**Detailed project description requirements for the Rhodes Youth Forum 2014**

**Structure of the project description:**

**1. Introduction:**

1.1 Name of the project: **Building Effective Teams**

1.2 Aim (general vision):

1.2 Field of the project:
a) Modern Learning Environment
b) Youth Diplomacy and International Relations
**c) Social Entrepreneurship**

**2. Main body:**

2.1 Objectives to be resolved (SMART objectives).

- To explore the manager's role in creating alignment
- To build capability and create the internal and external team environment
- To build a strong base and provide guidance related to a specific challenge faced along the way

2.2 The problem description:

- Background of the problem;

Although over the past several decades the value and structure of managers has been both high and low points, we believe that managing in the centre of the organisation has always been both critically important and personally demanding. As one would expect, the essence of the role- the required mind-set and skill set – has continued to change over time. The need to update each of these dimensions is driven by periodic shifts in such underlying forces as marketplace dynamics, technology, organisational structure, and employee expectations. Now and then, these forces converge to create a point of inflection that calls for a 'step change' in how organisations are governed, with particular implications for those managing in the centre.

- => the problem today;

The emerging imperative is outlined for management in an organisation as well as the mind-set, knowledge, and skills required to successfully navigate through the most widespread challenges that lie ahead.
There are four powerful and pervasive trends affecting the role that managers in the centre of an organisation are being asked to assume. These trends- information technology, industry convergence, globalisation, and regulations - connect directly to the challenges managers are facing.

- Personal view;

As the use of teams has evolved and grown in the workplace, the manager's role in building and leading effective teams has also changed. Managers can no longer gather information from the people who work for them and make command decisions that the team must then execute. Nor is it enough to assemble a group of talented, hard-working individuals and expect them to be able to 'figure it out'. Good intentions and hard work aren't enough to be successful against the more complex and rapidly shifting challenges they face.

When effectively managed, teams can offer the benefits of greater creativity, knowledge, information sharing, and the problem-solving styles, along with greater efficiency, support, and commitment. Aligned poorly, missing critical capability, working with poor team dynamics, or managed ineffectively, they instead can result in confusion, delay, low accountability, low morale, and disappointing results.

As a matter of fact, being a member of a team that is functioning well can bring out the best of us- these feelings of belonging, support, commitment, and achievement help us to produce great results. There is a great sense of shared accomplishment and achievement when the team members deliver results beyond what they thought possible. On the other hand, being a member of an ineffective team can be an experience you'd probably like to forget – poor group dynamics, low creativity, confusion, and one or two dominating members will result in less than stellar results.

- Possible ways of solving the problem;

  ➢ Aligning team's actions to specific purposes
  ➢ Ensuring that the right resources and people are available to the team
  ➢ Managing the team's internal and external relationships

- The problem in future.

  ➢ The speed at which teams will have to form and produce results
  ➢ The distance that will separate members
  ➢ The blurred boundaries of membership and accountability

2.3 SWOT analysis of the project;

| Strengths | Weaknesses |
|---|---|
| • Availability of human resources<br><br>• Organisational culture<br><br>• Invulnerability<br><br>• Strong and enlarged collaboration within and outside of a team | • Need for external budget and funding |

| | |
|---|---|
| • Non-political tendencies | |
| **Opportunities** <br><br> • Infrastructure development <br><br> • Establishment and development of cooperation with foreign partners <br><br> • Exchange of experiences, skills and competences | **Threats** <br><br> • Environmental factors (specification of time frame) |

2.4 Possible partners;

- OSF (Open Society Foundation),
- AISEC,
- SSRC (Social Science Research Council),
- Eurasia Foundation,
- USAID,
- CAF (Charities Aid Foundation),
- European Cultural Foundation.

2.5 Conclusion (how your project will respond to the problems described above);

The project will bring together managers of various organisations and NGOs. Specifically designed trainings will provide innovative approach and will foster the strategic direction of the future. To effectively sponsor innovation, the trainings will create context for managers to develop new services and solve internal system and process problems. The trainings will also foster a climate that will support innovative efforts, and actively sponsor new ideas.

After the training the managers will gain new knowledge and experience regarding how to create an environment in order to attract and retain good employees, coach them to do their current jobs better, and bear primary responsibility for developing others. As a central actors of a company, managers will figure out how to build the next level of capability, protect existing people, connect their aspirations to opportunities for development, and make work more enjoyable. They will provide regular feedback- both

positive and redirecting- and build strong relationships with those surround them. Besides, they'll set where the regulations will be implemented and will be a critical force in shaping how a company will respond to the shifts in the environment. After doing so, their departments will be better equipped to become leaders in their own right.

So, managers will be equipped with new mind-set, knowledge, and skills required to successfully deal with the most widespread challenges that lie ahead.

2.6 Evaluation and impact indicators (how to be sure the project will be successful);

There are several impact indicators concerning the project.

First, a clear purpose aligned with specific goals tells a team why they exist, what the desired results will be, and what the required work will be. It will help the team's members to move in the same direction and reduce the likelihood of wasted effort and confusion. A sense of purpose is like a vision- it's typically compelling, directional, and aspirational, and it will help to create context and meaning for the work that the team is doing.

Second, the specifically designed tasks will enable the manager to assess the team's current capabilities and consider what will be required to meet the team's goals. The manager will then create a plan for growing and obtaining the talent that will be needed to achieve these results. A manager will address both individual needs and team needs. A manager will keep in mind individual aspirations when matching to the opportunities at hand; and depending on the present work tasks, he/she will assess what will need the team across a wide range of things, such as budgets, technology, partnerships, and the like.

Besides, the manager will pay attention to whatever might affect the team's ability to work effectively, such as community, norms, coordination, communication, conflict, or expectations. The manager will help the team to create a culture, routines, and practices that bring out the best in people and lead to great results. The manager will also minimize the time and energy spent on things counterproductive to this aim.

2.7 Strictly planned program (activities, topic and task set, time frame of the main stages of the project realization).

1. **Developing team's network** (bringing together the managers of various companies and organisations; creating a group of professional trainers) ( the duration of this stage may vary depending on both internal and external factors);

2. **Implementation stage (**a package of intensive trainings conducted by a group of professional trainers) (10 days- 5 hours per day including coffee-breaks).

3. **Collaboration stage (both functional and organisational)** (the gained knowledge and experience the managers put into action within their one teams) (the duration of this stage may vary depending on both internal and external factors).

# The main steps of the 'Collaboration stage'

### 1. Identification of the manager's role

**a)** A manager sets a clear purpose aligned with specific goals emphasizing why they exist, what the desired results are, and what the required work is. It'll help the team's members to move in the same direction and will reduce the likelihood of wasted effort and time.

**b)** A manager assesses the team's current capabilities and considers what will be required to meet the team's goals.

**c)** The manager defines the team's expectations and roles.

## 2. Emphasize on purpose and strategy

**a)** The manager describes the team's purpose and goals and situates this within his/her company's strategy.

**b)** The manager establishes internal dialogue within the team's members (both formal and informal contacts among team members- one-to-one, small group, or full group).

## 3. Building team capability

**a)** A manager unites a groups of talented individuals around shared goals and outcomes, identifying and getting the resources that the team needs, developing individual skills, helping members coordinate their efforts, and ultimately

**b)** Supplying of team resources: communication tools, access to information, building the own ties to others inside and outside the company.

**c)** Coordination with others: integrating others, building a network of people, asking for the demand for new expertise and advice.


**4. Evaluation stage** (conductance of a final meeting during which managers give objective and critical evaluation of the project, share their impressions, mention the positive and negative sides of the project, also the challenges that they faced along their way, and provide a general feedback concerning the main steps of the implementation of the project) (1 day- 6 hours including coffee-breaks).


3.1 Short report (summary);

The specifically designed project aims to the development of the infrastructure within and out of a company/organisation. It consists of four strictly designed stages each of which has the aim to bring together the managers and professional trainers, share and exchange knowledge and experience, create and develop a network of professionals who will help their teams not only to become more effective and competitive, but also provide a concise, expert primer that will help to update their mind-set and skills quickly.

3.2. Detailed estimate;

3.3 Confirmation that at least 20% of the budget will be covered on your own (it can be not financial, but organizational support or some other kind).

We confirm that at least 20% of the budget will be covered on our own in the form of organisational support.

Please send project's description for participation in the Forum to e-mail: info@rhodesyouthforum.org