Teams

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Project Management Fundamentals
Team Attributes

- **Common Purpose (Meaning)**
- **Common Goal Established (Progress)**
- **Small (Known)**
- **Common Working Approach (Agreement)**
- **Complementary Skills (Support)**
- **Strong Sense of Mutual Accountability (Ours)**

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A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.”

- Katzenback & Smith
Team Formation

Team Attributes

- The perfect team for your project usually does not exist
- How perfect should the team be before work commences?
- Three possibilities worth mentioning:
  - Nearly perfect or the hand picked team
  - OK team
  - “Who you have available” team

Which is most prevalent across the various Organizational Styles?
Team Formation

Team Cohesion

Group

Cohesion

Process

Team

Dominant Personalities
Team Formation

Team Cohesion

- Some teams are more cohesive than others
- Three factors are important for developing team cohesion:
  - Shared experience or history
  - Common world view or goal
  - Closure – sense of accomplishment
- To create a team with cohesion pick people with a history together...if possible
- Closure can happen in many ways
  - e.g. Make a big deal of milestones
Team Formation

Team Cohesion

- There must be a way onto the team and a way off of the team
  - Accreditation by the team
  - Project Manager polices the Decreditation
Five Dysfunctions of a Team

- It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.
- The fact remains that teams, because they are made up of imperfect human beings, are inherently dysfunctional.
- Teamwork comes down to mastering a set of behaviors that are at once theoretically uncomplicated, but extremely difficult to put in practice day after day.

This presentation has been adapted from the book by Patrick Lencioni

Five Dysfunctions of a Team

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results
Five Dysfunctions of a Team

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results

Artifacts
- Status and Ego
- Low Standards
- Ambiguity
- Artificial Harmony
- Invulnerability
- Artificial Harmony
- Low Standards
- Ambiguity
- Status and Ego
- Inattention to Results

Absence of Commitment
Avoidance of Accountability
Fear of Conflict
Inattention to Results

Artifacts
Five Dysfunctions of a Team

- Absence of Trust
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- Inattention to Results

Motivational Transcendence beyond the personal

Cohesion
In 1965 Bruce Tuckman published his Forming-Storming-Norming-Performing model and remains a powerful way of explaining the way high performing teams emerge.

The Theory discusses the progression through the phases of:
- Forming
- Storming
- Norming
- Performing
Team Formation

Forming

- High dependence on the leader for guidance and direction.
- Little agreement on team aims other than that received from the leader
- Individual roles and responsibilities are unclear
- Leader must be prepared to answer lots of questions about the team’s purpose, objectives and external relationships
- Processes are often ignored. Members test tolerance of the system and the leader
- Leader directs
Team Formation

Storming

- Decisions don’t come easily within group
- Team members compete for position as they attempt to establish themselves in relation to other team members and the leader
- Leader might receive challenges from team members
- Clarity of purpose increases but plenty of uncertainties persist
- Cliques and factions form and there may be power struggles
- The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues
- Compromises may be required to enable progress
- Leader coaches
Team Formation

Norming

- Agreement and consensus is largely formed among the team
- Team responds well to facilitation by the leader
- Roles and responsibilities are clear and accepted
- Big decisions are made by group agreement
- Smaller decisions may be delegated to individuals or small teams within group
- Commitment and unity is strong (Cohesion)
- The team may engage in fun and social activities
- The team discusses and develops its processes and working style
- There is general respect for the leader and some of the leadership is more shared by the team
- Leader facilitates and enables
Team Formation

Performing

- The team clearly understands its purpose
- The team has a shared vision and is able to stand on its own
- There is a focus on over-achieving goals, and the team makes most of the decisions against criteria agreed with the leader
- The team has a high degree of autonomy
- Disagreements occur but now they are resolved within the team
- Team members look after each other
- The team does not need to be instructed or assisted
- Team members might ask for assistance from the leader with personal and interpersonal development
- Leader delegates and oversees
Team Formation

Adjourning

- The Bruce Tuckman model originally discussed the progression through the phases of:
  - Forming
  - Storming
  - Norming
  - Performing
- In 1975 he added a 5th phase of:
  - Adjourning

- For Project Teams there is a completion stage
- The team prepares for disbandment
- Less attention on performance; more on project wrap up
- Leader coaches (individually)
Team Organization

Team Video

- Team Formation
- Forming-Storming-Norming-Performing
- Team Cohesion
- Team Organization
- Kind of Team
- Other Insights
Kinds of Teams

- We will examine kinds teams based on two dimensions of expectations:
  - Problem (rules) requirements consistency / clarity
  - Team membership consistency / clarity (permanence)

- We look for characteristics of the problem and team that are:
  - Consistent across time
  - Consistent across efforts
  - Plainly evident
  - “Standard”

- Then we categorize the need (kind of team) and form an appropriate team (team organization)
Kinds of Teams

- Temporary
- Innovative
- Permanent
- Unclear

Problem

Team
Kinds of Teams

Innovative Teams

- May have shared leadership
- Specific objective provides orientation
- Group results are hard to plan
- Meetings
  - Often open-ended and chaotic
  - About problem discovery rather than solution
- Real work together
Kinds of Teams

Temporary  Innovative

Team

Permanent

Construction

Clear  Unclear

Problem
Kinds of Teams

Construction or Delivery Teams

- Clear leader
- Organization mission
- Individual results
- Meetings
  - Efficient
  - Problem solving
- Performance based indirectly on other measures (e.g. finances)
- Work requirements are easily identified and delegated
### Kinds of Teams

<table>
<thead>
<tr>
<th>Team</th>
<th>Problem</th>
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</thead>
<tbody>
<tr>
<td>Temporary</td>
<td>Engineering</td>
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- **Temporary**
- **Engineering**
- **Innovative**
- **Construction**
- **Permanent**
- **Clear**
- **Unclear**
Kinds of Teams

Engineering or Technical Teams

- Professional process based upon knowledge
- Shared and coordinated expertise
- Problem structuring is important
- Professional societies may set standard and Reinforce good practices
- New processes or tools may be form throughout
Kinds of Teams

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<td>Exploration</td>
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</tbody>
</table>

Problem

- Clear
- Unclear
Kinds of Teams

Exploration Teams

- Much like a political process
- Coalitions work to do problem filtering and prioritization
- Part of a larger group and may be considered elite
- May challenge overall assumptions but rarely each other
- New identity may form
Kinds of Teams

Team Problem

Unclear Engineering Innovative
Clear Construction Explo...

Team Building
Forming
Storming
Norming
Performing
Kinds of Teams

- Problem Structuring
- Problem Finding
- Engineering
- Innovative
- Construction
- Exploration
- Problem Solving
- Clear
- Unclear
Team Organization

We will consider the following team organizations and roles:
- Domain Knowledge
- Technical Specialty
- Equality
- Leader-Centric

We will consider an example of producing a newsletter that involves a distribution of thousands
Team Organization

Domain Knowledge

- In a Domain Knowledge organization we break down and assign work according to domain or application knowledge.
- Stakeholder knowledge, that of their domain, is most important.
- Typically domain experts each are assigned their area of competence and are finished when they complete their work.
- Output of the domain specialists are assembled to ensure the satisfaction of the primary stakeholders.
Team Organization

Domain Knowledge

Technical Report

Structure of the Deliverable.

Project Manager

Structure of the Project Team

Let those who know about it, write about it
Team Organization

Technical Specialty

- In a Technical Specialty organization we organize everyone by their technical specialty or expertise.
- Each person can work on any section of the project where their specialty is appropriate.
- Domain knowledge may be insignificant in comparison to the technical requirements needed to craft each section of the project.
Apply the specialty where needed
Team Organization

Equality

- In a Equality organization everyone can work on any portion of the project as the assumption is that they are equally competent
- The work could be divided up randomly among the workers
Team Organization

Equality

Whoever is available
Team Organization

Leader-Centric

- One individual (leader) produces the main work with the assistance of others as helpers
- Orchestration of support specialists, knowing when and how to call for their assistance is part of the leader’s capability, but doing something beyond that orchestration that no-one else is capable of doing may also be part of this team organizational strategy
Team Organization
Leader-Centric

All hail the chief
### Aspects of Teams Matched

<table>
<thead>
<tr>
<th>Project Problem</th>
<th>Kind of Team</th>
<th>Team Organization</th>
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<tr>
<td>Solving</td>
<td>Construction</td>
<td>Domain Knowledge</td>
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<tr>
<td>Structuring</td>
<td>Engineering</td>
<td>Specialty</td>
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<th>Role Dominance</th>
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<td>Stakeholder</td>
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<tr>
<td>Member</td>
<td>Specialty</td>
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<td>None</td>
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## Team Organization

### TEAM ORGANIZATION

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<tr>
<th>Domain</th>
<th>Technical</th>
<th>Equality</th>
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### KINDS OF TEAMS

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## Parameter Interactions

**Organizational Style vs. Kind of Team**

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<td>G*</td>
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<tr>
<td>Functional</td>
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<td>Project</td>
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<td>Application</td>
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* G – Given; D - Determine