Ict327 assignment 2 questions

1. You have to deal with major conflict within your team. The result is that your team has remained in the Storming phase of Tuckman's model a. Describe strategies you could apply to resolve the conflict.

b. If all fails, your most experienced team member has threatened to leave the project. Discuss the impact this will have on all appropriate elements of the project. You should apply any Risk Management techniques/software you have access to in order to complete this discussion.

The storming phase of Tuckman's model is the stage that the team is still forming. The danger is that many teams get hung up in the storming and norming stages and never make it to the high- performing stage So there are still possibilities in developing a team.

a. Increased team conflict is associated with lower intrateam trust, which in turn may influence team structure by (1) reducing individual autonomy and (2) loosening task interdependencies in teams. This combination makes for a less than ideal team design. The strategies that they can be applied in resolving the conflict would be first to organize personal meeting with each one of the members of the team and try to figure out the problems and then with the whole team. The problems that have to be diagnosed are: personal and functional. By personal we mean that if there are any incompatibilities between the personalities of the team members. A useful tool apart from the personal meetings would be to do the Brystol – Myers test for each member of the team and see the personality incompatibilities and try to combine the most compatible personalities together and redefine their role. The meetings will also serve as a tool for solving issues and develop intrateam trust.

From the functional point of view it is important to see if there are any dysfunctionalities i. e. hindrances in the work flow, obstacles of the info that

the team requires, issues with the cooperation with the other departments of the organization. Then, if these or some of these dysfunctionalities occur then there must be a redesign of the processes that the team needs in order to work effectively.

b. There should be organized a personal meeting with the experienced team member and see where exactly the problem is with his role. Then, a meeting with the rest of the team and the member would be set up in order to clarify the problem and the relations of the other members. The impacts that the leave of the team member will have on the project would be detrimental for the morale of the rest of the team and it may influence other members to leave the project or they may feel overburdened since they have to fill the knowledge gap that the absence of the member will create. In this case, there is the need to fill the knowledge gap by having well established info flow procedures and if possible to redesign the roles of the other team members. At the same time ask for a replacement.

In these instances the key to be able to resolve the problem is the self-management of the team i. e. the team should have been created in such a way that the member can act independently by taking initiatives and have developed such a degree of collaboration that would enable them to solve the problems that will arise.

2. Write a one-page paper justifying why you should/should not have taken on the responsibility of Project Manager.

According to the personality test I am the INTP type i. e. the Architect – Scientist which belongs to the rational team. According to the results I obtained : " As a Rational, you seek to acquire and apply expertise. You thrive in an autonomous and intellectually stimulating workplace, working

alongside other competent people, pursuing knowledge or creating systems. Your core need to follow the driving force of your own intelligence leads to particular career challenges. For example, recognition of your expertise may lead to your being put " in charge" of other people, as a manager, when you might prefer to remain immersed in projects of your own.

You are fascinated with developing strategic plans for others to use. In your preferred environment, you work behind the scenes while someone else takes the active leadership role. Often, you are driven to step in as leader when you become impatient with the way a project is going. In your ideal job, you independently analyze systems and make recommendations about how objectives will best be reached; someone else does the work of delegating work, motivating people, or enforcing work duties. You want challenge in your work and become frustrated when asked to merely follow routines, especially if those routines are inefficient."

The INTP type has a vision, is concentrated and analytical but s/he is also impatient and not a builder elements necessary for resolving conflicts and reach the work to the end.

In other words, this type is better for performing scientific works because s/he focuses on details and in certain cases likes working alone.

In this case I would not take the responsibility of Project Manager since the position requires leadership abilities i. e. coordinating different team members, managing the work, design the roles, communicate with the others and resolving issues and conflict. The leader in this case should work with others rather than working alone and be able to motivate and inspire the members. The leader should be " credible, confident , committed, energetic, hard – working and self –starting". According to the test for a

project manager position more suitable would someone that would belong to the rational team (especially for business and scientific projects) but s/he would be of the INTJ type or we would say s/he would be the Administrator type since this is they type that organizes carefully the work flow and is prepared in advance for any work conflicts. The Administrator is logical and well organized so s/he is more suitable for project teams.

Works cited

Edison T.," The Team Development Life Cycle", Defense AT&L, May – June 2008

Wideman M. R, " Project Teamwork Personality Profiles and the Population at Large: Do we have enough of the right kind of People?", web presentation, April 2002