

# *Managing Project Team*

PREPARED BY

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# Chapter Outline

- ❖ Team Building
- ❖ Team & Group
- ❖ Steps to Organize team
- ❖ *Recruitment*
- ❖ *Team Mission, Goals and Objectives*
- ❖ *Conflicts in Teams*
- ❖ *Working Out Procedure*
- ❖ *Stages of Team Development*
- ❖ *Leadership in Team Building*
- ❖ *Rules to Build Commitment*



# Managing The project Team

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# What is team???

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A **team** is a group of people linked for a common purpose that contains at least 3 or more people. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize their strengths and minimize their weaknesses.



# What is team Building...?

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Team building is a collective term for various types of activities that includes

- Aligning around goals
- Building effective working relationships
- Reducing team members' role ambiguity
- Finding solutions to team problems

# Team building

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# Difference between Team and Group

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The words ‘group’ and ‘team’ are often used interchangeably, but they are actually different in context.

‘**Team**’ is a collection of people who are interdependently committed to each other in order to achieve a goal or a task.

A ‘**Group**’ consists of individuals who come together to perform a specific task

# Characteristics of an effective team

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- Identity
- Shared values
- Complementary skills
- Common goal, vision, purpose
- Leadership
- Clear formal roles and responsibilities
- Decision making skills



# Benefits Of Team Building

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- Increase Productivity
- Low Turnover
- Work-Life Balance
- Efficient Use of Ideas

# Steps to Organize team

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1

**Decide what must be done, using work breakdown structure, problem definitions, and other planning tools.**

2

**Determine staffing requirements to accomplish the tasks identified in the first step.**

3

**Recruit members for the project team.**

4

**Complete your project plan with the participation of team members.**



# RECRUITMENT

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization.

# STAGES OF RECRUITMENT

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## ➤ Job analysis

It involves determining the different aspects of job, such as through job description and job specification .

## ➤ Sourcing

It means using several strategies to attract or identify candidates. Sourcing can be done by internal or external advertisement.

## ➤ Screening and selection

It is the process of assessing the skills, knowledge, qualifications and educational or job related experience of employees who's apply for the job.

## ➤ On boarding

After screen and selection, the best candidate is selected. On boarding is the process of helping new employees become productive members of the organization.

# SOURCES OF RECRUITMENT

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## ➤ Internal recruitment

Promotions and transfers

Rehiring related employees

Employee referrals

## ➤ External recruitment

Advertisement

Campus recruitment

E-Recruitment

Walk in

# METHODS OF RECRUITMENT

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## ➤ DIRECT METHOD

These includes campus interviews and keeping a live register of job seekers.

## ➤ INDIRECT METHOD

These includes advertisement in the media, radio, T.V., trade, technical and professional magazines, etc.

## ➤ THIRD PARTY METHOD

Various agencies are used for recruitment under these methods. These includes commercial and private employment agencies, and placement officer of colleges and universities and recruiting firms.

# TEAM MEMBER RECRUITING CRITERIA

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- ❖ The candidate possesses the skills necessary to perform the required work at the speed needed to meet deadline.
- ❖ The candidate will have his needs met through participation in the project.
- ❖ The applicant has the temperament to fit in with other team member who have already been recruited and with the project manager and other key player.
- ❖ The person will not object to overtime requirement, tight timetable, or other project work requirement.

# Clarifying the Team's Mission, Goals, and Objectives

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Houston (1995) points out that a **mission statement** as a "direction in formulating goals".

## Benefits of Having a Clear Mission and Vision

1. Achieve clarity of purpose among all managers and employees.
2. Provide a basis for all other strategic planning activities.
3. Provide direction.
4. Provide a focal point for all stakeholders of the firm.
5. Resolve conflict views between managers.
6. Promote a sense of shared expectations among all managers and employees .
7. Project a sense of worth and intent to all stakeholders.
8. Project an organized, motivated organization worthy of support.
9. Achieve higher organizational performance.
10. Achieve synergy among all managers and employees



# Benefits Of Team Building

## SMART Goals



**Specific**



**Measurable**



**Attainable**



**Relevant**



**Timely**

- ❖ Describe your goal in a precise term.
- ❖ Make sure to include the measures that will be used to judge progress towards achieving the goal.
- ❖ Attainable - construct a goal that is achievable
- ❖ Your goal should relate to attaining something that is necessary and of value.
- ❖ Determine a date, timeframe, or schedule for your goal.



# Project Team's Mission, Goals, and Objectives

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- ❖ Efficiency
- ❖ Better Ideas
- ❖ Morale
- ❖ Talent Collaboration
- ❖ Meeting the Deadline
- ❖ Staying Within Budget
- ❖ Communication Ground Rules

# Team conflict

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“Team Conflict is an interpersonal problem that occurs between two or more members of a team, and affects results of teamwork, so the team does not perform at optimum levels”.

## **How team conflict can arise?**

Team conflicts are caused by the situation when the balance between perceptions, goals, or/and values of the team is upset, therefore people can no more work together and no shared goals can be achieved in the team environment.

# Classification of team conflicts

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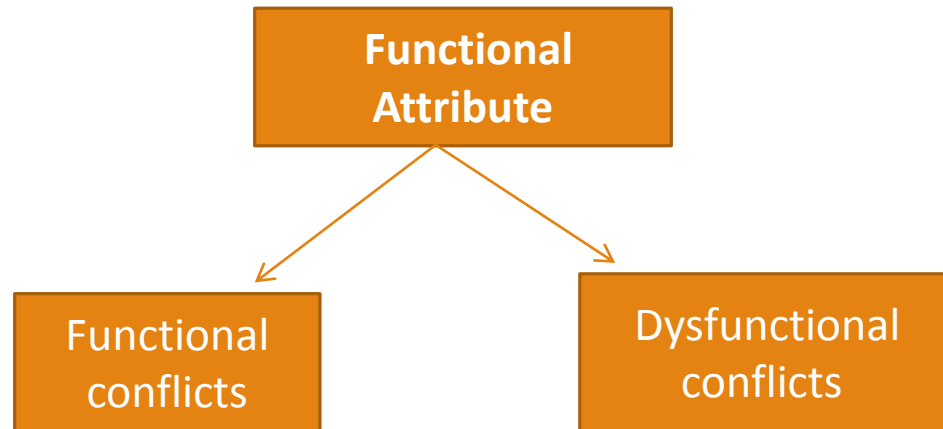
Classification of employee conflicts is the foundation of effective team conflict management, because by having identified a type of conflicts, team leaders are able to choose right conflict resolving tools and apply appropriate conflict management strategies.

- **Functional Attribute**
- **Origin Of Conflict**
- **By Behavior**

# Functional Attribute

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First of all, conflicts between team members can be *functional* and *dysfunctional*.



# Types of functional conflict

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- **Functional conflicts**

Functional conflicts are disagreements that do not significantly affect team performance, so the team remains functional and is able to produce desired results.

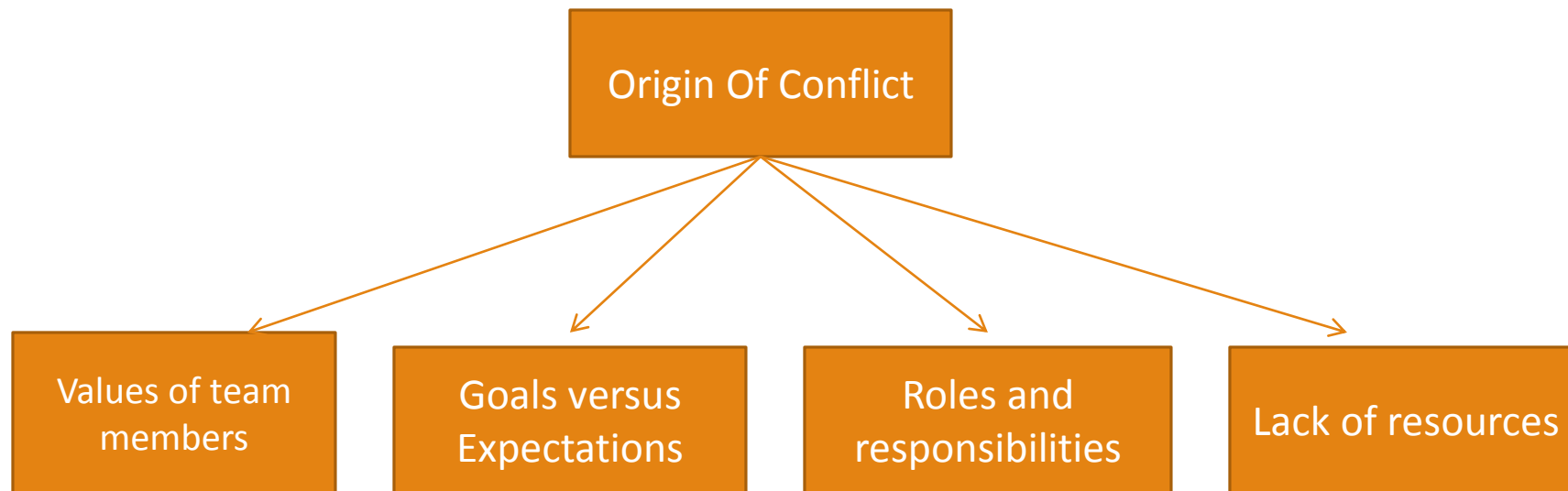
- **Dysfunctional conflicts**

Dysfunctional conflicts are those disagreements between employees that disrupt teamwork and prevent team members from following shared goals, so the entire team becomes dysfunctional and no desired results can be produced

# Origin Of Conflict

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Another way to classify employee conflicts refers to focusing on the origin of conflicts, or investigating how a conflict has evolved.



# Types of conflict by origin

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## ❖ Values of team members

Each team member has its own values yet he/she should follow values of the team. When a disagreement between the values appears, a conflict may arise.

## ❖ Goals versus Expectations

Often improperly set goals do not relate to actual expectations, then a group conflict may take place.

## ❖ Roles and responsibilities

If right people are not assigned to right responsibilities and roles, an employee conflict is likely to arise.

## ❖ Lack of resources

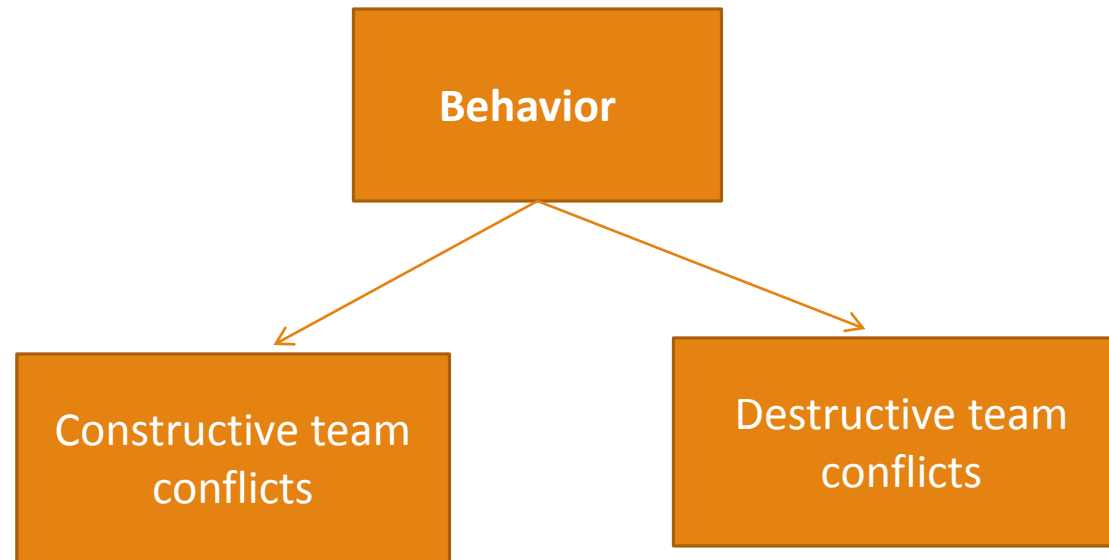
Every team has to work using limited resources – this situation increases the risk of group conflict occurrence.



# By Behavior

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Besides this way of investigating team conflicts, there is another way to classify conflicts into the following types



# By Behavior

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## ❖ **Constructive team conflicts**

Such conflicts arise when team members grow personally and increase their qualification. Constructive team conflicts result in a solution to a problem and create cohesiveness between team members.

## ❖ **Destructive team conflicts**

They arise when the team problem solving process fails so no solution is generated and the problem still exists. Destructive conflicts between team members defocus group effort and divert energy away from prioritized activities. Such conflicts demoralize the team and make it polarized.

How conflict is managed within the group can bring out the best or the worst of team-oriented organizations?

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“The key to successfully utilizing the benefits of task conflict while reducing the unhealthy relationship conflicts rests in building healthy relationships at an early stage in teams. By developing principles of healthy relationships into teams conflicts can arise around differences in tasks and procedures but still not have a negative impact by turning into relationship conflicts that threaten to splinter teams”

# Working Out Procedures

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- ❖ Dealing with *how we do it* comes next.
- ❖ The key word here is *processes*.
- ❖ It is commonly called *re-engineering*
- ❖ The difficulty that most teams have with process is that they get so focused on doing the work that they forget to examine how it is done.
- ❖ A team should stop working long enough to examine its processes and to see whether it could use better approaches.

# Team Development Stages

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The team Development scheme was advanced by Bruce Tuckman in 1965.

Initially Tuckman identified four stages of team development.

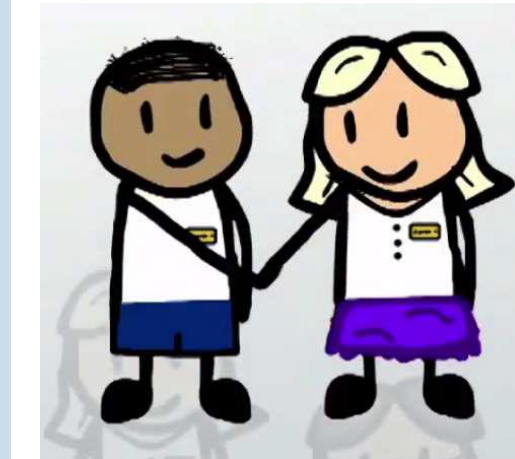
A fifth stage was later added by Tuckman about twelve years later in 1977, which is called **Adjourning**.

It is believe that these stages are universal to all teams despite the group members, purpose, goals, culture and so on.

# Stages of Team Development

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- ❖ Forming
- ❖ Storming
- ❖ Norming
- ❖ Performing
- ❖ Adjourning



# Forming

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THE FORMING  
REPRESENTS A TIME  
WHERE THE GROUP IS  
JUST STARTING TO COME  
TOGETHER.

# Conti..

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Initial contact

Casual Meeting

Members are treated as Strangers

Members look to the leader to give them some *structure*

## **Leadership Style**

❖ Directive Style

❖ Leader's role is primarily directive, pointing people in the right direction until the team can configure itself.



# Storming

DEALING WITH  
CONFLICTS AND  
DEFINING GROUP  
TASKS.



# Conti..

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In storming stage conflict and competitions are at its greatest.

Issues can relate to things like the group's tasks, individual roles and responsibilities or even with team members themselves.

All members have an increased need for clarification.

Questions arise surrounding leadership, authority, rules, responsibilities, structure etc..

Such questions must be answered so that the team can move on to the next stage.

# Conti..

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Once a team receives the clarity that it so desperately needs, now it can move on to the third stage of team development.

## **Leadership Style**

- ❖ Influence Style

- ❖ Leader directs traffic, serves as a coach, sets limits and offers suggestions.

# Norming

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The norming stage is the time when all the team members becomes a cohesive unit.



**Cohesive unit**



## Conti..

- ❖ Morale of team members is high.
- ❖ They acknowledge the talents, skills and experience that each individual brings to the team.
- ❖ Expectations are identified
- ❖ Start to work as one unit



# Conti..

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- ❖ Developed *norms* (unwritten rules) about how they will work together
- ❖ Starting to think how we can support other in the team
- ❖ Team ready to perform

## Leadership Style

- ❖ Participative Style
- ❖ Leadership begins to fade as important data is shared among team members.

# Performing

This is the final stage where groups become high-performing teams.

The team knows clearly

**WHY** it is doing and

**WHAT** is doing.



# Conti..

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Team members are focused on task completion and achievements.

Characteristics: Collaboration, Enthusiasm (Energetic), Trust and Self motivate on.

## **Leadership Style**

### ❖ Delegative Style

❖ Leadership of the group depends on everyone since mutual interdependence now becomes very important.

❖ Leader Hands-off & allow team members to own decisions.





# Adjourning

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- ❖ Tuckman's fifth stage, Adjourning, is the break up of the team, hopefully when the task is completed successfully.
- ❖ Some describe this stage as Mourning or Deforming.

# Team Development Stages Cycle



# Rules for Developing commitment

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**March & Simmon**

**1**

**Team  
Members  
must interact  
frequently**

**2**

**Individual  
needs being  
met**

**3**

**Why the  
Project is  
important**

**4**

**All Members  
share the  
goals of team**

**5**

**Competition  
in teams**

✓ Sarfraz  
Ashraf

