

2016 ECC CONFERENCE 48TH

TODAY

Tomorrow & Beyond

LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION





Tough Love – How to Ensure Your Project Team Delivers



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Is This Achievable?

My responsibility is to get my 25 guys playing for the name on the front of their shirt and not the one on the back.

Tommy Lasorda
Former Manager, Los Angeles Dodgers

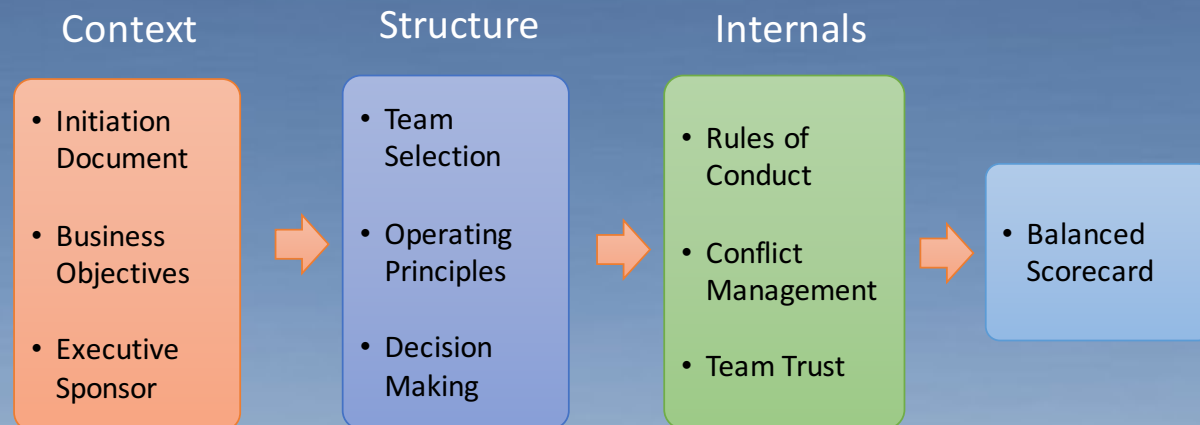
A Methodology that Addresses How to Ensure Your Contractor – Owner Project Team Delivers Results

Provide the environment teams need to succeed

Structure the team to work effectively

Adopt internal team processes necessary for success

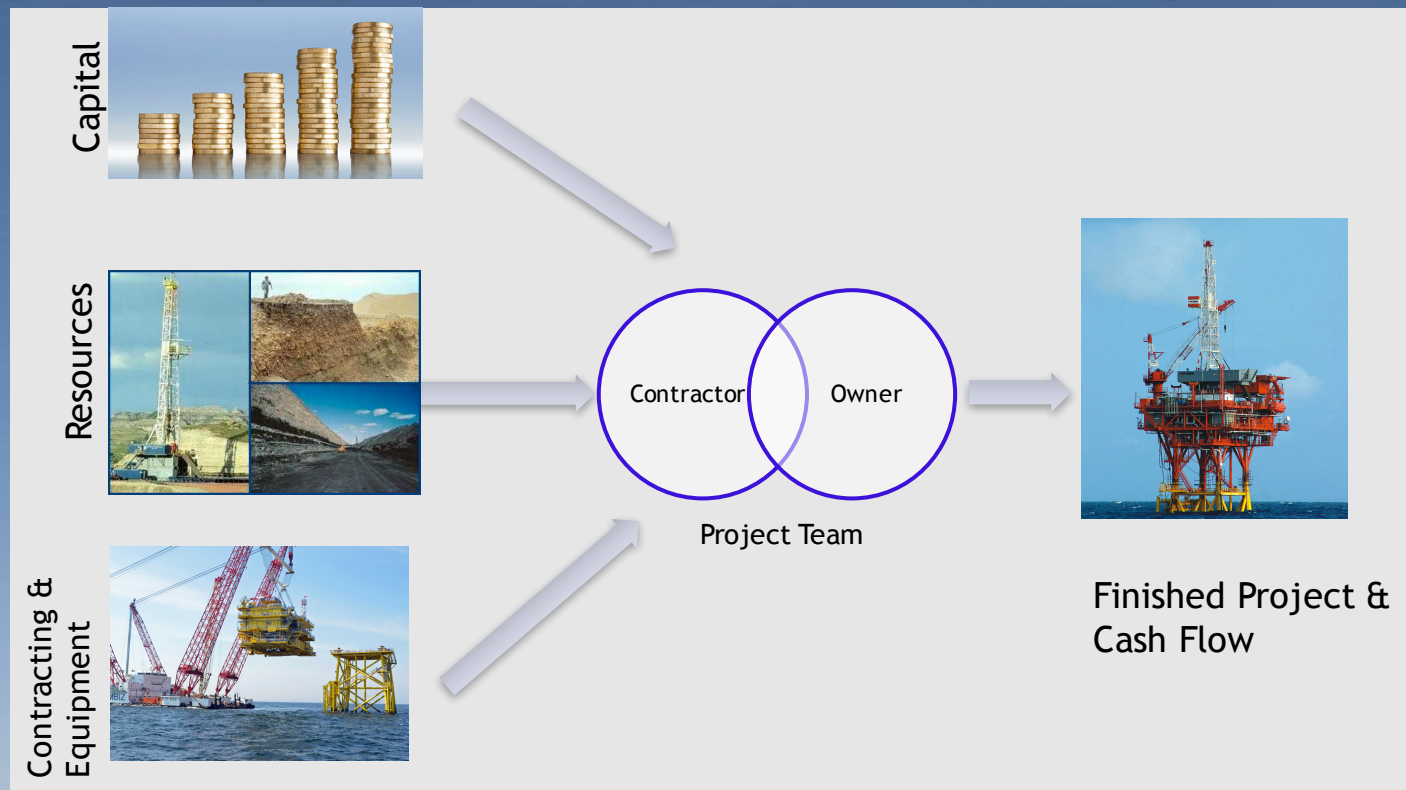
Measure team effectiveness and hold individuals and the team accountable



EPT Plan → Team War Room → Team Engagement

Business Problem

- Organizations live and die by the effectiveness of their project teams.
- Management focuses on hard skills and competencies such as engineering, quality, work processes, training, etc.
- Management spends almost no time ensuring that the Contractor – Owner project team works effectively to deliver business results by utilizing *internal* project team processes and planning.



ARS – Audience Questions

- Project success is tied to team effectiveness? (Multiple Choice)
 - A. Minimally dependent
 - B. Somewhat
 - C. A lot
 - D. Totally dependent
- Why do we spend so little energy and resources ensuring our Contractor – Owner project teams are effective? (Multiple Choice)
 - A. We don't think it is important
 - B. We don't know how to address the problem
 - C. This is a “fuzzy,” unfixable issue
 - D. People are people

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- **Principles**
- Effective Project Team (EPT) Model
- Team Context
- Team Structure
- Team Internals
- Scorecard
- How to Implement EPT

The Business Problem and Why This Approach Works

- We focus on everything else other than care and feeding of the Contractor – Owner project team
- There is no one thing that we can we do to “fix” this

Solution

- Develop an Effective Project Team (EPT) plan
- This is similar to a Project Execution Plan, a Construction Plan, a Start up Plan, etc.

Team Fundamentals Require a Process Driven Approach

All projects with associated team members are Serial #001

- Unique point in time, economic environment, and work scope
- Unique team members

Break up project teams into sub teams with “single digit” team members

Develop well defined team processes

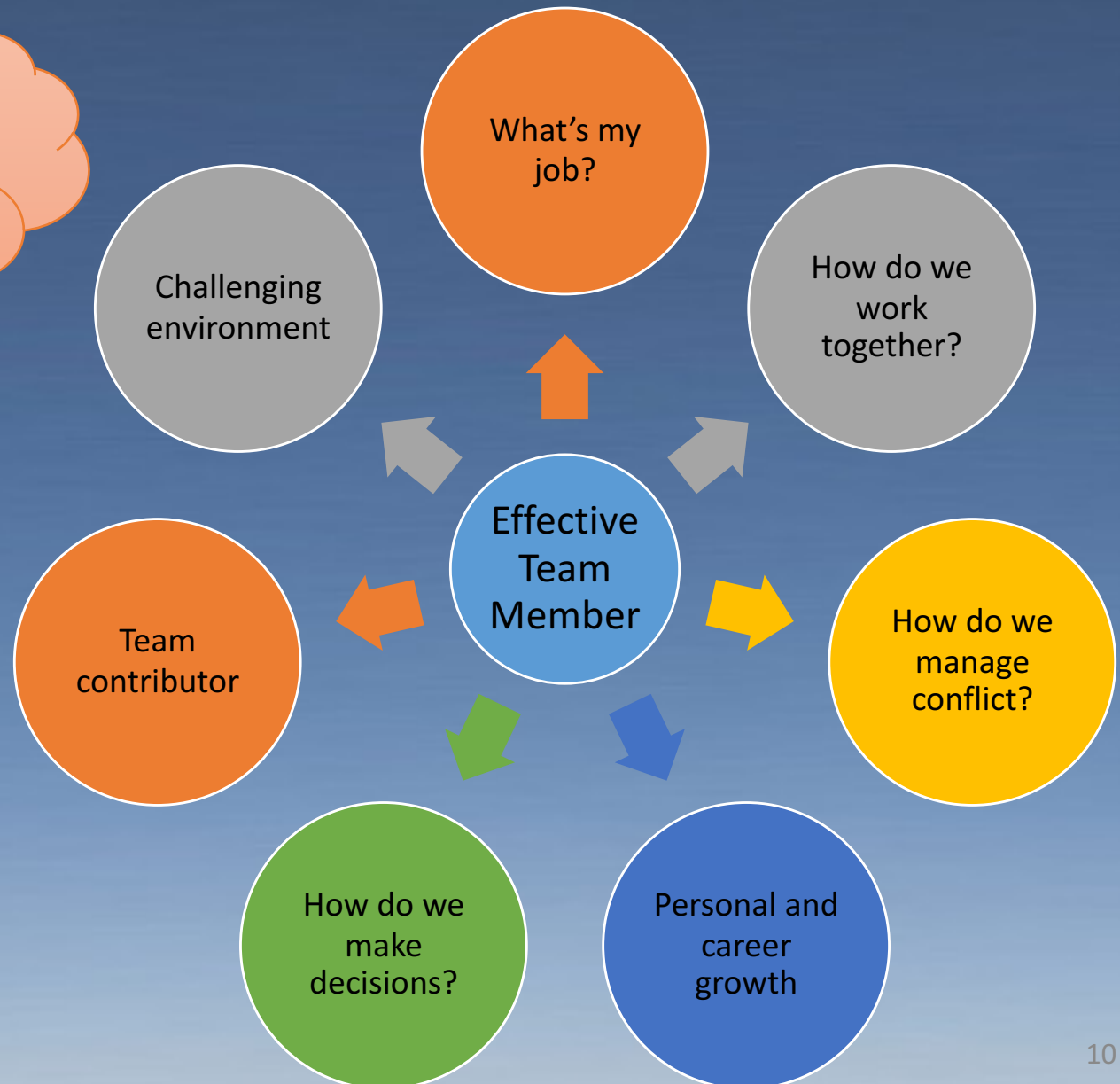
- Ad hoc approaches lead to confusion, frustration, and conflict

Well defined processes are the key to Effective Project Teams (EPT)

Develop and Implement an “Effective Project Team” Plan

What Do Individuals Want? – Effective Project Team Approach Addresses These Basic Needs

What is in it for me?



Use Single Digit Group Sizes to Drive ~100% Individual Engagement

Distribution of Participation as a Function of Group Size
The Larger the Group the More “We Leave Behind”

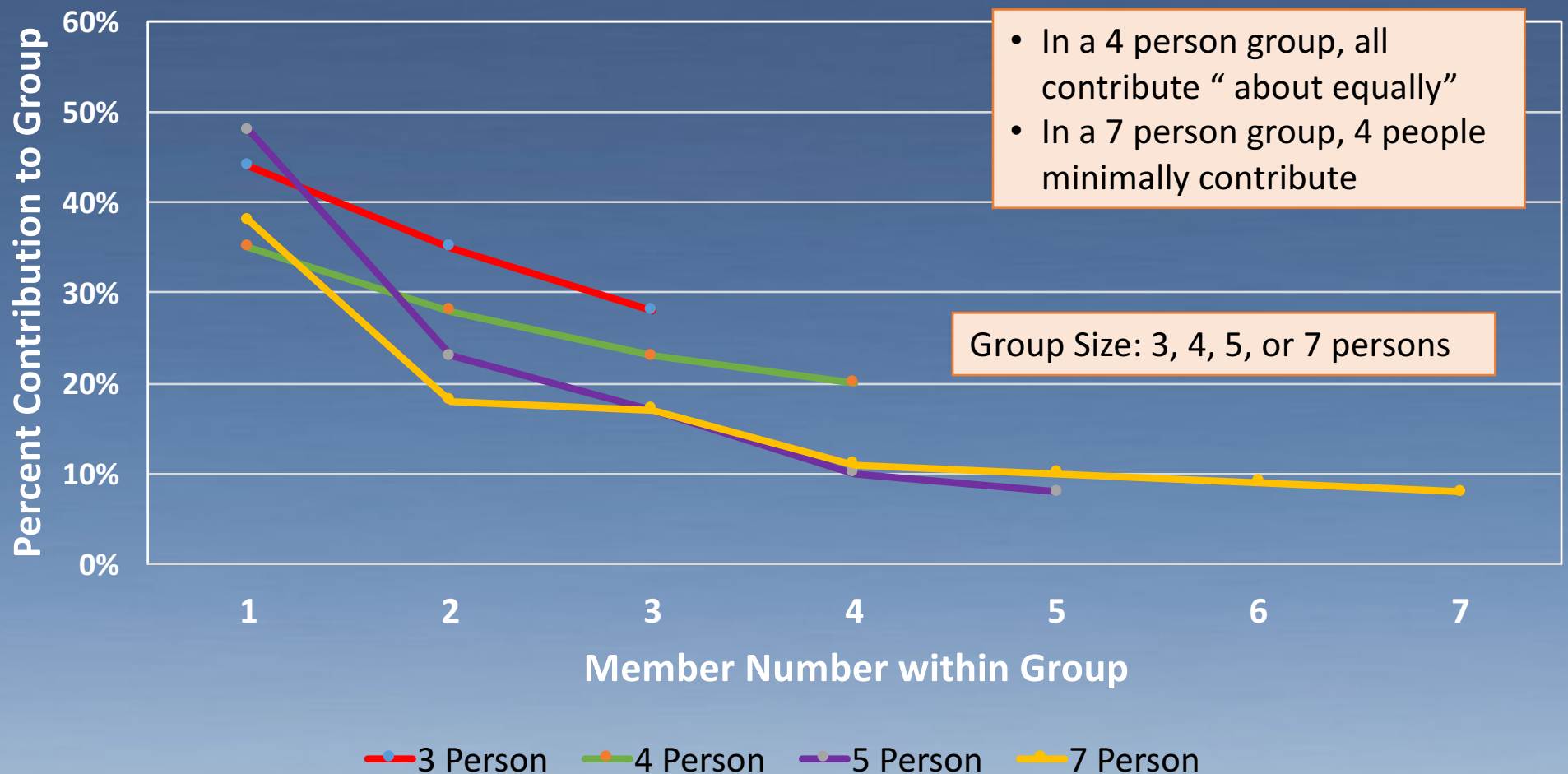
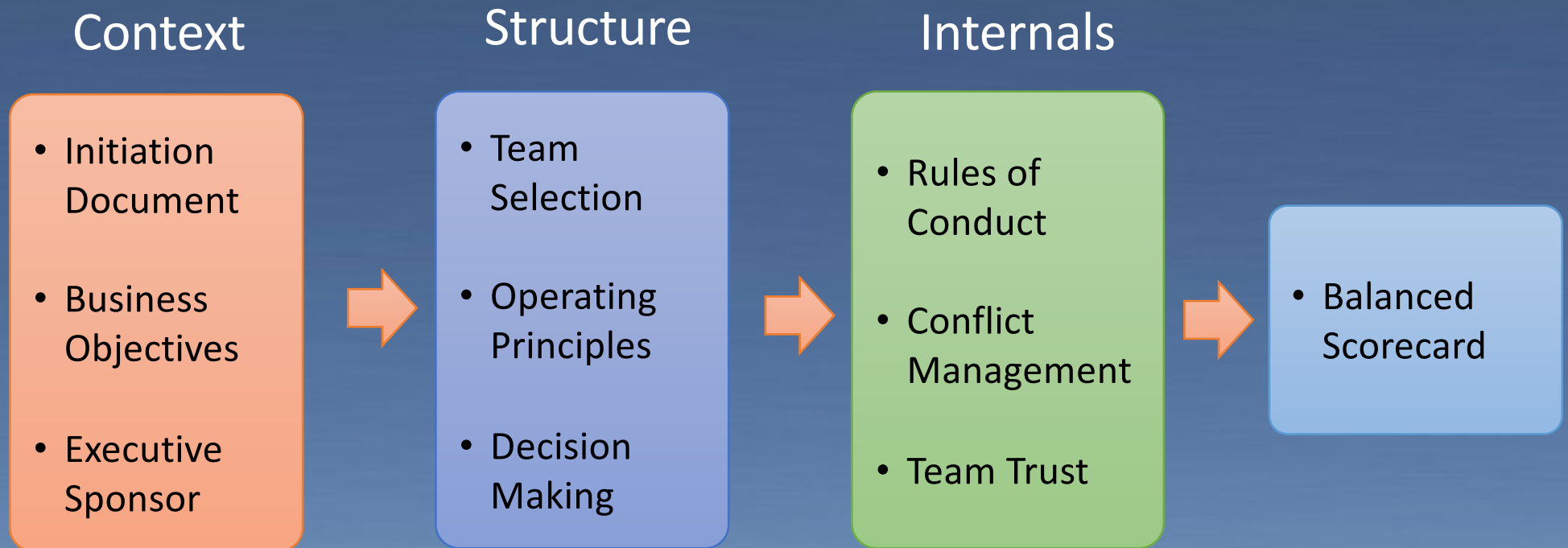


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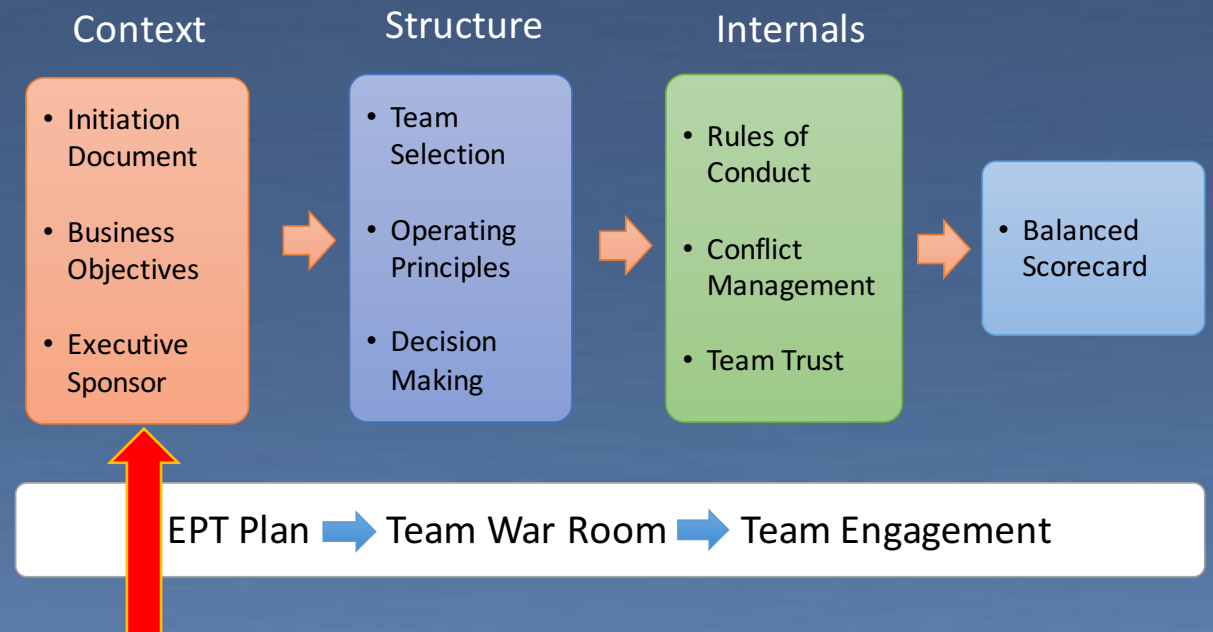
Integrated Model for Effective Project Teams (EPT)



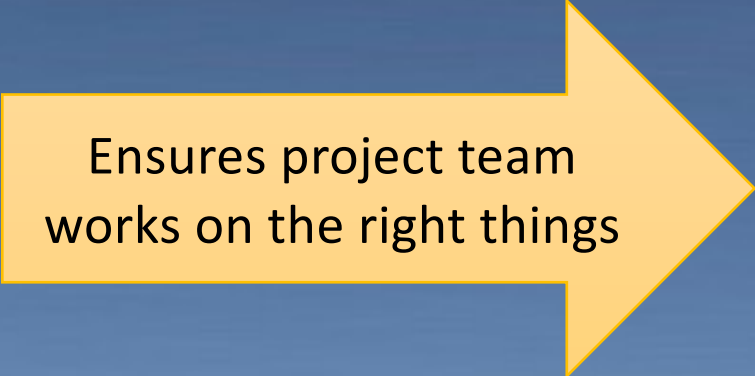
EPT Plan ➡ Team War Room ➡ Team Engagement

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One Page High Level Initiation Document – Keeps Everyone Focused on the Right Thing

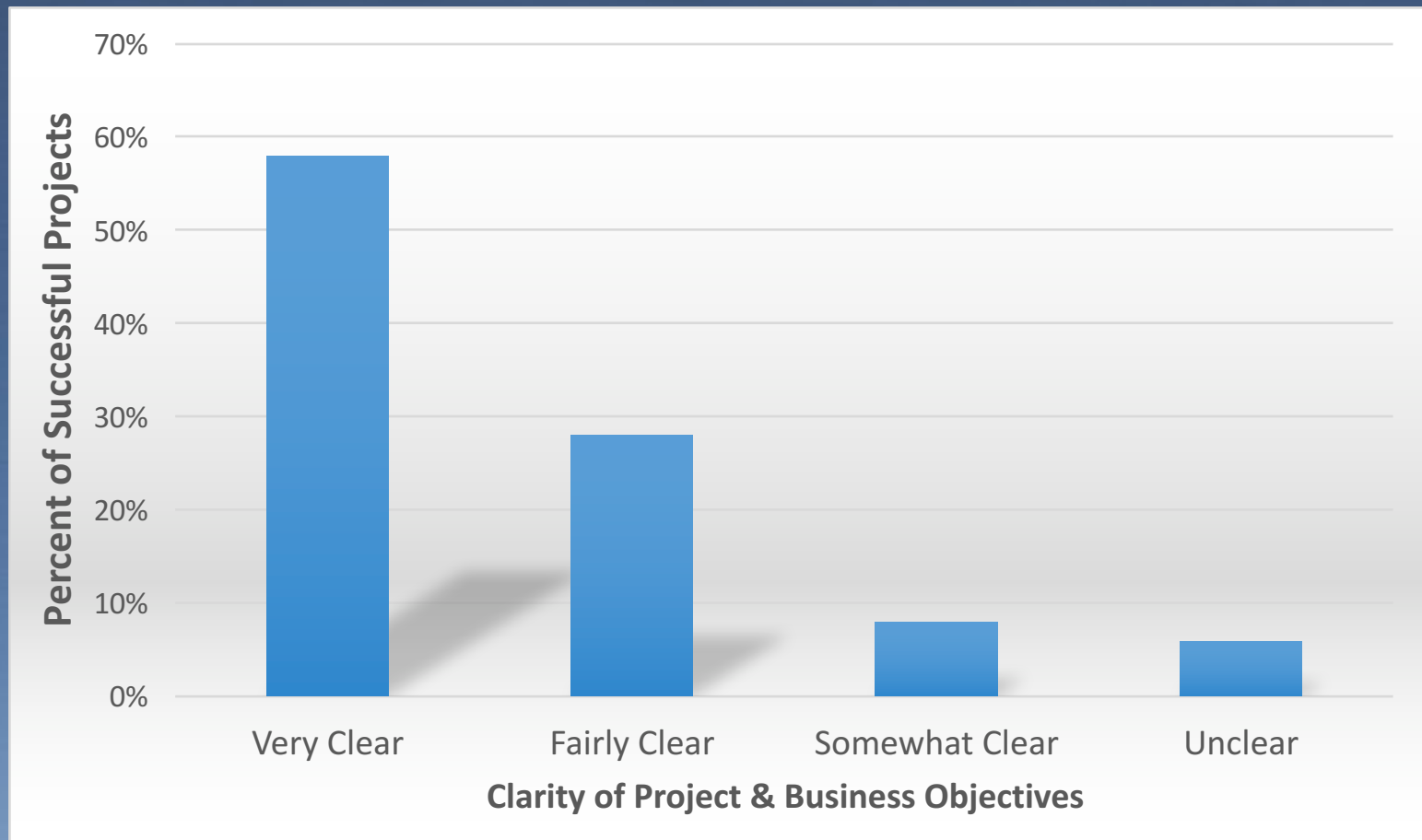


Ensures project team
works on the right things

Initiation Document

- Business Opportunity & Objectives
- Project Objectives
- Executive Sponsor
- Team Members
- Work Scope
- Key Challenges and Risks
- Key Milestones

Business Objectives are the Guiding Light for Team Performance, They are Why Teams Exist



Teams need to clearly understand their goal, otherwise how can they map a path to it?

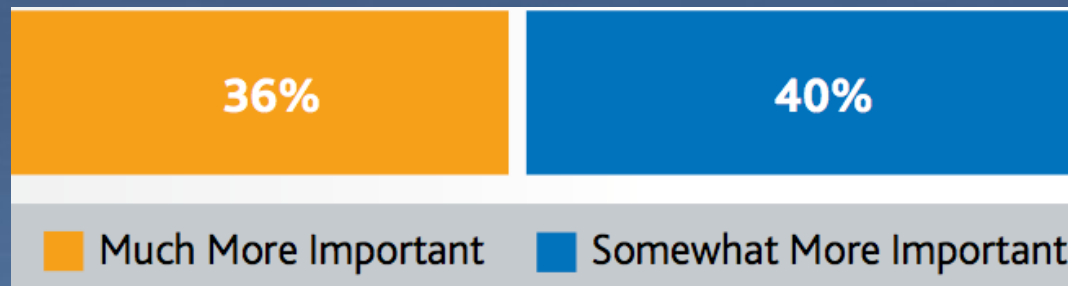
Executive Sponsor – the Foundation for Effective Teams

- Executive Sponsor clears the barriers so that the project team can execute.
 - Resources
 - Senior management misalignment
 - Timing
- This is the *foundation* for effective teams....it is a requirement
- Think of a runner that is going through a field with lots of obstacles, the role of the Executive Sponsor is to clear those barriers.

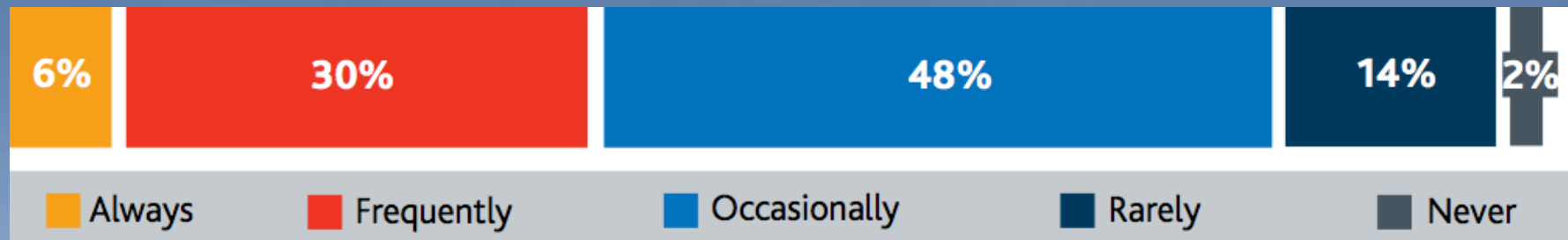


Executive Sponsor Selection – Critical for Project Success

The role of the Executive Sponsor has grown in importance in the last 5 years



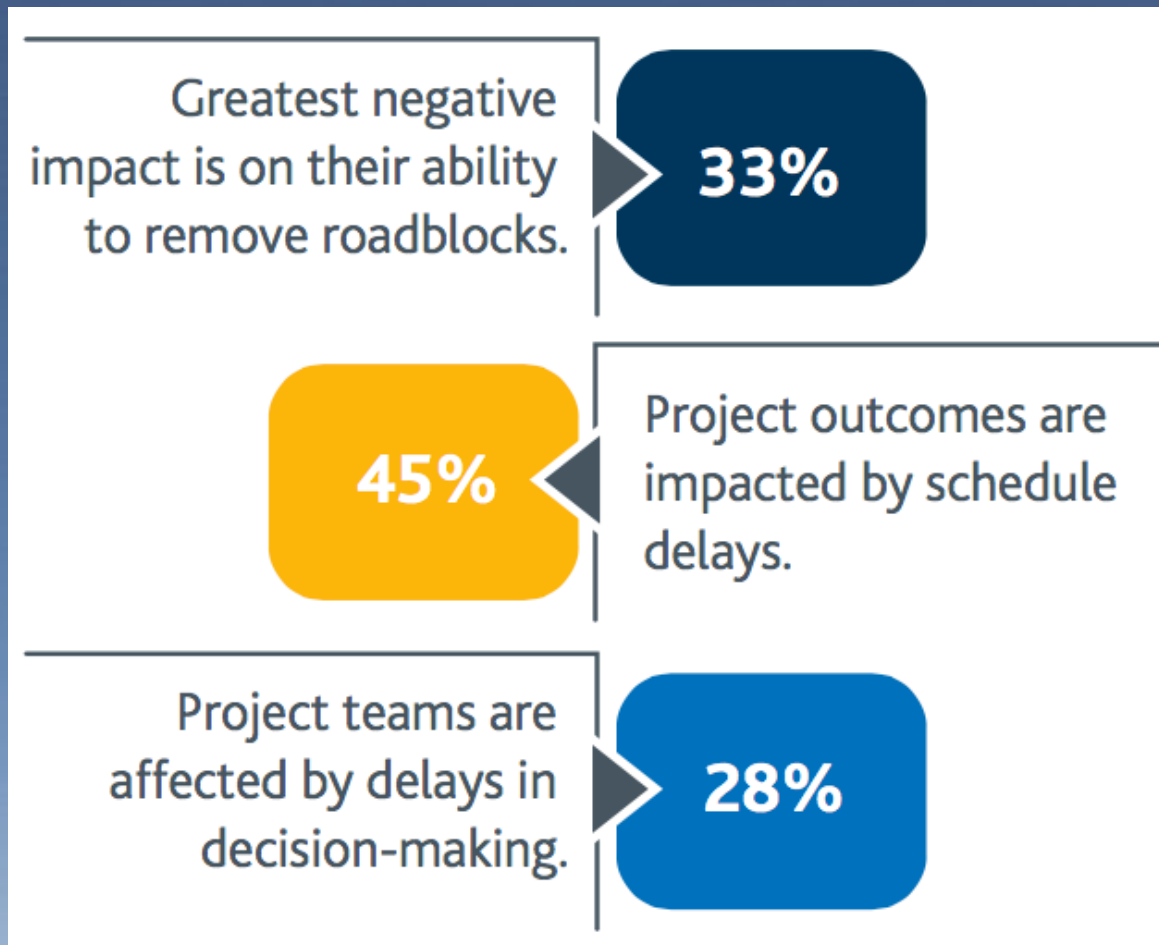
Executive Sponsors are in short supply and overextended over many projects



Response to “Are Executive Sponsors Overextended”

Executive Sponsor Challenges

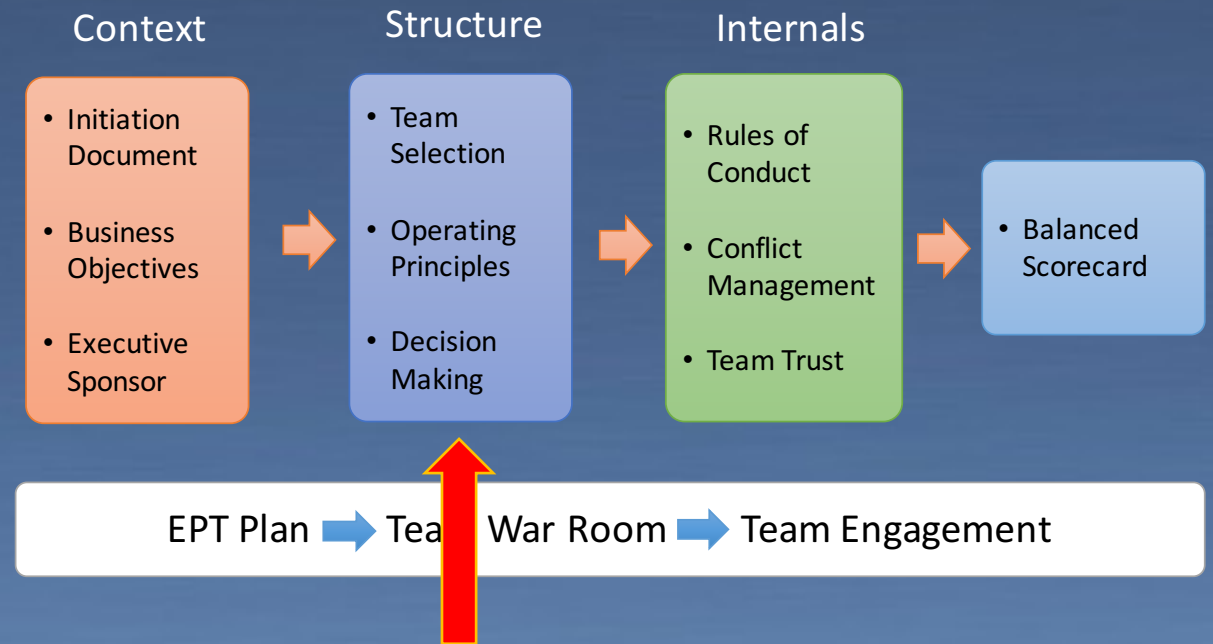
When Executive Sponsors are overextended.....



Executive Sponsor selection is just as important as Project Manager selection.

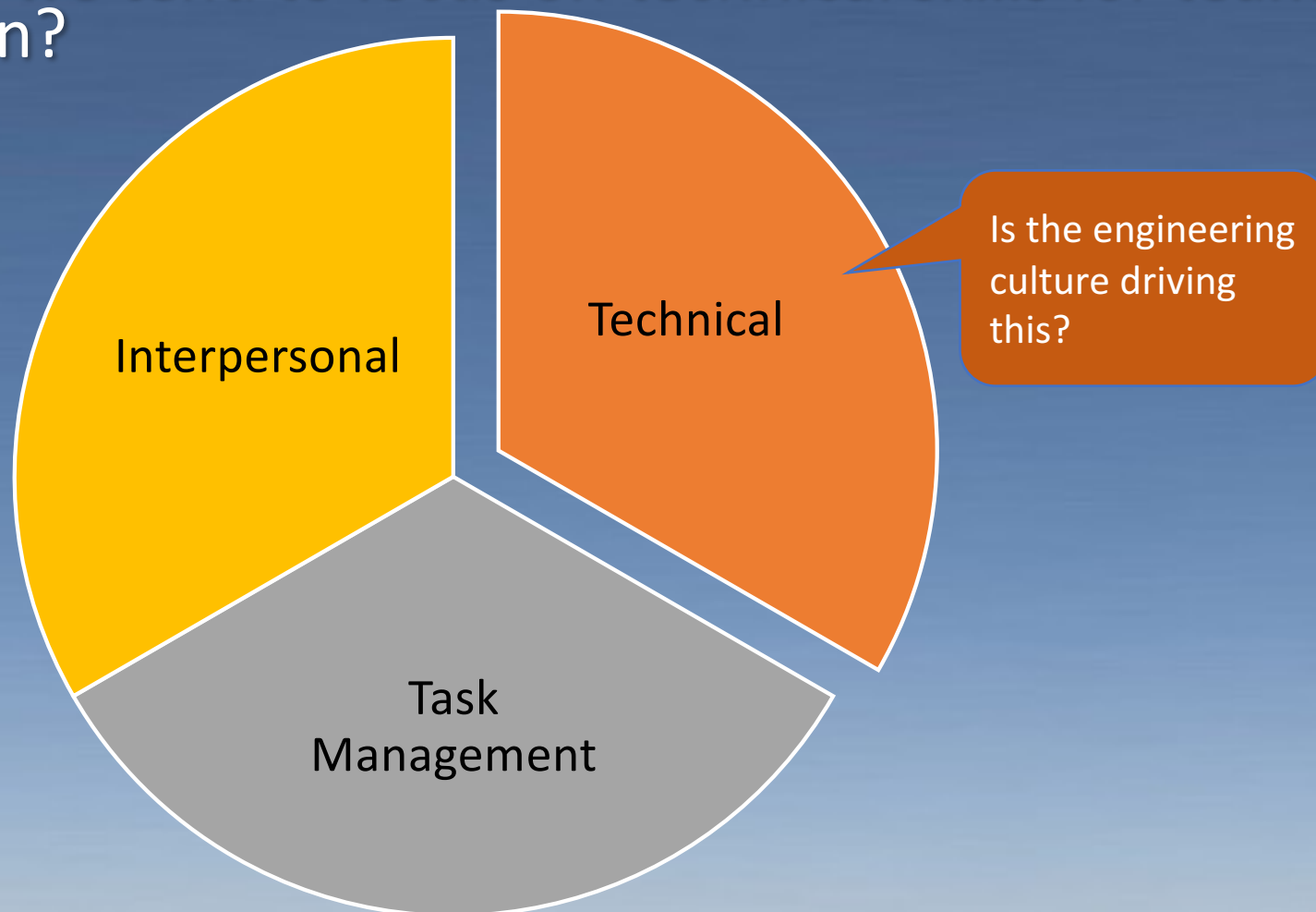
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Team Selection – Team Member Skills Required for an Effective Team

- Select team members based on a multiplicity of skills that drive team effectiveness
- Why do we tend to focus on technical skills for team selection?

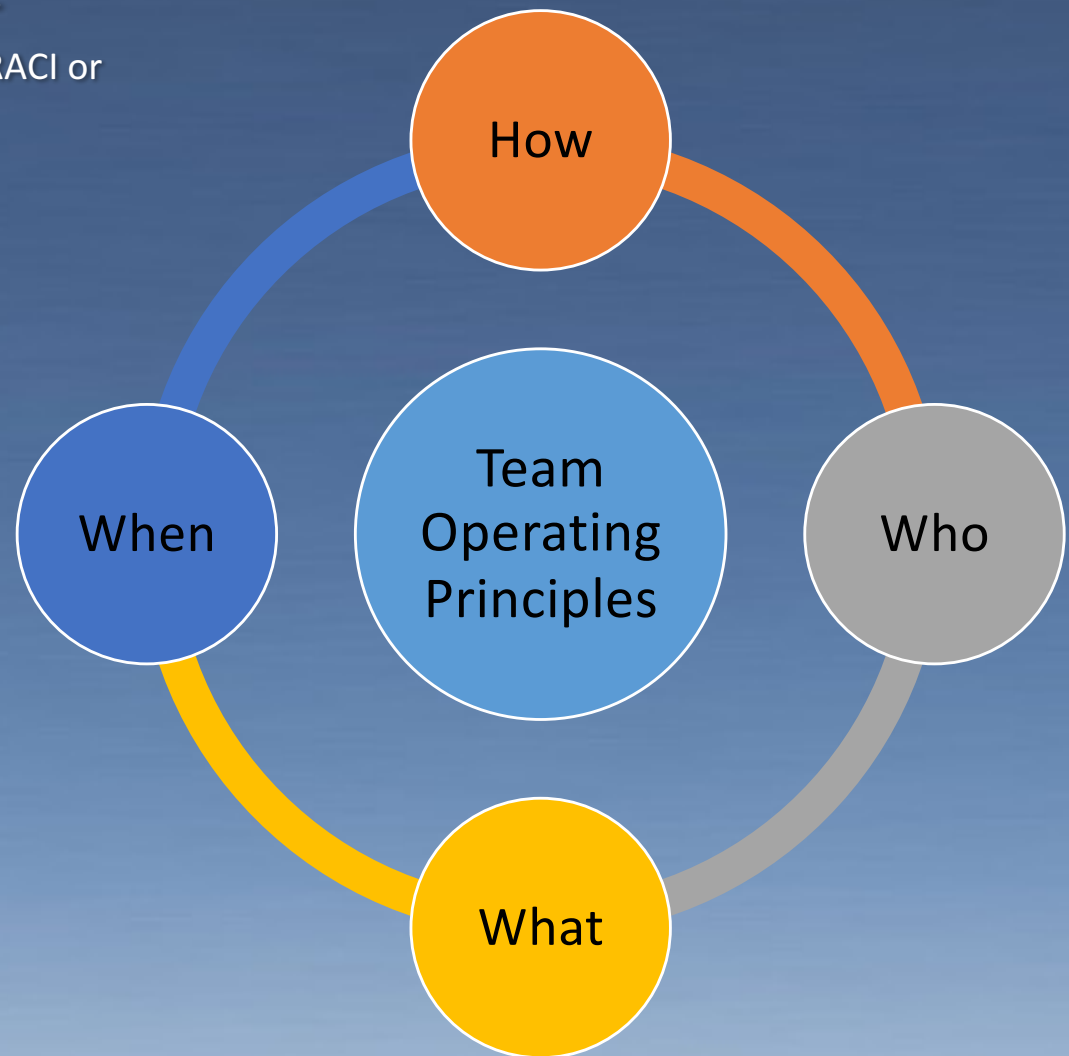


Team Selection – Skills Sets that Drive Team Effectiveness and Ensure that Everyone Works Together



Operating Principle Components – Teams Require an Operational Rhythm

- Roles and Responsibilities –
 - Go through the process and document in RACI or LACTI
 - Lots of work!
- Processes for deliverable development
- How will the team operate
 - Daily
 - Weekly
 - Monthly
- Key reports
- Key meetings
- All administrative support



Simple Decision Making Approach

- Teams make 1000's of decisions during project life cycle
- Decisions can drive conflict
- Team needs a transparent and well understood process



Rules of Conduct: Respectful, Listen, Fact Based

Decision Making – 1

1. Identify the problem

- What is the single question that the group needs answered to accomplish the purpose of the meeting?

2. Surface assumptions and biases

- What assumptions are associated with the single question?
 - We think we know that management wants



Use Rules of Conduct & Behavior

- Listen to others for understanding
- Remain fact based
- Tough on issues not on each other

Decision Making – 2

3. Identify and analyze issues

- Before answering the question, what are the issues that must be answered to fully understand the problem?

Issues	Relevant Facts	Best Response

4. Develop alternative solutions

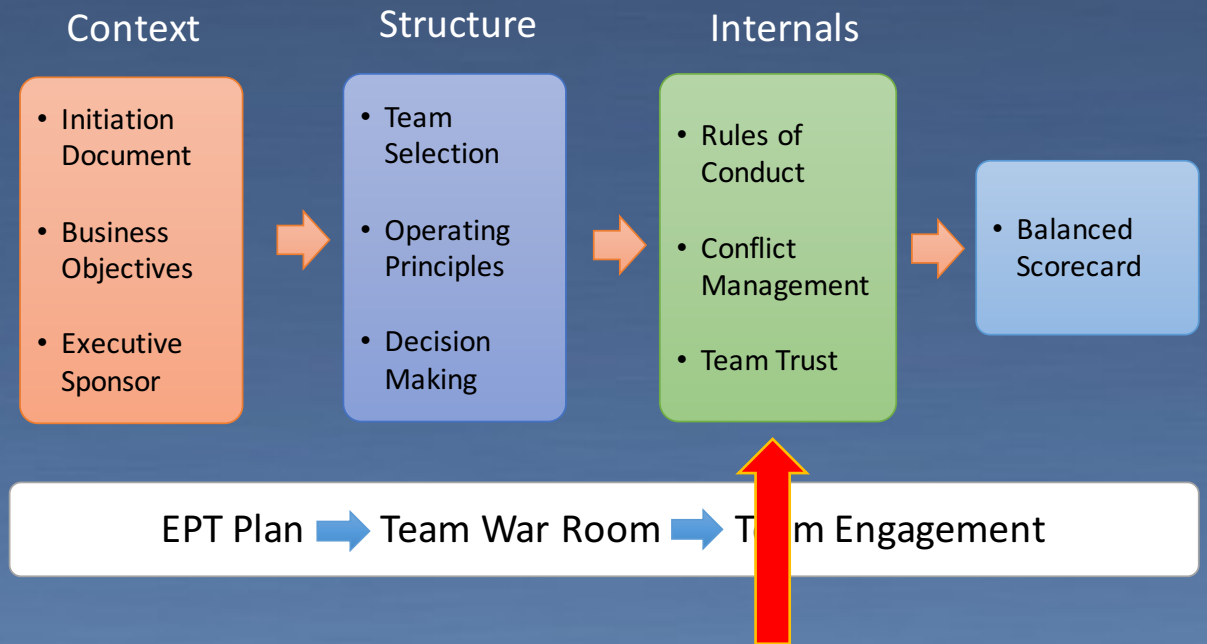
Alternative Solutions	Pro's	Con's

5. Decide on a solution

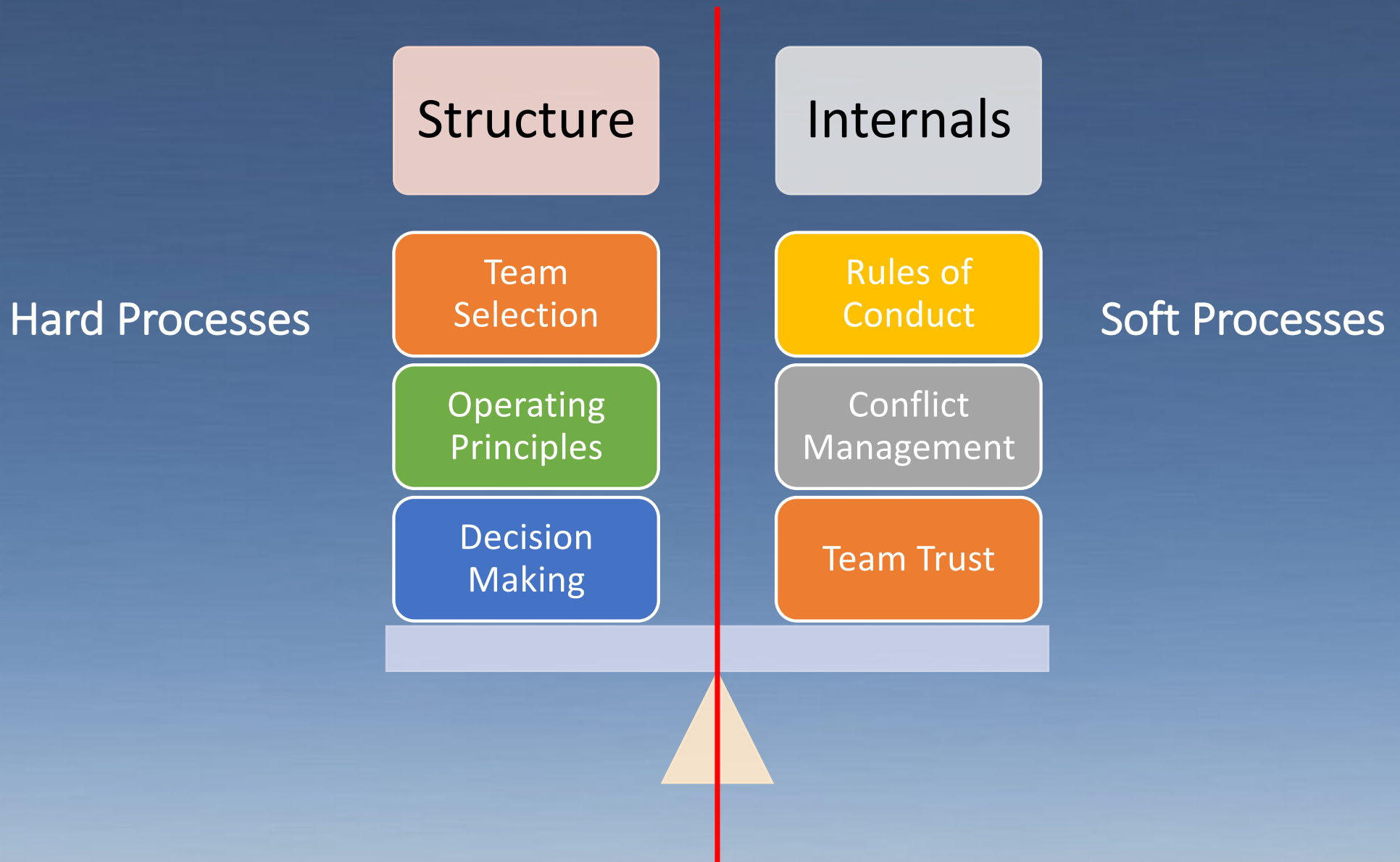
- Which is the one best solution?

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Team Structure vs. Team Internals – It Takes Both



Common Approach – Typical Rules of Conduct – Project Team to Develop and Own!

Rules of Conduct & Behavior

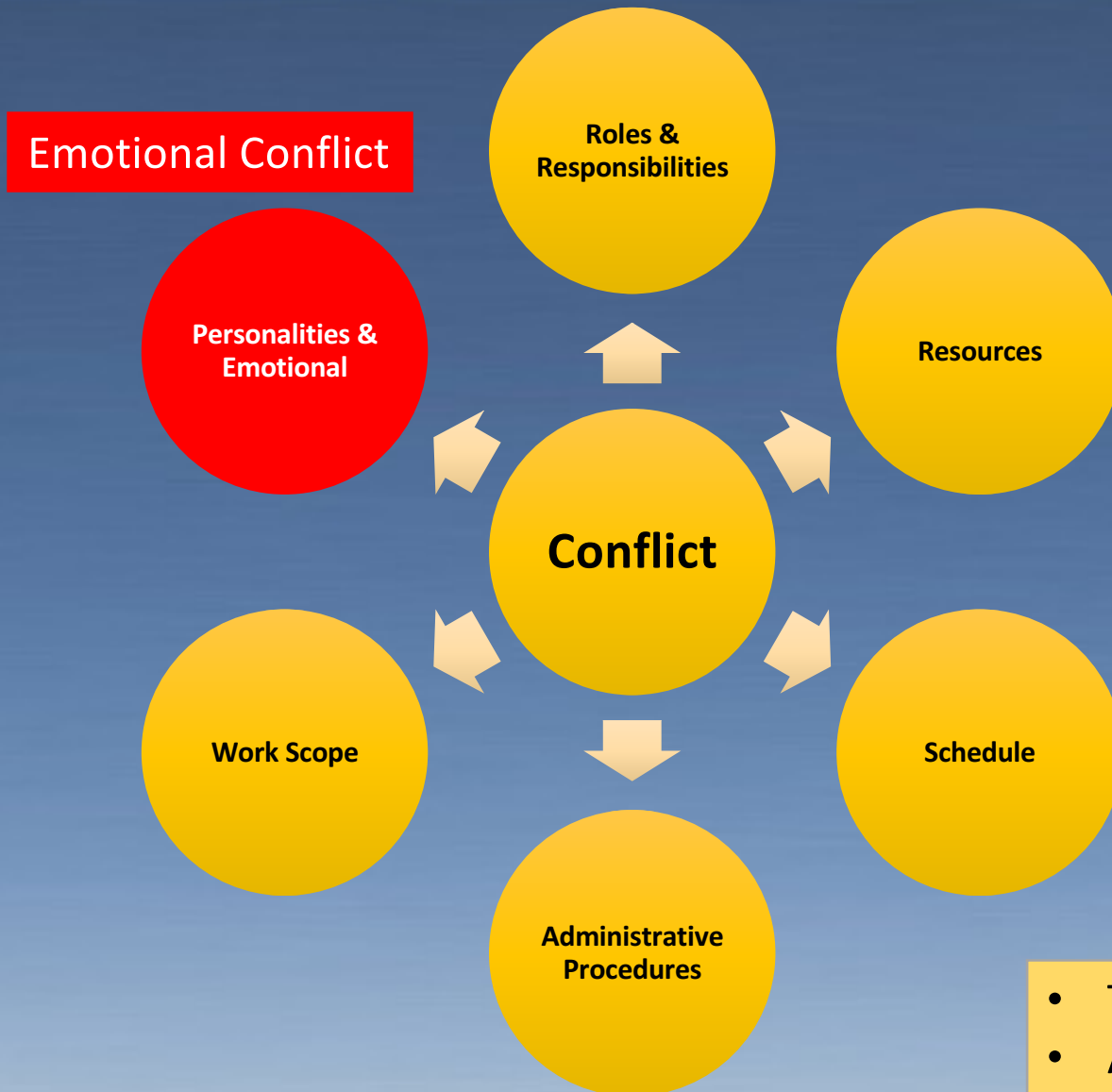
- Respectful of others
- Analytical approach or facts are friendly
- Hard on facts - easy on each other
- We will listen to each other
- Attend meetings and be prompt
- Focus on end product - everyone does work



As the team works together to develop these Rules of Conduct & Behavior they will:

- Embrace and own them
- Hold each other accountable

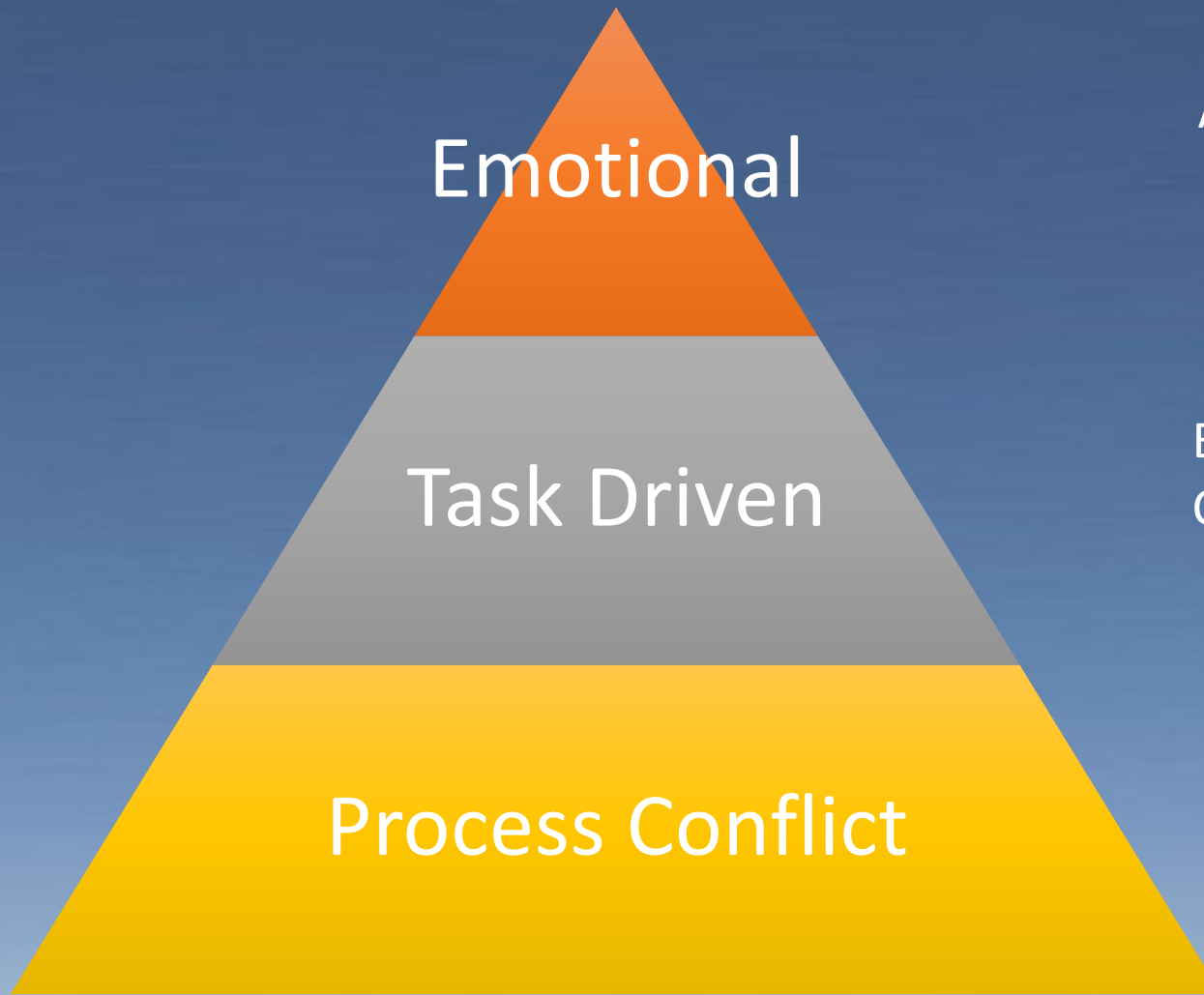
Typical Conflict Areas



- Conflict is unavoidable
- Well defined team processes address root causes of conflict
- Conflict should be the exception

- Task driven and process conflict
- Address with process and structure

Proper Planning Minimizes “Bad” Team Conflict and Supports “Good” Conflict



Address based on trust

Encourage and use Rules of Conduct

Operating Principles, Decision Making, Roles/Responsibilities and other processes minimizes this

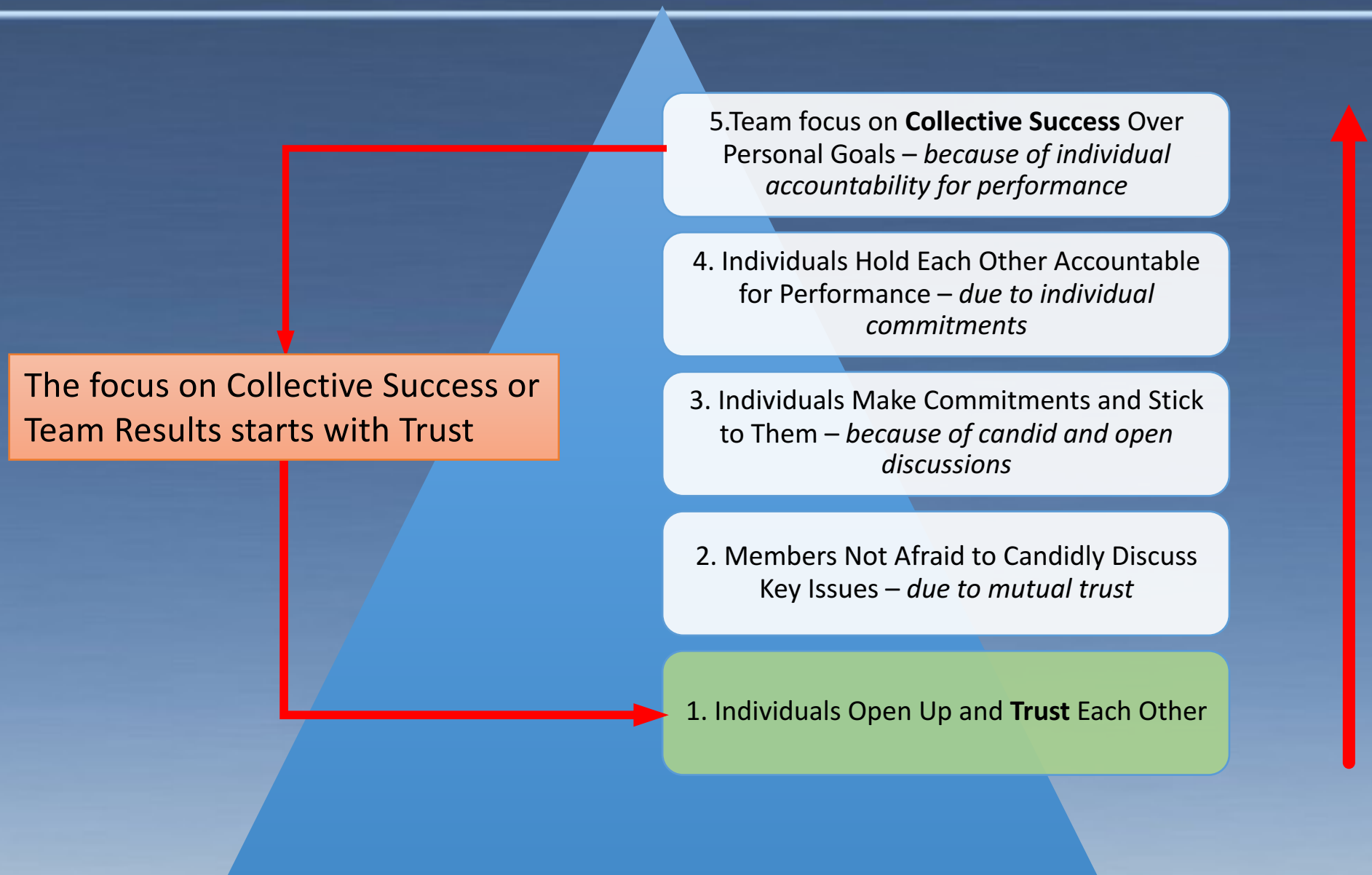
Conflict is Part of the Team Process – This is the Hard Part

Conflict Type	Define	Example	Solution
Process Conflict	Focus on processes and roles & responsibilities	Who will do what. How will it be done	Develop team processes and roles & responsibilities
Task Conflict	Disagreement on how to do work at hand	Based on differences of opinion and background	Encourage to get to the best solution, healthy discussion, etc.
Emotional Conflict	Disagreements based on personal and social issues unrelated to work	Relationship tension, anger, “lack of respect,” etc.	Interrelationship trust

Can wreck a team if not managed

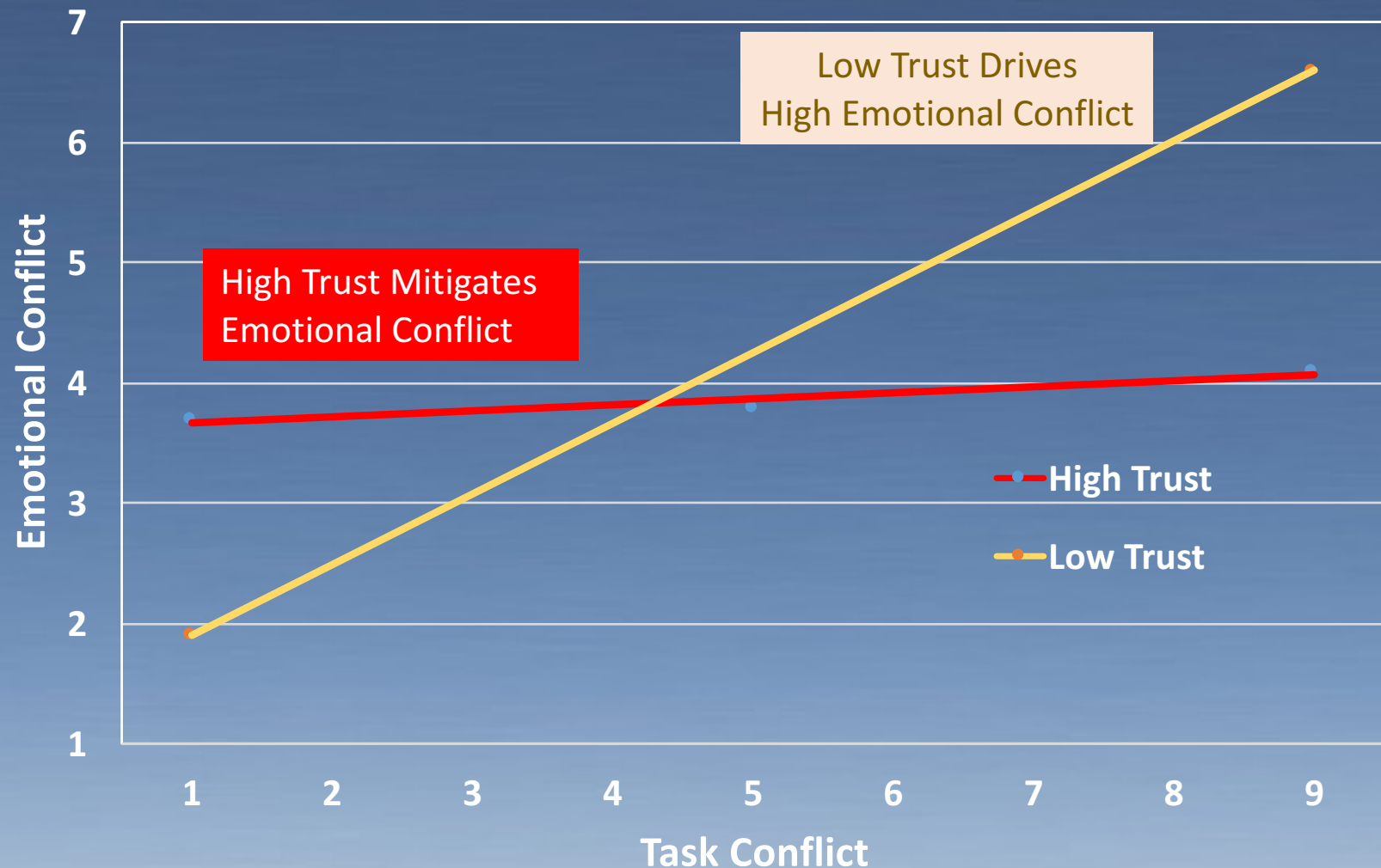
This is really hard to do

It Starts with Trust – Activities and Behaviors that Support Effective Teams

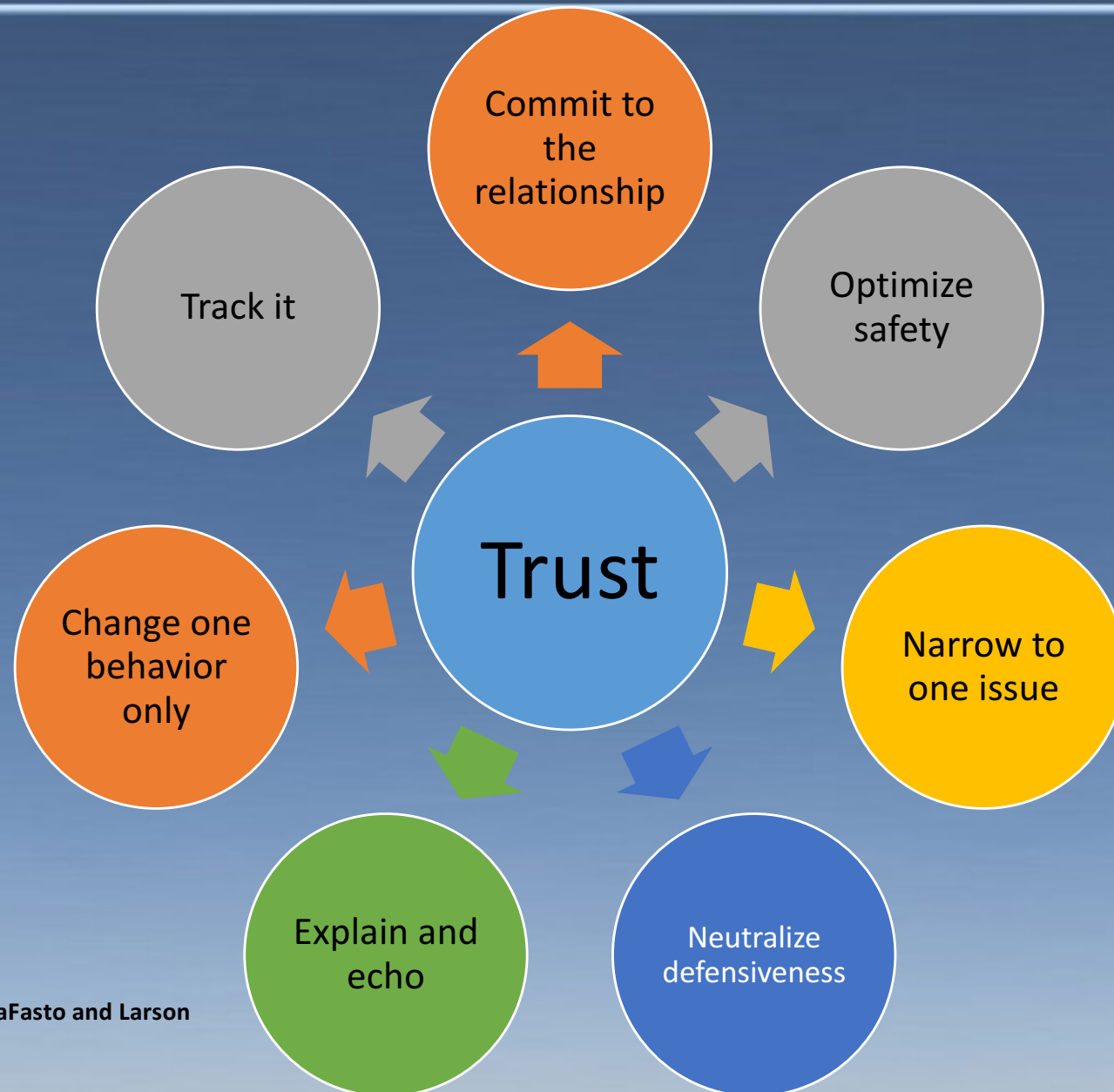


This is Why Trust is so Important Among Team Members

High Trust Dampens Team Conflict



Team Trust – Use Proven Processes to Ensure One-to-One Relationships – part of Team OPERATING PRINCIPLES



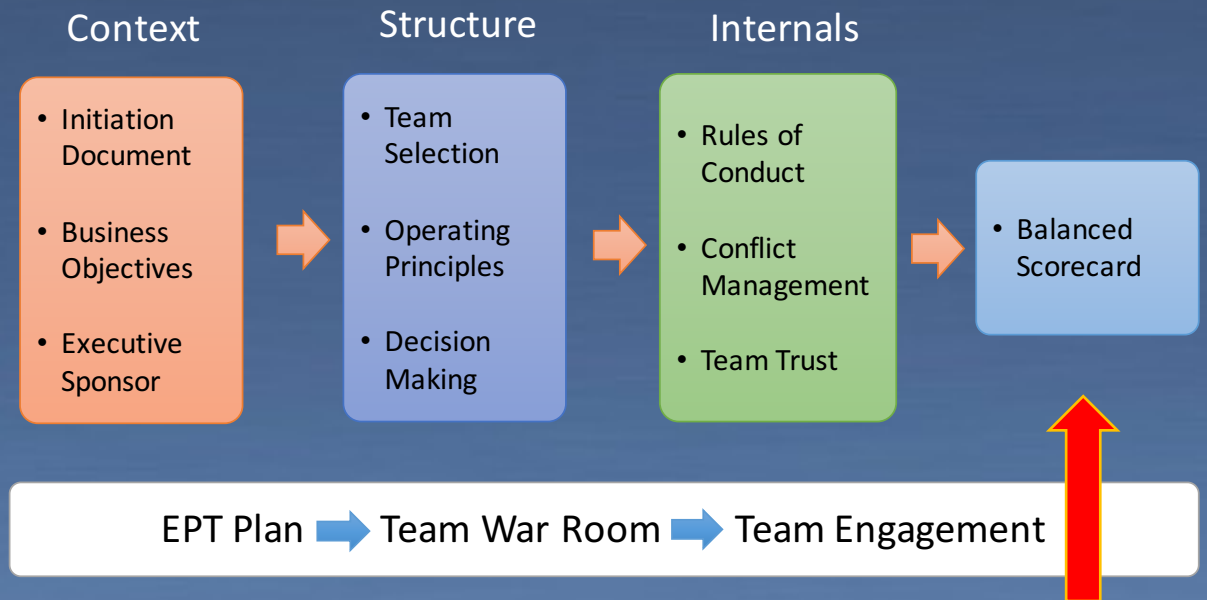
How to Build Trust and Offsite Sessions

- Use a “War Room”
 - Show metrics
 - Show principles
 - Show processes
- Off site workshops are good at building trust, if all the other processes are in place
- Otherwise, results are short lived, and should not be done



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Why Measure?

- Measurement is one of the most leveraged activities that we can perform
- Measurement is the single most motivational part of sports
 - Alabama vs. Auburn
- Man is a measurer of things
 - Time: hours, calendar, agenda.....
 - Investments, retirement plans...
 - Temperature, rainfall, etc.
 - Blood pressure, cholesterol, weight..
 - Cost, schedule, quality....
- Measurement facilitates socialization



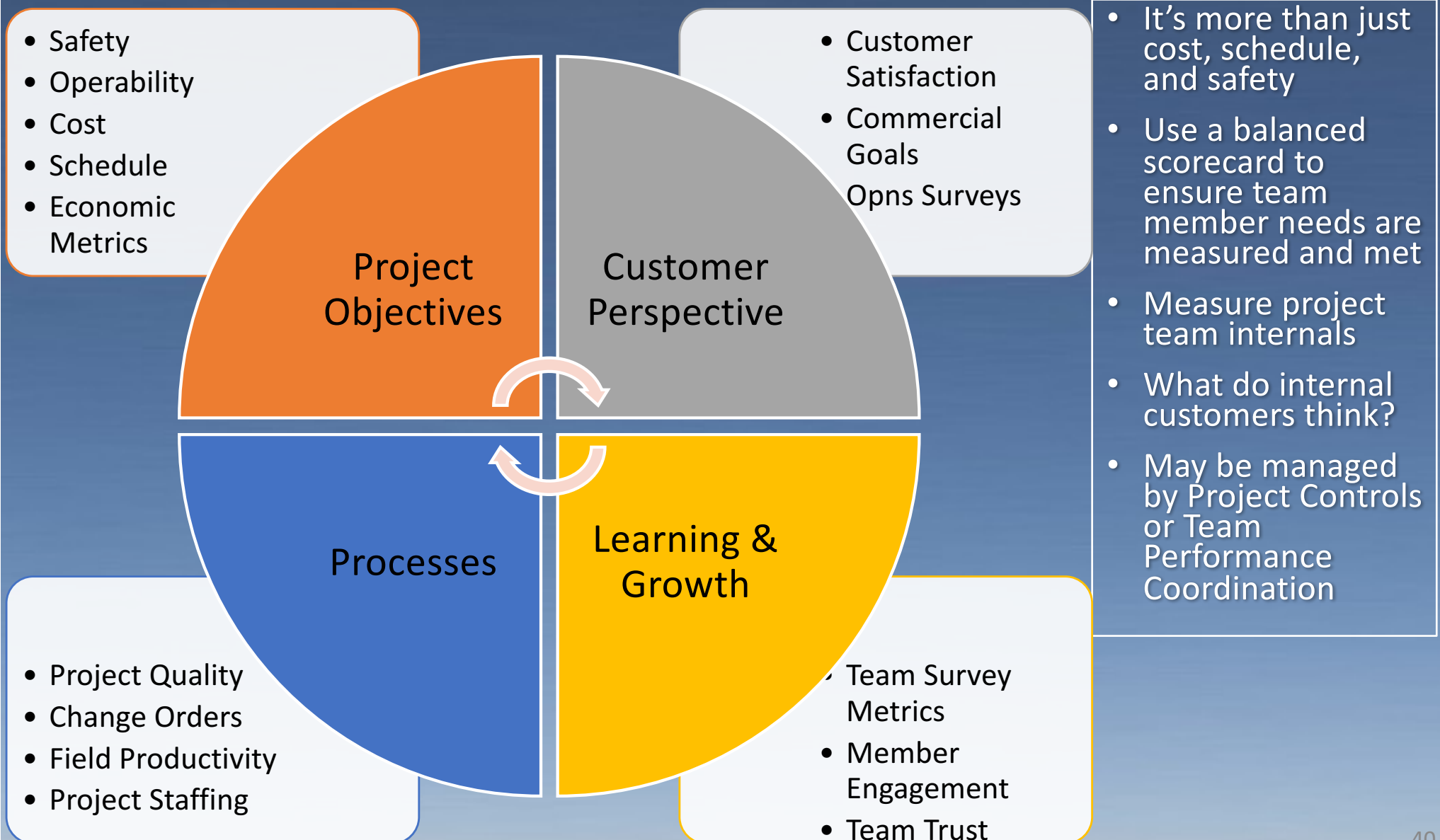
Why Measurement is Critical to Team Success

- Focuses attention on what is important
- Clarifies team expectations
- Aligns the organization
- Makes individuals and groups accountable
- Provides the basis for goal setting
- Improves decision making



WHAT GETS MEASURED GETS DONE

Typical Project Balanced Scorecard – Cascade Goals to Sub Teams – Align with Incentive Compensation



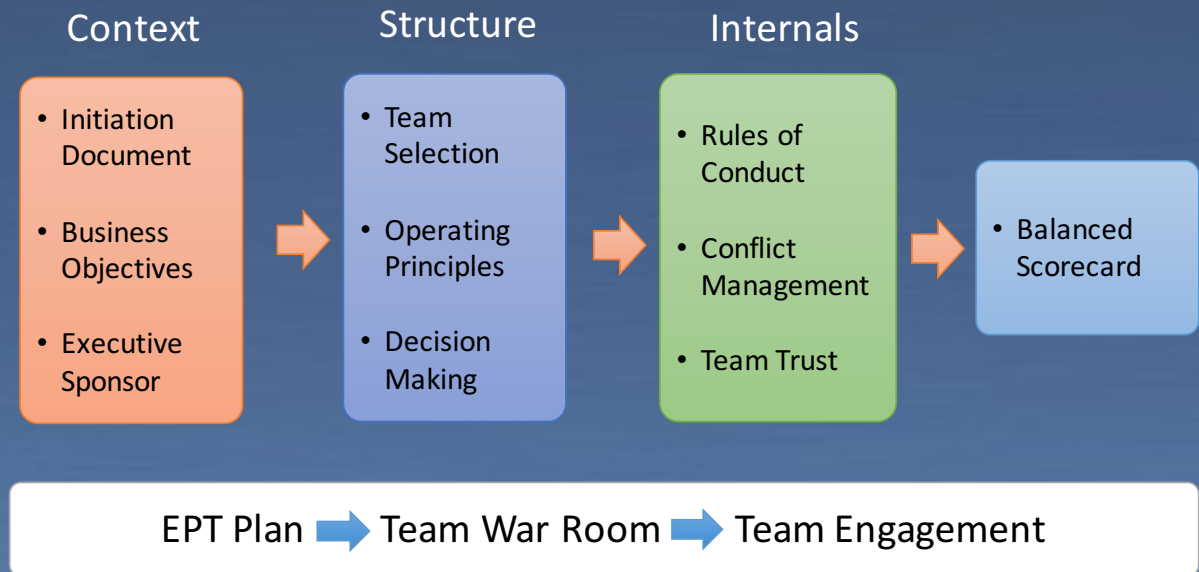
Typical Engagement Survey

- How happy are you with your job?
- My work directly impacts project success
- How would you rate your colleagues and team members
- I see professional growth and career development opportunities for myself in this organization
- There is open and honest communication between managers and employees
- Managers provide a proper work – life balance

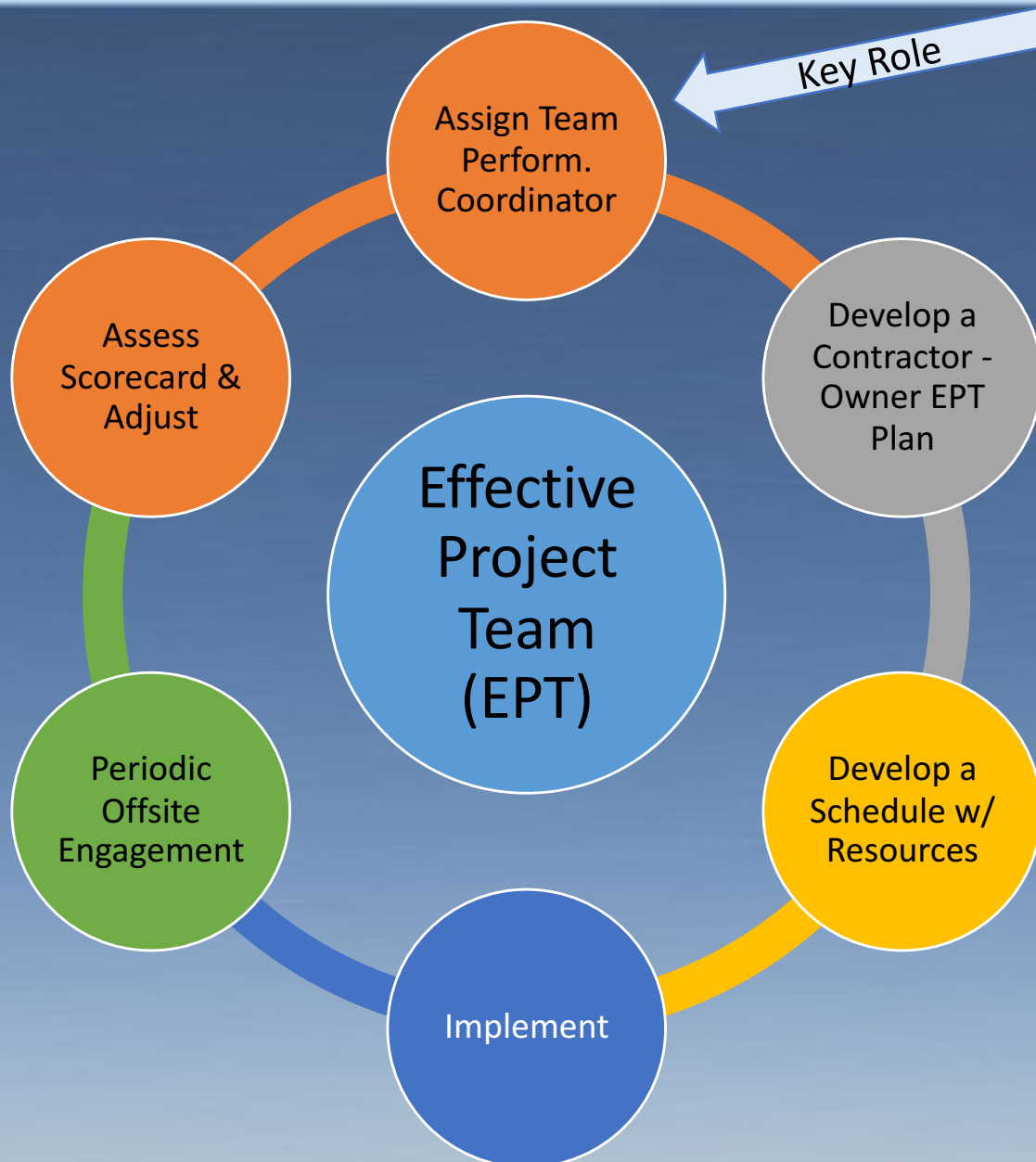
Multiple choice questions – scale 1 – 5.

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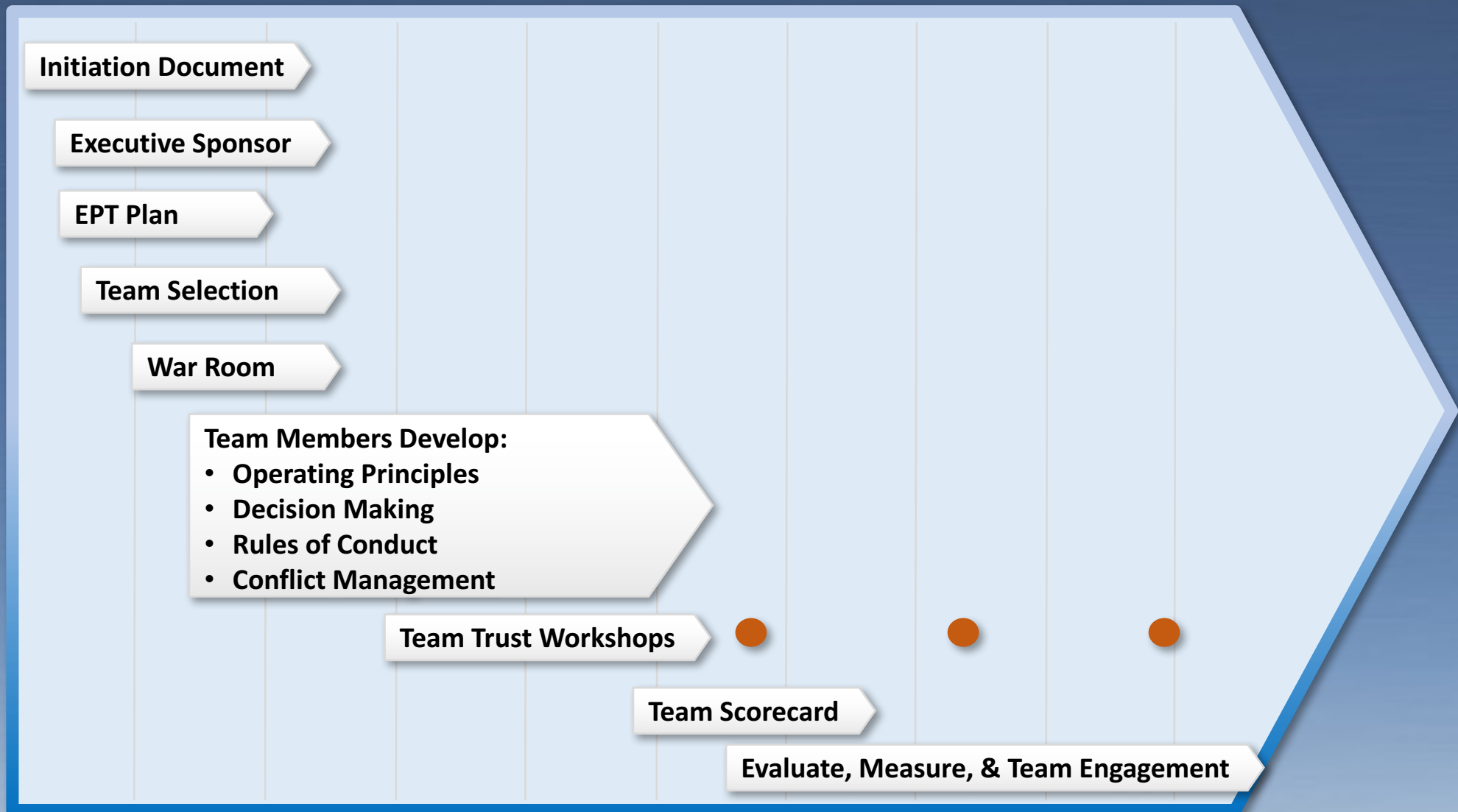


How to Implement an Effective Project Team (EPT) Approach for your Project – *You Need a Plan*



- The key to success is to develop an Effective Project Team Plan
- This is similar to a PEP, a Construction Plan, Start Up Plan, etc.
- Assign a Team Performance Coordinator
 - Business Analyst
 - Project Engineer
 - Consultant
- Develop a schedule
- Provide resources

Typical Effective Project Team Schedule



Case Study #1

Situation

- Team experiencing a tremendous amount of conflict, team members not engaged, and team not working together. Project Manager requested assistance in addressing the problem.

Response

- A brief assessment found that internal conflict resulted in a dysfunctional team. Much of the conflict resulted from the communication and decision making approach as well as poor trust among team members. Through a series of workshops the team developed an approach to communication/decision making as well as “rules of engagement (conduct)” that everyone utilized.

Outcome

- Development of the rules of engagement and communication / decision making approach drove team alignment and raised the trust level within the team resulting in more effective team work.
- Above approach helped meet project objectives.

Case Study #2

Situation

- Large capital project team was in the process of being assembled with substantial conflict among team members. Many of the members were from disparate organizations outside the firm. An additional source of conflict was the role of stakeholders outside the project team.

Response

- A brief assessment indicated that the root cause of the conflict was unclear roles and responsibilities and “position” within the organizational chart. A series of interviews was conducted to realize a first pass on a LACTI or RACI chart. A series of spirited workshops was conducted to determine roles and responsibilities among team members as well as their relationship with stakeholders outside the project team.

Outcome

- Stakeholders felt they had been heard, understood their role, and proceeded to initiate the project with much less conflict and stress.
- Supported meeting business and project objectives.

Case Study #3

Situation

- Project organization was experiencing high turnover and team members dissatisfied with how the project was being managed.

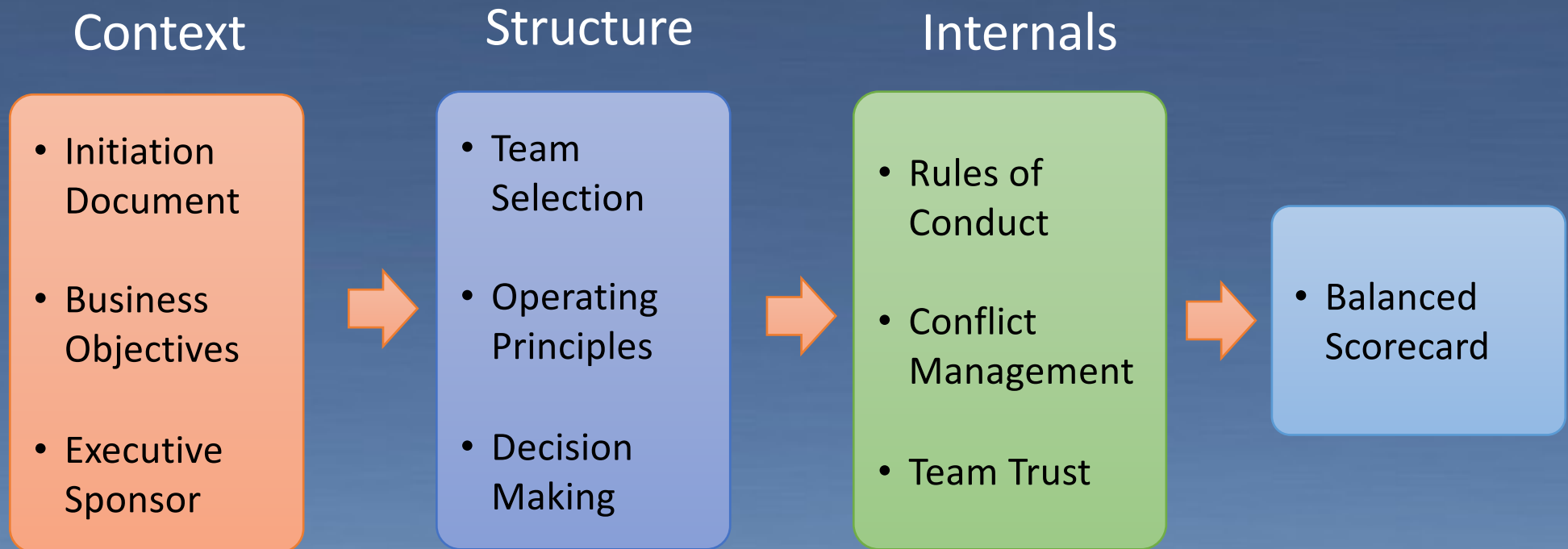
Response

- Several of the team members felt that their assignment did not provide growth opportunities and that their career aspirations were not being addressed. While this is typically the responsibility of the functional manager, the project manager needed to get involved as his project was at risk.
- In addition to the typical project scorecard metrics a team member “Learning & Growth” component was added in recognition of the current staff market environment.

Outcome

- Team members were much more satisfied as they understood that their career goals were being addressed by the Project Manager as well as the Functional Manager.
- Much less conflict and team focused on meeting project objectives.

Summation: Integrated Model for Effective Project Teams (EPT)



EPT Plan → Team War Room → Team Engagement

Questions?



Biography



With over 30 years of project management, organization transformation, and consulting experience, Pete Luan guides his worldwide clients into improving organization and project performance. Serving as a trusted advisor to top executives, he not only helps these companies improve their project predictability and performance, he also leads these changes to achieve those goals.

He is a project management instructor for a noted firm in the E&P space. He has authored numerous SPE articles and developed courses on project and risk management best practices.

Some of his clients include Plains All American, Chevron, BP, Conoco Phillips, Talisman-Repsol, Oceaneering, Maersk Oil, Marathon, Addax, Kosmos, Cairn Energy, and Noble Energy.

Prior to building his consulting business, Pete managed world leading major upstream and chemicals manufacturing projects across the globe for British Petroleum for 20 years. Before joining BP, he was a Captain in the US Army.

Pete holds Bachelor's and Master's degrees in Mechanical Engineering from Rice University and has completed the Executive Program at Harvard Business School. He is PMP certified and a previous member of the National Speakers Association.

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