

TK-PRO

# Informers

## Project: Coaching of a project team in a construction company

Coaching groups that work together on a project is also part of your services. Could you please explain to us, what effect your involvement has on the teamwork? That's exactly the point. In reality there is a big difference between groups working together and project teams. Generally you can only call a group "a team" after intensive collaboration. Through my coaching, it's my goal to form and guide the teams towards their objectives.



Why is teamwork in projects so difficult in real life? Normally I'm facing standard

situations you can find in nearly every company. For example, everybody knows the situation "having no time to build the fences because the chickens have to be caught". In my experience this feeling overwhelms the team members in complex and time critical projects. In a project I coached last year, there were two major stumbling blocks. The members didn't know each other and they didn't have a common basic knowledge of the project. In these cases I like to pose the question: what is the current status of the project and I'm not surprised, if the answers differ hugely between the team members.

Team members having a different knowledge base in a project is definitely a dangerous situation. Is your successful involvement linked to the real project?

I love it when that is the case. To guide a team through the start phase towards its objectives is one thing. To implement training elements and exercise them on a real project is that extra something. You could even say, that in a situation like this a project is worked through from scratch and it gives

every team member an opportunity to do some homework on it.

You were talking about a coaching project and the stumbling blocks. How did you remove or help the team members to remove them themselves?

Concentrating on the start phase was the most important matter in this case. That's where the major requirements needed to be defined with the team. Among others we focused on committing to objectives, stakeholder analysis, opportunities and risk analysis and – very important – we increased the awareness for the contract and its sticking points. So the basis was built, for effective teamwork in the project.

Then we focused on committing to clearly defined and measurable results for the project. Additionally



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we strengthened the social competencies in the team by working in groups most of the time. From my point of view, there are enough emails written these days, the factor of putting the heads



together, especially when it's getting difficult, cannot be disregarded. Finally a clearly defined to-do list was developed, so that every team member was well prepared for the following weeks.

**Everybody can imagine the nightmare of a project starting off badly. What was the status of the project by the time you finished your coaching?**

First of all we had refreshed a couple of basic topics in project management and secondly the project had a successful start. In detail that meant that both opportunities and risks were

identified, followed by an evaluation and of course committing to the appropriate measures. It probably sounds banal, but committing together on the project objectives was an important point, that – as I said in the beginning – is often ignored. According to the motto “that’s clear anyway”.

An important factor was the team building of the project members.



The common base of knowledge and the exchange of information about changes in the project have to work smoothly between the team members. A couple of times I have referred to my company motto

in this context. “The whole is more than the sum of its parts”, expressed also visually in my company logo, stands exactly for these interfaces of human interaction, where synergies or higher efficiency can develop.

### Facts +++ Facts +++ Facts +++

Complete start phase in two days

Commitment to objectives

Opportunities and risk analysis as well as stakeholder analysis within the team

Contract analysis within the team

Definition of clear and explicit to-do's

Doing “homework” for the project

Collaboration with the coach increases team building

### Advertisement

and for the little **hassles** in-between



For risks and side effects please consult your superior or managing director



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