

# Leadership & Teams

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Roles & Responsibilities

*What e're thou art, Act well thy part*

# Roles in the Project Team

- ▶ Members of the project office; might include
  - ▶ *project engineer* (systems engineer or systems designer)
  - ▶ *contract administrator*
  - ▶ *project controller*
  - ▶ *project accountant*
  - ▶ *customer liaison*
  - ▶ *production coordinator*
  - ▶ *customer liaison*
  - ▶ *production coordinator*
  - ▶ *field manager* or *site manager*
  - ▶ *quality assurance supervisor*
  - ▶ *representatives* from participating functional departments and subcontractors

# Leadership Role of Project Manager

- ▶ Leadership
  - ▶ crucial to project management.
- ▶ Leadership ability
  - ▶ more important to successful project management than management ability?

# Leadership Role of Project Manager

- ▶ Leader: inspires people to do what has to be done
- ▶ Leader: chooses competent team, then lets them decide on details about how to do the work
- ▶ Great leadership: necessary to manage great projects!

# Key Points

## ▶ Role of PM

- ▶ Set mission and goals: “failure is not an option”
- ▶ Listens to ideas/concerns—but made final decisions
- ▶ Set the tone: calm, confident, problem-solving

## ▶ PM skills

- ▶ Decisive
- ▶ Good listener
- ▶ Technical competency: understood technical issues

# Key Points (cont'd)

- ▶ Team effort
  - ▶ Very competent people
  - ▶ Everyone involved, contributed, and listened to
  - ▶ No obvious “stars”

# Leadership Role of PM

- ▶ PM is in the center!
  - ▶ No one else associated with project has such breadth of responsibility
  - ▶ No one else has purview of all stakeholders
  - ▶ No one else has purview of overall project and its life span
  - ▶ Ideally oversees project start-to-finish.
    - ▶ Makes commitments at start
    - ▶ Takes responsibility for results at finish

# Leadership style

- ▶ A project manager might encounter any, although commonly:
  - ▶ She gets along with team members and is respected for her ability and expertise.
  - ▶ The task is relatively complex and requires a good deal of judgment or creativity.
  - ▶ The project manager has relatively low formal authority.
- ▶ Fiedler's research indicates that under these conditions a *relations-oriented* style (as opposed to *task-oriented style*) is the most effective.
- ▶ The most prominent behavior in this style is the leader's positive emotional ties with and showing concern for his subordinates.



# Leadership style

- ▶ Project managers usually work with people who are either (1) able but perhaps unwilling to do what the manager wants, or (2) both able and willing to do what he wants.
- ▶ For Group (1), Hersey and Blanchard's research recommends a *participative* style,
  - ▶ The leader facilitating, supporting, and communicating with followers; the leader shares decision-making with followers.
- ▶ For Group (2), the research recommends a *delegating* style
  - ▶ The leader identifies the problem or goal, then delegates to followers responsibility for solving the problem and determining how to implement it.
- ▶ Sometimes project managers encounter Group (3)—people willing to work but relatively unable or unskilled (e.g., recent college graduates). For this group the research suggests that the leader provide instruction and close supervision.
  - ▶ This situation is a special case; even when the project manager does provide instructions, he encourages followers to develop the necessary capabilities to enter the ranks of Group (2).

# Participative Management and Shared Leadership

- ▶ Project managers involve others in decision making, are supportive, and avoid dogmatic or intolerant behavior.
- ▶ Depending on the situation, they delegate and share responsibility
- ▶ Nonetheless, individuals and teams must still be directed to ensure their decisions and efforts are consistent with project goals, budget and schedule.

# Teams in Project Management

The project team: can refer to any group working on part of the project, or to all groups working together

## In High Performing Teams

- ▶ Has high motivation and commitment to the team purpose.
- ▶ Everyone is focused on the *task*. Distinctions between functions dissolve and members work together to do whatever they must.
- ▶ Leadership is strong, clear, and never ambivalent. Leaders are reliable and predictable, regardless of style.
- ▶ The team views itself as distinct from others; members feel “we are different.”

# High Performing Teams

- ▶ *Features of high-performing teams: **time, feeling, and focus***
- ▶ Leaders and members are fully committed to the project and *devote extraordinary amounts of time* to it. They work at home, in the office, in taxicabs—anywhere.
- ▶ They *feel very strongly* about attaining the goal. They care deeply about the team's purpose, history, future, and members.
- ▶ They *focus on key issues*; they have a clear list of priorities in mind. Time, feeling, and focus are always found together.
- ▶ Says Vaill, "Seek constantly to do what is right and what is needed in the system (focus). Do it in terms of your energy (time). Put your whole psyche into it (feeling)."

- ▶ Project work is teamwork
- ▶ Teamwork is more than a “group” of people working together
- ▶ Teamwork is when a group works collectively toward the same objective

# Team Building

- ▶ Some project managers believe that team building is a “kick-off event” that allows members to socialize
- ▶ A kick-off social event is *not team building. Teambuilding is not a social event!*
- ▶ Teambuilding focuses on the “*group process*”

# Group Process

- ▶ Group process is the *way* a group functions
- ▶ It concerns issues such as how the group
  - ▶ Handles conflict
  - ▶ Makes decisions
  - ▶ Conducts work
  - ▶ Divides up work

# Group Process (cont'd)

- ▶ As well as
  - ▶ Who talks
  - ▶ Who talks to whom
  - ▶ Who is considered important
  - ▶ Who is viewed as not important
- ▶ For team to be effective, it must have "*norms*" that lead to effective group process



# Team Building for New Work Teams

## Focus

- ▶ Developing common expectations
- ▶ Developing effective group norms

# Group Norms

- ▶ All groups subscribe to unwritten rules of behavior—
  - ▶ “Norms”
- ▶ Norms develop during social interaction
- ▶ After a short time, a group will develop norms to which most people in the team conform

# Group Norms

## Examples

- ▶ “We all listen to Joe because he’s the smartest.”
- ▶ “The team leader makes the decisions.”
- ▶ “Enrique doesn’t contribute much to team because he’s a quiet guy.”
- ▶ “Ashley and Brad contribute the most because they talk a lot.”
- ▶ “Harry is a jerk, so nobody pays attention to him.”

# Group Norms

- ▶ Norms develop over time and the group accepts them and becomes “locked into” following them

# Group Norms

- ▶ Norms are important because they are often the source of effective or ineffective group behavior
- ▶ Consider the following:

# Problem-causing Group Norms

- ▶ People procrastinating
- ▶ Unclear responsibilities
- ▶ Un-kept promises
- ▶ Lack of challenge
- ▶ Freeloading
- ▶ Poor communication
- ▶ Not knowing what others are working on
- ▶ Inefficient use of time
- ▶ Poor work quality
- ▶ Do the minimum to get by
- ▶ Waiting for others to do their work
- ▶ Lack of initiative
- ▶ Lack of helpfulness to a team member in "need"
- ▶ Lack of frankness

# Effective Group Norms

- ▶ Effective-groups norms
  - ▶ People are flexible and accept different assignments
  - ▶ Positive atmosphere
  - ▶ Mutual feeling of “*we*”
  - ▶ People keep to schedule
  - ▶ People are prepared for meetings
  - ▶ If cannot meet assignments, say so, explain why, get help
  - ▶ Equitable work assignments
  - ▶ Issues/problems addressed as soon as possible

# Group Norms

- ▶ Problem-causing norms are as likely to “evolve” as effective-group norms
- ▶ *So, don't just let them "evolve"*
- ▶ *Create them*
- ▶ This is the purpose of team building



# Goal: Create effective Group Norms

## Procedure: Develop Team Operating Guidelines

### *Process: Team Building Workshop*

- ▶ Each team member states whether project is high or low priority (the situation where everyone is working on other projects)
- ▶ Each member is asked
  - ▶ What would this team be like if everything worked ideally
  - ▶ What it would be like if everything went wrong
  - ▶ What kinds of problems have occurred in past work groups
  - ▶ What actions are needed to make this team effective team
- ▶ The team sets goals and objectives, clearly defined and accepted by all members.
- ▶ **The team formulates operating guidelines.**

# Team Operating Guidelines

## 1. How will group make **decisions**?

- ▶ E.g., majority vote, consensus, subgroup decisions, dictate of leader, etc.
- ▶ Consensus is best; with give and take, everyone has say and supports final decision

# Team Operating Guidelines (cont'd)

## 2. How will **differences** between individuals or subgroups be resolved?

- ▶ E.g., differences are resolved outside meetings so meeting time is not wasted
- ▶ a third party acts as mediator to suggest compromises or alternatives
- ▶ time limits are set on discussions
- ▶ group takes a vote.

# Team Operating Guidelines (cont'd)

## 3. How will group **assign roles and responsibilities**?

- ▶ E.g., all tasks are done by the total group
- ▶ individuals or subgroups do portions of work
- ▶ people volunteer
- ▶ people are assigned tasks

# Team Operating Guidelines (cont'd)

## 4. How does group **insure work will be *completed***?

- E.g., only give assignments to people who honestly feel they can handle them and do a good job
- Assign everyone a back-up person or co-worker to monitor and assist in work
- Group prepares an “action list” at each meeting indicating What Will Be Done, Who Will Do It, and By When
- Action list is reviewed at every meeting
- People must report on progress to-date and problems encountered.
- Slackers are penalized

# Team Operating Guidelines (cont'd)

## 5. How will group insure everyone **feels comfortable, contributes, and is open and honest?**

E.g. team leader monitors group

- ▶ every member *must* express an opinion on every issue and decision
- ▶ appoint a member of team to serve as “group conscience” who will
  - ❑ monitor the team process
  - ❑ keep people involved and contributing to meeting
  - ❑ For every decision, ask “what’s your opinion?”

# Team Operating Guidelines (cont'd)

6. How will group periodically **evaluate** its group process?

- E.g., periodic review of guidelines versus group behavior
- Periodic survey
- Discussion before/after each meeting

# Team Operating Guidelines (cont'd)

- ▶ Guidelines should be an agreed upon *consensus*.
- ▶ Everyone must buy into them and being willing to abide by them for duration of project.
- ▶ Guidelines are not cast in concrete
  - ▶ should be revised as often as necessary
  - ▶ whenever they prove impractical or unworkable



# Team Guidelines Summary

## 1. Decision Making

- ▶ How will your team make decisions?

## 2. Conflict Management

- ▶ How will your team resolve differences of opinion or points of view?

## 3. Responsibilities

- ▶ How will your team assign roles and responsibilities?

## 4. Work Completed

- ▶ How will your team ensure that assigned work is completed?

## 5. Candor and Equal Participation

How will your team ensure that everyone

- Participates equally in the project
- Feels everyone else is interested in their ideas
- Feels open and honest about sharing concerns during meetings

## 6. Group Process Evaluation

- ▶ How will the team assess its ability to perform effectively as a team, and take corrective action when necessary?

Note: process evaluation is *not* the same as output evaluation

# Intergroup Problem Solving

Approach for improving working relationships among several teams

- ▶ Each group separately lists what they think/feel:
  - ▶ are the *other* groups' responsibilities
  - ▶ about the other group...their strengths/weaknesses
  - ▶ are their own responsibilities
  - ▶ the other groups think about them (strengths/weaknesses).
- ▶ The groups meet to share their lists. The only discussion allowed is to clarify points of disagreement.
- ▶ The groups separate; each discusses what it learned from the lists and prioritizes the issues that need to be resolved.
- ▶ The groups meet together to discuss the issues, agree on the priorities, and develop a plan to resolve them.