Project Management Topic 4.7 Team Building

Teamwork Environment

Fostered By:

- Providing challenges and opportunities
- Offering feedback and support
- Recognizing and rewarding performance
- Promoting open and effective communication
- Building trust and collaboration
- Managing conflict positively

Building Teamwork

- Projects provide a purpose to build teamwork
- Teamwork is the means for project success
- PM is responsible for creating teamwork
- Team building is ongoing for life of the project
- Team building requires everyone to take responsibility for maximum effectiveness
- Project initiation and planning processes are an ideal framework on which to build teamwork

Prep Work for Team Building Meeting

- Identify project team members
- Schedule meeting (availability & needs)
- Develop an agenda
- Identify facilitator roles
- Arrange facility conducive to team process
- Acquire appropriate materials & equipment
- Communicate purpose & expectations

Team Building Formula

- Set environment – intro and norms
- Build relationships – personal history
- Clarify roles – RASIC
- Generate ideas and issues – brainstorm
- Establish mission and goals
- Begin action planning and follow up

Team Building Tools

Team Building Activity	Tool		
	Leadership	**Engineering**	**Install/Start Up**
Set Environment	Intro and Norms	Intro and Norms	Intro and Norms
Build Linkages	Personal History	Personal History	Personal History
Clarify Roles	Org Chart Situational Matrix	Responsibility Chart	RASIC
Generate Ideas & Issues	Brainstorming Categorization	Engr Spec Review	Scope of Work Fact Finding
Mission and Goals	Mission & Goals	Leadership presentation	Leadership presentation
Action Planning	Open Issues List	Open Isues List Categorization	Open Issues List
Scheduling	Milestone Chart Interface events	Gantt Chart	Network Diagram

Team Formation

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Five Stages in Team Development

1. **Forming -** Members get to know each other and lay the basis for project ground rules.

2. **Storming** - Conflicts begin as members come to resist authority, demonstrate hidden agendas and prejudices.

3. **Norming -** Members agree on operating procedures, seek to work together, develop close relationships, and a commitment to the implementation process.

4. **Performing -** Group members work together to accomplish their tasks.

5. **Adjourning -** Group may disband either following the installation or through group member reassignments.

Development Stages

- What is the stage of team development after the team formation event in the previous exercise?

- In your experiences with teams did you see these stages and can you give some examples?

- How long did each stage take and did they repeat?

Share your thoughts in roundtable discussion

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