6. PROJECT TEAMS

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6.4 Bringing out the best in people

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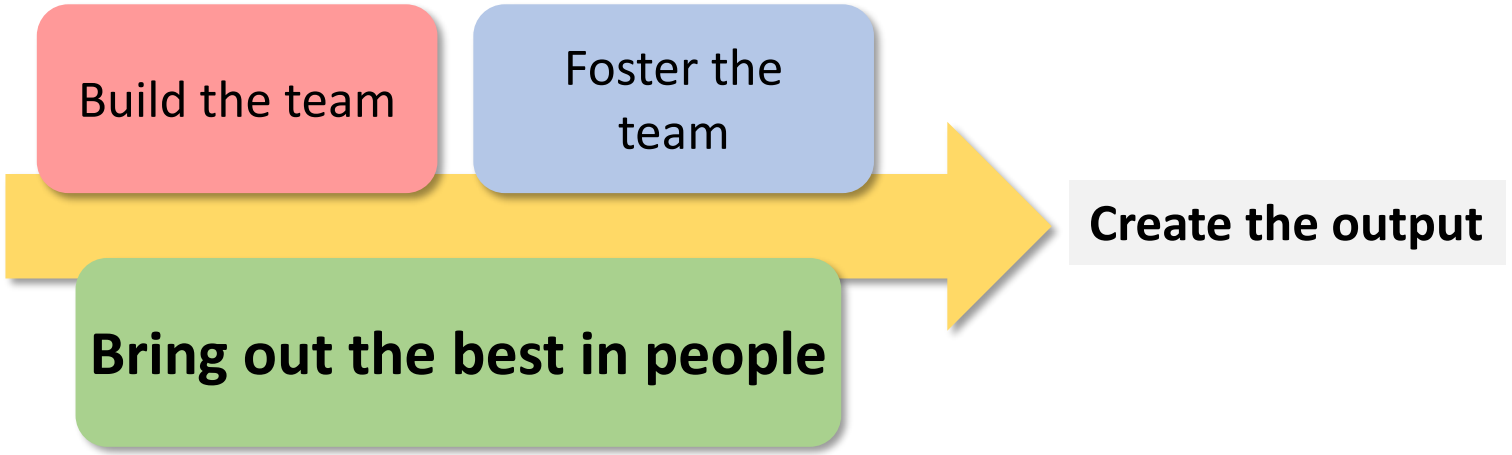
The three priorities



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Training for success

Team members need to have

Foundation skills	Project-specific skills
Learned outside any projects	*Learned just before or during the project*

Type 1

Trainees are given an assignment. Most of them mess it up. Training then focuses on what they should have done.

Type 2

Trainees are taught the right techniques. They practise on an assignment. They reflect on their performance.

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Making space for introverts

Introverts tend to take a thoughtful, deliberative approach to problems

EXTROVERTS

- Like lively group sessions and improvising
- Expect to get to a decision quickly
- Tend to select the most immediately attractive option

INTROVERTS

- Dislike boisterous, loud meetings
- Prefer to think out possible solutions in peace
- Don't want to hurry a decision unnecessarily
- Tend to mull over options and take time to reach a decision

Design interactions (like problem-solving sessions) so that people all understand the problem beforehand and can come with ideas

Remember: many natural introverts act as extroverts when they are at work

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Making it work with mavericks

Mavericks come up with unexpected insights and ideas, breakthrough solutions to problems, innovative ways of managing, and entirely new ways of looking at things.

- They struggle to accept conventions
- **They question the status quo**
- They can be annoying to work with
- **They may spark conflict and disharmony**
- They can be rather self-centred and egotistical

BUT

- They can make all the difference

Develop a way to manage a maverick without giving them special treatment or demotivating other team members

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Belbin team roles

"A tendency to behave, contribute and interrelate with others in a particular way." *Dr Meredith Belbin*

Each role has positive qualities ***BUT*** **Allowable weaknesses**

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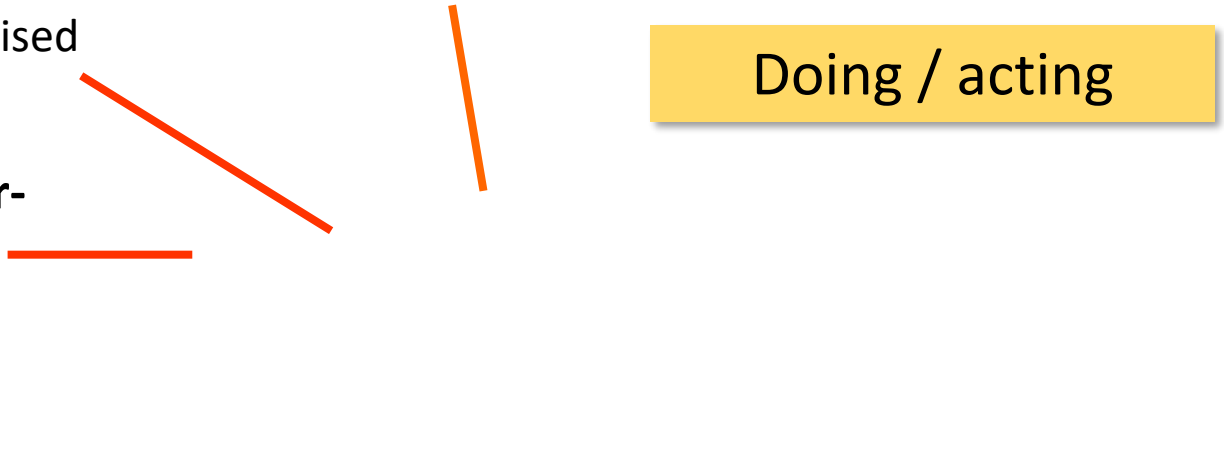
Belbin team roles

Implementer - energetic and well organised

Shaper – gets things done

Doing / acting

Completer-finisher – thorough and highly focused



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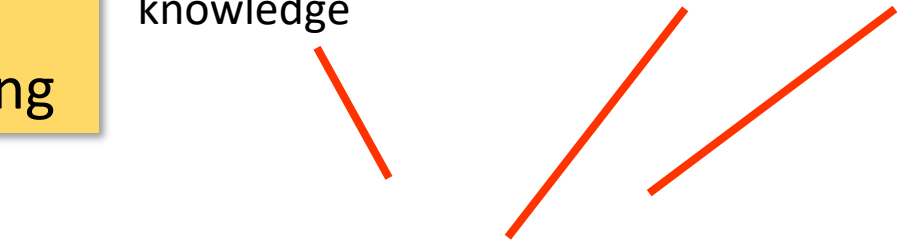
Belbin team roles

Thinking / problem solving

Specialist – holds rare and precious knowledge

Plant – full of novel ideas

Monitor-evaluator – makes sensible judgments



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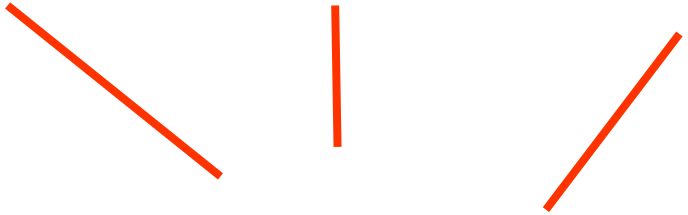
Belbin team roles

People / feelings

Co-ordinator – helps the team work co-operatively

Teamworker – dependable and conscientious

Resource investigator – finds information and resources



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Finding your Belbin team role

- **Fill in a multiple-choice assessment, showing how much you agree with various statements**
- Each statement is associated with a team role, but you don't know which
- **Depending on the scores the assessment produces, you will find which roles you are best and least suited for.**

- **Natural role** – You should find few difficulties working in this role
- **Manageable role** – You can work in this role reasonably comfortably
- **Role best avoided** – You will find working this way difficult and stressful

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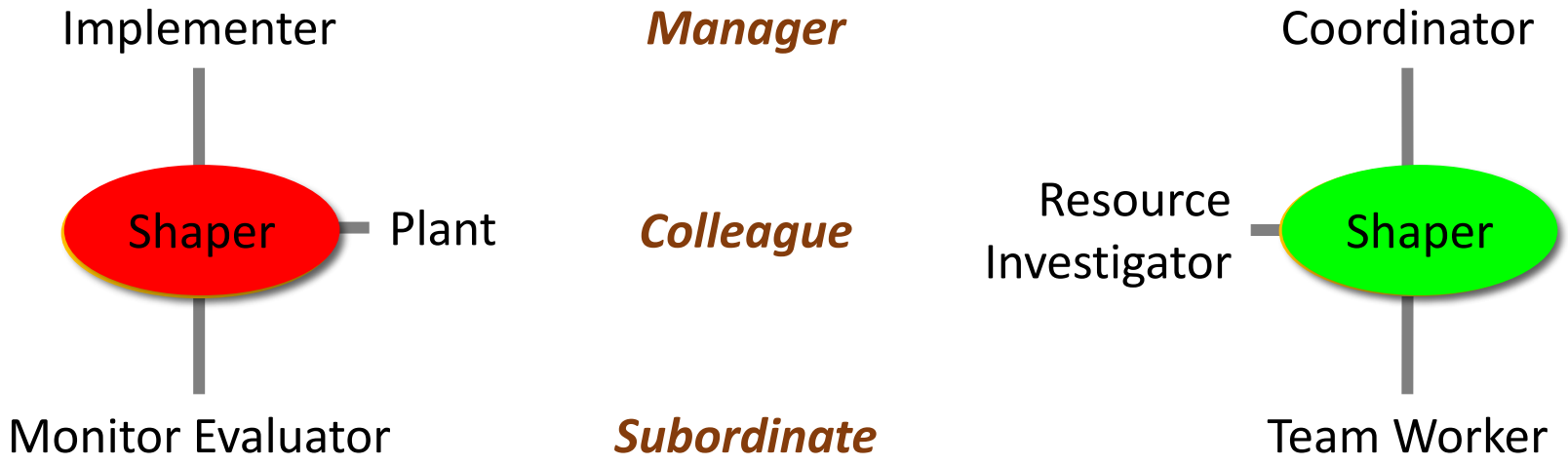
Getting the right team combinations



- Constrained by their boss
- **Infuriated by their colleague**
- Frustrated by their subordinate

- **Given freedom by their boss**
- Helped by their colleague
- **Supported by their subordinate**

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