

# The Importance in choosing the team in project management

Gabrielly Raquel Izidio Ramos

MBA in Total Quality Management- Federal Fluminense University , Niteroi- RJ- Brazil

**Abstract**— *In project management, it is necessary that the tools, techniques and solutions are applied in pursuit of a goal. It is also essential that the scope, deadline and costs are met. As a result, the satisfaction of the stakeholders, who are the interested party in the projects, are satisfied. For this reason, developing an efficient and qualified team can be considered a great challenge for the Project Manager, but it is something totally necessary for effective results. For this reason, it is required that the manager has good characteristics such as: being a good facilitator, innovator, motivator, goal-oriented, and above all, knowing how to lead their leaders. Therefore, to build a highly qualified team he has to analyze the type of project in which he has been assigned, analyze employee profiles and experience, so that they are compatible with the project and the number of people who will be available. It is also important that team members know the life cycle phases of a project (start, plan, execute, control and close). In view of all these prerequisites, it is essential that the manager, besides having the leadership profile capable of being flexible according to the maturity of the team, has the discernment to choose the people who will be part of the team, in order to achieve success.*

**Keywords**— *project, management, team.*

## I. INTRODUCTION

Teamwork is often challenging, being attributed to a team project, in which sometimes the solution of a problem can bring the increase to this challenge.

The quality in the development of each phase of a project: start, plan, execute, control and close, will depend on each person chosen to execute each action. Therefore, as important as managing a team is to choose good professionals who will form your team.

For this reason, it is one of the main roles of a manager, besides being an exemplary leader and facilitator, to choose people who are within the project profile. In this case, one must first analyze the curriculum and experience of each one and the choice of the characteristics of the collaborators that suit the type of project required. Ideally, they should be motivated people, with good interpersonal relationships, empathic, organized, and that above all remain until the end of the project.

## II. PROJECT DEFINITION

A project is a unique enterprise, with a defined beginning and end, that uses limited resources, conducted by people, aiming to achieve pre-defined goals and

objectives established within the parameters of time, cost and quality (PMI 2008).

The project can be defined by some characteristics as temporary, unique and progressive. The fact that it is temporary becomes very important, because every project must have a defined beginning and end. The project ends when it reaches the objectives for which it was created or when it becomes clear that the project objectives will not or can no longer be achieved (PMI 2008).

One of the main differences between process and project is that the project has a set deadline or goal.

There are difficulties in managing a project and building a team capable of progressing with the project, and many unforeseen events can occur during the process, so it is up to the manager to analyze possible risks and build a high performance team.

According to Ricardo Vargas (2016), the projects reach all levels of the organization. They can involve a large or small amount of people, and can take days or years. The projects often go beyond the boundaries of the organization, reaching suppliers, customers, partners and governments, being part of the company's business strategy most of the time.

Some examples of projects:

- Installation of a new industrial plant;
- Restructuring of a certain sector or department of the company;
- Construction;
- Launch of a new product or service;
- Writing of a book;
- Construction of a new career plan;
- Implementation of a system;

### 1.1 Features of a project

The main characteristics of a project are

**Temporary:** means that every project, product or service developed must have a certain beginning, middle and end, the project is an event with pre-defined duration. A project can have a useful life of one day, one week or ten years.

**Individuality:** A project must have its identity, its individuality, this means that each project has its own particularity and unique characteristics..

## III. THE IMPORTANCE OF LEADERSHIP IN THE PROJECT

"The leader is the person who has the ability to motivate and influence the leaders, acting ethically and positively, so that they contribute voluntarily and enthusiastically to achieve the objectives of the team and the organization, always exploring each team member's strengths.

However, leadership can be complex, because the good leader, besides technical skills, must have emotional intelligence to manage the employees and the team, be able to develop their leaders meeting personal and professional expectations, and all this always aligned with the interests of the organizations". (Slacoaching, 2017)

For this reason, the ideal is leadership model is when it is not imposing. Therefore, the leaders are influenced so that they exercise their role on a voluntary basis.

There are some styles and types of leadership that should be applied according to the situation or according to the team (Slacoaching, 2017) :

- **Autocratic or Authoritarian Leadership:** This style of leadership is ideal for situations of pressure and low maturity of the team, this leadership style is based on the disinterest of the participation of those led. The leader is usually autocratic. In a project in which the emergence of new ideas is required, for example, this leadership style is not usually ideal.

- **Democratic or participatory leadership:** This leadership style requires high participation of team members, with ideas and suggestions, but the final decision rests with the leader. In democratic leadership, the team should preferably be composed of technicians and experts in the subject. And in the absence of the leader, those led will be able to successfully carry out the project. Democratic leadership is ideal for secure leaders, who do not let themselves be led only by the components of the team and for projects that require high productivity.

-**Delegated leadership:** In this style of leadership, the leader assigns tasks to the team members. It is effective when exercised with highly qualified and motivated team members. Delegative leadership is ideal when the team has high maturity and the project has little time and high goals. The leader must be highly motivated and qualified. The control of the activities of the subordinate elements is small.

-**Situational Leadership:** "When a manager can choose among the types of leadership according to the task that will be executed, the people and the situation in which it will be framed. This leadership is known as situational, where the manager orders the subordinates to fulfill orders, as well as suggests to carry out certain demands with a prior consultation before taking decisions. The idea is to adapt the best choice according to the type of situation in which the person is living.

Successful leaders manage to adapt their behavior and according to the needs of their leaders. "He tends to face situations with variations in the ability and commitment of the development of employees when performing tasks". (Edools, 2018)

-**Motivating Leadership:** In times of crisis, motivating leadership is extremely important. The motivating leader usually plays an important role in moments of crisis, because he is able to unite people, purposes and goals only with his words and his example. By infecting others with his trust and his optimism, he ends up stimulating the entire group to follow the best way with the ongoing processes and, thus, achieve the planned results.

By proposing different leadership styles, the authors condition the effectiveness of their job to some variables, such as: relevance of the quality of the task or decision; importance of the acceptance of the decision by subordinates to obtain their involvement in the implementation of a certain line of action; time available for the realization of the mission; risks involved; levels of priority in terms of productivity or group satisfaction; and level of psychological and professional maturity of subordinates. Highlighting only the latter variable as an

example, it can be generally stated that the identification of a low level of maturity (professional and/or emotional).

#### IV. THE IMPORTANCE IN CHOOSING TEAM MEMBERS

One of the main roles of the manager when he is assigned to lead a project is: choosing which company members will participate in his new project. This choice can bring positive or negative results. Negative results can have as consequences: delay in the progress of the project, loss of team members and even the cancellation or failure of the project.

As a positive result, it is notorious: good integration between the teams, easy leadership, agility in the stages of the process, high development and satisfaction of all interested parties.

For the success of the project, the team has to be integrated, preferably, by expert/technical and experienced professionals, who have a great interpersonal relationship, who know how to take advantage of the designated resources

and know how to put into practice their designated function, in addition to the communication that must be the essential factor throughout the process.

When the team is assembled, some factors are taken into consideration:

1. Creativity in solving problems, through a multidisciplinary approach. During the project, unforeseen events may occur, for this reason, the team must include members who have the creative profile and bring solutions to possible problems.

2. Specialization and division of labor, promoting economies of scale and learning as well as minimizing project costs: One of the essential steps is the division of tasks of the team.

3. Commitment of the team to the success of the project, since it implies the personal success of each one of them.

4. Team with common objectives: Without common objectives, the project has no development. The members must have in mind a common objective:

5. Team experience with projects of the same type: The greater the experience, the greater the chance of development.

A well-developed team will consequently bring good results in development and success at the end of the project.

6. Project development: The manager is responsible for analyzing the development of the project and, if necessary, making changes in the team: changing the functions of the members, changing the development or even calling new members.

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## V. CONCLUSION

A job or project are not built alone. Everything is elaborated in team. And to have a strategic vision, aiming at the future, in the elaboration of a team is primordial for the manager, who has as main mission, to choose a good team in favor of a common goal. It is an arduous task, which consists in unifying a group as heterogeneous, experienced and engaged as possible, composed of good professionals and specialists in their area.

However, there are many qualified people looking for a first opportunity to be part of a team of excellence. It can be highlighted that within the main characteristics of this type of professional, we can highlight the focus on results, high responsibility, constant updating through training, courses and personal and professional qualification, as well as the ability to work on a project in the medium and long term.

In addition, to attract candidates from the top of the quality scale, the company needs to be prepared to offer conditions for the full development of its employees, in addition to working on their motivation and promoting the constant qualification of its team. A well motivated team has as a consequence high productivity, which will bring good results for the company. In other words, the organization also has an important role.

A good leader needs to have the ability to influence his or her leaders. It must have as a characteristic: the ability to influence, power of persuasion, empathy, good internal communication. And, moreover, he needs to know how to adapt the best leadership style/type to each situation. Knowing how to apply it in the best possible way and supervise/monitor the development of the project, that is, follow up, control the schedule, analyze the risks, apply the best tools. And if necessary, apply preventive or corrective measures.

The team members need to have some characteristics. Among the characteristics are: be engaged, dedicated, have common objectives and goals, flexible and adaptable, have self-management, be a good listener, communicative, energetic, good interpersonal relationship, creative, be sensitive to people and situations, proactive, self-confident, try new ideas, detailed. These characteristics are of extreme importance for a team to work and act in a cohesive way, without more problems.

Therefore, it is noted that the performance between organization, manager/leader and team members, should be together, mainly for the development of a good team and project progress. Therefore, all these factors are essential for the success of the project, especially within the stipulated schedule.

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