Engendered Orange-Fleshed Sweetpotato Project Planning, Implementation, M&E

Volume 1 – Session Two

Domains of learning
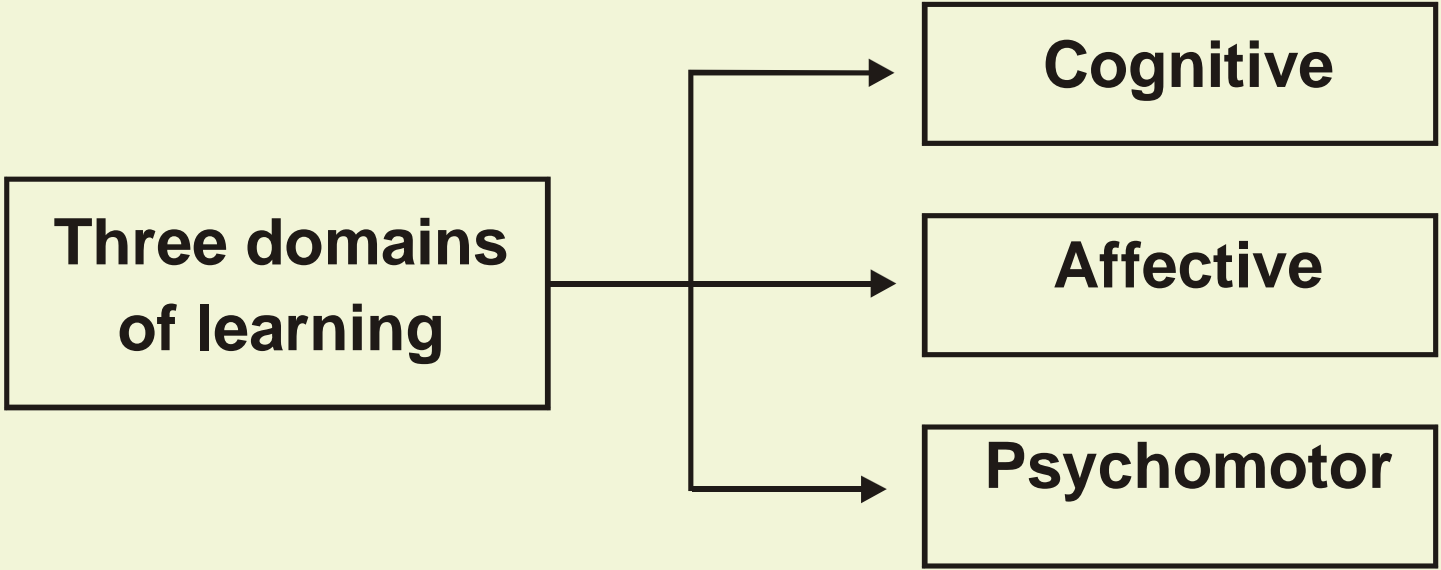
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Leading & Managing Project Teams

Objectives
Volume One Session Two

- Describe what people need to learn to lead and manage project teams.
- Discuss domains of learning to identify leadership and management skills
- Analyze common characteristics of effective teams
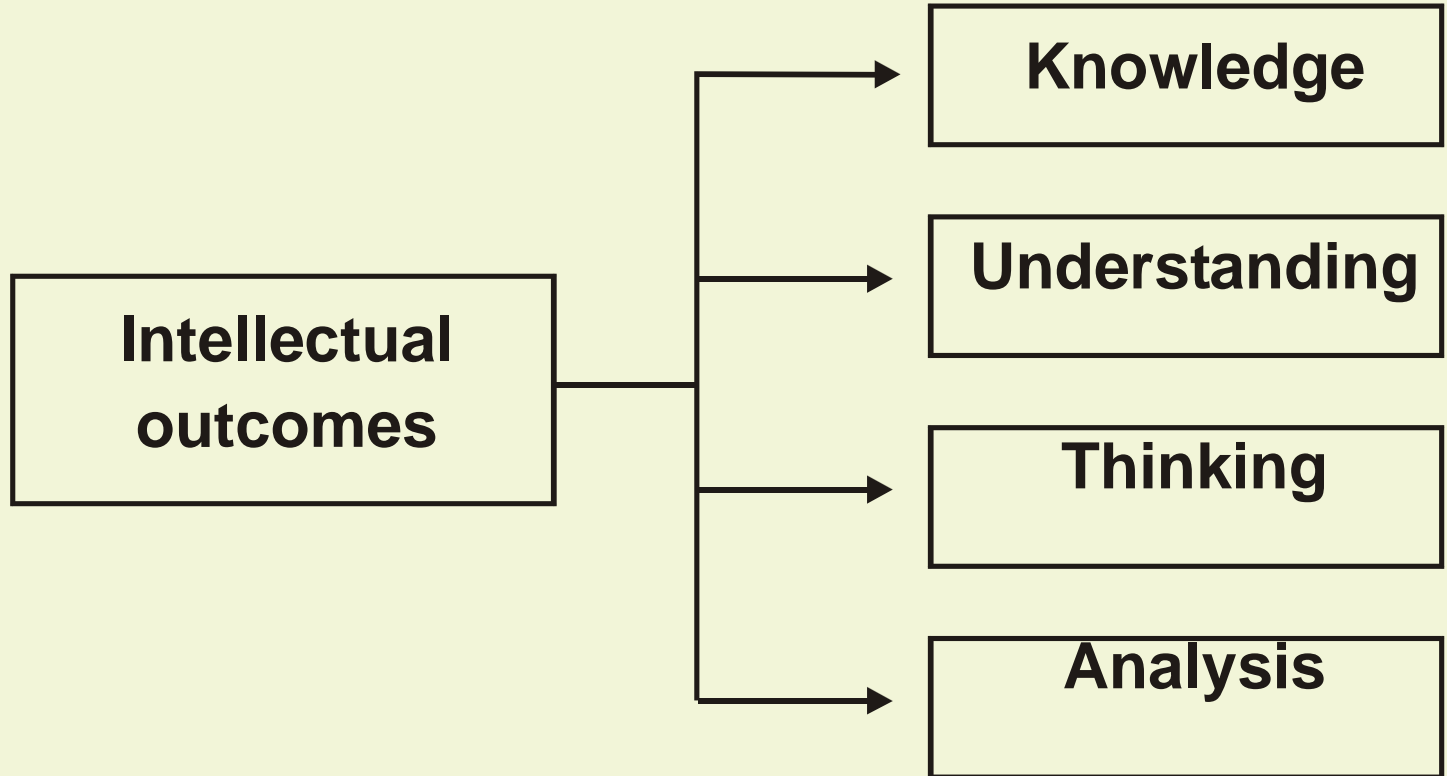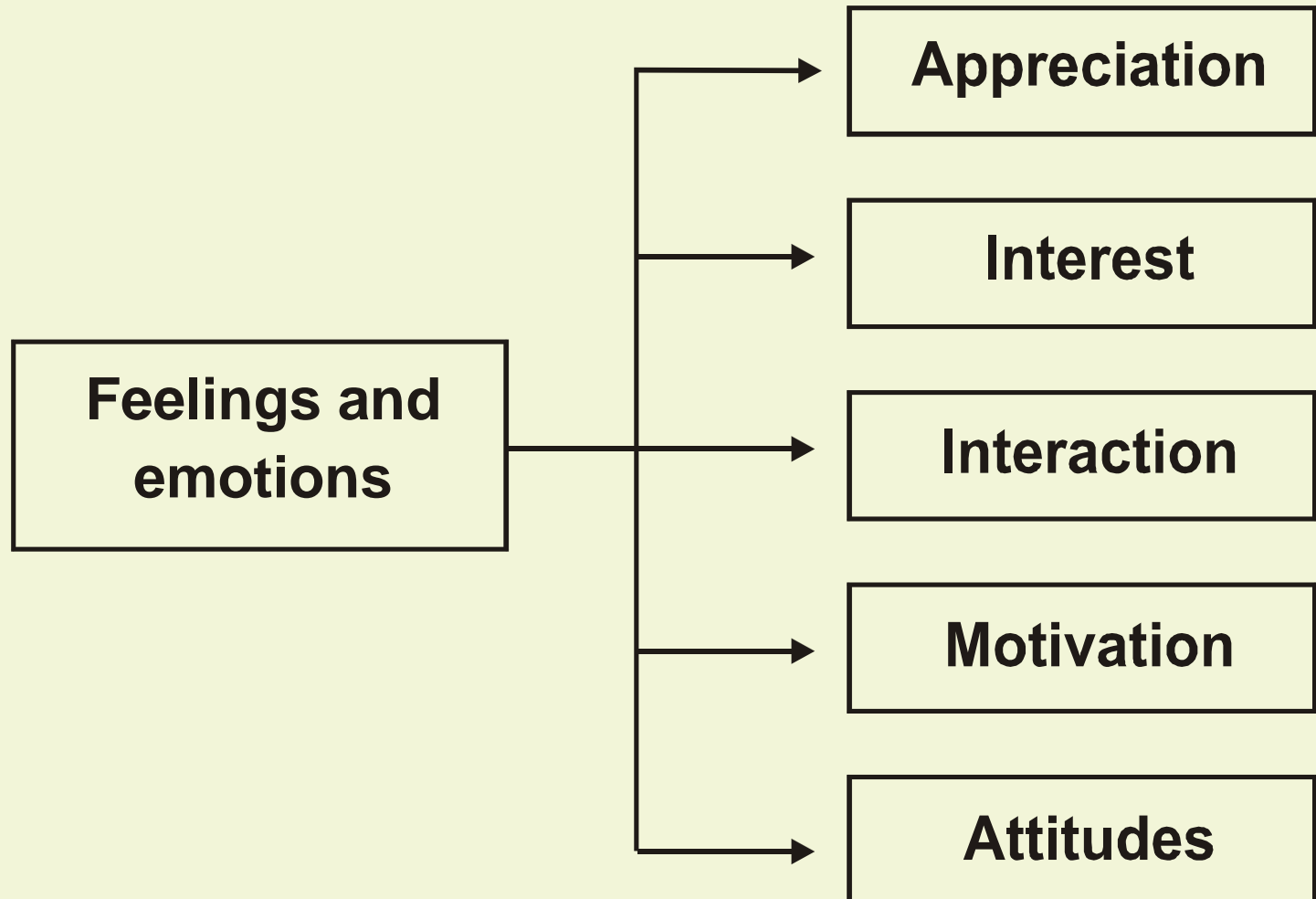- Develop strategies to manage time and tasks

Domains of Learning

Cognitive

**Three domains
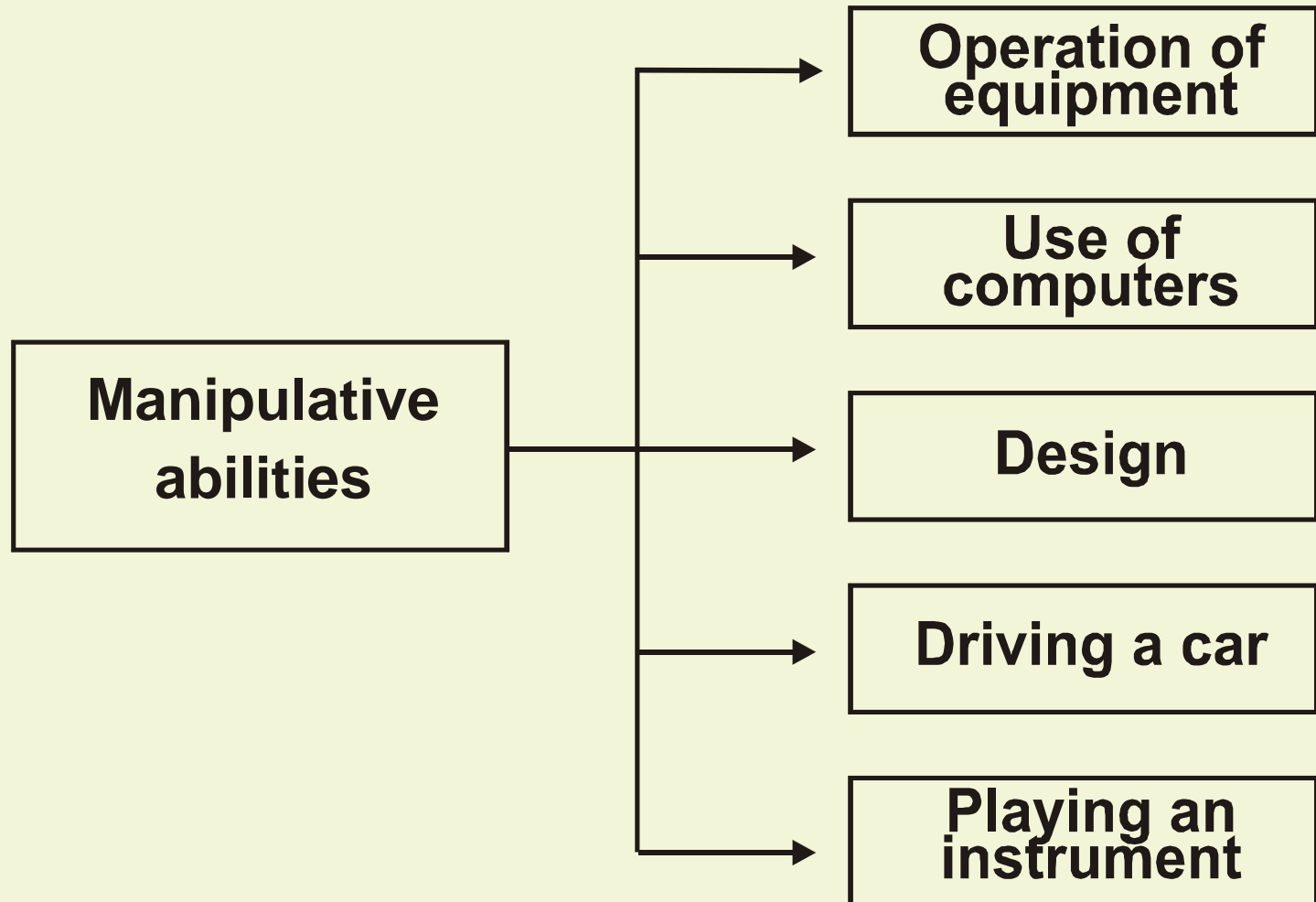of learning**

Affective

Psychomotor

Cognitive Domain

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                                    ┌─────────────────────┐
                              ┌────→│     Knowledge       │
                              │     └─────────────────────┘
                              │
                              │     ┌─────────────────────┐
                              ├────→│   Understanding     │
┌──────────────┐             │     └─────────────────────┘
│ Intellectual │─────────────┤
│  outcomes    │             │     ┌─────────────────────┐
└──────────────┘             ├────→│     Thinking        │
                              │     └─────────────────────┘
                              │
                              │     ┌─────────────────────┐
                              └────→│     Analysis        │
                                    └─────────────────────┘
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Affective Domain

Feelings and emotions → **Appreciation**

→ **Interest**

→ **Interaction**

→ **Motivation**

→ **Attitudes**

Psychomotor Domain

Manipulative abilities

→ **Operation of equipment**

→ **Use of computers**

→ **Design**

→ **Driving a car**

→ **Playing an instrument**

Development of Cognitive Domain

- Planned before we are born

- Parents plan school, college/universities

1.2a.8

Cognitive Domain

● **Knowledge (How to do things)**

● **We get knowledge from:**

– **books**

– **library**

– **professor/teacher**

– **consultant**

– **university/college**

Development of Affective Domain

- Society shapes our development of this domain

- Nobody sits down and teaches systematically how to be polite; to express feelings/appreciation

- We develop attitudes through perception

  – Examples: family behavior, "boys don't cry"

Affective Domain

● **Feelings and emotions**

— **Attitudes**

— **Behavior**

● **We develop attitudes in accordance with the environment**

– **family**
– **religion**
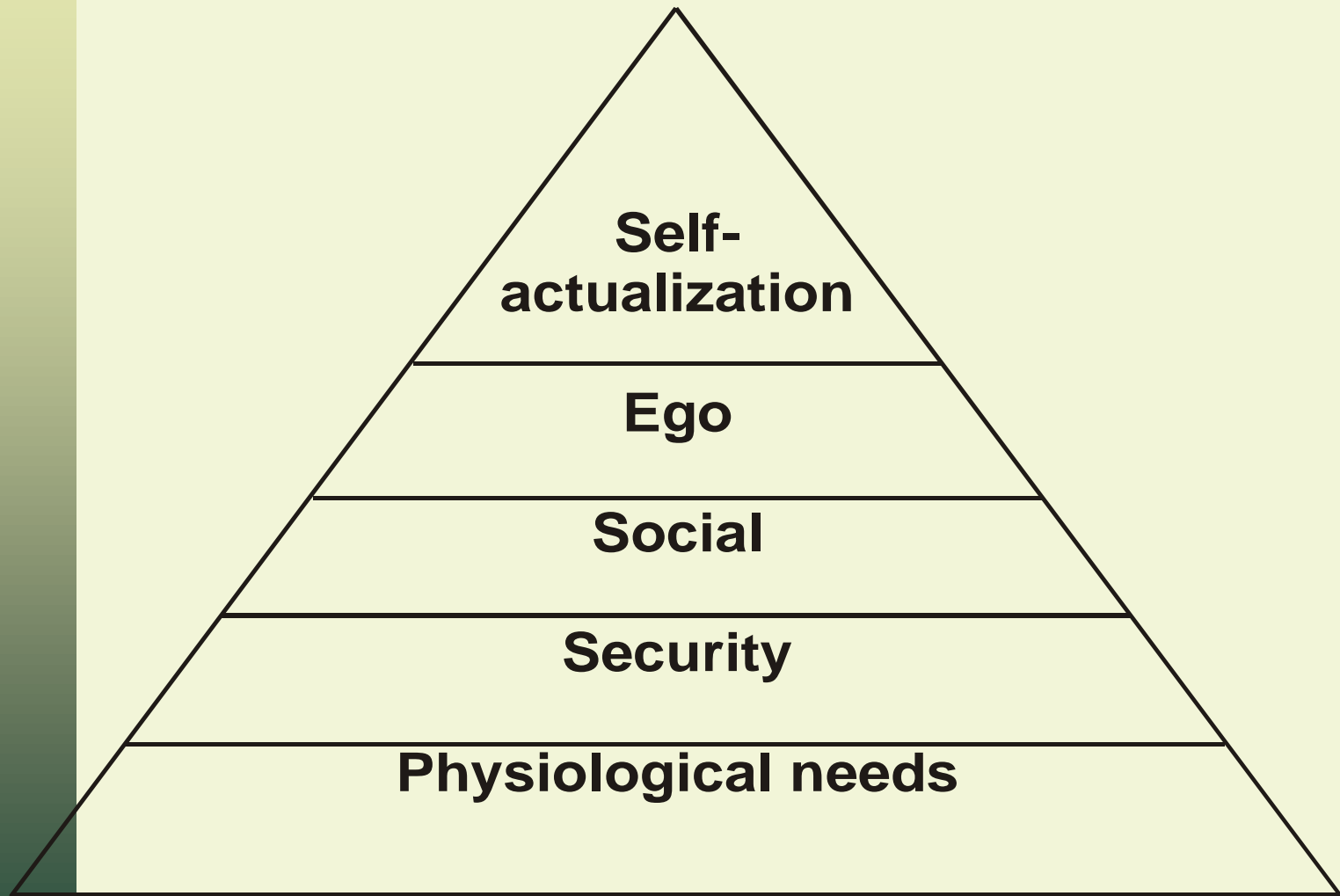– **community**
– **society**

Perceptive learning
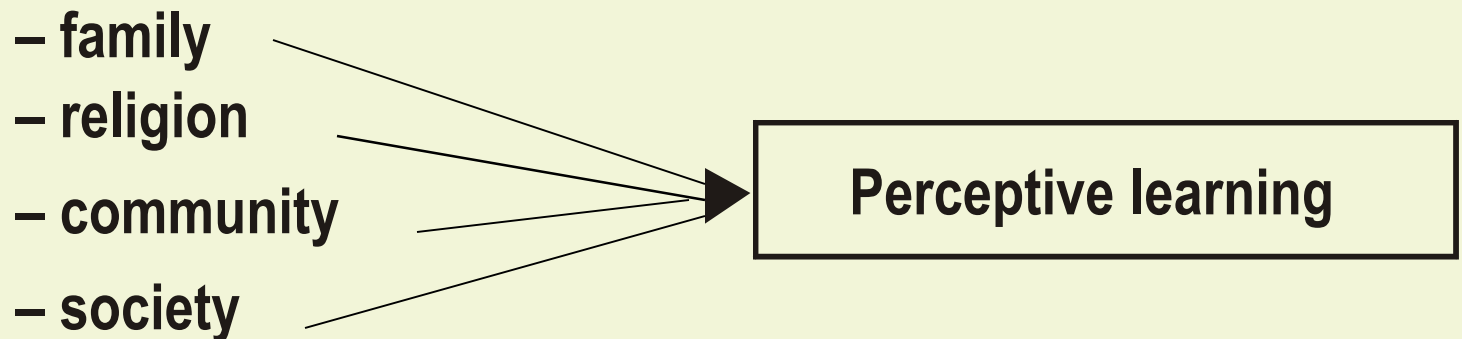
Psychomotor Domain

- Manipulative abilities

- We develop these abilities through systematic practice

Maslow's Hierarchy of Individual Needs

Self-actualization

Ego

Social

Security

Physiological needs

Adapted from IFPRI-ISNAR

Knowledge

Retained information concerning facts, concepts and relationships

Knowledge:

- **function of feedback**

- **how to obtain it**

Attidudes

- Consist of feelings or statements for or against certain issues

- Reflect the predisposition of individuals to view their jobs, other people and work in a certain way

- Are reflected in people's behavior
  Examples: responsiveness
              flexibility
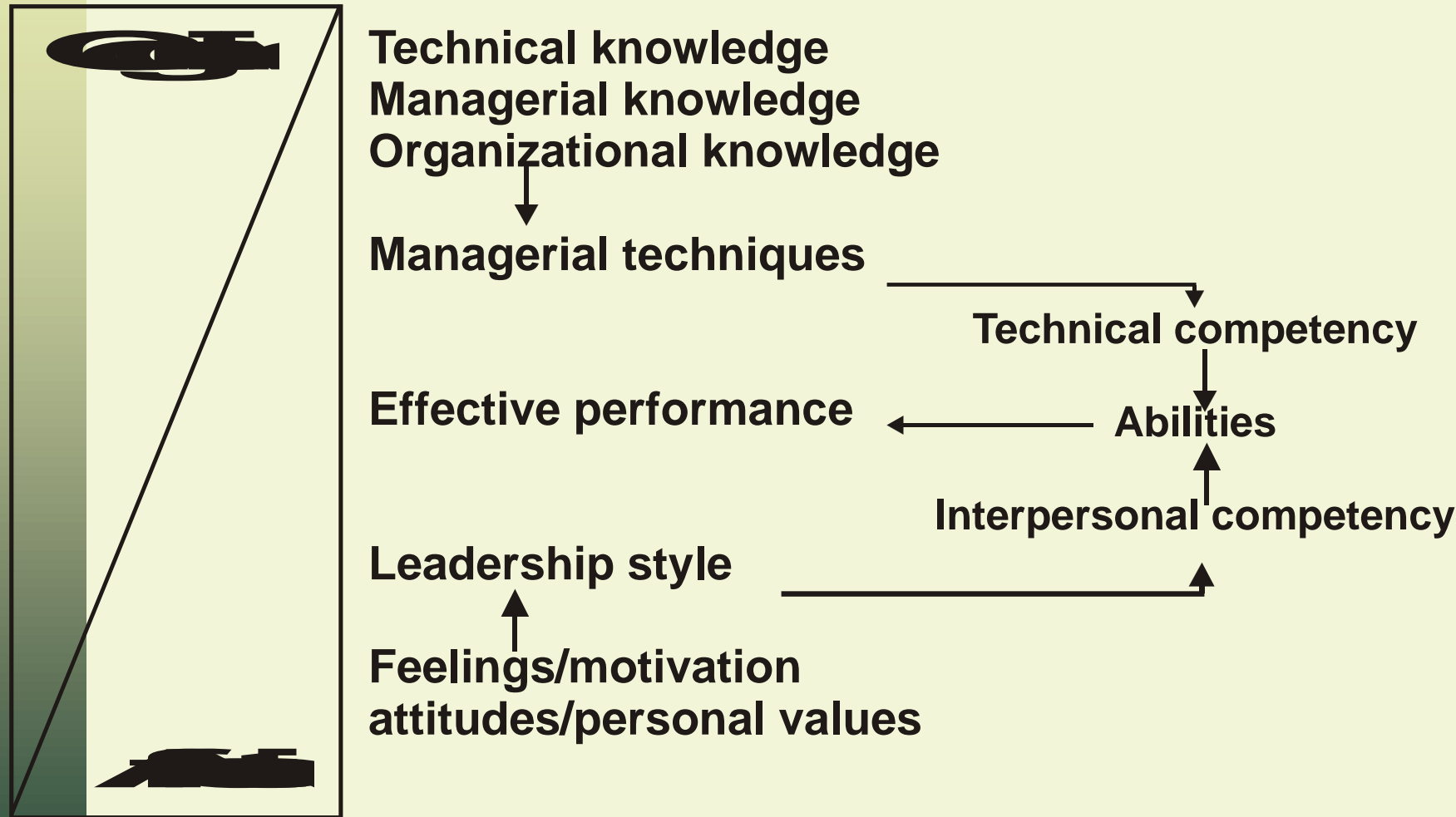   self-confidence

Skills

Abilities to:

• Do things

• Effectively apply knowledge and personal aptitude and attitudes in work situations

Examples: giving and receiving feedback
listening skills

Effective Behavior for Managers–Leaders

Technical knowledge
Managerial knowledge
Organizational knowledge

Managerial techniques

Technical competency

Effective performance ← Abilities

Interpersonal competency

Leadership style

Feelings/motivation
attitudes/personal values

1.2a.17

Managers Believe in and Stress *versus* Leaders Promote

Managers believe in and stress	Leaders promote
• Application of systems	• Sense of direction
• Scientific method	• Teamwork
• Planning	• Inspiration
• Monitoring	• Motivation
• Controlling	• Example
• Good administration	• Acceptance by others

1.2a.18

Affective Domain — Leaders' Attributes

- Appreciation

- Interest

- Motivation

- Interaction

- Attitudes

- Team spirit

- Inspire others

- Motivate others

- Set example

- Acceptance by others

Being Smart Is Not Enough

Self-knowledge is essential

This includes values, emotions, energy levels, physical capabilities, as well as intellect

Richard A. Eastburn

Leading & Managing Project Teams

Project Team Managers

- Focus much more on objectives that have to be achieved than on the processes that have to be maintained

- Put much greater emphasis on the results

1.2b.22

Project Managers & Teams

- Managers <u>must</u> think about the project team from this point onwards.

- They depend upon people to provide managerial, administrative, technical and support roles.

- To get the best out of people it is key to develop a sense of teamwork, of sharing a common goal.

Project Managers must consider

- concepts of <u>time</u> and <u>task management</u> as *essential* to ensuring that project team members are able to deliver what is expected of them

- learning methods & techniques to manage time, tasks, etc

- fundamental principles that exist behind teams and team effectiveness

Common characteristics of effective teams

- ***Common goals -*** building a team requires establishing a common overall goal, clearly defining objectives, and outlining the various roles and responsibilities required to accomplish them

1.2b.25

Common characteristics of effective teams (cont´d)

- ***Acknowledged interdependency and mutual respect for team members -*** to clarify what is expected of each team member, with a clear understanding of the inter-relatedness of activities.

- Formal roles need to be defined at this stage: specific functions, tasks and individual responsibilities.

Common characteristics of effective teams (cont´d)

- ***A common code of conduct*** - to lay down some ground rules for how teams work together

(e.g. issues such as attendance, work hours, smoking policies, the use and care of workplace property, sexual harassment, the acceptance of gifts, and standards of quality)

- ***A reward system*** *that acknowledges contribution by its members*

- ***Team identity, spirit and energy, etc.***

Project Leaders

- Effective leaders sustain effective teams

  - Insightful and mature team leaders, recognize the attributes and interests of individual members, while also putting team objectives in the fore front

  - Team leader may need to develop a more collaborative management style

Summary. Project managers-Team leaders must:

- clearly define responsibilities
- define and communicate the project process and code of conduct
- delegate wherever possible
- empower the team to be accountable

Adapted from IFPRI-ISNAR

Summary. Project managers-Team leaders must:

- balance support with direction, as required

- empower the team, by example, to operate as a team

- deal with under-performers who drag the team down

- establish team-effort rewards

- design the work planning process in a way that encourages teamwork

Skills to Lead Teams

- Build shared visions

- Surface and test mental models

- Engage in systems thinking

Skill: Building a Shared Vision

- Being personally committed
- Encouraging, creating, and sharing personal visions
- Communicating and engaging with stakeholders
- Managing visioning as an ongoing process
- Blending visions
- Distinguishing positive from negative visions

1.2b.32

Skill: Surfacing and Testing Mental Models

- Challenging assumptions without invoking defensiveness
- Promoting reflection and inquiry
- Balancing inquiry and advocacy
- Distinguishing espoused theory from theory in use

Skill: Systems Thinking

- Identifying components of a system and understanding how they influence each other *(e.g. cascading logic approach)*

- Distinguishing cause and effect in a relationship

- Focusing on areas that promote effectiveness

- Avoiding superficial solutions to problems

How to Assist in Developing Leaders?

Through creating a *culture* that promotes <u>learning</u> and <u>application of leadership skills</u> to transform the institutions into an organizational learning.

Thank you.