

## 1.6. PROJECT TEAM

**Definition 1.** A **project team** is a group of persons brought together to work on a specific project.

The team includes roles needed for project planning, development, and implementation.

Each member of the team has his/her set of skills and responsibilities that contribute to the success of the project. Generally speaking, these skills are unique to each team member. Each team member should have his/her own individual role.

Establishing a project team helps you ensure important projects have a dedicated group made up of various skills and experiences so the work can be completed as efficiently as possible.

Team roles can be assigned to *full-time* or *part-time* employees, contractors, subject matter experts, etc.

### **Roles and responsibilities.**

Roles and responsibilities are related concepts.

*Roles* of a project team: what specific positions and functions make up a project team

*Responsibilities*: the duties and tasks tied to each specific role.

Every project has different requirements, so team structure can vary. But the *five major roles* in a project team are project sponsor, project manager, business analyst, resource manager, and project team member.

### **1. Project sponsor/supervisor.**

Project sponsor/supervisor is an employee (usually a senior manager) of the organization implementing the project, who supervises the project from the side of the organization (project owner), provides overall control and support of the project (financial, material, human and other resources).

A member of senior management typically fills this role. A project sponsor's responsibilities include the following:

- Creating the project vision
- Earning buy-in from executive leadership
- Making critical decisions
- Approving the project budget

**2. Project manager:** The person managing day-to-day operations.

Project managers are responsible for day-to-day operations and ensuring the project is completed on time, on budget, and achieves its objectives.

On a small project, the manager might oversee each team member. On a larger-scale project, they are more likely to oversee team leaders, who each manage their own group.

The project manager is responsible for the following:

- Creating the project plan and schedule
- Recruiting project staff
- Managing the budget
- Managing the project schedule
- Delegating project tasks to team members
- Managing all project deliverables
- Communicating with upper management and other stakeholders, sponsor and project team
- Setting milestones and deadlines
- Monitoring the progress of the project

**3. Resources (including staff) manager:** In charge of resource allocation and utilization

The staff manager is critical when putting together your project team.

- Identify the right people for a project
- Match project team roles and skills with project needs

The resources manager is responsible for the following:

- Allocate and schedule the right resource within the project timeline and budget
- Stay on top of resource availability and utilization
- Monitor and optimize the use of resources throughout the course of the project to make sure it can be completed successfully

#### **4. Business analyst:** Makes sure you have the data you need

The business analyst is responsible for gathering and analyzing data related to the project. They help identify the project's requirements and determine the best approach to achieve the project's objectives. They work with stakeholders to ensure that the project's deliverables meet the organization's needs.

He/she might also recommends new tools for streamlining workflows and improving quality, such as resource scheduling software.

A business analyst:

- Helps define the project and its goals
- Gathers technical requirements from team members
- Documents and analyzes project requirements
- Helps project team solve equipment management problems
- Tests solutions to ensure their effectiveness

#### **5. Other project team member:** Individual contributors assigned to different project tasks

At a high level, all project team members are assigned the tasks required to complete the project, and are responsible for:

- Contributing to the project goals and objectives
- Completing individual tasks within the expected time frame
- Collaborating with other team members
- Communicating with the project manager about roadblocks

Other roles in a project team

Some larger projects require additional project management roles and responsibilities to support the core project team. These may include:

- A **functional manager's** responsibility can vary, but the primary function is to ensure the project team has the resources it needs, and address problems that slow down the project
- A **program manager** coordinates all projects related to a specific program and provides guidance to the project manager

- A **subject matter expert** has advanced knowledge of a specific area, practice, or process. They provide guidance and strategy to the project team
- **Project stakeholders** are people (internal or *external* to the project) who have an interest in and influence over the project. Their responsibilities and interests vary between (and even within) projects
- A **steering committee** includes senior-level stakeholders (such as the project sponsor) and company managers, and provides strategic support to help define business needs and achieve project outcomes

Because roles and responsibilities can vary between projects, it can be helpful to create a project team matrix (*RACI-matrix*) at the very beginning of the project to clarify the expectations of each position. It helps define the roles within a project management team and then identifies who needs to be looped in or assigned to each task.

The RACI matrix defines the roles of team members in the project: Responsible, Accountable, Consulted and Informed.

The project team roles and responsibilities table below shows an example RACI matrix for project sponsors, project managers, resource managers, and project team members, but can be expanded to include more roles and tasks.

*What is the difference between Responsible and Accountable?*

In fact, the words “responsible” and “accountable” actually mean the same thing – responsible. But in RACI there is a difference between them: Responsible is the actual doer (executor) and Accountable is the one who approves and is responsible for the result.

A typical RACI-matrix:

Task	Project sponsor	Project manager	Resource manager	Project team member
Authorize budget	R	A	C	I
Define Specifications	C	R	I	I
Establish delivery timelines	C	R	I	A
Secure access to web development software	C	A	R	I
Execute website redesign	I	A	I	R

*How do you decide what roles are needed on a project team?*

To define the team roles needed for your project, outline the goals and key deliverables of the project. Think about the skills you need to ensure those deliverables are high quality, and then match and assign team members accordingly.

*What are the benefits of defining project team roles?*

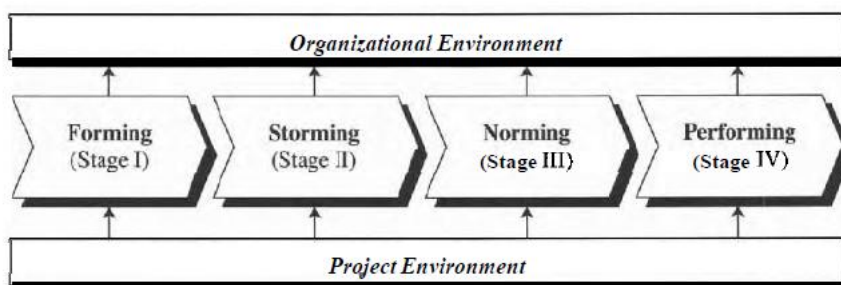
The benefits of clearly defined roles include:

- Increase individual accountability
- Reduce confusion and overlap
- Give team members a feeling of ownership and clarity around expectations
- Enable project managers to delegate tasks and assess team members' performance
- Establish a structure for effective problem-solving and collaboration

*Can required project roles vary from project to project?*

They absolutely can, depending on the nature of the project, the team structure, and the availability of specific skills and expertise. What matters is that the responsibilities for each role are clearly defined before work begins on the project.

*The Four-Stage Model* is a tool for organizing and systematically developing project teams. The concept was originally suggested by B. W. Tuckman in 1965 (Bruce Wayne Tuckman was an American psychological researcher), who identified four stages that all teams have to pass through in their transformation to a unified, effective work team: *Forming, Storming, Norming and Performing*. Each stage is associated with specific characteristics, team activities, and managerial guidance. Today, the Four-Stage Model enjoys wide acceptance as a powerful tool for team planning and development. It often becomes the starting point for identifying critical success factors, skill profiles, and potential team members. It also serves as a roadmap for project team development. The basic structure of the Four-Stage Model is shown below. Inputs to each stage come from both the organizational and project environment. These inputs affect the team formation process and its subsequent development. They also affect the team dynamics, measured in critical success factors, decisions, action items, and resource requirements.



*Forming stage.* At this stage, core team members are being defined and introduced to the project and its mission. Communication flows by and large one way, from the designated project leader, senior management or the project sponsor, to the emerging team members. The emerging workgroup is not yet a team, but just a collection of

people from different organizations and functional backgrounds. Anxieties, confusions, and role ambiguities are predictably high in this stage, while mutual trust, respect, task involvement, and commitment are very low. This stage requires a leadership style that relies on clear directions, guidance, strong image building, vision sharing, close supervision, and considerable top-down decision making.

*Storming stage.* At stage, also called the startup stage, many of the project team members have been defined and signed on to the project. Members of the workgroup begin to get involved with the project assignment, try to understand the project scope and requirements, and sort out specific roles and responsibilities.

*Norming stage.* At this stage, which is also called the "partial performing stage," most team members have been signed on and are working as an integrated work team toward the project objectives. Team members begin to feel comfortable with their roles and assignments, and rely on other members' expertise. The team as a whole starts to unify and enjoys the team environment.

*Performing stage.* At this stage, the team is highly unified and committed to achieve the established project objectives. By definition, a team that reached the performing stage becomes "self-directed"