Managing Teams & Projects

SPROM-OLF - Organisation, Leadership, and Change Management

2023 Autumn term

SPROM-OLF_HT2023 contents

1. Economic foundations; Organisation Theory

2. Leadership

3. Entrepreneurship; Teams & Projects

4. Change Management

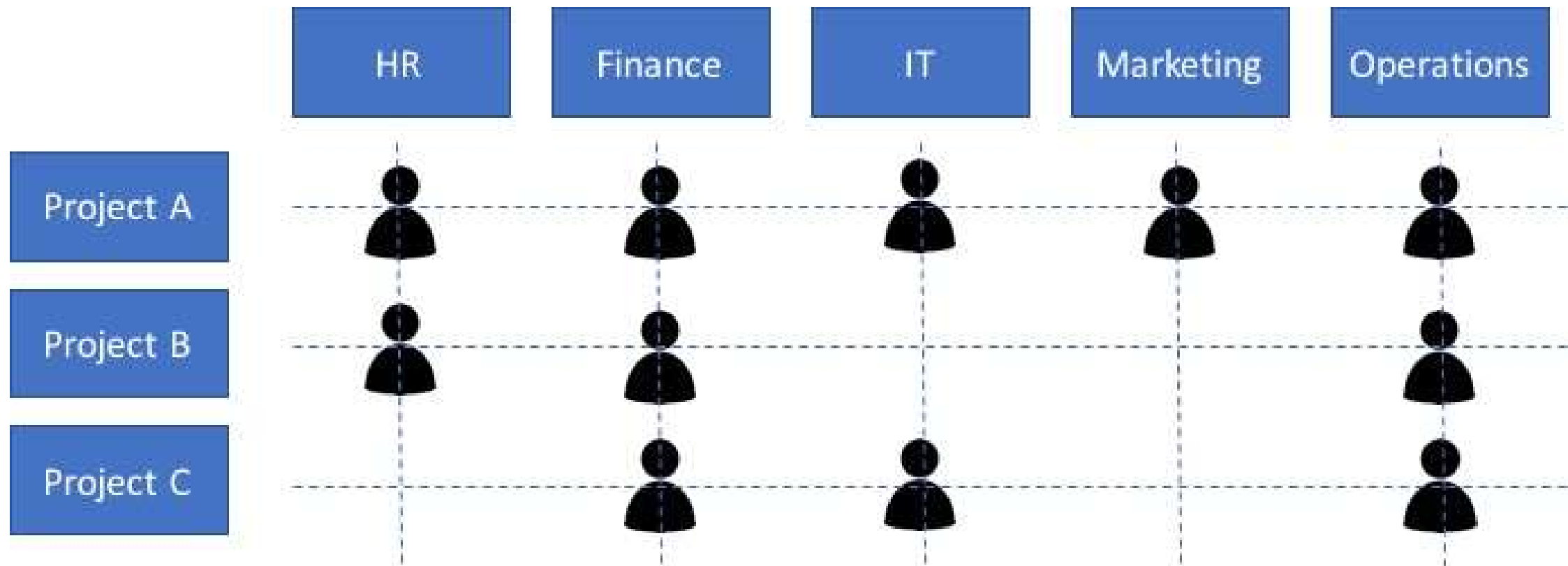5. Business Ethics; course summary

Managing groups and projects

Teams, Culture(s), Conflicts, Job Satisfaction…

Contents

- Organisational structures & cultures

- (Co-)location challenges

- Projects & teams

- Team development concepts

- Job satisfaction

Managing people in projects – why is it so difficult?

→ Breakout rooms discussion, plenum after 10 min
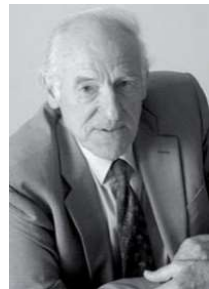
(Project) Teams

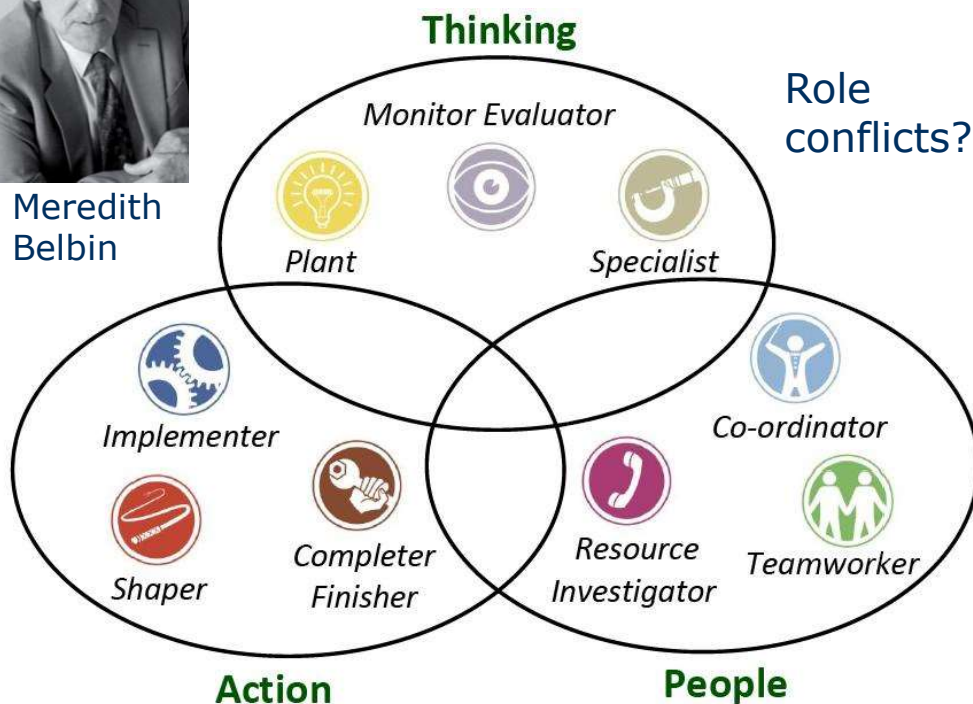Kurt Lewin
1890-1947

- Group Dynamics
  - Influence of size
  - Development stages
  - Conflict and other phenomena

- Intragroup & Intergroup
  - Ingroup vs Outgroup (-> LMX)

- Composed of scientific fields:

  Anthropology, Psychology, Sociology,

  Communications, Education, Political

  Science, Management

- Group of typically 3-15 people

- Direct interaction towards a shared goal

- Both formal and informal organisation

- Hierarchy? How embedded?

- Prescribed roles?

- Leadership style(s)?

- Autonomy of a team, and its members within

- Comparatively low % of team-work in Europe in the past

Stockholm University

Team composition

- ## Team Role inventories (example)

    (Belbin 1981)

    Meredith Belbin

    Role conflicts?

    ### Thinking

    Monitor Evaluator

    Plant   Specialist

    Implementer

    Shaper   Completer Finisher

    Co-ordinator

    Resource Investigator   Teamworker

    ### Action   People

- ## Personality Types

    – OCEAN model aka 'Big Five'

    Paul Costa

    Robert McCrae

    Personality clash?

    Openness

    Neuroticism

    Conscien-tiousness
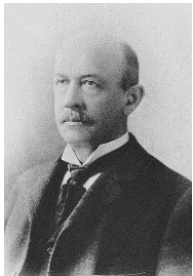
    Personality
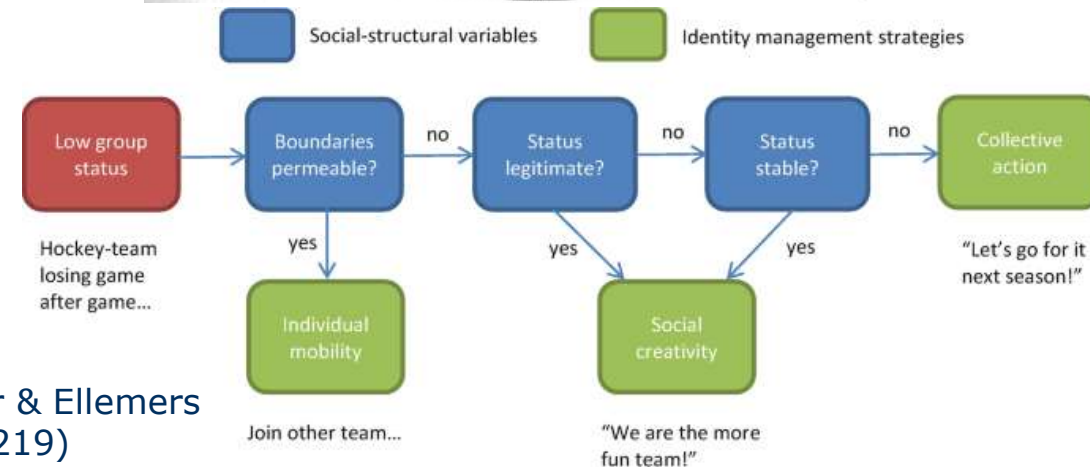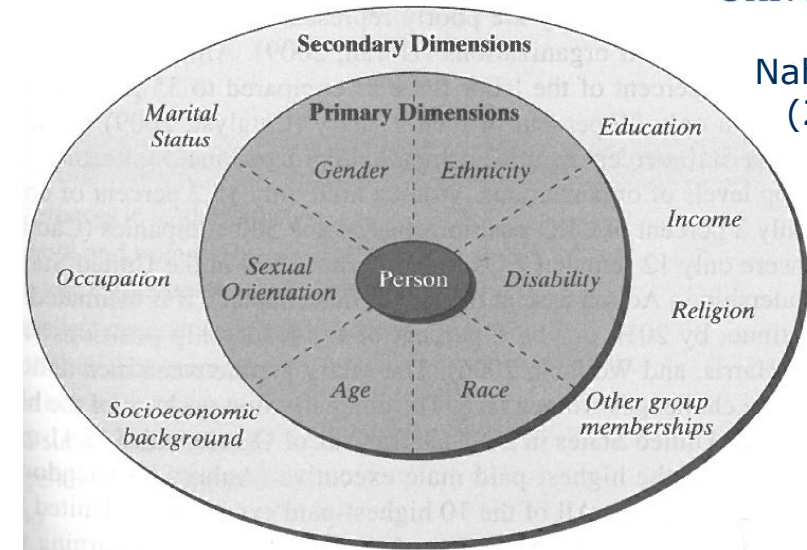
    Agreeableness

    Extraversion
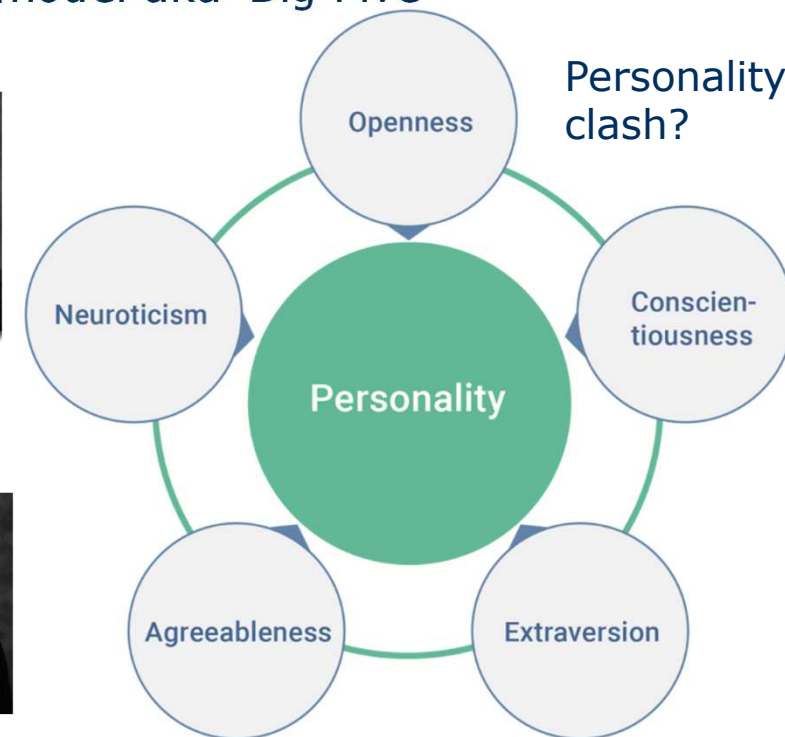
    (Costa & McCrae 1961)

Social Identity Theory

William G. Summer (1906)

- Basis: perceived distinctions based on diverse/multiple group memberships

- Potential homophily / in-group favouritism & outgroup exclusion

- Which identity is salient (now)?

- Identities often used as basis of stereotypes and discrimination

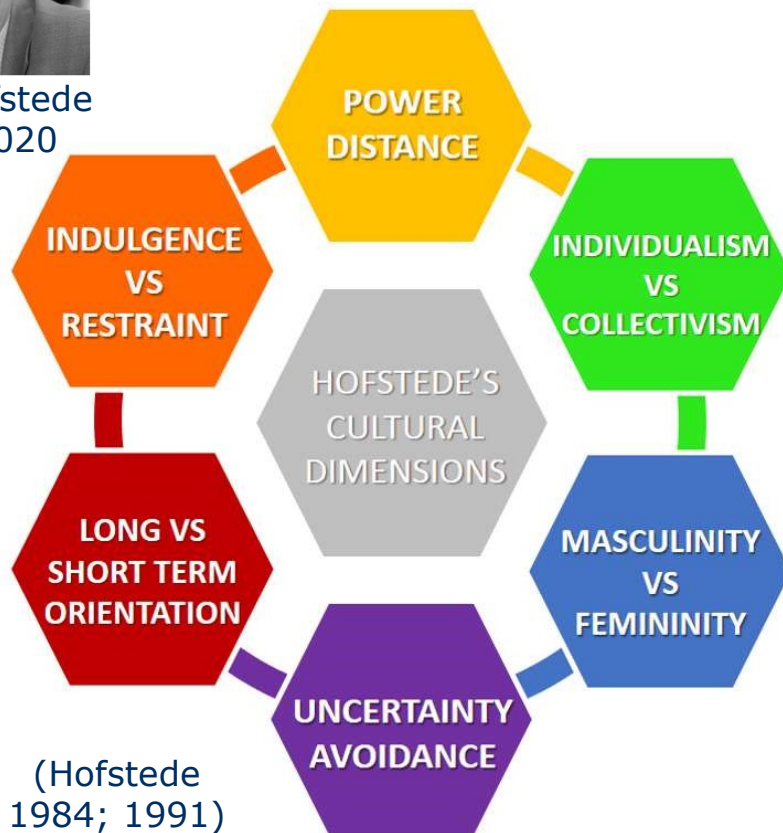- Possibility to strategically create an in-group identity?

Nahavandi (2012)

Scheeper & Ellemers (219)

Cultural influences (national)

Geert Hofstede
1928-2020

POWER DISTANCE

INDULGENCE VS RESTRAINT

INDIVIDUALISM VS COLLECTIVISM

HOFSTEDE'S CULTURAL DIMENSIONS

LONG VS SHORT TERM ORIENTATION

MASCULINITY VS FEMININITY

UNCERTAINTY AVOIDANCE

(Hofstede 1984; 1991)

Stockholm University

GLOBE study 1991

- Norway
- Sweden
- Denmark

(House et al. 2004)

Robert J. House
1932-2011

Cultural influence (organisational)

Constructive styles
- Pursue challenging realistic goals
- Maintain personal integrity
- Support and co-operate with others

(Cooke 1987)

The extent people are expected or implicitly required to:

Passive Defensive styles
- Go along with others and not rock the boat
- Please those in positions of authority
- Avoid conflict

Aggressive Defensive Styles
- Oppose new ideas
- Play politics to gain influence
- Compete rather than co-operate

Edgar Schein

(Schein 1992)

Artifacts & Behavior — *What we see.* What a newcomer, visitor or consultant would notice (e.g. dress, organization charts, observable behavior, degree of formality, logos, mission statements)

Norms & Values — *What they say.* What we would be told is the reason why things are the way they are and should be. Company philosophy, norms and justifications

Basic Assumptions — *What they may not even realize.* Unconscious, taken-for-granted beliefs about the organization and its work/purpose about people, rewards and punishments

SATISFACTION NEEDS
CONSTRUCTIVE STYLES
12 SELF-ACTUALIZING
11 HUMANISTIC-ENCOURAGING
ACHIEVEMENT
10 AFFILIATIVE
PERFECTIONISTIC
9 COMPETITIVE APPROVAL
TASK ORIENTATION
PEOPLE ORIENTATION
8 POWER DEPENDENT 3
AGGRESSIVE / DEFENSIVE STYLES
PASSIVE / DEFENSIVE STYLES
OPPOSITIONAL CONVENTIONAL
7 AVOIDANCE 4
6 5
SECURITY NEEDS

human synergistics

Research & Development by:
Robert A. Cooke, Ph.D.
J. Clayton Lafferty, Ph.D.
Copyright © 1973-2016
Human Synergistics International.
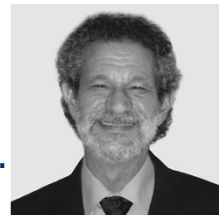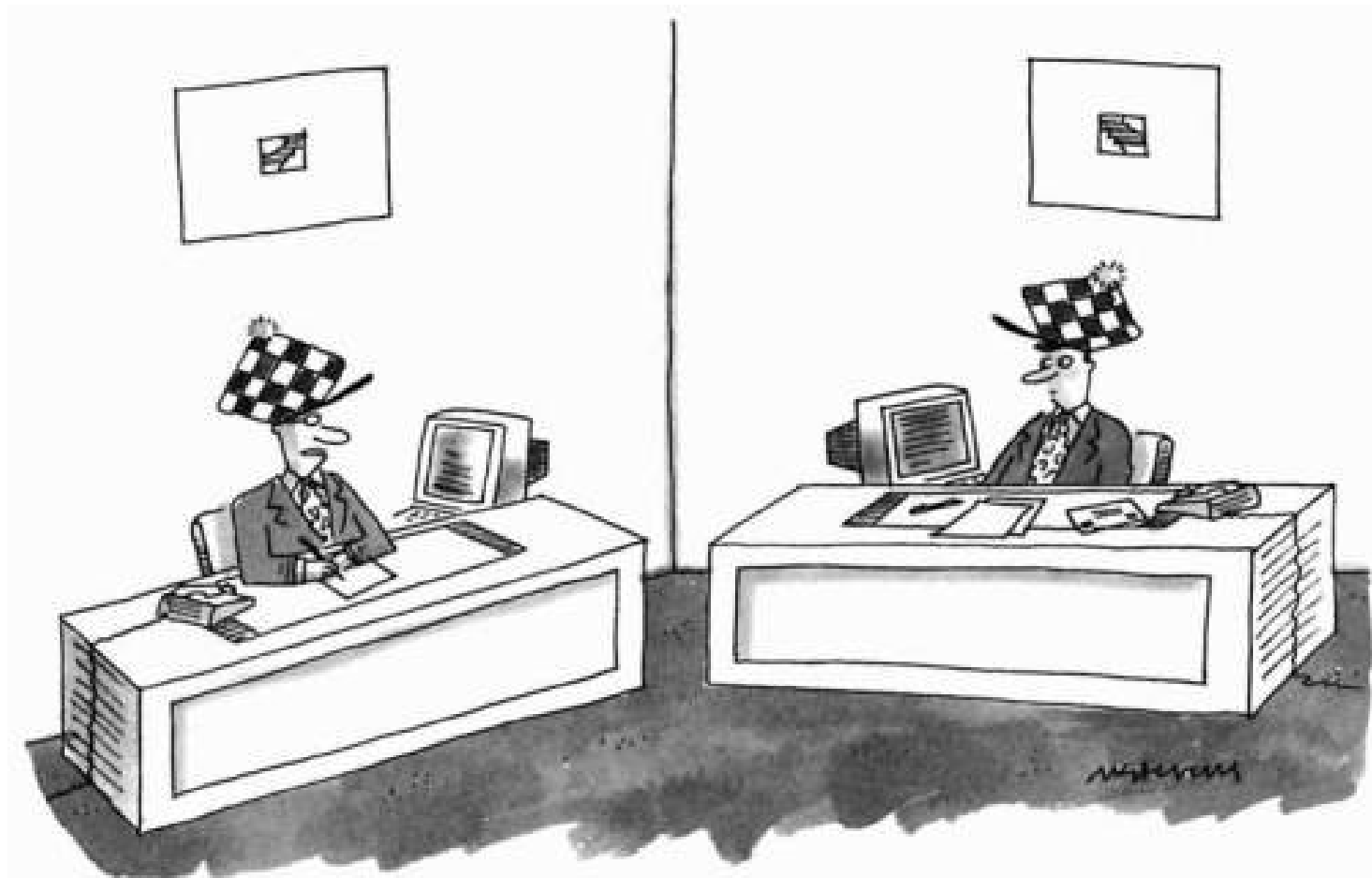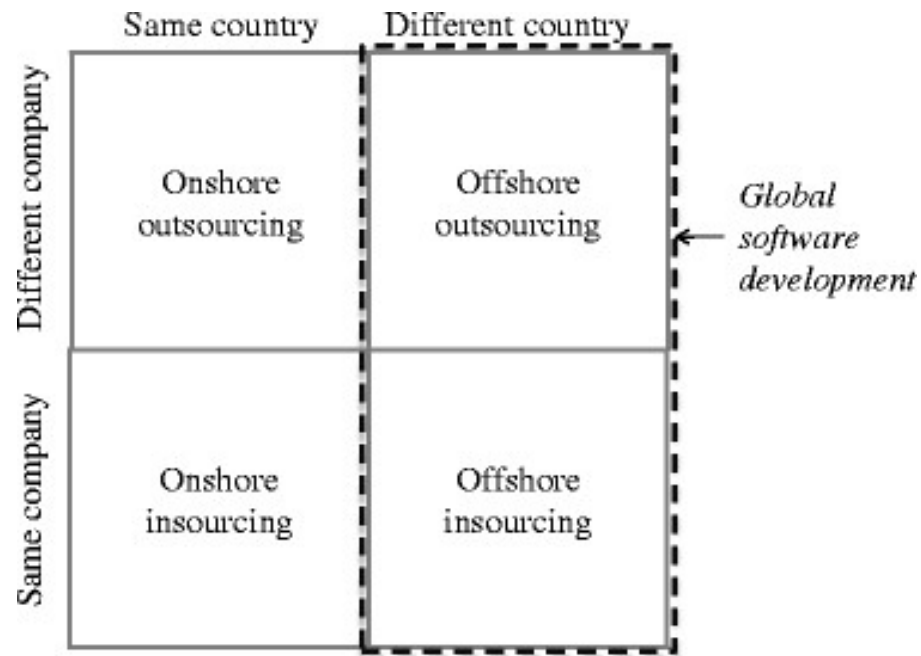
Robert A. Cooke

Cultural influence (organisational)

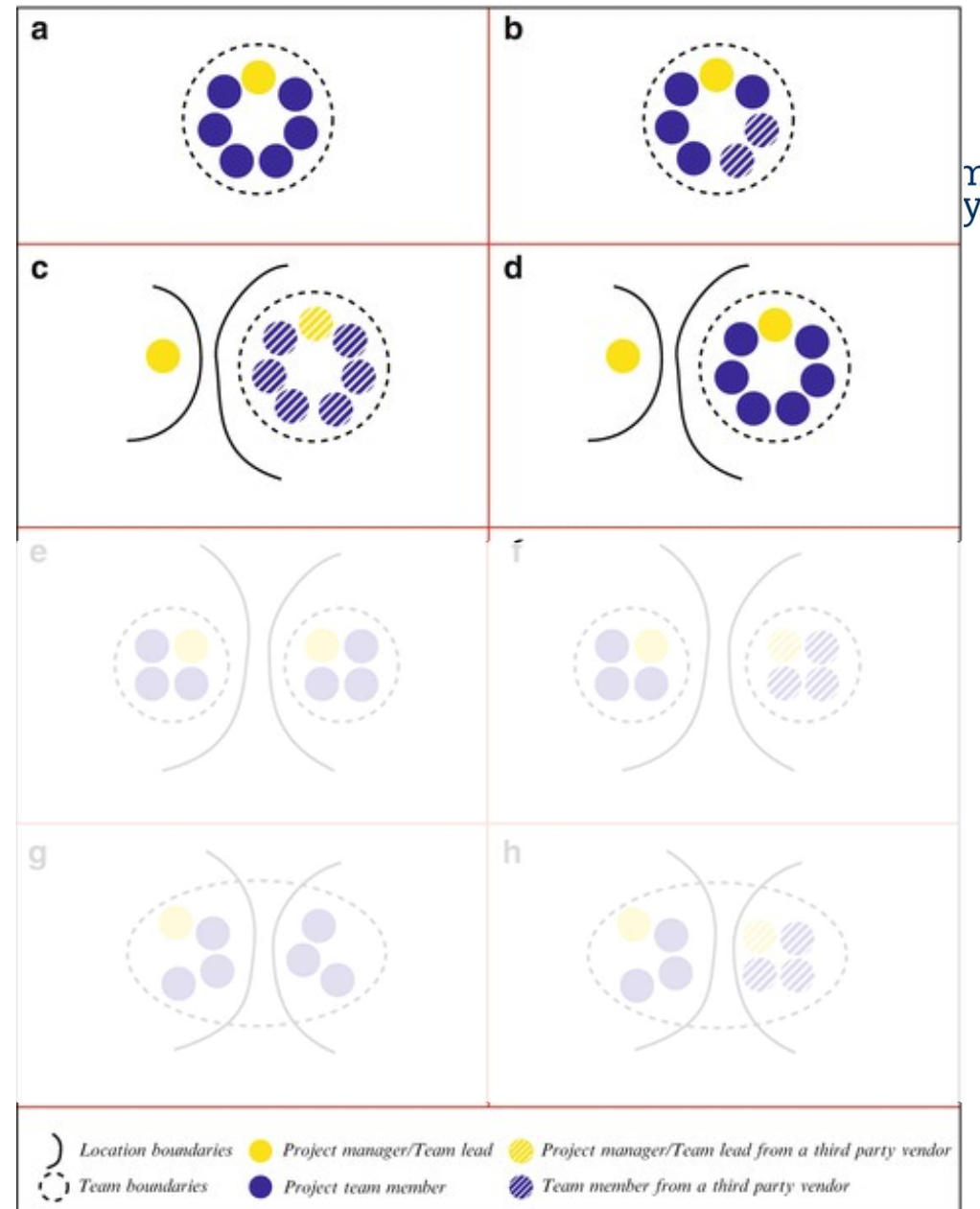"I don't know how it started, either. All I know is that it's part of our corporate culture."

Hybrid &/ distributed team - (Non-)Distributed project arrangements

	Same country	Different country	
Different company	Onshore outsourcing	Offshore outsourcing	← *Global software development*
Same company	Onshore insourcing	Offshore insourcing	

- The sourcing can be **onshore**, i.e., within the **same country**, or **offshore** that is in **another country**.

- **Insourcing** means at another site of the company doing the sourcing and **outsourcing** is with a different legal entity.

Šmite, D., Wohlin, C., Galviņa, Z., & Prikladnicki, R. (2014). An empirically based terminology and taxonomy for global software engineering. *Empirical Software Engineering*, *19*, 105-153.

Non-distributed (a–d) and distributed (e–h) project arrangements.

(a)Traditional co-located team,
(b) co-located team with onsite consultants,
(c)non-distributed outsourcing project,
(d)non-distributed insourcing project,

(e) distributed insourcing project with two distributed teams,
(f) distributed outsourcing project with two distributed teams,
(g) distributed insourcing project with one dispersed team,
(h) Distributed outsourcing project with one dispersed team

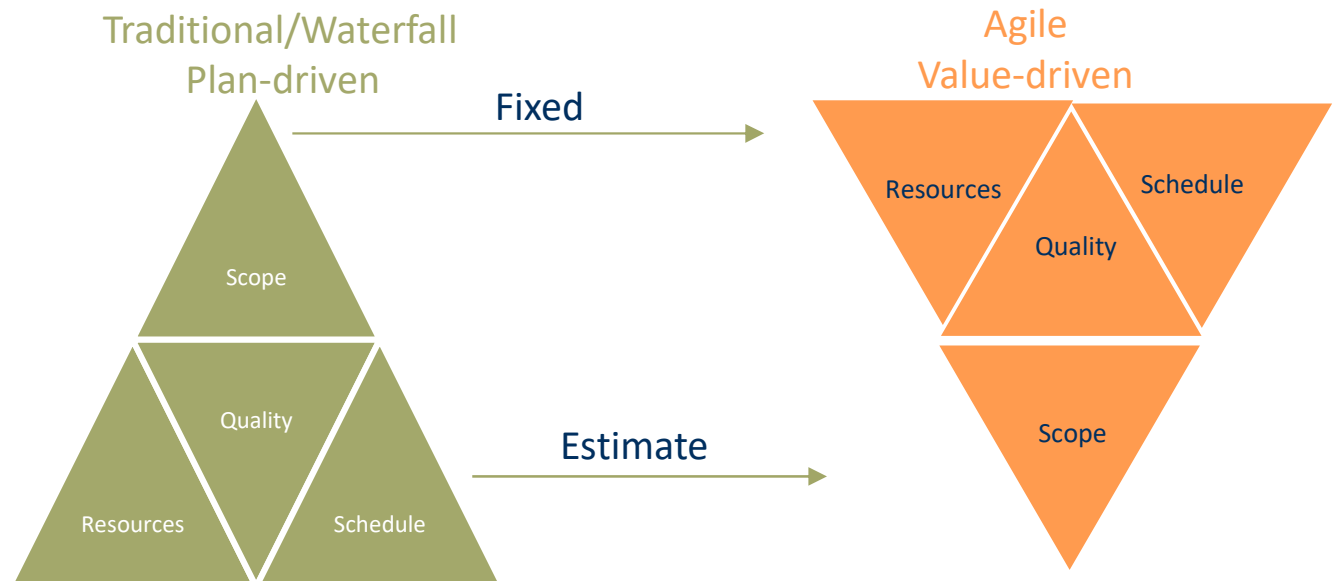**Non-distributed (a–d) and distributed (e–h) project arrangements.**

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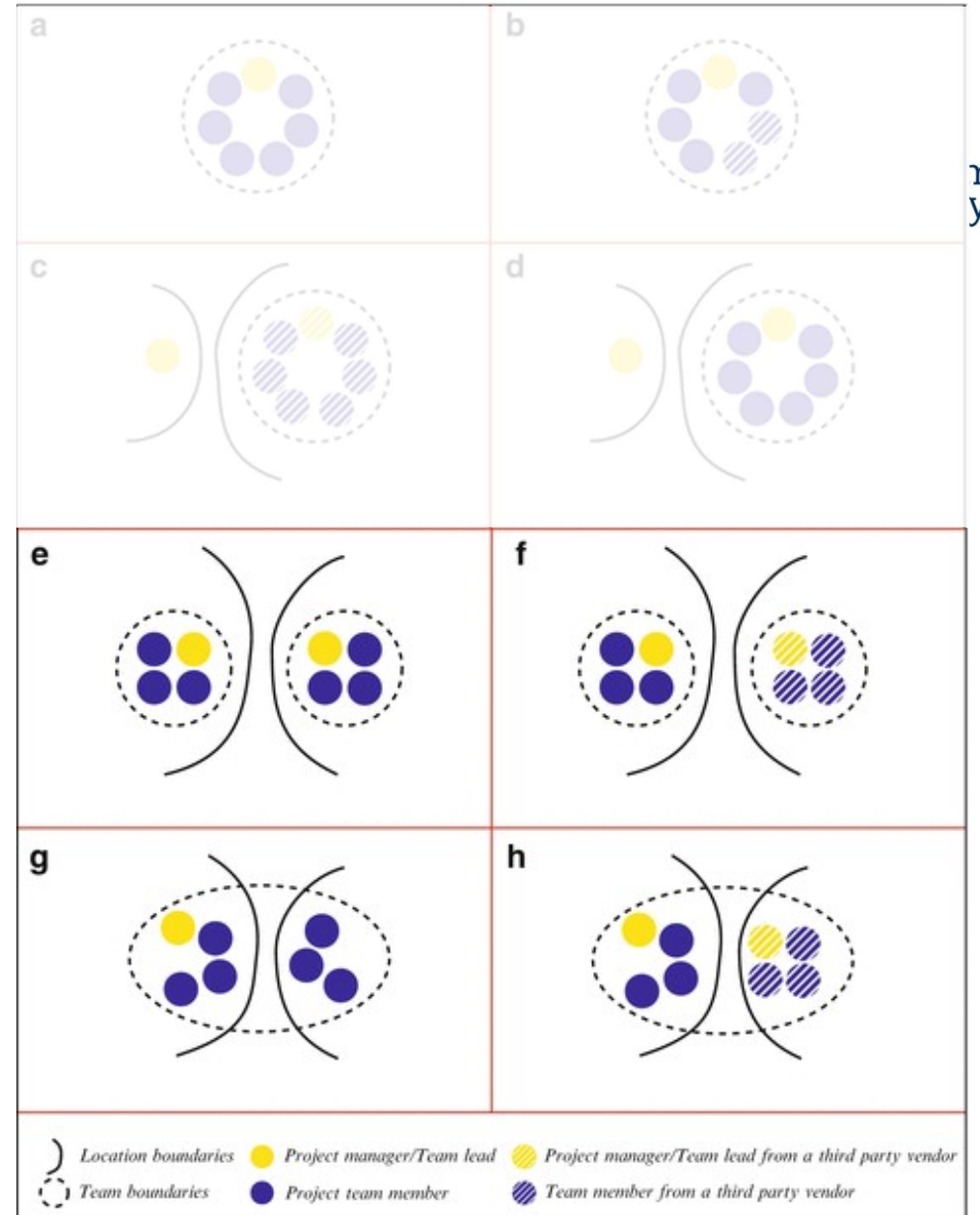
Challenges in PM of distributed teams

- Time zone
- Culture
- Language
- Communication
- Coordination
- Trust
- Physical distance
- Knowledge level
- Tracking/control
- Task allocation
- Work synchronization
- People management
- Technology/ infrastructure
- Roles and responsibilities
- Visibility
- Team spirit
- Intellectual property
- Risk management
- …

"…when a project fails, it hardly ever fails for technical reasons"

- Jim Johnson, CEO Standish Group

Traditional/Waterfall
Plan-driven

Fixed

Agile
Value-driven

Scope

Quality

Resources

Schedule

Estimate

Resources

Schedule

Quality

Scope

Misconceptions in PM of distributed teams

- Experienced project managers will deal with any complexities: managing distributed development projects cannot be that hard
- Experience from a single distributed development is invaluable and turns a project manager into an expert
- Once you are distributed, it does not matter how many remote sites are involved
- Any problem can be fixed with the right toolset
- The follow-the-sun approach significantly speeds up development
- Splitting the work into independent chunks helps to avoid collaboration problems and improves the output
- Distributed projects cannot be agile
- Standardizing work processes will help to control the diversity
- Distributing development to offshore sites saves costs
- Distributed development shall be avoided, as all distributed projects are complex, inefficient, and unsuccessful
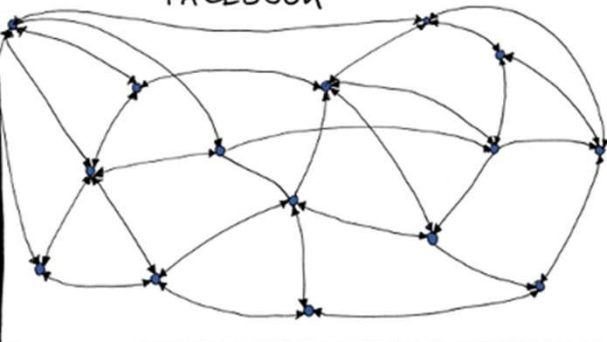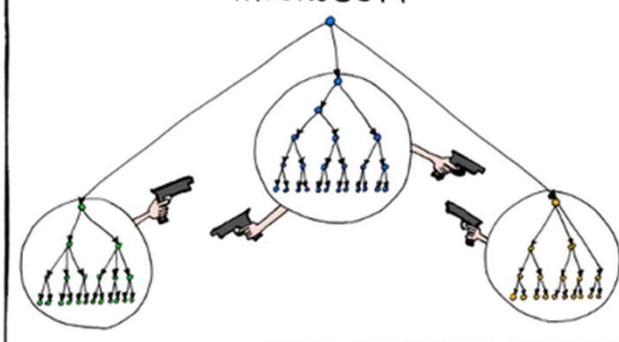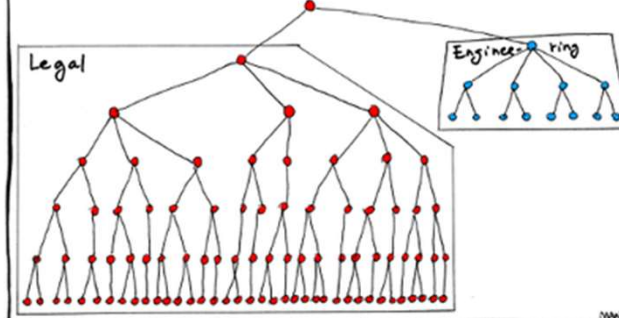
(Torres 2016)
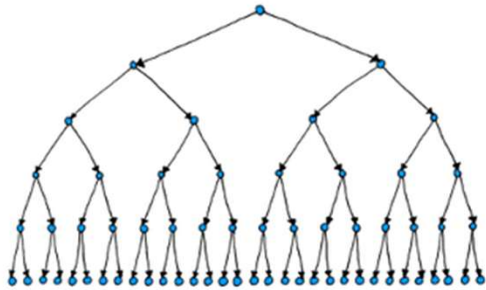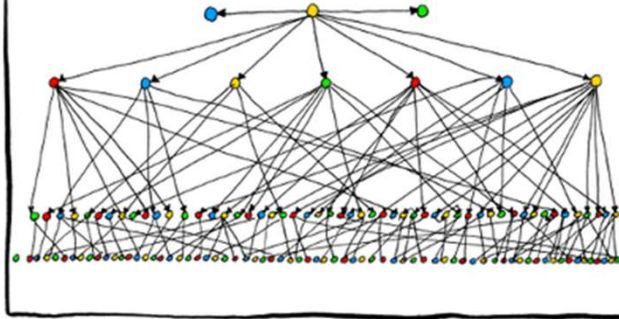
- Formal vs. informal structure
- Bureaucracy = 'steel-hard edifice' (Weber)?
- Enabling & constraining (duality of structure)
- Expectancy: structure→ activities
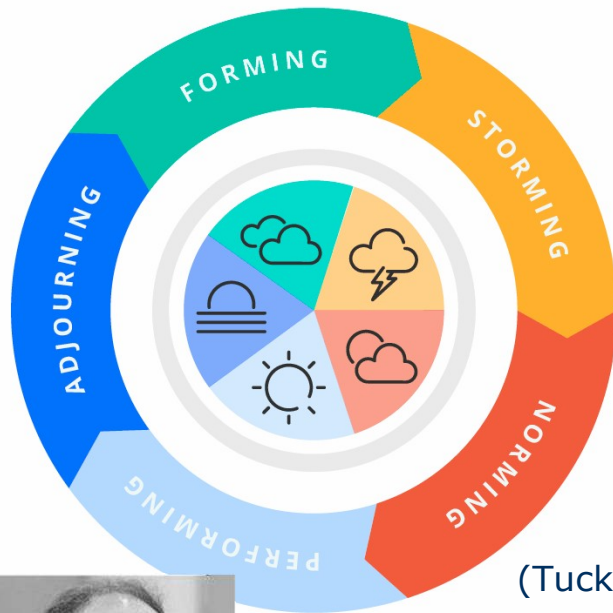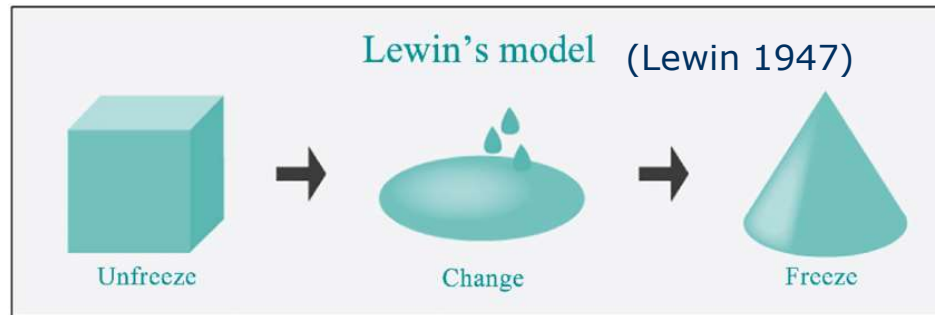- Culture (nat. / org.)
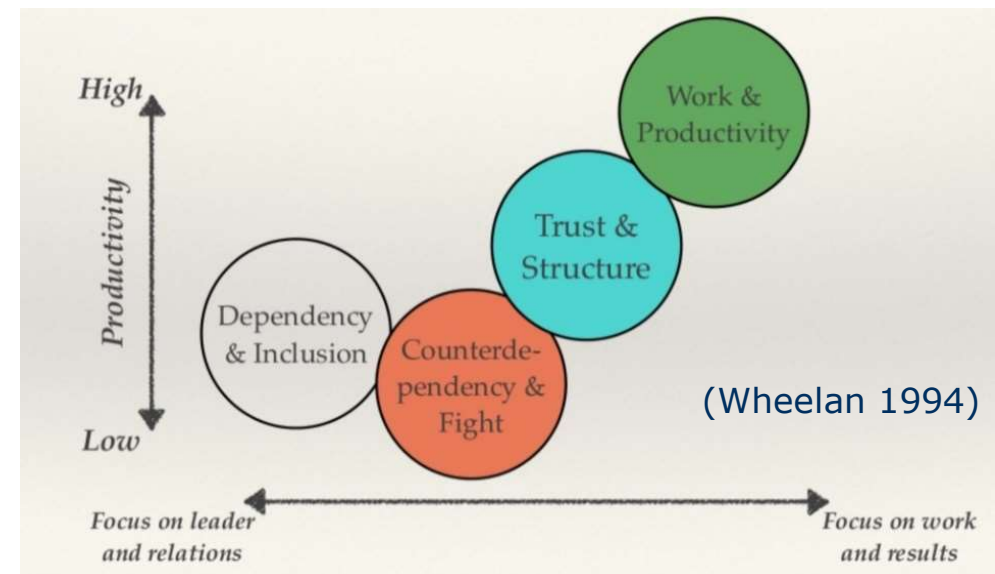
BREAK

See you in 10min.

Team Development

(Lewin 1947)

Teambuilding and Organisational Change Mgmt:
Overcoming resistance to change

Susan Wheelan
1947-2019

Bruce Tuckman
1938-2016

(Tuckman 1965, 1977)
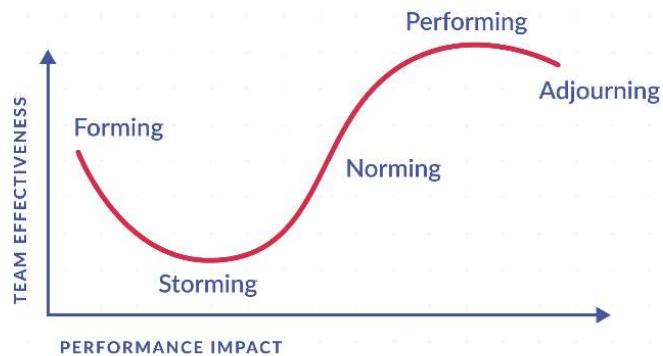
(Wheelan 1994)

Ending a project: Team dissolution

- *Adjourning* (Tuckman 1977)

- End of project / teamwork

- Anticipating, planning

- Reporting, informing

- Personnel development
  (into/on/near/**out of** the job)

- Kick-out event, 'mourning'?

- What comes next?
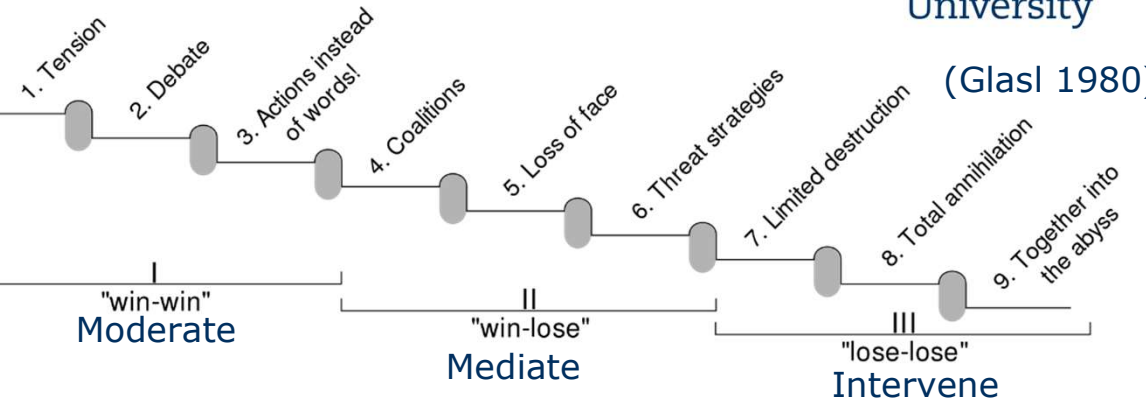
Conflicts and Resolution

- Conflicts in organisations
  - Intrapersonal
  - Interpersonal
  - Intragroup
  - Intergroup
  - Interorganisational

- Conflict sources
  - Role conflict
  - Task performance
  - Process & capriciousness
  - Affective / emotional
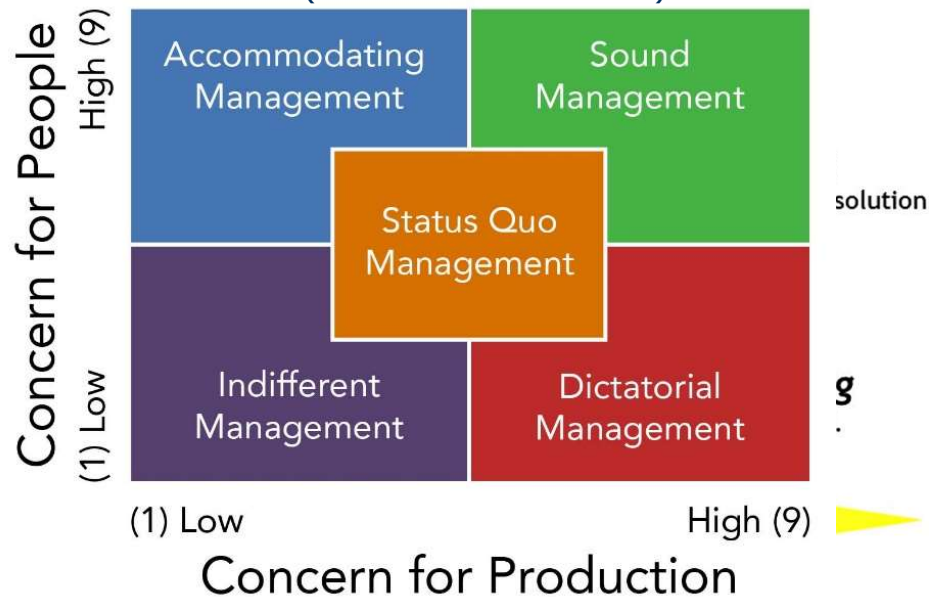 - Cognitive / Values
  - Conflict of interest

Conflicts and Resolution

Friedrich Glasl

1. Tension
2. Debate
3. Actions instead of words!
4. Coalitions
5. Loss of face
6. Threat strategies
7. Limited destruction
8. Total annihilation
9. Together into the abyss

I "win-win"
Moderate

II "win-lose"
Mediate

III "lose-lose"
Intervene

(Glasl 1980)

(Blake & Mouton 1964)

Concern for People — High (9) / (1) Low

Concern for Production — (1) Low / High (9)

Accommodating Management

Sound Management

Status Quo Management

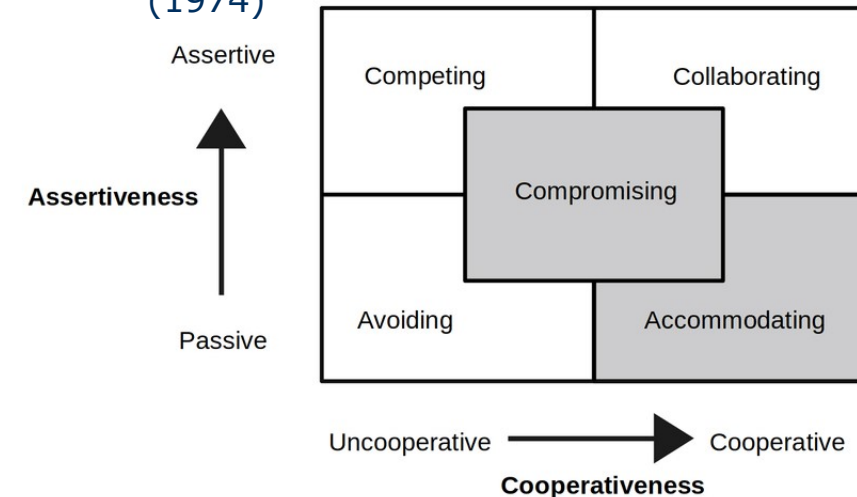Indifferent Management

Dictatorial Management

solution.

Ronald Kraybill

AGENDA
Focus on task or my agenda

(Kraybi

Thomas-Kilman: Conflict Mode Instrument (1974)

Assertive

Assertiveness

Passive

Competing

Collaborating

Compromising

Avoiding

Accommodating

Uncooperative → Cooperative

Cooperativeness

Feedback, Reflection, Communication

Marshall Rosenberg
1934-2015

(Rosenberg 1992)

(von Thun 1981)
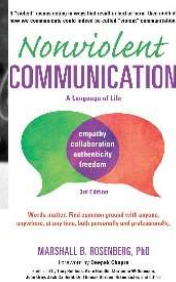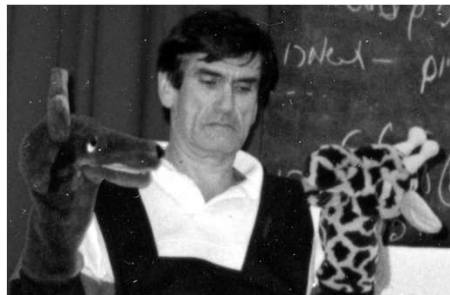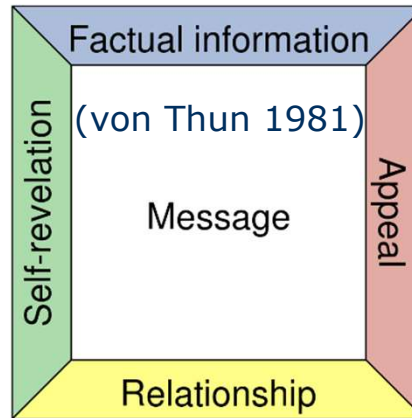
Ferdinand Schultz
von Thun

Joseph Luft   Harry Ingham

Johari Window
(Luft & Ingham 1955)
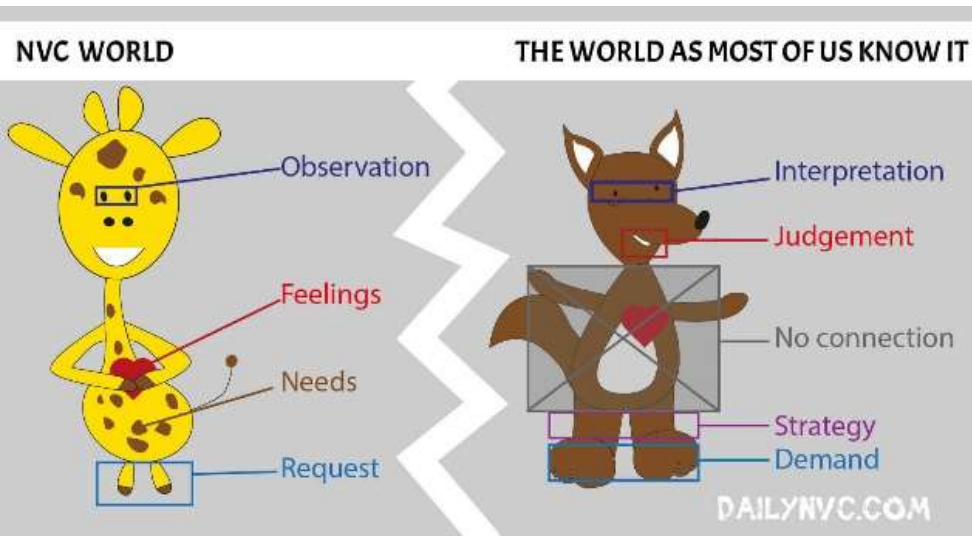
Job satisfaction

- Excellent motivator
- Substitute for leadership

- Teamwork
- Job characteristics model
  - Job enlargement
  - Job enrichment
  - Job rotation
- "Fun at work"

Richard & Greg
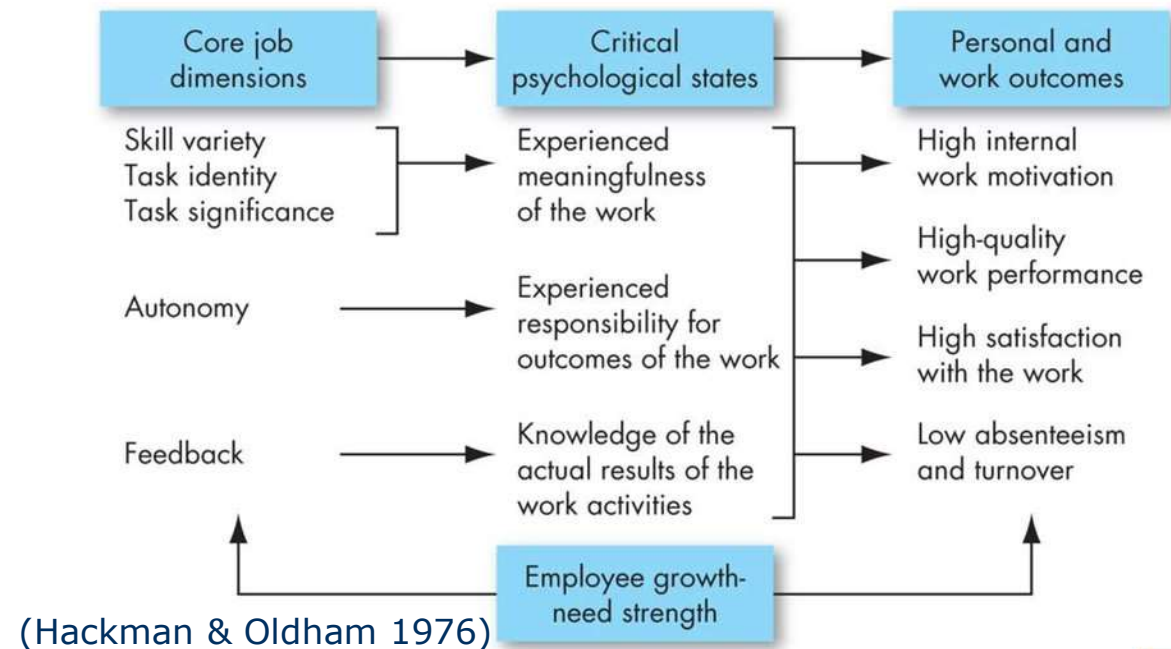Hackman Oldham

The Job Characteristics Model

Core job dimensions	Critical psychological states	Personal and work outcomes
Skill variety Task identity Task significance	Experienced meaningfulness of the work	High internal work motivation
Autonomy	Experienced responsibility for outcomes of the work	High-quality work performance
Feedback	Knowledge of the actual results of the work activities	High satisfaction with the work
		Low absenteeism and turnover

Employee growth-need strength

(Hackman & Oldham 1976)

8-2

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Fairness & Two-factor theory

- Distributive justice (Forsyth 2006):
    - Equality, Equity, Power, Need, Responsibility

- Procedural justice (Tyler & Degoey 1995)
    - Transparency & due process
    - Right to voice and representation

- Organisational justice (Greenberg 1987)
    - Perceived fairness of firm's behaviour
    - Received informational / interpersonal treatment

- Equity (Adams 1956)
    - Compare inputs to outputs
    - Compare ration to others

→ Commitment

- Herzberg's 1956 Two-factor theory on job satisfaction
    - Satisfaction ~ motivators
    - Dissatisfaction ~ hygiene factors, if absent

- "Fair pay"

Frederick Herzberg
1923-2000

→ Exit, Voice, and Loyalty (Hirschman 1970)

Reflection discussion

What of the learned rings true / makes sense?