

# NEOPMI Chapter Program Meeting

September 15, 2010

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|-------------------|--|
| 6:00 PM           | Registration opens                           |
| 6:00 PM - 6:30 PM | Registration and Networking                  |
| 6:30 PM - 8:30 PM | Speaker Intro and Team<br>Building Exercises |

# Meeting Objectives

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- Objectives
  - At the end of tonight's meeting, participants will:
    - Have a raised awareness and understanding as project managers and team members about the importance of the following to a successful project team:
      - Team member engagement and communication
      - Team motivation and recognition
    - Have learned teambuilding exercises that can be taken back and used with internal teams to enhance team performance through communication, motivation, and recognition.

# Meeting Agenda



- Team Building Presentation
  - Introductions – Tres Roeder, Roeder Consulting
  - Team Engagement & Communication – Tara Morey, Consultant, Findley Davies
    - Definitions
    - Examples/Best Practices
    - Group Exercise & Discussion
  - Team Motivation & Recognition – Lynne Powers, Consultant, Powers Consulting
    - Definitions
    - Examples/Best Practices
    - Group Exercise & Discussion
- Wrap-Up – Tres Roedoer
- Door Prize provided by OSP International

# Team Communication & Engagement



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# Saturday morning soccer/Monday morning in the office

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- Stephen Covey, in his book *The 8th Habit*, describes a poll of 23,000 employees drawn from a number of companies and industries. He reports the poll's findings:
  - Only 37 percent said they have a clear understanding of what their organization is trying to achieve and why
  - Only one in five was enthusiastic about their team's and their organization's goals
  - Only one in five said they had a clear "line of sight" between their tasks and their team's and organization's goals
  - Only 15 percent felt that their organization fully enables them to execute key goals
  - Only 17 percent felt their organization fosters open communication that is respectful of differing opinions and that results in new and better ideas.
  - Only 20 percent fully trusted the organization they work for

# Ineffective Team Communication leads to...

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- "I thought YOU were going to do that."
- "I didn't know the deadline was THIS Friday."
- "Nobody told ME."
- "That's not MY responsibility."
- "I did MY job."
- "I assumed YOU were going to take care of that."



# Key characteristics of an effective team...

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- Teams exist to achieve a shared goal.
  - Team members are interdependent regarding some common goal.
  - Teams are bounded & stable over time.
  - Team members have the authority to manage their own work & internal processes.
  - Teams operate in a social system context.
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# Teams that Communicate Effectively...

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- have a competitive edge.
  - achieve results.
  - leverage strengths & weaknesses.
  - learn from other's abilities.
  - are resourceful.
  - are more likely to have higher satisfied and engaged team members.
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## Effective communication defined...

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*The verbal & nonverbal exchange of information between two or more people that is satisfactorily received & acted on by all parties.*

# Establishing & communicating team expectations...

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- “Ground Rules”:
  - What is the *quality* of work expected?
  - What is the *quantity* of work expected?
  - How is the *timeliness* of work defined?
  - What does it mean to come *prepared* to a meeting?
  - What are the common team *values, standards, and behaviors*?

# Sample Ground Rules

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- We will communicate the status of each other's work, no matter how bad the news is.
- We will speak our mind rather than hide things from each other. When we evaluate each other's work, our focus will be on the work and not on who did it (focus will be on WHAT rather than WHO).
- We will challenge each other in the spirit of helping the team exceed its expectations (e.g., can "we" think of a way to make this easier for the customer? rather than "did you not realize that this is going to be difficult for the customer?")
- We will come prepared to meetings and in case we are unable to attend, we will complete our work and forward its status to the team leader.
- In case the team leader is unable to attend, member A will lead the meeting.
- In case of any conflict about what we should do, we will refer to our guiding values to resolve our conflict.
- We will respond to email or phone queries from others in the team within 24 hours. If we don't have an answer, we will at least acknowledge the query within 24 hours and let the sender know about our inability to help.

Source:

[http://www.leadingvirtually.com/?page\\_id=63](http://www.leadingvirtually.com/?page_id=63)



# broken squares game

# broken squares rules

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## I. to win:

- complete squares
- equal size
- one in front of each player

**game complete:** when all tables complete

## II. the challenge:

- one envelope for each player
- pieces may not make a square
- some transfer may be needed

# broken squares rules

## I. to win:

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**game complete:** when all tables complete

## II. the challenge:

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- pieces may not make a square
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## III. rules for transferring pieces

### don'ts:

- no talking or **signaling**
- no grabbing or **dumping**

### do's:

- offer—hold out to another over table
- accept or decline piece offered
- work only on the square in front of you

# instructions

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## when your team has finished

- I. maintain ground rules
  - **silence**
- II. place puzzle pieces in appropriately lettered envelopes:
  - **place rubber band around all of your table's envelopes**
  - **leave envelopes on the table**
- III. silently observe the remaining tables as they complete their squares
- IV. all the pieces have numbers: place each in the envelope with the same number



# debrief questions

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1. What behaviors/actions/ attitudes got in the way?
  2. What did it take to win?
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# debrief questions

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1. What behaviors/actions/ attitudes got in the way?
  2. What did it take to win?
  3. How does this relate to work?
-



Reflect on this question:

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**How was the way I  
played the broken  
squares game a  
mirror of my life?**



# Take Aways...

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- Participation and cooperation by all members of a team are essential to attain team and individual goals.
- It is necessary to understand the objectives of the task at hand.
- Lack of communication makes the problem-solving process almost impossible.
- Problem solving requires that team members keep an open mind to a variety of potential solutions.
- Each individual should be aware of the potential contributions of other people
- Each individual needs to understand how he or she can contribute toward solving the problem
- There is a need to recognize the problems of other individuals in order to aid them in making their maximum contribution.

# Team Motivation and Rewards

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- Now the team is engaged, communication is flowing. All set, just sit back as deliverables are completed!
- Not quite....

# Team Motivation

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Determining what motivates your team from the beginning of the project is important to maintaining a highly effective team.

- Higher retention - leading to reduced recruitment costs
- Higher levels of productivity
- More innovation and creativity
- A better reputation – internal and external customers will notice!

# Team Motivation

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## ■ 6 Universal Motivators:

1. Drive Production - enjoy assignments involving deliverable development
2. Drive Connection - enjoy assignments involving communications, relationship building
3. Need Stability - clearly defined single responsibilities
4. Need Variety - likes to multitask, thrives on multiple assignments
5. Internal Awards - work related such as team 'shout outs', mentoring/coaching, developmental assignments, etc.
6. External Awards - flex time, bonus, extra vacation days, etc.

# Team Motivation

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## ■ 5 Minute Exercise: Motivation Mosaic

1. Write down 3 to 5 things that motivate you on the post it notes provided at your table – 1 per note with category at top of post it.

6.Ext Reward

Flex Time

2. Place your motivator ideas on the wall in the appropriate category .
3. Continue to add ideas until the end of the program – we will collect and share via PMINEO web site.



**And the award goes to ....**

# Team Rewards

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- Team rewards are important for a high performance team for the following reasons:
  1. Reinforcement – of the value of the work that has been completed.
  2. Recognition – of the talent of the individual and combined talent of the team.
  3. Retention – to recharge and re-form the team going forward.

# Team Rewards

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- Elements of effective praise and recognition:
  - Specific - Personalized certificates
  - Sincere - Hand written thank you notes from sponsor and/or customer
  - Public - Picture with project sponsor
  - Appropriate – Best Deliverable award – customer recognition of accomplishment.
  - Frequent – At the end of major benchmarks (Adjourning, 5th stage of team development) debrief on what the team did well and what they're proud of.

# Team Rewards

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- Personal experience:
  - Virtual Coffee Break - reward and encourage collaboration
    - *All work discussion banned!*
    - Share personal stories to learn more about each other.
    - Post pictures of family, pets, to common web-site.
  
  - IBM virtual milestone party – reward and celebrate accomplishments
    - Recognized differences in time, space, and culture to include all team members.
    - Included Execs who announced completion award

# Team Rewards Exercise Handout

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1. Plan a “brick and click” milestone party
2. What’s your team name: Project X
3. Who is on your team? Name/Location
4. When: Day / Time
5. Where: www....
6. Theme:
7. Conversation Starter:
8. Virtual entertainment:
9. Virtual refreshments:
10. Awards / Ceremony: Why celebrate?



# Team Rewards Exercise Instructions

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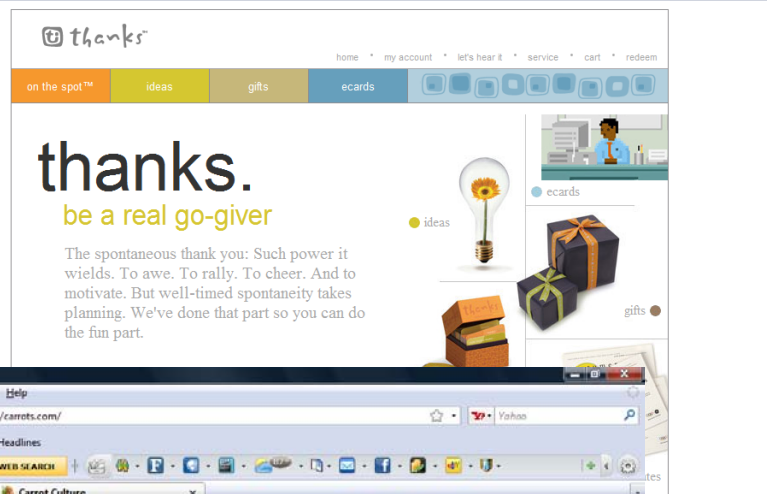
1. 10 Minutes - work in table teams
2. Use party planning handout
3. Select scribe – notes to be published on PMINEO.org
4. Select spokesperson  
2-3 teams to group share
5. Be Creative!



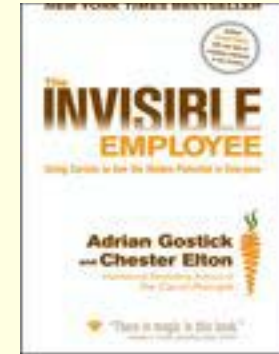
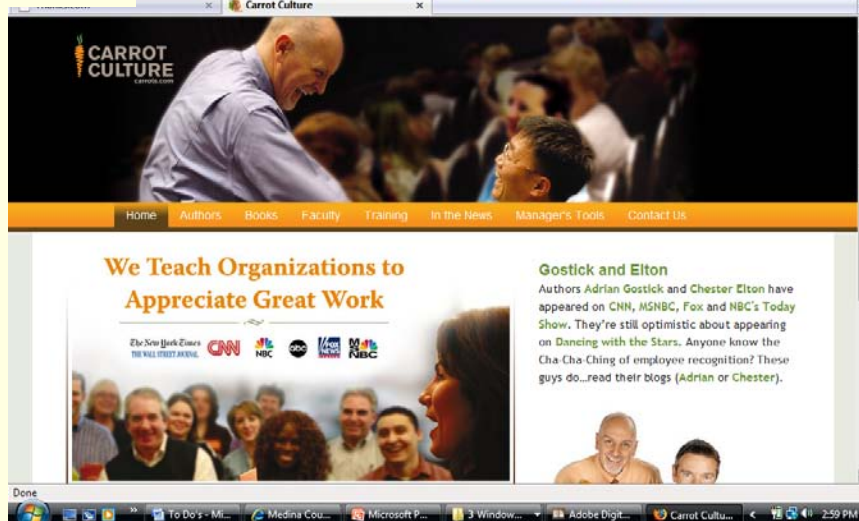
# Team Motivation and Rewards

- Sources for team rewards ideas .....

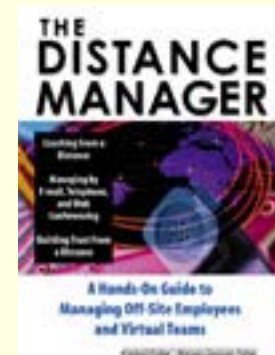
Thanks.com



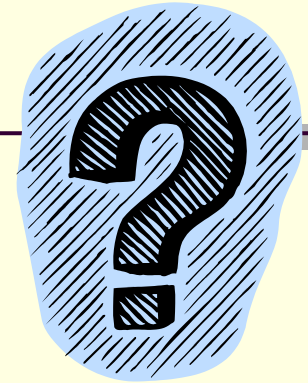
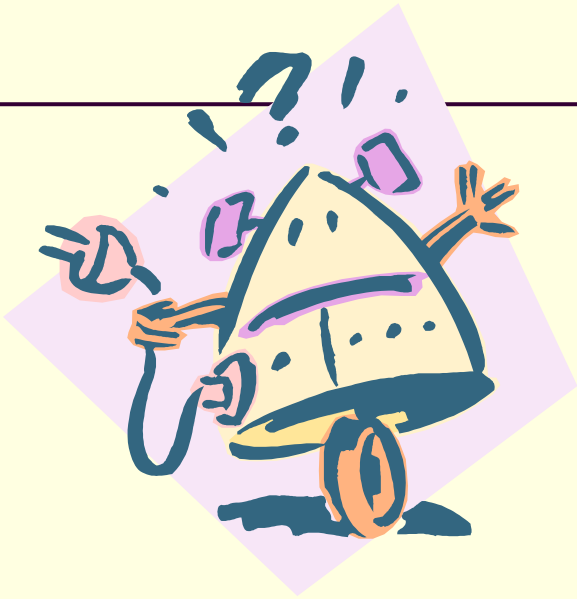
Carrots.com



Ian the Highlander,  
Star and the Wurc-curs



Managing Virtual Teams



Q & A



# Close Meeting and Door Prizes

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- Close Mtg – Tres Roeder
- Draw for door prize
- Next Meeting:
  - Date: 10/20
  - Topic: Small round table discussions regarding Strategies for Handling Day-to-Day PM Challenges
  - Location: Progressive Insurance, Mayfield

# Select your own Prize

Today you could win one of these two prizes:



A complete, 35 contact hours PMP Exam preparation workshop you study on your iPod, iPhone, Blackberry or other player.

A \$99.97 value.

Learn more at  
[www.pm-prepcast.com](http://www.pm-prepcast.com)



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