

Teaming to Excellence



**Focusing our creative powers,
Guided by our convictions,
Taking our Program to the next level**

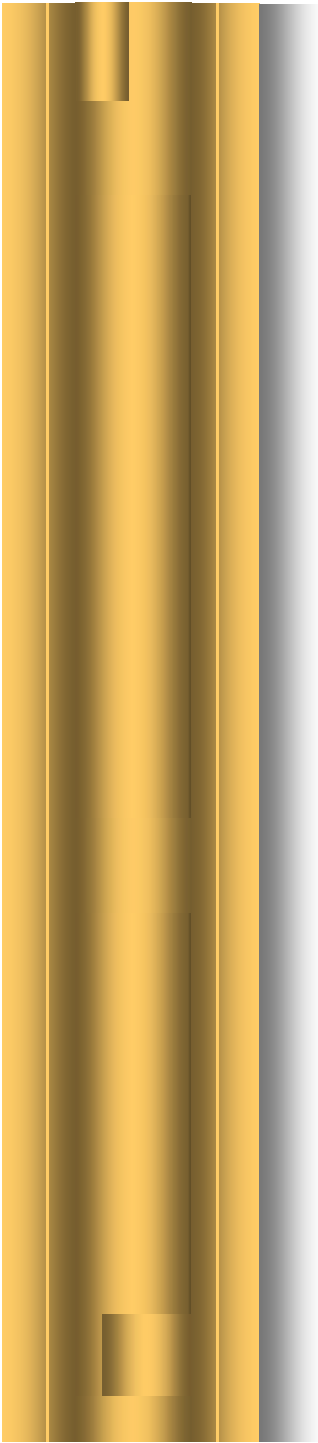
The satisfaction of Excellence Achieved.

Workshop Purpose

Our purpose is to put the necessary agenda in place to run the program as a management team that makes timely and accurate decisions, has excellent communication, is united in purpose and provides direction to all with shared expectations and standards...

In a way that focuses each of us on wanting to exhibit our most productive behaviors while eliminating ineffective, counter-productive communication patterns and passive aggressive behaviors that stem from misaligned agendas and positioning...

So that through our management team the F135 will excel in delivering on all the challenges faced.



Take-aways

1. Shift people from a group to a team through role clarity and goal alignment
2. Level the playing field of perspectives
3. Unify the Program Management team with consistent performance expectations
4. New paradigm to guide daily decisions
5. Agreement on what is being created in the program
6. Resolution to a group irritant
7. Choosing new norms
8. Ability to create new solutions to increasingly tough problems through broadening world views
9. Choosing to set each other free from perceptions

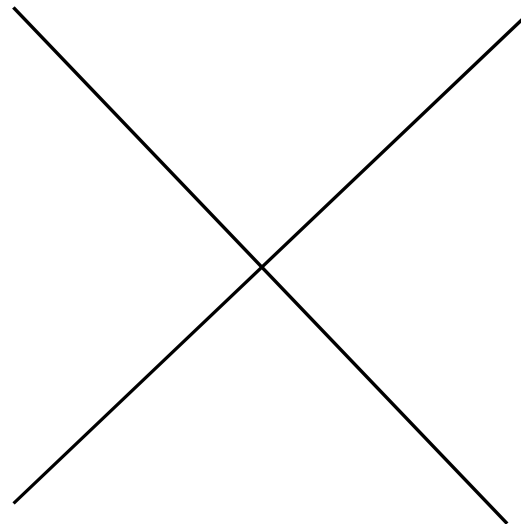
Agenda Design

System:
Decode the paradigm &
choose the new one

End State:
•New beginning
•“I have been heard”
•Operating agreements

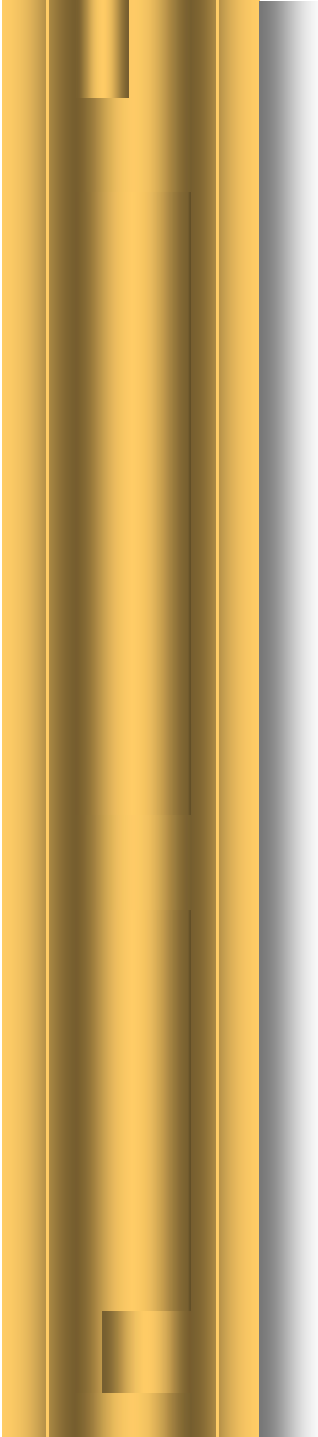
Operational:
•Shift from “compete” to
“collaborate”
•Slide through
“storming” to “norming”

Purposeful:
Not about “what”, about
“how”



Agenda

- Lay the foundation
 - Speed meeting
 - Lessons learned
 - Debrief
 - Group development
 - Interpersonal skills
- Vision of an effective team
- Decoding our behaviors
- Finding the new paradigm
- Crafting new norms for teaming
- 1st things 1st
- Making the shift
 - Ladder of inference
 - Allowing each other to change



The great successes of this program are a tribute to the dedication, professionalism, experience, and values of this group.

New behaviors will flow from new thinking/paradigms

Everyone here is of goodwill and frustrated with the current situation.

Everyone is experiencing the same situation, just from their own frame.

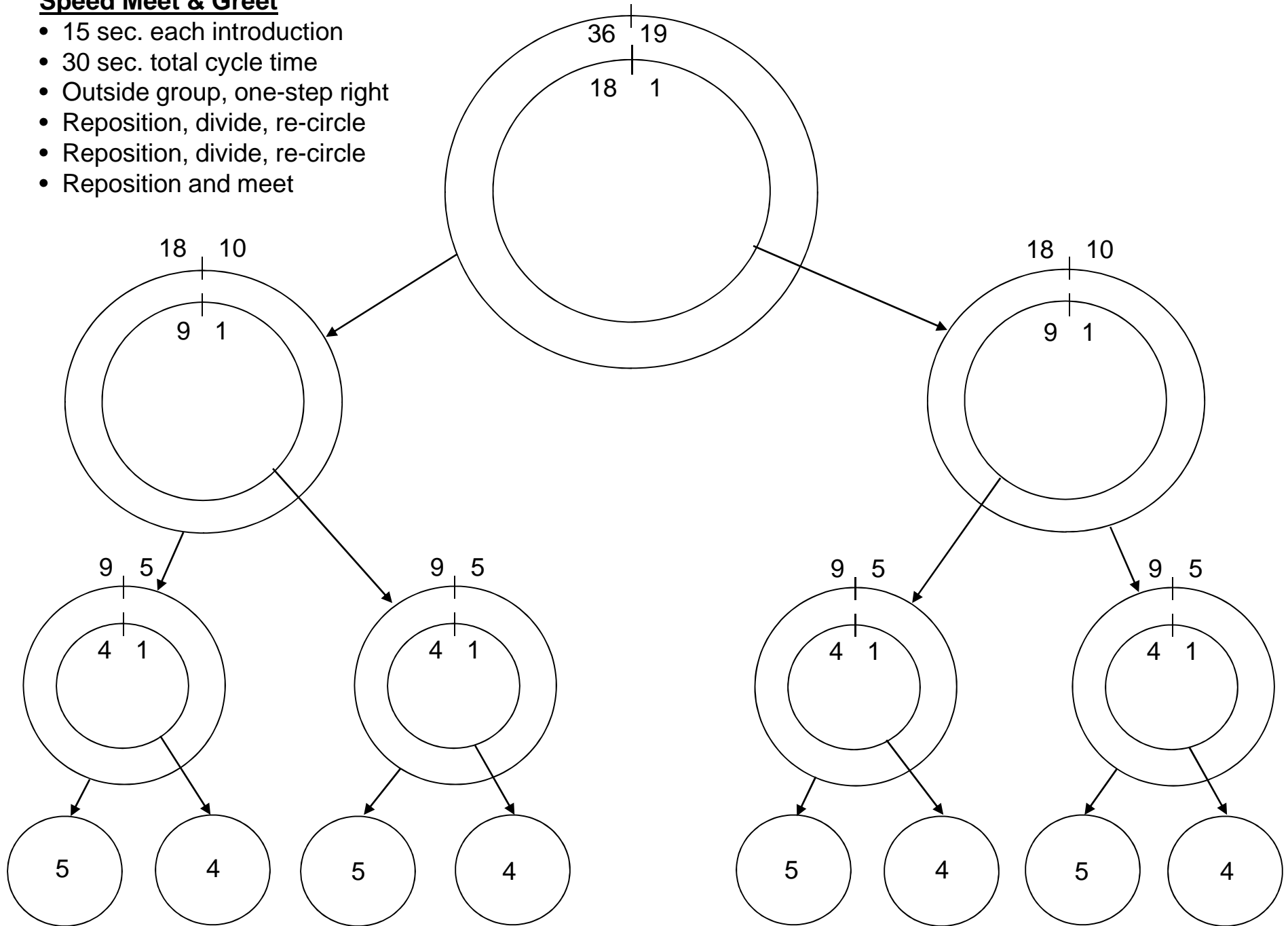
As a group, we are shifting through Transforming and back to Forming as the program shifts.

Everyone agrees that the current process is not efficient or effective or particularly enjoyable.

How we view the product influences our approach (just an enhanced 119)

Speed Meet & Greet

- 15 sec. each introduction
- 30 sec. total cycle time
- Outside group, one-step right
- Reposition, divide, re-circle
- Reposition, divide, re-circle
- Reposition and meet



- Prepare introduction
 - Name
 - Job
 - Place of birth
 - Time at JPO/PW
 - Time in industry
 - “Most proud of...” (project of which I am most proud)



Conversational Pedagogy (teaching style)

Why might one consider conversation to be the oldest and easiest way to cultivate the conditions for change?

Lessons Learned

Lessons Learned Questions

1. Describe the purpose that motivated and focused people.
2. Describe the philosophy that guided you to the success you are experiencing.
3. What physically was put in place that enabled your success; such as IT systems, work areas, specialized equipment?
4. Describe how you managed the workflow to predictably deliver the performance required. Cost, quality and schedule? What is the definition of quality you used?
5. How did the staffing and talent enable the work? What was the headcount to workflow ratio?
6. What were the trends of results delivered? Was there a history of improvement? How would you describe the improvement feedback loop?

Some things never change

Premises about Today's work (circa 1998):

This is a "supply-chain" problem for Thackrah, Inc..

- Thackrah, Inc. believes they are overpaying 30-40% for engineering services received.
- Thackrah, Inc. believes they are receiving a B.O.M. and configuration which does not deliver the performance requirements specified.
- Thackrah, Inc. believes that their supplier's internal work processes are broken.
- Thackrah, Inc. believes that their supplier only shares "good news" stories and biases data to create a positive spin, ultimately increasing risk .

This is a "customer" problem for suppliers (mod-centers) to Thackrah, Inc..

- The customer (Thackrah, Inc.) only funds for "success oriented" schedules.
- The customer holds wrong assumptions about supplier's capabilities.
- The customer changes project scope without renegotiating terms & conditions.
- The customer has "brow-beaten" the suppliers into compliance behavior which increases risk to the customer.
- The customer changes the master schedule unilaterally and is indifferent to supplier implications.

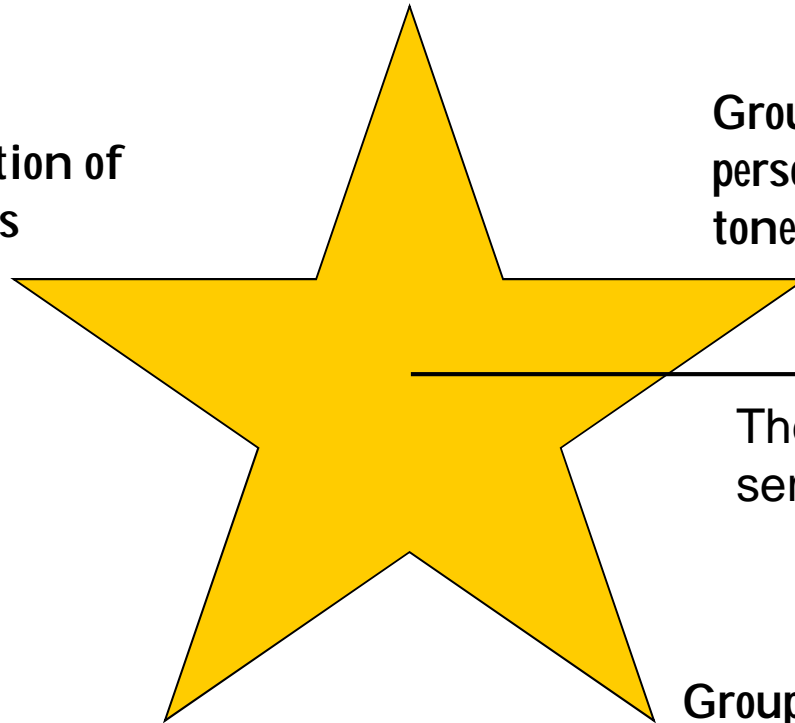
Formation of a Group

"Groups form at the intersection of individual purposes." -alden davis

Groups are unique
and have a common experience

Groups are a collection of
individual purposes

Groups are a collection of
personalities with a dominant
tone.



The gathering of individuals
serves a purpose

Groups that satisfy the
Individual purposes continue
to exist

Groups have a location and
a look

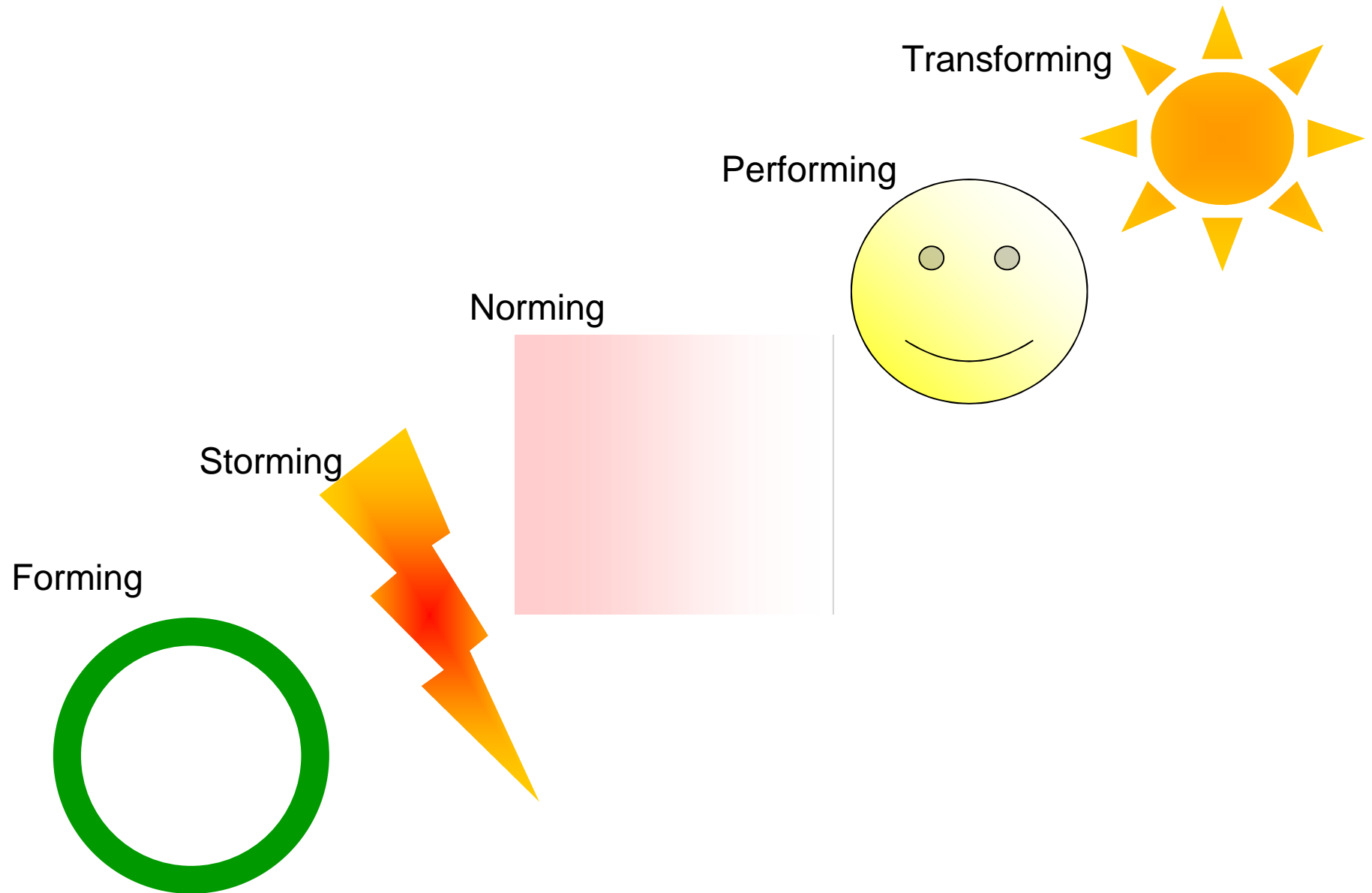
Conversations

2. Name a group of which you are a part, describe the common experience and pick one word describing its personality. Complete this matrix.

Group	Common Experience	Personality

3. What personal purpose is being served by being in this offsite?
What was your mood coming into the room?

Stages of Group Development



Exercise

- Use the handout and discuss



Abilene Paradox

Stages of Group Development

Based on a review of many studies, it is suggested that most groups go through a five-stage developmental sequence: forming, storming, norming, performing and transforming. The way the group responds to tasks and relations shift from stage to stage. It is difficult to pinpoint the developmental stage of a group at any specific time. It is, however, important for a group leader to understand the developmental stages of groups because each stage can influence group effectiveness.

FORMING

In the forming stage, task behaviors focus on member's efforts to define goals and develop procedures for performing their tasks. Relation oriented behaviors deal with feeling out and resolving dependency issues among group members.

Group development in this stage involves getting acquainted and understanding the group lead and other roles. In this stage, individual members might: 1) Keep feelings to themselves until they know the situation; 2) Act more secure than they actually feel; 3) Feel confused and uncertain about what is expected of them; 4) Be nice and polite, certainly not hostile; 5) Try to size up the personal benefits relative to the personal costs of being involved in this group.

STORMING

Things get serious in the storming stage. Conflicts over task behaviors emerge with respect to the relative priorities over goals, who is to be responsible for what, and the task guidance and direction of the leader. Relations behaviors are a mixture of expressions of hostility and strong feelings. Competition and conflict is a dominant theme at this stage. Some members may withdraw or try to isolate themselves from the emotional tension. The key is to manage conflict in this stage, not to suppress it or withdraw from it. The group cannot effectively evolve if the leader and members go to either extreme. Suppressing conflict will likely create bitterness and resentment, which will last long after the member's attempts to express their differences and emotion; withdrawal can cause the group to fail more quickly.

NORMING

Task behaviors in the norming stage evolve into a sharing of information, acceptance of differences in opinions, and positive attempts to reach mutually agreeable or compromise decisions on the group goals and the rules by which the group will operate. Relations behaviors focus on empathy, concern and positive expressions of feelings leading to group cohesion. Cooperation within the group is a dominant theme at this stage. A sense of shared responsibility for the group develops. The specific impacts of norms – positive and negative – on group behaviors will be explored further in "group-think."

PERFORMING

This stage relates to how effectively and efficiently the group is able to perform its tasks. The roles of individual members are accepted and understood. The members usually understand when it is best for them to work independently of each other and when it is best to help each other in physically demanding tasks or decision making tasks. Groups differ after the norming stage. Some groups continue to learn and develop from their experiences and new inputs, thus continuing to improve their efficiency and effectiveness. Other groups – especially those that developed norms not fully supportive of efficiency and effectiveness, may perform only at the level needed for survival. A minimally adequate level of performance may be caused by excessive self-oriented group members, the development of norms that impact negatively on task effectiveness and efficiency, poor group leadership or other factors.

TRANSFORMING

The transforming stage involves the termination of task behaviors and disengagements from relations behaviors. Some groups, like a task force created to investigate and report on a specific problem within six months, have a well-defined point of closure. Other groups may go on indefinitely. Transforming for this type of group is more subtle and takes place when one or more key members move on to other positions or leaves the organization.



Effective Interactions

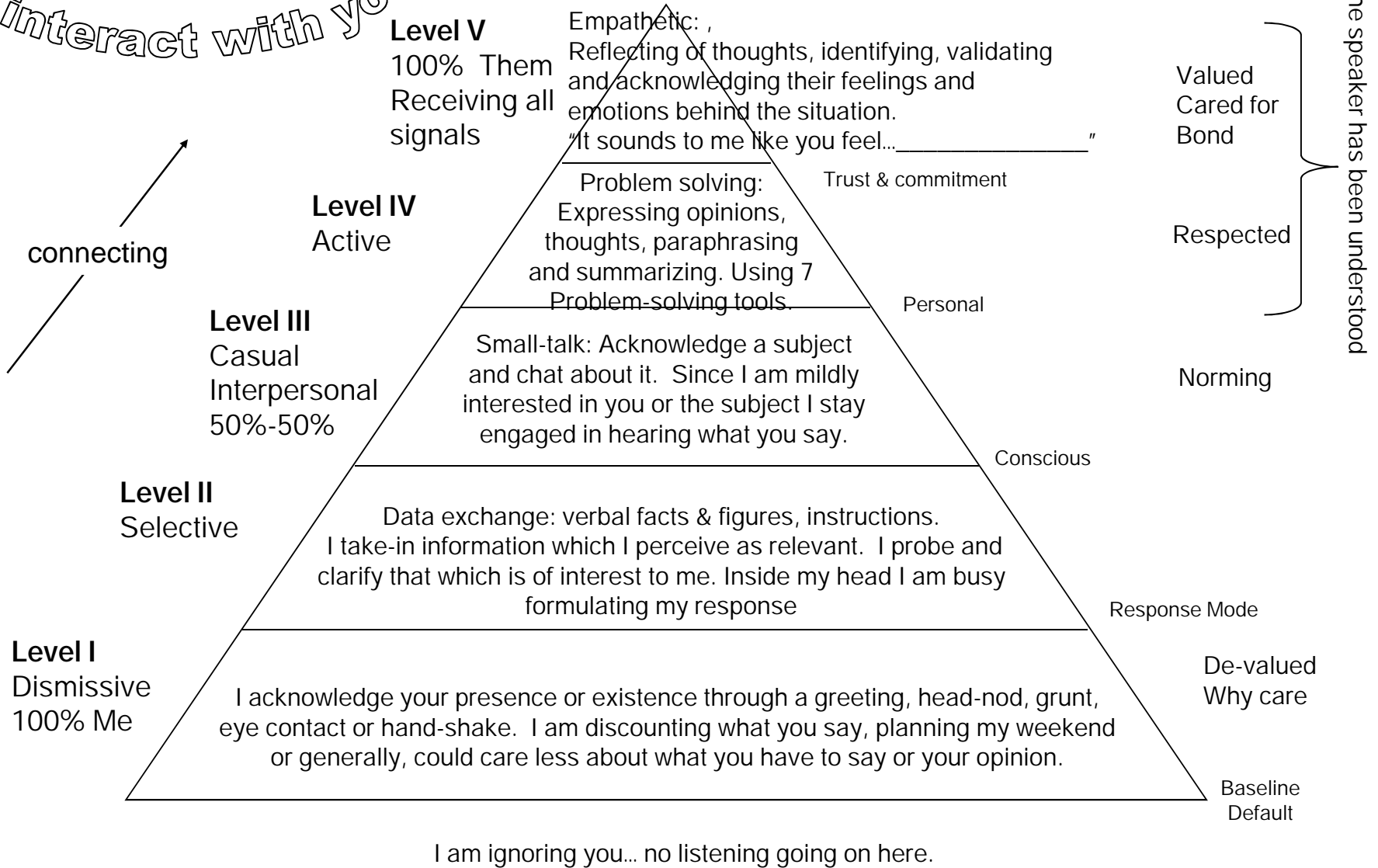


This is About Me!

- Effective Interactions is not about doing something “to” or “for” them.
- It is about **my** journey of becoming more effective as a person and becoming a steward of those around me.

Listening:

How I choose
to interact with you





Dealing with Differences

Aka Conflict Resolution

“Increased control through self awareness”

Purpose:

To equip ourselves with conflict resolution skills

In a way that creates a desire to shift from reactive to controlled behaviors

So that personal effectiveness in resolving problems increases.

At the end of this session:

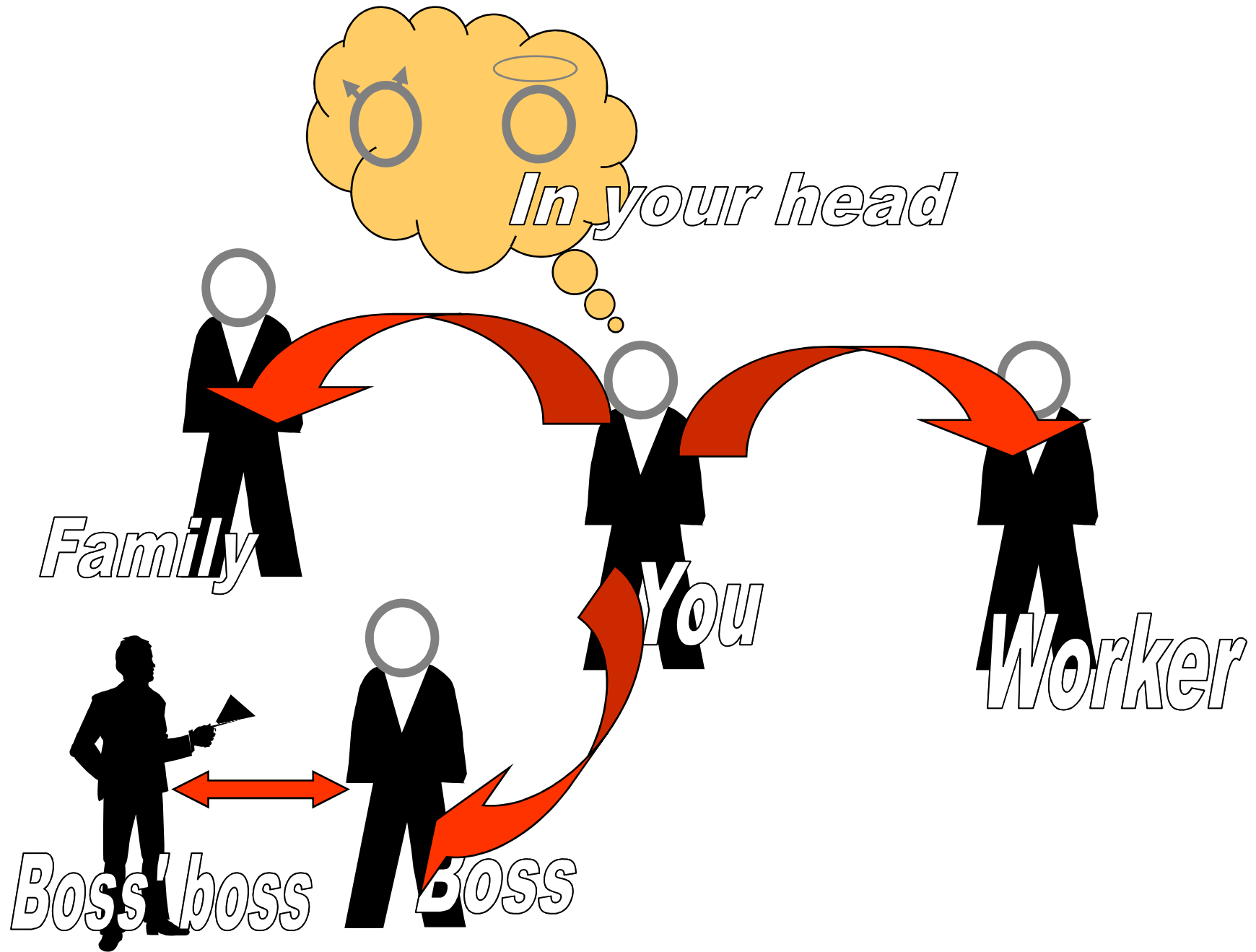
If given a problematic situation, resolution flow-maps and an awareness of personal attachments

Design an intervention

So that the problem is resolved and people have increased spirit and will.

Agenda:

- The art of winning
- The art of resolving
- The work of applying

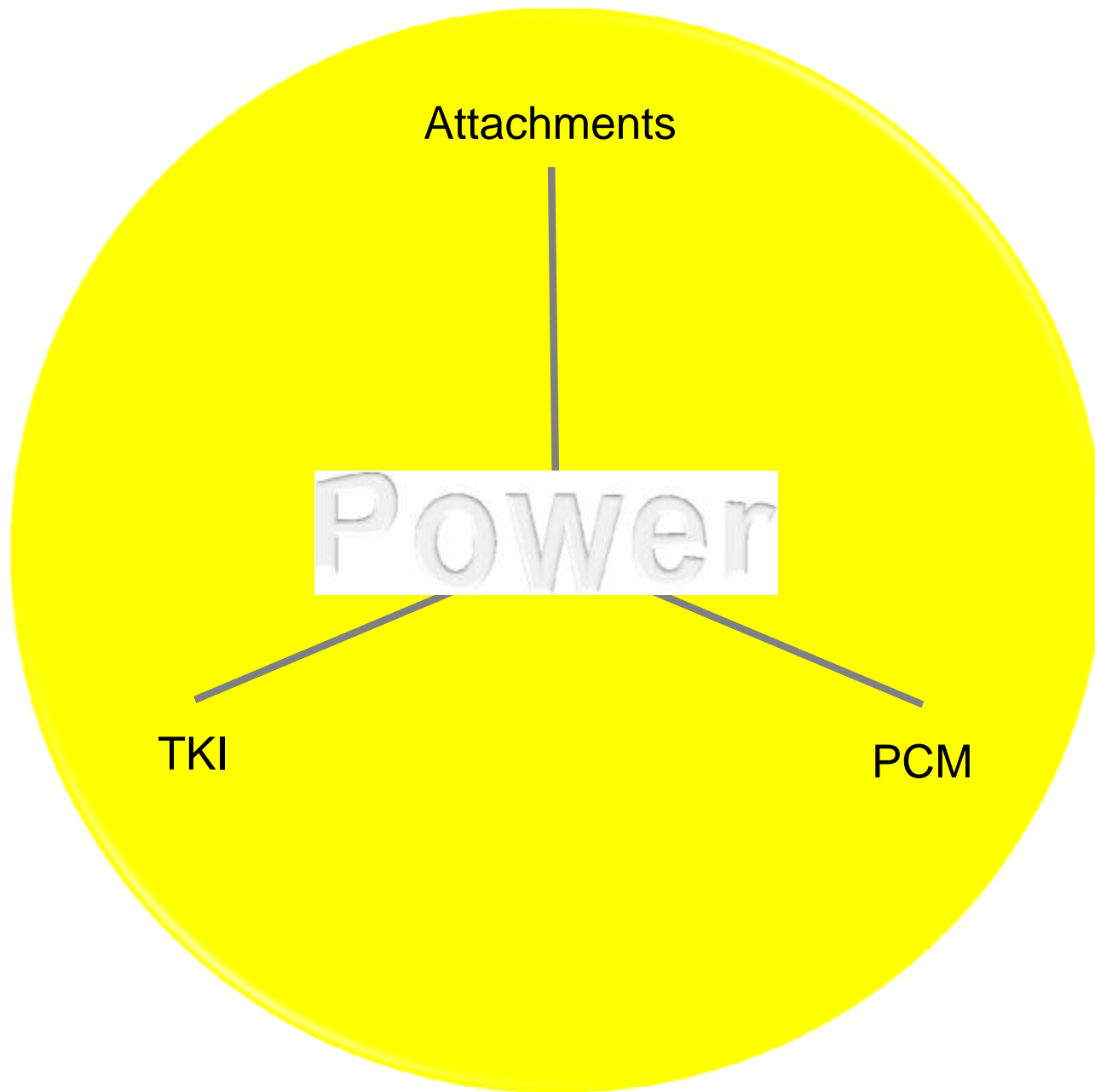


Resolution

- Act or process of answering, solving, disentangling, unraveling, explaining or reducing to simpler form.

Conflict

- A strife for mastery
 - A fight
 - Prolonged struggle
 - Divergence of opinions
 - Mental or moral struggle
- ✓ Hostile encounter
 - ✓ Battle
 - ✓ Clash



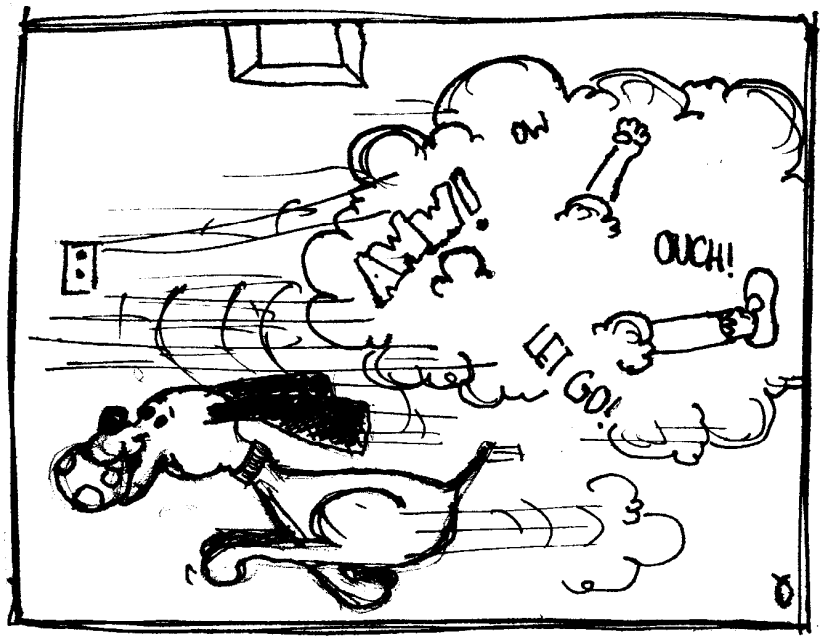
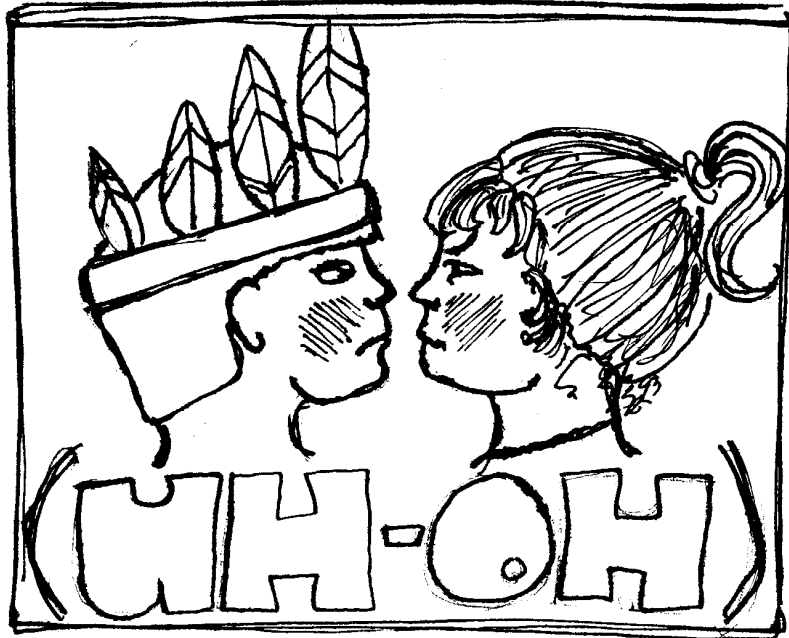
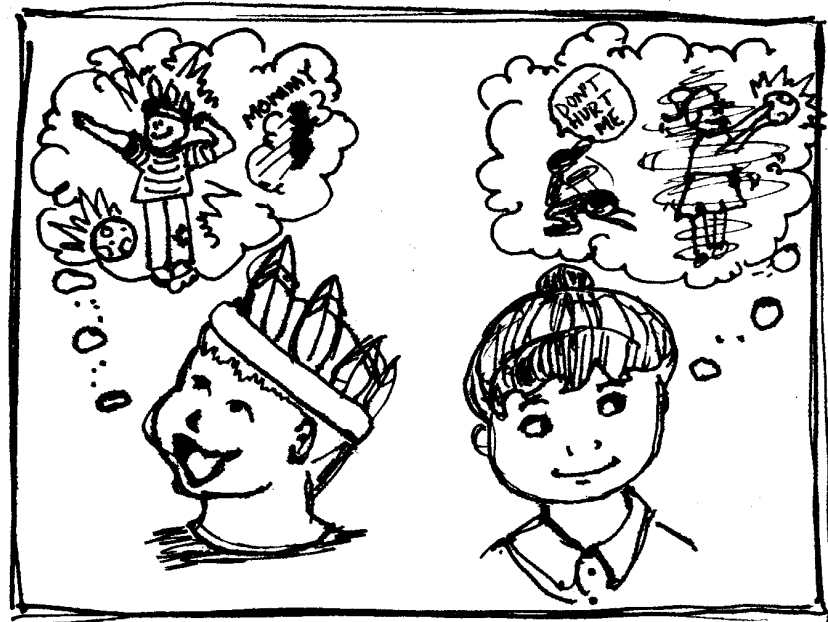
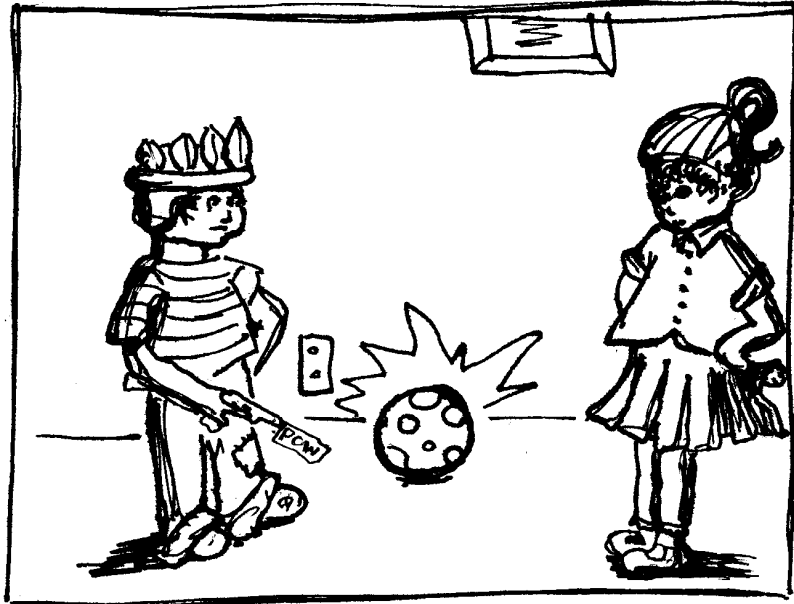
Attachments

Power

TKI

PCM

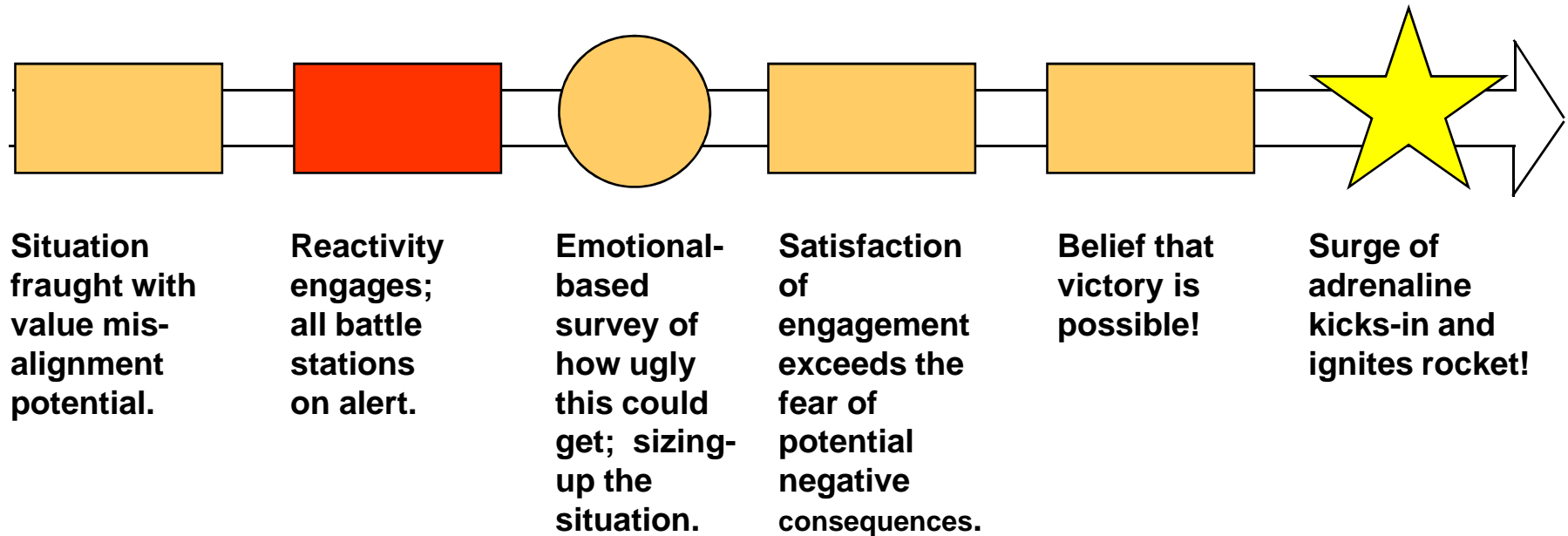
Winning



Rules for Conflict Resolution

1. Amass more power, or the perception of power, than your adversary and ensure that they know it.
2. "Might is right!" Thrasymachus 400B.C.
 Vogelweid 1230 A.D.
 Lincoln 1861 A.D.
 - Physical might or emotional might

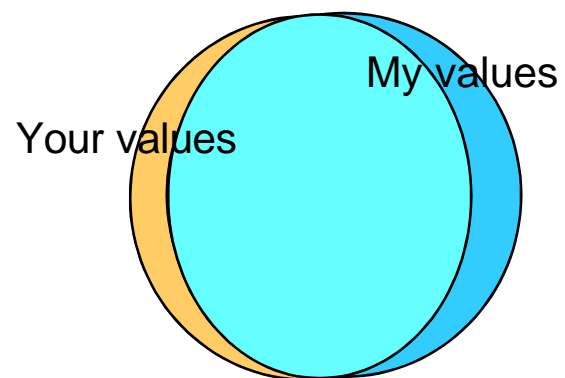
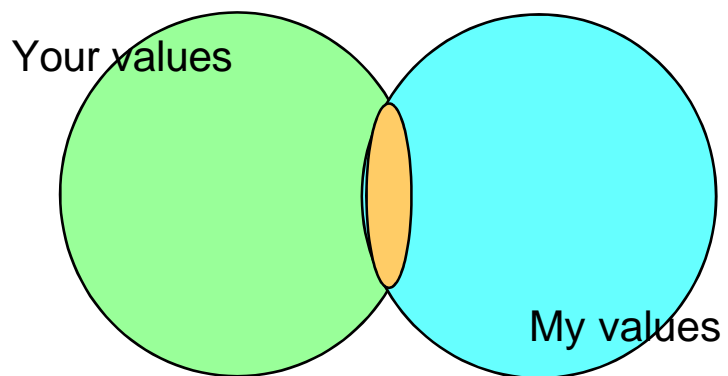
Process: Winning a Situation

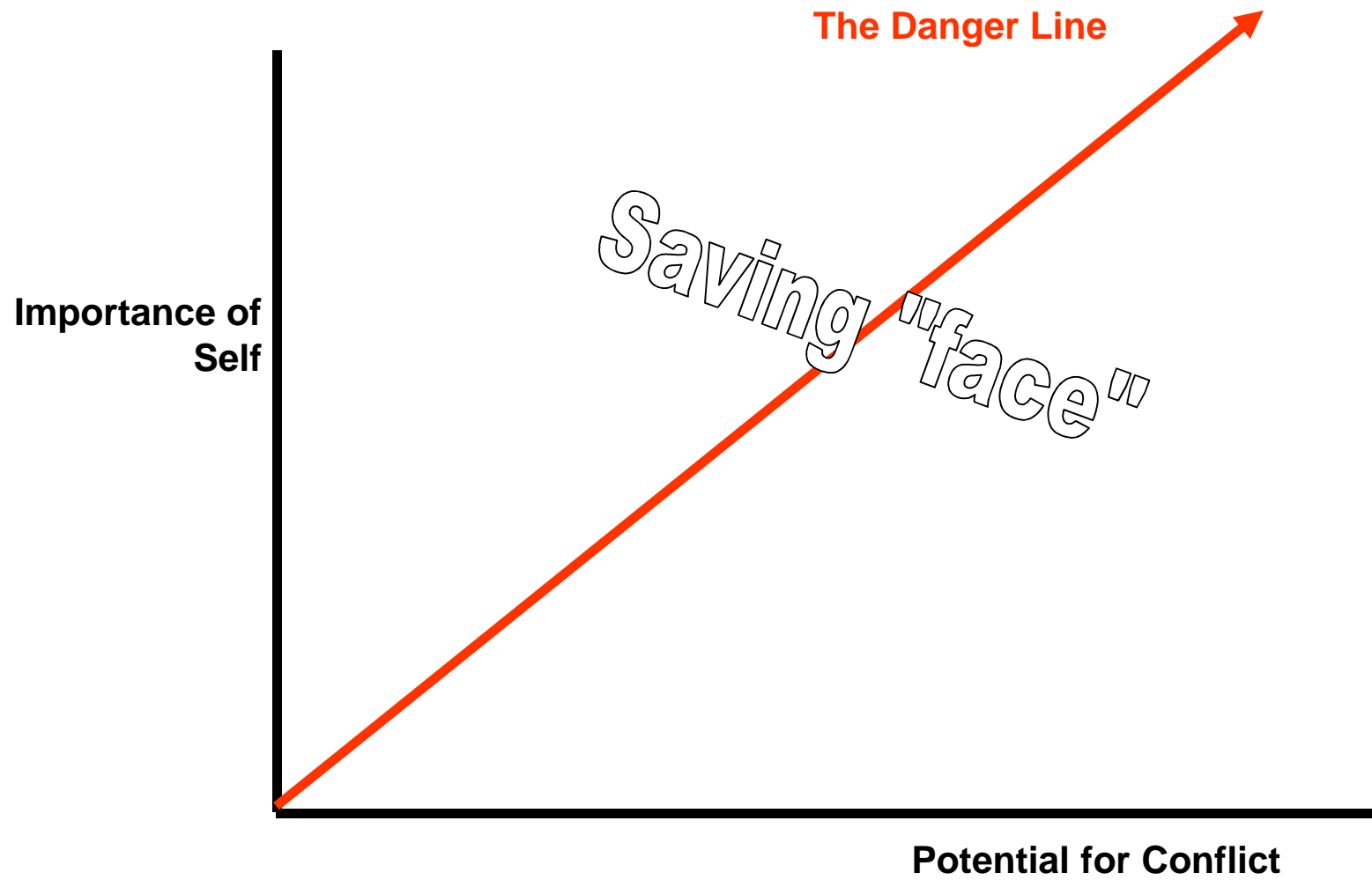


A.D.'s Beliefs on Conflict

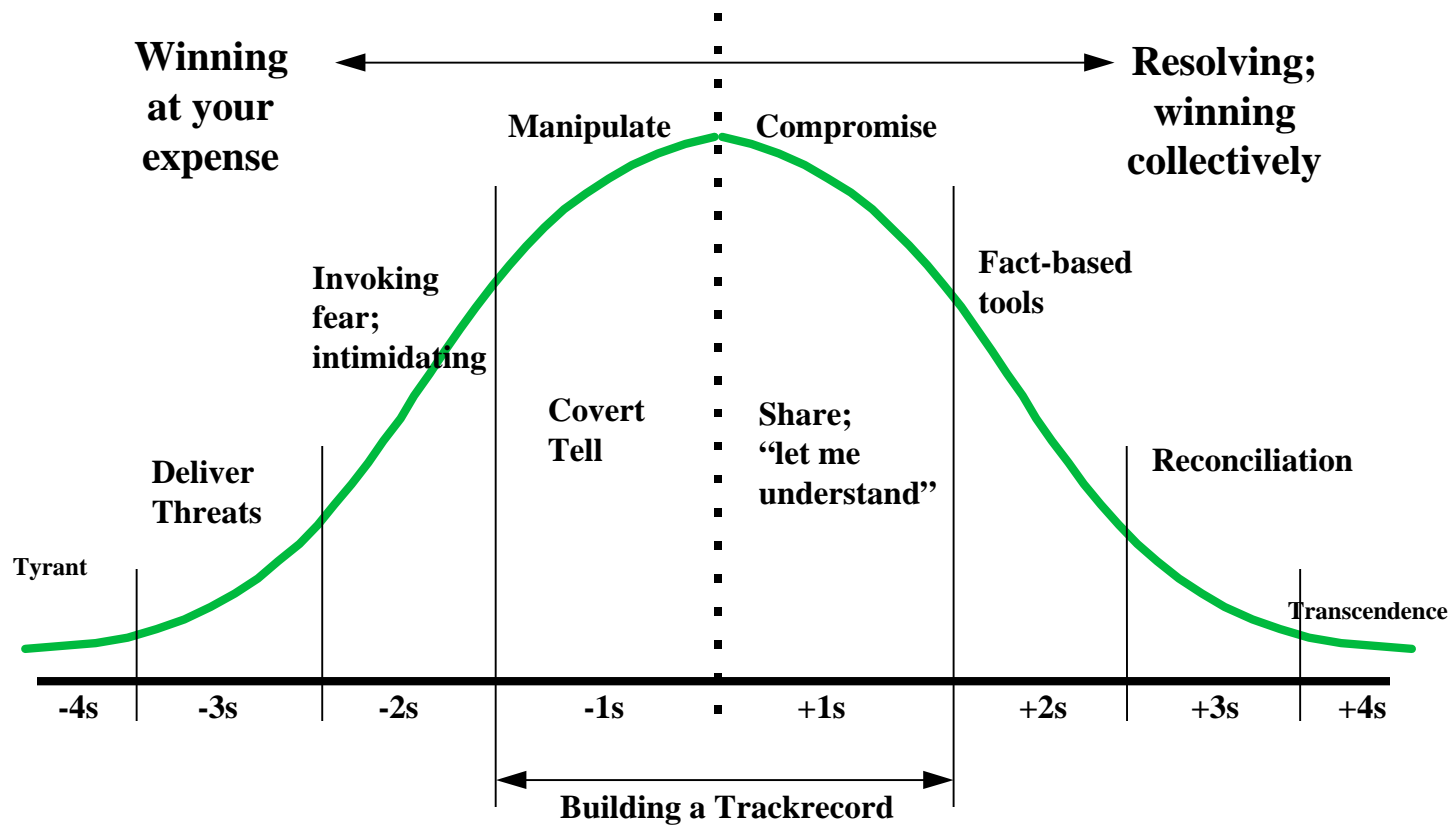
- This is only about **you** and what makes **you** happy or satisfied.
- Anxiety, long-suffering, anything negative to you are bad things which **you** do not need to experience.
- Protect **yourself** at all costs. Never be exposed. Always have cover.
- Stand-up for yourself. **You** are what is important. Push yourself forward into battle.

Conflict Potential?



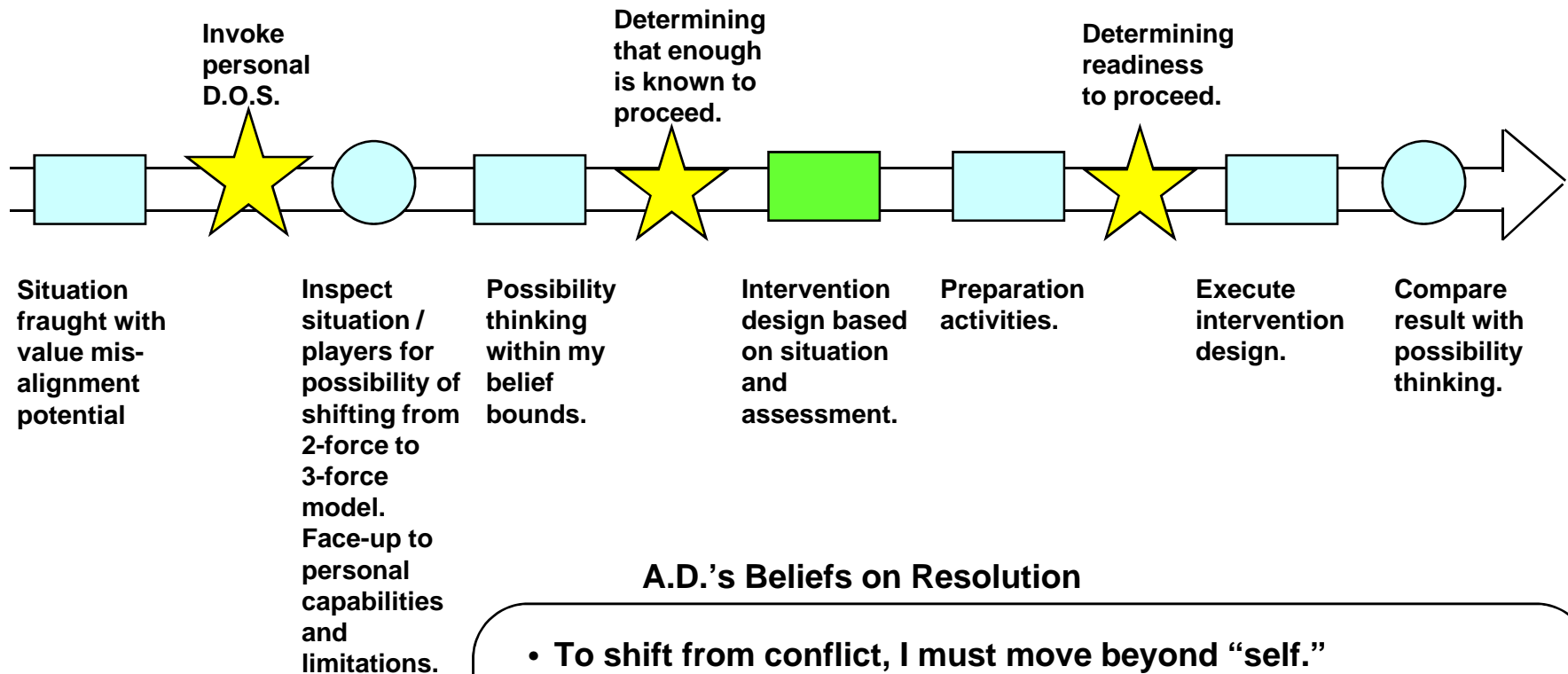


PROBLEM RESOLUTION



Resolving

Process: Resolving a Situation

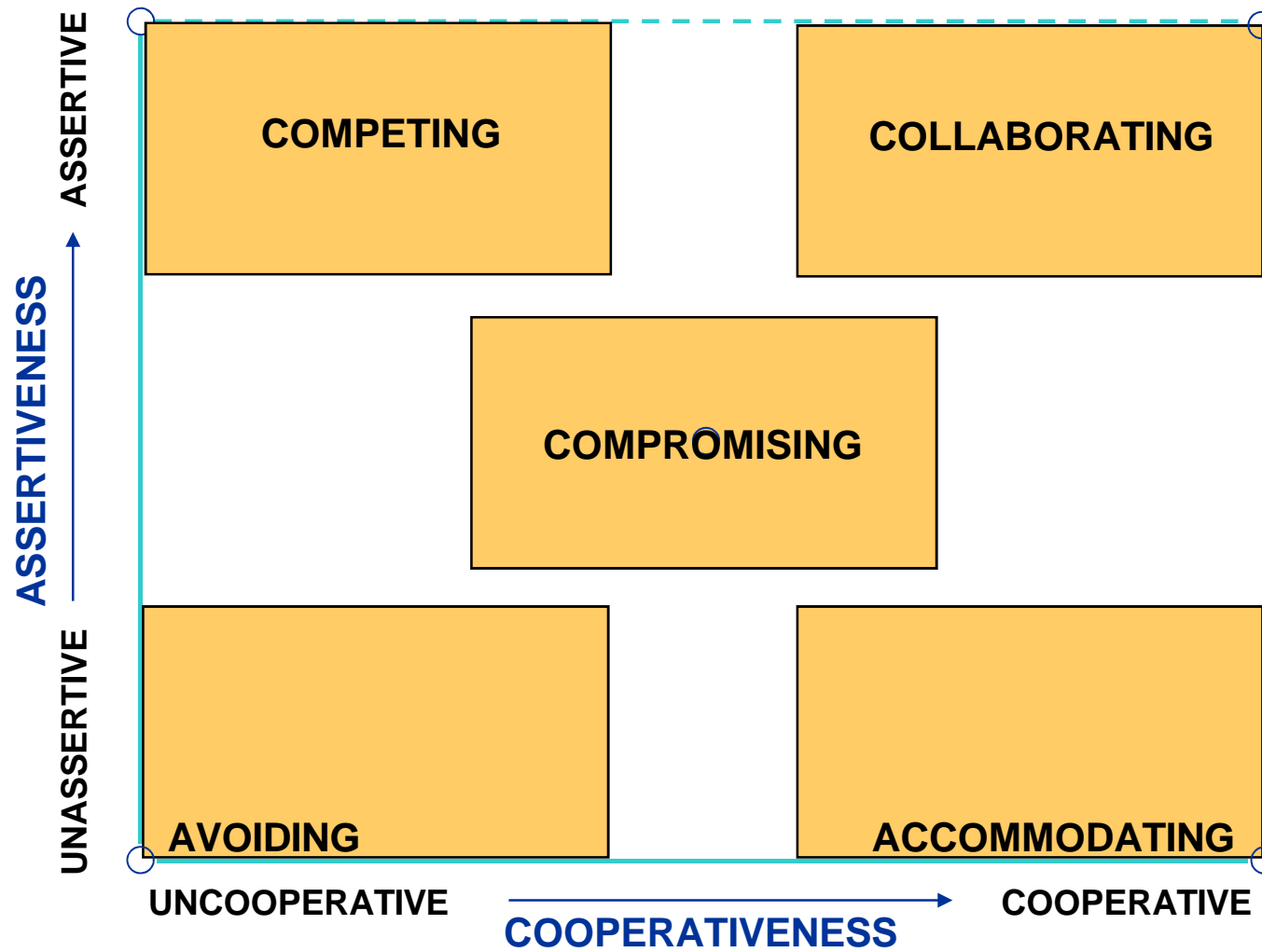


Cut in Time
(dvd)

A.D.'s Beliefs on Resolution

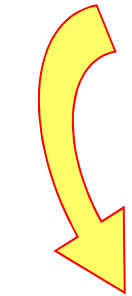
- To shift from conflict, I must move beyond “self.”
- Options for solutions increase with self-control.
- Problem resolution does not just “happen;” it requires purposefulness.
- Problem resolution takes place before the situation ever occurs.
- The only thing I can actually change is myself.
- Problem resolution does not equal winning.
- War within myself is where conflict begins.

Thomas-Kilmann Conflict Mode Instrument



Creativity Tools

**Innovative thinking to fuel
Benchmarkable Performance**



Learning

TOOLS

GOAL

DIRECTION

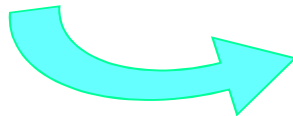
**Sustainable
Behaviors
Driving
Breakthrough
Results**



Worldview

GROUND

**Personal
Standards of Excellence**



AD's Beliefs

- Uniqueness is non-negotiable in an increasingly competitive environment.
- Visioning is our unique ability to craft our future.
- Without vision, spark and drive dies.
- Synergies increase as we align personal visions.
- The sum of our daily decisions is our vision.

What does this statement mean?

“The Future creates the Present
against the backdrop of the
Past.”

Description of an Effective Team

1. Respect and trust
2. Empowered decisions
3. Realistic expectations & plans
4. Motivated by same goals
5. Measured by same goals, following same game plan
6. Performance based insight vs. oversight
7. Protect each other's back
8. Sense of mutuality
9. Clear processes for dealing with tough issues (resolving technical issues, escalating problems)
10. Jointly defined "success"
11. Open discussion on problems "lets come to an answer together"
12. "Sitting together"
13. Respecting differing needs
14. Open info sharing
15. Understand each other's needs

Our Vision

Visualization Exercise:

Picture this group solving problems in a systematic, disciplined and efficient way. In great detail, describe

- Personality/mood of the group
- The room in which they are working
- The way they work
- The types of people in the group
- Their metrics of success

Decoding our Paradigms

- P/S/S
- Arrange by natural work groups

PW Paradigm	Behaviors →	Conflict	← Behaviors	JPO Paradigm

Affordability Analysis
Shifting
assumptions from
50/50 to 100/0

Rolls discovers error
in flight, PW
analyzed data
before JPO knows

War on Cost.

Hollow lift fan blade.
Rob's boss got
negative report
before Rob knew

Capacitance Props.
Misalignment of aft
shaft

Rotor 1
Stress, data

Contract defines
need date not LM

FOD, shop floor
damage, torques,
DOD

Real time thrust.
Propulsion system
health. Seal 1



New Paradigms

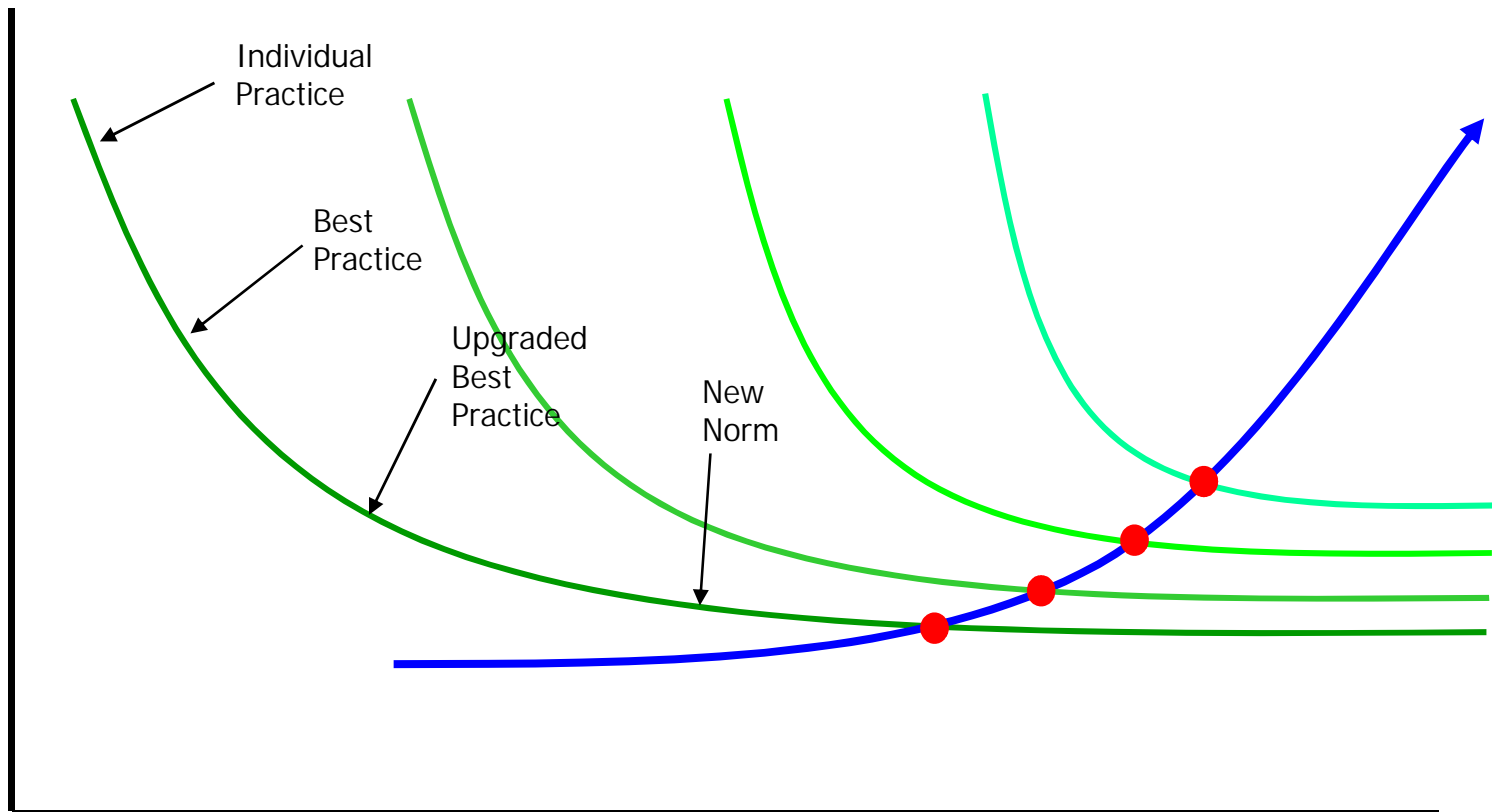


New Norms

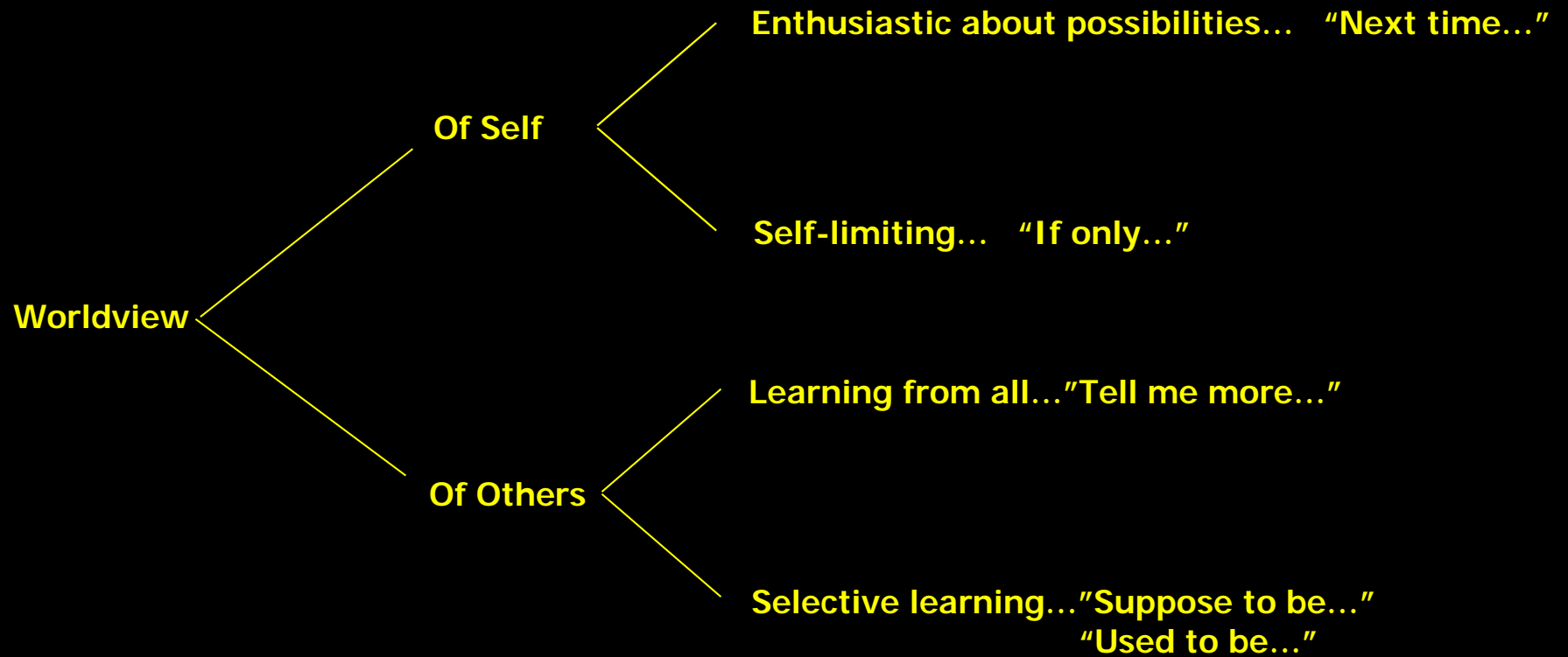


1st Thing we will Change

Learning Organizations Achieve Continuously Improving Results with Greater Ease Over Time



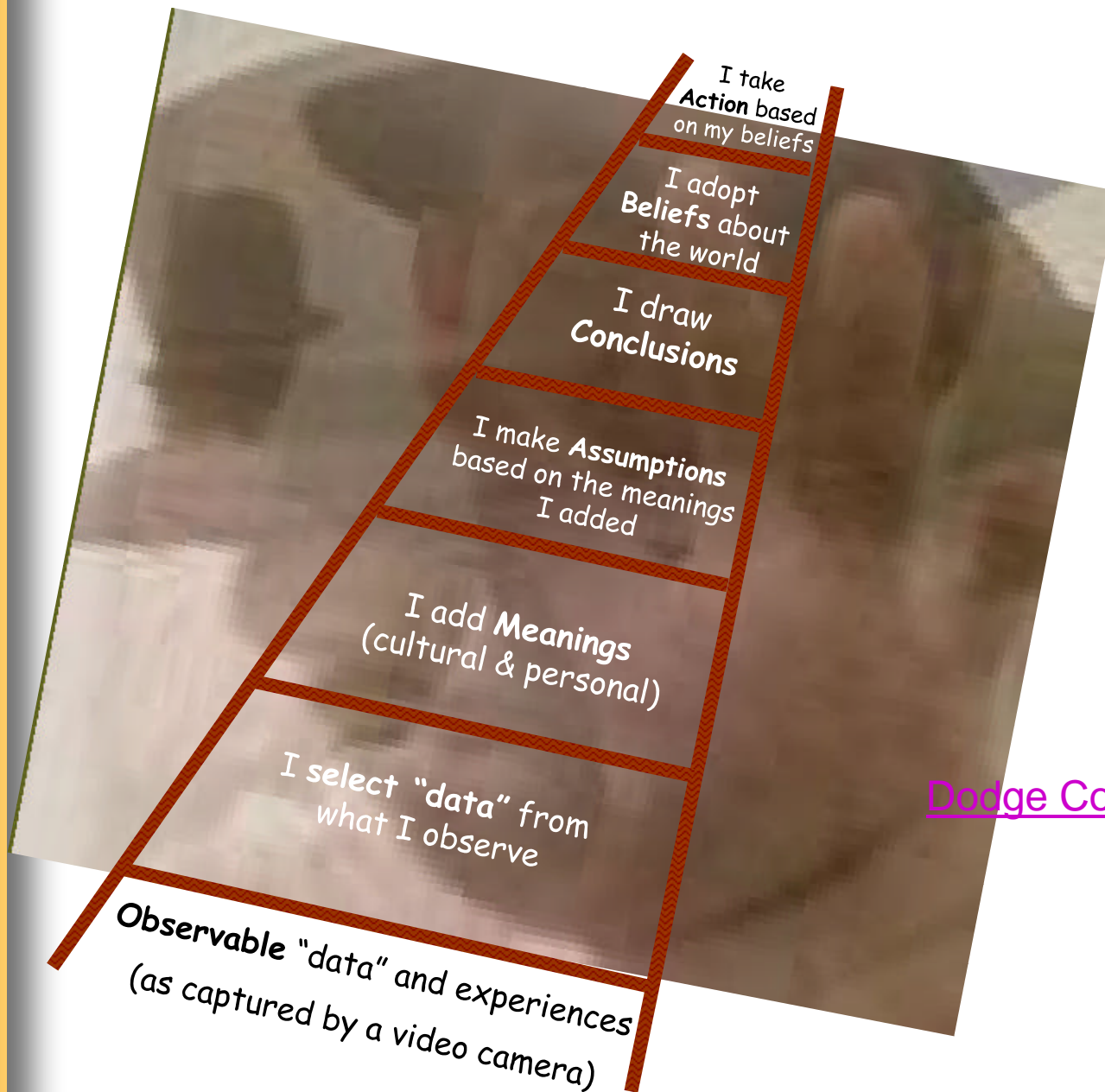
A Worldview Conversation



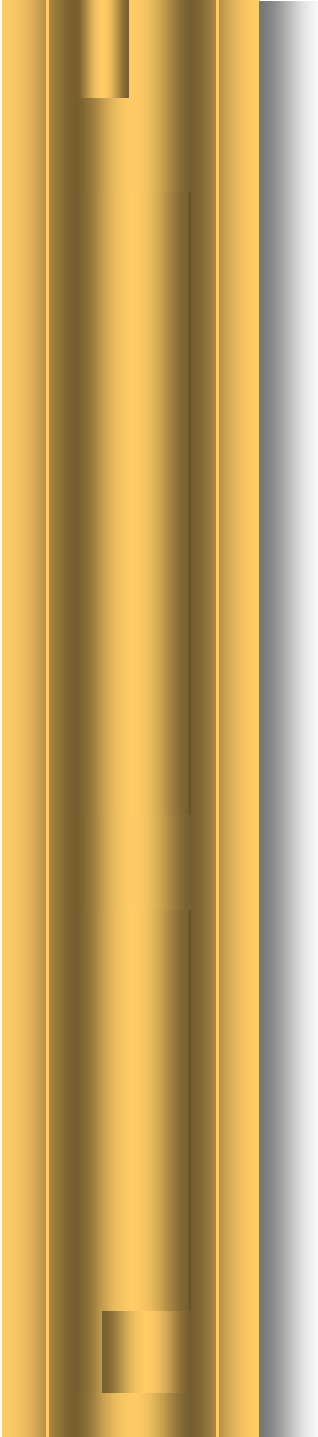
Chris Argyris' Ladder of Inference



1923 – Present
Cambridge, MA
Harvard



Dodge Commercial



How do we let go &
let the other person
change?

“You are the
prisoner of my
perceptions.”

**Drive on to
Excellence**