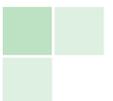




# Business DNA Case Studies:

## Team Performance Project Management



### THE CHALLENGE

The organization moved a key business project from the research and development department (R&D) to the implementation team. The new team consisted of 3 creative, 2 analytical and 1 R & D overseer of the project. The implementation team was led by a skilled team leader hired from an external hiring exercise. Each member of the team was skilled at what they had been briefed to do but also had a measure of their own agenda in play, in that they wanted to be seen as worthy of moving to the next project the company had planned.

### THE PROBLEM

Communication was strained from the outset but as the project was time critical no attempt was made to improve information flow between the team members; performance began to suffer which only added to the milestones being missed. A degree of misunderstanding, poor listening skills, insufficient sharing of information, differences in interpretation and perception all added to the problem. Project timelines began to slip significantly. The R & D overseer complained to the head of R & D and the matter was escalated to the highest level.

### THE BUSINESS DNA SOLUTION

The DNA Behavior Group was engaged to resolve the people issues. They were charged with undertaking this task 'on the job' so that this time critical project would not be subjected to any further slippage. Using the team members breaks they managed to take each through the DNA Behavior Discovery and Performance Process. This exercise very quickly identified the team's communication hot spots and highlighted why performance was deteriorating.

### IMPLEMENTATION AND STRATEGY

Having established the key areas to address the DNA Behavior Group then determined that the most effective course of action to get the team performance back on track was to:

1. Invest time into the leader with a view to helping him to understand what was going wrong
2. Provide each member of the team with an easy to understand crib card which described their own communication and performance behavioral style together with keys on how to interact with each of their team colleagues.
3. Work alongside and empower the potentially weakest link to have confidence in their skills and to feel able to increase performance through this knowledge
4. Use the R & D overseer as an 'ambassador' to the performance of the team. Using all his R & D knowledge of the project to set the team up for success. He was given insight into how best to use the information from the DNA Behavior Discovery and Performance Process to work with the leader so that each team member's inherent talents were used to the maximum.



This process enabled the team performance to quickly get back on track. Even while performing under time sensitive pressure each managed to quickly gain insight into why and where performance had dropped. They also used the DNA Behavior Discovery and Performance Process outcomes to build not only their confidence but to build the confidence of their team members.

### OUTCOME

The project was successfully completed on time and within budget. The findings were then modeled into the way project teams would perform in future. At the 3 month review the team continued to perform very well. The use of the DNA Behavior Discovery and Performance Process was actually built into the company's project management system as a performance critical work step.