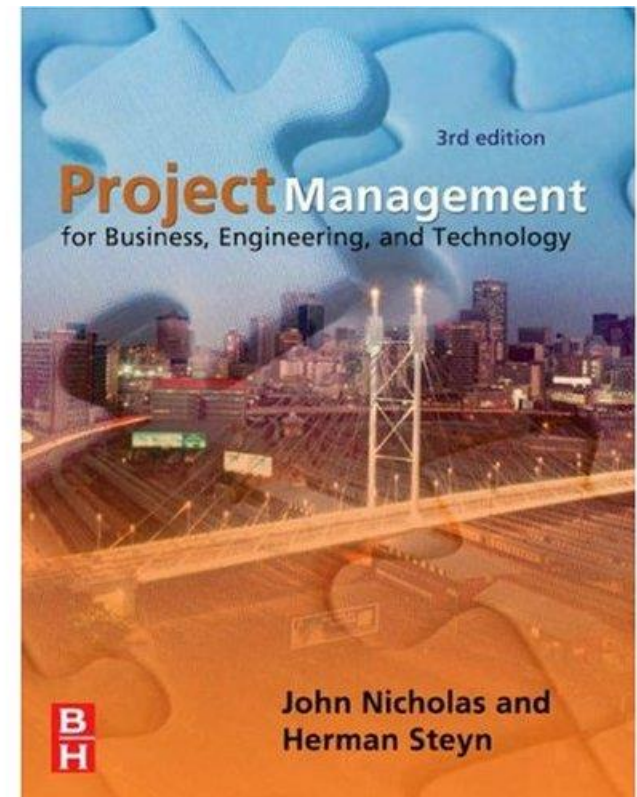# Chapter 15
Managing Participation, Teamwork, and Conflict

Project Management for Business, Engineering, and Technology

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3rd edition

Project Management
for Business, Engineering, and Technology

John Nicholas and Herman Steyn

Leadership Role of Project Manager

- Manager vs. Leader – The distinction?

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!

Leadership Example
Apollo 13 Flight Director Gene Kranz,
(PM during flight portion of Apollo missions)

Ed Harris

Gene Kranz

Motion picture *Apollo 13*,
1995, Universal City Studios

Suggestion: view segment of motion picture on the explosion,
reaction of team, and role of project manager (Gene Kranz); also view
segment dealing with solution to CO_2 problem.

Key Points

- ## Role of PM

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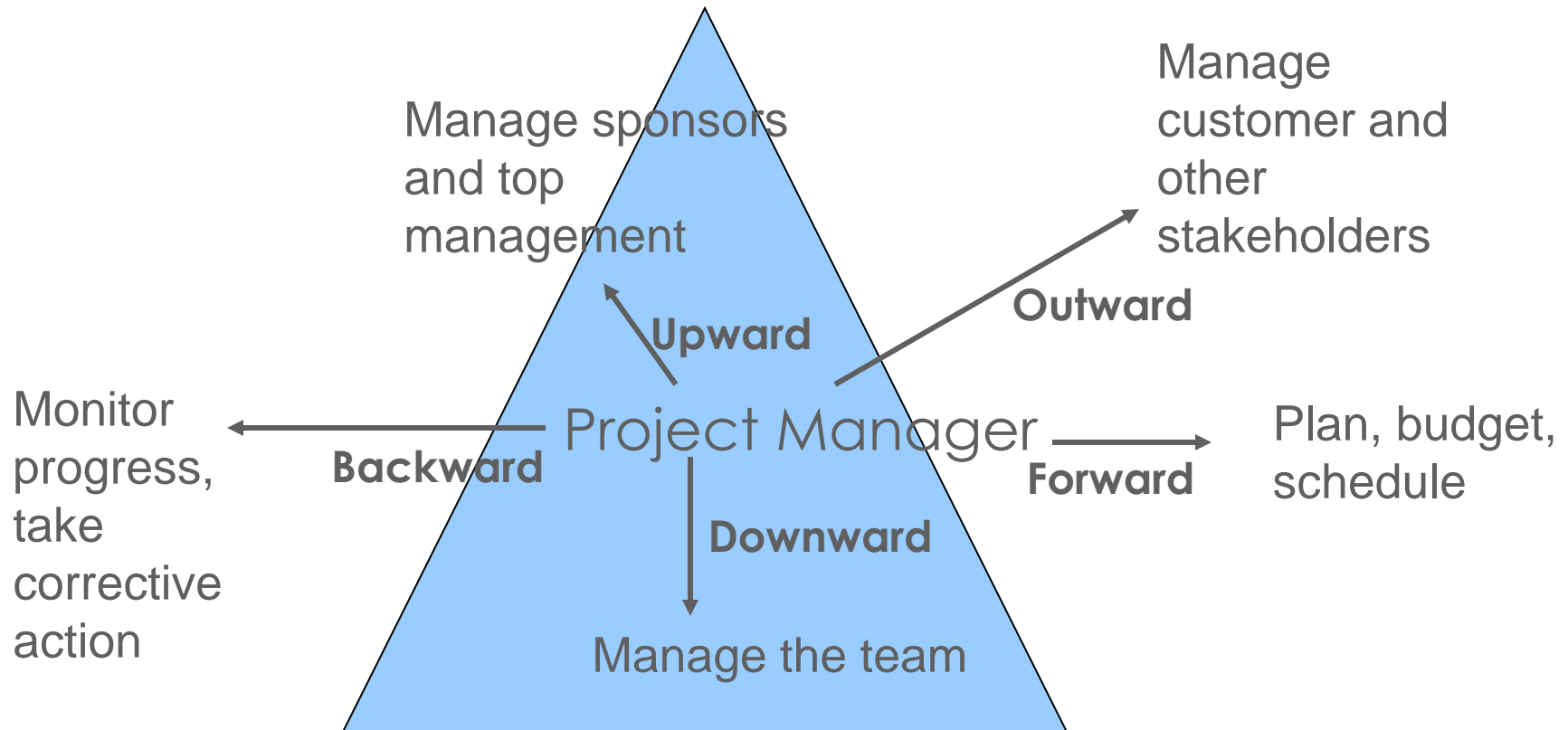 - Set the tone: calm, confident, problem-solving

- ## 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
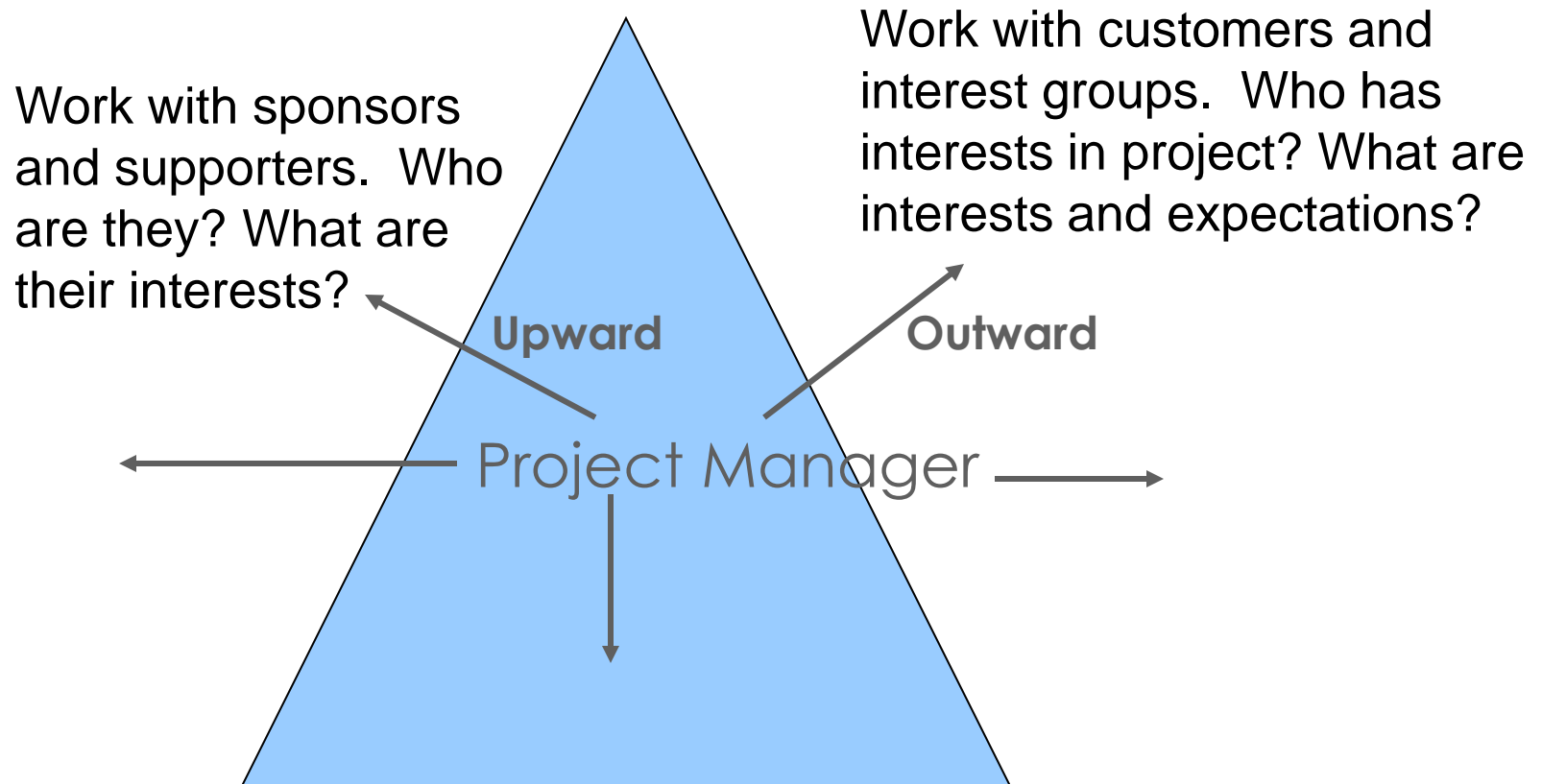 - No obvious "stars"

Leadership Role of Project Manager

Not in the textbook: Adopted from W. Binder, M. Geddes, C. Hastings, *Project Leadership*, New York: Van Nostrand Reinhold, 1990.

Leadership Role of Project Manager

Adopted from W. Binder, M. Geddes, C. Hastings, *Project Leadership*, New York: Van Nostrand Reinhold, 1990.

Work with sponsors and supporters. Who are they? What are their interests?

Work with customers and interest groups. Who has interests in project? What are interests and expectations?

Upward

Outward

Project Manager

Leadership Role of Project Manager

Adopted from W. Binder, M. Geddes, C. Hastings, *Project Leadership*, New York: Van Nostrand Reinhold, 1990.

Project Manager

Downward

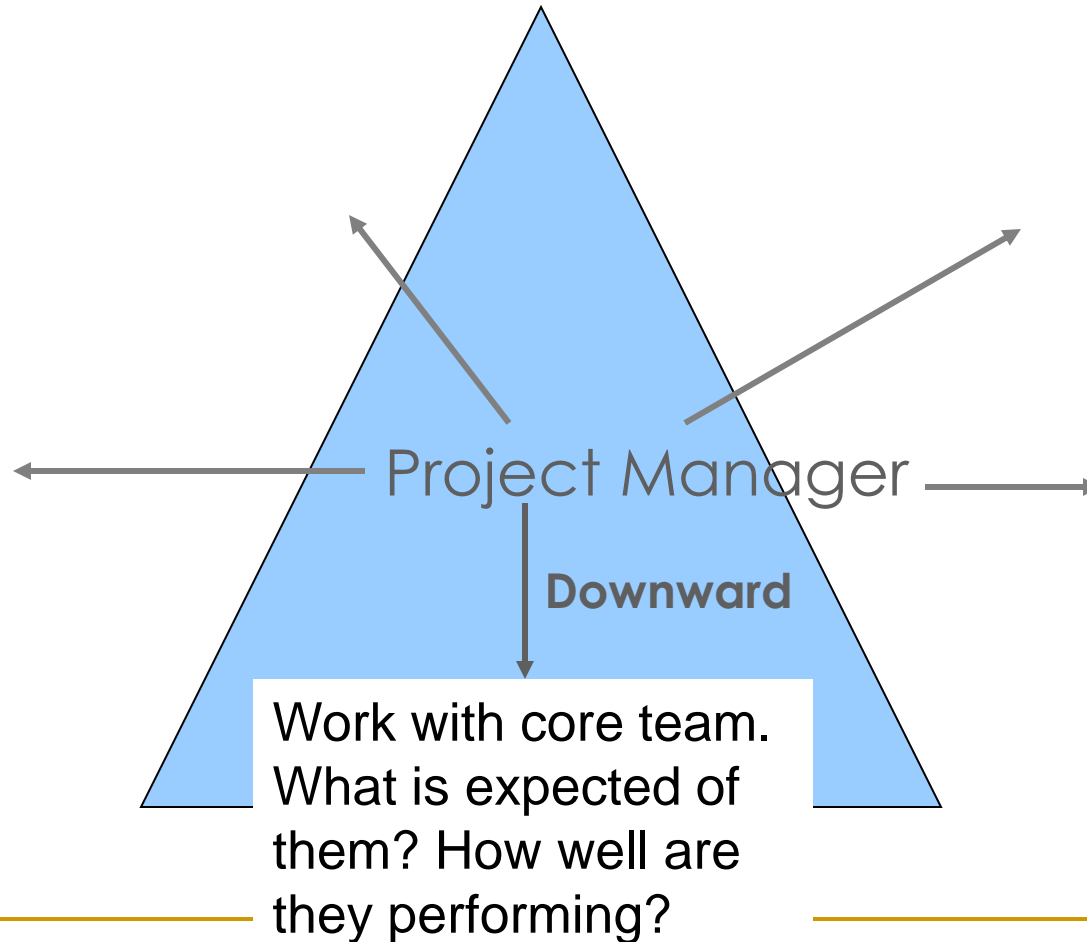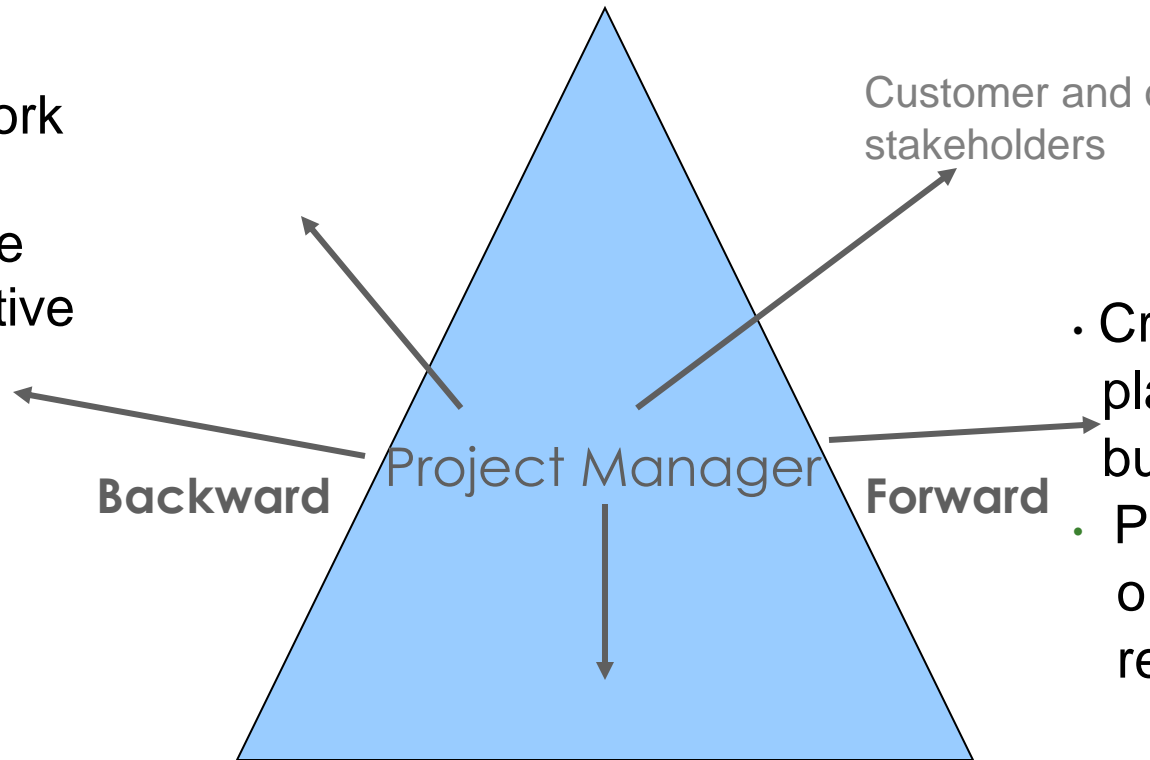Work with core team. What is expected of them? How well are they performing?

Leadership Role of Project Manager

Adopted from W. Binder, M. Geddes, C. Hastings, *Project Leadership*, New York: Van Nostrand Reinhold, 1990.

- Execute work
- monitor performance
- take corrective action
- learn from mistakes

Backward

Customer and other stakeholders

Project Manager

Forward

- Create plans, schedules, budgets, controls
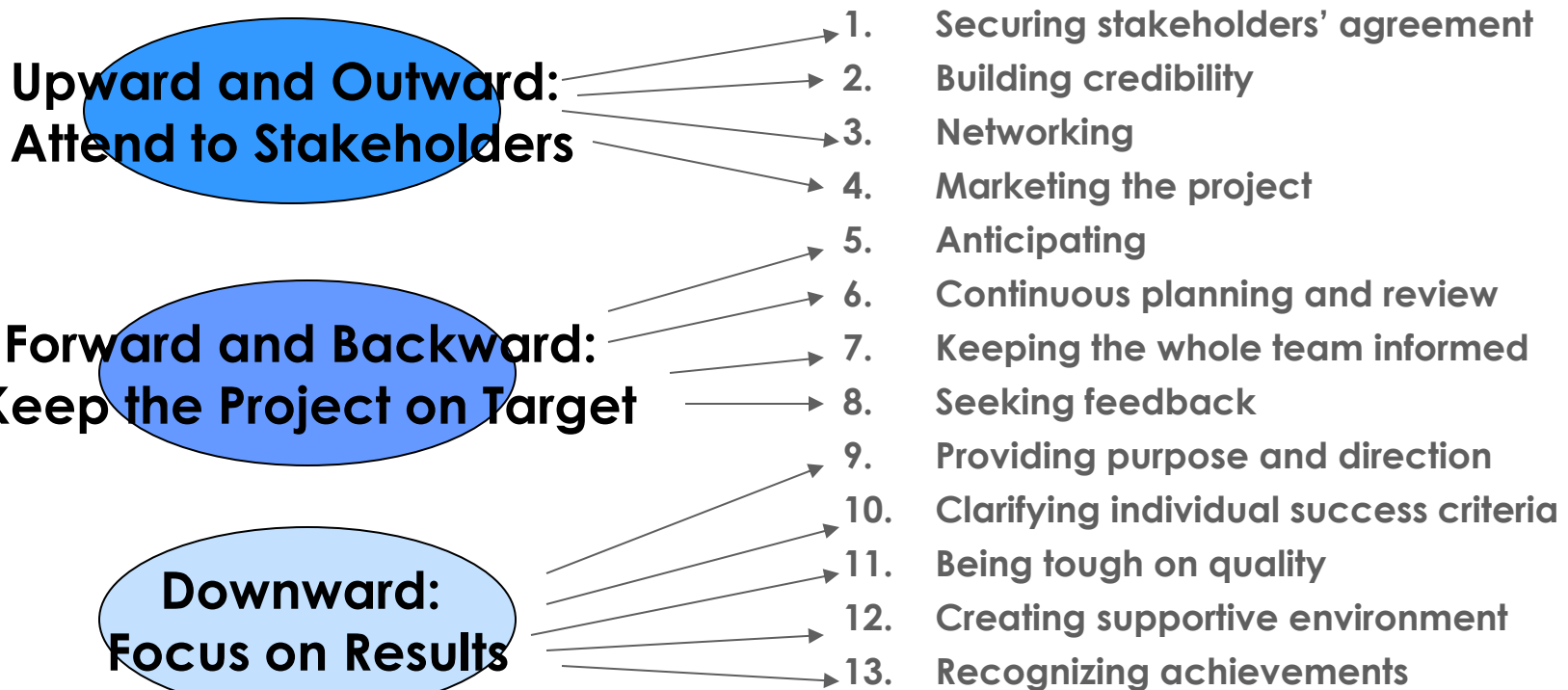- Procure and organize resources

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 Role of Project Manager

Adopted from W. Binder, M. Geddes, C. Hastings, *Project Leadership*, New York: Van Nostrand Reinhold, 1990.

- Attend to stakeholders, keep project on target, and focus on results

Upward and Outward: Attend to Stakeholders

Forward and Backward: Keep the Project on Target

Downward: Focus on Results

1. Securing stakeholders' agreement
2. Building credibility
3. Networking
4. Marketing the project
5. Anticipating
6. Continuous planning and review
7. Keeping the whole team informed
8. Seeking feedback
9. Providing purpose and direction
10. Clarifying individual success criteria
11. Being tough on quality
12. Creating supportive environment
13. Recognizing achievements

Attend to Stakeholders

Attend to Stakeholders

1. Secure stakeholders' agreement
   - ❑ Know who they are
     - ▪ customers, supporters, core team, affected outsiders
   - ❑ Know what they want or expect
   - ❑ Identify conflicts in wants
   - ❑ Resolve conflicts, negotiate trade-offs

Attend to Stakeholders (cont'd)

Attend to Stakeholders

2. Build credibility
   - ❑ Show stakeholders you understand their views
   - ❑ Identify what is most important to them:
     - ■ performance results, budget, schedule, politics
   - ❑ Show you understand how project impacts their interests
   - ❑ Understand their perspectives
     - ■ builds credibility and gains converts, supporters, and resources

Attend to Stakeholders (cont'd)

Attend to Stakeholders

3. Networking

- ❑ Make contacts, build relationships

- ❑ Understand the "system" and how it works

- ❑ Learn ways of getting things done – formal and informal

Attend to Stakeholders (cont'd)

Attend to Stakeholders

4. Market the Project

   ❑ Campaign for project continually, not only at beginning

   ❑ Seek to attract new supporters and

   retain old supporters

   ❑ Send news to influential people on frequent basis

   ❑ Encourage team to "talk up" the project

   ❑ Use conference calls, newsletters, website

Keep Project on Target

Keep the Project on Target

5. Anticipating

   ❑ Step back to see the big picture, overall project, complete life span

   ❑ Identify risks and early warning signs

Keep Project on Target (cont'd)

Keep the Project on Target

6. Planning and Review

   - ❑ *Define* the project – requirements, work, time and cost – and the project plan

   - ❑ Involve people with necessary information or important interests in creating plan

   - ❑ Continually review plan vs. current condition; modify plan to keep it current

Keep Project on Target (cont'd)

Keep the Project on Target

7. Keep Stakeholders Informed

   ❑ Keep core team up-to-date (weekly status meetings, daily stand-up meetings)

   ❑ Keep supporters and customers apprised of progress

   ❑ Identify new team members, introduce them to project, bring them up-to-date

Keep Project on Target (cont'd)

Keep the Project on Target

8. Seek Feedback

   ❑ Request frequent feedback from users, supporters, outsiders

   ❑ Get feedback from core team via reviews, weekly status meetings, daily stand-ups

   ❑ Keep reviews constructive (avoid blame, encourage people to tell problems/mistakes/concerns)

   ❑ Act on feedback

Focus on Results

Focus on Results

9. Provide Purpose and Direction

   ❑ Explain project mission, goals, and importance

   ❑ Show excitement and commitment

   ❑ Express feeling!

Focus on Results (cont'd)

Focus on Results

10. Clarify Individual Criteria
    - ❑ Make sure everyone knows
        - ■ Individual goals, objectives, contribution to project
        - ■ Project constraints
        - ■ What is expected of them (what they have to do)
    - ❑ Make sure everyone agrees on what has to be done

Focus on Results (cont'd)

Focus on Results

11. Be Tough on Quality

   ❑ Set the standard

   ❑ Mandate that goals, targets, and requirement will be met!

   ❑ Establish attitude of high standards in core team

Focus on Results (cont'd)

12. Be Supportive

Focus on Results

- ❑ Ask people what they need and how you can help

- ❑ Try to get resources as requested

- ❑ Create open atmosphere

- ❑ Be understanding; avoid criticism

- ❑ Lend an ear so people feel you are listening to them

- ❑ Be empathetic; care about people

Focus on Results (cont'd)

Focus on Results

13. Recognize Achievements

- Success happens because of achievements by team

- Be grateful; express thanks
  - Handwritten notes or spontaneous "thank you's"
  - Parties or get-togethers to celebrate milestones
  - Public talks or write-ups praising members who've done outstanding work
  - Whatever makes team members feel appreciated

Teams in Project Management

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

Teamwork

- 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 in *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 Ongoing Work Teams

Typical problems

- inability to reach agreement
- lack of innovative ideas
- too much conflict
- or complacency of team members.

Team Building for Ongoing Work Teams

Process

- Third party/consultant brought in to facilitate the TB effort.

- Her function: help group identify its problems and solve them

- Focus on the *way* the group's behavior affects its decisions and work performance.

Team Building for Ongoing Work Teams

Process

- Third party/consultant collects data from members using personal interviews or questionnaires.

- Summarizes the data; keeps sources anonymous.

- Shares results with team leader (PM, FM, or other) and coaches him on how to prepare for the TB workshop.

Team Building for Ongoing Work Teams

Process

- TB workshop at off-site location away from interruptions

- Typical workshop agenda.

    - Discussion of the agenda, what members would and would not like to have happen.

    - Consultant posts summary of interview/ questionnaire results

    - Sometimes post anonymous quotes from interviews.

Team Building for Ongoing Work Teams

Process

- Team sets priorities for the process problems it wants to resolve.

- Team works to resolve the priority issues.

- In the meantime

  - Consultant monitors the session and reports observations, pointing out dysfunctional group behavior, behaviors of individuals that lead to defensiveness or distrust, etc.

  - Group periodically critiques itself. After working through a problem, group evaluates what helped or hindered the process.

  - Group prepares a formal action plan with solutions, target dates, and people responsible.

  - Group may prepare "operating guidelines" specifying *how* it will function (described on later slides).

Team Building for Ongoing Work Teams

Process

- Formal follow-up sessions 2 to 3 month after the first workshop

    - Team takes stock of its functioning

    - What improvements have been made

    - Remaining problems and improvements are still needed.

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:

Group Norms

- Problem-causing norms
  - People procrastinating
  - Unclear responsibilities
  - Un-kept promises
  - Lack of challenge
  - Freeloading
  - Poor communication
  - Not knowing what others are working on

Group Norms

- Problem-causing norms (cont'd)
    - 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

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 Operating Guidelines (cont'd)

- Several months after the initial TB workshop, team meets to reassess its guidelines, whether or not they are working, what problems still exist, and what else needs to be done.

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.

Conflict

Origins

- **Between User and Contractor**
  - Goals
    - Customer: to minimize price
    - Contractor: to maximize profit
    - One's gain might be the other's loss.
  - The contract
    - In cost-plus, user must closely supervise the project ...a constant irritant to the contractor.
    - In fixed price, contractor might periodically request that costs (and price) be renegotiated and revised upward.

Conflict

Origins

- **Within the Project Organization**

  - Between functions

    - different areas have different ideas, goals, and solutions for similar

  - Between PM and functional managers

    - Projects are temporary; require variable resources

    - Functional departments are permanent with fixed resources.

    - Functional areas working in multiple projects must set priorities that might conflict with priorities of PMs.
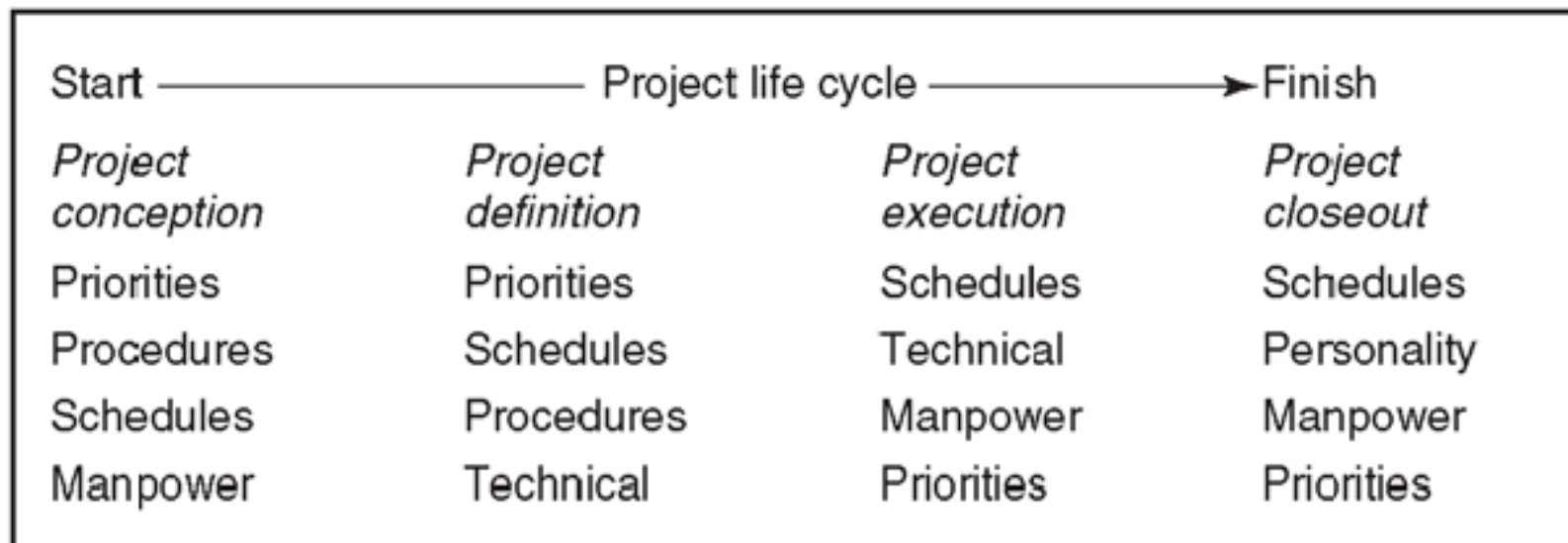
Conflict

Origins

- **During the Project Life Cycle**
  - Sources vary depending on project phase

Figure 15-4

Major sources of conflict during the project life cycle. (Adapted with permission from H.J. Thamhain and D.L. Wilemon, Conflict Management in Project Life Cycles, *Sloan Management Review* [Spring 1975]: 31–50.)

Start ———————————————————	Project life cycle ———————————	——————————►Finish	
Project conception	*Project definition*	*Project execution*	*Project closeout*
Priorities	Priorities	Schedules	Schedules
Procedures	Schedules	Technical	Personality
Schedules	Procedures	Manpower	Manpower
Manpower	Technical	Priorities	Priorities

Managing Conflict between Individuals/Groups

Ways to Deal with Conflict

- Withdraw or retreat from the disagreement.

- Smooth over or de-emphasize the importance of the disagreement (pretend it does not exist).

- Force the issue by exerting power.

- Compromise or bargain to bring at least some degree of satisfaction to all parties.

- Confront the conflict directly

Managing Conflict between Individuals/Groups

Confrontation

- The only approach that seeks to resolve the issues underlying the conflict

- PMs confront conflict by raising questions and challenging team members

- Assumes individuals and groups
  - are willing to reveal why they favor a given course of action
  - are open to and not hostile toward differing opinions
  - are all working toward a common goal
  - are willing to abandon one position in favor of another.

Managing Conflict between Individuals/Groups

Role Clarification Technique (RCT)

- Conflict arises because people have mixed expectations about work plans, roles, and responsibilities

- Purpose of RCT: that everyone

  - understand their major responsibilities and duties

  - understand others' positions and duties

  - knows what others expect of them.

Managing Conflict between Individuals/Groups

RCT for Clarifying Roles in a Team

- Everyone answers a questionnaire prior to a meeting:
    1. What does the organization expect of you in your job?
    2. What do you actually do in your job?
    3. What should others know about your job that would help them?
    4. What do you need to know about others' jobs that would help you?
    5. What difficulties do you experience with others?
    6. What changes in organization, assignments, activities would improve group's work?

- For a new team the questions are modified to reflect job expectations and anticipated problems.

- At a group meeting, each person reads the answers to the first three questions. As each, others respond so the person can hear how they see her job and what they expect of her.

- Each person reads the answer to Question 4 and hears responses from the people she identified.

- Issues in Question 5 not already resolved are addressed next.

- Emphasis of the process is on solving problems. not placing blame.

- The group reads Question 6 and works to reach consensus about needed changes

Emotional Stress

Downsides to Working in Projects

- Long hours, tight schedules, high risks, high stakes
- Negative consequences on social and family relationships and individual mental and physical health
  - emotional stress, bankruptcy, divorce, ulcers, mental breakdowns, and heart attacks.
- *Work overload*
  - too much work or doing too many things at once
- *Role conflict.*
  - a person has two roles with incompatible requirements
- *Role ambiguity*
  - inadequate or confusing information about what a person is expected to do on the job.
- *Social relations*
  - working with people who are self-centered, authoritarian, abrasive, or condescending

Emotional Stress

Ways to Reduce Stress in Projects

- Set reasonable work plans and schedules.

- Delegate responsibility and increase individual autonomy.

- Clarify responsibilities, authority, and performance criteria.

- Clarify goals, procedures, and decision criteria.

- Be considerate and supportive: empathic listening, understanding, and genuine concern for subordinates