

Experience of Handling a Team

By Anil Seth

I have no special talents. I am only passionately curious.

~Albert Einstein

Ever since I graduated from university and started my profession career there was an irresistible desire to work for a multinational company like Fluor Corp. The desire was to learn and master the techniques of Project Management being used in Fluor Corp to resolve complex situations.

When I joined Fluor Corp in 2014, I realized that International Project Management gives a wholesome diversified perspective to managing and adds another dimension to resolution techniques. It does not take long to settle and resolve the problem if you have dealt with complex scenarios in the past; however the situation emerging by virtue of problems requires “experience of handling”. This “experience of handling” can be ours or borrowed from peers, mentors, friends or superiors.

I vividly remember one of my assignments where my Project Manager asked me to look into a peculiar scenario wherein the problem was made complex as both the teams (design and fabrication executor) were seeing a new process and hence each one was doubtful on the resolution and approach. To add to it the teams had diversity in culture and execution. I believe every problem has hidden factors/solutions, i.e. there is a synergy between those factors that drives you, once you have found the right direction, your unique excellence shines through and the stage is set for developing solutions and thereafter continuous development. This experience taught me a lesson any problem has only three basic steps for recovery and resolution (and how hard we try, we cannot add any other step to this),these are

1. Identification
2. Rectification
3. Modification of Rectification to avoid recurrence in future

The key is to exploit and use synergy to settle the problem on two fronts:

- 1) By emotionally engaging the team.
- 2) By technically engaging the team. *

*2) to always be successor of 1).

If this sequence is reversed the result is extremely unfavorable. Why? ...Because first by engaging the team emotionally, we create “*Synergy Aura*” to break diversity. This is a strong tool and hence requires penetration efforts at large in the team.

Therefore the first rule is to know your team. Here analyzing the team through principles of SWOT⁽¹⁾ is required. Once the SWOT composition of team is visible, the technical challenges or ASPECT⁽²⁾ can be assigned to the right worker for timely solution(s) which in fact is the Step 2 of three basic steps.

The team will always have an arrogant basic nature, i.e. the team will provide multiple solutions. Therefore the task of the leader is to select the direction which favors Step 3 and guides the team utilizing the theory "Ascent with modifications".

The case study which was published earlier is for those who prefer adventures and likes to nose dive into exploring the complex situation through lucid dreaming.

Case Study: When The Bold Is Not Beautiful, PM World Journal (Vol. VI, Issue– 2017– Oct 2017)

In an organization the selection of a candidate in a project is based on best fit available and seldom by interviews but mainly through Department Manager's choice. In short all the candidates are competent and best fit, which means we do not question their technical knowledge however the understanding of executing the work may be different. This could be because of diversity in organizing the technical show. Candidates generally carry forward the “*legacy of work procedure*”, which is the style of execution borrowed from last assignment. And if the team is cherry picked from various work sharing centers, we end up having “*cohesive diversity*”. For any technical engagement and to channel this cohesive diversity in the right perspective, it is of utmost importance to have an engagement listing for seamless alignment and execution.

What is this listing?

In true sense for schedule alignment, this is our level zero. This list should be such that it can propel the development of document control register showing what is to be broadly achieved in a Configuration Study, Feasibility, FEED⁽³⁾, Residual Engineering and Detailed Engineering though Conventional, EPCM⁽⁴⁾, EPC⁽⁵⁾, EPCC⁽⁶⁾ and or DBOOT⁽⁷⁾ approach

One such list being followed is provided and I am sure that our leaders in various organizations must be using their own optimum ones. Let us all begin this New Year with sharing such lists, mine is here and am looking forward to yours. I am reachable at anil.seth@fluor.com or anilshivani99@gmail.com.

Click here for the list (PDF file), increase viewing size, scroll down to read

*I keep six honest serving-men,
They taught me all I knew;*

*Their names are What and Why and When
And How and Where and Who.*

~Rudyard Kipling

SWOT ⁽¹⁾ :	Strengths, weaknesses, opportunities, and threats.
ASPECT ⁽²⁾ :	Active System Proposal for Engineering Conceived Task
FEED ⁽³⁾ :	Front-End Engineering and Design
EPCM ⁽⁴⁾ :	Engineering, Procurement and Construction Management
EPC ⁽⁵⁾ :	Engineering, Procurement and Construction
EPCC ⁽⁶⁾ :	Engineering, Procurement, Construction and Commissioning
DBOOT ⁽⁷⁾ :	Design, Build, Own, Operate and Transfer

About the Author



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Mr. Anil Seth is working as Project Manager in Fluor's Indian office at Gurgaon. Fluor Daniel India Private Limited (Fluor India) provides a full range of engineering, design, procurement, and construction management services to Indian and overseas clients. Fluor India is an established quality provider of engineering, procurement, construction management (EPC) and project management services for Fluor's energy and chemicals, power, mining, and industrial projects, and is a key support office for Fluor facilities located in North America, Africa, the Middle East, Europe, and Asia Pacific

Earlier to Fluor, was in Larsen & Toubro Ltd. at Faridabad, India and managing the Project Engineering Manager Portfolio for hydrocarbon projects. Before joining Larsen & Toubro Engineering and construction division he has worked for Indian Petrochemicals Corporation Limited. He holds B.E. degree with Honors in CHEMICAL Engineering from Panjab University Chandigarh India and has also done Diploma in Environmental Management. He is certified for Harvard Manage Mentor and specializes in Building High Performance cross functional Task Force as well as Converting Breakeven Projects to Profitable scenario. He can be reached at anilshivani99@gmail.com or Anil.Seth@Fluor.com

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