

Leading Project Teams

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Introductions

Who am I?

- George Hollins, P.E., PMP
- Entry level engineer
- Project manager
- Director of project management function
- Capital, organizational improvement and software installation projects
- Trainer, coach and consultant

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Why Project Management?

Project management is used to accomplish an organization's non-routine work ... or to organize work ... and reduce risk.

Individuals and teams are assigned responsibility and authority for achieving organizational goals.

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A Predictable System for Success

My Early Experience:

“Seat-of-the-Pants” project management?

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“Seat-of-the-Pants”

“Based on or using intuition and experience rather than a plan or method; improvised”

<http://www.thefreedictionary.com/>

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“Seat-of-the-Pants”

My Early Project Experience:

- Project management was reactive
- Project management was inconsistent
- Project management was stressful

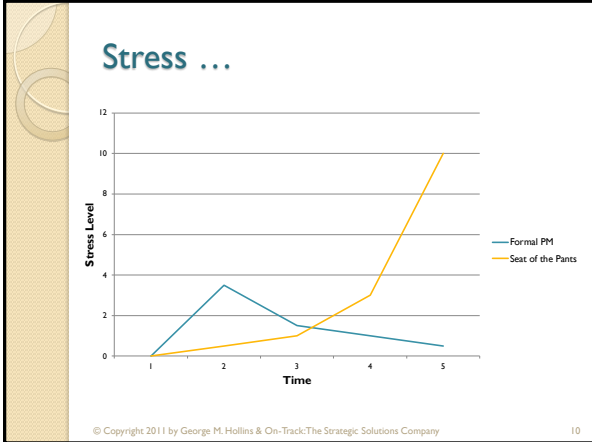
Stress...

Without formal project management, work becomes more reactionary -- **show up each day and react to whatever surprises that day brings.**

Stress ...

"Being in control of your life and having realistic expectations about your day-to-day challenges are the keys to stress management, which is perhaps the most important ingredient to living a happy, healthy and rewarding life."

-Marilu Henner



- ### A Predictable System
- Reduces stress on the project team.
 - Allows average people to do above-average work.
 - Produces consistent results.
 - Provides order and overall predictability.
 - Provides a roadmap & better control.
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- ### A Predictable System
- Reduces risk.
 - Increases success in meeting objectives.
 - Is constantly improved by "lessons learned" exercises (compound interest).
 - Is documented in manual-form so that there is no question as to how the work is done ("The way we do it here!").
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What is Project Management?

Project management is the informed use of specific tools and techniques to meet defined project requirements.

Definition of a Project

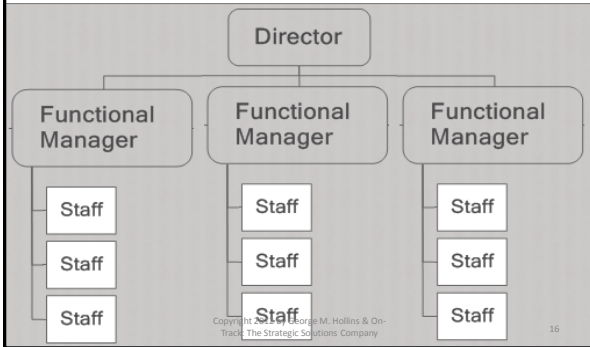
A project creates a “one-time” outcome within a specified timeframe.

... and the Project Manager is ...

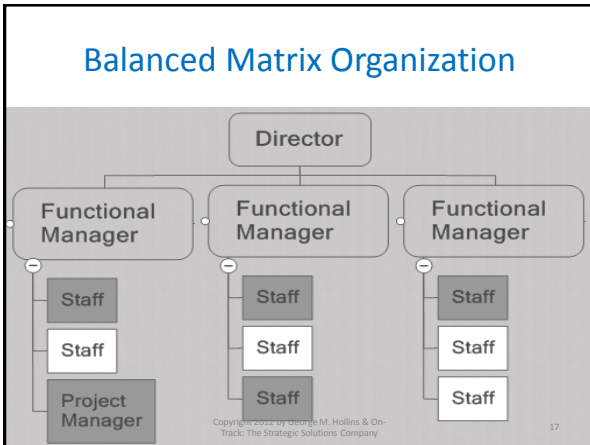
... the person responsible (and accountable) for achieving the project requirements.

... loaded with responsibility and (most of the time) lacking sufficient authority.

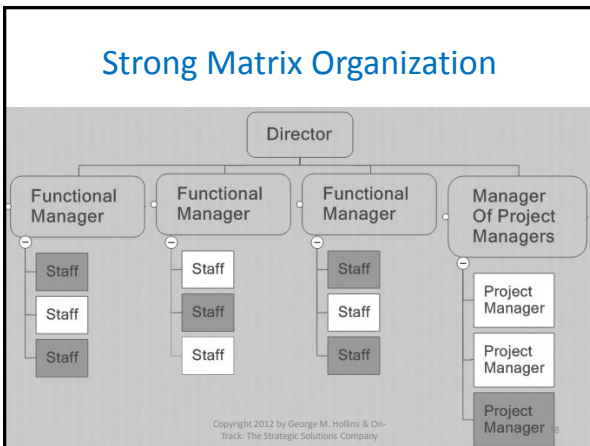
Functional Organization



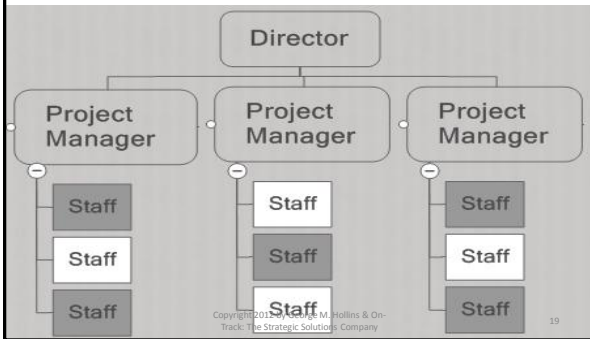
Balanced Matrix Organization



Strong Matrix Organization



Projectized Organization



The Project Manager Facilitates:

- Enabling team members to perform at their highest levels
- Much like that of a conductor
- Conductors don't play the music ... they bring out the best in all players.

The Project Team

"A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable."

(Katzenbach & Smith 1994, page 45)

The Project Team

A good “rule of thumb” for team size is seven plus or minus two (five to nine) people.

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The Project Team

Remember: There is no “I” in “TEAM”.

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The Project Team

- **Conducting a “First Meeting”**
 - Commitment Agreement
 - Ground Rules
 - Guidelines
 - Parking Lot
 - Issues List
- **Team Charter**

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Managing vs. Leading

Management produces order and consistency.

Leadership produces change and movement.

Managing vs. Leading

“Management is “path-following.”

(Bennis & Nanus, 1985)

“Leadership is “path-finding.”

(Bennis & Nanus, 1985)

Managing vs. Leading

Managers accomplish activities, master routines, and coordinate activities in order to a job done.

Leaders influence followers to achieve a common goal.

Managing vs. Leading

Managing and leading are both essential for project success!!

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Leading Project Teams

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

(Kouzes & Posner, 2002)

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Project Team Evolution

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

(Tuckman, 1965)

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Project Team -- Forming:

- People have questions about fitting in and being able to do their part of the work.
- They are excited about the potential to accomplish something.
- The PM must help team members get to know each other and feel comfortable in the team setting.
- An informal reception is often a good method for bringing a team together for the first time.

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Project Team -- Storming

- Conflict is common as team members grumble about team purpose, goals, etc.
- PM has to work through the conflict patiently and openly.
- Do not rush through and ignore this stage as every team will go through it.
- Structure from the "First Meeting" helps.

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Project Team -- Norming

- People are beginning to support each other and see themselves as a team.
- They are actually following rules (informal and formal) as "norms."
- PM has to be participative; allow the team to work together and develop its own rhythm.
- Give responsibility.

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Project Team -- Performing

- Team is productive and achieving results!
- Team pride and cooperation are strong.
- PM monitors progress and looks ahead at targets and deliverables.
- All teams regress. Be ready to adapt to this.

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Project Team Evolution

<u>Stage</u>	<u>Leadership Style</u>
Forming	Directive
Storming	Selling or Influence
Norming	Participative
Performing	Delegative

(Adapted from Lewis, 1998, p. 106)

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Team Dysfunctions

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results

(Lencioni, 2002)

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Team Dysfunctions

Absence of Trust:

- Unwillingness to be vulnerable w/others
- Not genuinely open w/weaknesses

Suggestions:

- Shared experiences over time
- Team building experiences & exercises
- Keirsey Temperament or Myers-Briggs

Leader can build trust by demonstrating vulnerability.
(Lencioni, 2002)

Team Dysfunctions

Fear of Conflict:

- Without trust teams resort to veiled & guarded discussions

Suggestions:

- Have lively, interesting meetings
- Assign a "conflict miner"
- Minimize politics (task vs. relationship)
- Create a fun, safe environment
- Include controversial topics on the agenda

(Lencioni, 2002)

Team Dysfunctions

Lack of Commitment:

- Desire for consensus
- Need for certainty

Suggestions:

- Strive for "buy-in" instead
- Set and make decision deadlines
- Don't be afraid to make the wrong decisions
- Pre-Mortem Analysis

(Lencioni, 2002)

Team Dysfunctions

Avoidance of Accountability:

- Unwillingness of team members to *call-out* peers

Suggestions:

- Publish goals and standards
- Regularly scheduled progress reviews
- Team rewards

(Lencioni, 2002)

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Team Dysfunctions

Inattention to Results:

- Individual or silo goals above team goals

Suggestions:

- Commit publicly to specific results
- Tie rewards to results
- Leader has to walk this talk

(Lencioni, 2002)

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Team Dysfunctions

The team should:

1. Trust one another
2. Engage in unregulated conflict about ideas
3. Commit to decisions & action plans
4. Hold each other accountable for the plans
5. Focus on achieving collective results

(Lencioni, 2002)

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Leading Project Teams

Questions?

Thank you for your participation and patience!!

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