

# **PROJECT MANAGEMENT INSTITUTE**

## **MONTGOMERY CHAPTER**

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# **Essentials for Managing Project Teams**

**A.K.A. “From “Me” to “We”**

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# TEAM WORK...

**“Coming together is a beginning; keeping together is progress;  
working together is success.”**

*Henry Ford*

**“Interdependence is a higher value than independence.”**

*Stephen Covey*

**“ Teamwork is the quintessential contradiction of a society  
grounded in individual achievement. “**

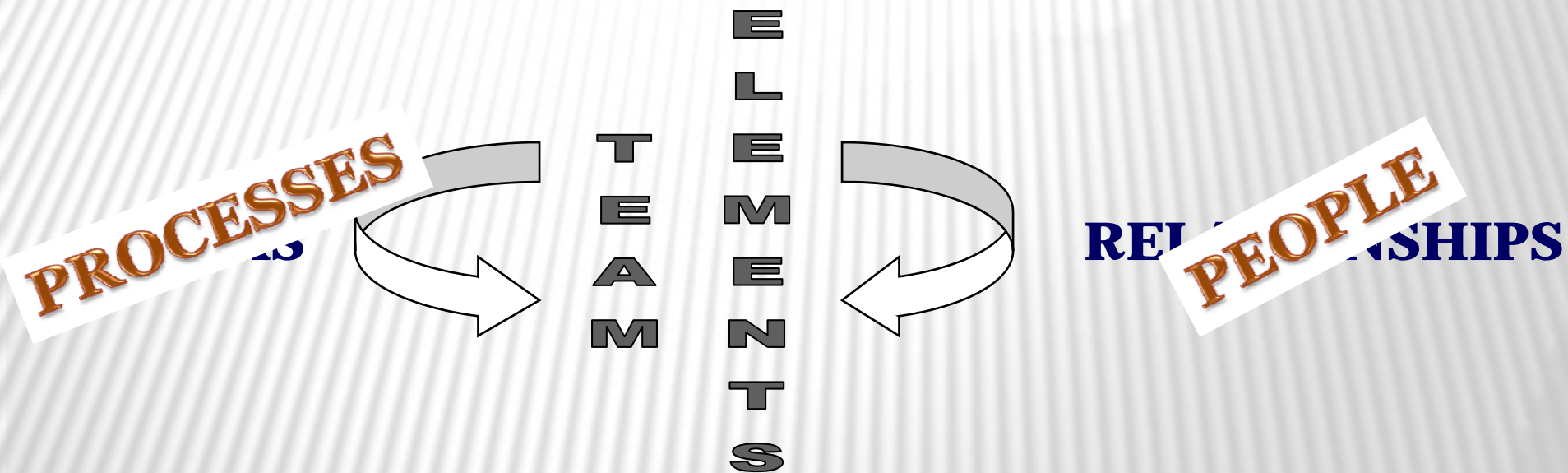
*Marvin Weisbord*

**What is “a team” anyway?**

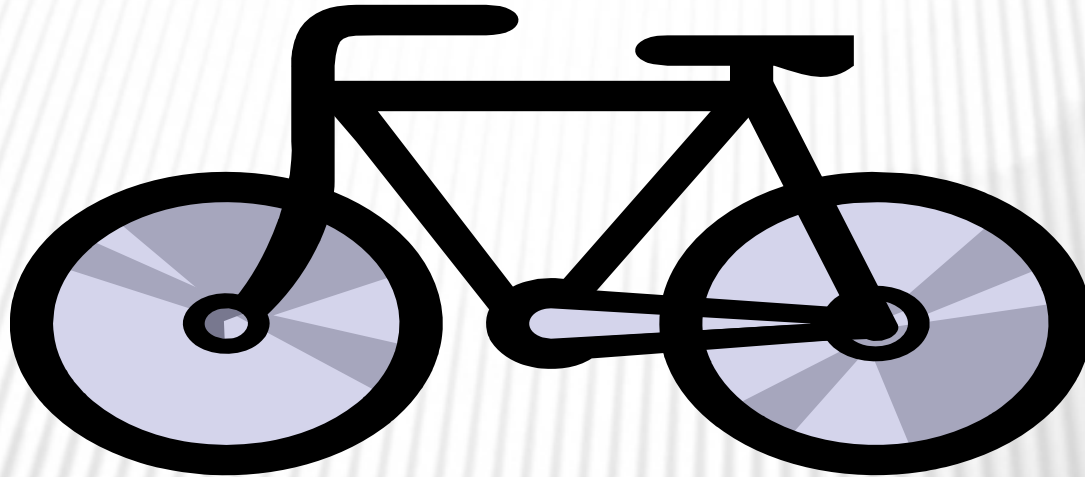
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**POINT ONE**

# TEAM BALANCE



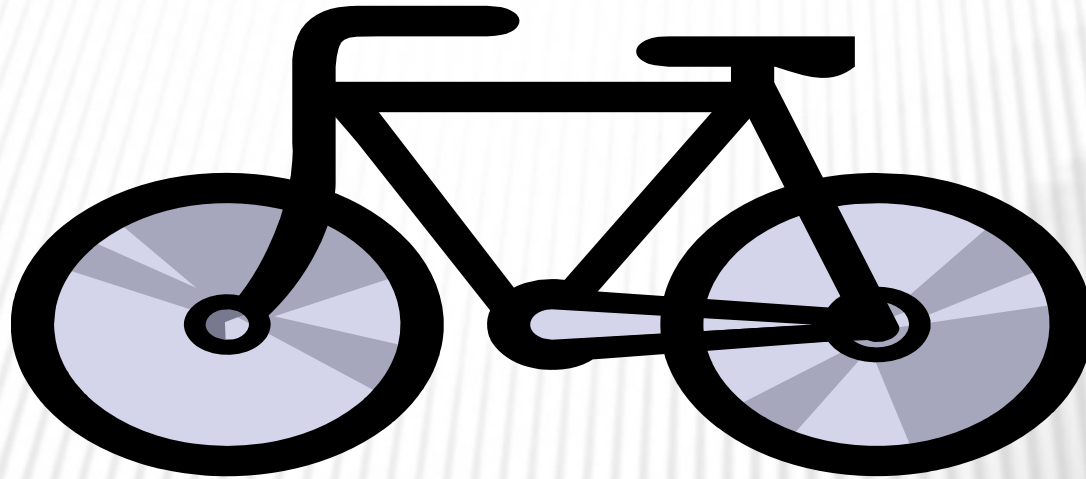
# TEAM BALANCE



**PEOPLE**

**PROCESSES**

# TEAM BALANCE



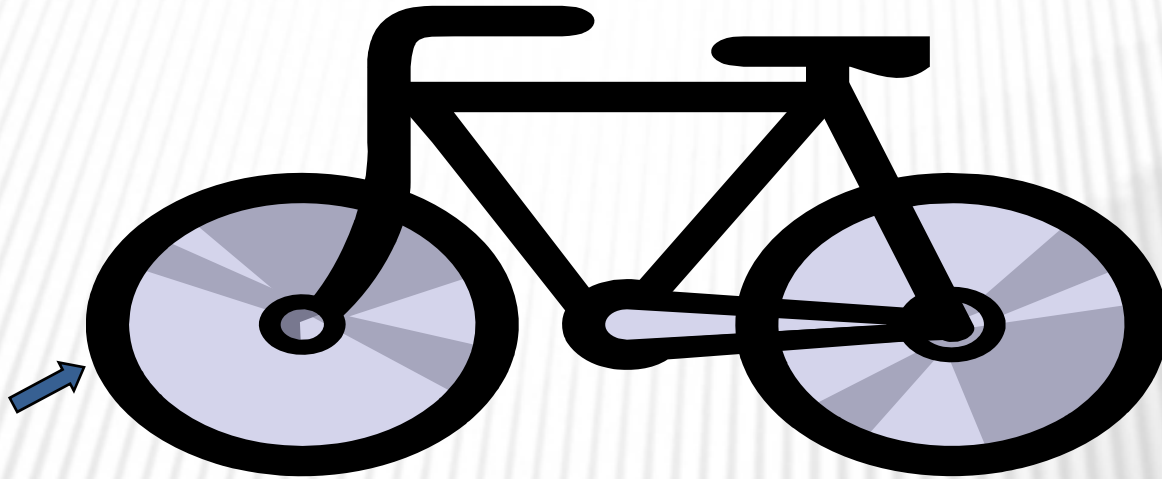
## **PEOPLE**

relationships  
harmony  
synchronization  
personality

## **PROCESSES**

policies  
plans  
reports  
project

# TEAM BALANCE



## **PEOPLE**

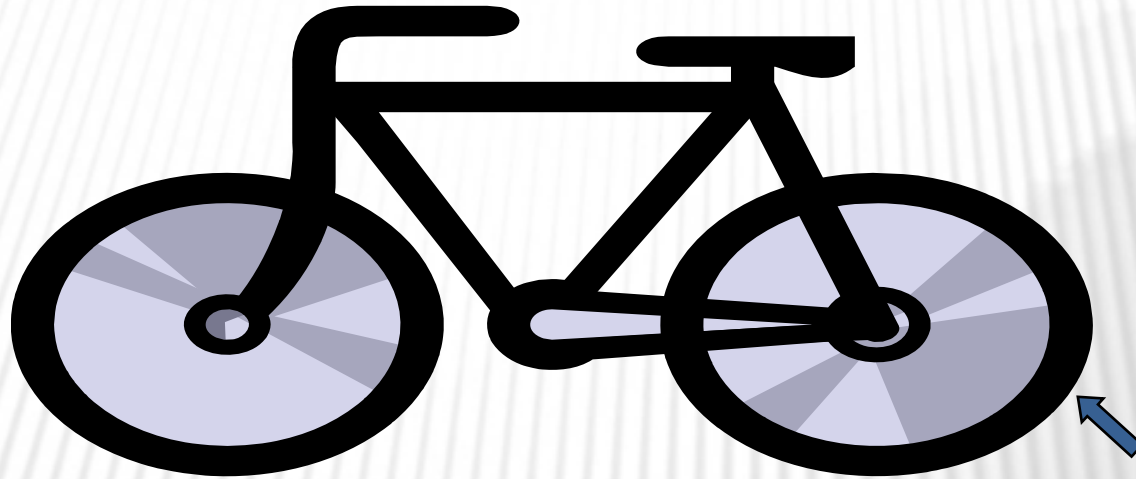
relationships  
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## **PROCESSES**

policies  
plans  
reports  
project



# TEAM BALANCE



## **PEOPLE**

relationships  
harmony  
synchronization  
personality

## **PROCESSES**

policies  
plans  
reports  
project

***“If teams are to be successful in achieving their goals (processes), they must also be successful at working together (people).”***

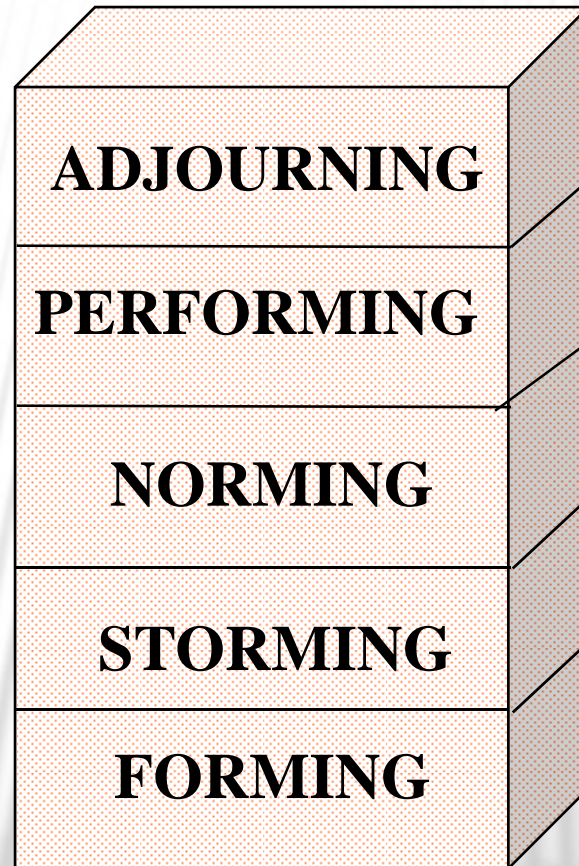


**Isn't "a team" just a team?**

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**POINT TWO**

# **TUCKMAN'S MODEL OF GROUP DEVELOPMENT**



# **TEAM FORMATION**

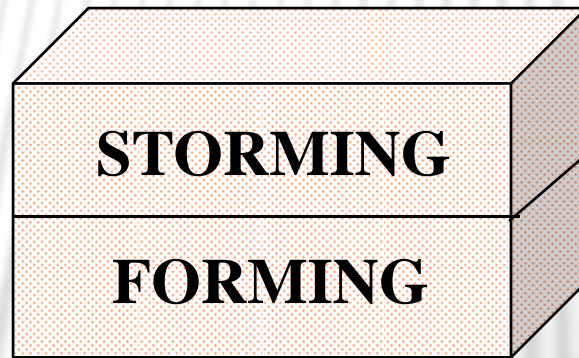
**“Every group needs to  
mature  
to achieve  
peak performance.”**

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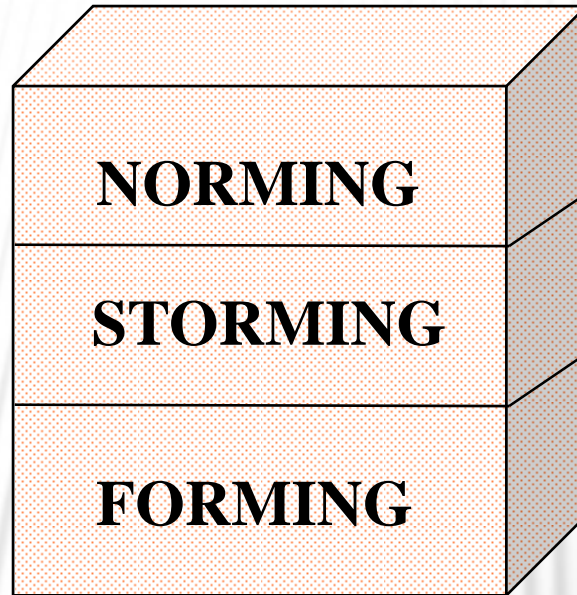
# **TUCKMAN'S MODEL OF GROUP DEVELOPMENT**



# TUCKMAN'S MODEL OF GROUP DEVELOPMENT

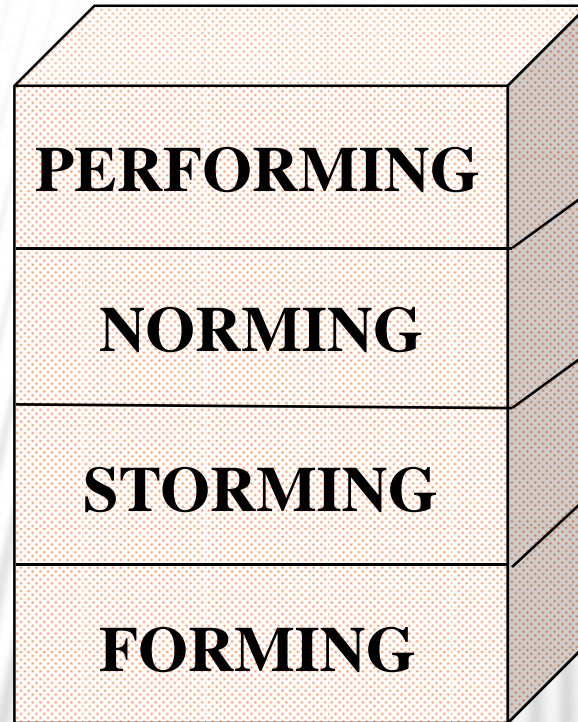


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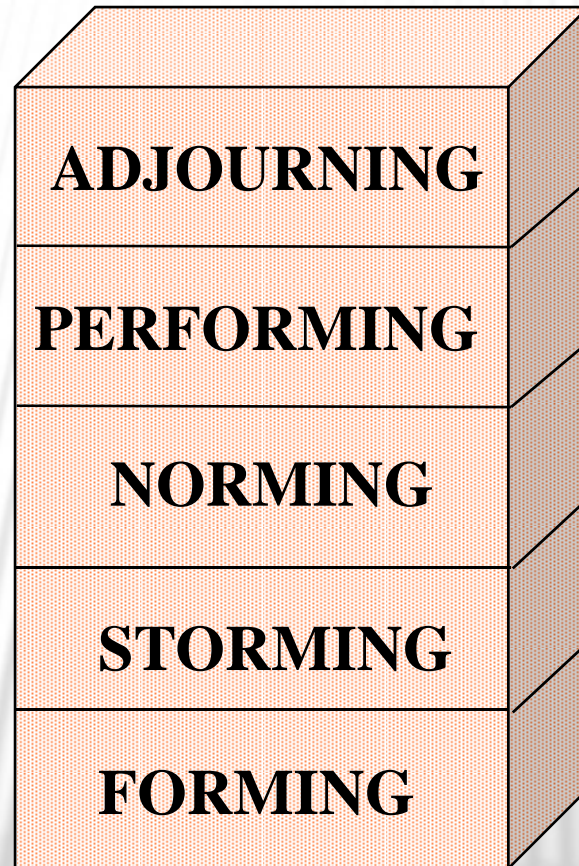




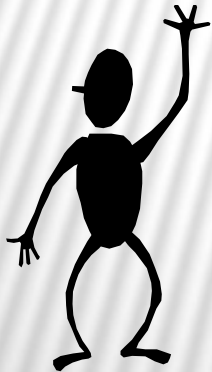
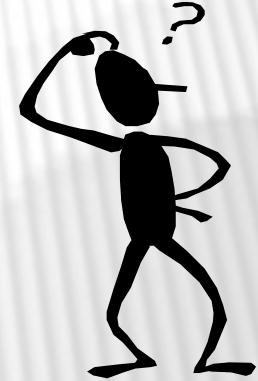
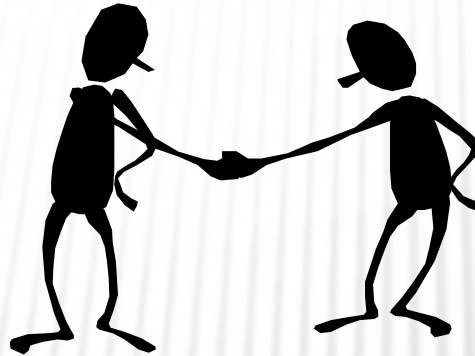
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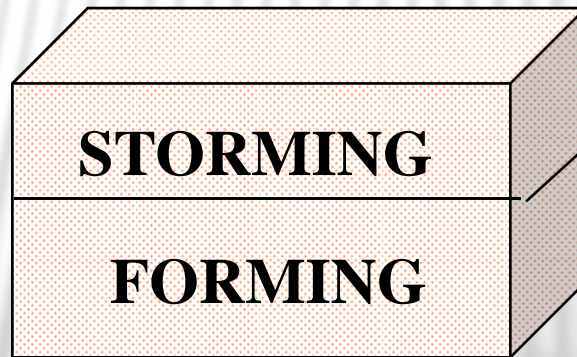
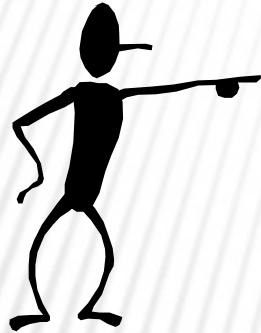
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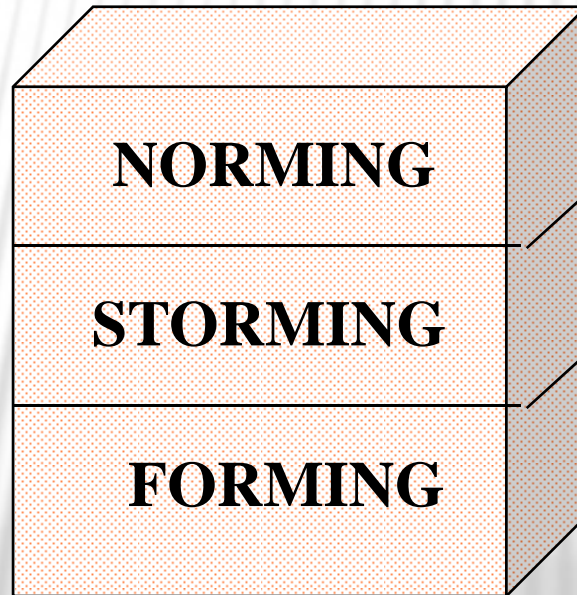
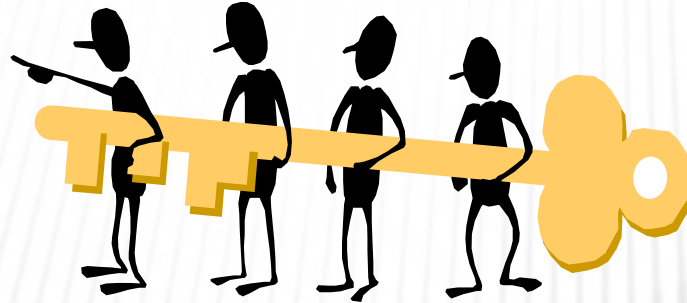
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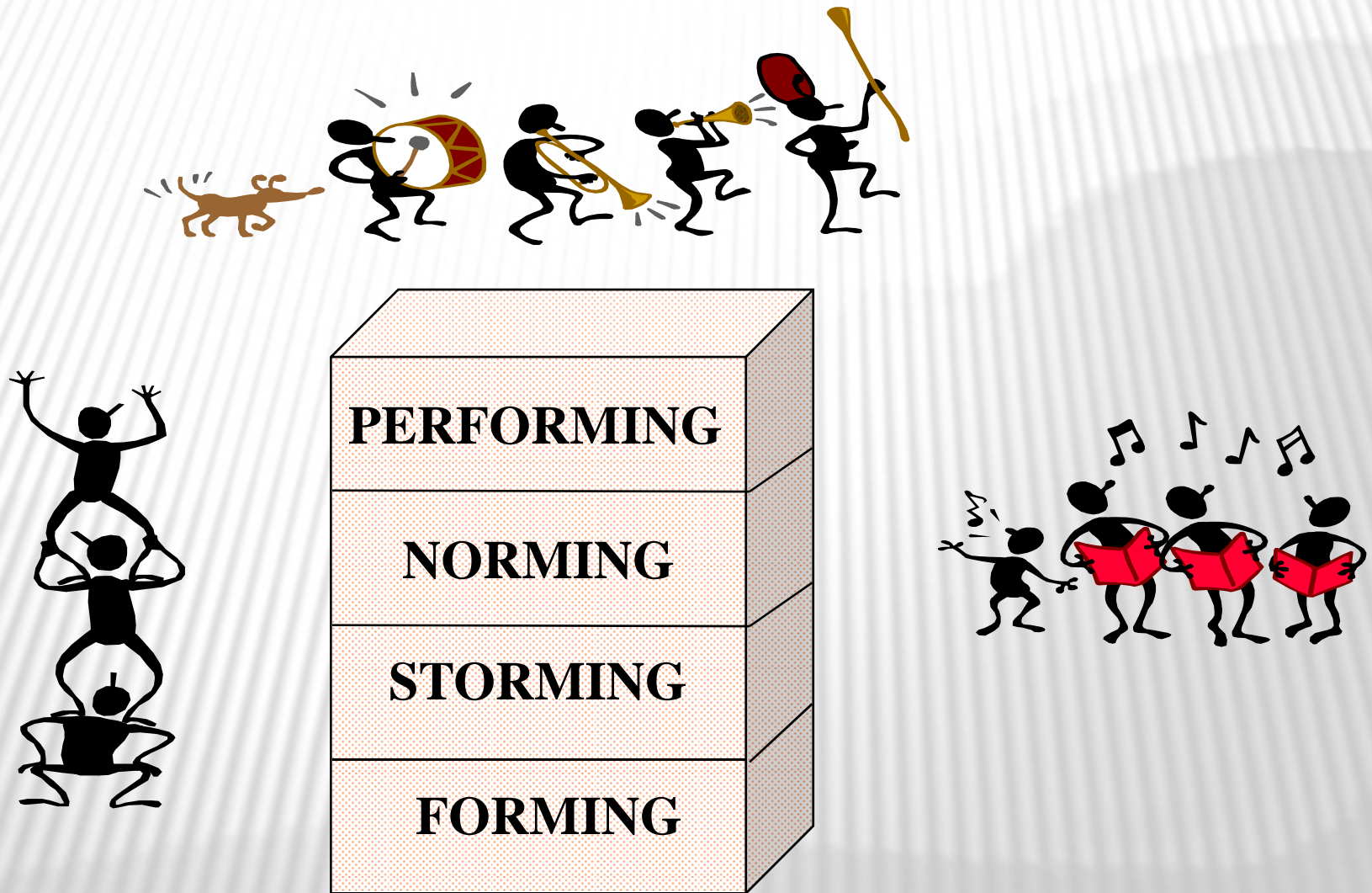
# TUCKMAN'S MODEL OF GROUP DEVELOPMENT



# TUCKMAN'S MODEL OF GROUP DEVELOPMENT



# TUCKMAN'S MODEL OF GROUP DEVELOPMENT



**Can this “lady” make it any harder?**

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# **POINT THREE**

# ***CHARACTERISTICS OF EFFECTIVE TEAMS***

- **Clear purpose**
- **Common goals**
- **Established ground rules**
- **Clarity of roles/responsibilities**
- **Shared leadership**
- **Informal - comfortable climate**
- **Commitment to work**
- **Competency**
- **Mutual respect**
- **Focus on process and results**
- **Encouragement of participation**
- **Open and honest communication**
- **Active listening**
- **Freedom to express feelings/thoughts**
- **Constructive criticism**
- **Healthy conflict with harmony**
- **Trust among all members**
- **Reward and recognition**
- **Training support**
- **Organizational support**



# ***CHARACTERISTICS OF SUCCESSFUL TEAMS***

## **TEAM SUPERVISOR**

**Clear purpose**  
**Common goals**  
**Clarity of roles**  
**Established ground rules**  
**Informal/comfort climate**  
**Shared leadership**

## **AGENCY/DIVISION**

**Organizational support**  
**Reward and recognition**  
**Training support**

## **TEAM MEMBER**

**Focus on process & results**  
**Constructive criticism**  
**Healthy conflict w/ harmony**  
**Open & honest**  
**Freedom to express feelings/thoughts**  
**Commitment to work**  
**Competency**  
**Mutual respect**  
**Trust among members**  
**Active listening**

**FROM THE LIST ON THE PRIOR SLIDE...**

**A. List the top 3 characteristics that YOU ADD to your team.**

**B. List 3 characteristics that YOU MUST DEVELOP to be more productive as a team member.**

**Didn't she say there were only three points?**

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**POINT FOUR**

# **TEAM WORK**

**“The way a team plays as a whole  
determines its success.**

**You may have the greatest bunch of  
individual stars in the world,  
but if they don't play together, the club  
won't be worth a dime.”**

***Babe Ruth***

# TEAM LEADERSHIP

***“As for the *best leaders,*  
the people do not notice their existence.***

**The next best,  
the people honor and praise.  
The next, the people fear;  
and the next, the people hate.”**

**Successful leadership is by influence not authority.  
*Ken Blanchard***