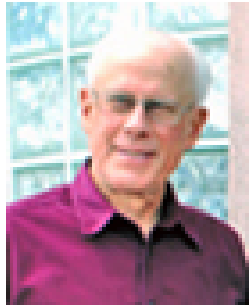


High Performance Teaming

Facilitator: Dr. Frank Reinow, New Mexico Tech. frank.reinow@nmt.edu



Frank Reinow joined the management faculty at New Mexico Tech in the fall semester, 2008 after teaching management and public administration at the University of New Mexico. He now serves as the Chairman for the management department. He has been an active management consultant for business and government organizations with a focus on strategic management, human resources management, and organizational improvement. He has conducted management and supervisory training workshops and seminars throughout the southwest and has been a featured speaker at numerous practitioner conferences. Prior to his academic career, he held administrative and managerial positions in research and development, government, and healthcare.

Day-2 Workshop Participants

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Day-1 Results Poster

Purpose: Share our experience and expertise in building and sustaining high performance teams to understand the barriers and impediments to successful outcomes and acceptable requirements for an embraceable solution.

What are the conditions and factors that contribute to the following problems and issues?

- Understanding the organizational culture surrounding HPT
- Managing HPT in a matrix organization
- Focusing on team tasks rather than process
- Leading teams without content area expertise
- Conflicting demands of team members
- Engaging 'Sole Contributors' as Team Members
- Managing cross functional teams
- Measuring HPT success
- Managing virtual HPT

High Performance Teams . . .

- Focused on shared goals
- Specialized expertise
- Complementary skills
- High levels of collaboration
- Innovative solutions
- Clear role expectations
- Mutual accountability and trust
- **Other Characteristics?**

High Performance Teams

Day-1 Brief Out Poster

- **Need:**

- Maximize the effectiveness of the human capital
- Maximize the outcome of the projects
- To reduce the costs
- For the success and of the individual employee (to maximize the happiness / joy of the team member)

- **Customers:**

- Employee (want this too)
- Program / Project Managers
- Resource Managers
- Upper Level Managers (Culture Enforcer)
- Ultimate customer – who you are developing this project for.

- **Impediments to Focus On:**

- People want to be a Hero
- Everybody wants the best person on their project.
- Micro-Managing
- Conflicting demands of team members

Day-2 Workshop

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Impediments

- Heroes don't want to stop being heroes
 - Egos
- Micro-managing is prescriptive in technical solutions, deadlines, process
 - Leads to abdication of responsibility
- Organizational politics blocks transparency
- Organizational culture impacts team behavior
 - Values, beliefs, norms
 - Teams are using past development cycles
- Hierarchical organizational structure affects team behavior
- Lack of team cross-functional optimization

Impediments (Contd.)

- Lack of experienced people with breadth in knowledge
- Incentives for team members are individual
- Lack of leadership support and trust
- Knowing what is important and minimizing risk
- Lack of information on individual background and what they expect to contribute to the team.
- Team members being widely distributed
 - Team members may be assigned multiple projects
- Fail to recognize that teams need to go through a process to form
- Team members might have different agendas

Acceptable Requirements for Embraceable Solution

1. Metrics on team success.
2. Organizations and upper management needs to embrace change.
3. Makeup of the team
4. Cross-functional knowledge
5. Develop a common language
6. Understanding organizational culture and structure
7. Flat Organization
8. Deeper sense of intrinsic motivation
9. Effectively utilizing human capital
10. Effectively utilizing resource manager
11. Negotiation between team and management
12. Hero be integrated into team