

Unity of Effort **in a Positive Direction**

Performance Development Manual

Excerpt

Team ESP (Excellence on the **S**ame **P**age)
with enhancements



Organizational *ESP* ***Excellence on the Same Page***

A T.A.L.K. Associates Project

by

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Using the Power
of Direction



Concentrating on front line
performance and delivery



Unifying toward
a shared vision



Positioning Relationships,
Performance and Morale in a
Consistent Positive Direction



Sustaining
A Climate of Interaction
for customer-focused success



Exercising
Complete Respect
in a positive direction



Multi-level
Leadership Consistency



Accelerating Progress



Forward Movement &
Continuous Improvement



Managing Excellence
in a positive direction



Synchronizing Everyone's
Direction of Excellence



Data-Based
Decision Making

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Organizational ESP (Excellence on the Same Page)

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SECTION IV

Team and Leadership Development

Unity of Effort in a Positive Direction **Team ESP (Excellence ‘on the Same Page’)**

Team Excellence models the ‘Unity of Effort in a Positive Direction’ (Unity of Effort) Framework to move forward and improve forward with **ESP** – **E**verybody on the **S**ame **P**age with **E**xcellence on the **S**ame **P**age. Remember this. In a Unity of Effort in a Positive Direction (Unity of Effort) framework, the organization is divided into two main parts: the front line and everyone else. Everyone else, including leadership, is called the Smooth Operating System (Smooth OpS). The role of the Smooth OpS is to concentrate on supporting front line performance and delivery. **Team Excellence** is the effectiveness, efficiency and execution of team tasks, either routine or special:

- **Effectiveness** is:
 - the degree of meeting/exceeding customer requirements and expectations (Front Line)
 - OR the degree of meeting/exceeding internal support requirements and expectations in a way that best concentrates on supporting front line performance and delivery (Smooth OpS)
- **Efficiency** is the management of resources, time, space and cost for effectiveness.
- **Execution** is the delivery of products and services for effectiveness.

The **Direction of Excellence** for organizational teams is:

- The Direction and Flow of Support
- The Direction of Concentration
- The Direction of Focus

The Direction of Excellence connects the team and its hierarchy in the direction of meeting or exceeding customer requirements and expectations. If it is a self-directed team then it is supported by the manager or supervisor to whom it reports. Otherwise, the immediate connection is from the team’s manager or supervisor supported by his or her manager or supervisor. That is a part of the ‘Flow of Support’ which also includes the delivery recipients of the team’s efforts. The team is one of the following:

- A Smooth OpS branch of the organization
- A front line branch (the entire team is considered front line; however, the leader is still considered to be Smooth OpS or must exercise leadership consistency roles and practices)
- A branch that contains a combination of Smooth OpS and front line individuals (in this case the role of the Smooth OpS is to exclusively support front line performance and delivery)

In a ‘Unity of Effort’ framework the entire organization concentrates on supporting front line performance and delivery in a way that the front line can have the very best performance and delivery to meet/exceed customer requirements and expectations.

Whether it is an individual, a team or an entire organization, everyone knows where to concentrate, everyone knows the support connections and everyone focuses on the customer as being a part of the ‘reason why’.

Setting goals helps teams to get closer to achieving the organization’s strategic plan which gets the organization closer to its customer-focused vision.

Goals are longer term outcomes which must be achieved in a specific period of time.

Objectives are shorter term outcomes which must be achieved in a specific period of time to achieve related customer-focused goals.

Tasks are executed to achieve specific customer-focused objectives.

The Direction of Excellence is applied to the Relationships, Performance and Morale (the human activity) working together to execute customer-focused tasks. Every team in an organization has its unique Direction of Excellence while the excellence of any of the organization’s teams is in the direction of the customer.

The TEAM NINE Approach is an organizational check that helps teams to assure the successful execution and completion of tasks and objectives. It is the fastest way to get teams to work together effectively. It includes the primary ingredients that everybody wants and needs: Clear goals, great communication, successful completion of tasks. The accelerator of the team effort is communication and information.

- Clear Tasks and Objectives
 - Time Period
 - Customer-Focused
 - S.M.A.R.T. (Specific, Measurable, Achievable, Reality-based, Time-bound)
- Communication and Information – talking to each other; sharing information (accelerates progress)
- Support for Performance & Delivery (Direction of Concentration, Direction and Flow of Support)
- Accurate & Successful Delivery (meeting/exceeding customer requirements & support requirements)
 - Accuracy (Getting it done right)
 - Success (Getting it done)
 - The Power of **AS** (Accuracy and Success)

In a Unity of Effort framework, the tools, practices and procedures that are used to measure and assure success should include ‘Unity of Effort in a Positive Direction’ supplements. For example, a Lean Six Sigma team should be able to identify its Direction of Excellence and other Unity of Effort practices to accelerate progress, assure successful front line performance and delivery and to sustain management support throughout the project. If ‘Lean’ is used in a Unity of Effort framework, then one of the first steps would be to identify the Direction of Excellence in the current state and make adjustments. Using the Six Sigma DMAIC phases (Define, Measure, Analyze, Implement, Control), a ‘Unify’ phase would be added. The direction check would be for the team itself to ensure that each member understands the team’s Direction of Excellence. That way the team could always identify its connection to front line performance and delivery. The generic representation of the Unity of Effort supplement for the Lean and Six Sigma phases is depicted in the two tables below.

Unity of Effort in a Positive Direction

Generic Tool Applications

for Lean Processes

Using Unity of Effort	Current State	Specify Value	Value Stream	Select Targets	Set up Area(s)	Eliminate Waste
Core Questions	X	X		X	X	X
PD Power Principle		X	X			
FITS 4 Success		X		X		
DM Round Table				X		
Leadership Consistency	X	X		X	X	X
Direction Check	X	X	X	X	X	X

Unity of Effort in a Positive Direction Generic Tool Applications for Six Sigma Phases

Using Unity of Effort	Define	Unify	Measure	Analyze	Implement	Control
Core Questions	X	X			X	X
PD Power Principle		X	X			X
FITS 4 Success						X
DM Round Table				X	X	
Leadership Consistency	X	X				X
Direction Check	X	X		X	X	X

If a Lean Six Sigma team or other type of project team is deployed, it is wise to include a synchronizer with the team or to ensure that someone is on the team with the knowledge to synchronize the direction of excellence as well as use the Unity of Effort practices. For project teams, once the team members are assigned or recruited, the team can establish its direction of excellence. That ensures that each member of the team and the team itself knows where to concentrate its efforts, understands and uses the support protocol as internal partners and includes the external customer as part of the ‘reason why’. Under those circumstances the project will be executed in a way that assures continued successful front line performance and delivery. It also increases the assurance of sustained hierarchical support.

In a Unity of Effort framework there are four types of teams or groups.

- Work Teams (Front Line or Smooth OpS) – Execute day-to-day requirements
- Project Teams (Front Line or Smooth OpS) – Execute specific improvements
- Focus Teams (Usually Smooth OpS) – Facilitate use of organizational goals and boundaries
- Management Teams (Smooth OpS) – Plan, Organize, Direct and Control Organizational Strategies in ways that concentrate on supporting front line performance and delivery; ensure the directions of excellence

For work teams, focus teams and management teams the directions of excellence are most likely permanent. They function using standards, practices, policies and procedures. Adjustments are made for deviations or for changes in organizational structures. For project teams directions of excellence are specific to the individual projects. However, the direction of excellence of a project team should always be aligned with the direction of excellence of its parent organization. If the project team is contracted, then the project team requires a dual focus: focus on its customer(s) and the customers of its customer.

If an organization uses contract employees, the contract employees should be aligned with the organization’s direction of excellence in their work assignments.

Many organizations require the implementation and deployment of project team programs. For example, numerous organizations of the Department of Defense mandate the establishment of Lean Six Sigma. When an organization promulgates such a mandate, excellence in different directions often occurs, requiring the need for team improvements or interventions. A Unity of Effort framework accelerates the

team’s progress because, from the beginning, the Direction of Excellence unifies everyone on the team in every phase of the project while making multi-million dollar improvements. Also, because project teams are usually making improvements, the project most likely would set its concentration of effort in a way that successful front line performance and delivery would even be better. A project team *can* provide a Unity of Effort framework for itself and it certainly can use the Unity of Effort practices such as the Core Questions or the Decision-Making Round Table. See brief description of the practices on the next page.

In the table below, a ‘Unify’ phase is added to the generic project team phases. It helps to keep Everybody on the Same Page with Excellence on the Same Page (ESP).

Unity of Effort in a Positive Direction

Generic Tool Applications

for Generic Project Team Phases

Using Unity of Effort	Define	Plan	Unify	Execute	Monitor /Control	Close
Core Questions	X	X	X	X	X	
PD Power Principle			X			
FITS 4 Success		X				
DM Round Table				X	X	
Leadership Consistency		X	X	X	X	X
Direction Check			X	X	X	X

Derived from PMI Body of Knowledge

Whether a project team is working on front line processes or support processes, it should examine the impact on front line performance and delivery in each major phase. It should also find out what support the front line needs for continued successful performance and delivery. If the project team includes someone with a synchronizing responsibility, that person can coordinate tasks for using Unity of Effort practices and sustaining a Direction of Excellence – Synchronizing the Direction of Excellence.

The primary Unity of Effort applications that increase the assurance of team excellence are:

Leadership Consistency – Whether it is a titular leader or a project team leader, the leader practices and assures the appropriate Direction of Excellence. The leader’s primary role is to support the performance and delivery of those who report to him/her directly in a way that they can best concentrate on meeting or exceeding internal support requirements and expectations or meeting or exceeding [external] customer requirements and expectations. Team leadership requires balance. For example, leaders have multiple roles of interacting with other leaders as well as interacting with their own teams. There are some elements of balance that are essential:

- Balancing leadership styles with leadership practices
- Balancing technical competence with people competence
- Working with other leaders while working with your team
- Performing as a leader while performing as a manager

Direction of Excellence – The Direction of Excellence keeps the team connected to the organization’s front line performance and delivery.

TEAM NINE Approach – The TEAM NINE approach accelerates progress, even in the most critical circumstances. It increases the frequency of the team’s accurate and successful performance and delivery. It also assures continuous improvement in Team Excellence (effectiveness, efficiency and execution of tasks). Growth leads to more growth. Possibilities lead to more possibilities.

The Unity of Effort Practices for Team ESP:

- Concentrate on supporting front line performance and delivery in a way that the front line can have the very best performance and delivery so that customers can have the very best service, products and experiences
- Support is one way in the direction of the customer (the *organizational* positive direction)
- Ensure that the team’s Direction of Excellence meets or exceeds acceptable performance levels
- **Use the Organizational Core Questions** for decisions pending or made, interventions, corrective actions, performance evaluations, time/responsibility adjustments, improvements/innovations:
 - What is the impact on front line performance and delivery?
 - What support does the front line need for excellence in its performance and delivery?
- **Use the Direct Core Question** for performance and delivery issues regarding the team or team members relating to decisions pending or made, interventions, corrective actions, performance evaluations, time/responsibility adjustments, improvements/innovations: **What support do you need to...**
- Use the Positive Direction Power Principle to determine the silent factors that contribute most to help the team’s relationships, performance and morale work together in a positive direction – the direction of the required and desired outcomes for success.
- Use Meetings-before-the-Meeting: for response to mandatory change. Ask only three questions.
 - What is the impact on front line performance and delivery?
 - What support does the front line need for excellence in its performance and delivery?
 - What support does the Smooth OpS need in a way that it can best concentrate on supporting front line performance and delivery?
- Use the FITS 4 Success: for ideas, proposals, suggestions and report supplements
- Address the System First: for making corrections and/or examining cause and effect – adequacy of communication, information, support, training, or leadership consistency
- Use the Decision-Making Round Table for resolution of differences, attitudinizing circumstances, when you have tried everything or when you have yet to try or do anything:
 1. Select a Single Issue
 2. Dialogue 10-15 minutes
 3. Brainstorm actions to take
 4. Select actions unanimously from the suggested actions in step 3
 5. Sequence the execution and timing of the selected actions
- The [external] Customer is the ‘reason why’ (Direction of Focus)

Using these practices helps to keep teams on time, on task and on budget because they help team members to consistently concentrate and focus their efforts in the same direction (**ESP**): Everybody on the Same **P**age with Excellence on the Same **P**age.

Ref. Organizational ESP Performance Development Manual, Section III (J. Bert Freeman 2010)