Effective Team Communication Role in Project Implementation Success

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Abstract: In project implementation communication efficiency is very important and also difficult to measure. The research team tried to analyze the communication process at the level of project teams, underlining issues related to the communication between team members and communication team and the other departments/organization/representatives.

Communication efficiency in project implementation depends strongly on the communication between team members and on the method used, but also it has to be considered the importance of communication at group level.

Key words: team communication, project implementation

Introduction

Communication represents the starting point in any activity, so efforts should be made for the communication to take place under optimum conditions, to avoid interference that may arise, and the teams working communication is to be effective and to facilitate achievement goals.

The team is a small group which is the basic unit of any organization in which activities and interpersonal relationships generated by the organization are initiated and conducted or a subjective fact which can be studied from the outside. According to M. Serif (1969) team is defined as "*a social unit consisting of a number of individuals who find each other in the role and status relationships established over a period of time and has a set of values or rules governing mutual behavior, at least in matters concerning the team*". A very important aspect that should be noted is that inside the small groups such as teams, relations are "face to face". The binder of the group is the interrelations - specifically their density - and common goal,

resulting in collective cohesion. In short, the group is not a phenomenon purely additive, an aggregate of persons only in physical proximity relationships. This could be the beginning of formation of a group that already means a minimal organization, differentiation of roles in relation to the activity (A. Neculau, 1974). Within the common goals appear helpful goals, segmentation, resulting in an overall alignment and harmonization. Amid functional relations - arising from common activities - develop relations of influence and mutual attraction, which is not a simple continuation of the first, but neither are formed independently of them. Psychosocial group reality manifests its pressure and influence on members, reward and penalty system works perimeter formal or informal group that selects or repress individual behaviors. As a result the element of the consensus appears. Mutual relationships are established, based on both emotional as well as functional. The Group offers the satisfaction of achieving goals and validation by consensus of attitudes and values.

A 2012 report by PwC shows that organizations with effective and efficient communication methods are more likely to stay within scope, meet quality standards and deliver intended business benefits[8].

True communication is rare—much of which comes down to a fundamental difficulty in communicating with the appropriate clarity and detail.

Research metodology

This study was conducted by a team of researchers from the Department of Economics and Business Administration from the Faculty of Economic Sciences, from "1 Decembrie1918" University of Alba Iulia supported by the Agency for Regional Development. Aim of the study was to identify communication problems faced teams from the organizations implementing EU-funded projects. In this sense was developed a questionnaire aimed at communication issues within the team, relationships with colleagues and line manager, means of communication within the team, as well as issues related to the atmosphere created within the team.

For the questionnaire the research team requested the assistance of the Agency for Regional Development. We asked for the support of this institution because it was used a database made up of representatives of various organizations that have implemented or implemented in the moment when the survey was done, some EU-funded projects. Moreover, with the assistance of the Agency for Regional Development, the questionnaire was uploaded on the institution's website and when someone access the site will be able to participate in this study. The study was carried out between 2012-2016, during which the questionnaire was posted on the homepage of the Agency for Regional Development so that all those who access the site were

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[8] Insights and Trends: Current Portfolio, Programme, and Project Management Practices, PwC, 2012

able to complete the questionnaire. During this period, namely the early and mid-term, they were sent emails which was presented the study and link to it can be completed.

The questionnaire was accessed by 269 people, of which actually responded to questions 76 and 10 incomplete questionnaires remained. The response rate was 31.97%. Within these teams mainly male members were identified, in proportion of 57.9%, the average age was 37 years (the youngest team member is 22 years old and the oldest 58 years old). The questionnaire was completed by persons who are experienced in management, 39.4% has between 1 and 5 years experience and 36.4% between 5 to 10 years experience. To the study chose to participate in general people who have experience in management (86.4% of all respondents) and that shows that aspects of communication within the team is very important and is one of the most important you taken into consideration when setting up teams. This is doubled by the fact that 95.6% of respondents have higher education (30.9% are college graduates, 50.0% have master's degree and 14.7% have doctorate degrees).

Preliminary conclusions of the study

The economic reality of our country, which is reflected in the Central Region where THE the questionnaire of the study was conducted, points out that SMEs prevail, situation which shows that at the organizational level prevails communication within a small group. Thus, 55.3% of respondents are working in groups up to 10 persons, 15.8% operate in groups consisting of 10 to 20 people and 22.4% working in groups with over 20 people.
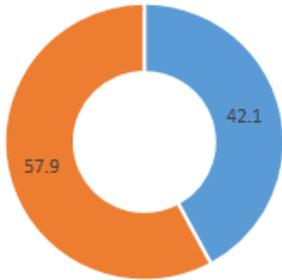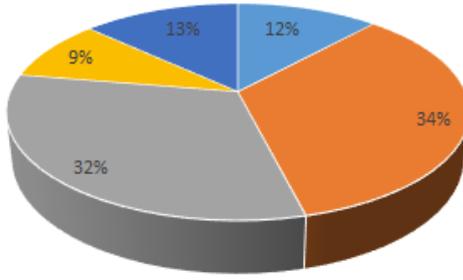
Regarding the composition of the teams, 50.0% of respondents said that in the strctureof the teams they operate in, females prevail, in 32.0% allocation of members is fair, and 17.3% operate in teams in the frame of which prevails male members. During these team members is diverse in age ratio of 76.0%, while only 24.0% of respondents operate in teams where members have the same age. In the team, 56.2% of the respondents estimated,in 42.5%, the regularly use of verbal and written communication. In over 47% of cases, the atmosphere within the team is good ; in 25% of cases, the atmospere is very good, and in 24.3% of cases, quite pleasant. Only

1.3% of respondents felt that the atmosphere within the teams that are deployed or operate in is unpleasant, highlighting the close relationship that forms between team members and that the affinity of the people who are chosen to work the same team is very important for the manager who form the team. This is the foundation of relations taking place within these teams, which are cooperative relations, in proportion of 87.5%. Such relationships which create a friendly atmosphere within the team and its manager are indicated by 70.4% of respondents.
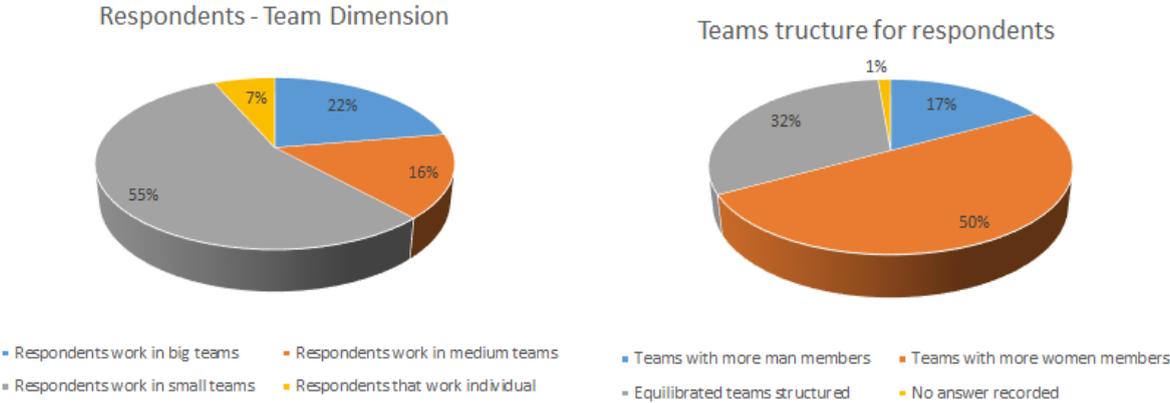
The team is characterized by the degree of cohesion, which is the overall result of internal relations and of the common success, the effect of mutual understanding, the good understanting of the goals, of the group rules by members, namely the viability of the group, performance on tasks and satisfaction of members. In this regard, 56.3% of respondents believe that their work is positively influenced by peers and 35.2% believe that they are not influenced in any activity. The average length of discussion during a day's work for respondents in a proportion of 45.2% is between 30 and 60 minutes, and in the case of 23.3% of the respondents, between 10 and 30 minutes. This time is used in a proportion of 57.7% to chat with other team members and in proportion of 23.9% to communicate with members from collaborating departments.

Analyzing interaction with senior line managers, we observed based on the responses, that 83.1% of direct interactions occur spontaneously, due to concrete situations that arise in everyday work of the team or organization, and 16.9% had a planned character. In the reports of communication with superiors, 81.1% of respondents felt that their contribution in the communication processes is over 50%. In assessing the effectiveness of the processes of communication with superiors, 73.6% of the respondents believe that the effectiveness is high. In strengthening relations with team members, 68.9% of respondents spend their spare time with colleagues, and 65.8% of them consider it very important to communicate with colleagues regarding the individual and team objectives.

Usual communication for respondents

Legend:
- Communication with team members
- Colleagues from collaborative departments
- Communicaton with direct manager
- Communication with subordinates
- Direct beneficieries
- No answer
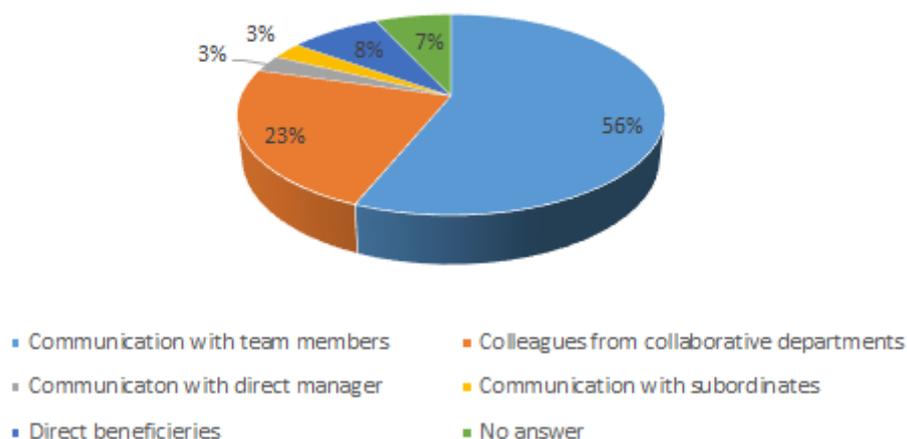
A particularly important role in ensuring the efficiency of communication within the team have the means and methods of communication used. Among these, over 74% of respondents felt they management systems projects are very important, over 59% of respondents consider as important agendas and working documents prepared by the teams and over 75% attaches great importance to the GANTT chart or planning activities and integrating them in the initial planning and resources needed to implement project activities and over 83% of respondents considered vitally important the board of priorities, in order to ensure an efficient management of projects.

Regarding use of modern methods of communication within the team over 95% of respondents attaches great importance to group electronic communication and transmission of working documents, over 80% give significant importance specialized sites that can be updated by the team members, but also offers the possibility of obtaining udated information on project activities, over 55% of respondents attaches great importance and possibility of carrying out online conferences as needed (particularly useful for projects to be implemented several locations scattered throughout the country.

Technical means most often used for the communication within the team are the mobile phones (38.4%) and electronic mail (57.5%). Among the comments made on this question: „*within the team are used all type of means of communication, depending on the situation and the time required for obtaining the answers, some media are effective only if people have virtual communication skills, the most effective and expeditious means of communication are mail and mobile phones*". As part of the communication barriers that meet the current work teams, there are language, environmental, concept barriersor barriers arising from positions of the interlocutors. Within these, over 44% of respondents felt that the most common barriers to effective communication are the concept, namely those relating to suspicions, assumptions or conclusions of the interlocutor, over 31% of respondents felt that barriers to interlocutors positions are important because they relate to erroneous perceptions on the subject of the

communication to the communication situation, and over 22% believe that there are language barriers on misconceptions, difficulties of speech or confused ideas.

In terms of satisfaction of respondents on the efficiency of communication within the organization operating it appreciates at a rate of over 81% that they were satisfied about the awareness of the results achieved within the team, over 87 % are satisfied with the opportunity to express their ideas within the team which includes over 76% are satisfied with the opportunity to express ideas to management senior, over 81% of respondents said they were satisfied with the possibility of transmitting ideas to the departments collaborating and over 62% of respondents said they were satisfied with the awareness of the organization's management.

The teamusually is a group of small, less numerous by its composition. Employees in permanent communication, its members are in direct line of communication, face to face, which facilitates mutual knowledge, appearance affective relationships, rules and group processes. All these issues directly influence the efficiency and the productivity of the team.

Final conclusions

Communication is an important issue in the context of a team. Even though the "word" is essential, there are some barriers, such as competition between the members of the team or some conflictual situations

Communication involvement seems to be the key to ensure the efficiency of the working team, this meaning that giving a certain time every day to team communication with the direct manager ensures a better implication towards team objectives. Using some specialized communication instruments we can ensure a better planning and a very good support for organizing activities

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