Keeping the Team Motivated for Success

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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
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!