WBS 9.7 Reflection Paper:

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Abstract

Project team members need to be developed and motivated using proper tools and techniques to get the most from their capabilities. Without this they will be less effective in the project team. Once the team members are properly motivated the focus needs to be on the project team. Team Building is essential to maintaining the team identity, positive team progress and synergy within the group. It sometimes means taking a break from the actual work. Conflict management is the how we avoid the nemesis of team building. Conflict can be functional or dysfunctional proactive management improves the chances it will remain functional. And finally all the tools and techniques discussed will culminate in a discussion on project leadership skills used in managing projects

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Team Member Development and Motivation

Learning Input

Team build involves more than organization, asset and talent acquisition. Sometimes it means building individuals abilities. Developing skills in communication, motivating others and negotiation, helps to pull people together to achieve a common goal. An understanding of needs is critical to be able to effectively communicate, motivate and negotiate with people.

Techniques for communication are also critical. Virtual teams are the newest form of teams with greater challenges when it comes to communication. The prospective implementing a virtual team is exciting unless you have communications issues. Many communications factors that can affect the outcome of working within a group are compounded within a virtual team structure. Without effective communications in any group motivation lower.

Dan Pinks video reinforced the text on motivational issues. It highlighted the fact that motivators are not always what we think. Extrinsic rewards such as money and benefits don't cause people to excel. They may help to inspire initial activities, But to achieve excellence there needs to be different motivators. (Pink, 2009)

The different motivation processes discussed in the text were the real meat of my learning. The fact that "people go from need to motive to behavior to consequence to [either] satisfaction or dissatisfaction," (Lussier& Achua, 2014) portrayed a chain or road map for understanding behavior vs motivation. If there is a disconnection in that chain then motivational effectiveness will discontinue. When motivation is not focused on needs or the behavior doesn't change with the applied motivation then the leader needs to reevaluate the situation and apply a different motivation.

Tools & Techniques

To motivate a person one needs to understand the needs they have. "People's needs are arranged in order of importance (hierarchy) going from basic to complex. People will not be motivated to satisfy a higher level need unless the lower level needs are met"(Lussier & Achua, 2013, p82-83) Using Dr. Abraham Maslow's pyramid of needs helps us to understand where a person is and what needs to be satisfied in order for them to perform at the level we need to accomplish a task.

The most neglected communication skill development is the listening skills. Unfortunately this is the most important part of communication. "The message-receiver process includes listening, analyzing and checking for understanding." (Lussier & Achua, 2013) Failure to listen is one of the top five reasons leaders fail." (Lussier & Achua, 2013) To be a better listener a person needs to pay attention, avoid distractions, stay tuned in, not make assumptions or interrupt, and watch for nonverbal cues. When people feel they are important enough to be heard they are better motivated to be a part of a team.

Most leaders feel that their position related currency is adequate to motivate people to do what they are assigned to do. While this maybe predominately true the quality of performance is based on other motivators. Leaders need to evaluate the needs using a needs diagram such as Dr. Maslow's pyramid of need to evaluate a person needs in order to apply the correct motivation to accomplish the task in the desired fashion.

The technique of balancing work-life needs is critical to personal well-being. When the demands of an organization exceed the ability of the person either intellectually or work capacity wise, then their needs level will change and original motivators will not be effective. Constant evaluation of worker performance and satisfaction will be a good gauge of the effectiveness of motivators.

Learning Outputs

A project team's most important aspect is its people. In order to capitalized on the synergistic nature of the project team the people need to be developed to maximize their potential. Finding an applying the most appropriate motivational tool to meet a person's needs will encourage them to reach self-actualization and perform as a greater asset to the rest of the team.

Development of the listening skills helps to identify those needs and give a leader the credibility become more affective at motivating. "Organizations can't run successfully without effective communications."(Lussier & Achua, 2013)

A leader or manager must be engaged in the process of fulfilling worker needs through proper motivation in order to achieve high degrees of cooperation and enthusiasm. If a task is mundane and repetitive such as factory work then motivation will be to try and keep people involved in other activities that improve their life quality. In these situations there is little opportunity to inspire creativity so perhaps becoming involved in communities or company related support activities can help provide that work-life balance.

The key output is the involvement of leadership in motivation. We need to be more than a figure head and apply the proper amount of positive stress to develop people and modify motivators to meet the workers needs to get the most of their performance

Project Team Building

Learning Input

Recruiting team members, project managers need to "look for individuals with the necessary experience and knowledge/technical skills critical for project completion."(Larson & Gray, p381) Thought technical skills are important there are also traits that can be just as

necessary: "Problem solving ability, availability, credibility, political connections, ambition and

familiarity (Larson & Gray, p381-82) are all highly desirable traits for a team member.

A team is composed of multiple members that no matter how many things they have in

common will also have differences. To avoid dysfunctional conflict teams need to use a

collaborative method to establish norms in the initial stages of the project. The project manager

promotes cohesion among team members by presiding over the processes and holding the team

to these norms. Greater insight into each member's needs and personality will allow for an

appropriate application of the norms through the project lifecycle.

The Project Management Book of Knowledge (PMBOK), the Project Management

Institute (PMI) makes references to team building. Team building is essential during the initial

stages of a project and is a never-ending process. "Changes in a project environment are

inevitable, and to manage them effectively, a continued or a renewed team-building effort should

be applied" (*PMBOK Guide,* 2013).

Tools & Techniques

The best tools for a project manager to recruit people for projects is the personal

interview, this can be formal or informal. Another tool is to "find out through the corporate

grapevine who is good, who is available and who might want to work on the project."(Larson &

Gray, 2014) If possible annual performance evaluations can also provide insight into candidates.

To manage the team and establish norms a team charter can be developed and used as a

"legitimate part of the project monitoring system." (Larson & Gray, 2014, p385) "team charter

[must] goes beyond the scope statement of the project and state in explicit terms the norms and

value of team. The team also needs to develop a shared vision to keep everyone focused on the

same outcome.

Team building exercises are tools which although don't necessarily directly affect the goals of the project, help by improving team work, camaraderie and positive energy in the team. Team building also helps to establish a team identity. "Project managers need to try to make a project team as tangible as possible to the participants by developing a unique tam identity to which participants can become emotionally attached."(Larson & Gray, 2014)

Learning Outputs

A project manager needs to have contacts and communications skills to find out about and recruit quality team members. Charisma and the ability to relate to others can help. Find the right people for the job is a serious part of project success.

On the outset of every project or team oriented event the establishment of norms or a team charter must be accomplished. Each member of the team needs to have input and must sign off on the standards for them to be effective. The project manager uses the norms as a standard for team function.

Team building idea should take priority in team development. These don't need to be large expensive projects in themselves but can be. The size of the team will dictate what type of team building is appropriate. When progress on a project begins to drag some times its critical to pull back and have a team building exercise. A barbeque at the park or someone's house can be a great team building event.

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Conflict Environment

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Learning Input

From the text we learn that conflict can be good and bad. For this reason we don't discuss conflict resolution but conflict management within a project setting. Good conflict or

functional conflict promotes organizational goals. Dysfunctional conflict detracts from achieving the organization's goals.

"Sometimes it's the absence of conflict that is the problem."(Larson & Gray, 2014, p396) The reluctance of a person to voice their opinion or objections to a process can lead a team down the wrong path. When project is going too good it may be time to stir the pot and look to create some reason for not doing what the team is doing. They call it playing "Devil's Advocate." (Larson & Gray, 2014, p397)

Often time Functional conflict if left un managed can become dysfunctional. Dysfunctional conflict needs to be reduced and converted to functional. Management steps for conflict are to mediate, arbitrate, control accept and eliminate the conflict.

Tools & Techniques

Arbitration is when a third part, of authority, decides on the solution to a conflict after hearing all sides. This is purely a project focused solution and is of most benefit when your up against constraints such as time, cost or quality concerns.

Mediating a conflict involves intervention and attempts to negotiate resolutions through persuasion or reason. This can be helpful but in this situation not everyone wins. The key to mediation is third party involvement such as the project manager.

Controlling a conflict is more of a smoothing over process. Someone can be a third party or a person in the conflict trys to make light of the situation, inject humor or do whatever it takes to reduce the tension. This is appropriate for trivial issues.

Accepting the conflict is what it says it is. There is nothing to manage unless one party can't accept the conflict and move on.

Eliminating the conflict can mean eliminating the person or persons who continues to allow the conflict to be dysfunctional.   This is used when there is no other possible solution.

Learning Outputs

Project managers need to be aware of the traits of functional and dysfunctional conflict. Proactive involvement and management tool application can keep the inevitable conflicts functional. When they begin to escalate the application different tools will become necessary.

Leadership Skills in Managing Projects

Learning Input

There is a difference between emotional and social intelligence. Emotional intelligence is how one understands and controls their emotions and how they react to emotional situations. Emotionally intelligent people display their emotions appropriately for the situation and effect they are trying to achieve. Socially intelligence is the methods and ability to interact with other people positively. A person with high social intelligence will be able to focus on other people to develop positive feelings or emotions. It can be as much about the positive outward energy portrayed by the leader as the verbal communication.

From the Big Five Self-Assessment exercise in chapter 2 of Lussier & Achua's *Leadership Theory, Application, and Skills Development*, I gained an understanding of my traits and shortcomings as a leader, the tools I've used and why they have been successful and sometimes not so successful. My need to achieve is my most dominate trait and rates high on the test. My need for power is still high but not as high as other. As the lesson continued I gained an understanding that it was necessary for leaders to have that "surgency" in order to stay task and goal oriented at the business level. (Lussier& Achua, 2013) A good balance is also necessary.

The Normative leadership theory developed by Victor Vroom and Philip Yetton answers the question when a manger should be more or less involved in group decision making processes. It evaluates seven decision traits variables and correlates them to one of five leadership styles. Each leadership style has given characteristic for the leader to apply. The idea is part of a contingency based leadership concept. Contingency leadership is based on circumstances like the experience level of the group, importance of the decision, group dynamics, the leaders ability to influence the group and the effect of that influence if the leader autonomously makes the decision.

Tools & Techniques

These techniques are cognitive; they are ways to view myself and the world around me. They can be used to motivate and develop my own ability to respond to other people. They give me insight for being able to assess a situation, develop a plan to motivate person, groups or myself to a more productive and positive outcome.

By understanding my need to develop power needs I can see where reluctance to take on challenges may have reduced my effectiveness as a leader in the past and I know to look and be more aware of those opportunities.

The Normative Leadership Time-driven and Development-driven Model portrayed in Exhibits 4.9 and 4.10 of *Leadership Theory, Application, & Skills Development* are an effective tool at identifying a baseline of which of the five normative leadership styles to use in situations based on several factors. Using the tables allow you to acquire a good idea of how much direct interaction the leader should provide in a group decision. One weakness of the model is that it "treats decisions as a single discreet episode [occurring] at one point in time." (Lussier & Achua, 2013, p132) Many decisions are multifaceted and require more than just one leadership style. A

leader may have to choose many different types of leadership for the same process depending on the seven factors for each facet in the process.

Learning Outputs

The outputs for the techniques I've learned are I have a greater understanding and awareness of my emotions, personal responses interactions with other people. I'm able to be more proactive in developing positive relationships with workers and team members through using empathy and developing a positive outward persona.

I've also become more aware of the need to step out of my comfort zone and be more task and goal oriented. To not be reluctant to take on challenges and to not view others who are more aggressive in their own power needs as simply self-absorbed.

Using the tools in normative leadership models, a leader can proactively decide which leadership style to employ in a given setting. This can save time and money emotional stress on the group dynamic. When a leader is decisive they are view with greater confidence. I the leader waits until conflict rises to adjust to a given leadership style they may be seen as less credible.

<p align="center">**Conclusion**</p>

Project Management is more than just managing processes its managing the people involve in those processes. Once the need for a project are established the next step is to identify who should work on the project and how much effort and funding to put into the project.

The next step is to develop the team structure identify how it will function and establish ground roles. The best way to obtain buy-in for this process is to have the team members actively involved it this effort. A major part of team development is people development.

Development of the human resources whether that is the team member or the leadership will pay dividends. When people feel they are important to a process or project they will perform better. Leadership needs to be actively involved the motivational process which includes developing their own leadership skills.

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