Embedding Collaboration in your team
Collaboration

• Everyone says it should be done, but don’t know how to do it.
• An outcome rather than a process.
• Research Project in 2014
• ASARI model
Team Intelligence
Team Intelligence
Team Intelligence
Social Intelligence

• Learned skill set.
  – Group dynamics
  – Systemic thinking
  – Managing difficulties and problems
  – Understanding the motivation of others
  – Using questions to control and steer conversations

• Needs to be added into your team.
Effective teams

(adapted from Michael West, Effective Teamwork, 2011)
Embedding Collaboration Model
Project Team Development Model

Assess the Environment → Set-up → Action → Build Resilience → Improvement & Learning
ASARI Model

1. Assess - Eyes wide open
2. Set up - Phase Zero
3. Action - Enable Execution
4. Build Resilience
5. Improve and Innovate - Learn
Stage 1 – Assess the project environment.
The influence of environment

External Forces

Systemic Forces

The Project
## Systemic factors affecting External Teams

<table>
<thead>
<tr>
<th>Factor</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement method.</td>
<td>Whether the team members were selected on the basis of the lowest tender, or negotiated as a preferred supplier.</td>
</tr>
<tr>
<td>Team Familiarity.</td>
<td>The extent to which team members have worked together before, and have established working relationships.</td>
</tr>
<tr>
<td>Client experience.</td>
<td>Where external teams are assembled, the sponsoring client will often have less experience in the project process than the technical specialists.</td>
</tr>
<tr>
<td>Organisational culture.</td>
<td>The differences or similarities in values, norms and beliefs that individuals from different organisations use to identify their home team.</td>
</tr>
<tr>
<td>Project novelty.</td>
<td>Has the team delivered this type of project before?</td>
</tr>
</tbody>
</table>
# Systemic factors affecting Internal Teams

<table>
<thead>
<tr>
<th>Factor</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources availability.</td>
<td>Getting people with the right skills allocated to the project.</td>
</tr>
<tr>
<td>Focus.</td>
<td>Are the people seconded to the project on a full time basis, or are they squeezing their contributions around their ‘day job’?</td>
</tr>
<tr>
<td>Resource stability.</td>
<td>Are the people allocated for the duration of the project or just a part?</td>
</tr>
<tr>
<td>Political influence.</td>
<td>The tendency for individuals to compete with others in the team for wider political influence outside of the teams remit.</td>
</tr>
<tr>
<td>Siloed sub-cultures.</td>
<td>Individuals allocated to the project from sub groups which are out of alignment with the vision and purpose of the organisation.</td>
</tr>
</tbody>
</table>
Systemic factors affecting both External and Internal Teams

<table>
<thead>
<tr>
<th>Factor</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team leadership.</td>
<td>The systems are used to identify, commission and support the individual who will lead a project.</td>
</tr>
<tr>
<td>Sponsor engagement</td>
<td>The formal and informal styles of contact with the project sponsors.</td>
</tr>
<tr>
<td>Budget</td>
<td>The processes for creating approving and updating project budget.</td>
</tr>
<tr>
<td>Trust</td>
<td>The degree of control imposed on the team by the principle stakeholders.</td>
</tr>
<tr>
<td>Program</td>
<td>The mechanisms used for imposing urgency on the team.</td>
</tr>
</tbody>
</table>
What are the systemic factors that you recognise in your organisation?
Stage 2 – Set - Up.
Phase Zero

- Forming
- Storming
- Norming
- Performing

(Bruce Tuckman 1965)
## Project Setup – Phase Zero

<table>
<thead>
<tr>
<th>Task</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision/Purpose</td>
<td>Establish a clear understanding in the team as to what id to be achieved, and why.</td>
</tr>
<tr>
<td>Stakeholder management</td>
<td>Engage with all those individuals or groups who have an interest in the project</td>
</tr>
<tr>
<td>Team assembly</td>
<td>Get the right people on the bus, sitting in the right seats</td>
</tr>
<tr>
<td>Roles and Accountabilities</td>
<td>Clarity of who is responsible for doing what</td>
</tr>
<tr>
<td>Rules of Engagement</td>
<td>Setting the ground rules as to how the team will behave when it is together.</td>
</tr>
</tbody>
</table>
Phase Zero - Clarify The Vision

- Provides purpose. Sets the Why
- Overrides individuals in favour of the collective.
- Clarity of goal
- Should resonate at an emotional level.
- Can take time to work out.
Phase Zero - Team Assembly

The right people on the bus, sitting in the right seats
Phase Zero

Roles and Accountabilities
Phase Zero - Terms of Engagement

• Team charters often flawed
• How will we behave when we are together and when we are working apart.
• How will we give and receive feedback.
• Mechanisms for conflict resolution
• Protocols for debate and dialogue.
• Good and bad meeting behaviours.
Stage 3 – Action.
Stage 3 – Action.

- Deliver actions from stage 2
- Set communication guidelines
- Collaborative mindset training for managers
- Collaborative acclimatisation for all projects staff
- Establish KPIs and feedback mechanism.
Stage 4 – Build Resilience
Stage 4 – Build Resilience

• Regular teambuilding/social activities.
• Train team to recognise stress and manage before it becomes a critical.
• Agree team behaviours for handling pressure.
• Establish mechanisms for dealing with conflict.
Stage 5 – Innovate and Improve.
Stage 5 – Innovate and Improve.

- Establish Action Learning model in senior team.
- Use of ‘Agile’ methodologies for problem resolution.
- Protocols for periodic reflection in team meetings.
- Structured program for knowledge sharing.
Summary

• A one shot opportunity to shape team behaviours at the start of a project.

• The more complex the project the more essential it is to build social skills in the team.

• Team development is a process. Incorporate it into the design and deliver plan as a distinct work stream.
# More Information

**Activities targeted at the following levels:**
- Organisational
- Projects Leadership
- Teams
- RADAR feedback loops between stages

### Assess
- Series of workshops, desk research, online questionnaires, interviews, feedback and workshops
- bespoke on the assessment tool to establish collaborative development needs for senior managers and key delivery roles
- Framework to support collaboration and embed the right behaviours
- Collaboration and Integration Group (CIG)
- Teams selection
- Test assumptions

### Set-up
- Facilitated workshops - Project vision and values alignment - Mapping critical interdependencies - Clarification of roles and responsibilities - Agreed behavioural team charter - Agreeing collaborative skills for high performance - Creating a SMART schedule of actions
- Create collaboration manual
- Generate and explore team psychometric profile

### Action
- Deliver SMART actions from stage 2
- Formal and informal communication guidelines
- Collaborative mindset training programme for managers
- Collaboration accreditation programme as part of induction for all staff
- Create collaboration manual
- Generate and explore team psychometric profile

### Resilience
- Train team in recognising stress and agree strategy for stress management
- Agree process and train in tools for early intervention to manage conflict within the wider team
- Agree team behaviours for handling pressure
- Regular team building / social activities
- Train managers including team resilience model (COTF model (Confidence, Optimism, Tenacity, Enthusiasm))
- Manage resource levels, skills planning, succession planning
- Develop coaching and mentoring programmes

### Improve
- Establish an action learning model within the senior team
- Use of Agile methodologies for problem resolution
- Protocols for periodic reflection in team meetings
- Staff brief (to brief to feed into project learning and knowledge sharing opportunities)
- Structured programme for knowledge sharing
- Set up action learning groups

### Collaborative maturity assessment
- Assess the alignment of current beliefs, values and mindset of collaborating partners.
- Pinpoint the behaviours required to deliver the vision and objectives
- Understood the existing supply chain partners' governance and processes for supporting collaboration
- Understood the collaborative skills required of team members
- Selection of the right supply chain partners
- Identify and explore stakeholder parables

### Collaborative Leadership
- Establish collaborative framework, establish a safe no-blame culture
- Recognise and celebrate the diversity within the team
- Establish an environment that will facilitate collaboration, e.g. how we will avoid excessive reference to contractual obligations, confirm decision making, paperwork, stress, etc.
- Align overall objectives with best practice standards (BS 11000, ISO 44001)

### Enabling Innovation
- Leaders modelling the desired behaviours
- Establish and implement plans, processes and procedures for collaboration engagement, focusing on:
  - Building trust
  - Improving communication
  - Valuing diversity
  - Implementing agreed actions efficiently and effectively
  - Promote personal understanding between team members
- Robust monitoring of team development
- Tracking early warning signals of emerging issues

### Building resilience and managing change
- Build resilience and develop emotional intelligence
- Reduce stress and the potential for burnout
- Improve health and wellbeing of the wider team
- Adapt quickly to changing circumstances
- Enable prompt identification of interpersonal issues
- Reduce potential for issues to escalate into open conflict

### Enabling learning to innovate and improve
- Establish an environment for creative problem solving, reflecting on experience and knowledge sharing
- Feed acquired knowledge back into the project teams
- Develop project specific skills and competencies
- Quick absorption of new ideas, team nurturing of individual innovation
- Share best practice

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**Outcomes**
- Leadership understands what is required to develop this group into an effective team
- Team is clear on how they will work together
- Team adopts effective work patterns
- Team learns to thrive under pressures
- New ideas are developed, tested and implemented
More information

• Book
More information - Website

• [www.teamcoachingtoolkit.com](http://www.teamcoachingtoolkit.com)

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