

# Project Management Symposium 2005

## Measuring Project Team Effectiveness: Assessing the Unspoken

### Presenters:

Randy J. McCarty, P.E., PMP

Lana Guess Thompson, PHR

# Real Time Assessment: Issue Brainstorming

1. Think of a real project you are working on (or have worked on)
2. List up to 3 issues concerning that project
3. List at least 1 suggestion for improving the issue or concern
4. Be prepared to explain or defend your issues and/or suggestions

# Real Time Assessment: Issue Weighting

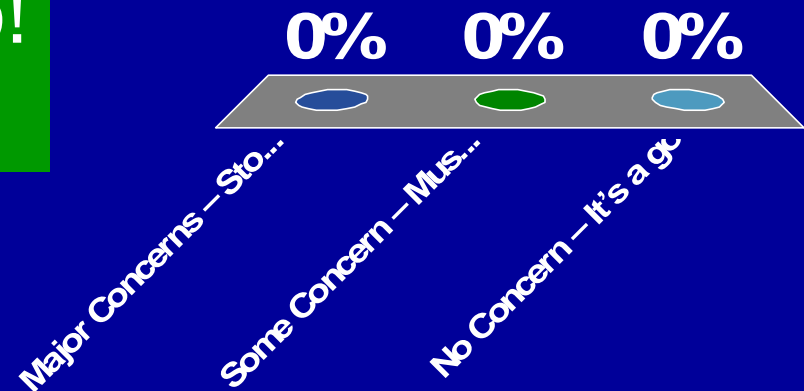
Issue	Major Concern Fix it!	Some Concern Watch it!	No Concern It's a GO!	Comment
Fear of retribution				
Upper Mgt. Issues				
Immediate Supr. Issues				
Not in compliance				
Missing Milestones				
Low Morale				

# Real Time Assessment: Issue Weighting with Technology

- Eliminates fear of reprisal
- Gives anonymous feedback
- Uses proprietary software
- Requires special equipment

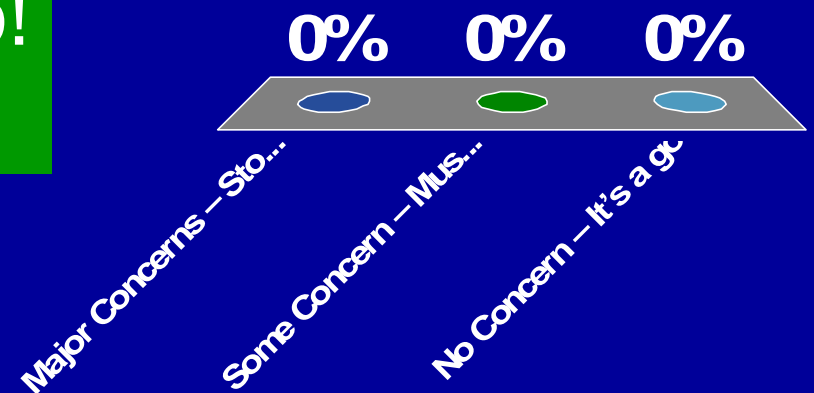
# Overall project team's progress on: Fear of retribution

1. Major Concerns – Stop and fix
2. Some Concern – Must watch closely
3. No Concern – It's a go!



# Overall project team's progress on: Upper Management: Incompetence / Ineffectiveness

1. Major Concerns – Stop and fix
2. Some Concern – Must watch closely
3. No Concern – It's a go!

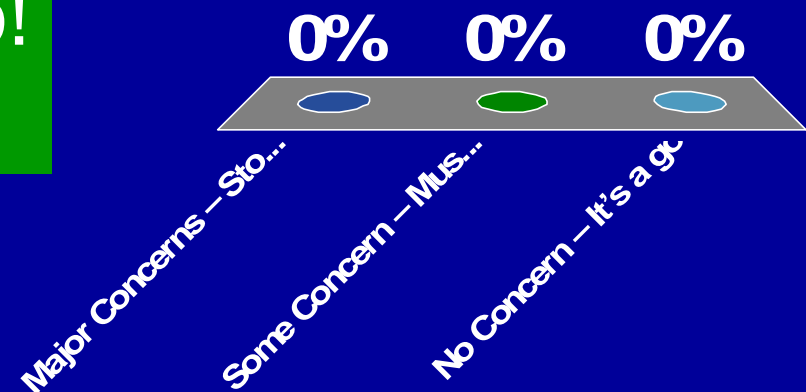


# Overall project team's progress on: Immediate Supervision: Incompetence / Ineffectiveness

1. Major Concerns – Stop and fix

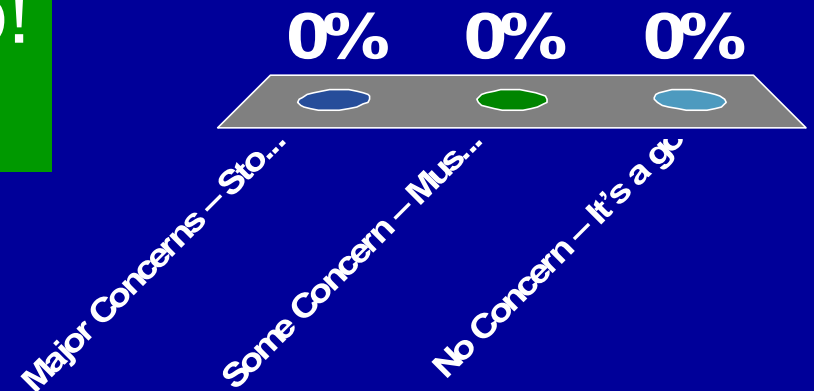
2. Some Concern – Must watch closely

3. No Concern – It's a go!



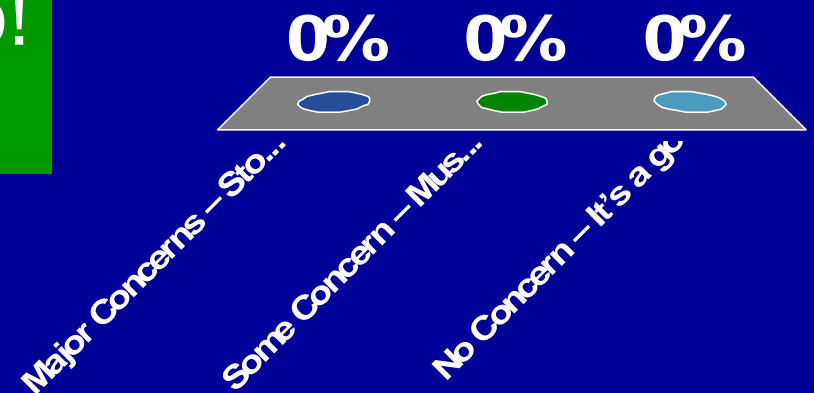
# Overall project team's progress on: Compliance with requirements

1. Major Concerns – Stop and fix
2. Some Concern – Must watch closely
3. No Concern – It's a go!



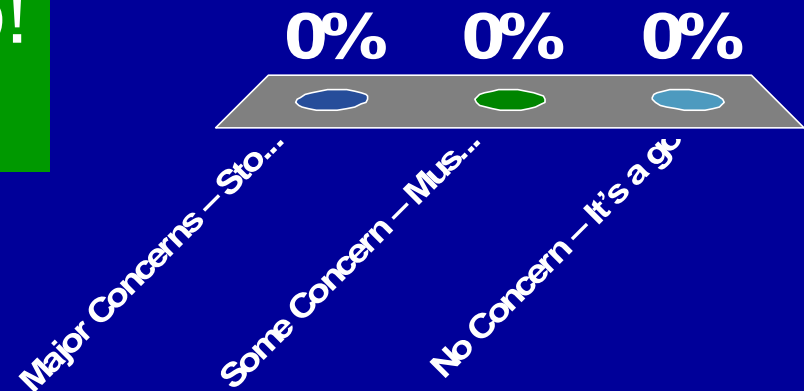
# Overall project team's progress on: Long-term milestones

1. Major Concerns – Stop and fix
2. Some Concern – Must watch closely
3. No Concern – It's a go!



# Overall project team's progress on: Low Morale

1. Major Concerns – Stop and fix
2. Some Concern – Must watch closely
3. No Concern – It's a go!



# Facilitation Do's

1. Do call on leaders last to avoid their controlling team input!
2. Do be neutral and non-confrontational when asking for participation.
3. Do hide negative reactions to comments.
4. Do rephrase: "What I hear you saying is . . ."
5. Do reassure people about what will be done with the information gathered.
6. Do divide into smaller groups if group size is large or topic is highly emotional.
7. Do use good listening skills and body language.

# Facilitation Don'ts

1. Don't evaluate suggestions/ideas. Just record them.
2. Don't choose which comments are worthy to record.
3. Don't record your interpretation of what is said.
4. Don't permit the group to wander extensively.
5. Don't permit the ground rules to be broken without taking action.
6. Don't lose neutrality.
7. Don't speak emotionally charged words.

# Additional Assessment Methods

1. Suggestion Box
2. Index Card Comments
3. Internal One-on-One Interviews
4. External Consultant Interviews
5. Small Focus Groups
6. Other?

# Action Planning

1. What have you learned?
2. What will you do differently?

**Thanks !!**

**Randy J. McCarty**

**&**

**Lana Guess Thompson**