

Project Management techniques

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Index

- What is project Management?	(02)
- Stages of Team Development	(04)
- Forming Stage	(05)
- Storming Stage	(06)
- Norming Stage	(08)
- Performing Stage	(09)
- Adjourning Stage	(10)
- Conclusion	(11)

Project Management

Is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters to achieve final deliverables within budget and timescale.

- **Project**

Is a temporary endeavor undertaken to create a unique product, service or result.

The temporary nature of projects indicates a beginning and an end to project work or a phase of the project work.

Project management is a wide scope science contains many parts, phases and technique, we explain a more vital and very important part of this science in this article which is (Team development lifecycle) to benefits the reader.

Team Life development

- **Team**

Is a group of people linked in a common purpose for conducting interdependent tasks or common mission or specific object.

- **Forming teams**

Human history in managing organizations and projects during years and decades made us gain more experience in managing teams and improve skills for being more accurate to gain maximum performance and reach goals of projects, organization and companies.



- Why building team is important for Organizations and projects?

Forming good team is basic and vital process for any organization or company before fulfilling any project or tasks given to employed teams, since forming teams depends of choosing members according to several criteria and properties such as experience, type of skills, technical background of members, physical situation of personnel, hard and soft skills, organizational structure...etc. these criteria could affect the team performance and smoothness of deliverables and affect organizations reputation and seamless product deliverables.

Forming good team will benefits organizations in such ways:

- ❖ Good Reputation
- ❖ Customer confidence
- ❖ Commitment of organization's vision
- ❖ Ease of controlling time
- ❖ Ease of controlling budget ...etc.

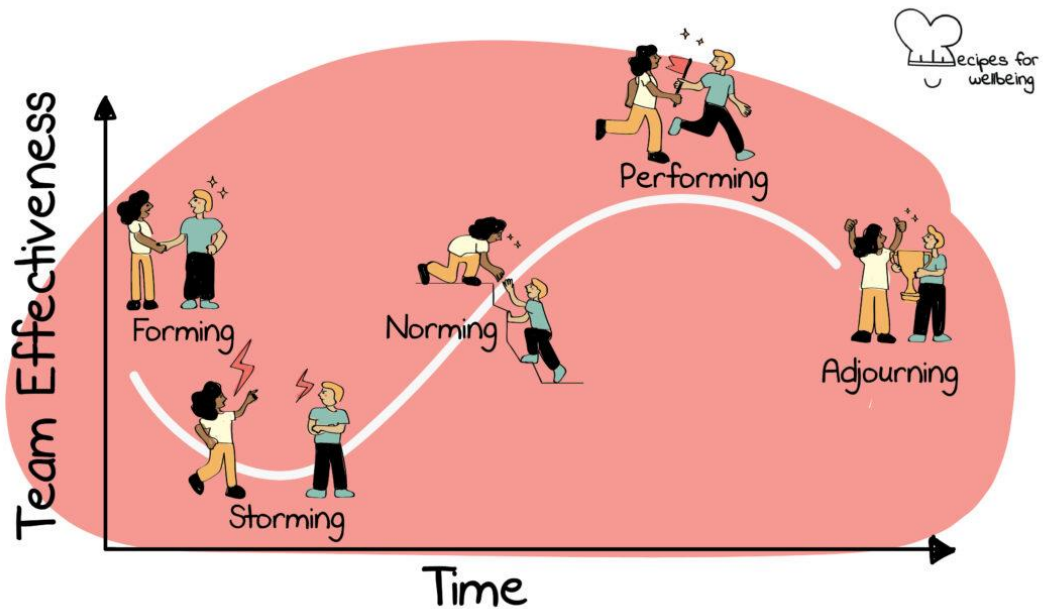


- **Stages of Team Development:**

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

- **Stages of Team Development**

Tuckman's Group Stages, also known as Tuckman's Team Development Model, is a theory proposed by psychologist Bruce Tuckman in 1965. He developed an easy-to-digest model that shows how teams in different areas go through similar stages of group development. Learning these four stages of group development will enable you to shape successful teams that perform to the best of their ability.



1. Forming stage

Team Feelings

During the forming stage of team development, team members are usually excited to be part of the team and eager about the work ahead. Members often have high positive expectations for the team experience, at the same time they may also feel some anxiety, wondering how they will fit into the team and their performance.

Team Behaviors

Behaviors observed during this stage may include lots of questions from team members, reflecting both excitement about the new team and the uncertainty or anxiety they might be feeling about their place on the team.

Team Tasks

The principal work for the team during this stage is to create a team with clear structure, goals, direction and roles, so members begin to build trust.

A good orientation process can help to ground the members in terms of the team's mission and goals, and can establish team expectations about both the team's product and more important the team process, during the forming stage much of team's energy is focused on defining the team, so task accomplishment may be relatively low.

Leader responsibilities

It's vital for Manager or person in charge of the team to select members and keep harmony of their experience in forming the team to build a team without weak points, also its leader responsibilities to provide structure and task direction with guides and instructors, furthermore one way communication from leader to members is important.

Leader required to Create an atmosphere of confidence and optimism.

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



2. Storming stage

Feelings

As the team moves towards its goal, members discover that the team can't live up to all their early excitement and expectations.

Confusion, loss of interest can result, also resistance to tasks are available.

Their focus may shift from the tasks at hand to feelings of frustration or anger with the team's progress or process.

Members may express concerns about being unable to meet the team's goals. During Storming stage members are trying to see how the team will respond and how it will handle conflict.

Behaviors

Behaviors during the storming stage may be less polite than during the Forming stage, with frustration or disagreements about goals, expectations, roles and responsibilities being openly expressed.

Members may express frustration about constraints that slow their individual or the teams progress.

This frustration might be directly towards other members of the team, team leadership or the team's sponsor.

During the Storming stage team members may be argue or become critical of the team's original missions or goals.

Members could compete to leadership, differences in point of view and personal style are evident.

Team Tasks

Team tasks during the storming stage of development call for the team to refocus on its goals, perhaps breaking larger goals down into smaller, achievable steps.

The team may need to develop both task related skills and group process and conflict management skills.

A redefinition of goals, roles and tasks can help team member past the frustration or confusion they experience during this stage.

Effective listening between team members is necessary for this stage.

Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Leader responsibilities

Its leader or sponsor task to control and manage conflicts during this stage to avoid large scale conflict between members and solve troubles that lifting the team from its goals, since long remaining in this stage could affect later stages that waste times and performance.

Leader is required to guide and instruct the team and make members to assume more task responsibility.

3. Norming stage

Feelings

During the Norming stage of team development, team members begin to resolve the discrepancy they felt between their individual expectations and the reality of the team's experience.

If the team succeeds in setting more flexible and inclusive norms and expectations, members should experience an increased sense of comfort in expressing their "real" ideas and feelings.

Team members feel an increasing acceptance of others on the team, recognizing that the variety of opinions and experiences makes the team stronger and its product richer.

Constructive criticism is both possible and welcomed. Members start to feel part of a team.

Behaviors

Behaviors during this stage may include members making effort to resolve problems and achieve group harmony, there might be more meaningful communication among team members to share ideas and asking for help. Team members refocus on established team rules and refocus on team tasks, team members may develop their own languages and making jokes.

Effective conflict resolution skills and sincere attempt to make decision happening, also developing team routing and achieving tasks.

Team Tasks

During the Norming stage team members spend their energy to team's goals and show an increase in productivity in both individual & collective activity, the team may recognize this as a suitable time for evaluation.

Developing decision making process accelerate achieving team members to goals.

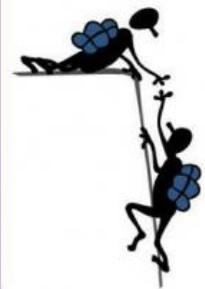
Leader responsibilities

Its manager's responsibility to outline the main goals of the team & remain the team spirit and prepare them to greater tasks and projects.

Also promoting team interaction, asking contribution from all team members, encouraging others in making decision and continuous working to build strong relationship are significant, urging team members to clear collaborations.

Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



4. Performing stage

Feelings

During this stage of team development, members feel satisfaction in the team's progress, they share insights into the personal and group process, and are aware of their strength and weakness, members feel confident in their individual abilities and those of their teammates.

Behaviors

Members can solve or prevent problems in team progress, a "Can Do" attitude is visible clearly.

Roles on the team may have become more smoothness, with members taking on various roles and responsibilities as needed, differences among members are appreciated and used to enhance team's performance. Team members express empathy to others. Roles are clearer.

Team Tasks

During this stage the members makes significant progress towards its goals, competence of the team members is high, team members should try to deepen their knowledge and skills, including continuous working to development the team.

Accomplishment in team progress are celebrated.

Leader responsibilities

There is still the need to focus on process & product In this stage, its manager's responsibility to care about large scale changes to remain the team's harmony and avoid the team to come back to earlier stage of development, sometime it happen due to team member changing or resigning, which often cause changing in roles & responsibilities of remaining members.

Observing, inquiring, fulfilling team needs and Sharing new information are significant action of leader.

Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



5. Adjourning/ Terminating stage

Some teams do come to an end when their work is completed or when the organization's need change, its important to any team to pay attention to the end or termination process.

Feelings

Team members may feel a variety of concerns about the team's termination. They may feel some anxiety because of uncertainty about their individual role or future responsibilities.

They may feel sadness or a sense of loss about the changes coming to their team relationships.

And at the same time, team members may feel a sense of deep satisfaction at the accomplishments of the team. Individual members might feel of all these things at the same time or may cycle through feelings of loss followed by feelings of satisfactions. Given these conflicting feelings, individual & team morale may rise or fall throughout the ending stage.

Behaviors

During the ending stage, momentum slow down and some team members may become less focused on the team tasks, and their productivity may drop.

Alternatively, some team members may find focusing on the task on hand is an effective response to their sadness or sense of loss.

Team Tasks

The team needs to acknowledge the upcoming transition and the variety of ways that individuals and the team may feel about the team's termination, during this stage the team should focus on completion of any deliverables and closure on any remaining teamwork and tie up loose ends and tasks.

Leader responsibilities

Adjourning

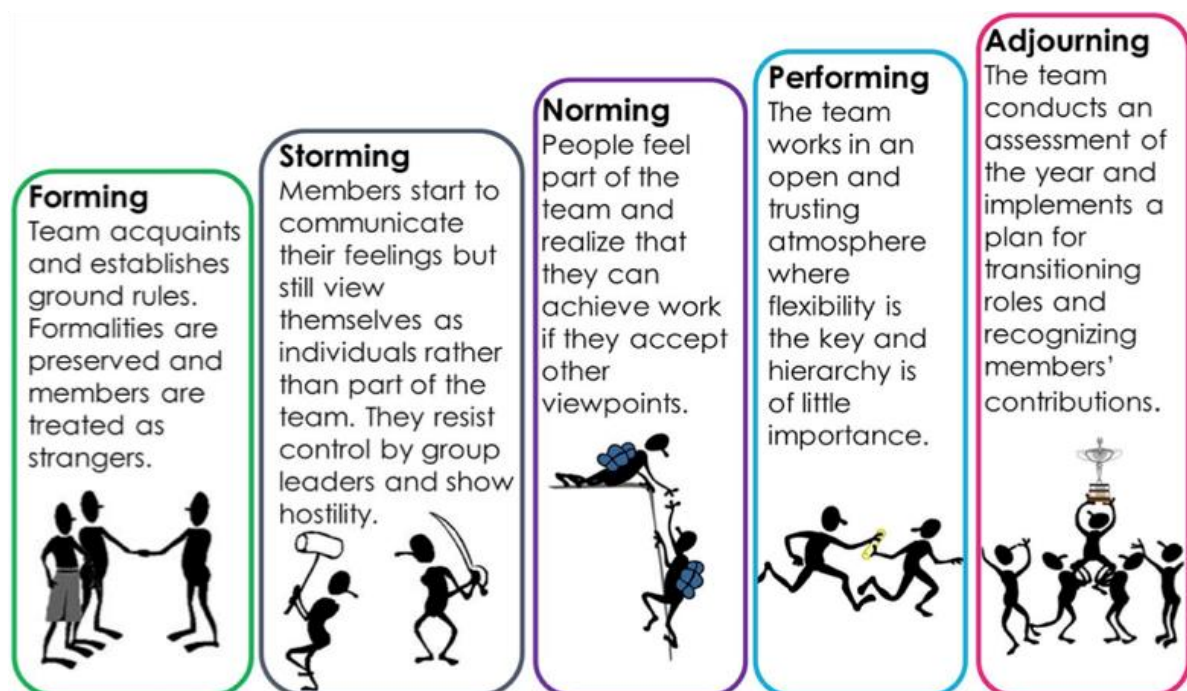
The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



- a) evaluating of the team's process and product, particularly focusing on identifying "Lesson Learned" and passing these on to the sponsor for future teams to use.
- b) Creating a closing celebration that acknowledges the contributions of individuals and accomplishments of the team, and that formally ends this team's existence.

Conclusion

This Model helps the team perform better, which describes Forming, Storming, Norming, Performing, and Adjourning stages, as the team moves through stages and continuously reviews where your team is at.



If your team slips back a stage make any necessary adjustments to get back on track.

References:

- Tuckman Model for Team development
- Project Management Body Of Knowledge "PMBOK"