Module 6: Project Team Building
What is a Project Team?

- A group of people who share the same purpose or goal. They are assembled to perform activities that contribute toward achieving a set business objective.

Team members do not necessarily have the same skills or backgrounds, however, their skills and experiences complement each other to fulfil the project’s objective.
Why Project Teams?

- One way of thinking and one opinion
- Solely responsible
- Carry all the workload
- No support
- Longer to achieve the goals

Shall I finish the work alone or work with others?

- Discuss and share thoughts and opinions
- Share the responsibility
- Lighter workload
- Support each other
- Achieve goals faster
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Why Project Teams?

The Power of Teamwork
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Characteristics of Team Members

- Listen actively
- Communicate constructively
- Participate actively
- Demonstrate flexibility
- Cooperate
- Respect and support
- Share openly and willingly
- Solve problems
- Show commitment
- Reliable
- Show commitment
- Solve problems
How can you maximize the outcome of a team?

Team Building

- Team building is the process of turning a group of individuals into a cohesive team, a group of people organized to work together interdependently and cooperatively to meet the needs of their customers by accomplishing a purpose and goals.

- Team building include:
  - the daily interaction that team members engage in when working together
  - structured activities and exercises that either employees lead or with external facilitation
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How can you maximize the outcome of a team?

Team Building
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How can you maximize the outcome of a team?

Leadership vs. Management

**Manager**
- The manager administers
- The manager maintains
- The manager focuses on systems and structure
- The manager relies on control
- The manager has a short-range view
- The manager asks how and when
- The manager accepts the status quo
- The manager does things right

**Leader**
- The leader innovates
- The leader develops
- The leader focuses on people
- The leader inspires trust
- The leader has a long-range perspective
- The leader asks what and why
- The leader challenges it
- The leader does the right thing

Leadership and management go hand in hand. They are not the same thing but they are necessarily linked, and complementary ... A successful project manager is **BOTH**

Plan, organize and coordinate
Inspire and motivate
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Responsibility of a Team Leader

- Team leader is expected to:
  - act as a role model to the rest of the team
  - ensure that the team is consistently delivering work packages up to the agreed standards
  - ensure that the team is always working on the highest priority work and is aware of the priority
  - ensure that the team is self-organized
  - ensure that the team is adhering to the agreed principles and practices
  - ensure the team is collaborating closely with customers and other teams/parties
  - ensure team members comply with meeting schedules and reporting times
How can you maximize the outcome of a team?

Responsibility of a Team Leader

Team leader is responsible for:

- ensuring the purpose of the team is clear and the goals are fully understood by the team members
- measuring the progress of work the team is undertaking and reporting it
- resolving any problems amongst the team members and to make sure they are dealt with appropriately
- removing obstacles where possible and to raise issues and risks to the project manager
- resolve interdependencies with other teams
How can you maximize the outcome of a team?

*Team Communication*

Team communication is any form of communication among members of the same group or organization that is **crucial for a healthy** and **effective** dynamic. Many frustrations, misunderstandings and questions can **easily be addressed** with the **proper team communication**.
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How can you maximize the outcome of a team?

Effective Communication
How can you maximize the outcome of a team?

*Team Communication*
How can you maximize the outcome of a team?

**Team Communication**

1. **Communication**
   - Honest and effective communication is a pre-requisite for building trust.

2. **Trust**
   - Team members start feeling like one team and aligns themselves to one common goal.

3. **Alignment**
   - Team members enter into performing stage.

4. **Productivity**
   - How can you maximize the outcome of a team?
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How can you maximize the outcome of a team?

**Team Communication**

- **Status updates**
- **Issues/Risks**
- **Progress**
- **What?**
- **Changes**
- **Info**
- **Ideas**

**How?**
- Formal Meeting
- Informal Chats
- Sharing Docs
- Daily Updates
- e-Tools

**What?**
- Status updates
- Issues/Risks
- Progress
- What?
- Changes
- Info
- Ideas
How can you maximize the outcome of a team? Conflict Resolution

What is conflict?
Conflict is a situation of competition in which the parties are aware of the incompatibility of potential future positions and in which each party wishes to occupy a position which is incompatible with the wishes of the other.

- Conflicts can be constructive and healthy for a project if managed properly.
- Conflicts can aid in developing individuals and improving the project by building on the individual assets of its members.
- Conflicts can force people to confront possible defects in a solution and choose a better one.
How can you maximize the outcome of a team?  

Conflict Resolution

**Constructive conflict**
Occurs when people change and grow personally from the conflict, involvement of the individuals affected by the conflict is increased, cohesiveness is formed among team members, *and a solution to the problem is found.*

**Destructive conflict**
If a conflict is not managed properly, it can be detrimental to a project by threatening its unity, team relationships, and interpersonal connections.

It is important for a project manager to understand the dynamics of conflict before being able to resolve it.
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How can you maximize the outcome of a team?

Conflict Resolution

Modes of Conflict Resolution

- **Confront**
  - Both parties need to win
  - You want to decrease cost
  - Skills are complementary
  - Time is sufficient
  - Trust is present
  - Learning is the ultimate goal

- **Avoid**
  - You can not win.
  - Stakes are low.
  - You are not prepared.
  - You want to gain time.
  - You want to maintain neutrality or reputation.
  - You win by delaying.
  - You think problem will go away.

- **Compromise**
  - Both parties need to win.
  - You are in a deadlock.
  - Time is not sufficient.
  - You want to maintain the relationship among the involved parties.

- **Bargain to reach a mutually acceptable solution**
  - No win if you don’t compromise.
  - Stakes are moderate.

- **Force**
  - A "do or die" situation is present.
  - Important principles are at stake.
  - Stakes are high.
  - Relationship among parties is not important.
  - A quick decision must be made.

- **Smooth**
  - Goal to be reached is overarching.
  - You want to reach a trade-off later.
  - Stakes are low and liability is limited.
  - Any solution is adequate.

- **Areas of agreement are emphasized and the areas of disagreement are downplayed**
  - You want to gain time.

**Postponing an issue for later or withdrawing from the situation altogether**

- You can not win.
- Stakes are low.
- You are not prepared.
- You want to gain time.
- You want to maintain neutrality or reputation.
- You win by delaying.
- You think problem will go away.

**One party tries to win it's position while ignoring the needs and concerns of the other party**

- A "do or die" situation is present.
- Important principles are at stake.
- Stakes are high.
- Relationship among parties is not important.
- A quick decision must be made.
How can you maximize the outcome of a team?

**Team Motivation**

... What’s good about working with Juan is that he always gives me realistic deadlines which I can achieve .... and the tasks he assigns to me are within my capabilities mostly ...

... We had been working on this project for months, with many long days and nights ... Rafael, the manager, never came in one evening with a pizza in his hand, or worked with us at least once through the night ....

... I really felt happy to get a thank you note from my manager Maria yesterday for completing the report. I feel proud working for her as she is always supportive and encouraging ....
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How can you maximize the outcome of a team?

**Team Motivation**

- **Set Realistic Goals**
  - Define achievable milestones
  - Get team members agreement

- **Measure Performance**
  - Set Objectives
  - Measure progress
  - Provide continuous feedback and support

- **Know Your Team**
  - Know their skills
  - Know their characteristics
  - Assign tasks accordingly

- **Celebrate Success**
  - Reward the team for achieving success and for working together as a team

- **Encourage Performance**
- **Improve Morale**
- **Build Loyalty**