



# PROJECT MANAGEMENT

# TM: Team Management

Bogdan Lent

60 Minutes





- Human Factor Processes

## Team Members

## Team Management



Project Management

22:00 TM Team Management

A photograph of a rowing team of five people on a long, narrow boat on a body of water. The rowers are silhouetted against a bright, hazy background. The water is calm, and the sky is overcast. The equation '1 + 1 = 3' is overlaid on the bottom of the image.
$$1 + 1 = 3$$

## 22:00 TM Team Management:

22:10 Goals The goal of the process of team management TM is to maximize the effectiveness of a group measured according to the following criteria:

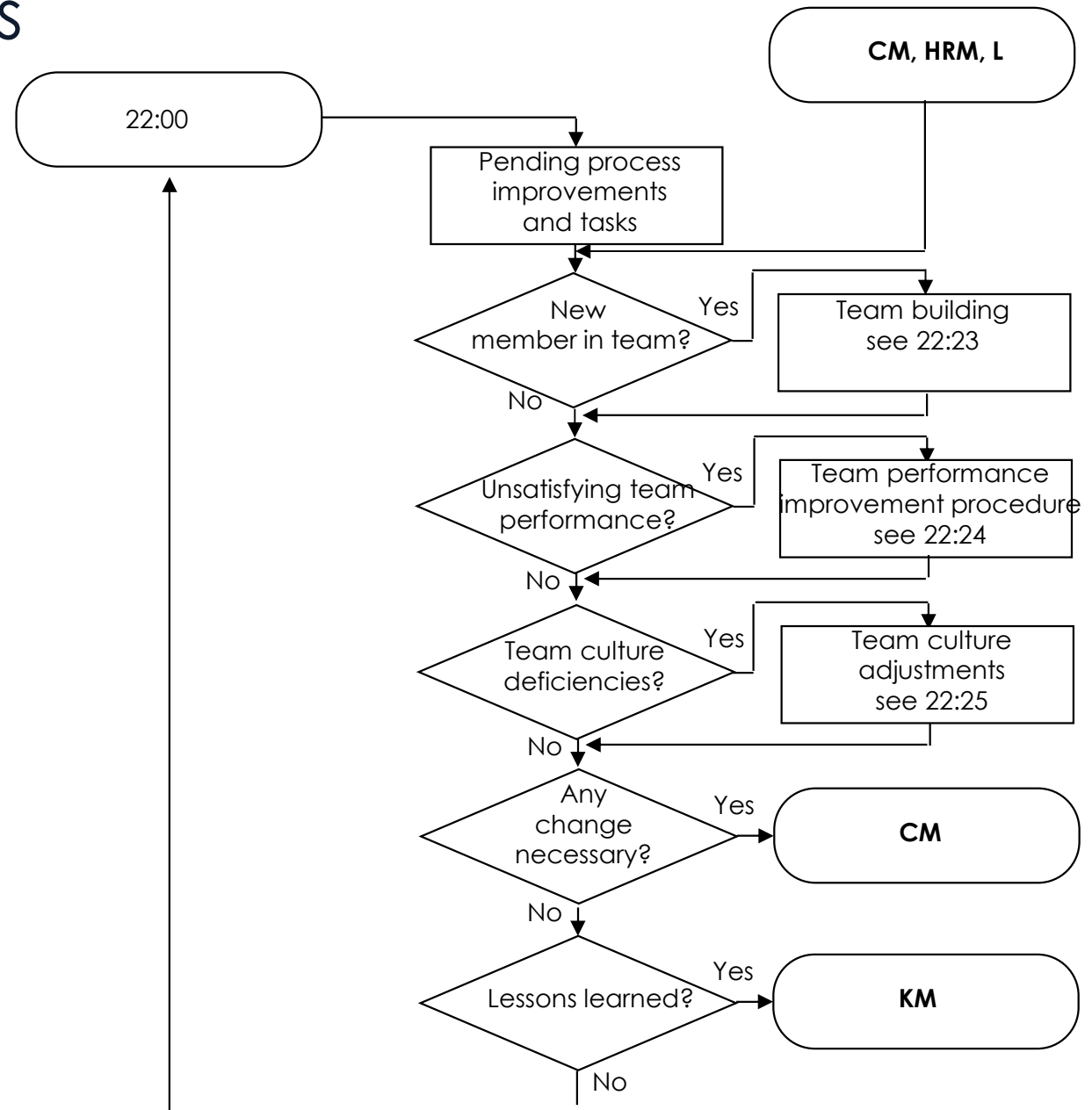
- team performance,
- satisfaction of team members,
- satisfaction of clients,
- improvement of a process,
- atmosphere of work in a group,
- team integration.



Project Management

Clients satisfaction is measured in QM-Process, that of team members in HRM-Process. Evaluation of both is done in BSC-Process.

# Process



# Group and a Team

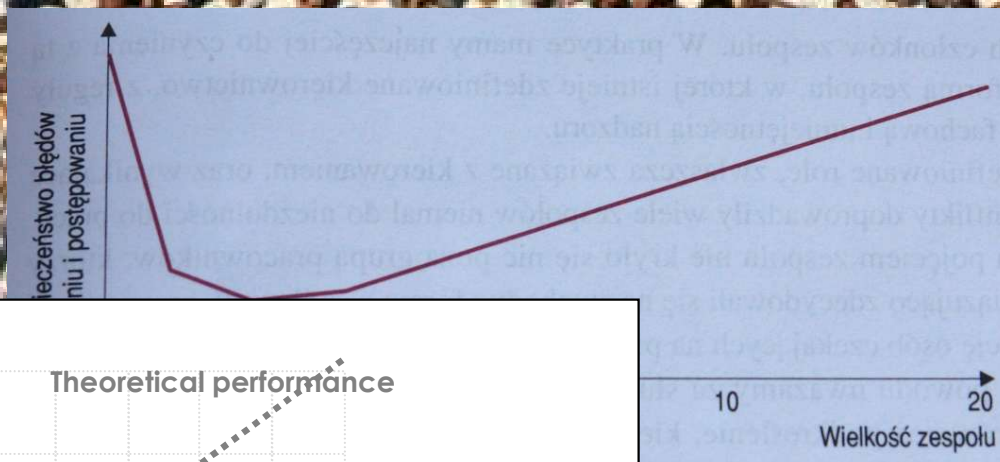
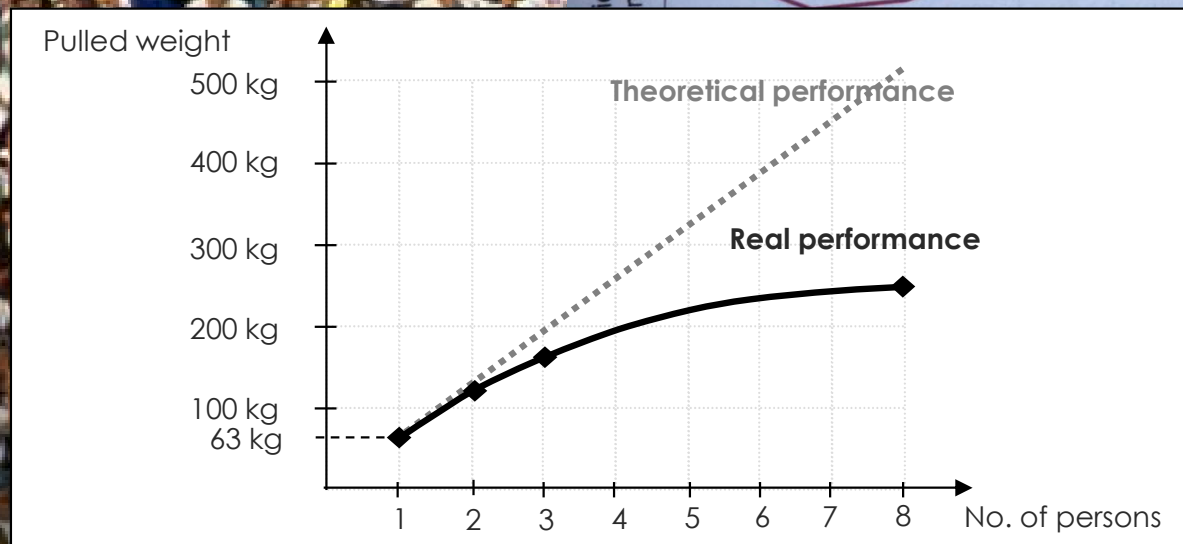
Group: Individuals which share some common base  
(social, national, ideological, ethnical.... )

Team: .....?



# Common Goal





Limited number of members



Matching and extending each other's skills

# ME AND MY GIRL

## CHARACTERS

in order of their appearance

|                             |                   |   |   |                    |
|-----------------------------|-------------------|---|---|--------------------|
| - GERALD BOLINGBROKE        | -                 | - | - | DEREK GOWER        |
| LADY BATTERSBY              | -                 | - | - | MARY FORBES-RITTE  |
| LADY BRIGHTON               | -                 | - | - | NOLA TROST         |
| LORD BATTERSBY              | -                 | - | - | BRIAN WOODGATE     |
| - JAGUHLINE CARSTON         | -                 | - | - | MARGARET DAWES     |
| CHARLES                     | -                 | - | - | KENNETH BROWN      |
| MR. PARCHESTER              | -                 | - | - | MARTIN SPALDING    |
| THE HON. MARGARET ADRINGTON | -                 | - | - | GERALDINE HOUGHTON |
| LORD JASPER THING           | -                 | - | - | JOE STEMP          |
| CHARLES BOULTING-SMYTHE     | -                 | - | - | PETER MORRIS       |
| MARIA, THE DUCHESS OF DENE  | -                 | - | - | BETTY PLUMMER      |
| SIR JOHN TREMAYNE           | -                 | - | - | DOUGLAS HIGGS      |
| BILL SNIERSON               | -                 | - | - | JAMIE GRIFFIN      |
| SALLY SMITH                 | -                 | - | - | EVELYN SOUTHON     |
| A FOOTMAN                   | -                 | - | - | HARRY SAWYER       |
| LILY                        | } MAID-SERVANTS { | - | - | SHEILA KELLETT     |
| MAVIS                       |                   | - | - | RITA BLYTHMAN      |
| ALICE                       |                   | - | - | ELSIE SMITH        |
| A TELEGRAPH BOY             | -                 | - | - | TREVOR HIGGS       |
| MRS. GOWEN                  | -                 | - | - | JOHN COLE          |
| JOHN BARCLAY                | -                 | - | - | BRIAN WOODGATE     |
| A POLICE CONSTABLE          | -                 | - | - | KENNETH BROWN      |

## LADIES OF THE CHORUS

|                       |                   |
|-----------------------|-------------------|
| Lilian Foolkes        | Ellen Sands       |
| Lilian French         | Joan Stemp        |
| Mrs. A. M. Hyne-Jones | Patricia Spalding |
| Sheila Minns          | Anne Trevatt      |
| Ethel Randall         | Pamela Underhill  |

## GENTLEMEN OF THE CHORUS

|                  |             |
|------------------|-------------|
| John Cole        | Robin Smith |
| Malcolm McCombie | John Beard  |

## SYNOPSIS OF SCENES

ACT 1. SCENE 1—HAREFORD HALL—MORNING.

SCENE 2—INTERLUDE.

SCENE 3—HAREFORD HALL—  
TWO WEEKS LATER.

SCENE 4—A CORRIDOR IN HAREFORD HALL,  
A FEW WEEKS LATER.

SCENE 5—HAREFORD HALL—EVENING.

ACT 2. SCENE 1—HAREFORD HALL—  
A FEW DAYS LATER.

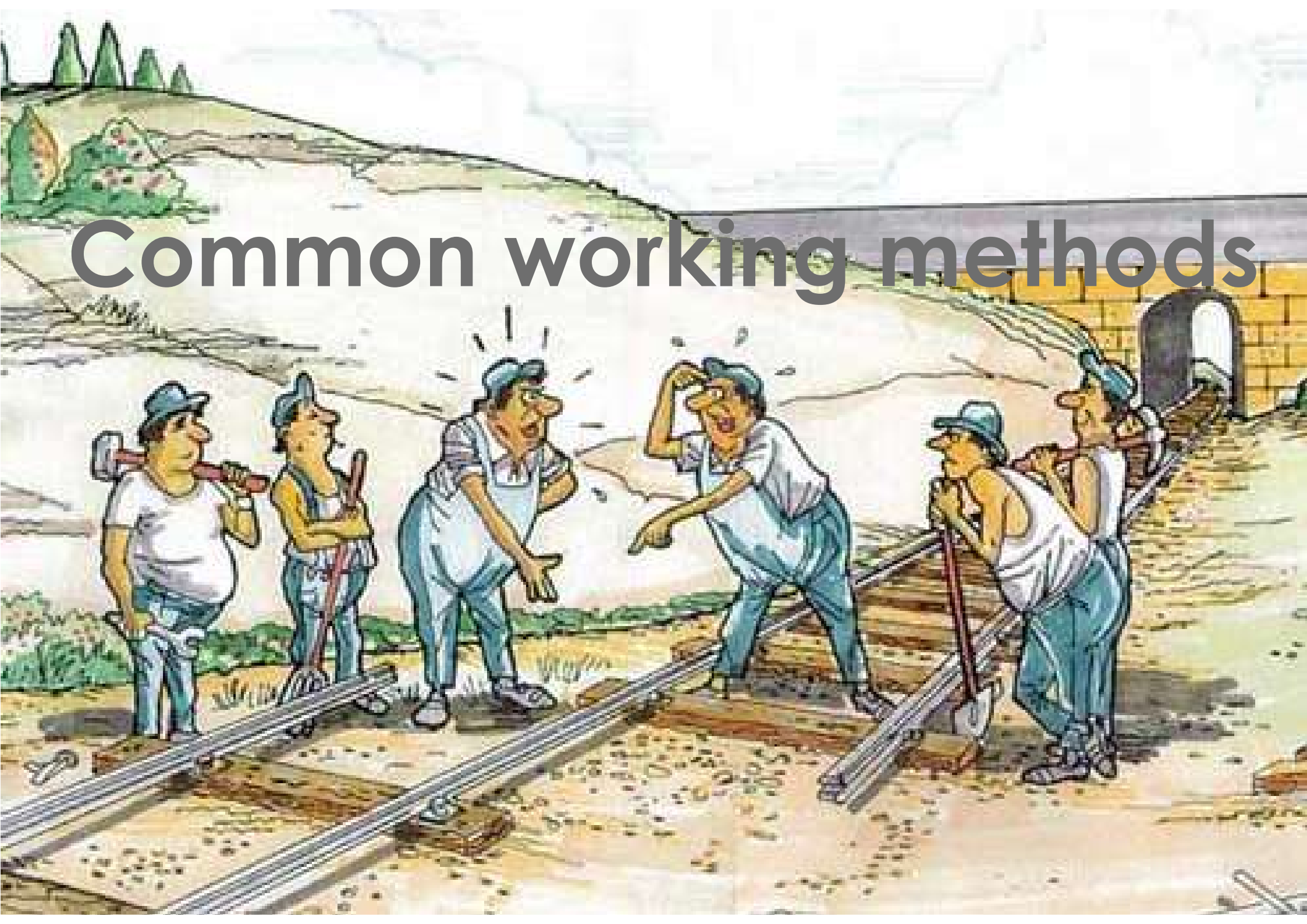
SCENE 2—PARADISE ROW, LAMBETH—  
EVENING.

SCENE 3—HAREFORD HALL—  
SEVERAL MONTHS LATER.

understandable for all roles

|                         |   |   |   |   |   |                   |
|-------------------------|---|---|---|---|---|-------------------|
| Producer                | - | - | - | - | - | Una Higgs         |
| Accompanist             | - | - | - | - | - | Catherine Morris  |
| Stage Manager           | - | - | - | - | - | Charles Trevatt   |
| Asst. Stage Manager     | - | - | - | - | - | Charles Randall   |
| Decor                   | - | - | - | - | - | Douglas Higgs     |
| Prompter                | - | - | - | - | - | Francis Trevatt   |
| Properties and Wardrobe | - | - | - | - | - | Mary Forbes-Ritte |
| Make Up                 | - | - | - | - | - | Flora Budd        |
| Lighting                | - | - | - | - | - | Charles Trevatt   |
| Drummer                 | - | - | - | - | - | Charles Chapman   |

# Common working methods





# Mutual Commitments, Interdependencies

Each  
team member  
does his best  
to contribute



Shared responsibility



# Team vs. Group Summary

| Feature            | Group | Team |
|--------------------|-------|------|
| Goals              |       |      |
| Roles              |       |      |
| Interrelationships |       |      |
| Acting             |       |      |
| Responsibility     |       |      |



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# TCI Model and personality

TCI = Team Centered interaction

**Me** – with my individual needs, feelings, circumstances within my team

**We** – interaction within my team

**Goal** – our common actually followed goal



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Me, We and Goal shall remain in a dynamical balance

# TCI Model and personality

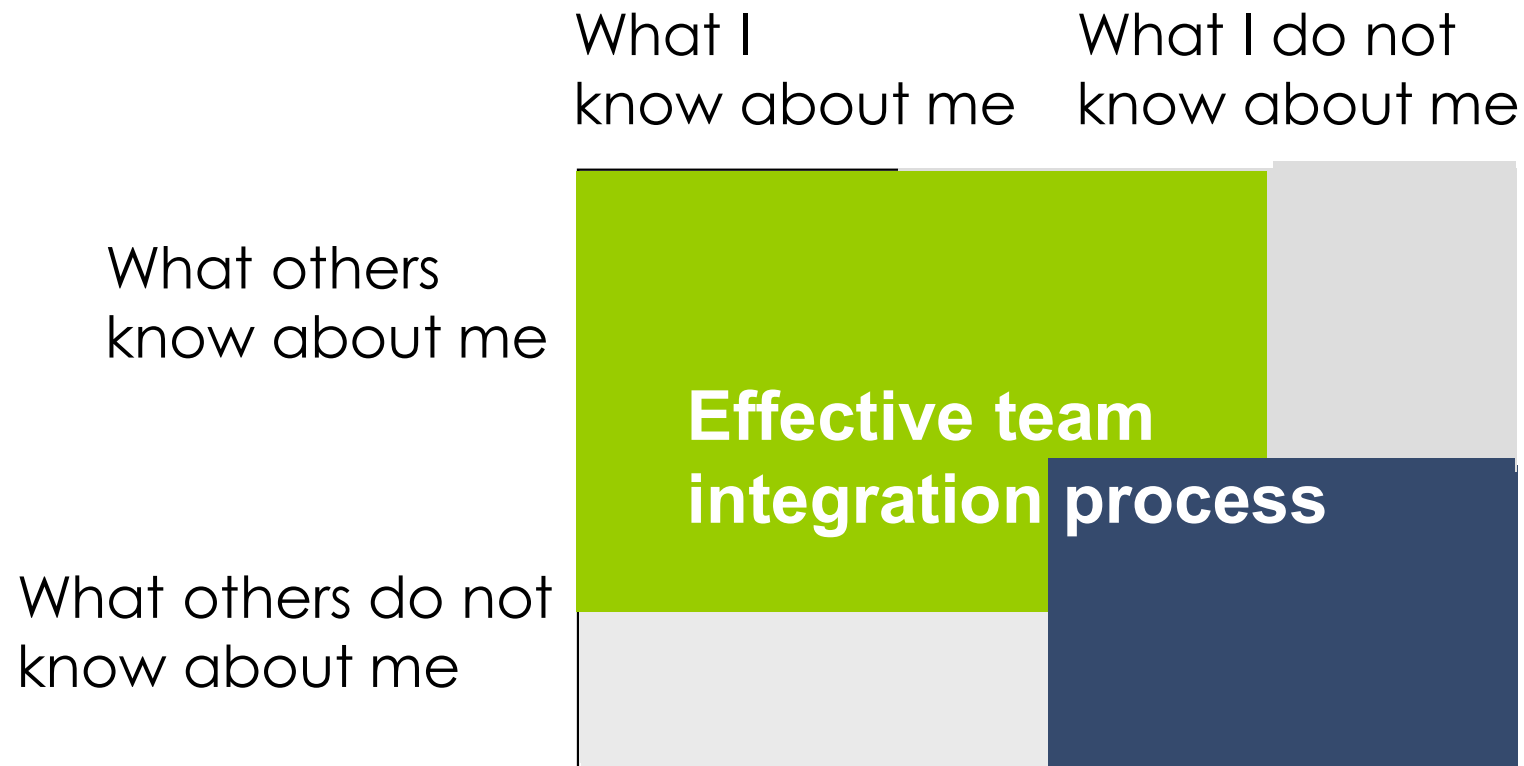
TCI = Team Centered interaction

| No . | Characteristics | Social Network          | Group                 | Team                    |
|------|-----------------|-------------------------|-----------------------|-------------------------|
| 1    | Predominant     | "I"                     | "We"                  | "It"                    |
| 2    | Goals           | Individual uncorrelated | Individual correlated | Common                  |
| 3.   | Roles           | None                    | Coincidental          | Defined                 |
| 4.   | Relationship    | None                    | Coincidental          | Established             |
| 5.   | Activities      | Individual uncorrelated | Passive awaiting      | Coordinated, focused    |
| 6.   | Responsibility  | One for own activities  | Individual in a group | Common for common goals |



# Team integration prerequisite

## Yohari Window



# Team Building Process

- Involves all team members
- Impact of strenghts and weaknesses of each team member, group dynamics, specific tasks of each team member, various other conditions
- „Me, „We“ and „It“ are brought together for a common purpose

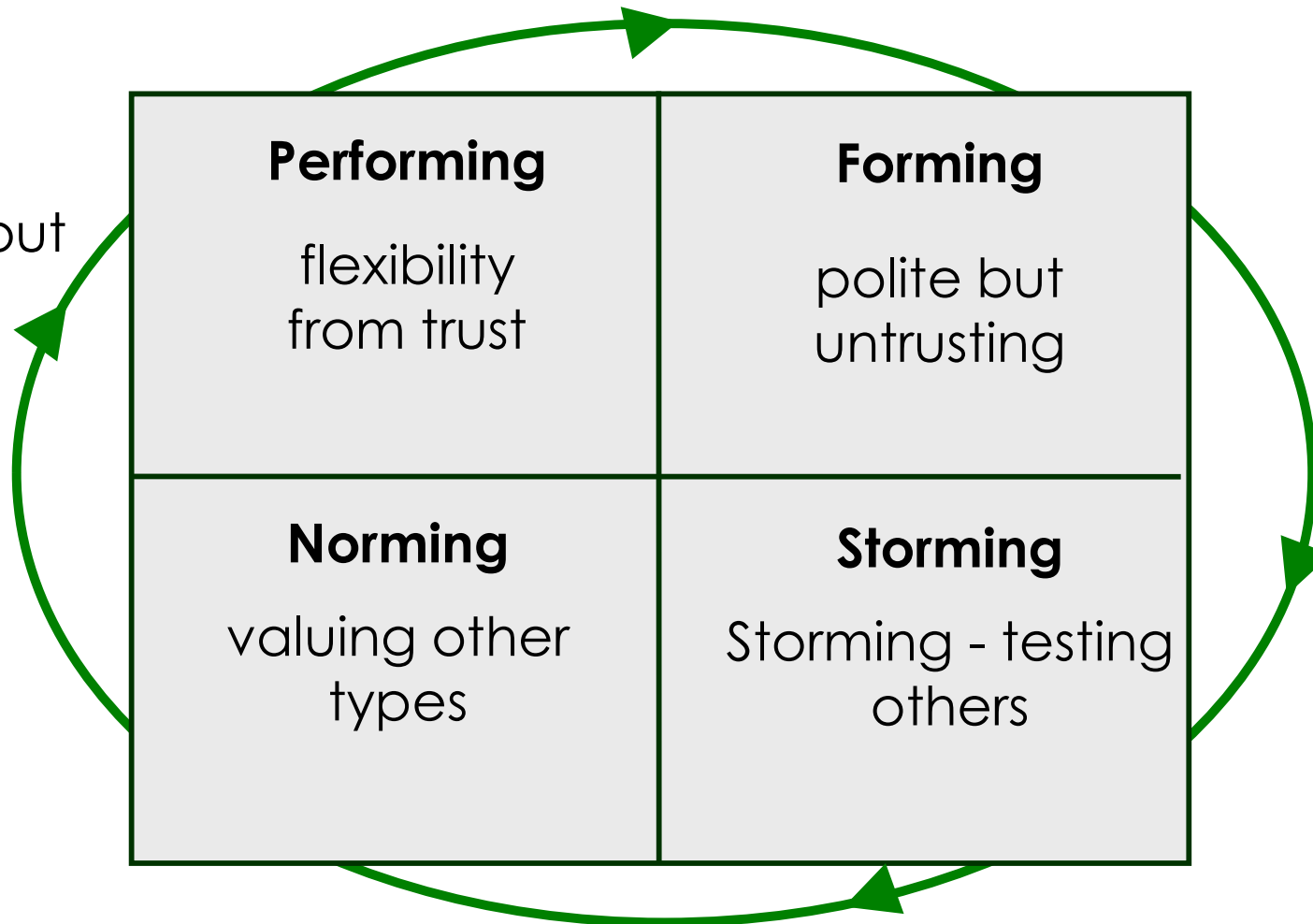


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# Team Building Process

## Dynamics

Adjourning  
and phase-out

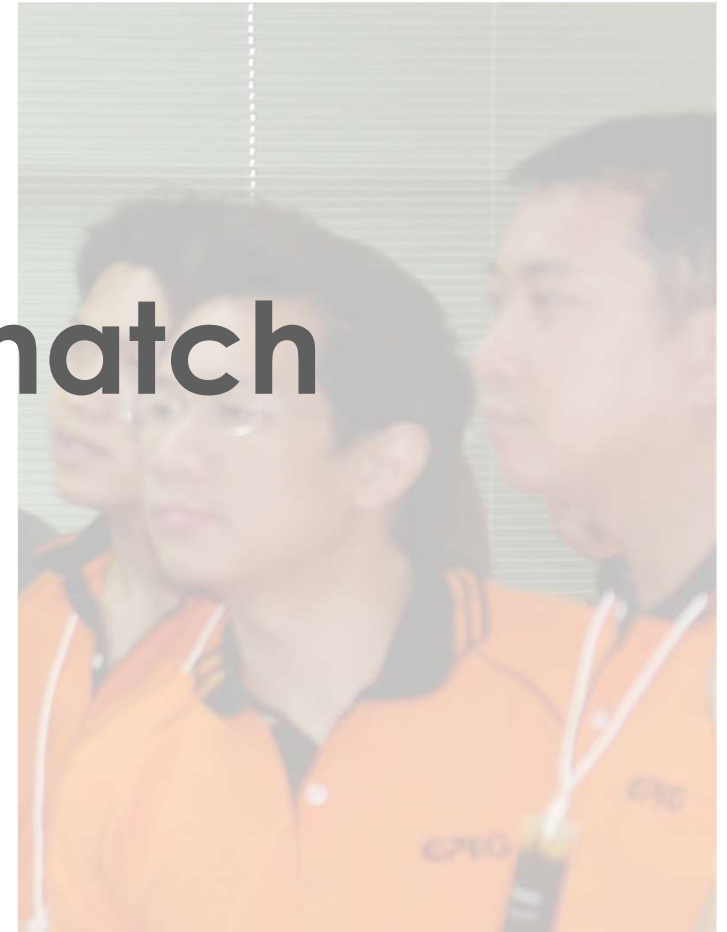


Project Management

# Team Building Process

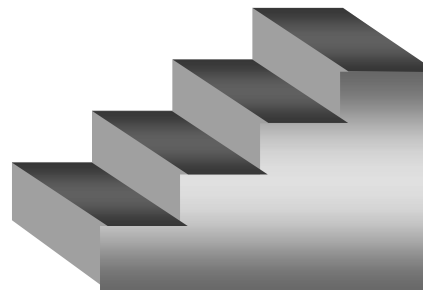


## How do I match this team?



Project Management

Forming



Team development stages

# Team Building Process

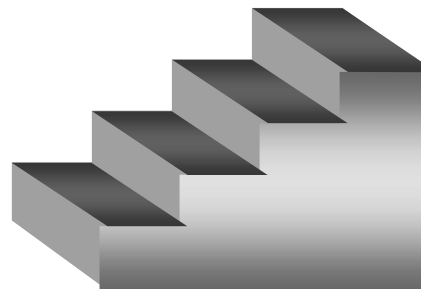


Why does he join  
us?



Project Management

Forming

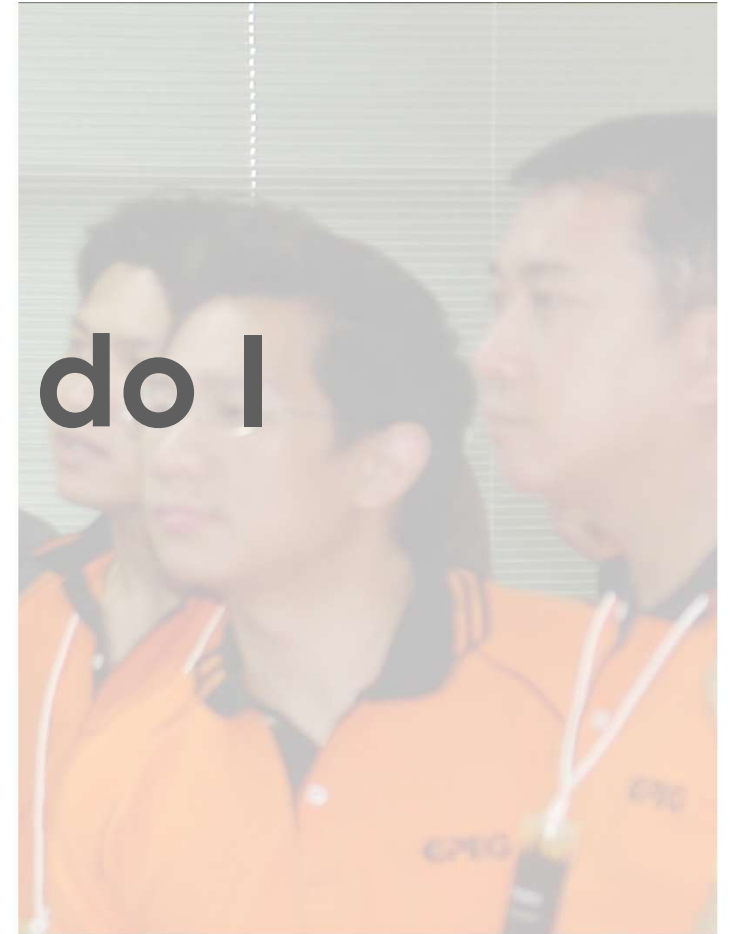


Team development stages

# Team Building Process

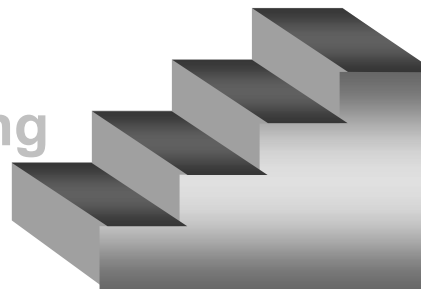


## Which role do I play in this team?



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Storming  
Forming



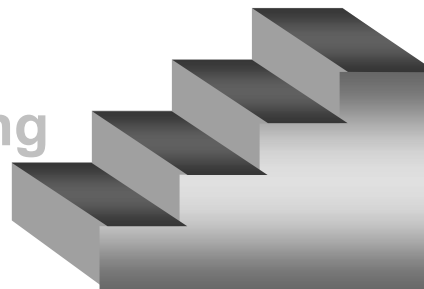
Team development stages

# Team Building Process



Project Management

Storming  
Forming



Team development stages

# Team Building Process



What do the  
others expect  
from me?



Project Management

Norming  
Storming  
Forming



Team development stages

# Team Building Process



Can we fix our  
roles and tasks?



Project Management

Norming  
Storming  
Forming



Team development stages

# Team Building Process

**Partnering Charter**  
**Edwards AFB — F-22 Fighter Building 1870**

U.S. Air Force F-22 CTF, 411 FLTS • Edwards AFB Civil Engineers  
Computer Science Corporation • Lockheed Martin • Telecom Solutions  
U.S. Army Corps of Engineers • Valenzuela Engineering, Inc • VRR & Associates

We, the partners of the F-22 design and construction team, recognizing the unique nature of this project, commit to creating an environment of trust and communication to design and build a quality project which meets or exceeds the customer's requirements. We commit to maintaining a positive and optimistic work environment in which all partners goals can be achieved.

|                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Quality Project           <ul style="list-style-type: none"> <li>- Meet program requirements for F-22 Support Systems.</li> </ul> </li> <li>• Complete on schedule and within cost constraints.</li> <li>• Incorporate lessons learned from other F-22 projects.</li> <li>• Create an environment for a fair and reasonable profit.</li> <li>• Create an enjoyable work environment.</li> </ul> | <ul style="list-style-type: none"> <li>• Safe Project           <ul style="list-style-type: none"> <li>- Provide a safe environment.</li> <li>- With no lost-time accidents.</li> </ul> </li> <li>• Maintain positive, cooperative relationships           <ul style="list-style-type: none"> <li>- Clear and open communications through appropriate channels.</li> <li>- No surprises.</li> <li>- No hidden agendas.</li> <li>- Minimum delays of paperwork.</li> <li>- Resolve problems quickly at the lowest level.</li> </ul> </li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

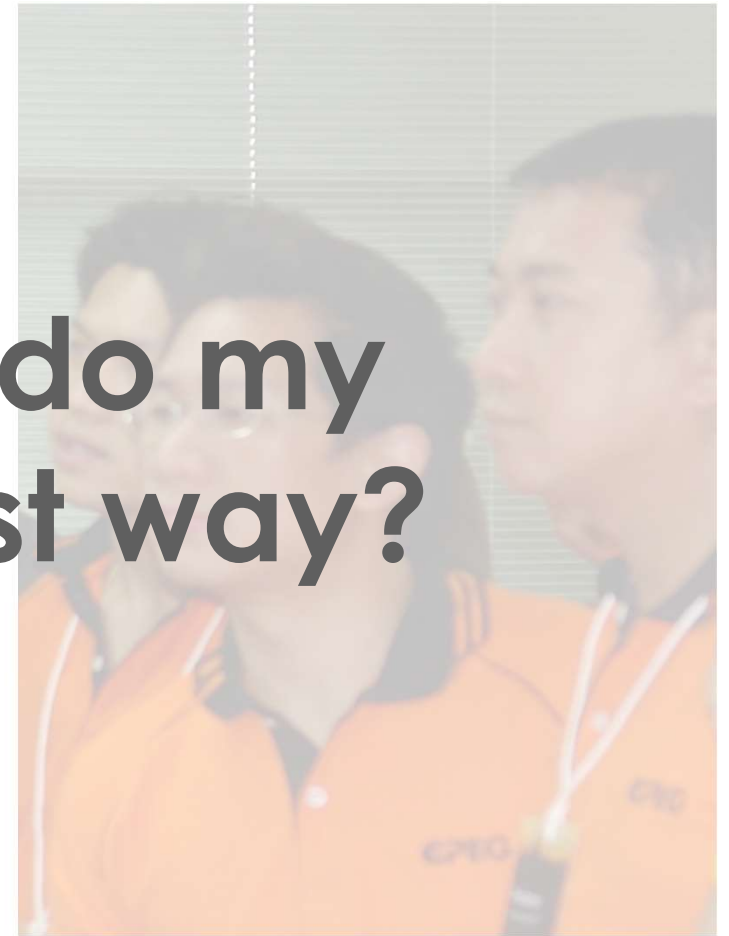
The Partnering concept is a team relationship that promotes the achievement of mutually beneficial goals. This Partnering Charter does not create any legally enforceable rights or duties. Any changes to the contracts must be made by the contracting officers under the terms of the written contracts.



# Team Building Process



## How I can do my job the best way?



Team development stages



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# Team Building Process



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## Are we performing?

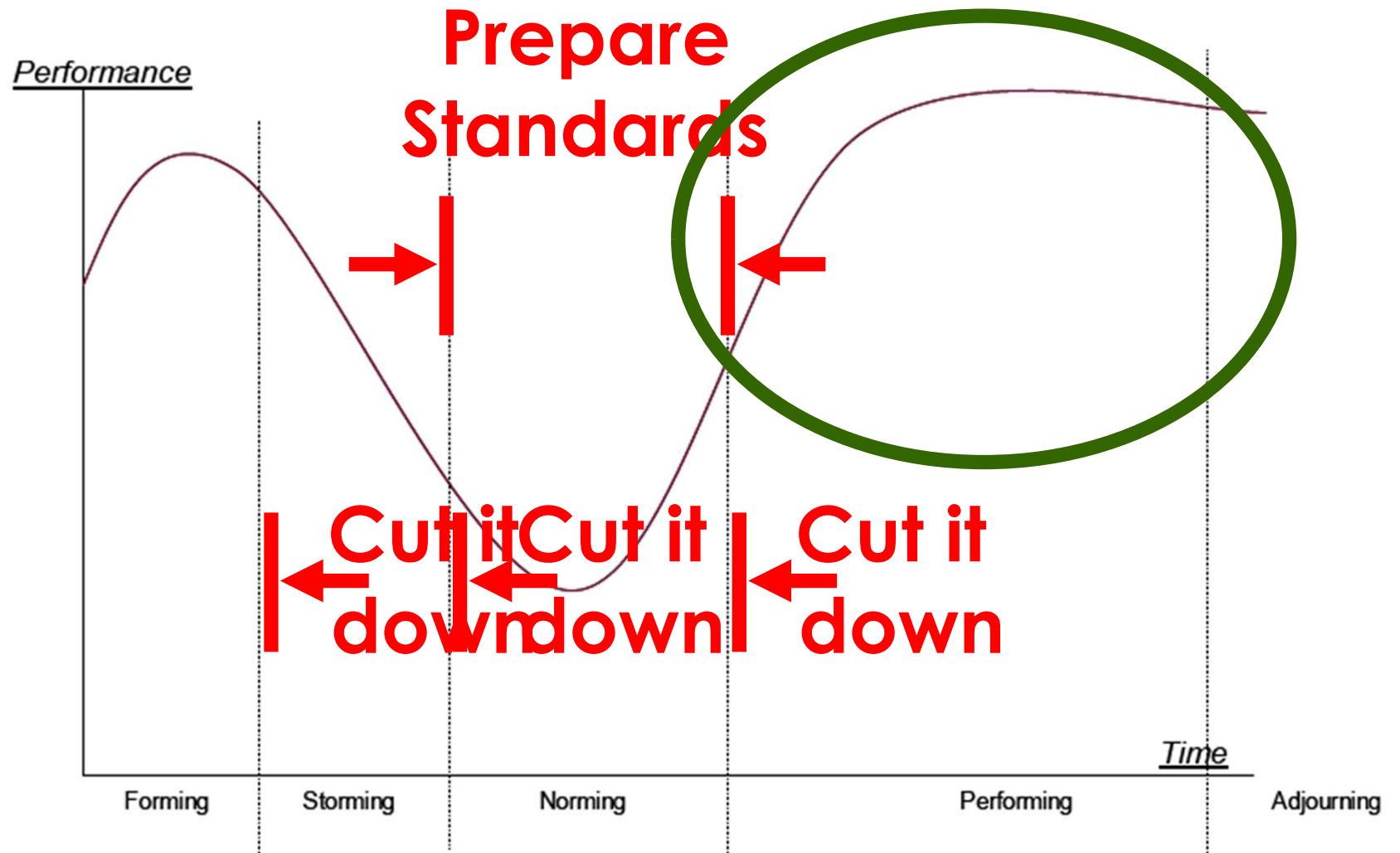


Team development stages

# Team Building Process

## Efficiency during the Team Development

### Tuckman's Stages of Team Development



# Team Efficiency



## Team Efficiency

- **Performance** differences in the order of **10-to-1** or more between different developments with the same level of experience (McConnell)
- Boehm, in a study of 69 projects at TRW, identified that the **best teams** were **at least 4 times as productive as the worst teams**
- DeMarco and Lister in a study of 166 programmers from 18 companies identified programmer **productivity** differences in the magnitude of **5.6 to 1**.



# Team Efficiency

- Lakhanpal [10] analyzed 31 projects to find out the reasons for the above variations. He identified the **team cohesiveness** as the most important factor, followed closely by **individual performance and experience**.

**Today's focus**



# Team Efficiency

Team cohesiveness = wish to maintain strong ties among team members. It expresses the degree to which team members find the belonging to the team attractive

## Types of cohesiveness

### Social

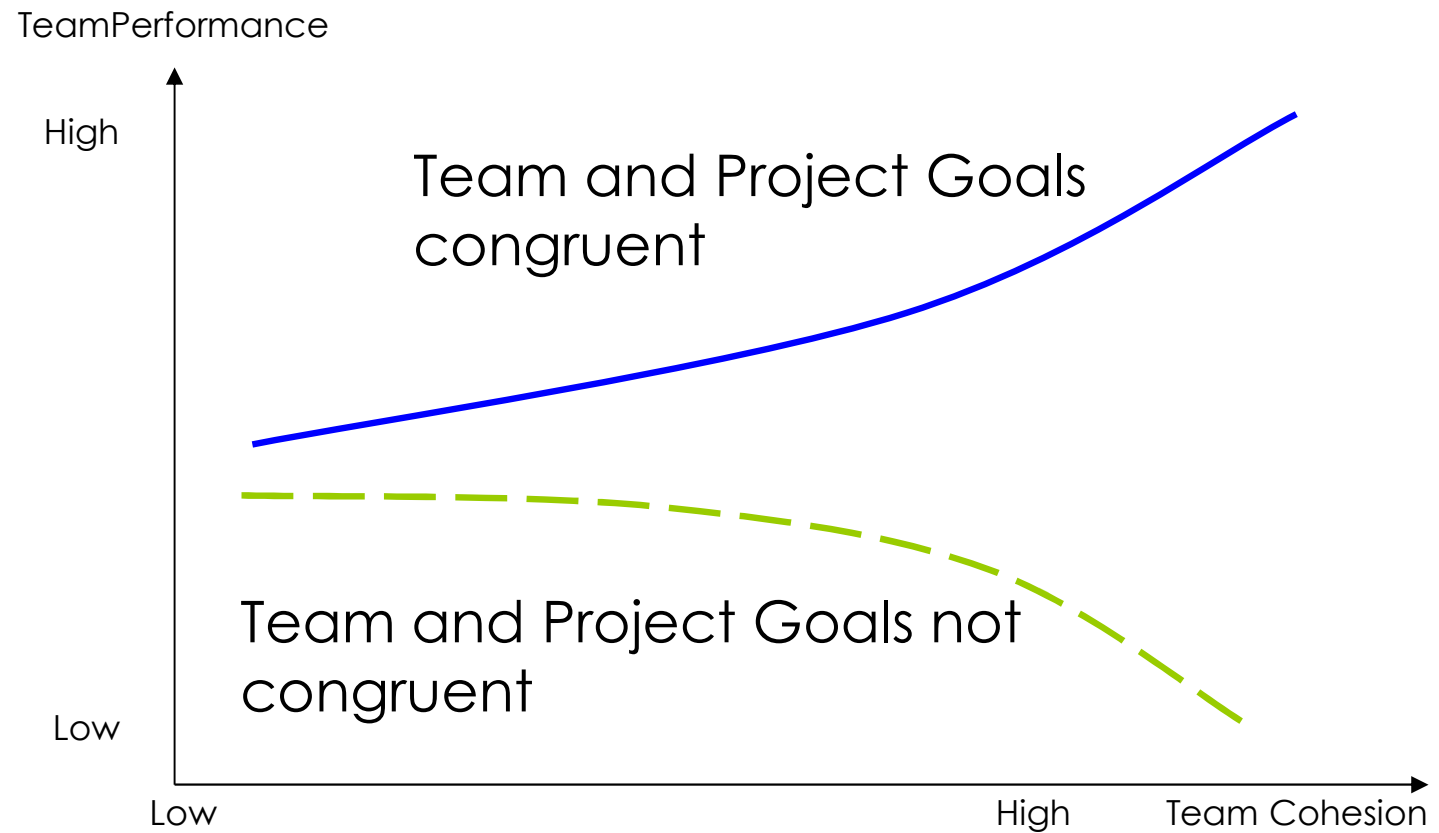
Degree of mutual acceptance and friendship in a team

### Goal derived

Attractivity because of the common interests or goals



# Team Efficiency



# Impact of culture

Project is multicultural, when team stakeholders have different cultural background



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# Heaven is where :



the police are British



the chefs italian



the mechanics German



the lovers French



and it is all organised by the Swiss



Hell is where:



the police are German



the chefs British



the mechanics French



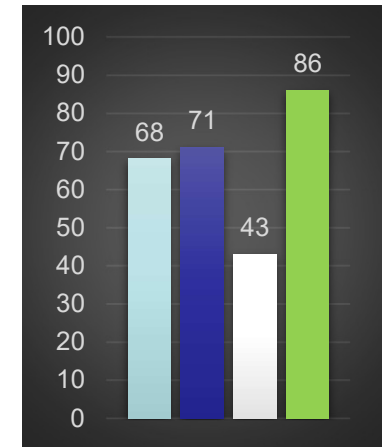
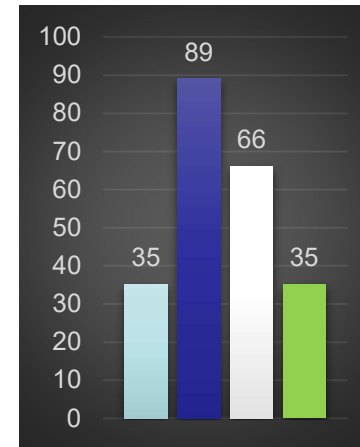
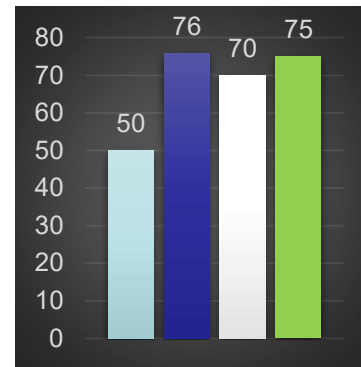
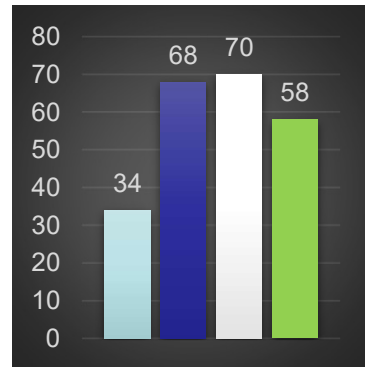
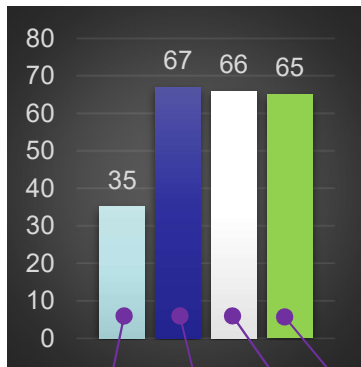
the lovers Swiss



and it is all organised by Italian

# When a thing is funny, search it for a hidden truth

George Bernard Shaw, *Back to Methuselah*



UAI Uncertainty Avoidance Index

MAS Masculinity

IV Individualism



PDI Power Distance Index

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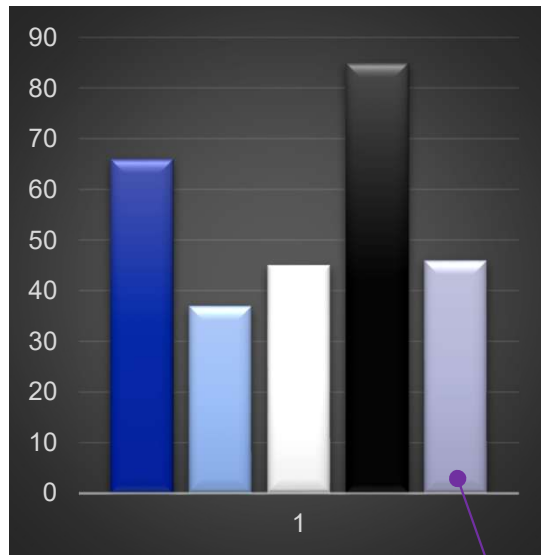
Hofstede G., Hofstede GJ, *Cultures and organisations, software of the mind*, McGraw-Hill, New York 2010

# Turkey, Spain and Poland

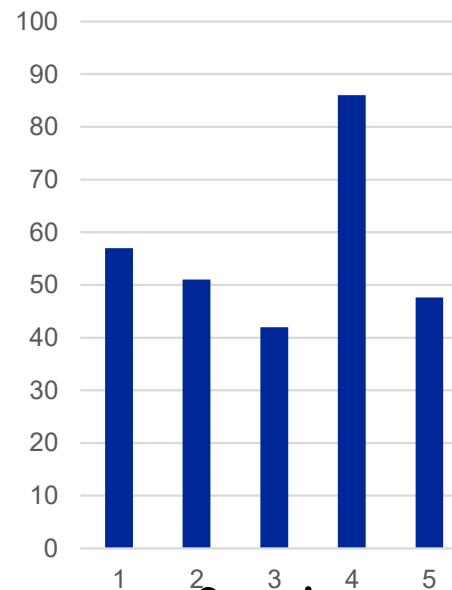
| PDI | IDV | MAS | UAI | LTO |
|-----|-----|-----|-----|-----|
| 66  | 37  | 45  | 85  | 46  |

| PDI | IDV | MAS | UAI | LTO |
|-----|-----|-----|-----|-----|
| 57  | 51  | 42  | 86  | 48  |

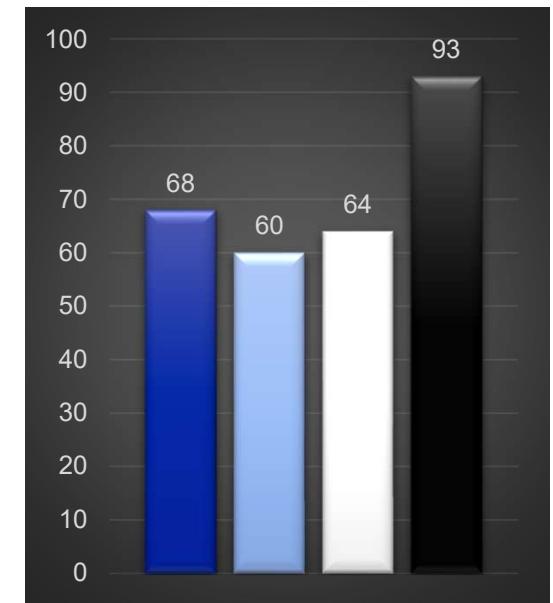
| PDI | IDV | MAS | UAI | LTO |
|-----|-----|-----|-----|-----|
| 68  | 60  | 64  | 93  |     |



Turkey



Spain



Poland

LTO Long Term Orientation Index



# Culture is...

... system of general principles adopted by a social group  
to regulate the way of meeting it's basic needs

DaDeppo S., Reaching Intercultural Capability – a Team Achievement, Prezi, Brussels, 2015





# Impact of culture

## Culture...

... comprises shared and articulated values, philosophies, laws, religions, traditions and further standards, as well as...

... unsaid mental models, decision patterns, linguistics paradigms

*Schein E.H., Organizational culture and leadership, Wiley, San Francisco 2010*

... is an attribute of a group, which is internalized by an individual and...

... is externalized by the observable artefacts: behaviours, rituals, symbols, etc.



# Impact of culture

## Cultural heritage...

... has higher impact on project success,  
than age, position and gender

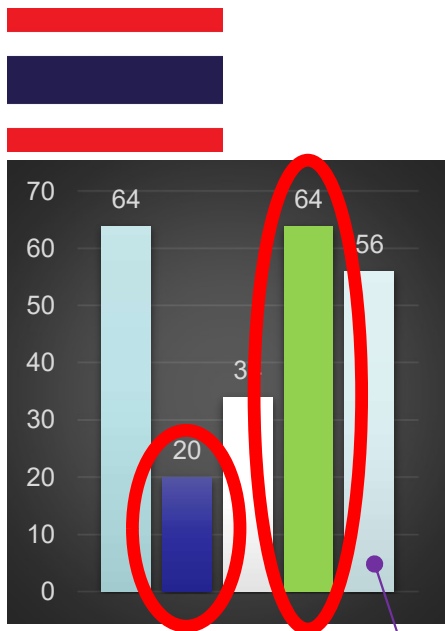
Chipulu M, Ojiako U, Gardiner P, Williams T, Mota C, Maguire S, Shou Y, Stamati T, Marshall, Exploring the impact of cultural value on project performance: The effects of cultural values, age and gender on the perceived importance of project success/failure factors, Intl. J of Operations & Production Management Vol. 34 Iss: 3, 2014



# Impact of culture

## Cultural heritage...

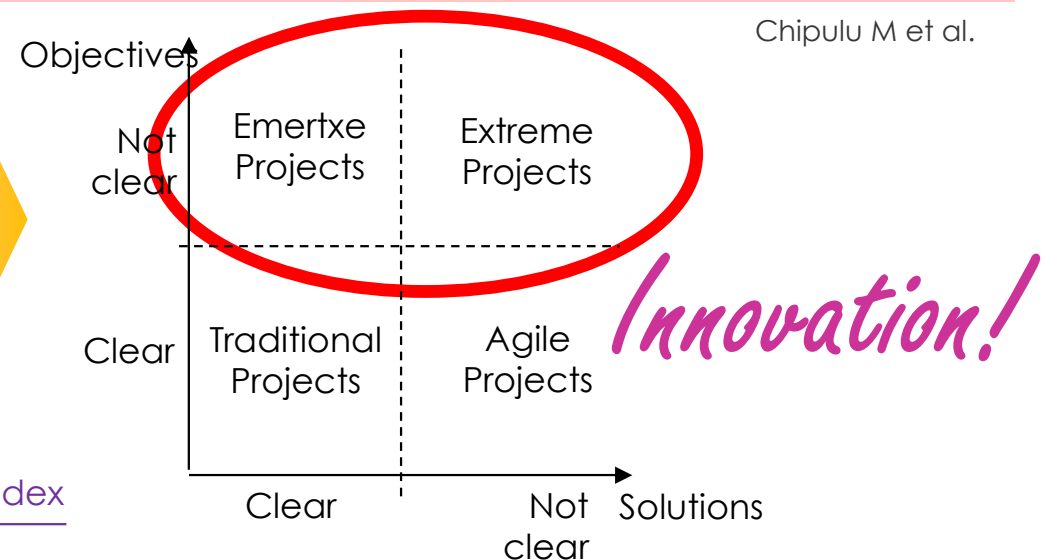
... Collective orientation (low individualism IDV) and high level of uncertainty avoidance (UAV) favours orientation on team and internal team goals; these proved to be more efficient in innovative projects



LTO Long Term Orientation Index



Project Management



Chipulu M et al.

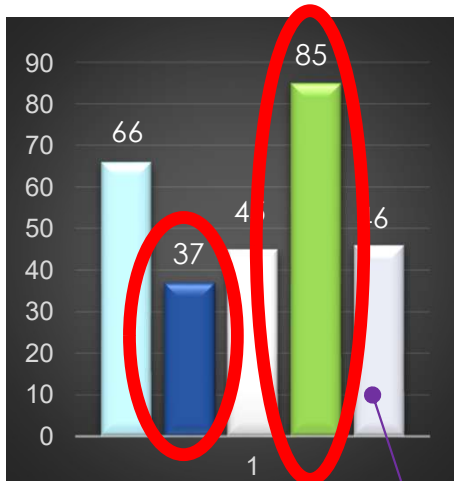
Wysocki, R. (2011): Executive Guide to Project Management: organizational Processes and Practices for Supporting Complex Projects, John Wiley and Sons, Hoboken, NJ, USA, 2011

# Impact of culture

## Cultural heritage...

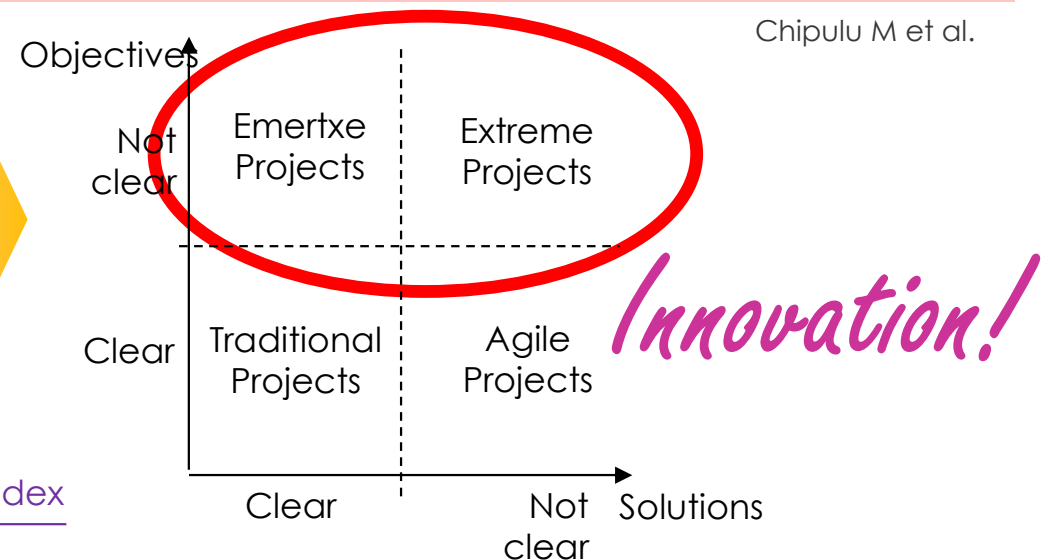
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### Turkey



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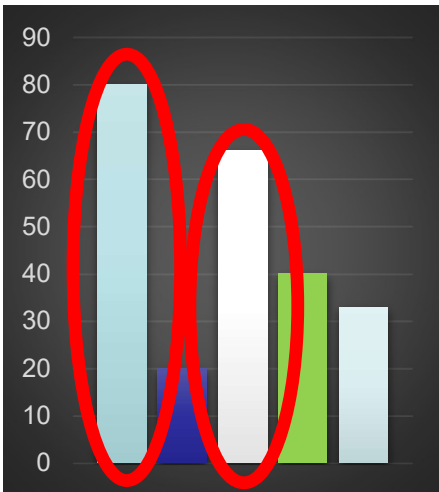
LTO Long Term Orientation Index



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# Impact of culture

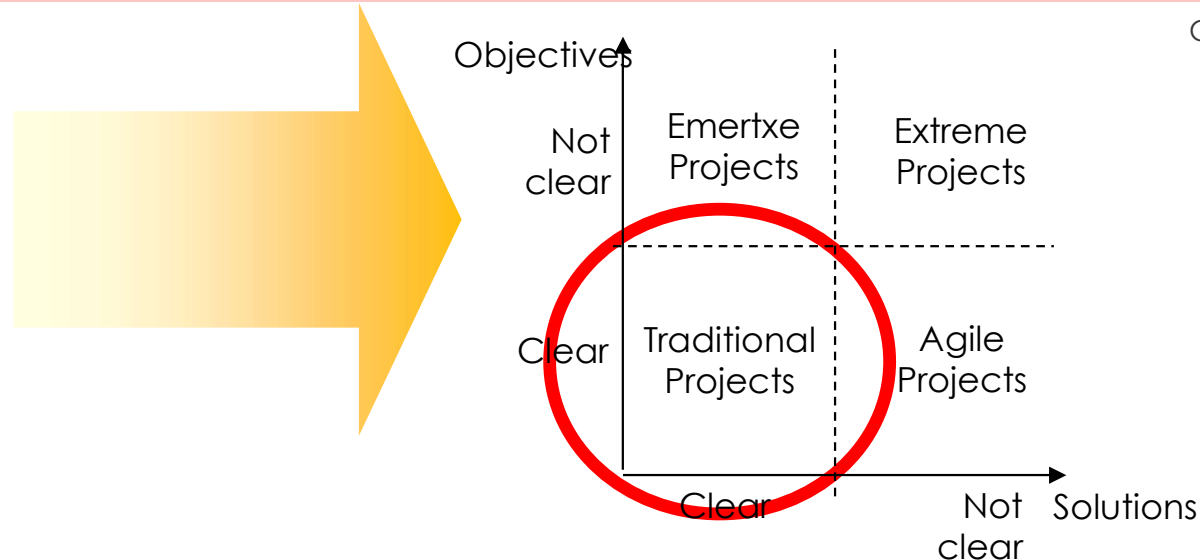
## Cultural heritage...



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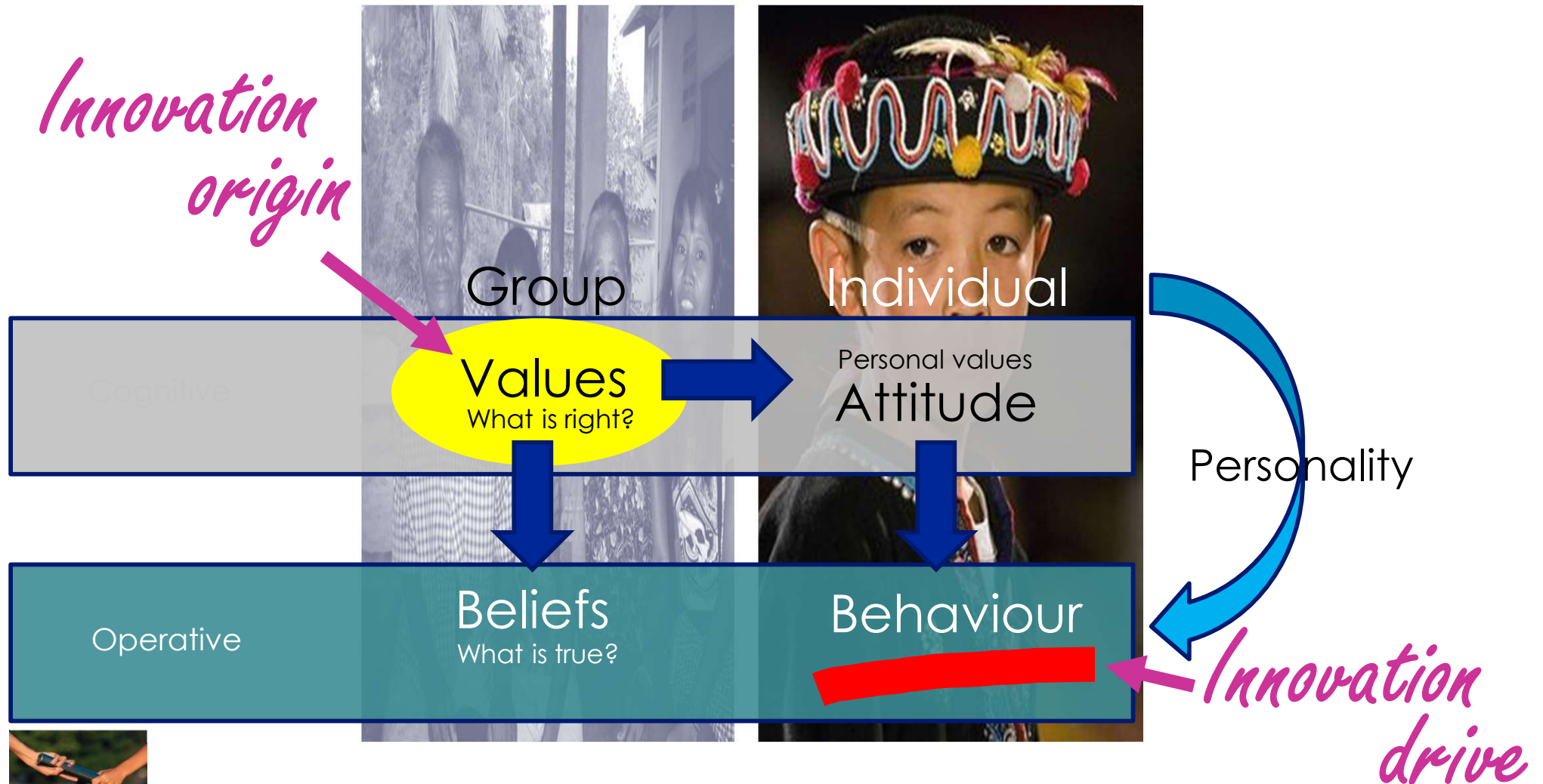
... forms our professional orientation: masculine MAS society with a high power distance (PDI) put more value on target goals and on controlling: they perform better in traditional and predictable projects

Chipulu M et al.



Wysocki, R. (2011): Executive Guide to Project Management: organizational Processes and Practices for Supporting Complex Projects, John Wiley and Sons, Hoboken, NJ, USA, 2011

# Impact of culture

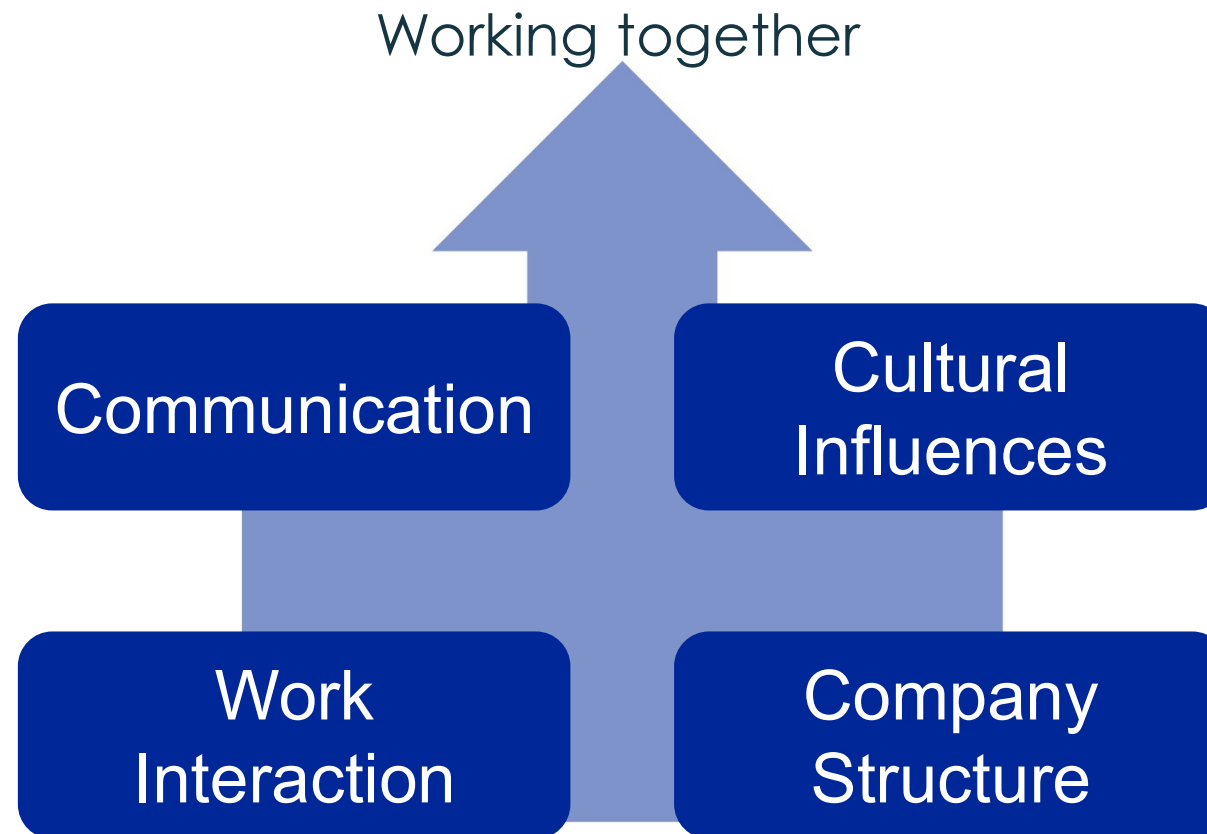


Project Management

Own graphics with use of DaDeppo S., Reaching Intercultural Capability – a Team Achievement, Prezi, Brussels, 2015

# Impact of culture

## Differentiating Criteria





**Do  
consider  
mutual  
adaptation**



**Celebrate successes!**

60 Minutes

# TM: Team Management

Bogdan Lent





# PROJECT MANAGEMENT