Scenario #1:

The Project:

You are the project manager assigned the responsibility for installation, set-up, and initial operation of the laundry facilities at the new Fraser Valley Health Centre being constructed in Abbotsford.

The project will require you to work with the manufacturer, installer, and operator of the facility to ensure the facility is operational on time and within budget in time for the hospital opening in June, 2004.

The equipment is being manufactured by KeepitKlean based in Finland. The installation company, Installquick from Abbotsford, is not subcontracted by KeepitKlean, but has won a competitive bid for the installation work from the Provincial Government. The operators will be members of the British Columbia Government Employees Union. On-going management of the facility will be a designated member of the Fraser Health Authority

The Team:

The team is made up of the following members:

1) Representative from KeepitKlean who resides in Helsinki, Finland
2) Representative from Installquick who resides in Abbotsford
3) BCGEU union representative, who will act as the Shop Steward in the new facility
4) Member of the Fraser Health Authority, who is not necessarily going to be the long-term manager of the facility
5) The project manager responsible for the construction of the Fraser Valley Health Centre.
6) Yourself as project manager of the laundry facilities

Known Team Dynamics:

KeepitKlean is providing the equipment, custom-built, on a fixed price based on engineering and capacity specifications provided by the Fraser Health Authority for the new facility. The representative from KeepitKlean can speak English, but not very well. Installquick is working on cost-plus. The BCGEU agenda is to provide as much work for its members as possible. The Fraser Health Authority is functioning like a Project Sponsor, representing the Health Authority and the Provincial Government.

For The Workshop:

1) Brainstorm the possible risks to the project given the known team dynamics.
2) For each risk, identify one or more team building techniques that you believe would be effective at addressing the risks identified at both the start of the project and during the project execution.
3) Designate someone to scribe the risks and team building techniques.
4) Designate someone to present the risks and team building techniques to the rest of the group at the end of the workshop. The presentation should be limited to five minutes.

Scenario #2:

The Project:

You are the project manager assigned the responsibility of constructing the 'Welcome Gate' near the town of Whistler in preparation for the 2010 Winter Games.

The project requires you to work with the landowner, architect, members of the 2010 Vancouver Olympic Committee, Ministry of Transportation and Highways, and the Whistler Citizens group to design, build, and install the Welcome Gate prior to the opening of the 2010 Winter Games.

The landowner is the Squamish First Nation, who has offered the free use of the portion of their traditional territory, which straddles the Sea-to-Sky highway at the location where the 2010 Vancouver Olympic committee have chosen for the Welcome Gate. The Ministry of Transportation and Highways (MOTH) is undergoing a very large project concurrently, which is to widen the highway at this location to 4 lanes. The Whistler Citizens group will be the voice for Whistler residents who will be responsible for the maintenance of the Gate after the 2010 games finish. The architect is a member of Smith & Smith, a large architectural firm in Vancouver, who have been awarded the contract to design and build the Welcome Gate.

The Team:

The team is made up of the following members:

1) Three members from the Squamish First Nation
2) The Architect assigned to the project
3) An Engineer and a Senior Level Bureaucrat from the Ministry of Transportation and Highways
4) Two representatives from the Whistler Citizens Group
5) A representative from the 2010 Vancouver Olympic Committee responsible for public relations
6) Yourself as Project Manager

Known Team Dynamics:

The Squamish First Nation is a full supporter of the Games provided that the Games provide the promised "once-in-a-lifetime" opportunity to showcase their culture to the world. The Engineer from the MOTH is primarily concerned with the safety of the public for the construction of the Gate. The Bureaucrat is looking for some way to ensure his 'stamp' is on the project. The architect is a junior architect who has previous experience in residential design. Smith & Smith are presently swamped with other projects for the Games and were unable to provide their senior resource as originally proposed. Both members of the Whistler Citizens Group have differing opinions about the Games. One member would like the Gate removed after the Games to avoid maintenance costs. The other member is a strong supporter of the Games legacy programs. The 2010 Vancouver Olympic Committee wants to ensure the Gate embodies the spirit of the Games.

For The Workshop:

1) Brainstorm the possible risks to the project given the known team dynamics.

2) For each risk, identify one or more team building techniques that you believe would be effective at addressing the risks identified at both the start of the project and during the project execution.

3) Designate someone to scribe the risks and team building techniques.

Designate someone to present the risks and team building techniques to the rest of the group at the end of the workshop. The presentation should be limited to five minutes.

Scenario #3:

The Project:

You have been assigned the responsibility for the planning and facilitation of the Annual General Meeting (AGM) of the International Space Station Contributing Nations Organization (ISSCNSO).

You will work with representatives from all nations to choose a location, prepare the agenda, and arrange all of the travel for the attendees. You have been assigned three administrative assistants from NASA, who will assist you in the organization of the event. The administrative assistants will also coordinate all of the activities and services provided at the AGM.

The Team:

The team is made up of the following members:

1) Representative from each of the 23 contributing nations. Each representative resides in his or her respective country. They all speak fluent English. Total of 23 team members.

2) Three administrative assistants from NASA

3) Yourself as project manager

Known Team Dynamics:

Your base of operations is at NASA in the same office as the NASA administrative assistants, however, all nation representatives reside in their own countries. The NASA administrative assistants have not been assigned full-time to the project, but are expected to fulfill their regular duties in the Engineering, Accounting, and Public Relations Department in which they work. As part of the efforts of NASA to raise the profile of the work on the International Space Station, you have been directed to host the event outside of the United States. The work on the International Space Station is behind schedule and you are aware of several conflicts between nations arising out of late deliverables, quality of the work, and late payments for NASA services.

For The Workshop:

1) Brainstorm the possible risks to the project given the known team dynamics.
2) For each risk, identify one or more team building techniques that you believe would be effective at addressing the risks identified at both the start of the project and during the project execution.
3) Designate someone to scribe the risks and team building techniques.
4) Designate someone to present the risks and team building techniques to the rest of the group at the end of the workshop. The presentation should be limited to five minutes.

Scenario #4:

The Project:

You have been hired by Pulp Mill Company to establish and coordinate a support model for a newly implemented Computerized Maintenance Management System (CMMS). The pulp mill went 'live' in January of 2003 on the new CMMS but a formal support group other than the local helpdesk has not been established and there are increasing tensions between the departments because certain functionality and enhancements are still outstanding from the implementation. Each department has their own 'lists' of enhancements, bugs, and desired changes to the application, but as yet there is no formal group or process that each of these departments may subscribe to in order to get their issues resolved. The implementation team was disbanded shortly after the implementation.

You will need to work with representatives from Maintenance, Purchasing, Accounts Payable, Stores/Inventory, and Information Services to establish a support model, prioritize the enhancements and bugs, and execute a plan to resolve the majority of the issues prior to the end of December, 2003.

The Team:

The team is made up of the following members:

1) 2 representatives from Maintenance: Reliability Maintenance, and Shutdown Maintenance

2) 1 Representative each from Purchasing, Accounts Payable, and Parts Inventory

3) 3 Representatives from Information Services: Business Analyst, Database Programmer/Analyst, and Technical Architecture. The Information Services department will be responsible for all bug-fixes and enhancements to the CMMS.

4) Yourself as Project Manager

Known Team Dynamics:

Needless to say, each team member considers his or her 'list' of enhancements to be the highest priority. In addition, team members also fulfill a full-time position in their respective departments. Your project sponsor is the Manager of Information Technology, which is the department responsible for the establishment of the support model and 'owner of the CMMS application'. There is no 'Pulp Mill Company CMMS Champion' to whom you can consult with to help resolve the issues and understand the impacts of the requested enhancements on the other departments. The Project Sponsor has tasked you with identifying a candidate from the present team make-up to assume the role of CMMS Champion.

For The Workshop:

1) Brainstorm the possible risks to the project given the known team dynamics.

5) For each risk, identify one or more team building techniques that you believe would be effective at addressing the risks identified at both the start of the project and during the project execution.
6) Designate someone to scribe the risks and team building techniques.
7) Designate someone to present the risks and team building techniques to the rest of the group at the end of the workshop. The presentation should be limited to five minutes.

Scenario #5:

The Project:

You have been hired by the general contractor to manage the construction of a Commercial Greenhouse and Co-generation facility in Alberta. The general contractor won this contract in a consortium bid with a greenhouse manufacturer, electrical services company, and Co-GenFutures, a manufacturer and distributor of co-generation equipment for the commercial greenhouse industry. The natural-gas fired generators generate electricity for sale on the Alberta power grid, while the exhaust CO2 emissions and generated heat are used by the greenhouse for sweet pepper production. The project is the first of its kind in Alberta and has been financed by venture capitalists and the Province of Alberta who are looking for profitable means to generate power while respecting the commitments under the Kyoto Accord.

The Team:

The team is made up of the following members:

1) Project Sponsor who represents the investors. She is based in Alberta, although the investors are from the eastern U.S. She has secured the purchase of the property in Alberta and has completed all regulatory requirements (building permits, power generation applications, etc).

2) General Contractor, who is responsible for the installation of the greenhouse computers, which provide the automation for the growing environment. The General Contractor is also responsible for the overall success and delivery of the project. The General Contractor is based in B.C. The General Contractor has provided all of the drawings and specifications for the project. The General Contractor has provided a fixed price for the computer equipment and receives a management fee for the project to hire a project manager.

3) Representative of Co-GenFutures, who is responsible for the delivery of eight natural-gas fired generators, each capable of generating 8kwh of electricity. Co-GenFutures is also based in B.C. Co-GenFutures has provided a fixed price for their equipment.

4) General Manager of the Greenhouse manufacturing company who is building the greenhouse based on well established designs built in B.C. and California. The Greenhouse manufacturing company is based in B.C. The Greenhouse Manufacturer has provided a fixed price for their portion of the work.

5) General Manager of the Electrical Services Company. This company is responsible for installing all of the electrical facilities including the hookup to the Alberta power-grid (high voltage tower installation). This company is based in Alberta and has bid a fixed price for this work.

6) You are the project manager hired by the General Contractor. You are also based in B.C.

Known Team Dynamics:

None of the team members have any formal relationship with each other, except through the General Contractor. None of the B.C. based companies have done work in Alberta before.

For The Workshop:

1) Brainstorm the possible risks to the project given the known team dynamics.

2) For each risk, identify one or more team building techniques that you believe would be effective at addressing the risks identified at both the start of the project and during the project execution.

3) Designate someone to scribe the risks and team building techniques.

4) Designate someone to present the risks and team building techniques to the rest of the group at the end of the workshop. The presentation should be limited to five minutes.

Scenario #6:

The Project:

You have been hired as a project manager by the City of Draftgis to implement a Strategic Plan for the Drafting and Geographic Information Systems (GIS) departments. The City of Draftgis hired a management consultant to perform a Situational Assessment and prepare a Strategic Plan for these two departments. You are responsible for implementing the Strategic Plan using the departments' resources.

The management consultant confirmed the suspicions of your project sponsor, the Manager of both departments, that the GIS department is performing duplicate tasks including data capture and validation. The Drafting department is responsible for preparing all of the engineering drawings for municipal improvements. The GIS department updates base map information from the drawings as well as produces various maps and geographic analysis as required by other City departments and external consultants. The Drafting department prepares drawings in a CAD environment. However, the GIS department is updating the base maps from hard-copy plots from the CAD environment. Your project sponsor needs you to implement the strategic plan, which includes a plan for Business Process Engineering as well as new Technology selection and implementation to ensure that the transfer of information between the departments is electronic instead of manual. New technology (hardware and software) will impact both departments.

The Team:

The team is made up of the following members:

1) Members of the Drafting Department. This includes 8 staff members, each with greater than 10 years of service. In addition, there is one Drafting Department Manager who has been managing the department for 8 months. The 8 staff members are unionized, hourly employees. The Manager is a non-union salaried position.

2) Members of the GIS Department. This includes 2 staff members, both with less than 5 years of service. In addition, there is a GIS Department Manager who has been managing the department for 8 years, since its formation. The GIS Manager was shuffled out of the IS department 8 years ago. The GIS Manager has no technical knowledge of GIS. All positions are non-union, salaried.

3) Manager of Engineering, who has recently inherited the management of the GIS department from the IS department in a recent shuffling of the organization at the City. The Manager of Engineering is also responsible for the Drafting Department. The Manager of Engineering is your Project Sponsor.

4) Yourself as Project Manager.

Known Team Dynamics:

The Drafting department and GIS department do not get along; in fact, they are barely on speaking terms. The animosity has built up over several years, but no one is able to trace it to a particular person or event. It's 'just the way it's always been'. Your project sponsor is aware of the tensions between the departments and is using this project as the vehicle to promote technology change and to implement a common mission and direction for both

departments. The drafting department is concerned that implementing the strategic plan will result in a reduction in resources in their department as well as the removal of some of their technology that they are comfortable with. The GIS department realizes that there will likely be a replacement of their dated technology used for GIS analysis. The GIS department is welcoming any changes to technology or business process. The Drafting and GIS departments contributed to some of the content of the Strategic Plan in a recent workshop with the management consultant.

For The Workshop:

1) Brainstorm the possible risks to the project given the known team dynamics.

4) For each risk, identify one or more team building techniques that you believe would be effective at addressing the risks identified at both the start of the project and during the project execution.

5) Designate someone to scribe the risks and team building techniques.

4) Designate someone to present the risks and team building techniques to the rest of the group at the end of the workshop. The presentation should be limited to five minutes.