

Keeping the Team Motivated for Success

Raytheon Missile Systems
Mike Scott and Mike Notheis

November 2005

Introduction

Process initiatives are hard and so is attracting and keeping talented people for the duration.

- This presentation discusses RMS's approach to:
 - Setting the goal and vision
 - Team building
 - Rewards and recognition
 - Achieving success

How do you get over 95% of a team wanting to stay on for the next process initiative?

Setting The Goal & Vision

- Leadership must set the goal and the vision for the initiative
 - The initiative was about improving the enterprise and the way we do business
 - This was reinforced throughout our 18 month quest
 - Leadership established RMS wide goals
 - Business goals
 - Program performance goals
 - Process improvement goals

Set the vision and the goal

Develop the Plan & Focus the Task

- Exactly what tasks need to be done – Critical Chain Mgmt.
- Executive Manager – Reports directly to Business President and Executive Team
- Program Manager – Chief Barrier Remover
- Chief Engineer – Lead the Technical Accomplishment
- The Team – Let them do what they do best - Accomplish

Define the roles and responsibilities

Alignment is a Key

- Management Team met at 7:30 Each Morning – 15 to 30 Minutes
- The entire team met every morning at 8:00 for a 15 to 30 Minute Stand-up
- The Stand-up centered on the Critical Path only – Identification and removal of barriers

Daily communication to keep on track

Building The Team

- Leveraged process expertise from our software community
 - These folks seeded our team
- We needed a lot more people power
 - Solicited support from all engineering and support organization disciplines
 - Raided our Six Sigma organization
 - Our team grew to 60 full-time people
 - Highly motivated individuals
 - People who were dragged in
 - Everything in-between



Next you need resources

Developing the CMMI Knowledge

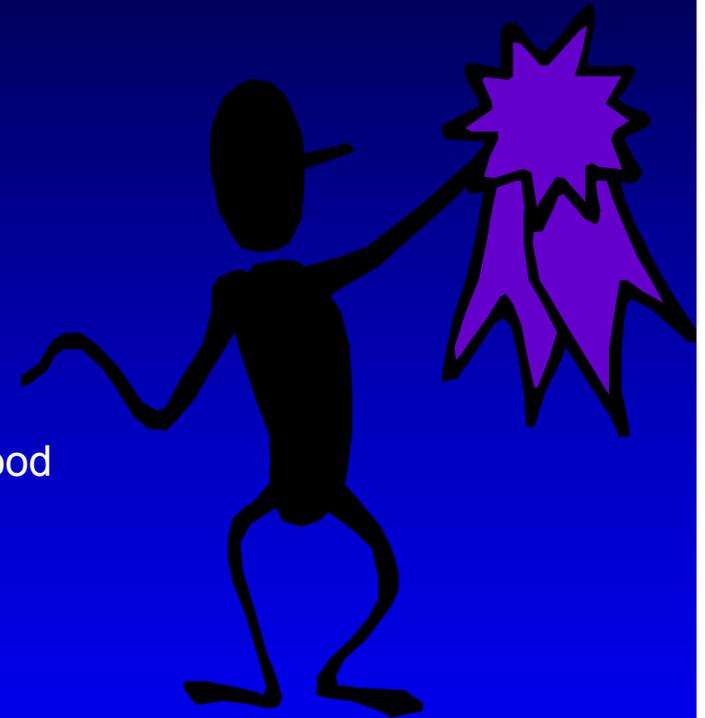
- Most of the team knew nothing about CMMI
 - Established an extensive training plan on the model
 - Assigned two-person teams to each process area
 - Workshops held
 - Shoulder-to-Shoulder reviews
 - Process Area experts cross-trained rest of the team
 - Engaged our external appraisal team early and often to leverage their expertise



Now you need knowledge and experience

Rewards

- Rewards must be meaningful
 - We used typical rewards
 - Merit and promotion
 - Team awards
 - Individual achievement
 - We also used alternative rewards
 - Gift certificates to the local mall (on the spot)
 - Maintained a “snack shack” with drinks and junk food
 - Handed out badge lanyards, team shirts, etc.
 - We rewarded in other ways
 - Conference and seminar attendance
 - Briefing to executive leadership opportunities
 - Expanded responsibilities



Reward great performance often

Recognition

- Got to know our team as individuals
 - What is going on in their lives
 - What stresses are they under that could affect performance
 - What motivates and de-motivates them
 - What will challenge them and what will overwhelm them
- Publicly celebrated team and individual success
 - Daily stand-up sessions to share status and information
 - Applauded every task completion
 - Celebrated every birthday
 - Thanked the individual and team for each success
 - Luncheons to celebrate milestones achieved

Recognize people in open forums

Achieving High Performance

- Valued high performance and success at team and individual levels
 - Focused on results
 - Individual
 - Team
 - Treated “people as people”
- Created an environment for success
 - Respect for one another
 - Simple amenities
 - Effective rewards and recognition



PEOPLE will make you successful

The Results

- Built a high performing team quickly that met all initiative milestones
- Achieved our ultimate goal on-schedule and under-budget
- An easy team to manage
- Over 95% of the team members expressed their desire to stay together as a team

How do you get over 95% of a team wanting to stay on for the next process initiative? – Treat people as people!