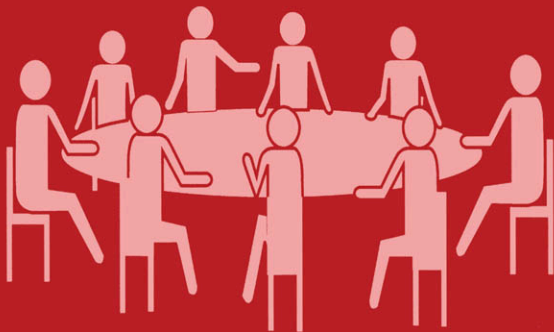


MEL HENSEY

COLLECTIVE EXCELLENCE



BUILDING EFFECTIVE TEAMS

SECOND EDITION

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COLLECTIVE EXCELLENCE

Building Effective Teams

MEL HENSEY

SECOND EDITION



American Society of Civil Engineers
1801 Alexander Bell Drive
Reston, Virginia 20191-4400

Abstract: *Collective Excellence: Building Effective Teams, 2E* examines the team approach in the workplace as effective team development is an essential element in the successful operation of any organization. It presents the concepts and practices of team development and management for optimum productivity, moving systematically from defining teams and the various stages of team development to providing measures of team strengths and methods for capitalizing on each member's personality and temperament. Separate chapters address project management and the concept of leadership.

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ABOUT THE AUTHOR

Mel Hensey is Carol Hensey's partner in their management consulting firm in Maineville, Ohio, near Cincinnati. Their work focuses on helping public and private organizations with projects such as:

- strategic planning,
- organization redesign,
- leadership development,
- organizational problem solving, and
- executive team building.

Mel enjoyed working in several technical organizations as an engineer and manager before he and Carol formed their consulting group in 1974. His work in Earth Science Labs (consulting), Cincinnati Bell (construction), and Procter & Gamble (engineering) provided the practical experience needed to serve his clients' needs.

Clients with whom the Henseys have recently worked include LJB; BWSC; Investment Scorecard; Danis Building Construction; the Children's Hospital of Cincinnati; Terracon Consultants; Ferro Corporation; the Universities of Cincinnati, Missouri, and Toledo; as well as Drexel, Miami, Purdue and Texas A&M Universities; ASCE; ASFE; the U.S. Army Corps of Engineers; and the cities of Cincinnati, Cleveland, and Louisville.

Mel has served on the faculty of several management institutes, including the Construction Executive Program of Texas A&M University and the Executive Effectiveness Course of the American Management Association.

As founding editor of ASCE's *Journal of Management in Engineering*, Mel guided the publication through its first six years. Shortly after receiving the Torrens Award from ASCE (1989), he turned the journal over to a team of colleagues who have steadily improved it.

Carol and Mel enjoy traveling, canoeing, antiquing, volunteer work, and their four children and six grandchildren. Their firm has a family team flavor:

- Mel is principal consultant.
- Carol is the office and financial manager.
- Ann provides secretarial services (Professional Office Services, Fairfield, Ohio).
- Chris, Terry, and young Mel have all helped over the years!

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ACKNOWLEDGMENTS

My own learning and appreciation for the natural advantages of teams and teamwork have come from hundreds of sources. These include several friends and colleagues who nearly “broke their picks” trying to make me more of a team player.

The most tangible and exciting evidence of the magic of teamwork came from my participation in our children's camping, canoeing, and scouting adventures—both those that went well and those that developed the inevitable difficulties. In our early version of “Outward Bound,” we six learned a lot about teams!

My colleagues in the Engineering Division of Procter & Gamble made many contributions prior to 1974. Fine models of team leadership were provided by Jim Golan, Ray Carlin, Bill Richards, and Mike Pedicini. Supportive team membership was also an important contribution from many P&G colleagues, including Betty Kloecker, Ed Marcotte, Bob Harrison, and Ray Rose.

The organizations it has been my privilege to serve as consultant—for planning, team building, reorganization, and such—have also taught me a great deal. Far too numerous to list here, many client managers and executives have contributed much through their examples as team leaders and members.

Specifically, I want to express my gratitude to

- **ASCE**, for asking and for pursuing this new edition despite my procrastination
- **Carol Hensey**, my partner and spouse, for her patient support in so many ways over the years
- **Ann Somboretz**, for her talented efforts in word processing, formatting, graphics and editing
- **The authors mentioned** throughout this book, for making the effort to share their insights and wisdom

The “Hound of Heaven” is also heavily responsible for this work. The Lord of Life has gently but persistently nudged me out of harm's way and into useful service throughout my life.

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FOCUS OF THE BOOK

Work groups and networks are the dominant and pervasive “organizational structure” of our age. Information technology, electronics, hardware, and software have reshaped the workplace. Now more than ever before, people are working on things together.

Groups may no longer always be in the same space or time, but they are more connected in their thinking and their activities than at any time in history.

There are some excellent resources on groups and teams and their development. At the same time, there are many essential and practical aspects of **teams and team development** that are not well addressed or easily available. These include the following:

- Metrics and **measures** for groups and teams
- **Problem-solving** processes for groups
- **Feedback** vehicles and approaches
- Overcoming **separation** in time or space
- Problem **prevention** practices for teams
- **Expectations** for group members
- Getting groups or teams **unstuck**
- **Conflict** resolution and reduction

These and other practical tools for teams are addressed in this new version. In addition, updates of the solid practices presented in the first edition are provided.