



## Secrets for Dealing with Difficult Teams

### Course Description

As many experienced project managers know, the biggest problem encountered on projects is not related to resources or budget or technology, but to people—more specifically, communication with people. Getting people to work as a unit instead of a group of individuals is both challenging and frustrating, especially when team members are chosen ad hoc or assigned by upper management.

Secrets for Dealing with Difficult Teams will help you identify issues associated with bringing individuals together to work as a team, as well as review the sources of problems that affect teams. During this 14-hour course, you will learn to use tools and techniques to achieve collaboration and communication within your existing team, as well as identify and solve team-related problems before they get out of control. Team leaders as well as team members can benefit from this course, and will take away insights, tricks and best practices they can use as soon as the class is over.

### Course Objectives

At the conclusion of this course, students will be able to:

- Define the various types of teams
- Understand and diagnose team dynamics
- Deal with factors which impact team performance, including personality, culture, communication and competition
- Identify potential team problems related to conflict, authority, absence of trust, commitment, accountability and results focus
- Implement solutions to address team-related problems

### Course Outline

#### Introduction

- Overview and Framework
- Definition: Team
- Advantages of Teamwork
- Types of Teams

#### Identifying the Types of Teams

- Effective Team Characteristics
- Types of Teams

#### Factors That Impact Team Dynamics

- Definition: Teamwork
- The Impacts of Co-location
- The Impact of Distance
- Background and Culture
- Intent and Perception
- Communication
- Team Norms
- Team Processes
- Team Development and Leadership

#### Individual Team Members

- Key Concepts: Effective Team Members
- Types of Team Members
- Interpreting Individual Communication Signals
- Strategies for Working with Different Team Member Types

### Duration & Units:

2 Days, 14 PDUs/Contact Hours

### Level of Knowledge



Beginner

Intermediate

Advanced

### Audience:

This advanced course is designed for senior managers, project managers and team members who want to advance the effectiveness of their teams, improving collaboration and communication.

### Course Benefits:

- Understand the various types of teams and their team dynamics
- Identify issues associated with bringing different individuals together to work as a team
- Learn tricks and best practices

### Course at-a-Glance:

- 2 Days, 14 PDUs/Contact Hours
- 8 am to 4 pm daily

### Other Recommended Courses:

- Eliciting and Modeling Requirements
- Tricks of the Trade® for Risk Management
- Improving Project Communication

continued...

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## Course Outline *(continued)*

### Interpreting Team-related Signals

- Signs of Effective Teamwork
- Warning Signs

### Team-related Problems

- Types of Difficult Teams
- Strategies for Team-related Problems

### Solutions for Dealing with Difficult Teams

- What "Getting it Right" Looks Like
- The "Dream Team"
- Emotional Intelligence
- The 5 Dysfunctions of a Team
- Shifting Priorities
- Silos
- Conflict: Make It and Keep It Constructive
- Commitment and Accountability
- "Groupthink" and Improving Group Decisions
- Teambuilding

### Conclusion

- Summary & Review
- Action Plan: Use what you have learned
- Recommended Reading
- Q & A
- Where Do You Go from Here?

### Course Materials

Students will receive the following materials with the course attendance:

- Secrets for Dealing with Difficult Teams Workbook

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