6. PROJECT TEAMS

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Project management 101 *by Zavanak*

6.1 The project is the team

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Projects need a special approach

Think project	Inputs, outputs, outcomes
Act project	Motivation, co-operation, goal focus
Drive project	Plan, monitor, measure, adjust
Learn project	Reflect, improve, embed

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Why teams are important

They provide the variety of skills needed to create the output

They achieve results faster than individuals – more work hours per day

Collectively, teams tend to make better decisions than individuals

A team may be a prerequisite for the project – e.g. in a contractual partnership

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What's the difference?

*A **group** is a number of people located, gathered or classed together*

*A **team** is a number of people brought together to achieve a common objective*

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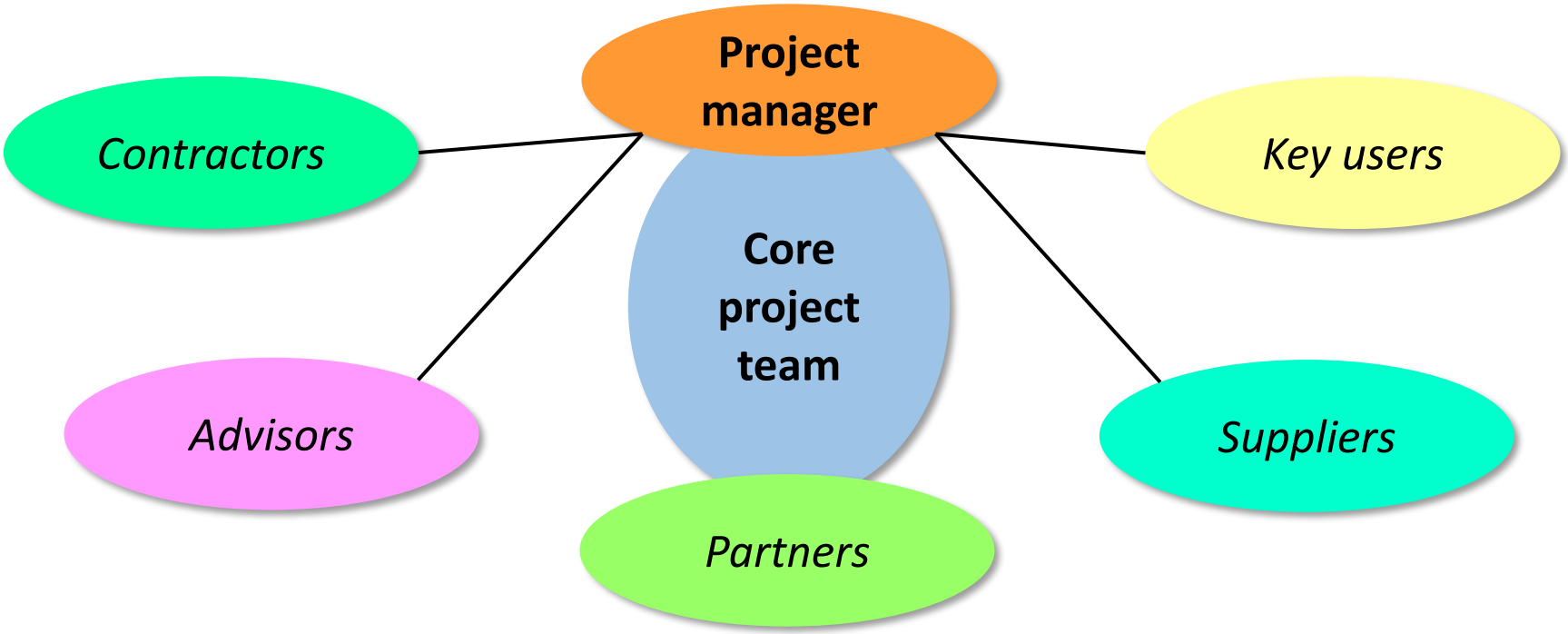
The modern project team



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The challenges of building and sustaining a team

Always a compromise

People may be imposed

Always a range of skills

Integrating latecomers

Getting different sub-teams to work together

Need to be kept focused

Personalities and politics can play a big part

People can be tempted away

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Stages of team development

Forming Team members come together – high dependence on leader

Storming They **test** areas of disagreement and focus on the goal

Norming They **establish** how to co-operate, and have clear roles

Re-forming They **consolidate** on what they achieved so far

Performing They **achieve the task** effectively – shared vision, high autonomy

Adjourning They **learn lessons** and disperse

How do you introduce new people at this point?

After B. Tuckman and M. Jensen (1977)

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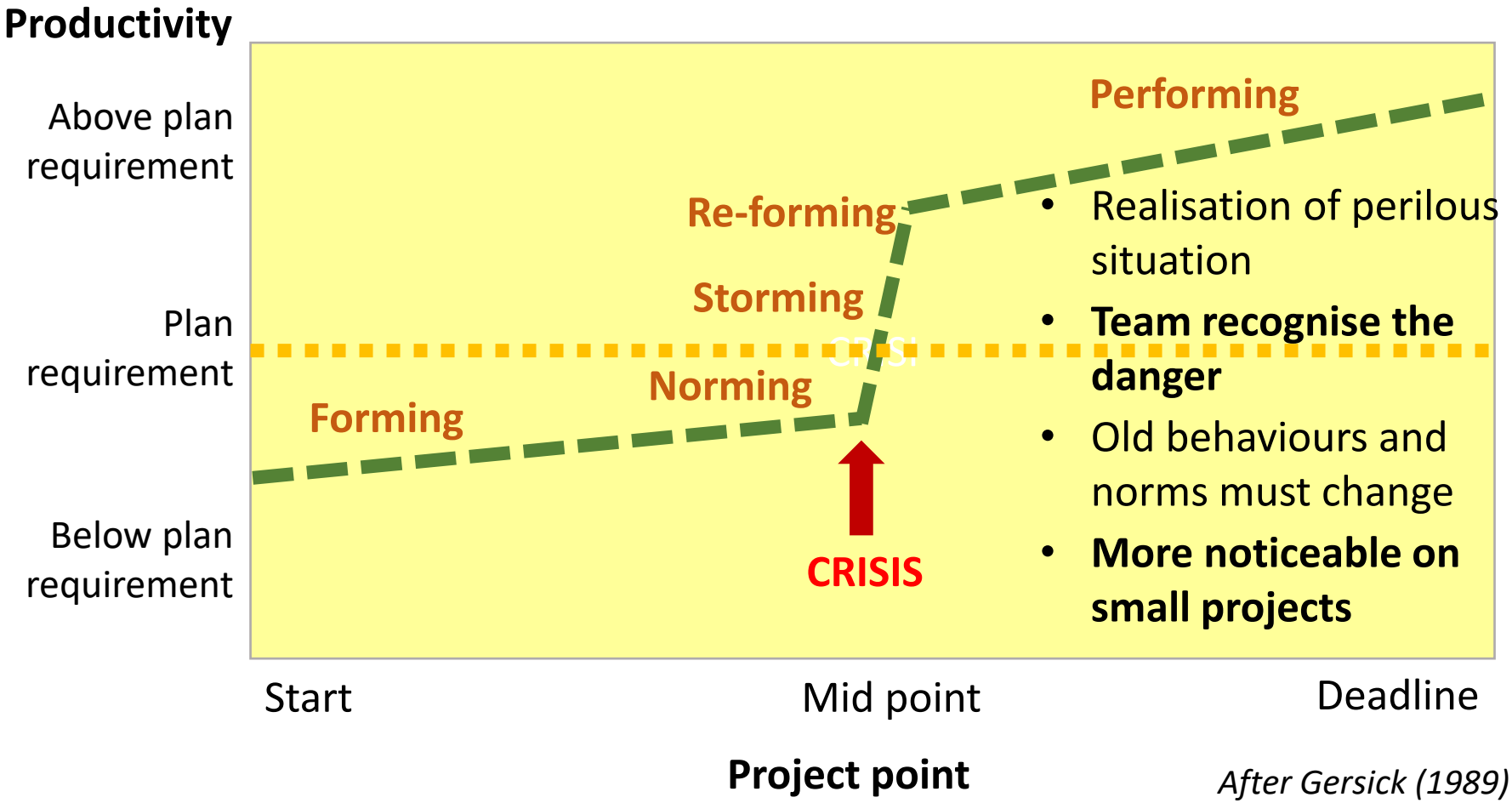
Punctuated equilibrium



After Gersick (1989)

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