



# Do-It-Yourself Teambuilding for Project Managers

*-Small and Community Projects-*

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# What is "Teambuilding"?

"One for  
all and all  
for one!"



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

"None of us is  
as smart as all  
of us"

"Creating an  
orchestra of  
unique talents"

# The PM Problem

## Why teambuilding may not happen...

- ❑ Lack of Budget
- ❑ Lack of Expertise To Do It
- ❑ Lack of Understanding Its Value
- ❑ Lack of Time → (Never time to do it right but always time to do it over)
- ❑ Lack of Awareness That It Exists

# The PM Opportunities for D-I-Y Teambuilding

- ❑ Organizational 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 Situation

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!



# The Solution

## A PM's Do-It-Yourself Guide to Teambuilding

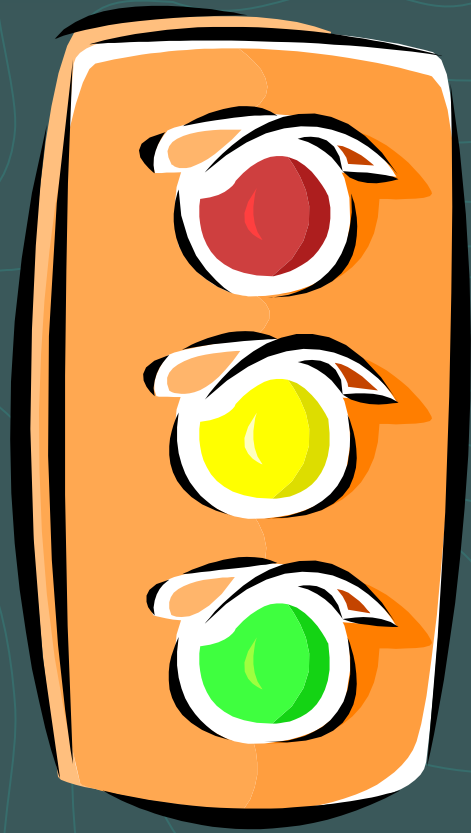
If you understand the “why” of teambuilding, you can develop an effective “how” for your situation.



# Why Build a Team?

What Do You Think?





## 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....



*WHY WOULD  
THEY WANT TO?*

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”

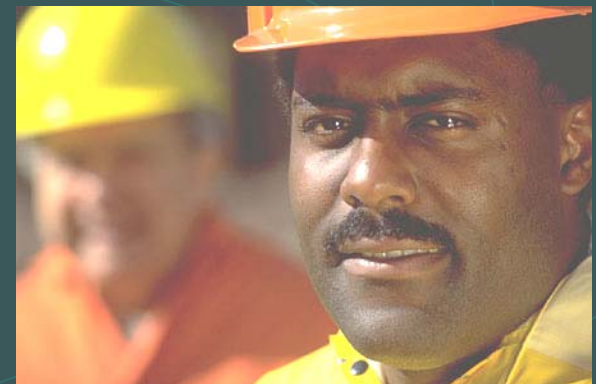
(Compliance)

The team member chooses where he or she participates within this gap.

Will they work at this level? →

“The most I can do”

(Commitment)



“The least I can do to get by”

(Compliance)

The team member chooses where he or she participates within this gap.

“The most I can do”

(Commitment)



This level?

“The least I can do to get by”

(Compliance)

The team member chooses where he or she participates within this gap.

“The most I can do”

(Commitment)



Or this level?

“The least I can do to get by”

(Compliance)

The team member chooses where he or she participates within this gap.

The project leadership only influences where the team member participates.

“The most I can do”

(Commitment)



“The least I can do to get by”

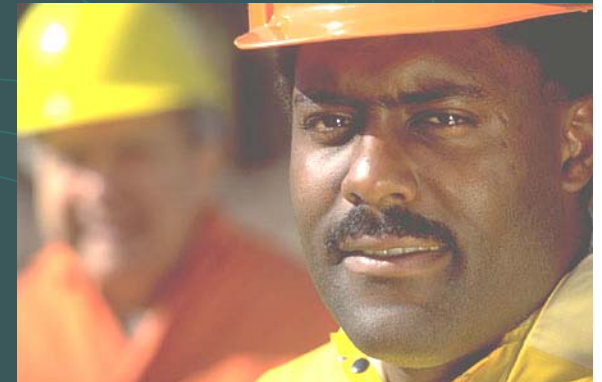
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What factors would determine where the team member works within this gap?

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

“The most I can do”

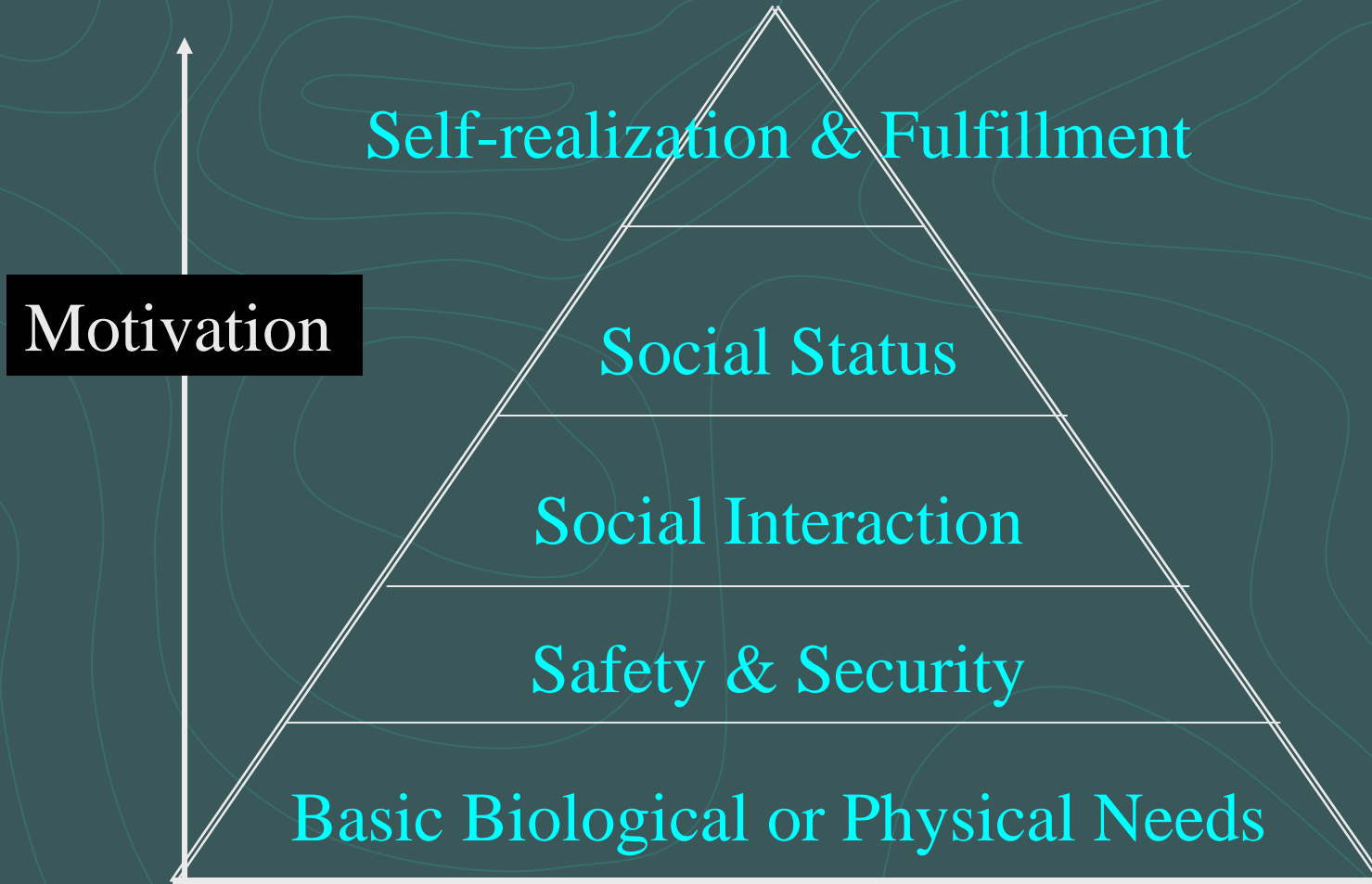
(Commitment)



“The least I can do to get by”

(Compliance)

# What Makes Us "Tick"?



# 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

# 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. Try Recalling 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?”

# 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

# Impact of Those Traits

## 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”

## 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”



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

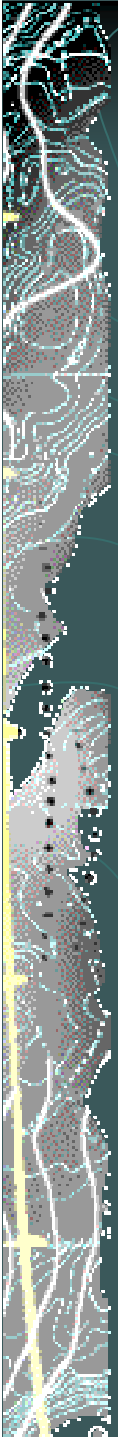
List their suggestions and implement as many as  
possible.

## 2. 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.

A vertical strip on the left side of the slide shows a topographic map of a mountain range, with contour lines and a yellow line indicating a path or road.

Ask, "What are some shared interests, values, risks, and rewards associated with this project?"

Suppose you are trying to start a park ball league

### Shared Interests

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



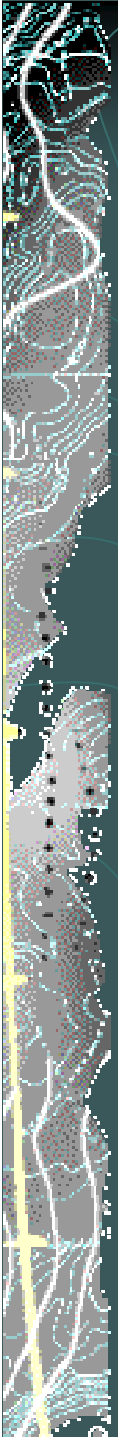
Why would we ask about  
shared interests?



Ask, "What are some shared interests, values, risks, and rewards?"

### Shared Values

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



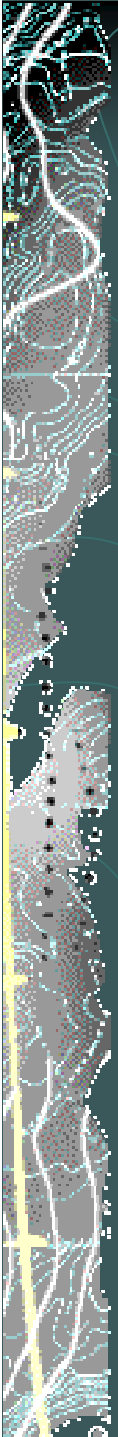
Why would we ask  
about shared values?



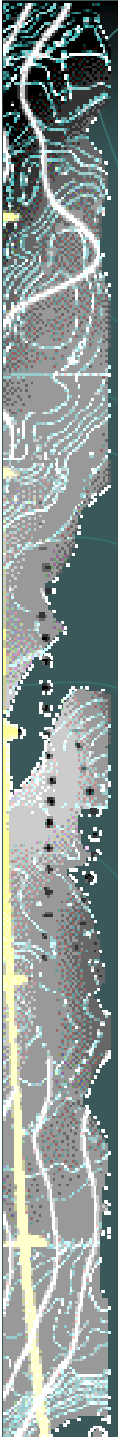
Ask, "What are some shared interests, values, risks, and rewards?"

### Shared Risks

- ✓ 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



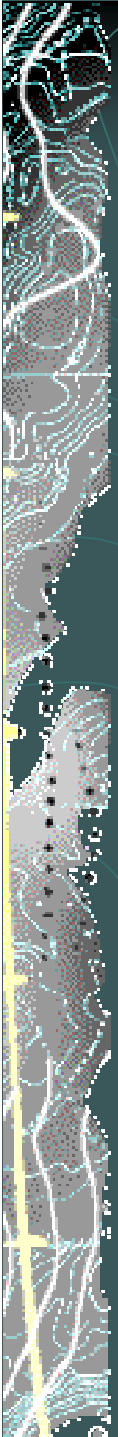
Why would we ask  
about shared risks?



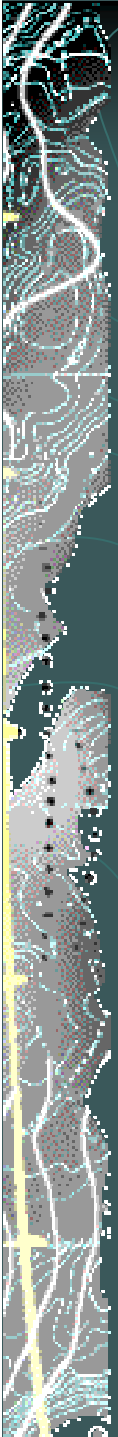
Ask, "What are some shared interests, values, risks, and rewards?"

### Shared Rewards

- ✓ 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?



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

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



# 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



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



# 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

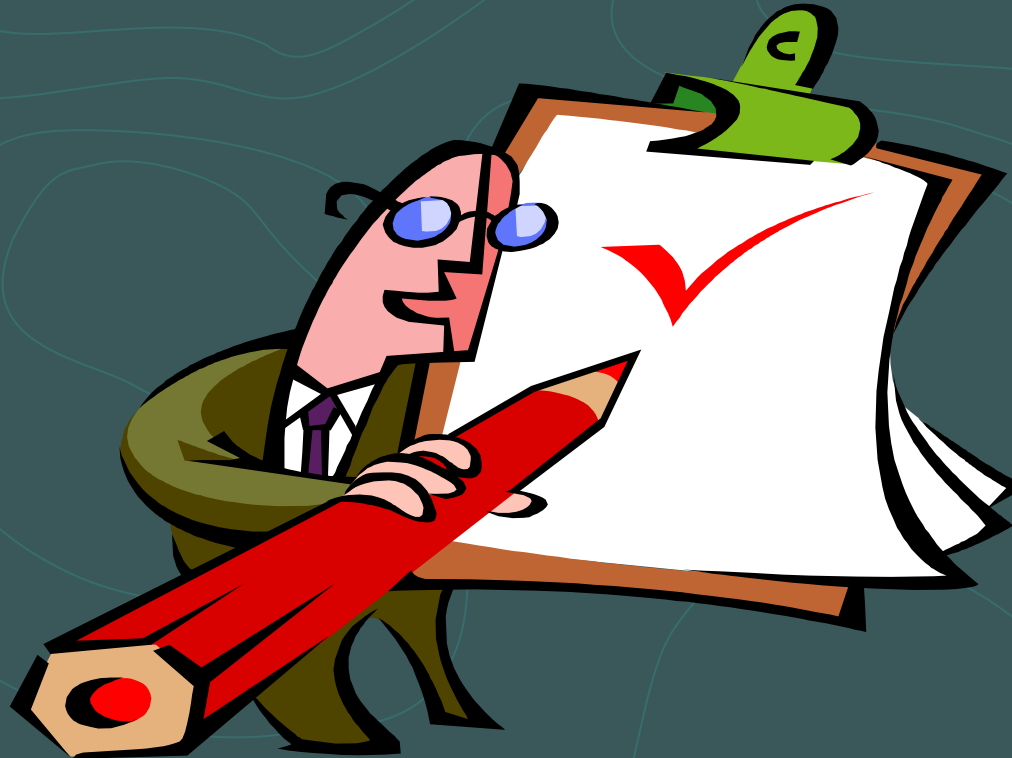
A = Develop a process to identify, raise, and resolve issues

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

# Create a Simple and Effective "Safe Start" Checklist



# 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

# 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								

# A Delegation Assignment

Select a PR head and start publicity ASAP

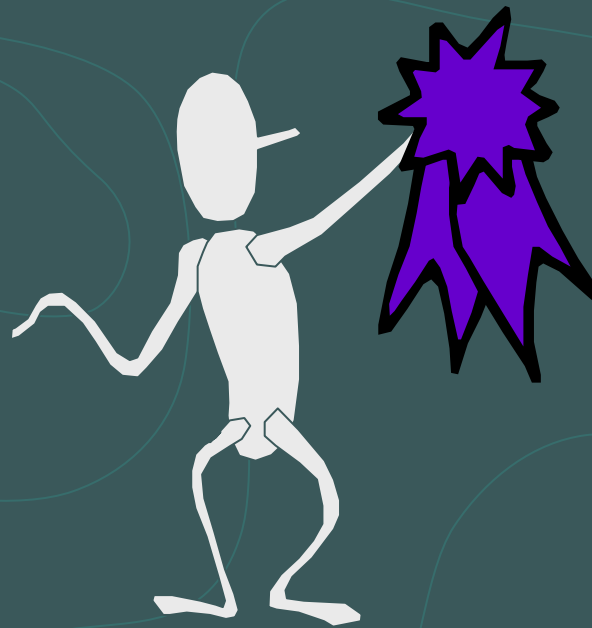
Factors To Support Success		Factors To Support Failure							
1	Has prior experience	A	Failure to find someone						
2	A "strong product" to promote	B	Poor project execution						
3	Organized and creative	C	No help from project						
4	Extensive community contacts	D							
What we must do...		1	2	3	4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

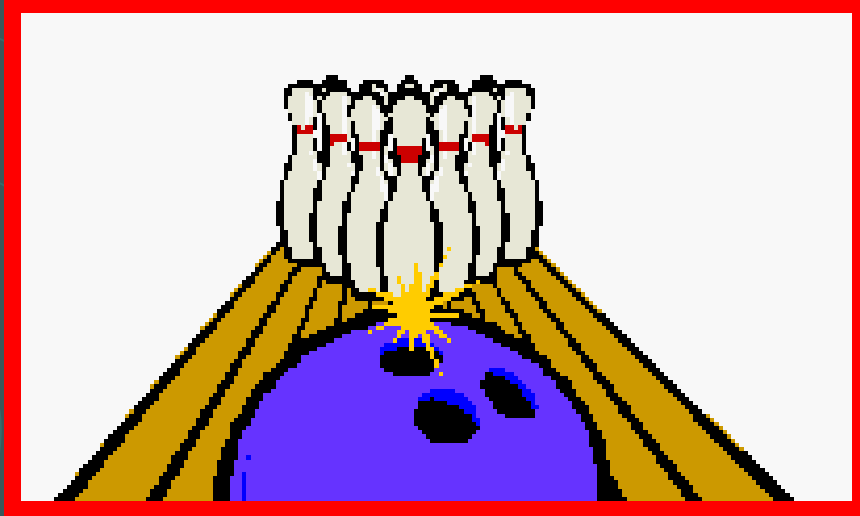
Are the members getting a chance to  
"Be All They Can Be"?



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





QUESTIONS???