

---

# Mastering Team Synergy for Project Management Excellence

Olivia Lamb  
PMI Westchester Lunch & Learn  
December 1, 2023



---

# Agenda



- Business Chemistry
- Strengths-Based Management
- Establishing Team Preferences
- Role-Based Tips
- Avoiding Bottlenecks
- Managing Multiple Workstreams
- Honoring Well-Being
- Q&A

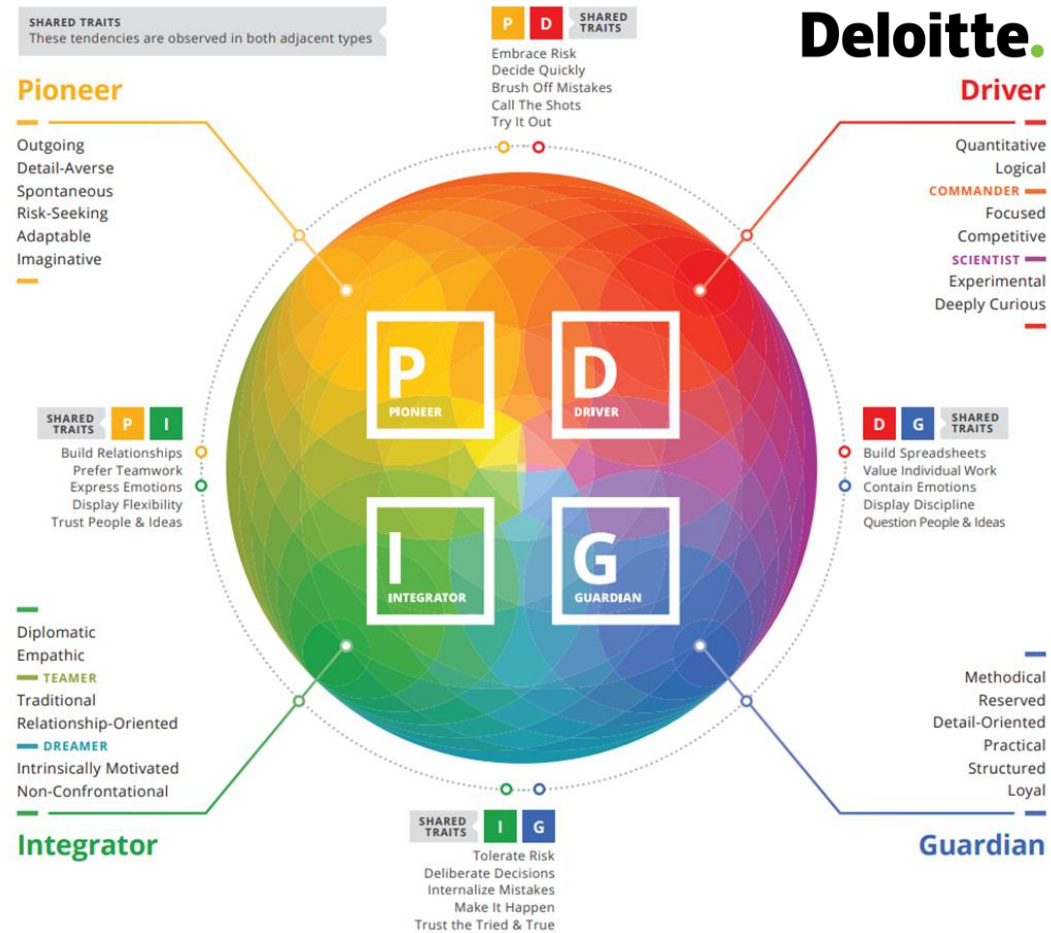


# Deloitte's Business Chemistry

Recognize and embrace the different traits and values that drive your team members.

Values possibilities and spark energy and imagination

Values connection and draw teams together



Values challenge and generate momentum

Values stability and bring order and rigor

"Business Chemistry®." Deloitte, [www2.deloitte.com/us/en/pages/operations/solutions/business-chemistry.html](http://www2.deloitte.com/us/en/pages/operations/solutions/business-chemistry.html).

Caprino, Kathy. "The Four Key Working Styles That Create Business Chemistry -- Which Is Yours?" Forbes, Forbes Magazine, 23 May 2018.

# Business Chemistry: 20 Questions Tool



Access [Deloitte's 20 Questions Tool](#) to determine business chemistry profile based on known characteristics.

How well do you know this person?



I HARDLY KNOW THIS PERSON

I HAVE HAD A FEW INTERACTIONS WITH THIS PERSON

I KNOW THIS PERSON WELL

This person likes to focus on

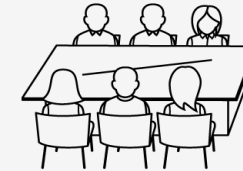


THE BIG PICTURE

THE DETAILS

I DON'T KNOW

This person would probably prefer meetings with



A STRUCTURED AGENDA

A BRAINSTORMING SESSION

I DON'T KNOW

Your responses demonstrate traits of both the Guardian and the Integrator, which means your hunched individual could be one, the other, or both.

[SCROLL DOWN](#) to learn tips on how to improve your interactions with this individual.



**GUARDIAN**

**GUARDIAN AND/OR INTEGRATOR**

**INTEGRATOR**

## TRAITS OF GUARDIANS

They tend to be methodical, meticulous, realistic, reserved, loyal, respectful of hierarchy. They can seem exacting, moralistic, and inflexible.

## HOW TO ENGAGE THEM

- Present concrete facts, proven principles, established practices
- Be orderly and calm
- Make unemotional arguments
- Make and stick to plans

- Appreciate their need for details
- Be prepared to field many questions
- Minimize risks and uncertainties
- Respect rules and hierarchy

**GUARDIAN**

**GUARDIAN AND/OR INTEGRATOR**

**INTEGRATOR**

## SHARED TRAITS OF GUARDIANS AND INTEGRATORS

They tend to be introspective, traditional, more risk averse, less comfortable with conflict, and make decisions deliberately. They might not speak up in meetings and can come across as passive aggressive.

## INTERACTION TIPS

### DO:

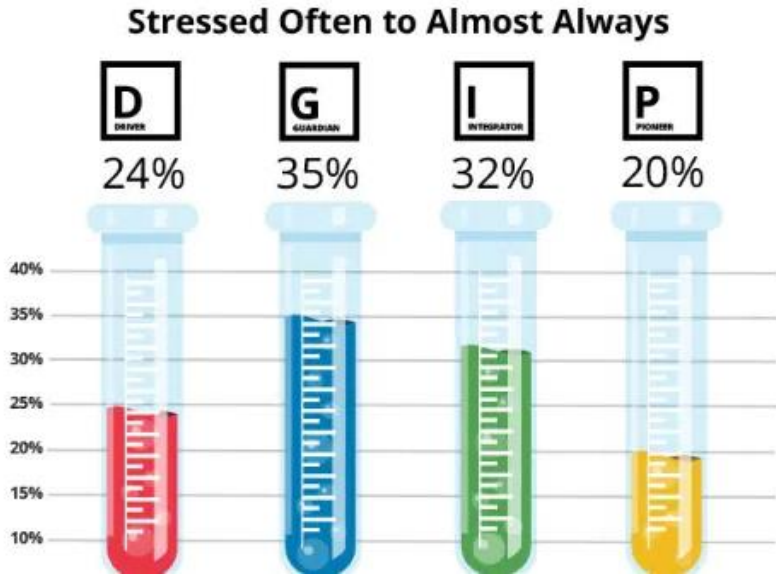
- Share facts that may help them make a decision
- Provide stability and structure as needed
- Create structure and routine in interactions
- Help them make a decision
- Be prepared to answer their questions
- Allow them time to make a decision

### DON'T:

- Show your impatience
- Be blunt or too direct
- Downplay the importance of tried and true ideas
- Let your own routine get in the way of theirs

# Stress & Team Dynamics

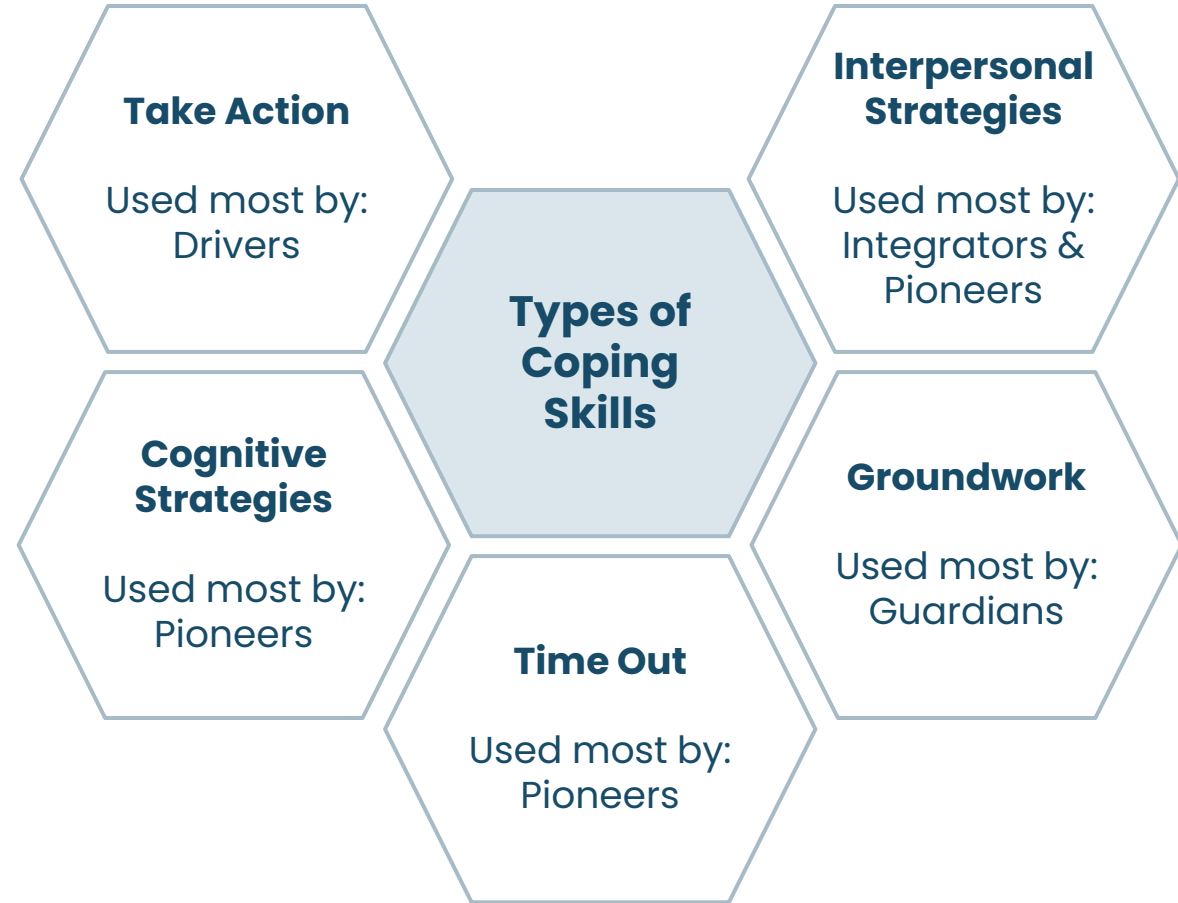
Each Business Chemistry type experiences stress differently.



Guardians & Integrators are less likely to be effective when stressed.



Pioneers & Drivers are more likely to be effective when stressed.



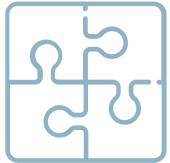
---

# The Benefits of Business Chemistry

Develop an interactive, personalized, and adaptable approach to increase team efficiency and foster positive working relationships.



Recognize the preferences and working styles of yourself & others



Analyze team dynamics to align tasks based on team members' traits



Improve communication to increase efficiency & foster positive relationships



Fuel an engaging and motivating working environment

---

# Strengths-Based Management

Strengths-based management increases productivity, quality of work, and employee-manager relationships.

## Skills

- Learned and developed through training & experience
- E.g., Programming, Excel, data analytics

## Energizing Strengths

- Comes naturally to you
- Make you feel like you are doing your best work; feel “in the zone”
- E.g., Creativity, emotional intelligence, initiative

People who use their strengths every day are **6X** more likely to be engaged on the job.

When leaders simply learn employee's strengths, productivity increases by **7.8%**

Teams that focus on using their strengths every day increase team productivity by **12.5%**

---

# Establish Team Preferences Early

Understand your team's working style to improve communication and optimize workflows.

Cadence of  
Team  
Touchpoints

Format of  
Documents

Preferred  
Communication  
Channels

Working Hours /  
Availability

Draft & Review  
Process

Working  
Sessions vs.  
Offline Handover

Delegation of  
Activities

Business  
Chemistry

---





# Do Your Part: Junior & Management Roles

Junior staff and managers play different, but related, roles in project management.

As junior staff...	As a manager...
Ensure a strong understanding of leadership expectations.	Take the time to set clear expectations.
Help drive the momentum of the project.	Ensure the resources for success.
Don't hesitate to escalate.	Be responsive and approachable.
Communicate your boundaries – too much work vs. able to take on more responsibilities.	Look for ways to professionally develop your team.
Offer feedback and actionable ways to improve.	



---

# Beware of Bottlenecks!

Utilize the following skills and methods to avoid bottlenecks.



## Assess Risk Regularly

Regularly assess and track project risks. Develop an escalation procedure to ensure that leadership is aware of critical risks and can address them quickly.



## Incorporate Buffer Time

Build buffer time into the project schedule to account for unexpected delays and to prevent a cascading effect when bottlenecks occur.



## Manage External Dependencies

Identify and address external dependencies, such as approvals from external stakeholders. Communicate the importance of timely cooperation.



## Use Project Management Software

Implement project management tools that allow for clear task tracking, scheduling, and resource allocation, making it easier to spot and address bottlenecks.

---

---

# Managing Multiple Workstreams

Successfully support and deliver multiple workstreams by following these tips & tricks.



Adopt an organization & tracking method that works for you



Prioritize based on deadlines, level of effort, and dependencies



Communicate your availability with your teams – be proactive to avoid risk



Avoid overcommitting and ask for help when needed

---



---

# Honoring Well Being

Ensure you and your team remain energized and engaged by encouraging well-being activities.

Schedule "Coffee Chats"

Organize In-Person Events

Organize Virtual Events

Recognize Each Other's Achievements

Take Your PTO

Offer Coaching / Mentorship

Utilize Your Company's Benefits

Check-In on Team Members

---

---



# Question & Answer



---

**Thank you!**