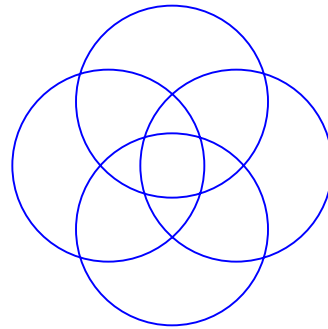


Project Team Nuts and Bolts

Structure, Function, Responsibilities



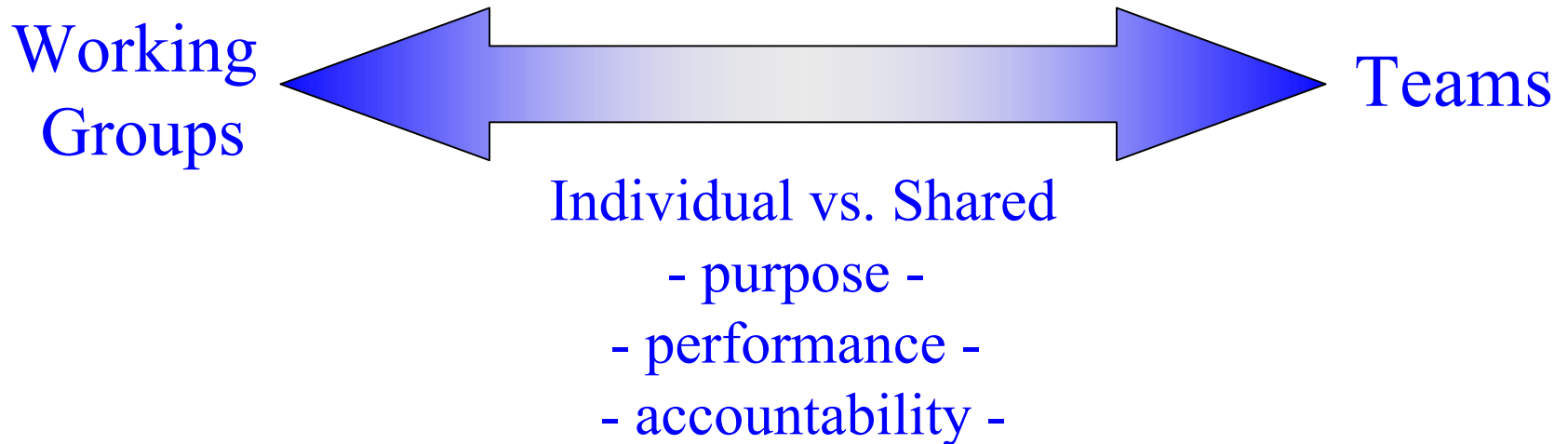
Ken Hitchner
Director, Project Management
ViroLogic, Inc.



The basic premise:

Project teams add value to the organization...

But...it's important to recognize the difference between working groups and teams.



The perfect team definition:

A team is a small number of people with complementary skills committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.

The Wisdom of Teams, Katzenbach and Smith, 1994

...ain't life wonderful!

Some things to think about when getting started:

Management buy-in

Develop a working language

Company culture/matrix system

Get a good, clean start

...when getting started

Management buy-in: you have to have it...

...and it's related to the comfort level with the "risks" of teams...

- giving up individual control/allowing others to lead
- sacrificing technical development
- taking too much time
- abandoning hierarchies

Address the concerns:

- educate
- pick a favorite & include
- establish metrics

...only time and discipline can overcome high resistance

...when getting started

Develop a working language...

...and apply the KISS principle (Keep It Simple Stupid)

Projects: temporary endeavors, unique deliverables

Operations: ongoing endeavors; consistent/recurring deliverables

Project Teams:

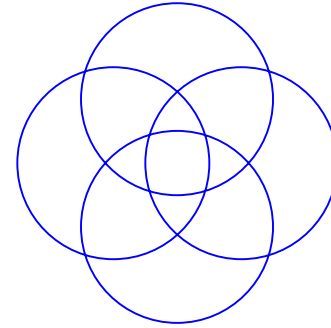
- complementary, multidisciplinary skills
- committed to temporal goals
- utilize functional capabilities

Functional Areas:

- specialized, focused skills
- committed to longer-term goals or technical disciplines
- development of capabilities

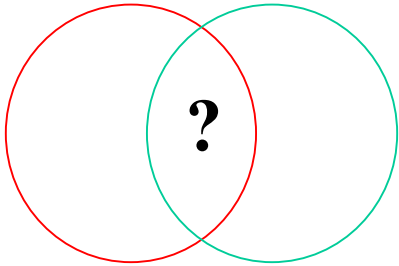
Team Roles: team leadership, team members, core team, sub-team

Project Team Roles

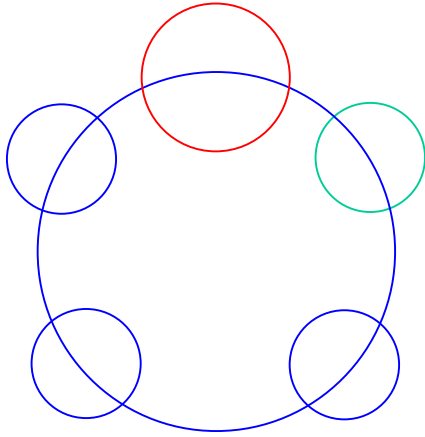
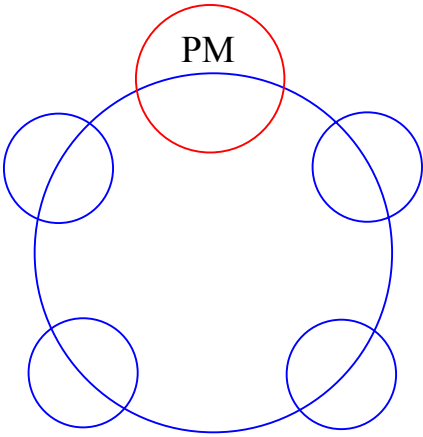
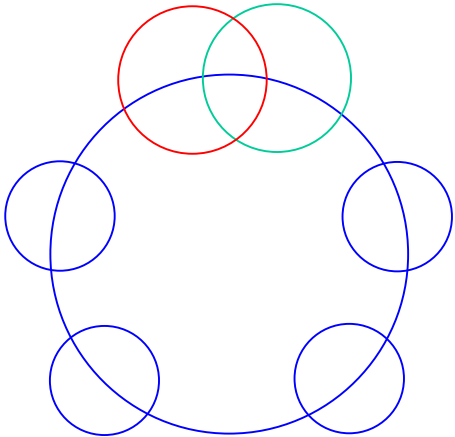


- Project Teams: responsible for creation and execution of development plans to achieve project and company objectives
 - Core Teams: responsible to Sr. Mgt. Committee for overall project plan
 - Sub-teams: responsible to Core Team for focused, specialized project plans
- Project Leader: overall accountability for technical/business strategies and team performance
- Team Members: represent functional area expertise and knowledge to the team
- Project Management: responsible for project definition, organization, planning, tracking and communication

Project Team Leadership and Management



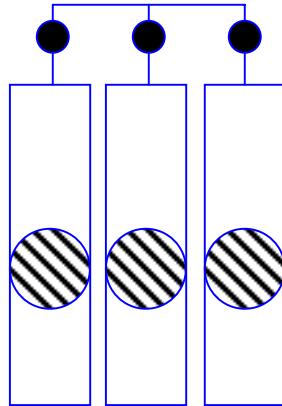
What is the optimal formula?



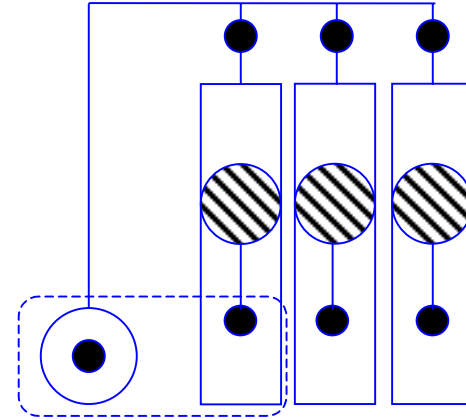
...when getting started

Types of Team/Organizational Matrices

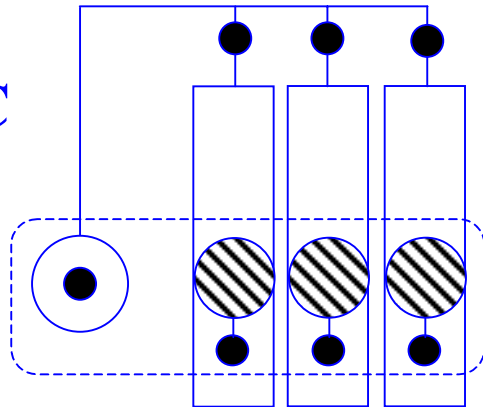
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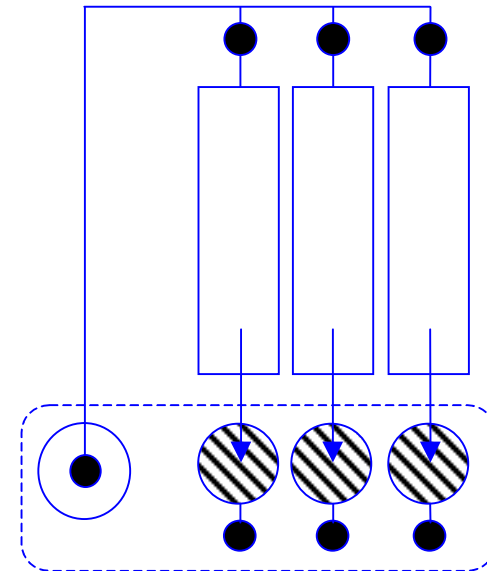
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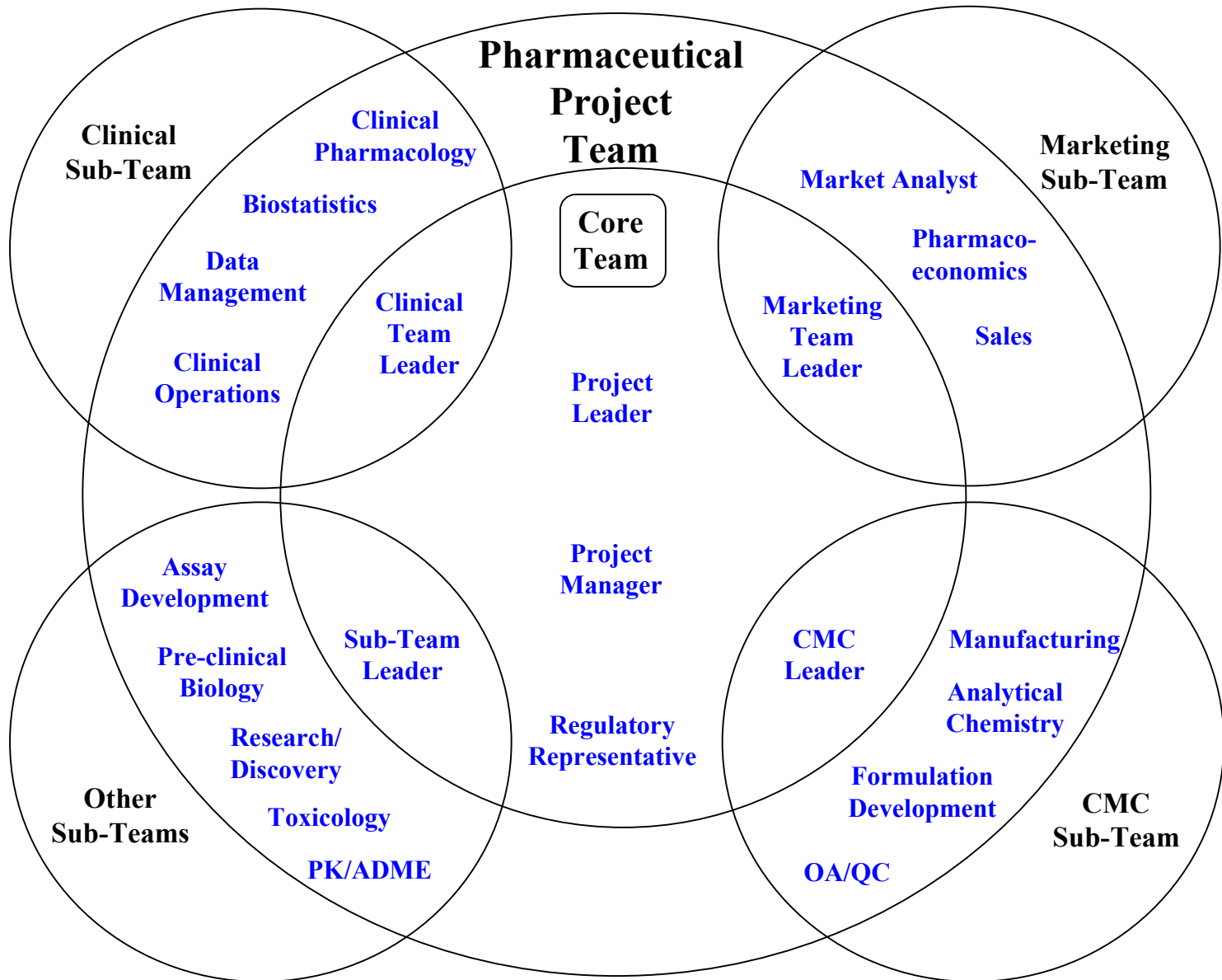


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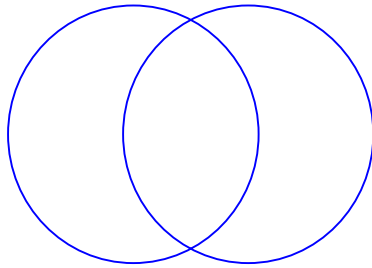




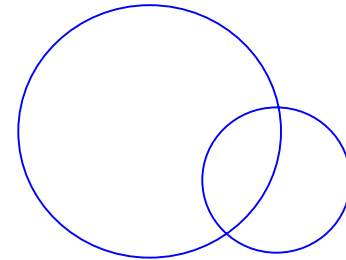
Collaborations and Partnerships

Team structures should reflect the business agreement.

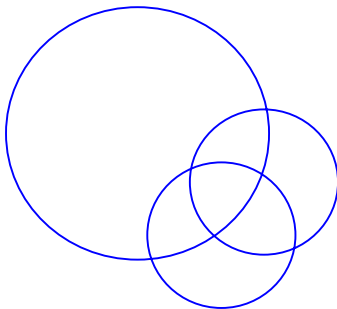
Joint, multi-disciplinary, core team



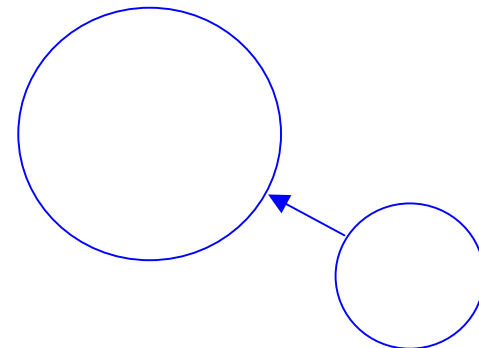
Technical expertise sub-team



Joint, technical expertise, sub-team



Service provider



...when getting started

Get a good, clean start...

- Establish an urgency with clear objectives and direction...and be sure to include some quick and easy tasks
- Identify team members with the right skills
 - technical, problem-solving, interpersonal
- Spend extra time working together to agree upon the “rules of the road”
- Reward and recognize early accomplishments

Essential Project Team Tools and Techniques

- Roles and Responsibilities Definitions
- Agendas/Minutes/Action Items
- Project Definition Document
- Team Operating Guidelines
- Timelines and Development Plans
- Lessons Learned
- Decision Making Process
- Communication Network
- Team Recognition/Reward System

Project Definition Document

- Project Background and Purpose
 - the opportunity, customer(s) needs, strategic fit
 - who, what and why
- Project Goals and Objectives
 - specific tasks and timing
- Project Scope
 - constraints and limitations of product, resources, technology
 - cost analysis
- Project Team Organization
 - team composition, leadership
 - partnerships and other interfaces (consultants)
- Key Issues, assumptions
 - risks, uncertainties

Team Operating Agreement

- Attend meetings or send representative (notify in advance)
- Meetings to begin by 5 min. after. Meetings end on time
- Know the agenda
- Stay present at the meetings except for emergencies
- Participate
- Challenge issues and assumptions in a constructive fashion
- Be open to challenges without taking it personally or becoming defensive
- Allow for constructive debate around priorities/decisions
- Contribute to and support consensus decisions/recommendations
- Establish clear action items and follow up
- Assume mutual accountability for success of project

Project Team Decision Making



In the team setting:

- 1) Does the issue tie to this team's specific goals and objectives?
- 2) Are the right people with the appropriate technical expertise present on the team?
- 3) Does the decision require other review or approval by another team or committee?

Project Team Training

- Good Meeting Practices
- Project Management Fundamentals
- Problem Solving/Decision Making
- Conflict Resolution
- Negotiation Skills
- Communication/Influence Skills
- Leadership

Success Criteria

- Projects on Time, on Budget
- Portfolio Management Facilitation
- Information Availability
- Project Customer Satisfaction
 - Internal/External
- High Performance Teams

Acknowledgements

The following people are acknowledged
for their help and contributions.

Theresa Musser - Genentech, Inc.

Mike Huston - Huston Associates, LLC

Dan Maher - Aradigm Corporation

Patty Wray - ViroLogic, Inc.

Thank you!