

Melhores práticas da gestão do projecto para o edifício e de equipas de projeto principais em um ambiente global

Best Practices of Project Management as applied to Building and Leading Project Teams in a global environment

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Bom Dia
Good Morning

What the Presentation will Cover

- The presentation will discuss experiences with project-management best-practices in the formation and operation of global project teams including cultural differences, clear communications, and conduct of virtual project teams.

Project Team

- A **team** is a collection of individuals whose members usually **belong to different functions** and are assigned to **activities for the same project**
- Usually project teams are only used for a **defined period of time**
- An additional requirement is that “**the team is identified** as such by those within and outside of the team”
- They are **disbanded** after the **project** is deemed **complete**

Basic Project Management Notions

- Paul O. Gaddis – *Harvard Business Review* (May-June 1959)
 - A project is an organizational unit dedicated to delivering a development project on time, within budget, and within predetermined technical performance specifications
 - The project team consists of specialists representing the disciplines needed to bring the project to a successful conclusion
 - The project is finite in duration

Basic Project Management Notions

- Projects are organized by tasks requiring an integration across the traditional functional structure of the organization
- The project manager manages a high proportion of professionals organized on a team basis
- A clear delineation of authority and responsibility is essential
- The project manager is a person of action, a person of thought, and a front person

Basic Project Management Notions

- Project planning is vital to project success
- The project manager is the person between management and the technologist
- The subject of communication deserves a great deal of attention in project management
- Project teams will start to break up when the members sense the project has started to end
- The integrative function of the project manager should be emphasized

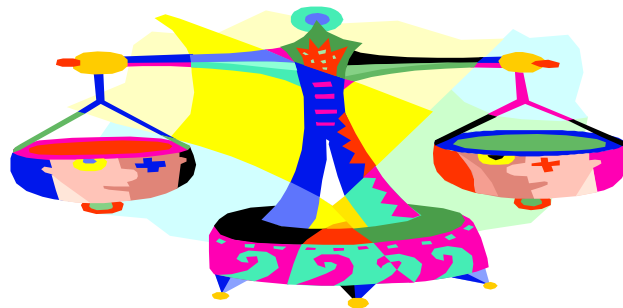
Basic Project Management Notions

- Status reporting is appropriate and valuable to management of the project
- The superior/subordinate relationship is modified, resulting in a unique set of authority, responsibility, and accountability relationships

Authority

Definition - The power or right to give orders or make decisions

- Project managers should have **broad authority** over all elements of their projects
- This requires **published documentation** to establish the method of operating and their legal authority
- Project managers still need to work in **cooperation** with functional managers



Responsibility

Definition The obligation to carry forward an assigned task to a successful conclusion – to act

- Responsibility means being responsible for ones own decisions

Accountability

Definition - The obligation to demonstrate and take responsibility for performance in light of agreed expectations.

- There is a difference between responsibility and accountability: responsibility is the obligation to act; accountability is the obligation to answer for an action.
- Project managers are held accountable for their own performance and for the people who comprise the project team
- The next slide is one way of portraying these three forces

Creating a Project Team

You the team leader, and your team



Stages of Team Development

- Team development is basically a function of interpersonal relationships and leadership issues
- There is a classic model for the stages of team development called the Tuckman Model
- This model describes the growth of a team and the stages of its maturity
- The maturity scale extends from the Forming stage representing immaturity to the Performing stage representing maturity
- All teams go through these stages
 - Dysfunctional teams will linger at the immature end of the scale
 - Healthy teams will move quickly to the mature end of the scale

Stages of Team Development

- There are six distinct stages of team development, each with its own emotions, actions, and patterns
 - Forming
 - Storming
 - Norming
 - Performing
 - Reforming
 - Concluding

Stages of Team Development

Team Stages	Interpersonal Issues	Team Behavioral Patterns	Team Tasks Issues	Leadership Issues
Forming	Inclusion	Hesitant climate, testing boundaries, superficial, polite ambiguity, confusion	Clear lines of membership; focus on commonalities, orientation, and introductions	Dependence on others to assume leadership roles
Storming	Control	Establish operating rules; attempts to create order; emergence of conflict; seeking for status, prestige, power	Decision-making process clarified, power and influence issues emerge	Counter-dependence, alliances, subgroup formation
Norming	Affection	Cohesion; negotiation; hostility reduction; open communication; increased harmony regarding attitudes, values, and expectations	Development of functional working relationships	Interdependence between team members

Stages of Team Development

Team Stages	Interpersonal Issues	Team Behavioral Patterns	Team Tasks Issues	Leadership Issues
Performing	Affection	Growth, insight, collaboration, freedom of communication, shared responsibility, personal accountability, more informality	Production, creativity, shared ownership	Interdependence between team members
Reforming	Inclusion, control, and affection	Hesitant, climate, polite ambiguity, confusion, emergence of conflict, growth, insight	Orientation and introductions, development of functional working relationships	Alliances, subgroup formation, interdependence between team members
Concluding	Affection	Sense of accomplishment, sadness	Wind down tasks, document, institutionalize, disband	Bring team to a joyful conclusion with members eager to participate in future teams

Stages of Group Development

Concluding

- Eventually, the team concludes its project
- Team needs to be disbanded in a positive manner
- Otherwise, members will
 - Feel deflated
 - Feel sad
 - Look to the future with apprehension
- Things to do
 - Recognize
 - Document
 - Celebrate



Stages of Group Development

- Remember the six distinct stages of team development, each with its own emotions, actions, and patterns
 - Forming
 - Storming
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Selecting Project Team Members

- Who gets to select members?
- **First** – Senior management normally selects the project team leader or project manager
- **Next** – The project leader or manager in conjunction with senior management selects the team members
- Team members may be transferred into the project organization. I call these team members “**owned resources**”, or they remain in their functional organizations and be called “**shared resources**”

Selecting Project Team Members

- It is very important to the success of the project to select team members who will contribute to the team effort
- We are in a **global economy** – this means that no longer are all team members necessarily **physically co-located** – they can be located all over the world
- Team members may be transferred into the project organization. I call these team members **“owned resources”**, or they remain in their functional organizations and be called **“shared resources”**

Selecting Project Team Members

- The type of management that uses shared resources is commonly referred to as “matrix management”
 - Matrix management, when used effectively, is a very powerful tool that maximizes the total output of the shared employees
 - A major problem with matrix management is the competition for the time of the shared employees
 - Their “home manager” normally feels that he/she has priority for the use of their time

Defining Resources

Once the team is formed and based on the charter/objectives of the team, the next step is to define the type of tasks that will be performed and the resources needed to accomplish the tasks

- People
- Facilities
- Equipment
- Software tools
- Travel expense

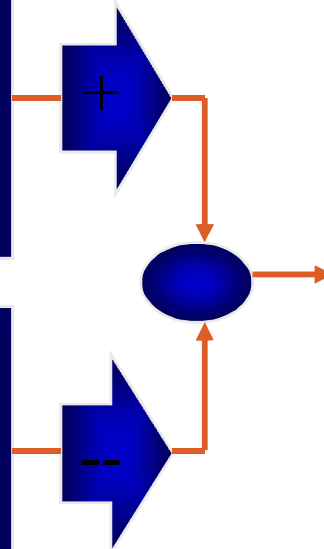
- Models
 - Pilot
 - Alpha
 - Beta
- Money

Major Drivers of and Barriers to Project Team Performance

Drivers of and Barriers to Performance

Drivers:
Interesting work
Recognition of accomplishments
Experienced eng management
Direction and leadership
Qualified team personnel
Professional Growth

Barriers:
Unclear objectives
Insufficient resources
Power struggle and conflict
Uninvolved/non-supportive mgnt
Poor job security
Shifting goals and priorities



Characteristics of High Team Performance Project Teams

People-oriented Characteristics

- Involvement and energy
- Capacity to resolve conflict
- Communications effectiveness
- Team spirit and Mutual trust
- Interface effectiveness
- High achievement needs
- Ability for continuous improvement

Results-oriented Characteristics

- Technical/project success
- On-time performance
- On-budget performance
- Commitment and results orientation
- Innovation and creativity
- Concern for quality
- Flexibility, willingness to change

Drivers

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- Qualified team personnel
- Professional Growth

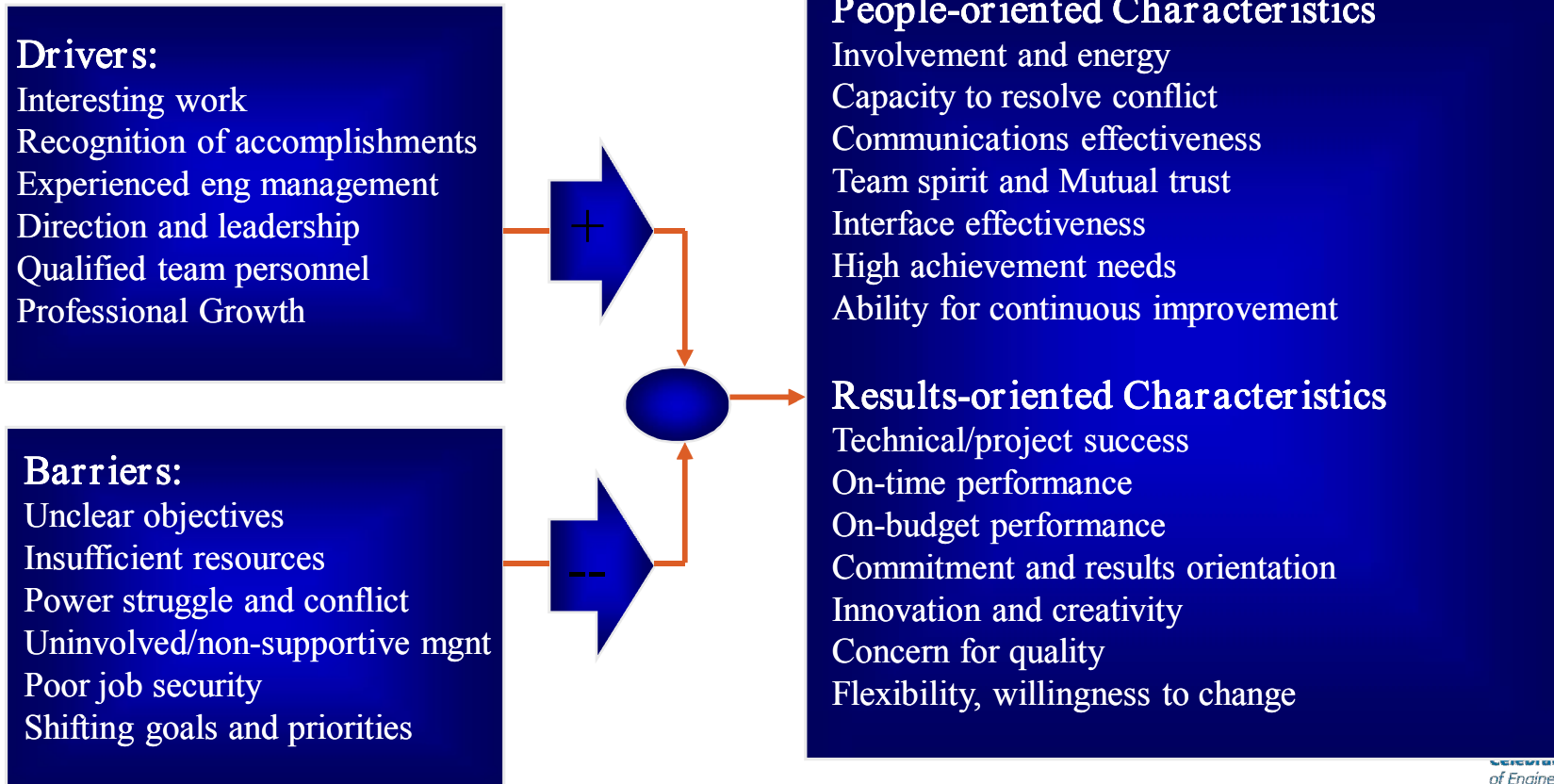
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Major Drivers of and Barriers to Project Team Performance

Drivers of and Barriers to Team Performance

Characteristics of High- High Performance Project Teams



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Effective Team Management

- Three important positions – combined they equal project team success
 - Drivers and barriers
 - Team environment
 - Team environment derivatives

Organizing the New Project Team

Suggestions

- Create a climate for effective team organization
- Define the project organization, interfaces, and reporting relations
 - Charter
 - Project organization chart
 - Responsibility matrix
 - Job description
- Define the project scope and key parameters
 - Work
 - Timing
 - Resources
 - Responsibilities
- Staff the project and organize the team

How To Building a Strong Team

- A strong team is critical to the success of a project
 - The team members deal with constraints of time, and dollars, under great stress
 - Project manager gives technical guidance, management expertise, plus enthusiasm and support
- Following are five recommended techniques for building a solid foundation for coordinating a project team's work efforts

Techniques for Team Development

1. **Build a broad-based team**
 - Choose the best people
 - People who get the job done and are team players
2. **Establish a formal leader**
 - **YOU!** – a single point of control
 - The one and only person running the project
3. **Build and maintain team spirit**
 - Be up-beat – but honest
 - Do not be negative
 - Find a helper to be a cheerleader

Techniques for Team Development

4. Elicit management support

Many or even most team members will come from other organizations

Some team members will view the project as an interruption of their normal duties

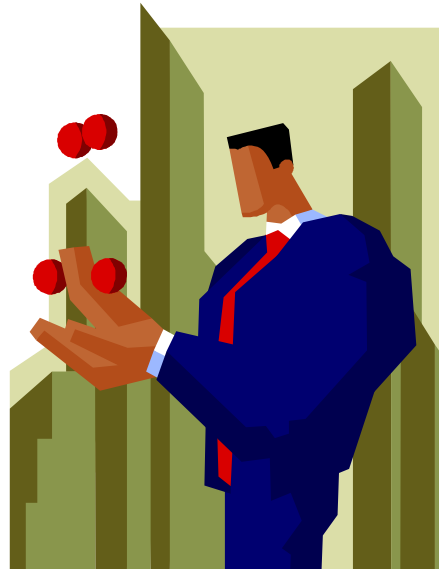
The support of their direct management team is important to the team's success (and your success as well)

5. Keep the team members informed

- Establish communication channels
- Exchange information in a timely and accurate manner

Organizational Structure Focusing on Matrix Management

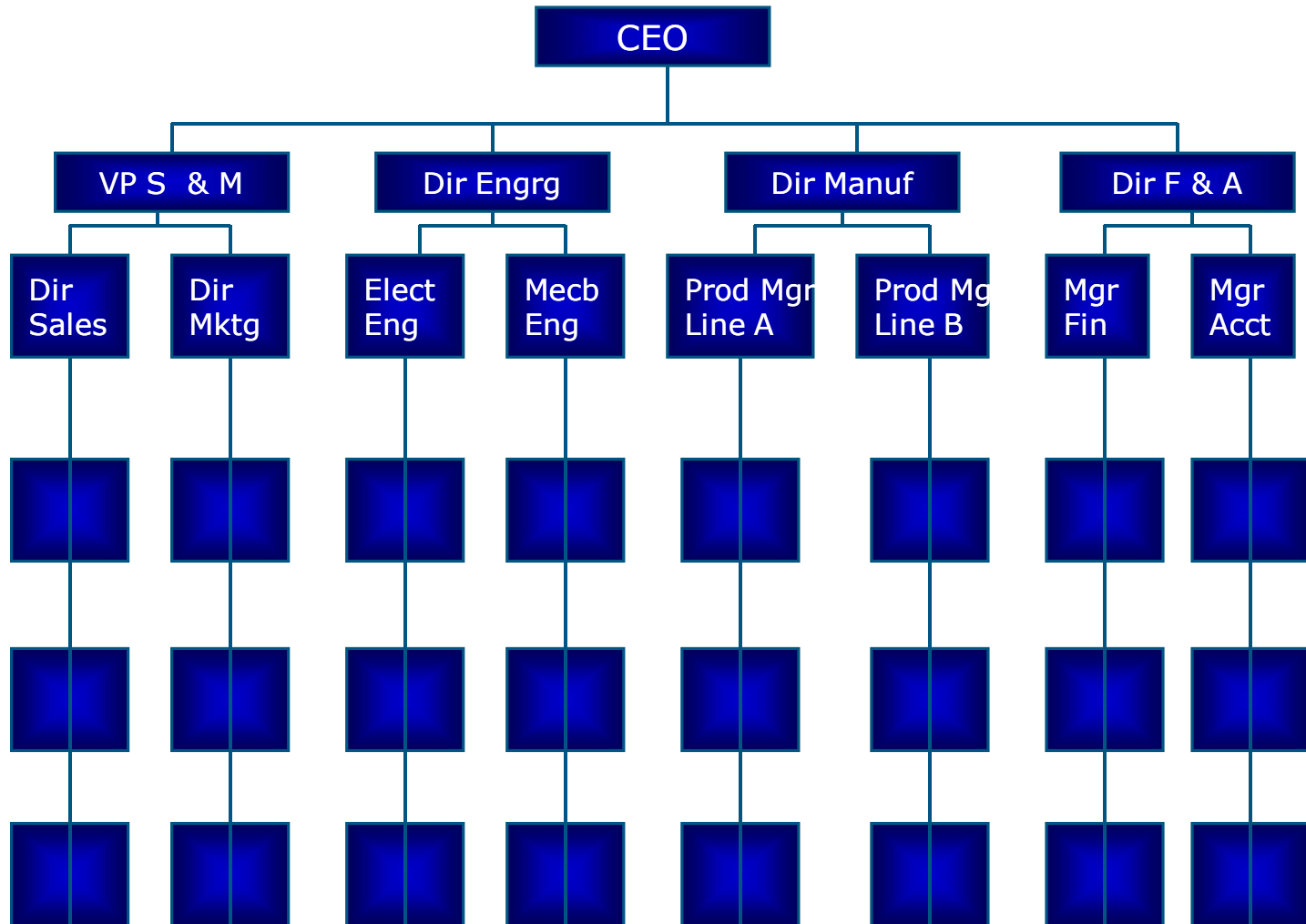
- Or how to juggle people, tasks, time, and money



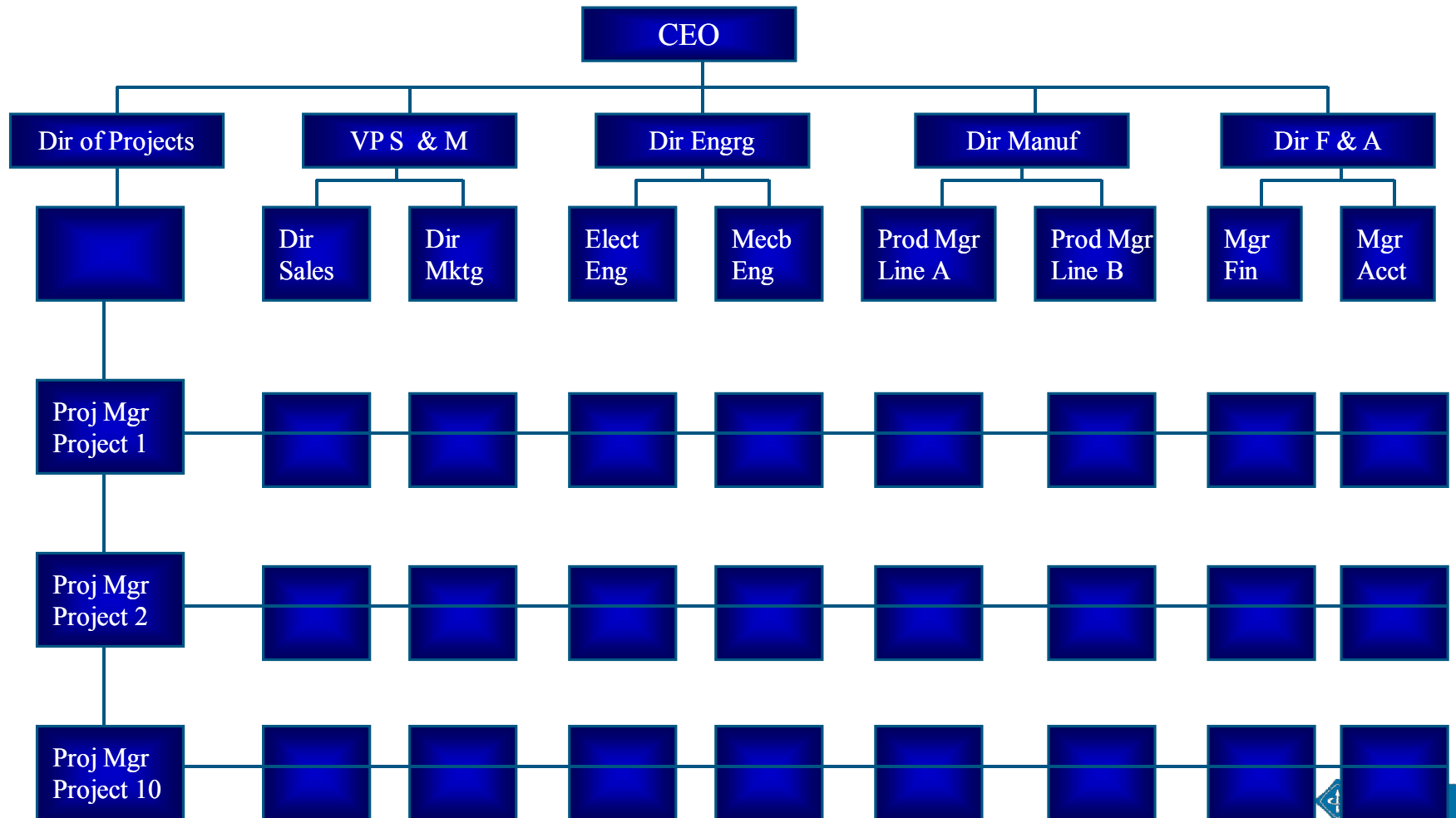
What is the Matrix Structure

- The organization design of a matrix structure represents the hybrid of a functional organization and a pure-project organization
- The functional structure is the most traditional and the most familiar – refer to the next slide for a representation of the functional structure

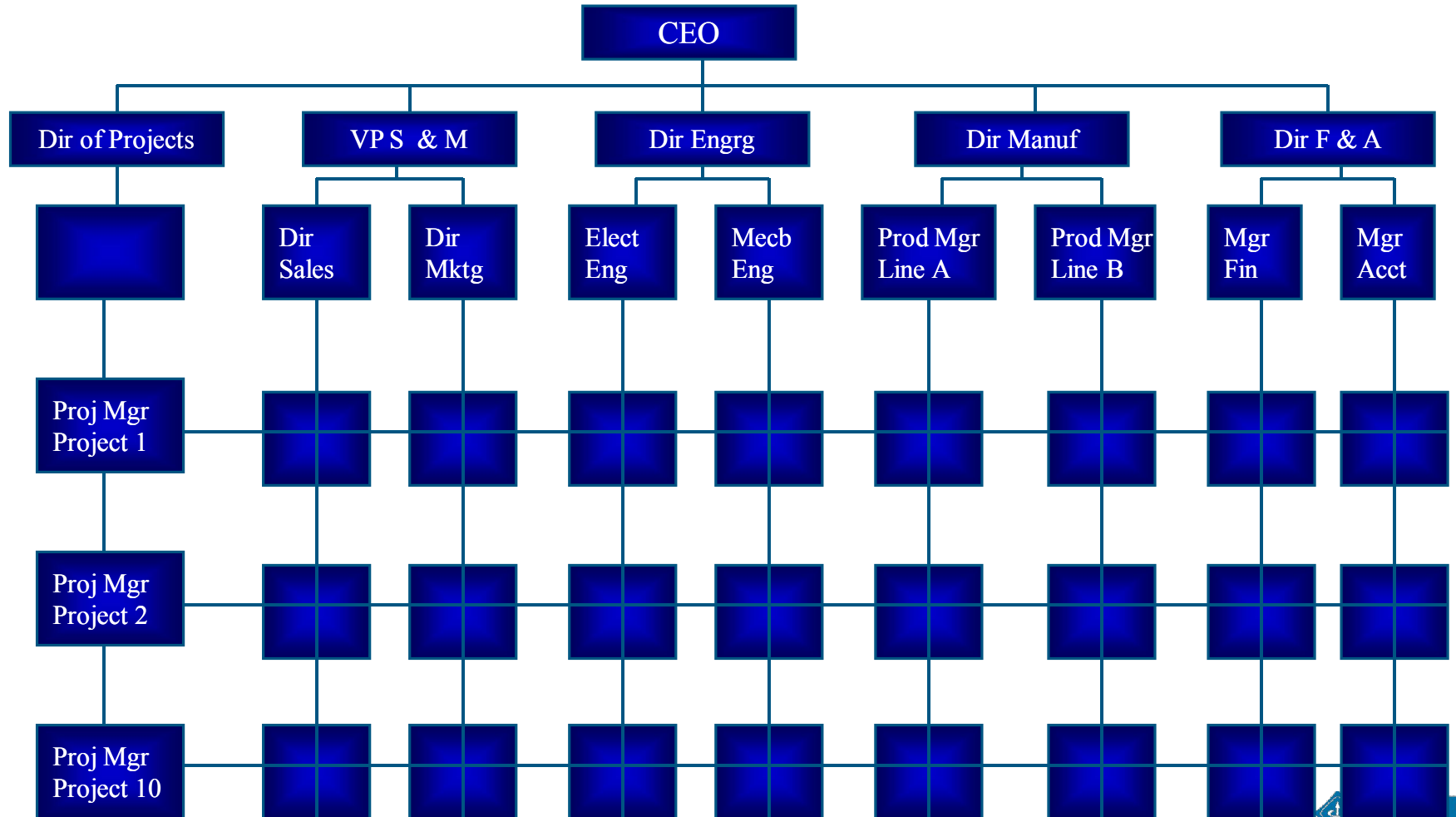
Functional Organization



Project Organization



Matrix Organization



Project Manager Roles

Many different roles that arise at different times during the life of the project

At the **beginning** of the project, these are the roles

1. A **strategist** in providing leadership for the design and development of a project plan
2. A **recruiter** in obtaining the best possible talent to serve on the project team
3. A **negotiator** in garnering high-quality resources for the team
4. A **visionary** in finding and communicating a vision to the project team and to other stakeholders
5. A **designer** in maintaining oversight over the design of the organizational structure for the project and the configuration of the anticipated project results to include all supporting systems

Project Manager Roles

During the execution of the project, the project manager, in addition to continual reinforcement of these roles, executes additional roles to include

1. A **mentor** in providing counseling and consultation to members of the project team when required
2. A **coach** who instructs and trains the team performers in the fundamentals of project management
3. An **integrator** who forms the project resources into a product, service, or process
4. An **expeditor** who keeps people and other resources moving on the project

Project Manager Roles

5. A **conflict manager** who helps to resolve the conflicts over the use of resources that naturally arise during the life of the project
6. An **influencer** who sways stakeholders to support the project purposes
7. A **decision maker** who works with the project stakeholders in the removal of uncertainty concerning how resources will be used on the project
8. Finally, a **diplomat** in building and maintaining alliances with project stakeholders for the continuing support of the project and its role in the operational and strategic management of the enterprise

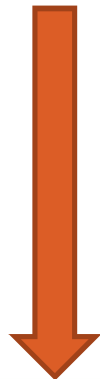
Project – Functional Interface

- When matrix organizations emerged, the issue of having two or more “bosses” surfaced
- Conventional wisdom was the impropriety of violating Fayol’s principle of “unity of command”
- In today’s **team driven organizations**, the **authority-responsibility-accountability relationships are complex, ever-changing**, and based on both individual (or group) **ability to influence other people and the formal authority** of a divined organizational position

Project-Functional interface

- Given these considerations, what is the general nature of the matrix organization design?

A formal matrix organizational design should be described along the authority-responsibility-accountability demarcation suggested in the table in the next slide



Project-Functional Interface

Project Manager

- What is to be done
- When will it be done?
- Why will the task be done?
- How much money is available to do the task?
- How well has the total project been done?

Functional Manager

- How will the task be done?
- Where will the task be done?
- Who will do the task?
- How well has the functional input been integrated into the project?

This formal design should not be inflexible, but should be offered as a way in which the authority-responsibility-accountability Patterns should normally operate

Project-Functional Interface

1. Ability to influence people through one's knowledge, skills, and attitudes is the final determining factor in successful integration of individual and collective roles in the matrix design
2. The growing use of alternative forms of teams will increase the use of matrix structure and bring people together
3. Matrix, then is more than a state of mind

Project-Functional Interface

4. Increased use of matrix organizations will institutionalize the matrix and make it “the way we do things around here”
5. In the matrix organization, people relationships work in many directions – team members, functional personnel, upper-management, and internal and external stakeholders
6. In a traditional functionally organized company, everything involving the project runs the risk of falling between the cracks in the organization structure

Project-functional Organization Interface

Manager of Projects Responsibility

- Directing and evaluating project manager activity
- Planning, proposing, and implementing project management policy
- Assuring project compliance with contractual commitments

Functional Managers Responsibility

- Accomplishing work packages on schedule and within budget
- Providing functional policy and procedural guidance
- Providing adequately skilled staff
- Maintaining technical excellence

Project-functional Organization Interface

Project Mgrs

- Developing and maintaining project plans
- Giving project schedule and financial direction
- Evaluating and reporting project performance

Work Package Managers

- Developing and maintaining work package plans for accomplishment
- Establishing work package technical guidance
- Establishing work package detailed schedule and operating budgets
- Controlling and reporting work package performance

No “One Best” Organizational Design

- The best organizational design is dependent on the particular circumstances of the project
- How about the traditional functional organization?
 - Silo effect
 - Interdepartmental politics and territorial battles
 - Avoidance of conflict resolution
 - Over dependence on the existing formal communications networks
 - Having to depend on people to provide schedule and cost control support who lack the proper credentials

No “One Best” Organizational Design

- Dependence on accounting and financial information systems that are based on department needs and are fiscal year-oriented rather than project-oriented
- Propensity of department personnel to compromise schedule and cost needs in order to meet quality standards
- General lack of concern for what goes on relative to the project

No “One Best” Organizational Design

How to reduce harm to projects in companies with historical functional organizational design

- Insist on having the project managed on a total systems basis
- Insist on having specific designation of relative authority and responsibility for the project
- The use of rigorous established early planning on the project can help
- Include representatives from the functional organizations in developing the plan
- Train the functional representatives that are working to support the project in the basics of project management processes and techniques done with in the context of the matrix design

Power to Reward

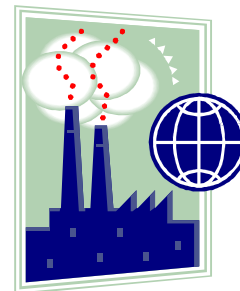
- Performance evaluations are more difficult in a global or matrix environment
- Lead in appraising performance is slowly shifting to the team from the traditional functional management
- Other forms of reward
 - Bonus
 - Time off
 - Recognition
 - Etc

Matrix Conclusion

- There is no right organizational structure for all companies at all times
- Companies must constantly review and update their structures as needed
- Matrix structure is now being utilized at a greater level than in the past
- At a minimum, companies should utilize some of the matrix principles in adapting to changing expectations

Globalization

- For many decades, a business was located in a single building or city or area or country
- The majority of the worlds developed countries manufacturing was located in the US or Europe
- Within the last decade, the world economy has become globalized



Global Project Organizations

- The world is **global** in dimensions and is becoming more and more global in business
- More global projects and strategic alliances among companies and countries
- Project teams will work across companies and countries causing new challenges in customs, cultures, and practices
 - The understanding and integration of customs, cultures, and practices are fundamental to the success of global projects

Global Business Environment

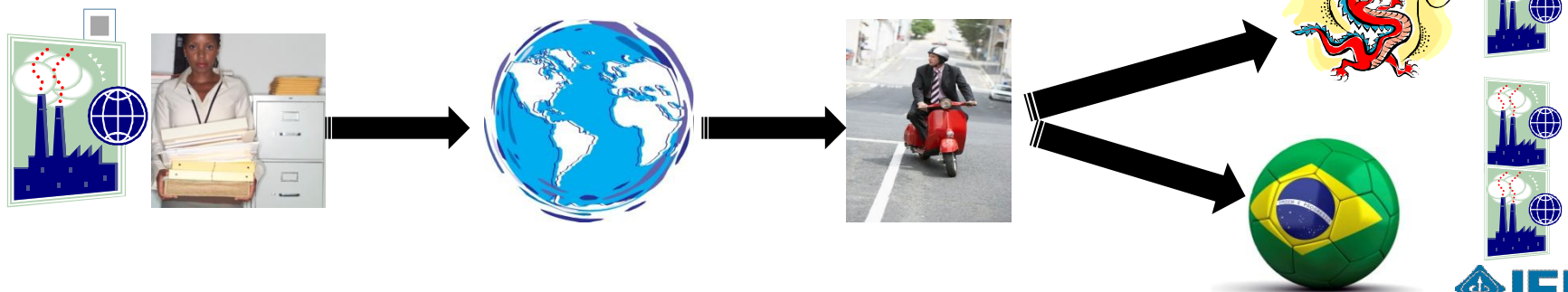
- *the global business environment* can be defined as the environment in different sovereign countries, with factors exogenous to the home environment of the organization, influencing decision making on resource use and capabilities. This includes the social, political, economic, regulatory, tax, cultural, legal, and technological environments
- The political environment in a country influences the legislations and government rules and regulations under which a foreign firm operates. The economic environment relates to all the factors that contribute to a country's attractiveness for foreign businesses.

Global Business Environment

- Every country in the world follows its own system of law. A foreign company operating in that particular country has to abide with its system of law as long as it is operating in that country. The technological environment comprises factors related to the materials and machines used in manufacturing goods and services. Receptivity of organizations to new technology and adoption of new technology by consumers influence decisions made in an organization
- As firms have no control over the external environment, their success depends upon how well they adapt to the external environment. A firm's ability to design and adjust its internal variables to take advantage of opportunities offered by the external environment, and its ability to control threats posed by the same environment, determine its success.

Globalization

- Globalization consequence - work will flow to the part of the world where it can be done most economically
- This results in the work of projects being distributed throughout the globe as contrasted with past practices of the different facets of a project being co-located in the same building or same country.



Globalization

- First – Manufacturing moves
- Expats move as manufacturing managers and manufacturing engineers
- Second - local citizens become manufacturing managers and local manufacturing engineers are hired and trained
- Third – design cells are created with expats leading and local engineers hired
- Forth – the entire facility is operated by locals
- Fifth – locals move within the company to other locations

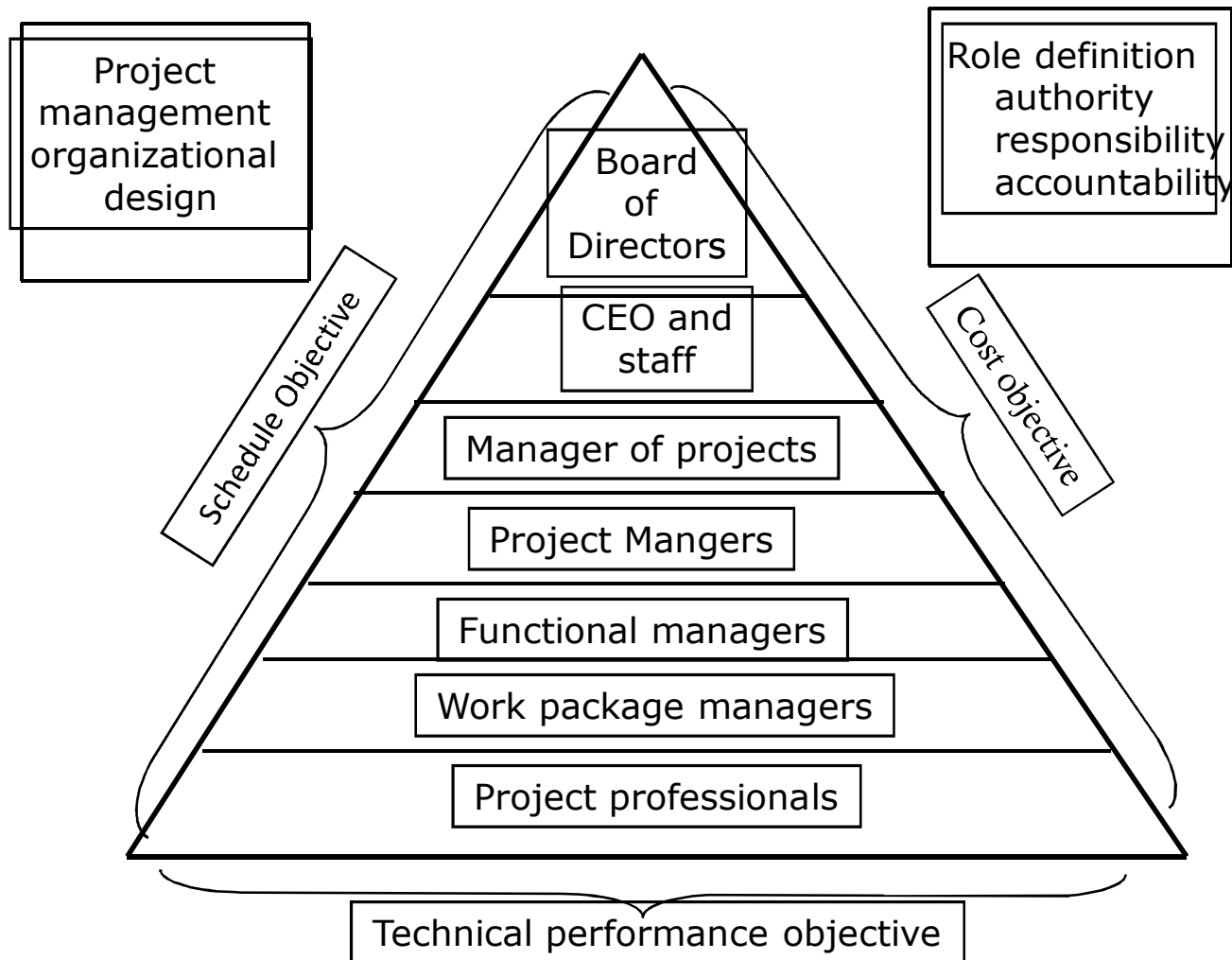
Reverse Delegation

- The effectiveness with which project managers exercise authority depends largely on their legal position as well as their personal capabilities
- Project managers need to guard against reverse delegation - person to whom authority has been delegated gives authority back to the delegator
- Why does reverse delegation happen? Could be a cultural issue

Reverse Delegation

- The team member wants to avoid risky decisions
- The team member does not feel that the functional manager is adequately supporting the project
- The team member lacks confidence, wants to avoid criticism, or feels that the necessary resources are lacking to do the job
- The team member feels that the project manager wants to keep involved in the details of the project
- The project manager has not been explicit in establishing expectations

Project Management Organizational Design



Responsibilities of the Project Manager

- **Planning** what has to be done for the project, when it has to be done, and how much can be spent to do it
- Making sure that the **plan is met**
- Developing sound **relationships** with the customer, functional departments, and team members
- Purpose is to ensure that what needs to be done is being done in a **timely fashion and within budget**

Responsibilities of the Project Manager

- Under the matrix structure, project managers typically have no “direct” subordinates
- Project managers can only get work done through functional manager’s subordinates
 - **Must convince** functional managers of the importance of properly timing the subordinate’s availability
 - **Must negotiate** with all the functional managers for all needed workers
- Job is to integrate and coordinate the various resources to meet the goals of the project

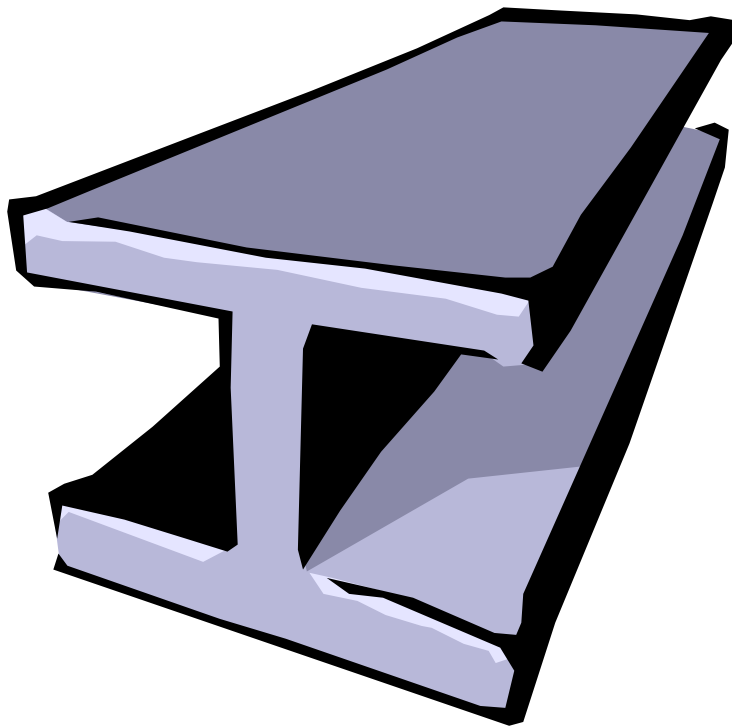
Responsibilities of the Functional Manager

- Determining how the tasks of the project are to be accomplished and who will accomplish them
- Maintaining the high level of competence in their organization
- Ensuring that the work done on the project is of the highest quality
- Provide an atmosphere in which professionals can enhance their skills and the knowledge base of the organization

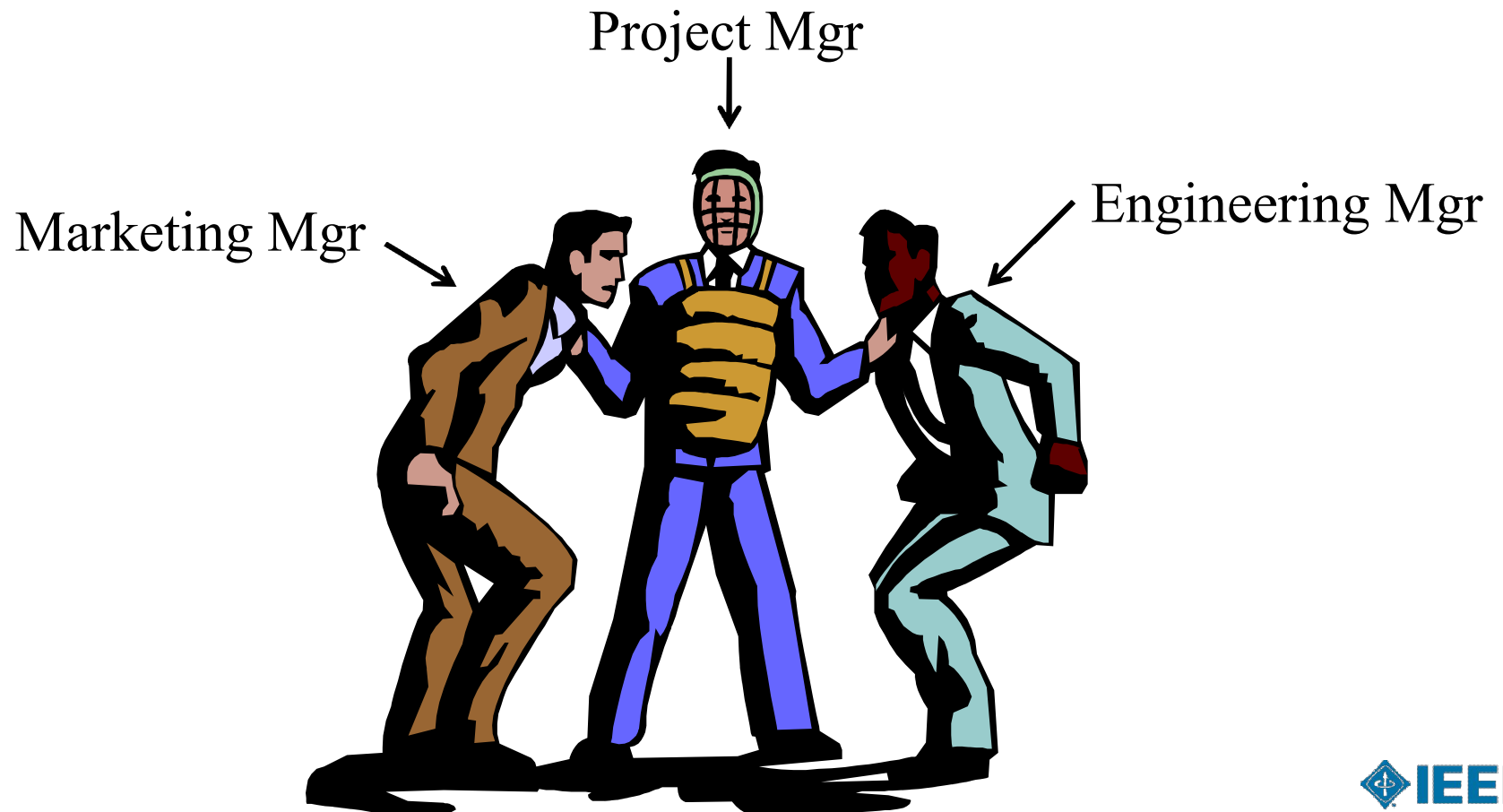
Responsibilities of the Functional Manager

- Priorities (goals) of the functional manager are to
 - Continually improve the technical competence of the department's resources
 - Provide project managers with skilled staff to perform the project's scheduled work
- These goals are in conflict!
 - Goal number one is negatively affected if the subordinates are unavailable to the functional manager while assigned to a project, which is goal number two
 - The priorities of the department manager rarely match the priorities of the projects and project managers

Developing Specifications



Developing Specifications



One of the major roles of a PM Communications



Building a Team Communications Plan

As the project manager, you need to

- Define your goals for team communication during the early stage of the team's formation
- Agree upon the language to be used in team communications
- Determine the form of communication you will use with each person on the team
 - Meetings (should be the first team meeting)
 - Telephone calls
 - Written status reports, electronic mail
 - A combination of the above methods

Listening

Verbal listening behaviors

- Ask questions to clarify or get information
- Paraphrase to test understanding
- Summarize at certain intervals
- Ask the speaker for examples
- Ascertain the speaker's feelings and acknowledge them

Listening

Nonverbal listening behaviors

- Make eye contact with the speaker
- Be expressive
- Move close to the speaker
- Listen for the intent of what the speaker is trying to communicate

Cultural Differences



Cultural Differences

- Directness
- Response to questions
- Challenges
- Politeness
- Cannot say 'no'
- Follow-thru
- Fundamental differences

Conduct of A Team Meeting



Team Meetings

- A meeting is a vehicle to **facilitate communication, coordination, and cooperation** among a group of people. Usually meetings involve three or more people who need to work together to achieve a common goal
- The best measure of meeting effectiveness is if the **meeting accomplishes its objectives** to the mutual satisfaction of the participants in the least amount of time.

How Good are Your Meetings?

- Think about the meetings you've attended or led
 - Business
 - School
 - Community
 - Religious institution
 - Club or
 - Other organization

Team Meetings

- What to do before, during, and after a meeting
 - How to make the meeting process work
 - How to identify and overcome common meeting pitfalls
 - How to apply the skills necessary to be an effective meeting leader or participant

How Good are Your Meetings?

- Following is a list of 21 effective meeting characteristics – think about the meetings you have attended or led and compare them to the list. Count the number of statements that describe how your meetings normally run.
 1. There is a clear purpose for having the meeting
 2. There is an agenda
 3. Meeting participants have input to the agenda
 4. The agenda and any pre-work is sent out prior to the meeting
 5. The place and time of the meeting is communicated at least four days in advance

How Good are Your Meetings?

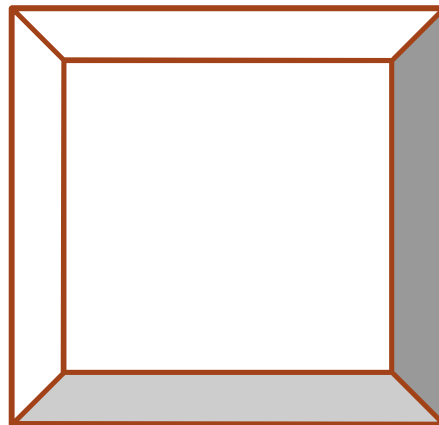
6. The right people to address the subject attend the meeting
7. People know why they are there
8. The meeting room and equipment are set up before the meeting
9. Meetings are held on a comfortable convenient location
10. The meeting starts on time
11. There are time limits assigned
12. The meeting ends on time
13. Everyone has the opportunity and is encouraged to participate

How Good are Your Meetings?

14. Participants listen to each other
15. Issues, ideas, decisions, and actions are recorded during the meeting and distributed
16. There is balanced participation, no one dominates
17. The meeting stays on the topic
18. There is a summary of accomplishments at the end of the meeting
19. Participants assess the effectiveness of the meeting process before adjourning
20. The process for making a decision is clear to the group
21. Participants follow through on action items




Score-How Good are Your Meetings?

Now, total the number of statements that describe how your meetings normally run and insert in the box (be honest)



How Good are Your Meetings?

Scoring

- ▣ 21 – 14 In good shape 
- ▣ 13 – 7 Needs tune-up 
- ▣ 6 – 0 Needs major overhaul 

Meeting Objectives

- Learn the process to organize and run meetings
- Get a meeting back on track if it wanders
- Get participation from others in the meeting
- Know how to keep meetings on time
- Know whether or not to have a meeting
- Recognize common meeting problems and know how to address them
- Get people to follow through on actions

Leading Sessions

- Session types include
 - information,
 - problem solving
 - decision making
 - planning

Establishing Meeting Purpose

Questions to be answered

- What is the reason for getting these people together? (purpose)
- What is to be accomplished during the meeting? (outcome)
- Is a meeting the best way to accomplish these objectives?
- Who should attend the meeting? Why?
- What are the topics to be discussed?

Complete Meeting Pre-work

- Most important items are clarifying the meeting purpose and establishing the agenda
- Collect agenda topics
 - Identify a central person to receive proposed agenda items, or use call-in to admin, email or voice mail
 - Identify the next meeting's general agenda at the close of each meeting
 - Use a standard proposal for agenda form so anyone can send proposed items to the team leader
 - Post a sheet of paper or easel pad on a virtual bulletin board and invite people to write their agenda topics on the form

Complete Meeting Pre-work

Establish the agenda

Prominently display overview information, names, session, date, starting and ending times, location, and purpose

Sequence the topics based on priority or logical flow of information

Indicating what the topic is about

Information to be given to the rest of the participants

Problem to be analyzed and causes identified

Decisions to be made by the participants after generating alternatives

Plan to put into place by listing necessary action items

Set realistic time limits for each topic

Send out the agenda two or three days in advance – allow for corrections, deletions and additions

At the Beginning of the Meeting

- Expectations and Concerns
 - Participants share expectations and concerns
 - Get into open in order to address
 - Summarize common hopes and fundamental concerns of group
 - Write on flipchart
 - Or use 3x5 index cards or post-its

Basic Meeting Ground Rules

Start and end on time

Everyone participates

One person speak at a time

Stay on schedule

All ideas are group property

Separate the idea or comment
from the person

Decide by consensus

Meeting Record

- Needed so that there is a record to follow-up action items
- Look at record as immediate reference and as the history of the team's work
- Use flip chart to capture the key events of the meeting
- Better if you can have a WebEx meeting

Meeting Record

Steps

1. Agree on who will be responsible for typing up charts
2. Write down **only** key ideas, comments, decisions, action assignments responsibility and dates
3. Tape completed flipcharts to the wall
4. At the end of the meeting, summarize the key points, decisions, and action assignments with the team
5. Select the key pages to be typed. Number pages and get them to the person responsible for typing the meeting documentation
6. Distribute the meeting documentation to the team members in a timely manner (try to do in two days)

Issue Bin

- Normally a flip chart
- List each important point or issue that surfaces
- Dispose of each item at the end of the meeting by:
 - Concluding that it was not relevant
 - Agreeing that it has been completely addressed
 - Converting it to an action item

During the Meeting-coordinate

Running the meeting and coordinating the meeting process -

1. Starting on time
2. Previewing the agenda and prioritizing topics
3. Assigning and defining roles
Leader, facilitator, recorder, and time keeper
4. Introducing each topic
6. Keeping the team on track using clarifying questions and issue bin
7. Helping the team apply problem solving and decision making tools
8. Helping team decide to continue discussion, bump or pull-in a topic
9. Summarizing all decisions and actions from the meeting
10. Emptying the issue bin and debriefing meeting

Debriefing

- Assess the effectiveness of the meeting by asking each participant for feedback
- Typical questions include:
 - Describe today's meeting in one sentence or one word
 - What could we do differently next time to make our meeting better?
 - What are the "pluses" and "areas for improvement you have for today's meeting?"

After the Meeting

- Distribute the meeting record
 - Document only the essential information like issues, decisions, actions, and responsibilities
 - Record should be brief and list the assignments each participant is responsible to complete – everyone knows who is suppose to do what by when
 - Easy to read, clear to understand
 - Consider law-related concerns
- Begin the planning process for the next meeting

Closure

- Highlight key points of discussion and decisions

Project:

Action	Date			Responsibility
	Orig	Rev	Compl	
1.				
2.				
3.				
...				
...				
...				
...				
N				

Meeting Variations

- Conference calls
 - Agree on date and times
 - Send information before call
 - Conduct roll call
 - Anyone coming in late identify themselves
- Video conferences
 - Keep number of participants manageable
 - Agree on date and times
 - Arrange room so that all participants can see each other
 - Arrange for the camera to track the person speaking

Challenges in Team Meetings



Basic Meeting Ground Rules

- Start and end on time
- Everyone participates
- One person speak at a time
- Stay on schedule
- All ideas are group property
- Separate the idea or comment from the person
- Decide by consensus

Challenges in Team Meetings

Problem

behaviors

at

team

meetings



Problem Behaviors

- Problem behaviors are behaviors which are highly self-centered and/or dysfunctional, which conflict with the team's needs and purpose.
- Problem behaviors prevent team productivity and satisfaction and tend to disorganize the team process
- There are at least 14 different types of problem behaviors

Problem Behaviors

- Dominating
- Blocking
- Attacking
- Interrupting
- Interpreting
- Side Conversation
- Late Arrival
- Early Departure
- Extreme Accessibility
- The “Expert”
- Avoiding
- Criticizing
- Grandstanding
- Lone Ranger

What examples can you recall from meetings in which you have participated?

Challenges in Team Meetings

Resolving

team

conflict



Resolving Team Conflict

- Research shows that decisions made by teams are generally better than those made by individuals.
 - One key reason for this is because team members disagree
 - When a group is discussing a subject and disagreement occurs, it forces team members to examine the problem from other angles and consider more possibilities as a solution

Resolving Team Conflict

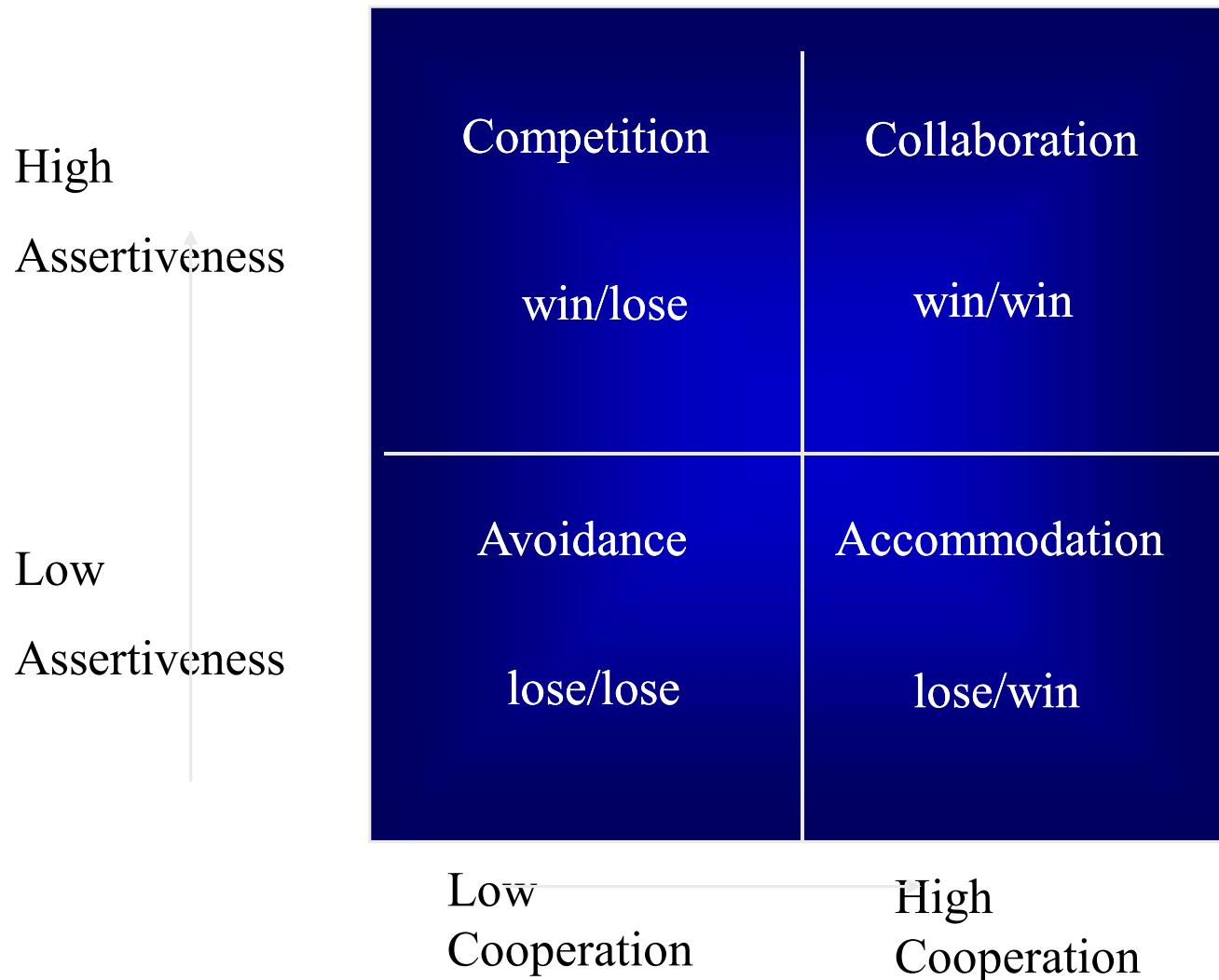
- Not all disagreements have a positive impact on the team's process. When disagreement turns into personal attacks, fighting, or an impasse among team members, disagreement has changed to conflict.
- The following questions will help you determine whether conflict resolution is necessary
 1. Is the level of conflict in the team having an adverse effect on team performance?
 2. Is the team unable to deal with the conflict without help?
 3. What are the risks to the project if the conflict isn't resolved?

Causes of Conflict

Common causes of conflict

- Lack of communication
- Different perceptions
- Different values
- Different preferred outcomes (sometimes known as hidden agendas)

Causes of Conflict



Dealing with Conflict

- Common ways of dealing with conflict
 - Confrontation – Open expression of feelings
 - Compromise – Both sides give a little and split the difference
 - Smoothing – Ignore or brush over the conflict so as not to damage the relationship
 - Use of power – Superior makes unilateral decision, period
 - Coalition – Factions form alliances to steer the group toward their common goal

Eight Steps to Conflict Resolution

1. Agree on a common, shared goal
2. Identify what is creating the conflict and acknowledge it
3. Set up a problem-solving session to resolve the conflict
4. Ask those involved to objectively state their point of view (interests)
5. Gain agreement on the real problem
6. Have everyone involved brainstorm solutions
7. Get commitment that each person will take action to solve the problem
8. Get closure that the conflict has been resolved. If not, recycle from #4

Conflict Resolution checklist

Ask the four trigger questions

1. Is the level of conflict having an adverse affect on team performance? **Yes/No**
2. Is the team unable to deal with the conflict without your help? **Yes/No**
3. How much risk is there to the project if the conflict isn't resolved? **High/Medium/Low**
- ▣ Answer question 4 if your answers to questions above were:
 1. **Yes**
 2. **Yes**
 3. **Medium or High**
- ▣ 4. What is the best time and place to deal with the conflict?

Conflict Resolution checklist

As you work with the team to resolve the conflict, check off each of these steps.

1. Purpose and goal of project is clear
2. People creating the conflict know their behavior is affecting team performance
3. Conflict problem solving session is scheduled
4. All affected parties have stated their point of view
5. Agreement is gained on the problem
 - A. Team members express **what they agree with**
 - B. Team members express **what they disagree with**
6. Solutions are brainstormed by all parties
7. Each person committed to take action to solve the problem
8. Follow-up date set to ensure conflict is resolved; if not #3

How to determine if a team is working together

- Are team members **listening** to each others ideas
- Are team members **questioning** each other
- Do team members use **persuasion**
- Do team members **respect** the opinions of others
- Do team members **help** each other
- Do team members **share** ideas
- Do all team members **participate**

Ethics



Business Ethics

- In the most basic terms, a definition for business ethics boils down to knowing the difference between right and wrong and choosing to do what is right
- What is Ethical Behavior?
- Different people have different beliefs about what constitutes ethical behavior
- The law defines what is and is not legal, but the distinctions between moral right and wrong are not always so clear
- In many situations lines between right and wrong are blurred
- Such situations can lead to ethical dilemmas.

Business Ethics

- When faced with ethical dilemmas, it's important to consider outcomes of the decision-making process. One way of dealing ethical dilemmas is by using the four way test to evaluate decisions. This test involves asking four questions:
 - Is my decision a truthful one?
 - Is my decision fair to everyone affected?
 - Will it build goodwill for the organization?
 - Is the decision beneficial to all parties who have a vested interest in the outcome?
- When these four questions can truthfully be answered with a “yes,” it is likely that the decision is an ethical one.

Business Ethics

- Another way of making sure decisions are truly ethical is by using the publicity test
- Ask yourself how you would feel if your actions were published in your hometown newspaper or the New York Times
- If you would be comfortable having your parents, grade school teachers, colleagues, competitors, and other people find out what you did, chances are that your decision is an ethical one.
- However, if you would not want these individuals to learn about your actions, you probably need to rethink your decision

Is Engineering Ethics Optional?

- A concern for ethical behavior has been a part of technological activity since the dawn of history
- Ancient engineers were often motivated to build well by the threat of heavy penalties for inferior-quality products

Is Engineering Ethics Optional?

- L. Sprague de Camp tells the story of how Xerxes decided to invade European Greece in 480 B.C. by means of a floating bridge across the Hellespont (now called the Dardanelles Strait, connecting the Black Sea to the Aegean Sea).
- Shortly after the bridge was built, a storm came up and blew it away.
- The engineers in charge were summarily beheaded, and Xerxes recruited a new batch of engineers.
- History records that the second bridge was a much better bridge.

Why Ethics in Project Management?

- From the US
 - Enron
 - Bell South
 - State of Illinois
 - Veiled offers from suppliers or others
 - Hyatt Regency Walkway Collapse
 - Etc.
 - Bribery – favors - gifts

Hyatt Regency Walkway Collapse

Adapted from material by the Department of Philosophy and Department of Mechanical Engineering Texas A&M University

On July 17, 1981, the Hyatt Regency Hotel in Kansas City, Missouri, held a videotaped tea-dance party in their atrium lobby. With many party-goers standing and dancing on the suspended walkways, connections supporting the ceiling rods that held up the second- and fourth-floor walkways across the atrium failed, and both walkways collapsed onto the crowded first-floor atrium below

Hyatt Regency Walkway Collapse

- As the United States' most devastating structural failure in terms of loss of life and injuries, the Kansas City Hyatt Regency walkways collapse left 114 dead and in excess of 200 injured.
- The hotel had only been in operation for approximately one year at the time of the walkways collapse, and the ensuing investigation of the accident revealed some unsettling facts:
- During January and February, 1979, the **design of the hanger rod connections was changed** in a series of events and disputed communications between the fabricator (Havens Steel Company) and the engineering design team (G.C.E. International, Inc., a professional engineering firm). The fabricator **changed the design from a one-rod to a two-rod system** to simplify the assembly task, doubling the load on the connector, which ultimately resulted in the walkways collapse.

Hyatt Regency Walkway Collapse

- On October 14, 1979 (more than one year before the walkways collapsed), while the hotel was still under construction, more than 2700 square feet of the atrium roof collapsed because one of the roof connections at the north end of the atrium failed.
- In testimony, G.C.E. stated that, on three separate occasions, they requested on-site project representation during the construction phase; however, these requests were not acted on by the owner (Crown Center Redevelopment Corporation), due to additional costs of providing on-site inspection.

Hyatt Regency Walkway Collapse

- Even as originally designed, the walkways were barely capable of holding up the expected load, and would have failed to meet the requirements of the Kansas City Building Code.
- Due to evidence supplied at the Hearings, a number of principals involved lost their engineering licenses, a number of firms went bankrupt, and many expensive legal suits were settled out of court. The case serves as an excellent example of the importance of meeting professional responsibilities, and what the consequences are for professionals who fail to.

Ethics –the Problem of Concern

- The employee engineer normally takes orders from a boss
- An ethics issue occurs when the boss makes decisions that the engineer considers unethical, particularly when damage to the public health, safety, or welfare is threatened
- If normal discussion and argument fail to resolve the matter, the engineer is in a difficult situation and must choose between
 - Loyalty to principle
 - Loyalty to his or her organization

Ethics –the Problem of Concern

- Loyalty to principle is commonly referred to as *whistle blowing*
- This is an unfortunate term for a selfless, highly principled, courageous act by a conscientious person that is sometimes suggested to mean undignified, unprofessional, eccentric, or disloyal
- The term *organizational disobedience* has a somewhat better connotation
- In a civilized society, loyalty to wrongdoers is **not** considered to be a virtue but rather a **betrayal** of important values

How to be Ethical in the Workplace

- First, some attention should be paid to professional standing
- Engineers with excellent reputations within their organizations are likely to have their views treated with respect, even when they diverge from prevailing trends
- Reputations that extend beyond their organizations enhance the engineers position
- Professional competence and diligence are valuable adjuncts to a strong sense of responsibility

Ethics –the Problem of Concern

How to be ethical

1. Check out the arguments and maintain an open mind
2. Stick to the point – be calm and timely
3. Seek advice, collect paper (including emails), compile a record
4. Be clear and concise
5. A little help from your friends
6. Choose the right door
7. Step outside and fight?
8. Resign
9. Use outside resources
10. Special situations
11. Wear a mask?

How to be ethical

■ Summary

- Best to resolve disputes amicably before they erupt into serious disputes
- General approaches
 - Open door
 - Organizational ombudsmen
 - Channels for processing written communications
- Proceed carefully
 - Dissent may be appropriate
 - If at an impasse, review the situation, seek advice, consider using whatever internal appeal procedures exist
 - Collect copies of all pertinent records
 - Seek support from colleagues
 - Consider the advantages and disadvantages of resigning

A not-so-wild example of a project management ethics question

- A major automobile manufacturer
 - Performance (speed or acceleration wasn't good enough)
 - Project management team determined that they could program the microprocessor to bypass the emission control device during acceleration or high speed driving
 - Bypassed emission controls when speed exceeded the top emissions test speed
 - Caught and **fined \$40 million** U.S.
 - Several years later, a manufacturer of diesel engines did exactly the same thing
 - Fines and penalties were a **billion dollars**

Codes of Engineering Ethics

Why ethics codes?

- A code of professional ethics may be thought of as a collective recognition of the responsibilities of the individual practitioners
- A principal use of an ethics code is as a guide or reminder with respect to behavior in specific situations
- A secondary value of a good ethics code is to indicate to others a concern within a profession that its members practice in a responsible manner

Codes of Engineering Ethics

- Confine the domain of the code to the realm of professional conduct and not make it into an all-encompassing moral guide
- Most codes of engineering ethics do address bribery
- A compact, comprehensive statement proposed by William Wisely “the engineer shall apply his specialized knowledge and skills at all times in the public interest, with honesty, integrity, and honor

Codes of Engineering Ethics

- Institute of Electrical and Electronics Engineers (IEEE) Code of Ethics
- National Society of Professional Engineers (NSPE)
 - Code of Ethics for Engineers – Engineer's Creed
 - Code of Ethics for Engineers
 - NSPE Ethics in Employment Task Force Report
- ASME Code of Ethics

Algumas perguntas?

Are there any questions?

Obrigado

Thank You