



Projects don't work with people watching; they work with people doing. And people best do when they are being monitored and evaluated.

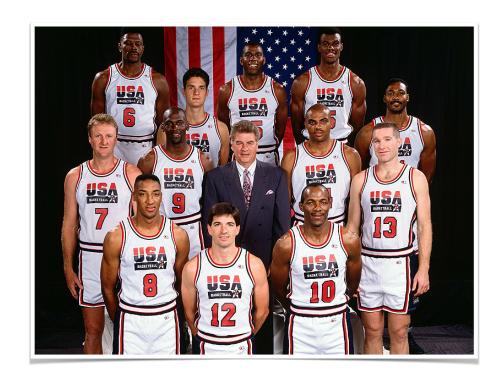
The Consulting Bible: Everything You Need t...

Alan Weiss

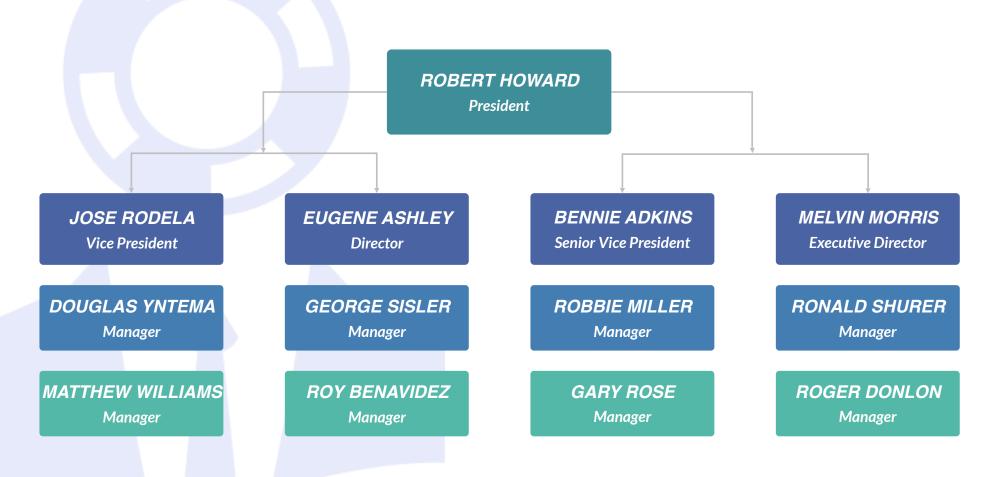
Your Project Team

What does your project "dream team" look like?

How will you acquire them?



Remember the Matrix Categories?



Team Development

Understanding Matrix
Organizational Structures and how
they impact team development is a
major factor for quality project
management.

Building effective and empowered project teams is necessary to achieve the project goals you desire.

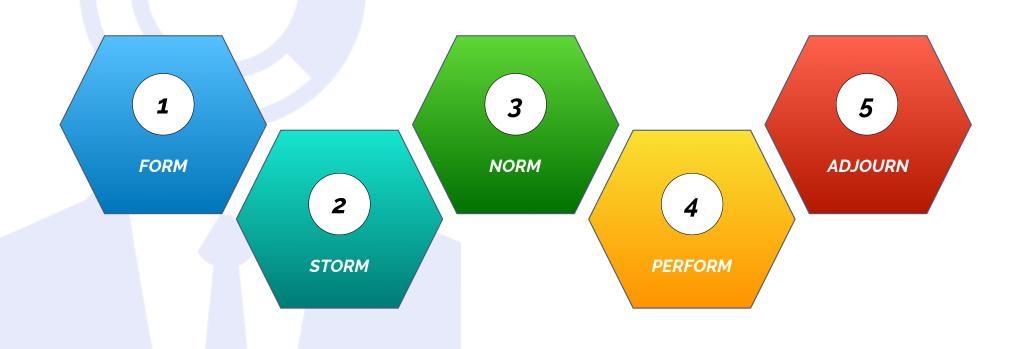


The Tuckman Model of Team Building



The Tuckman Model

Stages of Group/Team Development



Tuckman Stage 1: Form

The Biggest Issue: Where do I fit in?

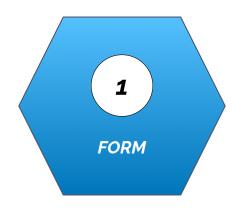
The Team Feels:

No clarity of purpose

Not yet committed

Tentative

THE TEAM NEEDS: Direction



Tuckman Stage 2: Storm

The Biggest Issue: Who's in charge?

The Team Feels:

Confusion about priorities

Independent of others

Tension

THE TEAM NEEDS: Guidance



Tuckman Stage 3: Norm

The Biggest Issue: What's next?

The Team Feels:

Ownership

Cohesion

Confidence

THE TEAM NEEDS: Facilitating



Tuckman Stage 4: Perform

The Biggest Issue: How can I help?

The Team Feels:

Shared responsibility

Proactive

Happy

THE TEAM NEEDS: Autonomy



Tuckman Stage 5: Adjourn

The Biggest Issue: What happens to me now?

The Team Feels:

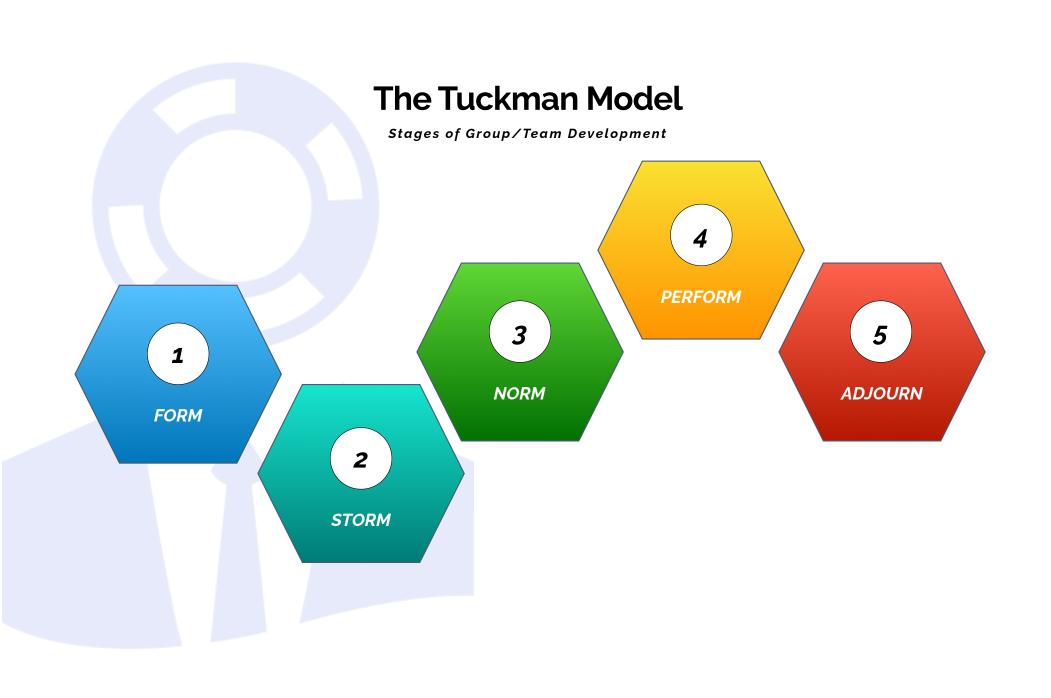
Closure

Sadness

Separation

THE TEAM NEEDS: **Empathy**









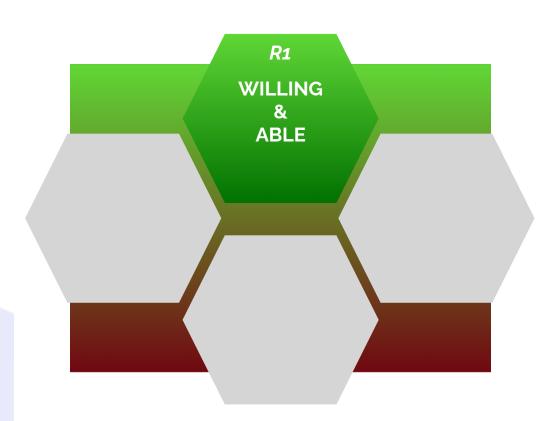
Paul Hersey and Ken Blanchard first published their Situational Leadership Model in their 1982 book, Management of Organizational Behavior: Utilizing Human Resources



R1: WILLING AND ABLE

Remove Blockers

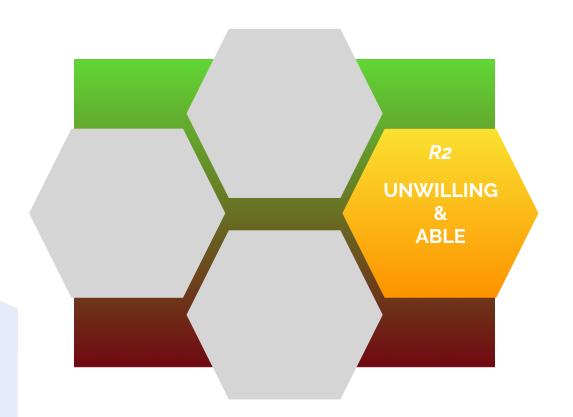
Monitor and Support



R2: UNWILLING AND ABLE

Provide Challenges

Encourage them



R2: WILLING AND UNABLE

Explain in stages

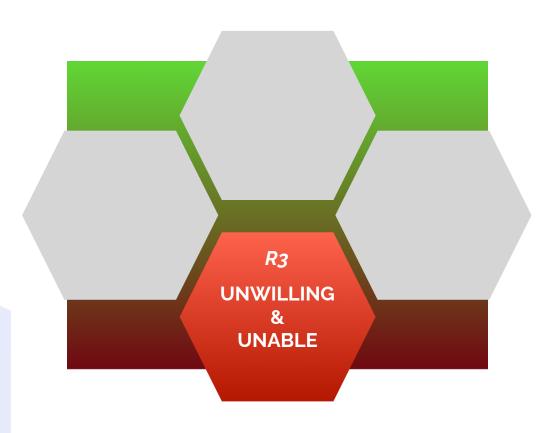
Supervise closely



R3: UNWILLING AND UNABLE

Tell what to do / how to do it

Manage closely



Other considerations

Leading teams is understanding and being an effective project manager is about the effective employment of empathy and authority.



Feedback and Managing Up



When and how to give feedback

There is an art to leading project teams.



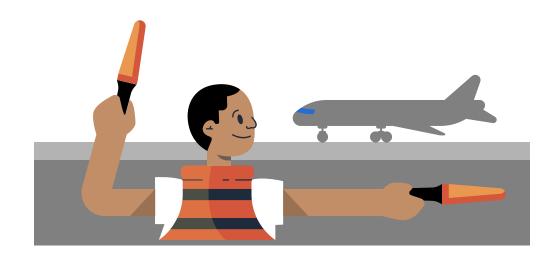
Managing "Up"

How do you deal with leadership that doesn't want to cooperate or dislikes the project?

When there is a conflict over project plans, outcomes, progress?

Successful managers pay attention to managing both directions, as well as communicating with their peers.

Of vital importance to the project is how you engage with sponsor and senior stakeholders.



The PM Paradox

Manager

Autocrat

Pursue perfection

Written communicator

Champion simplicity

Think small

Impatient



Leader

Delegator

Tolerate ambiguity

Oral communicator

Acknowledge complexity

Think big

Patient

6 Project Management Leadership Styles

	Style	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
	Method:	Immediate compliance	Vision Focuses	Creates harmony	Consensus through participation	High standards	Develops people
	Phrase:	Do what I tell you.	Come with me.	People come first	What do you think?	Do as I do.	Try this
	El:	Drive to achieve	Change catalyst	Relationship builder	Collaboration and communication	Driven to achieve.	Empathy and self- awareness
	Works with:	In a crisis or when problem employees	When clear direction is needed	To fix a team during stressful projects	To build buy-in	To get quick results from a motivated team.	Helping develop long-term strengths
I	mpact on culture:	Negative	Most strongly positive	Positive	Positive	Negative	Positive

brightwork.com







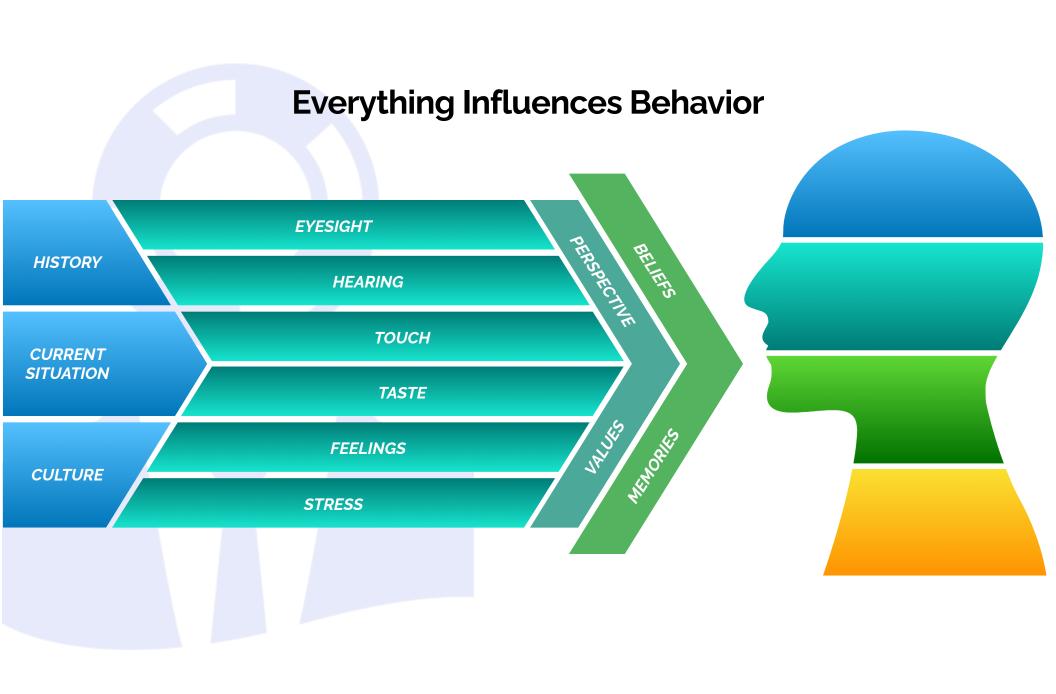


Communication

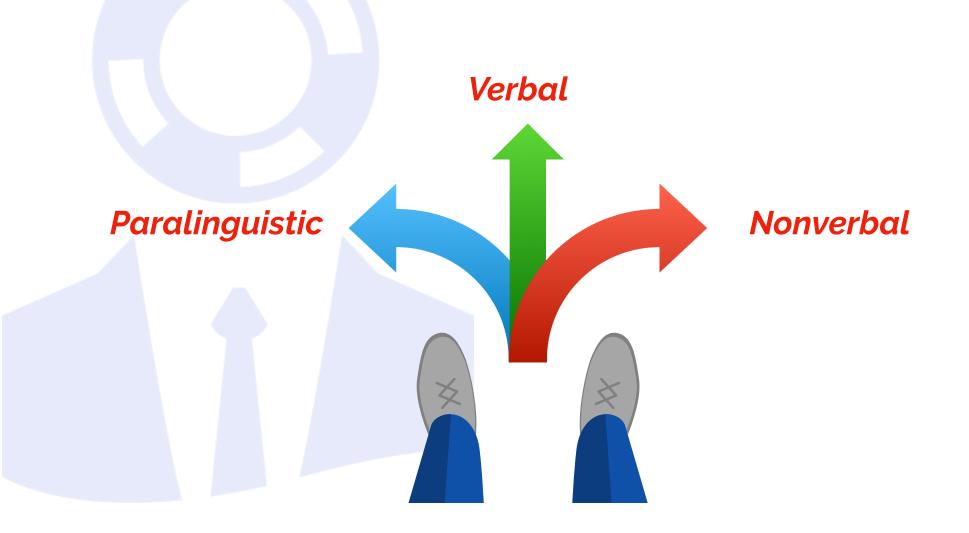
All communication occurs through many filters and is processed through "noise"

There are 3 Communication channels each of us use when trying to get our message across.





3 Channels of Communication



Verbal Communication

The WORDS you choose and the words you use.





Rate, tone, volume, inflection, speed and more

Accounts for 38% of the message you send.



Posture, clothing, expressions, movements, listening, spelling of messages, punctuation, and MORE

Accounts for 55% of the message you send.

NonVerbal Communication



Nothing undermines change more than behavior by important individuals that is inconsistent with the verbal communication.

Leading Change, With a New Preface by the A...

John P. Kotter

Effective and Efficient Communication

Providing the right information in the right format, at the right time

Find the balance between under- and over- communicating

Clear and consistent messages are passed within the team and to external stakeholders



Social Media Considerations

A good social media policy is a living document that provides guidelines for your organization's and projects' social media use.

Points to think about:

24/7 media cycle and conflicting personal and professional profiles

Properly secure project data and information

Moderate in real time if possible to avoid spam-bots

Stakeholders expect conversations and PMs are pushing messaging instead



Some Simple Guidelines



WORK-LIFE BALANCE



DATA PRIVACY



DON'T FEED THE TROLLS

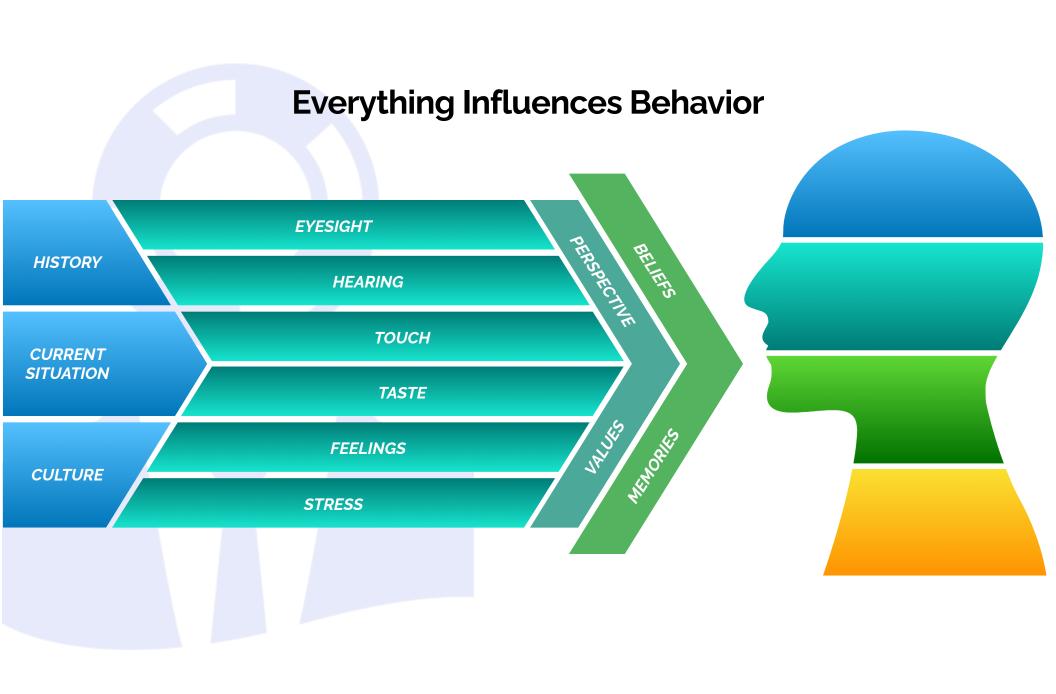


STAKEHOLDER CONVERSATIONS

Personalities and Communication

Our personal histories can influence how and why we act, engage, react and influence (or don't) people on our teams. Knowing these results can help inform and direct our choices.









Types of Barriers

Why we don't get the outcome we'd like when communicating

Lack of Attention or Awareness

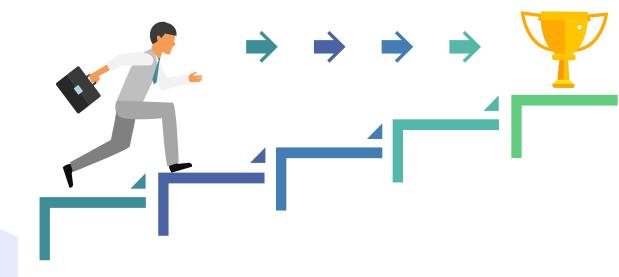
- Inattention to posture
- Proximity violations
- Spatial Orientation
- Focus and Fidgeting
- Not knowing the outcome of the engagement you are seeking

Protection

 Freeze, Flight or Fight - always running in the background through our Limbic System

Ignorance

- Cultural norms
- "Murphy"



Unintentional Barriers

What barriers might we unintentionally place in the way of the team members' performance?

Poor / vague / inadequate instructions (scope)

Unclear task priorities

Insufficient time

Insufficient resources

No context for their work

Slow feedback / decisions

Red tape - too much project management!







The 9 Enneagram Personality Types



Enneagram: The Gut Triad

Body Centered

Predominant Emotion: Anger

8's externalize their anger

9's forget their anger

1's internalize it



Enneagram: The Heart Triad

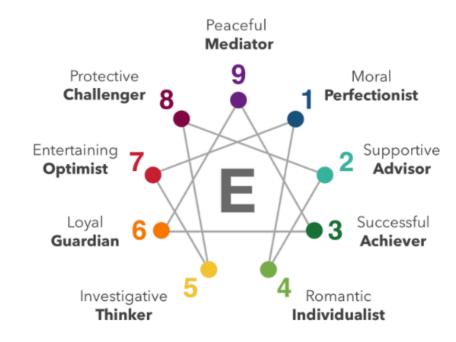
Emotionally Centered

Predominant Emotion: Shame

2's focus outwardly on the feelings of others

3's have trouble recognizing their own feelings

4's concentrate inwardly on their own feelings



Enneagram: The Head Triad

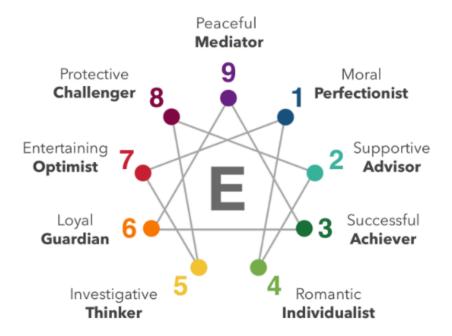
Mentally Centered

Predominant Emotion: Fear

5's externalize their fear

6's forget their fear

7's internalize it





WIDGET by Patrick Lencioni and the Table Group





Wonder

the natural gift of pondering the possibility of greater potential and opportunity in a given situation.



What are the best outcomes by doing this?

Invention

the natural gift of creating original and novel ideas and solutions.



The Ideator and Innovator

Discernment

the natural gift of intuitively and instinctively evaluating ideas and situations.



Is this idea or path good or bad?

Galvanizing

the natural gift of rallying, inspiring and organizing others to take action.



Getting the team focused and energized.

Enablement

the natural gift of providing encouragement and assistance for an idea or project.



The "hugger" & sets teams up for success

Tenacity

the natural gift of pushing projects or tasks to completion to achieve results.



Gets things done TO COMPLETION.

Scott Kinder's Areas of Working Genius

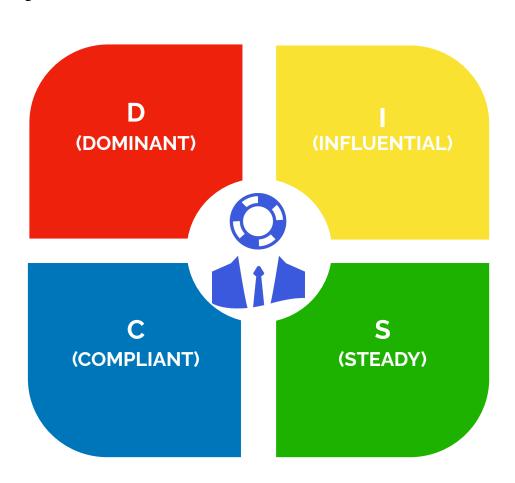






DISC Personality Assessment

DISC can be helpful in recognizing how you respond and what considerations to take when communicating with others.



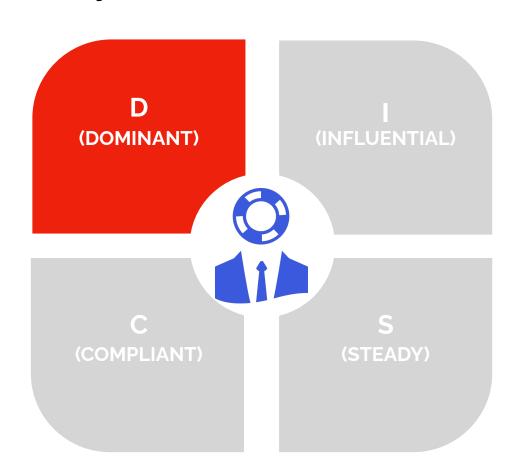
D: Dominant Styles

Direct, goal focused, quick, and decisive. They tend to think of themselves individualistically.

D-styles tend to ask questions that affect them directly.

They do not want a lot of details, but just the facts they need to know.

D-styles will ask questions like, "what's the bottom line?" or "what's in it for me?".



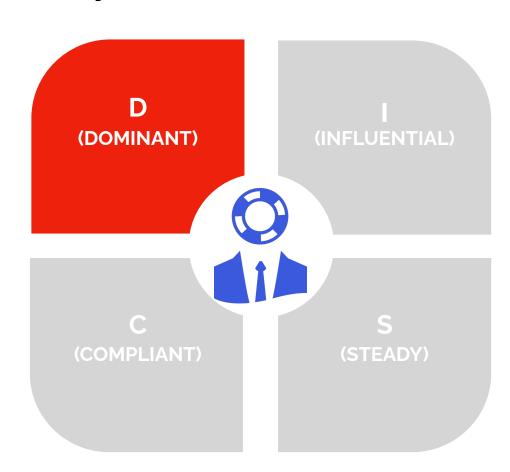
D: Dominant Styles

View Themselves As:

Direct, Decisive, Doer

Often viewed as:

Domineering and Demanding



I: Influential Styles

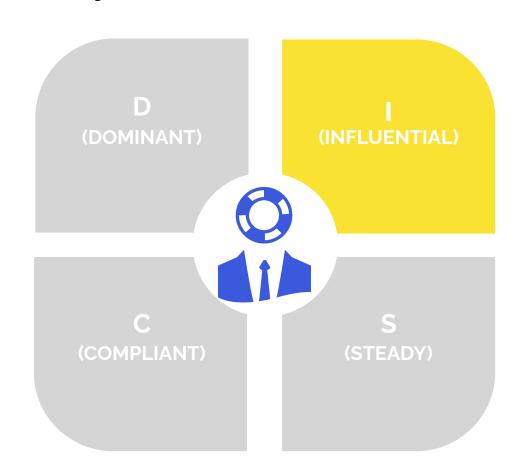
Social, energetic, and talkative.

They like to be liked and also to be the center of attention and focus on interactions over tasks.

They are all about the people.

They prefer to ask the "who" questions.

I-styles tend to ask questions like, "who's going to be at this meeting?" or "who else is using this?"



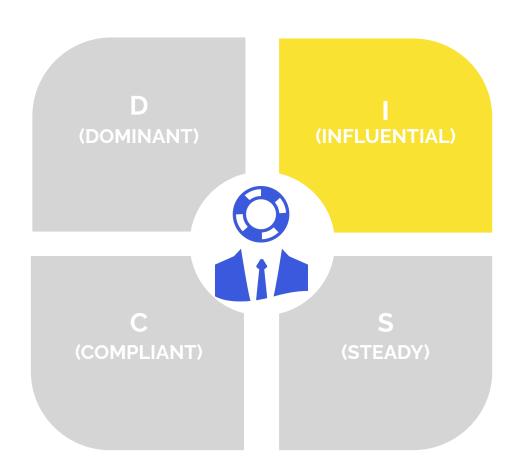
I: Influential Styles

View Themselves As:

Inspirational, interactive, interesting

Often viewed as:

Impulsive and Irritating



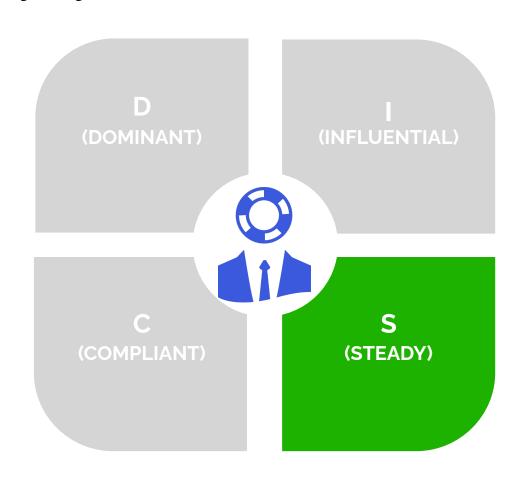
S: Steady Styles

Reserved and prefer to have as much understanding as possible before making decisions.

They will ask a lot of questions to make sure the decision is right for them and the people close to them.

S-styles tend to ask the "how" questions (often in plural form).

For example, they ask "how are we doing to do this?" or "how is this going to impact us?"



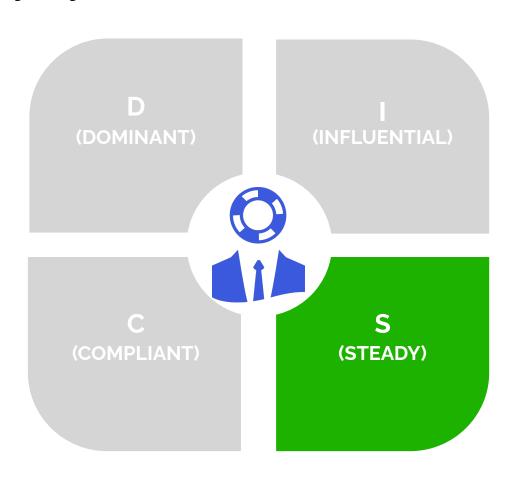
S: Steady Styles

View Themselves As:

Stable, supportive, sincere

Often viewed as:

Slow and Sensitive



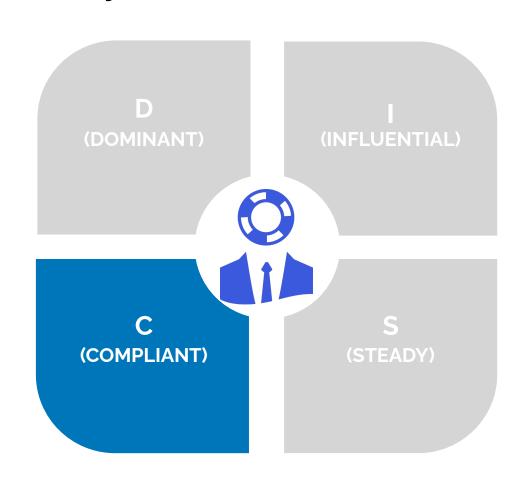
C: Compliant Styles

Analytical and reserved.

They want to know as many facts and data as possible to make the correct decision.

C-styles are cautious and will ask a lot of questions.

They tend to ask the "why" questions like "why does it work this way?" and "why is that step necessary?"



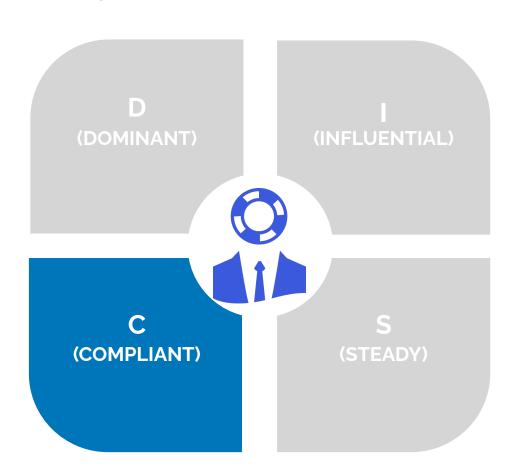
C: Compliant Styles

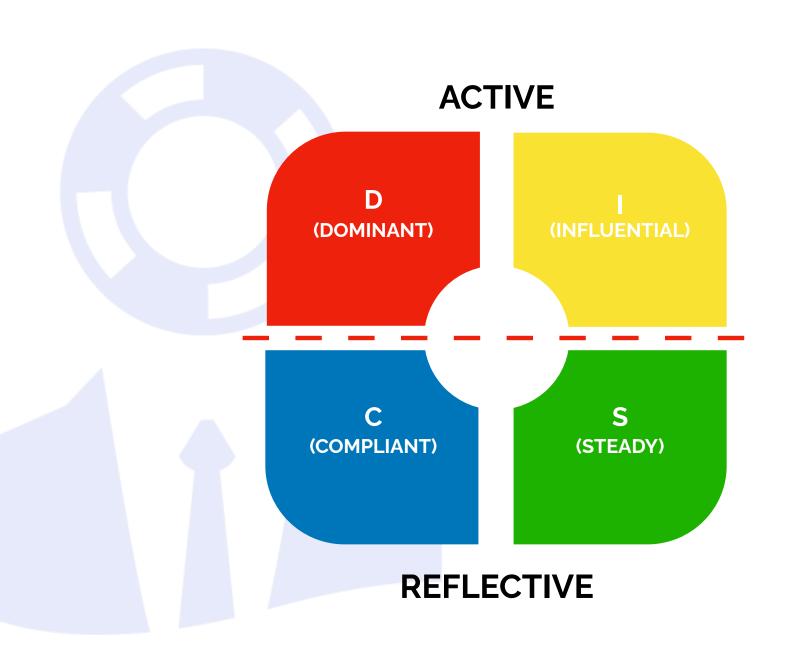
View Themselves As:

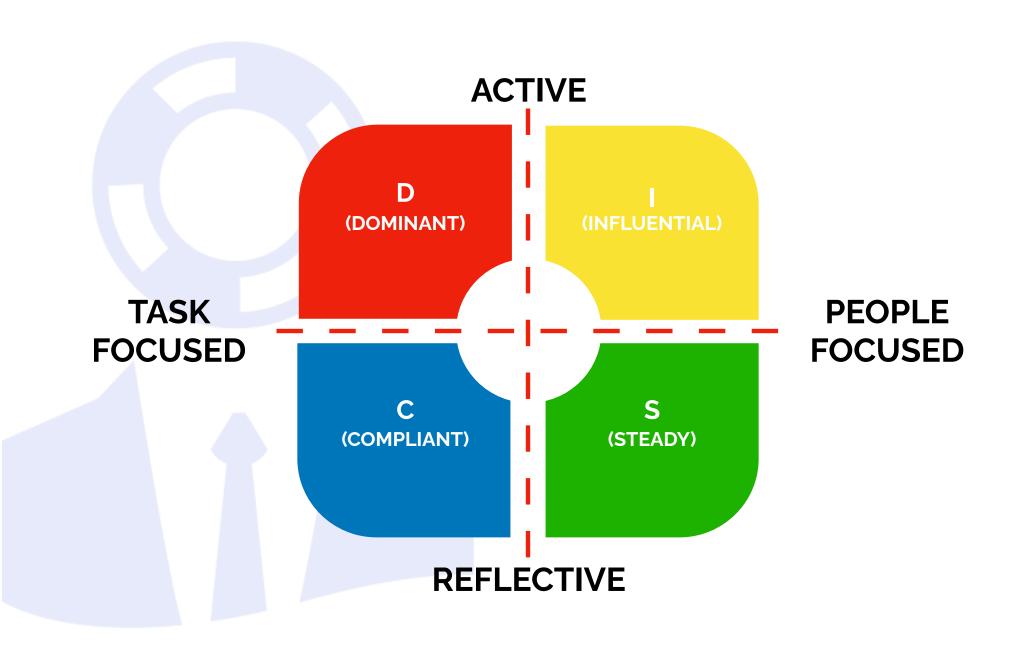
Cautious, careful, conscientious

Often viewed as:

Calculating and Condescending











What makes a stand-out presentation

Involve the audience when possible.

DON"T turn out the lights unless you are showing a video clip.

Move around the room rather than stand behind a podium or computer (barrier!)

DON'T read the slides. You created the deck, own it and deliver!

PRACTICE DELIVERY!



Critical Written Communication

The key principle when writing for projects is to keep your messages:

Short

Action-oriented, and

Easy to understand

Key considerations:

Know your audience

Know your outcomes

Avoid jargon when possible



Good writing is lean and confident.

On Writing Well William Zinsser

Giving Feedback

Be positive and focus on improvement

Be sincere, fair, and balanced

Be timely

Give feedback from your perspective

Explain the direct impact resulting from your observation

Pause, allow for their reaction

Make a SMART goal and check back!



Receiving Feedback

Receive

Manage emotional reaction and actively listen

React

"Thank you for taking the time"

Refine

Ask questions to get to specifics and solutions

Reflect

Pause, honestly reflect

Respond

Agree to steps forward, circle back and follow up



Reprimands

1: Be short

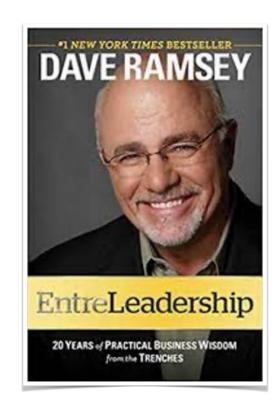
2: Be Private

3: Be gentle

4: Be uncomfortable

5: Attack the problem

EntreLeadership by Dave Ramsey



Take-aways from Leadership

All teams go through stages of development (Tuckman)

Conflict resolution is an

important, but tricky, skill to learn and use.

Delegation is key to

completing project tasks. Know how to work it!

