Chapter 6 Learning Objectives
After completing this chapter, students will be able to:
 Understand the steps involved in project team building.
 Know the characteristics of effective project teams and why teams fail.
 Know the stages in the development of groups.
 Describe how to achieve cross-functional cooperation in teams.

Effective Project Teams
- Clear Sense of Mission
- Productive Interdependency
- Cohesiveness
- Trust
- Enthusiasm
- Results Orientation

Reasons Why Teams Fail
- Poorly developed or unclear goals
- Poorly defined project team roles & interdependencies
- Lack of project team motivation
- Poor communication
- Poor leadership
- Turnover among project team members
- Dysfunctional behavior
Stages in Group Development

1. **Forming** – members become acquainted
2. **Storming** – conflict begins
3. **Norming** – members reach agreement
4. **Performing** – members work together
5. **Adjourning** – group disbands

*Punctuated Equilibrium is a different model*

---

**Building High-Performing Teams**
Make the project team **tangible**
- Publicity
- Terminology & language

**Reward** good behavior
- Flexibility
- Creativity
- Pragmatism

Develop a **personal touch**
- Lead by example
- Positive feedback for good performance
- Accessibility & consistency

---

**Virtual Project Teams**
use electronic media to link members of a geographically dispersed project team

**How Can Virtual Teams Be Improved?**
- Use face-to-face communication when possible
- Don't let team members disappear
- Establish a code of conduct
- Keep everyone in the communication loop
- Create a process for addressing conflict
Conflict Management

Conflict is a process that begins when you perceive that someone has frustrated or is about to frustrate a major concern of yours.

Categories
- Goal-oriented
- Administrative
- Interpersonal

Views
- Traditional
- Behavioral
- Interactionist

Sources of Conflict

Organizational
- Reward systems
- Scarce resources
- Uncertainty
- Differentiation

Interpersonal
- Faulty attributions
- Faulty communication
- Personal grudges & prejudices

Conflict Resolution

- Mediate – defusion/confrontation
- Arbitrate – judgment
- Control – cool down period
- Accept – unmanageable
- Eliminate – transfer

Conflict is often evidence of progress!

Negotiation

a process that is predicated on a manager’s ability to use influence productively

Questions to Ask Prior to Entering a Negotiation
1. How much power do I have?
2. What sort of time pressures are there?
3. Do I trust my opponent?

Principled Negotiation

1. Separate the people from the problem
2. Focus on interests, not positions
3. Invent options for mutual gain
4. Insist on using objective criteria

Getting to Yes – Fisher & Ury

Summary

1. Understand the steps involved in project team building.
2. Know the characteristics of effective project teams and why teams fail.
3. Know the stages in the development of groups.
4. Describe how to achieve cross-functional cooperation in teams.
Summary

5. See the advantages and challenges of project teams.
6. Understand the nature of conflict and evaluate response method.
7. Understand the importance of negotiation skills in project management.