# Project Team Building, Conflict, and Negotiation

## Chapter 6

# Building the Project Team

Identify Necessary Skills

↓

Identify People With Skills

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Talk to Potential Team Members

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Negotiate with Their Supervisor

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Success?

No → Renegotiate with Top Management

↓

Success?

Yes → Assemble the Team

No → Build Fallback Positions

Yes → Assemble the Team
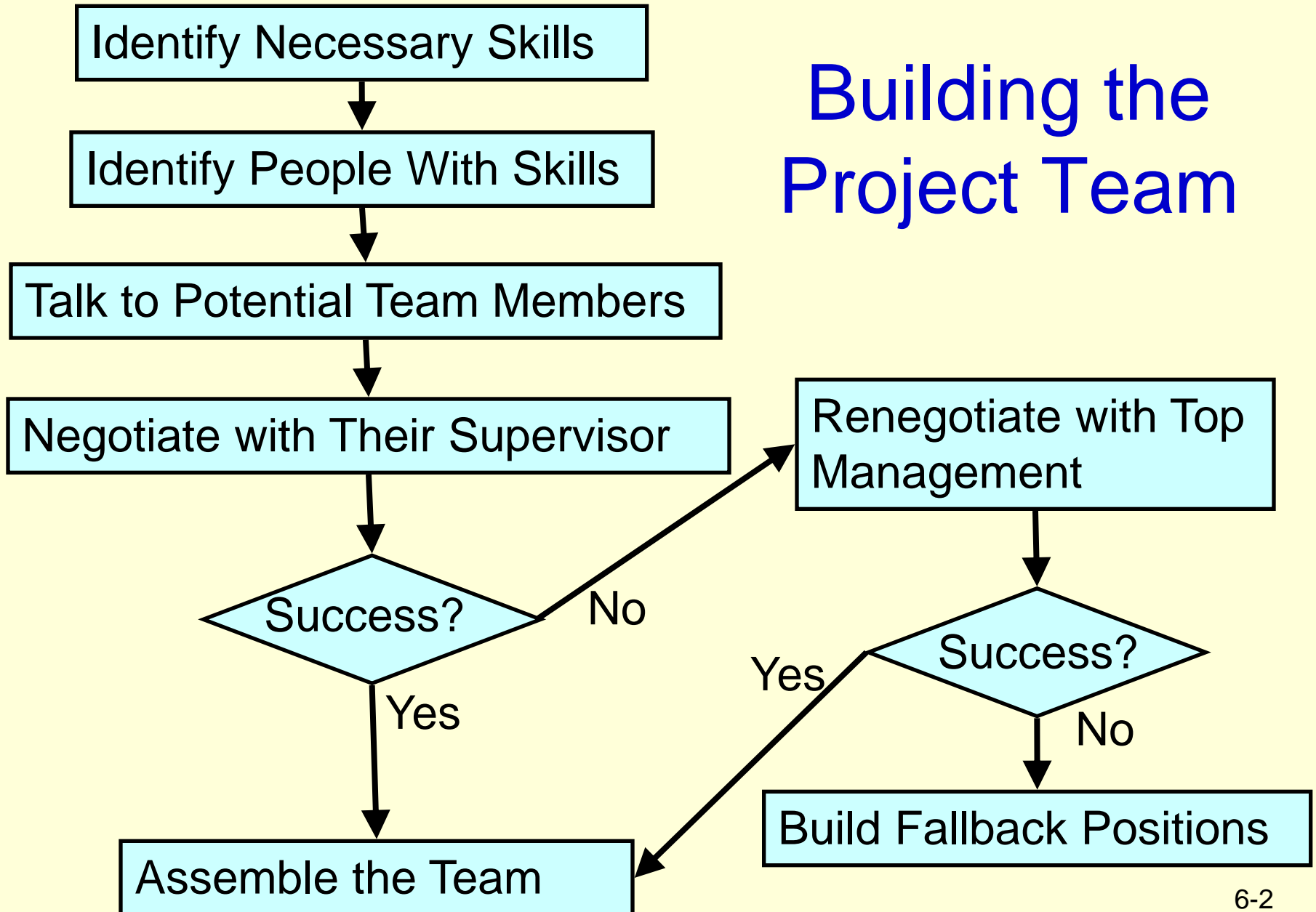
# Effective Project Teams

❖Clear Sense of Mission

❖Productive Interdependency

❖Cohesiveness

❖Trust

❖Enthusiasm

❖Results Orientation

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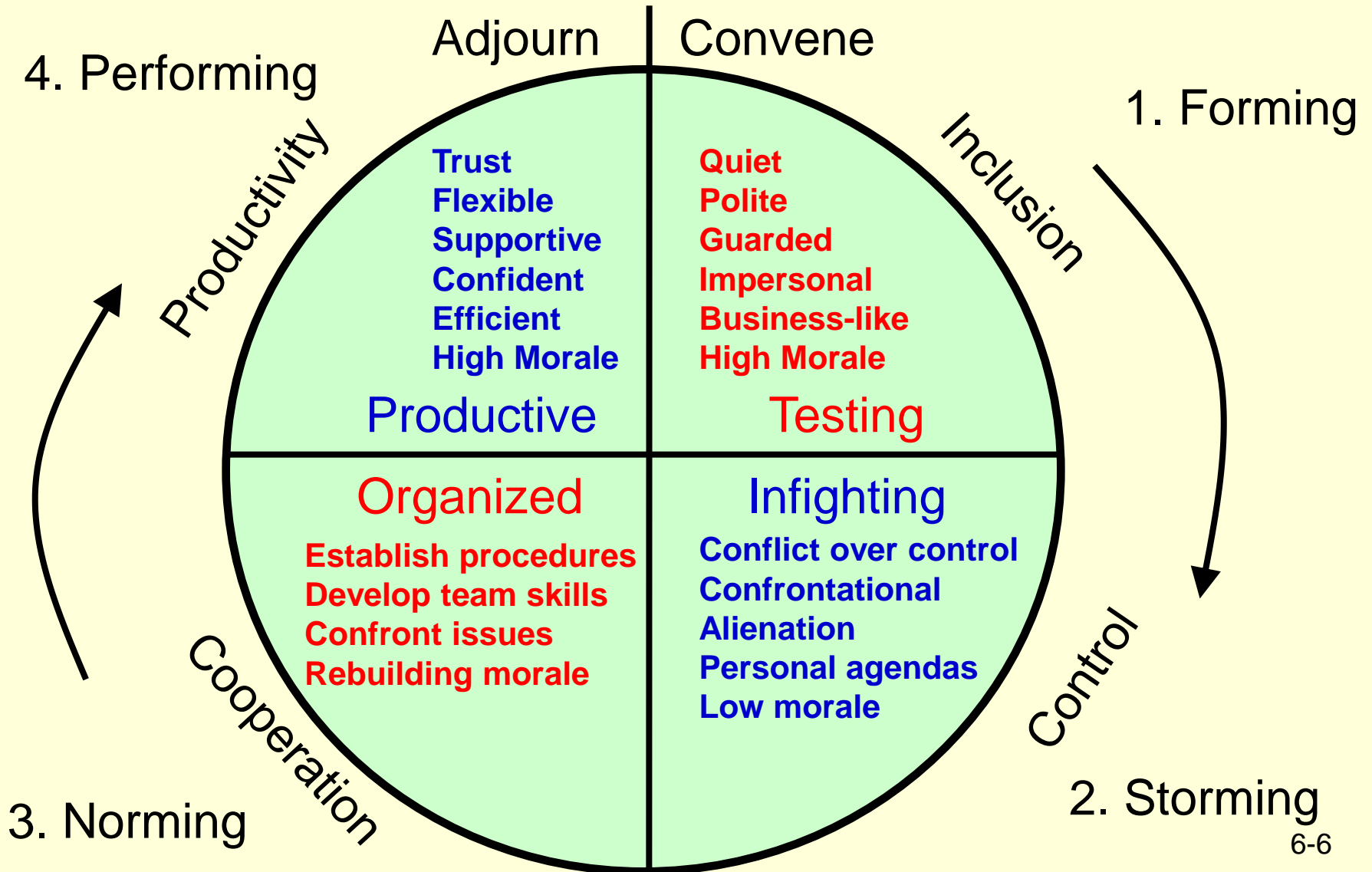
- Poorly developed or <u>unclear goals</u>
- Poorly defined project <u>team roles</u> & interdependencies
- Lack of project team <u>motivation</u>
- Poor <u>communication</u>
- Poor <u>leadership</u>
- <u>Turnover</u> among project team members
- <u>Dysfunctional</u> behavior
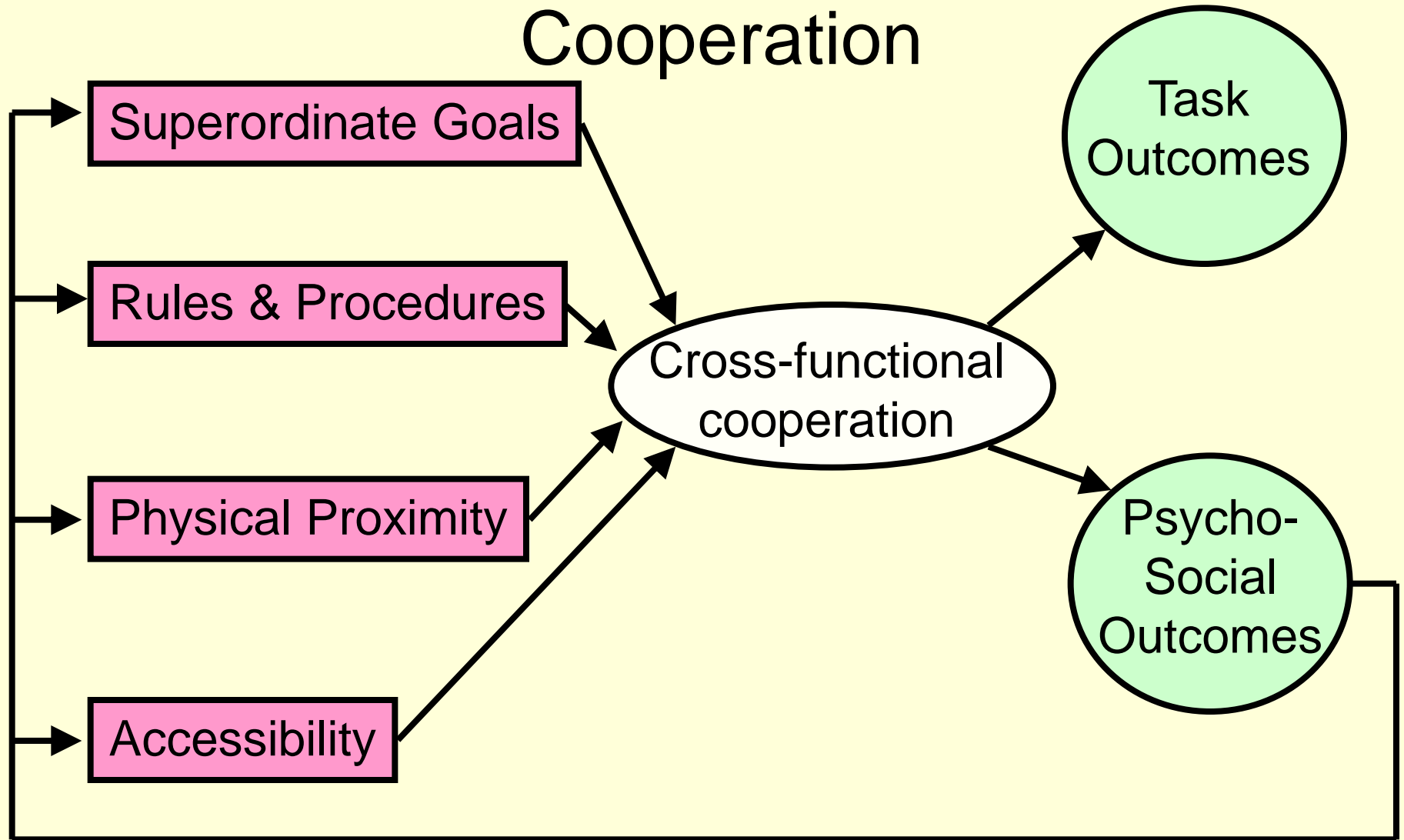
# Stages in Group Development

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**

# Team Development Stages



4. Performing

Adjourn | Convene

1. Forming

Productivity

Inclusion

**Trust**
**Flexible**
**Supportive**
**Confident**
**Efficient**
**High Morale**

**Quiet**
**Polite**
**Guarded**
**Impersonal**
**Business-like**
**High Morale**

Productive | Testing

Organized | Infighting

**Establish procedures**
**Develop team skills**
**Confront issues**
**Rebuilding morale**

**Conflict over control**
**Confrontational**
**Alienation**
**Personal agendas**
**Low morale**

Cooperation

Control

3. Norming

2. Storming

# Achieving Cross-Functional Cooperation

Superordinate Goals

Rules & Procedures

Physical Proximity

Accessibility

Cross-functional cooperation

Task Outcomes

Psycho-Social Outcomes

# 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