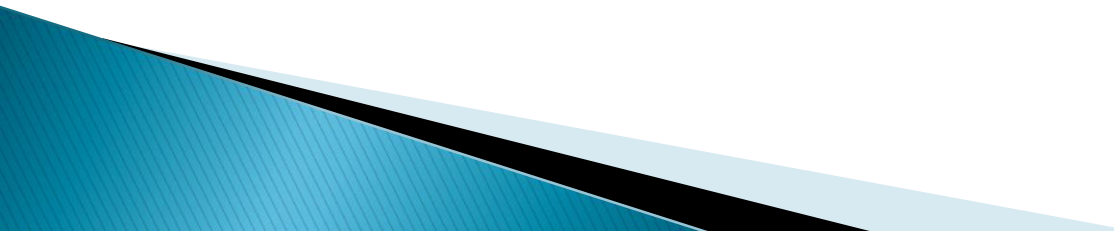


Project team building, conflict, and negotiation

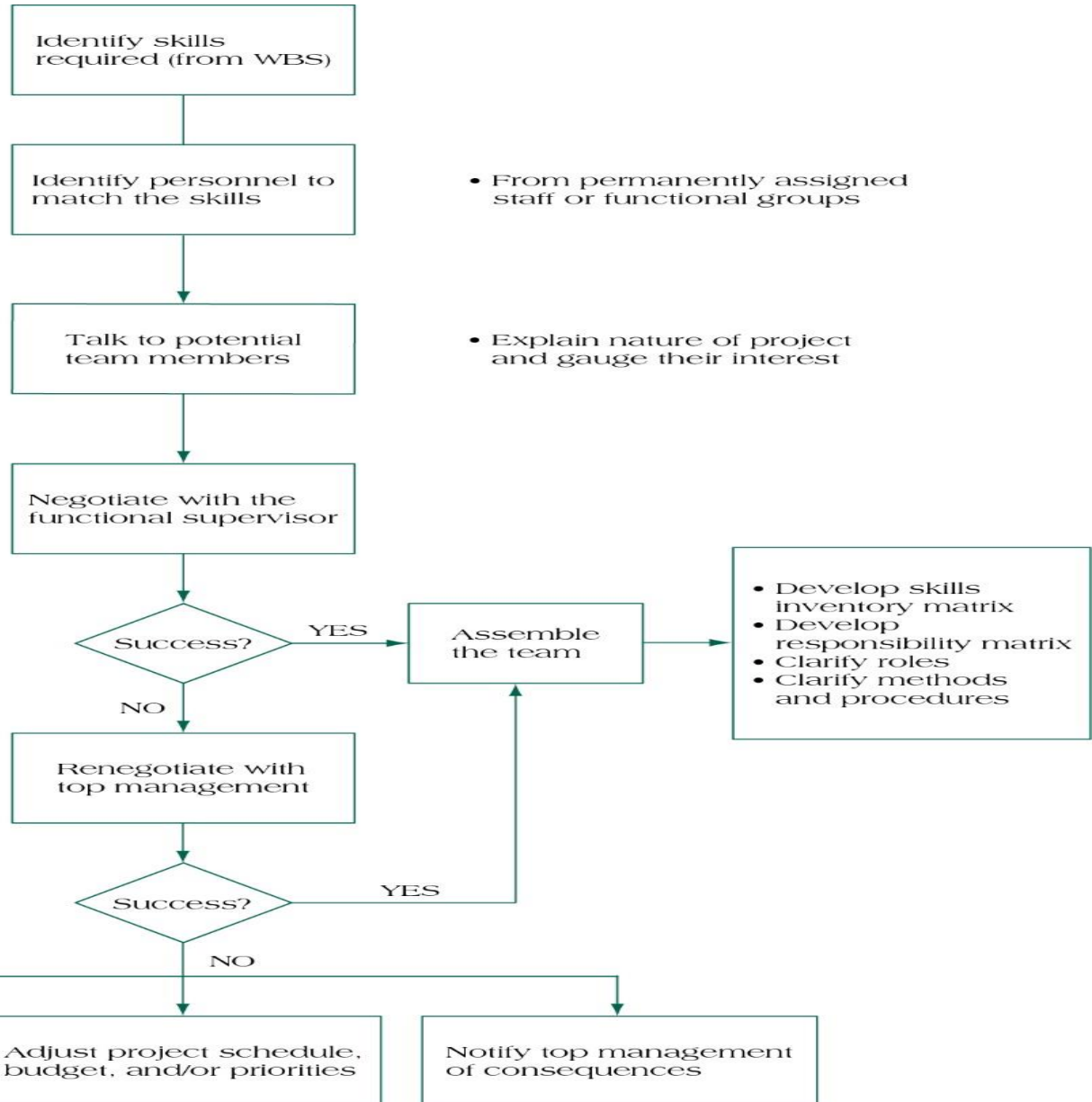
Chapter 6



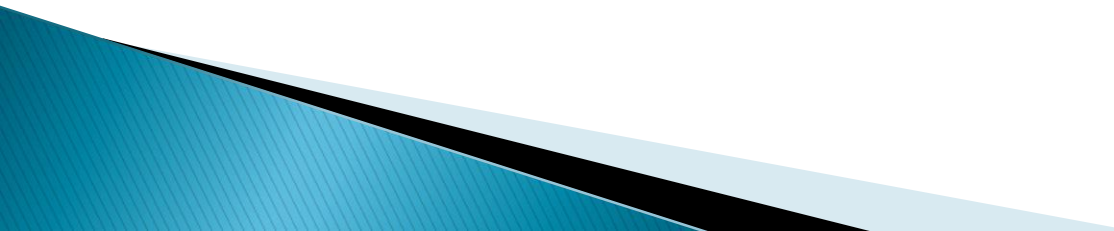
Effective Project Teams

- ❖ Clear Sense of Mission
 - ❖ Productive Interdependency
 - ❖ Cohesiveness
 - ❖ Trust
 - ❖ Enthusiasm
 - ❖ Results Orientation
- 

Basic Steps in Assembling a Project Team



Reasons Why Teams Fail

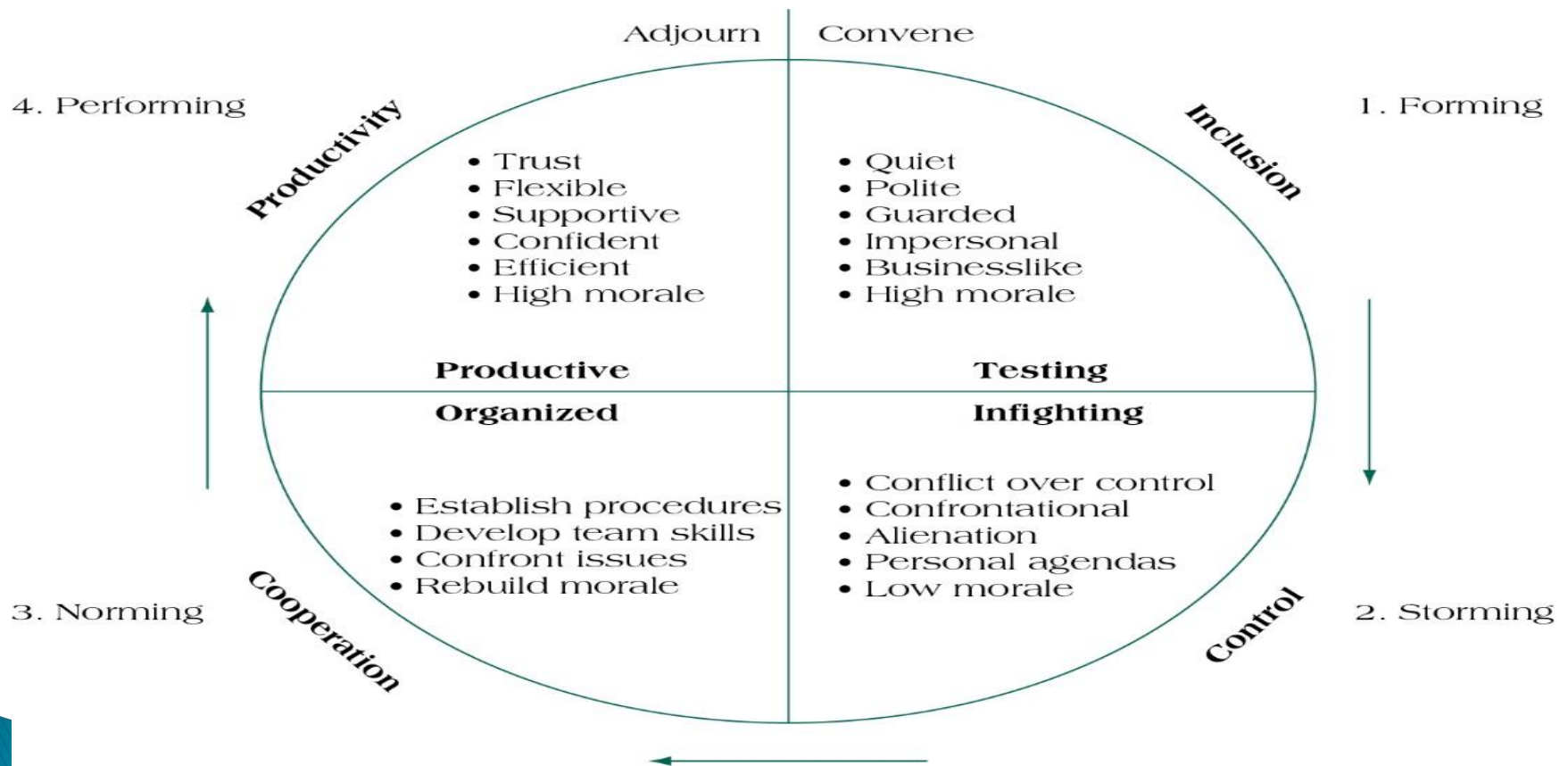
- ▶ Poorly developed or *unclear goals*
 - ▶ Poorly defined project *team roles* & interdependencies
 - ▶ Lack of project team *motivation*
 - ▶ Poor *communication*
 - ▶ Poor *leadership*
 - ▶ *Turnover* among project team members
 - ▶ *Dysfunctional* behavior
- 

Stages in Group Development

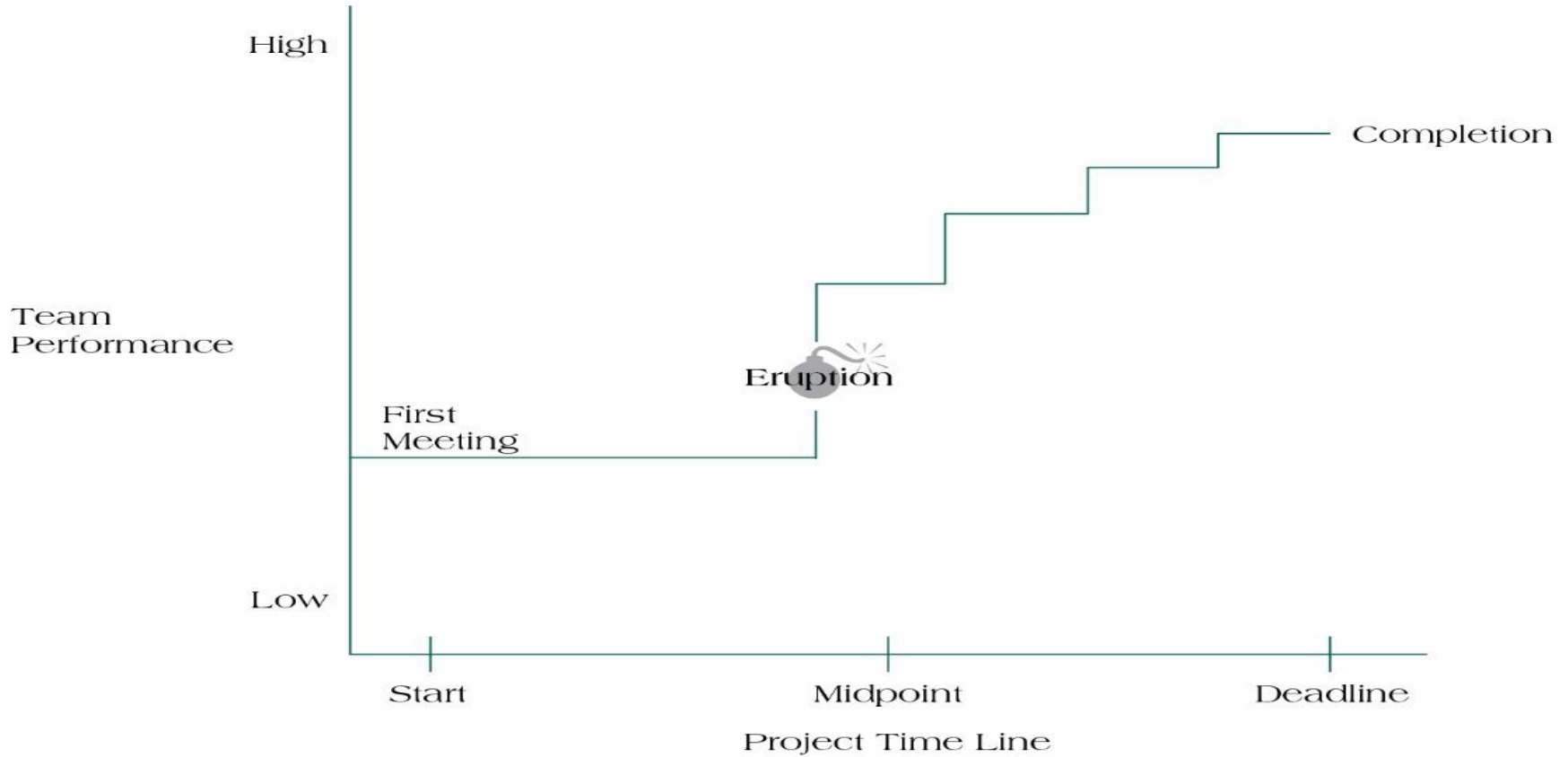
1. *Forming* – members become acquainted
2. *Storming* – conflict begins
3. *Norming* – members reach agreement
4. *Performing* – members work together
5. *Adjourning* – group disbands

Punctuated Equilibrium is a different model.

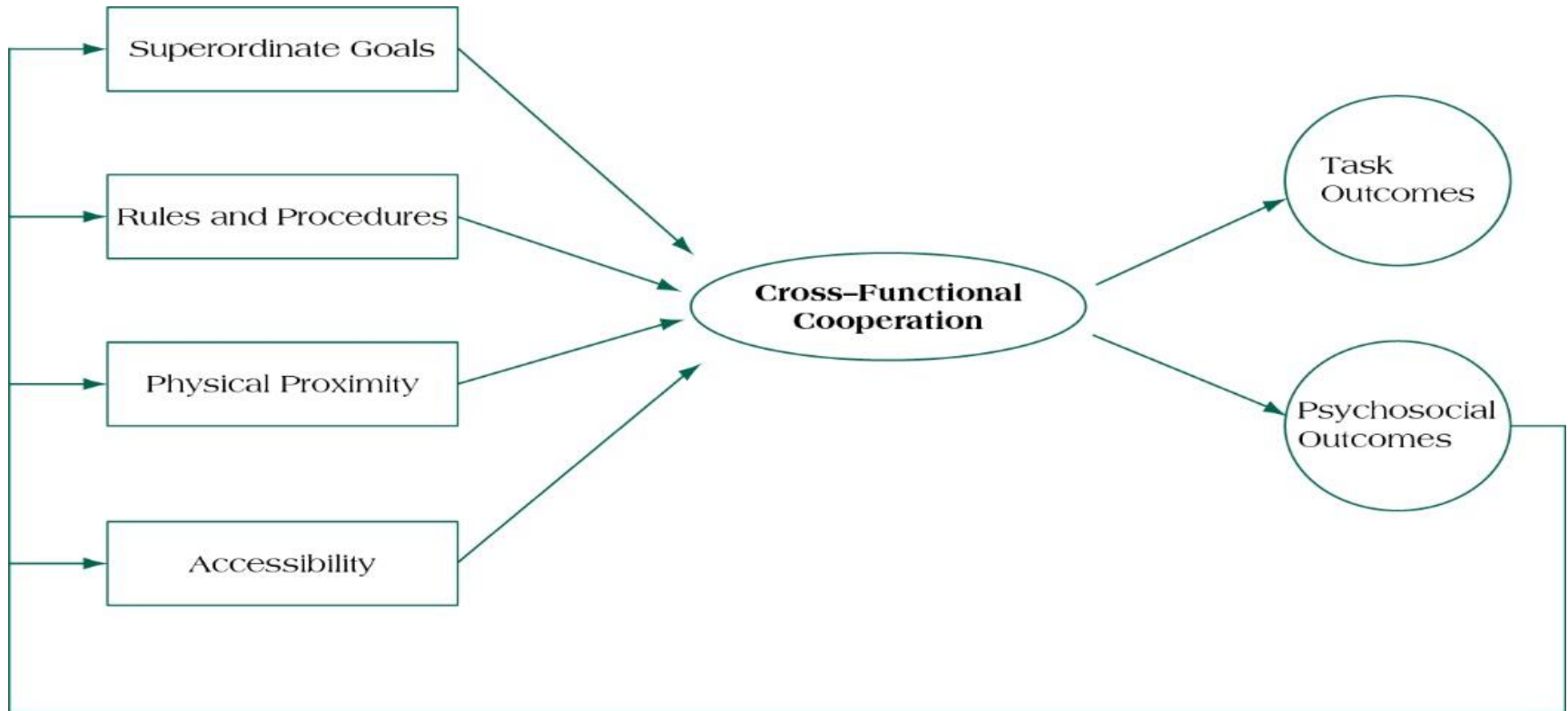
Team Development Stages



Model of Punctuated Equilibrium



Achieving Cross-Functional Cooperation



Feedback Loop

Building High-Performing Teams

Make the project team *tangible*.

- Publicity
- Terminology & language

Reward good behavior.

- Flexibility
- Creativity
- Pragmatism

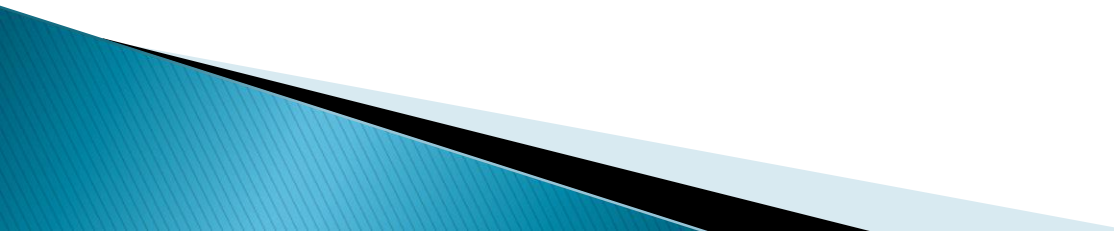
Develop a *personal touch*.

- 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 – diffusion/confrontation
- Arbitrate – judgment
- Control – cool down period
- Accept – unmanageable
- Eliminate – transfer

Conflict is often evidence of progress!



Negotiation

Negotiation is 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*.
- 