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Master Real Estate & Housing | Faculty of Architecture, Delf University of Technology

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2\textsuperscript{nd} mentor  Clarine van Oel
Company mentor  Jurriënn de Jong
A project manager’s role in building teams

A research into leadership styles and team development
Overview

• Introduction
• Theoretical framework
• Research approach
• Case studies
• Comparing cases
• Conclusion
Introduction

Personal background

Teamwork  Work environment  Further research

A project manager’s role in building teams
Introduction

Construction Heidelberglaan

Renovation Lindeplein

A project manager’s role in building teams
A project manager’s role in building teams
Introduction

Construction Heidelberglaan

A project manager’s role in building teams
Introduction

A project manager’s role in building teams
Introduction

Executive Board
Management WonenBreburg

Steering committee
Decision making

Residents consultation
Wishes from the residents

Project team
Project management & design

Renovation Lindeplein
Introduction

Construction Heidelberglaan

Renovation Lindeplein
Introduction

Heidelbergaan

A project manager’s role in building teams
Introduction

Heidelbergaan
Introduction

Lindeplein

A project manager’s role in building teams
Introduction

Lindeplein

A project manager’s role in building teams
Introduction
Collaborative team is a group of individuals who share common beliefs and work towards common goals. Team members spend time discussing what they hope to accomplish as a team and set team and individual goals for reaching that vision.

Traditional leadership may be defined as an organization where leaders are in a formal position of power at the top of the hierarchy and whose commands typically run down the hierarchy, while information flows up it.

Shared leadership leadership that emanates from the members of teams, and not simply from the appointed team leader.

Leadership style is a leader's style of providing direction, implementing plans, and motivating people.
Theoretical framework

Team phases

- **Forming**
- **Storming**
- **Norming**
- **Performing**
- **Adjourning**

A project manager’s role in building teams
Theoretical framework

A project manager’s role in building teams

- Forming: Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.
- Storming: Members start to communicate their feelings but still view themselves as individuals rather than part of the team.
- Norming: People feel part of the team and realize that they can achieve work if they accept other viewpoints.
- Performing: The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.
- Adjourning: The team breaks up. Team members may find this stage difficult, particularly if their future now looks uncertain.
Theoretical framework

Project manager’s phases

<table>
<thead>
<tr>
<th>Project manager</th>
<th>Leader tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluating</td>
<td>Intervening to improve the team</td>
</tr>
<tr>
<td></td>
<td>Guiding team decision making</td>
</tr>
<tr>
<td>Performing</td>
<td>Tracking progress</td>
</tr>
<tr>
<td></td>
<td>Recognizing accomplishments</td>
</tr>
<tr>
<td>Collaborating</td>
<td>Fostering identity</td>
</tr>
<tr>
<td></td>
<td>Developing teamwork expectations</td>
</tr>
<tr>
<td>Launching the team</td>
<td>Sharing the vision</td>
</tr>
<tr>
<td></td>
<td>Establishing trusting relationship</td>
</tr>
<tr>
<td>Building the team</td>
<td>Preparing for the team launch</td>
</tr>
<tr>
<td></td>
<td>Getting organizational support</td>
</tr>
<tr>
<td></td>
<td>Selecting team members</td>
</tr>
</tbody>
</table>
Theoretical framework

Leadership styles

“The key distinction between shared leadership and traditional models of leadership is that the influence process involves more than just downward influence on subordinates by an appointed or elected leader [...]. Rather leadership is broadly distributed among a set of individuals instead of centralized in hands of a single individual who acts in the role of a superior.”
- Pearce & Conger, 2002

<table>
<thead>
<tr>
<th>Leader type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aversive leadership</td>
</tr>
<tr>
<td>Directive leadership</td>
</tr>
<tr>
<td>Transactional leadership</td>
</tr>
<tr>
<td>Transformational leadership</td>
</tr>
<tr>
<td>Empowering leadership</td>
</tr>
</tbody>
</table>
# Theoretical framework

## Leadership styles

<table>
<thead>
<tr>
<th>Leadership style</th>
<th>Leadership behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aversive leadership</td>
<td>Leader uses aversive methods to force others to comply</td>
</tr>
<tr>
<td>Directive leadership</td>
<td>Leads by giving directions, instructions and commands</td>
</tr>
<tr>
<td>Transactional leadership</td>
<td>Reinforces desired behaviour to influence undesired behaviour</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>Creates a motivating and absorbing vision for the future</td>
</tr>
<tr>
<td>Empowering leadership</td>
<td>Encourages self-reliance of each team member</td>
</tr>
</tbody>
</table>
Theoretical framework

A project manager’s role in building teams
Research approach

Research question

Which leadership styles do project managers use to manage collaborative teams, and can different styles be related to the different team phases?
Research approach

Research design

Research strategy
Qualitative

Research design
Multiple case study design

“A multiple case study will improve the theory building: by comparing two or more cases, the researcher is in a better position to establish the circumstances in which a theory will not hold.”

Bryman, 2012, p. 710
Research approach

Research methods

- Context analysis
- Semi-structured interview
- Participatory observation
Research approach

Methods - Context analysis

- Project description
  History & future
  Political/Social context

- Project organisation
  Stakeholders
  Organogram
  Meeting structure
  Attended Meeting

- Researcher’s vision

A project manager’s role in building teams
Research methods

Methods - Semi-structured interviews

Questions about:

- Role of project manager
- Development of team
- Case specific question
- Lessons & experience
- Leadership styles
Research methods

Methods - Participatory observation

- Attendees
- Verbal communication
- Non-verbal communication
- Team phases
- Emotions
# Research methods

## Analysing data

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Code</th>
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<tbody>
<tr>
<td>A</td>
<td>Team phase</td>
</tr>
<tr>
<td>A1, A2..</td>
<td>Forming, storming, norming, performing, adjourning</td>
</tr>
<tr>
<td>B</td>
<td>Leadership style</td>
</tr>
<tr>
<td>B1, B2..</td>
<td>Aversive leadership, directive leadership, transactional leadership, transformational leadership, empowering leadership</td>
</tr>
<tr>
<td>C</td>
<td>Role</td>
</tr>
<tr>
<td>C1, C2..</td>
<td>Advisor, architect, project manager etc.</td>
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<tr>
<td>D</td>
<td>Context</td>
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<tr>
<td>D1, D2..</td>
<td>Prehistory, politics etc.</td>
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<tr>
<td>E</td>
<td>Emotion</td>
</tr>
<tr>
<td>E1, E2</td>
<td>Positive, negative</td>
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<td>F</td>
<td>Communication</td>
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<tr>
<td>F1,F2..</td>
<td>Verbal communication, non-verbal communication</td>
</tr>
<tr>
<td>G</td>
<td>Other</td>
</tr>
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</table>

![Progress observation chart](attachment://progress_observation.png)

### Heidelberglaan observation 1
Testteam (big) - 29 march 2016
Case studies

Construction Heidelberglaan

Renovation Lindeplein
Case studies

Heidelberglaan – project manager

A team has to work as one. Thus I should know what everyone is doing and everyone should know what I am doing. Transformational leadership

I know exactly how to act in different situations. Directive leadership

We all were labelled in the test team, it is important that everyone sticks to that label. Directive leadership

Agreements must be established with one another. Empowering leadership

I am a real team person, but I think everyone should take responsibility so I am not a person who will take people by the hand. Empowering leadership
Case studies

Heidelberglaan – observations

A. Directive leadership
B. Transformational leadership
C. Directive leadership
E. Directive leadership
G. Directive leadership
I. Transformational leadership
L. Transformational leadership
Case studie

Heidelberglaan – short conclusion

A project manager’s role in building teams
Case studies

Lindeplein
Case studies

Lindeplein – project manager

I have a steering role, I propose the frames within which the project will be executed. Directive leadership

I find the process most important. Transformational leadership

When a team is close, I find it harder to address the team to anything that is not going right or what has to be done different. But I still is my responsibility to do so. Directive leadership

I am not a person to take everyone by the hand and say: follow me, this is how we are going to do it. Empowering leadership
Case studies

Lindeplein – observations

C. Transformational leadership

E. Empowering leadership

F. Directive leadership

H. Transformational leadership

A project manager’s role in building teams
Case studies

Lindeplein – short conclusion

- Forming
- Storming
- Norming
- Performing
- Adjourning

Directive leadership

Empowering leadership

A project manager’s role in building teams
Comparing case studies

A project manager’s role in building teams
### Comparing case studies

<table>
<thead>
<tr>
<th>Leadership style</th>
<th>Team phase</th>
<th>Heidelberglaan</th>
<th>Lindeplein</th>
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<td>Norming</td>
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</table>
Comparing case studies

A project manager’s role in building teams
Conclusion

Which **leadership styles** do project managers use to **manage collaborative teams**, and can different styles be related to the different **team phases**?
Conclusion

A project manager’s role in building teams

Directive leadership

Forming

Norming

Performing

Directive leadership

Storming

Transformational leadership

Adjourning

Empowering leadership

Regularly observed next to dominant leadership style

Empowering Leadership

Empowering Leadership

Empowering Leadership

Directive leadership

Transactional leadership

Empowering Leadership

Regularly observed next to dominant leadership style

Empowering Leadership

Empowering Leadership

Directive leadership

Empowering Leadership

Rarely observed next to dominant leadership style

Empowering Leadership

Empowering Leadership

Directive leadership

Empowering Leadership
Conclusion

A project manager’s role in building teams
Thank you for listening

Questions?