



# USC Consulting, Inc.

## Final Presentation – Spring 2024

By Cory Levels, Anish Kulkarni, Sebastian Gao,  
Franz Ian Clavio, Kenneth Liu, Diego Garcia



# Agenda

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## USConsulting, Inc.

*Meet the Team, Team Performance*

2

## Tenneco as our Client

*Brief Overview, Our Point of Contact, Tenneco's Team Structure*

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## Results

*Data Collection Methods, Survey Results, Team Performance Analysis, Solutions, Feedback*

4

## Q&A

*Class Discussion*



# USC Consulting, Inc.



# USC Consulting, Inc.

## Specialization

We specialize in improving our clients' **Team Performance**

## Company Vision

To become a **global beacon** in ethical leadership and team dynamics

## Core Values

**Honesty**  
**Stewardship**  
**Inclusivity**

# Meet The Team



Cory Levels  
*Customer Relationships  
Specialist*



Sebastian Gao  
*Data Engineer*



Kenneth Liu  
*Project Manager*



Franz Ian Clavio  
*Data Analyst*

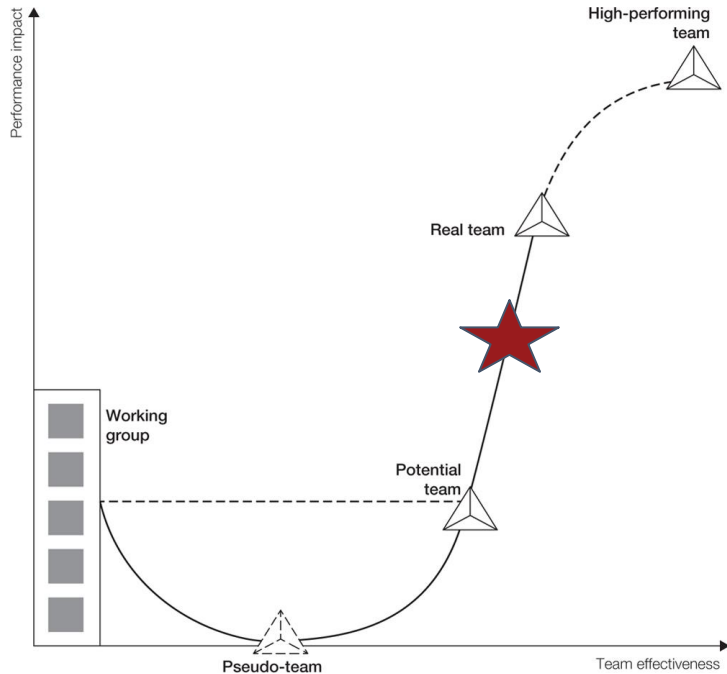


Diego Garcia  
*Delivery Manager*



Anish Kulkarni  
*Customer Relationships  
Manager*

# USConsulting Team Performance





# Tenneco

## Global Presence & Scale:

- Workforce: 71,000 global team members, fostering a diverse and inclusive work environment
- Manufacturing & Distribution: 196 manufacturing sites and 29 aftermarket distribution centers worldwide, extensive operational footprint
- Innovation & Development: 38 globally networked engineering and technical centers, commitment to innovation and industry leadership.

## Strategic Evolution:

- Restructuring for Excellence: In 2020, Tenneco restructured into four focused business groups: Clean Air, Motorparts, Performance Solutions, and Powertrain
- This strategic move aimed to streamline operations, enhance specialization, and drive performance in key areas.



## Core Values Integration:

- Tenneco's operations and strategies are underpinned by core values that emphasize radical candor, simplification of processes, organizational velocity, tenacious execution, and a commitment to winning the trust of employees and customers

## Conclusion:

- Chose to analyze this team based on their critical role in driving organizational success and their unique position within Tenneco's global structure.
- Aimed to understand the interplay of team dynamics and performance, essential for informing leadership and enhancing company-wide synergy.

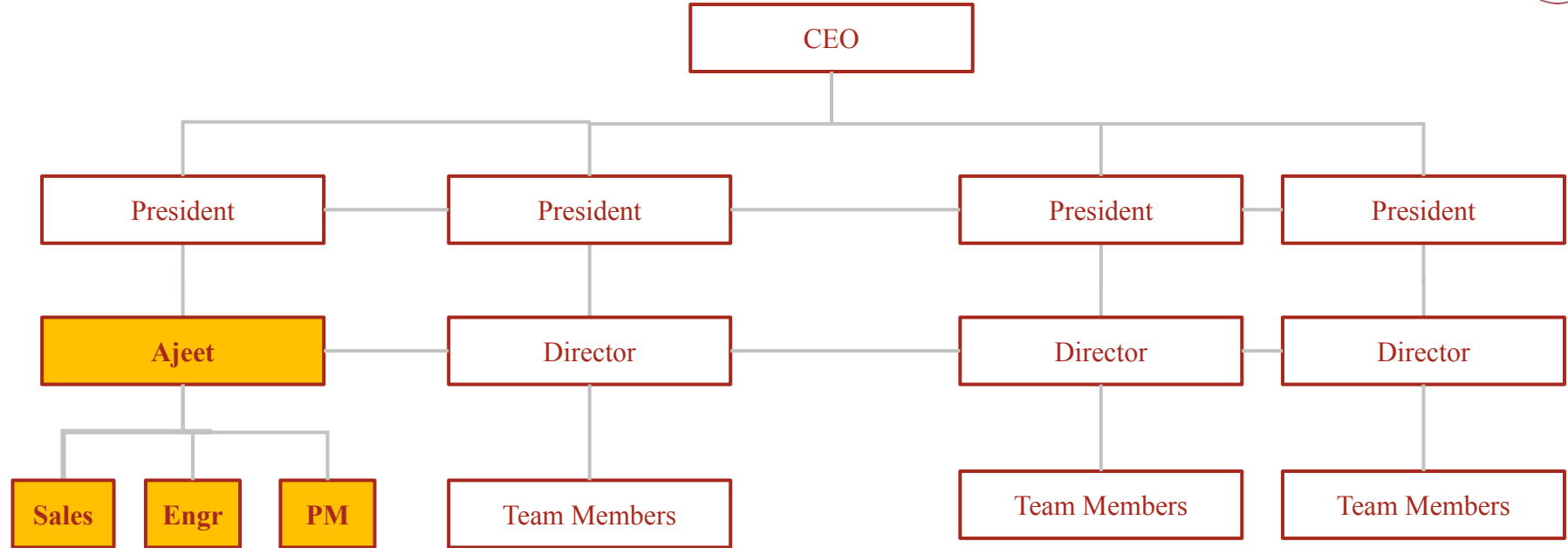


## Ajeet Kulkarni - Sales Director at Tenneco

- Lead a team in a Sales and Account management role to supply Exhaust systems to an Off Highway OEM.
- Pivotal in sales, development and launch of new products for this customer in North America.
- Provides management leadership and coaching to engineers, program managers, purchasing, finance, quality and manufacturing team members supporting this customer.
- Manages financial, quality and production health of this customer account.



# Team Structure





# Data Collection Methods



# Data Collection

**Our project objective** is to deliver consultative analysis to our client, Tenneco, empowered by rich data analytics to improve competition & cooperation and team performance.

- **We want to understand:**
  - How each team/department of Tenneco work with members from their respective teams
  - Identify signs of team productivity and motivation.
- **Methods of data collection:**
  - Meeting Interviews with Ajeet Kulkarni, Sales Director of Tenneco
  - Microsoft Forms survey for Ajeet's team to respond.

# Data Collection

A screenshot of a Microsoft Forms survey titled "Survey 1 - USC ISE 544 Term Project". The header includes the "USC Viterbi School of Engineering" logo. The description states: "A collaborative management project by USC Viterbi School of Engineering and Tenneco". A "Start now" button is at the bottom. The interface includes a percentage indicator in the top left and a share icon in the top right.

**USC Viterbi**  
School of Engineering

**Survey 1 - USC ISE 544  
Term Project**

A collaborative management project by USC  
Viterbi School of Engineering and Tenneco

**Start now**

Microsoft Forms Survey to Tenneco



Collaborative meetings with Ajeet Kulkarni, Sales Director of Tenneco



# About the Survey

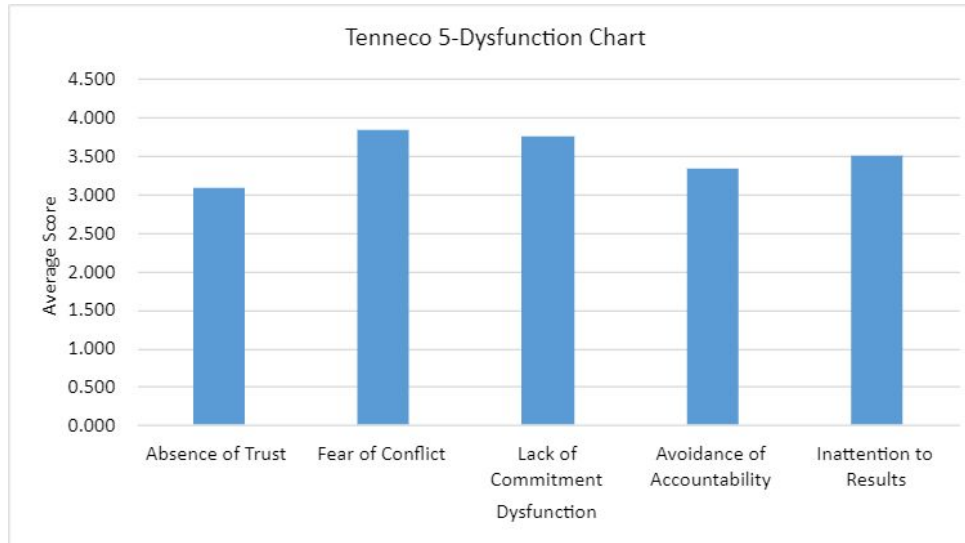
- **General Information about the team:**
  - Number of members in the team
  - Type of team (i.e. engineering, finance, sales, etc.)
  - Number of people the employee reports to
  - Units the the employee's team reports to
- **Objective Questionnaire:**
  - **Scaled questions from 1-5 (1: very poor, 5: excellent)**
  - Questions surveyed are the 15 questions from 5D (pg. 191-194)
  - Records objective data related to how teams in Tenneco react to employees having diverse KSAs and resolving conflicts.
- **Open-ended Questions regarding recognition from the team:**
  - No analytical data collected, but responses are considered to understand each employee's POV in their team and connections to our data and the Motivation Expectancy Theory ( $M.F. = E*I*V$ ).



# Data Collection Results



# Data Collection (Survey Results)



Company Dysfunction	Average Score
Absence of Trust	3.083
Fear of Conflict	3.833
Lack of Commitment	3.750
Avoidance of Accountability	3.333
Inattention to Results	3.500

Scaled from 1-5 (1: very poor, 5: excellent)

# Data Collection (Survey Results)



Team Dysfunction Data Table		Quantity	8
Dysfunction	Statements	Total Score	Average Score
Fear of Conflict	1	31	3.88
Avoidance of Accountability	2	23	2.88
Lack of Commitment	3	32	4.00
Absence of Trust	4	23	2.88
Inattention to Results	5	28	3.50
Absence of Trust	6	26	3.25
Fear of Conflict	7	28	3.50
Lack of Commitment	8	30	3.75
Inattention to Results	9	28	3.50
Fear of Conflict	10	33	4.13
Avoidance of Accountability	11	29	3.63
Absence of Trust	12	25	3.13
Lack of Commitment	13	28	3.50
Avoidance of Accountability	14	28	3.50
Inattention to Results	15	28	3.50

Scaled from 1-5

(1: very poor, 5: excellent)

Survey results show that the lowest company dysfunction is Absence of Trust.

- Statement 4 is the driving factor causing a low score under the dysfunction.

*“Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.”*

Survey Results

# Data Collection (Survey Results)



Team Dysfunction Data Table		Total Scores per department per type of question			
Dysfunction	Statements	Program management & commercial & engineering & manufacturing & launch & quality	Engineering Design	Sales	
Fear of Conflict	1	3	3.750	4.333	
Avoidance of Accountability	2	2	3.750	2.000	
Lack of Commitment	3	4	4.000	4.000	
Absence of Trust	4	3	2.250	3.667	
Inattention to Results	5	2	3.750	3.667	
Absence of Trust	6	2	3.000	4.000	
Fear of Conflict	7	3	3.000	4.333	
Lack of Commitment	8	4	3.250	4.333	
Inattention to Results	9	3	3.500	3.667	
Fear of Conflict	10	4	3.500	5.000	
Avoidance of Accountability	11	3	3.500	4.000	
Absence of Trust	12	2	2.750	4.000	
Lack of Commitment	13	3	3.250	4.000	
Avoidance of Accountability	14	3	3.250	4.000	
Inattention to Results	15	4	3.250	3.667	

Scaled from 1-5 (1: very poor, 5: excellent)

**Absence of Trust has the lowest score in the team dysfunction.**

**Observation:**

- Engineering Design team has lower scores in Absence of Trust than the Sales team.
- Individuals from each team have different views and POV's based on how their teams function.

# Data Collection (Survey Results)



## Open-ended Questions regarding recognition from the team

*“Recognition only comes from outside the group, the larger team, next level management typically downplays it. This doesn't affect my work much” - Employee from Engineering Design*

*“Recognition has improved somewhat over the past couple years but it could still be much better. Peer to peer recognition happens much more often than management recognition.” - Employee from Engineering Design*

*“My current boss always acknowledges my good work and is extremely supportive and thankful.” - Employee from Sales*



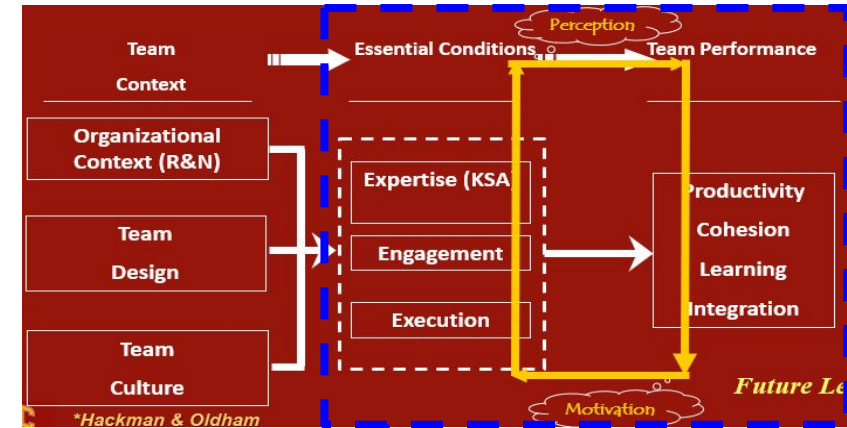
# Team Performance Analysis

# Data Analysis

Absence of Trust	Fear of Conflict	Lack of Commitment	Avoidance of Accountability	Inattention to Results
Statement 4	Statement 1	Statement 3	Statement 2	Statement 5
Statement 6	Statement 7	Statement 8	Statement 11	Statement 9
Statement 12	Statement 10	Statement 13	Statement 14	Statement 15

Company Dysfunction	Average Score
Absence of Trust	3.083
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## Team Performance Model



**Boxed team dysfunctions are what we focused on for our analysis**

- Absence of trust → Essential Condition of **Expertise**
- Lack of Commitment → Essential Condition of **Engagement**
- Inattention to Results → Essential Condition of **Execution**

**Team Performance Outcome for Tenneco**

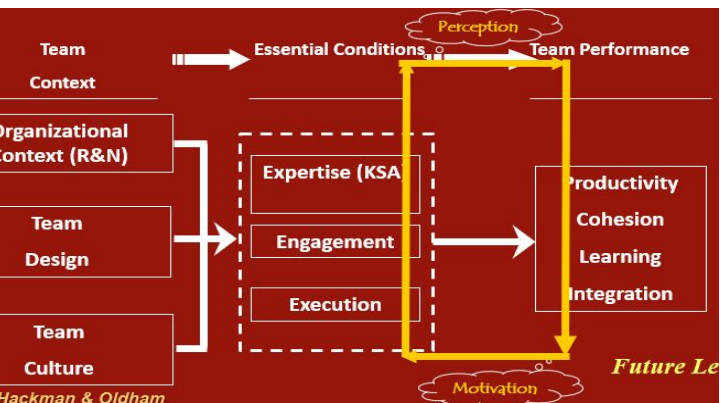


# Team Performance Analysis

1. Do the team members enjoy working together?
2. What conditions could lead to feelings of resentment? Do these conditions impact Tenneco's team performance?
3. What conditions could prevent team members from working together in the future?
4. Do the individual team members grow and develop as a result of the team experience?
5. Do team members have a chance to improve their skills and develop themselves?

# Team Performance Model

## Team Performance Model



Output (y) →  
Poor **Expertise**

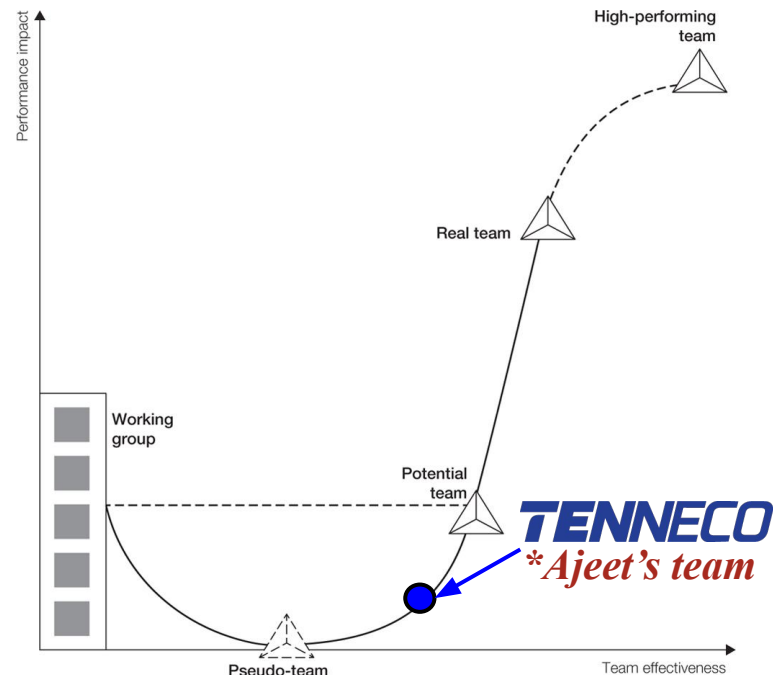
Outcome →  
Poor team  
performance in  
**cohesion**

Outcome →  
Potential for  
increase in **learning**

$$AP = PP + S - T_T$$

*Low synergy (S)*

*High threat to the team ( $T_T$ )*





# Ajeet's Feedback (Extra Credit)



- Clients could relate real-world scenarios in their company to the formal principles of management and leadership which USC students highlighted in the survey analysis.
- Client mentioned that USC's analysis on company's team performance is "Solid" and very data-driven - emphasizing "Data is King".
- Client mentions the importance of subjective data and how they would use its conclusions to solve real-world problems in their company.



Collaborative meetings with Ajeet Kulkarni, Sales Director of Tenneco

# Summary



In conclusion, our data shows:

- Low Team Performance due to an absence of trust
  - Lack of admitting weaknesses and mistakes to the team members.
  - Lack of connections with team members inside and outside of work.
  - Mostly an issue for Ajeet's Engineering Design Team.



# US Consulting Solution



# Solution

- Increase value in smaller interactions between colleagues
  - “earthquake vs tremor”
- Re-establish the Tenneco motto “Be Here Now”
  - Execute with discipline
- Increase bonding and communication times
  - Prior to meeting start



# Takeaways

## **Output Impact:**

- Our analysis delivers consultative insights to Tenneco, leveraging proven frameworks to identify team dysfunctions accurately.
- Enhances competition and cooperation among teams by focused solutions to eliminate Absence of Trust, Lack of Commitment and Inattention to Results.
- Improves individual and team performance by addressing Low Synergy and its impacts on the Team Performance Curve.

## **Long-Term Impact on Classmates:**

- Our project equips classmates with actionable real-world leadership insights and solutions.
- Facilitates deep understanding of team performance model and dysfunction resolution.



# Q&A