OPSMGT 357 Project Management

Managing Project Teams

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Today's Lecture

➢ Assignment 1

➢ Managing project teams

Assignment 1

Section A

▶ The start date for the project is **Wednesday, 1ˢᵗ March 2023**.

▶ Tasks Auto schedule- fixed unit

▶ Public holidays:

> Good Friday 7/4
>
> Ester Monday 10/4
>
> Anzac Day 25/4
>
> King's Birthday 5/6

▶ Add two appropriate milestones

▶ Set your project completion date as the project deadline

▶ Set a baseline

Section B

- Explain the purpose of a milestone task

- What is the critical path

- What is the total project cost? is there any way we can decrease the project cost?

- Resource Cost Overview- why are the project's actual work and cost zero? Which resource type has the smallest and largest cost?

- Resource Usage' view and 'Resource Graph' view- what information these views can provide to the project manager for decision-making during planning

- Technical communicator to take a week off for his honeymoon in the first week of May?

- Your analyst has got Coronavirus and cannot work for a week (i.e., five working days) starting March 20. Explain in detail the effect of this change on the project duration, critical path, and project cost

Section C

- Identify potential risks associated with this project. Try to come up with at least five different risks.

- Use a five-point scale risk assessment matrix to analyse identified risks.

- Develop a risk response matrix to outline how you deal with each risk.
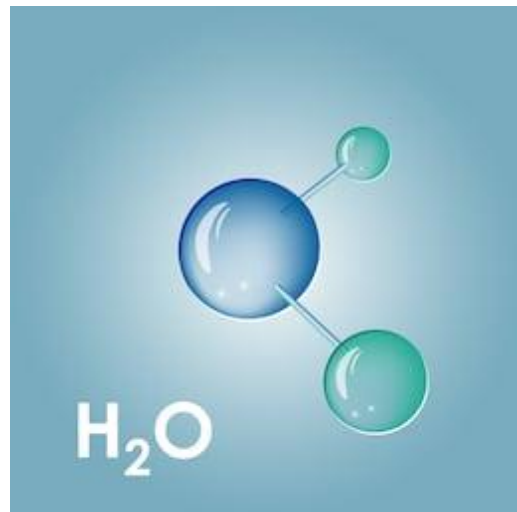
Managing Project Teams

Today's Learning Objectives

▶ Identify key characteristics of a high-performance project team.

▶ Distinguish the different stages of team development.

▶ Have an awareness of team decision making processes and the dangers of "Group think"

▶ Have an awareness of cultural differences and the implications for working with people from other cultures

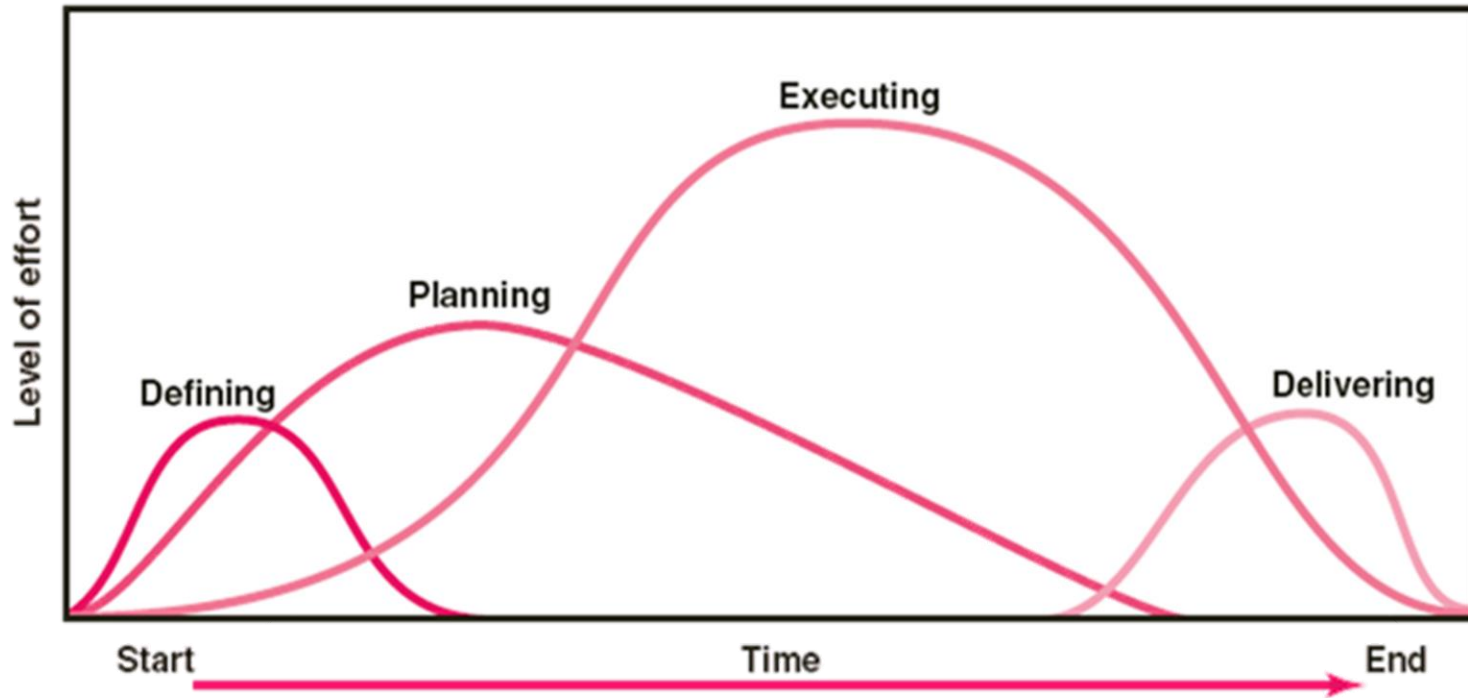▶ Understand the PM's role re. team management and communication management across cultures

High-Performing Teams

► Power of teams comes from positive synergy

► Avoid negative synergy in the team

► What does synergy mean?

Managing Project Teams Relevant to ALL Stages of Project Life-cycle

Negative Team-Work Experience

Instead of operating as one big team we fractionalized into a series of subgroups.

The marketing people stuck together as well as the systems guys. A lot of time was wasted gossiping and complaining about each other.

When the project started slipping behind schedule, everyone started covering their tracks and trying to pass the blame on to others. After a while we avoided direct conversation and resorted to e-mail. Management finally pulled the plug and brought in another team to salvage the project.

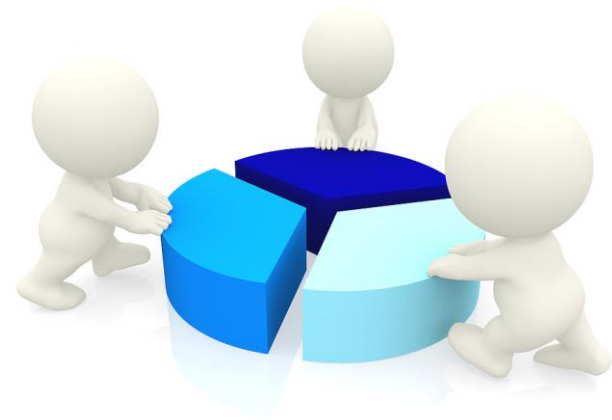It was one of the worst project management experiences in my life.

Positive Team-Work Experience

There was a contagious excitement within the team.

Sure, we had our share of problems and setbacks, but we dealt with them straight on and, at times, were able to do the impossible. We all cared about the project and looked out for each other. At the same time, we challenged each other to do better.

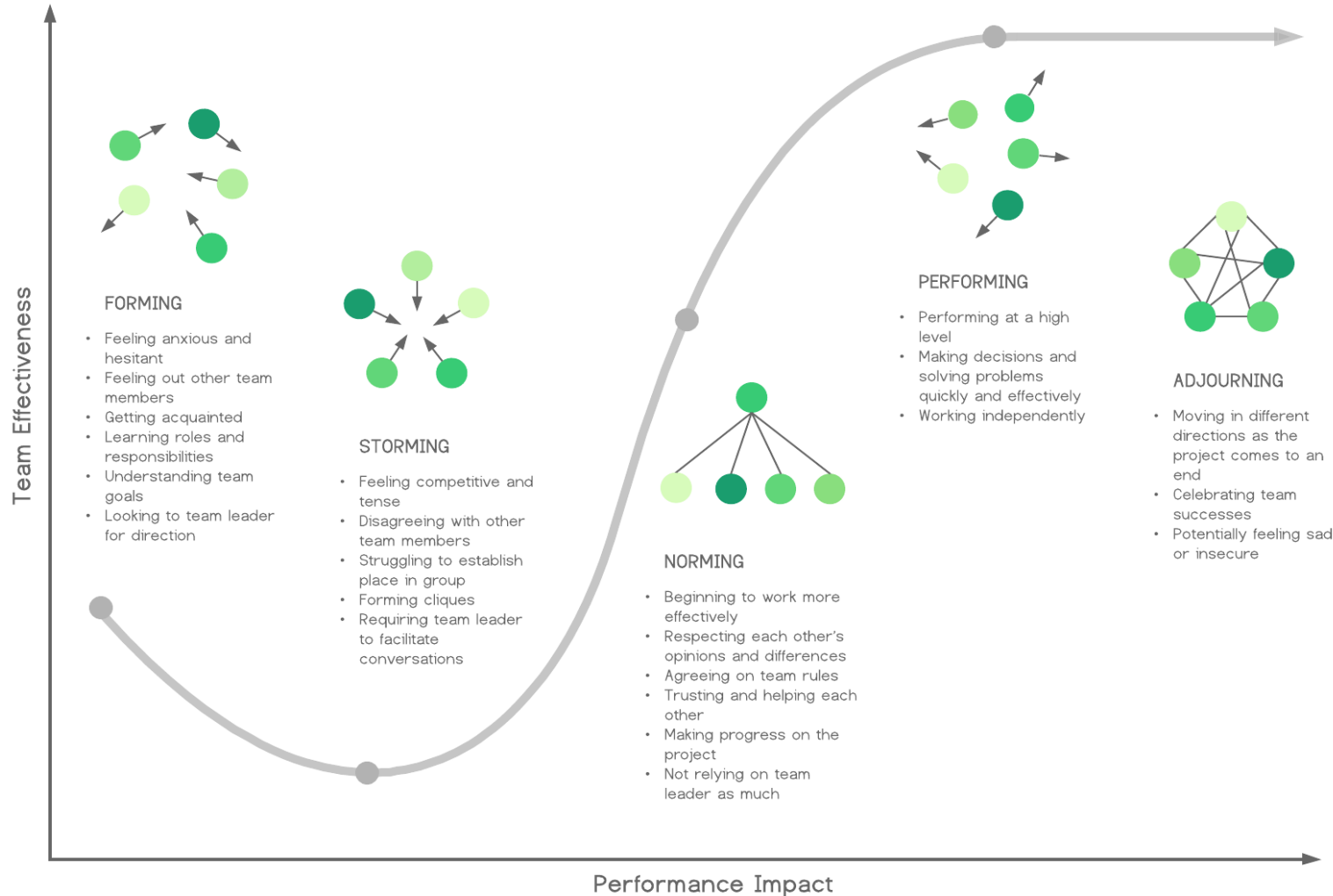It was one of the most exciting times in my life.

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

▶ Set high personal performance standards

▶ Members identify with the team

Bruce Tuckman's Team Stages

Tuckman's Stages of Group Development

Team Effectiveness (y-axis)

Performance Impact (x-axis)

FORMING
- Feeling anxious and hesitant
- Feeling out other team members
- Getting acquainted
- Learning roles and responsibilities
- Understanding team goals
- Looking to team leader for direction

STORMING
- Feeling competitive and tense
- Disagreeing with other team members
- Struggling to establish place in group
- Forming cliques
- Requiring team leader to facilitate conversations

NORMING
- Beginning to work more effectively
- Respecting each other's opinions and differences
- Agreeing on team rules
- Trusting and helping each other
- Making progress on the project
- Not relying on team leader as much

PERFORMING
- Performing at a high level
- Making decisions and solving problems quickly and effectively
- Working independently

ADJOURNING
- Moving in different directions as the project comes to an end
- Celebrating team successes
- Potentially feeling sad or insecure

The Five-stage Team Development Model

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.

Implications of Five-stage Team Development Model For Those Working on Project Teams

➢ The model provides a framework for the group to understand its own development.

➢ It stresses the importance of the norming phase, which contributes significantly to the level of productivity experienced during the performing phase
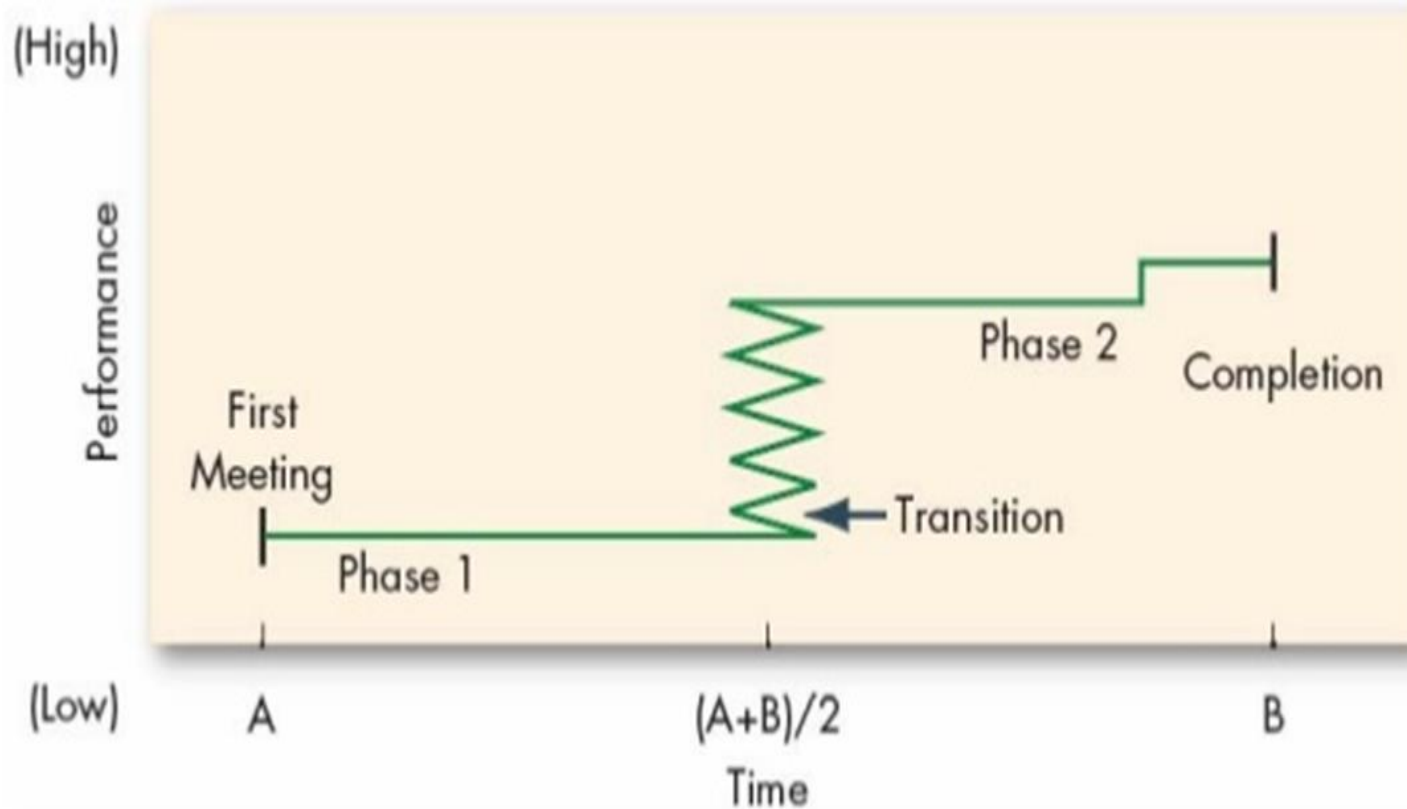
Situational Factors Affecting Team Development

Experience and research indicate that high-performance project teams are much more likely to develop under the following conditions:
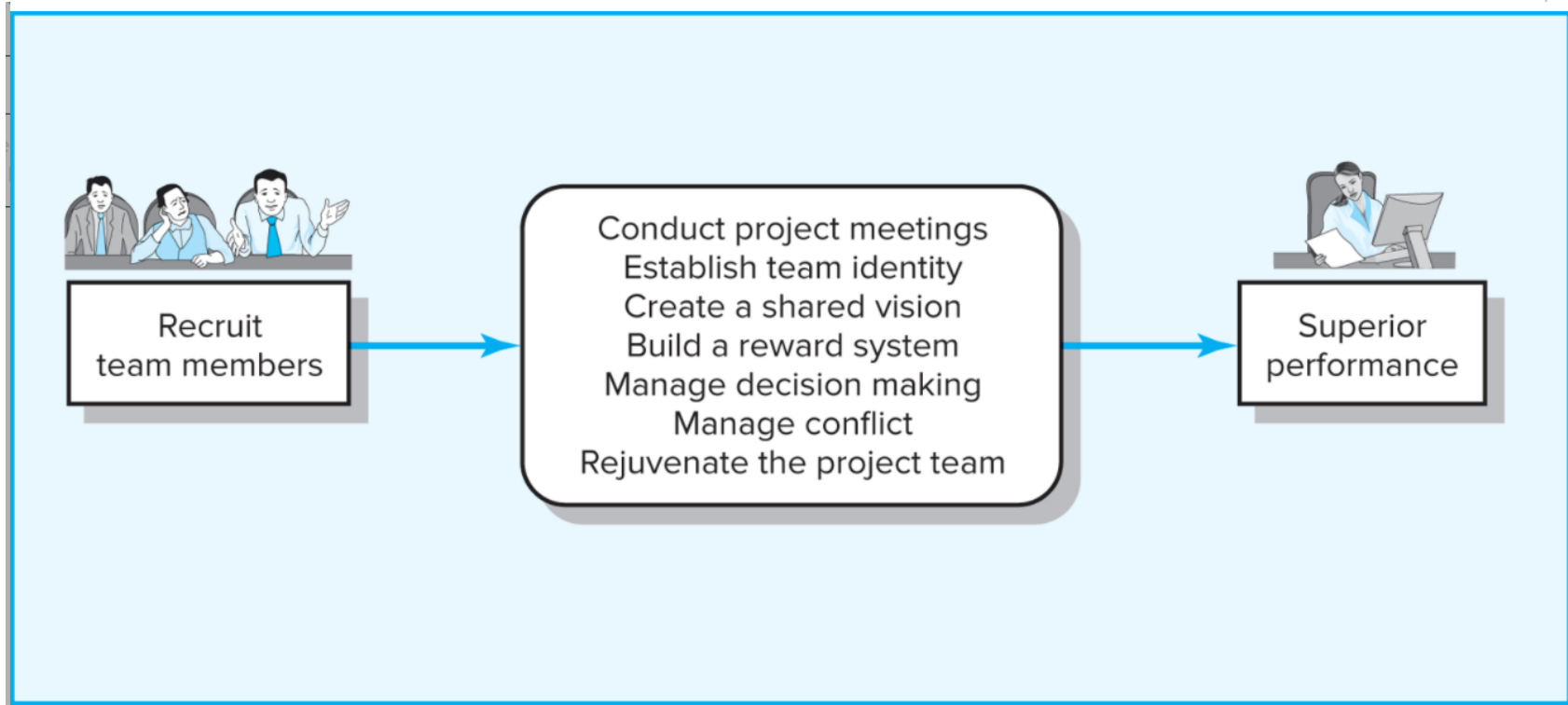
➢ There are 10 or fewer members per team.

➢ Members volunteer to serve on the project team.

➢ Members serve on the project from beginning to end.

➢ Members are assigned to the project full time.

➢ Members are part of an organization culture that fosters cooperation and trust.

➢ Members report solely to the project manager.

➢ Members are located within conversational distance of each other.

The Punctuated Equilibrium Model of Group Development

Each group experienced its transition at the same point in its calendar—precisely halfway between the first meeting and the completion deadline.

Building High-Performance Project Teams

Conducting Project Meetings

Research on team development confirms what we have heard from project managers:

The first project kick-off meeting is critical to the early functioning of the project team.

Three objectives project managers try to achieve during the first meeting of the project team:

- ✓ Provide an overview of the project

- ✓ Address some of the interpersonal concerns captured in the team development model

- ✓ Model how the team is going to work together to complete the project

Facilitating Group Decision Making

Project managers play a pivotal role in guiding the group decision-making process. They must remind themselves that their job is not to make a decision but to facilitate the discussion within the group so that the team reaches a consensus on the best possible solution.

Facilitating group decision making essentially involves four major steps:

1. Problem Identification
2. Generating alternatives
3. Reaching a decision
4. Follow-up
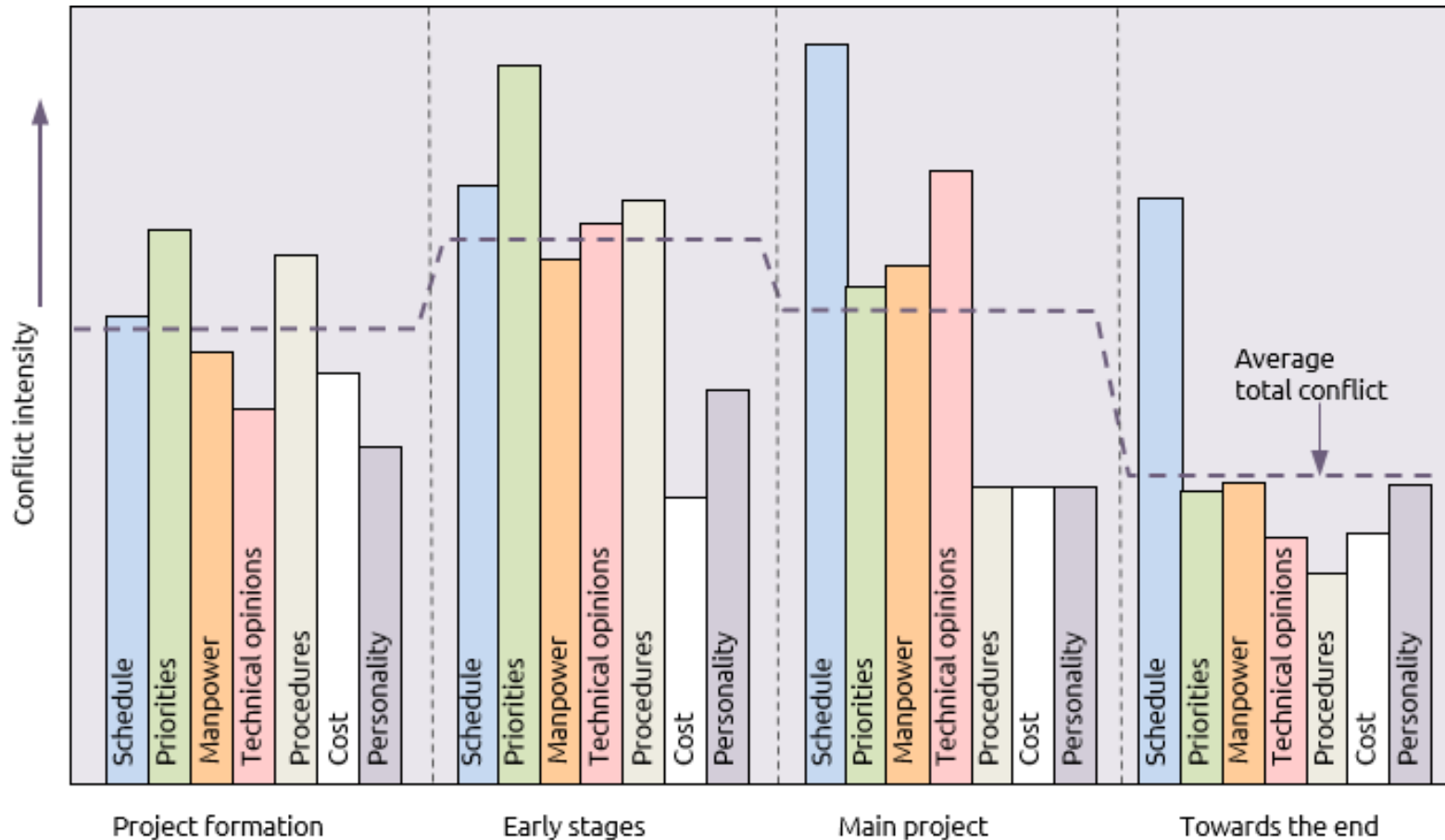
Managing Conflict within the Project

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

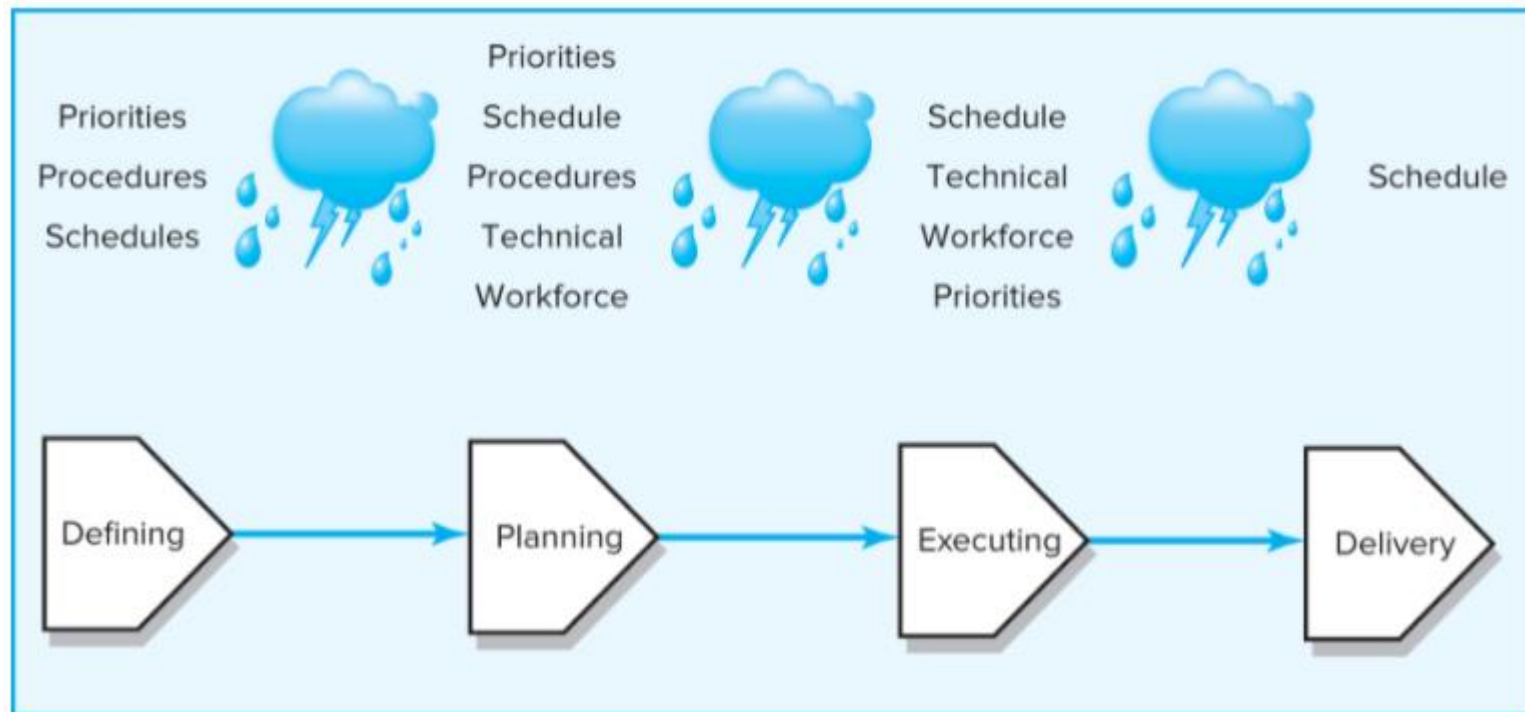- Ask the team to consider an unthinkable alternative

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

Sources of Conflict over the Project Life-cycle

Team Pitfalls During Decision Making

Groupthink

Groupthink

Some of the symptoms of groupthink include the following:

- ✓ Illusion of invulnerability
- ✓ Whitewash of critical thinking
- ✓ Negative stereotypes of outsiders
- ✓ Direct pressure

Going Native

▶ Project teams working abroad or in those who become closely identified with their customers. the customer's interests take precedence over the parent organization's interests. This change in viewpoint can lead to excessive scope creep and open defiance of corporate policy and interests.

▶ Awareness is the first step for prevention.

▶ The next step is to take preemptive action to reduce the likelihood of these pitfalls occurring.

Key Differences Between Dispersed Teams / Team Members

▶ Geographic distance

▶ Time zone differences

▶ Culture (i.e., norms of behavior, values, language)

▶ Governance (e.g., different organizational hierarchy, control structure, contractual and implicit rules)

▶ Technical infrastructure (i.e., access to basic facilities; and (versions of) hardware, platforms and applications)

▶ Knowledge gap

Cross-cultural Considerations

▶ Culture

"The collective programming of the mind distinguishes the members of one group or category of people from another." (Hofstede)

▶ Cultural differences

➢ Geographic regions

➢ Ethnic or religious groups

➢ Language

➢ Economic

Why is it important to be aware of cultural differences?

"Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster."

Organizational Culture

Research suggests there is a strong connection between project management structure, organizational culture, and project success.

- Organisational culture defined: A system of shared norms, beliefs, values and assumptions that bind people together, thereby creating shared meanings.

  The 'personality' of the organisation that sets it apart from other organisations

  - Provides a sense of identity to its members.

  - Helps legitimise the management system of the organisation.

  - Clarifies and reinforces standards of behaviour.

  - Helps create social order.

Cultural Background- does it make a difference when deciding how to manage the team?

Geert Hofstede was among the first academics trying to "measure" the culture of different people on a global level.

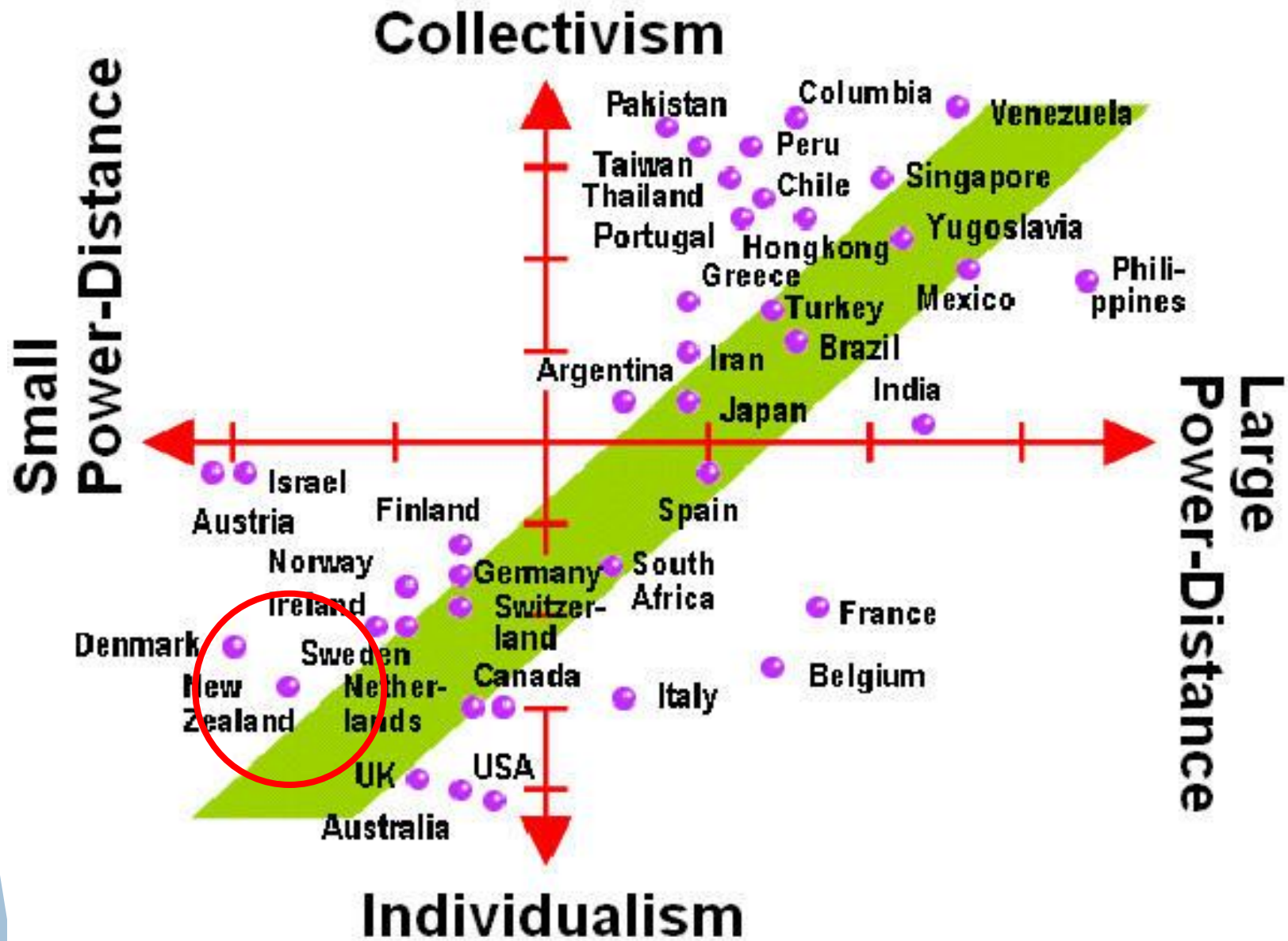For this purpose, he developed 5 "Cultural Dimensions ":

➢ Individualism / Collectivism

➢ Power distance

➢ Masculinity / Feminity

➢ Uncertainty Avoidance

➢ long-term / Short term Orientation

Cultural Dimensions

For this purpose, he developed 5 "cultural Dimensions " that focus on the following aspects:

❖ How important are individual responsibility and self-determination? How important are relationships and a feeling of belonging with others?

❖ How much do less powerful members of a society accept it when power is distributed unequally?

❖ Does a society show more masculine values like competitiveness, and assertiveness? Or does a society feature more feminine traits like caring for others, or humility?

❖ How important is it for members of a society to avoid uncertainty or ambiguity?
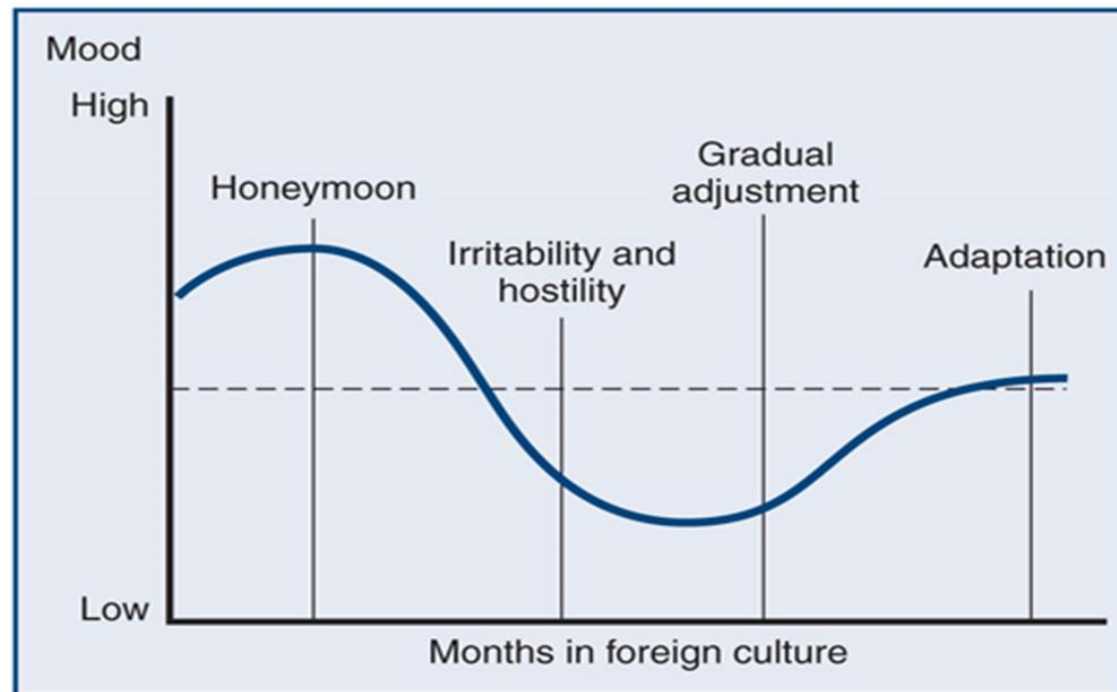
❖ How long is a societies' time or planning horizon?

Complexity of working on international projects

▶ "Studying culture without experiencing culture shock is like practicing swimming without experiencing water."

Figure 15.6   CULTURE SHOCK CYCLE

Mood

High

Honeymoon

Irritability and hostility

Gradual adjustment

Adaptation

Low

Months in foreign culture

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► Understand the PM's role re. team management and communication management across cultures

Mid Semester Test

- Week 8, Tuesday 2 May at 10:00

- Test duration is 2 hours

- Covers content from week 1 to 6 (except MS Project)

- Online, open-book test

- Calculators are permitted, but all working should be shown to receive full marks.