Leading Project Teams

Keeping a project team on schedule and focused on goals is a necessary and challenging skill set. It becomes even more challenging when one does not have full authority over team members as often occurs in project teams. Participants in this program will learn practical, hands-on techniques for overcoming major "project team" dysfunctions while developing skill sets in team selection and formation, facilitating team meetings and effectively communicating within the team as well as with sponsors.

What you will learn

- To share three major lessons learned in selecting, developing and managing a project team
- To illustrate the importance of ground rules and governance in establishment of project teams
- To identify the characteristics and behaviors of successful project team leaders and teams
- Learn to facilitate a team through its life cycle from formation to end
- How to handle troublesome team members

Outline

1. The foundation of project teams
    a. Defining project teams, teamwork and synergy
    b. The benefits and limitations of project teams
    c. The four C's of a successful project team
    d. Characteristics and needs of project team members

2. Selecting and bonding as a project team
    a. The role of team diversity for creativity and decision making
    b. Linking individual skills sets to your project needs
    c. Reminders on dealing with pre-selected team members not under your everyday control
    d. Identifying and managing troublesome team members

3. Overcoming the five dysfunctions of a project team
    a. Overcoming dysfunction #1: Building trust
    b. Overcoming dysfunction #2: Mastering conflict
    c. Overcoming dysfunction #3: Achieving commitment
    d. Overcoming dysfunction #4: Embracing accountability
    e. Overcoming dysfunction #5: Focusing on results

4. Understanding facilitation as a project team leader
    a. Definition of facilitation
    b. What facilitators do: the skill set
    c. How to ask questions
    d. Getting team agreement

5. Communication for project leadership
    a. Establishing project team governance and ground rules
    b. Setting expectations and team goals
    c. How to move the project team through problem solving and decision making
    d. What if the team gets stuck?

6. Managing time and the team meeting
    a. Communicating the team meetings
    b. How to use an agenda effectively
    c. Starting and stopping on time
    d. How to delegate tasks effectively
    e. How to spot and stop hidden agendas and time wasters