

# Chapter Eleven

## Managing Project Teams

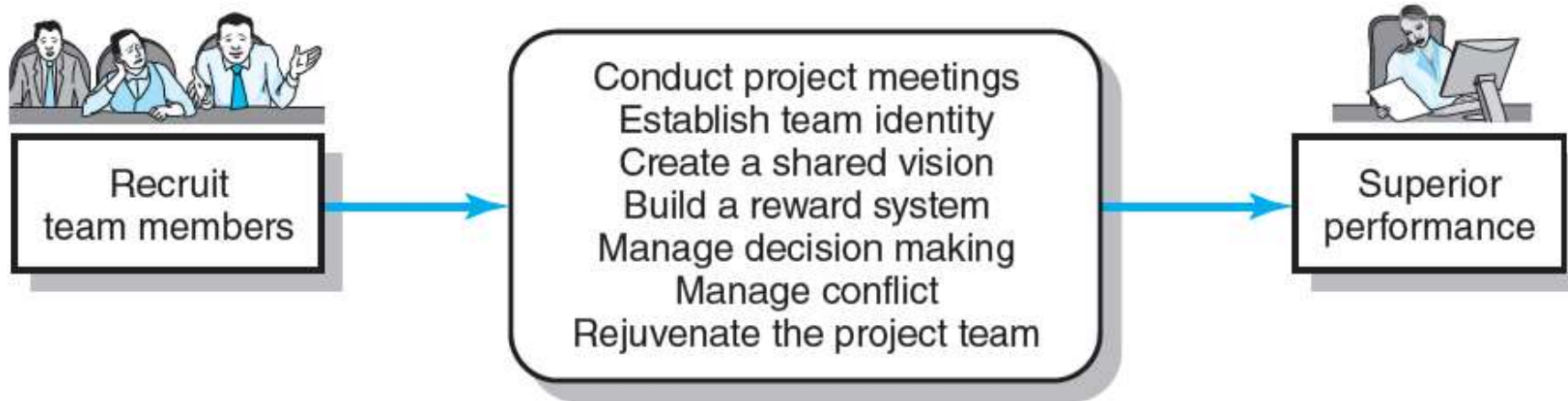
# High-Performing Teams

- Synergy
  - $1 + 1 + 1 = 10$  (positive synergy)
  - $1 + 1 + 1 = 2$  (negative synergy)
- Characteristics of High-performing Teams
  1. Share a sense of common purpose
  2. Make effective use of individual talents and expertise
  3. Have balanced and shared roles
  4. Maintain a problem solving focus
  5. Accept differences of opinion and expression
  6. Encourage risk taking and creativity
  7. Set high personal performance standards
  8. Identify with the team

# Conditions Favoring Development of High Performance Project Teams

- **Ten or fewer team members**
- **Voluntary team membership**
- **Continuous service on the team**
- **Full-time assignment to the team**
- **An organizational culture of cooperation and trust**
- **Members reporting solely to the project manager**
- **All relevant functional areas are represented on the team**
- **The project involves a compelling objective**
- **Members are in close communication with each other**

# Creating a High-Performance Project Team



**FIGURE 11.3**

# Building High-Performance Project Teams

- Recruiting Project Members

- Factors affecting recruiting

- Importance of the project
    - Management structure used to complete the project

- How to recruit?

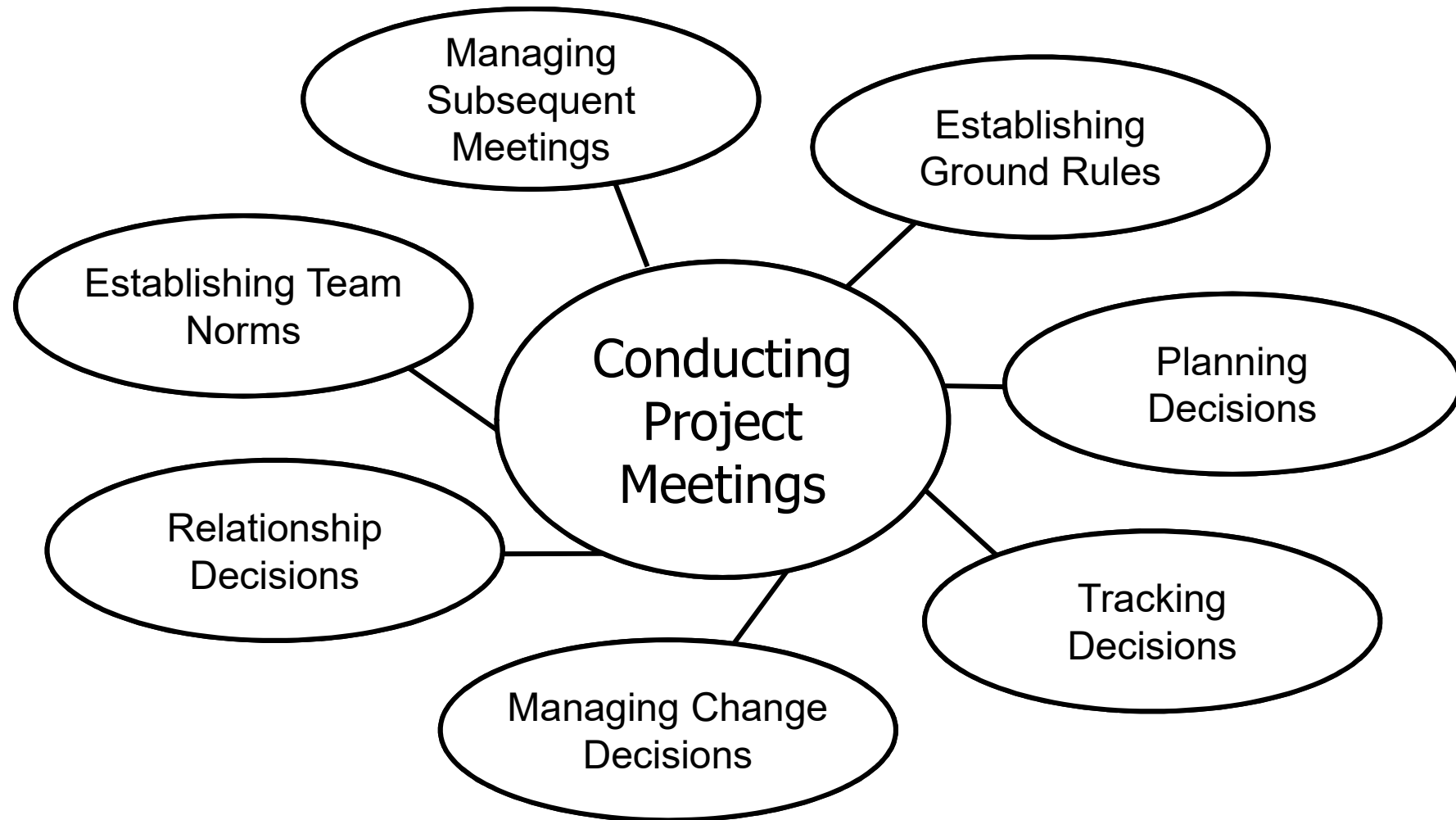
- Ask for volunteers

- Who to recruit?

- Problem-solving ability
    - Availability
    - Technological expertise
    - Credibility
    - Political connections
    - Ambition, initiative, and energy
    - Familiarity



# Project Team Meetings



# Norms of High-performance Teams

- Confidentiality is maintained; no information is shared outside the team unless all agree to it.
- It is acceptable to be in trouble, but it is not acceptable to surprise others. Tell others immediately when deadlines or milestones will not be reached.
- There is zero tolerance for bullying a way through a problem or an issue.
- Agree to disagree, but when a decision has been made, regardless of personal feelings, move forward.
- Respect outsiders, and do not flaunt one's position on the project team.
- Hard work does not get in the way of having fun.

# Establishing a Team Identity

**Effective Use  
of Meetings**

**Co-location of  
team members**

**Creation of project  
team name**

**Get the team to do  
something together**

**Team rituals**





# Requirements for an Effective Project Vision

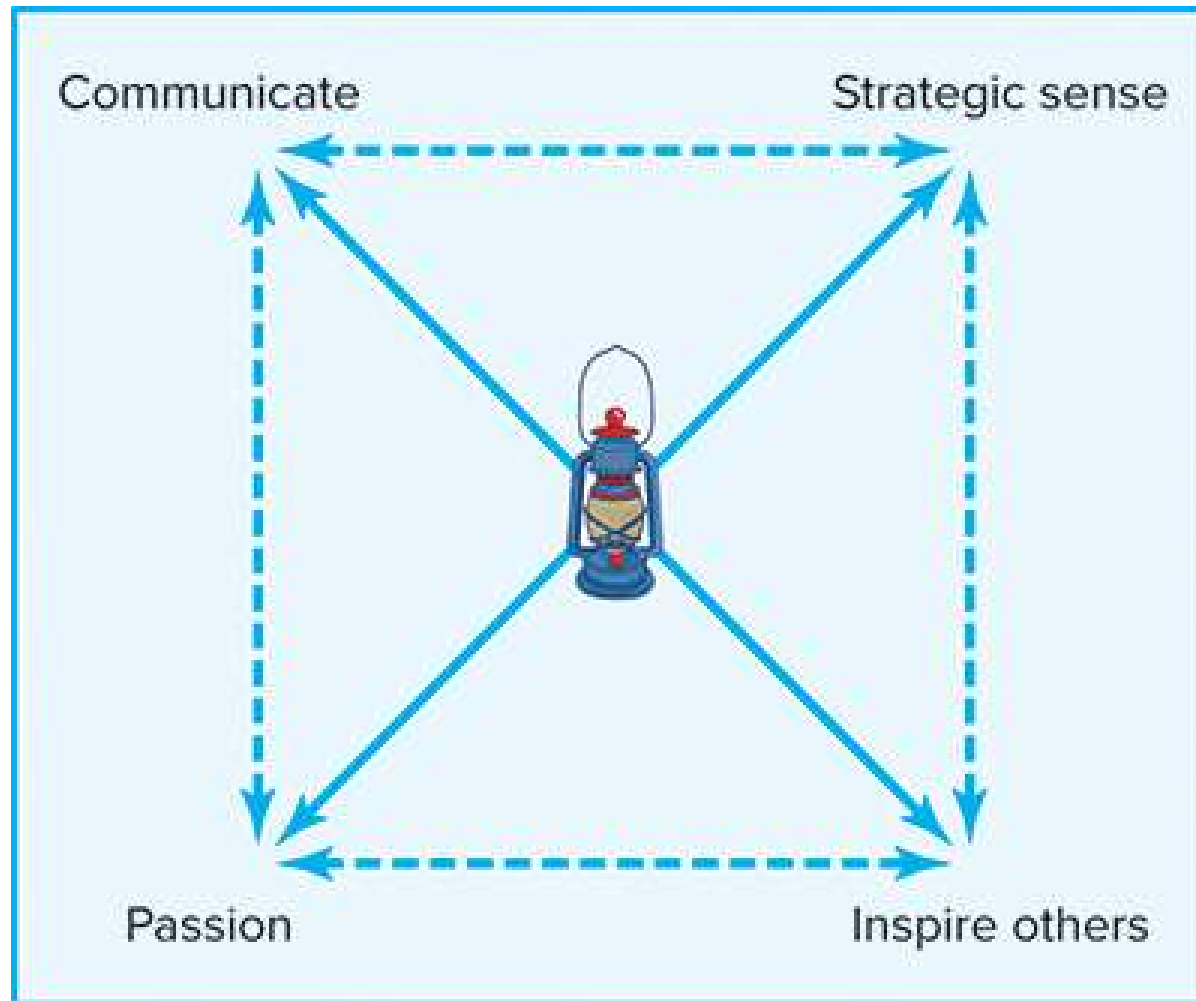
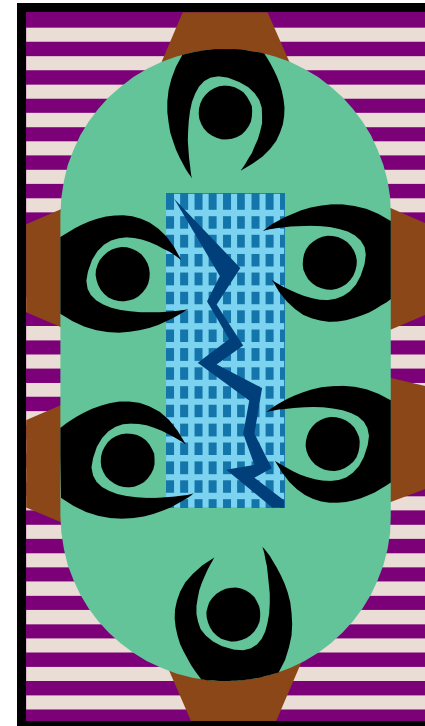
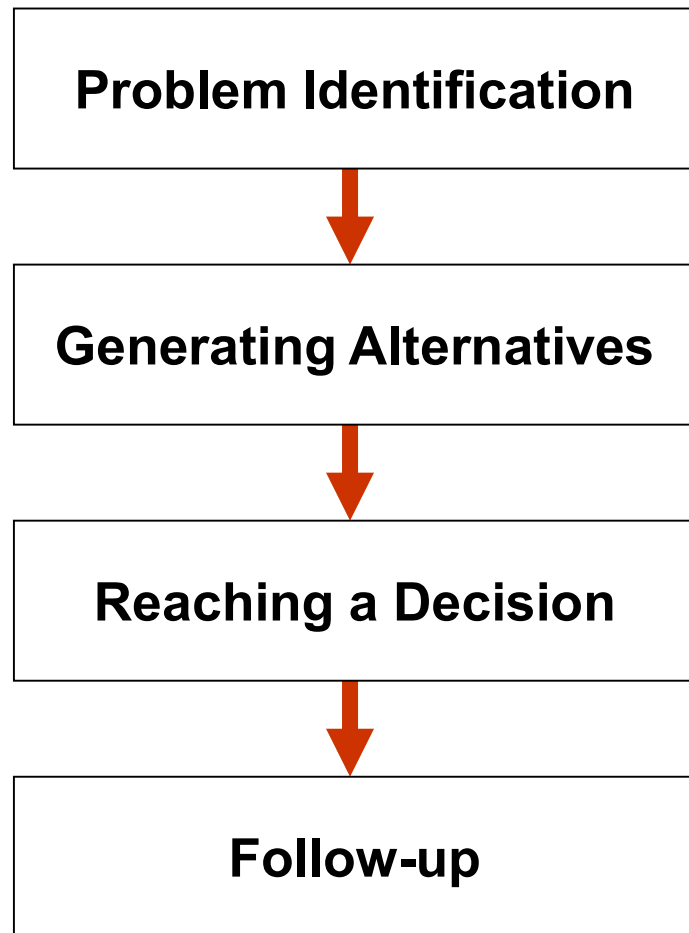


FIGURE 11.4

# Managing Project Reward Systems

- Group Rewards
  - Who gets what as an individual reward?
  - How to make the reward have lasting significance?
  - How to recognize individual performance?
    - Letters of commendation
    - Public recognition for outstanding work
    - Desirable job assignments
    - Increased personal flexibility

# Orchestrating the Decision-Making Process



# Managing Conflict within the Project Team

- Encouraging Functional Conflict
  - Encourage dissent by asking tough questions
  - Bring in people with different points of view
  - Designate someone to be a devil's advocate
  - Ask the team to consider an unthinkable alternative
- Managing Dysfunctional Conflict
  - Mediate the conflict
  - Arbitrate the conflict
  - Control the conflict
  - Accept the conflict
  - Eliminate the conflict

# Rejuvenating the Project Team

- Informal Techniques

- Institute new rituals
- Take an off-site break as a team from the project
- View an inspiration message or movie
- Have the project sponsor give a pep talk

- Formal Techniques

- Hold a team building session facilitated by an outsider to clarify ownership issues affecting performance
- Engage in an outside activity that provides an intense common experience to promote social development of the team

# Managing Virtual Project Teams

- Challenges:
  - Developing trust
    - Exchange of social information
    - Set clear roles for each team member
  - Developing effective patterns of communication
    - Don't let team members vanish
    - Establish a code of conduct to avoid delays
    - Establish clear norms and protocols for surfacing assumptions and conflicts
    - Use electronic video technology to verify work
    - Share the pain

# Project Team Pitfalls

