6. PROJECT TEAMS

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6.2 Building the team

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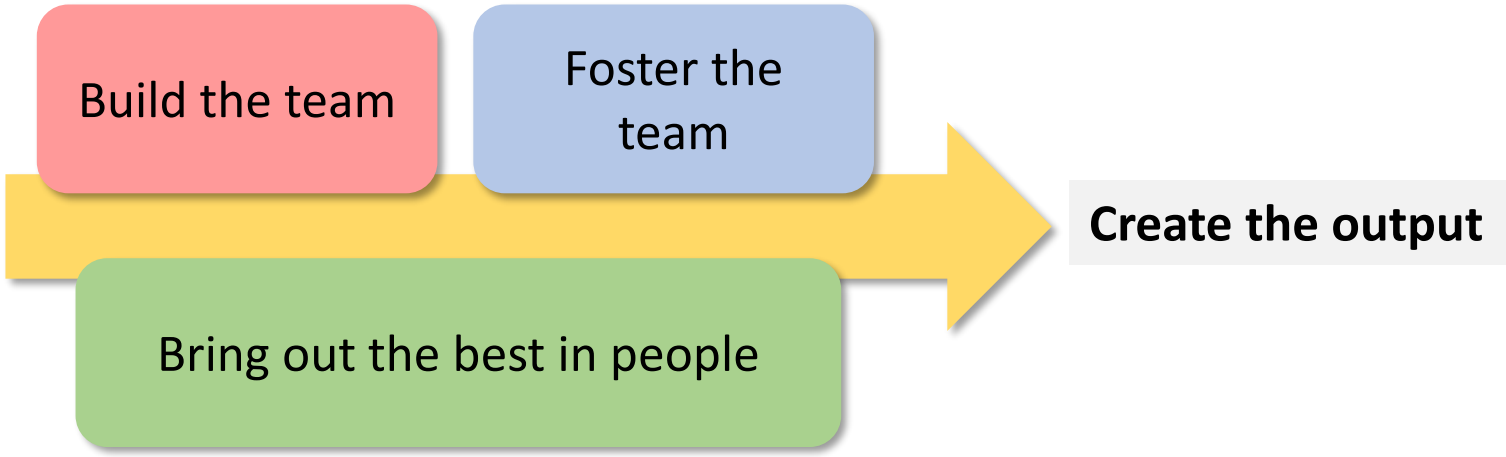
The three priorities



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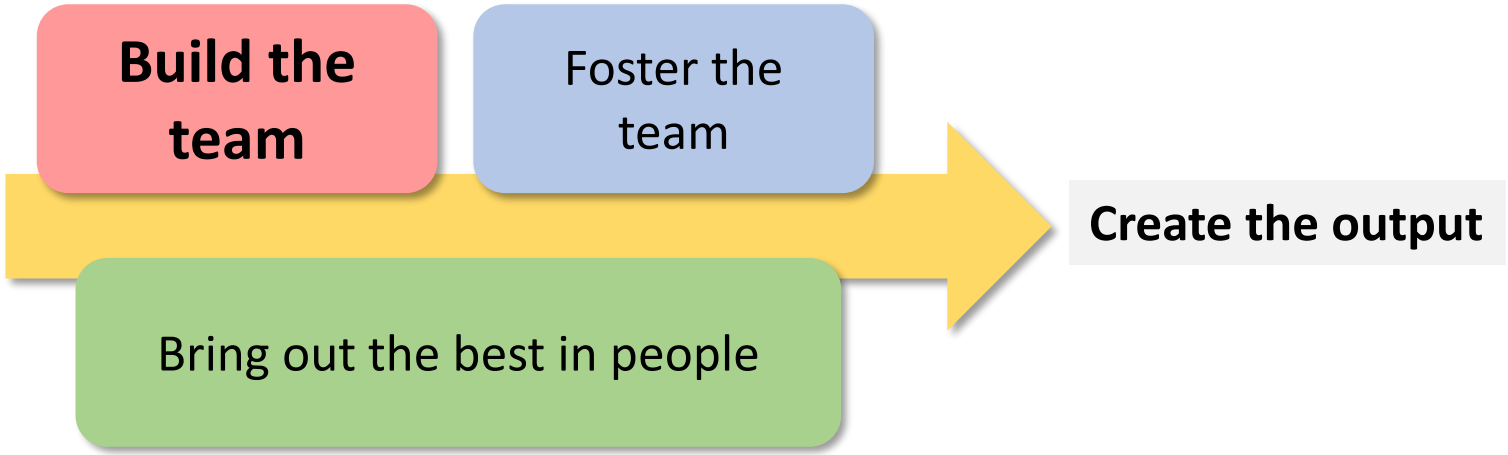
The three priorities



- Recruit the best people available
- **Select people with a flexible skill-set**
- Recruit with a careful process

- **Make sure there is competent technical expertise**
- Keep the project structure simple

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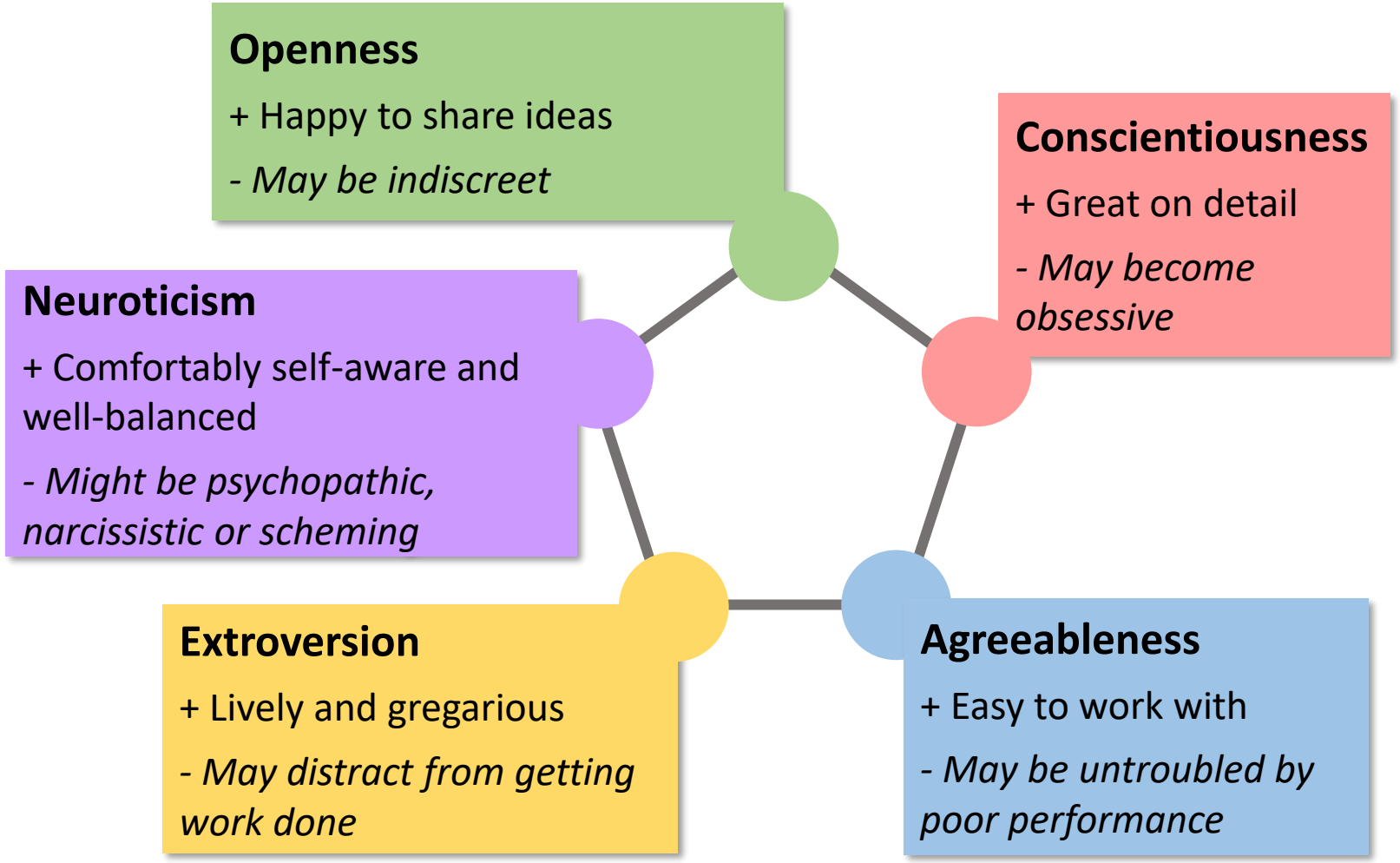
Components of personality



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Competency framework

A way to break down the skills and behaviours required to do a role well into a series of components.

People can be assessed against each of these components as a guide to whether they should be a good fit for a role, both in terms of their ability to do it, and their personal well-being.

The number of required components and expected depth of competency in them will grow with increasing levels of seniority.

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Competency framework

Organisation -specific skills	Project-specific skills	Professional skills	Leadership skills	Inter-personal skills	Personal attributes
Organisation structure	Methodology	Project management skills	Organising and planning	Motivation	Integrity
Organisation values	Tools and techniques	Communi-cation skills	Decision-making	Performance management	Persuasive-ness
Organisation culture	Specific technical and functional knowledge	Commitment to learning	Calmness under pressure	Handling conflict	Creativity

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Why we need A players and B players

A players

- Highly talented – status and rewards are important
- **Contribute disproportionately to team results**
- Can be difficult to manage (and keep)
- **Prone to imposter syndrome**
- Expect a direct line to management
- **Easily bored if not kept challenged by difficult problems**

B players

- Very competent – keep things on an even keel
- **Make sure the essential work gets done**
- Expect decent remuneration and job security
- **Balance priorities between work and outside life**

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Being a follower

Followship is willingly accepting the influence and direction of others in order to achieve a shared objective.

- Self-managing
- **Personally motivated**
- Setting high standards
- **Having a collaborative attitude**
- Deserving of and giving trust
- **Providing and accepting support**

- Being adaptable
- **Taking the initiative**
- Thinking critically
- **Upholding the values of the team**
- Accepting collective responsibility
- **Committing to the agreed route**

Being an effective sub-ordinate is actually the key to progression, not being a great leader.

Photo: Peter Strom

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Recruiting team members

Spread the net wider

- Don't just focus on academic and work history
- **Seek passionate interests, remarkable accomplishments**
- Look for determination, resilience, recovering from failure

Psychometric tests

- Weed out undesirable traits (such as psychopathy)
- **Notice major inconsistencies with presentation in interview**
- Understand probable fit into the working culture

Create a bit of pressure

- Pose problems where the candidate has to think out what to do on the spot
- **Probe candidate's answers by pressing for more detail in their answers**

See how they work

- Observe behaviour in a simulated team environment
- **Get an indication of problem-solving ability**
- Have the candidate do the job for a day

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