High Performance Teams are essential to Concurrent Product Development Success
Concurrent Product Development and Concurrent Engineering are successful because of effective “cross-functional” teaming, a sixty year old concept that is still evolving and changing with technology and global teaming.
High Performance Teams are essential to Concurrent Product Development Success

Concurrent product development is not just doing tasks in parallel, but focusing on project definition, cross-functional teaming and constant refinement of the final product based on end user requirements. Cross-functional teams are the key to accelerating innovation, reducing time to market and delivery the right product or service to the end user.
High Performance Teams are essential to Concurrent Product Development Success

The Webinar will provide insight into how high performance teams establish the following to make Concurrent Product Development and Concurrent Engineering successful:

- Establishing Goals, Objectives and Process/Project Management
- Defining Roles and Responsibilities
- Identifying and Dealing with Barriers
- Managing Interpersonal relationships
High Performance Teams are essential to Concurrent Product Development Success

It starts with a simple upper level decision of what we are going to do, but often leaves out, who’s responsible for what, when and how do we check with each other to ensure we are on time and target.
High Performance Teams are essential to Concurrent Product Development Success

Too often there is no negotiation of the what or the when it must be completed, and this can be a team's greatest challenge, next to finding resources in both people and money.
High Performance Teams are essential to Concurrent Product Development Success

All work is a process, and everyone who has been involved in product development knows that it’s hard work.

A clear and consistent process makes new product development more productive, fun, and cost-effective by ensuring that all aspects of the process are anticipated in advance.
High Performance Teams are essential to Concurrent Product Development Success

The best new product processes define all the requirements that need to be met, as a team, for the product or service to move from concept to market commercialization.

They decide up front what tasks can be done in parallel/concurrently to shorten time to market and make best use of all resources.
High Performance Teams are essential to Concurrent Product Development Success

PDMA research has proved that culture is key to innovation and successful new product development.

The key element of success is a team that defines the new product or service at the beginning.
# WHY TEAMS WORK

## PROCESS PHASE

<table>
<thead>
<tr>
<th>Group</th>
<th>Mass</th>
<th>Dist</th>
<th>Dealer</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Priority</th>
<th>Project No.</th>
</tr>
</thead>
</table>

## DISCOVERY

**Date:** __________

**Target Customer:** __________

**Target Market:** __________

**Consumer Need:** __________

**Similar in Market:** __________

## DEVELOPMENT

**Date:** __________

## DEPLOYMENT

**Date:** __________

## LAUNCH

**Date:** __________

## SHIP

**Date:** __________

<table>
<thead>
<tr>
<th>Project Type</th>
<th>OEM/TO CO</th>
<th>LINE</th>
<th>APPROVED</th>
</tr>
</thead>
</table>

## FEATURES/BENEFITS

- **Reasons to believe:** __________
- **Unique selling proposition:** __________
- **Target Price:** __________

## ATTRIBUTES: SIZE, WEIGHT, COLOR, TEXTURE

## MARKET SIZE

**Market Growth Rate:** __________

- **Opportunity:** __________
- **Primary Competitors and SOM:** __________

## R&D OPERATIONS/NPD CHALLENGES

- **Concurrent Engineering and Development Review:** __________
- **R&D/PreProduction Review:** __________
- **PreProduction Operations Feasibility:** __________

## YEAR 1 SALES

- **Year 1 Sales:** __________
- **Year 2 Sales:** __________
- **Year 3 Sales:** __________

## PACKAGING

## KEY ISSUES/CLAIMS

- **Safety Review:** __________
- **Patent Review:** __________
- **Trademark Review:** __________
- **Regulatory:** __________

## PROJECT MANAGER

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
High Performance Teams are essential to Concurrent Product Development Success

The best processes document the steps necessary to meet those requirements, define responsibility for each of the steps, create cross-functional teams, clarify relationships between different functional areas, and establish methods for monitoring progress and expediting development.
High Performance Teams are essential to Concurrent Product Development Success

The best place to start the discussion on teams is often to begin with the end in mind and think about why teams don’t work.
WHY TEAMS DON’T WORK
From the book “Why Teams Don’t Work” by Harvey Robbins and Michael Finley

- Mismatched needs
- Confused goals, cluttered objectives
- Unresolved roles
- Bad decision making
- Bad policies, stupid procedures
- Anti-team culture
- Insufficient feedback and information
WHY TEAMS DON’T WORK

From the book “Why Teams Don’t Work” by Harvey Robbins and Michael Finley

- Ill-conceived reward system
- Personality conflicts
- Bad leadership
- Bleary vision
- Lack of team trust
- Unwillingness to change
- The wrong tools
High Performance Teams are essential to Concurrent Product Development Success

- Who’s Responsible for what, when and how do we check with each other to ensure we’re on target and on time.

- Creating and constantly managing projects by breaking them down into short, mid and long term tasks.

- When we look at high performance teams we see similarities in Agile and Concurrent and Waterfall.
Agile versus Concurrent
Concurrent Product Development is an ITERATIVE, AGILE like process that has “fast-tracking” ability to speed market projects based on combining steps and signoffs, parallel development tracks to ensure timely decisions and progress.
Agile versus Concurrent

Concurrent Product Development, as in AGILE is interested in process improvement, faster times to market, higher productivity, higher quality, increased customer satisfaction and creating high performance teams as well as personnel development.
Teamwork vs. Collaboration

Team objective

Objective met

Collaborative environment

New team formed
Teamwork Balance

<table>
<thead>
<tr>
<th>Technical</th>
<th>Interpersonal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals/objectives</td>
<td>Personal values</td>
</tr>
<tr>
<td>Roles/responsibilities</td>
<td>Personal issues</td>
</tr>
<tr>
<td>Barrier identification</td>
<td>Personality differences</td>
</tr>
<tr>
<td>Decision making</td>
<td>Conflict resolution</td>
</tr>
<tr>
<td>Feedback mechanisms</td>
<td>Cultural differences</td>
</tr>
</tbody>
</table>
Characteristics of an Effective Team Member

1. Committed to goals
2. Expresses interest in others
3. Confronts conflict
Characteristics of an Effective Team Member

4. Listens empathetically

5. Includes others in decision making

6. Values individual differences
Characteristics of an Effective Team Member

- Contributes ideas freely (7)
- Provides feedback (8)
- Celebrates accomplishments (9)
High Performance Teams are essential to Concurrent Product Development Success

TEAM CLARITY
Goals and Objectives
Goals and Objectives

Bad Teams - Vague

Good Teams - Clear

Best Teams - Short-term, continuous high-priority
Roles and Responsibilities

That’s my job.

No, it’s my job.
Roles and Responsibilities

- Bad teams - confused roles
- Good teams - clear differentiation of roles
- Best teams - further identification of turf wars and hot potatoes
Barriers
Barrier Identification

- Bad teams - don’t do
- Good teams - may do
- Best teams - Identify barriers to people, processes and structures -- and develop contingency plans around the barriers
Infrastructure Supports
Infrastructure Supports

- Bad teams - ignore
- Good teams - deal with decision-making and problem-solving
- Best teams - additionally discuss: informal feedback mechanisms, membership, leadership, communications strategies
Decision-Making Styles

- Consensus
- Majority Rule
- Minority Rule
- Averaging
- Expert
- Authority Rule Without Discussion
- Authority Rule With Discussion
Relationships
Relationships

- Bad teams - ignore
- Good teams - recognize differences
- Best teams - value differences and develop versatility plans
Awareness of Behavioral Styles

Did I say something wrong?
As an exercise, circle all the words that apply to you.

<table>
<thead>
<tr>
<th>Critical</th>
<th>Industrious</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indecisive</td>
<td>Persistent</td>
</tr>
<tr>
<td>Stuffy</td>
<td>Serious</td>
</tr>
<tr>
<td>Picky</td>
<td>Expecting</td>
</tr>
<tr>
<td>Moralistic</td>
<td>Orderly</td>
</tr>
<tr>
<td>Conforming</td>
<td>Supportive</td>
</tr>
<tr>
<td>Unsure</td>
<td>Respectful</td>
</tr>
<tr>
<td>Ingratiating</td>
<td>Willing</td>
</tr>
<tr>
<td>Dependent</td>
<td>Dependable</td>
</tr>
<tr>
<td>Awkward</td>
<td>Agreeable</td>
</tr>
<tr>
<td>Pushy</td>
<td>Strong Willed</td>
</tr>
<tr>
<td>Severe</td>
<td>Independent</td>
</tr>
<tr>
<td>Tough</td>
<td>Practical</td>
</tr>
<tr>
<td>Dominating</td>
<td>Decisive</td>
</tr>
<tr>
<td>Harsh</td>
<td>Efficient</td>
</tr>
<tr>
<td>Manipulating</td>
<td>Ambitious</td>
</tr>
<tr>
<td>Excitable</td>
<td>Stimulating</td>
</tr>
<tr>
<td>Undisciplined</td>
<td>Enthusiastic</td>
</tr>
<tr>
<td>Reacting</td>
<td>Dramatic</td>
</tr>
<tr>
<td>Egotistical</td>
<td>Friendly</td>
</tr>
</tbody>
</table>
The more words you have in specific quadrants help determine your style.

| Critical | Indecisive | Persistent | Industrious | Stuffy | Serious | Picky Expecting | Moralistic | Orderly | Pushy | Strong Willed | Severe | Independent | Tough | Practical | Dominating | Decisive | Harsh | Efficient | Manipulating | Ambitious | Excitable | Stimulating | Undisciplined | Enthusiastic | Reacting | Dramatic | Egotistical | Friendly |
|----------|------------|------------|-------------|---------|---------|-----------------|------------|---------|-------|----------------|--------|---------------|-------|------------|-------------|----------|-------|---------|---------------|-----------|-----------|------------|-----------|-----------|------------|----------|-----------|-----------|-----------|
Behavioral Style Differences

**Analytical**
- Thinking
- Past

Thinking (T)/Conscientious

**Driver**
- Action
- Present

Sensing (S)/Dominant

**Amiable**
- Relationship
- Empathetic

Feeling (F)/Steady/Solid

**Expressive**
- Intuition
- Future

Intuitive (N)/Influencing
Behavioral Style Differences

- **Thinking (T)/Conscientious**
- **Sensing (S)/Dominant**
- **Feeling (F)/Steady/Solid**
- **Intuitive (N)/Influencing**

**How**
- **Analytical**
  - Thinking
  - Past
  - Thinking (T)/Conscientious

**Who**
- **Amiable**
  - Relationship
  - Empathetic
  - Feeling (F)/Steady/Solid

**What**
- **Driver**
  - Action
  - Present
  - Sensing (S)/Dominant

**Why**
- **Expressive**
  - Intuition
  - Future
  - Intuitive (N)/Influencing
## Versatility with Drivers

<table>
<thead>
<tr>
<th><strong>DO</strong></th>
<th><strong>DON’T</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Be clear, brief, and to the point</td>
<td>- Ramble or waste time</td>
</tr>
<tr>
<td>- Stick to business</td>
<td>- Try to build personal relationship</td>
</tr>
<tr>
<td>- Come prepared with all the requirements, objectives</td>
<td>- Forget or lose things</td>
</tr>
<tr>
<td>- Present the facts logically – plan for efficiency</td>
<td>- Leave loopholes or cloudy issues</td>
</tr>
<tr>
<td>- Ask specific questions</td>
<td>- Ask rhetorical questions</td>
</tr>
<tr>
<td></td>
<td>- Come with a ready-made decisions</td>
</tr>
</tbody>
</table>
Versatility with Drivers

**DO**
- Provide choices
- Provide facts and figures about probability for success
- If you disagree, take issue with the facts not the person
- If you agree, support the results and the person
- Persuade by referring to results
- Leave

**DON’T**
- Speculate wildly or offer guarantees
- If you disagree, don’t let it reflect on them personally
- If you agree, don’t say “I’m with you.”
- Don’t try to convince by personal means
- Don’t direct or order
### Versatility with Expressives

<table>
<thead>
<tr>
<th><strong>DO</strong></th>
<th><strong>DON’T</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Support their dreams</td>
<td>Don’t legislate</td>
</tr>
<tr>
<td>Be stimulating</td>
<td>Don’t kid around too much</td>
</tr>
<tr>
<td>Leave time for relating/socializing</td>
<td>Don’t be curt, cold or tight-lipped</td>
</tr>
<tr>
<td>Don’t deal with details</td>
<td>Don’t do facts first</td>
</tr>
<tr>
<td>Ask their opinions</td>
<td>Don’t leave things hanging in the air</td>
</tr>
<tr>
<td>Provide ideas for action</td>
<td>Don’t be impersonal or judgmental</td>
</tr>
<tr>
<td>Provide testimonials</td>
<td>Don’t talk down to them</td>
</tr>
<tr>
<td>Offer incentives</td>
<td>Don’t be dogmatic</td>
</tr>
</tbody>
</table>
## Versatility with Amiables

### DO
- Start with personal comment
- Show sincere interest in them
- Draw out personal goals
- Present your case softly
- Ask “how” questions
- Be casual and informal
- Define individual contributions
- Provide assurances and guarantees

### DON’T
- Don’t rush into business
- Don’t stick to business
- Don’t be domineering or demanding
- Don’t debate about facts and figures
- Don’t manipulate or bully them
- Don’t patronize or demean them
- Don’t be abrupt or rapid
- Don’t be vague
- Don’t offer guarantees you can’t deliver
# Versatility with Analyticals

**DO**
- Prepare in advance and be accurate
- Approach them directly
- Support their thoughtful approach
- Take your time but be persistent
- Draw up a step-by-step timetable
- Give them time to think
- Provide practical evidence

**DON’T**
- Don’t be disorganized
- Don’t be giddy or casual
- Don’t rush decisions
- Don’t be vague
- Don’t waste time
- Don’t provide personal incentives
- Don’t threaten, cajole, coax or whine
- Don’t use testimonials
- Don’t use opinions as evidence
- Don’t use gimmicks
Rules for Building Trust

- Have clear, consistent goals.
- Be open, fair, and willing to listen.
- Be decisive.
- Support all other team members.
- Take responsibility for team actions.
- Give credit to team members.
- Be sensitive to the needs of team members.
- Respect the opinions of others.
- Empower team members to act.
We are an educational society seeking to disseminate the latest knowledge concerning all aspects of concurrent product development. Our technology base is particularly valuable to companies trying to learn from the trials and tribulations and the ultimate resolutions experienced by companies that have successfully implemented Concurrent Product Development or, as it is sometimes known, Concurrent Engineering.

We are inexpensive to join and have a 20 year track record of pushing knowledge forward in industry. We have produced 10 major conferences, and are hard at work on our 11th annual conference. We have substantial benefits available only to our members including: News and Notes, a huge data base of past conferences, papers, articles and publications, access to a network of high level professionals, and discounts to conferences.

scpdnnet.org
15th Annual SCPD Conference

Concurrent Innovation: Innovating at the Speed of Teams
June 2-3, 2016
3M Innovation Center

http://www.scpdnet.org/Conference_2016/Society of Concurrent Product Development
About the presenter

Robert W. Beachy, NPDP, MBM, ME - Rob is the CTO and a founder Axiom. Rob is a PDMA certified New Product Development Professional and consultant whose resume includes over 25 years in New Product Development, Product Management, Marketing Management, Brand Management, Organic Chemistry, Operations, Engineering and R&D efforts at General Electric, Gould(GNB), and The Toro Company.

Rob has consulted for over 20 years with organizations worldwide in the area of New Product Development implementation processes and has over a dozen active patents bringing in over $2 billion in revenue. Rob was a guest faculty at the University of Minnesota teaching New Product Development and frequent speaker on New Product Development, Product Management, Market Research and managing Innovation. He is also an adjunct professor at the University of Virginia.

He has coauthored many articles on product development, a JPIM article Experimental Education in New Product Design and Business Development, advanced market research techniques, knowledge management and the culture of continuous innovation.

Rob currently is on the board of SCPD (Society of Concurrent Product Development), an adviser to Robotics Alley and longtime mentor for FRC (First Robotics Competition) rbeachy@axiomcom.com 612-861-6171