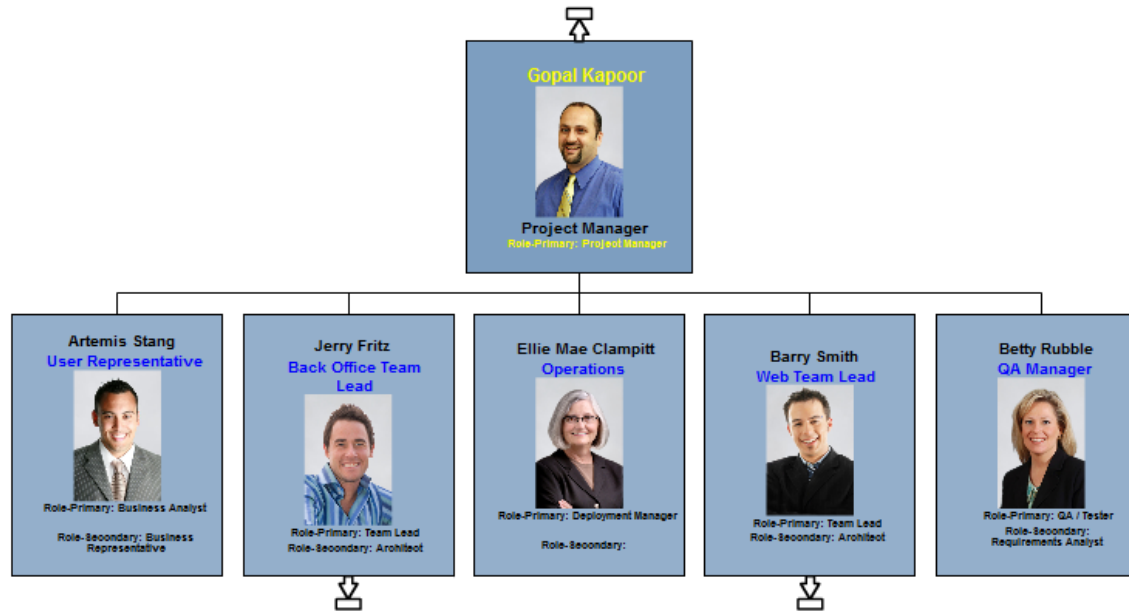


5 Keys to Building a Great Project Team



Joe Kolinger
Chief Technical Officer
OfficeWork Software



About the Presenter

- ▶ 20+ Years in technical and management positions in large corporations.
- ▶ Managed, trained and coached hundreds of managers.
- ▶ Founded OfficeWork Software in 2005.
- ▶ Excellent software solutions for better teams and projects
- ▶ Training for project and team excellence – with an entrepreneurial twist!
- ▶ Or ... rescuing off-track projects!



Why bother about teams?

- ▶ Current studies indicate that 97% of all projects fail to meet their time, budget, and delivery goals.
- ▶ It's not for technical reasons that most of these projects are failing, but rather because of people problems.
- ▶ Knowing the high rate of failure it's a wonder anyone knowing this has the guts to start any project!
- ▶ The right team is critical.



Characteristics of a Great Project Team

Ownership

- They 'buy into' or own the plan and dates because they were part of the commitment process.

Qualified

- They are fit for the positions they occupy so interdependence of team members and the mission are not frustrated.

Role Clarity

- Roles and responsibilities are understood and agreed to. Everyone participates in the project; there are no 'dark spots'.

Communication

- Effective in that the necessary conversations can be held in time to deal with issue resolution.

Team Player

- Plays well with others. There is a healthy interdependence and good will toward one another. Team members support and trust each other.

Conflict Resolution

- There is tolerance for conflict, and conflicts are openly and honestly discussed.

Warning Signs You Don't Have One

- ▶ Unclear, 'squishy' understanding of roles and responsibilities
- ▶ Casual indifference to the project's success
- ▶ Chronic interruptions to progress from the sponsor, other projects and operational work
- ▶ Lack of communication tools that help members easily identify and contact the right people to resolve problems

5 Key Areas

- ▶ Right project
- ▶ Right process
- ▶ Right people
- ▶ Right engagement
- ▶ Right communication

Key # 1 – The Right Project

Properly define the project

- ▶ What does 'done' look like?
- ▶ In writing
- ▶ Signed off by sponsor and all stakeholders

Project Definition Example

Project Definition

Project Name: **Prestige Access**

Completion Date: **April 2008**

Project Description:

Create a "mostly" web-based Quote and Issuance system for Auto and Property lines of business to be used by Regional Offices to be completed by April 2008.

Desired Results:

1. Ability to enter and save a quote for Auto and Property
2. Ability to enter/capture all data for Auto Issuance and store in Legacy; policy generated from Legacy
3. System will interface with all legacy systems
4. System will enable easy error correction
5. System will provide sufficient edits to prevent rejected transactions in Legacy.
6. Errors/rejects will be reduced, as system will generate correct solutions, leaving less opportunity for user error.
7. System will interface with all non-FFIC existing agencies
8. Includes Report Ordering, Vehicle Valuation (new business Quote and Issue)
9. Includes Policy Director and all support Infrastructure necessary to ensure security, connectivity, and appropriate bandwidth.

Statement of Scope:

In Scope:

1. New business
2. Quote will cover Auto and Property
3. Issuance will cover Auto only
4. Issuance will only allow entry, with policy being generated from Legacy
5. "Some" Work Management (TBD)

Not in Scope:

1. Property for Issuance
2. Mid-term changes
3. "Most" Work Management (TBD)
4. Agents are not included in the April 2002 roll-out
5. Automated Underwriting

Key #2 – The Right Process

Process ensures a discipline for repeatable success.

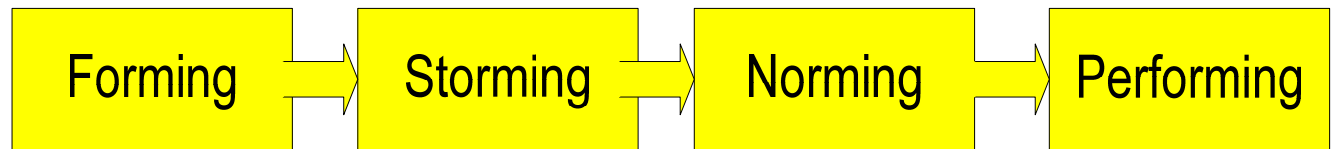
- ▶ Determine what, then how
- ▶ Determine what, then who
- ▶ Make assignments based capability

Process

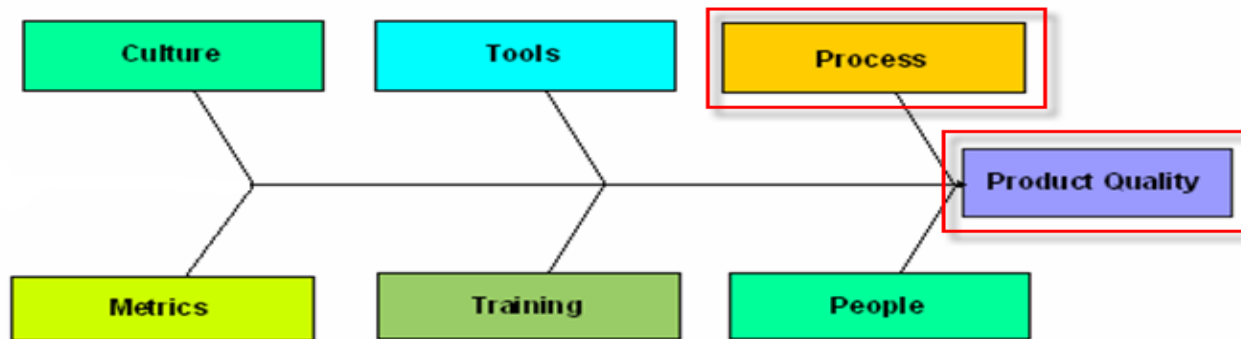
PMI Process



Stages of Team Development



Process is Only One Factor

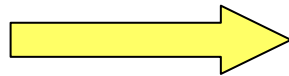


Key #3 – Right People

If you want to have a great team pay very careful attention to your selection process



??



Key Roles

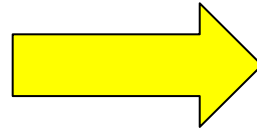
- ▶ The following must be present:
 - ▶ Team members
 - ▶ Coach / Leader
 - ▶ Sponsor / Owner
 - ▶ Customer / User
 - ▶ Governance / Policy

Selection Process

Select individuals that have:

- ▶ Passion for the job
- ▶ Quality Character
- ▶ Proven Capability
- ▶ Commissioned for the job

Excellent Character



Nature vs. Nurture?

Character Issues Significantly Impact the Team

▶ Character flaws

- Depression
- Disengaged workers
- Embezzlement
- “Emotional inefficiency”

More than **16 percent** of Americans — as many as 35 million people — **suffer from depression** . . . Depression costs employers \$44 billion a year in lost productive time, according to a second survey reported in the same issue of the journal. That figure is \$31 billion more than the amount lost because of illnesses in people who do not have depression. NY Times, 6/18/03

A Gallup poll revealed that **only 26% of U.S. employees are fully engaged** at any time. On the other end of the spectrum, **19% of employees are actively disengaged** -- meaning that they intentionally act in ways that negatively impact their organizations. The annual cost nationwide to employ this actively disengaged group exceeds \$300 billion.- - FastCompany 4/8/04

The Association of Certified Fraud Examiners in Austin, Tex., says its members estimate that **American companies lose 6 percent of their revenue to fraud**, with the impact by one measure reaching hundreds of billions of dollars a year. NY Times, 5-6-04

A two-year study by Seattle psychologist Brian DesRoches found that such dramas **routinely waste 20% to 50% of workers' time**. Business Week 5/10/04

Character Issues Significantly Impact the Team

▶ Character flaws

- Lying
- Dysfunctional managers
- Narcissism – WIFM people
- Psychopaths

... a recent survey of 40,000 Americans, **93% admitted to lying "regularly and habitually"** in the workplace." FastCompany, Issue 10 August/September 1997, Page 50

... fully **90% of the managers** we observed **wasted their time** and frittered away their productivity, **despite** having **well-defined projects**, goals, and the knowledge necessary to get their jobs done. HBR 3/04

Extremely self-centered people whose focus is frequently – money or 'what's in it for me?' (WIFM)

People who abuse people and organizations – people and organizations are simply tools to advance their own personal agenda.

Key #4 – Right Engagement

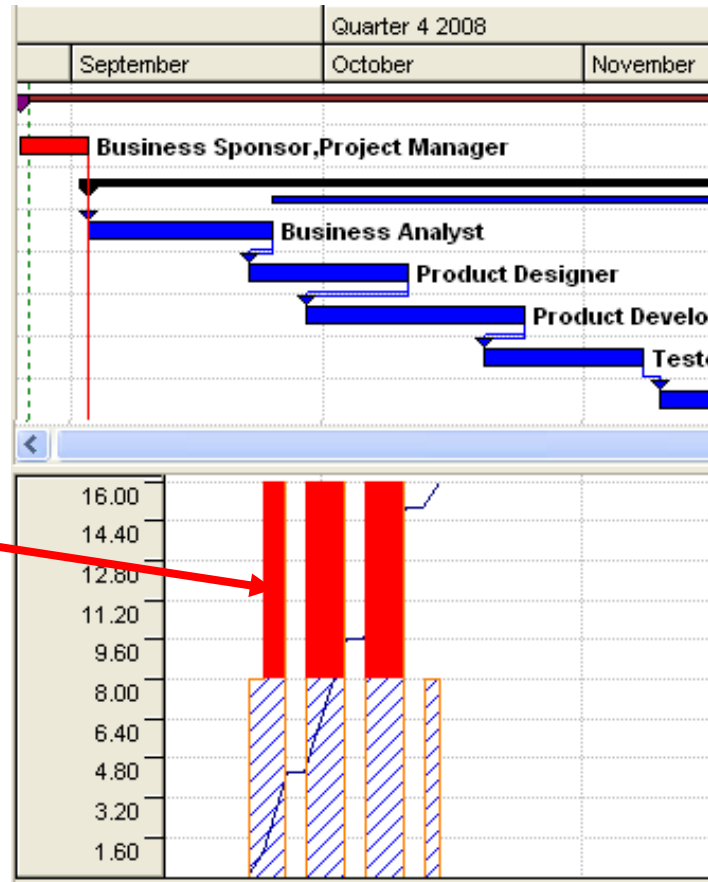
When assigning individuals remember:

- ▶ Commitments are more likely to be delivered if:
 - ▶ Made voluntarily
 - ▶ It's your commitment
 - ▶ Made according to capability (critical)
- ▶ Watch out for over allocation
 - ▶ It's a quiet way of saying "no"

Overloaded Resources

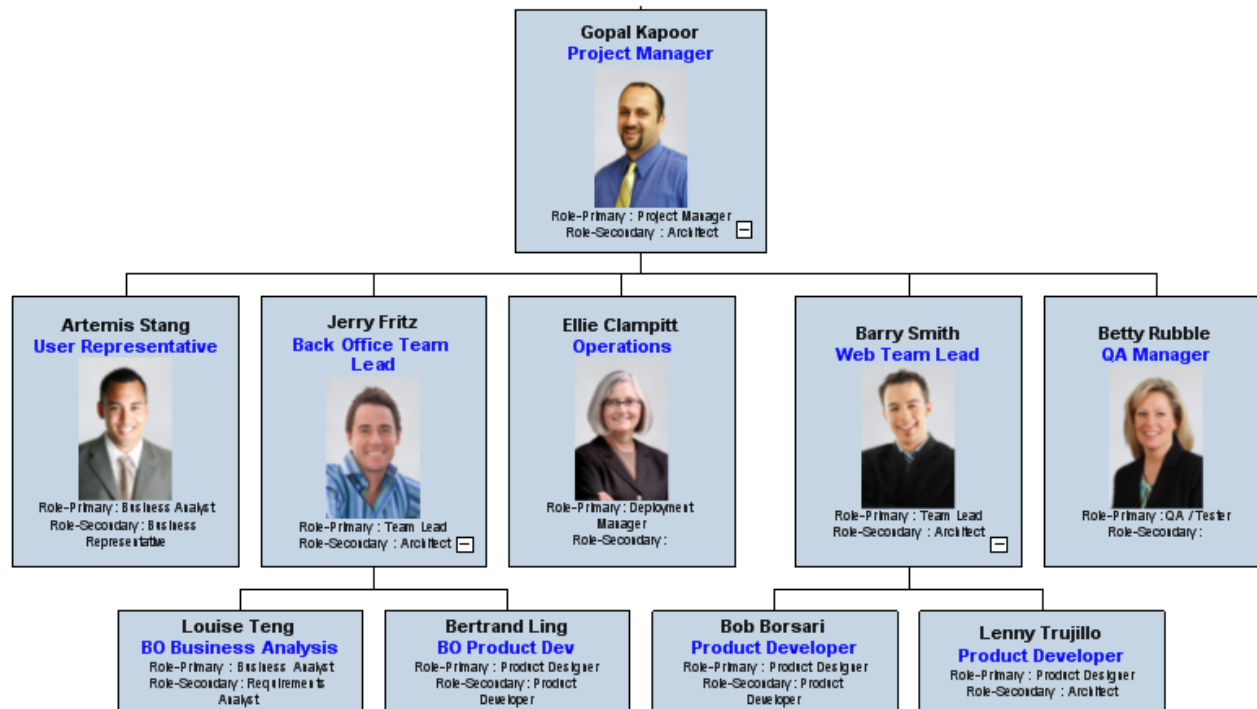
- ▶ Detect overloaded resources using TurboProject

Overloaded resources are an **early warning** to missed milestones.



Reporting Relationships

- ▶ Ensure the organizational structure is known and communicated. Communication and problem resolution are much more efficient when everyone knows the paths of escalation.

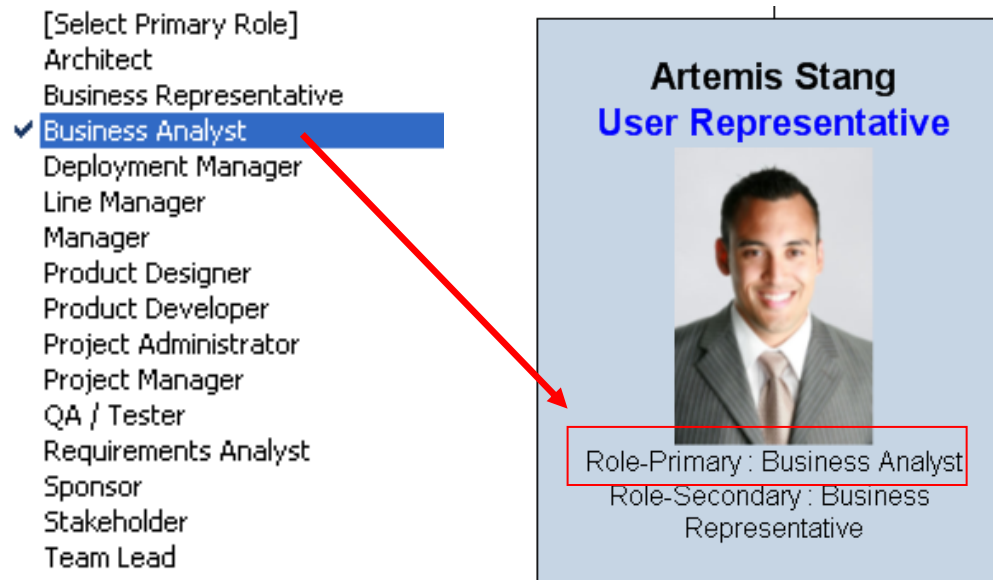


Role Assignment

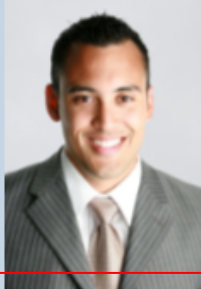
1. Assign primary and secondary roles

[Select Primary Role]

- Architect
- Business Representative
- ✓ Business Analyst
- Deployment Manager
- Line Manager
- Manager
- Product Designer
- Product Developer
- Project Administrator
- Project Manager
- QA / Tester
- Requirements Analyst
- Sponsor
- Stakeholder
- Team Lead



Artemis Stang
User Representative



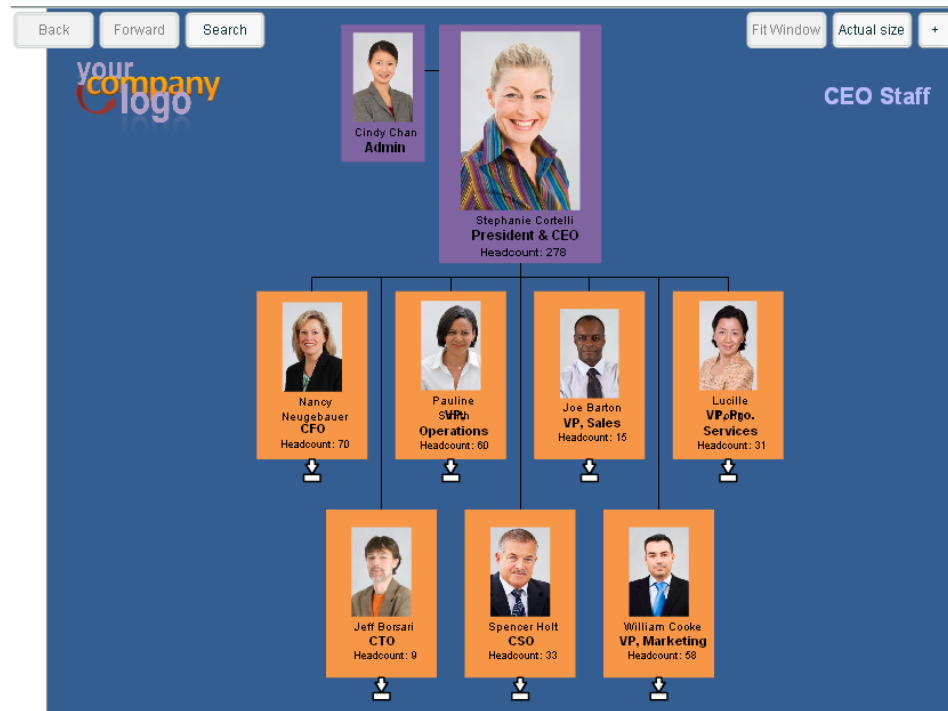
Role-Primary : Business Analyst
Role-Secondary : Business Representative

2. Publish the project organization chart so everyone understands.

Key # 5 – Right Communication








































Publish the project team chart to the web where everyone can see it.

<http://www.officeworksoftware.com/programs/flash4/Index.html>



Publish Team Directory

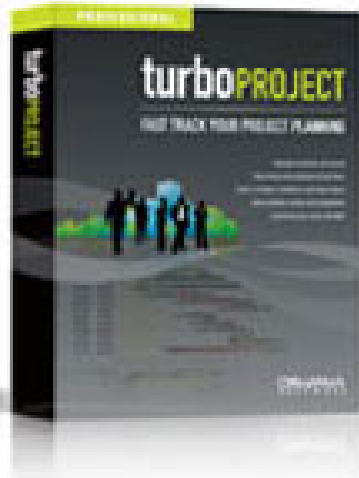
CEO Staff

Name	Job_Title	Office phone
 Adam Schiff	 Security Technologies	 213-159-1199
 Alan B. Mollohan	 Senior Analyst	 213-159-3590
 Albert Wynn	 Senior Analyst	 213-159-6651
 Allen Boyd	 Director, Chem Operations	 213-159-1330
 Allyson Y. Schwartz	 Senior Analyst	 213-159-3590
 Ander Crenshaw	 Security guard	 213-159-1199
 Anne Northup	 Contracts Manager	 213-159-3590
 Anthony D. Weiner	 Security guard	 213-159-1199
 Artur Davis	 Guard	 213-159-1199
 Ashwar Sakrani	 Director, Client Services	 213-159-7854
 Barbara Cubin	 Legal Analyst	 213-159-3590
 Bart Stupak	 Senior Analyst	 213-159-6651
 Bennie G. Thompson	 Senior Analyst	 213-159-4590

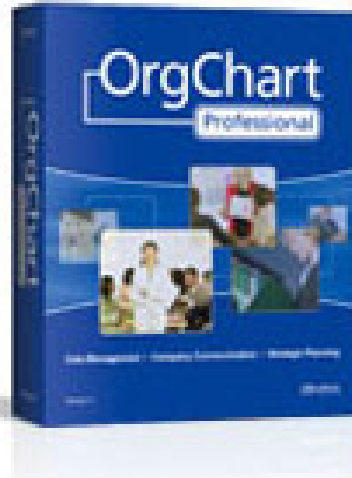
Conclusion

OfficeWork Software tools enable organizations of all sizes to perfect three critical areas of their business to achieve results:

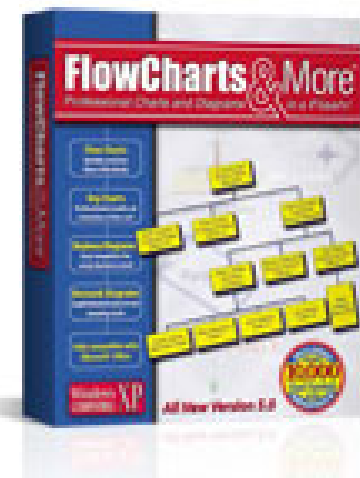
▶ Project management



▶ People management



▶ Process management



For additional information of upcoming webinars or to request a topic, send an email to joe@officeworksoftware.com