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# Building and Managing Effective and Cohesive Teams

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# References

- Bass & Stogdill's Handbook of Leadership, Bernard Bass and Ralph Stogdill, 1990
- How Academic Leadership Works: Understanding Success and Failure in the College Presidency, Robert Birnbaum, 1992
- Presidential Leadership Challenges for Three, Small, Virginia Private Colleges, Eric Michael, 2002

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# Purpose

- Provide an overview of the team dynamics to familiarize project managers with:
  - Analytical Teams
  - Management Teams
  - Recruiting, Sustaining and Retaining Management Teams

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# Contents

- Assumptions
- Generic Analyst Archtypes
- What an Effective Analyst Team Looks Like
- Generic Management Archtypes
- What an Effective Management Team Looks Like
- Source of Leadership Power
- Different Folks / Different Strokes

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# Assumptions

- This presentation is focused on;
  - Generic Industry Best Practices vice a specific company approach
  - Government Services Business Development
  - DoD customer
  - Requirements Based Opportunities
- It would need to be adapted to other business segments / customers / companies
- Analysis can be both a project and a self contained team/task of larger project. Management Teams can exist at multiple levels

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# Ethics

As practitioners of project management, we are committed to doing what is right and honorable. We set high standards for ourselves and we aspire to meet these standards in all aspects of our lives—at work, at home, and in service to our profession.

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# Generic Analyst Archetypes

- Researcher – A person who likes to do research and is good at it. Has gift to find relevant data quickly and efficiently. Generally lost in the details.
- Conceptualizer – Person who likes to solve puzzles. Is good at connecting dots and creating a story to go with the dots. Generally not able to see details.
- Finisher – Person who can take a story and then work it backward into a tight pithy linear construct. Generally detail oriented, good proof reader. Generally lost in details.

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# Analyst Team Thoughts

- You need all three archtypes to be effective
- No one is superior in all three skill sets
- People tend to be ego-centric, only find value in their skill set and tend to discount others
- People of same skill set tend to compete with each other for dominance and create organizational friction

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# Considerations When Building Analyst Teams

- Few are good at all three roles
  - Requires different MBTI personalities
  - Need to recruit all three
- Researchers often ignored and discounted
  - Nug work given to junior analysts while conceptualizers over recognized
  - Senior analyst work only
- Conceptualizers appear lazy to more detail oriented researchers and finishers
- Researchers and Finishers seem pedantic and slow to conceptualizers
- Each tends to believe that their contribution is superior to that of the others

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# Build the Team

- “God does not make mistakes ... managers do.”
  - As part of interview process ask people what they like doing – Assign them to the task they want to do
  - Worst thing a manager can do is assign someone to a role that they don't like doing
- Balance the team
  - Make sure that you have people who like doing all three roles
  - Assign equal weight to all three roles (e.g. have senior researchers and finishers and junior conceptualizers).
- Use different leadership styles with different members of the team – One size does not fit all
  - Researchers constantly want “just one more day” to find that elusive Rosetta Stone
  - Conceptualizers like to solve the problem once and move on
  - Finishers have final editorial control over the document

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# Generic Management Archtypes

- Visionary – Person constantly looking 6 months to 10 years in advance. Planning how to get from today to future. Often not concerned with present day or with people.
- Whip – Person who makes trains run on time. Focused on here and now and in getting people to meet standard or leave. Often not able to focus on future or people.
- Communicator – Person who makes workforce feel involved and who communicates vision and standards. Focused on the work force and the needs of the work force. Often not able to see future or able to objectively deal with performance.

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# Management Team Thoughts

- You need all three archtypes to be effective
- Any one of three can be “The Boss”
- Studies show that core management teams are three people
  - Fewer lack the full range of skills
  - More have people with same skills that compete
- Management Teams tend to have an inner and outer circle
  - Inner circle of 3
  - Outer circle includes more but that additional leadership has less influence and control

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# Considerations When Building Management Teams

- Successful teams have inner core that like and respect each other for their diversity of personality
  - Communicator is Good Cop
  - Whip is Bad Cop
  - Visionary is person who lays out plan
  - Any one of three can be the boss
- There has to be balance between three. No one person can win majority of battles
  - Present versus Future
  - Hard Work versus Rest
  - Reward versus Punishment
  - Executive Fiat versus Consensus

# Build the Team

- Recruit for the Role
  - Interview and make sure that the whip is able to be a whip
  - Make sure that the communicator is able to communicate
  - Make sure visionary is a visionary
- Balance the team
  - If you are the boss, know yourself and recruit the team around you to fill your voids
  - If you are the subordinate, know your boss and fill the role void for your boss
- People are not interchangeable light bulbs
  - When a supervisor leaves a team don't assume that the person that moves up will continue to fill the same role
  - Accept that balanced has changed and reassess the team dynamics and alter the team or your leadership style to rebalance the team
    - E.G. if the whip boss is replaced by a communicator boss, don't be surprised if retention goes up while mission accomplishment goes down. Communicators have a hard time terminating employees.
    - Similarly, a communicator replaced by a whip will result in almost immediate retention problems that will be hidden while mission accomplishment temporarily goes up.

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# Some Thoughts on Leadership

- Leaders are removed when they lose the confidence of two of their three constituencies
  - Their Supervisors
  - Their Employees
  - Their Customers
- Leaders can survive the loss of a single constituency – they are simply less effective
- After losing two constituencies it becomes a matter of time before they fail and are removed
- Loss of three results in immediate termination / reassignment

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# Supervisors

- Not really within scope of this talk. Bottom line;
  - Easiest to keep happy
  - Generally selected you for the job and will give you the benefit of doubt
  - Understand your problems because they were once you
  - Want you responsive to their priorities and processes
  - Often have metrics that they want you to achieve
  - Often most interested in Whip like activities in organization ... want to see organization perform today

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# Employees

- The Social Contract – John Locke
  - Leaders govern through the consent of the governed
  - When the governed withhold that consent; leaders are no longer leaders
- Motivating Employees
  - Reward Power
  - Charisma Power
  - Legitimate Power
  - Coercive Power
- Note: A successful manager uses all four types of power as required

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# Reward Power

- Quid pro quo – This for that
  - Essentially a trade
  - Employees gives work product and loyalty and gets;
    - Bonus
    - Promotions
    - Salary Increase
    - Benefit like better office, printer, time off, sporting tickets et cetera
- Strengths – Employee is motivated to get reward
- Weaknesses – You have to deliver award and over time it takes more and bigger rewards to get the same result

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# Charisma Power

- Cult of the Leader – Employees want to get the leaders approval and acceptance
  - Employees gives work product and loyalty and gets;
    - Sense of belonging to something important
    - Sense of self worth
    - Sense of making a difference
- Strengths – Inexpensive, creates friendly work place
- Weaknesses – When the leader is promoted or retires the organization can collapse. Also, organization is susceptible to us/them mentality

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# Legitimate Power

- Expert or Legitimate Leadership – Employees believe that association with the leader will help them get ahead
  - Employees give work product and loyalty and get;
    - Training on how to do things from the “best”
    - Experience of working for this person builds resume for jump to next position
    - Expanded network and new opportunities to advance career
- Strengths – Inexpensive, brings in employees who want to get ahead in their career
- Weaknesses – Employees see this as stepping stone to next promotion. If they are not promoted quickly within the program, expect to see them on the competitors team using your processes and techniques against you

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# Coercive Power

- Work or be fired / punished
  - Essentially management by fear
  - Employees give work product and loyalty to avoid being;
    - Terminated
    - Passed over on Bonus and Promotion
    - Publicly singled out and humiliated
    - Losing benefits like better office, printer, time off, sporting tickets et cetera
- Strengths – Employee is initially motivated to avoid punishment
- Weaknesses – Over time employee fatigue sets in and employee disengages – doing less work than before coercion. Eventually leads to retention losses

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# Customers

- Again, not really within scope of this presentation
- Generally requires the visionary skill set to build solutions to future requirements now
- Requires a whip to meet or exceed performance metrics set by the customer
- Requires a communicator to address the needs of the workforce and balance out the competing requirements

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# Summary

- Building and Managing Teams is a balancing act
- Good Ethics is at the core of good business leadership
- Successful managers and teams balance present and future requirements as well as maximum performance and welfare of the workforce
- People are not interchangeable lightbulbs
  - Need to put people where they will be successful
  - Need to balance the team to create a friendly and effective work environment
  - Need to use multiple strategies to manage and motivate employees. Strategies change with situation with person over time.