

a tremendous source of synergy. By understanding the strengths of differing styles, a project manager can deploy team members in situations where they will be most comfortable and have the greatest opportunity to succeed. For example, if the team has to present a milestone review to a panel of sponsors and customers who think in bullet points, it would make sense to select a team member who thinks in bullet points to deliver the presentation. If the presenter was a person who lives in the realm of detail and analysis, s/he'd be doomed to fail...and so would go the team. On the other hand, if detail and analysis is the order of the day, don't send the bullet point person.

When a project manager understands this, the selection decisions become obvious and simple.

### **Step three**

*It's about adaptability, not change.*

Teams have unique natural styles, as do individuals. The aggregate of the individuals' styles create this unique team identity. Some teams prefer to discuss, other teams prefer to apply. An effective project manager must understand the team's natural style and also the style that's required for a team to be effective in a given situation. The project manager can then help the team adapt to the situation at hand.

The key is to understand that team flexibility is the ability to adapt, not change. Change is permanent and slow, Adaptation is temporary and fast. And that's where you want to be.

When a project manager begins practicing these three steps, s/he will create balance and the team will dramatically accelerate its curve to high performance.

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## Citations

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