

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

**Funded by U.S. Agency for International Development**

**ICTI Team Building and  
Planning Workshop**

Final Report

**Deliverable for ICTI Component, Task No. 406.1  
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*This report was prepared by Cathryn Goddard, on behalf of Coverdale Organization, Inc., editing the brainstorming of participants (cited individually in the text), in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

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## Executive Summary

The AMIR program uses international best practices in team building developed by the Coverdale Organization to improve the effectiveness of people working in teams. After the arrival of a new team leader, the Information and Communication Technology Initiative (ICTI) held a team building workshop and addressed the following tasks:

- **Characteristics of effective communications**
- **Sources of burn out**
- **Solutions to burn out**
- **Lessons learned about work planning**
- **Recommendations for time management**
- **Calendar (see AMIR work planning calendar)/ Recommendations for work planning process**
- **Skills, interests, roles and responsibilities**
- **Dos and don'ts to enhance performance**
- **Lessons learned from workshop**

May the strength of their teamwork spread throughout the expanded Information and Communication Technology network.



## Acknowledgements

The Coverdale Organization has had the pleasure of facilitating the ICTI Team Building Workshop. We would like to thank each member of the team for their efforts in generating ideas, enthusiasm, creative approaches, and, most important, commitment. Your diverse knowledge, skills, discipline, experiences, and personal interests represent vital resources to this team.

This is your report and we are proud to have facilitated your efforts. Your rich combination of perspectives and skills allowed the team to begin to develop a shared vision, and more important, to start identifying steps to make it a reality. Thanks to each of you for your input and for choosing to co-operate to produce the contents of this document.

Abed Shamlawi
Emile Cubeisy
John Mack
Luma Atallah
Maha Ramahi
Mahmoud Khasawneh
Oraib Toukan
Razan Fasheh
Richard Kingston
Roger Guichard
Sherry Youssef
Steve Wade

Many people backstage worked to make these events a success. Their diligence and indeed devotion to tasks may go unnoticed or be taken for granted. By acknowledging them, we motivate the entire team to strive for even higher standards of excellence.

The Training and Events Department's relentless support makes an event like this possible and we are grateful to Tulin Bakeer and Rawan Tell for their contribution. This report is the product of your inputs and Amal Saleh's transcription and finalisation of the document.

Dozens of half sheets of paper thus led to a vision, emerging from the ideas of participants with the help of facilitators, time keepers, reporters, chart managers, transcribers, each playing their own role. Those colourful bits of paper, when put together attractively, create an enduring memory to motivate each reader.

What is the purpose of a report like this? Is it the result of the workshop? No, hopefully the real result of the workshop is enhanced performance in the component and strengthening of the Jordanian economy. Like the photographs, however, the report is a reminder to us of what we accomplished together and an inspiration for future co-operation.

May the spirit of teamwork experienced during the workshop and its participatory, facilitated process serve as a model for the entire team to share with others as you pursue your shared objectives.

Cathryn Goddard  
Facilitator and Report Editor

**Task 1 Characteristics of effective communications**

- Open to new approaches/ideas
- Love
- Understanding
- Clear communication
- Listening carefully
  
- Sharing experiences
- Firmness – know the limits
- Accessibility
- Involve
- Open channels
  
- Channels
- Objectives
- Have a goal
- Receive message and deliver it in the right way
- Planning
  
- Playing paintball!
- Honesty
- Ability to equally laugh and work
- Humor
- Valuing other opinions/points of view
  
- Not assuming
- Good follow up
- Ability to listen
- Appreciation of others
- Active listening
  
- Listen to others
- Listening (3)
- Listen intently
- Communicate precisely and accurately
- Short/straight to the point meetings
  
- Sharing
- Share info in a timely manner

**Task 2 Sources of burn out**

- Everyone's request equals a priority
- Not appreciated
- To be expected to exceed expectations all the time
- Short time

- High level of expectation on individual
- Unfocused workload
- Inability to say “No” (repercussions of saying “no”)
- Standard required for satisfaction exceeds capacity
- No thank you
- Not fully understanding what’s needed
  
- Expectations
- Lack of resources
- Responsibility
- Unrealistic expectations
- Excessive demands
  
- Viscous cycle/negativity, etc.
- Lack of management’s awareness of workload/responsibility
- An over-ambitious program
- Having to do too many tasks at the same time
- Too many details
  
- High-level of expectations
- Working long hours everyday
- Lack of trust
- Not enough sleep/exercise/music
- Culture (24x7)
  
- General lack of management skills
- Micro/macro management confusion
- Lack of prioritization
- Conflicting targets
- Changing targets
  
- Disagreed targets
- Stress
- Lack of “strokes”
- Low job satisfaction
- Work demands > time available
  
- Not agreeing on purpose
- Too many people involved/too many things
- Saying “Yes” to too much
- Accessibility in the age of technology

### **Task 3 Solutions to burn out**

- Exercise no matter what three times a week
- Shut my phone every night after 7 pm, Fridays and Saturdays
- Make what is on my plate very clear

- Saying “no” for my colleagues when they feel they can’t
- Formal project management planning
  
- Management training = WIP
- Basic management skills
- Focus
- Immediate attention to no responsibility procrastination
- Delete all e-mails without reading them
  
- Delegate more!
- Recreation
- Have time off in the day
- Saying “no” sometimes
- Have a life outside of work
  
- Courses on time management, creativity, etc.
- Focus on my role
- Exercise and meditation
- Learn to say “no”
- Not taking things personally
  
- Listen to music
- Learn how to forget work on weekends and after work hours
- “Healthy life” policy
- Strengthen management skills
- Limit “open door” policy to certain hours a day
  
- Share weekly priorities – pre-emptive strike
- Auto e-mail notification
- Respect each other’s time/priorities evenings or weekends
- Learn how to say “no” nicely

#### **Task 4 Lessons learned about work planning**

- Use a systematic approach
- Have all stakeholders in one place at one time
- Avoid unrealistic (non-scientific) deadlines
- Do formal project planning
- Use action verbs
  
- Make sure you can deliver
- Be realistic
- If you’ve got a good plan—stick to it
- Gain commitment
- Consider resources
  
- Document as detailed as possible
- Be focused

- Don't hold back ideas
- Brainstorm first, review and finalize
- Create a master plan
  
- Plan for all
- Think backwards
- Don't let you're subcontractors work plan for you
- Don't commit without thinking it through
- Do learn what other stakeholders are doing
  
- Produce detailed work plan with a time table and assigning responsibilities
- Encourage team work
- Timeliness
- Specify objectives
- Use comprehensive words
  
- Make time to sit and plan
- Think strategic
- Prioritize and assign
- Understand timeline
- Evaluate synergies
  
- Build in synergy
- Engage stakeholders
- Be realistic
- Understand resources available
- Focus on goals
  
- Understand high level objectives and goals
- Try as much as you can to meet deadlines
- Study, review and check all negative and positive points for current situation and avoid in next plan
- Get buy-in first

### **Task 5 Recommendations for time management**

- Systematize
  - Schedule
  - Use common language
  - Develop standards
  - Train in using
- Learn from each other
- Use technology in a productive way, be a model to others
- Develop an internal administrative project plan
- Specify in MS Project prep and edit time
  
- Put reporting dates in work plan
- Reduce 24-hour due dates whenever possible

- Do weekly summaries to avoid monthly crunch
- Have timely reminders for routine report updates
- Strengthen AMIR-MoICT team
  
- Plan/involve people at Ministry
- Better manage e-mail load/content

**Task 6 Calendar (see AMIR work planning calendar)/  
Recommendations for work planning process**

- Go over year 1
- Clean up work plan
- Review unfinished tasks
- Review strategic goals
- Get MoICT input
  
- Get USAID vision (see website!)
- Revisit the proposal and RFP
- Get decision on situation of MoICT-based AMIR team during work planning process
- Determine who does identify MoICT institutional development planning (421.1 – 422)
- Aim for lead times
  
- Produce presentation standard
- Identify templates for deliverables
- Identify dates
  - PowerPoint within a week
  - ICTI Presentation Workshop (17 Dec 2002)
  - Due date in publishing process

**Task 7 Skills, interests, roles and responsibilities**

***John Mack***

Skills	Management of projects, personnel, budgets and self
Interests	Improve people's lives <ul style="list-style-type: none"> <li>— appropriate technologies</li> <li>— disruptive technologies</li> <li>Organic farming</li> <li>Tennis, chess</li> </ul>
R&R(doing)	Manage overall ICT function while facilitating the work of my colleagues
R&R(stated)	Manage overall ICT function/component

***Sherry Youssef***

Skills	Writing-analyzing
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	Forging partnerships
	Planning/project management
	Project finance
Interests	E-learning
	ICT for development (BDD)
	Gender and ICT
R&R(doing)	Special programs (a whole lot!)
R&R(stated)	Lead e-learning sub component
	Lead access/convec. sub component
	Gender and ICT

### ***Mahmoud Khasawneh***

Skills	Program management
	Technical architecture
Interests	Open source development
	Mobile application development
	Organizational development
	Management consulting
R&R(doing)	Head MoICT's e-gov responsibilities
	CIO/Advisor to Minister

### ***Oraib Toukan***

Skills	Systems analysis (OOA-UMC certified)
	Web design/photoshop
	Writing
	GIS
	Soft management skills
	Photography
Interests	Digital divide-gender
	Soft side of ICT issues
	Photography
	Design
	Connectivity
	GIS
	Health
R&R(doing)	E-government program management
	Training (ICDL)
	Software dev/projects/AMIR-FAIPIS and ICDL
	Special projects
	OSS, PMO and ASEZA
R&R(stated)	PMO
	E-government software development
	Portal

### ***Emile Cubeisy***

Skills	Ideas
	Communications
	Strategic thinking
	Inter-personal skills

	Coalition building
	Advertising/branding
	Creative writing
	Marketing
	Planning
	Facilitating
	Parenthood
	Quick learner
Interests	ICT/SME development
	Community development
	Learning processes
	Investment planning
	Sector development
	Citizen engagement
	Partnership building/hope building
	Facilitating
R&R(doing)	Connecting Jordanians
	ICT promotion
	Communications planning
	Public-private partnership building
	E-government communications
	MoICT communications
R&R(stated)	Corporate communications-ICT promotion

### ***Abed Shamlawi***

Skills	Infrastructure
	Project planning
	Architecture design
	IT systems design, configuration and installation
Interests	E-government development
	E-government projects
	Smoking argila
R&R(doing)	Technical Advisor for AMIR
	E-government Architect
	E-government consultants fielding and monitoring
R&R(stated)	Technical Advisor for AMIR
	E-government Architect
	E-government consultants fielding and monitoring

### ***Luma Atallah***

Skills	Organizing
	Listening
	Responsible
	Eager to learn
	Handle multi-tasks
	Prioritize
	Love to help
Interests	Human Resources development
	Training
	Travelling

	Adding new experiences
R&R(doing)	Contracts draft SOWs draft RFPs
R&R(stated)	Admin basic work Handling work plan

### ***Maha Ramahi***

Skills	Good in reminding people of what to do Follow up and helping others when needed Searching for information (web and other sources) Communicating with outsiders Capable of smiling (even under pressure) Quick learner
Interests	Researching (especially on the web) Training other people
R&R(doing)	Co-ordinating between AMIR & MoICT admin. support
R&R(stated)	Co-ordinating between AMIR & MoICT admin. support

### ***Razan Fasheh***

Skills	Co-ordination Facilitation Promotion
Interests	More involved in communications, campaigns, plans
R&R(doing)	Promote and support e-initiatives Encourage and facilitate sustainability of e-initiatives Co-ordinate between e-initiatives Access point for local and international initiatives Support and oversee e-initiatives Assist in the development of initiatives
R&R(stated)	Promote and support e-initiatives Encourage and facilitate sustainability of e-initiatives Co-ordinate between e-initiatives Access point for local and international initiatives Support and oversee e-initiatives Assist in the development of initiatives

### ***Richard Kingston***

Skills	Generating ideas/vision Observation and assessment Negotiation Training in Management Development Recruiting/interviewing
Interests	Development of the individual Development of the organization
R&R(doing)	Recruiting Training/Mgt. Development HRD best practices
R&R(stated)	Recruiting

Training/Mgt. Development  
HRD best practices

***Roger Guichard***

Skills	Conceptualizing Writing Delivering
Interests	Language History Policy
R&R(doing)	Formulating policy Drafting position papers Bringing stakeholders together
R&R(stated)	Formulating policy Drafting papers Guiding transition team

**Task 8 Dos and don'ts**

***Dos***

- Do ask
- Develop and train
- Narrow my lane (high production)
- Appreciate
- Train me
  
- Involve me
- Healthy criticism
- More information
- More time
- Better communication
  
- Team work
- My weekend
- If you ask me, do trust me
- Give me time to refuel
- Clarify expectations and deadlines
  
- Accept no as an answer
- Challenge
- Smile
- Agree on objectives
- Sufficient notice
  
- Challenge
- Inform/involve
- Focus on me
- Give me something creative

- Make me think
- Talk to me about what you're doing, I can help
- Give me time to analyze
- Socialize with me from time to time (come and smoke argila with me)
- Leave me options to choose from
- Appreciate me
- Tell me to go home after 7 pm
- Keep me informed personally as well as formally
- Let me know before it becomes an emergency or major problem
- Eye contact!
- Show respect
- Keep things casual!
- Avoid no advance notice
- Give me background info
- Allow me to say no politely

#### ***Don'ts***

- Don't underestimate
- Don't discourage
- Don't ask me to work without adequate information
- Don't panic, take it easy!
- Don't change decisions a lot
- Don't underestimate
- Don't keep me in the dark
- Don't ask me to appraise others
- Don't ask for 7:30 meetings
- Don't feed me continuously
- Don't ask me too many times
- Don't complicate things
- Don't ask me about others
- Don't call after work hours and on weekends unless it absolutely cannot wait
- Don't call me after 9 pm or before 7:30 am
- Don't patronize me!
- Don't let your lack of planning constitute my emergency
- Don't take yourself too seriously (2)

#### **Task 9 Lessons learned from workshop**

- Taking things easy!
- Give more attention to life away from work
- Team building is good to know better
- Say NO
- Time for work, time for life
- 4 D's (Do, Delay, Delegate, Drop..and the greatest of these is drop)

- Focus on my social life
- Have fun
- Deal with burn out- leave early, take days off, recreation (paintball & argila)
- Plan ahead
  
- Listen to others
- Communicate better with other team members
- Include MoICT staff
- Do half-day session (morning)
- Plan ahead for these meetings
  
- Set limits to be healthy and productive
- Should have done in different setting, especially when team tired (i.e. no more dark, we need light!)
- Section/shorten the days
- Team build outside of sessions
- Start planning, i.e. setting the dates for this process in July
  
- It's always good to talk it out
- Interact
- Integrate
- Learned of some of the pressures on AMIR-based personnel
- Learned more of AMIR personnel's role
  
- Focus together
- Varied and unique skills
- Similar issues
- A good (great) team
- Personal planning
  
- Prioritise
- Don't procrastinate
- Have lunch together
- Need to socialize
- Team work
  
- Get to know my colleagues more
- Prioritise my tasks
- Time management