

Submitted to
TAWWA / WEAT Project
Management Seminar

Getting to High Performing Teams! Understanding the Group Development Model & Associated Leader Stage Behaviors

Feb 27th 2015



MWH[®]

BUILDING A BETTER WORLD

Troubling Facts

Only 2.5% of companies successfully complete 100% of their projects.

The average cost overrun of all projects is 27%

57% of projects fail due to “breakdown in communications.”

39% of projects fail due to lack of planning, resources, and activities.


The failure rate of projects with budgets over \$1M is 50% higher than the failure rate of projects with budgets below \$350,000



Why do projects fail?



Why do people quit???

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Exit Interview Form

NE: Not to be completed by assignees returning to their home country.

EMPLOYEE INFORMATION:

Name:	Location:
Job Title:	Manager:
Salary:	BUD:
Start Date:	Leave Date:

CURRENT JOB ROLE:

1. What did you like most about your job and why?
2. What did you like least about your job and why?
3. Was your workload fair?
4. Was your current role clearly explained to you?
5. Did you receive adequate training, both on the job and specialised?
6. What were the promotion/advancement prospects?
7. Do you have any suggestions for improving your current job?

**Top Reason –
Employee’s Direct
Supervisor!**



The story – The Beginning...



GP Erosion >
11%

On Time Delivery
54%



Forecast
variance nearly
\$2M!

Very low risk
reserves (<1%)



Very reactive
team, generally
low morale



Flasck, Tania
PMCL

An environmental scientist with over 20 years experience predominantly in the water sector. My particular expertise is in the project management, start up and commissioning of water / wastewater facilities, and operational



Bush, Randy L
Project Manager



Campbell, Amy
L (Amy)
Project Manager



Duplantis,
Jeffrey L (Jeff)
Project Manager



Fardal, Lisa L
Project Manager



Jefferies, Jordan
C (Jordan)
Senior Project M.



Kloeckner,
David A
Business Analyst



Nolan, Susan N
Principal Project
Manager



Owens, Gail E
Administrative
Assistant



Reins, Nina J
(Nina)
Senior Civil Engi



Sapia, Jeffrey P
Project Manager



What would you do??



Leadership Approach

Manager's Challenge Lab



The Situational Leadership Model:

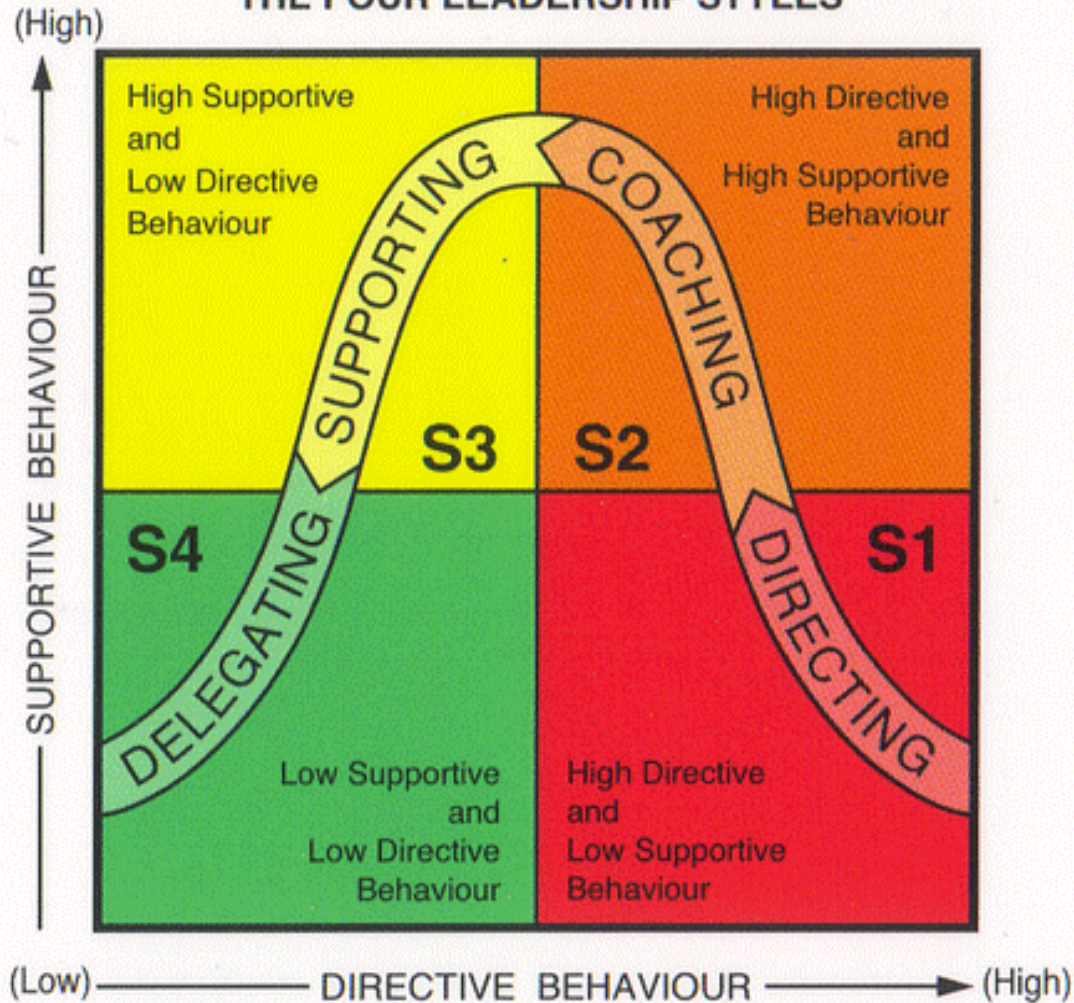
- **Flexibility:** Ability to adapt your leadership style
- **Diagnosis:** Team Stage
- **Partnering for Performance:** Establishing Goals with Team



Situational Leadership

SITUATIONAL LEADERSHIP[®] II

THE FOUR LEADERSHIP STYLES



Just for fun!



Let's hear from you!



What leadership styles do you most relate with?



Think about a team of people that you manage or work with and the leader.... Where would you say the team is at?



What leadership style are you or the leader demonstrating and is it appropriate for where the team is at?



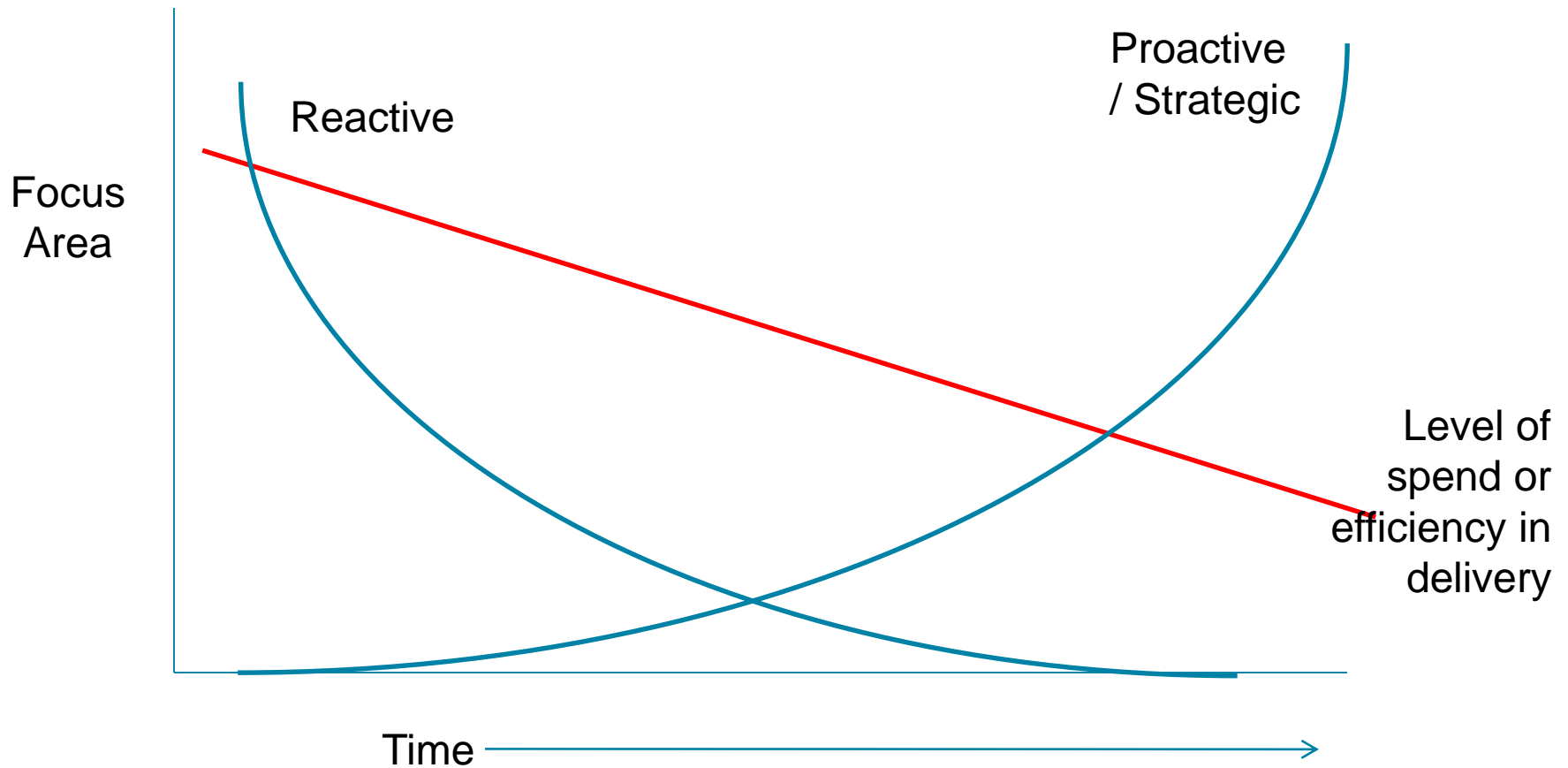
What changes are needed?



Anyone want to share?



The story... The Middle....



Group Development Model

Group Development Assumptions

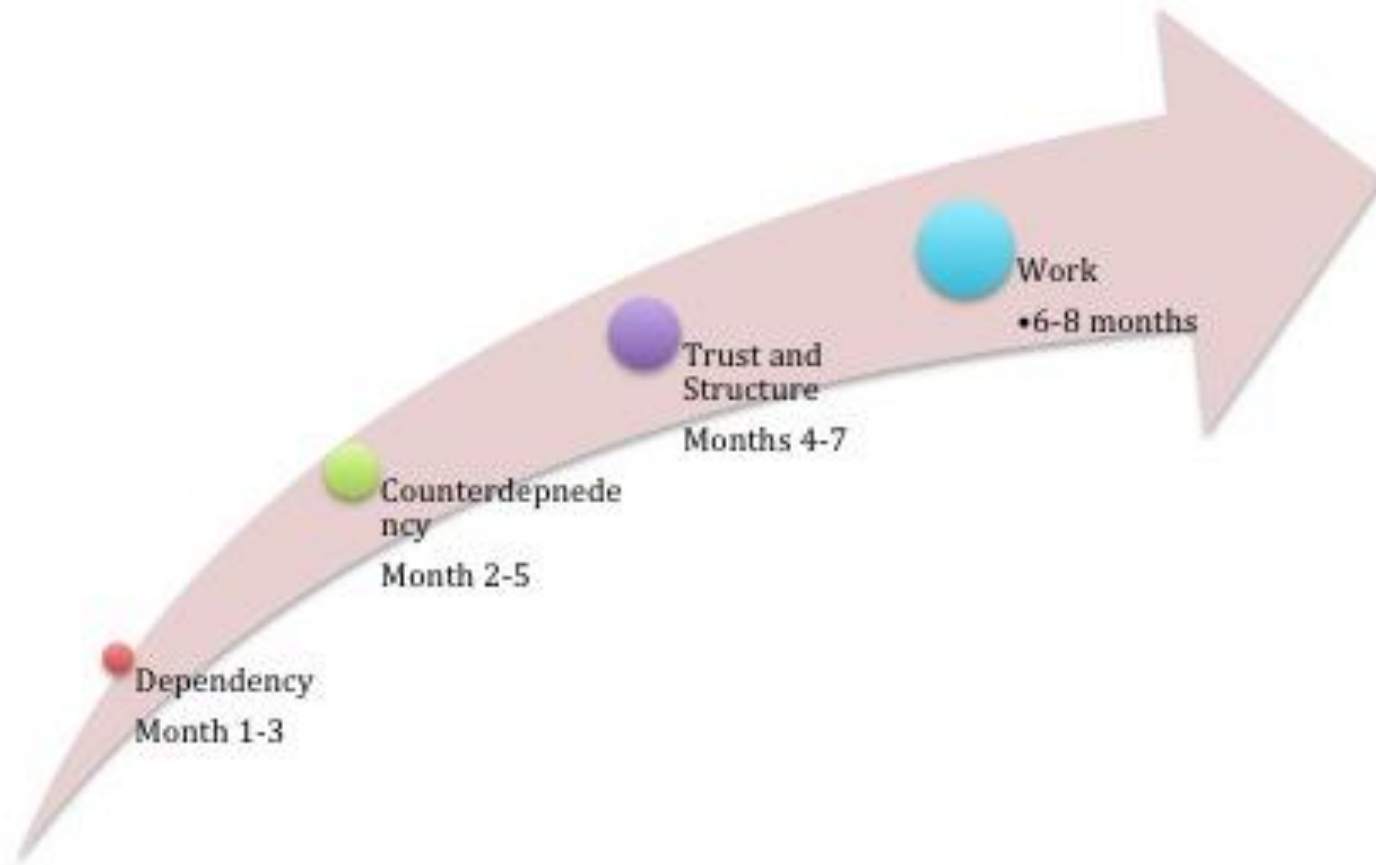
- Groups develop in predictable stages similar to human development
- Knowledge of how groups develop leads to better leaders and members

It tells us:

- 1) How productive we are,
- 2) How effective we are,
- 3) What we are doing well,
- 4) What the issues are that prevent us from getting better
- 5) What we can do to get better



Time It Takes for Groups to Mature



© Tilin, Weiss 2013 (adapted from Wheelan, Davidson and Tilin, 2003)

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Group Development Questionnaire

Group Name: Central Regional PM Team

Subscale Analysis

I	II	III	IV
INCLUSION & SAFETY CONCERNS	FIGHT	STRUCTURE	EFFECTIVE ORGANIZATION
Tentative and polite <input checked="" type="checkbox"/>	Very different views <input checked="" type="checkbox"/>	Goals are not clear <input type="checkbox"/>	Not able to delegate <input type="checkbox"/>
No expressed conflict <input checked="" type="checkbox"/>	Different opinions about goals <input type="checkbox"/>	Not working on goal strategies <input type="checkbox"/>	Not accomplishing some goals <input type="checkbox"/>
Some don't talk much <input checked="" type="checkbox"/>	Split on issues <input type="checkbox"/>	Members not taking responsibility <input type="checkbox"/>	Not getting, giving, using feedback <input type="checkbox"/>
Safety concerns <input type="checkbox"/>	Arguments <input type="checkbox"/>	Not planning <input checked="" type="checkbox"/>	Assignments not based on ability <input type="checkbox"/>
Being liked <input type="checkbox"/>	Not cooperative <input type="checkbox"/>	No progress getting organized <input type="checkbox"/>	No good method for making decisions <input type="checkbox"/>
Hesitate to express different views <input checked="" type="checkbox"/>	Can't make decisions <input type="checkbox"/>	Not able to form task subgroups <input checked="" type="checkbox"/>	Decisions not participatory <input checked="" type="checkbox"/>
Doesn't feel like a group <input checked="" type="checkbox"/>	Power struggles <input type="checkbox"/>	No team work <input type="checkbox"/>	Decisions not implemented <input type="checkbox"/>
DEPENDENCY ISSUES	NEGATIVE EMOTIONS	Not handling conflict well <input type="checkbox"/>	CULTURE/NORMS/VALUES
Leader dependence <input checked="" type="checkbox"/>	Expressed frustration with group <input type="checkbox"/>	TRUST/CO-OP/POSITIVE EMOTIONS	No norms for performance and quality <input type="checkbox"/>
Wants leader to direct <input checked="" type="checkbox"/>	Discomfort with their role <input type="checkbox"/>	Not cooperating with group decisions <input type="checkbox"/>	Success not expected <input type="checkbox"/>
Go along with member suggestions <input checked="" type="checkbox"/>	Tension in group <input type="checkbox"/>	Not accepting members initiatives <input type="checkbox"/>	Innovation/creativity not encouraged <input checked="" type="checkbox"/>
Address few same people <input type="checkbox"/>	COUNTERDEPENDENCE	Trust is not high <input type="checkbox"/>	No attention to detail <input type="checkbox"/>
LACK OF STRUCTURE	Challenge leader <input checked="" type="checkbox"/>	Not satisfied with group progress <input checked="" type="checkbox"/>	Commitment to task not high <input type="checkbox"/>
Time spent socializing <input type="checkbox"/>	Some support leader, others don't <input type="checkbox"/>	Cohesive but not productive <input checked="" type="checkbox"/>	No support/reward contributions <input checked="" type="checkbox"/>
Not discussing goals <input type="checkbox"/>	SIGNS OF EMERGENT STRUCTURE	LEADER AS RESOURCE	EXTERNAL RELATIONS
Role assignments unclear & not discussed <input type="checkbox"/>	Subgroups or cliques <input type="checkbox"/>	Leader not seen as asset <input type="checkbox"/>	Poor relations with other groups <input type="checkbox"/>
No subgroups or cliques <input checked="" type="checkbox"/>	More participation but not cooperative <input checked="" type="checkbox"/>	Ask leader for unnecessary advice <input checked="" type="checkbox"/>	No access to tech and human resources <input type="checkbox"/>
	Some attempts to resolve differences <input type="checkbox"/>		

Place an X in the appropriate boxes.

Diagnosis

Group has strong Stage I characteristics

Two subgroups emerged with divergent views on productivity and effectiveness

A group of skilled and experienced professionals with a clear understanding of what needs to be accomplished

Appear to operate as a siloed function with limited collaboration/linkage to other adjacent groups; appears to be process and hierarchically driven

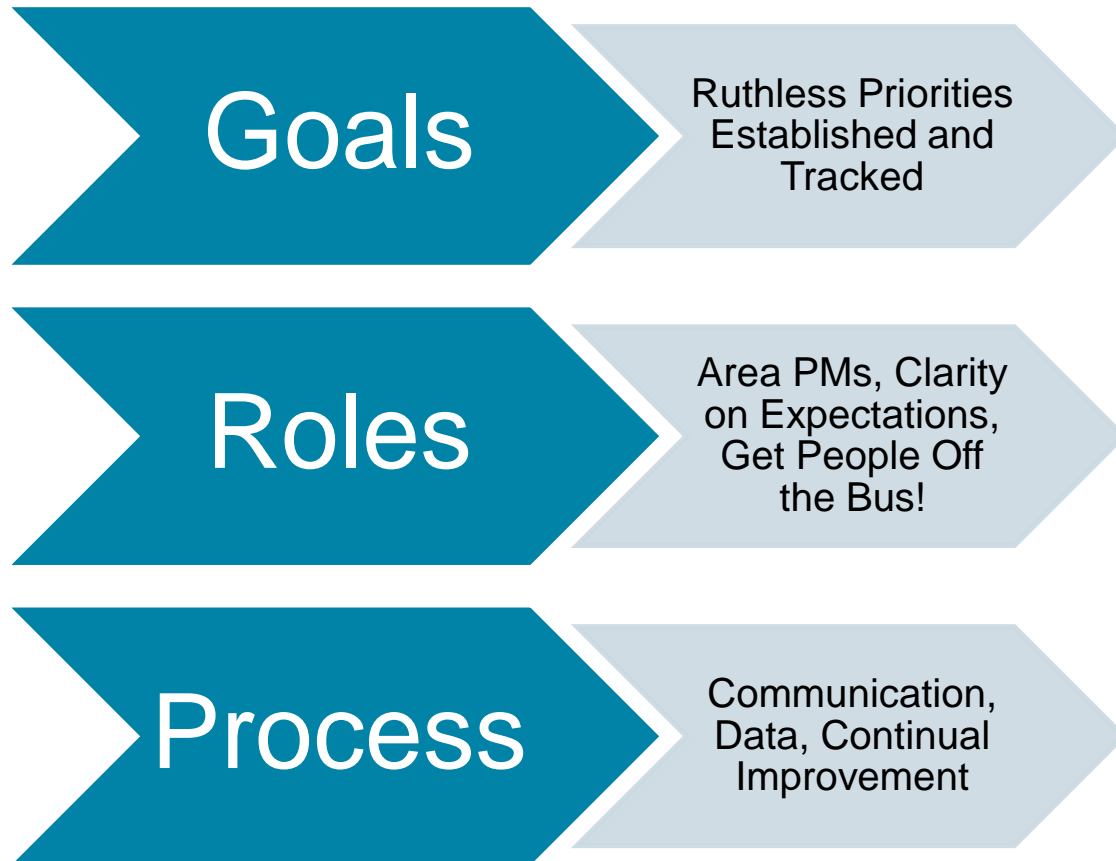
We had stalled.... How do we get to the next level?



What would you do??



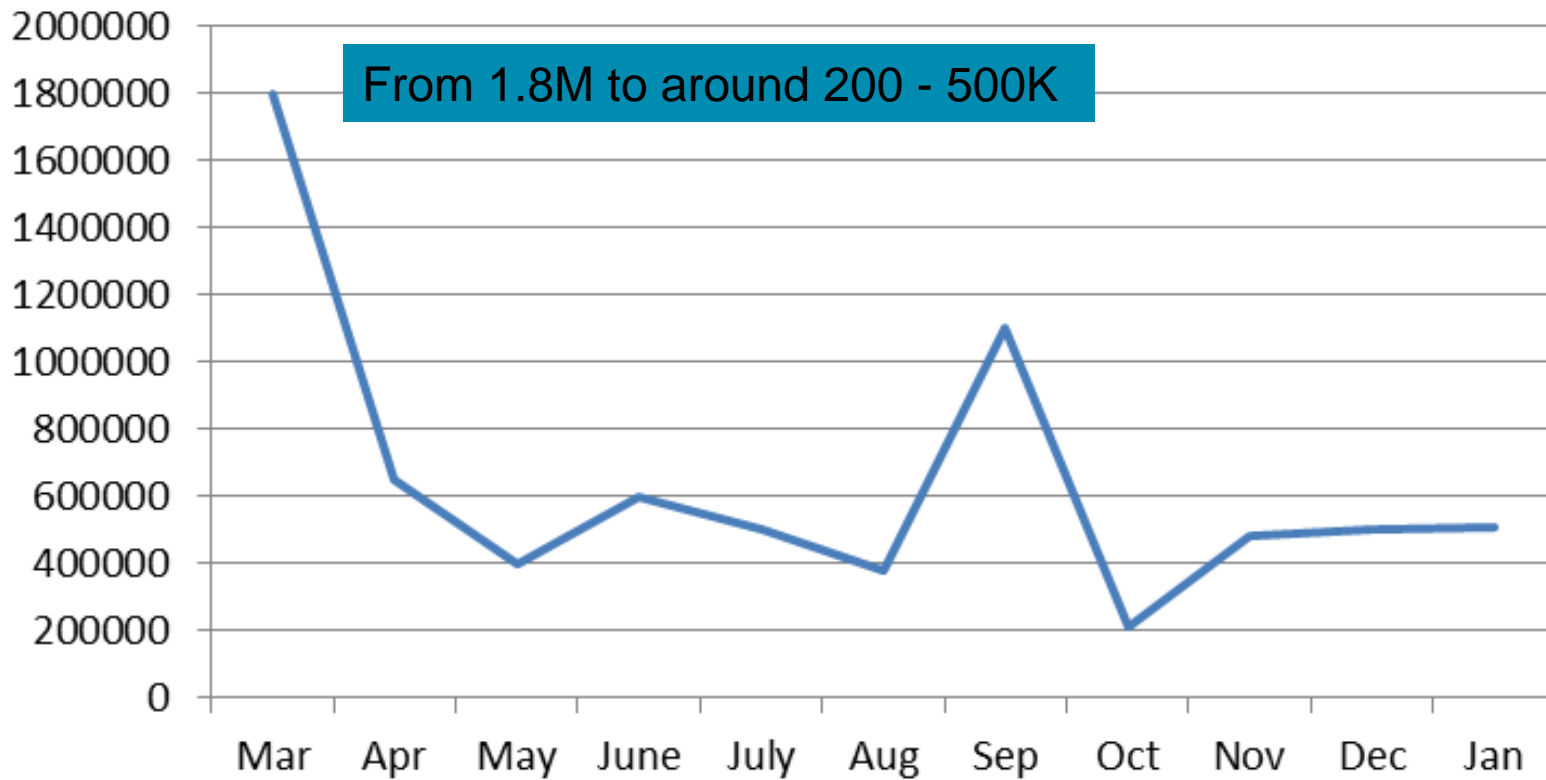
Back to the story....



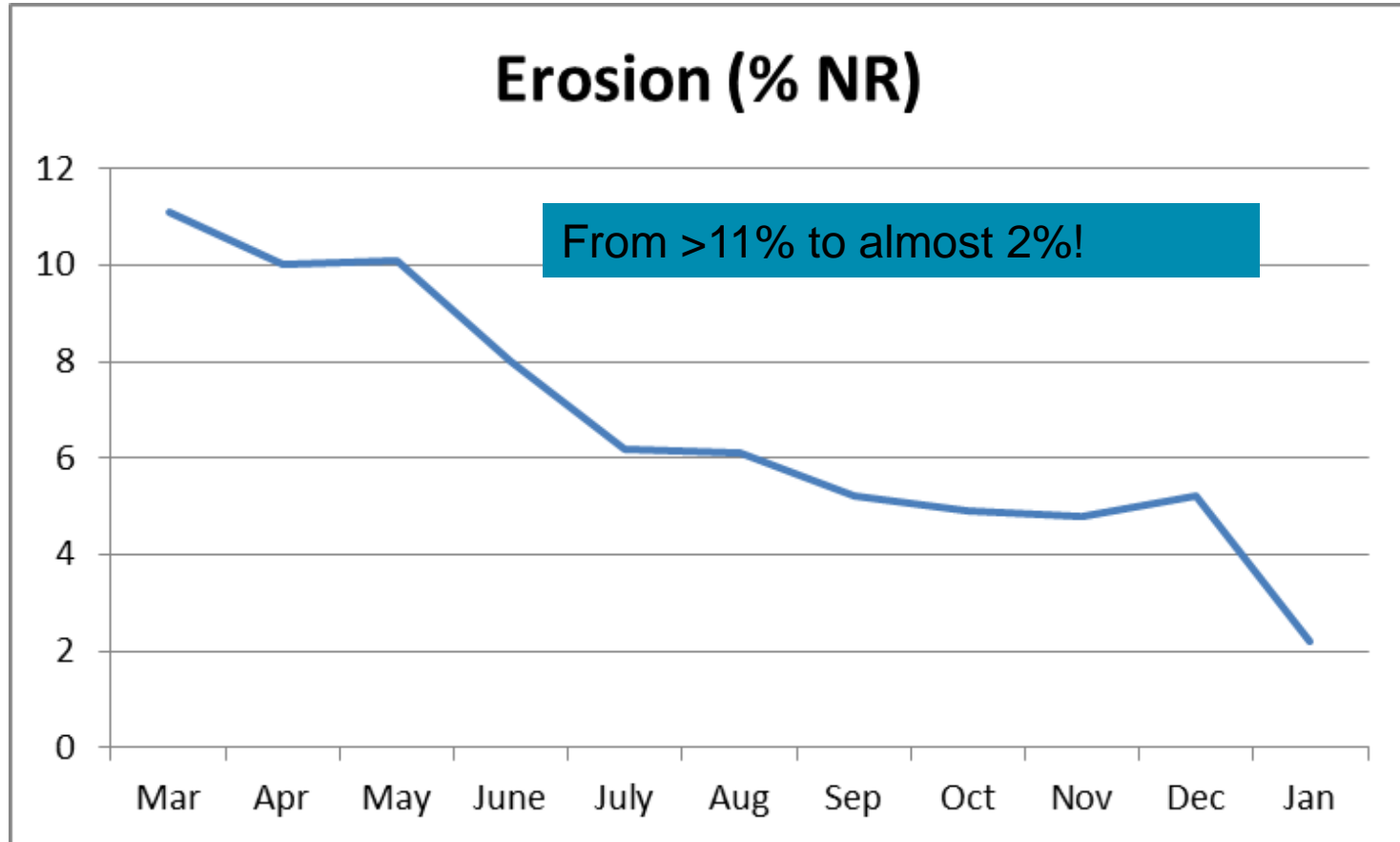
Results

Forecast Variance

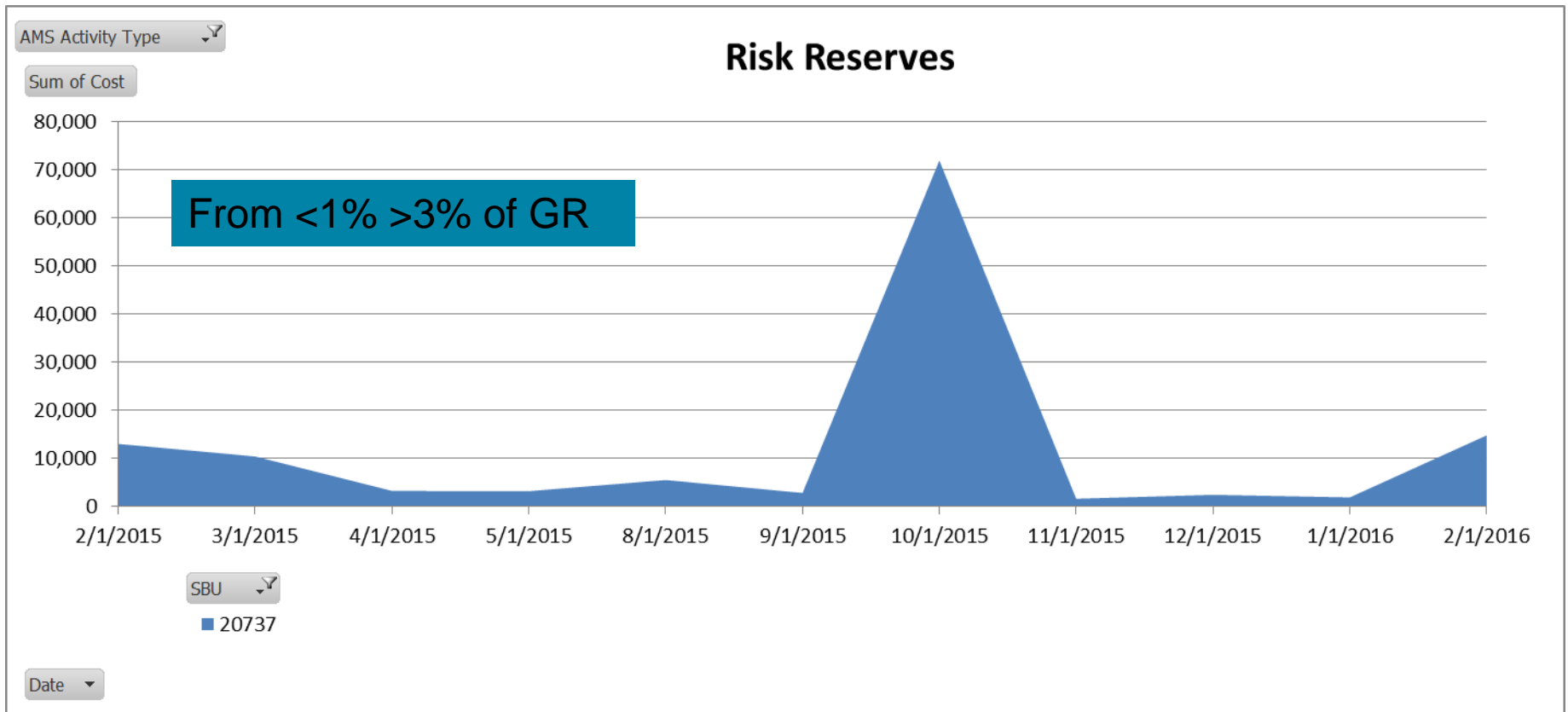
Forecast Variance (\$)



Gross Profit Erosion

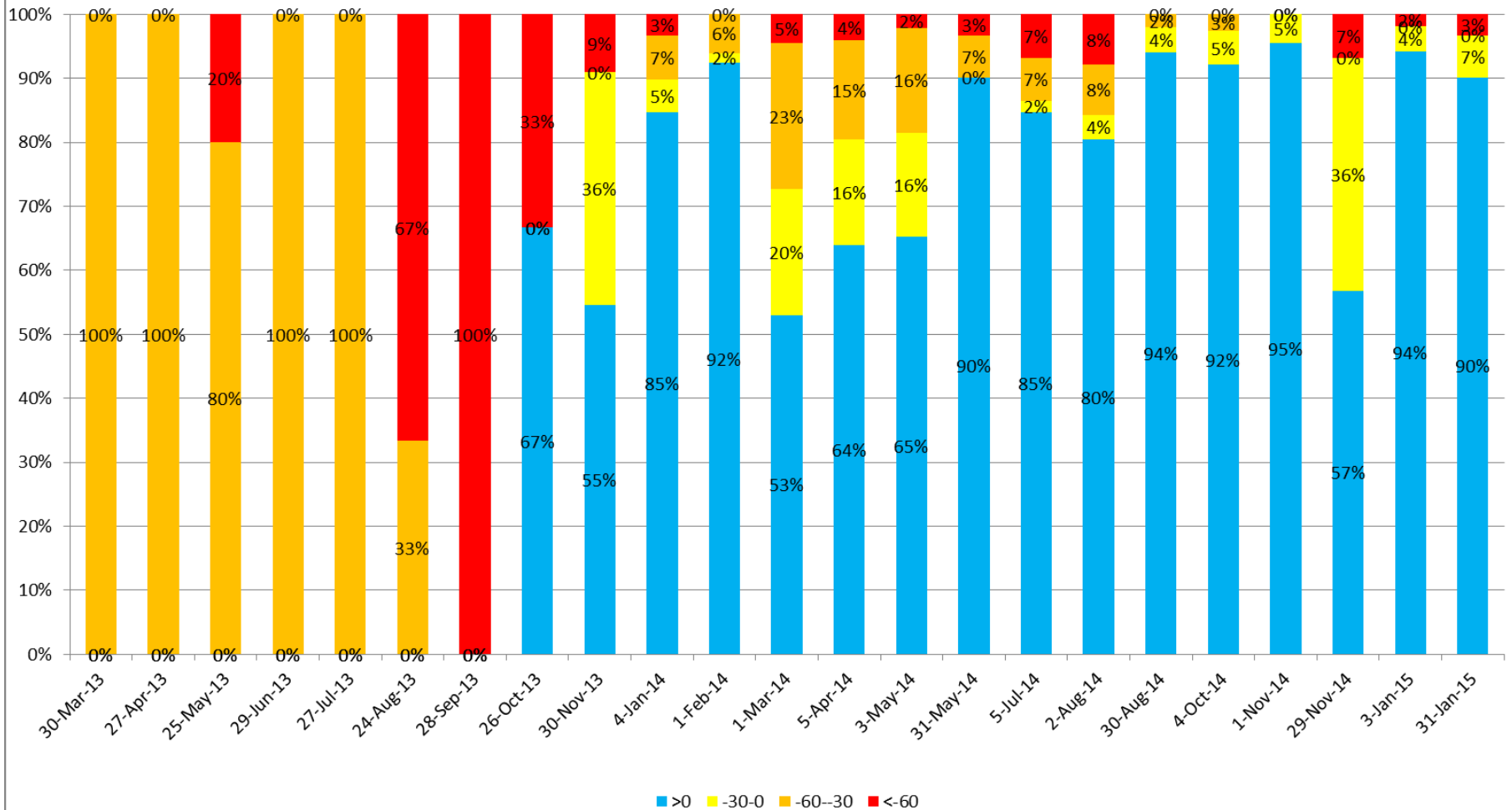


Risk Reserve



On Time Delivery

On Time Delivery
(schedule variance for in-progress/not started deliverables)



The End of the Story??



Take-Aways....

Be the leader you need to be... not where you are comfortable

Establish Goals, Roles and Processes

COMMUNICATE often and in multiple directions

Collect data – be prepared to act on it and adapt to continually improve

Aim to delegate 100%! But don't just throw it over the fence and expect it to be successful!



Reflecting on your situation, what are you going to do based on the changes needed identified earlier?



What leadership style do you need to work on?



What stage is your team at and where does it need to get to?



What goals can you develop with your team to achieve the outcomes needed?



What project management metrics can you start tracking to see your progress?



How will you communicate with your team, your boss, your client?



Does the team stage matter? What could the outcome be if your team was a high performing team?



And Finally....

Any words of advice?

What was useful from this?



