

# TEAM PERFORMANCE DOMAIN

PROJECT MANAGEMENT PROFESSIONAL CLASS

(PMBOK 7TH EDITION)

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# TEAM PERFORMANCE DOMAIN

## TEAM PERFORMANCE DOMAIN

The Team Performance Domain addresses activities and functions associated with the people who are responsible for producing project deliverables that realized business outcomes

Effective execution of this performance domain results in the following desired outcomes:

- ❖ Shared ownership.
- ❖ A high-performing team.
- ❖ Applicable leadership and other interpersonal skills demonstrated by all team members.

# TEAM PERFORMANCE DOMAIN



This performance domain entails establishing the culture and **environment** that enables a collection of diverse individuals to evolve into a high-performing project team.

This includes recognizing the activities needed to foster project team development and encouraging leadership behaviors from all project team members.

# TEAM PERFORMANCE DOMAIN

- The following definitions are relevant to the Team Performance Domain:



**Project Manager.** The person assigned by the performing organization to lead the project team that is responsible for achieving the project objectives.



**Project Management Team.** The members of the org. or larger project team who are directly involved in co-ordinating project management activities.



**Project Team.** The set of individuals performing the work of the project to achieve its objectives

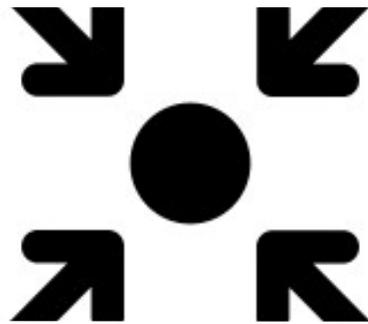
# PROJECT MANAGEMENT & LEADERSHIP

Project management entails applying knowledge, skills, tools, and techniques for management activities as well as leadership activities. Management activities focus on the means of meeting project objectives, such as having effective processes, planning, coordinating, measuring, and monitoring work, among others.

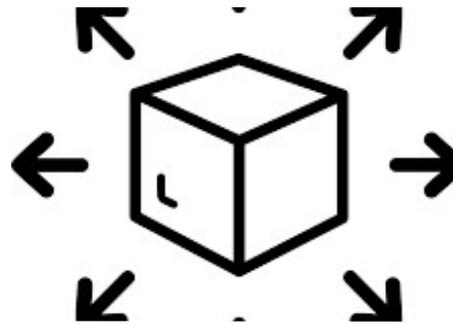
Leadership activities focus on people. Leadership includes influencing, motivating, listening, enabling, and other activities having to do with the project team. Both are important in delivering the intended outcomes.

# PROJECT MANAGEMENT & LEADERSHIP

We shall be considering 2 forms of management & Leadership



**Centralized**  
Management &  
Leadership



**Distributed**  
Management &  
Leadership

- When a company starts to grow, this is one of their main considerations
- Companies usually fall somewhere in-between

# CENTRALIZED MANAGEMENT & LEADERSHIP



Centralized organizations have most decisions coming from one place. Upper management has overall control over most aspects of the business. Easier in smaller orgs.

While leadership activities should be practiced by all project team members, management activities may be centralized or distributed. In an environment where management activities are centralized, accountability (being answerable for an outcome), is usually assigned to one individual, such as the project manager or similar role. In these situations, a **project charter** or other authorizing document can provide approval for the project manager to form project team PMBOK 7<sup>th</sup>. Ed.

- Consistency & standardization
- Slow

# DISTRIBUTED MANAGEMENT & LEADERSHIP



Orgs focused on distributed management have decisions coming from all levels of management towards the same goal.

While overall authority still rests with top level managers, a lot of decision-making is delegated to lower level members of staff.

-Sometimes project management activities are shared among a project team, and project team members are responsible for completing the work. There are also situations where a project team may self-organize to complete a project. Rather than having a designated PM, someone in the team may serve as facilitator to enable communication, collab. And engagement. The role may shift among team members. PMBOK 7<sup>th</sup>. Ed.

-Speed. Shared ownership

-Risky

# DSERVANT LEADERSHIP

Servant leadership is a style of leadership that focuses on understanding and addressing the needs and development of project team members in order to enable the highest possible project team performance. Servant leaders **place emphasis on developing project team members** to their highest potential by focusing on addressing questions, such as:

- Are project team members growing as individuals?
- Are project team members becoming healthier, wiser, freer, and more autonomous?
- Are project team members more likely to become servant leaders?

# SERVANT LEADERSHIP

Servant leadership behaviors include:



**Obstacle removal.** Since it is the project team who generates the majority of business value, a critical role for the servant leader is to maximize delivery by removing impediments to their progress.



**Diversion shield.** Servant leaders protect the project team from internal and external diversions that redirect the project team from the current objectives.



**Encouragement and development opportunities.** The servant leader also provides tools and encouragement to keep the project team satisfied and productive.

As a PM, you are not...

# HIGH PERFORMING PROJECT TEAMS



What is a high-performing team?

# HIGH PERFORMING PROJECT TEAMS



High-performing teams are

- Self-organized
- Self directed
- Cross-functional (T – shaped)
- Have shared ownership etc.

As a PM...

# HIGH PERFORMING PROJECT TEAMS

One goal of effective leadership is to create a high performing project team. There are a number of factors that contribute to high performing project team.

The list below is not comprehensive, but it identifies some of the factors associated with high performing project teams.



**Open communication.** An environment that fosters open and safe communication allows for productive meetings, problem solving, brainstorming, and so forth.



**Shared understanding.** The purpose for the project and the benefit it will provide are held in common.



**Shared ownership.** The more ownership of the outcomes that project team members feel, the better they are likely to perform.



**Trust.** A project team in which its members trust each other is willing to go the extra distance to deliver success.

# HIGH PERF. PROJECT TEAMS

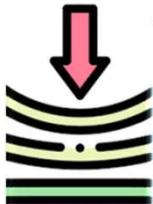
The list below is not comprehensive, but it identifies some of the factors associated with high performing project teams (continuation).



**Collaboration.** Project teams that collaborate and work with each other rather than work in silos or complete tend to generate more diverse ideas and end up with better outcomes. **Virtual teams**



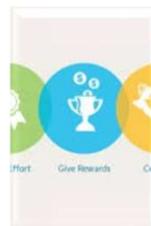
**Adaptability.** Project teams that are able to adapt the way they work to the environment and the situation are more effective.



**Resilience.** When issues or failures occur, high performing project teams recover quickly.



**Empowerment.** Project team members who feel empowered to make decisions about the way they work perform better than those who are micromanaged.



**Recognition.** Project teams who are recognized for the work they put in and the performance they achieve are more likely to continue to perform well. Even the simple act of showing appreciation reinforces positive team behavior.

# PROJECT TEAM CULTURE

Each project team develops its own team culture. The project team culture may be established deliberately by developing **project team norms**, or informally through the behaviors and actions of its project team members. The project team culture operates within the organization's culture but reflects the project team's individual ways of working and interacting.

The project manager is key in establishing and maintains a safe, respectful, nonjudgmental environment that allows the project team to communicate openly. One way to accomplish this is by modeling desired behaviors, such as:



As a PM, it is your responsibility to understand where your team is at and how to take them where they should be.

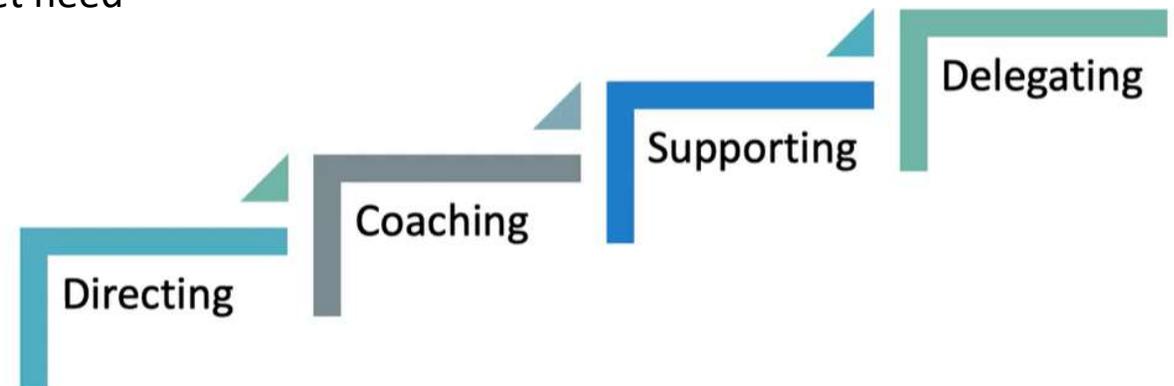
# HOW?

Several models exist to help you as the PM ensure your team behaves in the desired level

Situational Leadership Models help you as the PM tailor your leadership style to meet need of individual/team.

It says - Leadership evolves and team competence evolves

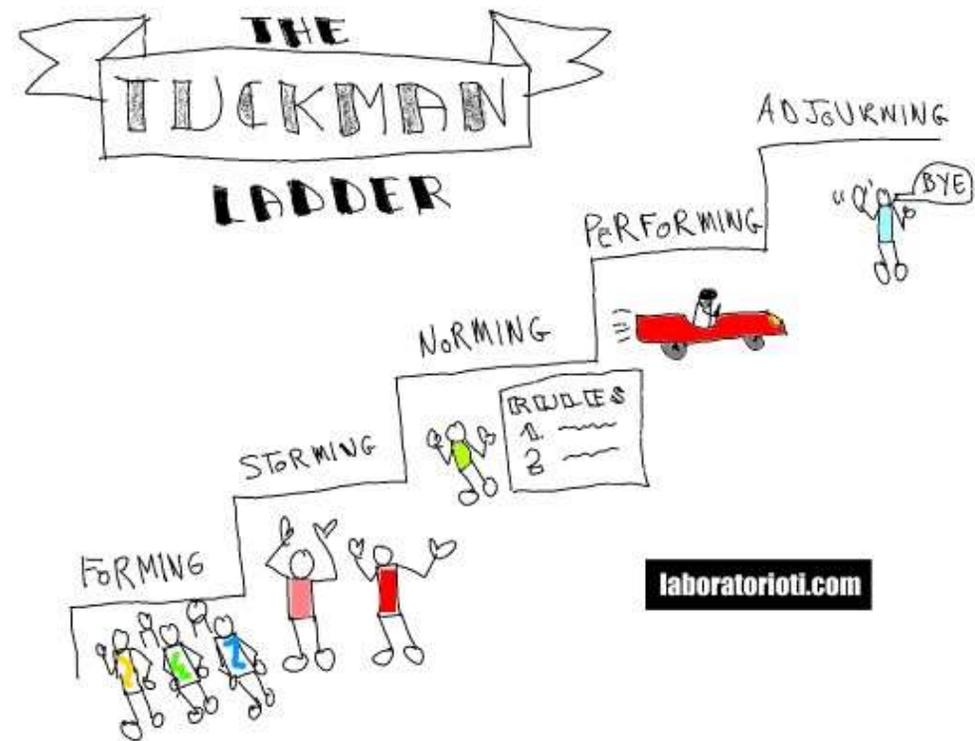
## Ken Blanchard's Situational Leadership II



# HOW?

As a PM, you need to understand the stages of team performance when building teams.

The Tuckmann Ladder



# COMMON ASPECT OF TEAM DEVELOPMENT



Regardless of how the management activities are structured, there are common aspects of project team development that are relevant for most project teams. These include:

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**Vision and objectives.** It is essential that everyone is aware of the project vision and objectives. The vision and objectives are communicated throughout the project.

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**Roles and responsibilities.** It is important to make sure project team members understand and fulfill their roles and responsibilities. This can include identifying gaps in knowledge and skills as well as strategies to address those gaps through training mentoring, or coaching.

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**Project team operations.** Facilitating project team communication, problem solving, and the process of coming to consensus may include working with the project team to develop a project team charter and a set of operating guidelines or project team norms.

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**Guidance.** Guidance can be directed to the overall project team to keep everyone headed in the right direction. Individual project team members may also provide guidance on a particular task or deliverable.

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**Growth.** Identifying areas where the project team is performing well and pointing out areas where the project team can improve helps the project team to grow. Working collaboratively, the project team can identify goals for its improvement and take steps to meet those goals.

# LEADERSHIP SKILLS



Leadership skills are useful, for all project team members whether the project team is operating in an environment with a centralized authority or a shared leadership environment. The following sections describe some of the traits and activities associated with leadership.

## **ESTABLISHING AND MAINTAINING VISION**

Every project has a purpose. Understanding that purpose is critical for people to commit their time and energy in the right direction toward achieving the project purpose. The project vision summarizes the project's purpose clearly and succinctly. It describes a realistic, attractive view of the future project outcomes.

In addition to briefly describing the desired future state, the vision is a powerful motivational tool. It is a way to create passion and meaning for a project's envisioned goal. A common vision helps keep people pulling in the same direction. When immersed in the details of everyday work, a clear understanding of the end goal can help guide local decisions toward the desired project outcome.

# ESTABLISHING & MAINTAINING VISION

A vision developed collaboratively between project team members and key stakeholders should answer these questions.

What is the  
project purpose?

What defines successful  
project work?

How will the future be better when  
the project outcomes are delivered?

How will the project team know  
that it is drifting from the vision?

# ESTABLISHING & MAINTAINING VISION

A good vision is clear, concise, and actionable. It does the following:

Summarizes the project with a powerful phrase or short description,

Describes the best achievable outcome,

Creates a common, cohesive picture in project team members' minds, and

Inspires passion for the outcome

# CRITICAL THINKING

Throughout the various project performance domains, there is a need to recognize bias, identify the root cause of problems, and consider challenging issues, such as ambiguity, complexity, and so forth. Critical thinking helps to accomplish these activities. Critical thinking includes disciplined, rational, logical, evidence-based thinking. It requires an open mind and the ability to analyze objective.

Project team members apply critical thinking to:

Research and gather unbiased, well-balanced information;

Recognize, analyze, and resolve problems;

Identify bias, unstated assumptions, and values;

Discern, the use of language and the influence on oneself and others;

# CRITICAL THINKING

Project team members apply critical thinking to:

Analyze data and evidence to evaluate arguments and perspective;

Observe events to identify patterns and relationship;

Apply inductive, deductive, and abductive reasoning appropriately; and

Identify and articulate false premises, false analogy, emotional appeals, and other faulty logic.

# MOTIVATION

Motivating project team members has two aspects: the first is understanding what motives project team members to perform, and the second is working with project team members in such a way that they remain committed to the project and its outcomes.

Examples of intrinsic motivation factors include:



# INTERPERSONAL SKILLS



Interpersonal skills that are used frequently in projects include emotional intelligence, decision making, and conflict resolution among others.

**Emotional intelligence.** Emotional intelligence is the ability to recognize our own emotions and those of others. This information is used to guide thinking and behavior.

# INTERPERSONAL SKILLS - **Emotional intelligence**



There are multiple models for defining and explaining emotional intelligence. They converge on four key areas.

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**Self-awareness.** Self-awareness is the ability to conduct a realistic self-assessment. It includes understanding our own emotions, goals, motivations, strengths, and weaknesses.

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**Self management.** Self management, also known as self regulation, is the ability to control and redirect disruptive feelings and impulses. It is the ability to think before acting, suspending snap judgments and impulsive decisions.

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**Social awareness.** Social awareness is about empathy and understanding and considering other people's feelings. This includes the ability to read nonverbal cues and body language.

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**Social skill.** Social skill is the culmination of other dimensions of emotional intelligence. It is concerned with managing groups of people, such as project teams, building social networks, finding common ground with various stakeholders, and building rapport.

# INTERPERSONAL SKILLS - **Emotional intelligence**



**Fig 2 – Components of Emotional Intelligence**

# INTERPERSONAL SKILLS - **Emotional intelligence**



Self-awareness and self-management are required to remain calm and productive during difficult project circumstances. Social awareness and social skills allow for better bonds with project team members and project stakeholder. Emotional intelligence is a basis of all forms of leadership.

# INTERPERSONAL SKILLS - **Emotional intelligence**



Some models for emotional intelligence include a fifth area for motivation. Motivation in this context is about understanding what drives and inspires people.

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**Decision making.** Project managers and project teams make many decisions daily. Some decisions may be fairly inconsequential to the project outcome, such as where to go for a team lunch, and others will be very impactful, such as what development approach to use, which tool to use, or what vendor to select.

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## Building Consensus

- Dot voting
- Fist of 5
- Fibonacci
- T-shirt sizing

# INTERPERSONAL SKILLS - **Emotional intelligence**



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**Conflict management.** Conflict happens on all projects. Projects operate in dynamic environments and face many mutually exclusive constraints including budget, scope, schedule, and quality, which can lead to conflicts. It is not uncommon to want to avoid conflict, but not all conflict is negative. How conflict is handled can either lead to more conflict or to better decision making and stronger solutions.

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What are some main reasons of conflict on a project?

# INTERPERSONAL SKILLS – **Conflict Management**



Addressing conflict before it escalates beyond useful debate leads to better outcomes. The following approaches help:

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**Keep communication** open and respectful. Because conflict can cause anxiety, it is important to keep a safe environment to explore the source of the conflict. Without a safe environment, people will stop communicating.

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**Focus on the issues**, not the people. Conflict is based on people perceiving situations differently. It should not be personal. The focus is on resolving the situation, not casting blame.

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**Focus on the present and future, not the past.** Stay focused on the current situation, not past situations. If something similar happened previously, bringing up the past will not resolve the current situation. In fact, it can serve to intensify the current situation even more.

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**Search for alternatives together.** Damage incurred from conflict can be repaired by looking for resolutions and alternatives together. It can also create more constructive relationships.

# CONFLICT RESOLUTION TECHNIQUES

As the PM, what do you do when presented with conflict.

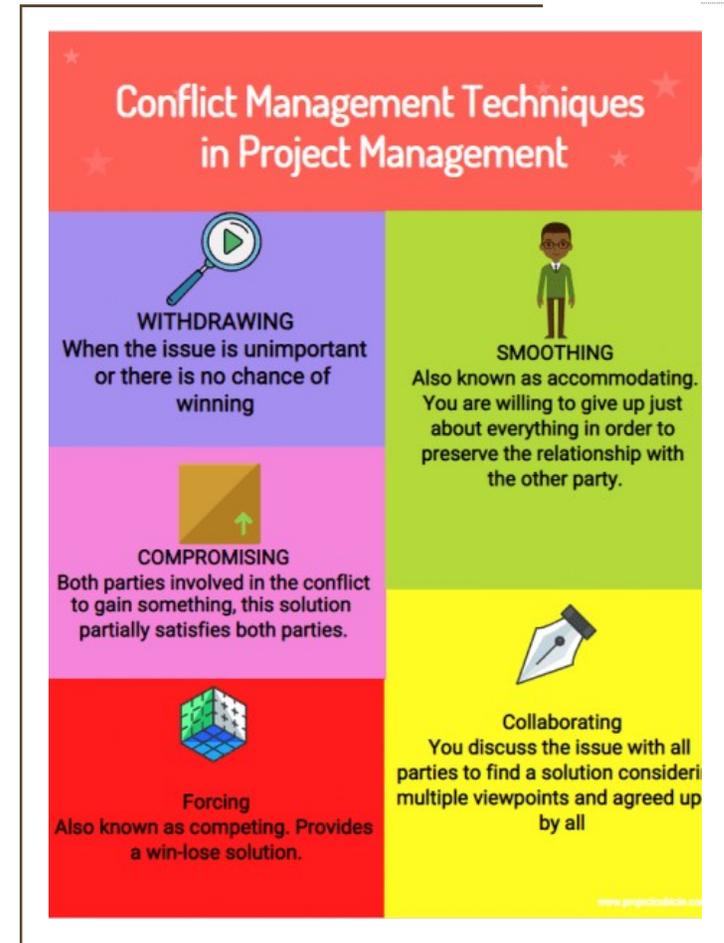
Withdrawal/avoidance

Smoothing/ accommodating

Compromising/reconciling

Collaborating/problem solving

Forcing/directing



# INTERPERSONAL SKILLS – **Negotiation**



There are many models for negotiation. One model is Steven Coveys 'Think Win-Win'

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**Win-win:** Optimal. Everyone is satisfied. To achieve win-win, there needs to be character, trust, and a willingness to collaborate.

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**Win-lose/Lose-win:** This describes a competition perspective where in order to win, the other party must lose

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**Lose-lose.** Nobody wins and everyone is worse off. Competition overwhelms collaboration.

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**As a PM...**

# TAILORING LEADERSHIP STYLES



As well as aspects of projects, leadership styles are also tailored to meet the needs of the project, the environment, and the stakeholders. Some of the variables that influence tailoring of leadership styles include:

- **Distributed project teams.** A global workforce is more common today than in the past. In spite of the best efforts to connect people virtually, it can be challenging to create the same level of collaboration and relatedness that is achieved when working face to face. To minimize the pitfalls of distributed project teams, technology can be used to increase and improve communication. Examples include:
  - Ensure there are collaboration sites for working together
  - Have a project team site to keep all relevant project and project team information available.
  - Use audio or video capabilities for meetings
  - Use technology to maintain ongoing contact, such as messaging and texting.
  - Build in time to get to know remove project team members.
  - Have at least one face to face meeting to establish relationships.

# TAILORING LEADERSHIP STYLES



Some of the variables that influence tailoring of leadership styles include:

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**Experience with the type of project.** Organizations and project teams with experience on a specific type of project may be more self managing and require less leadership. When a project is new to an organization, the tendency is to provide more oversight and to use a more directive leadership style.

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**Maturity of the project team members.** Project team members who are mature in the technical field may need less oversight and direction than project team members who are new to the organization, the team, or the technical specialty.

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**Organizational governance structures.** Projects operate within a larger organizational system. There may be expectation that the organizational leadership style of top management is recognized and reflected in the team's leadership. The organizational structure influences the degree to which authority and accountability are centralized or distributed.

# INTERACTION WITH OTHER PERFORMANCE DOMAINS



The Team Performance Domain emphasizes the skills used by project managers and project team members throughout the project. These skills are woven into all other aspects of the project. Project team members are called on to demonstrate leadership qualities and skills throughout the project.

Communicating the project vision and benefits to stakeholders while planning and throughout the life cycle is one example. Another example is employing critical thinking, problem solving, and decision making while engaging in project work.

Accountability for outcomes is demonstrated throughout the Planning and Measurement Performance Domains.

# CHECKING RESULTS

The Table below identifies the outcomes from effective application of the Team Performance Domain on the left and ways of checking them on the right.

Outcome	Check
Shared Ownership	All project team members know the vision and objectives. The project team owns the deliverables and outcomes of the project.
A high-performing team	The project team trusts each other and collaborates. The project team adapts to changing situations and is resilient in the face of challenges. The project team feels empowered and empowers and recognizes members of the project team.
Applicable leadership and other interpersonal skills are demonstrated by all project team members	Project team members apply critical thinking and interpersonal skills. Project team member leadership styles are appropriate to the project context and environment.

Table 2: Checking Outcomes – Team Performance Domain

Q & A?

