Team Selection and Management

A Comprehensive Guide

Baachu scribble

Project Team

The Project Team is a group of several people called to work together on a project.

It consists of experts from different fields.

Knowledge, skills and experience of each member of the team is the key to success.

An effective project team determines the success of a project.

Importance of developing effective teams

There are more experts within organizations whose talents need to be integrated into a larger task.

More organizational members want to become involved in their total work environment.

The benefits of people working together can result in important synergy and creativity.
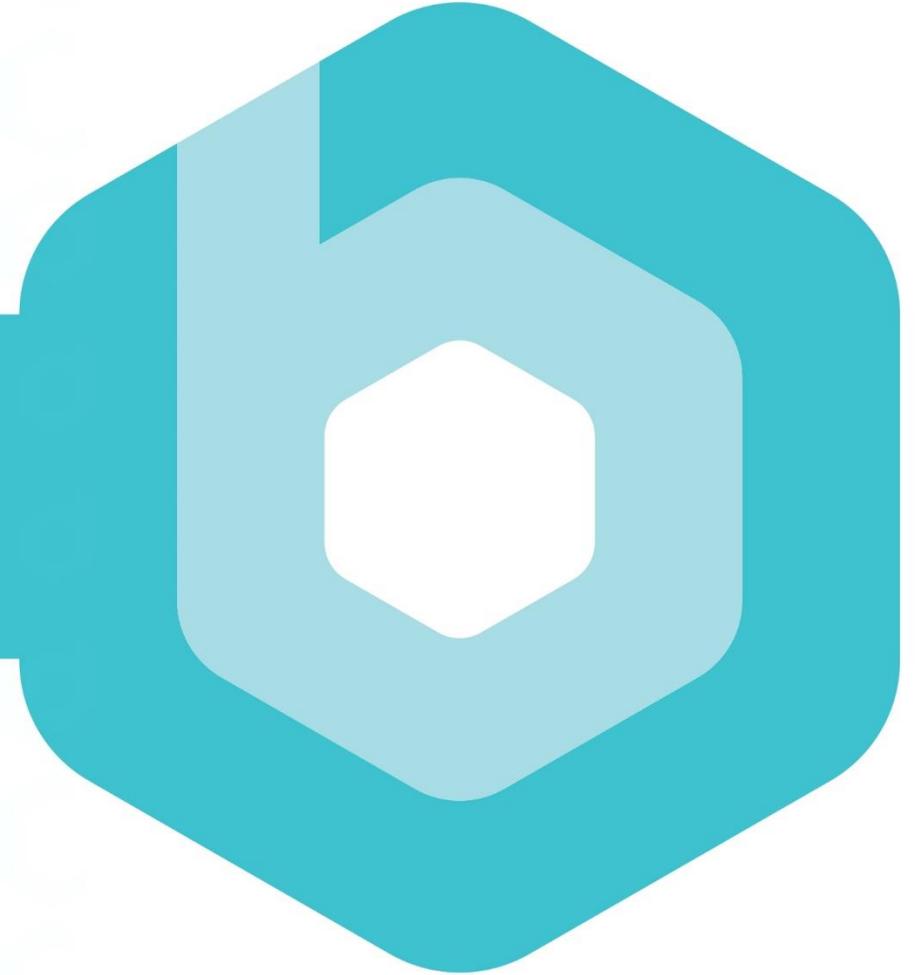
Importance of developing effective teams

Increasing task complexity and complicated environmental requires the development of effective teams.

Effective team building also leads to higher levels of job satisfaction.

Steps to Select an effective team

1. Understand the project needs

Spend time and effort in completely understanding and analyzing what the project is all about.

Identify and break down the necessary steps and resources needed for attaining the final goal.

Project parameters that are likely to influence team selection and composition must be identified.

2. Identify and appoint the right project manager

A project manager is the initiator to projects and is responsible of a project till its completion.

This is the most important and key role within a project.

Find the right person who has the requisite knowledge and skills to lead a team.

3. Select team members that meet the needs of the project

Identify a possible pool of team members based on the task skills needed for team effectiveness.

Select members based on the teamwork skills.

Pick and choose the best executives and managers who could contribute to making a difference.

4. Supplement the team with experts to cover gaps in project needs

Recruit the needed specialists and experts to complete the project along the way.

Team must be fully equipped with the needed resources and skilled personnel.

5. Monitor team performance

The main job of the Project Manager is to monitor the team's performance.

Conduct meetings frequently and always update team members on the latest tasks.

Communication is key in this stage.

Make sure that the team meets the set goals.

An ideal team member will be:

Creative, open minded and future oriented

A good team player

Knowledgeable and skilled

Well respected among peers, stakeholders, and other business leaders
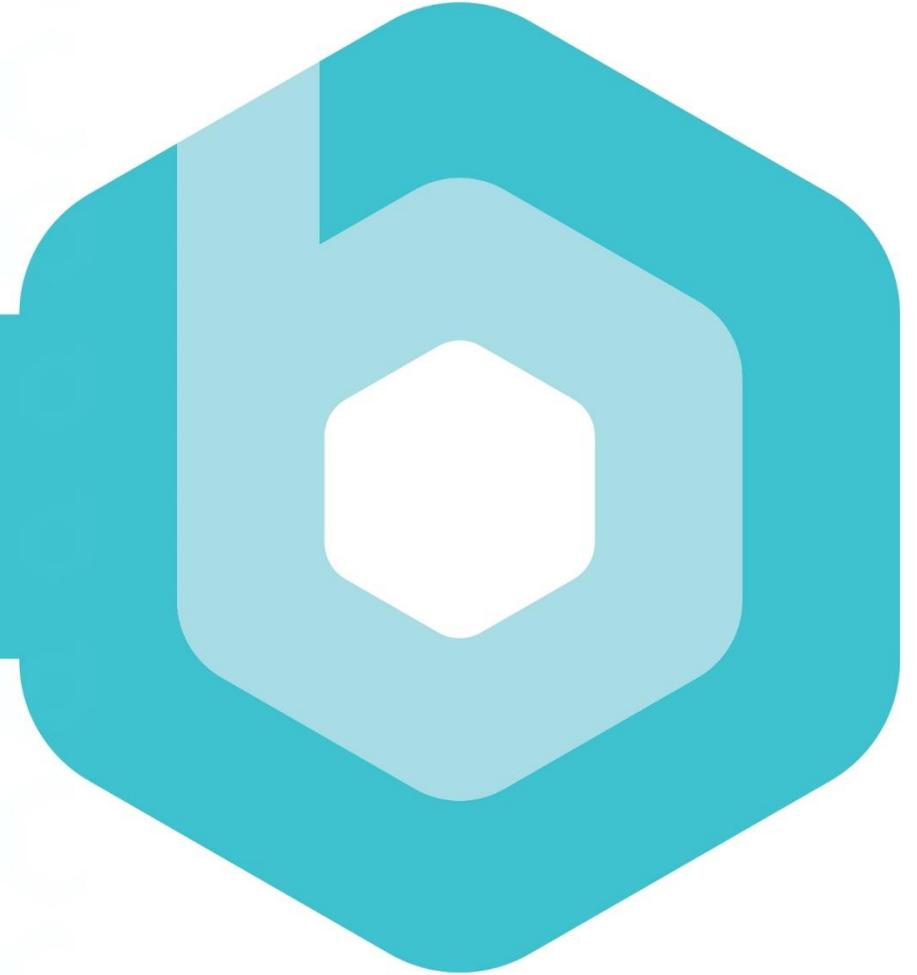
An ideal team member will be:

Flexible and adaptable to change

Able to understand the work environment

To consider and provide feedback to the team

4 steps to create a high performance team

1. Plan for success

Create a project vision and objectives

Define roles and responsibilities

Create governance and decision-making structures

Identify the cultures & values of your team

Define the most appropriate procurement mode

2. Team Building

Undertake a planned, risk-based, collaborative approach that identifies relational risks.

Build and agree processes around different leadership abilities and communication styles within the team.

3. Training and Control

Follow a structured process to ensure proper performance.

Use coaching to maintain team motivation, promote effective communication and to eradicate inappropriate behaviors.

4. Review

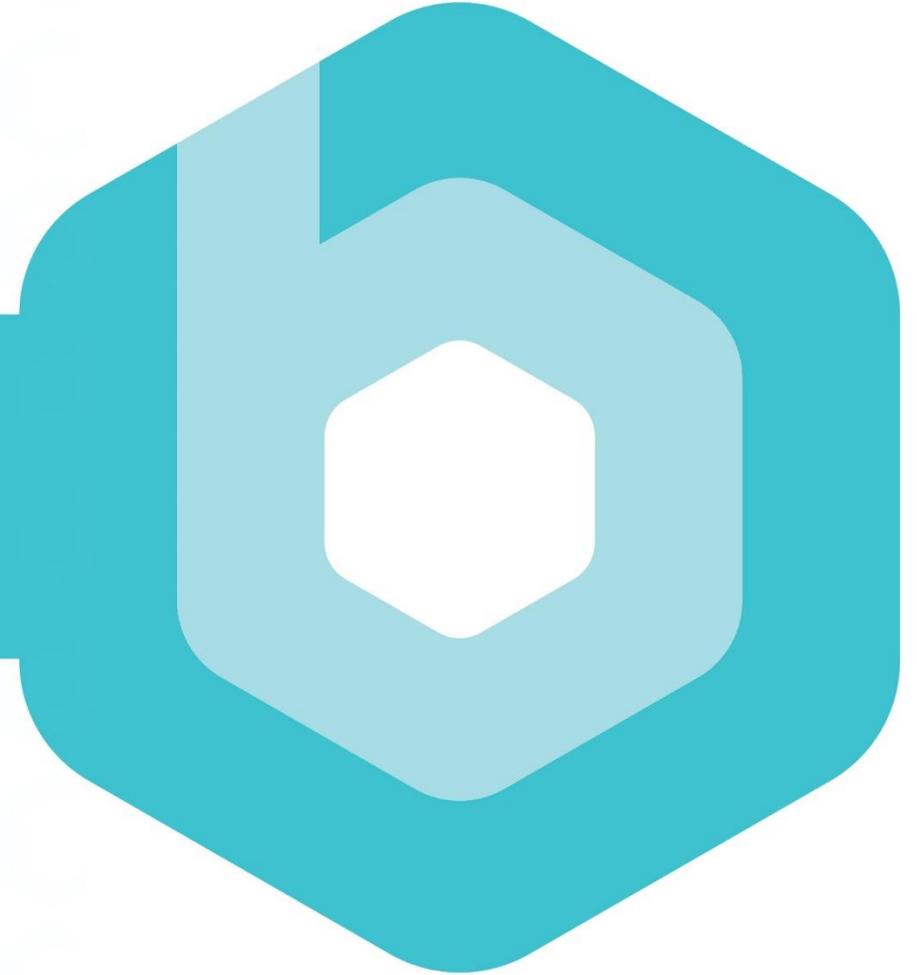Conduct adequate reviews and meetings to assess the following:

The team's performance

Evaluation of the processes followed

Identification of positive and negative attributes

Implementation of an action plan to improve future project performance

Major Barriers To Project Team Management

Difference of opinions among Team Members

A major barrier is that team members often have different professional objectives and interests.

But a successful accomplishment of a project requires team members to place "what's good for the project" above their own interest areas.

Role Conflicts

Role conflicts are most likely to occur when there is ambiguity regarding a member's role with the team and in relation to other external teams.

Overlapping and ambiguous role responsibilities are also major contributors to role conflicts.

Project Objectives Not Clear

If objectives are not explicit it becomes difficult to clearly define roles and responsibilities.

Implementation of any team activity will be impossible without clear set goals.

Changing Project Environments

Business environment always operate in a continual state of change.

Changing the project scope, objectives, and resource base are constantly seen in a project.

This can drastically affect the functioning of a team.

Competition Over Team Leadership

During the early phases of a project it is highly likely the quality of leadership is questioned.

This can result in challenging the leader.

This scenario is a formidable barrier in effective team building.

Lack of Team Definition and Structure

Lack of clarity regarding the task would lead to members being unsure about the extent of their responsibilities.

Poorly defined team will result when a project is supported by several departments but no designated leader and departmental coordinator.

Lack of Team Member Commitment

Lack of commitment can come from several sources, such as:

Team members' professional interests lie elsewhere

The feeling of insecurity being associated with projects

The unclear nature of the rewards which may be forthcoming

Intense interpersonal conflicts within the team

Credibility of the Project Leader

Credibility problems may come from poor managerial skills, poor technical judgments or lack of experience relevant to the project.

Team members are often reluctant to make a commitment to such a project or leader.

Communication Problems

Poor communication practices often led to unclear objectives and poor project control, coordination, and work flow.

This can arise from team members not keeping others informed on key project developments.

This can also be a result of low motivation levels, poor morale, or carelessness.

Lack of Senior Management Support

Unclear and waning support from senior management can lead to low levels of enthusiasm and project commitment in the team.

Sometimes there is lack of feedback on the performance and activities of the team during the life of the project.

Tips for Effective Team Building and Management

Try to blend individual interests with the overall project objectives.

Fully explain the scope of the project and the forthcoming rewards on completion to all members.

Determine how the overall project can best be divided into subsystems and subtasks.

Tips for Effective Team Building and Management

Conduct regular status review meetings to keep team informed on progress.

Assure that all parties understand the overall and interdisciplinary project objectives.

Clear and frequent communication with senior management and the client becomes critically important.

Tips for Effective Team Building and Management

It is critically important to forecast the "environment" within which the project will be developed and develop contingency plans.

Senior management must help establish the project manager's leadership role.

Clear role and responsibility definition often minimizes competition over leadership.

Tips for Effective Team Building and Management

Regular meetings with the team will reinforce the team notion as will clearly defined tasks, roles and responsibilities.

It is important for the project leader to intervene and mediate the conflict quickly.

The project leader should devote considerable time communicating with individual team members about their needs and concerns.

Tips for Effective Team Building and Management

Tools for enhancing communications are status meetings, reviews, schedules, reporting system, and colocation.

A major goal for project leaders is to maintain the continued interest and commitment of senior management in their projects.

How To Handle A Newly Formed Team

A major problem faced by many project leaders is managing the anxiety which usually develops when a new team is first formed.

The project leader at the start of the project must talk with each team member on a one-to-one basis regarding the project.

All adequate details must be provided.

How To Handle A Newly Formed Team

Open discussion with each team member will likely to reduce his/her initial anxiety.

The greater the feeling of team membership and the better the information exchange among team members.

Effective Development of Team Membership, Should...

Lead to Trust Relationships among team members and lead to higher quality information exchanges within the team

This can result in more effective team decision making processes.
As a consequence,...

More effective project control systems are developed to monitor project performance and the team develops feedback mechanisms on team member performance

Common Pitfalls and Misconception
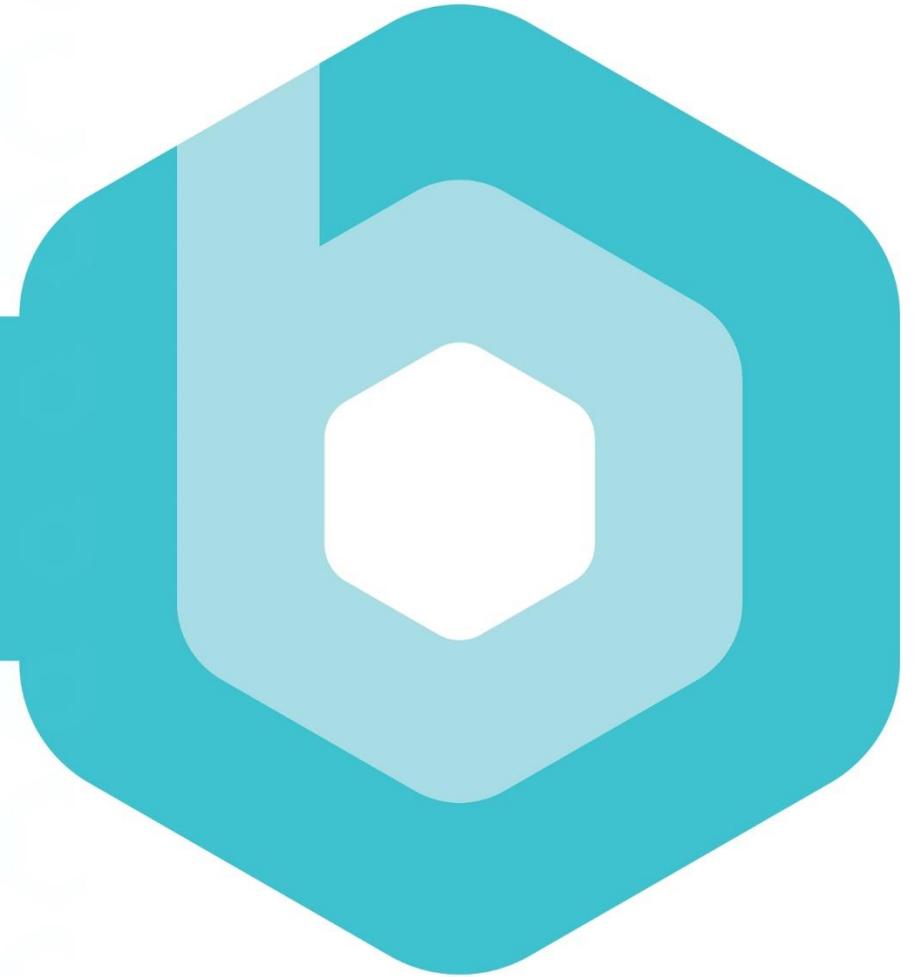
Team Building ends when the team is formed

Team Building is in fact an on-going process. It is about constantly evaluating and adapting to the changes. Its about motivating and inspiring the members throughout the process.

Team diversity is Cultural diversity

Team diversity can range from cultural, gender, and age diversity, all the way to simple functional diversity. Not all diverse teams are only culturally diverse. They just have diverse abilities.

A diverse team is a less efficient team

A diverse team might take time to find out its strengths and weaknesses but a diverse team offers multiple insights and skillset.

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