



THE PROJECT TEAM COLLABORATION ACADEMY

Actionable Scientific Assessment of Team Partnering & Collaboration

A Program of The University Research Institute
Washington, DC

PILOT PROGRAM SUMMARY

Project Organizations and Project Teams

CONTEXT

The single most powerful impactor in complex design and construction projects:
Team Collaboration

Management Challenge Utilizing the latest research in organizational behavior, I/O psychology, and data analytics, it is now possible to identify a series of early indicators, ***not typically visible to traditional project management***, that accurately monitors team integration and reliably predicts project stress. **This allows team managers to identify and correct issues before they impact schedule or budget.**

When collaboration suffers:

Rework: Last year, \$31 B in rework blamed on “poor communication” 7.25% of total project cost...(private sector)

Delays: Average schedule slippage: 9.8% (private sector)

Risk Management: Any large, complex project is a matrix of human commitments, very few of which are described in the contracts we sign, disclosed in project documentation, or discussed in team meetings.

When team collaboration erodes, all other project risks elevate.

Consistent Metrics While team collaboration is easy to praise, it has been, until now, difficult to scientifically measure. Our group at the University Research Institute, working for the past twelve years, has identified the following eight dimensions as most accurately and consistently indicating effective collaboration:

- 1 Development of **shared values and expectations**
- 2 Effectiveness of mission critical **team engagement**
- 3 Continuity of **active project team members**
- 4 Health of **interpersonal relationships**
- 5 Clarity of **roles and commitments**
- 6 Density of **team communication**
7. integration of **new members**
8. Continuous **Evaluation / Feedback / Adjustment**

Project Outcomes The indicators we measure become more powerful and predictive when they are monitored over time and subsequently compared to traditional project outcomes. **This makes it possible, throughout the entire project duration, to identify and correct team problems before they impact schedule or budget.**

HOW SHOULD WE RESPOND?

Genuine advancement requires that we utilize more than studies, seminars, speeches, podcasts, partnering consultants, and good intentions.

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| Movement | Usually, no one organization, acting alone, can solve an industry's most pressing problems. Real, lasting change requires a collaborative effort involving the private sector, government, and academia. |
| Mission | Analyze team collaboration data utilizing behavioral science and data analytics. |
| Process | Our effort to enhance professional team collaboration will be executed on four fronts: (1) Pilot projects program... (2) Regular data sharing events... (3) Publishing our research findings... (4) Professional presentations... |

PILOT PROJECT PROGRAM

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| Object | Generate team collaboration data from actual, on-going projects. |
| Sharing | On a regular basis, we will assemble the critical participants and share best practices. Further, we will invite executives from other industries wrestling with similar problems. We aren't the only people trying to figure out how to enhance team collaboration. It's critical that we learn from other industries. |
| Who Qualifies | We have found that "Collaboration Analytics" works most effectively with projects of a medium size. Too small and the stakes aren't high enough to warrant the effort. Too large and strange political events usually have an impact. |
| Learning Events | It is critical that we learn from each other. Twice per year, the appropriate executives from each of our pilots will gather to share collaboration lessons learned. The proceedings of these events will be documented and published. |
| Pilot Time Commitment | On-boarding process: Owner: 2 Hours Project Manager: 2 Hours CASL Team: 2 Hours Monthly Management: Project Manager: 1 Hour CASL Team: 2 Hours Project Team: 9 Minutes (respond to survey) |
| Money Commitment | Pilot project financial contributions are appreciated but purely voluntary. |
| Participation | If you are interested in participating in our Pilot Project Program plus Learning Events , please give us a call: Joe Powell 713-444-9363 Joe.Powell@UniversityResearchInstitute.org |