



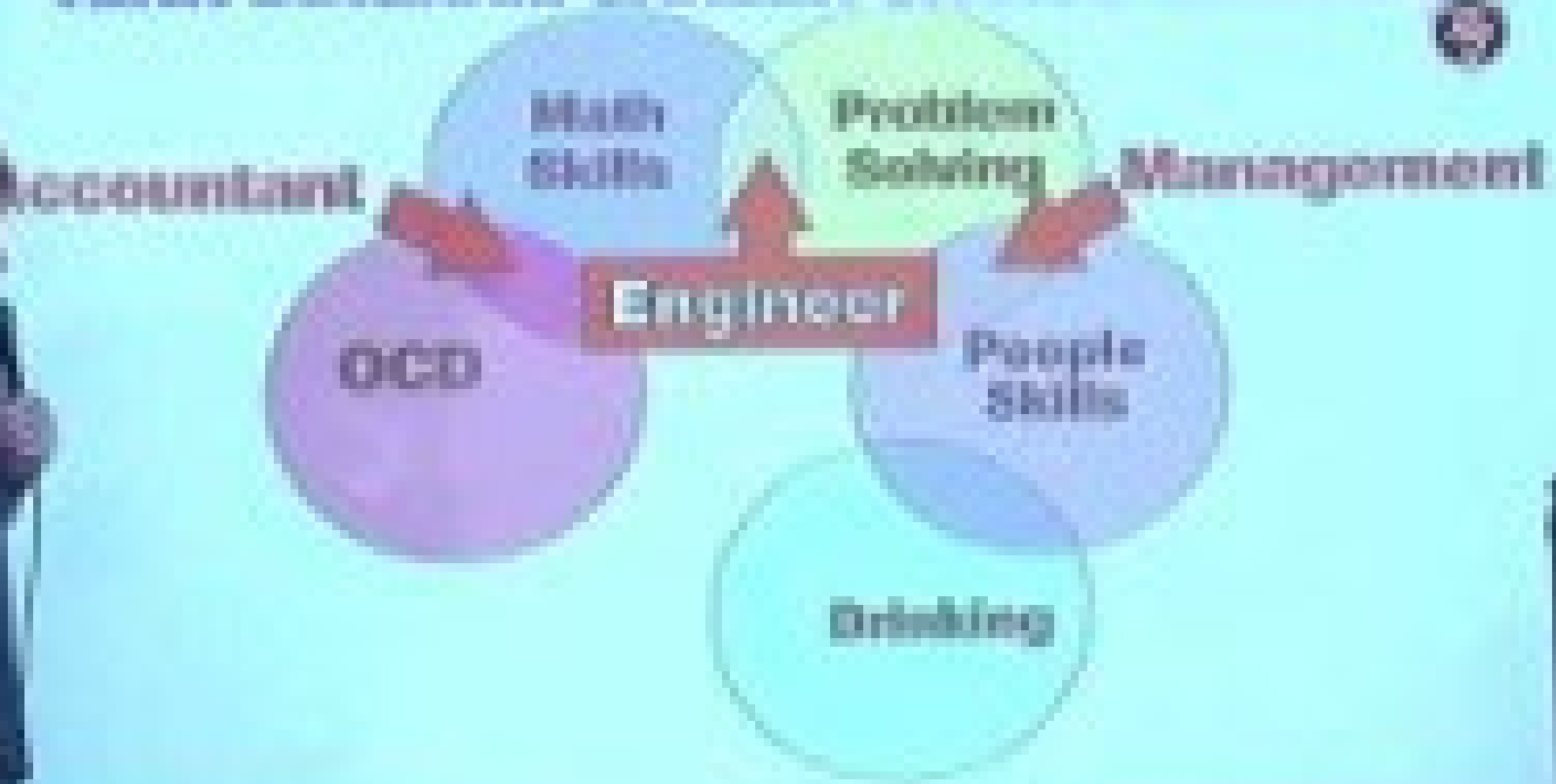
Mike Van Doorn P. Eng., PMP  
Rachel McGinn PMP

# Building Effective and Efficient Project Management Teams

Best in Class Project Delivery  
through Distributed Leadership

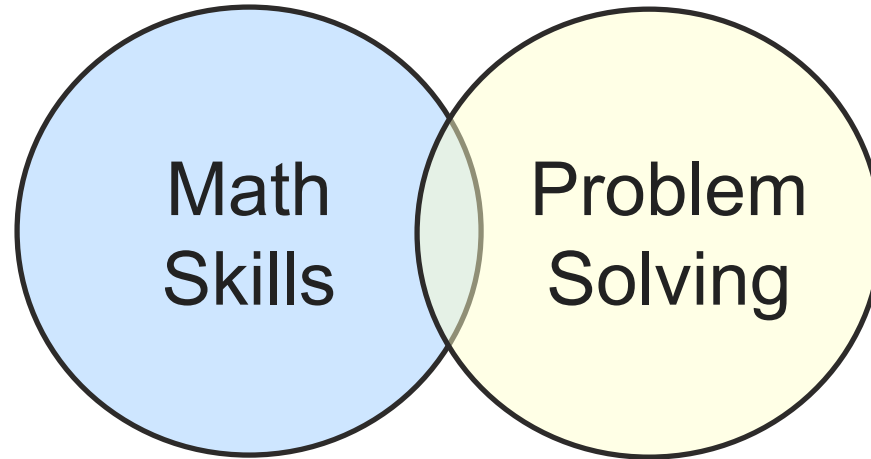


# VENN DIAGRAMS CAREER CHOICE ANALYSIS

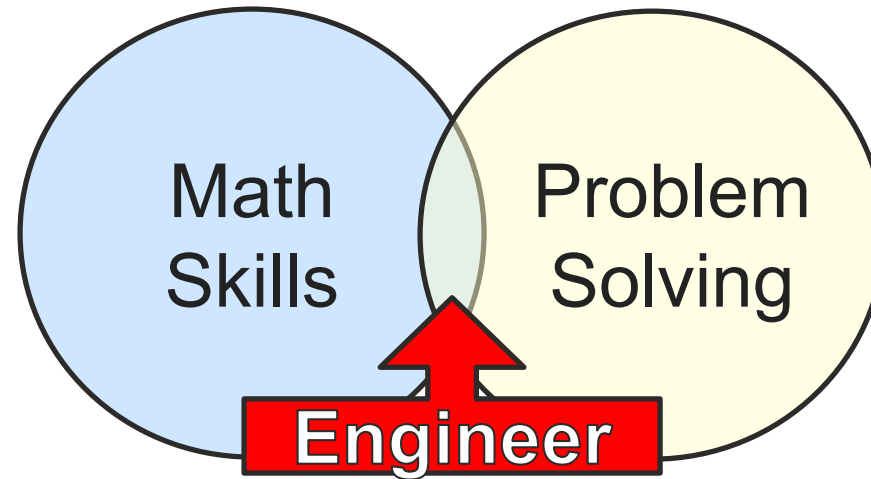


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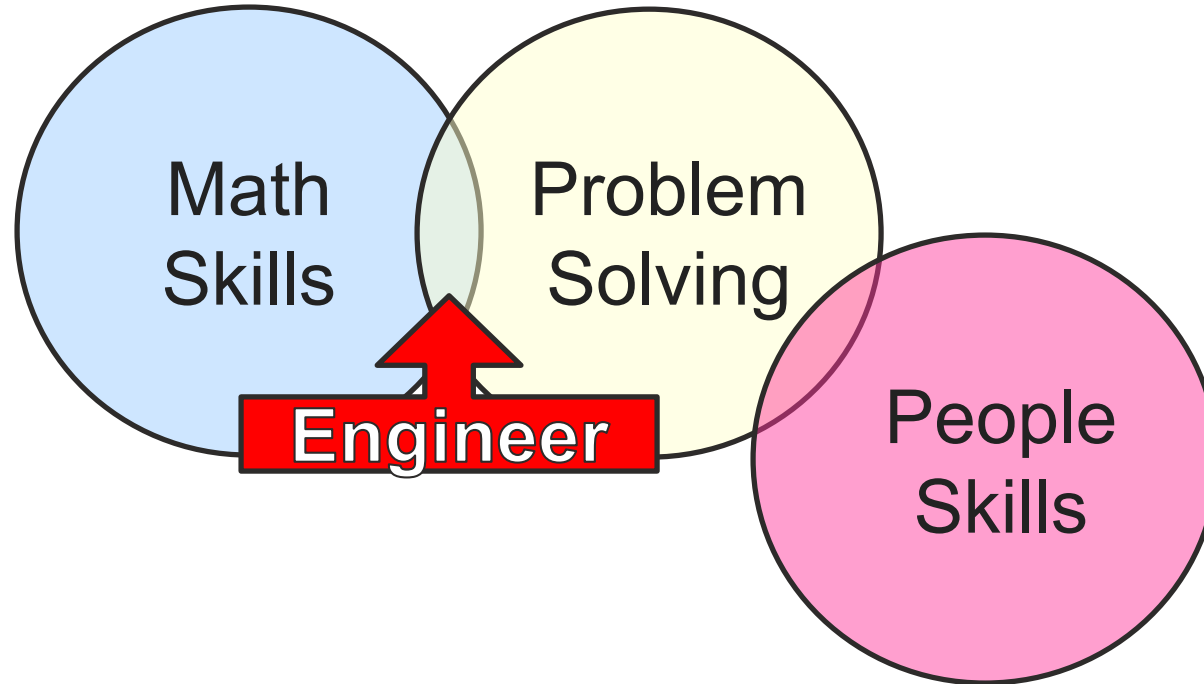
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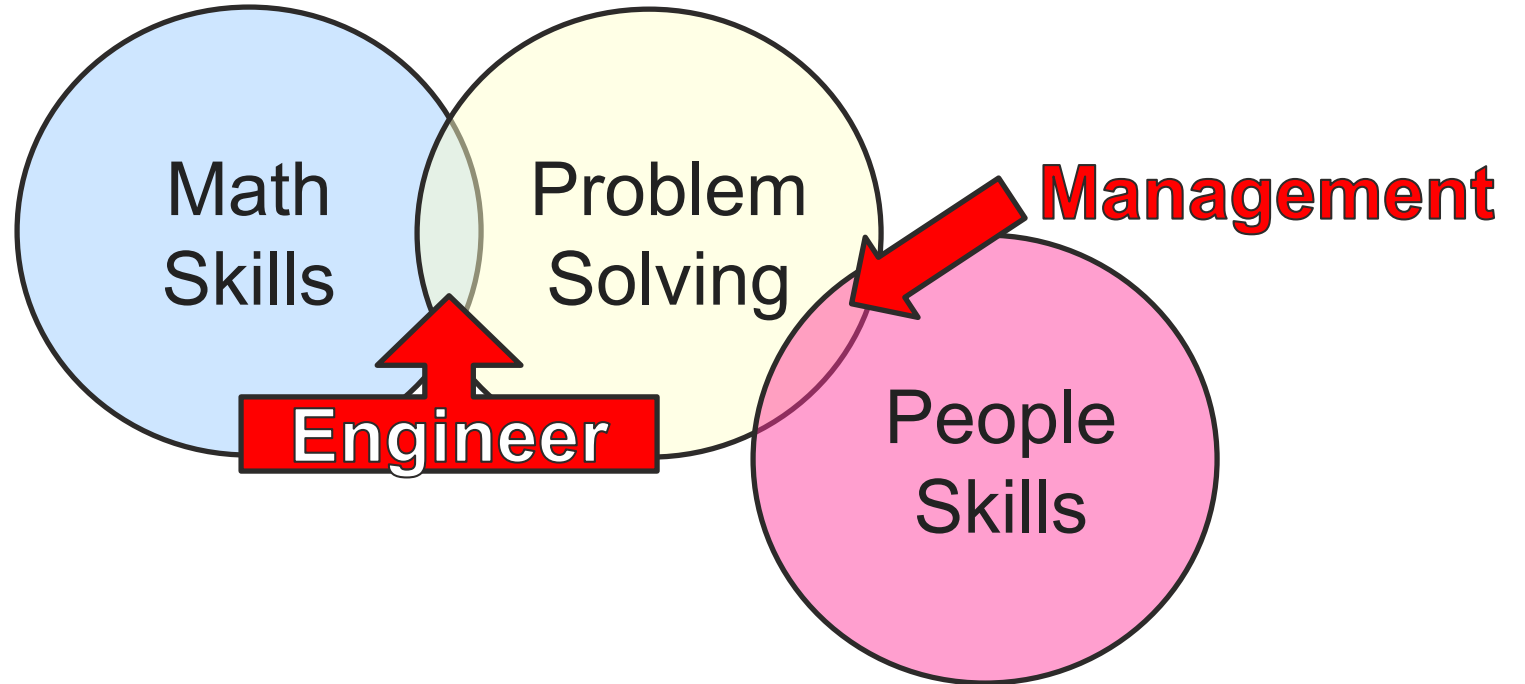
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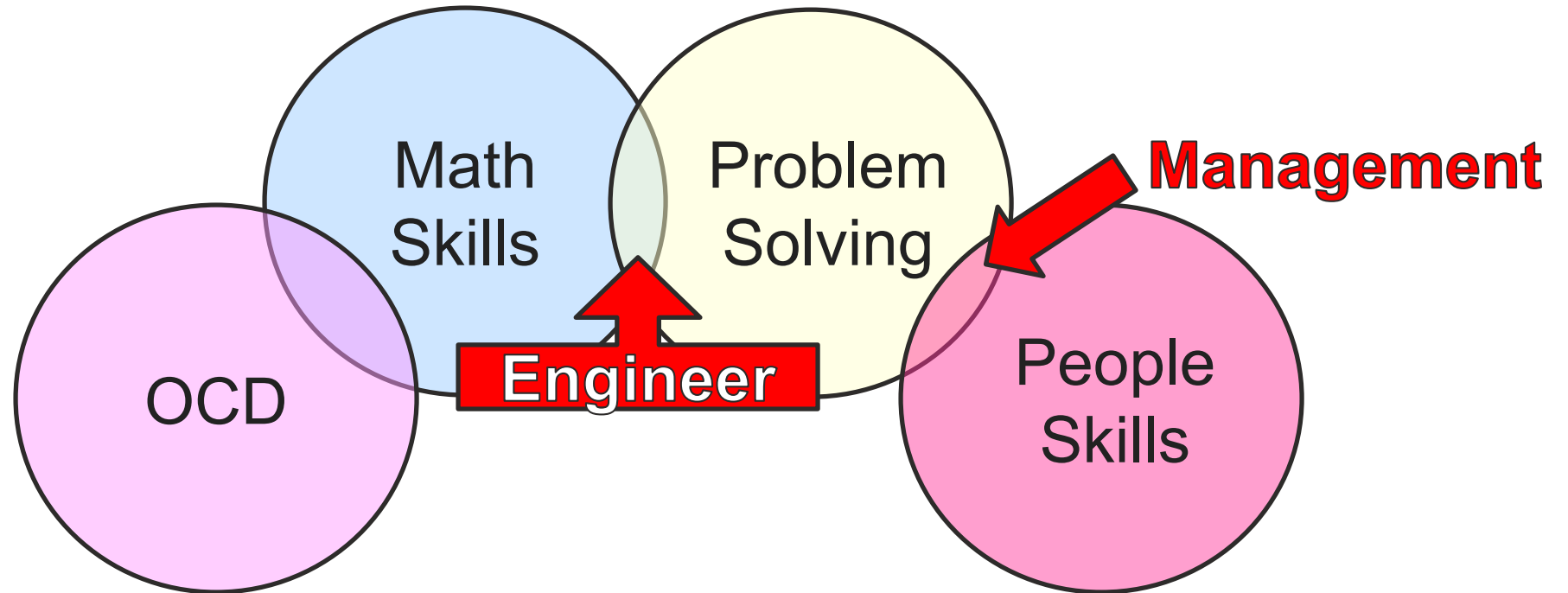
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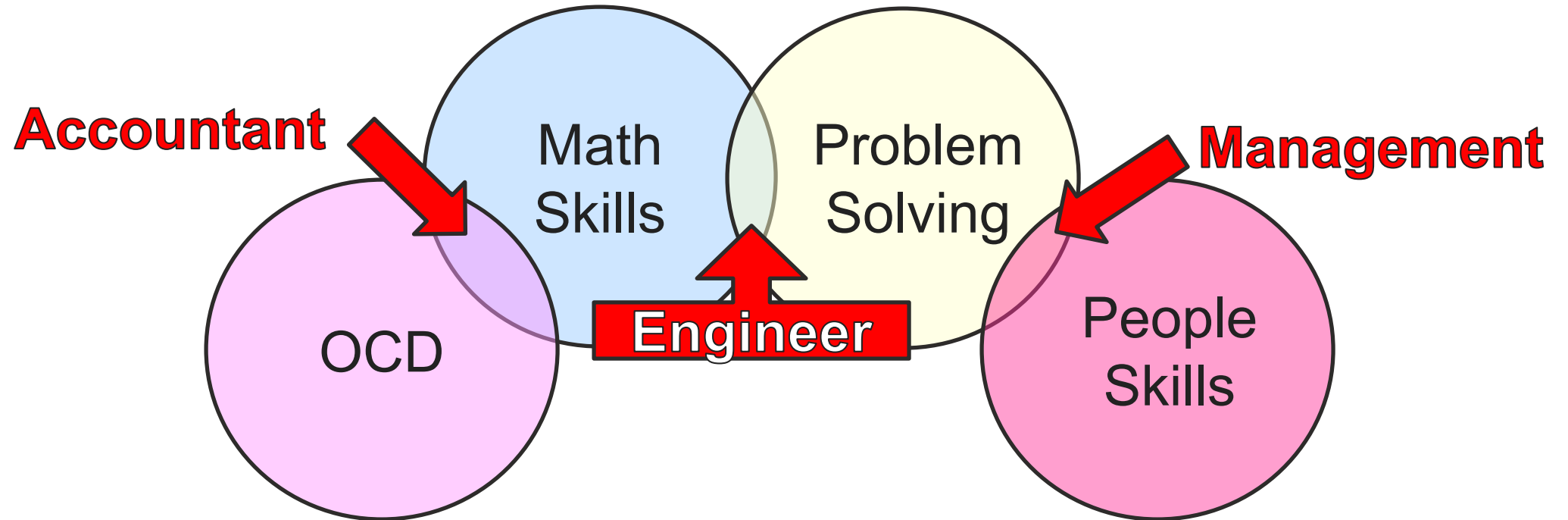


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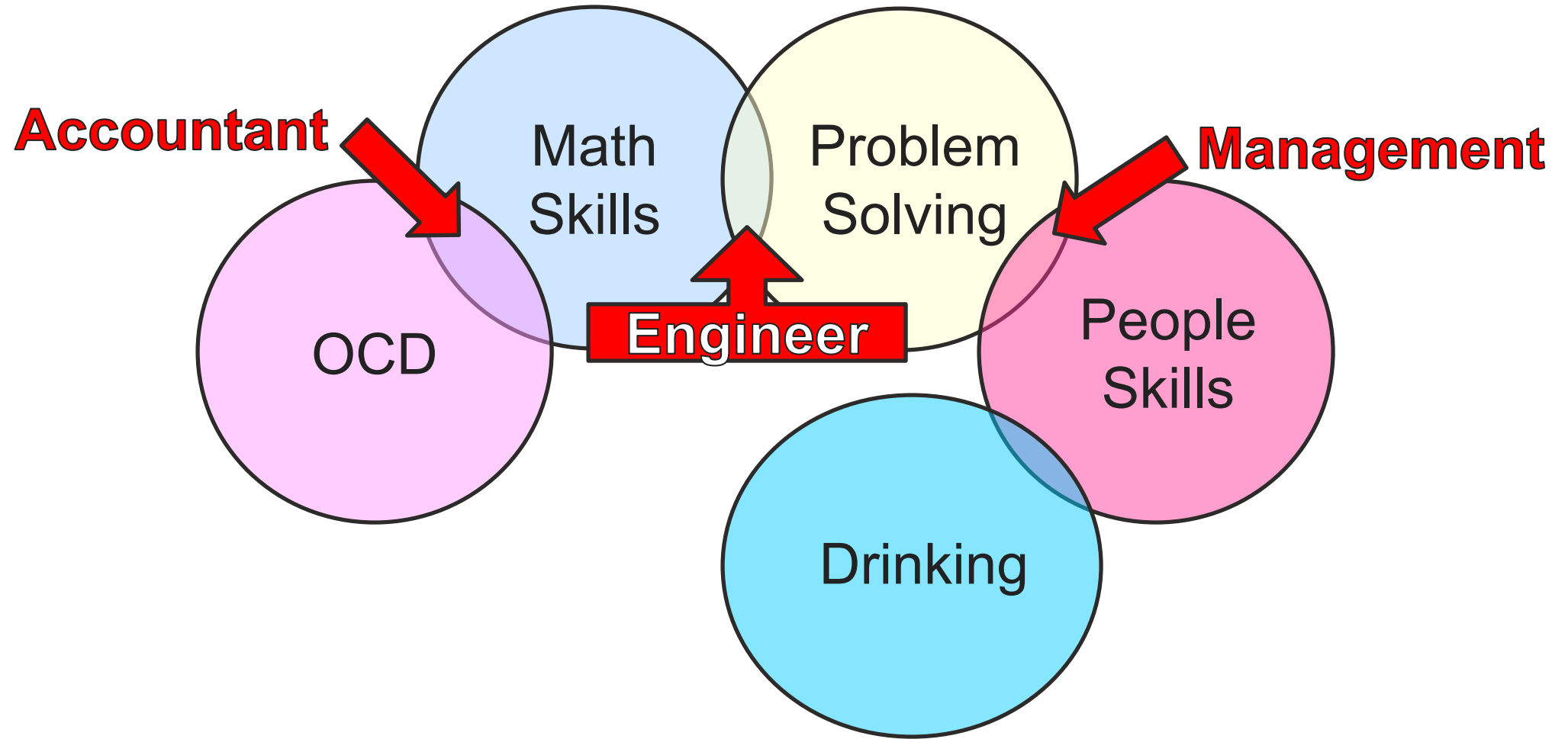




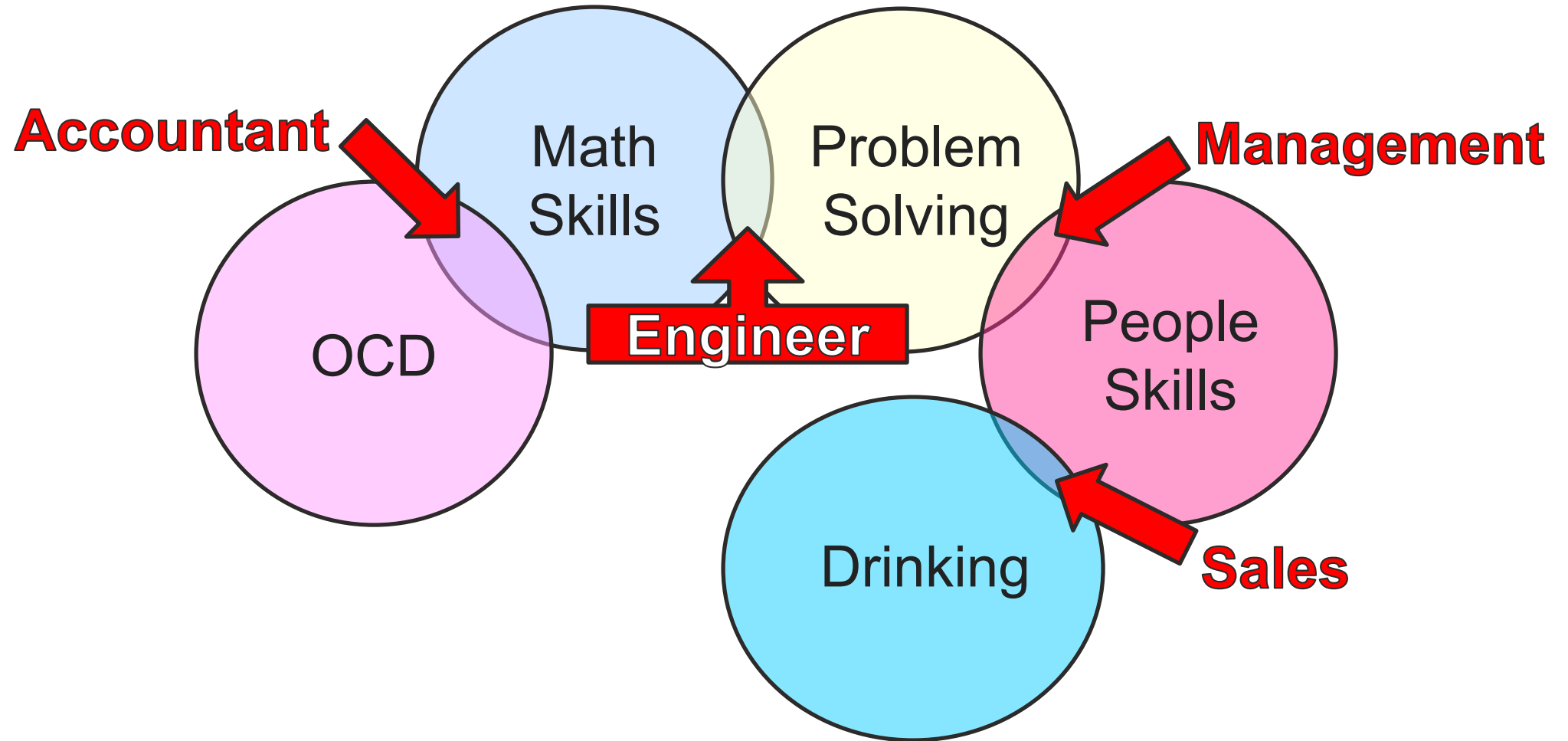
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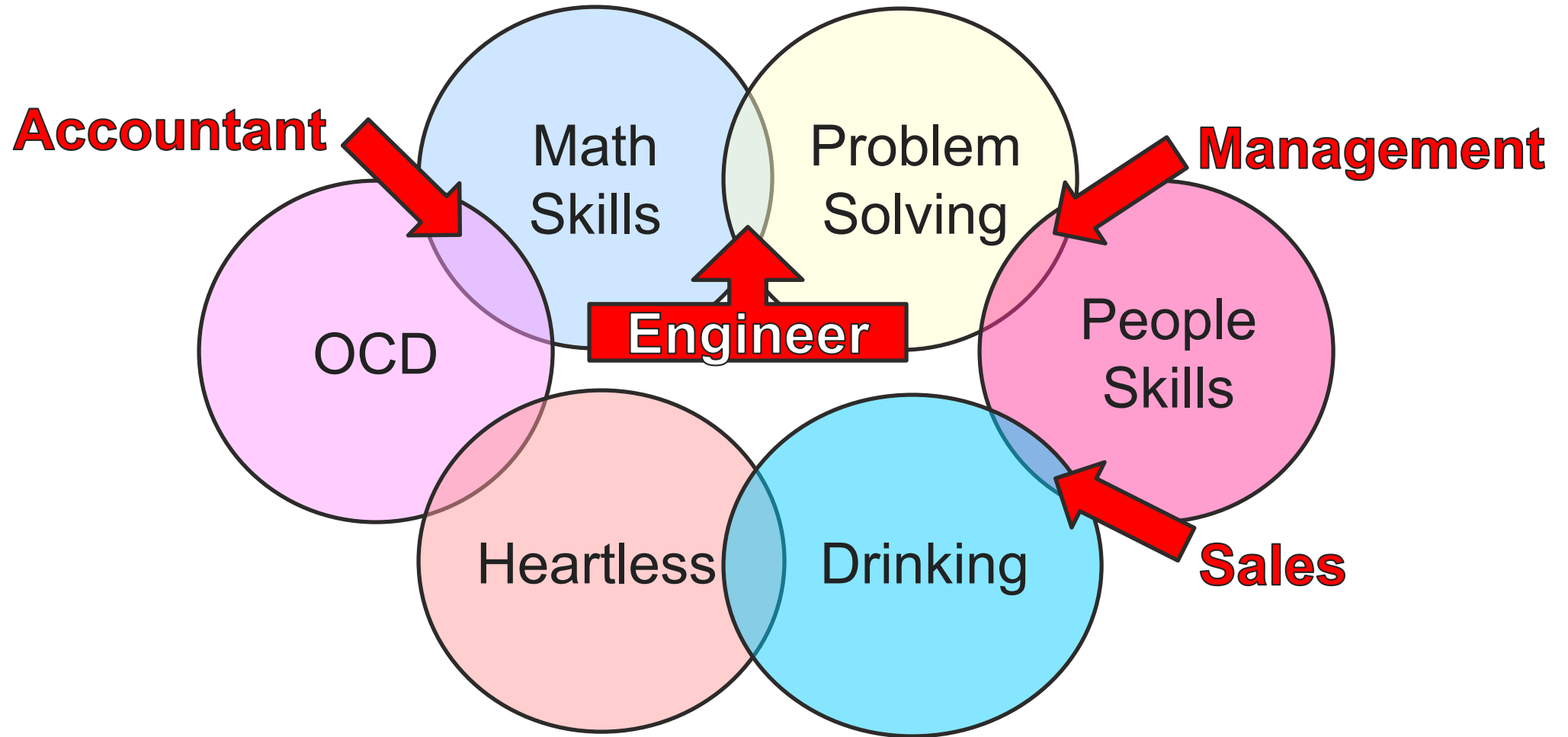
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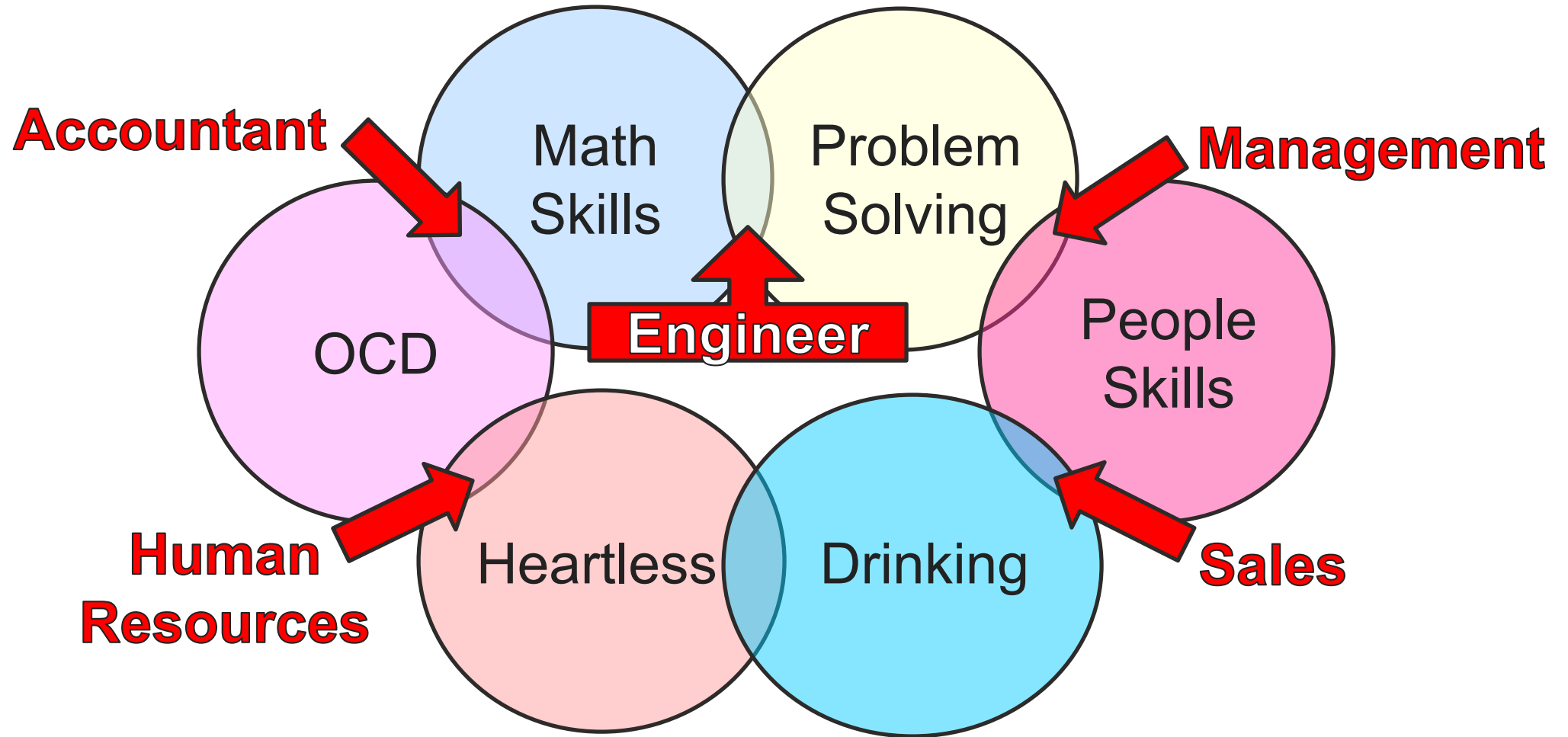
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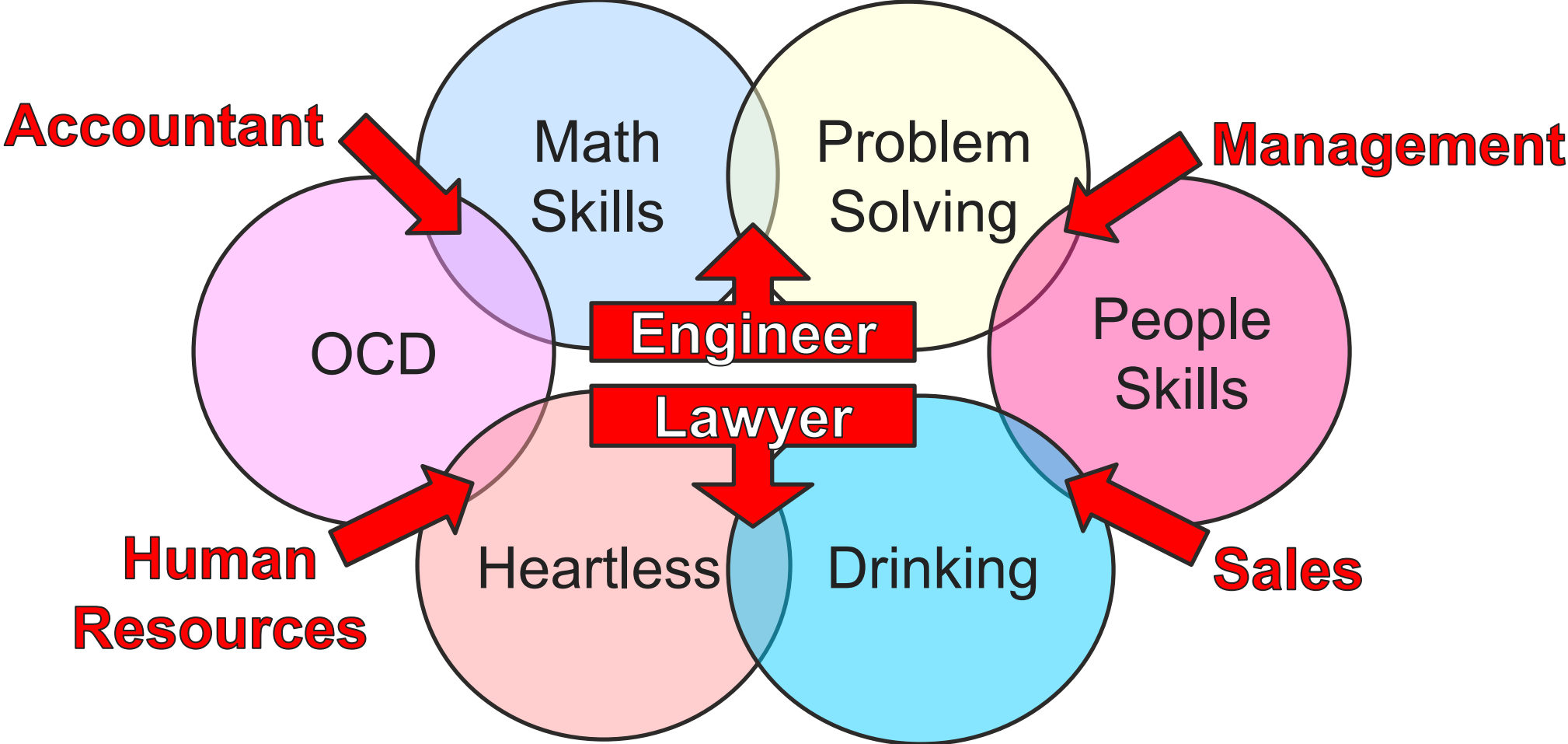
# VENN DIAGRAM CAREER CHOICE ANALYSIS



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# Role Call











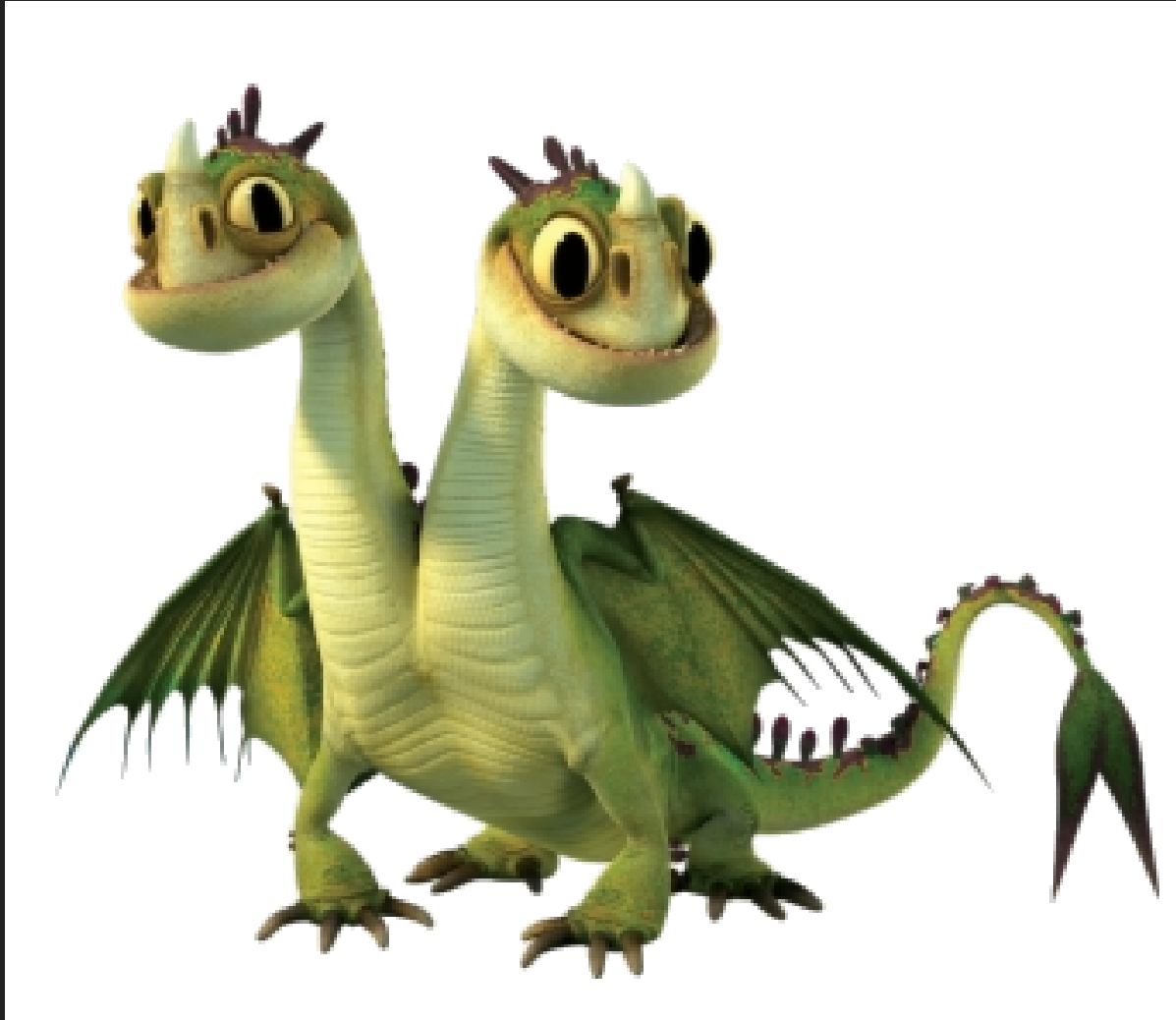


# The PM/PTL Partnership

# PTL KEY SKILLS

- Leadership and decision making – *partner with PM, and other leadership*
- Client service – *understand and satisfy client needs & expectations*
- Planning – *on time delivery*
- Communications – *working inclusively with all involved*
- Linkage – *connecting the Client and Team to solutions*
- Mentoring – *support succession*
- Knowledge – *broad understanding of multiple disciplines, ability to foster innovation*

# The PM/PTL Partnership



- Align project leadership roles with individual interests and talents
- Distribute accountability and responsibility
- Foster collaboration – connect people

# DIVISION OF RACI RESPONSIBILITIES

## Critical PTL Responsibilities:

- Scope, Budget, Schedule
- Contracts
- HSSE Strategy
- Resourcing
- PIP & CAD/BIM Plan
- QMP
- Risk Strategy & Register

## Critical PM Responsibilities:

- Contracts
- Sub Agreements
- Resourcing
- HSSE Compliance
- Client and Sub Communication
- Initiation Meetings
  - Internal and External

| #  | Activity  | Project Team |     |    | Approvers     |      |     | RACI  |
|----|---|--------------|-----|----|---------------|------|-----|---|
|    |   | PM           | PTL | PA | BCML/<br>PMCL | BCSL | RDL |   |
| 0  | Confirm Project RACI responsibilities per PTL Manual                      | R            | R   |    | A             |      | I   | R - who is responsible for execution of a process/ A - who is ultimately accountable for the process/ C - who needs to be consulted/ I - who needs to be informed of progress |
| 1  | Finalize scope, budget, schedule  | A            | R   |    | C             | I    |     |   |
| 2  | Client Contract Review/Approvals  | R            | R   |    | A             | I    |     |   |
| 3  | Client written agreement  | R            | I   |    | A             | I    |     |   |
| 4  | Client Notice to Proceed  | R            | I   |    | A             | I    |     |   |
| 5  | Set up project  | A            | C   | R  | I             |      |     |   |
| 6  | Subcontractor/consultant Agreements executed                              | R            | C   | I  | A             |      |     |   |
| 7  | Set up file mgmt. system  | A            | C   | R  | I             |      |     |   |
| 8  | HSSE compliance/ Document Prep  | R            | C   | I  | A             |      |     |   |
| 9  | Resourcing  | R            | R   |    | A             |      | C   |   |
| 10 | Prepare Project Implementation Plan incl. CAD/BIM Plan and Signoff on WBS | A            | R   |    | I             |      |     |   |
| 11 | Prepare Quality Management  | C            | R   |    | I             |      |     |   |
| 12 | Identify Risk Management Strategy/Risk Register                           | A            | R   |    | I             |      |     |   |
| 13 | Client Communication  | R            | C   |    |               | I    |     |   |
| 14 | Sub Communication/ Notice to Proceed                                      | R            | I   |    | A             |      |     |   |
| 15 | Initiation Meeting - Internal   | R            | R   |    |               |      |     |   |
| 16 | Initiation Meeting - External   | R            | I   |    |               | I    |     |   |

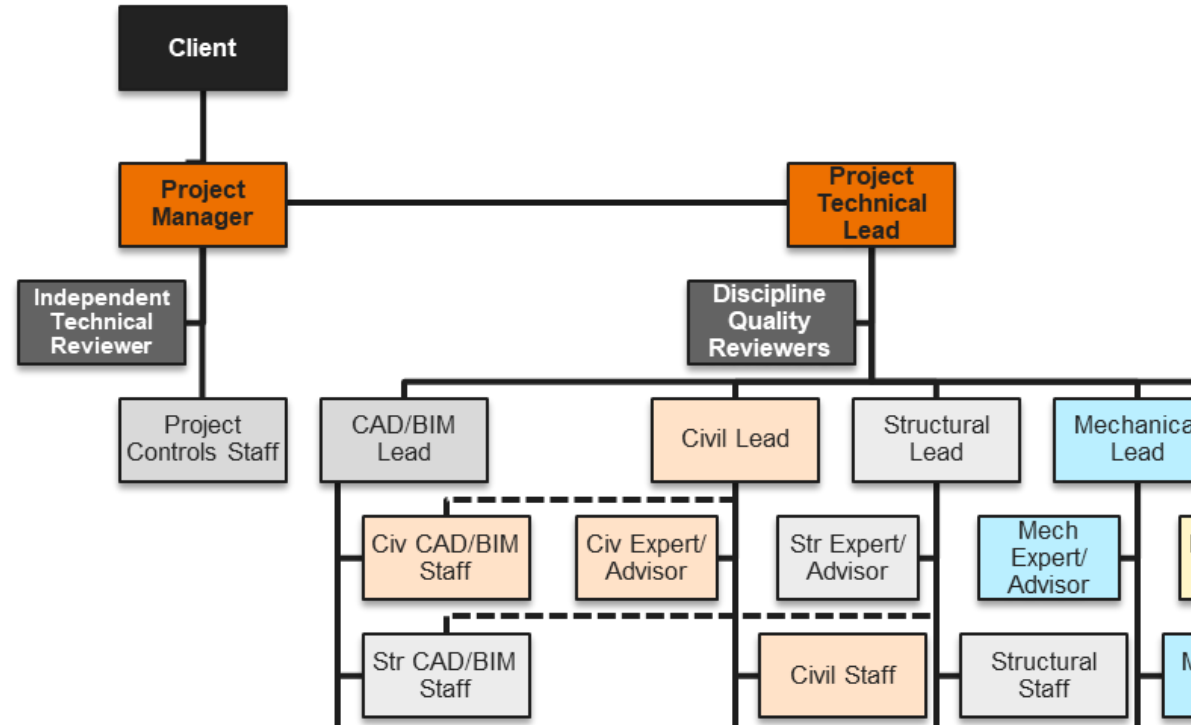
# BUILDING THE RIGHT TEAM

## PM Accountability

- Contract Compliance
- Financial Performance
- Client Satisfaction
- Resources

## PTL Accountability

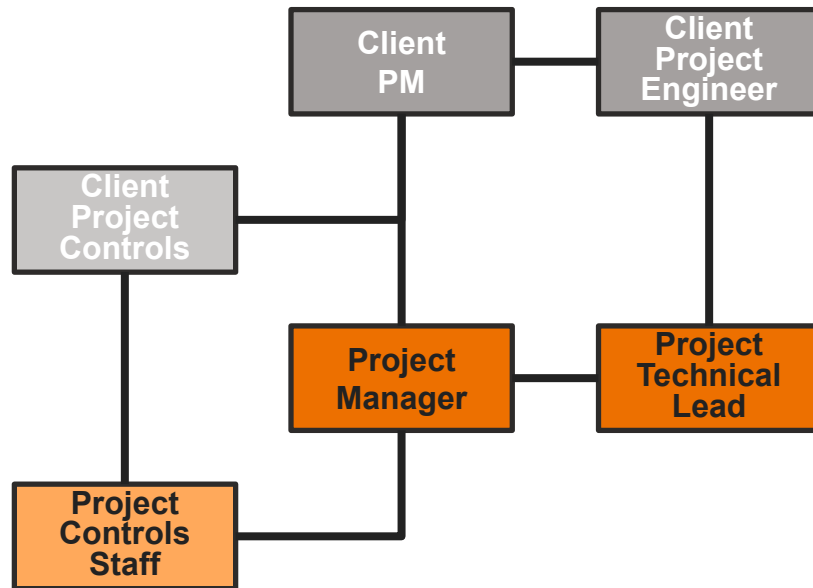
- Deliverable Production
- Quality
- Innovation
- Technical Excellence



1. Align Org Chart with Client Expectations
2. Adapt Org Chart to Project Needs
3. Put the Right People in the Right Roles

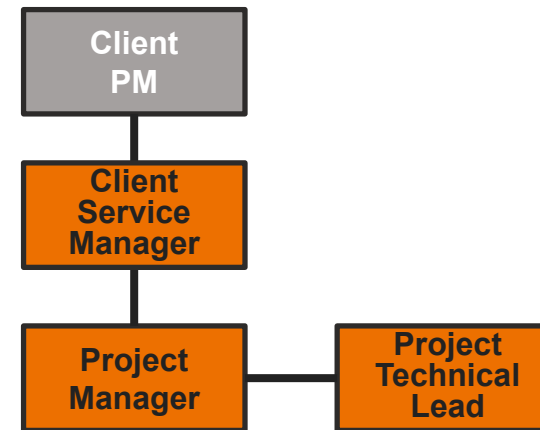


# ALIGN ORG CHART WITH CLIENT EXPECTATIONS



## Distributed Leadership Model

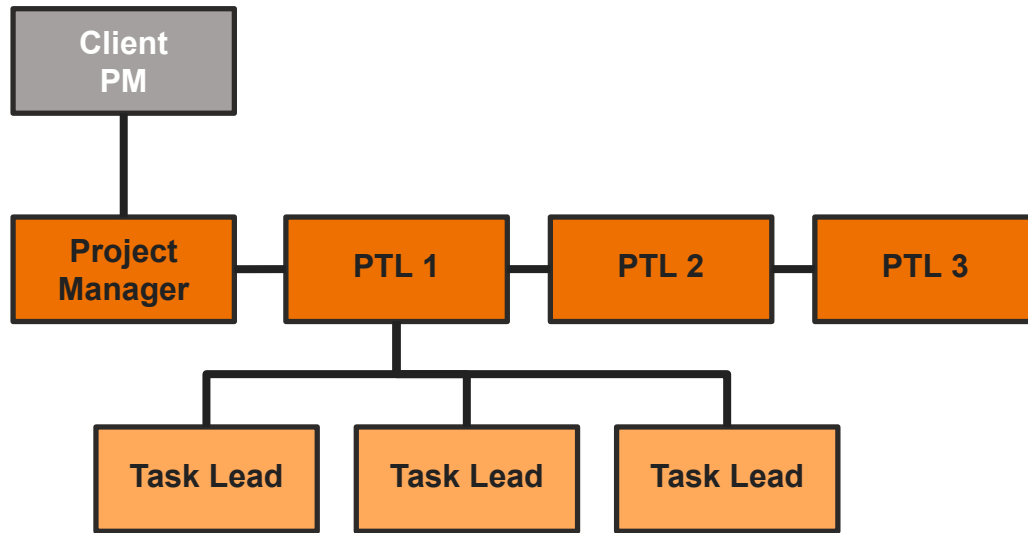
- More common with large clients or programs



## CSM-Led Client Relationship

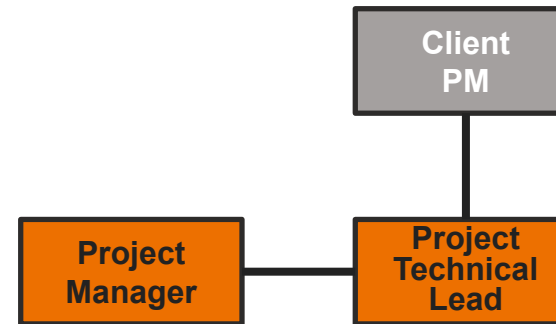
- External use of "Project Manager" title does not need to match internal role

# ADAPT ORG CHART TO PROJECT NEEDS



## Task Order Contract

- Multiple Project Technical Leads for Individual Task Orders
- Multiple Task Leads under a single PTL

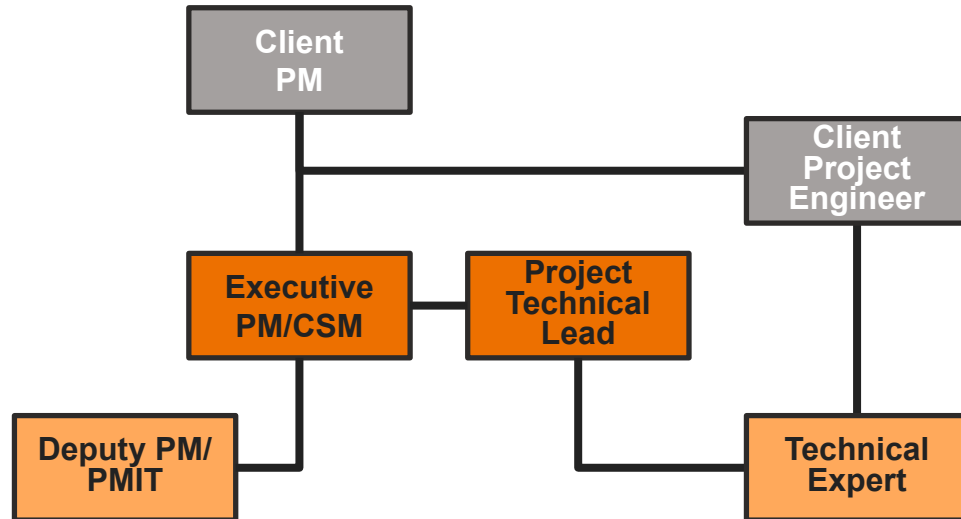


## PTL-Led Client Relationship

- External use of "Project Manager" title does not need to match internal role
- May use a non-technical Project Manager or PMA



# PUT THE RIGHT PEOPLE IN THE RIGHT ROLES



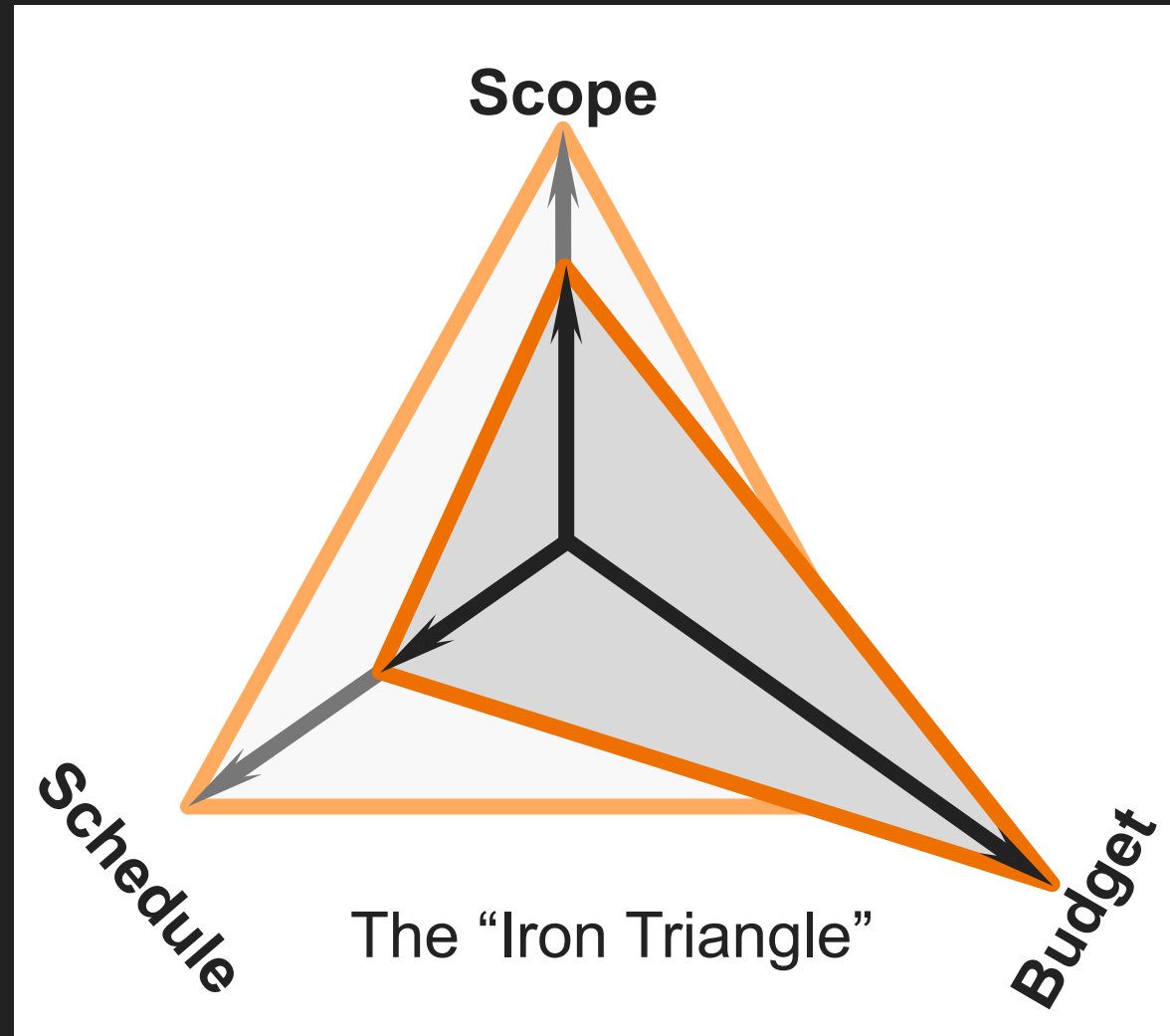
## Distributed Leadership and Responsibility

- Delegate and train PMITs and PTLITs
- Showcase technical experts

## Key Considerations for Project Leadership Team

- Project Delivery Framework Requirements
- PM/PTL Approval Level
- Client and Contract Requirements
- Staff Capabilities
- Staff Availability
- Staff Training and Development
- Succession and Resilience

# BALANCING PROJECT SUCCESS





The challenge of every team is to build a feeling of oneness, of dependence on one another because the question is usually not how well each person performs, but how well they work together.

**Vince Lombardi**