



Project based  
working  
with teams<sup>©</sup>

**By**  
**Mirjam Tirion**

Author: Yolanda van Dongen & Mirjam Tirion  
Design: Anouk Hupkes

*Would you like to reuse something from this workbook other than the project through which Mirjam trained you? Then please contact her.  
The ideas and their elaboration are hers and from Yolanda van Dongen. Reproduction in other publications is not allowed.*

## Content

<b>Program: how the training is structured</b> .....	4
<b>Introduction</b> .....	6
<b>1. What is a project?</b> .....	8
<b>2. Focus and Cooperation</b> .....	9
2.1 Project Name.....	9
2.2 Working with and within a team.....	9
2.3 From A to B in the collaboration .....	13
<b>3. Projectdefinition</b> .....	15
3.1 Problem.....	15
3.2 Trigger.....	16
3.3 Goal.....	16
3.4 Result .....	17
3.5 Scope .....	17
3.6 Effects .....	18
3.7 Boundary conditions.....	20
<b>4. Roles in a project</b> .....	22
4.2 Project manager .....	23
4.3 Projectteam .....	24
<b>5. Projectplan</b> .....	27
5.1 Introduction .....	27
5.2 Projectdefinition.....	27
5.3 The Activity Plan.....	28
5.4 Control aspects.....	28
<b>6. Project Start Up</b> .....	30
<b>7. Execution</b> .....	32
8.1 Transfer .....	34
8.2 Evaluation.....	34

## Program: how the training is structured

### **‘Projectbased working with teams’**

At the start of a new project we have a picture of the result we want to achieve. And the intentions are clear.

Often we think it's a waste of time and effort to think about the approach beforehand and to record it. We prefer to get started right away because then the job is done sooner.

Then it turns out that during the project we have to deal with all sorts of factors that cause the project to stall. We will not achieve the desired result. The intentions were clear, but were they also made concrete with the right division of roles, ownership and how we wanted to get our environment on board?

#### **What does ‘Projectbased working with teams®’ deliver?**

With ‘Projectbased working with teams®’ you learn to:

- ⦿ Get your project off to a quick start, together with your team
- ⦿ Create a framework for your project on the basis of different approaches
- ⦿ Further develop your project into a pragmatic, concrete and directly applicable plan
- ⦿ You get a ‘common language’ and a common approach within your company on how you can tackle projects and/or larger jobs on a project basis.
- ⦿ *Above all you learn to manage the expectations of your client, yourself, your (project) team and all other stakeholders in order to create support, to take people with you so that everyone feels the urgency and you achieve real results.*

#### **How do you get started with ‘Projectbased working with teams®’?**

This workbook is part of the training ‘Projectbased working with teams®’. It helps you step by step on the basis of short theory to answer important questions and to think about how you want to shape your project.

There is a logical sequence in this training and therefore also in this workbook, which you can use as a reference at any time.

1. You start by making a framework using two models
2. With the project definition you continue to give concrete shape to your project - you immediately involve the people around you - you create support from the start and the responsibilities become clear immediately
3. By drawing up the project plan you will fill in the details of your project.
4. And you'll start thinking about the completion and evaluation. If you do this prior to the execution of your project it will give you extra focus on the results you want to achieve. You'll make your results concrete and tangible. You'll know exactly what you are doing, which will motivate and energize you, and everyone else.

Used icons:



Exercise: this icon next to the text indicates an exercise to be made



Tip: this is an extra tip that is not included in the theory



Attention: this icon indicates something important to you

### **The set up**

The trainer/coach of Van Dongen & Co. will guide you through this workbook in five online meetings of 2 hours or 2 days 'live'. Gradually you will learn on the basis of short theoretical explanations and especially many exercises how to work in a projectbased way and at the same time you will give shape to your own project. At the end of the course, you will have completed your project plan and you will already be well on your way to carrying out your project! At least your project is on the map (urgency!) and you have created support among those involved. As far as we are concerned, this is the prerequisite for the success of a project and/or a large job.

## Introduction

Do you ever wonder if your activity or project could have been shorter, easier, or more fruitful?

There are many reasons why projects get stuck.

For example;

- The urgency for the project is not felt and/or supported
- The role of the client is not clear
- The role of the project leader is far too extensive
- Both the executive and the project leader have a different view of the result
- Stakeholders are involved insufficiently
- Communication with the surroundings and involvement leave something to be desired
- The project leader makes the project an additional task, it has lower priority and the project costs more time and energy than expected
- Project staff are not really (partly) freed up to participate in the project
- The project is far too extensive, serves different purposes and interests.

It is useful to think carefully in advance about how you want to approach your project. Do you want a quick framework? Or do you want a more comprehensive plan - which is often useful for somewhat larger projects.

### *Mapping your project: a first framework*

To prevent your project from failing and/or stranding prematurely, it is important to consult well with the project client beforehand to find out exactly what the intention is. In this workbook we provide three tools for this:

- The Van Dongen & Co model 'Working within and with teams'.
- The Van Dongen & Co model 'From A to B in the collaboration'.
- The project definition. This is a concise precursor to your project plan with which you can get everyone on the same page and create support.



You often make a combination of one of the two models and the project definition. This may already be sufficient for larger activities and / or manageable projects to immediately start implementing your project.

### *A more comprehensive plan*

Once you have the framework in place, you then create a project plan for larger projects. In this you elaborate on issues such as budget and planning. A well thought out project plan that includes the project and activity planning prevents in many cases your being endlessly busy with a project and constantly missing deadlines.

The project plan also contains very clear agreements that make the project manager's job a lot more pleasant. What's more: the client knows what to expect.



Making a project plan at the start of a project takes time. Time that is earned back quickly in the course of the project.

What's more - while creating the framework, you may find that the project is not feasible or costs so much time, energy and money that the costs do not outweigh the benefits.

It is also possible that, while defining the framework, you create so much clarity that carrying out the project will take very little time.

It may be that, after having completed your project definition, the client and you yourself as project leader conclude that there is no question of a project at all. That it is an activity that simply belongs in the line and is 'ongoing business'. This realization can save a lot of frustration and a lot of time. You can even conclude that you do not want to carry out the project at all. You will then have done a feasibility study, as it were, on a project basis.

In this workbook '*Projectbased working for teams®*' we give you practical tips and handholds for tackling projects successfully.

This manual is structured according to the following steps:

Step 1: What is a project?

Step 2: Project definition

Step 3: Roles in a project

Step 4: Project plan and Project StartUp (PSU)

Step 5: Implementation

Step 6: Evaluation and Handover

If you've ever heard of or worked with the PDCA - Plan Do Check Act - cycle, it matches as follows:

Step 4: **PLAN**: Project Plan and Project StartUp (PSU)

Step 5: **DO**: Implementation

Step 6: **CHECK** and **ACT**: Evaluation and handover

**Note:**

This manual can help you start. However, for really large projects it is advisable to go further with comprehensive project methodologies such as Prince2, ITIL etc. In our experience this is only necessary when a lot of investments are involved or when a project is complex.

## 1. What is a project?

When are you dealing with a project? With the following questions you can quickly determine whether your situation involves a project or an activity that you can tackle on a project basis.



*Answer the following questions:*

1. Is it an innovative and one-time activity?	Yes/No
2. Is there a limited lead time and a clear beginning and end?	Yes/No
3. Are different disciplines involved?	Yes/No
4. Are the purpose and outcomes clearly specified?	Yes/No
5. Is there one clear executive?	Yes/No
6. Do the results have a clear benefit to members or clients or the organization?	Yes/No
7. Does it require extra effort from staff (in addition to their "normal" duties)?	Yes/No

If you answered no more than once, ask yourself again if this is a project. There may be an 'area of focus' or a change in routine work. Be aware of this.

If there is no project, it can still be useful to choose a project-based approach. The "project outline" further on in this manual can be particularly enlightening. A good project definition makes things clear:

- ⊙ The purpose of the project,
- ⊙ What the responsibility and authority of the project leader is,
- ⊙ What the required activities are,
- ⊙ Where you have to create support within your company and how you do that.
- ⊙ How you can identify and resolve stagnations in the collaboration
- ⊙ Who is the project owner and thus ultimately responsible

With a project definition, misunderstandings and duplication of work are avoided. It is also indispensable input for your project and resource planning. And resources can be translated into money.

## 2. Focus and Cooperation

Before we get started with the project plan, it is helpful to get our mindset focused using two models.

These models help you to get a picture of what your project entails in a very short time. For short and somewhat simpler compact activities it may even be advisable to only answer the questions formulated with the models below. When you are in agreement about this, a project definition and/or project plan is probably unnecessary.

### 2.1 Project Name

Before you start your framework, it is helpful to name your project. A title that consists of 2 and no more than 4 words. The name immediately tells you what your project is about.



*The name of my project is:*

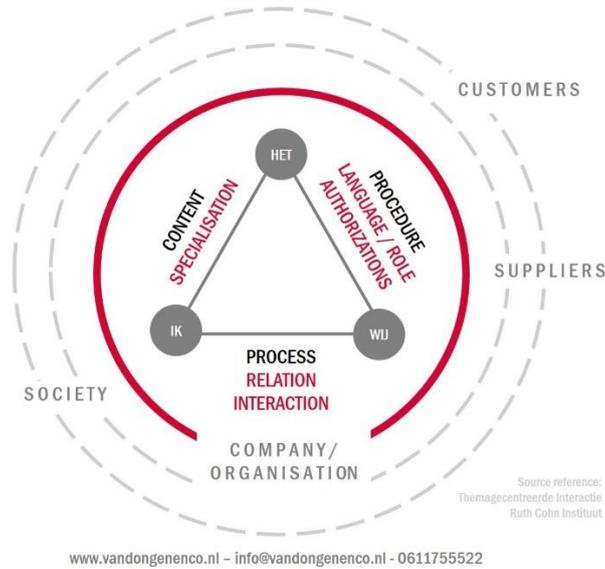


A name can also have a sub-title to make it even clearer what it is about. The title of this workbook is an example: 'Project-based work with teams - from idea to plan to execution'.

### 2.2 Working with and within a team

Working on a project means in nine out of ten cases working together within a team. The right people in your team, the right role and division of tasks, effective mutual communication and cooperation towards a common goal; namely the end result of the project. And essential: the role of the client!

Using the model below, we explain how you can quickly create a picture of the team you want to work with in your project. A framework for later elaboration in a project definition and even a project plan.



By answering the following questions, you can establish a framework for your project in a very short time. By answering the following questions, you can organize your own thoughts and make them concrete.

You can then use this framework to discuss with your client whether you share the same images and ideas.

You can also use this framework to explain briefly and concisely to others what your project is about and get others interested in possibly participating in your project.



*Answer the following questions:*

1. **IT:** A project start altijd met een doel – oftewel het resultaat dat je wilt behalen.
  - a. What should be the result of your project?

- b. And to what (larger) goal does it contribute?

2. **It-I-axis':** What specialized knowledge do you need in your project?

a. ....

b. ....

c. ....

d. ....

e. ....

3. **It-We-axis:** What roles and tasks need to be fulfilled in the project?

a. ....

b. ....

c. ....

d. ....

e. ....

4. **It-We-axis** – Here, it's about collaboration and interaction. The constructive communication and switching with each other. This is where you can make  $1+1=3$ . It is difficult to anticipate this in advance. However, it is important that you keep a close eye on the interaction in particular. Is it going well? Where might it stall? When will you intervene in this area? Check regularly with everyone how they feel the cooperation is going. In the following model "From A to B in the cooperation" we explain how you can get people on board and keep them on board. After all, nine times out of ten a project is a change and not everyone automatically goes along with it.

5. **The circle:** Here it's about the context in which you and your project team work. Who are involved in your project?

a. Who is the executive?

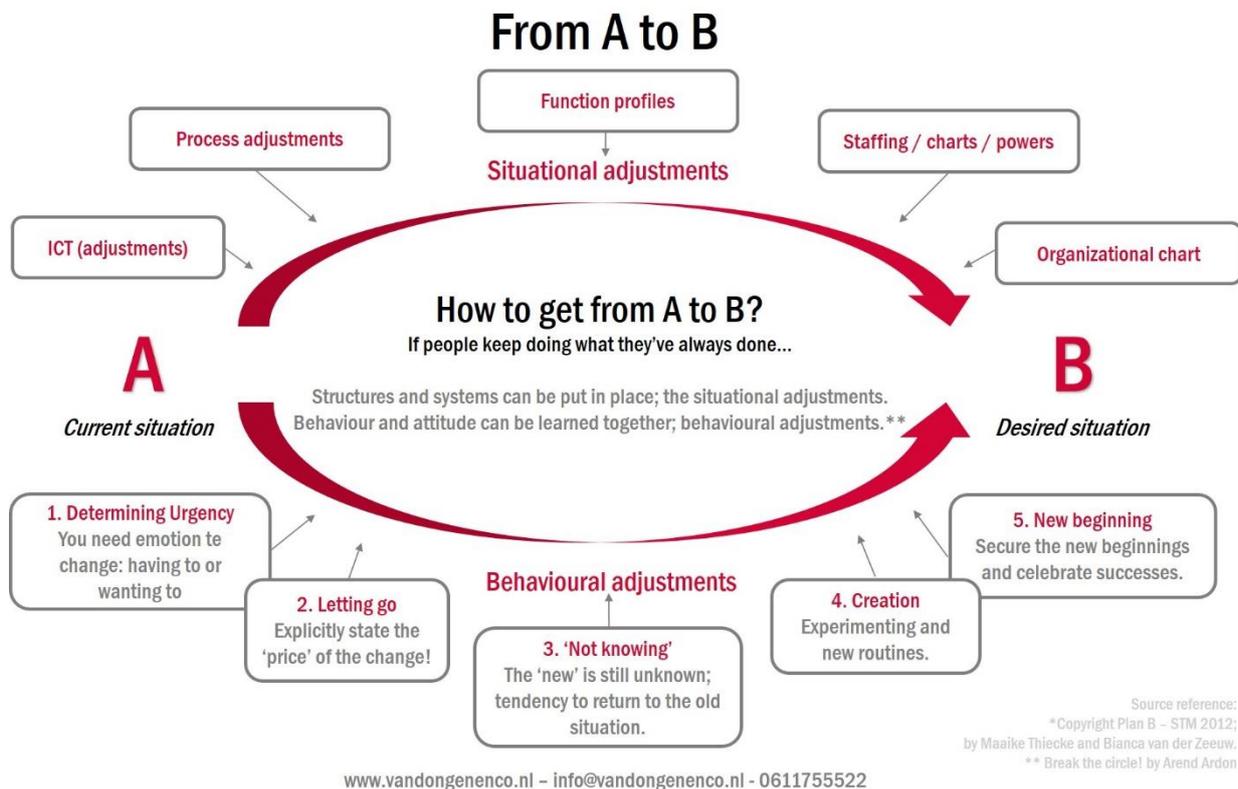
b. Who are suppliers?

c. Who, if any, are customers?



## 2.3 From A to B in the collaboration

The Van Dongen & Co. model 'From A to B in collaboration' helps you to get a picture of what can or may come into play in the 'upper stream' and in the 'lower stream' during your project.



Explanation of the model

- A:** This is about the current situation: what is going on now that you would like to have changed?
- B:** When the project is finished what should it have delivered?

**Uppercurrent:** These are the concrete things you can or should start taking care of to achieve your results.

**Undercurrent:** This is the invisible process that you have to deal with in projects or any change process. What is the behavior of people? How do they change or not change with you from A to B? There is nothing to 'regulate' or 'fix' here. What can be done is to be aware of it and to anticipate it. You can also think beforehand about what interests are at stake and how you can involve people in your project. It is important to be constantly alert to this undercurrent.



Answer the questions below, using the visualized model on the next page.

1. What is in your project the A?
2. What would you in your project define as the B?
3. What "upercurrent" things need to be taken care of to get from A to B?
4. How will you take people from A to B?  
(name the target groups here if they are different)

🕒 **Development Coach**



**Mirjam Tirion**  
**0646112064**  
**[mirjam@vandongenenco.nl](mailto:mirjam@vandongenenco.nl)**

Since 2002 I work independently in my own practice for coaching and training.

Prior to my work as a coach and facilitator, I worked for 16 years in the business world (including at Fokker, CMG, and Robertson Consulting) and for the government as an organizational consultant. There I gained a broad experience as project manager, interim manager and consultant in the field of process improvement and cultural change. As a result, I can empathize well with the daily practice of the people with whom I work. In 1988 I graduated in Arabic language and culture in Leiden.

In project-based working with teams everything comes together: my experience as a coach, project manager, and my eye for individual talent and fascination with communication. My sharp eye, humor and warmth are characteristic for me. I combine a pragmatic attitude, focused on results and action, with an eye for the depth and complexity that is present in every person and in every cooperation.

My drive is to help people individually and as a team to tap into their creative talent - and to transform insight into actual steps and tangible results.

***My motto: 'Become yourself, there are so many others already'***