

# Chapter 11

## Quality Team Skills

**FOCUS:** *This chapter describes tools and techniques to maximize the human resources contribution to a successful project.*

# Introduction

- ❖ Customer-driven project management aims to maximize the potential of the human resources in an organization by fostering both individual and team contributions to the organization.
- ❖ People-involvement tools and techniques include individual involvement, teamwork, communication (especially listening), focus setting, meetings, brainstorming, and presentations.

# Individual Involvement

- ❑ In customer-driven project management (CDPM), individuals strive to continually perform their work and improve the processes in the organization, focusing on total customer satisfaction.
- ❑ The organization that learns to use the diversity of its people to improve its competitive position is ahead of the game.
- ❑ In a customer-driven project management environment, the goal is the actual empowerment of everyone in the organization.

# steps in individual involvement

1. Establish a people-centered environment
2. Provide development opportunities
3. Provide experiences with expected behavior
4. Reward and recognize appropriate behavior

# Teamwork

- ❖ Teamwork is a technique whereby individual team members work together to achieve a common goal.
- ❖ Effective teamwork involves
  - Trust
  - Effective communication, especially listening
  - A positive “can do” attitude
  - Motivation to perform and improve
  - “We” mentality
  - “Ownership” of work with pride
  - Respect and consideration of others
  - Keeping focus on total customer satisfaction

# Principles of teamwork

- The key principles of teamwork involve the following:
  - Keeping focused on the mission, not making it personal
  - Encouraging open communication and active listening
  - Yearning for constructive relationships

# Basic principles of effective teamwork

■ The basic principles of effective teamwork are:

- Pursue a team environment.
- Reward and recognize the individual and the team.
- Involve all team members.
- Nurture the self-esteem of all team members.
- Communicate freely and openly.
- Include individuality.
- Pursue constructive relationships.
- Lead by example.
- Encourage all team members' ideas.
- Stay focused on the mission.

# Building teamwork

- ❖ Team building revolves around continuously diagnosing and improving the effectiveness of the team.
- ❖ The following actions are essential to building teamwork:
  - Identify the team mission
  - Establish roles and responsibilities
  - Understand team dynamics
  - Manage conflict
  - Provide motivation
  - Build individual self-esteem
  - Critique teamwork

# Identify the team mission

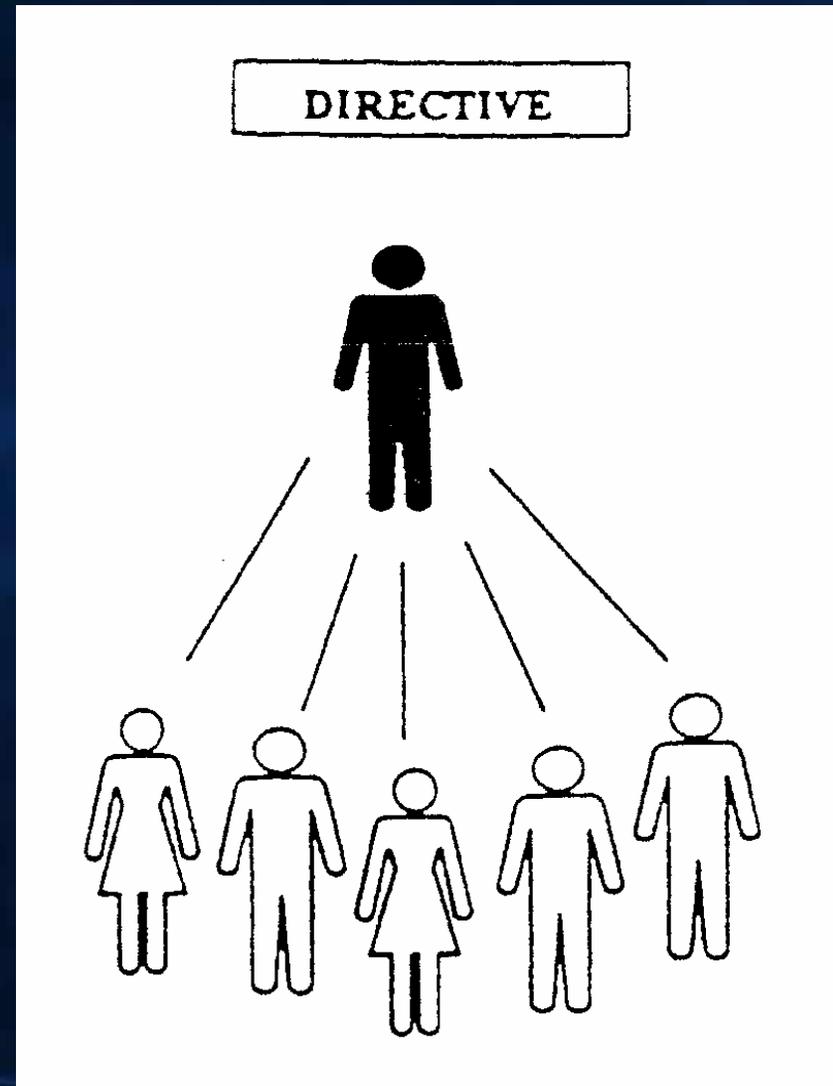
- The team mission is the intended result, the focus for all team activities.
- The mission should state the boundaries of the project and include specific process(es) involved.
- The mission should be specified in a written mission statement.

# Establish roles and responsibilities

- ▶ Roles and responsibilities are the specific contributions expected from each team member in the attempt to accomplish the mission.
- ▶ Roles and responsibilities should include:
  - A clear understanding of the results and outcome(s) expected from each team member
  - “Ownership” of the work, including the amount of control
  - A grasp of the limits of resources, including funds, equipment, and people
  - Empowerment and the amount of authority it carries
  - Standards focusing on customer satisfaction

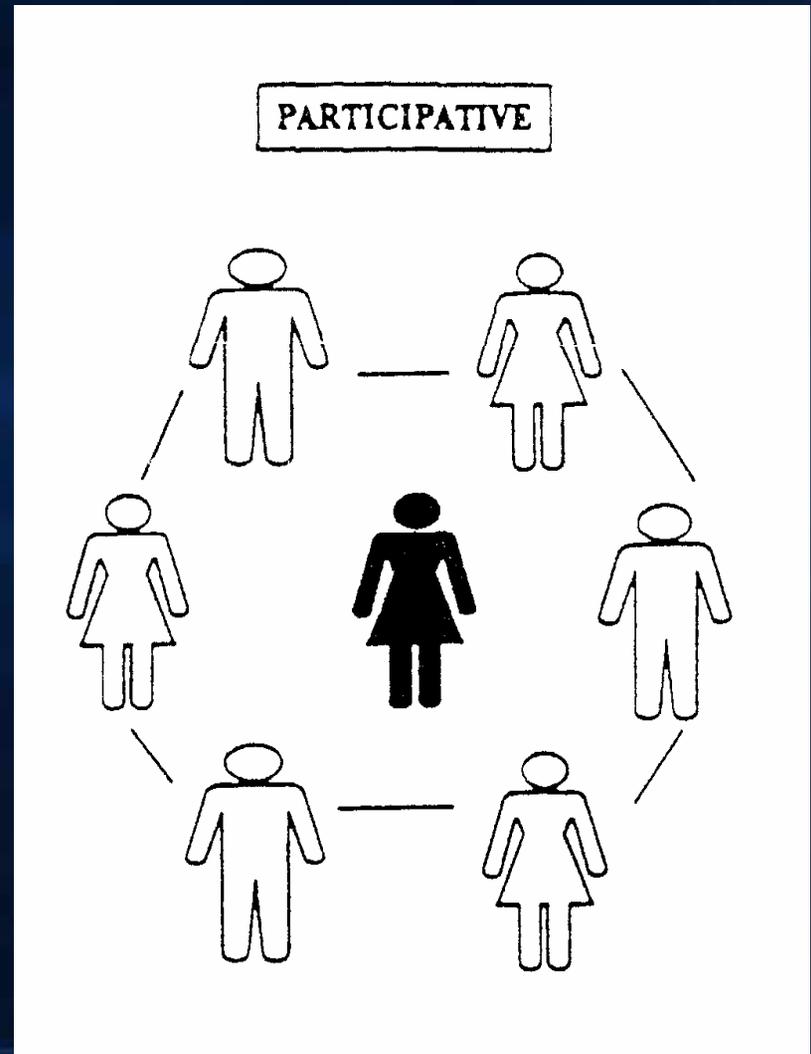
# Categories of team

- ✓ Traditional directive organization: The role of the manager in this team is to get the task accomplished. The role of the team member is strictly to perform the directed job.



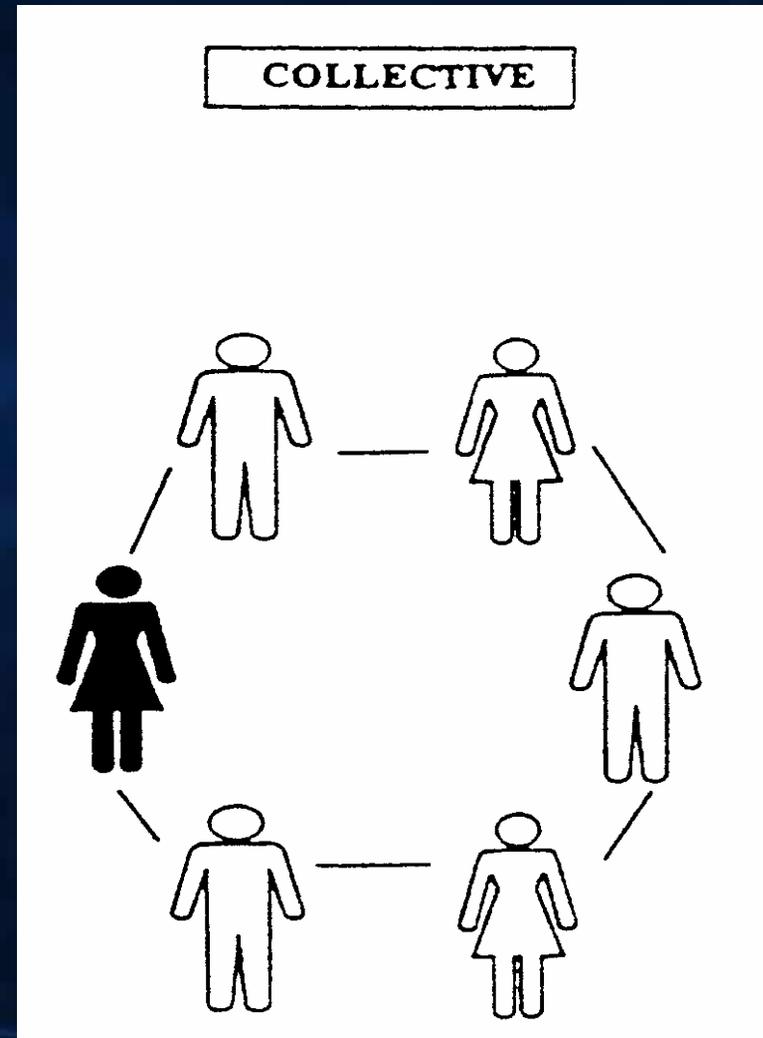
# Team Contd..

- ✓ Participative organization: The leader guides the team to a common goal through a process involving all team members. The team members provide their expertise and cooperation.



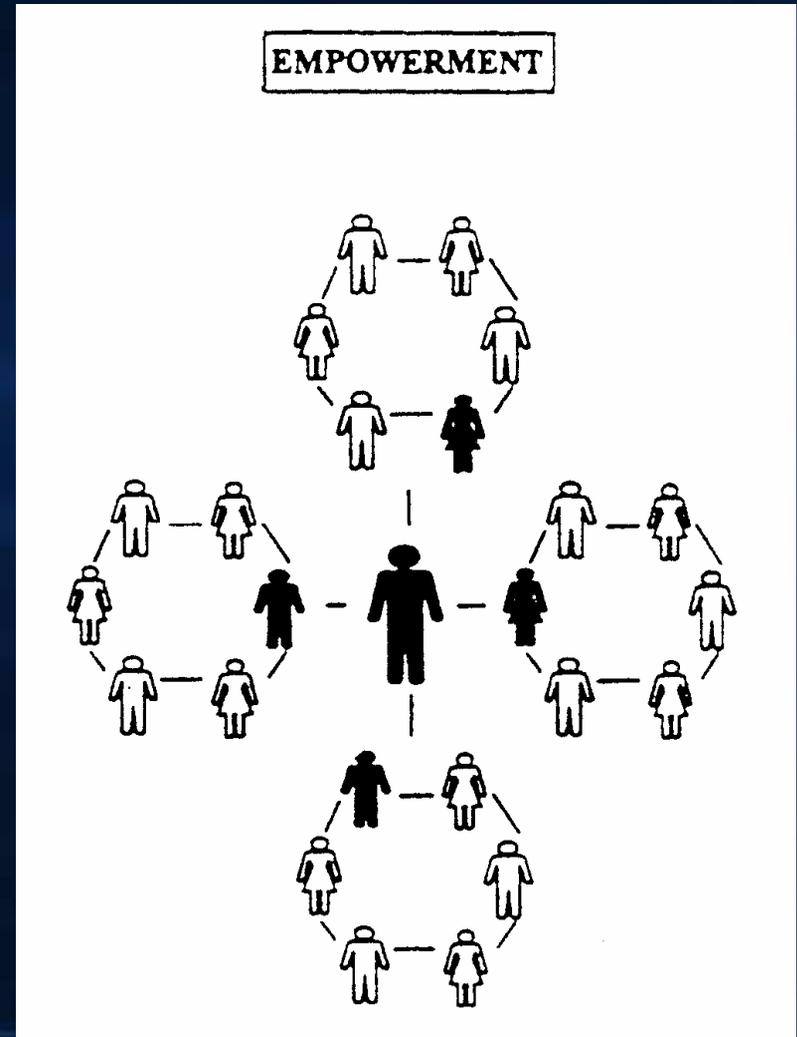
# Team Contd..

- ✓ Collective self-led organization: In this team, “ownership” is shared by all team members. A team facilitator creates and maintains teamwork.



# Team Contd..

- ✓ Empowered organization: An empowered team has the total responsibility, authority, and resources to perform and improve its process(es). In this category of team organization, a coach and / or resource person advises the teams.



# Understand team dynamics

- The four stages of team development are orientation, dissatisfaction, resolution, and production.
- Each team must go through all four of the stages of team development before it reaches synergy.

# Stages of team development

## ➤ Stage 1: Orientation

Team members spend their time becoming acquainted with each other and with the work of the team.

## ➤ Stage 2: Dissatisfaction

Stage 2 is characterized by the team members being overwhelmed by the information and the task. Sometimes power struggles, emotions, and egos become evident.

# Team development Contd..

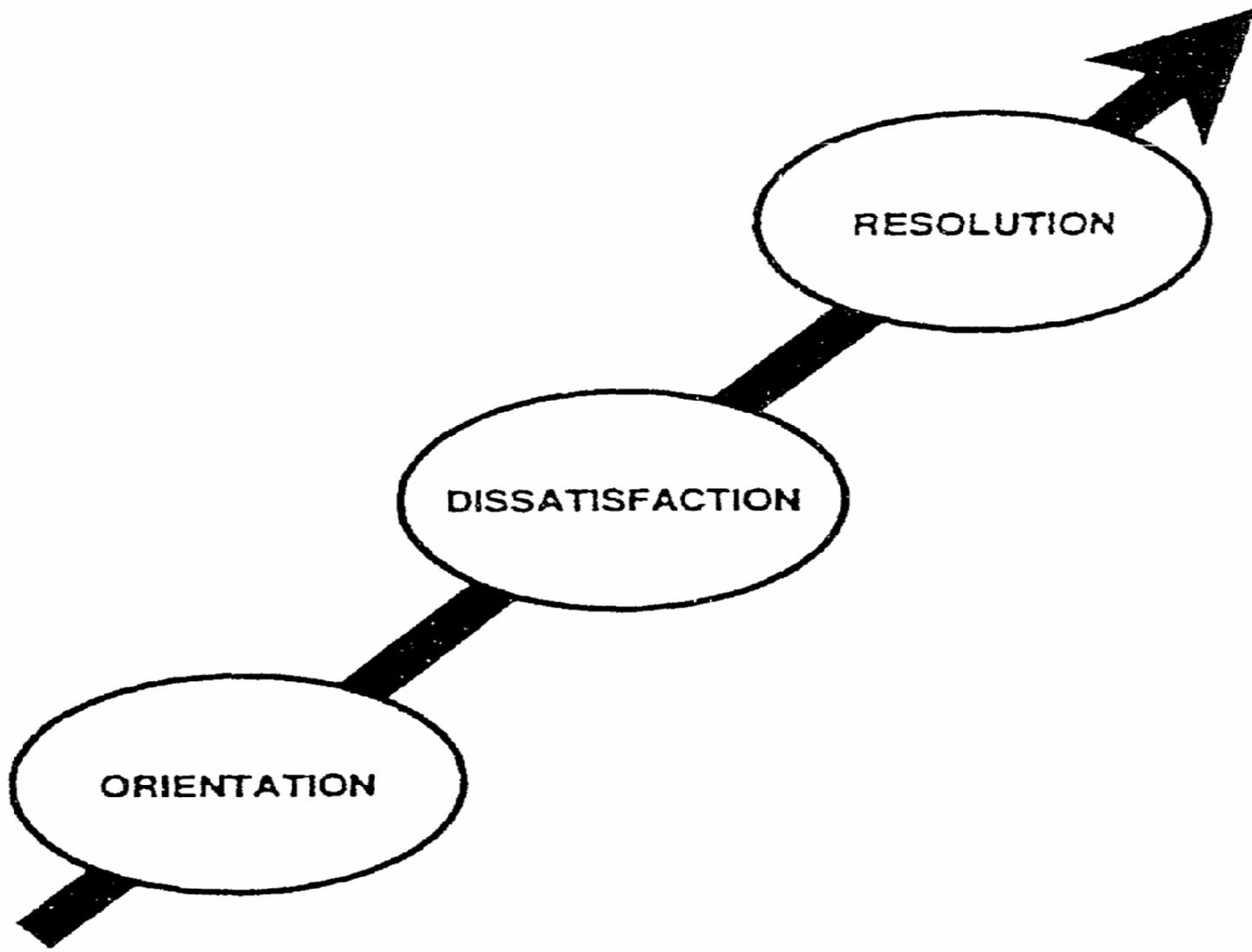
## ➤ Stage 3: Resolution

During this stage, the team moves toward accomplishing its mission. In this stage, customer contact and measurements can help team members start to assist each other and focus on the mission.

## ➤ Stage 4: Production

In this stage, the team becomes effective. The team members work together to achieve the mission.

**PRODUCTION**



Stages in Team development

# Manage conflict

- ❖ Conflict can exist whenever two or more people get together.
- ❖ Differences exist in every organization, and these differences are an advantage to any organization that has learned to manage conflict.
- ❖ Conflict can be positive.
- ❖ It allows team members to observe other team members' points of view. Conflict displays the team working through open communication.

# Conflict Contd..

- The following is a list of potential sources of conflict that can be beneficial to an organization:
  - Cultures and backgrounds
  - Opinions
  - Needs and expectations
  - Facts and perceptions
  - Levels, departments, and organizations
  - Interests, personalities, and egos
  - Competencies, knowledge and skills
  - Targets, missions, goals, and objectives

# Conflict Contd..

- Conflict can be controlled as follows:
  - Cooperate rather than compete.
  - Orient toward the issue, not the person.
  - Negotiate win/win solution(s).
  - Take an organization wide perspective.
  - Recognize conflict as natural.
  - Observe empathy toward others' views.
  - Limit perceived status differences.

# Agreement

- ♣ Agreement can be negative. This is commonly called groupthink.
- ♣ Groupthink is the tendency of groups to agree even though that agreement may have an adverse effect on the ability of the team to achieve its mission.

# Agreement Contd..

- ◆ To avoid the negative aspects of agreement
  - Appoint a “devil’s advocate”.
  - Get open discussion on all issues.
  - Recognize the impact of status differences.
  - Examine all agreement without resistance.
  - Evaluate all views/sides of an issue.

# Motivation

- ♠ Motivation is the behavior of an individual whose energy is selectively directed toward a goal.
- ♠ Performance is the result of having both the ability and the motivation to do a task.

# Motivation Contd..

## ➤ Motivating actions are as follows:

- Make clear that the goal is shared.
- Orient and integrate team members.
- Think and speak “we”.
- Institute team rewards and recognition.
- Value individual contributions.
- Avoid frequent changes of team members.
- Take time to exchange greetings.
- Encourage a sense of belonging

# Individual self-esteem

- ◆ An individual's self-esteem affects his or her performance of organizational tasks as well as his or her relationships with others on the team.
- ◆ Actions to maintain individual self-esteem are as follows:
  - Establish an environment in which an individual feels that his or her self-worth is important to performance.
  - Stay focused on the issue.
  - Treat each person as you would want to be treated.
  - Encourage individual contributions.
  - Ensure that individual achievement is rewarded and recognized.
  - Motivate, communicate, involve, and develop

# Communication

- ✓ Communication is the most important tool in customer-driven project management.
- ✓ Communication involves exchanging information, and customer-driven project management demands a free flow of information.

# Communication Contd..

- ❑ Communication can be improved by the following:
  - ✓ Clarify the message.
  - ✓ Observe body language.
  - ✓ Maintain everyone's self-esteem.
  - ✓ Make your point short and simple.
  - ✓ Understand others' points of view.
  - ✓ Nurture others' feelings.
  - ✓ Involve yourself in the message.
  - ✓ Comprehend the message.
  - ✓ Attend to the messages of others.
  - ✓ Talk judiciously.
  - ✓ Emphasize listening.

# Feedback

- o Feedback involves providing information back to the sender to verify the communication.
- o Some guidelines to effective feedback follow:
  - Foster an environment conducive to sharing feedback.
  - Encourage feedback as a matter of routine.
  - Establish guidelines for providing feedback.
  - Discuss all unclear communications, paraphrase, and summarize. ‘
  - Be direct with feedback.
  - Ask questions to get better understanding.
  - Consider “real” feelings of team members.
  - Keep focused on the mission.

# Listening

- ♣ Listening is a technique for receiving and understanding information. Listening skills are critical to effective teamwork.
- ♣ Effective listening requires the following:
  - Letting others convey their message.
  - Involving yourself in the message.
  - Summarizing and paraphrasing frequently.
  - Talking only to clarify.
  - Empathizing with others 'views.
  - Nurturing active listening skills

# Focus Setting

- ▶ Focus setting is a technique that allows one to move toward a specific outcome.
- ▶ The focus should be on the output of the process satisfying the customer.
- ▶ The focus is a vision, mission, and goals.

# Vision

- A vision is the long-range focus for an organization or the team. The vision is usually the view of the future held by the organization's leadership.
- The following are some guidelines for a vision:
  - View the future.
  - Institute the vision in the organization.
  - Set the example through leadership.
  - Include the direction in which the organization should go.
  - Orient toward the customer.
  - Nurture through constant communication.

# Mission

- ❑ The mission is the intended result. It should be stated in a results oriented form.

# Goal

- ♠ The goal is the specific desired outcome(s). It should be specific, measurable, attainable, results oriented, and time-bound.
- ♠ Orient goals to specific measurable results, and link goals to customer requirements.

# Meetings

- ♣ Meetings are a way of bringing a team together to work for a common goal.
- ♣ Meetings can be made effective through the use of specific meeting tools, such as
  - ✓ Rules of conduct
  - ✓ Roles, responsibilities, and relationships
  - ✓ A focus statement
  - ✓ An agenda

# Meetings Contd..

## ➤ Rules of conduct

Rules of conduct provide guidance for team members on “how” meetings will be conducted.

## ➤ Roles, responsibilities, and relationships

Team members are expected to prepare for, participate in, and perform during team meetings.

# Meetings Contd..

## ➤ Focus statement

A focus statement provides the purpose of a meeting. Each team meeting must have a written focus statement.

## ➤ Agenda

An agenda acts as a meeting guide. It gets the team to focus on the meeting's desired outcomes. An agenda encourages effective and efficient meetings because it provides a target for the meeting.

# Brainstorming

- ✓ Brainstorming is a group technique that encourages collective thinking to create ideas.
- ✓ The purpose of brainstorming is to stimulate the generation of ideas.
- ✓ It adds to the creative power of the team.

# Brainstorming Contd..

## ▶ Brainstorming rules are as follows:

- Record all ideas.
- Use freewheeling ideas.
- Limit judgment until later.
- Encourage participation by everyone.
- Solicit quantity.

# Presentations

- A presentation may be necessary to provide information, obtain approval, or request action.
- The presentation may be given formally or informally by the team.

# Presentations Contd..

- Presentation steps are as follows:
  - Gain support.
  - prepare the presentation
  - Give the presentation
  - Follow up on the presentation

# Presentation outline

## ➤ *In the introduction*

- Establish rapport with introductions.
- Get the audience's attention by listing the benefits.
- Tell them what you are going to tell them.

## ➤ *In the body*

- State your mission.
- Describe the process using a process diagram:
  - Significance of the process
  - Inputs with suppliers
  - Process itself
  - Output(s) with customer(s)

# Presentation Contd..

## ➤ *In the body contd..*

- Owner(s)
- Identify the underlying cause
- Describe data collection
- Discuss results
- Detail the action requested:
  - Alternatives considered
  - Solution selected
  - Plan for implementation

# Presentation Contd..

## ➤ *In the conclusion*

- Reinforce benefits.
- Tell them what you told them.
- Get agreement on what you want.
- Summarize actions.