



Organizing People: How to Build an Effective Concurrent Team

**Joan B. Cullinane
Vice President
Velcro USA Inc.
Manchester, NH**

Organizing People ...Today's "Office" Environment & Challenges



- Let's set the physical look & feel of our framework today ...
 - ... it's not hierarchy
 - ... 30 people project teams or 3 person project teams
 - ... Members belong to 14 different companies ...
 - in 7 countries on 3 different continents

Where did all the cubicles go?... No Boundaries

- Communication/Interactions
 - Most have not met more than two or three of their cohorts
 - Virtual connections – 24/7 – no one sleeps!
 - E-mail, WebX, Video, cells, confer-techs – technology rules!

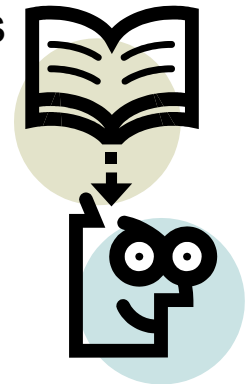
Where did all the people go? ... Remote, Virtual Contact





Organizing People ...Today's “Office” Environment & Challenges

- Activities and Results
 - Interrupt driven - email, vmail, IM, etc.
 - Do more with less continues to drive behavior, people activity
 - Metrics are mandatory
 - Results are mandatory
 - Innovation is mandatory - NPI
- Expectations -internal and external
 - New Product Introduction (NPI) launch times must continue to shrink
 - Cost competition is active global warfare
 - Service is a competitive weapon as products become commodities
 - Value – the differentiator – that starts with the **Concurrent TEAM**
- Knowledge Management
 - Most informed customers in history of the enterprise
 - “Google” at alarming rates
 - Attention deficit on web hits – choices are overwhelming
 - Deep knowledge on products, process, customers, competitors, suppliers





Organizing People: How to build an Effective Concurrent Team

- Today's Concurrent Team Essentials
 - Requires **Energy**
 - Requires **Enthusiasm**
 - Requires **NO BOUNDARIES** (expects No Boundaries)
 - Deep **Knowledge** within entire Supply Chain/Value Chain
 - Common **Tools and Methods** deployed across teams

- Effective Concurrent Development Team Ingredients
 - TALENT**
 - LEARNING**
 - INCLUSION**
 - FACILITATION**
 - MOTIVATION**
 - SALES MENTALITY by ALL**





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Concurrent Organization of People Quick Pick Essential Guidelines

- Top Three Effective Concurrent Team Elements
 - Number 1: **Intellectual Capital** - globally dispersed, talent is NOT in one place nor owned by a single company, leverage talent
 - Number 2: **Team Leader** - develops camaraderie NOT issue commands
 - Number 3: **Team Members** - volunteers for the task NOT “assigned” to the task

... it is about **TALENT** brokers

...”Human Capital will drive the **WOW Project!**” (Tom Peters)



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Organizational Behavior Infrastructure Behavior – Build it They Will Come!

- Talent won't stick around if the organizational behavior is not aligned
 - Company Culture must nurture and demand **TEAM engagement**
 - Company Culture must nurture and demand **TEAM failure – when the most innovation is discovered**
- Talent won't stick around if there is no **LEARNING**
 - New methods to drive product development cycles down, cost down, service up
 - New internal and external methods and tools accessible
 - **Knowledge** management is an essential infrastructure element
 - Essential learning comes from cross functional teams
 - Essential knowledge builds over time within concurrent teams
 - Impacts to new products are greater with more cross functional team experience and execution



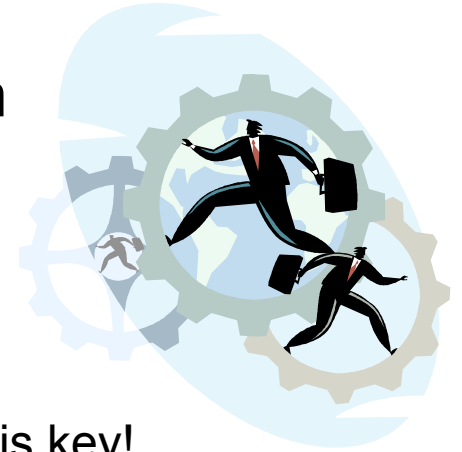
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Organizational Behavior Infrastructure Behavior– Build it They Will Come!

- **INCLUSION** starts with you and you and you (all of you) and me!
 - Leadership expected from everyone concurrently developing products
 - No one feels okay if there is a missing link from the team, go get them!
- Concurrent Team Leadership “behavior” is critical path to success
“My job is to spread **enthusiasm** and to **sell** the product” NOT “I’m in charge here!”
- Company Culture must **follow-thru** with behavior, not just words
 - Interactions must be measured and **consequences** evident (+ & -)
 - Rewards and recognition programs nurture **INCLUSION** behavior
- Successful Concurrent Teams include first rate **FACILITATION**
 - Defined operational boundaries at the inception of concurrent team formation
 - Accountability at all levels**
 - Plans published and tracked requirements**
 - Deliverables assigned and tracked**
 - Due dates have consequences**



Organizing People - Execution



This is not about the boxes – it is about the team execution!

- Hierarchy does not matter!
 - Don't get stuck on organizational design!
 - Organization structure is not the area to focus on! Behavior is key!
 - **Knowledge** management is key! knowledge at all levels – include everyone!
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- How do we harvest Knowledge for the long haul – TEAM alignment/lessons
 - Notation: Skills, Talent, are global
 - Work content matters from one project to another - carry lessons learned
 - Concurrency Teams carry knowledge into new efforts from previous teams
 - Execution does not come from stand-alone departments – where did all the silos go?
 - Interdependencies across all functions are critical path to product launches
 - Cross-functional knowledge at concept saves money, time, schedule
 - Accountability for success and failure is shared within concurrent team
 - Risk taking is evident as a team vs. individuals – more innovation is the reward
 - It takes time for new product teams to accept everyone's input
 - Titles have no place in cross-functional teams;

Knowledge management/Center of Excellence Talent is in charge!



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Behavior Tips

- Don't think you can do it alone... speed, cost, innovation will be negatively affected
 - Add suppliers, add customers, add knowledge early and often!
 - Add all the bakers and cooks – share the wealth of NPI across value chain
 - No one is left out of the concept phase
- Concurrent Organization of People must define roles clearly during NPI
 - Successful self directed Concurrent Teams will define R&R and hold team members equally accountable
- CDA within value chain in place prior to launching concept design discussions
- Don't forget only you can make the time, remove the excuses, and define concurrency at its optimal level of success

“We meet early and often“

“Operations and development have all the same information at concept.”



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**Concurrent Teams are a must! But, so is a related reward system.
New Age! How do we Motivate?**

- Reward Excellent failures ... punish mediocre successes! (Tom Peters)
- Reward Team Results
 - Reward the internal and external team including our suppliers and customers
- Reward Concurrent Teams that decimate launch dates! Deliver BIC launch!
- Motivation** comes from within the team activity; “gotta do it” is not externally driven
 - Learning together
 - Successes together
 - Work hard, play hard together
 - Partnering with success – concurrent cross functions are partners! It’s that simple!

“My job is to spread **enthusiasm** and to **sell** the product” NOT “I’m in charge here!”



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Where is your Concurrent Model? Are all the parts of the team engaged?

- We never have enough mind sharing – more saves long-term rejects (CTQs)
- We never have enough of our supply chain input at concept (VOC)
- We never have enough of our customers input at concept (VOC)
- We never have enough DFM input at concept (VOC)
- We ask the purchasing team to help after we meet with the supplier (CTQs)
- Deliverables are not met by the team, we miss launch dates (accountability)



What about Managing the Challenges?

- Remote connectivity must be stellar – get those in their pajamas engaged!
- Leverage the supply chain, customers, more with less!
- All early phases must include “in person” reviews – get on a plane - \$\$
- New product changes happen in the hallways, co-location for core
- Mentoring must be evident in behavioral infrastructure
- Concurrent accountability must be top to bottom driving reward system
- Make sure the right people are on the bus – don’t drive in circles, gas is too \$\$
- Evaluations must include assessments from peers and behavioral elements
- Over communicate, over validate, drive timelines and deliverables as one



“Let’s make a dent in the universe.” (Steve Jobs)



Thank you
Go make it happen!