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| **Team**: 2 |
| **Project Management – OPIM 5270** |
| **Team Paper – After Action Review (AAR) 2** |
| **Topic / Question:**    Meet as a team and conduct an AAR (After Action Review). The event is the loss/gain of a team member. **Answer the last three topics of an AAR in this Word document.** If it helps, think of it as "what you would do differently next time", and "what you were proud of doing this time." It should be 1-2 pages (after this page) with 1.5 line spacing, and 11pt Aerial font:   1. What Was the Intent?   The team lost an established team member and gained a new team member. As a result of this event, the intent was to have a proper knowledge transfer from the departing team member and a quick effective integration of the new team member into the team.   1. **What Happened?**   What exactly occurred? Why? Why not? What were the results? It is hard to recall accurately what happened. That is why it is important to conduct the AAR as soon after the event as possible. Remember, this is a first-person account. You do not speak for others.   1. **What Was Learned?**   Based on what we tried to do and what happened, what did we learn? What do we know now that we did not know before we started? If someone else were to start down the same path, what advice would we give this person?   1. **What Do We Do Now?**   Based on what we know now, what should we do? Because the focus of the AAR is on action, it is important to focus on learning that can be quickly applied back into the action. |
| **Limit your paper to two pages, beginning on the next page.**  **Format: Arial – 11 pt. 1 ½ line spacing**. |

**What Happened?** On September 27th, 2022, the head of HR for the UCONNIC project team informed the team that there would be a shift in resources allocated to the project indefinitely. Because of this shift, Team 2 lost one of our members, Akshay, and gained a new member, Rohith. We have interviewed each member of the team to hear their story about what occurred:

Akshay’s Story: "The moment I knew that I was being re-allocated, it was a bit discomforting as I developed a good rapport with Team-2 and was working with great coordination. Later, Mark's follow-up email was a bit relieving. Before I shift to the new team, I completed my part of the pending work and shared it with Team-2. On the other hand, I was also thinking about how the new team is going to take me as I need to cope with them, and know their working style. I later had a call scheduled with my new team to discuss work expectations and revised team contract with everyone's approval.”

Kranthi’s Story: “I was astonished when one of my team members was replaced with a member from another team. I was close to him and gained much knowledge from him. Fortunately, he was not the only one who oversaw specific tasks. As a group, we decided to assign certain jobs to two people. As a result, our team was unaffected by the shift, but we did miss the person as a team member who had been with us for so long. Soon after he departed the team, I was concerned about whether the newcomer would be able to adjust to our working atmosphere. Finally, after meeting the new member, I did not notice much of a difference and was able to complete our project as usual.”

Kajol’s Story: “It was shocking to me that Akshay Raj was transferred to the other team, and Rohith was added as our new team member. Akshay was a valuable and supportive member of our team and losing him was a great loss for our team. Secondly, I was concerned about how the new team member would be and how long it would take him to adjust to us. The next day, Akshay texted in our WhatsApp group that he was leaving the team. Through the discussion board, I found Rohith's enquiry about his new team. I replied with my email ID to contact us and welcomed him to Team 2.”

Deepa’s Story: “When I learned that there would be a change of team members from our team my first instinct was how would we cope with this change? since Akshay has contributed a lot to the project and had played a key role in the success of the project till now. The new team member Rohith was, fortunately, able to adapt to the changes and was enthusiastic about being a part of his new team. He took the initiative to learn about the tasks going on and volunteered to be a part of a meeting with the project manager for that task. He provided us with a valuable insight into it and we were able to keep the project going on as planned.”

Colby’s Story: “When I first heard the news about the change in team members, I was nervous and concerned about the well-being of our group and loss of personal relationships we had built over the past few months with the old team member. I had not met our new team member, Rohith, until our in-person class later that week, but I was able to introduce myself and some of the other members of our team. Later, we were able to include our new team member in our weekly team meetings. This transition went much smoother than anticipated as Rohith was eager to learn about how our group works and wanted to contribute right away.”

Rohith’s Story: “I was the person that was switched to another team. I was initially very frustrated because we knew how each other worked and knew what to expect from the parts of an assignment someone works on, which was not the case with the new team. I did, however, understand that since it is supposed to be a simulation of the real world, this could completely happen, and it is something to be wary of. There was a delay in communication because my group contacted me three days afterward, which was about a week in UCONNIC time. This is partly due to my contact not being available. But I know that there would be a plan in place for that to happen in the real world.”

**What Was Learned?** One thing we have taken away from this is to always expect the unexpected and be ready to deal with it and it is not smart to have to rely on just one person to complete our deliverables as a team. It is always beneficial to exchange expertise within the team and to prepare the team to face issues on its own. Even if a team member is not responsible, interacting with the team and keeping them informed about project developments is crucial so that team members may learn and access information even if they are not present.

Some advice that we would give to someone in an analogous situation would be to take a deep breath and relax to make sure that the team is not nervous or anxious. These feelings can deteriorate a team dynamic and cause problems when changing team members in a situation like this. Some more advice would be to contact the new members as soon as possible to get them involved in team communications and up to speed on the project as quickly as possible. The sooner that they are up to speed, the sooner they will be able to be a contributing member of the group and be able to work seamlessly with the rest of the group.

**What Do We Do Now?** To avoid such inconvenience in the future we plan to establish a method, like a change control process, on what to do when a change in resources occurs. This will help us integrate new team members as quickly and seamlessly as possible. We plan to hold meetings where each member responsible for a particular task would explain how things were going so as to not be entirely dependent on them for any details about the task. This would also help the team to be more involved in the project and help them better understand if there were any such unforeseen events in the future.