

Decorative wavy lines in teal and black that sweep across the middle of the slide.

Designing & Diagnosing Project Management Teams

CREATING HIGH PERFORMING TEAMS

What We Do?

We use ***predictive behavioral analytics*** to match people to the ***right roles*** and ***professional development paths***; ***design teams*** to deliver on specific mandates and, ***design organization management & leadership structures*** to deliver specific strategies.

Individuals

- Best Role (Career) Fit
- Leadership Potential
- Professional Development Coaching

Teams

- Diagnose
- Design
- Leadership Development

Organizations

- Design
- Leadership Development

Simon Sinek — When we focus on our Strengths & lean into the Strengths of others' we can make the impossible happen!

PM's Working Reality

What a High-Performance Team is NOT

- Going faster
- Working longer hours
- Members stressed and even suffering burnout
- Surviving
- Lack of active executive support

What a High-Performance Team IS

- Teams are formed based on worker preferences, working styles, and personal needs (all behavioral)*
- Have the requisite behavioral preferences to deliver the mandate
- Project Manager models and prioritizes well-being behaviors
- Team Members are fostering well-being in relationships among colleagues*
- Thriving, Learning, and Resiliency

We would like to explore 3 propositions with you ...



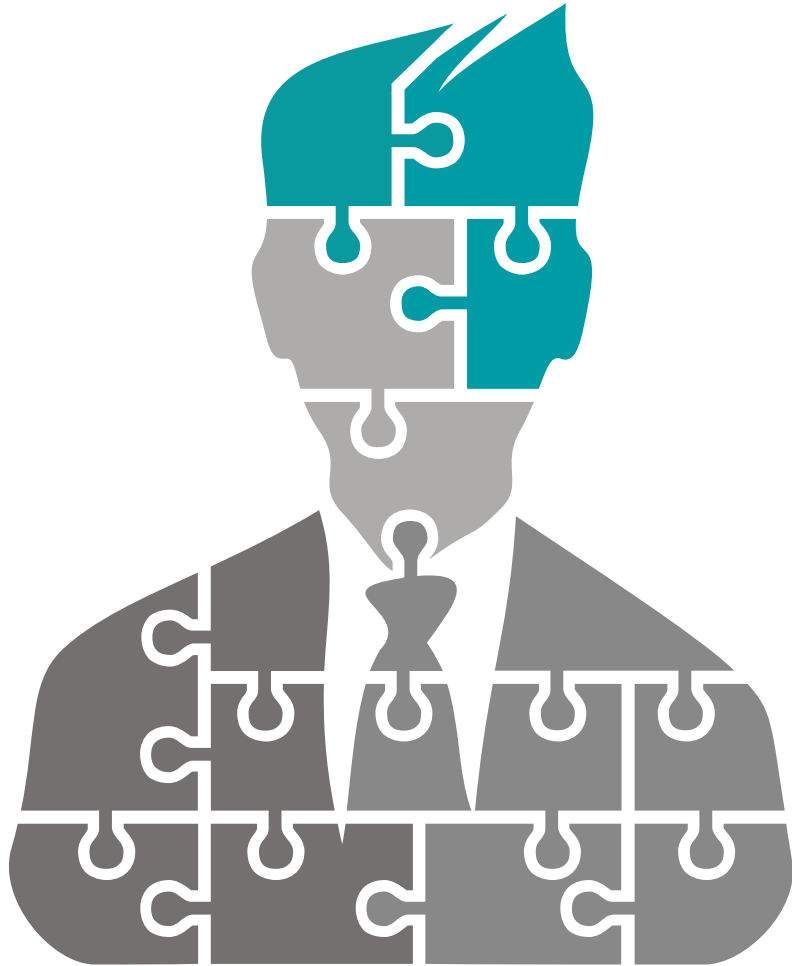
Proposition # 1

There are 3 things needed for HIGH team performance

- The right tools, resources, organizational support
- The right knowledge, skills, and organizational experience
- The right range of behavioural propensities to meet the functionality requirements of the team's mandate and context

You all know about points 1 & 2, let's look at # 3 ...

STATISTICIAN



To become a HIGH performing Statistician, you would:

- A) need to learn about statistical concepts, methods, and packages, and you would need to have experience performing statistical analyses to hone your skills.
- B) require a strong capacity to reason with numbers (quantitative orientation), think systematically, break things down logically, see patterns (analysis), and arrive at practical interpretations (common sense) to guide evidence-based decisions.

Statisticians require strong Critical Reasoning...



Proposition # 2

The same principle applies to Teams

- Teams need several people to pull together synergistically to do a wider range of things than any single individual can do alone
- HIGH Performing Teams need to flex between ways of reasoning, relating, and acting to achieve their mandates



Marketing Team

The team needs to be able to:

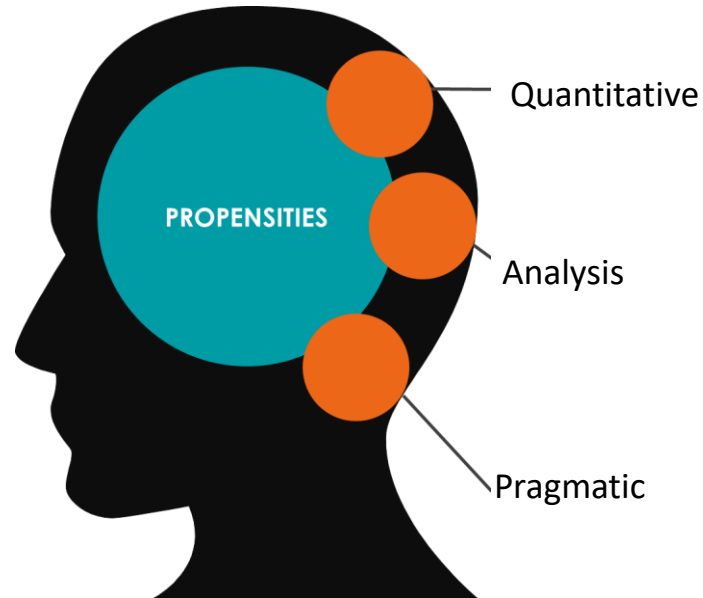
A) conduct market research; gather and analyze data for patterns and trends; maybe conduct focus groups or administer surveys to gain an understanding of what is wanted and needed, and what will sell at what price points. [Critical/Quantitative Reasoning](#)

B) requires strong innovative and intuitive thinking so it can generate novel ideas that will appeal to clients and customers; sustain this iterative creative process for long periods of time to evolve ideas into something that is workable, viable, and fully realized. [Innovative/Intuitive Insight](#)

Marketing Teams demonstrate different 'functionalities'...

SuccessFinder Predictive Behavioural Data

Individual Competencies



For individuals, gather information on their traits and interests and to predict their suitability for different types of work.

Team Propensities



For teams, aggregate behavioural preference data of individuals to get a sense of a group's strengths and blind spots...including how well they will be able to pull together as a team.



Proposition # 3

There are 9 core functionalities frequently required of teams:

- | | |
|------------------------------------|-------------------------------|
| ➤ Demonstrate rapid adaptiveness ✓ | ➤ Lead and influence others |
| ➤ Bring about change | ➤ Monitor and manage progress |
| ➤ Get a message across | ➤ Formulate a strategy |
| ➤ Build a social network | ➤ Function as cohesive team |
| ➤ Create something novel | |

Which of these apply most to your team?



Demonstrate rapid adaptiveness: 'Agility' Functionality

Made up of behavioral competencies:

- Sustains Profitability
- Seeks Innovation
- Embraces Change
- Thrives in Chaos
- Focuses on Results
- Drives Achievement

EXERCISE

Project Team's Aggregated Propensities

- Mandate:
 - Migrating from Sharepoint to Sharepoint Online
 - Select data for migration & archive legacy data
 - Gain 90% adoption at go live
- Instructions
 - Review team's competencies relevant to your Functionality requirements
 - Decide how effective you think your team would be
 - Prepare to report out

Behavioral Competencies	Score
Relationships	
Builds Consensus — <i>Empathy, Cooperation and Patience</i>	30
Utilizes Humor	75
Establishes Alliances	62
Demonstrates Community Consciousness	50
Exercises Political Influence	75
Inspires Others	48
Solutions	
Thinks Conceptually	50
Communicates with Clarity	45
Critical Reasoning	79
Seeks Innovation — <i>Intuition, Innovation and Reflectiveness</i>	35
Productivity	
Establishes Order	53
Maintains Accountability	32
Strives for Excellence	55
Embraces Change — <i>Flexibility, Risk-Taking, and Delegation</i>	50
Thrives in Chaos — <i>Efficiency, Operating Informally and Being On-the-Go</i>	64
Sustains Profitability	52
Motivation	
Promotes Compelling Vision — <i>Purpose, Goal-Setting and Self-Actualization</i>	40
Leads Decisively — <i>Power, Assertion and Decisiveness</i>	61
Focus on Results	60
Drives Achievement — <i>Self-Realization, Competition and Drive</i>	65
Demonstrates Energetic Enthusiasm	65
Personal Success	
Focusing on Self-Reflection	51
Overcomes Adversity	58
Demonstrates Character — <i>Conventionalism, Forthrightness, and Straightforwardness</i>	60
Manages Stress	50
Initiates Independently — <i>Initiative, Adventure, and Self-Sufficiency</i>	50
Organizational Needs	
Demonstrating Empathic Inclusion	40
Connecting with Customers	50
Identifying & Developing Talent	45

What can you do if your Team is under-performing?

- Define required functionalities based on your mandate and context
- Diagnose for under/over represented propensities against required functionalities
- Develop team capacity:
 - raise team awareness and build compensatory process – intentional teaming
 - augment team propensities on an 'as needed' basis
 - change team composition
 - do nothing and continue struggling

Design, Diagnose, Develop for required functionalities to ensure success!



THANK YOU!

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