Managing Project Teams

Chapter Eleven
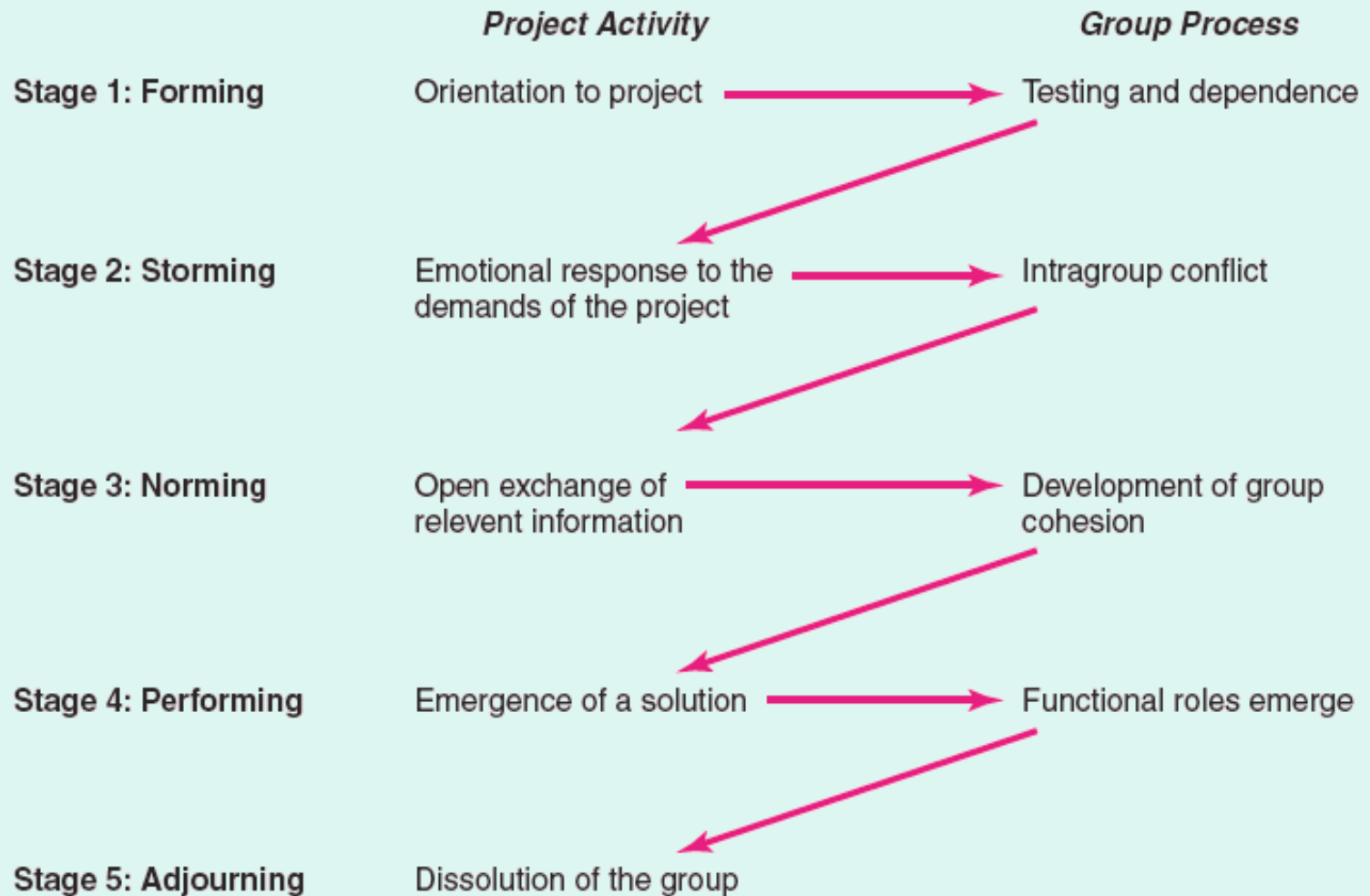
Elisabeth.Kjellstrom@fek.lu.s**e**

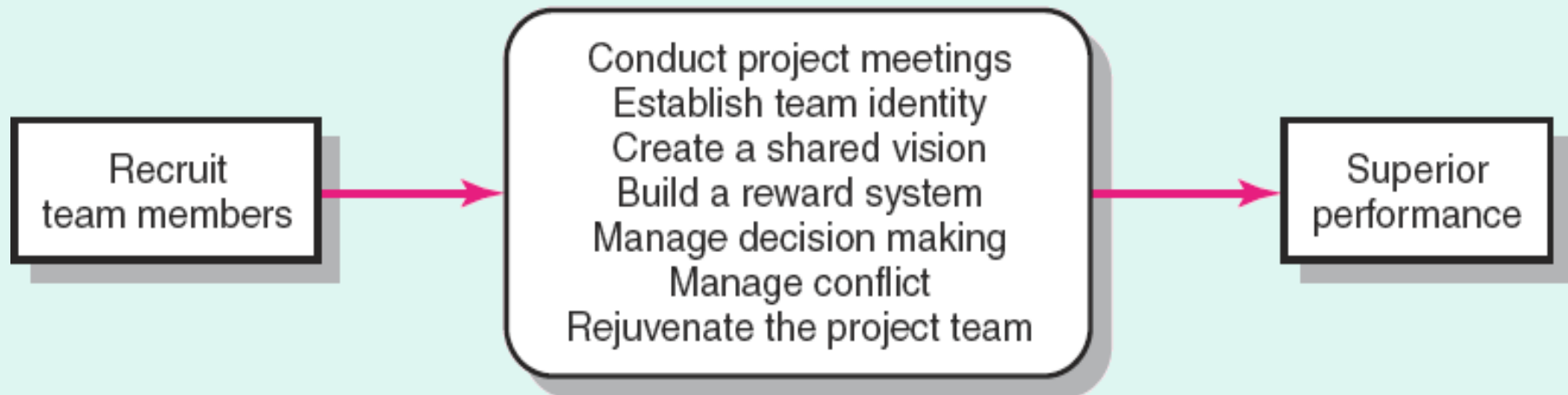# Characteristics of High-Performing Teams

- 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
- Sets high personal performance standards
- Identify with the team

The Five-Stage Team Development Model

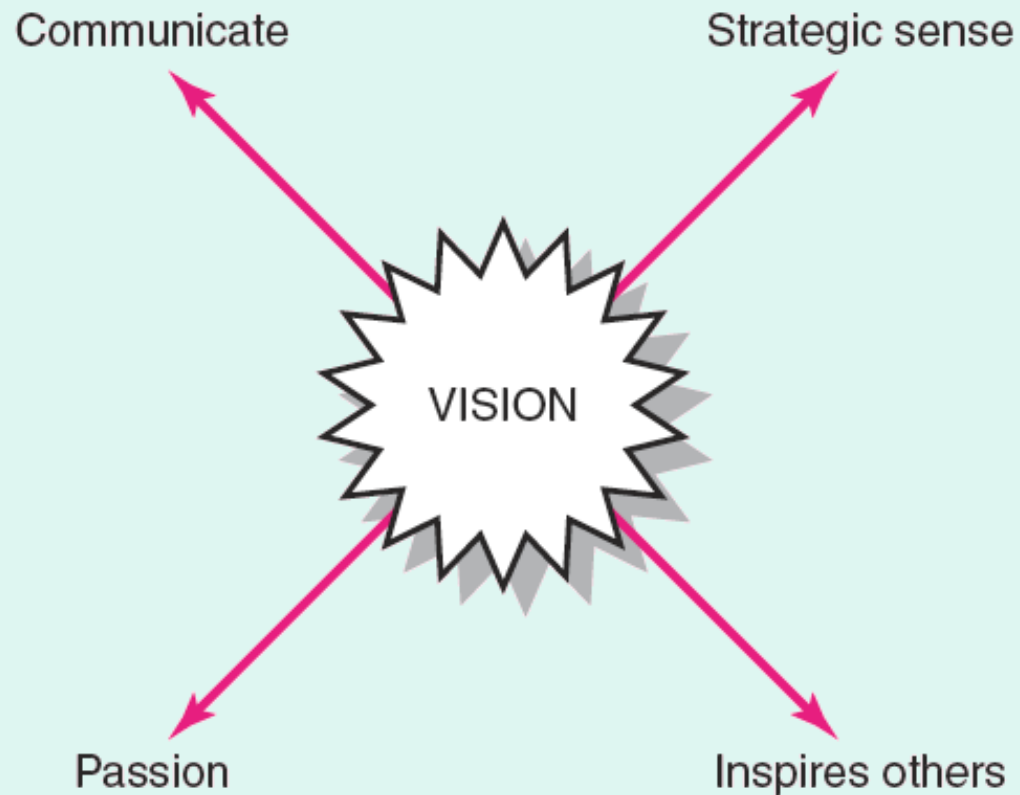|	*Project Activity*	*Group Process*
Stage 1: Forming	Orientation to project	Testing and dependence
Stage 2: Storming	Emotional response to the demands of the project	Intragroup conflict
Stage 3: Norming	Open exchange of relevent information	Development of group cohesion
Stage 4: Performing	Emergence of a solution	Functional roles emerge
Stage 5: Adjourning	Dissolution of the group	

Favorable Conditions to High Performance

- Ten or fewer voluntary members
- Continuous service and full-time assignment
- Organization culture of cooperation and trust
- Members report only to the project manager
- All relevant functional areas are represented
- The project has a compelling objective

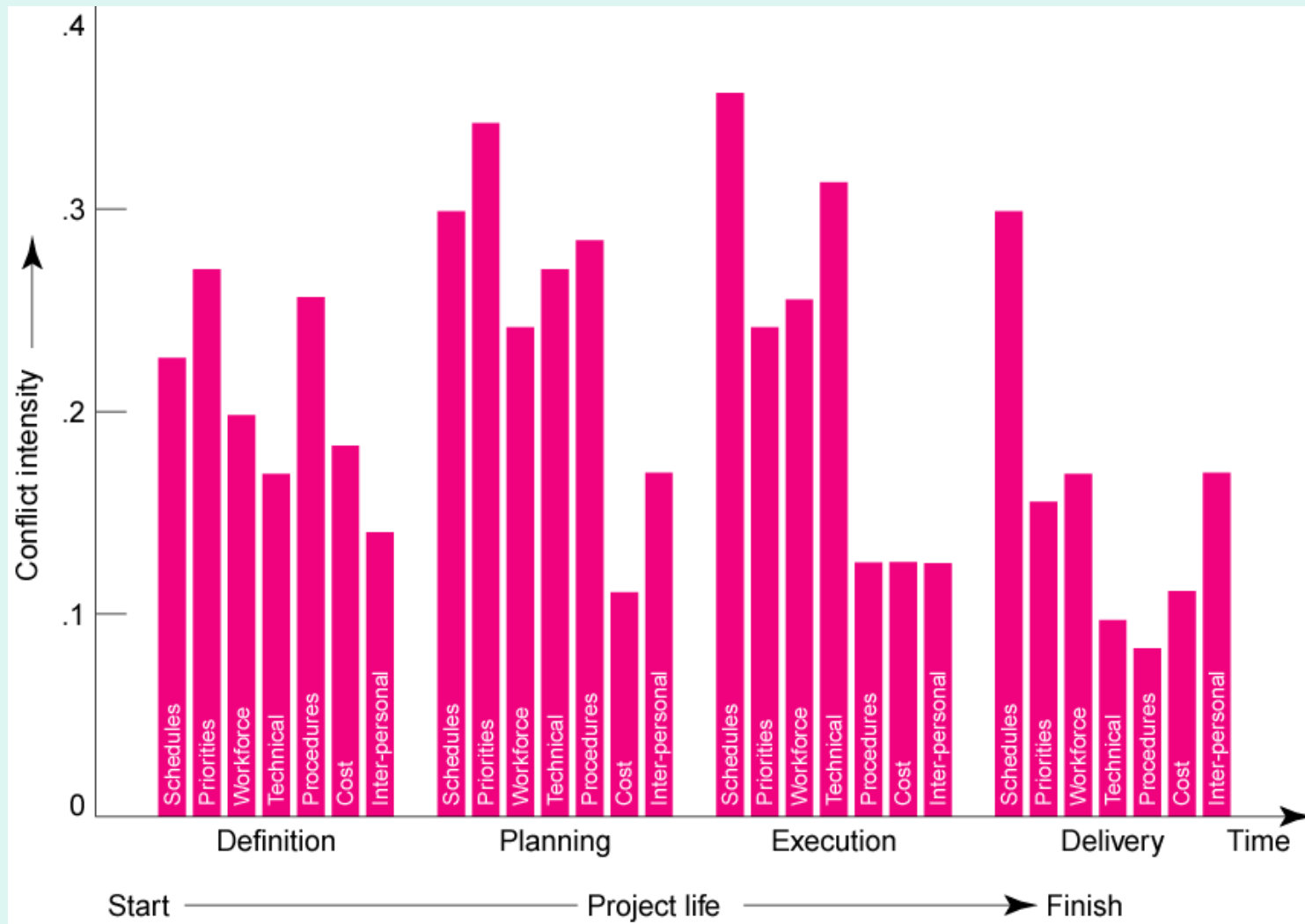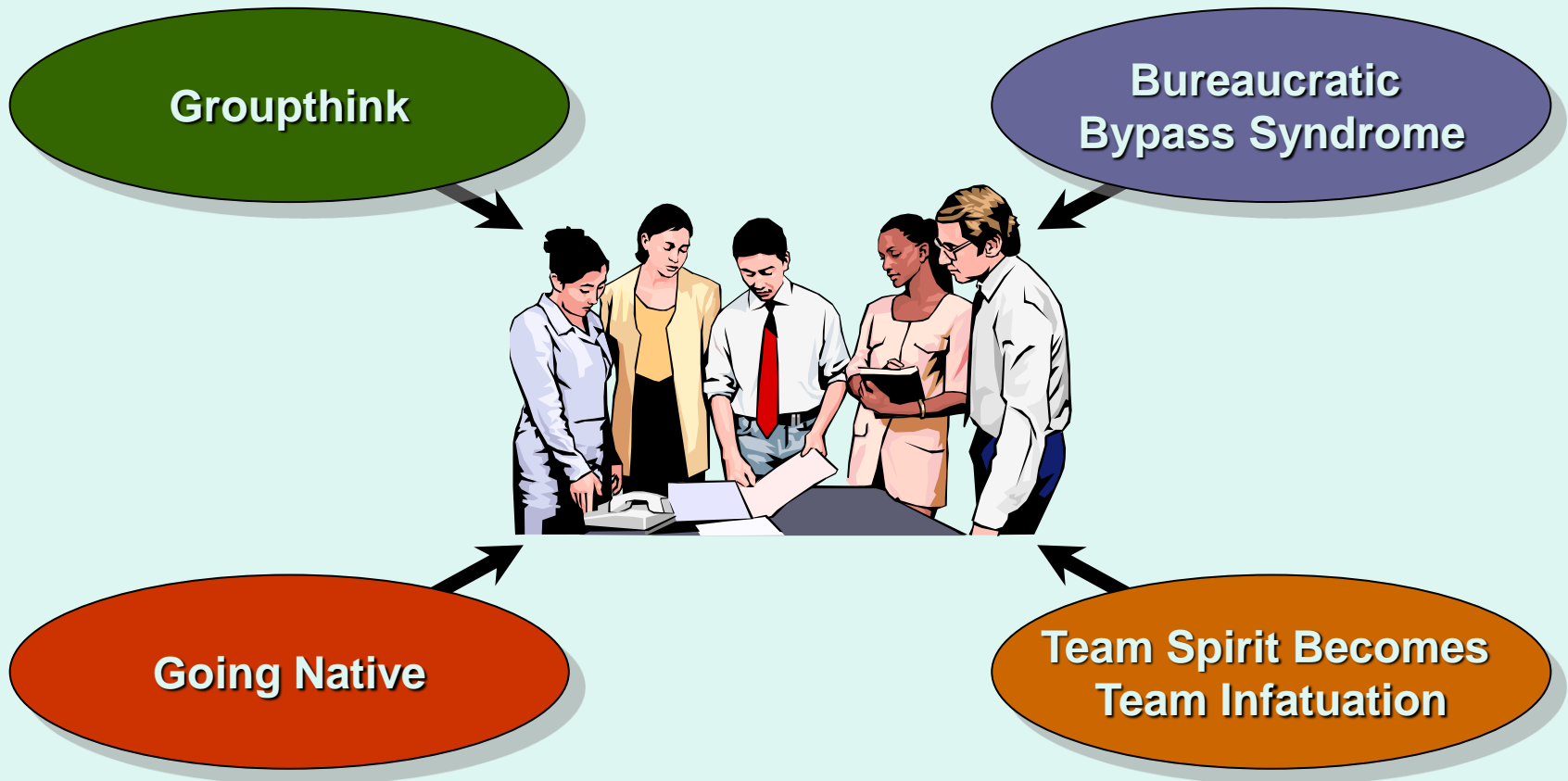| Recruit team members | → | Conduct project meetings
Establish team identity
Create a shared vision
Build a reward system
Manage decision making
Manage conflict
Rejuvenate the project team | → | Superior performance |

Building High-Performance Teams

Managing Conflicts within the Project Team

- **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 - Project Life Cycle

Project Team Pitfalls

Groupthink

Bureaucratic Bypass Syndrome

Going Native

Team Spirit Becomes Team Infatuation
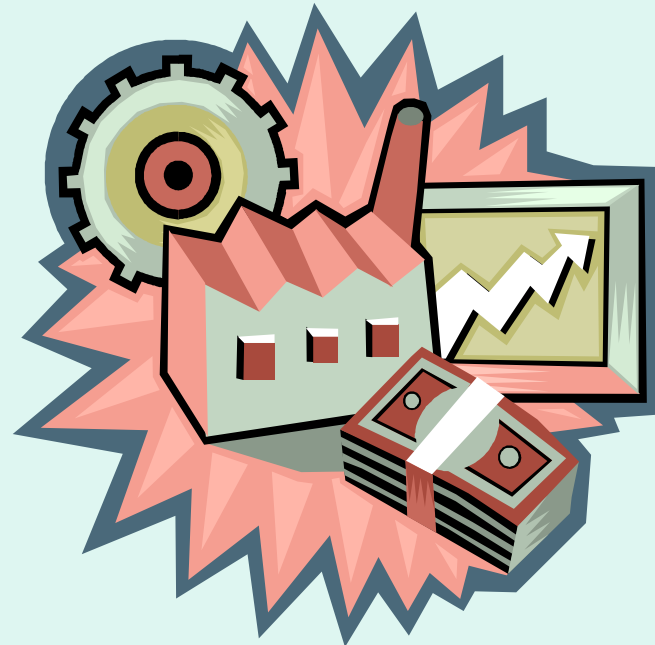
Outsourcing:
Being a good partner

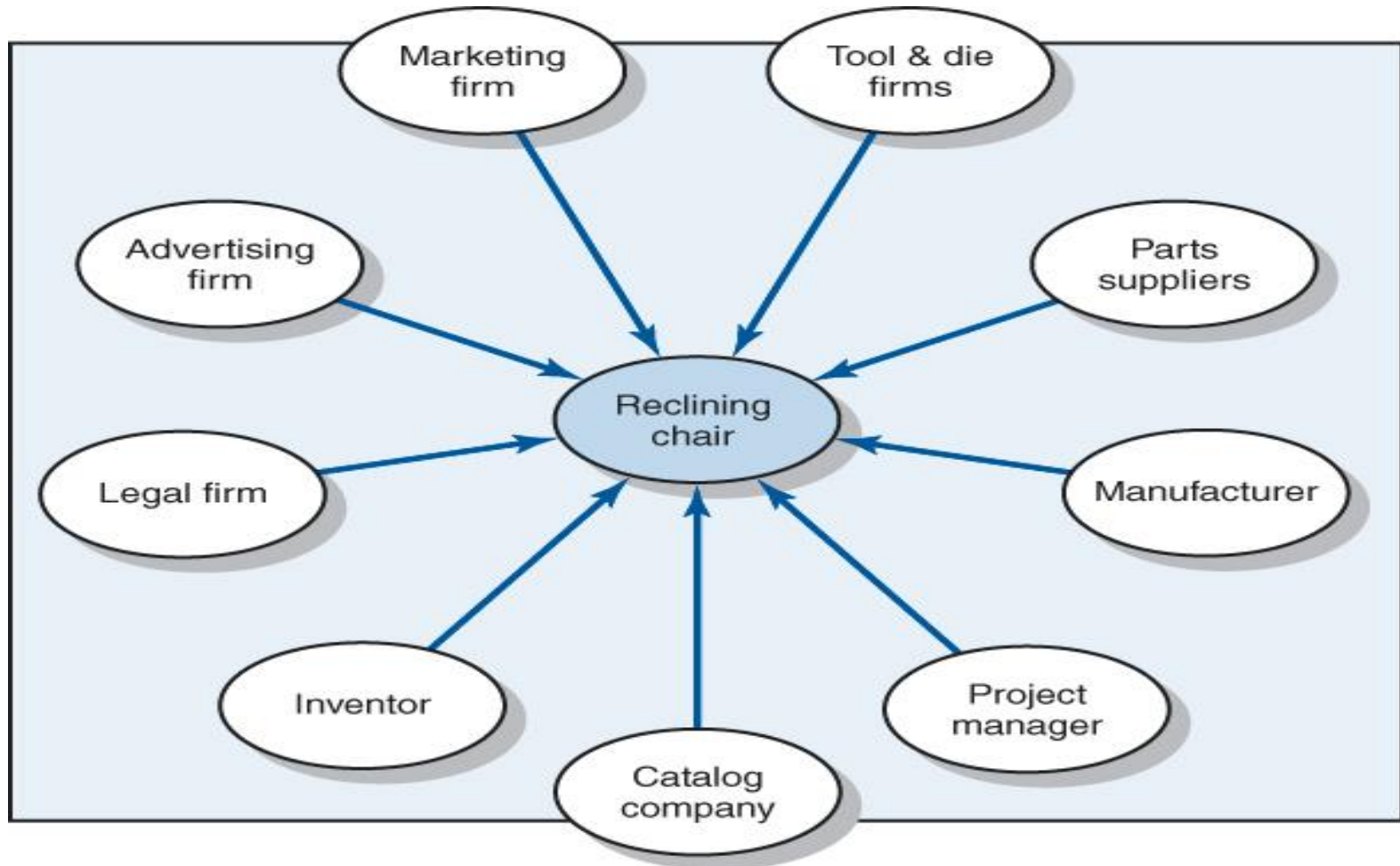## Interorganizational Relations

Chapter Twelve

Kinds of Resource Constraints

- People

- Materials

- Equipment

- Working Capital

Outsourcing Project Work

Advantages

- **Cost Reduction**
- **Faster Project Completion**
- **Higher Level of Expertise**
- **Flexibility**

Disadvantages

- **Coordination Breakdowns**
- **Loss of Control**
- **Conflict**
- **Internal Morale Issues**

Interaction human – material

- "… a close connection between the type of knowledge possessed by the personnel of the firm and the services obtainable from its material resources."
(Penrose, 1959)

Treat Outsourcers as Partners!

- – **Long-Term Partnership Advantage**

- – **Reduced administrative costs**

- – **More efficient utilization of resources**

- – **Improved communication**

- – **Improved performance**
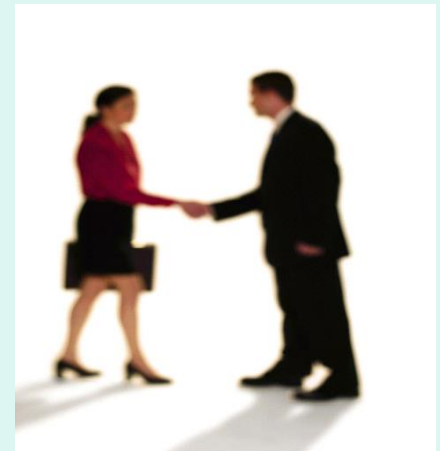
Contract Type versus Risk

The client project manager

- Makes sure that the project is defined correctly

- Takes on the role of monitoring the work and the progress to make sure the vendor is doing his job

- Obligation to make sure the project is progressing smoothly; determine the current state of the work

- Formal quality assurance check at every agreed-upon milestone approving important deliverables

- If partial payment - criteria for payment must be defined and completed

The vendor project manager

The delivering organisation on the outsourced project:

- Should have a Project Charter or Statement of Work document that describes what his team is doing

- Takes care of details and manages the work according to contract documents and schedules

- What if the vendor doesn't perform to meet expectations? The client wants to know about it as soon as possible!

International Projects

Resettling and managing projects in a foreign environment

Chapters 15

International Projects

Types of Projects
- Domestic
- Overseas
- Foreign
- Global

Managing International Projects
- Environmental factors affecting projects
- Global expansion considerations
- Challenges of working in foreign cultures
- Selection and training of overseas managers

Environmental Factors Affecting

Cross-Cultural Considerations

Cultural Differences

- Geographic regions
- Ethnic or religious groups
- Language
- Economic

Culture is a system of shared norms, beliefs, values, and customs that bind people together, creating shared meaning and a unique identity

Adjustments

- Relativity of time and punctuality
- Culture-related ethical differences
- Personal and professional relationships
- Attitudes toward work and life

The ethnocentric perspective believes that one's cultural values and ways of doing things are superior to all others

Cross-Cultural Orientations

- **Relation to Nature**
- – How people relate to the natural world around them and to the
- supernatural.
- • **Time Orientation**
- – The culture focus on the past, present, or future.
- • **Activity Orientation**
- – How to live: "being" or living in the moment, doing, or controlling.
- • **Basic Nature of People**
- – Whether people viewed as good, evil, or some mix of these two.
- • **Relationships Among People**
- – The degree of responsibility one has for others.

Culture Shock Cycle
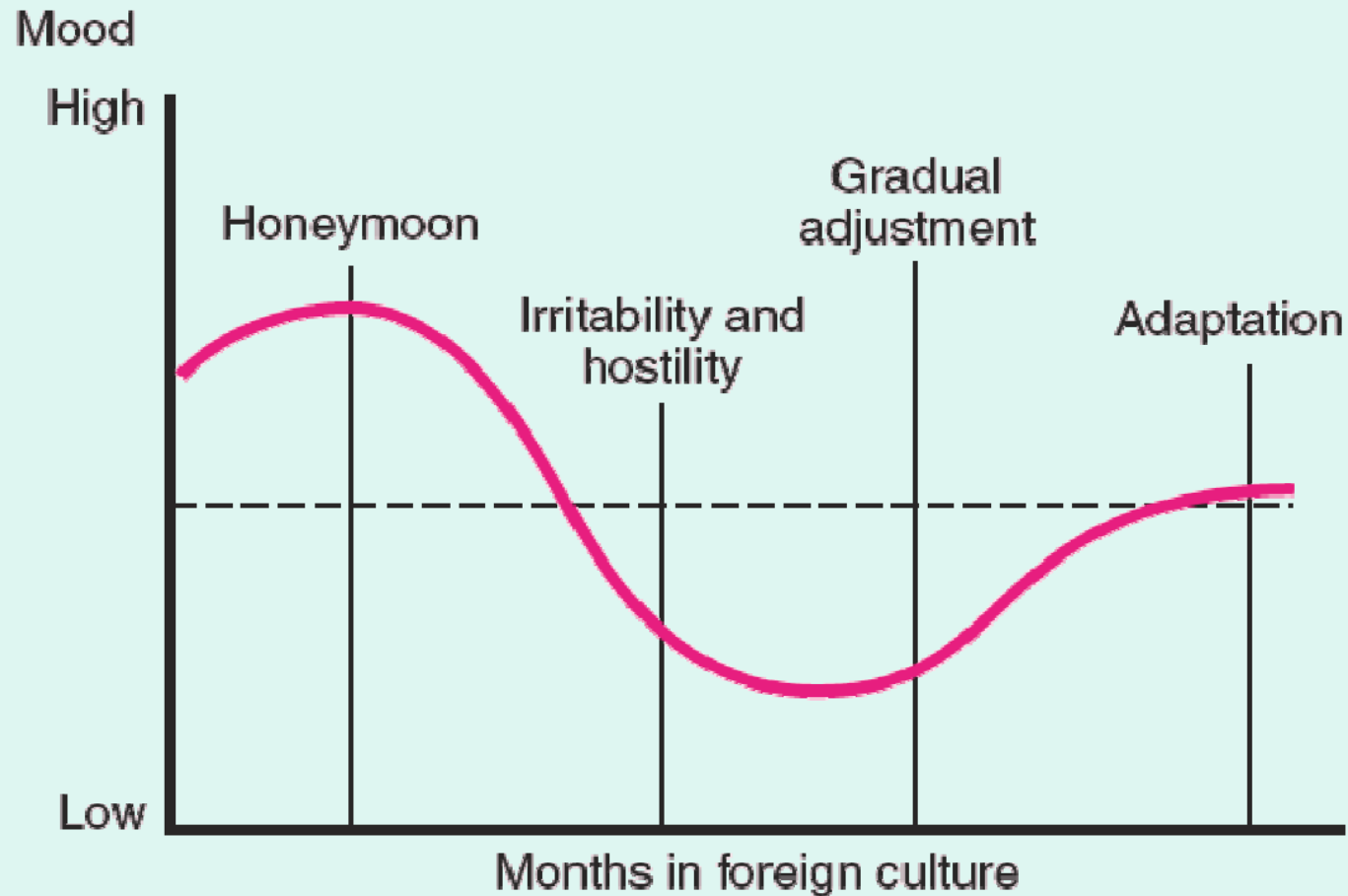
Understanding of a Foreign Culture

- Religion
- Dress codes
- Education system
- Holidays—national and religious
- Daily eating patterns
- Family life
- Business protocols
- Social etiquette
- Equal opportunity