

Project Leadership

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Project Leadership

Lecture 6 Team Structure and Development

PMG 511

Master in Project Management

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Chapter

06

Learning Outcomes

1. Why teamwork?
2. Leadership and team building.
3. What Makes a Team Successful?
4. Team Structure.
5. Common Team Roles.
6. Team Development.
7. Needs and the Team.
8. Summary and Conclusion.

Why Teamwork?



Why Teamwork?

- Teamwork is like photomosaic



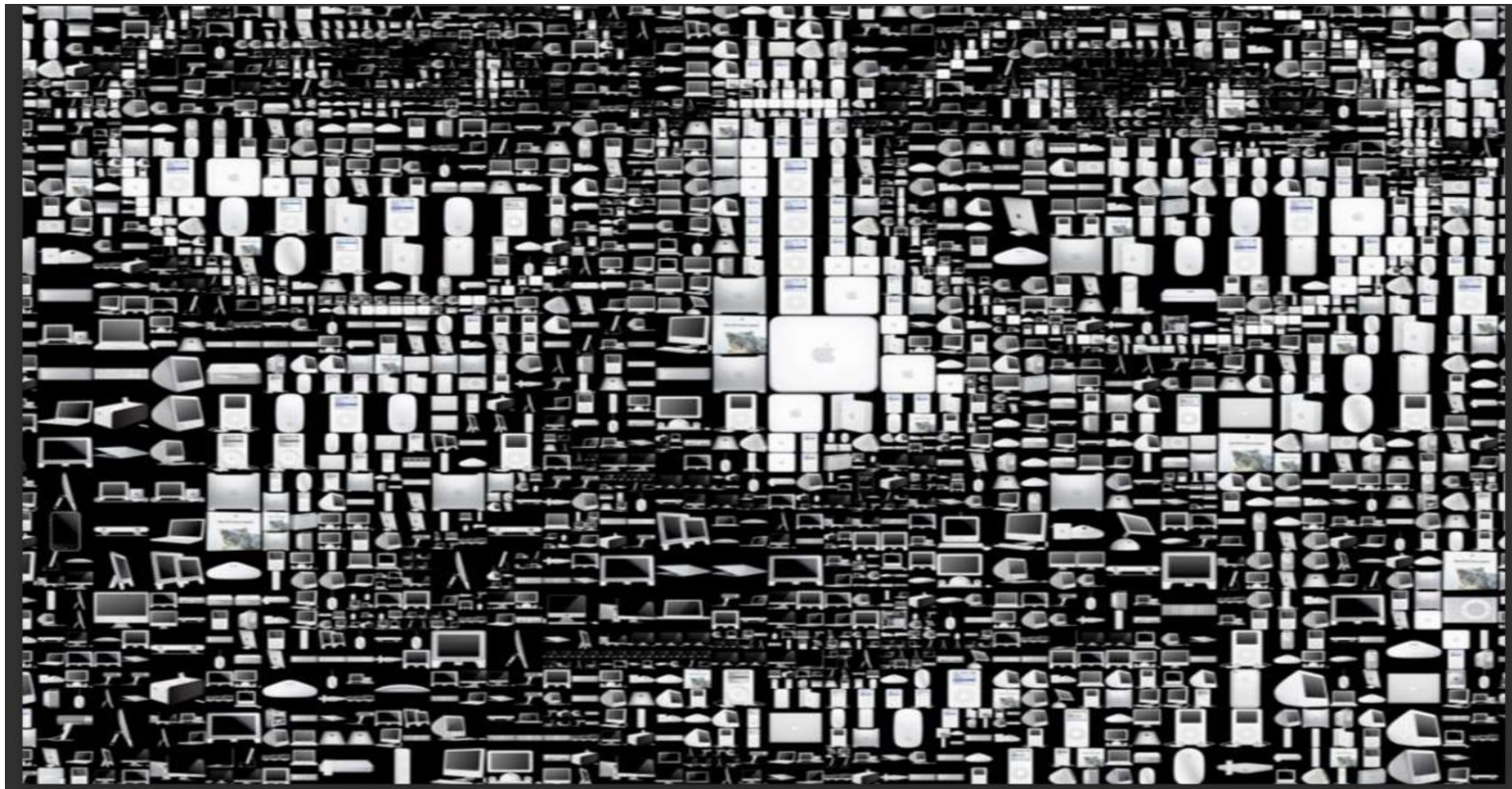
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Chapter

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What is a Team?

A team is an organized group of people who work together to achieve a common goal, they are committed to work together to complete a well defined work.



Types of Teams

Formal - structured to perform specific tasks.

Informal - emerge naturally in response to organizational or member interests.



What is Teamwork?

The Process of Working Collaboratively With A Group Of People In Order To Achieve A Goal.

Teamwork represents a set of values :

- ❖ Encourages behaviors such as listening & responding to view points of others, giving benefit of doubt to others.
- ❖ Providing support to those who need it.
- ❖ Recognizing the interests & achievements of others.
- ❖ Also promote performance as individuals and the performance of the entire organization.

Why To Build a Successful Team?

The ability to build teams is a valuable leadership quality.

- Problem solving.
- Data gathering.
- Diagnosis.
- Decision-making.
- Planning.
- To set team goals and priorities.
- To analyze or allocate the work performed.
- Combined strengths.
- Evaluation.



Why Leaders Need to Encourage and Prioritize Team Building?

- **Leaders** need to be working towards developing great teams, the ability to build teams is a valuable leadership quality.
- When group interaction is necessary to job performance, **team building** can be used to **foster team spirit, cooperation and commitment to group success.**

Leadership and Team Building

- Leadership focuses on “people” aspect of management and is based on the assumption that **organizational effectiveness significantly depends on their motivation, effort and abilities.**
- The human relations movement, the important role of employee motivation and group norms is the key of organizational success.

Leadership and Team Building

- This led to the recognition of leadership effectiveness as an important determinant of organizational effectiveness.
- It is the manager in his leadership role who has to stimulate and inspire the employees to contribute willingly and cooperatively to the optimum achievement of organizational goals.

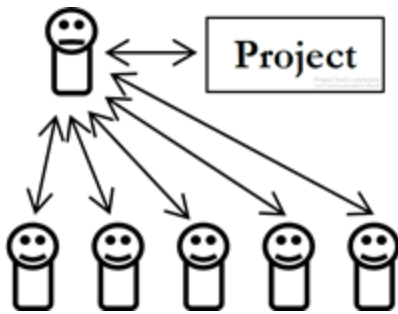
Leadership and Team Building

- In this context, team members support one another.
- They offer suggestions and give feedback to other members.
- They may disagree but work to resolve differences and reach consensus. Each and every member of the team trust and support other members.
- Anyone who acts as a model to others is often called a “leader”.
- Leadership is an attribute of that person who is an ideal for the other members of the group.

What Makes a Team Successful?

- **Successful teams include one or more ‘ingredients’:**
- **Complimentary skillsets**
 - Some overlap, but intentional, effective diversity of skills.
- **Common purpose and goals**
 - All team members are aware of why their project is important.
- **Good planning**
 - Plans are laid-out ahead of time, and all team members can rely on each other to follow them.
- **Effective leadership**
 - Strong leaders that match the culture of the team and project.
- **Appropriate motivators**
 - Motivators that match the culture of the team as well as the individuals on it.
- **‘Chemistry’**
 - Chemistry is hard to define, but you’ll know it when you see it.

Common Team Structures



1-Top-Down Teams

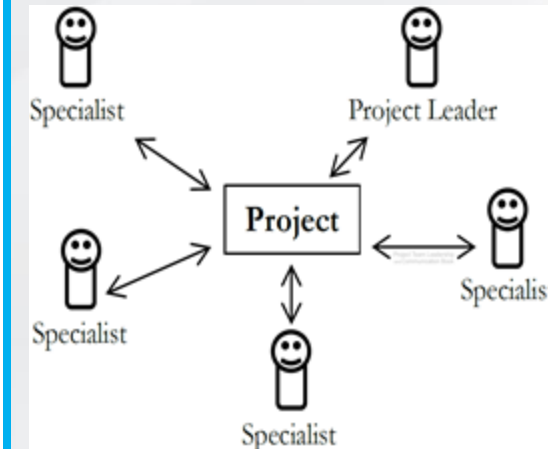
- ‘Classic’ team structure.
- Team members’ **attachment is to the ‘boss’**, who is primarily responsible for the success of the project (and can be singularly responsible for its failure).
- **Not necessarily an authoritarian style of leadership.**
- **Why this structure?**

Inexperienced team, extremely tight deadline, or organizational/ external pressures.

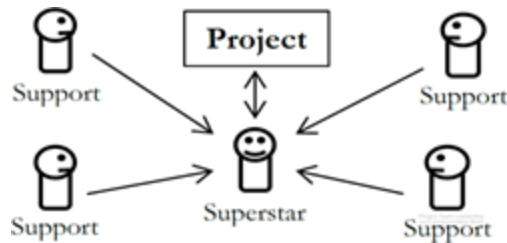
Common Team Structures

2- Interdisciplinary Teams

- Characterized by **equal status of each team member**, who are each concerned with the success of the project.
- Each team member has one or more specialties/skillsets.
- Decisions are often made at the group level.
- Leader is an equal with organizational/communication skillsets.
“**equality of members**”.



Common Team Structures

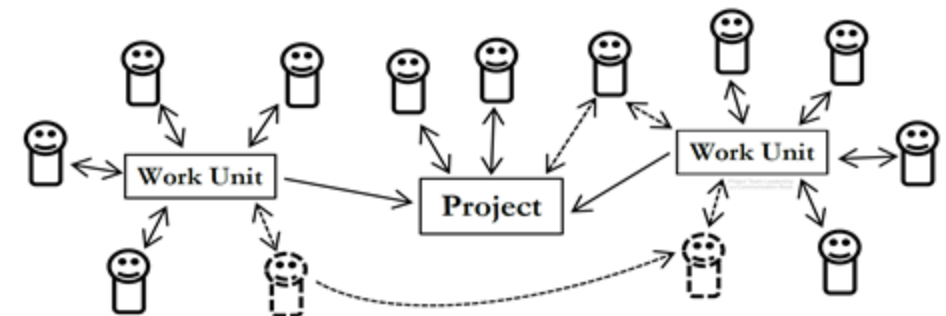


3- Superstar-Support Teams

- Like a surgical team: one member performs the most prominent work.
- Other team members perform supportive functions.
- ‘Superstar’ must acknowledge importance of other team members

4- Large and Variable-Structure Teams

- Teams can **vary in size, structure, and stability**.
- Difficult to organize and track efficiently.
- Moving or adding team members efficiently is also difficult.



Common Team Roles

- **Leader** – guides the team towards the goal
 - Primary competencies: leadership, prioritization, and communication
- **Information Manager** – takes ownership of the documentation and data
 - Primary competencies: elicitation, organization, and reporting
- **Externally-Facing** – intermediary between project team and external stakeholders
 - Primary competencies: perception, communication, and negotiation
- **Problem-Solver** – finds and works through difficult problems
 - Primary competencies: evaluation, research, and implementation
- **Specialist** – a ‘subject matter expert’ “SME’s” “technical specialist” In one or more subject areas
 - Primary competencies: evaluation, anticipation, and articulation

Team Development Stages

Dr. Bruce Tuckman articulates 4 stages which teams must pass as they develop:

- **Forming** – the team comes together, and the project gains little benefit from the ‘team’ - productivity is similar to each working independently
- **Storming** – clashes and disagreements begin as the team tries to determine leadership and ‘rules’ for how they will work together. Productivity may drop
- **Norming** – ‘storming’ is lessening and the ‘rules,’ or ‘norms’ for the group are rapidly developing. Productivity begins to increase, the group starts to identify as a team
- **Performing** – The team reaches increasing efficiency, gaining the efficiencies of working together rather than separate. The team now focuses externally on the work at hand

TUCKMAN'S STAGES OF GROUP DEVELOPMENT

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



The **forming-storming-norming-performing** model of group development was first proposed by **Bruce Tuckman** in 1965,^[1] who said that these phases are all necessary and inevitable in order for the team to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results.

Team Needs



- Similar to **Maslow's hierarchy of needs**, teams have basic needs
 - Needs at the bottom (such as trust) must be satisfied before those higher-up can be addressed

Building Trust

- The **foundation**, the most vital to operate as a team.
- It **takes time**, requiring consistently positive interactions.
- Deeper trust requires **vulnerability** (difficult for many).
- Needs to be maintained, rebuilt after damage.
- Leader must create and protect the ‘environment of trust’.
 - Take the lead in expressing trust-building vulnerability.
 - Seek and prevent trust-breaking actions such as bullying.
- Team-based personality tests and team-building activities are designed to build trust.



Managing Conflict

- **Conflict isn't bad** – healthy debate means engaged, passionate team members and better decisions.
- Appropriate **conflict requires rules**, or norms to be clear to all involved. Examples:
 - Focus on the primary decision to be made (not secondary debates)
 - Avoid rhetoric, name-calling, or non-contributing statements, which erode trust
 - Agree to reach *consensus*, with all parties pledging to support the outcome
- **Trust is the foundation** of healthy conflict and debate.
- There are numerous conflict resolution tools and techniques.

Managing Conflict

Managed Conflict

- **A- Confronting / Problem Solving**
- **B-Compromising**
- **C-Withdrawal / Avoidance**
- **D- Smoothing / Accommodating**
- **E- Collaborating**
- **F- Forcing**

Achieving Commitment

- Commitment **requires clarity** – to commit to something, it must be clear exactly what you're committing to.

- Each party or entity must commit to multiple others

Leader ☐ Team

Team ☐ Leader

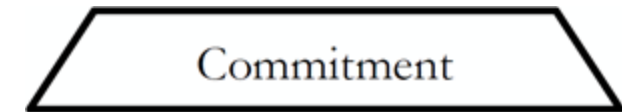
Individual ☐ The Work They're Assigned

Leader ☐ Project

Team ☐ Project

Individual ☐ Team

Team ☐ Being a Good Team



- Leaders set the example, so an uncommitted leader can destroy a project / team.
- Teams must have a good structure, trust each other, and manage conflict properly.
- Individuals can fail to commit for multiple reasons (not motivated, personal issues, etc.)

Achieving Commitment

❑ Commitment requires:

- Leadership by example: the leader must show commitment to the project and team first
- Trust and conflict management
- Clear prioritization of multiple commitments
- A healthy team and project; commitment requires fundamental issues to be solved
- Good team structure

❑ Strategies to gain commitment include:

- Communicating expectations clearly
- Seeking factors affecting noncommittal parties.
- Assigning leadership or ownership
- Recognizing achievement (a primary motivator)
- Engaging the creativity of individuals (another motivator)

Embracing Accountability

- Accountability is a readiness to **accept responsibility** for work or results.
- Each team member is accountable to:
 - The leader – the most common and natural type of accountability.
 - Themselves – also known as self-discipline.
 - Their fellow team members – often the strongest with the most ‘paths’ of accountability.
- Accountability requires the ability to *commit*, as well as other’s ability to *trust* their word and actions.
- **A great tool is the ‘RASCI’ accountability matrix.**

The ‘RASCI’ Accountability Matrix

- An accountability matrix is a tool for effectively assigning and communicating levels of accountability for project tasks of functions

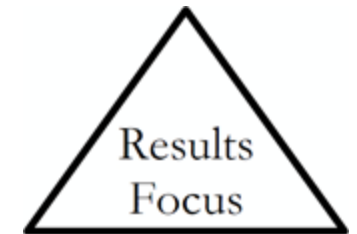
- **Each task or function must have at least one “A” as well as other letters:**

- **“R” – Responsible.** The party who is to complete the task or action.
- **“A” – Accountable.** This party is ultimately answerable for the task or action’s completion.
- **“S” – Support.** Similar to “R” but a secondary resource who may be called in if needed.
- **“C” – Consulted.** A specialist or expert who may be called upon to provide vital input.
- **“I” – Informed.** This party must be informed if the task/function is completed, behind schedule. Often the party who completes dependent tasks later in the timeline.

	Project Manager	Project Sponsor	Engineers	Tester 1
Responsibility X	A	I	R	
Activity 1	A	S		
Responsibility Y	C	R		A
Activity 2	R, A			C
Task Alpha	A	R	S	

Focusing on Results

- A results-focused team has solved issues related to trust, conflict, and commitment – it's ready and willing to focus on the work at hand
- **Leadership and the team have new focuses:**
 - **Clarity and priority** – because the team working so well, it's important that each team member knows what they're working towards.
 - **Visibility** – understanding the bigger picture is more valuable for a team that is making decisions quickly and effectively
 - **Process** – creating and documenting process can make the team even more efficient



Summary and Conclusions

- Team success comes from many factors, such as effective leadership, good planning, and established goals
- The structure and roles of a team are affected both by their work and the organization to which they belong. Additionally, structures and roles affect how teams complete their work
- As teams mature, they progress through ‘forming,’ ‘storming,’ ‘norming,’ and ‘performing’ stages
- Teams must meet core needs such as building trust and effectively managing conflict before they can commit, become accountable, and achieve results effectively.
- Various tools and techniques are available for teams, such as various conflict management techniques (compromise, forcing, etc.) and the ‘RASCI’ accountability matrix.



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Thank You



