Purpose: Share information about the ALP (Action Learning Program) offered by MoR Associates. We're the first University they've conducted the workshops. Currently there are 3 project groups going through this process at Penn State.

Discussion:
What makes an effective project team?
- one empowered
- one that you get to pick yourself
- clearly defined goals and deadlines
- charged by the right authority level - team has to have correct authority level to achieve goal
- collaborative
- team aspect important
- have relationships established
- get business owners on board to want to change their processes
- targeted efforts at accomplishment of some goal
- project leaders assertive, but kind and listened - was able to get everyone on the same page at the same time and communicated very well.
- at times can have too much documentation
- leader good at follow through
- skill set of members has just enough overlap - but are complimentary - each adds value

What makes an effective committee:
- committees never die
- IAM has a lot of both
- needs clear leadership
- correct amount of people on the committee
- standing committees have general charter - usually made quite general
- does work actually get done on standing committees? Usually general information sharing

Examples of Good project teams
- Chris Lucas leading Lynda.com
- Data Center Survey and project team
- TrackITS

Characteristics of a "Dead" project team
- presence of hidden agendas - manipulate the committee process for personal motivations - objectives need to be shared
- members have lack of passion - there because they have to be
- project leaders that aren't involved with doing the work - they need to put in elbow grease as well
- too big of a group - if too large - tough logistically as well
- needs a good facilitator - stay out of fray but watches the process, understands committee dynamics

Action Learning Program Powerpoint
- ALP Objectives
- Three project teams for PSU, currently
- Workshop Session 1
  - reflections on learning - learning styles
  - creating effective project teams - up front work, ground rules, role rotation
  - project team formation - group development, defining relationships externally
  - team planning
  - discussion with project sponsors
  - team development activities
  - project planning
  - team feedback exercise
- Outcomes

Lessons Learned
- Incorporate "I" time into each meeting
- Sharing roles for facilitating meetings and taking notes
Accountability and respect are critical for the whole process - even if you disagree
Clear hand offs with clear set goals
Asking for personal levels of commitment and making ground rules
Need to be deliberate in staying within ground rules

There will be another Action Learning Program Session
The norm is "less than effective" project teams. What can we do to change the project team culture at PSU?
- ground rules, clear definition, clear handoffs, setting deadlines
- retrofit groups with the above principles
- come up with effective solutions for getting input university-wide, whether on a team or in a meeting - need more proactive and positive ways of getting information back
- get timely feedback from the sponsor - a timely answer is better than most precise answer
- give team lead better control or way of holding project teams accountable - maybe be able to tie in team participation with SRDP process
- Dissolve long term ineffective committees, or infuse with new blood and change membership - possibly, rechartering, a reset
- Has to do with the membership of the committees - go to someone that can question it
- Boot people off a committee if they are not there or not committed
- make sure team members are empowered to take action within limits of charter
- Change of culture - intentional and deliberative
- Have to do this from the top - stop always just forming committees, but evaluate their relativeness
- Challenge with face to face contact - get more of it
- Have expectations and a process with committees - needs to become a habit
- What if we had certain days set apart for departmental, team, desk work days
- Have to have followup on action item
- Empowering people to not be on a committee they aren't interested in
- Stick to the charge
- consider facilitation process and training for teams
- Accountability, empowerment, clear in sponsor and charge
- Centralized project management system for ITS
- Get customers involved with every meeting of the team