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"If we did all  
the things  
we're quite  
easily capable  
of doing,  
we would  
literally astound  
ourselves."

**Thomas Edison**

## THE ISSUE:

Project teams, which are assembled, sometimes at short notice, to undertake a specific task, are likely to have the following features:

- They are made up of people who may not have worked together before.
- They are usually cross-functional and may even include outsiders, such as consultants.
- They usually have tight and demanding deadlines to meet.
- They may be working in an area without a defined process, where a degree of innovative thinking is required.
- They are often required to challenge the 'status quo'.
- They will often be required to engage others in the business, that are not part of the project team, to get a result.

## ELEMENTS OF SEA CHANGE PROGRAMMES THAT ADDRESS THE ISSUE:

- Managing ambiguity and uncertainty.
- Understanding the skills and abilities of their fellow project team members.
- Understanding and focusing on agreed and common objectives.
- Operating under pressure to tight deadlines.
- Understanding the dynamics of team formation.
- Generating, evaluating, and using ideas.
- Effective influencing, persuasion, communication and briefing skills.

## OUTPUTS & RESULTS:

- The project team 'hits the ground running' and accelerates the process of team formation.
- The team has a clear and shared understanding of the project objectives.
- The team has a clear idea of the skills and abilities of all team members.
- The team establishes and agrees how they wish to manage themselves to deliver the project objectives.
- The team sets itself high standards and targets.
- The team generates new and innovative solutions to problems.
- The team communicates with the rest of the business with skill and confidence.
- The team operates in an atmosphere of mutual support, trust, openness and honesty.