# [2. TEAM BUILDING: IMPROVING PROJECT PERFORMANCE (RS37-1)](https://www.construction-institute.org/team-building-improving-project-performance)

**Report Summary:** An effective team-building process can bring significant, not simply marginal, improvements in project execution and results. During the design/construction process, it is not uncommon for an adversarial relationship to develop among the parties involved, usually the project owner, designer, and contractor. This type of relationship is seldom constructive and frequently is the cause of problems. This study examined ways that such an adversarial relationship might be minimized.

The team-building process (as opposed to ‘teams’) brings together a diverse group of individuals and seeks to resolve differences, remove roadblocks, and proactively build and develop the group into an aligned, focused, and motivated work team that strives for a common mission and shared goals, objectives, and priorities. The following activities can lead to successful team building:

* Use of a consultant who does not have a direct stake in the outcome of the project.
* At least one retreat type of group meeting at which the shared goals are delineated and essential decision-making and dispute resolution procedures are developed.
* Regular job site meetings of the team (the consultant need not be present).
* Follow-up meetings to reinforce concepts and to integrate new members.

**Key Takeaways:**

## (1) Use a team-building process.

## (Project Phase: Detailed Scope through Construction)

* Identify a suitable consultant to facilitate the team-building process and to ensure effective communication among project stakeholders.
* Engage the consultant early in the life of the project to establish trust and set clear expectations.
* Facilitate regular meetings and workshops with all project participants, including contractors, architects, engineers, and other relevant parties.
* Encourage open dialogue, active listening, and constructive feedback throughout the team-building process to foster collaboration and resolve conflicts.
* Regularly monitor the progress and outcomes of the team-building process to ensure that it remains aligned with the project’s goals and objectives.

## (2) Use a consultant to facilitate the team-building process.

## (Project Phase: Detailed Scope through Construction)

* Use a qualified professional as an external or internal consultant to bring necessary skills and expertise to the team-building process.
* Engage the consultant early in the project’s lifecycle to establish trust and set clear expectations among all stakeholders.
* Facilitate regular meetings, workshops, and discussions with the consultant to ensure effective communication and collaboration among the project participants.
* Select a consultant who has experience in construction projects and understands the unique challenges and complexities of the industry.
* Regularly monitor the consultant's progress and outcomes to ensure alignment with the project’s goals and objectives.

## (3) Begin the team-building process early in the life of the project.

## (Project Phase: Detailed Scope through Construction)

* Identify key stakeholders and team members to participate in the team-building process at the onset of the project.
* Schedule a formal team-building session or series of sessions within the first few months of the project timeline.
* Develop a comprehensive plan for team building, including goals, objectives, and activities, early on in the project to ensure alignment with project requirements.
* Establish open communication channels and encourage collaboration among team members from the outset to foster trust and understanding.
* Incorporate team building into regular project meetings or progress updates to maintain momentum and reinforce shared goals.

## (4) Seek broad participation in the team-building process.

## (Project Phase: Detailed Scope through Construction)

* Involve all key stakeholders and team members in the team-building process to ensure that everyone is aligned with the project goals.
* Cast a wide net by including representatives from various departments, such as engineering, procurement, and operations, to foster collaboration.
* Encourage open communication channels by inviting all relevant personnel to participate in regular meetings or workshops that are focused on teamwork and collaboration.
* Make an effort to include diverse perspectives by involving team members with different backgrounds, experiences, and skill sets in the process.
* Consider conducting surveys or focus groups to gather input from a broader range of stakeholders and ensure that everyone's voice is heard.

## (5) Make the team-building process an integral part of project management.

## (Project Phase: Detailed Scope through Construction)

* Incorporate team building into regular project meetings and progress updates to maintain momentum and reinforce shared goals.
* Integrate team-building activities with existing project management processes, such as planning, execution, and monitoring, to ensure seamless integration.
* Establish clear expectations about ways that team building will be used to drive project success, and communicate these expectations to all stakeholders.
* Develop a plan to recognize and reward individual contributions to the team's overall performance, thereby fostering a sense of shared responsibility and accountability.
* Regularly review and assess the effectiveness of the team-building efforts in achieving desired outcomes, and make adjustments as needed to optimize the results.