

Project Leadership

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Project Leadership

Lecture 6 Team Structure and Development

PMG 511
Master in Project Management

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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?



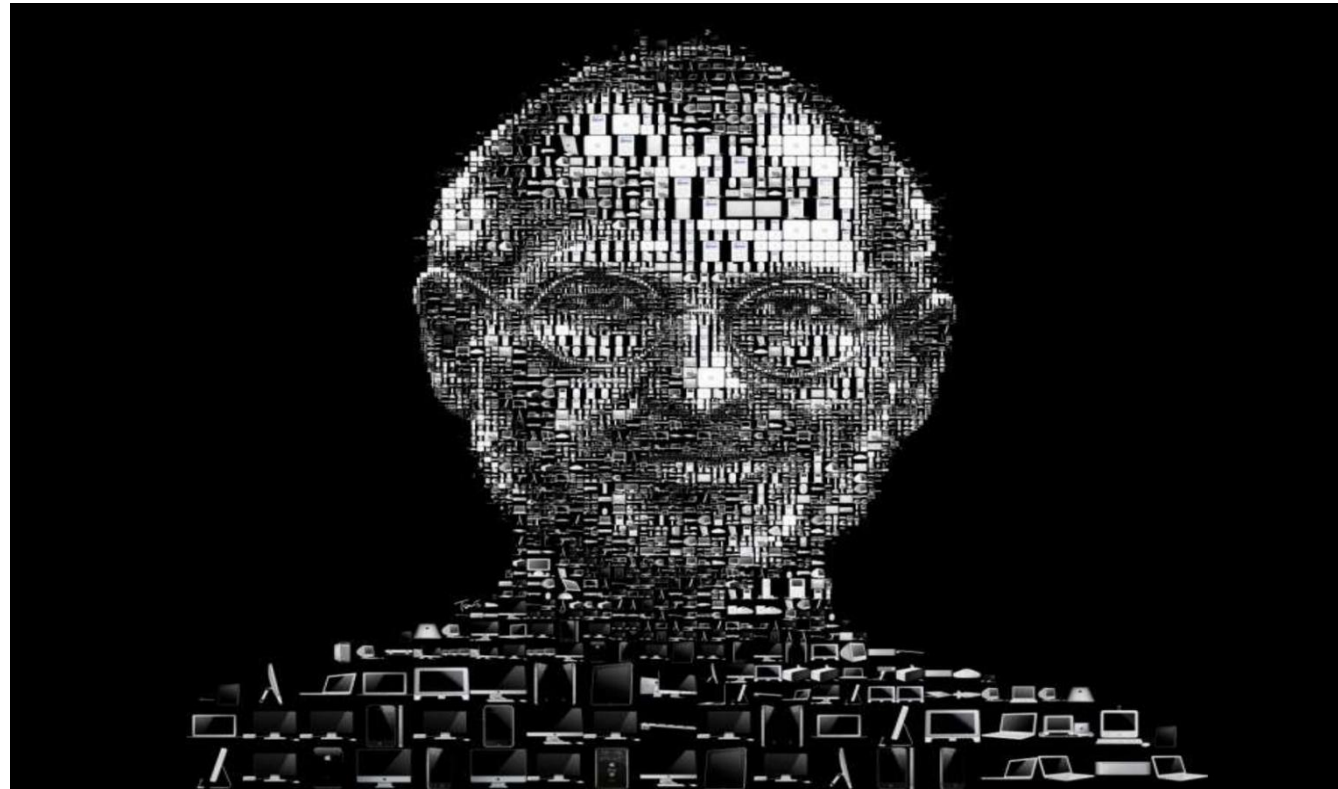
Why Teamwork?

- **Teamwork is like photomosaic**



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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.

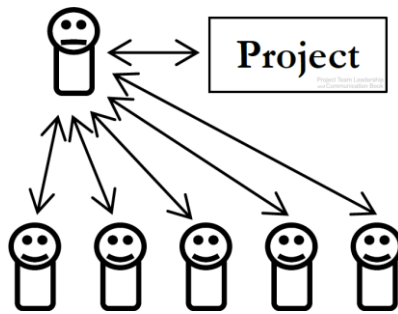
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What Makes a Team Successful?

- **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.**

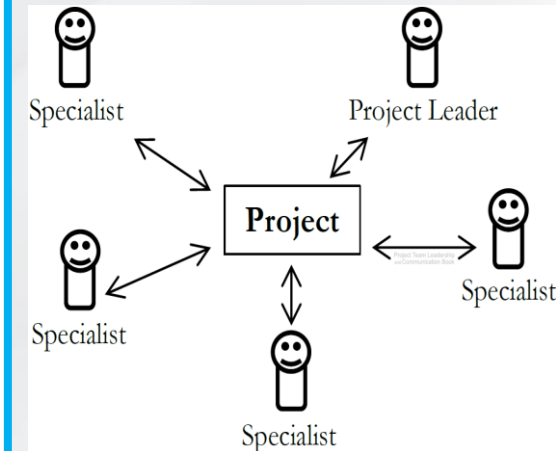
- **Why this structure?**

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

Common Team Structures

2- Interdisciplinary Teams

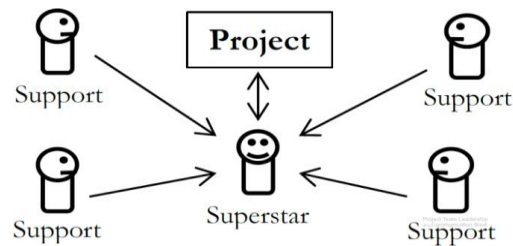
- Characterized by **equal status of each team member**, who are each concerned with the success of the project.
- Each team member has one or more specialties/skillsets.
- Decisions are often made at the group level.
- Leader is an equal with organizational/communication skillsets.
“**equality of members**”.



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Common Team Structures

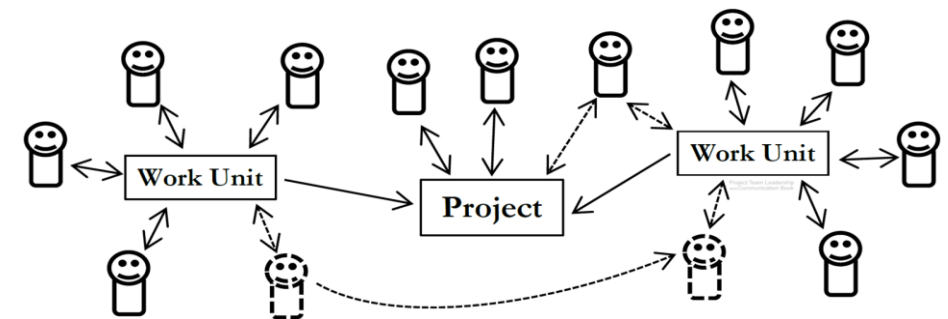


3- Superstar-Support Teams

- 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

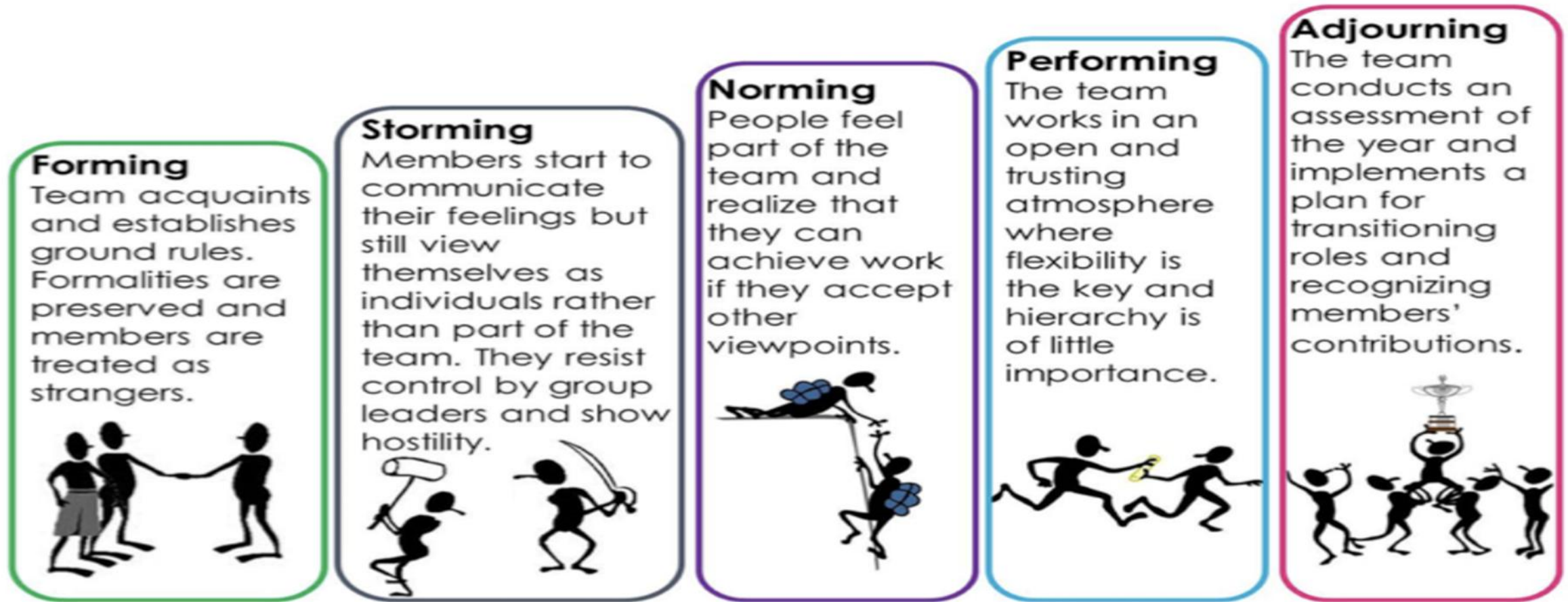
- **Leader** – guides the team towards the goal
 - Primary competencies: leadership, prioritization, and communication
- **Information Manager** – takes ownership of the documentation and data
 - Primary competencies: elicitation, organization, and reporting
- **Externally-Facing** – intermediary between 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



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.

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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.**

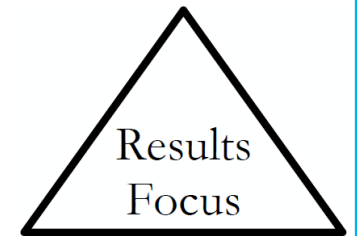
The ‘RASCI’ Accountability Matrix

- 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.



Thank You

