

TEAMING AND ITS USE BY GOVERNMENT

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I certify that this is my original work, and that it has not been previously accepted for publication.

INTRODUCTION

Teams have existed since the dawn of civilization and no doubt, there will always be a need for teams. Teams are groups of people pooling their skills, talents and knowledge towards a common goal or purpose. People working together to make things, run things, recommend, coordinate, both work and resources. In today's business world, both in industry and government, the word "Team" is considered a powerful approach that will improve performance. The ideal team is a "miracle of autonomous, cross-functional efficiency. It shares knowledge and creates solutions. It cut costs. It's closer to the customer than paint (Robbins and Finley,1995)." In this paper, I will address the important traits of teaming such as people, communications and empowerment, and the use of teaming by government. Three teams at the Communications-Electronics Command will be used as case studies.

TEAMING

"Groups become teams through disciplined action. They shape a common purpose, agree on performance goals, define a common working approach, develop high levels of complementary skills, and hold themselves mutually accountable for results (Katzenback,1995)". "Teams exhibit more of a Theory Y (participatory management) orientation to work and people, whereas many groups are still based on the Theory X (directed management) belief structure (Douglass, 1992)." Whatever can be said or has been said about teams, and regardless of the great diversity of purpose in teaming, there are some common threads. All teams need support. They need the selection of the right team members who are committed to the success of the team and have the appropriate skill set to accomplish the team's work. They also need clearly defined deliverables, a timeline, accountability for their outcome and their use of resources, and a sponsor, who will serve as a coach, strategist, tactician and mentor.

FOCUSING ON TEAM BASICS

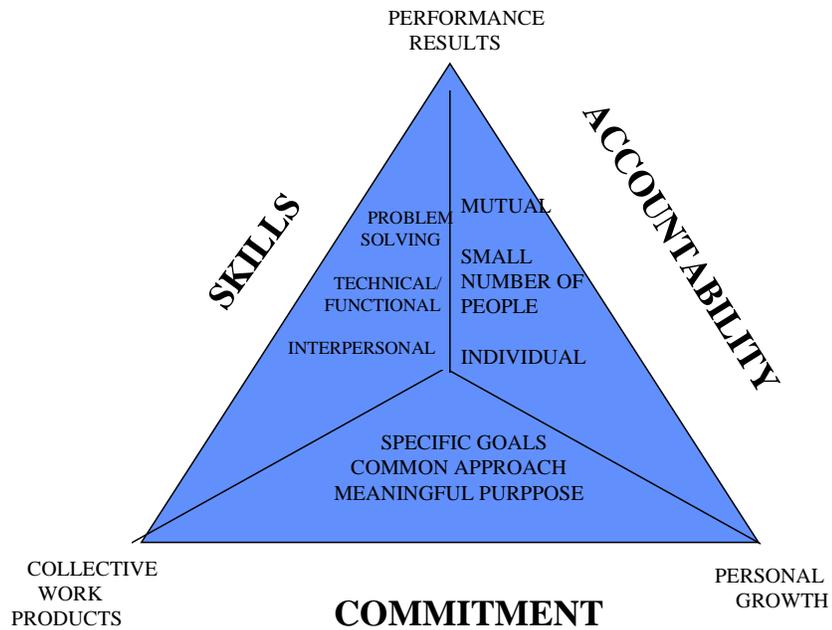


Figure 1(Katzenback,1993, pg.8)

Figure 1. illustrates the team basics. The vertices of the triangle indicate what teams deliver; the sides and center describe the elements of the discipline to make that happen. By focusing on performance and team basics, as opposed to trying “to become a team”, most groups can deliver the performance results that are required through team behavior (Katzenback and Smith,1993).

The human element cannot be ignored when talking about successful teaming. Becoming a team member requires a new mind set, egos must be subordinated to the cause, members must think cooperation, not competition, and focus must be on team contributions instead of individual awards.

Most teams are co-located. Members are detailed from their regular job to a dedicated space for a defined period of time. Face to face collaboration is a way to increase productivity and encourage flexibility and creativity. Research has shown that when people work without walls, communication is more rapid, managers are more accessible and productivity rises. It has been estimated that a 30 percent increase in density in an office will result in a 5 percent increase in worker productivity (Milford,1997). "Shared space can help lead to shared values and shared purpose (Schrage)".

Teams can function as teams, even if they are not co-located, for example, virtual teams or overarching teams. Virtual teams are teams that are not co-located, but can communicate electronically, in real time. A virtual or "almost" team uses modern technology to work on the same document at the same time. An overarching team coordinates the work of other teams. An example of an overarching team would be an advisory team that coordinates the work of numerous subordinate teams.

Not all research supports the positive results of teaming. There are caveats that consider the resource intensive nature of teaming. Teaming with co-location requires dedicated resources. How do you structure an organization, to include teaming, within the available budget and personnel restraints? Personnel is lost from the organizational structure when assigned to a dedicated team. Some literature on teaming point out that informed individual will out perform a team. "The truth is that teams are inherently inferior to individuals, in terms of efficiency. If a single person has sufficient information to complete a task, he or she will run rings around a team assigned the same task (Robbins & Finley,1995)". A "classic example of what happens in the absence of teams: a job gets done, not delayed and drafted multiple times by many handlers (Belasco, 1993)". Michael Schrage in "No More Teams! Mastering the Dynamics of Creative Collaboration" says that most teams are designed to support organizational or managerial aims, not collaborative issues of value creation. Schrage believes that unless the organizational culture inculcates respect for collaboration as well as individual initiative, teams will fail. He says the challenge for management is to figure out what

problems/opportunities demand collaboration and which ones demand better coordination. The issues raised above, resources, individual effort and political agendas for teams are valid considerations on whether or not to use teams. However, the use of teaming to increase productivity and innovation is usually justified by both industry and government. Teaming as a methodology has a valid use in management's toolbox.

COMPLEX ADAPTIVE SYSTEMS

An variation on teaming is the Complex Adaptive System. It is a theory for the structure of organizations that builds on teaming, but includes adaptability and flexibility to adjust to internal and external changes. A Complex Adaptive System is also known as a "self-organizing system", a phrase biologists use to describe organisms that continually adapt to the environment without losing their basic identity. Cell biologist Lynn Margulis says of self-organizing systems, "As their surroundings change unpredictably, they maintain their structural integrity...remaking and interchanging their parts." An example of a complex adaptive system is a hive, or an immune system, even an economy. An economy-balances itself through sophisticated internal communication, magnifying the good changes and shutting off the bad ones.

Self-Organization is

"freeing employees to figure out how to get the job done without central planning or control.

The newest model for organizations is the biological world where uncontrolled actions produce stunningly efficient and robust results, all through adaptation and self-organization.

Management agrees on broad mission. As employees pursue daily routines, they are encouraged to experiment, make messes, seek information and assistance wherever their noses lead, all in search of new ways to keep the mission alive. Meanwhile, management creates new streams of performance data so people can see what's working. Self-

Organization is a continuing process of adaptation in a real-time world of global business, with technologies, markets and relationships emerging and disappearing amid a fury of instant communication (Petinzer,1/3/97)."

This concept is further explained by the management theorist Margaret Wheatly: "Self-organizing systems do not simply take in information, they change their environments as well." Business organizations must dissolve and re-form as the marketplace shifts. Success in any system occurs not on will alone, but through the keenest interaction possible with the outside world (Petzinger, 1996)."

Lucent Technologies of Mt. Olive, N.J., has been used as an example of a self-organizing systems. As reported in the Wall Street Journal, Lucent Technologies' Plant Manager issues broad goals and measurements but distributes authority three levels downward. The self-directed work force of 480 has not missed a delivery deadline in two years, labor costs represent a low 3% of product cost. The factory hires self-starters, team players, with initiative, curiosity, collegiality. The teams elect their own leaders to oversee quality, training, scheduling, communication with other teams. They not only "take in information, they change their environment as well" since any worker can propose changing any procedure, subject to ratification by those whose work it affects (Petzinger, 3/3/97). "Success...occurs through the keenest interaction possible with the outside world" (Petzinger, 3/3/97). Lucent puts employees next to customers, even sending them to installation sites. These employees know who their customer is and what their customer wants. Consistent with teaming, communication is important and data is shared. Operating statistics are displayed everywhere. Lucent has achieved a successful approach to rewarding employees. Where rewards are based equally on individual achievement and team performance.

Self-organization, is all about "de-engineering", says Ken Baskin, a former Bell Atlantic Executive who is writing a book on the subject. Give employees the tools and the autonomy, he says, - particularly Americans, with all their education and independence-"and they produce amazing results (Petzinger, 1/3/97)". Business is now recognizing the concept that society long ago acknowledged: the best way to organize people is freeing them to organize themselves. The complex adaptive system goes beyond teaming with its requirements for people who are self-starters, who initiates, who are curious, as well as flexible and adaptable to change. The complex adaptive system demands an employee with the necessary traits to be comfortable with change, to contribute to change and to commit to the results of that change. Because of this, the complex adaptive system may never be

used in government, where command and control structures are set in place and maintained through the need to meet statutory and regulatory requirements.

GOVERNMENT

In government, teaming is so highly desired that teams are asked to do everything. Government is trying to institutionalize teaming. Secretary of Defense Perry said: "I am directing a fundamental change in the way the Department acquires goods and services. The concepts of Integrated Process and Product Development (IPPD) and IPTs shall be applied throughout the acquisition process to the maximum extent practicable (Perry,1995)." Government has used Process Action Teams, Overarching Product and Process Teams, Working Integrated Product/Process Teams, Red Teams, Tiger Teams, work teams, project teams, planning teams, quality teams, functional teams and cross-functional teams, especially cross-functional teams such as the Integrated Product Team (IPT).

Teaming was given power through Vice President Gore's National Performance Review (NPR). The NPR wanted to reinvent a federal government that worked better and cost less. It targeted four areas: (1) cut red tape: streamline budget process, procurement procedures, regulatory requirements; (2) empower employees: (3) decentralize decision-making power, hold all federal employees accountable for results, provide workers the tools they need to do their jobs; (4) cut back to basics: re-engineer programs to cut costs. Government teams are to use their collective knowledge and expertise throughout the acquisition cycle to increase their programs' opportunities for success, which is defined as providing the warfighters what they need, when they need it, and at an affordable cost.

Early in 1995 Dr. Paul G. Kaminski, Under Secretary of Defense for Acquisition and Technology directed a fundamental change in the way DoD acquires goods and services. In his April 28, 1995 memorandum, "Reengineering the Acquisition Oversight and Review Process," Kaminski stated:

"I direct an immediate and fundamental change in the role of the OSD and Component staff organizations currently performing oversight and review of acquisition programs. In the future

these staff organizations shall participate as members of integrated product team or teams, which are committed to program success. Rather than checking the work of the program office beginning six months prior to a milestone decision point, as is often the case today, the OSD and Component staffs shall participate early and on an ongoing basis with the program office teams, resolving issues as they arise, rather than during the final decision review.”

Dr. Paul G. Kaminski said that underlying the concept of Integrated Product Teams is that the entire team, whether it be a Working IPT or an Overarching IPT, functions in a way in which that team needs to operate, off the same base of facts (Program Manager,1997). Kaminski identified critical changes that must take place in DoD in order for successful IPTs to be formed. DoD must:

“...move away from a pattern of hierarchical decision-making to a process where decisions are made across organizational structures by integrated product teams. It means we are breaking down institutional barriers. It also means that our senior acquisition staffs are in a receive mode -- not just a transmit mode. The objective is to be receptive to ideas from the field to obtain buy-in and lasting change. This IPT concept has the potential to help us shift from an environment of regulation and enforcement to one of incentivized performance,...and to create a climate of reasoned, well informed risk-taking by our PEOs (Program Executive Offices) and PMs (Kaminski,1995,Remarks)”.

The Goldwater-Nichols Act caused the separation of the requirements and acquisition communities which resulted in a “fire and forget” mentality. The report from PEO/SYSCOM Commanders/PM Conference, 26-27 March 1996 stated: “Today, through the IPT process, we are looking to recombine these groups into a complementary relationship with solid communications and the ability to make reasonable trade-offs.”

DoD defined Integrated Product Teams as a management process that integrates all activities from product concept through production and field support, using a multifunctional team to simultaneously optimize the product and its manufacturing and sustainment processes to meet cost and performance objectives. The process was intended to do away with day to day sequential decision making and replace this with applying functional expertise using a concurrent management team

approach. Dr. Kaminski, stated at a keynote address for DoD IPTs, "The two most important characteristics of IPTs are empowerment and cooperation -- trust n' teamwork by another name."

The purpose of IPTs is to make team decisions based on timely input from the entire team (e.g., program management, engineering, manufacturing, test, logistics, financial management, contracting personnel, contract administration) including customers and suppliers. IPTs are generally formed at the Program Manger level and may include members from both Government and the system contractor. A typical IPT at the program level, for example, may be composed of the following functional descriptions: design engineering; manufacturing; systems engineering; test and evaluation; subcontracts; safety and Hazardous Materials, quality assurance; training; finance; reliability, maintainability, and supportability; suppliers; and customers. The Overarching Integrated Product Team (OIPT) and Working-level Integrated Product Team (WIPT) policy and procedures are embodied in the DoD Directives 5000.1 and 5000.2-R published on March 15, 1996.

The characteristics of an IPT are cooperation and empowerment. Cooperation is essential. Teams must have full and open discussions with no secrets. All the facts need to be on the table for each team member to understand and assess. Each member brings a unique expertise to the team that needs to be recognized by all. Because of that expertise, each person's views are important in developing a successful program, and these views need to be heard. There can be disagreement on how to approach a particular issue, but that disagreement must be reasoned disagreement based on an alternative plan of action rather than unyielding opposition. Issues that cannot be resolved by the team must be identified early so that resolution can be achieved as quickly as possible at the appropriate level.

The functional representatives assigned to the IPT at all levels must be empowered by their leadership to give good advice and counsel to the Program Manager. They must be able to speak for their superiors, the "principals," in the decision making process and make decisions on their behalf. Functional heads have to define the limits of empowerment and provide staff personnel with the education, training and other resources to effect proper delegation and empowerment and to prepare team members for their new roles and responsibilities.

Government endorsed IPTs for the following reasons: key players are involved early so that there are no surprises at the last minute; different viewpoints are aired; IPTs create cooperation and ownership of the decision. The focus is on jointly developing affordable and executable strategies and plans that would increase the opportunities for program success. Members are expected to identify and help resolve issues in a timely manner. They are required to review the program as a whole rather than from a narrow, single functional area perspective. IPT members are committed to a common purpose, performance objective and approach for which they hold themselves mutually accountable.

IPTs have been widely supported within government. The Systems Acquisition Oversight and Review Process Action Team, the Defense Manufacturing Council, the Program Executive Office/Systems Commander (PEO/SYSCOM) Conference participants and the Defense Acquisition Board principals have recommended the use of Integrated Product Teams for program management and oversight. IPTs are currently being used by many industry and government program managers.

DoD has used IPTs in every service. The Army Acquisition Executive, Mr. Gilbert F. Decker has directed that all Army programs will have single overarching IPTs. The intent is to improve oversight intelligence through gaining insight that adds value to the acquisition process and avoids costly surprises at milestone decision points. The following are examples of Army programs or organizations that have established IPTs (Langford, 1995):

The development/production program for the M1A2 tank would have taken seven to nine years using the traditional sequential planning process. With IPTs this was reduced to a three to five year time span.

The Combat Structures Development Team of the Composite Armored Vehicle Program included representatives from the Army Research Laboratory, the Training and Doctrine Command, contract administration agencies and the contractor.

In October 1994, the entire Project Manager Milstar (Army) office reorganized into IPTs and dedicated itself to the reassessment of the programs to meet joint warfighter needs in wake of a \$27 million FY95 budget cut on the R&D budget lines. This decrement represented one-half of the entire Milstar planned funding appropriations for the year. The IPTs became a think

tank to redesign the R&D management and Production acquisition processes to maintain production objectives for programs.

Chemical Biological and Nuclear Command restructured with teams throughout the Command. Results: all employees accountable to their team for producing a quality product. If a team does not have a customer, the team is abolished. Teams are responsible to their customer, not functional bosses.

CECOM

At the Communications-Electronics Command (CECOM), a major subordinate command under the Army Materiel Command, teams are used in the following areas:

The Joint Surveillance Target Attack Radar System (J-STARS) Common Ground Station Program was the first program to establish an overarching IPT to the OSD level.

The Global Broadcast Services (GBS) Production and Support IPT paved the way for use of joint service IPTs. This IPT investigated tradeoffs between cost and performance, allowing the contractor flexibility to explore various designs as long as the contractor met certain performance features matched to certain cost targets.

The Land Warrior Program, awarded in July '95, was CECOM's first IPT to be led by a contractor, Hughes Aircraft Corporation. The use of an Integrated Product and Process team is a contractual requirement. A major goal on this program is to maximize the use of Non-Developmental Items for hardware and software.

The Red Team, established by CECOM's Logistic Readiness Center reduced cycle time from 645 dollar weighted days in 1990 to 372 dollar weighted days in 1996.

In addition to the above teams, CECOM has used variation of teaming, such as the Integrated Concept Team (ICT), Overarching Partnership Agreements and Contractual Partnership Agreements.

ICTs are early cross functional teams which develop the requirements that determine what will be acquired. CECOM used ICTs on the Logistics Civil Augmentation Program (LOGCAP), and the Near Term Digital Radio. One member of the ICT is the Training and Doctrine Command (TRADOC), who is involved in order to integrate new equipment into their program at the earliest possible stage.

ICTs enable early identification and solving of problems, reduction of oversight that is required by law, empowers users to obtain the products they require, and shortens the review period of the formal Acquisition Requirements Package (ARP).

CECOM established co-located, multi-functional weapon system teams to promote a seamless matrix environment and reduce acquisition cycle times.

CECOM established a "UNICOR Team" to provide oversight and problem resolution for all contractual actions with Federal Prison Industries. This team has facilitated CECOM's efforts to place flexible long term contracts with UNICOR and the introduction of direct vendor delivery into these contracts.

On 7 Nov. 96, CECOM signed an Overarching Partnership agreement with Hughes Aircraft, and on 15 Nov. 96, with MITRE. The purpose of these partnership agreements is to reconfirm and commit the senior leadership of government and industry to providing warfighters with timely delivery of high quality products/services at reasonable prices, and to continue to maintain high ethical standards and proactive relationships. More specifically, the agreements state that the use of alternate dispute resolution and tailored IPTs/partnering agreements will be part of any subsequent contractual agreements between the parties.

CECOM was the first in the Army to utilize a IPT on the Secure Mobile Anti-Jam Radio Tactical Terminal (SMART-T) Program. The SMART-T Program IPT participants were presented with the David Packard Award in May '96. SMART-T is a tactical communications terminal that connects with the MILSTAR satellite system. When this program was initiated, the program was estimated to cost around \$790 million. Teaming is credited with the award of a \$250 million system that will adequately perform the mission.

CASE STUDIES

Three of the CECOM teams were analyzed to determine if they had the characteristics of teams, used recommended guidelines for teaming, and their results. Figures 2, 3, and 4, set forth the results of this study. The SMART-T team has been described above. The Red Team is located in the

CECOM Logistics Center. It was formed to intensively manage and review the acquisition process. Its objectives were to:

1. Streamline acquisition processes to minimize acquisition lead time.
2. Actively pursue and institute strategies to reduce existing and future lead times.
3. Insure the data base reflects actual lead times.
4. Insure metrics accurately capture lead time activity and are visible throughout the entire

process.

This team is meeting its strategic goals. It has implemented innovations that have already met the Secretary of Defense's challenge for agencies to reduce cycle time by at least 50% by the year 2000.

Team X is the name used in this report to identify a team brought together to deliver a pilot program. While this team has a charter and has produced results, the objective is considered "close-hold". While the subject matter of this team is not classified, its objective will not be discussed in this report. The teaming techniques used by this team will be discussed.

All three teams have produced notable results, SMART-T awarded a contract that saved the government \$540 million while getting a quality product; the Red Team cut acquisition lead time by more than the mandated 50% three years ahead of schedule; Team X produced a pilot program that was accepted by high level management. The results were achieved by highly motivated personnel. Only one team questioned the selection of team members. This team thought that the mix of functional areas and the personnel involved may not be adequate to meet the team's objective.

Two of the teams were totally co-located. One team had a core group that was co-located. All three teams were satisfied with their arrangements.

Two teams felt they entered the performance stage immediately, the one team that said it took six months to enter the performing stage was the team that won the David Packard Award. The two teams that felt they immediately performed were under a tight schedule to produce a product. They equated the results with successful performance as a team. Because neither one recognized any conflicts or personnel problems, their self-assessment was accepted.

Two of the teams had a written charter. The third team believed that a charter would have benefited the team's by providing a point of reference for organizational issues. Only one team had

formal training. All strongly encouraged team training and believed it would have enhanced the teaming experience. One team felt that training would have reduced conflicts. This team reported vigorous technical discussions that may have been shorter and less confrontational if teaming techniques had been used to enable all positions to be heard in a less emotional environment.

Dr. Kaminski's two most important characteristics of an IPT were empowerment and cooperation. All teams felt that they were empowered to meet their objectives. The SMART-T team felt that senior level functional executives were slow to relinquish control to the team and slow to trust that the team would meet its objectives, within schedule. The Red Team thought that team members should be placed on a team Table of Distribution and Allowances (TDA) to facilitate the rotation of members in and out of the team. Team X felt that while they are empowered to perform their initial objective, the pilot study, they may not be allowed the power to complete their objective. All teams, whether fully or partially co-located, were satisfied with team communications.

The SMART-T team identified a list of "Lessons Learned". This team felt that teaming fostered unique decisions, that team members supported each other's innovative initiatives and risk-taking. The other two teams were less aware of lessons learned. Both praised the ability of the team members to innovate and work towards a solution not possible without teaming. All teams felt that there should be local team awards. Awards that brought recognition to the team members for the effort they produced, as a team. Performance awards were used by one team. All case studies endorsed the use of a charter and formal team training, to include listening skills. All teams said that team members must be willing to take risks, be innovative and to break their ties to their functional assignments.

The Army issued a survey on Acquisition Reform that included questions on IPTs. This survey of three thousand acquisition professionals had a sixty percent response rate. The results support CECOM's teams requests for training and a charter. The respondents identified the two most positive traits of successful teams were: formal training and a formal charter. Training for teaming skills and a charter to define their goals and objectives were necessary. A charter would identify the framework in which they had to operate while allowing for resource constraints.

SUMMARY

As set forth in the literature and supported by the case studies, important elements to consider are team size, selection, and duration. Team composition has to be carefully selected and tailored to address all strategies, plans, and issues, and to include all key participants and stakeholders. Teams also must communicate and share knowledge. Teams must use their collective knowledge and expertise to increase the opportunity for success. Team members must have the right skills, an ability to take on different types of work and a high tolerance for ambiguity. Team members must be empowered to act for their “principals.”

Self-organizing systems also require careful selection of employees, such as self starters and team players. These systems depend on shared data and communications. Employees have to be adaptable and aware of standards and the measurements of those standards. Self-organizing systems reward both individual achievement and team performance.

The theory of self-organizing systems may never be espoused by government managers. A self-organizing system must continually adapt to the environment but the government’s environment is contained by statutes, rules and regulations that do not change, or change very slowly. Government is based on central planning or the usual structure of command-and-control. Government may never have the regulatory relief, the political freedom and the budgetary resources to adopt a self-organizing system.

Government has used teams and used them successfully. Government has learned that teams improve communication, and information is shared. IPTs have been used to meet the objectives of the NPR. They have cut red tape, as documented by the results of the SMART-T IPT. They have empowered employees to bring about measurable change, such as the CECOM LRC Red Team. They have decentralized decision-making power, to some extent, by moving acquisition strategy and responsibility to lower levels. They have reengineered acquisition programs to cut overhead costs.

Government Personnel rules and regulations do not permit hiring and firing that would eliminate individuals who cannot adapt to the new, more dynamic and challenging environment. If the composition (including motivation, capabilities, and adaptability to change) of the work force is not

addressed in conjunction with the size of the workforce, then senior management will need to revisit the teaming approach that it has mandated for managing the acquisition of major weapons.

Government use of teaming on a systemic basis will require a culture change. Government leaders who have too much invested in the way things are, who lack adaptability, and who will or cannot change are a barrier to teaming in government:

Whether or not teaming is used in government, managers and leaders have to be concerned about the basics of teaming: communication and people. The most sophisticated vision of a leader is of no use unless it can be clearly understood by others. Communications must be effective. All employees have to operate from the same base of facts.

No topic can avoid addressing people. Teaming involves people. People are the organization and the organization is there for the customers. Employees should be involved in every step of an improvement effort that affects them. Teams demonstrate the mutual support that arises between team members, the synergy that comes from people working together productively, on an important project. This can sustain enthusiasm and support, even through difficult times. An organization will benefit by providing this environment, with or without teams.

SMART-T

Number on Team	59
Team Composition	Multifunctional, GS13-14
% Full Time	9 on Core Team
% Part Time	50 Non-Core
Duration of Team/Months	24 months, still in place
Training for Team	No formal training
Entered Performing Stage	After six months
Team Co-Located	9 Core team members co-located
Charter	No, but objectives defined
Team Leader Named	No
Self-Directed Team	Yes
Data shared electronically	Yes
Intragroup Processes:	
Conflict	Technical not ego
Personnel Problems	
Reward/Incentives	No Formal, IPT received departmental honors David Packard Excellence in Acquisition Award
Team Results	Production Contract awarded \$540 Million less than originally estimated ahead of schedule.
Inter-Group Relations	horizontal, not within chain of command
Lessons Learned	Learn to Listen Conduct Team Training to reduce conflicts IPT fostered unique decisions/actions Members supported other's innovation IPT willing to take risk and innovate PM Milstar management slow to develop trust in IPT Division Chief lost positional power Establish a charter for organizational issues Break functional alignments Establish a Team Reward System Include IPT performance in Appraisal

Figure 2

RED TEAM

Number on Team	8
Team Composition	Multifunctional, GS-05-GS-14
% Full Time	100%, 3 core, 5 rotational positions
% Part Time	0
Duration of Team/Months	24 months, still in place
Training for Team	Formal AMEC "Teaming Training"
Entered Performing Stage	Immediately
Team Co-Located	Yes
Charter	Yes
Team Leader Named	Yes
Self-Directed Team	To some extent
Data shared electronically	Yes
Intragroup Processes:	
Conflict	No
Personnel Problems	
Reward/Incentives	Performance; Letters of Appreciation Special Act Awards
Team Results	Reduced lead time from 645 to 372 dollar weighted days.
Inter-Group Relations	Horizontal and Vertical. No boundaries.
Lessons Learned	Provide TDA spaces for team members.

Figure 3

TEAM X

Number on Team	8
Team Composition	Multifunctional, GS-13-15
% Full Time	100%
% Part Time	0
Duration of Team/Months	4 months, still in place
Training for Team	None
Entered Performing Stage	Immediately
Team Co-Located	Yes
Charter	Yew
Team Leader Named	Yes
Self-Directed Team	Yes
Data shared electronically	Yes
Intragroup Processes:	
Conflict	None
Personnel Problems	
Reward/Incentives	None
Team Results	Prototype briefed to Command Group
Inter-Group Relations	horizontal, not within chain of command
Lessons Learned	Team composition may not achieve objectives

Figure 4

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