Project Lifecycles &
Building a
Collaborative Team

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Welcome! This series is designed to help folks at all stages of career in the arts & humanities to do two important things. 1) plan and 2) practice those things that allow you to grow the reach and impact of your work so that more people can benefit.

Each week we'll have a framework – a heuristic or thinking tool that I will introduce to you and ask you to spend some time with in order to make plans for yourself and the folks you collaborate closely with. My hope is that each week will inspire more questions and ideas we can take up in the next session!

Our third session, today, will help you imagine growing a project over time and building a collaborative team.

Each week, I try to help you answer one question. Here's the question for this week:

Questions we've tried to answer so far…

- I: Where is my career taking me? when is the right time to go after grant funding?

- II: What kinds of projects need grant support and what kind of projects get funded?

- III: How can I build a track record of success with a team that will make funders confident in our ability to be good stewards of resources?

- IV: How can I attract sustained support for my work without selling out my goals and values?

How can you build a track record of success with a team that will make funders confident in our ability to be good stewards of resources?

If you participated in last week's session, you'll recall that I mentioned that a successful proposal requires two things. One is an idea others can invest in, which was the subject of last week's session. And the other is evidence that you and your team can pull of the idea. In many cases this is the more important element of the two!

> *when*
> # Part III: ~~Why~~ A Collaborative Team?
>
> - When you can't do it all alone
> - When your outcomes include building relationships and developing careers
> - When you want to scale work up or out
> - **A team with a track record signals that you will be good stewards of resources granted**

A legitimate question in the Arts & Humanities is: why do I need a team? You don't always. But I prefer to think about the question this way: when might I need help to achive my goals for intellectual leadership. As I lift my gaze from my feet to the horizon, who might help me on my way?

And…as my own goals involve helping others on their way, how might I create opportunities for students, colleagues, and community members?

The four things here are answers to those questions for me: when do I need a team? What are some for you?

If you were part of week one's goal setting exercise, now is the time to recall that! If you were not, you may want to go back and work through the exercise to define your horizon, stepping stones & milestones. You may recall that I asked you to dream big: imagine a project that you could not do alone.

Here I'm going to give you a way to think about how a project you care about might grow through several phases. Now these vary – and what I have here is going to need to change to fit your specific project – but I'll give you a few examples, so if the first one doesn't look like your work, hang in there!
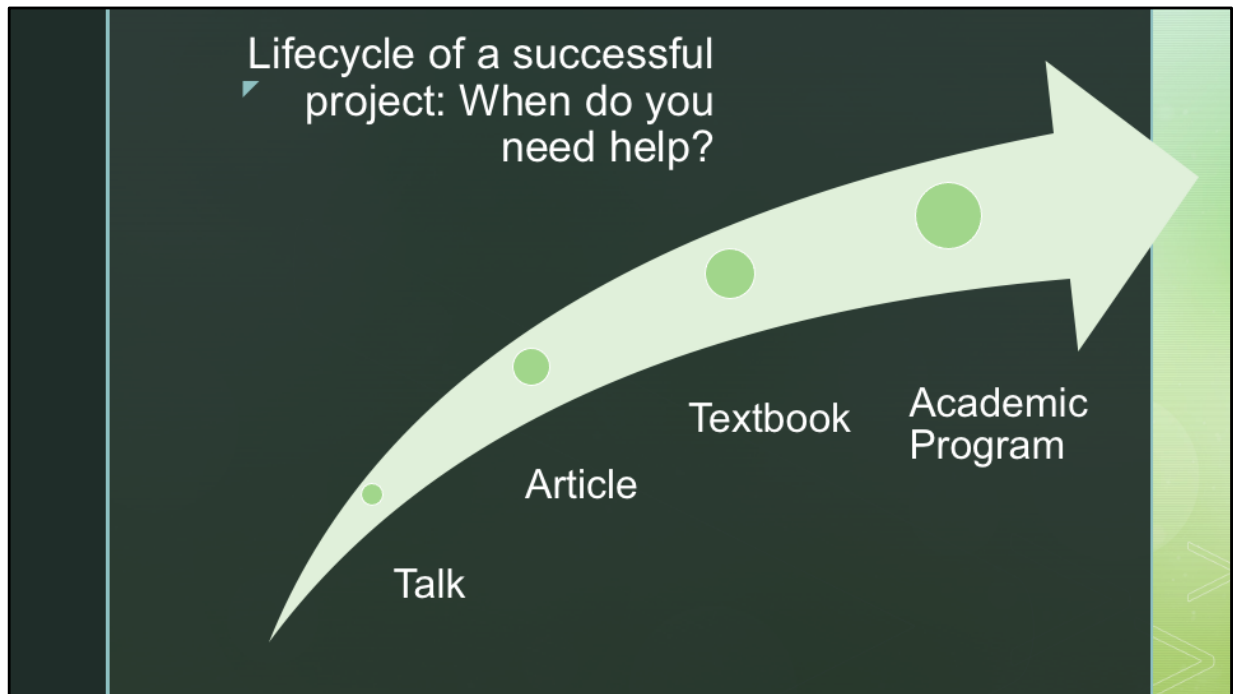
Here's that lifecycle rendered a bit differently – an idea you might take through a publishing and curriculum building cycle?

The stages are similar though: proof of concept, efficacy – does it hold water?, effectiveness – can other people do it, use it? do they want to? And finally how can this useful thing be sustained and grow?
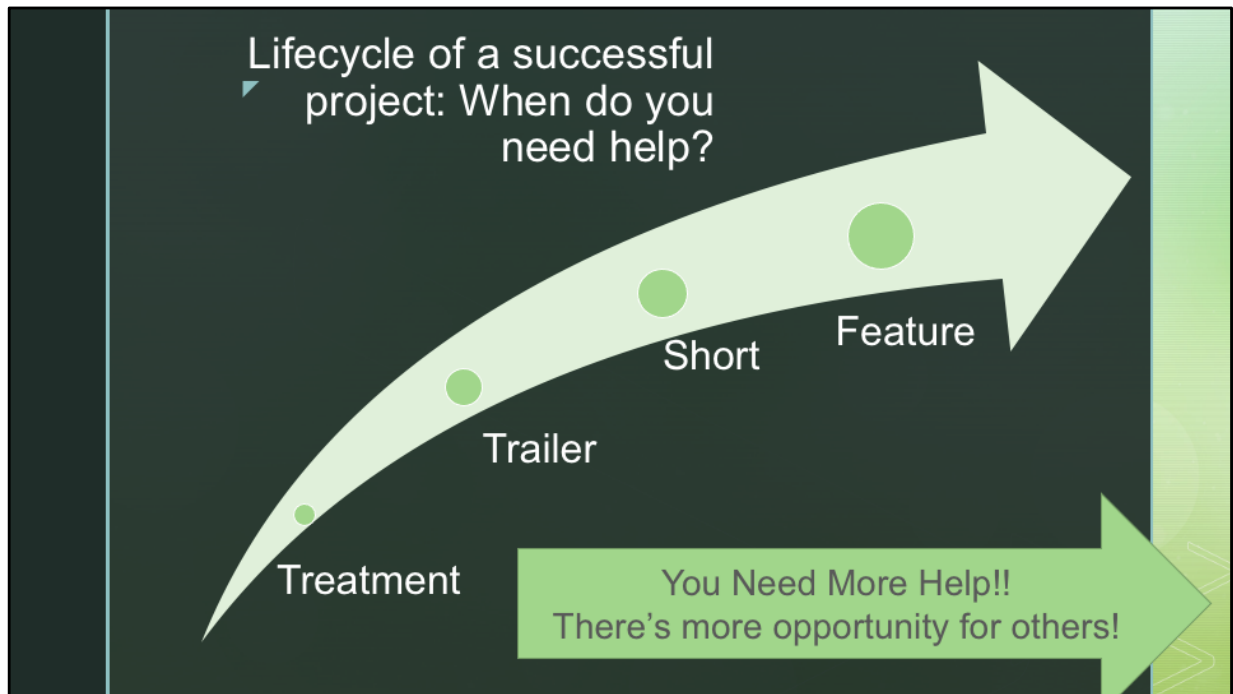
Here's one for a film.

Can you see how each step means that you might need more, and different, kinds of help? What kind of help might a new filmmaker need as they move through these phases? Hint: one kind of help may be in knowing what kind of help you need!
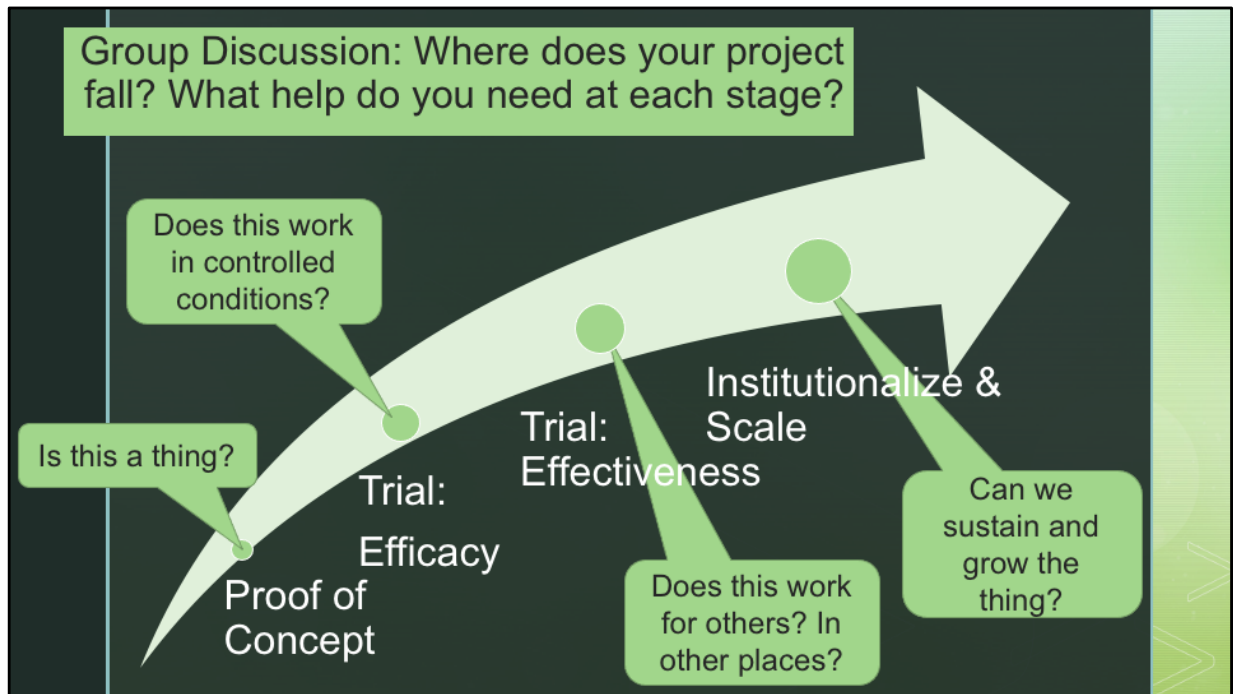
Ok, discussion time! I've paired each phase with a question. I invite you to talk through a project you care about in your group. Where is it now? How did it get there? Where is it going? What kinds of help have you needed and will you need along the way?

I've given you a question for each phase to help the discussion along. Have some fun with it and if the phases or the questions don't quite fit, feel free to modify them. Every project is a little different!

Work Toward: A Project Charter

- Defines each person's investment in the work

- Sets value-based expectations for how you'd like to work together

- Aligns interests & values of participants to make sure they are shared

- Prevents misunderstandings and hurt feelings

One thing I'd like to emphasize – and this is something that being a good team leader, a P.I. as we sometimes call them or perhaps a Director, Producer, etc.. – is taking the team building part of the work as seriously as any other part of the work.

I recommend starting that with a project charter – a document you can create with your colleagues that is grounded in values and lays out how you want to work together. This is not just a procedures manual. It should help align interests and values with practices so that your team exhibits and models the values you care about.

**HWW Project Values:
Reciprocity & Redistribution**

What do these values mean to you?

How might your project put these values into practice?

What new ways of working might these values inspire?

What challenges do you foresee?

You may have noticed that the upcoming HWW Theme references some shared values: reciprocity & redistribution. In the past, our calls for proposals have emphasized themes, guiding scholars regarding *what to work on*. But this time, we are offering guidance about how to work. Why? Because we've seen that successful HWW teams exhibit these qualities – regardless of the topics they've chosen – and produce amazing results when they do.

What do these values mean to you?

Thank you for joining us! We have one more week to go and in the final session we'll talk about building a funding strategy for the project you have been thinking about so far. That will take you through the process of planning the kinds of support you need, when you need it, and how to ask for it!

See you all next week!