

1. DOCUMENT OVERVIEW:

The workshop participants were asked to analyze a given project scenario for project risks associated with the described team dynamics. There were 6 different project scenarios analyzed.

The participants brainstormed the project risks that were anticipated given the team dynamics. The participants were then asked to select 3-4 of these risks and propose a team building technique for each risk that could be used to reduce the risk to the project. The group nominated 'most original' or 'best' team building technique is shown in **BOLD**.

The project scenarios were created by Rob Schulz from Sierra Systems Group Inc. **The project scenarios are not actual projects. Any resemblance to real projects is strictly coincidental.**

Members of the Vancouver Society of PM Professionals are welcome to use this document for their own use to help incorporate team-building techniques into every project to reduce project risk.

Thank you for your active participation in the workshop!

Best Regards,

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2. GROUP 1: INSTALLATION, SET-UP AND INITIAL OPERATIONS OF LAUNDRY FACILITIES AT THE NEW FRASER VALLEY HEALTH CENTRE

2.1. Brainstormed Risks

- Cost Plus contract for installation
- Delivery of equipment
- Location of team members – isolated
- Communication gaps – language, location
- Conflict of interest between groups
- Expectation conflicts of stakeholders
- Labour relations
- Incompatibility of original specs to requirements today (performance of equipment)
- 2 PM's, possible confusion of roles and responsibilities
- Breakdown of team relationship
- Knowledge and language transfer

2.2. Presentation

Project Risk	Team Building Technique(s)
Communication Breakdown, Language, Location	<ul style="list-style-type: none">• Face-to-face kickoff meeting in Helsinki Finland including stakeholder breakdown session
Differing Expectations	<ul style="list-style-type: none">• Original specs brainstormed and determined by group of actual users / operators
Labour Dispute: Union not doing initial install of equipment, concern re-operations on-going	<ul style="list-style-type: none">• Installquick incentives negotiated• Above group back together to review Project and after project information
Skillset gap (not using manufacturers installers)	<ul style="list-style-type: none">• Installquick sent to Finland for x-training of equipment

3. GROUP 2: CONSTRUCTION OF THE WELCOME GATE FOR THE WHISTLER 2010 OLYMPIC WINTER GAMES

3.1. Brainstormed Risks

Included below

3.2. Presentation

Project Risk	Team Building Technique(s)
Cultural diversity - different cultures on the project may lead to miscommunication	<ul style="list-style-type: none">• Role playing exercise at kick off. "Why is Welcome Sign important?"• Potlatch celebration at kick off to celebrate Squamish culture and foster understanding by other team members
Representatives at the table do not have the power to make a decision	<ul style="list-style-type: none">• Identify constraints (own)• Come up with a decision making model
Conflicting agendas cause the team to work individually not as a team	<ul style="list-style-type: none">• Identify all the mandatory requirements up front

4. GROUP 3: PLANNING AND FACILITATION OF THE ANNUAL GENERAL MEETING (AGM) OF THE INTERNATIONAL SPACE STATION CONTRIBUTING NATIONS ORGANIZATION (ISSCNSO)

4.1. Brainstormed Risks

- Agreement on Location
- Communication within large team
- Different cultural
- Matrix environment – resource usage
- Which area to assign administrative assistants to
- Hijacked agenda
- Cost sharing (agreement on)
- Scheduling / availability
- Adherence to international protocol
- Geographically dispersed team

4.2. Presentation

Project Risk	Team Building Technique(s)
No Consensus	<ul style="list-style-type: none">• Role reversal exercises (present the argument for the location of the meeting assuming another country's position)• Brainstorming• One-on-one contact from PM• Personal disclosure / team collaborative tool (1:1 people in conflict)• Divide and conquer = divide into smaller groups• Vision statement creation
Insufficient resources	<ul style="list-style-type: none">• Time management exercises

5. GROUP 4: ESTABLISH AND COORDINATE A SUPPORT MODEL FOR A NEWLY IMPLEMENTED COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS)

5.1. Brainstormed Risks

- Unresolvable conflict
- Multiple Agendas
- Staff have other priorities
- No Champion
- New System
- Lots of bugs
- Implementation team gone
- Missing features
- Departmental Division
- No Sponsor
- No direction
- Imposed time frame
- Groups represented differently
- No cost target
- No quality targets
- Group dynamics
- Limited resources
- No budget
- Lack of influence and control
- Negative perception
- Team don't know each other
- No help desk on team

5.2. Presentation

Project Risk	Team Building Technique(s)
No Project Charter	<ul style="list-style-type: none"> • Kick-off meeting (after writing charter) • Write one • Get a sponsor who does not have vested interest • Steering committee
Team composition	<ul style="list-style-type: none"> • Set ground rules • Co-locate • Staff mixer (in Maui! With food!) • Roles and responsibilities • Workshops to establish working relationships • Disagreement resolution mechanism • Decision matrix
Business & Technical Problems	<ul style="list-style-type: none"> • Establish change control board / process • Establish list of issues (brainstorm) • Establish priorities • Establish technical expertise & gaps in it

Project Risk	Team Building Technique(s)
	<ul style="list-style-type: none">• Business & technical impact analysis• Custom department budget to buy fixes
Staff Priorities	<ul style="list-style-type: none">• Second people• Talk to line managers and get their support• Establish minimum availabilities

6. GROUP 5: MANAGE THE CONSTRUCTION OF A COMMERCIAL GREENHOUSE AND CO-GENERATION FACILITY IN ALBERTA

6.1. Brainstormed Risks

- No operator on Team – Plant Inoperable
- No Greenhouse experience in Alberta
- Computers = Risk
- Diverse Team – not worked together before
- Ignorant distant investors – low appreciation for “content”
- Not been run before as commercial enterprise
- BC Based PM – not appreciative of Alberta environment
- KYOTO Terms
- PM not independent
- Fixed price bids may lead to changes
- Diversity may negatively impact common (goals?)
- Government involved
- Products may not meet actual specifications
- Business model may not work = project abandonment
- Risk of not meeting

6.2. Presentation

Project Risk	Team Building Technique(s)
Divers Team	<ul style="list-style-type: none"> • Use Common Management Tools • Co-location • Switch Roles and Work Through Fictitious Problem • Project Initiation and Ongoing Team Reviews
Lack of Local Experience	<ul style="list-style-type: none"> • Team Training • Workshop where team members learn about community and bring back – Survivor • Team Workshop – “What don’t we know?” • Involve Locals
Funding Jeopardy	<ul style="list-style-type: none"> • Expand “The Team” • Workshop the “Big Team” for needs & solutions & contingency planning • “What If” analysis • Final model as a puzzle

7. GROUP 6: IMPLEMENT A STRATEGIC PLAN FOR THE DRAFTING AND GEOGRAPHIC INFORMATION SYSTEMS (GIS) DEPARTMENTS AT THE CITY OF DRAFTGIS

7.1. Brainstormed Risks

- Animosity between Drafting and GIS Departments
- Mix of Unionized and non-union personnel
- Length of service between groups
- Length of service between Drafting Team and Drafting Manager
- GIS Manager has formal education
- Company restructuring
- Different size of two departments
- Potential for job loss or change
- Drafting and GIS are opposites / attachment to status quo=resistance to necessary change
- Project sponsor expect project to solve tensions (distancing instead of ownership)
- Project sponsor may be perceived to favour drafting department due to history
- New technology doesn't work
- New technology not accepted
- Project manager wasn't involved in developing strategic plan

7.2. Presentation

Project Risk	Team Building Technique(s)
Potential for Job Loss	<ul style="list-style-type: none"> • Union involvement: meet upfront, ask for help, add union rep to team • Early discussions about potential loss with all team members
Animosity between departments / mix of union & non	<ul style="list-style-type: none"> • Each team presents current workflow to enhance understanding • PM meets with each team member • Kick-off meeting • Offsite social event, planned/scheduled • Physical co-location (combined project instead of 2 departments)
Resistance to Change	<ul style="list-style-type: none"> • Visioning exercise around project goals • Identify benefits of project • Ownership of new processes • Explanation of business reasons for strategic plan

8. CONCLUSIONS

Team building exercises are recommended for all projects. Research suggests (Cynthia's presentation) that **2/3** of team performance can be attributed to the execution of 'soft skills', of which Team Building is a significant component (in addition to Integrity and Leadership).

Team Building techniques should:

- Be planned and scheduled
- Be undertaken not only at the beginning of the project but also at significant milestones or time intervals
- Include the entire team, together, in the same location
- Focus on one particular theme (problem solving workshop, celebration of culture, education of team members particular needs)
- Be used to address a project risk associated with team dynamics, i.e.
 - Unknown team members = ice-breaker, celebration of culture
 - Unknown team effectiveness = Solve a problem completely separate from the project
 - Conflicting agendas, close-mindedness, preference to the status quo = Share business processes, view the project from each others' shoes
- Produce a deliverable that is evidence of the success (or failure) of the team building exercise for future reference and action
- Be used on **ALL** projects (remember 2/3 of team performance!!)