



RAPID CREATION OF A HIGH-PERFORMING TEAM

1.0 Why

The project team is the lifeblood and foundation of an effective and efficient Lean/IPD project. The challenge of many projects is that this team is also temporary and needs to be able to perform at a high level relatively quickly. For this reason it is important to quickly create a high-performing team so that it can to make the significant changes required in order to deliver the outstanding results expected. Most traditional teams do not successfully tap into the full collective knowledge of the participants. Additionally, because the Lean/IPD project creates a new culture that requires different behaviors effective Partner Selection and rapid team building provide the opportunity to shift the behaviors that help drive the culture evolution.

Rapid High-Performing Teams enable you to see results more quickly.

2.0 What

A high-performing team:

- Is built on a strong foundation of trust among all team members.
 - Has a strong team culture of respect that enables members to effectively deliver against Conditions of Satisfaction.
 - Celebrates both small and large successes of the team and the individuals.
 - Breaks down barriers through innovation and continuous Retrospection.
 - Breaks down traditional silos to maximize skills and optimize performance.
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The result of long-term relationships is better and better quality and lower and lower costs.

3.0 How

Team building events:

- Team review of the Leadership chapter.
- Identify and align on the team goals. The internal team challenges should be aggressive to the point that achieving them requires near perfection. These are different than the external team goals which define the project as successful. The goals must be aligned with project Conditions of Satisfaction.
- Develop the vision for the team through Onboarding.
- Identify and deliver training the team needs to become high performing on the project/task at hand (using simulations where beneficial).
- Identify team norms.
- Develop project specific diagrams, noting team member roles and interfaces.
- Create a framework and environment for effective peer-to-peer coaching and mentoring to develop required behaviors.
- Assess individual and team strengths to identify and breakdown barriers that could inhibit successful execution. Ensure the strength assessments are transparent to other team members and are conducted within a team development training exercise.



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- Focus on listening to others and be aware of how personal perspectives contribute to what participants hear.
- Create an environment that allows all participants to actively speak their minds.
- Define roles and responsibilities and facilitate their evolution through continuous learning.

Goals and outcomes of the events:

- Move quickly through the forming, storming and norming phases of team development so the team is performing at a high level on the project.
- Develop a plan to maintain and continuously strengthen the team "health" throughout the "project."
- This should include team assessments.
- Define and build the project or team culture specifically needed for the success for this specific project/team.
- Develop team culture.

Tuckman's Team & Group Development Model



Things to keep in mind:

- Be aware of the external cultures that will also affect the culture and performance of the team.
- Team creation is a continuous process.
- Be mindful of team boundaries and where they lie within a specific team and the larger project team.

Breakdown warning signs:

- Information being withheld.
- Decisions made in a vacuum .
- Deliverables consistently missed.
- Conflict not visible and not constructive.

References

Speed of Trust, Stephen M.R. Covey

The Five Dysfunctions of a Team—Patrick Lencioni

Everybody is an “A” Student - Benjamin Zander



Quick Reference

Onboarding	187
Team Partner Selection	117
Conditions of Satisfaction	133

For additional readings and information, please see the below information.

CHAPTER 20 – EARLY STAKEHOLDER AND INVOLVEMENT

Additional Readings

[2 Update on Target Value Design 2 TVD Update ppt](#)

[5.5 Digital Design-Emdanat](#)

[6 Final Changing Rolesppt](#)

[9-15-08 Lean Construction Opportunites Ideas Practices](#)

[A3 Decision Analysis Using Virtual First-Run Study of a Viscous Damping Wall System](#)

[Competition and Collaboration are not mutually exclusive](#)

[Implementing Integrated Project Delivery on Department of the Navy construction projects](#)

[Integrated agreement on one page](#)

[Presentation 02-The Big Room-final](#)

[Project Alliancing A Relational Contracting Mechanism For Dynamic Projects](#)

[Southern California Owners Forum](#)

[Standards and Measures - Whole-building Metrics Driving Innovation and High Performance](#)

[Transitioning to Integrated Project Delivery Potential barriers and lessons learned](#)