PJM Fifth Discipline

A great deal of the project management literature includes studies describing why projects fail, and exploring solutions via identification of management control processes to curve the problem. Rather, I like to focus on the study of why projects can succeed every time through the study of human interactions in team environments. In the end, projects succeed because of people not processes.

Performance Project Management is the result of thirty years of practical experience and study in the art of understanding people's behaviour and creating conditions for their success while performing in a team environment.

Introduction

Top project management practitioners have found that securing superior performance results from their team members is the key ingredient to consistently delivering successful projects.

Traditionally, project success has been determined by satisfying the following factors: completed under the scope, funding and time constraints. I normally add two additional and important factors - meets or exceeds the project's original planning assumptions, and exceeded user expectations. Yet what has happened to a discussion about people and their performance in a team environment?

My thesis is that dealing with the traditional approaches to project management, advocated by PMI and numerous practitioners may reduce risks and uncertainties, but it will never provide the foundation to achieve consistent success. Since project success ultimately depends on people, this is where the focus should be – to understand, in simple terms, what creates the conditions for improving team's performance. Methods and practices alone, while important, will never provide the basis for securing project success.

In search for other approaches, I reviewed the laws of teamwork[i], which frankly, are impossible to commit to memory. Therefore, I decided to continue with my approach based on the four performance realization principles explained below. Recently, I found corroboration to these principles in a book First Break All The Rules, that I strongly recommend - in particular chapters 4-6[ii].

Project Management 5th Discipline

The formulation of the **Project Management's Fifth Discipline©** - **Performance Project Management©** - was inspired by Peter Senge in his seminal work, The Art and Practice of the Learning Organization[iii].

Performance Management is achieved through the systematic and coordinated application of five supporting disciplines.

Figure 1 – PJM 5th Disciplines

Before you can understand the application and value of this model, it is important to understand the context of its underpinnings: the Execute and Excel states.

Execute State

To date, a great deal of interest and focus has been applied to the art of managing projects, with most practitioners usually preoccupied in the application of the first two disciplines: methodologies and project management processes. The application of PJM processes focuses mostly on execution and not performance from the team and, as such, I define them as the "Execute State."

Methods - *(1st Discipline)*

In a properly executed project, methods must be chosen depending on what you are building or delivering. You must take into account the nature of the business challenges and the constraints imposed by the stakeholders' expectations in terms of scope definition, budget, and time. In the field of software engineering, methodologies come in the following flavours:

1) **Waterfall Model** (e.g. Requirements, Analysis, Design, Build, Test, Implement, and variations thereof). The basic principle of the waterfall model is that you do not proceed to the next phase until it is signed-off. The problem with this approach is its inflexibility to adjust the solution to changing business conditions. In large projects, it is common to find situations

that the project, while deemed successful (on-time & budget), was a total failure because it did not support the business needs.

2) **V-shaped Model.** Similar to waterfall, it is a test driven focus, where each test phase matches each development phase. Requirements are paired with system testing, high-level design is paired with integration testing, and detailed design is paired with unit testing.
3) **Prototyping Model.** Helps designers and users to clarify the requirement of the system. A throw-away prototype is developed for users to evaluate so that designers can better understand the stakeholders' expectations and system functionality and improve the prototype.
4) **Incremental Model.** In this approach, the solution evolves in stages to enable the early delivery of the product. At each phase, developers have a goal to deliver certain features to the customer.
5) **Spiral Model.** An iterative approach that takes risks into account. Designers develop a small part of the project and evaluate risks. For each iteration there are six steps - determine objectives, alternatives and constraints; identify and resolve risks; evaluate alternatives; develop deliverables and verify that they are correct; plan next iteration; commit to an approach for next iteration.
6) **Agile Model.** An approach similar to the incremental model but designed to be understandable to its intended audience through simplicity, accuracy, consistency, and detail. It includes methodologies such as extreme programming, crystal methodology, and scrum.

Project Management - *(2nd Discipline)*

The second discipline of the Execute State focuses on applying project management practices. The Project Management Institute has established a generic approach that has become a de-facto industry standard - The PMI's Book of Knowledge[iv]. The application of such practices significantly reduces risks to complete any project, yet implementing this framework alone will not be able to guarantee project success.

PMI's BOK provides a two dimensional view of five management processes (Integration, Scope, Time, Cost, Quality, Resources, Communications, Risk and Procurement), with guidelines to be applied across five phases (Initiate, Plan, Execute, Control and Close). This model has two deficiencies: First, it does not address Organizational Change Management, which comes into play during the introduction of new technologies; and Second, as a generic model, it was formulated for any type of project and, as such, it needs to be adapted to the type of project being managed.

Therefore, unless best practices are added to the mix, no amount of project management processes will guarantee success.

Excel State

Top-class project managers are constantly preoccupied studying best practices and build an arsenal of ideas and approaches that can be applied depending on the nature of the project and its constraints.

The Excel State focuses on achieving excellence through the application of industry best practices and a focus on the stakeholders and end-users, through expectations management.

Best Practices - *(3rd Discipline)*

Top-class practitioners use conferences, articles in magazines, and books, as the vehicle to communicate innovations that can be introduced in the mainstream of systems deployment. Best practices provide the experience and wisdom of industry, and are based on actual experiences and results, not theoretical speculation.

The Capability Maturity Model advocated by Carnegie Mellon University[v] is the best example of defining the application of best practices. The purpose of Capability Maturity Model® Integration (CMMI®) is to provide guidance for improving organizational processes to manage the development, acquisition, and maintenance of products and services. It places proven practices into a structure that helps your organization assess its organizational maturity and process area capability, establish priorities for improvement, and guide the implementation of these improvements.

Industry best practices cover, amongst others, the following knowledge areas:

- Project Audit
- Business Case
- Cost-Benefit Analysis
- Communications
- Configuration Mgmt.
- Financial Management
- Meeting Facilitation
- Systems Engineering
- Organizational Readiness
- Performance Mgmt.
- Portfolio Management
- Post-implementation Review
- Procurement Mgmt.
- Quality Management
- Resource Management
- Risk Management

Sadly, the application of Best Practices is seldom applied mostly because project managers and their teams believe that they do not have the time allocated to do things in the most efficient way. They are often a subject of discussion at the office's water fountain and seldom given any serious consideration, much less consistently applied. Yet these are amongst the most

important building blocks to achieving project performance.

Expectations Management - *(4th Discipline)*

The first three disciplines do not deal with the foundations of project success – people. In particular, the discipline of managing end-user expectations (it is not scope control and change management). Whether it be managing the interactions of the team with the recipients of project outcomes, or their interactions and performance within a team environment, hardly anyone has studied the invisible forces that govern their interaction.

The Expectations Management Model (Figure 2) outlines the process that must be followed to align stakeholders' interests and value perceptions as a project evolves. The goal is ensure that expectations are always aligned with all stakeholders set of interests and value elements that would inevitably dominate their actions during the project execution.

The reality in most projects is that, no matter how well documented a project scope is, each stakeholder always maintains a different set of interests and values they expect to receive from the project's outcomes. The longer and larger the project is, the wider the disparities between the stakeholders expectations will be. As such, many projects as they evolve tend to suffer from what I call "User Expectations Disenchantment" caused by the gradual and steady disconnect between the project scope and what the stakeholders wanted in the first place.

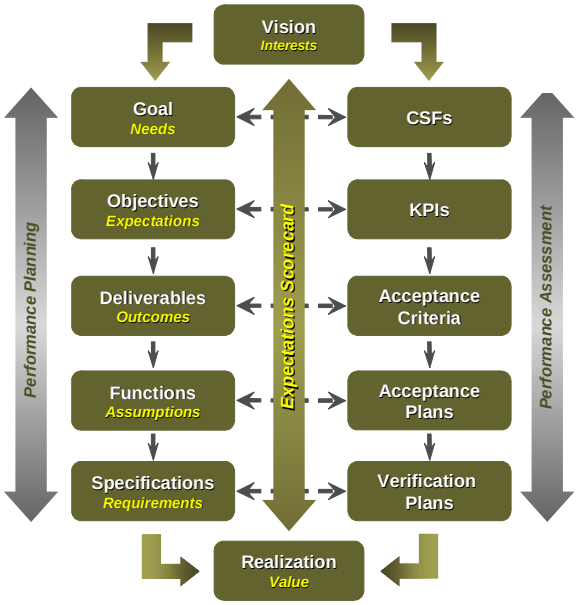

Figure 2 – Expectations Management Model

Expectations are "inductive" elements (shown in italics) that always remain in the "back-of-the-mind" of stakeholders and usually are fluid and in constant evolution or adjustment relative to their particular interests as the project progresses

A project manager must be accountable for converting the inductive elements to deductive elements via an "**Expectations Convergence Process**" that involves dialogue, understanding, documentation, and commitment (sign-off), and to ensure that a governance process is implemented to ensure that the business objectives are met.

Expectations are managed via two pillars of project governance; planning and assessment. The performance planning processes permit achieving convergence of stakeholders' interests, whereas the assessment processes provides the governance continuum necessary to ensure that alignment is maintained with the business and end-user expectations

Perform State - *(5th Discipline)*

The one element consistently missing from the discussion is people and the study about their behaviour and interaction in the context of teams; in particular, how to secure superior team performance to achieve team synergism. As I inspected my library, about one-third of the books I read are focused on people issues and management in general. People behave like matter in quantum mechanics with an exchange of subtle but important interactions (physical and verbal) that define the state of their behaviour with one another – the only states are equilibrium or chaos. Projects have one characteristic in common – they are unique undertakings and no two projects are alike. You can take one team that was successful in one project and the same may under-perform in another – why?

Performance Project Management© is focused on the study of the team members knowledge and understanding, as well as problem solving, through the application of outcome, knowledge, verification, and communications realization principles to achieve predictable results through superior team performance.

In order to achieve the perform state, a project manager must focus in three interdependent areas:

1) Team Ability Index Analysis
2) Team Performance Management
3) Gate Status Management

Team Ability Index Analysis

The team's performance is governed by its "ability index," which can be derived mathematically by measuring the knowledge and understanding they bring, individually and collectively, to achieve a specific project outcome. The mix of skills and experiences needed to achieve one outcome (or deliverable) may not be adequate to achieve the same results when dealing with a different outcome. It is possible to derive a team ability index and measure it in relation to the mix of knowledge and understanding required to achieve a given project outcome. The gap between these two points will determine the ability and performance of the team each and every time. Yet, most project managers have not realized, or are still far away from becoming aware of its importance to the success of any project.

When a team comes together, they bring varying levels of knowledge and understanding as well as experiences and beliefs. If you can determine what level of knowledge is required to achieve a project outcome, and the level of understanding of how to apply it to achieve a desired result, you can derive and plot the "**Ability Index**" of each member of the team[vi].

Figure 3 shows typical individual team ability indexes relative to the one required to achieve optimum results. A distribution of such as the one shown is a recipe for failure. To achieve optimum results the knowledge and understanding relative to achieving each project outcome must be aligned.

Knowledge is "inductive" whereas understanding is "deductive" which combined determines how team members would work and behave relative to a project outcome.

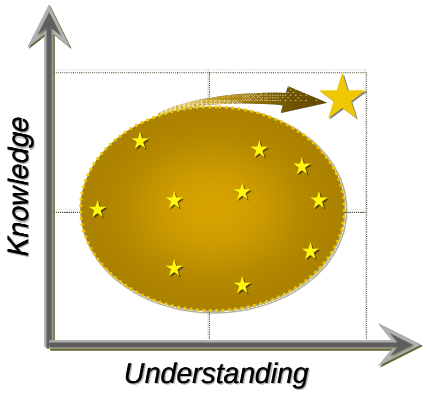

Figure 3 – Unbalanced to Normalized Team Ability Indexes

The Ability Performance indexes of each team member, when factored with the rest of the team, determine the "**Team Performance Index**."

Figure 4 shows the effect of not having an equalized ability index within a team vs. one that is performing with a normalized ability index. Leadership marginally increases the performance of individuals within a team, whereas the synergism triggered by the application of the four performance realization principles, normalizes their knowledge and understanding, a necessary condition to achieve superior team performance.

It is utopia to think that a team can perform at 100% of their combined potential all the time. The larger the team working on a particular objective the less efficient it becomes. In this example, what prevents the achievement in excess of 60% relates to a loss of about 10% efficiency for each member added.

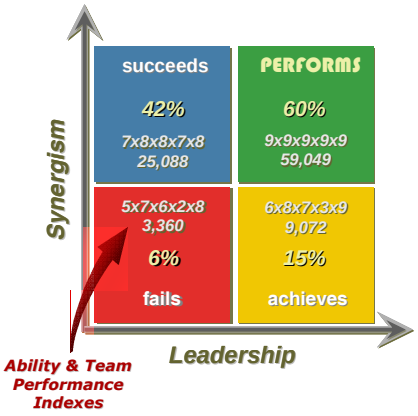

Figure 4 – Team Performance Index

Furthermore, individual performance is also impacted by the project manager's leadership abilities, the work environment, and the challenges and constraints they face in their private lives.

Deriving the Ability Index of each team member relative to the outcome to be produced can give you insights about how normalized or de-normalized the team is and who should lead it – Authority of Knowledge and Understanding.

The equalization of the knowledge and understanding of each team member, relative to each project outcome, has a significant impact on team performance.

Team Performance Management

Achieving superior team performance is about effective leadership and communications, through the application of the four performance realization principles.

If you want to consistently complete all your projects on-time and on budget, and exceed expectations for results, you must start by following the four principles for **Superior Team Performance ("STP")**. To achieve such results, a new approach in the way you plan, organize, and execute your projects is a necessary condition for success.

No amount of traditional project management practices or PM certification will necessarily facilitate the establishment of high-performance teams from the get go. It is about people management and not just project management methods and practices.

Based on three decades in the IT sector, dealing with knowledge workers and observing why so few projects succeed, I found that, to consistently deliver projects on time and on budget, the strict and uncompromising application of the following four team ***Performance Realization Principles***® is the key to success.

- *Outcome Realization*
- *Knowledge Realization*
- *Verification Realization*
- *Communications Realization*

Each time I had the opportunity to apply these principles, and was not affected or disturbed by unwarranted interference by the higher lords of wisdom - "dictating how to do things by virtue of their hierarchical pecking order or politically motivated imperatives" - success was never in question in my mind, it was an inevitable outcome. These principles are explained in the section - Superior Team performance.

Gate Status Management

Business strategy leads to business transformation initiatives, which in turn leads to the creation of Programs to execute the strategy. Programs are multi-project initiatives, whereas projects are concerned with the implementation of specific changes in infrastructure systems and processes, needed to support the new business processes.

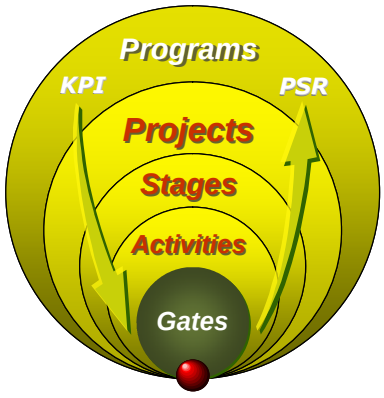

Figure 5 – Projects Decomposition Hierarchy

Gates are defined as "**moments of truth**" and have two characteristics: a measurement can be obtained to determine that an activity's outcome has completed a task based on pre-defined criteria (Quality Plan); and there is a quality review before the "hand-off" to another team member or group as an input to the next gate.

In Gate Status Management, projects are usually broken into stages, which correspond to the major "project milestones" defined to determine the progress made. These milestones must be driven by business need not by methodology imperatives, such as the use of the traditional SDLC project phases (e.g. Define, Design, Build, etc.) A Stage determines whether a business objective (or milestone) has been met, and formal acceptance criteria has been documented and verified. Each stage has an "earned value" that determines the percent complete of the project relative to others – and is not based on effort or money spent.

Each Stage is then broken into activities that describe the outcomes to be produced in the stage (not tasks). To measure the progress of each activity, a number of gates (usually 3-12) closely aligned with the Key Performance Indicators (KPIs) are identified, each bearing a relative weight to that of the other gates. The confirmation that a gate was completed is used in determining the percent completion of the project. Performance Status Reports (PSRs) are derived from the progress recorded at each gate.

Rationalized for each Stage

Performance Project		Key Performance Indicators					100%
WBS	Stages	5%	10%	50%	25%	10%	
1	Organize and Initiate Project						100.0%
2	Define Requirements						77.5%
3	Formulate System Architecture						40.0%
4	Conduct Change Management						52.5%
5	Develop System						10.0%
6	Transition System						2.5%
	Project Percent Complete	4.6%	7.9%	28.6%	8.9%	1.4%	47.1%

Figure 6 – Gates Status Management

Gate status management is intertwined with the second and third principles enunciated above and works as follows:

4) When a gate is assigned to a team member (or group), having demonstrated the second principle as explained above (Knowledge Realization), 50% of the relative value of the gate is assigned, irrespective of effort, dollars and time required to execute it.
5) The team remains at 50% on a gate as long as it needs to do the task and, when the third principle (Outcome Realization) is satisfied, the other 50% is assigned.
6) The percent complete for each phase is derived by aggregating the value-earned for the gates that have been started and completed.

The project performance measurement provided by this method is more precise, as it is directly

proportional to the number of activities and gates correctly completed. It also provides the true measure of where the project is, as you are measuring completed quality work – not effort and dollars spent. Conventional methods, such as effort spent to budget, do not reflect the true situation since they do not incorporate knowledge and quality management to demonstrate that the project is evolving as anticipated.

Superior Team Performance

If you want to consistently complete all your projects on-time and on budget, and exceed expectations for results, follow the four principles for **Superior Team Performance**. To achieve such results, a new approach in the way you plan, organize, and execute your projects is a necessary condition for success. These principles are consistent with the application of Stephen Covey's Seven Habits of Highly Effective People[vii].

In the PJM' fifth discipline, Team Performance Management, it is not about redefining project management or introducing new management practice – It is about improving **Team Communications** by changing the way project related work activities are planned, organized and executed to achieve superior results; it is also about **Project Leadership** and how to achieve superior team performance.

Superior Team Performance is, in my experience, surprisingly simple to attain, if the following four principles are systematically applied in unison throughout the life of the project or program.

P1 - Outcome Realization

If you cannot agree on what the end looks like, you will never know when you are done!

If the team cannot visualize and commit to what the end looks like for a program or project outcome, it will never be achieved as expected.

In the early eighties, the IT consulting services organization I was employed with could not deliver most projects with any degree of success (measured by customer satisfaction and profitability), despite their interest in applying sound implementation methodologies (first discipline) and project management practices (second discipline). Time and time again customers were dissatisfied, hardly anything was delivered on time, and most projects were well over budget. At the bottom of it, there was one major flaw in everything the company did – they never defined at the outset the rules of final outcome ("disengagement"), the point at which a project could be deemed to be satisfactorily complete. All efforts were focused on selling, sign contracts, and begin realizing revenues, but did not spend one minute defining the "contract-out" rules – that is until it was too late. Much worse, the teams lacked a "Shared Vision" of what the final outcome looked like, since the salesperson that made the promises was already disengaged in order to chase his/her next quarter's quota.

The reality of most projects is that end-user expectations are constantly changing. When they commit to a project, they make a number of assumptions, many of which are not documented. As the project evolves, their expectations evolve, change and are redefined in their minds altering the basis by which they will determine whether a project was successful or not – unless you establish a process to control the final outcome.

Do yourself a big favour; always plan your projects "***beginning with the end in mind***" - as Stephen Covey suggests in habit #2. The first document you should always produce (before the project charter) is the Conditions of Project Acceptance or Acceptance Criteria – I usually label it my "contract out rules."

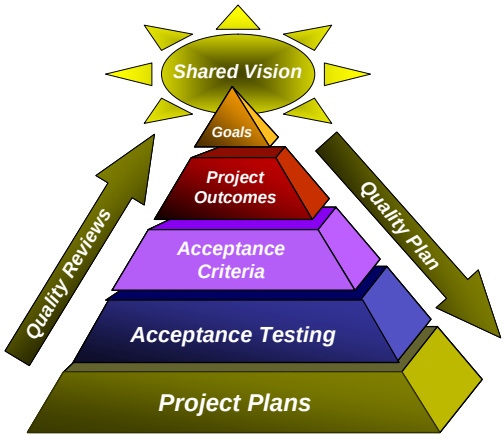

Figure 7 – Managing with the Project Outcome in Mind

No matter how experienced you are and how many times you have done a project of a certain type, each project is a unique undertaking and involves a degree of uncertainty and risk. Each project has to address the expectations of many people (users and team members) that are constantly changing as the project evolves. I use the analogy of exploring a cave in the mountains – the two basic tools you need are a lamp and an unbreakable cord. The lamp is your guide in, and the cord is your way out if you lose your lamp; so is the project acceptance criterion. If you cannot agree on the conditions for acceptance up-front, would you still undertake the project?

By establishing a shared vision and goals with your team of what the end looks like, and agreeing to the conditions of acceptance before you spend a minute on your project, you cannot miss securing the "Outcome Realization". Be practical, the

shared vision is about meeting all stated end-user expectations (not yours or the team's) and securing a satisfactory release of your project obligations.

Always work from the end-result backwards and decompose the acceptance criteria into discrete and measurable control milestones ("**Stages**") to track the project deliverables compliance with it. Then for all work activities within a stage, identify hand-off quality control points ("**Gates**" that define quality plans and conditions of acceptance) to ensure that each building block of your project contributes to meeting the stated acceptance criteria. Most importantly, the contents of this document must be shared, internalized and believed by the team.

P2 - Knowledge Realization

If you cannot explain it,
You cannot do it!

Having decomposed the project into discrete work elements, stages and gates, each gate's outcome must be understood and agreed by the entire team before work commences.

When a team is assembled to deliver a project, assuming that their members were selected with the appropriate knowledge, skills and experience to do the job, project managers usually make a fatal assumption – that they will be able to work like a well oiled machine from the start – **WRONG**!

We always assume that each team member understands what needs to be done to execute a given task, and how. Yet, more often than not, they are not able to explain in convincing detail how they plan to go from A to B, and to ensure that everyone understands it and go along for the ride. The analogy here is going on an expedition through the desert for the first time – if your guide cannot explain everything about the trip, the route, risks and what to do about them, would you trust the guide?

One of the most troublesome traits I have observed in the IT sector is lack of listening and communication skills. No sooner than a user begins to explain their needs, the minds of the analyst or programmer are already on the keyboard and have decided how to approach the problem based on their past experience or context-reference.

There is also a human tendency, innate in all of us, to always gravitate to what is comfortable, based on our past knowledge and experience – people tend to behave like water, always seeping through the point of least resistance. Usually, each team member will always try to influence everyone else on how the project needs to evolve and, frequently, impose their wisdom and experiences on the rest of the team. The knowledge realization principle can only be achieved prior to the execution of each task about to be undertaken.

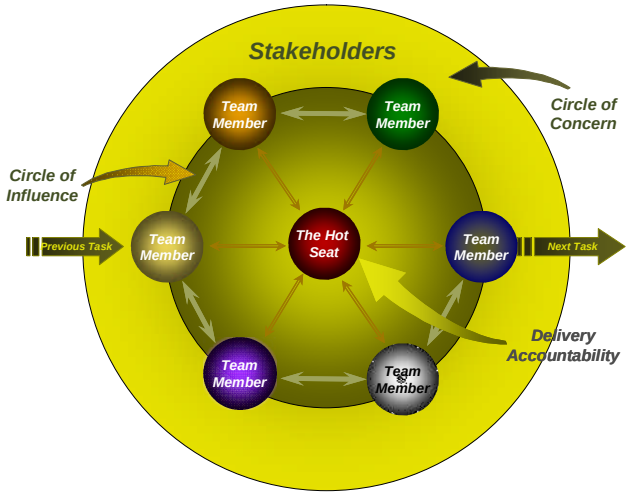

Figure 8 – Knowledge Realization

A project manager/leader has a duty to ensure that each team member is accountable for executing each task ("The Hot Seat"):

- studies and understands the information required to execute it (inputs) and defines what they will produce (outcomes);
- explains to the team members, directly and indirectly impacted by their work, in minute detail, how the outcomes of the activity will be achieved and verified; and
- produces a "Quality Review" plan.

The goal here is ***"seeking first to understand and then to be understood"*** (*Covey's Habit 5*).

Therefore, before you authorize the start of any task, those with delivery accountability must make a convincing presentation - to the team members and stakeholders that are indirectly or directly impacted - about the understanding of what needs to be done and how, and seek input from all members of the team impacted by the work to be done.

Since every project is usually a unique endeavour, a key consideration in this approach is that most of us will never bring complete knowledge or have the necessary experience to tackle any problem that comes our way. We must encourage team members to disclose their weaknesses, as we recognize their strengths. When a team member realizes that he/she does not have a necessary experience or skill, the team must supply the support and knowledge necessary to do the job right, and define the task's conditions for success.

This way, you will ensure that the work will be done right the first time, every time. Do not find this out down the road, as this is one of the primary causes of project failure.

P3 - Verification Realization

If you cannot demonstrate it, You have not done it!

If you are at the receiving end of an activity your work depends on, it would be quite unfair to reject or criticize the output, if the conditions for successful delivery of a task were not specified before it was undertaken. But if all stakeholders directly and indirectly impacted have participated in the formulation of the Quality Review Plan for the activity whose deliverable you depend to do your work, would you accept the outcomes just produced without verifying that it was done correctly? - Probably not.

That is why in Figure 9 the individual accountable for executing the next task must agree to the conditions for quality and acceptance of a task's outcome.

Quality plans are prepared at each control point (or Gate) which defines the conditions of acceptance of the gate. At the completion of each gate, (or hand-off), a quality review is conducted to verify that the work was completed in accordance with the team expectations.

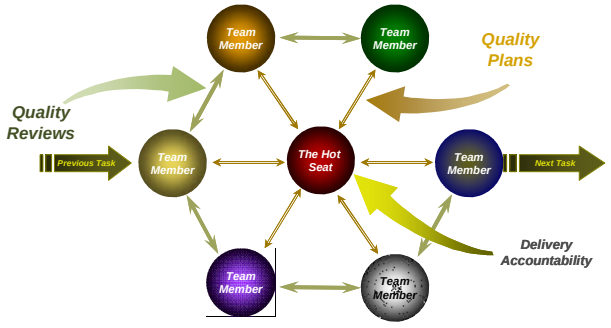

Figure 9 – Verification Realization

If this process is applied to each activity in your plan, all team member activities take the form of a continuum of relationship building and agreements each step of the way leading to ***"thinking in terms of win-win outcomes"*** *- Covey's Habit 4* – one of the critical ingredients for achieving trust and integrity. This approach also supports my fundamental principle for quality management – ***"do the right-things right, the first time, every time"***

In several projects, where these two principles were applied, this process was often criticized as too expensive, time consuming and unnecessary. Yet, I have proven that this approach leads to little or no re-work. In the understanding that most projects do not have enough time to do the work, why is this approach objectionable if they do not have enough time to correct mistakes?

P4 - Communications Realization

If the team does not communicate effectively – superior team synergism will not happen!

A shared vision is the basic building block for good communications. Next is sharing information and knowledge to learn from one another. This is represented by the arrows in Figure 9. It takes empathetic communications and team interaction to fuel action and connection amongst team members and the project stakeholders.

Achieving superior team performance is about effective communications and empowerment of team members. Good communications (even in the face of adversity) improves morale, trust, and integrity. This principle is particularly critical when dealing with virtual team environments. Effective teams have teammates that are constantly talking to one another, verbal or written.

Communication matters! When team members do not share information on a timely basis, or communicate succinctly and effectively, can lead to loss of trust and integrity of the project's outcomes – doers & thinkers are inevitably punished, the lazy and uninvolved are rewarded, and often, decisions are arbitrary and without foundation.

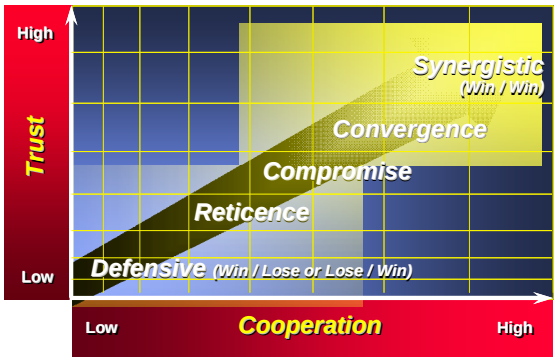

Figure 10 - Levels of Communication

Effective team communications builds trust and cooperation. It moves a team from defensiveness and protectiveness (not everyone wins) to team synergism (everybody wins).

The second and third principles discussed above are about building trust and cooperation. I have seen teams where teammates seldom let one another know what is going on (need to know syndrome). The team gets stuck since no one knows who is doing what, what is the current

project agenda and important tasks remain uncompleted because they assume that another team member is taking care of it. Work is duplicated or is counter-productive, and surely, begins to impact the stakeholders through organizational fights believing that they are being sabotaged by one another.

Another phenomenon I have witnessed is poorly structured project documentation archives, without appropriate standards and revision controls. Also, key information is kept mostly on workstations or laptops and not in the servers where it can be shared with the team. Effective communications involve:

- ***Communication directive*** – that states "Information must be horizontally and vertically shared across the team, unless it is unethical, illegal, or can harm the interests of others"
- ***Document management*** – the setting of standards, archiving, versioning, and change controls to ensure that team members have access to the latest information.
- ***Communication practices*** – appropriate rules for effective listening and communications via e-mail, meetings, phone messaging, etc.

Project Leadership

If leadership is not present – superior team performance and synergism will never happen!

The above statement is not stated as a principle since team synergism cannot be dictated, measured or quantified – it is either evident or not. Team synergism is triggered through leadership, and emerges on its own when the appropriate environment and creative cooperation is provided and maintained - *Covey's Habit 6*.

Synergism is generated by the team. The project manager and the organizational culture are only its enablers. In team synergism no one is a star – the team collectively is.

In my 30 years' experience, when I applied the four principles, combined with applying the networked-thinking attributes, something unique always emerged – ***Team Synergism***. Synergism is exciting, as it fosters creativity, openness, fluid communications, team learning, and shared success.

You can determine the team performance index by determining the level of knowledge and understanding of each individual with respect to the work objective. This Ability Performance Index, when multiplied with the rest of the team determines the Team Performance Index. Leadership marginally increases performance whereas synergism equalizes knowledge and understanding.

For team synergism to emerge, it requires leadership and happens when the combined energies and talents of the team produce a more positive effect than any one person could achieve. The effect is reflected superior individual performance, as no effort or time is wasted. Each step is like a solid piece of stone that has a meaningful purpose, supports the cathedral of the team's shared vision and goals, realized by sharing their knowledge and experience.

Team synergism works as a multiplier effect of the individual contributions. A team of four performing at its best (10^4 = 10,000) will contrast one when an individual is not (10x10x10x5 = 5,000). In this example, it takes only one member not pulling its weight to cause a 50% reduction in performance.

A project team that starts with a "Shared Vision" – with the same understanding of the mission, their project's particular purpose and appreciation for the individual strengths and contributions of team members - communicates and performs more effectively, yields better results, and imparts an enduring legacy of experience and skill to the organization.

PRSL's Perform™ Program & Project Management Methods and practices provide an array of tools (from basic to advanced) that allow a project manager to track a project or program status with minimal effort.

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