organization thrive, servant leaders put the needs of their employees first. They focus on developing individuals who perform their best. Examples of servant leaders are Abraham Lincoln, Martin Luther King Jr., and Mother Theresa*



## Servant leadership behaviors include:

### ► Obstacle removal

- solving problems and removing obstacles that may be hampering the project team's work.
- By solving or easing these impediments, the project team can deliver value to the business faster.

### ► Diversion shield

- Servant leaders protect the project team from internal and external diversions that redirect the project team from the current objectives.
- Time fragmentation reduces productivity, so shielding the project team from noncritical, external demands helps the project team stay focused.

### ► Encouragement and development opportunities.

- servant leader also provides tools and encouragement to keep the project team satisfied and productive.
- Learning what motivates project team members as individuals and finding ways to reward them for good work helps keep project team members satisfied.

## 2.1.3 Common Aspects of Team Development

### ► Vision and objectives

- It is essential that everyone is aware of the project vision and objectives.
- The vision and objectives are communicated throughout the project.
- Referencing the intended outcomes when the project team is engaged in making decisions and solving problems.

### ► Roles and responsibilities.

- It is important to make sure project team members understand and fulfill their roles and responsibilities.
- This can include identifying gaps in knowledge and skills as well as strategies to address those gaps through training, mentoring, or coaching.

**A vision can simply be defined as a mental image for the future. ... On the other hand, objective refers to a much more specific, quantifiable, detailed goal. The key difference between a vision and an objective is that while a vision can seem distant and broad, an objective is much more specific and easily achievable**

## 2.1.3 Common Aspects of Team Development

### ► Project team operations

- Facilitating project team communication, problem solving, and the process of coming to consensus may include working with the project team to develop a project team charter and a set of operating guidelines or project team norms.

### ► Guidance

- Guidance can be directed to the overall project team to keep everyone headed in the right direction.
- Individual project team members may also provide guidance on a particular task or deliverable.

### ► Growth

- Identifying areas where the project team is performing well and pointing out areas where the project team can improve helps the project team to grow.
- Working collaboratively, the project team can identify goals for its improvement and take steps to meet those goals.
- This also applies to each individual on the project team. Individuals may want to grow their skills and experience in certain areas, and the project manager can assist with that

## 2.2 PROJECT TEAM CULTURE

- Each project team develops its own team culture
- culture may be established deliberately by developing project team norms, or informally through the behaviors and actions of its project team members.

Human beings have a set of biases, some of them unconscious and some of them conscious. For example, one person may feel that unless a schedule is displayed using a software-generated Gantt chart, that it is not a true or valid schedule. Another person may have a contrasting bias that detailed planning any further out than 30 days is a waste of time. Being open and transparent about biases up front establishes a culture of openness and trust that can enable consensus and collaboration.

- The project manager is key in establishing and maintaining a safe, respectful, nonjudgmental environment that allows the project team to communicate openly
- Good Culture can be accomplished by
  - Transparency
    - Being transparent in how one thinks, makes choices, and processes information helps others identify and share their own processes
  - Integrity
    - Integrity is comprised of ethical behavior and honesty
  - Respect.
    - Demonstrating respect for each person, how the person thinks, the person's skills
  - Positive discourse
    - present an opportunity to have a dialogue rather than a debate
    - dialogue entails working with others to resolve divergent opinions
  - Courage
    - Recommending a new approach to a problem or a way of working
  - Celebrating success

## 2.3 HIGH-PERFORMING PROJECT TEAMS

- One goal of effective leadership is to create a high-performing project team
- factors associated with high-performing project teams are
  - ▶ Open communication
    - An environment that fosters open and safe communication allows for productive meetings, problem solving, brainstorming, and so forth.
  - ▶ Shared understanding
    - The purpose for the project and the benefits it will provide are held in common.
  - ▶ Shared ownership
    - The more ownership of the outcomes that project team members feel, the better they are likely to perform.
  - ▶ Trust
    - A project team in which its members trust each other is willing to go the extra distance to deliver success. People are less likely to do the extra work it may take to succeed if they do not trust their project team members, project manager, or the organization.

# factors associated with high-performing project teams are

## ▶ Collaboration

- Project teams that collaborate and work with each other rather than work in silos or compete tend to generate more diverse ideas and end up with better outcomes.

## ▶ Adaptability

- Project teams that are able to adapt the way they work to the environment and the situation are more effective.

## ▶ Resilience

- When issues or failures occur, high-performing project teams recover quickly.

## ▶ Empowerment

- Project team members who feel empowered to make decisions about the way they work perform better than those who are micromanaged.

## ▶ Recognition

- Project teams who are recognized for the work they put in and the performance they achieve are more likely to continue to perform well.

## 2.4 LEADERSHIP SKILLS

- Leadership skills are useful for all project team members whether the project team is operating in an environment with a centralized authority or a shared leadership environment
- some of the traits and activities associated with leadership
  - Establishing and Maintaining Vision
  - Critical Thinking
  - Motivation
  - Interpersonal Skills



## 2.4.1 Establishing and Maintaining Vision

- project vision summarizes the project's purpose clearly
- It describes a realistic, attractive view of the future project outcomes
- a clear understanding of the end goal can help guide local decisions toward the desired project outcome
- A vision developed collaboratively between project team members and key stakeholders should answer these questions:
  - What is the project purpose?
  - What defines successful project work?
  - How will the future be better when the project outcomes are delivered?
  - How will the project team know that it is drifting from the vision?

## 2.4.2 Critical Thinking

- Critical thinking includes disciplined, rational, logical, evidence-based thinking
- identify the root cause of problems, and consider challenging issues, such as ambiguity, complexity
- Project team members apply critical thinking to:
  - ▶ Research and gather unbiased, well-balanced information;
  - ▶ Recognize, analyze, and resolve problems;
  - ▶ Identify bias, unstated assumptions, and values;
  - ▶ Discern the use of language and the influence on oneself and others;
  - ▶ Analyze data and evidence to evaluate arguments and perspectives;
  - ▶ Observe events to identify patterns and relationships;
  - ▶ Identify and articulate false premises, false analogy, emotional appeals, and other faulty logic.

## 2.4.3 Motivation

- Two aspects of motivation
  - understanding what motivates project team members to perform
  - working with project team members in such a way that they remain committed to the project and its outcomes
- Motivation to perform can be intrinsic or extrinsic
  - Intrinsic motivation
    - motivation comes from inside the individual
    - associated with finding pleasure in the work itself rather than focusing on rewards
    - E.g.- Achievement, Challenge, Belief in the work, Making a difference, Responsibility, Personal growth
  - Extrinsic motivation
    - performing work because of an external reward such as a bonus.
    - Much of the work done on projects is aligned with intrinsic motivation
- People are not motivated by just one thing; however, most people have a dominant motivator.
- To effectively motivate project team members, it is helpful to know each member's dominant motivator.

## 2.4.4 Interpersonal Skills

- Interpersonal skills that are used frequently in projects include emotional intelligence, decision making, and conflict resolution among others
- ***Emotional intelligence***
  - It is the ability to recognize our own emotions and those of others
  - Self-awareness and self-management are required to remain calm and productive during difficult project circumstances.
  - Social awareness and social skills allow for better bonds with project team members and project stakeholders. Emotional intelligence is a basis of all forms of leadership

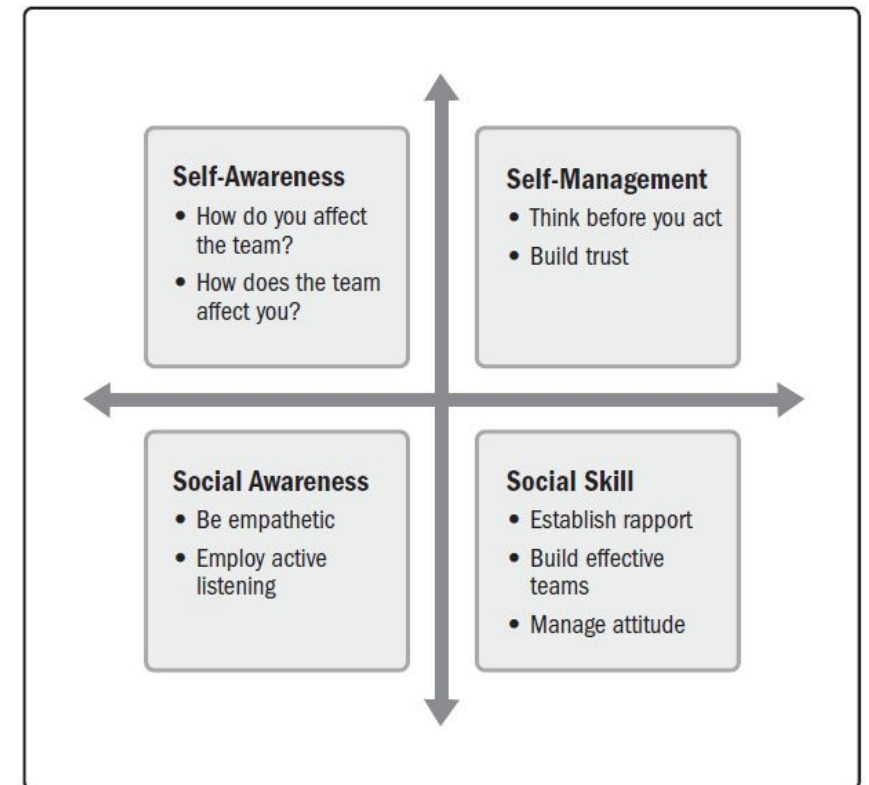


Figure 2-5. Components of Emotional Intelligence

- ***Decision making***

- Unilateral Decision

- advantage of being fast but is prone to error when compared to engaging the wisdom of a diverse set of people
    - can also demotivate people who are impacted by the decision since they may feel their views and concerns were not considered

- Group-based decision

- benefit of tapping into the broad knowledge base of a group
    - time required and interruption to teamwork that can occur when taking people away from their work to be consulted in a decision

- ***Conflict management***

- How conflict is handled can either lead to more conflict or to better decision making and stronger solutions

- Techniques for handling conflicts

- *Keep communications open and respectful*
    - *Focus on the issues, not the people*
    - *Focus on the present and future, not the past*
    - *Search for alternatives together*

## 2.5 TAILORING LEADERSHIP STYLES

- As with all aspects of projects, leadership styles are also tailored to meet the needs of the project, the environment, and the stakeholders
- variables that influence tailoring of leadership
  - Experience with the type of project
  - Maturity of the project team members
  - Organizational governance structures
  - Distributed project teams

**Table 2-3. Checking Outcomes—Team Performance Domain**

Outcome	Check
Shared ownership	All project team members know the vision and objectives. The project team owns the deliverables and outcomes of the project.
A high-performing team	The project team trusts each other and collaborates. The project team adapts to changing situations and is resilient in the face of challenges. The project team feels empowered and empowers and recognizes members of the project team.
Applicable leadership and other interpersonal skills are demonstrated by all project team members	Project team members apply critical thinking and interpersonal skills. Project team member leadership styles are appropriate to the project context and environment.