Project Leadership:
Building High-Performance Teams

Learning Tree® International

Education You Can Trust®

To Join the Audio Conference

➤ **For today's session, we're using a conference bridge to eliminate the need for microphones and system validations**

➤ **From a direct line**
1. Enter your directly dialed telephone number (no extensions) into the Join Audio Conference dialog box
2. Click Join

➤ **From an internal extension line or from outside the U.S. or Canada**
1. Select the Dial In to the Audio Conference option
2. Dial the number provided
3. Enter *5555#

Join Audio Conference

Host has started an audio conference in this meeting. Please select among available options to join the conference.

⦿ Dial-out [Receive a call from the meeting]

7035551111 **1**

(+ Country code - Area/city code - Number E.g. +1-415-555-1234)

○ Dial-in to the Audio Conference via Phone

◉ Using Computer

2 [Join] [Cancel]

➤ *Note:* To redisplay the Join Audio Conference dialog box, click the telephone/Connect My Audio button on the menu at the top of the screen

☏ ▾ 👤 ▾

Connect My Audio...

Demonstration Audio

➤ **For today's demonstration, we're using a conference bridge to eliminate the need for microphones and system validations**

➤ **To ask questions**
   • Click the Chime In button and we'll unmute your audio
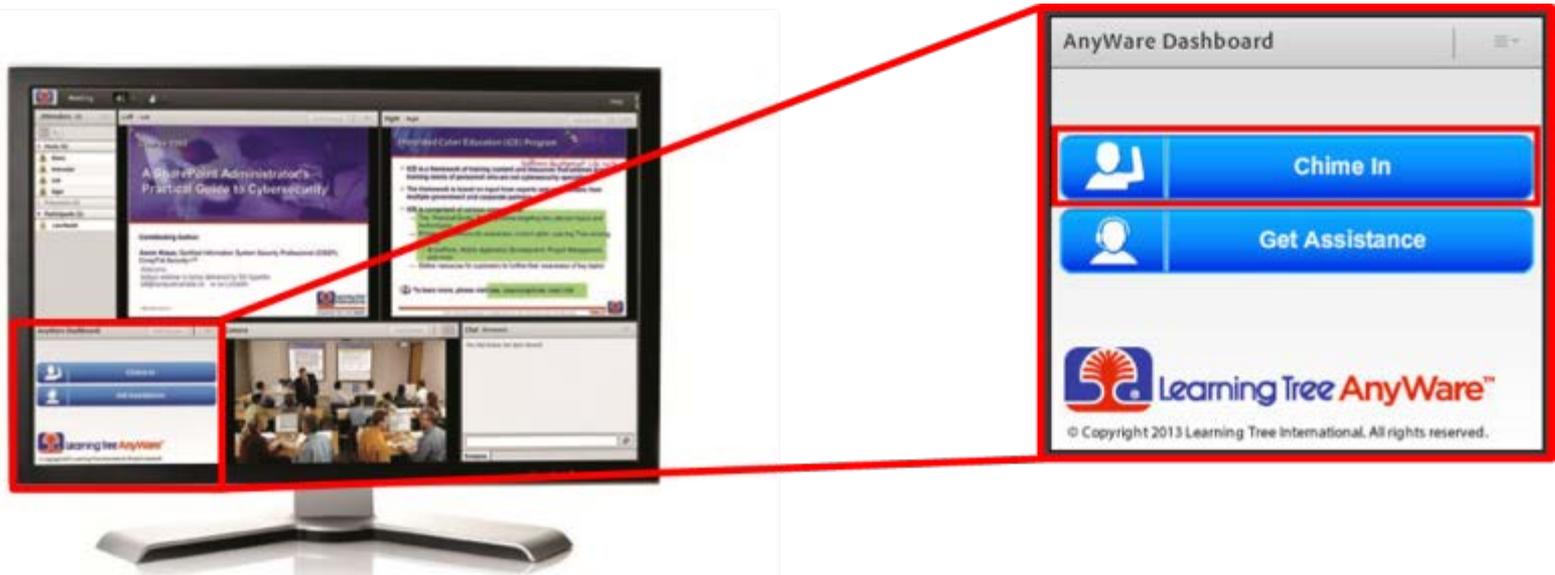
Experienced and Trusted Performance Improvement Provider

Leading global provider
Over 190 IT and Management courses

38 years of experience
Quality training is our core competency

Award-winning training solutions
Recognized by multiple industry organizations

Flexibility and customization
Addressing your organization's unique business challenges

The world's best instructors
20+ years of real-world, consultative experience

Vendor independent
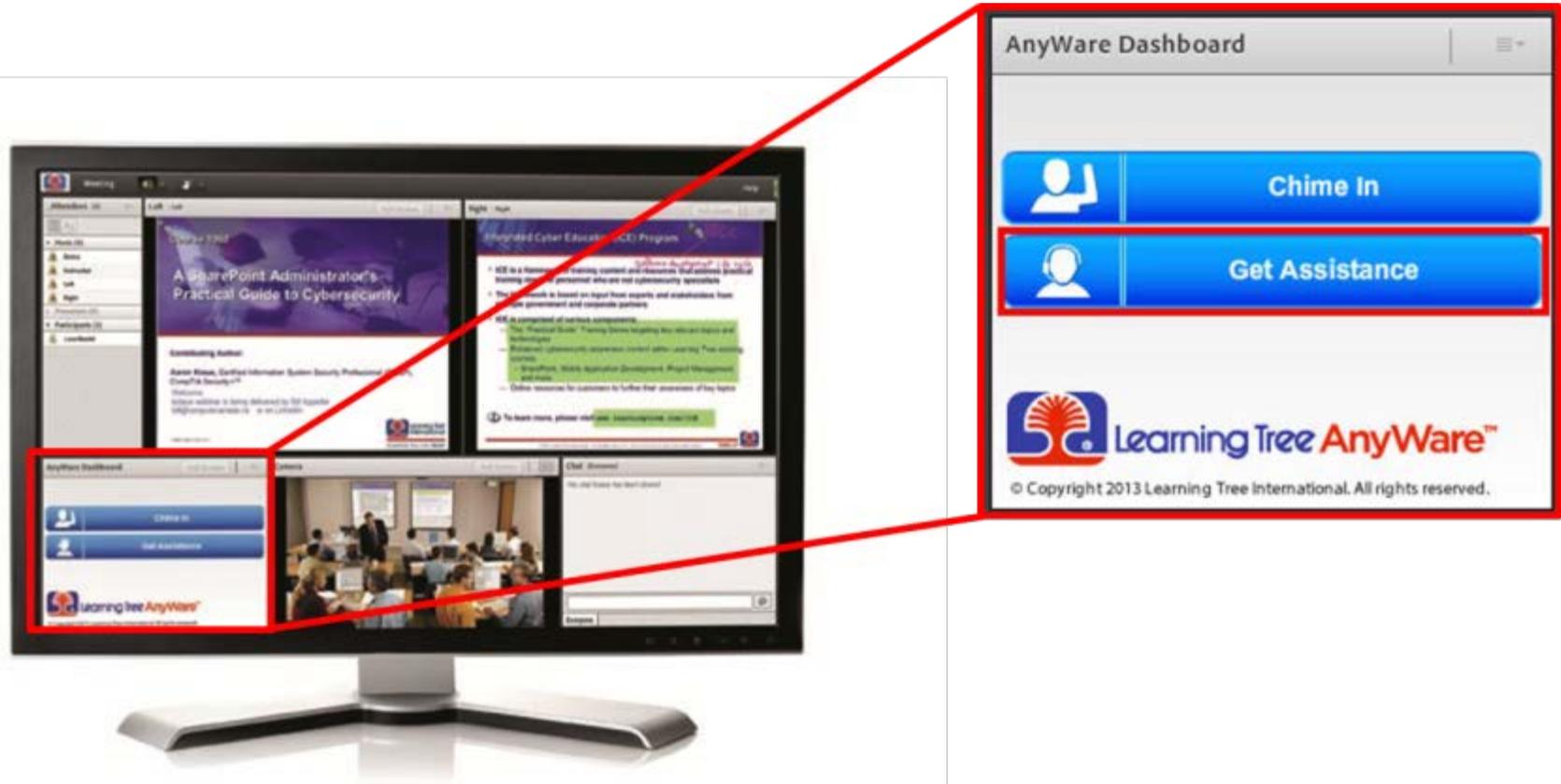*Providing an unbiased perspective on technologies*

Risk-Free! Our courses are guaranteed to give you **100% satisfaction** in every way—or you pay no tuition.

Learning Tree AnyWare™: AnyWare™ Dashboard

➤ **Get assistance**
 • Real-time technical help is available without disengaging from your classroom

Agenda

Today we will cover:

➤ **Developing Productive Teams**

➤ **Methodologies for Improved decision making**

➤ **Assessing the organization's capacity for change**

➤ **Dealing with daily distractions and disruptions page**

➤ **Recognizing the perils of Groupthink**

➤ **Reaching the next level**

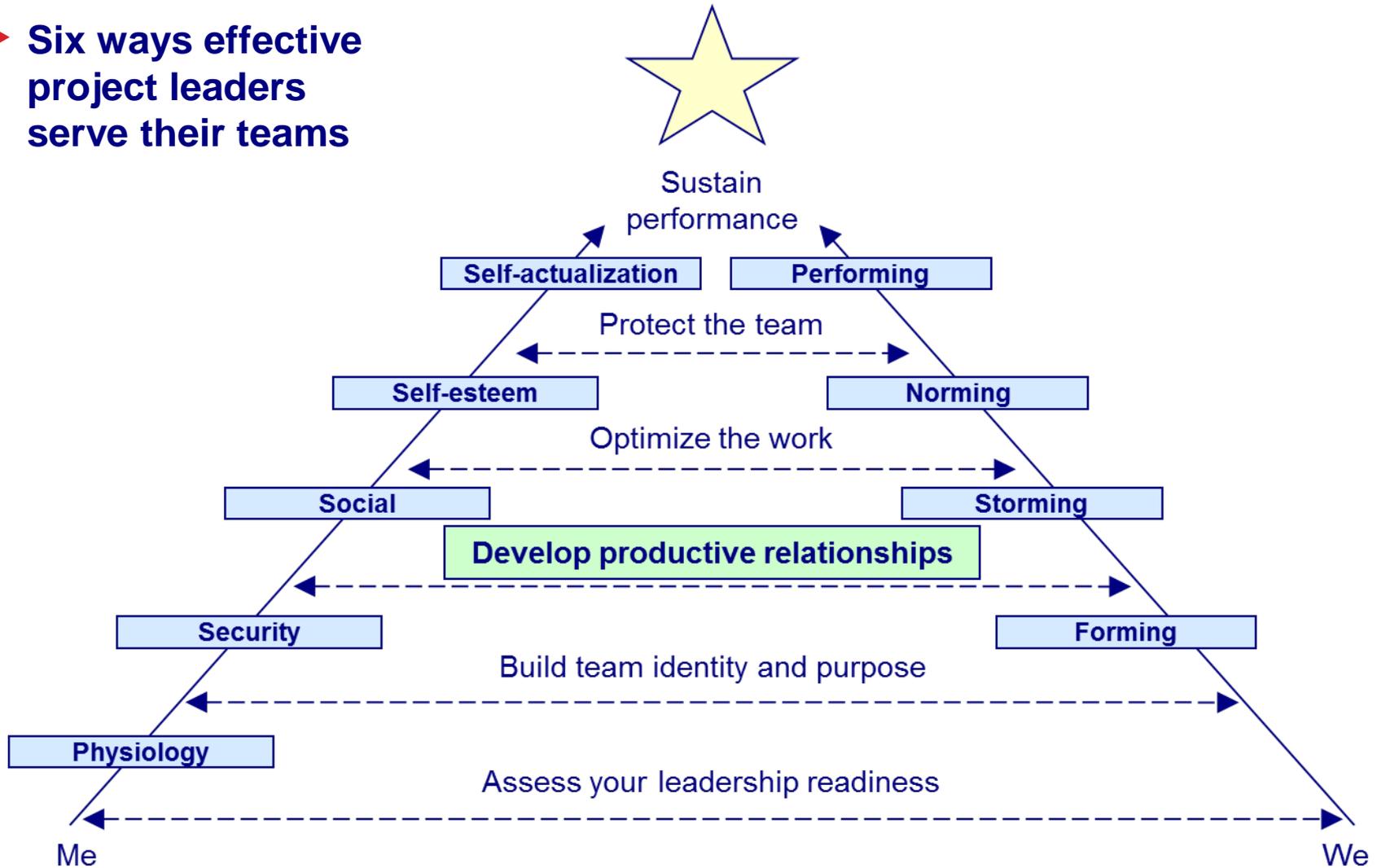➤ **Achieving autonomy and self-management**

Developing Productive Project Teams

"Talent wins games, but teamwork wins championships."
—Michael Jordan

The Leadership Services Model

➤ **Six ways effective project leaders serve their teams**

Sustain performance

| Self-actualization | | Performing |

Protect the team

| Self-esteem | | Norming |

Optimize the work

| Social | | Storming |

Develop productive relationships

| Security | | Forming |

Build team identity and purpose

| Physiology |

Assess your leadership readiness

Me

We

Team Storming Stage

➤ **The team is working together and developing a sense of belonging**

➤ **Conflict is inevitable and natural due to various factors**
- Differing personalities and working styles
- Competing values and personal agendas
- Confusing roles and responsibilities

➤ **Leadership authority and boundaries may be tested**

➤ **Emotions often run high**

➤ **Teach the team how to communicate effectively**

➤ **Teach the team to successfully manage emotions and conflict**
- Deepens relationships and builds community
- Fosters a culture of respect, trust, and psychological safety

➤ **Clarify roles, responsibilities, and boundaries, including your own**

Agreeing on Standards and Ground Rules

➤ **Values and working styles vary by person, team, company, and culture**

➤ **Agreeing to shared standards and ground rules is vital for teamwork**
- Helps us resolve differences now and preclude conflict later
- Helps us identify members who are a poor fit

➤ **Shared standards and ground rules begin with leadership values**
- Effective leaders are clear, firm, and predictable on ethics and core values
- Commitment to ethics and core values builds integrity, respect, and trust

➤ **Invite the team to help you define working standards and ground rules**
- Anonymously list characteristics of good teams on sticky notes
- Place them on a wall for review and discussion by the team

"When it comes to teams, either we're pulling together or we're pulling apart!"
—Anonymous

Making Decisions Efficiently and Effectively

➤ **Begin with a vision of what could or should be**

➤ **Continually challenge the status quo, plans, and assumptions**

➤ **Consider and explore multiple perspectives and alternatives**

➤ **Involve the team to ensure their ownership**

➤ **Use visuals and creativity tools to stimulate thinking**

➤ **Make use of the many decision tools and techniques available**

➤ **Balance "paralysis by analysis" and "extinct by instinct"**
- Any decision may be better than no decision
- The cost of inaction may exceed the cost of a wrong decision

➤ **Pilot the best alternative, assess, and repeat**

Plans are nothing. Planning is everything. —General Dwight Eisenhower	A good plan today is better than a perfect plan tomorrow. —General George Patton

Assessing the Organization's Capacity for Change

➤ **Project management is closely related to change management**

➤ **Under normal conditions, most people and organizations resist change**

➤ **The vision and justification must be clear and compelling**

➤ **Management must be committed and actively engaged**

➤ **Personal impacts must be understood and obligations clear**

➤ **A hand in crafting the change mitigates resistance and gains support**

➤ **An organization's track record on similar projects is a good predictor of future challenges and successes**

➤ **Organizations have limited capacity for change**

➤ **Look for low-hanging fruit and ensure quick wins**

➤ **Celebrate early wins to gain further buy-in**

Recognizing Role Confusion

➤ **Symptoms of role confusion:**
- Lack of ownership
- Questions on who does what
- Unclear expectations
- Lack of accountability
- Work delayed or incomplete
- Redundant work completed
- Mixed and confusing messages
- Slow or unclear decisions and answers
- Leadership authority challenged

> Good fences make good neighbors.
> —Robert Frost

➤ **Create a RACI (Responsible-Accountable-Consult-Inform) matrix**

Task	Vikram	Lori	Miharu	Marcus
A	R	R	A	I
B	A	C	I	C
C	RA			I
D	C	R	A	

Dealing With Daily Distractions and Disruptions

➤ **Interruptions and multitasking are the number one enemies of productivity**

➤ **Cultivate an awareness of the problem and respect for time and privacy**

➤ **Track and publish metrics on number of interruptions and time spent**

➤ **Account for a productivity factor of approximately 65 percent in your project schedule**

➤ **Good governance and change control help**

➤ **Work with the team to establish ground rules to minimize interruptions**

Recognizing and Preventing Groupthink

➤ **Unhealthy agreement comes in many forms**
- Confusing fantasy and reality
- Action anxiety and negative fantasies
- Isolation and closed-mindedness
- Avoidance of conflict, disagreement, debate
- Unquestioned leadership and pressure to conform

➤ **Managing agreement comes in many forms**
- Ensure heterogeneity and diversity
- Build psychological safety
- Encourage your challengers
- Appoint a devil's advocate
- Poll individual team members privately
- Bring in a third party, consultant, or auditor
- Subject your project to a strong governance process
- Apply good risk management practices
- Utilize an electronic or old-fashioned suggestion box

Developing Your Self-Awareness and Social Awareness

➤ **Servant leaders seek first and foremost to know and manage themselves**

➤ **Self-awareness and self-management are emotional intelligence**

➤ **Self-awareness and self-management are prerequisites to social-awareness and social-management**

➤ **Emotional intelligence is effectively managing positive and negative emotions in ourselves and others**

➤ **Emotion may play a greater role in decisions and actions than reason**

➤ **Emotionally intelligent managers achieve significantly better results**

Celebrating Success and Failure

➤ **Individuals and teams do what they are recognized and rewarded for**
- Provide positive, constructive feedback on a regular basis
- Celebrate accomplishments and successes on a regular basis

➤ **Celebrate failure as an opportunity to learn and grow**
- Repeating the same failure cannot be tolerated
- Always "praise publically punish privately"

"Criticize the performance but never criticize the performer."

—Various

A U.S. Department of Labor survey in 2004 found that the primary reason people leave their jobs is "not feeling appreciated"

Sustaining Morale

➤ **Team achievements are more significant than personal accomplishments**
- Personal accomplishments should be celebrated for team contribution
- Formal reward systems are flawed if they promote individual success

➤ **Recognizing and rewarding contributions to team success builds morale**

➤ **Building morale is closely related to motivation**
- Everyone is looking for personal significance and meaning
- Refer to Maslow's Hierarchy for guidance on appropriate rewards

Applying "Lessons Learned"

- **The lessons-learned meeting is an opportunity**
  - For psychological closure and transition
  - To recognize and celebrate successes and failures

- **Feedback on the process is as important as personal feedback**
  - What are we doing well and how can we exploit it?
  - What are we not doing well and what can we learn from it?

- **Feedback on the process should be as frequent as personal feedback**

- **Honest assessment is built on a culture of openness and trust**

- **Check titles and positions at the door**

- **Encourage as many perspectives as possible**

- **Too many organizations**
  - Do not learn "lessons learned"
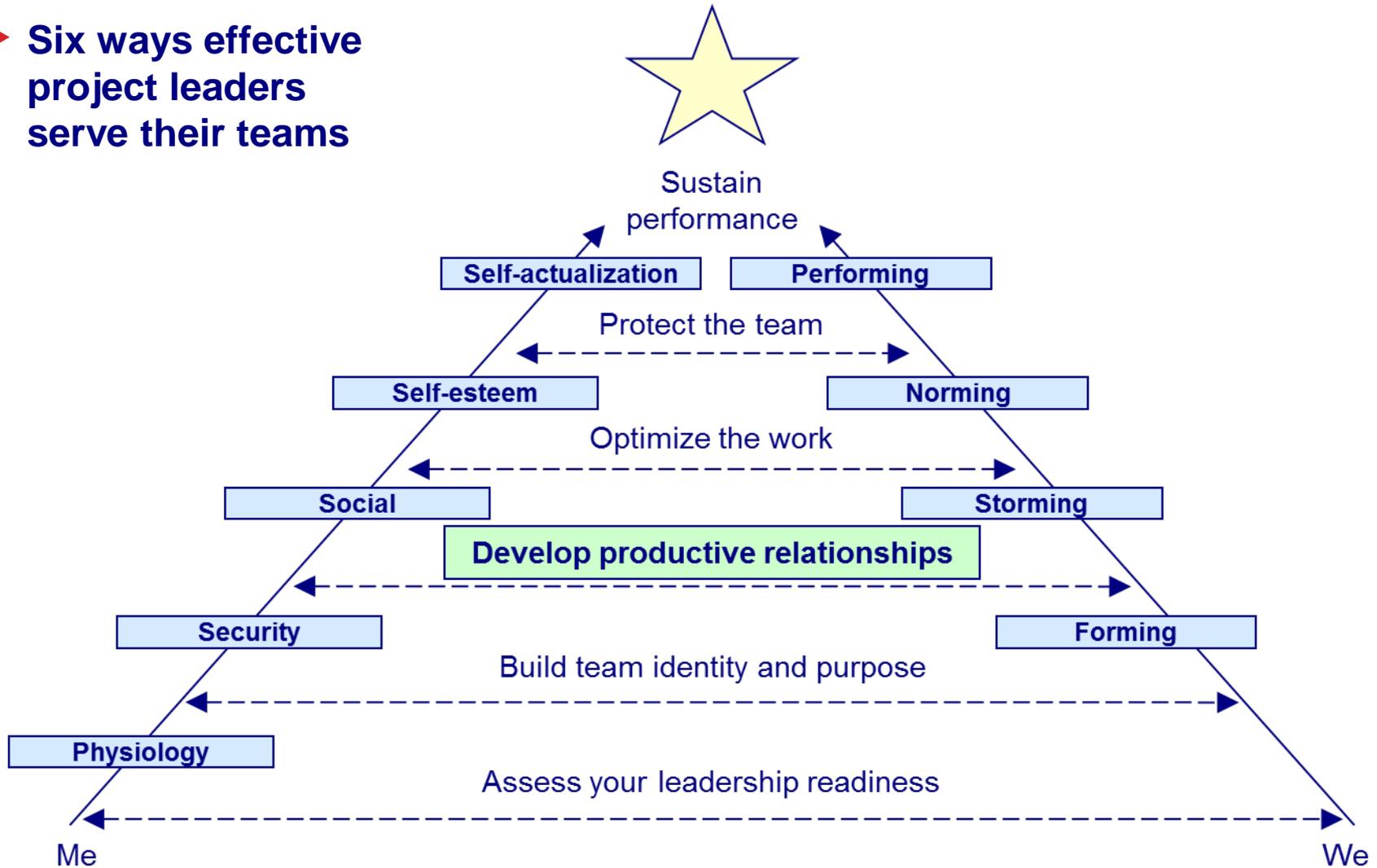 - Repeat the same mistakes

Responsibility and Accountability

➤ **Members of high-performing teams**
- Possess a sense of pride in the team
- Develop a sense of urgency and a bias for action and results
- Hold each other accountable for team commitments and outcomes
- Trust but verify the work of others
- Take ownership for learning and growth
- Self-correct personal and process issues

➤ **Team performance trumps individual performances**

➤ **Individual successes and failures are team successes and failures**

The Leadership Services Model

➤ **Six ways effective project leaders serve their teams**

Sustain performance

| Self-actualization | Performing |

Protect the team

| Self-esteem | Norming |

Optimize the work

| Social | Storming |

Develop productive relationships

| Security | Forming |

Build team identity and purpose

| Physiology |

Assess your leadership readiness

Me — We

Conclusion

Today we will covered:

➤ **Developing Productive Teams**

➤ **Methodologies for Improved decision making**

➤ **Assessing the organization's capacity for change**

➤ **Dealing with daily distractions and disruptions page**

➤ **Recognizing the perils of Groupthink**

➤ **Reaching the next level**

➤ **Achieving autonomy and self-management**

What people say about AnyWare and Learning Tree

"We find the Learning Tree courses to be consistently outstanding and our employees have benefited greatly. The instructors are extremely thorough and the skills learned will help to further our goals – both personally as professionals and as an organization."

L. LaCamera
Senior Director
Communications and Marketing,
Wolf Trap Foundation

"The display system that Learning Tree used to deliver our on-site course is top notch – the best I've seen. I also liked the balance between lectures and lab activities."

G. Hirokawa
Team Leader
Los Alamos National Laboratory

"As a remote participant, I feel like I received just as much out of the class as someone who was physically there. The AnyWare interface was user friendly and allowed me to interact with the instructor with ease. I would definitely recommend the AnyWare option to a colleague."

C. Clark
Forecasting & Analysis
Comcast Cable

Any more questions?

Chime In now!

AnyWare Team Training – Summary

Logistics & Cost Benefits

- Eliminate commuting time and travel costs and expand training offerings to your entire team

- Learning Tree handles all logistics and communications

- All training materials and technical support are provided directly to event participants

Educational Benefits

- Online delivery via AnyWare - the live video stream and 2-way audio keep participants engaged in their training

- Extensive hands-on exercises – all attendees control a dedicated, in-class computer to perform hands-on exercises

- Expert instructors – average over 15 years of professional experience

Take the next step! We guarantee that your **AnyWare Team Training** will exceed your expectations and successfully achieve your organization's goals

Thank You for Your Participation Today

_____

For more information or to enroll in a
Learning Tree IT or Management Course

Call: 1-800-THE-TREE (1-800-843-8733)

Visit: www.learningtree.com/anyware