



How to build an effective project team out of an ordinary project group?

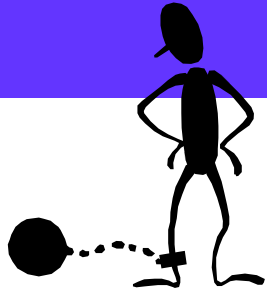
Juha Kontiainen, Antti Skyttä

Management consultants, Innotiimi Oy

23RD IPMA WORLD CONGRESS
15. - 17.6.2009, HELSINKI FINLAND

IPMA[®]
international
project
management
association

Pains in the.....



- **Dull and inefficient meetings**
- **Little sharing / caring**
- **Represent their own functions or jobs, not the project**
- **When I've done my part => ready**
- **Fight for resources with other projects**
- **Unclear view of the whole project, e.g. how schedules are depending on each other**
- **Low understanding about how one's work is influencing another's job; input – output – input ...**
- **Time pressure caused by delayed schedules**
- **Project manager has a lot of leadership pressures**
- **Project manager has to control the doings, ensure they are done and finally do a great deal himself**

A project team creates greater commitment than a project group

Present situation, a project group

Understanding, reason

This is a part of my job, the project has been given targets that we reach.

Attitude, feelings

I represent my function and do my part of the project from that standpoint. When I've done my part, I can forget the project.

The project brings pressure and bad feelings with its hectic pace and troubles.

Commitment, will

I do my tasks as well as I can on the expected level.

Goal, a project team

Understanding, reason

We have created a common understanding about the project's result targets, also from the project customer's angle.

Attitude, feelings

I am an important part of this team to reach the common target.

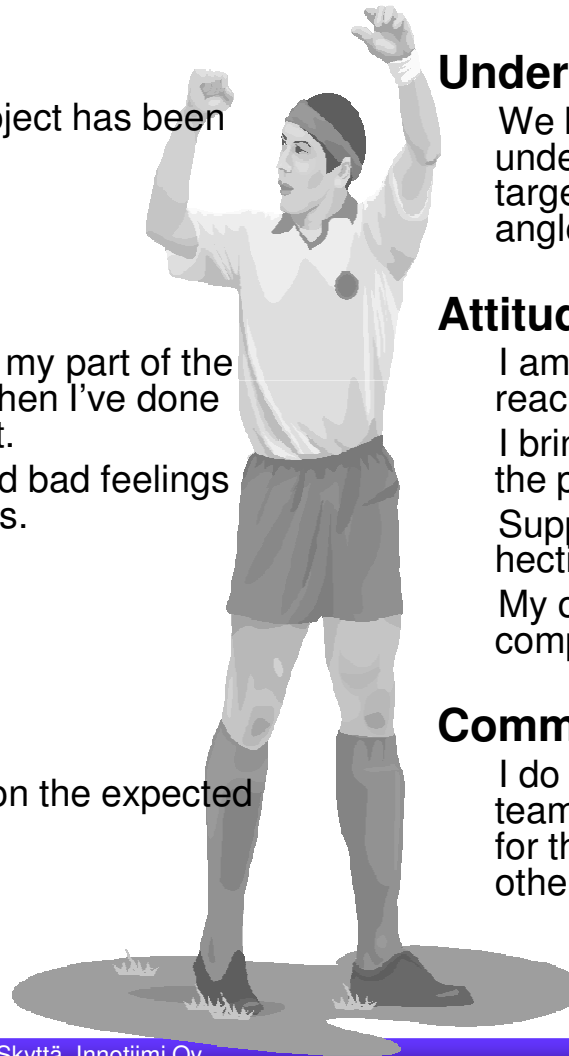
I bring my and my function's knowhow to the project to benefit the whole team.

Supporting each other makes even a hectic project worth while.

My own part is done when the project is completed.

Commitment, will

I do my tasks as well as I can to reach the team's common target. I feel responsible for the whole project's success. I support other team members.



We need to have a common process at least about:

Short project,
some weeks

- Common target
- Project customer and his expectations/demands
- Purpose of the project

- Team / individual authorities and responsibilities
- Roles
- Playing rules

+

Longer project,
several months

- Measuring
- Evaluations
- Meeting practices

- Problem solving
- Joining and leaving the team

+

Long project,
a year or more

- Bringing earlier learning insights to this project
- Team agreement

- Team values
- Solving conflicts