



Team Building

TOPIC LEARNING OBJECTIVES	STUDENT PREPARATION
<p>Upon successful completion of this topic, the student will be able to:</p> <ol style="list-style-type: none">1. Recognize the behaviors and characteristics of effective teams.2. Recognize the role of Integrated Product Teams (IPTs) in systems acquisition and identify barriers to their successful implementation.3. Recognize how different leadership styles (including Supervisory, Participative & Team) impact the effectiveness of an IPT.4. Recognize how group decision making fosters better decisions.5. Recognize the principal advantages and disadvantages of group decision making.6. Recognize the stages and sequence of small group cohesion.7. Recognize how group dynamics affect Integrated Product and Process Development (IPPD)/IPTs.8. Apply key principles associated with establishing and maintaining effective teams including: team charters, operating agreements, team organizational roles and responsibilities, success factors and behavioral skills necessary for successfully leading and participating in IPTs.9. Use IPT leadership concepts to overcome barriers to effective teamwork.10. Relate the key tenets of Integrated Product and Process Development to planning and executing an acquisition program.	<p>Student Support Material</p> <ol style="list-style-type: none">1. None <p>Primary References</p> <ol style="list-style-type: none">1. DoD 5000 Series2. DoD Integrated Product and Process Development Handbook August 19983. Blanchard, K. (1990). <i>The One Minute Manager Builds High Performing Teams</i>. New York. William Morrow & Co.4. Scholtes, P. (1988). <i>The Team Handbook</i>. Madison, WI. Joiner Associates.5. Zenger, J., Hurson, K., Musselwhite, & E. (1993) <i>Leading Teams, Mastering the New Role</i>. McGraw-Hill. <p>Additional References</p> <ol style="list-style-type: none">1. Video: “Remember The Titans – Forming, Storming, Norming, Performing, Adjourning” https://www.youtube.com/watch?v=hEJaz3sinEs2. Lencioni, P. (2002). <i>Five Dysfunctions of a Team</i>. San Francisco, CA. Jossey-Bass.3. Lundin, S., Paul, H., Christensen, J., & Blanchard, K. (2000). <i>Fish!</i> Hachette Books.4. Marquet, L. (2012). <i>Turn The Ship Around</i>. New York, New York. Penguin.5. Spear, S. (2009). <i>High Velocity Edge</i>. McGraw-Hill.



Overview

- Introduction
- Team Leadership and Characteristics
- Team Dynamics
- Building Effective Teams



Introduction

- The Defense acquisition, requirements, and financial communities **shall** maintain continuous and effective communications with each other and with the operational user with **Integrated Product Teams (IPTs)** (per SECNAV and DoD 5000 Series)
- **Integrated Product and Process Development (IPPD)** is a management technique that simultaneously integrates essential acquisition activities using multidisciplinary teams to optimize design, manufacturing, and supportability processes
- One of the key IPPD tenets is the IPT
 - IPTs are a multidisciplinary group of people who are responsible for delivering a defined product or process
 - Composed of empowered representatives from all appropriate functional disciplines working together to:
 - Build successful programs
 - Identify and resolve issues
 - Make sound and timely recommendations to facilitate decision making



IPPD and IPTs

- The **Integrated Product and Process Development (IPPD)** is defined as a management technique that simultaneously integrates all essential acquisition activities using multidisciplinary teams to optimize design, manufacturing, and supportability processes
 - IPPD facilitates meeting cost and performance objectives from product concept through production, including field support
 - One of the key IPPD tenets is multidisciplinary teamwork through Integrated Product Teams (IPTs)
- An **Integrated Product Team (IPT)** is a multidisciplinary group of people who are collectively responsible for delivering a defined product or process
 - The IPT is composed of people who plan, execute, and implement life-cycle decisions for the system being acquired
 - As the activities relative to a system's acquisition change and evolve over its life-cycle, the roles of various IPTs and IPT members evolve



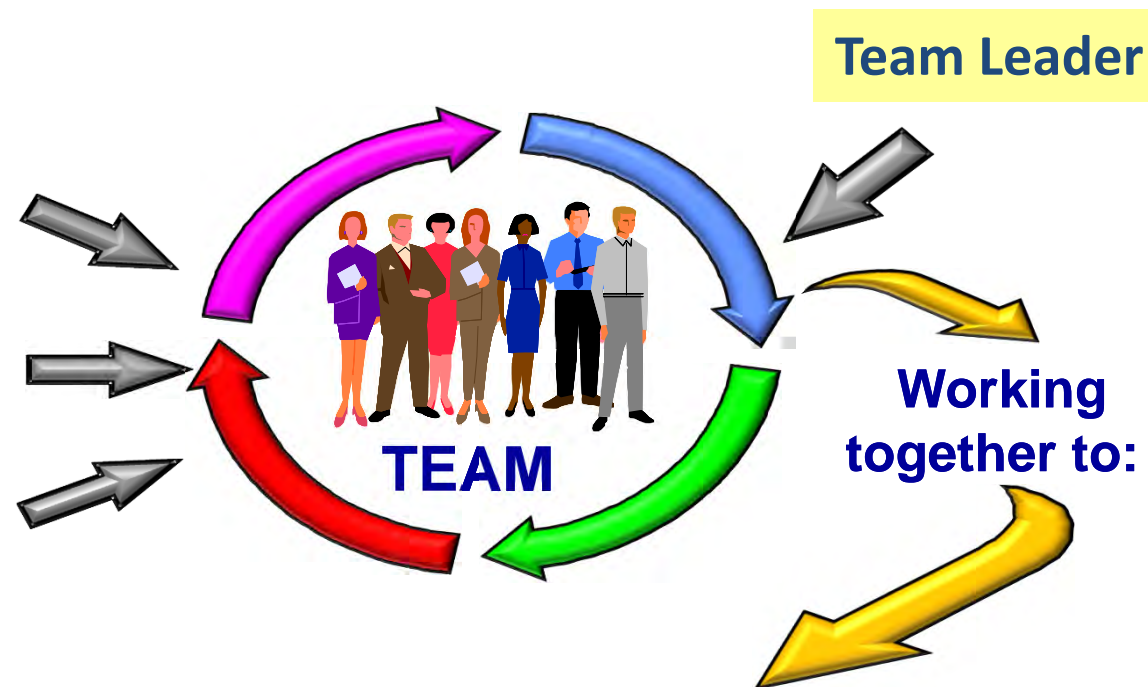
IPTs

- IPTs include **empowered representatives** (stakeholders) from all the functional areas involved with the product - all who have a stake in the success of the program

Functional Reps

- Program Mgt
- Engineering
- Manufacturing
- Logistics
- Test & Eval
- Contracting
- Customer

All Appropriate Areas



*Build successful programs
Identify and resolve issues
Make sound, timely decisions*



Importance of Team Building

- Teamwork is required within the Program Management Office (PMO) to foster relationships:
 - Across layers of management
 - Between the PMO, chain of command, and higher headquarters
 - Between the Government and Contractor organizations
 - Oversight Integrated Product Teams
 - Overarching IPT (OIPs) – Assist the MDA in making sound investment decisions for the department, and ensure programs are structured and resourced to succeed
 - Working-level IPT (WIPTs) – Program Manager, in collaboration with the OSD staff and other key stakeholders, form WIPTs as necessary. WIPTs focus on a particular topic such as cost/performance, program baseline, acquisition strategy, test and evaluation, contracting, etc.
 - Execution Integrated Product Teams
 - Program IPTs (PIPTs) – Members typically represent various functional areas and organizations involved in designing, developing, testing, manufacturing, deploying, and supporting a product or service

Knowledge of team building, and group dynamics will benefit your team and career



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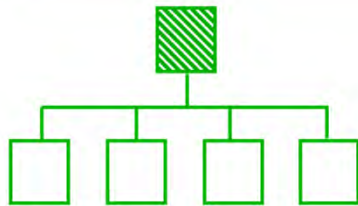


Characteristics of Teams

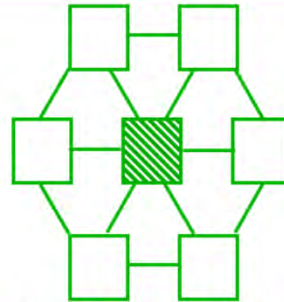
- Effective Teams have:
 - Clear purpose and goals
 - Empowered and willing participants
 - Top management support/champion with bottom-up leadership
 - Effective communications and understanding among members
 - Effective decision making
 - Balance between group productivity and individual satisfaction
 - High degree of cohesiveness
 - Reviews group's processes objectively
 - Maintains balance between emotional and rational behavior
- Ineffective Teams have:
 - Unclear goals
 - Lack of top management support
 - Team members not empowered
 - Lack of planning for team effort
 - Insufficient team education/training
 - Inability to access lessons learned and good practices not shared across teams/programs
 - Inequality of team members
 - Inadequate resources
 - Unreasonable schedule



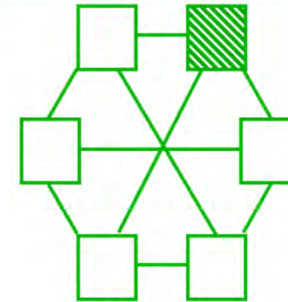
Three Primary Leadership Styles



Supervisory



Participative



Team

Direct people	Involve people	Build trust and inspire teamwork
Explain decisions	Get input for decisions	Facilitate and support team decisions
Train individuals	Develop individual performance	Expand team capabilities
Manage one-on-one	Coordinate group effort	Create a team identity
Contain conflict	Resolve conflict	Make the most of team differences
React to change	Implement change	Foresee and influence change



IPT Leadership Requirements

- Sometimes serve as supervisor (only when team has failed and needs the attention)
- Sometimes serve as facilitator
- Must take on role as coach
- Provide interface with upper management
- Serve on higher-level team
- Must have a clear picture of what constitutes good performance for their team
- Provide training to other members
- Settle team disputes
- Group process skills
- Leadership empowerment
- Flexibility
- Resolving conflicts
- Stakeholder relationships
- Obtaining resources
- Orchestrating communication

IPT Leaders must have clear vision, know themselves, and deal effectively with group dynamics



How Do Teams Arrive At Better Solutions?

- Collaboration and consensus (win/win)
- A general agreement by all team members that they can live with and be committed to a particular course of action
 - Pros: greater commitment by team members, more creative options being considered, more points of view, reasonable disagreement, better solutions
 - Cons: time consuming, teams may only work well in Norming and Performing Stages (terms to be defined next), difficult personalities can sidetrack the team

"I heard it."
"I had a chance to discuss it."
"It is a team decision and I can support it."



Teaming in Virtual Environments

- Ensure inclusion to those not present onsite (call on them by name)
- Consider core hours based on different time zones and schedules
- Consider additional means of communication
 - Teams channels
 - Chats
 - One-on-one calls
 - Travel to site
- Create a sense of cohesion with the remote team
 - Awards
 - Celebrations
 - Livestream events (e.g., Change of Command, All Hands, etc.)



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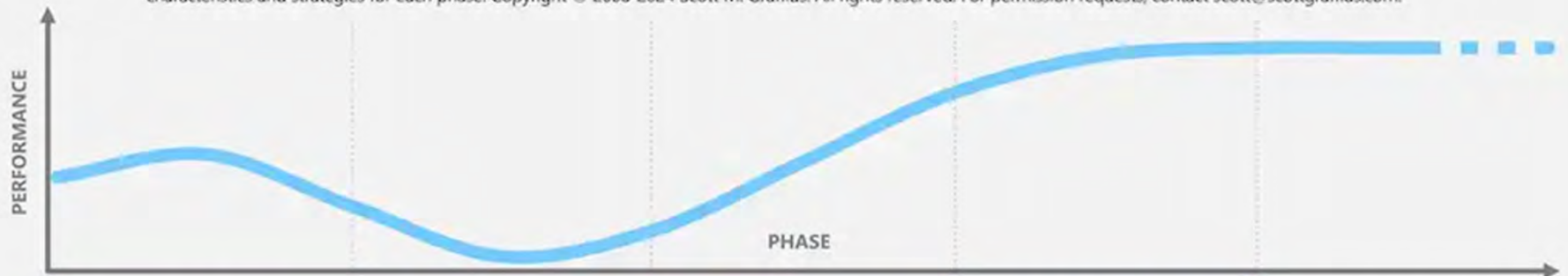
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Team Development

Phases of Team Development

Informed by the research of Bruce W. Tuckman and Mary Ann C. Jensen, over 100 subsequent studies, and Scott M. Graffius' professional experience with, and analysis of, team leadership and performance, Graffius created his 'Phases of Team Development' as a unique perspective and visual conveying the five phases of team development — Forming, Storming, Norming, Performing, and Adjourning — inclusive of a graph showing how performance varies by phase, as well as the characteristics and strategies for each phase. Copyright © 2008-2024 Scott M. Graffius. All rights reserved. For permission requests, contact scott@scottgraffius.com.



	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	<ul style="list-style-type: none"> • Displaying eagerness • Socializing • Generally polite tone • Sticking to safe topics • Unclear about how one fits in • Some anxiety and questioning 	<ul style="list-style-type: none"> • Some resistance • Lack of participation • Conflict based on differences of opinions • Competition • High emotions 	<ul style="list-style-type: none"> • Developing cohesion • Purpose and goals are well-understood • More confident • Improved commitment • Members are engaged and supportive • Relief, lowered anxiety 	<ul style="list-style-type: none"> • Demonstrations of interdependence and self-management • High motivation, trust, and empathy • Individuals defer to team needs • Producing deliverables effectively • Consistent performance 	<ul style="list-style-type: none"> • (Adjourning is also referred to as the Transitioning or Mourning phase) • Potential sadness • Disbanding of temporary teams
STRATEGIES	<ul style="list-style-type: none"> • Taking the 'lead' • Being highly visible • Facilitating introductions • Providing the 'big picture' • Establishing clear expectations • Communicating success criteria • Ensuring response times are quick 	<ul style="list-style-type: none"> • Requesting and encouraging feedback • Identifying issues and facilitating their resolution • Normalizing matters • Building trust by honoring commitments 	<ul style="list-style-type: none"> • Delivering feedback • Recognizing individual and team efforts • Providing learning/upskilling opportunities • Monitoring the 'energy' of the team 	<ul style="list-style-type: none"> • 'Guiding from the side' (minimal intervention) • Highlighting successes • Encouraging collective decision-making and problem-solving 	<ul style="list-style-type: none"> • Communicating change • Conducting a summative team evaluation via a retrospective or lessons learned session • Recognizing individual and team efforts and achievements • Celebrating the team's accomplishments (a party/ after-party)



1. Forming

- Team members may focus on:
 - Getting to know one another
 - Defining team member roles
 - Defining expectations of one another
 - Identifying tasks and how to accomplish them
 - Being polite, not wanting to 'rock the boat'
 - Following traditional lines of authority
 - Development of mission, vision, goals, ground rules, and charter

Asking such questions as “Who’s in charge?” and “Why are we here?”



2. Storming

- Team members may focus on:
 - Challenging ideas
 - Forming alliances
 - Questioning the tasks and processes
 - Working issues individually instead of as a team
 - Openly resisting working with other team members
 - Raising personal issues

Might not be a storm but issues must be worked through, else the team never gels



3. Norming

- Team members may focus on:
 - Learning from their experience dealing with one another
 - Establishing guidelines and boundaries
 - Developing commitment for team goals
 - Building trust for one another
 - Expressing emotions and issues constructively

Norming can occur from the very beginning, but will likely re-emerge after storming



4. Performing

- Team members should be able to:
 - Collaborate through open communications and sharing information
 - Balance innovative ideas and changes with risk management
 - Take advantage of team strengths and understand weaknesses
 - Disagree constructively and capitalize on conflict

Team members develop ownership of goals, tasks, processes, outcomes, and consensus



5. Adjourning

- Team members may:
 - Say goodbye to fellow team members
 - Reflect on what was good and lessons learned
 - Have some concerns about “what’s next?”
 - Lose their focus on the final tasks (e.g., monitor, implement)

Successful members typically take what they learned with them and use it elsewhere



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Getting the Team Started

- Make introductions
- Clarify the team's purpose
- Establish operating agreements/plan of action & milestones
 - Managed conflict
- Determine roles and responsibilities (including deliverables)
 - Balanced participation
- Open and clear communication
- Clearly define the team's direction
 - Draft mission/vision statements, charter
- Determine the team's critical success factors
 - Positive atmosphere
- Employ effective leaderships characteristics
 - Participative leadership



Summary

- Introduction
 - You will be members and leaders of IPTs
- Team leadership and characteristics
 - Know and develop your team skills
 - Understand conflict resolution styles
- Team dynamics
 - Characteristics of effective and ineffective teams
 - Forming, Storming, Norming, Performing, and Adjourning
- Building effective teams
 - Facilitated by a team charter