



ORIGINAL RESEARCH PAPER

Management

THE ROLE OF TEAMS AND TEAM DEVELOPMENT IN PROJECT MANAGEMENT

KEY WORDS:

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ABSTRACT

This paper is about establishing relationship and importance of team work, team development and leadership in Project Management. Project Management means to plan, organize and manage the effort to accomplish and complete a successful project. A project is a one-time activity that produces a specific result or outcome. Project management involves to develop a project plan, which includes defining and confirming the goals and objectives of the project, how to achieve it, to identify tasks and finalizing the resources needed, and framing budgets and timeframes for completion, Milton and Smith (2011). The project management plan gives guideline to effectively and efficiently manage all aspects of a project from beginning to last, with the objective of delivering the result. Project teams refer to groups of workers who work collectively towards common goals. Sometimes employees have to work on one project for a few months, while at other times the project may continue for years. The team members can be at a trade show on a given day and the other day they could be working in the office. This time the project could be completely different. Teamwork in the workplace is an important factor for the success of the project. To develop an effective project team is the most important responsibilities of a project manager.

OBJECTIVES

The main objective of this paper is to understand the project management and to know the role of teams and team development in project management.

PROJECT MANAGEMENT

The critical path method developed by DuPont Company has become very popular worldwide and is used as a project management technique. Resources and uncertainties are not used in this method. Simple algorithm is used to generate optimal solutions. This method was also used by Microsoft Project for developing solutions. Several project management software packages, including the market leader Microsoft Project, also use this method as a key step in developing solutions. Program Evaluation and Review Technique (PERT) was developed by the consulting firm Booz Allen Hamilton. This technique considers uncertainties and enables estimation. This is widely used by organizations. PERT depends on statistical assumptions that are difficult to justify for most projects. The project duration estimates obtained from PERT may not be reliable every time. After CPM and PERT, many other Project Management techniques slowly started coming into existence.

They are Agile, Critical Chain Project Management, Prince2 and Waterfall. There are other project management methodologies as well like the Rapid Application Development. RAD is widely used in software development projects. Another widely used project management technique is Prism which focuses on sustainability and aims at reducing environmental effects. Another famous project management techniques is the Joint Application Development. Agile values individuals and interactions over processes and tools, it values customer collaboration over contract negotiation, and change management over following a plan. Agile project is followed and used in Research and Development and by Pharma companies during New drug development. Agile methodology of project management has been more successful in smaller teams over th years.

TEAM DEVELOPMENT

Project teams have members from various socio-cultural backgrounds and may come from different countries as well. They have different educational Levels and come from different backgrounds. They are often multidimensional and may come from different backgrounds, cultures and age groups, Walker and Burry, J (2000). Team leaders have to bring out the best potential of their team members. Managers must be aware of the norms and cultures prevalent in people from different cultural backgrounds. Similarly, managers must know how to manage and handle team members from different age groups. A manager may be in his 30's but he many be having his team members between the age group 25-50. The younger employees may be for comfortable with emerging concepts like social media, digital

marketing etc, while the older teams members contribute to the project based on their experience. Teamwork in the workplace is the most important factor for successful completion of the project. Hence, it is imperative for the project manager to develop an effective and efficient team.

Why is teamwork important for your project?

Teamwork is important because it creates human synergy, Andrey and Smith, (2009). Team work enhances the results of each member of the team thus leading to overall team contributions and better outcome.

Project Vision and Objectives

The manager should clearly communicate the objectives of the project to all the members involved in the project. This is important as all the team members should move in the same direction for project completion within the given timeframe.

Roles and Responsibilities

The manager has to ensure that all the team members understand their roles and responsibilities in the project completely.

Encourage Collaboration

The manager has to create a positive environment to encourage new ideas, encourage problem solving and decision making. This would lead to team empowerment an increase productivity.

Build Trust

The manager has to create an employee friendly environment of trust by ensuring clarity in communication and information flow. This is important for showing the team that the manager trusts them and encourages them.

In many companies, a new project is handed over to a completely new team. Sometimes, people who have worked with each other earlier make a team. As the project manager for a new team, the manager has to get to an effective and high-performing team as quickly as possible, Kaddafi Bin Sultan (2006). Understanding the stages of group development can help the manager build a strong and result oriented team. Bruce Tuckman had developed models of teamwork theory. The stages of this model are Forming, Storming, Norming, Performing, and Adjourning.

STAGES OF TEAM DEVELOPMENT

Forming

During this stage, the members of the project team meet for the first time and understand about what needs to be done. They also understand their roles and responsibilities and what they have to actually perform on a day today basis. The manager gives the direction to the team members about the objectives of the project.

Storming

During the Storming stage, there are interpersonal issues, conflict etc. Andrey and Smith, (2009). Team members often challenge each other during this stage. Sometimes the team members also challenge the manager. This is a challenging phase for the project manager. The project manager has to understand the reason behind such conflicts. During this stage, the team members have to be given necessary skills and are to be encouraged for taking part in training programmes. Some skills could be conflict management, active listening, communication skills and relationship building.

Norming

In this stage, conflicts between team members become less and the team members begin to become friendly. It is during this stage that the team starts coming together and starts focusing on the project tasks and objectives with full vigour. During this stage, the manager focuses on keeping everyone moving in their responsibilities. Proper Communication and constructive feedback will help the manager achieve this. Social events or social gatherings also start happening. Good work done by the team members has to be given proper recognition by the manager either monetarily or non-monetary.

Performing

In this stage, team members become comfortable with each other and start working positively. Synergy is developed among team members. This synergistic relationship results in higher productivity and better performance. In this stage, the performance level of the team is very high. The manager starts focusing on leadership activities as the team productivity increases. Better productivity leads to effective project implementation.

Adjourning

As the project comes towards completion, the entire team moves into the Adjourning stage. During this stage, the team members become like friends as they have worked with each other for a long time by now. The manager should arrange for a celebration for the accomplishments of the team. Individual achievements should also be recognized and acknowledged by the manager. Team members will remember the recognition received by the manager for a long time.

ADVANTAGES OF PROJECT TEAMS

Creativity

Project teams consist of multiple people who work towards a common goal. The Project Management Institute defines a project as a temporary endeavor. Project teams come together to work on short-term efforts. Brainstorming of ideas and coming up with creative and fresh solutions is important for any team. Skills and expertise of the entire team and team members come to the fore when people work in a team.

Relationships

Effective teams go through various stages of development. Bruce Tuckman identified these stages as forming, storming, norming, and performing. During these stages, team members interact to deliver value. Successful team members are very good in communicating effectively not only within themselves but also with the team manager and the clients. Team building efforts by the manager makes the team feel good and increases their interest in the project.

Structure

The project leader or manager creates a formal project plan, assigns job roles, key result areas, and responsibilities and manages the team. Project managers list down the steps required to plan, direct, monitor and control a project. They gather information requirements and ensure that they maintain quality of the work done. When the manager provides a detailed framework, expectations from all the team members this become simpler as all the team members know about their exact job roles. When team members work together, they get the opportunity to learn from each other's experience, brainstorm on ideas for new initiatives and solutions.

TEAMWORK

A research study states that a good manager is one who assigns proper responsibilities to the employees as this leads to maximise output from employees (Ingram, 2000). Another study stated that it is better to design a system of team building and the culture of team work within every department of any organization. This would promote a strong culture within the organization. Output will be maximized in this case. The reason for maintaining such a system is going to lead to higher productivity. (Washer, 2006). According to Ingram (2000) teamwork refers to a strategy which has a potential to enhance the performance of individuals and teams. Organizations have to focus on strategies that will improve performance and make the organization more productive. Best managers should have the vision to regularly implement teamwork activities within the organizations. Conti and Kleiner (2003) reported that people prefer to work in teams rather than working individually. Working in teams offers greater participation, challenges and leads to feelings of accomplishment. Organizations with teams seem to attract and retain the best people. This will lead to better organizational performance which would lead to increase in profitability and higher market share for the organization.

LEADERSHIP IN PROJECT MANAGEMENT

Leadership refers to the behavior which is designed to integrate both the organizational requirements and personal interests in the pursuit of some objectives. Managers have a leadership role. Project managers are often chosen by the organization based on their leadership styles (Kerzner, 2001). Barrett (2006a), and Müller and Turner (2010), show that leadership styles can be classified into some broad categories. These styles are directive, participative, visionary, coaching and affiliative. Kerzner (2009) added two more styles, which are bureaucratic and laissez faire. The authoritarian style of leadership refers to dominance and control of all activities by the leader. This style of leadership is not very effective in many organizations as it kind of demotivates the employees. The participative style of leadership refers to participation of the entire team in decision making. The leader would listen to his team members and regular meetings will be conducted for the team members. Major decisions are taken in consultation with the team members. The manager in this case gives importance to employee inputs. The manager should devise a system to get regular employee inputs. These steps would lead to better decision making by the project manager. The visionary style of leadership encourages the team members to have the same kind of vision for the future as the leader has. The communication style of the leader has to be very effective in this style of leadership. The coaching style of leadership focuses on a good mentoring culture and lays importance on training given by the leader to the team members. The manager also tries to develop the attitude of the team members. The affiliative style refers to creating harmony by connecting amongst team members, at a team level and also in a one-on-one level. In this case, the leader has to be very effective in his communication with the team members. Leadership may vary from leader to leader and the leadership style depending on various business situations. Leadership style may also vary depending on the various stages of the project life cycle.

Steyn (2008) indicates that the project manager is a medium and the person who holds the entire project together. The success or failure of a project depends upon how good the leader and his leadership style is. The value added to a project by the project manager is beyond comparison. Miners (1969) states that many experts consider efficient communication in building to largely depend on the availability of a leader in an organization. The project manager is the single person responsible for the entire project. A successful project manager should perform various roles and many of these roles have to be performed together. Andrey and Smith, (2009) states that project managers may be the main cause for project failure. According to Hauptfleisch and Siglé (2004) the project manager requires not only management ability but also very good leadership skills.

RECOMMENDATIONS

The survival of any organization depends largely on the ability of

the leader to communicate with the team members. It is impossible to run an organization in which employees operate individually and not in a team. In this case, the organization does not benefit from communicating within team members. It is important to determine the leadership skills of the leader for success of the project. Axelrod (in Barrett, 2006a) states that effective leadership largely depends on communication. Reluctant communicators are unlikely to become effective leaders. Effective communicators have a high chance of becoming better project leaders and project managers. Taylor and Murry (2014) states that, "good communication and strong leadership go hand in hand".

CONCLUSION

In the end of the report I would like say that, in any kind of project, effective team management and strong leadership become crucial in Project Management. Coordination of team members leads to a more productive team. A good leader who has excellent communication skills leads the project right from the stage of ideation to end of the project. Project planning and project control become crucial for successful project management.

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