



Multi-company Project Management

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TEAM NORMS

- Task – Generate a list of bullet items describing the norms that the team will adhere to during its meetings both now and in the future.



PERSONAL HISTORY

- Task – Describe yourself in terms of your family, education/work experience, likes and dislikes. Words may not be used in your descriptions. Place your name in the upper right corner of the chart. When completed, tape your chart to the wall.



PERSONAL HISTORY ALTERNATE METHOD

- Task – Pair yourselves up with a person you do not know, and is not with your company. Create an outline chart describing your partner's family, education, and work experience, likes and dislikes. Put your partner's name in the upper left corner, and your name in the lower right corner. Post the chart on the wall.



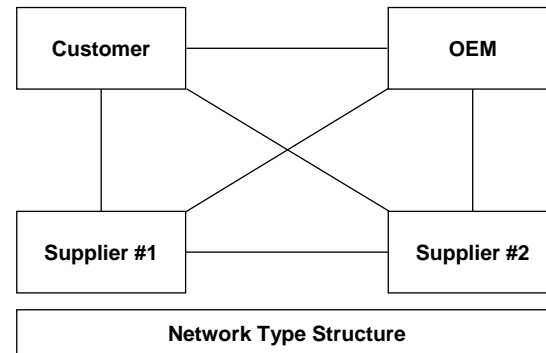
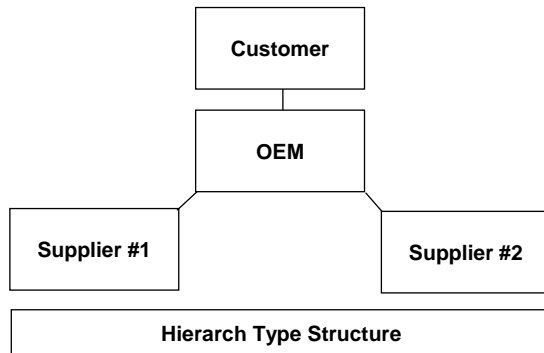
ORGANIZATIONAL CHART TASK

- Task – Create a single line organizational chart for each company represented in the team building from the top officer in the company to the key participants on the project. All participants in the team building must appear on their company's organizational chart. Only reporting relationships related to the project are shown.



SITUATIONAL MATRIX

PROJECT ACTIVITY	Customer	OEM	Supplier #1	Supplier #2	Type
Improve the project management process					
Remedy unresolved delivery and performance variances					
Approve macro schedules					
Negotiate Customer/OEM purchase order changes					
Negotiate OEM/supplier purchase order changes					
Approve purchase order alterations (POAs)					
Initiate purchase order alterations (POAs)					
Approve detail schedule changes					
Remedy cost, delivery, and performance variances					
Resolve disputes over technical issues					
Resolve mechanical engineering issues					
Resolve electrical engineering issues					
Manage the site preparation process					
Manage equipment Installation					
Manage the start-up process					





RESPONSIBILITY CHART

- Task – Create a chart showing everyone directly related to (Engineering, installation, or Start-Up) from your company for this project. Only show the levels of supervision needed to link these people together in your company. Ensure everyone involved in this team building is shown in your chart.



BRAINSTORMING RULES

- **Ideas are not criticized.**
- **Questions may only be asked for clarification.**
- **No attempt is made to respond to any items.**
- **Facilitator ensures he has properly captured each item to respondent's satisfaction.**
- **Facilitator goes around the room in order. Each person can only offer one item on his turn.**



BRAINSTORMING RULES - Cont'd

- **If a person can't think of something immediately he says, "Pass". His turn will come around again.**
- **Facilitator maintains brisk pace.**
- **Repeat or reworded items are recorded.**
- **Each item is numbered.**
- **Facilitator does not offer items.**
- **Rotate facilitation so facilitator may offer his ideas.**



BRAINSTORMING TASK

Generate a list of concerns, open issues, good, ideas, questions, recommendations, etc. directly related to this project.



Categorization Purpose

- Quick review of all items
- Group similar items together
- Consolidate duplicate items
- Clarify some items during discussion of category selection
- Facilitates dividing work into sub groups



Categorization Process

- Team selects six or less categories in which to group the brainstorm issues
- Facilitator quickly reads each item and team assigns it to a category.
- If there is disagreement after discussion on the category the item originator decides.
- Items can only be assigned to a single category



MISSION & GOALS TASK

- **Task 1** – Create a Mission Statement for the overall project that clearly states the project's objective, and has value for all participants.
- **Task 2** – Develop specific quantifiable goals representing the categories assigned to your group.
- **Task 3** – Prepare a presentation of the above results to be given to our total group.



LEADERSHIP ACTION PLANNING

- **Task 1** – Develop specific action plans to address the highest priority open issues in the categories assigned to your group. Each action plan must have an owner and estimated completion date.
- **Task 2** – Prepare a presentation of the above for the total group to reach consensus.



ENGINEERING ACTION PLANNING

- **Task** – Develop action plans to address all open issues. If unable to cover all issues, those without actions must have an assigned owner and estimated date action plan will be developed.



INSTALLATION ACTION PLANNING

- **Task** – Review all open questions generated from fact-finding and preliminary plan. Assign an owner and due date to all questions.



INSTALLATION/START UP SCHEDULING

- **Task 1** – Define all work elements required to install or start-up the system.
- **Task 2** – Identify task dependencies
- **Task 3** – Assign resources and time duration to each work element.
- **Task 4** – Assemble work elements with resources into final plan and adjust as required to meet project requirements.