

4

Feedback

- ▶ team-building strategies
- ▶ project management



4.1 About business The project team

Discussion

1 With a partner, discuss the meaning of these statements. Choose the two that you think are closest to the truth. Explain your choice to another pair.

Project management and team-building quotes

Nothing is impossible for the person who doesn't have to do it.
 If you're six months late on a mission, you're back, but still believe you can make it.
 You're a project manager.
 There is no 'I' in teamwork.
 If you don't know where you're going, any road will take you there.
 Getting good players is easy. What's difficult is getting them to play together.

Listening

2 1:58 Listen to part of a project review meeting. What is being built? Which two stages of the project caused the delays? Choose from the list.

- a) Land purchase
- b) Project approval
- c) Feasibility study
- d) Geological survey
- e) Excavation for foundations
- f) Dam construction
- g) Resettlement
- h) River diversion

3 1:58 The Gantt chart relates to the updated schedule. Listen again and complete the stages in the chart.

Project schedule				
	Year 1 J F M A M J J A S O N D	Year 2 J F M A M J J A S O N D	Year 3 J F M A M J J A S O N D	Year 4 J F M A M J J A S O N D
Logistics	Feasibility study	Project approval	(2) _____	Resettlement
Engineering	(1) _____		(3) _____	Excavation (4) _____

Reading

4 Read the first three paragraphs of the article opposite. Answer these questions.

- 1 What examples of 'ineffective team-building activities' does the author mention?
- 2 Why do companies continue to run them?

5 Read the rest of the article. Match the advice a-d with gaps 1-4 in the article.

- a) Create an open and honest atmosphere.
- b) Learn from the best leaders.
- c) Have a common plan.
- d) Focus on a clear objective.

6 Which essential team-building characteristic is missing in each situation 1-4?

- 1 We're going round in circles. It's like a ship without a captain!
- 2 The project scope is too wide and unclear.
- 3 I think we all know where we're going, but we have different views on how to get there.
- 4 We all get on OK, but everyone's too politically correct.

Internet research

Search for the keywords *Gantt charts* to discover more about them. How many different types of chart exist and how are they used in project management? Report back to the class.

Discussion

7 In small groups, discuss the questions.

- 1 Have you ever played volleyball? What are the principles of the game?
- 2 Volleyball has often been called the ultimate team sport. Why is this, and what lessons can be applied to project management?
- 3 What lessons can be learned from other team sports or group activities (e.g. playing in a band)?