

THE TEAM

Initiation



The Team

Effective teamwork directly impacts productivity, outcomes and the success of your project. It also can make your project experience a much more enjoyable one.

Initiation

The purpose of this phase is to develop a clear understanding of what your project is, what you want to achieve and how you plan to get there.

Key points

1. The team members

Consider the fundamental knowledge and skillset your team needs to achieve the desired project outcomes. This can range from skills in data analytics to working knowledge of the service and clinical experience. Appropriate representation within your team is vital for engaging the right stakeholders and to maximise the credibility and effectiveness of your project.

2. Set team rules

It's important that team rules, roles and responsibilities are clear, and ways of working are discussed and agreed upon. This is an important phase, and should not be rushed. Make time to get to know each other, build trust between members and identify individual strengths. Consider developing and signing a team charter and/or agreement, and schedule time over the course of the project to review if it's effective.

3. Keep the team engaged

In high performing teams, each member shares a common goal and is motivated to achieve it. Every team member will have a unique perspective and work pattern. Learn to work to these strengths. Remember to allocate roles and ensure they are understood and responsibility is accepted. Follow up with your project team members and remain alert for signs that they need help or are going off track.

4. Meet and communicate

Regular and effective communication is vital to the success of your project. Ideally, the team should schedule weekly meetings or huddles to track and report progress and plan and allocate next steps. Conflict is normal as new teams come together, but to keep the team working it must be managed and monitored. Sponsors or independent mentors may need to assist if conflict continues.

Considerations and tips

Remember that effective teamwork is crucial to the success of your project – give it the time and attention it needs.

Team dynamics

Consider personality types and strengths within your team and how these affect dynamics. You may need to take a different approach based on members' personality types to get the most out of your team. If managed well, different personalities and strengths can be a benefit.

Tuckman's theory

Teams follow four stages of group development: forming, storming, norming and performing. This model can be used to build a highly productive team and achieve outcomes. For more information, see the link below.

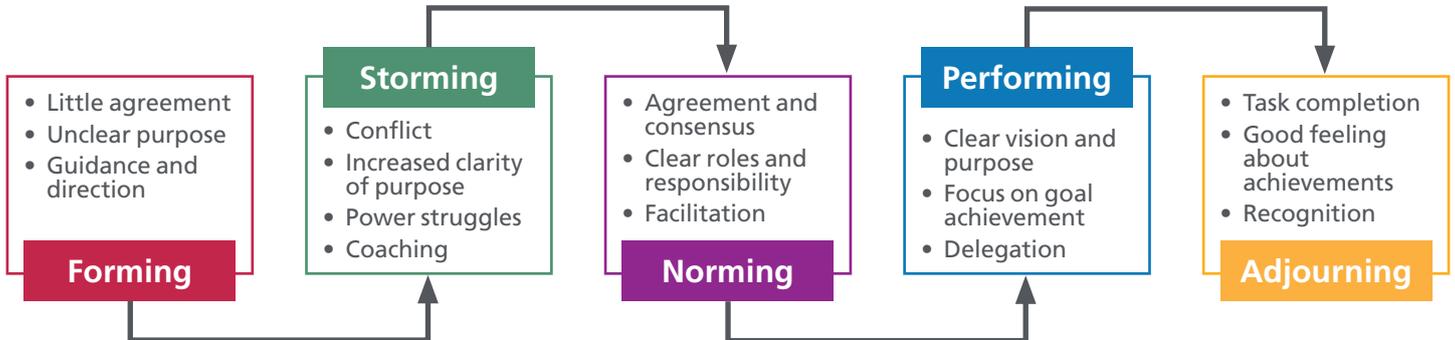
A common mistake

A team agreement is only useful if it is followed, don't let it disappear. Make the time to check in with the team to review the agreement, update it as needed and keep each other on track with what was agreed.

Effective team meetings

Prepare well and ensure each meeting has a clearly defined purpose. Ensure each agenda item is discussed and a decision and/or an action is documented, with individual or team responsibility and timeframes clearly allocated and accepted.

Tuckman's Theory



BW Tuckman, 1977

Further information

[My Health Learning Log in Form](#) – Building Effective Teams (39831483)

Team work: Personalities and Flexible Team Interactions (39966579)

Redesign Initiation (202464923): Introduction to Project Initiation

Tuckman's Theory – www.mindtools.com/pages/article/newLDR_86.htm

Next Steps

Now that you've taken the time to know your teammates and establish your ways of working as a team, do the same with your stakeholders. Start considering frames of reference and how to build an effective strategy for stakeholder engagement.