Project Management

THE MANAGERIAL PROCESS

Clifford F. Gray
Eric W. Larson
Third Edition

Chapter 11

Managing Project Teams

PowerPoint Presentation by Charlie Cook
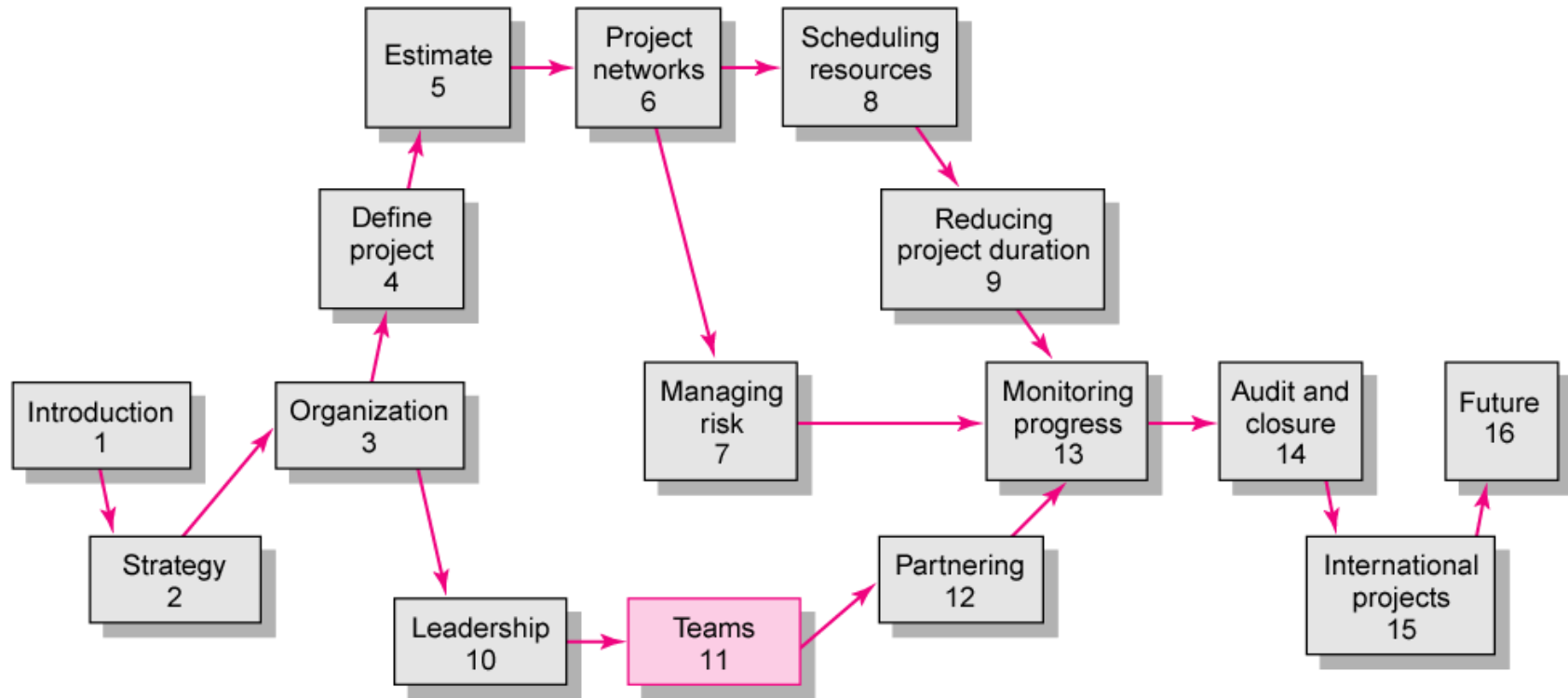
High-Performing Teams

- Synergy
  - 1 + 1 + 1 = 10 (positive synergy)
  - 1 + 1 + 1 = 2 (negative synergy)
- Characteristics of High-performing Teams
  - Share a sense of common purpose
  - Make effective use of individual talents and expertise
  - Have balanced and shared roles
  - Maintain a problem solving focus
  - Accept differences of opinion and expression
  - Encourage risk taking and creativity
  - Sets high personal performance standards
  - Identify with the team
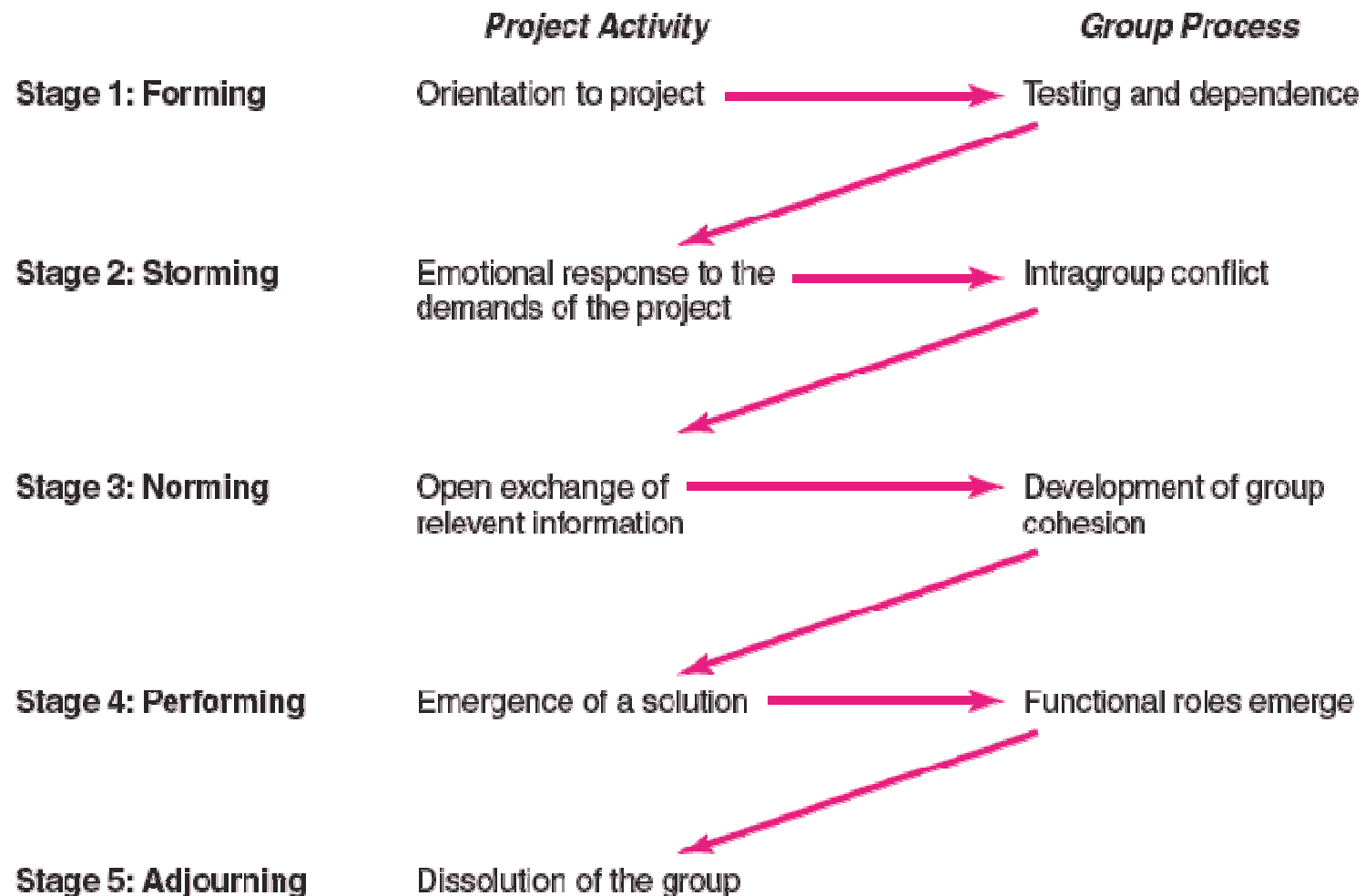
The Five-Stage Team Development Model

	Project Activity	Group Process
Stage 1: Forming	Orientation to project	Testing and dependence
Stage 2: Storming	Emotional response to the demands of the project	Intragroup conflict
Stage 3: Norming	Open exchange of relevent information	Development of group cohesion
Stage 4: Performing	Emergence of a solution	Functional roles emerge
Stage 5: Adjourning	Dissolution of the group	

FIGURE 11.1

Conditions Favorable to the 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 organization culture of cooperation and trust**

- **Members report only to the project manager**

- **All relevant functional areas are represented on the team**

- **The project has a compelling objective**

- **Members are in speaking distance of each other**

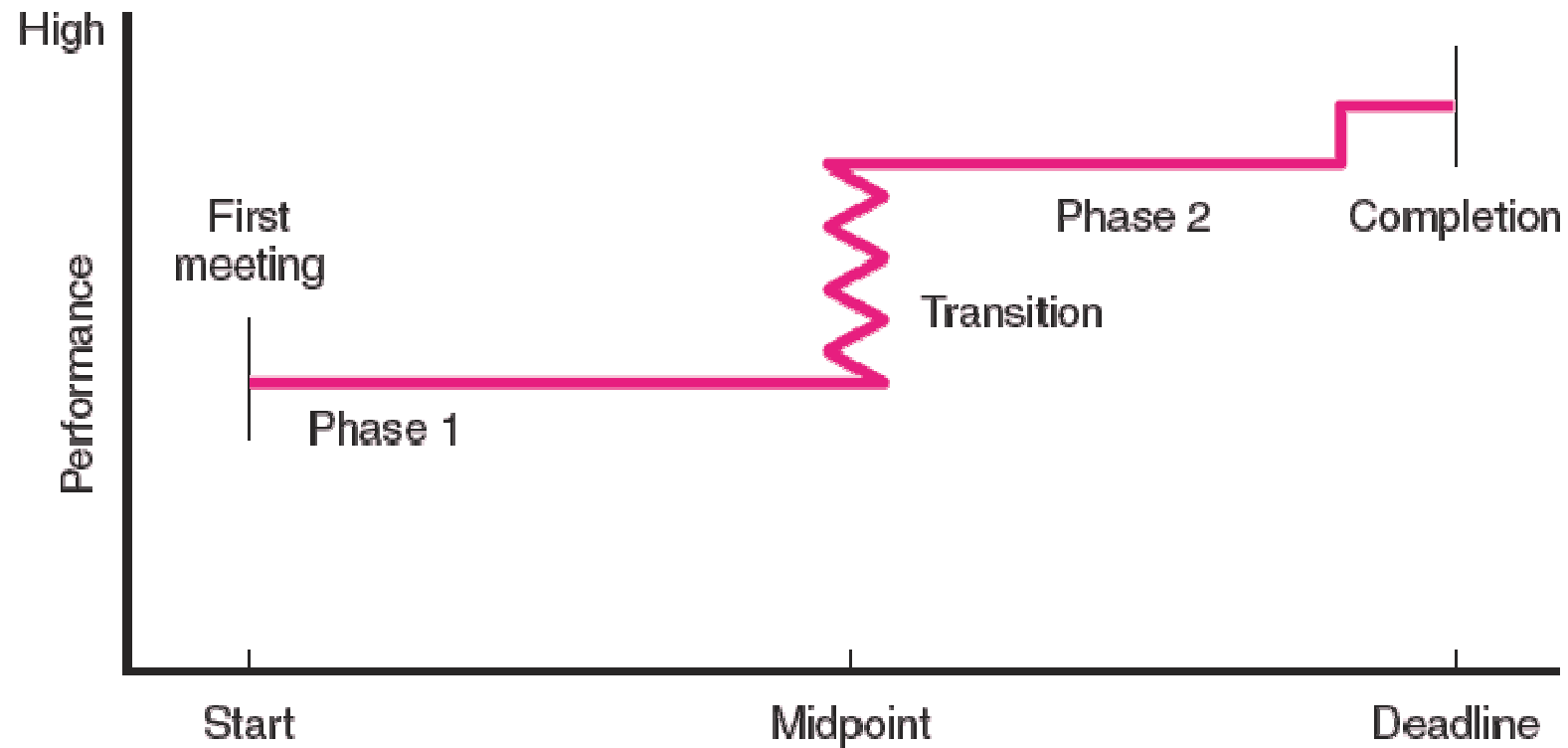# The Punctuated Equilibrium Model of Group Development

FIGURE 11.2

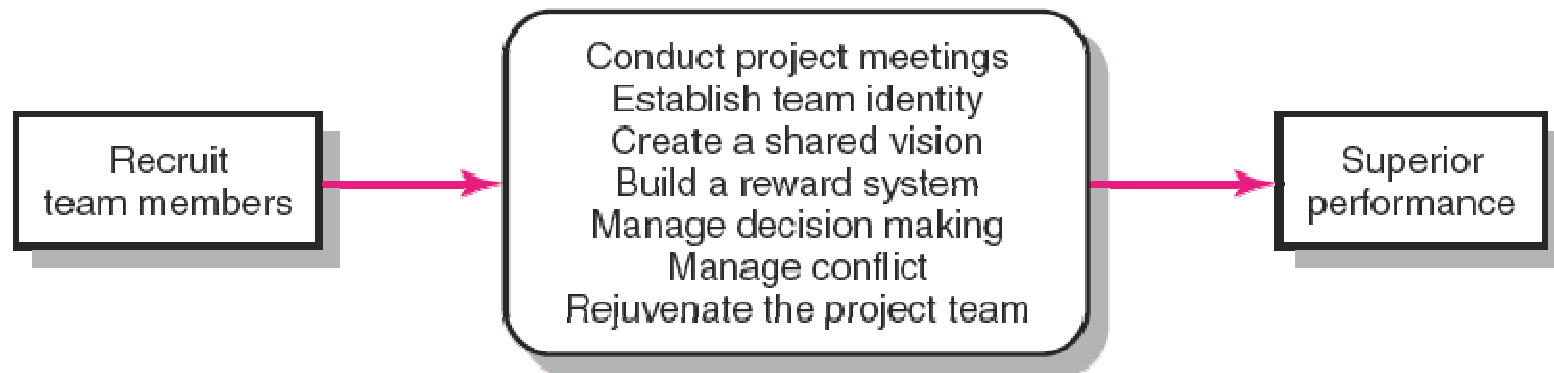# Creating a High-Performance Project Team

Recruit team members → Conduct project meetings / Establish team identity / Create a shared vision / Build a reward system / Manage decision making / Manage conflict / Rejuvenate the project team → Superior performance

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
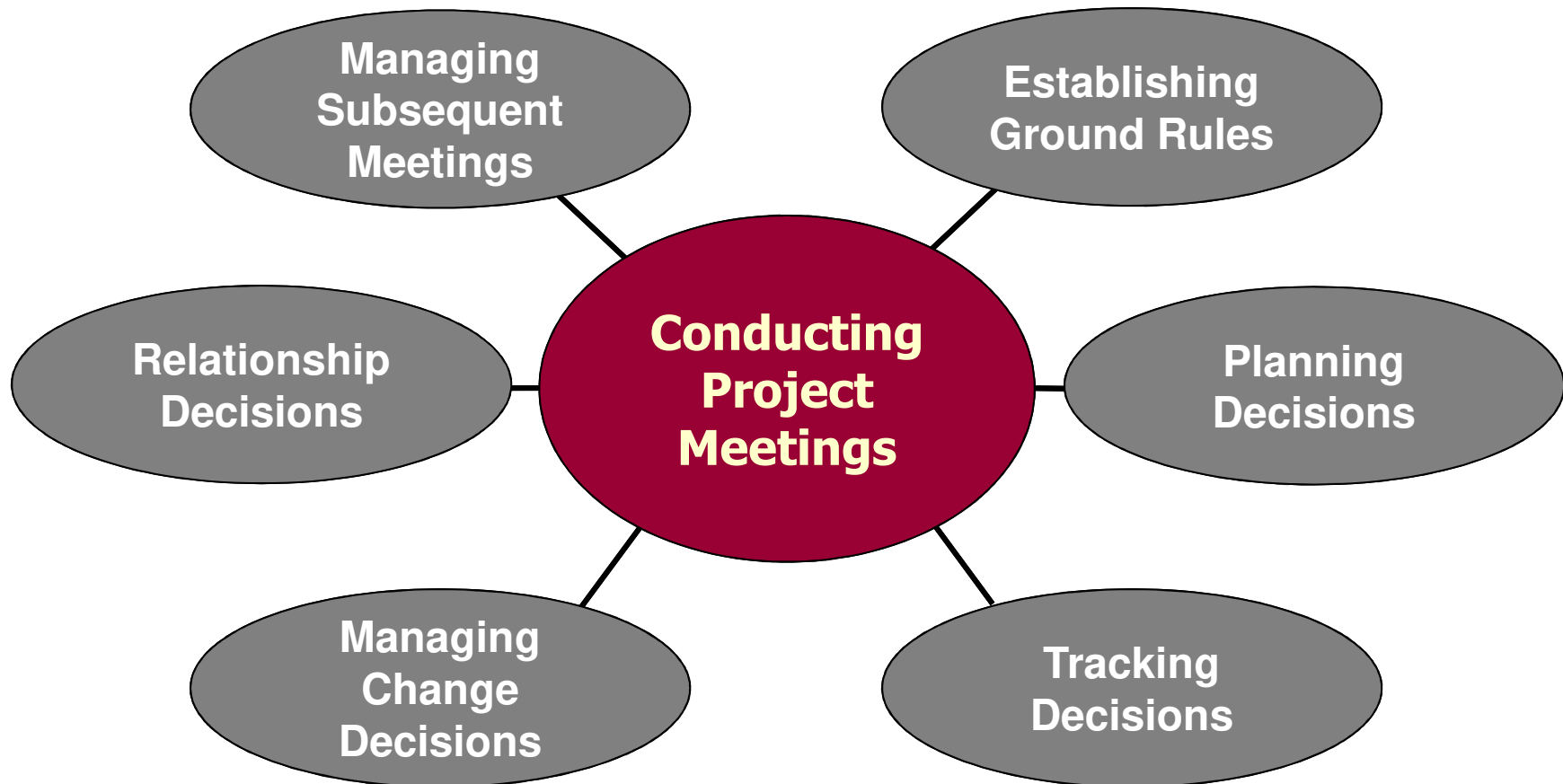 - ### How to recruit?
    - Ask for volunteers
  - ### Who to recruit?
    - Problem-solving ability
    - Availability
    - Technological expertise
    - Credibility
    - Political connections
    - Ambition, initiative, and energy

Project Team Meetings

Conducting Project Meetings

- Managing Subsequent Meetings
- Establishing Ground Rules
- Relationship Decisions
- Planning Decisions
- Managing Change Decisions
- Tracking Decisions

Establishing a Team Identity

- Effective Use of Meetings
- Co-location of team members
- Creation of project team name
- Team rituals

Requirements for an Effective Shared Vision

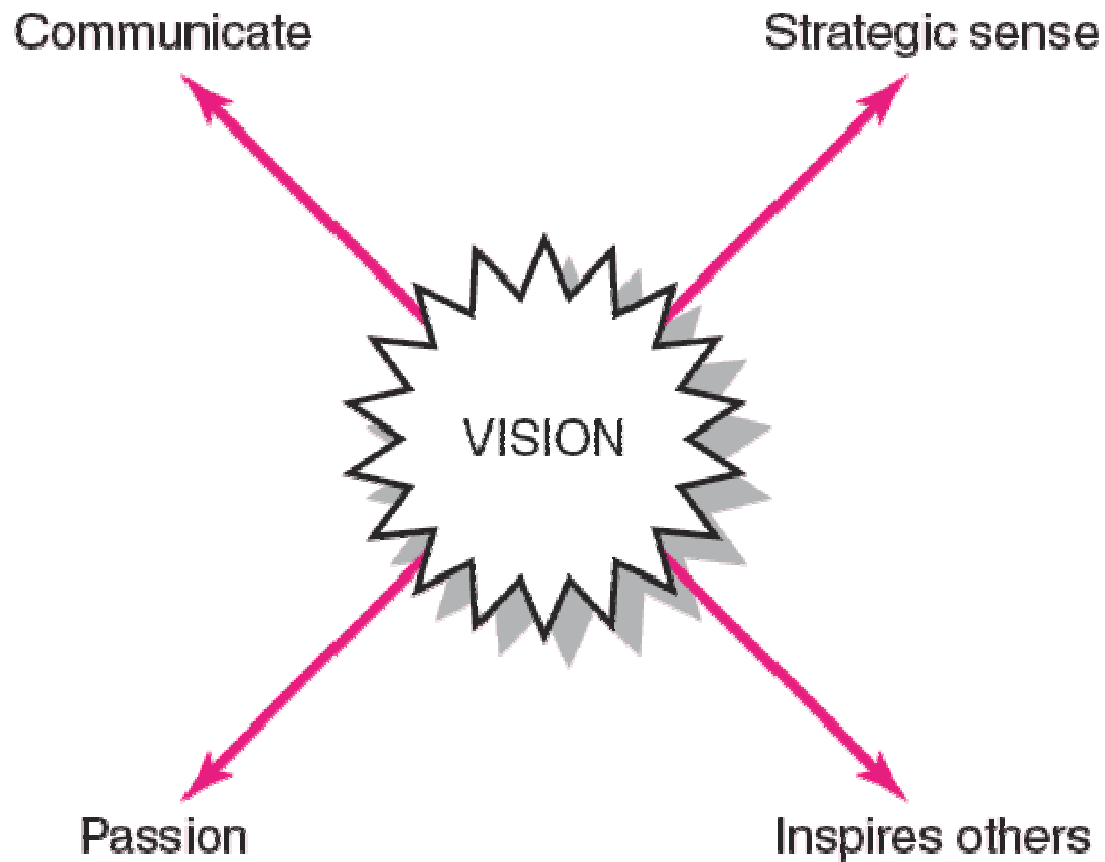Communicate

Strategic sense

VISION

Passion

Inspires others

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

Problem Identification

↓

Generating Alternatives

↓

Reaching a Decision

↓

Follow-up
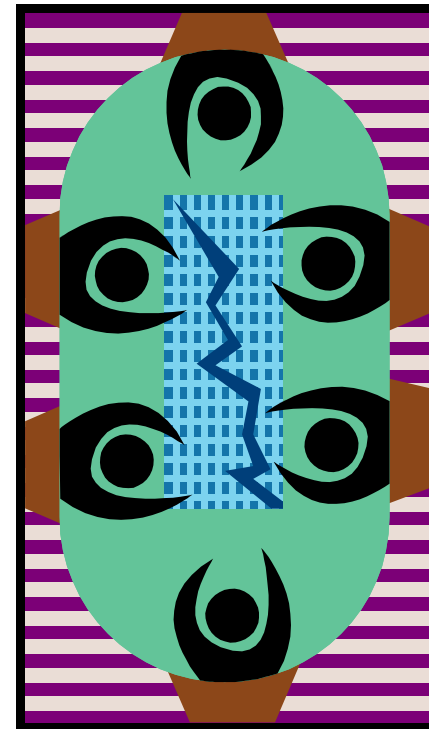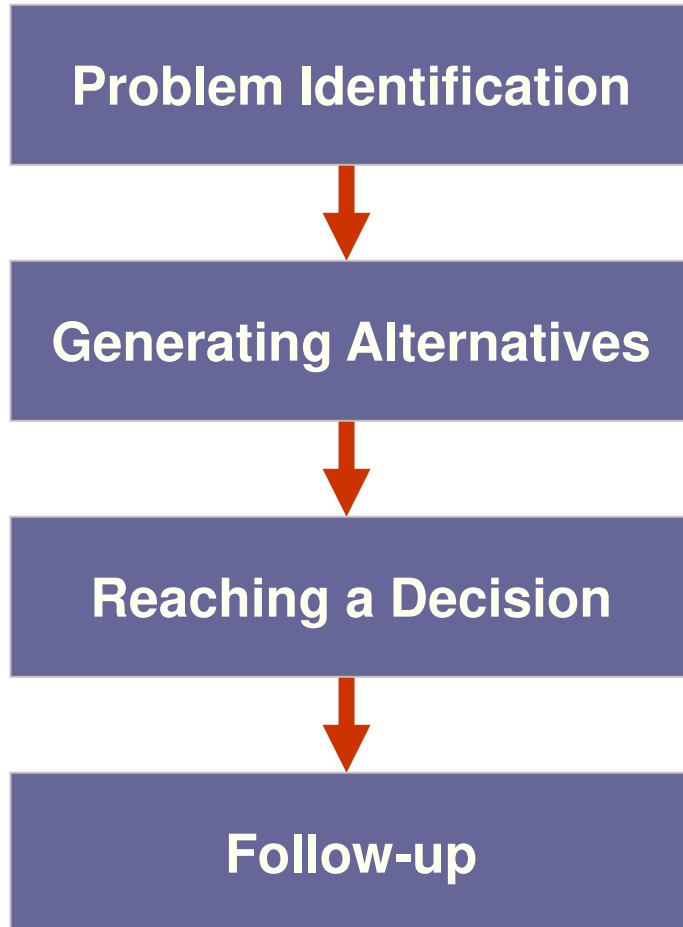
Managing Conflict within the Project Team

- **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.
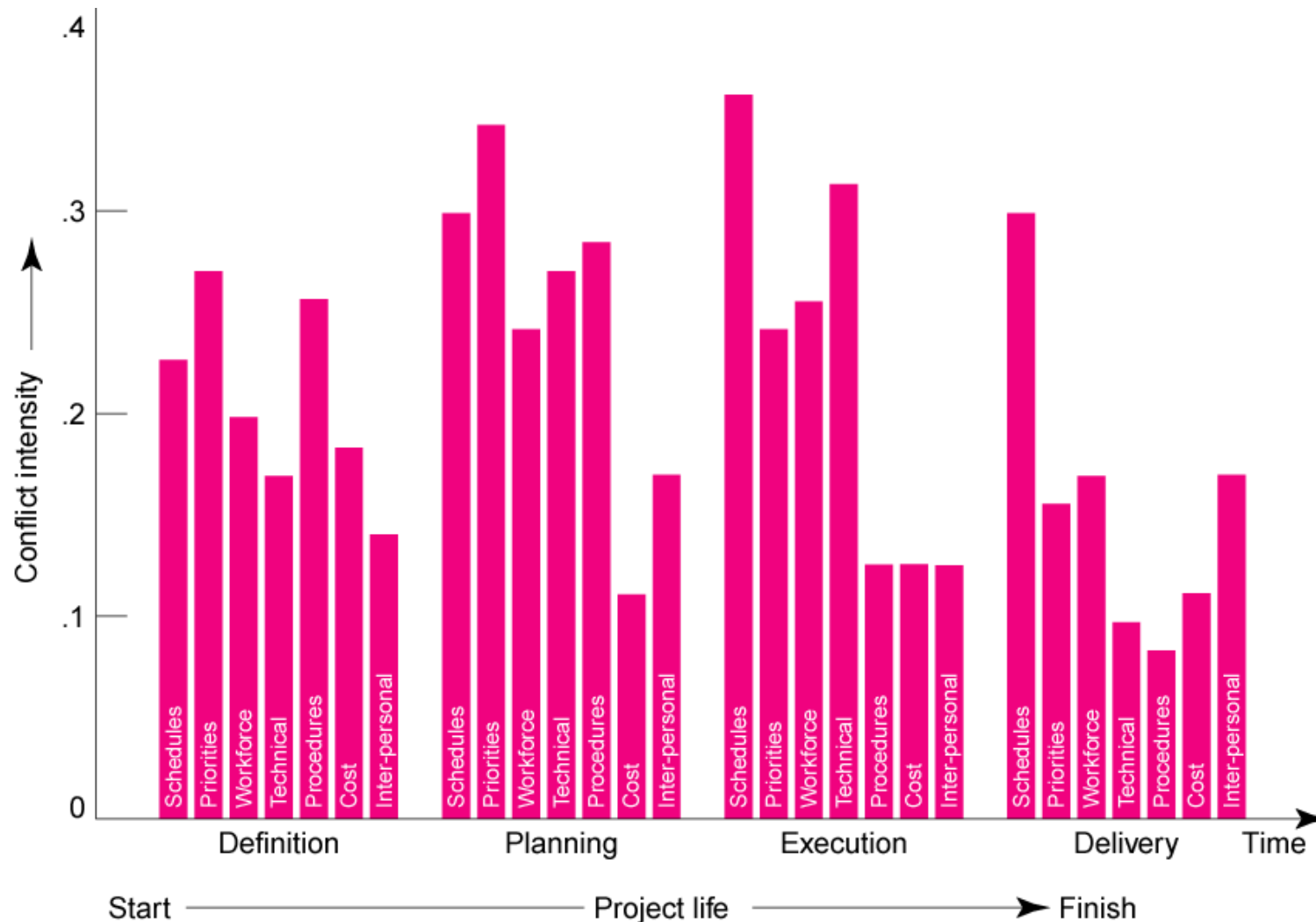
Conflict Intensity Over the Project Life Cycle

FIGURE 11.5

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.
    - Include face-to-face if at all possible.
    - Keep team members informed on how the overall project is going.
    - Don't let team members vanish.
    - Establish a code of conduct to avoid delays.
    - Establish clear norms and protocols for surfacing assumptions and conflicts.
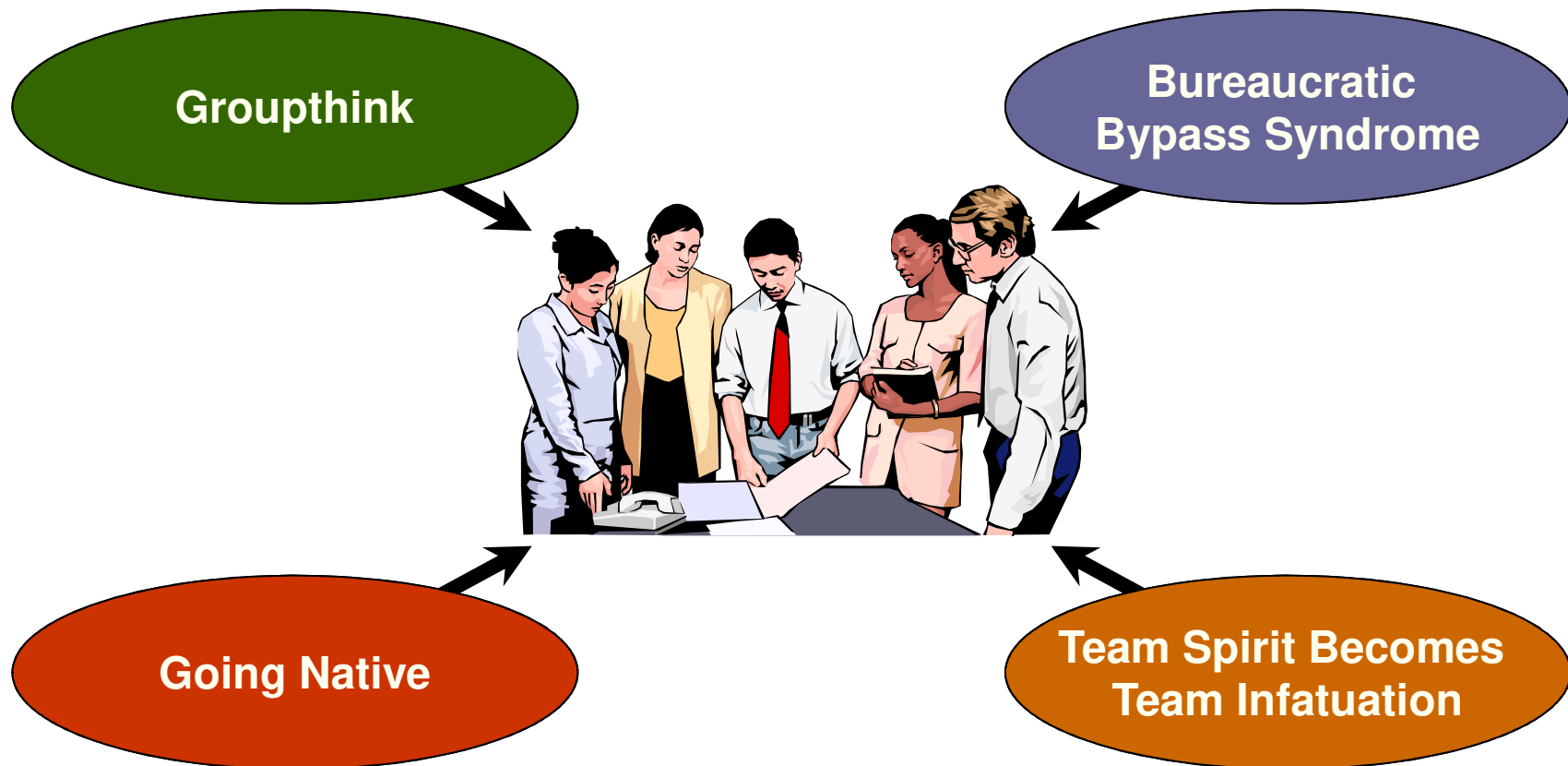
24-Hour Global Clock

United States (East Coast)	Australia	Scotland	Comments
12 midnight	2 PM	5 AM	
1 AM	3 PM	6 AM	
2 AM	4 PM	7 AM	
3 AM	5 PM	8 AM	
4 AM	6 PM	9 AM	Australia handoff for off-shift review
5 AM	7 PM	10 AM	
6 AM	8 PM	11 AM	3-way conferencing window (primary)
7 AM	9 PM	12 noon	3-way conferencing window (primary)
8 AM	10 PM	1 PM	3-way conferencing window (primary)
9 AM	11 PM	2 PM	
10 AM	12 midnight	3 PM	
11AM	1 AM	4 PM	
12 noon	2 AM	5 PM	Scotland handoff for off-shift review
1 PM	3 AM	6 PM	
2 PM	4 AM	7 PM	
3 PM	5 AM	8 PM	
4 PM	6 AM	9 PM	3-way conferencing window (secondary)
5 PM	7 AM	10 PM	3-way conferencing window (secondary)
6 PM	8 AM	11 PM	U.S. handoff for off-shift review
7 PM	9 AM	12 midnight	
8 PM	10 AM	1 AM	
9 PM	11 AM	2 AM	
10 PM	12 noon	3 AM	
11 PM	1 PM	4 AM	
12 midnight	2PM	5 AM	

☐ Prime time   ☐ Secondary time   ☐ Downtime

FIGURE 11.6

Project Team Pitfalls

Groupthink

Bureaucratic Bypass Syndrome

Going Native

Team Spirit Becomes Team Infatuation

Key Terms

Brainstorming

Dysfunctional conflict

Functional conflict

Groupthink

Nominal group technique (NGT)

Positive synergy

Project kickoff meeting

Project vision

Team building

Team rituals

Virtual project team