Project Management and Grant Writing

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Lesson 6.
Teamwork

„There are no unimportant jobs on any project, and there are no unimportant people on the project team."[1] (Eric Verzuh)

It is not impossible to execute a project alone. A good example is a popular indie RPG game called Stardew Valley developed alone by Eric Barone over a few years. However, large projects project can hardly be executed without a team. Even Barone hired a small development team after his game became popular to continue updating the game.[2]

Stardew Valley. Source: https://www.stardewvalley.net/

Why is it important to **work in a team**? To find out the answer, please watch the following video:
- How to turn a group of strangers into a team | Amy Edmondson
  https://www.youtube.com/watch?v=3boKz0Exros

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[1] Verzuh, Eric. The Fast Forward MBA in Project Management. Hoboken, NJ: Wiley, 2016. IV. p.
[2] Stardew Valley Wiki, s.v. " ConcernedApe," https://stardewvalleywiki.com/ConcernedApe.

In a **project team**, you can find several **roles**[3] such as:
- Project manager/Leader, who develops the project plan, managing the tasks, the schedule, the team, etc., leading the execution.
- Project Team Member, who working on the execution of the project: do the tasks, the documentation, provide expertise, etc.
- External co-workers, like sponsors, business analysts, external consultants, and experts, etc.

To learn about **building and managing project teams**, please watch the following videos:
- How to Build A Project Team https://www.youtube.com/watch?v=hhuoBChCTDU
- How to Manage a Team - Project Management Training https://www.youtube.com/watch?v=vZdEoBNDrig

Bruce W. Tuckman, an American psychological researcher published his popular and important model of **group development** in 1965.[4] In his paper, he says, there are four stages of team development can be defined:
1. Forming (establishing the group, members avoid conflict)
2. Storming (resistance to group influences, conflicts)
3. Norming (overcome of resistance, cohesion develops, roles are adopted)
4. Performing (team functions as a unit, roles are flexible and functional, Structural issues have been resolved)

Stage	Forming	Storming	Norming	Performing
General Observations	Uncertainty about roles, looking outside for guidance.	Growing confidence in team, rejecting outside authority.	Concern about being different, wanting to be part of team.	Concern with getting the job done.
Content Issues	Some attempt to define the job to be done.	Team members resist the task demands.	There is an open exchange of views about the team's problems.	Resources are allocated efficiently; processes are in place to ensure that the final objective is achieved.
Process Issues	Team members look outside for guidance and direction.	Team members deny the task and look for the reasons not to do it.	The team starts to set up the procedures to deal with the task.	The team is able to solve problems.
Feelings Issues	People feel anxious and are unsure of their roles. Most look to a leader or coordinator for guidance.	People still feel uncertain and try to express their individuality. Concerns arise about the team hierarchy.	People ignore individual differences and team members are more accepting of one another.	People share a common focus, communicate effectively and become more efficient and flexible as a result.

Source: http://apppm.man.dtu.dk/index.php/Four_Stages_of_Team_Development#cite_note-2

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[3] Garaj, Erika. Projektmenedzsment. Edutus Főiskola. 2012. URL:
https://regi.tankonyvtar.hu/hu/tartalom/tamop412A/2010-0017_35_projektmenedzsment/index.html
[4] Tuckman, Bruce W (1965). "Developmental sequence in small groups". Psychological Bulletin. 63 (6): 384–399.

As you can see, **conflicts** are present in every group. Hence, managing conflicts is also a crucial skill, which is necessary for a project manager. It's never an easy task to manage conflicts because this area is always very subjective. Managing here means controlling.

When a conflict occurs, first, the manager must decide if it is helpful or not from the perspective of the project implementation. Conflicts are not helpful when progress is hindered, or disrespect occurs. However, it can be helpful if it leads to identifying a core issue or develops a better result for the project. Communication is always a key step to solve conflicts, so it is highly recommended to not ignore it.

Every project leader dream about a **successful team**, where the tasks run smoothly and effectively, the conflicts are minimalized, the team work as a whole and everyone is committed.

Pina Tarricone and Joe Luca identify some key attributes for successful teamwork in their paper[5]. Please, read it. You can find it on the following link or in the CooSpace folder named "Course Materials".
Link: http://www.unice.fr/crookall-cours/teams/docs/team%20Successful%20teamwork.pdf

Also, please watch the following video:
- Secrets Of Successful Teamwork: Insights From Google
  https://www.youtube.com/watch?v=hHIikHJV9fI

At last, to learn about the **management styles** developed by Rensis Likert, an American social psychologist, read the following article please:
https://www.businessballs.com/organisational-culture/likerts-management-systems/

A short summary for the four management styles:

EXPLOITATIVE AUTHORITATIVE	BENEVOLENT AUTHORITATIVE
• It is based on one way communication. • Decision making is centralised. • Based on threat and fear.	• There is one way communication. • It is based on rewards. • The decision making is centralised
CONSULTATIVE LEADERSHIP	PARTICIPATE LEADERSHIP
• There is two way communication but upwards communication is limited. • It is based on appropriate rewards • The decision making is limited and decentralised.	• This style of leadership is based on group participation. • There is two way communication • The decision making is decentralised.

Source: https://culcopiahc.files.wordpress.com/2014/06/pix.jpg

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[5] Tarricone, P., & Luca, J. (2002). Successful teamwork: A case study. Retrieved from https://ro.ecu.edu.au/ecuworks/4008

Assignment

Practice Quiz

You can find the quiz here: https://forms.gle/eUfitaNrTBCK6vV18