

# PMIWDC Fall 2005 Knowledge Exchange Forum

## Soft Skills Session Open Topics

The KXF Soft Skill session held an open topic. A facilitator was identified and then solicited the attendees for topics for discussion. This presentation is the result of the open topic portion of the Soft Skills session of the KXF.

# Unrealistic Expectations

- Get expectations in writing
- Meet for consensus
- Use Change Management
- Use the Communication plan to keep information flowing
- Brainstorm and re-evaluate priorities with client
- Co-location with user creates better communication
- Know when to walk away

# Situation involving Negative Staff

- You are the subcontractor on a project with a government client. The prime contractor has a PM that is confrontational and a micro-manager on the project. Your staff has several run-ins with the prime PM that lead to a general dislike of the prime and the project. You have a good relationship with the government client, but access has been limited by the prime. The prime removes their PM and puts someone more seasoned and experienced in charge. Things appear to be looking up, but the attitude of your team is "tainted" by their previous experience. On top of this, the government client has less funding than is required to perform the work and has accelerated the schedule. What the client wants as a result of many factors is the "quick and dirty" approach to developing some of the deliverables. Your staff is experienced and knowledgeable in their field and they know what is needed to perform the work correctly and to ensure it is accepted by stakeholders. They also don't want their name associated with a deliverable that was done using the "quick and dirty" and in their minds, wrong, approach.
- How do you get your staff on board with doing what the client wants in order to ensure continued work with the customer which you consider a strategic target?

# Responses to Managing Negative Team

- Conduct Stakeholder Analysis
- Find the hidden negative player (the Fox)
- Review choices and risks
- Make sure the team is heard
- Have team brainstorm best solution
- Use a multi-level approach in communication plan
- Look for a quick win to turn team around

# Team Building Ideas

- Ropes courses, outdoor trust building events
- Pictures on wall of team
- Company Newsletter
- Kick-off meeting face to face
- Myers/Briggs exercise
- Lunch/meals/social events
- Facilitation on tough issues
- Team rules
- Small acknowledgement on weekly basis or team mascot to be passed by team member to other teams member who has helped them out