Crosswind Success Series:
PMP® Exam Bootcamp Manual

www.crosswindpm.com

Tony Johnson, MBA, CAPM, PMP, PgMP, PfMP

5.4.   Develop Team (Executing Process Group)

The Develop Team process (team-building) continues throughout the project although the **majority of the process occurs during execution.**

The key to team cohesion is following the resource and project management plans. Key areas of focus should be increasing trust and interactivity between team members and improving the skill levels of team members.
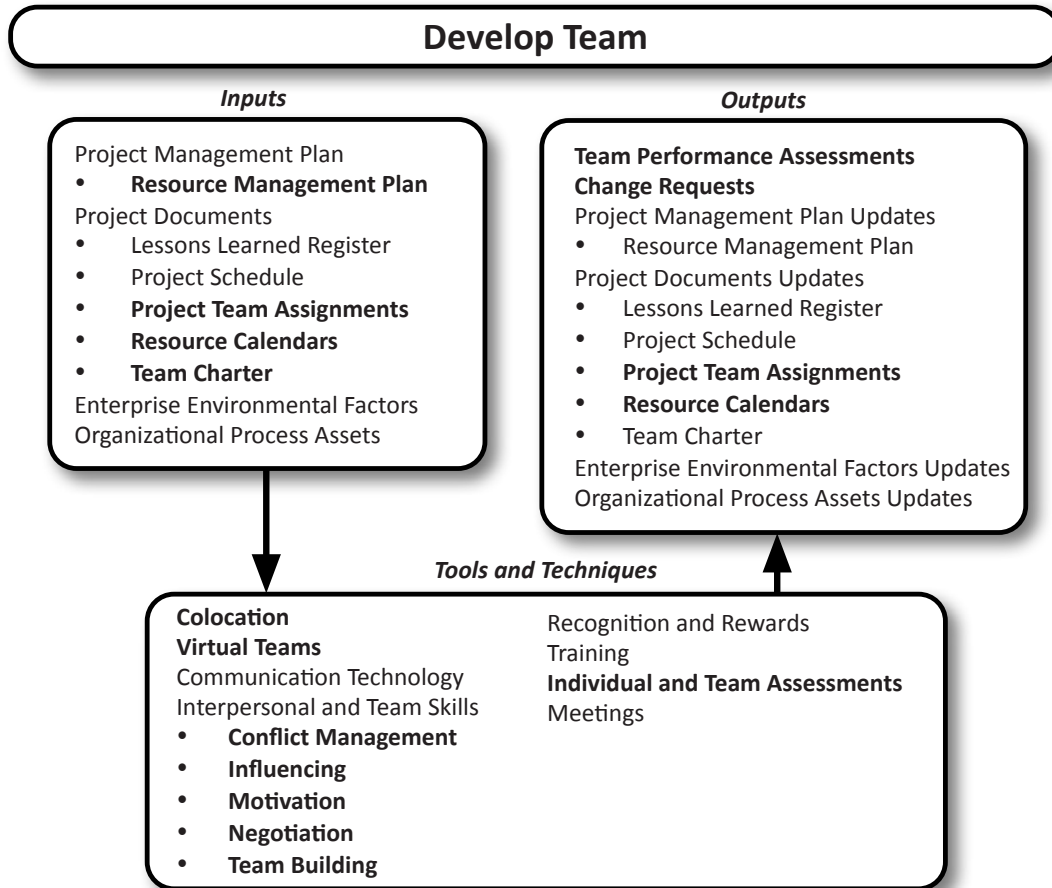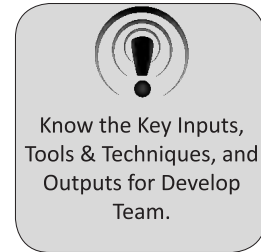
Know the Key Inputs, Tools & Techniques, and Outputs for Develop Team.

Develop Team

Inputs

Project Management Plan
- **Resource Management Plan**

Project Documents
- Lessons Learned Register
- Project Schedule
- **Project Team Assignments**
- **Resource Calendars**
- **Team Charter**

Enterprise Environmental Factors
Organizational Process Assets

Outputs

Team Performance Assessments
Change Requests
Project Management Plan Updates
- Resource Management Plan

Project Documents Updates
- Lessons Learned Register
- Project Schedule
- **Project Team Assignments**
- **Resource Calendars**
- Team Charter

Enterprise Environmental Factors Updates
Organizational Process Assets Updates

Tools and Techniques

Colocation
Virtual Teams
Communication Technology
Interpersonal and Team Skills
- **Conflict Management**
- **Influencing**
- **Motivation**
- **Negotiation**
- **Team Building**

Recognition and Rewards
Training
Individual and Team Assessments
Meetings

Figure 5-9: Develop Team Data Flow Diagram
The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 9-10, Page 336

Develop Team (Executing)		
Key Inputs	Resource Management Plan	The resource management plan is a component of the project management plan that documents: the manner in which the team and physical resources are determined, quantified, and acquired; resource roles, responsibilities, authorities, and competence (skill and capacity); project organizational charts; team resource management (definition, management, control, and release); team training; team development; and control of physical resources (availability and acquisition).
	Project Team Assignments	Project team assignments reference the assignment of team members to the project and identify the roles and responsibilities of the team and its members. Documentation for team members typically includes a project team directory, project organizational charts, and project schedules.
	Resource Calendars	Resource calendars delineate project resource accessibility and are referenced to ensure a reliable schedule. Both the availability of each resource and schedule constraints, such as holidays, time zones, vacations, and work hours, must be considered. The calendars also distinguish the availability of teams throughout the project so participation in team development activities can be determined.
	Team Charter	The team charter establishes team values, agreements, and operating guidelines. The framework describing the manner in which team members cooperate is determined by the team values and operating guidelines contained in the charter.
Key Tools & Techniques	Colocation	Colocation describes the placement of most or all of the most active members in one location to enhance team performance. Sometimes referenced as a tight matrix, colocation can occur temporarily or throughout the duration of the project. Typical colocation strategies include communication enhancements (designated areas for team meetings and team schedule postings), osmotic communication (information absorbed from background conversations), and interpersonal communication.
	Virtual Teams	Virtual teams, those who work toward the same goals with little/no face-to-face meetings, bring benefits such as more skilled resources, proximity of team to suppliers, customers, and/or key stakeholders, and travel/relocation expense reduction. Communication issues for virtual teams can be solved technologically through team calendars, on-line file storage, e-mail, video/audio conferencing, and web-based meetings.

Develop Team (Continued)		
Key Tools & Techniques (Cont.)	Conflict Management	Conflict management addresses the contention over scarce resources, personal approaches to work, scheduling priorities, and other sources of conflict. The project manager is responsible for resolving conflict in a timely and constructive manner to ensure team cohesion and optimum performance.
	Influencing	Influencing skills are useful in promoting performance, especially when there is a lack of direct authority. A key skill used during team development is gathering information that addresses important issues and using that information to reach mutual agreements while maintaining mutual trust.
	Motivation	Team motivation inspires teams to share in the decision-making process and work in a self-sufficient manner.
	Negotiation	Negotiation is the art of reaching a mutual agreement and is a very important skill in relation to team development, since it is used to reach consensus regarding the needs of the project.
	Team Building	Team building is the art of unifying individuals into a cohesive, committed team. Team building activities vary in time and intensity and should continue throughout the project. They are especially important when the project environment changes and with virtual teams.
	Individual and Team Assessments	Individual and team assessments evaluate the strengths and weaknesses of a team and its members in order to increase team productivity. They reveal the preferences, aspirations, and decision-making abilities of team members as well as the manner in which they interact with others and organize/process information. Assessment tools can include structured interviews, ability tests, focus groups, specific assessments, and attitudinal surveys.
Key Outputs	Team Performance Assessments	Team performance assessments evaluate the strength and weaknesses of a team's performances in order to craft the specific training, coaching, mentoring, and assistance required for the performance improvement. Indicators used in the evaluation include: improvements in the skills of team members, improvements in the competency of team members, a reduction in staff turnover, and an increase in team cohesiveness as evidenced by the sharing of information and experience.

PMI, PMP, and PMBOK are registered marks of the Project Management Institute, Inc.

118   © 2008-2020 Crosswind Learning, www.crosswindpm.com

Develop Team (Continued)		
Key Outputs (Cont.)	Change Requests	Change requests are requests for modification that have not been formally approved through the change control process. Modifications to the schedule, resource breakdown structure, or other impacted components of the project management plan may be requested.
	Project Team Assignments	Changes to team assignments that result from team development activities are chronicled in the team assignment documentation.
	Resource Calendars	Changes to resource availability are documented in resource calendars.

Situational Question and Real World Application
Failure to effectively execute the Develop Team process can result in a lack of cohesiveness among team members. Such a lack could lead to disharmony or conflict, which could disrupt the work of the project.

5.4.1.   Form, Storm, Norm, Perform, Adjourn (Team Development Life Cycle)

Team development involves the convergence of a group of people into a performing organization. A common evolutionary life cycle is characteristic of team development. The team development process includes the **Tuckman ladder (form, storm, norm, perform, and adjourn)** and is typical when a team is put in place.

Understand the team development life cycle (form, storm, norm, perform, adjourn).

Stage	Description
Form	Form refers to the creation of the team, when people on the team are put together per the project organizational planning needs.
Storm	Storm refers to the chaos that occurs as people start to get accustomed to working together.
Norm	Norm refers to the point in time when team behavior starts to normalize and team members are accustomed to each other. .
Perform	Perform refers to the activity that transpires as members work as a team instead of individuals. The group should be working at an optimal level in this phase.
Adjourn	As the team work is completed, the team is disbanded and team members move to new work or assignments.

5.4.2.   Recognition and Rewards

A recognition and rewards system is needed for team development and for performance optimization. Such a system needs to be defined, but also needs to be adaptable in response to personal motivator preferences. A reward and recognition system can provide compensatory time for overtime hours worked or payment for a certification test or training. A successful reward and recognition system is possible when management follows through on its promises. A lack of follow through not only hurts the reward system, it also hurts the project manager's credibility.

5.5.   Manage Team (Executing Process Group)

During the Manage Team process, team performance is analyzed and feedback provided. The process also involves coordination of project-related issues and optimization of project performance.
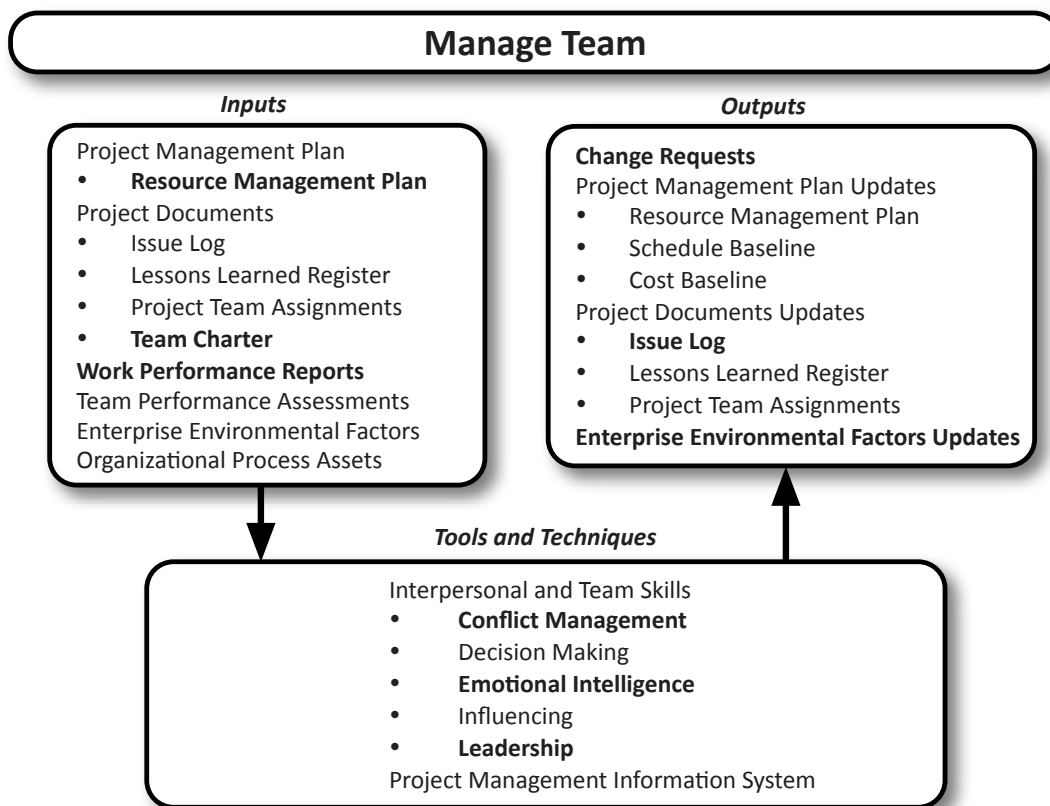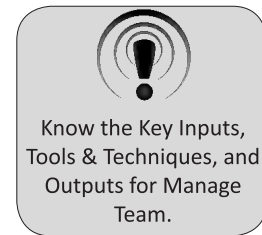
Know the Key Inputs, Tools & Techniques, and Outputs for Manage Team.

Figure 5-10: Manage Team Data Flow Diagram