# Do-It-Yourself Teambuilding for Project Engineers
# (or Department Heads)

# What is "Teambuilding"?

The simple definitions are usually something like….

"One for all and all for one!"

**T**ogether
**E**veryone
**A**chieves
**M**ore

"Getting everyone on the same page"

"Everybody working together for the same outcome"

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# The problem with a *Simple Definition* is that no one usually asks…

- ❑ "Why should we do it?"

- ❑ "What do we want out of it?"

- ❑ "Who will do it?"

- ❑ "How will we do it?"

- ❑ "When should we do it?"

- ❑ "How long should it take?"

- ❑ "How do we preserve the gains?"

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This is how you would answer those fundamental questions in a
Do-It-Yourself
approach to teambuilding…

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# Why Should We Do It?

The fact that we are considering team building means that something about the team is not working as expected.

Therefore, the first thing to do is face reality by admitting…

"We seem to be arguing a lot!"

"There doesn't seem to be much cooperation"

"There seems to be a lot of grumbling going on"

Anything else that is contrary to what you want to see or hear

# How Will We Do It?

99% of the time things do not work smoothly between two or more people means there is a breakdown somehow in communications.

This breakdown usually occurs with…

"Lack of clarification of roles, responsibilities, and authority"

"Poor definition of goals and expectations
in terms of quality, quantity, and time."

"Poor interpersonal communication
skills between team members."

Anything else that is contrary to what you want to see or hear

# How Will We Do It?

So "How Will We Do It?" means addressing one of those topics:

"Lack of clarification of roles, responsibilities, and authority"

"Poor definition of goals and expectations in terms of quality, quantity, and time."

"Poor interpersonal communication skills between team members."

Anything else that is contrary to what you want to see or hear

# What Do We Want Out of It?

Until you identify the specific problems that you have (previous slide), you cannot begin to find a remedy.

But, once you have targeted the problem, you have also targeted the solution.  For example, if this is the biggest problem…

"Lack of clarification of roles, responsibilities, and authority"

…your teambuilding event can be structured to CLARIFYING THE ROLES, RESPONSIBILITY, and AUTHORITY of the team members.

# When Should We Do it?

The obvious answer is to ask another question…

"How long do we want to continue putting up with this situation?"

The greater the pain, the sooner you should do it!

But remember this….you may only get ONE SHOT at salvaging the situation!  Give yourself enough time to identify the biggest problems and plan for an effective teambuilding process.

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# Who Will Do It?

The best choice is someone with these credentials:

"They do not have a stake in the outcome of the process."

Otherwise, they may guide it to a specific outcome.

"They have credibility with the participants."

If the participants do not respect the facilitator, they will not participate fully.

"They are comfortable leading a dynamic session like this, think quickly on their feet, and have a sense of humor to deal with difficult issues or unexpected events that may occur."

# How Long Should it Take?

"Until you reach a point of diminishing returns."

At some point, there is a loss of focus and energy and very little will be gained from continuing on with the existing format. Unless something changes in the existing program, list of issues, or expected outcomes, it is best to stop and consolidate the gains.

Also, teambuilding is a PROCESS, NOT AN EVENT and participants cannot expect sudden "AH HAH!" moments when problems are all miraculously solved and everyone gets along.

# How Do We Preserve the Gains?

Maintain growing lists of <u>who</u> will do <u>what</u> and by <u>when</u> as the meeting progresses.

# How Do We Preserve the Gains?

Maintain START – STOP – CONTINUE lists through the process to help all track what we agreed to

- ❑ START doing,
- ❑ STOP doing,
- ❑ and CONTINUE doing as part of this program.

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# How Do We Preserve the Gains?

❑ Establish a series of post-teambuilding milestones to monitor whether anything has actually changed as a results of the teambuilding.

❑ Develop a "feedback loop" for each team member. This is an individual goal + progress report process that *allows a team member to monitor their own performance results.*

# Another Teambuilding Problem

Why teambuilding may not happen…

❑ Lack of Budget

❑ Lack of Expertise To Do It

❑ Lack of Understanding Its Value

❑ Lack of Time ⟶ (But why is there never time to do it right but always time to do it over?)

❑ Lack of Awareness That It Exists

# The Project Opportunities for D-I-Y Teambuilding

❑ An organization's internal projects

❑ Service club projects – A city's July 4th Parade

❑ School organizations – Athletic boosters, PTO, etc.

❑ Community projects – Park league sports program

❑ Church – New building project, fund raisers

# The Fundamental Teambuilding Problem

Regardless of how well a project is planned, scoped, and estimated, there is always an element that cannot be predetermined…..

It is how well the people who make up the project team will get along with each other and the project's leadership!

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# The Solution

This course - A PM's Do-It-Yourself Guide to Teambuilding

If you understand the "why" of teambuilding, you can develop an effective "how" for your situation.

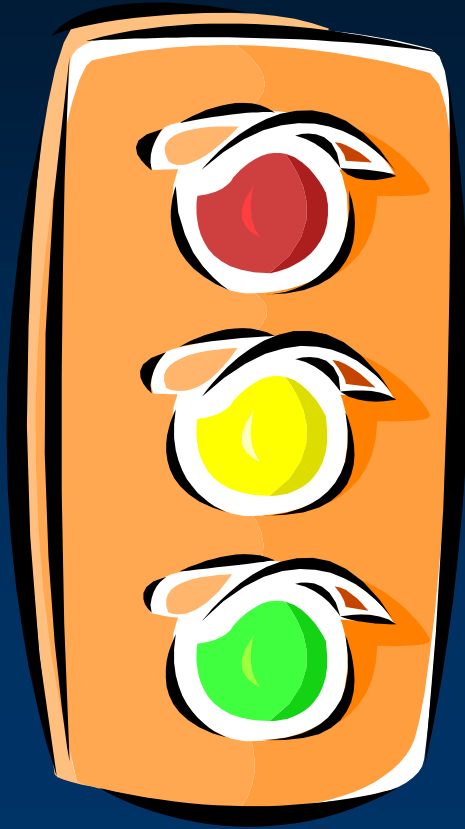Do-It-Yourself Teambuilding Richard Grimes 2013

# Why Build a Team?

Take a few moments to list some reasons why you would want to do that.

An initiative you have at work

Some civic opportunity in your private life

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# STOP A MOMENT…

The critical issue in successful team building is not asking *if the team members can work together* as a productive team but asking instead….

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# *WHY WOULD THEY WANT TO?*

List some reasons why you think the potential team members for the team you identified a few slides back would want to work together effectively.

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A typical answer is,

"Because they're supposed to!"

But, in all honesty, how many of us always *do what we're* _supposed to_ _do_ instead of *what we* _want to do_?

"The most I can do"

(Commitment)

There is a wide gap between a team member's performance commitment and performance compliance.

"The least I can do to get by"

(Compliance)

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"The most I can do"

(Commitment)

The team member <u>chooses</u> where he or she participates within this gap.

Will they work at this level? ⟶ 

"The least I can do to get by"

(Compliance)

"The most I can do"

(Commitment)

The team member <u>chooses</u> where he or she participates within this gap.



This level?

"The least I can do to get by"

(Compliance)

"The most I can do"

(Commitment)

The team member <u>chooses</u> where he or she participates within this gap.

Or this level?

"The least I can do to get by"

(Compliance)

"The most I can do"

(Commitment)

The team member <u>chooses</u> where he or she participates within this gap.

The project leadership only <u>influences</u> where the team member participates.

"The least I can do to get by"

(Compliance)

**What factors would determine where the team member works within this gap?**

**What factors determine where you work within the gap on a project?**

"The most I can do"
_____

(Commitment)



"The least I can do to get by"
_____

(Compliance)

## "The most I can do"

List some factors that determine where <u>you</u> work within the gap on a project…

(Commitment)

Could they be things like…



- The amount of respect I get from my leader

- The chance I get to work without supervision

- The amount of trust the leader shows in me

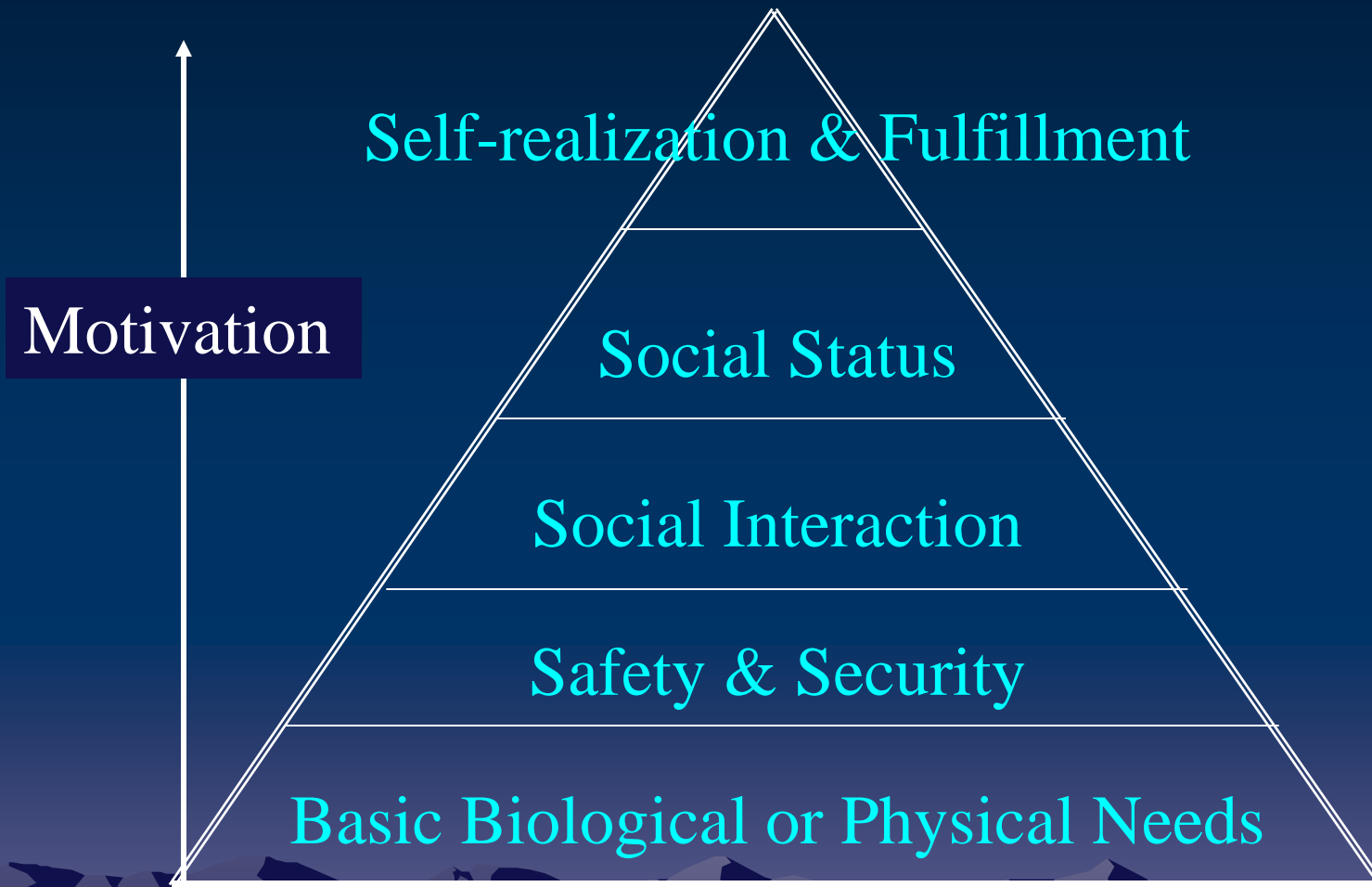## "The least I can do to get by"

(Compliance)

# What Makes Us "Tick"?

Abraham Maslow, a behavioral psychologist, devised a "Hierarchy of Human Needs" in 1961.

He thought that humans had an increasing hierarchy of needs. As each lower, or more basic level gets satisfied, we move to the next higher level. "Motivation" is the opportunity to move to the next higher level.

# What Makes Us "Tick"?

Self-realization & Fulfillment

Social Status

Social Interaction

Safety & Security

Basic Biological or Physical Needs

Motivation

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# What Motivates Us?

There are a few basic motivators shared by all humans that we will identify next.

If a leader such as a project manager is aware of them, he or she can increase the potential for motivating the team members.

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# What Motivates Us?

- ❑ Tell Me What You Expect
  - ▪ Measurable Terms (quality, quantity, time)
  - ▪ Behavioral Terms (Not "Attitude" Terms)
- ❑ Give Me A Chance To Perform
- ❑ Give Me Feedback As I Go Along
- ❑ Give Me Help and Guidance *If I Need It*
- ❑ Reward Me – Pay or Praise – When I Succeed

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# Building the Team

How can we begin to create an environment of "team work" without a paid facilitator?

It is easier than you may think!

# 1. Ask the Team to Recall Personal Experiences

"Think of a time in your life when you were part of a very effective and successful team. It could be a work team, sports team, community service team, or a military team.

What were some of the *traits* that you remember of that team?"

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# List Them With Your Team

- ❑ We all knew what we were working toward!
- ❑ We offered to help each other rather than waiting to be asked for help.
- ❑ We set aside petty issues to focus on the project because its success meant something to all of us.
- ❑ The leaders identified what they wanted us to do and then left us alone to do it!
- ❑ Ego was set aside – results mattered more than rank
- ❑ We celebrated each success and supported each other through the failures

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# 2. Define the Impact of Those Traits

## 2A. Impact on You

"I felt more valued as a team member"

"I felt more comfortable asking for help"

"I felt more comfortable bringing problems or raising issues with the leaders"

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# 2. Define the Impact of Those Traits

## 2A.  Impact on You

"I felt more valued as a team member"

"I felt more comfortable asking for help"

"I felt more comfortable bringing problems or raising issues with the leaders"

## 2B.  Impact on Your Work

"I worked harder to retain that valued feeling"

"I made fewer mistakes"

"I had a sense of ownership in the work and spotted a lot of potential problems before they could blow up"

# 3. Ask them, "How Can We Re-create That Mood In This Team?"

List their suggestions and implement as many as possible.

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4.    Identify and publish shared interests, values, risks, and rewards.

The project is a social organization.



Social organizations need shared interests to connect members at all social, economic, and professional levels.

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# Ask, "What are some shared <u>interests</u>, values, risks, and rewards associated with this project?"

Suppose you are trying to start a park ball league

## Shared <u>Interests</u>

- ✓ Inconvenient to drive 20 miles to nearest league
- ✓ No sense of "neighborhood' here by playing over there
- ✓ This could increase our property values

# Why would we ask about shared interests?

Because each team member must feel they have a stake in the outcome

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# Ask, "What are some shared interests, <u>values</u>, risks, and rewards?"

## Shared <u>Values</u>

- ✓ A chance to teach self-sufficiency to our children
- ✓ A local league can strengthen families networking
- ✓ We want our children to learn competitiveness

# Why would we ask about shared values?

This helps team members realize they may have more in common than they realized. They are more alike than they are different!

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# Ask, "What are some shared interests, values, <u>risks</u>, and rewards?"

## Shared <u>Risks</u>

- ✓ Failure means it will be very hard to get business sponsors the next time we try this

- ✓ Not be enough community support to make it work

- ✓ May not get a league to put a franchise here

# Why would we ask about shared risks?

We all have something to lose if this doesn't work out.

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# Ask, "What are some shared interests, values, risks, and <u>rewards</u>?"

## Shared <u>Rewards</u>

- ✓ Closer fields mean more practice and playing time
- ✓ Children can make friendships that will last as they move through the local school system
- ✓ A chance for parents to work together and make new friends, too

# Why would we ask about shared rewards?

We all have something to gain if this works out.

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# 5. Share Knowledge of the Project's Strength, Weakness, Opportunities, and Threats

Lead them through a "SWOT" analysis and an action plan/task assignment list

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# Ask, *"What Are the Project's Strengths and How Can We Build on Them?"*

S = Strength    B = Build Tactic

S =    A lot of community support to have a local park ball league.

B =    Provide much communication about what is needed

B =    Have fund raisers based on the needs identified in the communications

B =    Communicate progress reports to the community so they know how their money is being spent

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# Ask, *"What Are the Project's Weaknesses and How Can We Reduce Them?"*

W = Weakness     R = Reduction Tactic

W =    A few "doers" and a lot of "watchers"

R =    Support the few "doers" with PM and leadership tips as much as possible

R =    Ask "watchers" to define what they are willing to do instead of waiting for them to volunteer

R =    Find small tasks and responsibilities for everyone

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# Ask, *"What Are the Project's Opportunities and How Can We Exploit Them?"*

O = Opportunity     E = Exploitation Tactic

O =     A strong park ball program can add to the local real estate values

E =     Create a "high quality" program that reflects well on our community

E =     Make presentations to local realtors so they will know what we are planning (fund raising potential?)

E =     Develop strong relationship with local media for favorable publicity

# Ask, *"What Are the Project's Threats and How Can We Avoid Them?"*

T = Threats    A = Avoidance Tactic

T =    Internal project politics can diminish team support

A =    Strong internal communications required so all know what is happening

A =    Develop a process to identify, raise, and resolve issues

A =    Always ask, "How would this decision strengthen our program?" as a decision making criteria.

# Seek Personal Commitments

❑ Use 5" x 7" file cards

❑ Hand out one card for each member

❑ One side – "**Joe**, **This Is What I Need From You (signed Sue)**"

  ▪ Specify the other team member by name

❑ Back side – "**Joe, This Is How I Will Help You**" **(signed Sue)**

❑ Team member signs and dates it

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# Create a Simple and Effective "Safe Start" Checklist

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# A Simple and Effective "Safe Start" Checklist

Step 1 – Create a table with 2 columns: factors of our project that would support success and factors that could support failure.

| Factors To Support Success | | Factors To Support Failure | |
|---|---|---|---|
| 1 | Community Support | A | Internal Dissention |
| 2 | Business Support | B | No "client" interest |
| 3 | Find facilities | C | No funding |
| 4 | Communications (PR) | D | No League support |

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# A Simple and Effective "Safe Start" Checklist

Step 2 – List activities that would either support success or failure like shown below. Put an "X" under the factor the activity would support.

| Factors To Support Success | | Factors To Support Failure | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Community Support | A | Internal Dissention | | | | | | |
| 2 | Business Support | B | No "client" interest | | | | | | |
| 3 | Find facilities | C | No funding | | | | | | |
| 4 | Communications (PR) | D | No League support | | | | | | |
| What we must do… | | 1 | 2 | 3 | 4 | A | B | C | D |
| Select a PR head and start publicity ASAP | | X | X | | X | | X | X | X |

# A Simple and Effective "Safe Start" Checklist

| Factors To Support Success | | Factors To Support Failure | |
|---|---|---|---|
| 1 | Community Support | A | Internal Dissention |
| 2 | Business Support | B | No "client" interest |
| 3 | Find facilities | C | No funding |
| 4 | Communications (PR) | D | No League support |

| What we must do… | 1 | 2 | 3 | 4 | A | B | C | D |
|---|---|---|---|---|---|---|---|---|
| Select a PR head and start publicity ASAP | X | X | | X | | X | X | X |
| Develop a short & long term plan | X | X | X | X | | X | X | X |
| Encourage input – no egos | X | X | | X | | | | |
| Select "Business Liaison" | | X | X | X | | | X | X |
| Strengthen our PM and presentation skills | X | X | X | X | X | X | X | X |

# A Simple and Effective "Safe Start" Checklist

Once you have listed activities that address each of the success or failure factors (you have an "X" under each in their columns), you can start creating sub-teams to deal with those activities.

This is an excellent delegation opportunity!

# Selections From the Checklist Make Excellent Delegation Assignments

| What we must do… | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Select a PR head and start publicity ASAP** | **These are excellent delegation opportunities as well as a warning of potential disaster ("no egos")** | | | | | | | | |
| **Develop a short & long term plan** | | | | | | | | | |
| **Encourage input – no egos** | | | | | | | | | |
| **Select "Business Liaison"** | | | | | | | | | |
| **Strengthen our PM and presentation skills** | | | | | | | | | |

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# Selections From the Checklist Make Excellent Delegation Assignments

Then take each topic, such as **Select a PR head and start publicity ASAP,** and do another grid like this to identify the success and failure factors associated with that topic.

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# A Delegation Assignment
## Select a PR head and start publicity ASAP

| Factors To Support Success | | Factors To Support Failure | |
|---|---|---|---|
| 1 | Has prior experience | A | Failure to find someone |
| 2 | A "strong product" to promote | B | Poor project execution |
| 3 | Organized and creative | C | No help from project |
| 4 | Extensive community contacts | D | |

| What we must do… | 1 | 2 | 3 | 4 | A | B | C | D |
|---|---|---|---|---|---|---|---|---|
| Find internal or external candidate | X | | X | X | X | | | |
| Emphasize PM skills for flawless project execution | | X | | | | X | x | |
| Continue project teambuilding efforts | | x | | | | | X | |

# Keep Reviewing What You've Learned

❑ Keep asking your team, *"How does this team rank with the best ones you've ever been on? What should we START, STOP, CONTINUE doing?"*

❑ Review the shared interests, values, risks, and rewards. Are they still valid?

❑ Review the SWOT analysis – still valid?

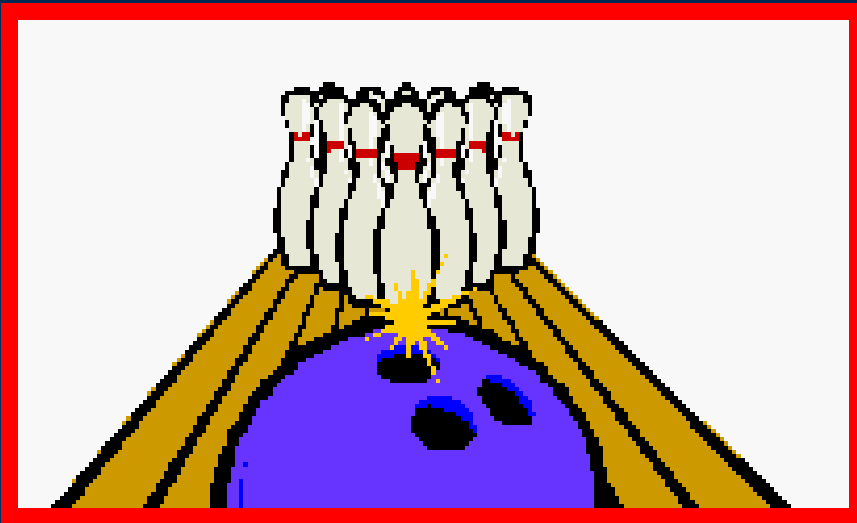❑ Keep reviewing and updating your "Safe Start" checklist

# Remember Maslow's Pyramid

## Are the members getting a chance to "Be All They Can Be"?

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# Remember What Motivates People

❑ Tell Me What You Expect
   ▪ Measurable Terms (quality, quantity, time)
   ▪ Behavioral Terms (Not "Attitude" Terms)

❑ Give Me A Chance To Perform

❑ Give Me Feedback As I Go Along

❑ Give Me Help and Guidance *If I Need It*

❑ Reward Me – Pay or Praise – When I Succeed

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# Remember, "team building" is a lot more than just bowling, beer, and bar-b-q!

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# Thank you for your time!

## This concludes the educational content of this activity

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