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**Leading & Managing Project Teams**

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# 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 is an important factor in the success of any organization, and the performance and behavior of teams in Prime Group is no exception. Leadership is a key component in the development and management of teams, as it provides direction, motivation, and guidance to team members (Northouse, 2016). Leadership is also important for creating a culture of trust and collaboration within the team, which is necessary for successful project delivery and team performance (Hemmati & Naseri, 2015).

Leadership is a major factor in the success and failure of project delivery in Prime Group. The company's failure to properly manage team dynamics and performance can be attributed in part to its lack of effective leadership. The company's failure to foster a culture of collaboration, communication and trust within the team is a direct result of the lack of leadership. The lack of a shared vision and clear expectations for team members has also contributed to the lack of team performance and project delivery.

Furthermore, Prime Group's lack of effective leadership has also had a negative impact on the management of conflicts within the team. Without effective leadership, conflicts within the team can escalate and become more difficult to resolve (Mojati & Karami, 2018). This is especially true when team members are competing against each other instead of working together. The lack of a shared vision and expectations also contributes to the escalation of conflicts, as team members are less likely to be able to find common ground and resolve their disagreements.

In order to improve the performance and behavior of teams in Prime Group, the company must focus on developing and implementing effective leadership strategies. The company must ensure that team leaders are well-equipped to provide direction and guidance to team members and foster a culture of communication, trust and collaboration (Northouse, 2016). The company must also make sure that team leaders have a clear vision and shared expectations for team members. Finally, the company must ensure that team leaders have adequate conflict resolution skills and strategies in order to effectively manage conflicts within the team.

To improve conflict resolution in Prime Group, the company must focus on developing an organizational culture that supports and encourages collaboration. This can be done by creating an organizational structure that encourages teams to work together and engage in meaningful dialogue. Team members must be encouraged to express their opinions and perspectives in order to come to a resolution. Furthermore, team members must be provided with adequate training and support in order to effectively manage and resolve conflicts.

Finally, Prime Group must ensure that team members have access to resources and tools that will help them to effectively manage and resolve conflicts. These resources and tools should include training on conflict resolution strategies and techniques, and access to professionals who can provide guidance and support. This will ensure that team members have the tools and resources necessary to effectively manage and resolve conflicts in a timely and effective manner.

## Stakeholder Management

Stakeholder management is a critical component of the successful delivery of projects for any business (Balfour & Visser, 2017). Stakeholder management is the process of engaging and managing the expectations of stakeholders throughout the project lifecycle. It involves identifying stakeholders, assessing their needs and interests, communicating with them, and managing their expectations. It is essential for the successful delivery of projects and for the successful management of the project team (Barber & Kavanagh, 2015).

At Prime Group, stakeholder management has not been effectively managed. The company has a history of separated departments with focused functional line managers and four major departments: marketing, engineering, R&D and administration. Through these departments, they offer unique products and subject matter expertise to deliver innovative solutions to critical challenges for their clients’ projects.

Due to the lack of effective stakeholder management, the company’s departments have been competing with each other rather than focusing on the best interests of Prime Group. Each functional line manager would hope the other would be the cause for project delays rather than working together to avoid delays altogether. As a result, the company has experienced project failures attributed to a lack of commitment and collaboration from functional line managers.

In order to improve its performance, Prime Group should focus on improving its stakeholder management. This can be done by identifying and engaging stakeholders, assessing their needs and interests, and communicating with them. Stakeholders should be identified early in the project lifecycle, so that their interests and needs can be assessed and their expectations managed (Faulkner & Covin, 2015). The stakeholders should be kept informed about the progress of the project, and their feedback should be taken into account (Gray, 2017).

Furthermore, conflict resolution should be employed to manage any potential conflicts between stakeholders (Poppo & Zenger, 2002). Conflict resolution involves identifying the sources of conflict and finding ways to resolve them. This can include developing a conflict resolution plan, creating an environment of trust and respect, and negotiating a mutually beneficial agreement. It is important to engage stakeholders in the conflict resolution process, as this will help them feel heard and valued and will ensure that their interests are taken into account.

Effective leadership is also essential for effective stakeholder management. Leadership should be used to set the tone for the project, and to ensure that all stakeholders are committed to the project’s success. Leaders should set clear goals and expectations, and provide guidance and support to the project team. By doing so, leaders can ensure that all stakeholders are working towards the same goal, and that the project is completed successfully.

Effective stakeholder management is essential for the successful delivery of projects. At Prime Group, stakeholder management has not been effectively managed, leading to project failures. In order to improve its performance, the company should focus on improving its stakeholder management by identifying and engaging stakeholders, assessing their needs and interests, and communicating with them. In addition, conflict resolution should be employed to manage any potential conflicts between stakeholders, and effective leadership should be used to ensure that all stakeholders are working towards the same goal.

## Organizational Structures

Organizational structures play a critical role in the behavior and performance of teams within an organization. They provide the framework for how different departments interact and coordinate with each other and can determine the success or failure of any project or initiative (Barker, et al., 2019). In the case of Prime Group, their lack of organization structure has led to increased competition between functional line managers and caused significant delays in project delivery.

Organizational structures can be either centralized or decentralized. In a centralized structure, decision-making is concentrated at the top and carried out by senior management (Uhl-Bien, et al., 2006). This type of structure can be effective in achieving efficiency and cost savings, but can lead to a lack of flexibility and responsiveness. A decentralized structure, on the other hand, allows for more autonomy and encourages innovation, but can lead to too much decision-making at the lower levels, resulting in confusion and inefficiency.

Prime Group has no clear organizational structure, leaving each department to function independently, with little to no coordination between them. This lack of structure has led to increased competition between departments and has resulted in project delays and failures. To improve their performance, Prime Group should consider implementing a decentralized organizational structure. This would allow departments to work more collaboratively and would encourage cross-functional coordination.

A decentralized structure would also allow for better communication and stakeholder engagement. It would provide each department with a clearer understanding of their role in the project, as well as the roles of other departments. This would facilitate better communication between departments and ensure that everyone is on the same page (Murnieks, et al., 2018). Stakeholder engagement would also be improved, as each department would be able to communicate more effectively with stakeholders and ensure that their needs are being met.

Conflict resolution is also an important factor to consider when implementing a decentralized organizational structure. Prime Group has yet to develop a conflict resolution strategy, which has led to further delays in project delivery. To effectively resolve conflicts, Prime Group should establish a clear conflict resolution process that is tailored to their particular situation. This process should include a clear definition of the roles and responsibilities of each department, as well as a set of procedures for dealing with conflicts (Barker, et al., 2019).

Prime Group needs to implement an organizational structure that encourages collaboration and communication between departments. A decentralized structure would be the most appropriate in this case, as it would provide each department with the autonomy, they need to do their job, while also ensuring that there is greater coordination between departments and stakeholders (Hemmati & Naseri, 2015). Additionally, Prime Group should develop a conflict resolution strategy to ensure that conflicts are handled effectively and efficiently.

## Team Roles

Team roles are described as the functions that a team member plays in order to support the team’s objectives. Roles are divided into three categories: task-oriented roles, relationship-oriented roles and process-oriented roles (Chang, 2017). Task-oriented roles involve tasks that need to be done, such as problem solving, decision making, and planning. Relationship-oriented roles focus on the social aspects of working in a team, such as communicating, encouraging, and providing emotional support. Process-oriented roles involve managing the team itself, such as managing the team dynamics and team process, and resolving conflicts.

In order for teams to be successful, it is critical that each team member understand and fulfill their roles. The roles that team members take on can have a significant impact on the team’s performance. For example, if a team member takes on a task-oriented role, they will be responsible for tasks such as problem solving, decision making, and planning. This type of role can be especially important for teams that are working on complex projects, as it will ensure that the team is able to identify and solve any problems that arise. On the other hand, if a team member takes on a relationship-oriented role, they will be responsible for maintaining positive relationships within the team, such as by communicating effectively and providing emotional support. This type of role is important for teams that need to work together in order to complete tasks.

At Prime Group, it is evident that the functional line managers are not properly fulfilling their team roles. The lack of commitment and collaboration between departments indicates that the functional line managers are not taking on process-oriented roles. Without process-oriented roles, the team is unable to manage the team dynamics and team process, which has resulted in project delays and failures. Additionally, it appears that the functional line managers are not taking on relationship-oriented roles either, as the lack of communication and collaboration between departments has caused significant problems.

In order to improve the team’s performance, Prime Group should adopt a more collaborative approach to team roles. Each team member should be responsible for taking on a mix of task-oriented, relationship-oriented, and process-oriented roles in order to ensure that the team is able to effectively complete tasks and collaborate with each other. Additionally, Prime Group should focus on improving the team’s conflict resolution skills. By properly managing conflicts, the team will be able to more effectively address any issues that arise and avoid project delays and failures.

Team roles can have a significant impact on the team’s performance. At Prime Group, it is evident that the functional line managers are not properly fulfilling their team roles, which has caused project delays and failures. In order to improve the team’s performance, Prime Group should adopt a more collaborative approach to team roles and focus on improving the team’s conflict resolution skills.

## 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

Team conflict is an unavoidable part of any team environment, and it is essential that organizations have a good conflict resolution strategy in place to ensure that teams are productive and successful (De Dreu & Weingart, 2003). Conflict resolution is the process of resolving a disagreement or dispute between two or more parties. It involves identifying the underlying issues in a dispute, communicating effectively to understand the other party's perspective, and finding a mutually acceptable solution that both parties can agree to (Johnson & Johnson, 2011). The goal of conflict resolution is to restore harmony between the parties involved and to prevent future disputes from arising.

Prime Group has not been successful in resolving conflicts between its departments, and this has caused problems with project delivery. The lack of commitment and collaboration between functional line managers has meant that the company has not been able to effectively resolve conflicts within its departments. This has led to project delays, and finger pointing between departments, which has caused further issues (Konrad, 2006).

In order to improve its performance, Prime Group needs to take steps to ensure that conflicts between its departments are resolved quickly and effectively. This can be achieved through the implementation of a formal conflict resolution process. This process should involve the identification of the sources of conflict, the development of strategies to address the issue, and the implementation of measures to ensure that the resolution is successful. The process should also involve the sharing of information between departments, in order to ensure that all parties involved are aware of the issues and the proposed solution.

Prime Group is no exception to this rule, and it is essential that the company has a well-developed conflict resolution strategy in place. The company’s current structure, with its autonomous departments, can lead to competition between functional line managers, which can create an environment that is ripe for conflict. Conflict resolution is important for Prime Group as it can help to reduce the competition between departments, ensure that projects are delivered on time, and increase the overall effectiveness of the organization.

The key to successful conflict resolution is effective communication. Prime Group should ensure that all team members understand the importance of effective communication and are trained in the necessary skills. This includes active listening, speaking respectfully and openly, and taking the time to truly understand the other person’s perspective. It is also important to set ground rules for communication, such as agreeing not to interrupt one another and to stay on topic. By establishing these ground rules, conflicts can be addressed more quickly and effectively.

In addition, it is important for Prime Group to ensure that all team members understand the roles and responsibilities of each team member. This will help to minimize confusion and reduce the potential for conflict. As part of this, team members should be given clear instructions on how to address any disagreements or disputes that may arise. It is also important to create an environment that is open to discussion and encourages the free exchange of ideas. This will help to ensure that all team members feel comfortable voicing their opinions and that any disagreements are addressed in a positive and productive manner.

Prime Group should provide a forum for team members to express their concerns and address any issues that may arise. This can be in the form of regular meetings, where team members can share their thoughts and ideas, or in the form of a designated team leader who can help to facilitate discussion and keep the team focused.

Thus, Conflict resolution is an important aspect of any successful team environment, and it is essential that Prime Group develops a well-thought-out conflict resolution strategy. Effective communication and understanding of team roles and responsibilities are key, as is providing a forum for team members to express their concerns. By doing so, Prime Group can ensure that any disputes or disagreements are addressed in a constructive and productive manner, leading to better performance and more successful projects.

# 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.

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