

# Project Team Building, Conflict, and Negotiation

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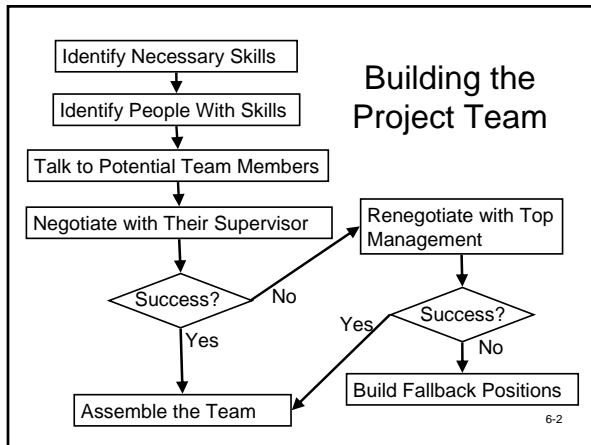
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## Effective Project Teams

- ❖ Clear Sense of Mission
- ❖ Productive Interdependency
- ❖ Cohesiveness
- ❖ Trust
- ❖ Enthusiasm
- ❖ Results Orientation

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### Reasons Why Teams Fail

- Poorly developed or unclear goals
- Poorly defined project team roles & interdependencies
- Lack of project team motivation
- Poor communication
- Poor leadership
- Turnover among project team members
- Dysfunctional behavior

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### Stages in Group Development

1. Forming – members become acquainted
2. Storming – conflict begins
3. Norming – members reach agreement
4. Performing – members work together
5. Adjourning – group disbands

***Punctuated Equilibrium is a different model***

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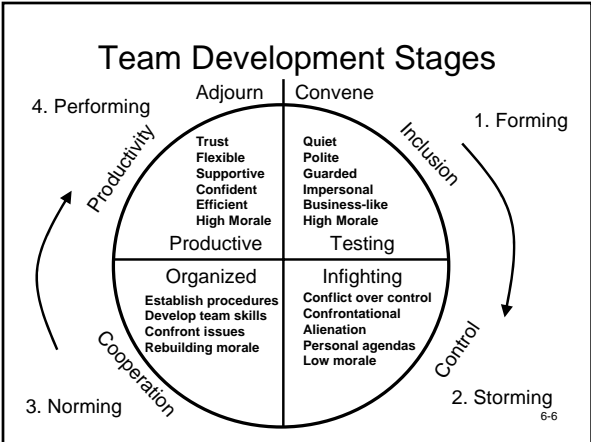
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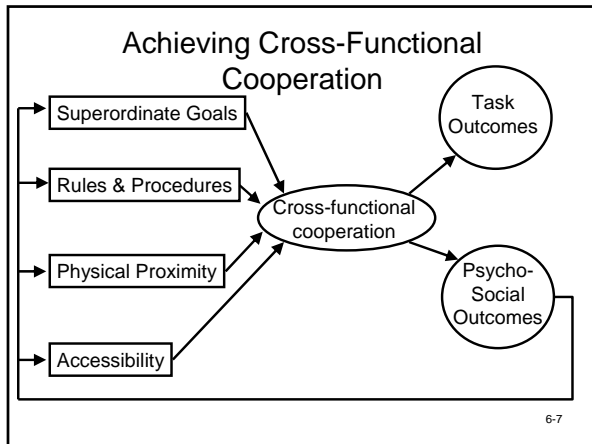
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### Building High-Performing Teams

Make the project team **tangible**

- Publicity
- Terminology & language

**Reward** good behavior

- Flexibility
- Creativity
- Pragmatism

Develop a **personal touch**

- Lead by example
- Positive feedback for good performance
- Accessibility & consistency

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### Virtual Project Teams

*use electronic media to link members of a geographically dispersed project team*

**How Can Virtual Teams Be Improved?**

- ✓ Use face-to-face communication when possible
- ✓ Don't let team members disappear
- ✓ Establish a code of conduct
- ✓ Keep everyone in the communication loop
- ✓ Create a process for addressing conflict

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## Conflict Management

**Conflict** is a **process** that begins when you **perceive** that someone has frustrated or is about to frustrate a major concern of yours.

### Categories

- Goal-oriented
- Administrative
- Interpersonal

### Views

- Traditional
- Behavioral
- Interactionist

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## Sources of Conflict

### Organizational

- Reward systems
- Scarce resources
- Uncertainty
- Differentiation

### Interpersonal

- Faulty attributions
- Faulty communication
- Personal grudges & prejudices

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## Conflict Resolution

- Mediate – defusion/confrontation
- Arbitrate – judgment
- Control – cool down period
- Accept – unmanageable
- Eliminate – transfer

***Conflict is often evidence of progress!***

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## Negotiation

a **process** that is predicated on a manager's ability to **use influence** productively

### Questions to Ask Prior to Entering a Negotiation

1. How much **power** do I have?
2. What sort of **time pressures** are there?
3. Do I **trust** my opponent?

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## Principled Negotiation

1. Separate the people from the **problem**
2. Focus on **interests**, not positions
3. Invent options for **mutual gain**
4. Insist on using **objective criteria**

*Getting to Yes – Fisher & Ury*

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