

22<sup>ND</sup> ANNUAL



22<sup>ND</sup> LCI CONGRESS  
OCTOBER 19-23

# Team Health Assessment: The PDCA for Effective Team Cultures + High Performance

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THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

October 22, 2020

# Partners





# Partners



# Problem Statement

Is the construction industry equally attuned to team performance and team health/effectiveness as factors for project and Lean success.



Katzenbach + Smith (1992) The Wisdom of Teams



# PDCA

- Plan
  - Partnering
    - Cultural Compatibility
- Do
  - Structure
    - Team Charter
  - Schedule
    - Team Health Meetings
- Check
- Act
  - Behaviors
    - Reinforce or Adapt





# Traditional Orientation





# Partnering Orientation





# Plan





# Assessing Cultural Alignment



Cameron, K. + Quinn, R. (2011) Diagnosing and Changing Organizational Culture

# Team Health Meeting

Frequency

Agenda

Assessment

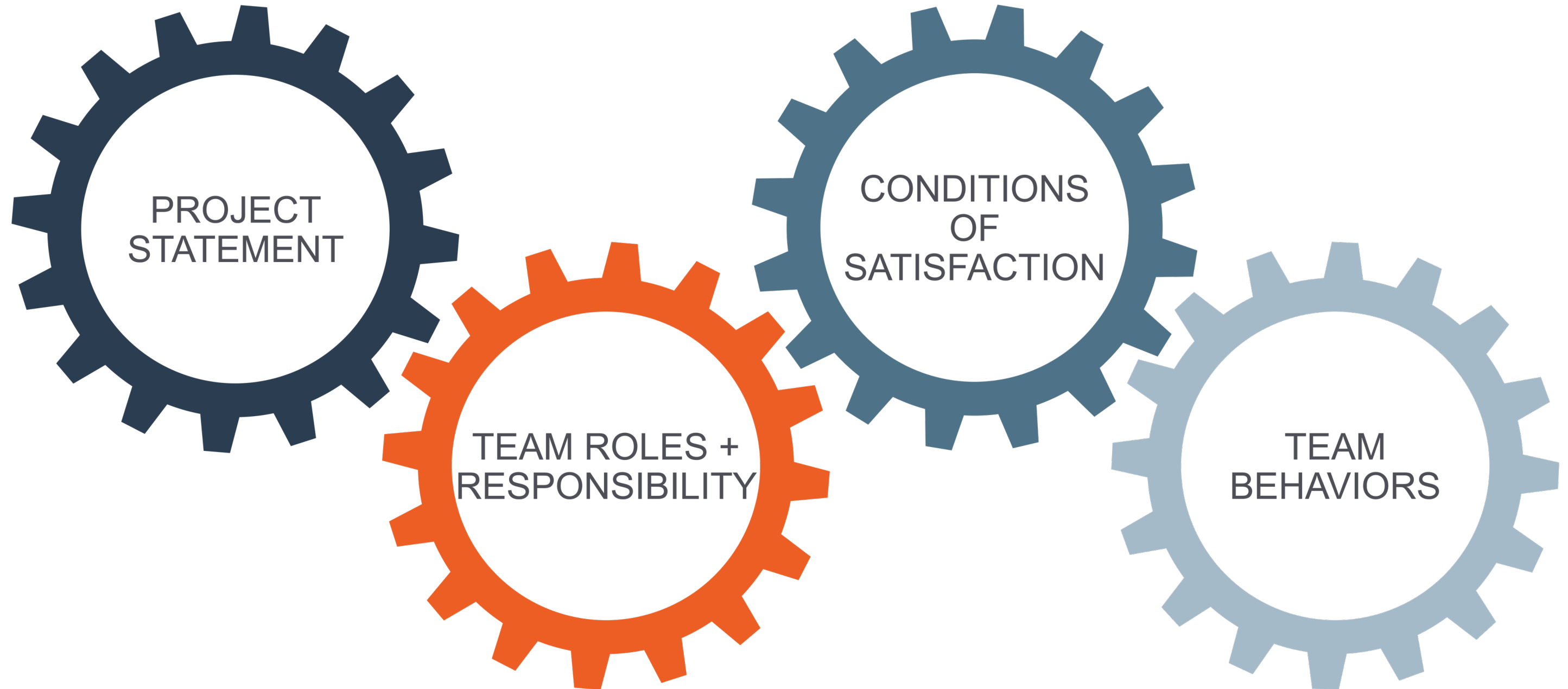




# Do



# Team Charter





## Project Statement Examples

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Building for the Health of Our Community

My Work Will Transform Lives

We're Transforming the Heart of the Campus

Powering Peak Performance

# Constructability





# Check



# Team Health Assessment

## **OBJECTIVE/QUANTITATIVE**

**SAFETY**

**TEAM COHESION**

**INFORMATION SHARING**

**TEAM CONFLICT\***

**GOAL SPECIFICATION**

**TRUST**

**SCALE: 1=LOW 3=AVERAGE 5=HIGH**



# Team Health Assessment

## OBJECTIVE/QUANTITATIVE

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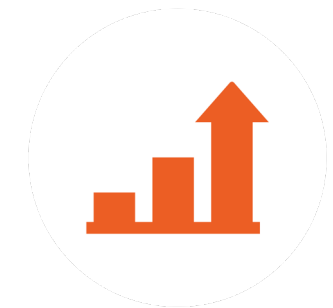
## SUBJECTIVE/QUALITATIVE



WHAT IS  
GOING  
WELL



WHAT IS  
NOT  
GOING  
WELL



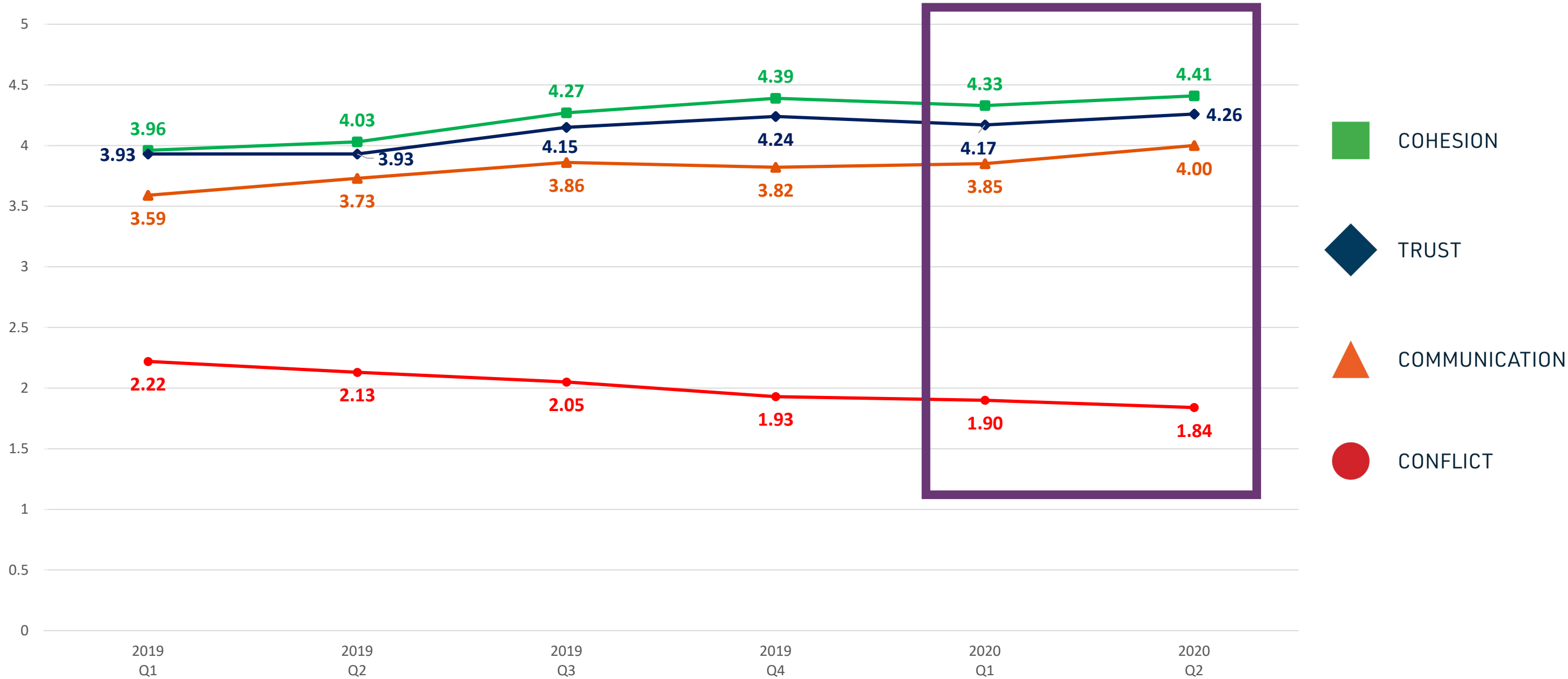
WHAT CAN  
BE  
IMPROVED  
UPON

# Act

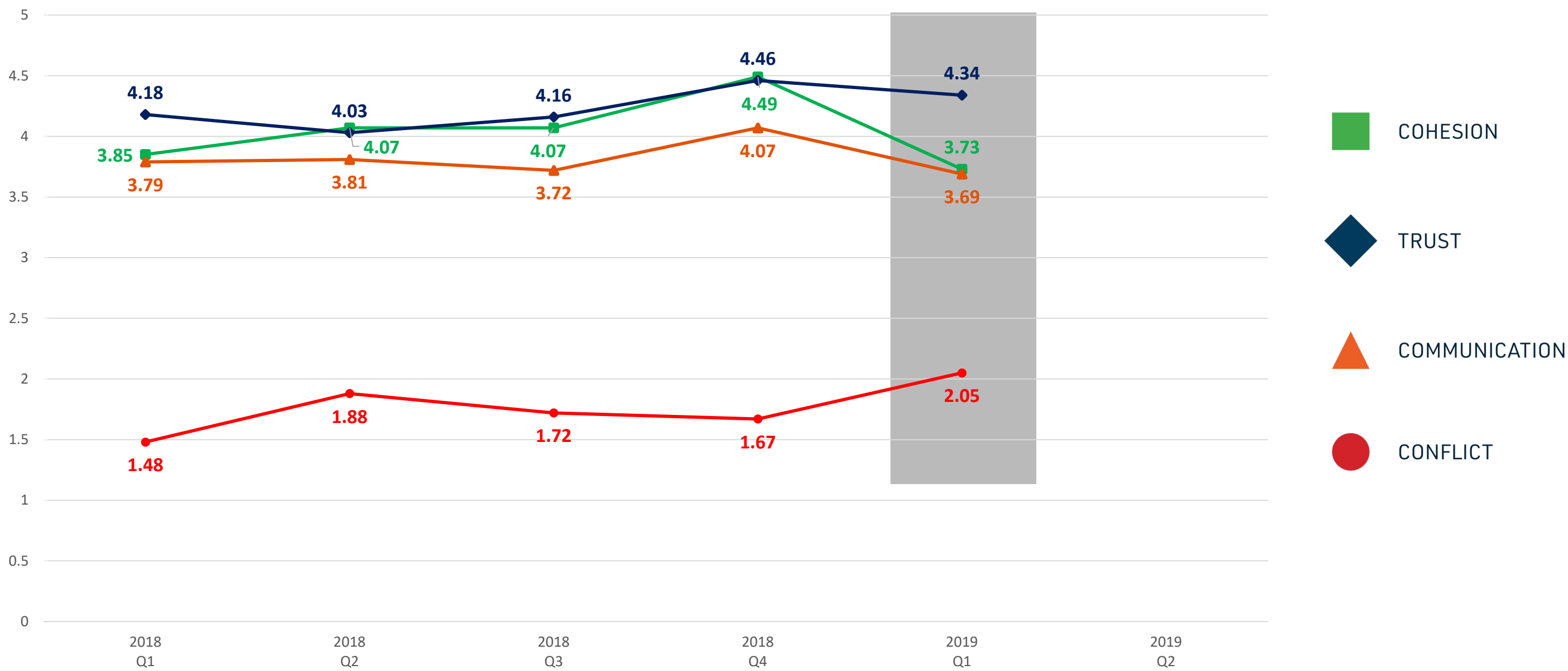




# Team Health

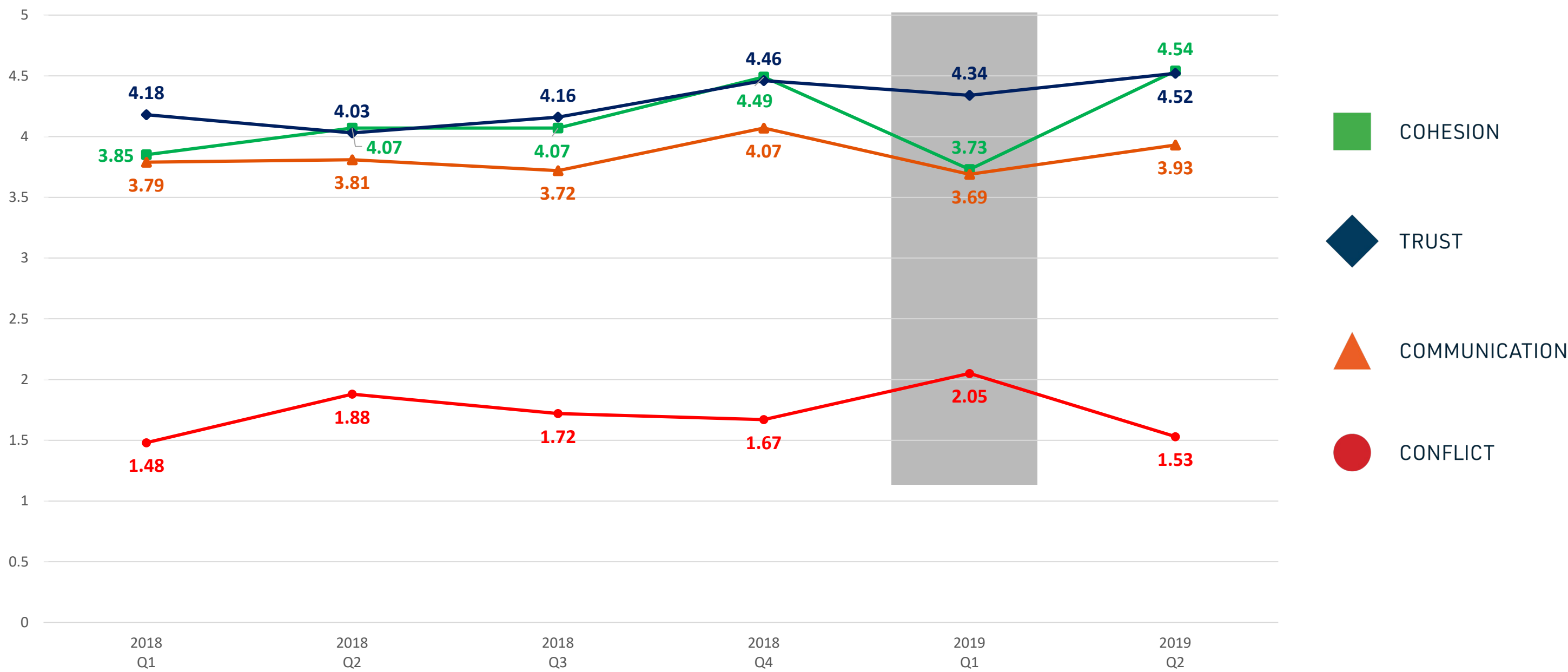


# Team Health





# Team Health



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# How can you apply this tomorrow?

1. Agree/Buy-In Earlier the Better: Proposal/Preconstruction
2. Establish Team Charter: Senior Project Leadership
3. Identify Who Participates: Preconstruction/Design/Construction/Closeout
4. Define Team Components
5. Establish Anonymity – Adhere To It
6. Hold Team Health Meetings Defined Schedule
7. Deal with the Uncomfortable, Celebrate, and Acknowledge Success



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**Thank you for attending this presentation. Enjoy the rest of the 22<sup>nd</sup> Annual LCI Congress!**