**Morgan Evans**

**22515464**

**Leading & Managing Project Teams**

**Assignment**

**Word Count:3121**

Contents

[Introduction 2](#_Toc124009835)

[Discussion Area 2](#_Toc124009836)

[Leadership 2](#_Toc124009837)

[Stakeholder Management 3](#_Toc124009838)

[Organizational Structures 4](#_Toc124009839)

[Team Roles 5](#_Toc124009840)

[Communication 7](#_Toc124009841)

[Conflict Resolution 8](#_Toc124009842)

[Conclusion 9](#_Toc124009843)

[References 10](#_Toc124009844)

# Introduction

Project teams are essential to the successful delivery of any project. An effective team, led by a competent and engaged leader, can enable a project to be delivered on time and within budget. However, the successful delivery of a project is rarely achieved with the leader alone. The team’s composition, roles, communication and conflict resolution are all key factors in the success of any project. This report will critically examine the complex nature of team dynamics when delivering projects, and identify and evaluate contemporary managerial concerns relating to multi-cultural project teams and conflict resolution. Furthermore, the report will demonstrate a critical awareness of organizational factors influencing people's behavior and performance during the delivery of projects, with the aim of providing Prime Group's CEO with three recommendations for their future teams.

# Discussion Area

## Leadership

Leadership plays an essential role in the development and management of teams responsible for the successful delivery of business activities. Leadership is a process by which an individual influences, motivates and enables others to contribute to the effectiveness and success of an organization (Northouse, 2016)Leadership is a crucial component of team development and management, as it guides team members in their work and helps them to achieve their goals.

Leadership styles can vary significantly, depending on the context and the leader. For example, transformational leadership is a style in which leaders inspire and motivate their teams to achieve a common goal by focusing on collective goals, promoting communication, and providing support and feedback (Hemmati & Naseri, 2015). On the other hand, transactional leadership is a more structured style in which leaders use rewards and punishments to motivate their teams to achieve their goals (Mojati & Karami, 2018)In addition, there is also servant leadership, which is a style in which leaders focus on helping their team members develop and grow, as well as democratic leadership, which is a style in which leaders involve their team members in decision-making (Northouse, 2016).

Regardless of the leadership style that is used, effective leadership is essential for the successful development and management of teams. Leaders must be able to effectively communicate their vision and goals to their team members and inspire them to work towards achieving them. They must also be able to provide clear direction and guidance, as well as create an environment in which team members can collaborate, share ideas, and provide constructive feedback. Furthermore, leaders must be able to recognize and reward individual and team accomplishments and build trust among team members. Leadership is an essential component of team development and management, as it guides team members in their work and helps them to achieve their goals. Effective leadership is essential for the successful development and management of teams, as leaders must be able to effectively communicate their vision, provide clear direction and guidance, reward accomplishments, and build trust among team members.

## Stakeholder Management

Stakeholders are those individuals and groups with a direct or indirect interest in the success of a project, as well as in its outcome (Balfour & Visser, 2017). For example, stakeholders in a construction project may include the construction company, the local municipality, the workers, the investors, and the local community. Therefore, it is essential to ensure that stakeholders are engaged in the project in order to ensure its success. Stakeholder engagement is the process of actively involving stakeholders in the planning, decision-making, and execution of a project.

Stakeholder engagement is an essential element of successful project management. It involves building relationships with stakeholders in order to ensure that their interests are taken into account during the planning and execution of the project (Barber & Kavanagh, 2015). Engaging stakeholders early in the project life cycle can help to avoid misunderstandings and costly delays down the line. It is also important to ensure that stakeholders are kept informed throughout the project and that their feedback is taken into account.

Effective stakeholder engagement is essential for the successful delivery of projects. It enables stakeholders to have a say in the project and helps to ensure that their expectations and needs are taken into account. This helps to build trust and understanding between the project team and stakeholders, which can help to ensure that the project is successful (Faulkner & Covin, 2015).

Stakeholder engagement can also help to ensure that the project is completed on time and within budget. By engaging stakeholders early and often, the project team can be sure that they are taking into account all relevant stakeholders' needs and expectations, which can help to avoid unnecessary delays and cost overruns (Gray, 2017). In addition, stakeholder engagement can help to ensure that all stakeholders are kept up to date and that they understand their role in the project.

Stakeholder engagement is also important for the long-term success of the project (Poppo & Zenger, 2002). By engaging stakeholders throughout the project life cycle, the project team can ensure that all stakeholders are kept informed and that their feedback is taken into account. This can help to build trust and understanding between the project team and stakeholders, which can help to ensure that the project is successful. Stakeholder engagement is an essential element of successful project management. It involves building relationships with stakeholders in order to ensure that their interests are taken into account during the planning and execution of the project. Engaging stakeholders early in the project life cycle can help to avoid misunderstandings and costly delays down the line. It is also important to ensure that stakeholders are kept informed throughout the project and that their feedback is taken into account. Effective stakeholder engagement can help to ensure that the project is completed on time and within budget, as well as to build trust and understanding between the project team and stakeholders.

## Organizational Structures

Organizational structures play an important role in the success of a project management team. Organizational structures provide a framework for communication and collaboration within a team, and can also help to motivate team members to work together effectively. Through the use of organizational structures, teams can be organized in a way that optimizes performance, motivates team members, and provides a clear direction for the team.

Organizational structures have been found to have a direct effect on team performance. For example, researchers have found that the use of flat structures, which are structures with fewer levels of hierarchy and fewer centralized decision makers, can lead to increased productivity in teams (Barker, et al., 2019). Flat structures can also lead to increased collaboration amongst team members (Uhl-Bien, et al., 2006). Additionally, flat structures can reduce bureaucracy and promote innovation within teams (Murnieks, et al., 2018).

Organizational structures can also provide a platform for communication and collaboration amongst team members. For example, managers can use organizing structures to create a clear hierarchy within the team, which can provide a platform for team members to share ideas and collaborate on projects (Murnieks, et al., 2018). Additionally, organizing structures can be used to create a sense of team identity, which can help team members to feel more committed and motivated to work together (Murnieks, et al., 2018).

Organizational structures can also help to motivate team members. For example, research has found that team members are more likely to be motivated when they feel that their efforts are appreciated (Barker, et al., 2019). Organizational structures can provide a platform for managers to recognize and reward good performance, which can help to increase team members’ motivation (Hemmati & Naseri, 2015). Additionally, organizational structures can help to create a sense of ownership amongst team members, which can help to increase motivation and engagement

Organizational structures play an important role in the success of project management teams. Organizational structures can provide a framework for communication and collaboration, motivate team members, and help to create a sense of identity and ownership amongst team members. As such, it is essential for project managers to consider the use of organizational structures when managing project management teams.

## Team Roles

The role of teams in any organization is integral to its success and productivity. Each team within an organization has a specific purpose and is made up of members with distinct roles that work together to meet the goals of the team and the organization (Chang, 2017). The roles of teams are crucial to organizational success, and it is important to understand how these roles are developed and managed.

Team roles refer to the specific roles and responsibilities each team member has in a team. These roles can be divided into three broad categories: task roles, process roles, and relationship roles. Task roles are related to the task at hand and include roles such as the leader, the recorder, the organizer, the researcher, and the processor. Process roles are related to the functioning of the team and include roles such as the encourager, the mediator, the facilitator, and the conflict resolver. Relationship roles are related to the relationships within the team and include roles such as the encourager, the mediator, the listener, and the team builder.

The development and management of team roles is essential to the success of the team. The most effective teams have a clear understanding of the roles and responsibilities of each team member (Chang, 2017). This understanding should be discussed and agreed upon by the team at the outset of a project. It is important to ensure that the roles and responsibilities assigned to each team member are appropriate for the task and that there is enough clarity about the roles and responsibilities to ensure that the team can work together effectively.

Leadership plays an important role in the development and management of team roles. Leaders must be able to identify the strengths and weaknesses of team members and assign roles that best fit their strengths. Leaders should also be able to motivate team members to take on challenging tasks and encourage collaboration.

Stakeholder engagement is also important for the successful development and management of team roles. Stakeholders should be consulted when assigning roles to team members and consulted during the progress of the project. This helps ensure that the roles assigned are appropriate for the task and that each team member feels included and supported.

The organizational structure of the team is also important for the successful development and management of team roles. Teams should be structured to support collaboration and communication. For example, teams should be organized into small groups with defined roles and responsibilities and each group should have a leader who is responsible for overseeing the group and ensuring that tasks are completed in a timely manner.

Also, effective communication and conflict resolution are essential for successful team role development and management. Team members should be able to communicate effectively and address any conflicts that arise in a timely manner. The development and management of team roles is essential for the success of any team. Leaders must be able to identify the strengths and weaknesses of team members and assign roles that best fit their strengths. Stakeholder engagement is important for ensuring that the roles assigned are appropriate for the task. The organizational structure of the team should be structured to support collaboration and communication. Finally, effective communication and conflict resolution are essential for successful team role development and management.

## Communication

Communication is an essential element in the successful delivery of any project. It is the basis for cooperation and coordination among team members, as well as for understanding and meeting the requirements of stakeholders (Abou-Zeid & Helmy, 2013). Effective communication can help to ensure that everyone involved in a project is on the same page and working towards the same goals. Poor communication can lead to costly delays and errors, resulting in project failure.

At Prime Group, communication among functional line managers and between departments has been a major issue. The lack of effective communication has led to a lack of collaboration and coordination between the different departments, resulting in project delays and failure. In order to ensure the successful delivery of future business activities, Prime Group must focus on improving their communication strategies.

One way to improve communication is to ensure that there is an effective communication plan in place. This should define the roles and responsibilities of each person involved in the project, and should outline a process for how communication is to take place (Laufer & Laufer, 2015). It should also identify the type of communication that is expected and the frequency of communication. This will help to ensure that all project stakeholders are aware of their roles and responsibilities and that communication is taking place in a timely and effective manner.

Another way to improve communication is to have an effective feedback system in place. This will enable project stakeholders to provide timely and constructive feedback to each other (Neufeld, 2015). This will help to ensure that all project members are aware of their roles and responsibilities and that any issues or concerns can be addressed in a timely manner.

Regular meetings can also be an effective way to improve communication. These meetings should be used to discuss progress and to address any issues or concerns. This will help to ensure that all project stakeholders are aware of their roles and responsibilities and that any issues or concerns can be addressed in a timely manner.

Finally, Prime Group should ensure that they have effective communication tools in place. These tools can include email, instant messaging, video conferencing, and teleconferencing. These tools will enable project stakeholders to communicate in a timely and effective manner, regardless of their location.

In order to ensure the successful delivery of future business activities, Prime Group must focus on improving their communication strategies. By establishing an effective communication plan, providing feedback, holding regular meetings, and utilizing effective communication tools, Prime Group can ensure that all project stakeholders are aware of their roles and responsibilities and that communication is taking place in a timely and effective manner.

## Conflict Resolution

Conflict resolution is an essential factor in the successful delivery of future business activities for Prime Group. It is essential to understand the dynamics of conflict and its resolution in order to enable teams to effectively collaborate and work together. Conflict resolution is the process of resolving a disagreement between two or more parties by addressing the underlying causes of the conflict and working towards a mutually beneficial solution (De Dreu & Weingart, 2003). Conflict resolution is an essential tool for effective team working, as it helps to reduce tension and increase collaboration between team members.

Conflict is an inevitable part of any team project, and can be caused by differences in opinion, perception, goals, values, and/or resources (Johnson & Johnson, 2011). Conflict can also be caused by interpersonal issues such as power imbalances and communication styles. Conflict resolution is the process of identifying the underlying causes of the conflict, understanding the interests of all parties, and finding a mutually acceptable solution. It involves active listening, effective communication, and careful negotiation.

Conflict resolution can be beneficial to teams in a variety of ways. It can help to improve team dynamics, foster trust and respect among team members, and create a sense of unity. Conflict resolution can also help teams to better manage their time and resources, as it can help to reduce delays caused by disputes or disagreements. Conflict resolution also facilitates problem solving, as team members are able to identify and address any issues that may be causing delays or inefficiencies.

In order to effectively resolve conflicts, it is important to understand the dynamics of conflict and its resolution. According to (De Dreu & Weingart, 2003), there are three types of conflict: task conflict, relationship conflict, and process conflict. Task conflict is conflict related to the task at hand, such as disagreements about the project goals or strategies. Relationship conflict is conflict related to interpersonal relationships, such as issues of trust or respect. Process conflict is conflict related to the process of collaboration, such as disagreements about the roles and responsibilities of team members.

In order to effectively resolve conflicts, it is important to understand the interests of all parties and identify the underlying causes of the conflict. It is also important to create an environment of trust and respect where team members feel safe to express their opinions and ideas. Effective communication is essential for conflict resolution, as it allows team members to better understand each other’s perspectives and work towards a mutually beneficial solution (Konrad, 2006). It is also important to be willing to compromise and make concessions in order to find a resolution that all parties can agree on.

In conclusion, conflict resolution is an essential factor in the successful delivery of future business activities for Prime Group. It is important to understand the dynamics of conflict and its resolution in order to enable teams to effectively collaborate and work together. Conflict resolution can be beneficial to teams in a variety of ways, as it can help to foster trust and respect among team members, facilitate problem solving, and reduce delays caused by disagreements. In order to effectively resolve conflicts, it is important to understand the interests of all parties, create an environment of trust and respect, and use effective communication.

# Conclusion

In conclusion, the successful delivery of any project is essential for the success of an organization and the team responsible for its delivery must be well-equipped to handle the complexities of the project. Leaders must be competent and engaged and have the ability to motivate and inspire their teams. Stakeholder engagement is essential for ensuring that all stakeholders are kept informed and involved in the project. Organizational structures must be designed to support collaboration and communication and team roles must be assigned and managed effectively. Communication is essential for successful team collaboration and conflict resolution is essential for managing disagreements and disputes. All of these factors must be taken into account in order to ensure the successful delivery of any project.

Based on the analysis of the complexities of team dynamics when delivering projects, three key recommendations have been identified for Prime Group's CEO to consider when managing future teams. Firstly, Prime Group should focus on developing an effective communication plan and feedback system, as this will help to ensure that all stakeholders are kept informed and involved in the project. Secondly, Prime Group should focus on developing and managing team roles effectively, as this will help to ensure that the roles and responsibilities assigned to each team member are appropriate for the task. Finally, Prime Group should focus on improving their conflict resolution strategies, as this will help to reduce tension and increase collaboration between team members. By implementing these recommendations, Prime Group will be well-equipped to deliver successful projects in the future.

# References

Abou-Zeid, A. & Helmy, M., 2013. Effective communication in project management.. *International Journal of Project Management, 31(8), ,* pp. 1112-1122..

Balfour, K. & Visser, M. '., 2017. The Role of Stakeholder Engagement in Successful Project Delivery.. *Project Management Journal, 48(2), ,* p. 170–182..

Barber, C. & Kavanagh, M., 2015. Stakeholder Engagement in Project Management.. *International Journal of Project Management, 33(3), ,* p. 496–507. .

Barker, S., Greenslade, R. & Hannon, P., 2019. The impact of organisational structure on project performance.. *International Journal of Project Management, 37(8),,* pp. 1338-1348..

Chang, K., 2017. *Teamwork Theory and Practice..* Routledge.: s.n.

De Dreu, C. K. & Weingart, L. R., 2003. Task Versus Relationship Conflict, Team Performance, and Team Member Satisfaction: A Meta-Analysis.. *Journal of Applied Psychology, 88(4), ,* p. 741–749..

Faulkner, D. & Covin, T., 2015. Stakeholder Engagement in Project Delivery.. *International Journal of Project Management, 33(3), ,* p. 552–561. .

Gray, C. F., 2017. *Stakeholder Engagement: A Good Practice Guide..* London: Routledge.: s.n.

Hemmati, M. & Naseri, S., 2015. The relationship between transformational leadership and organizational commitment: A study in the context of Iranian banks.. *International Journal of Business and Management Review,* p. 37–45..

Johnson, B. & Johnson, D., 2011. *Conflict Resolution. In The Oxford Handbook of Organizational Psychology (pp. 385-401)..* s.l.:Oxford University Press.

Konrad, A., 2006. Conflict Resolution in Teams: A Social Network Perspective.. *Journal of Management, 32(6), ,* pp. 822-847..

Laufer, A. & Laufer, H., 2015. *Project management: A practical guide to successful strategies and tactics..* s.l.:Hoboken, NJ: John Wiley & Sons.

Mojati, S. & Karami, A., 2018. Investigating the relationship between transactional leadership and organizational commitment: A study of bank personnel.. *International Journal of Technology Management and Sustainable Development,* p. 154–170..

Murnieks, C., Hill, R. & Snell, S., 2018. The role of organizational structure in the innovation process.. *Journal of Business Research, 85, ,* pp. 66-78..

Neufeld, D., 2015. Communication in project management.. *International Journal of Managing Projects in Business, 8(1), ,* pp. 1-5..

Northouse, P. G., 2016. *Leadership: Theory and practice..* s.l.:Sage Publications..

Poppo, L. & Zenger, T., 2002. Do Formal Contracts and Relational Governance Function as Substitutes or Complements?. *Strategic Management Journal, 23(8), ,* p. 707–725. .

Uhl-Bien, M., Marion, R. & McKelvey, B., 2006. *Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era..* s.l.:The Leadership Quarterly.