

Keeping the Team Motivated for Success

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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!