

# **Informatik-Projektentwicklung**

## **– Lecture 10 –**

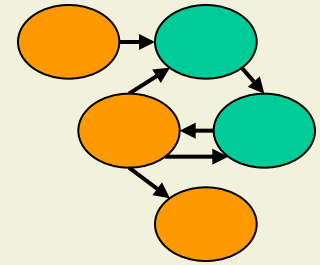
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Software Component Technology

Wintersemester 04/05



Eidgenössische Technische Hochschule Zürich  
Swiss Federal Institute of Technology Zurich

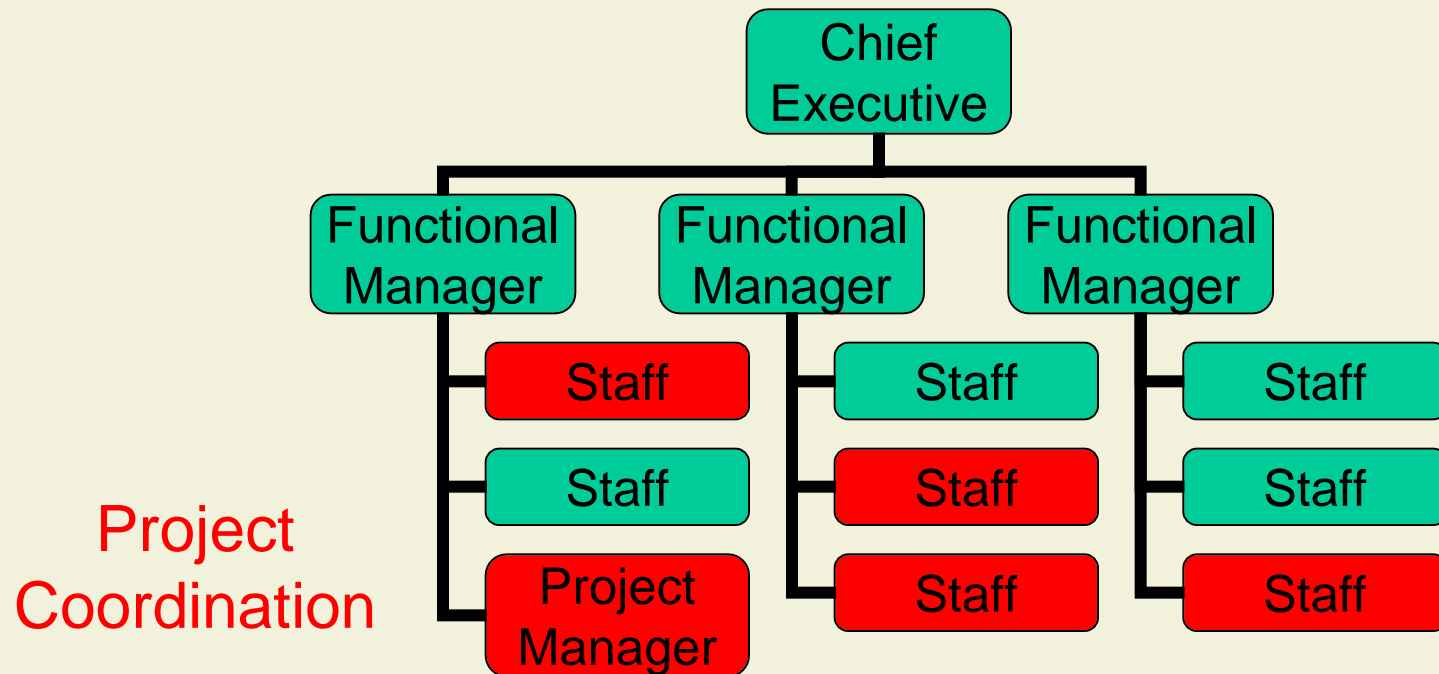
# Human Resources Management



An obstacle to team building in a matrix organization is that the:

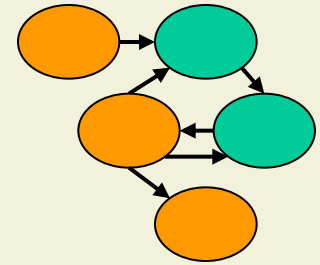
- a. Team organization is technically focused
- b. Team members are borrowed resources and can be hard to motivate
- c. Teams are too centralized
- d. Teams are too large and therefore very hard to handle

# Matrix Organization



- A blend of functional and projectized organizations

# Human Resources Management



A project manager has just been hired and is trying to gain the cooperation of others. What is the BEST form of power for gaining cooperation under these circumstances?

- a. Legitimate
- b. Referent
- c. Coercive
- d. Expert

# Power of Project Managers

- Project managers have difficulty getting people to cooperate and perform, especially in matrix organizations
- Power of project managers
  - Expert
  - Reward
  - Legitimate
  - Referent
  - Coercive



# Leadership Styles

Provide specific instructions on what, when, where, and how to do something and closely supervise the accomplishment of tasks

Directing

Coaching

Explain decisions, solicit suggestions, and support progress while continuing to direct and closely supervise

Delegating

Supporting

Support the efforts directed at accomplishing tasks and share responsibility for decision making with the team

Relationship-oriented

H

Task-oriented

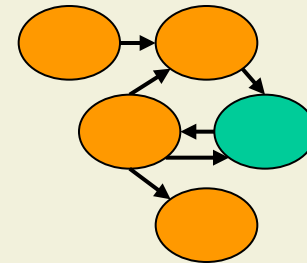
Turn over responsibility for day-to-day decision making to the people doing the task

# Agenda for Today

## 10. Team Building

### 10.1 Group Development

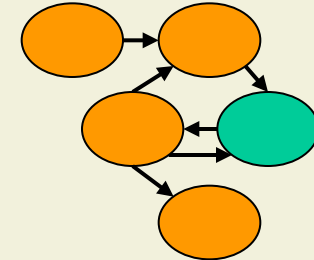
### 10.2 Behavior Roles



# 10. Team Building

## 10.1 Group Development

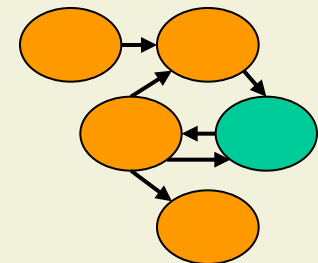
## 10.2 Behavior Roles





- Work is less stressful
- Responsibility is shared
- Rewards and recognitions shared
- Members can influence each other
- All experience a sense of accomplishment

# Teams



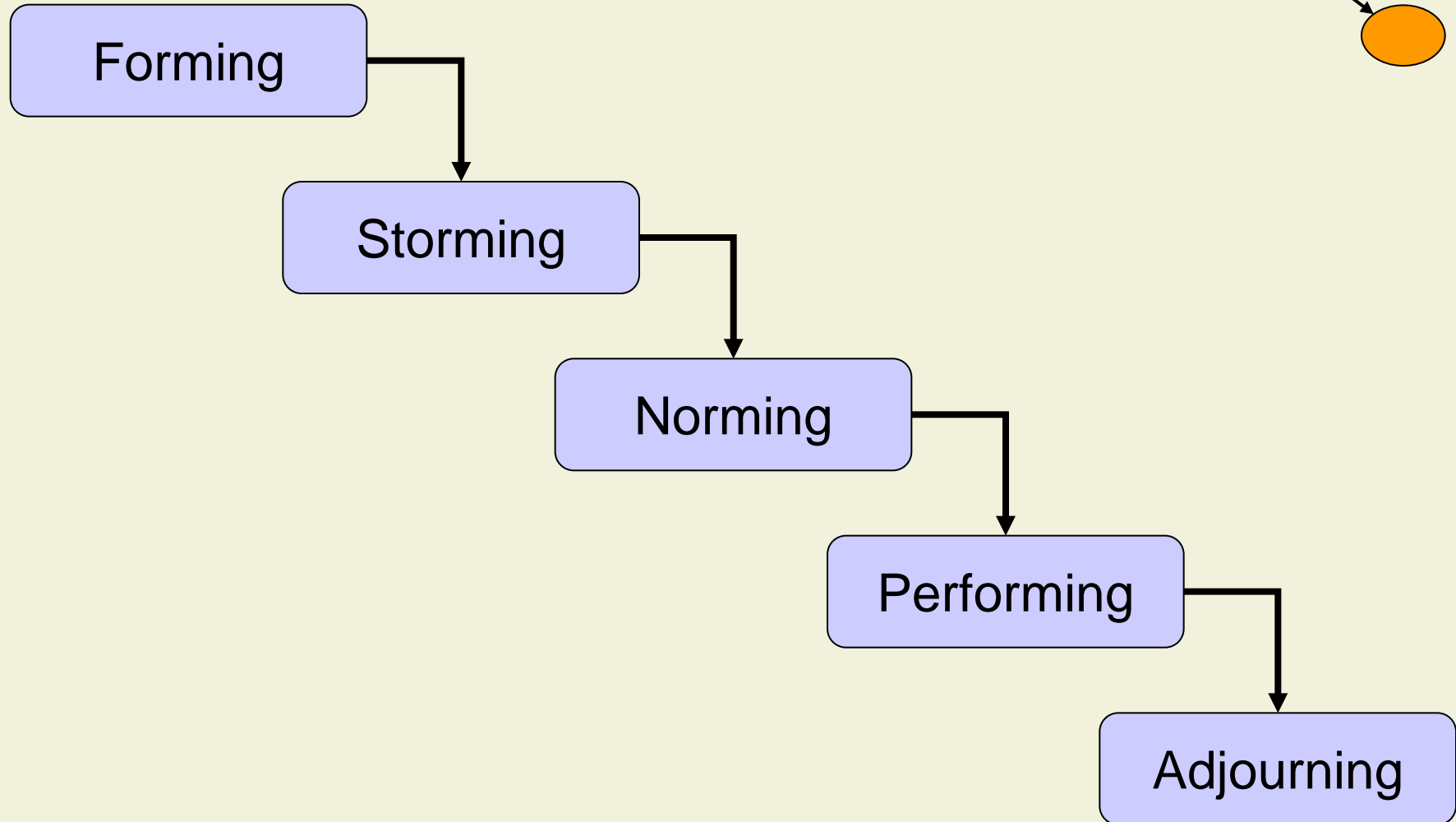
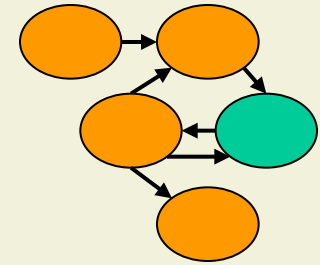
- Definition:

*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*

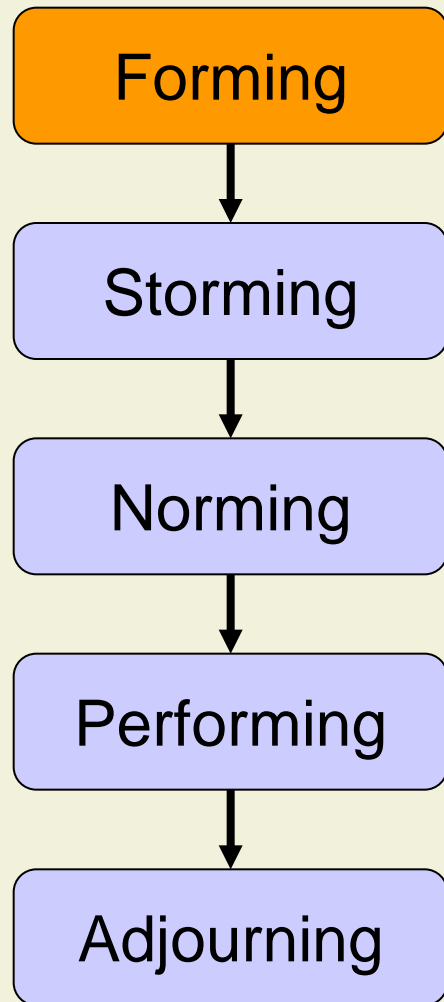
[Katzenbach and Smith, 1994]

- A group of people is not a team
- Teams usually have 7-10 members, 25 at the most

# Stages and Leadership Styles



# Forming Stage



## Team members

- Feel moderately eager with high, positive expectations about what the team will accomplish
- Feel concerned about how they will fit in and what will be expected of them
- Feel anxious about other team members
- Are dependent on authority to provide direction

# Forming Stage

## Interpersonal Issues

- Inclusion and trust
- Willingness to include others in decision making
- Extent to which team members feel they can trust the leader

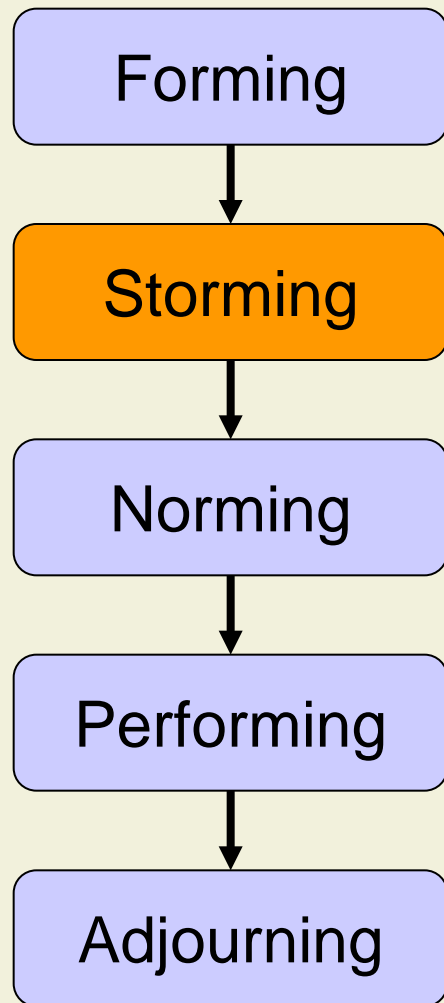
## Task Accomplishment

- Low to moderate
- Focus on defining goals, tasks, and strategies

## Leader Action Strategies

- Establish realistic goals
- Set standards for team interaction
- Clarify team tasks and team member roles and relationships
- Make decisions and provide directions
- Monitor and give feedback on team performance
- Demonstrate and teach skills

# Storming Stage



## Team members

- Experience some discrepancy between initial hopes and the reality
- Become dissatisfied with dependence on authority
- Experience frustration about goals and tasks and may react negatively toward the formal leader and other team members
- May feel incompetent and confused
- May compete for power or attention

# Storming Stage

## Interpersonal Issues

- Control, power, and conflict
- Extent to which team members want to follow the direction set by others
- Who influences the team's direction

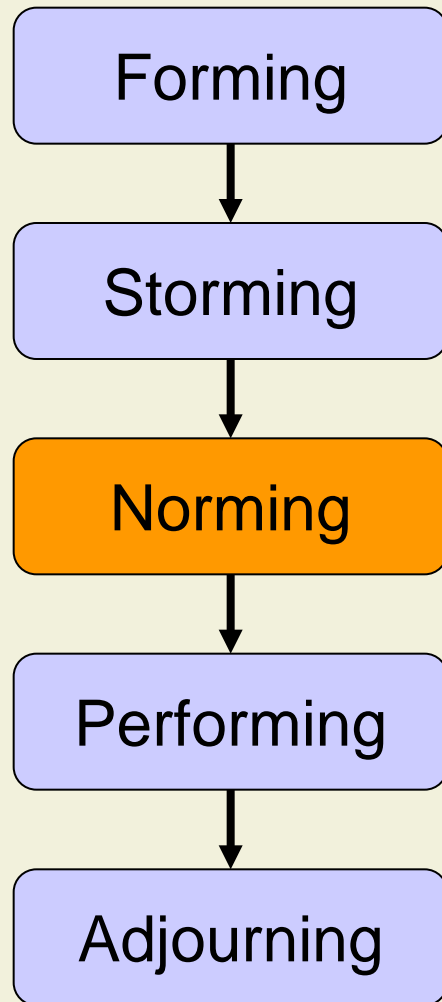
## Task Accomplishment

- Disrupted by negative feelings
- Slowly increases as conflicts are addressed

## Leader Action Strategies

- Redefine goals, expectations, roles, and relationships
- Encourage and support interdependence
- Provide skill development
- Recognize and accept different opinions
- Manage conflict
- Praise constructive behavior

# Norming Stage



## Team members

- Become less dissatisfied as ways of working together become clear
- Resolve discrepancies between expectations and reality
- Begin to respect each other's differences and develop feelings of respect, harmony, and trust
- Feel pleasure and increased self-esteem



# Norming Stage

## Interpersonal Issues

- Affection
- Willingness to express friendly feelings
- Shift of focus of control from leader to team
- Avoidance of “group think”

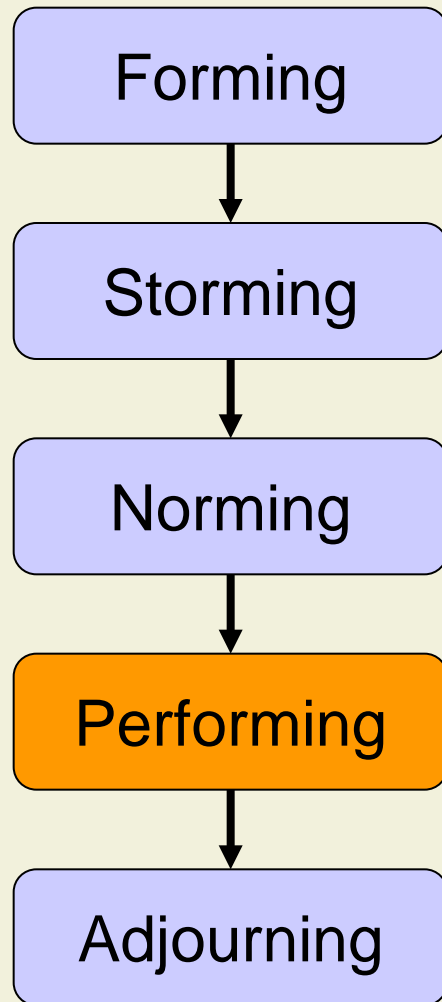
## Task Accomplishment

- Increases
- Positive feelings facilitate team results

## Leader Action Strategies

- Involve team in decision making and problem solving
- Support team in setting goals and standards
- Encourage and acknowledge team progress

# Performing Stage



## Team members

- Feel excited and eager about participating in team activities
- Are autonomous (not dependent on a designated leader)
- Work collaboratively with whole team
- Feel highly confident about team results
- Communicate open and freely without fear of rejection or conflict

# Performing Stage

## Interpersonal Issues

- No major issues

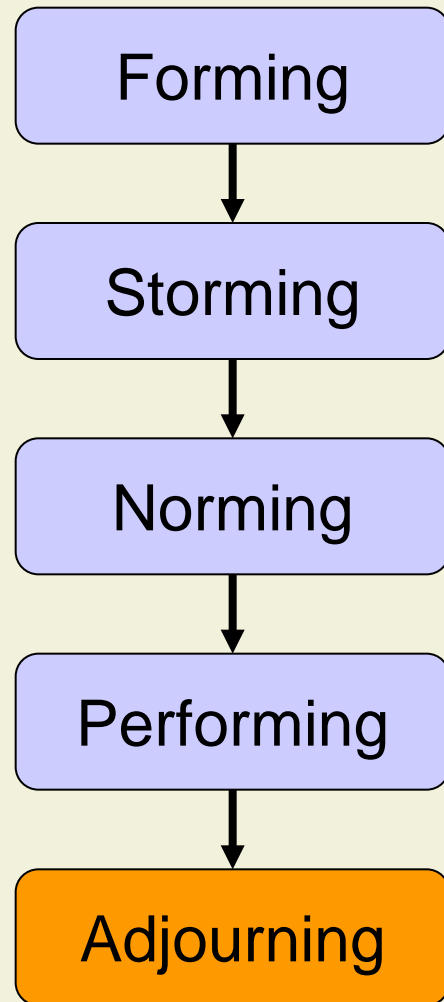
## Task Accomplishment

- Optimal task accomplishment is characterized by team cohesion and pride in team's results
- Members derive satisfaction as skills, knowledge, and confidence increase

## Leader Action Strategies

- Serve as source for the team
- Monitor goals and performance in terms of review process
- Interface between team and the larger organization

# Adjourning Stage



## Team members

- Become concerned about impending dissolution
- Feel loss or sadness about ending the project and separating from the team
- May deny feelings by joking or expressing dissatisfaction
- May have strong positive feelings about what the team has accomplished

# Adjourning Stage

## Interpersonal Issues

- Loss and separation
- Feelings of sadness, loss, or anger about impending dissolution of the team
- Tendency to become less productive

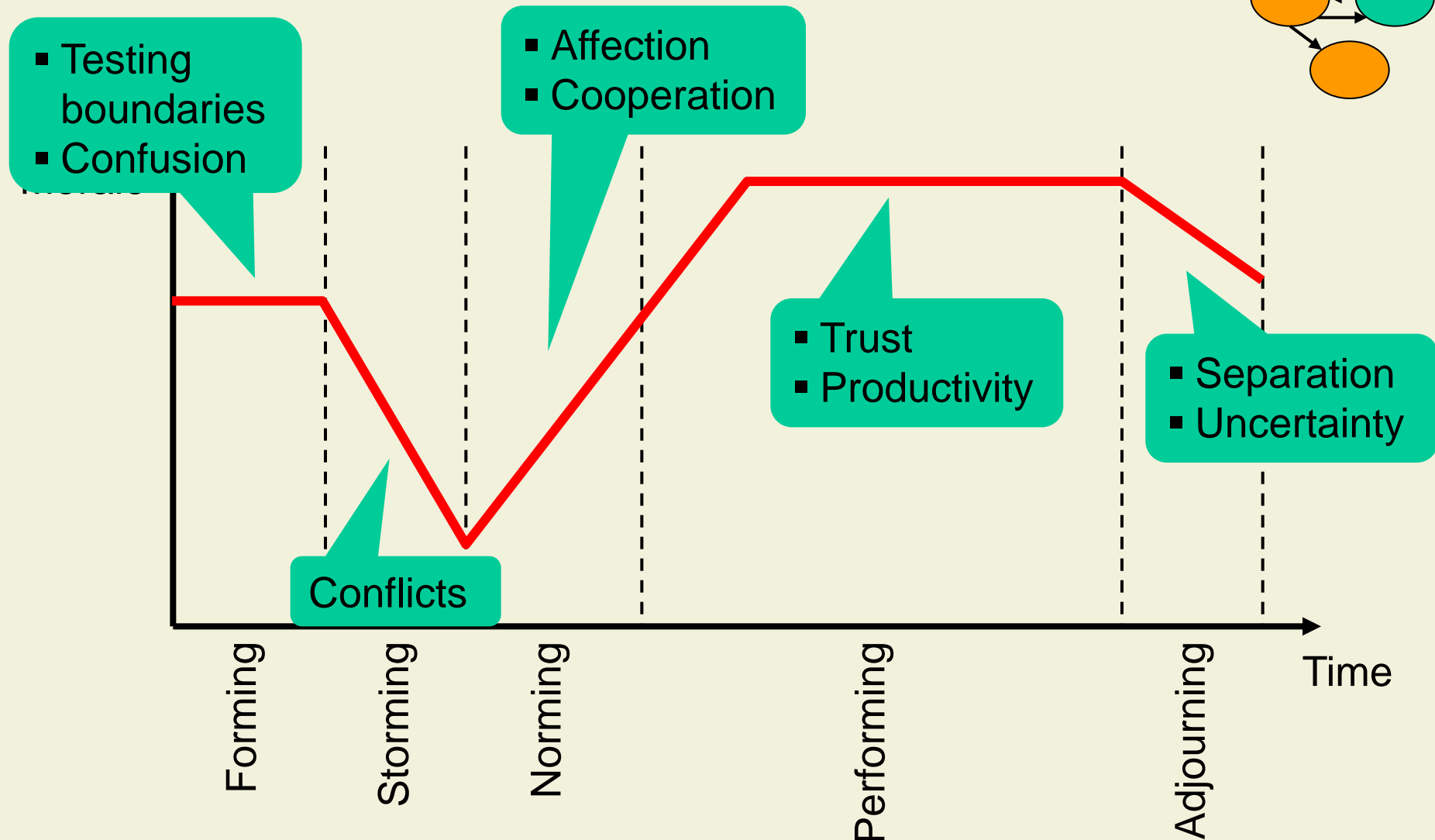
## Task Accomplishment

- Generally decreases
- Sometimes work activity increases (deadlines, overcome sense of loss)

## Leader Action Strategies

- Accept own feelings of loss
- Acknowledge the feelings of others
- Increase directive and supportive behavior as appropriate

# Interpersonal Issues



# Stages of Group Development

## **Forming**

Awareness  
and  
orientation

Tasks need  
to be  
clarified

## **Storming**

Competition  
and conflict

Team leader  
needs  
conflict  
resolution  
skills

## **Norming**

Cooperation

Team willing  
to work  
together and  
establish  
procedures

## **Performing**

Trust and  
performance

Team  
focused on  
results and  
performance

## **Adjourning**

Separation  
and moving  
on

Team focus  
shifts to  
“what will I  
do next?”

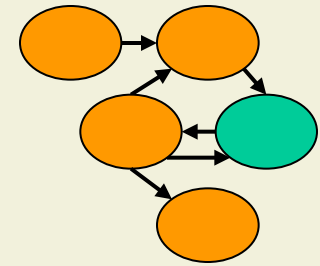
## **Directing**

## **Coaching**

## **Supporting**

## **Delegating**

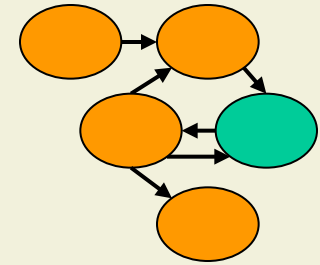
# Barriers to Team Building



- Credibility of the project leader
- Unclear project objectives
- Changing goals and priorities
- Lack of team definition and structure
- Confusion about roles and responsibilities
- Performance appraisals that fail to recognize teamwork
- Excessive team size



# Virtual Teams



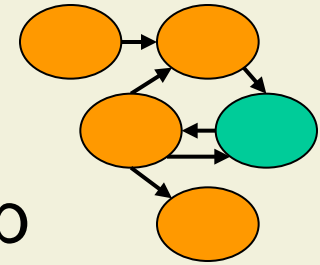
- Definition:

*Virtual teams are teams of people who primarily interact electronically and who may meet face-to-face occasionally*

- Reasons

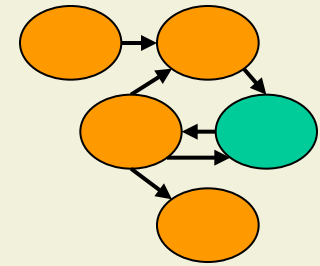
- Global organizations
- Organization-wide projects
- Home offices
- 24-hour work on projects

# Managing Virtual Teams



- Develop some level of trust and relationship
- Encourage information sharing
- Hold an initial face-to-face startup
- Hold periodic meetings
- Provide more formal communication
- Define a team charter
- Recognize and honor diversity

# Team Development: Summary



## ■ Purpose

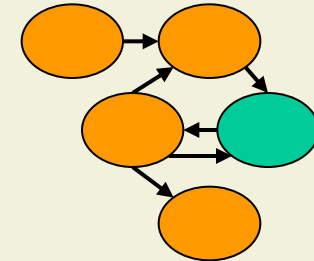
- To enhance the ability of stakeholders to contribute as individuals
- To enhance the ability of the team to function as a team

Inputs	Tools & Techniques	Outputs
<ol style="list-style-type: none"><li>1. Project staff</li><li>2. Project plan</li><li>3. Staffing management plan</li><li>4. Performance reports</li></ol>	<ol style="list-style-type: none"><li>1. Team-building activities</li><li>2. Management skills</li><li>3. Rewards</li><li>4. Collocation</li><li>5. Training</li></ol>	<ol style="list-style-type: none"><li>1. Performance improvements</li><li>2. Input to performance appraisals</li></ol>

# 10. Team Building

## 10.1 Group Development

## 10.2 Behavior Roles

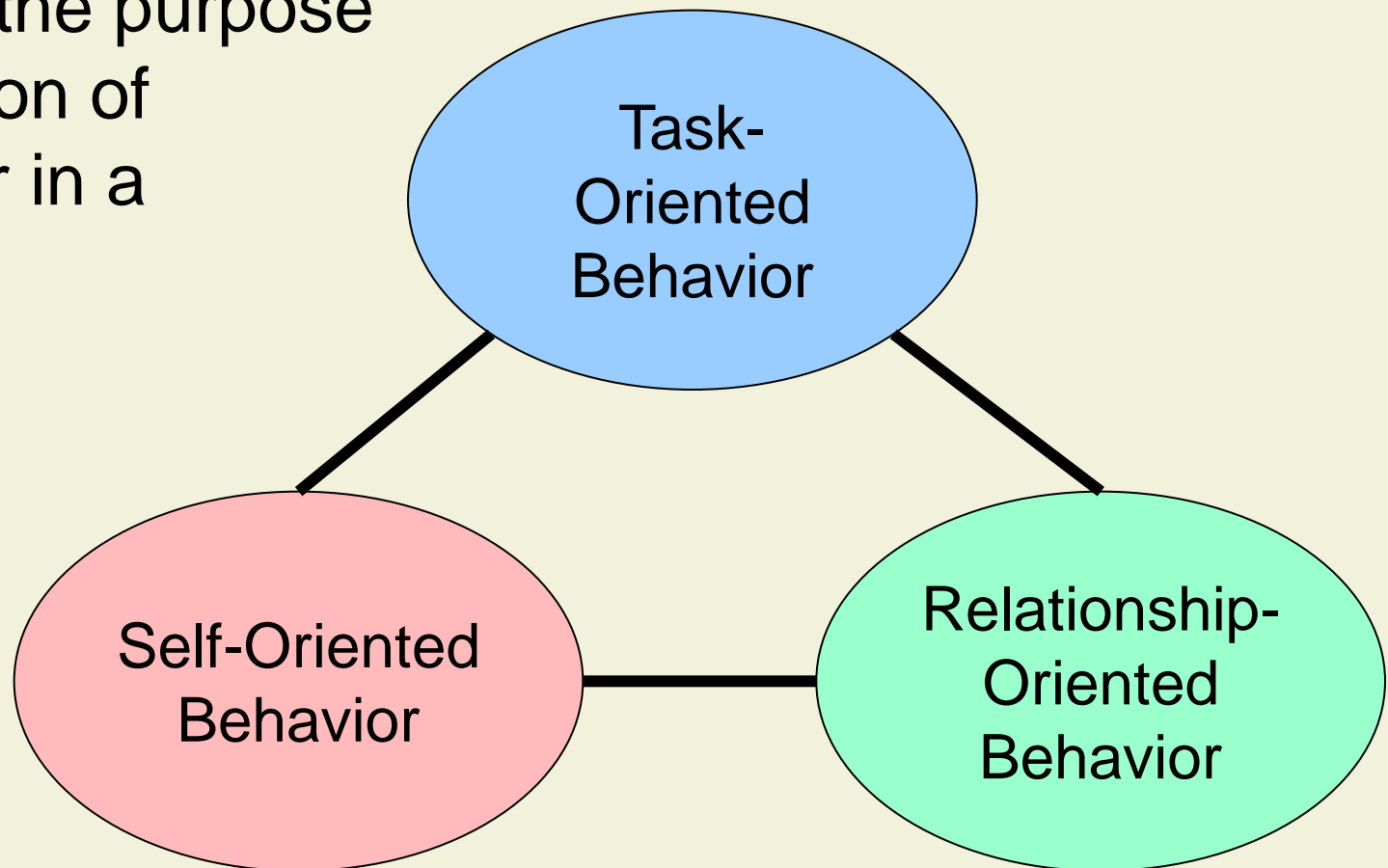


# Behavior Roles of Team Members

- Task-oriented behaviors
  - Focus on what a team needs to do to get the job done
  - Facilitate and coordinate decision-making tasks
- Relationship-oriented behaviors
  - Focus on the social needs of the team
  - Deal with team tasks, sentiments, and viewpoints
- Self-oriented behaviors
  - Focus only on the needs of individual team members, sometimes at the cost of the team

# Behavior Roles of Team Members

- What is the purpose or function of behavior in a group?



# Task-Oriented Behavior

- Initiating
  - Making suggestions
  - Proposing group action
- Coordinating
  - Coordinate team members' ideas, suggestions, or activities
- Summarizing
  - Combining ideas of team members into a cohesive statement and drawing conclusions
- Evaluating
  - Assess and question how the team is functioning
- Information seeking
  - Asking for facts or clarification
- Information giving
  - Offering valid and useful information

# Relationship-Oriented Behavior

- Gate-keeping
  - Facilitating the participation of others
  - Inviting less active members to contribute
- Encouraging
  - Being open and responsive to others
  - Recognizing and supporting contributions
  - Inviting comments
- Setting standards
  - Helping the group establish norms and standards related to maintaining relationships
- Harmonizing
  - Relieving tension
  - Helping others explore their disagreements
  - Seeking appropriate compromise solutions



# Self-Oriented Behavior

- **Dominating**
  - Asserting authority, status or superiority
  - Excessive talking, interrupting or overriding others' comments
- **Recognition Seeking**
  - Trying to get attention and monopolizing discussions
- **Withdrawal**
  - Refusing to participate in group discussions
  - Giving off non-verbal signals of disapproval
- **Blocking**
  - Arguing too much on a point
  - Rejecting ideas without considering them

# Dealing with Dominators in Meetings

- Dominating
  - Asserting authority, status or superiority
  - Excessive talking, interrupting or overriding others' comments
- “Thanks, I’ve got it”
- Avoid eye contact when asking for a response
- Hold up hand as a stop sign
- Have a frank talk
- Don’t compete with the team

# Dealing with Blockers in Meetings

- Blocking

- Arguing too much on a point
- Rejecting ideas without considering them

- Apply spectrum policy
  - Ask members to find something positive in another's idea
- In case of disagreement, accept both points of view as potentially useful
- “Give us your background on that opinion.”

# Dealing with Withdrawers in Meetings

- Withdrawal

- Refusing to participate in group discussions
- Giving off non-verbal signals of disapproval

- Keep the energy level high
  - Keep fast pace
  - Ask difficult questions
  - Be intense
  - Use humor
- Keep eye contact when asking questions
- Avoid pinning down an individual

# Dealing with Recognition Seekers

- Recognition Seeking
    - Trying to get attention and monopolizing discussions
- “Could we hear more?”
  - “Give us specific information, please.”
  - “Could you look into that and give us more information at the next meeting?”
  - Keep meeting at fast pace

	Initiating	Planning	Executing	Controlling	Closing
Integration		Project Plan Dev.	Project Plan Execution	Integr. Change Ctrl	
Scope	Initiation	Scope Planning Scope Definition		Scope Change Ctrl	
Time		Act. Definition, Act. Sequencing, Schedule Dev.			
Cost		Resource Planning Cost Estimating Cost Budgeting			
HR		Organizational Pl. Staff Acquisition	Team Development		
Comm.					
Risk		Identification Analysis Response Planning		Monitoring and Control	
Procurement					

**BACKUP**