

Exercise #2 Building Your Dream Team

In this exercise, you will pick a real project and create your Dream Team for completing it, keeping in mind the primary requirements:

- Diversity
- Passion and Commitment
- Availability

Think about what it will take to make your project a complete success. Who has information or resources you need? Whose approval is mandatory? Who has skills, experience, or talents that might be useful? Who might throw up a road block or feel threatened by the change? Who would have a completely different perspective that might be useful? Who would be excited by the possibility?

Step 1: Take the Dream Sheet Worksheet and start to put names in the circles. The ideal team size is between five and nine. You can add more circles if you want, but you also might want to add some people as part of the supporting cast. Think through the requirements and how each person fits.

Step 2: Diversity: Put one or two words by each person's name to indicate how they bring diversity to the team. This might be their function (marketing, manufacturing, finance, academia, or so on), or their thinking style, participation on other projects, skillset, or particular perspective. Try to go beyond the typical diversity aspects of age, gender, race, and nationality. Those are important but often do not result in true thinking diversity.

Step 3: Passion and Commitment: Using five stars to represent extreme passion and commitment, rate each person. You may have to make an assumption which will be checked later.

Step 4: Availability: Think about each person's availability, and remove anyone whom you know to be unavailable...for instance, if they've just started a new position or project or are neck-deep in a crisis (personal or work). It's always good to check before removing someone; if they are interested enough, they might make arrangements to be available.

Step 5: Supporting Cast: List everyone else who could help--or hinder--the progress of your project, and think about how you would engage their help. If you think they might hinder your project, think of ways the project might benefit them so that they could be engaged, or figure out how to overcome the obstacles they might place in your way.

Step 6: Sound Out: Pair up with another person. Briefly explain the project and why you've chosen each person to be on your dream team. Ask for help in identifying any gaps or for ways to successfully recruit the team. Listen carefully and take notes without arguing or defending your position. You don't have to take the advice...you just have to listen.