

FIGURE 1-1. The starting point of team development.

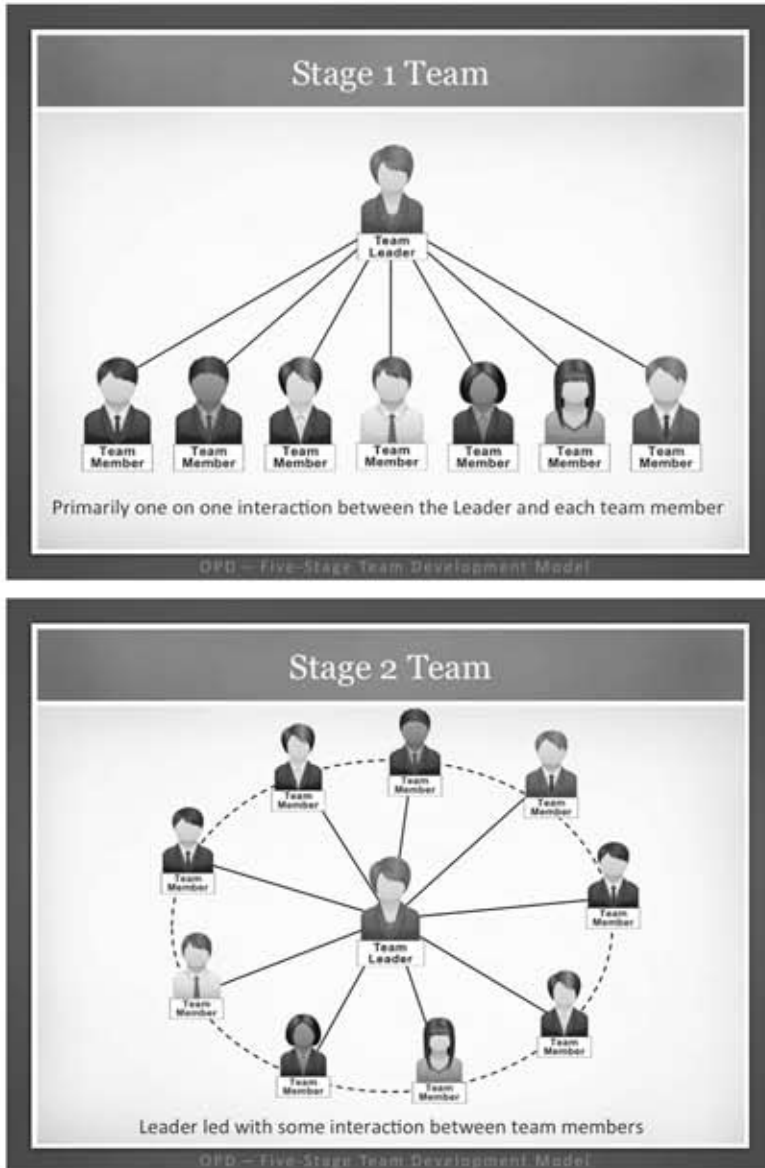
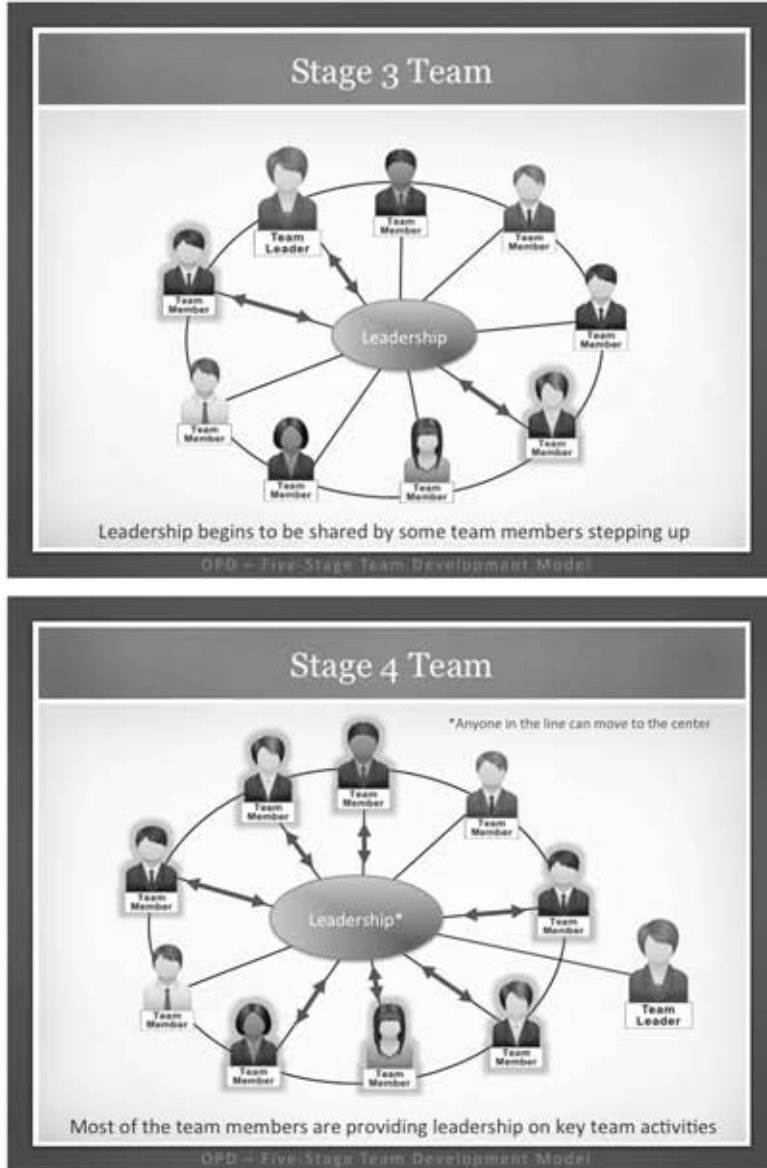


FIGURE 1-1. The starting point of team development. (continued)



continue

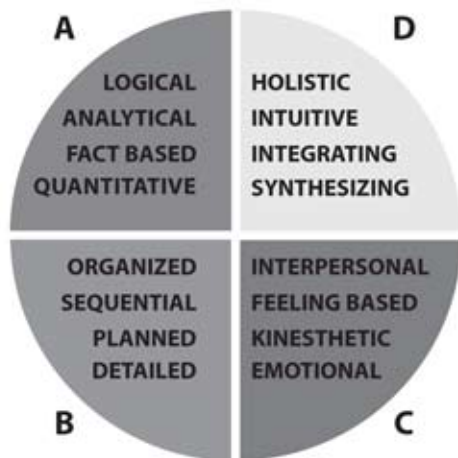
## A TEAM OF LEADERS

FIGURE 1-1. The starting point of team development. *(continued)*



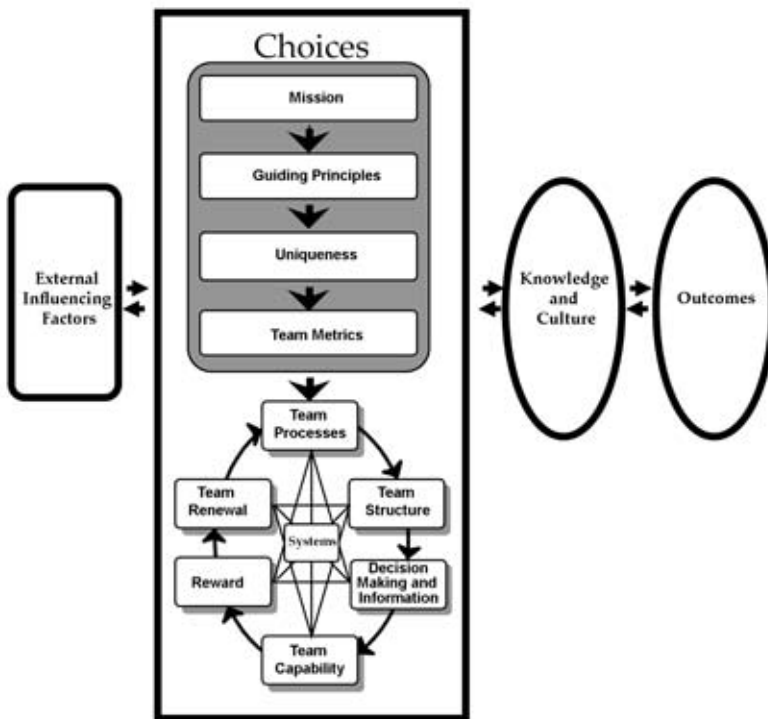
A TEAM OF LEADERS

FIGURE 1-5. Whole Brain Thinking Model.



Source: The four-color, four quadrant graphic, Whole Brain Thinking® and HBDI®, are trademarks of Herrmann Global, © 2013.

FIGURE 2-1. OSD Model for Teams.



**FIGURE 2-2.** OSD Model for Teams: Fill in the blanks with your design choices.

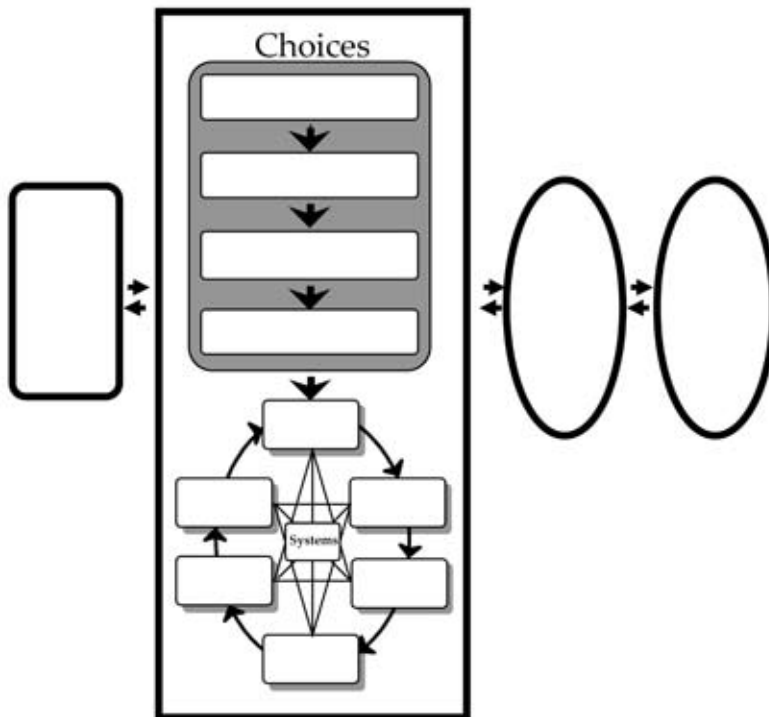
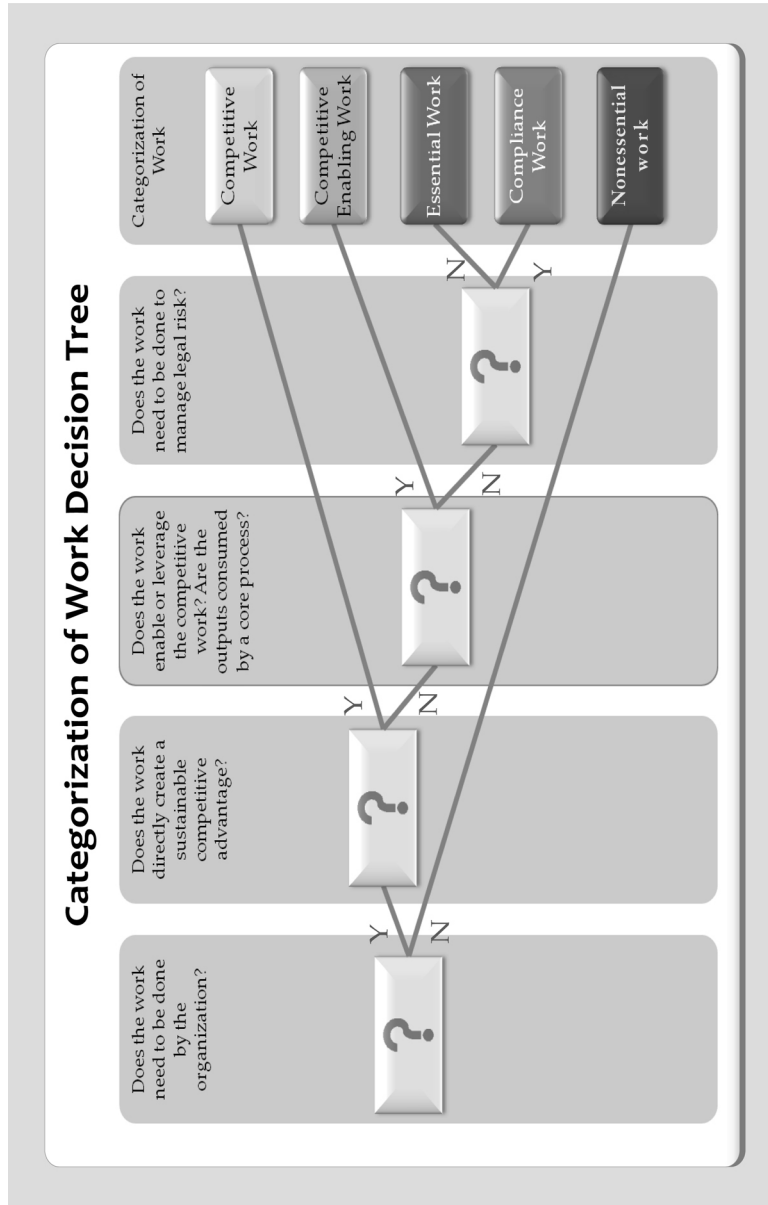


FIGURE 2-3. Categorization of work.



**FIGURE 2-4.** Constraint analysis.

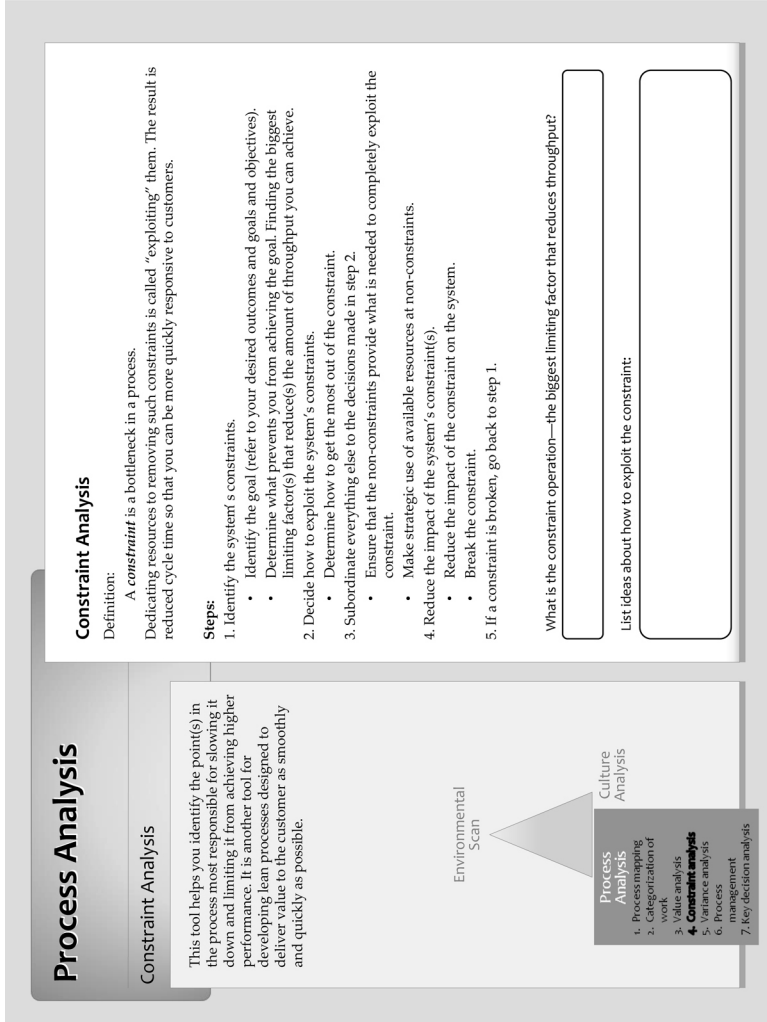
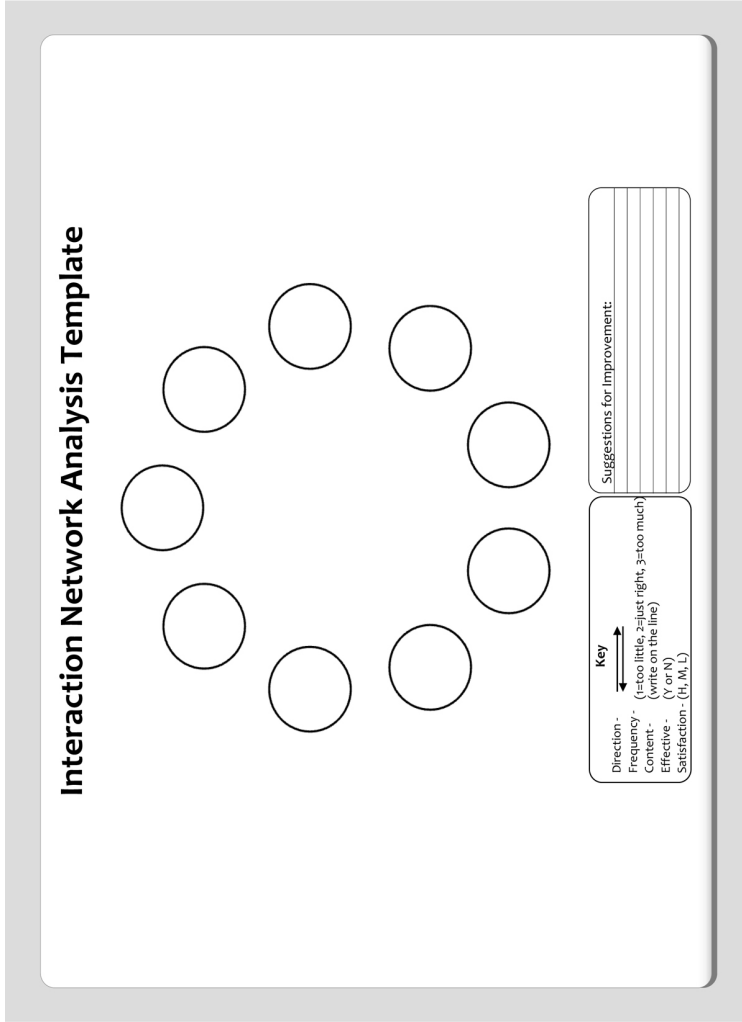




FIGURE 2-5. Interaction network analysis.



A TEAM OF LEADERS

Figure 2-7 illustrates how the joint optimization process works. It shows that during joint optimization, you should look at all the systems and design choices holistically in order to ensure they fit together in the best possible design.

**FIGURE 2-7.** Joint optimization of a team design.

	<b>Environmental Scan</b>	<b>Process Management</b>	<b>Culture Analysis</b>	<b>Jointly Optimized?</b>					
Mission	↓		↓						
Outcomes									
Culture and Knowledge		→							
Guiding Principles									
Uniqueness		<b>Joint Optimization</b>							
Goals and Objectives									
Team Processes									
Structural System									
Decision-Making and Information System					→				
People System									
Rewards System									
Renewal System									
				<i>Aligned?</i>					

**FIGURE 3-1.** State changes (simple).



FIGURE 3-2. Stage changes (complex).



TEAMS HAVE PROCESSES, TOO

FIGURE 3-3. Sample posting of employee performance.

Employee	Output	Accuracy	Timeliness	Hrs Absent
A	4.6 (97)	86%	93%	8
B	4.1 (83)	98%	90%	14
C	4.1 (90)	88%	80%	0
D	3.8 (72)	83%	100%	24
E	3.5 (60)	85%	90%	40
F	3.1 (68)	90%	88%	0

Standard	3.5	90%	90%	N/A
Team Average	4.0	87%	90%	14

As you can see, this posting contains excellent information for the team to have. Note the impact of employee absence on output, particularly as it applies to Employee E.

**FIGURE 3-4.** Sample employee report card.

Month	Output	Accuracy	Timeliness	Leave Taken (Hrs)
Oct	3.8 (84)	88%	91%	0
Nov	4.0 (84)	90%	100%	8
Dec	4.2 (87)	85%	88%	11
Jan	3.9 (74)	100%	90%	24
Feb	4.4 (97)	90%	100%	0
Mar	3.9 (85)	92%	90%	8

Standard	3.5	90%	90%	N/A
Your Average	4.0 (85)	93%	94%	8.3
Team Average	3.8 (83)	91%	91%	6.1

Using a report card provides the employee with periodic, written feedback so that there are no surprises and no secrets. Note that under Output, the overall number of widgets per month is also provided, in addition to the average, because that gives a more complete picture of the employee's contribution.

\*Information regarding less definable measures, such as employee development, organizational support, etc., should be added to the spreadsheet in narrative form.

**FIGURE 4-1.** Sample operating statement for a team.

As of June 30, 2012

	Actuals			Budget		
	Current Month	YTD	Amount	% Spent	Budget Balance	Projected Annual %
<b>Total by Team</b>	<b>\$77,344</b>	<b>\$297,767</b>	<b>\$691,409</b>	<b>43%</b>	<b>\$393,653</b>	<b>86%</b>
<b>Summary by Account</b>						
Salaries and Wages	\$56,861	\$215,000	\$453,936	47%	\$238,936	95%
Salaries and Wages - OT	\$1,444	\$2,386	\$5,000	48%	\$2,614	95%
Salaries and Wages - Temp	\$0	\$0	\$30,000	0%	\$30,000	0%
<b>Salaries and Wages</b>	<b>\$58,305</b>	<b>\$217,386</b>	<b>\$488,936</b>	<b>44%</b>	<b>\$271,550</b>	<b>89%</b>
Social Security	\$4,244	\$15,907	\$36,327	44%	\$20,420	88%
Retirement Program	\$3,822	\$14,966	\$32,396	46%	\$17,430	92%
Retirement Savings	\$1,776	\$7,998	\$12,246	65%	\$4,248	131%
Medical Insurance Program	\$8,536	\$33,534	\$74,367	45%	\$40,833	90%
Rewards	\$0	\$0	\$1,070	0%	\$1,070	0%

**FIGURE 4-1.** Sample operating statement for a team. *(continued)*

<b>Employee Benefits</b>	<b>\$18,380</b>	<b>\$72,405</b>	<b>\$156,406</b>	<b>46%</b>	<b>\$84,001</b>	<b>93%</b>
Travel - Mileage Reimbursement	\$0	\$0	\$750	0%	\$750	0%
<b>Travel Expenses</b>	-	-	<b>\$750</b>	<b>0%</b>	<b>\$750</b>	<b>0%</b>
Operating Material Supplies	\$0	\$0	\$750	0%	\$750	0%
<b>Materials and Supplies</b>	-	-	<b>\$750</b>	<b>0%</b>	<b>\$750</b>	<b>0%</b>
Telephone	\$659	\$7,950	\$42,917	19%	\$34,967	37%
Luncheons and Social	\$0	\$0	\$1,650	0%	\$1,650	0%
Books and Film	\$0	\$17	\$0	0%	-\$17	0%
<b>General Administrative</b>	<b>\$659</b>	<b>\$7,967</b>	<b>\$44,567</b>	<b>18%</b>	<b>\$36,600</b>	<b>36%</b>
<b>Total Expense</b>	<b>\$77,344</b>	<b>\$297,757</b>	<b>\$691,409</b>	<b>43%</b>	<b>\$393,652</b>	<b>86%</b>
<b>Allocations</b>						
<b>Revenue</b>						
<b>Total</b>	<b>\$77,344</b>	<b>\$297,757</b>	<b>\$691,409</b>	<b>43%</b>	<b>\$393,652</b>	<b>86%</b>



**FIGURE 4-2.** Sample team value creation model for a pay period.

Em	Avg Hly Wage	Hrs	Total Salary Cost	Burden to Apply	Total Wage Burden Cost	Section Expense (Actual)	Sect OH	Div OH	Total Wage w/ OH Cost	Total Type 1	Value Type 1	Total Type 2	Value Type 2	Total Value Created	Ind. (+) or (-) Value
1	\$12.3	80	\$ 980.0	32.0%	\$1,293.6	\$122.0	\$156	\$213	\$1,784.6	300	\$5.21	180	\$4.56	\$2,383.8	\$599.2
2	\$12.3	40	\$ 490.0	32.0%	\$646.8	\$122.0	\$156	\$213	\$1,137.8	152	\$5.21	72	\$4.56	\$1,120.2	-\$17.6
3	\$12.3	80	\$ 980.0	32.0%	\$1,293.6	\$122.0	\$156	\$213	\$1,784.6	320	\$5.21	65	\$4.56	\$1,963.6	\$179.0
4	\$12.3	80	\$ 980.0	32.0%	\$1,293.6	\$122.0	\$156	\$213	\$1,784.6	280	\$5.21	155	\$4.56	\$2,165.6	\$381.0
5	\$12.3	36	\$ 441.0	32.0%	\$582.1	\$122.0	\$156	\$213	\$1,073.1	175	\$5.21	102	\$4.56	\$1,376.9	\$303.8
6	\$12.3	42	\$ 514.5	32.0%	\$679.1	\$122.0	\$156	\$213	\$1,170.1	249	\$5.21	60	\$4.56	\$1,570.9	\$400.8
7	\$12.3	77	\$ 943.3	32.0%	\$1,245.1	\$122.0	\$156	\$213	\$1,736.1	285	\$5.21	56	\$4.56	\$1,740.2	\$4.1
8	\$12.3	80	\$ 980.0	32.0%	\$1,293.6	\$122.0	\$156	\$213	\$1,784.6	210	\$5.21	35	\$4.56	\$1,253.7	-\$530.9
9	\$12.3	80	\$ 980.0	32.0%	\$1,293.6	\$122.0	\$156	\$213	\$1,784.6	240	\$5.21	58	\$4.56	\$1,514.9	-\$269.7
10	\$12.3	45	\$ 551.3	32.0%	\$727.7	\$122.0	\$156	\$213	\$1,218.7	162	\$5.21	100	\$4.56	\$1,300.0	\$81.4
<b>Totals</b>			<b>\$ 7,840</b>		<b>\$10,348.8</b>	<b>\$1,220</b>	<b>\$1,560</b>	<b>\$2,130</b>	<b>\$15,259</b>	<b>2,373</b>		<b>883</b>		<b>\$16,390</b>	<b>\$1,131</b>

**Notes:**

To make this document easier to read, some figures are rounded to one or zero decimal places.

"Em" means "Employees."

"PP" means "Pay Period."

"Section Expense (Actual)" refers to the team's discretionary expenses that are apportioned to each team member's costs.

"Sect" means "Section."

"Div" means "Division."

"OH" means "Overhead."

"Total Type 1 and 2" refers to the total number of contacts made per type.

## A TEAM OF LEADERS

FIGURE 5-2. Team learning methods.

	Structured	Unstructured
Cognition-based	<ul style="list-style-type: none"><li>▪ Benchmarking</li><li>▪ Customer research</li><li>▪ Acquisition</li><li>▪ Scanning</li><li>▪ Reflection</li><li>▪ Tours and reports</li><li>▪ Training</li></ul>	<ul style="list-style-type: none"><li>▪ Experience</li><li>▪ Relationships</li><li>▪ Personal communication</li><li>▪ "Skip-level" dialogue</li><li>▪ Storytelling</li><li>▪ President's breakfast</li><li>▪ All-company reviews</li></ul>
Action-based	<ul style="list-style-type: none"><li>▪ Experimental behavior</li><li>▪ Experiential learning</li><li>▪ Documents manuscripts</li><li>▪ Training</li><li>▪ Videos</li><li>▪ Recipes</li><li>▪ Standardization</li><li>▪ Personnel rotation</li></ul>	<ul style="list-style-type: none"><li>▪ Expertise</li><li>▪ Pilots</li><li>▪ Action research</li><li>▪ Alliances/joint ventures</li><li>▪ Acquisitions</li><li>▪ Experiential learning</li><li>▪ Simulations</li><li>▪ Apprenticeships</li><li>▪ Personnel rotation</li></ul>

**FIGURE 5-3.** Knowledge assessment templates.

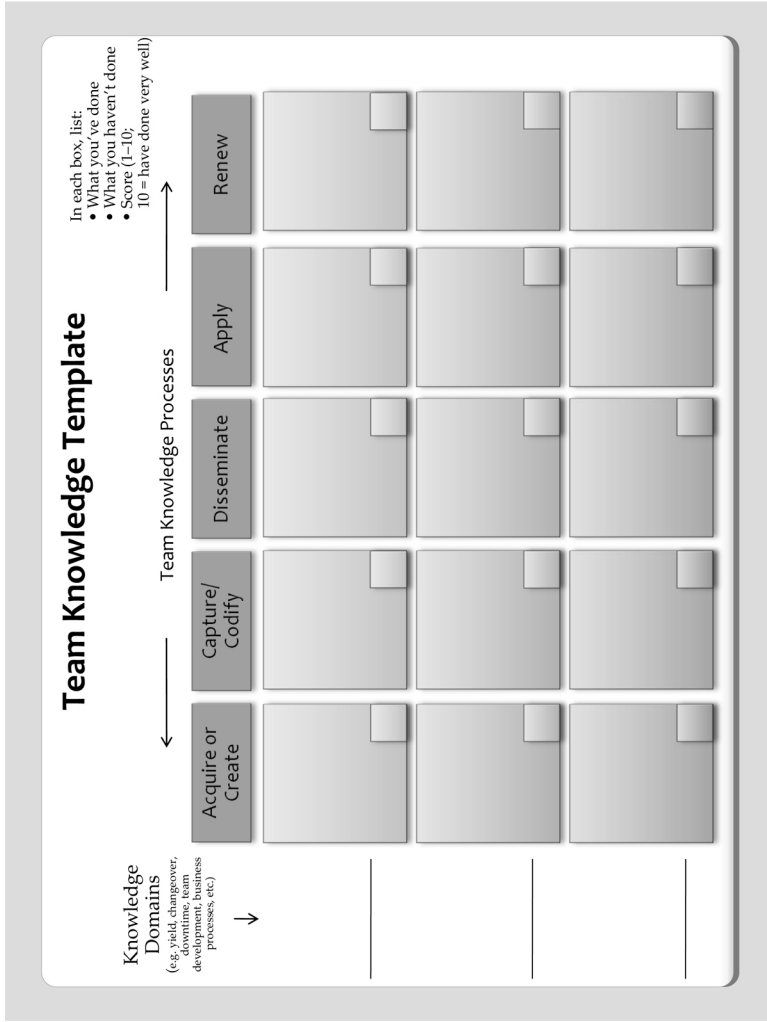
## Knowledge Assessment – Templates

For each essential domain, complete these two tables.

Domain: \_\_\_\_\_

Knowledge Types		Learning Processes	
		Structured	Unstructured
Know-That	Codifiable		
Know-How	Tacit	Cognition-based	Action-based

**FIGURE 5-4.** Team knowledge template.



**FIGURE 5-5. Skills matrix.**

List the required core and enabling skills as well as the team members. Then identify what level of competence each team member needs for each skill. Several possible keys are given below.

	<i>Core Skills</i>				<i>Enabling Skills</i>		
<b>Team Members</b>							

Traditional  
 A = Apprentice  
 J = Journeyman  
 M = Master

Coaching and Experience  
 C = Coach  
 SME = Subject Matter  
 Expert

Detailed  
 1 = Cursory  
 2 = Novice  
 3 = Familiar

FIGURE 6-1. LARO roadmap.

**VA Regional Office, Los Angeles**

*"We're dealing with veterans, not procedures, with their problems, not ours."*  
Omar Bradley 1947

**Mission**

*The mission of the Veterans Benefits Administration, in partnership with the Veterans Health Administration and the National Cemetery System, is to provide benefits and services to veterans and their families in a responsive, timely, and compassionate manner in recognition of their service to the nation.*

**Vision**

*Veterans we serve will feel our nation has kept its commitment to them.  
Employees will feel that they are recognized for their contributions and are part of something greater than themselves.  
Taxpayers will feel that we've met the responsibilities they've entrusted to us.  
Courage, honesty, trust, respect, open communication and accountability will be reflected in our day to day behaviors.*

**Core Values**

*Respect • Communication • Team Work • Flexibility  
Accountability • Competent Performance • Pride in Accomplishment*

**VA's Los Angeles Regional Office**

**By The Year 2000  
We'll Be The Nordstrom's Of Government**

FIGURE 6-3. Honolulu Regional Office roadmap.

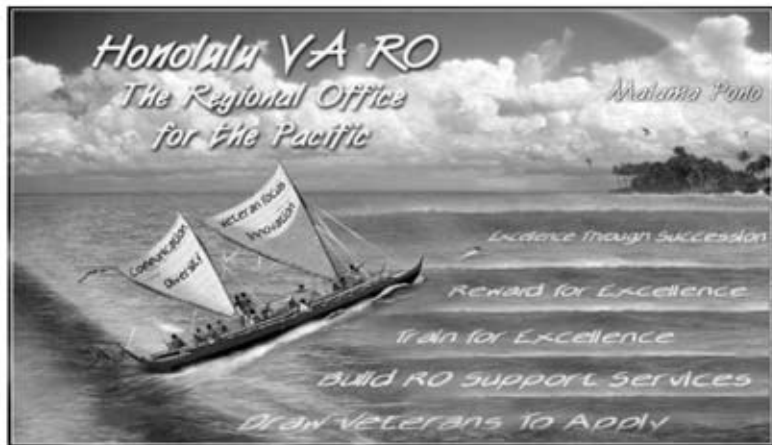


FIGURE 6-4. Inside the VA's Central California Health Care System.





FIGURE 6-5. BYU's "Called to Serve" display.

