

The Strengths-based Team Crafting Intervention for Project teams: Development, implementation (and initial results)



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H-Work Project

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Aim for today

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- To illustrate the needs analysis, development and implementation of a H-WORK intervention implemented in a large public organization

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Using the HAT: Needs Analysis

- Needs analysis is crucial to determine effective interventions (Brown, 2002)
- H-WORK needs analysis using the HAT protocol
- Supportive steering group

Interviews (projectmanagers)	Interviews (line managers)	Interviews (directors & portfolio managers)	Focus groups
9	5	4	3 focus groups; 15 participants

Additional data used:

- Context measure HR / OH perspective on mental health and well-being
- Existing data: IPSOS 2020, COVID-monitor, Work pressure initiative, Employee satisfaction surveys

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NEEDS ANALYSIS FINDINGS

- Many well-being facilities and resources
- Well-being is paid attention to

- High levels of work engagement and commitment

- team-cohesion seems high in project teams

Areas for improvement:

Team crafting +
Positive leadership

- need for more open communication
- Awareness of facilities and resources
- Line manager: large span of control
- overly focused on production targets

Recommendation
O-level campagne

Teamcrafting + Positive
leadership

Team crafting +
Positive leadership

- Leader support
- Role clarity
- PM-LM alignment
- PM- KSAs re: well-being

Positive leadership

Team crafting +
Positive leadership

- Workpressure
- Autonomy
- Work-life balance
- Covid issues – loneliness, lack of team support

Recommendation O-level
campagne & promote I-
level resources

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Theoretical background team intervention

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- Literature on **strengths use** and outcomes (e.g. Miglianico et al., 2019; Bakker & Van Woerkom, 2018)
- Literature on **team development** (e.g. Lacerenza et al., 2019; Shuffler et al., 2011)
- Literature on (team) **job crafting** (e.g. Demerouti et al., 2019; Tims et al., 2013)



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Strengths-based Team crafting intervention: content

- Prework
 - **Day 1:** reflection exercises (who am I & what do I need), team processes: who are we? (e.g. team goals, communication and feedback),
 - **Team crafting plan** with small actions for 4-6 weeks.
 - **Day 2:** Reflection on what happened with the crafting plans, exercise about strengths & resilience and next steps
- So far: 7 teams (59 participants)
- 7 teams still to follow 2023-2024



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Strengths-based Team Crafting: objectives

To strengthen and develop...

- ...Awareness of strengths of self and the team (**strengths knowledge**)
- ...Team resources (**support, autonomy, reflexivity, participation**),
- ...Proactive **crafting behaviors** and **strengths use**
-**Affective well-being**



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Team crafting actions: examples

- Focused on **interpersonal / social resources** (e.g. checking in, being inclusive),
- Focused on team **work processes / optimizing time and energy management** (e.g. rubber duck, meeting tile, decision making steps, walking meetings)



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Evaluation

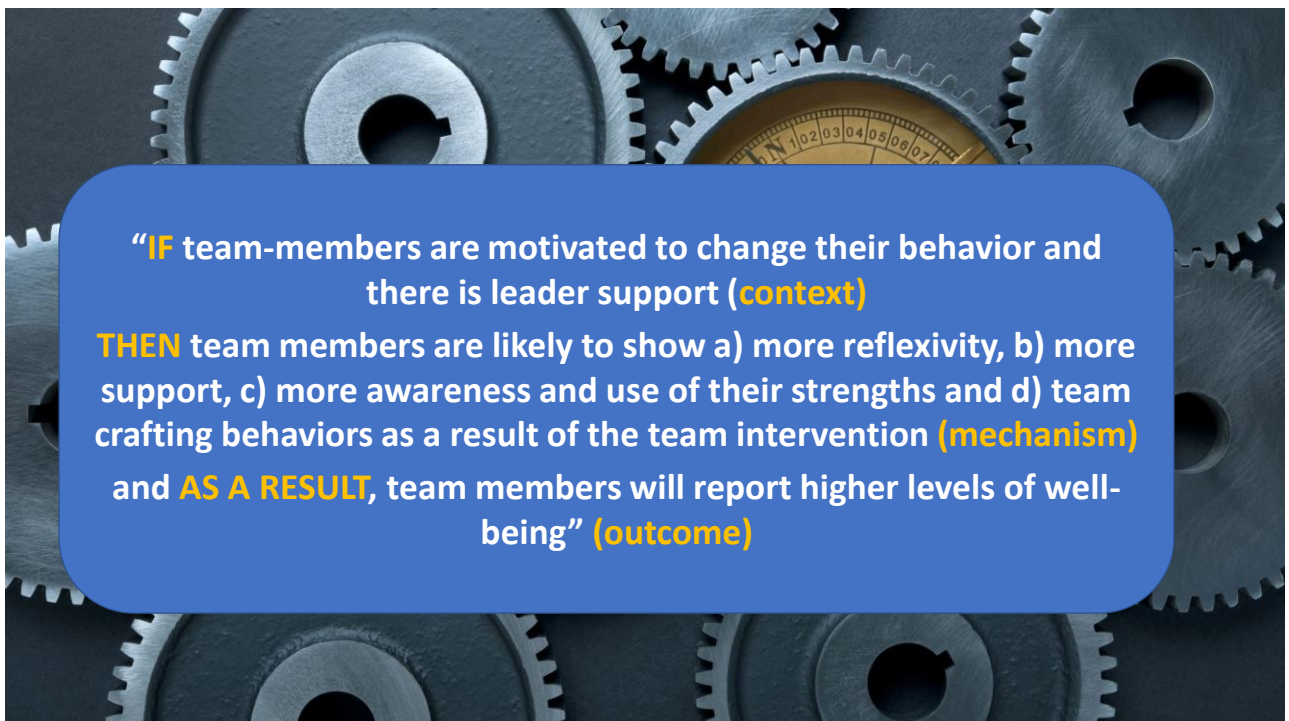
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- **Quantitative** pre-post data + process data at various time points (→ outcome variables and process variables)
→ So far, low response (N=19)
- **Qualitative** data (→ open questions, e.g. what have you learned from the Team crafting trajectory?)
→ follow-up interviews & focus groups



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What did you learn and what did you apply?

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Getting to know each other's "instruction manual" so there is less interference and irritation in communication and you can work together in a more focused way.

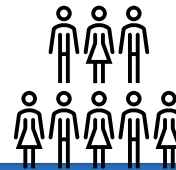
Have an open conversation
Pay attention to how someone is feeling
Have conversations based on needs, common interests and identify where there is doubt.

how can we make better use of strengths together and openness to discuss irritation/disengagement.

Importance of allowing everyone to speak explicitly; giving the floor.

Direct improvements to reduce work pressure, getting to know team members even better.

Know and utilize each other's strengths and energy leaks



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Complexities & Discussion

- Multiple team membership, turnover of team members
- Various team sizes, roles, composition, needs and tenure
- Length of intervention?
- Evaluation: mixed-method design (collect more data)
- Well-being development: Individual – team interplay?
- Collective vs individual strengths use?
- Evidence-informed team intervention to boost positive team processes and well-being – 7 more teams to come



To be continued! 😊

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Thank you for your attention!

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