

SCORING A WHOLE IN ONE:
ONE ISLAND, ONE MISSION, ONE
TEAM

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Detailed Schedule of Events-Revised

Day 1	July 1, 2002
0730	Coffee, donuts, and preparation
0800	Island Room of Turner Club, Building 110 Partnering working sessions begin with introductions Review of signed November 2000 Partnering Charter
0845	Break 1-Executive Partnering Session in Ace-Deuce Lounge
0900	Review of November 2000 Workshop results Status report
0915	Discussion of pre-workshop “ Quality Survey ” results
0930	Introduction to “ Systems Thinking ” by Dr. Russell Ackoff’s video
1000	Break
1015	Practice Exercise 1: Juran’s Quality Planning Spreadsheet •In mixed teams of 12 (6 Ktr, 6 Gov’t.)
1030	Practice Exercise 1 Reporting of teams to all participants
1100	Lunch
1200	Introduction to Block Agreement/Trust Model
1230	Practice Exercise 2: Peter Block’s Agreement/Trust Model •Identify you allies, adversaries, supporters, others (individually)
1245	Break
1300	“ Scoring a Whole in One ” by Dr. Edwin Martin-Systems theory in the management of projects
1330	Practice Exercise 3-What are your partnering challenges? Prioritize issues from Executive Partnering Session and for focused teams and counterparts (15 member teams)
1345	Break
1400	Practice Exercise 3 continued-Prepare action plans: what, who, when, how, where, cost/resources needed for highest priority issues. Turn into facilitators when done.
1445	Break
1500	Share results of action plans
1530	Wrap-up and signing of 2002 Charter
1600	End of Partnering Events • Farewell by Base CO • Comments from sponsors

Opening Remarks

- Commanding Officer NSF
- Program Director DG²¹
- Lt. Paul Lucia
- Recognition of Special Guests
- Completion of autobiographies
- Self-Introduction of all participants

In 2000 we reconfirmed our support and partnership

We are here today to reaffirm our joint support of each other in not only accomplishing the contract intent, but ridding the world of ugly, evil, and cowardly proponents of terror, death, and despicable destruction.

Last year, November 2001, we didn't have a Partnering Workshop here on island because of 9-11.

In November 2000 it was a different world and some of the issues identified and worked on no longer have a direct relevance to our new world. I will briefly discuss the issues and report on progress in the last 20 months.

Example Issue from Nov. 2000

- Equipment upgrade turnaround time
- Annexes: 26
- Others: DG21
Contracts Office
- Action performed: In progress, starting modifications today to photographic lab
- 50 % Status
- Completion date:
 - 2002
- Successes (S)=.5
- Barriers (B)=0

Thoughts on Partnering Workshop


- Discuss issues/successes/frustrations
- Be honest with each other (no free shots)
- Rotate from group to group
- Rearrange chairs to see everything/everyone
- Make notes on flipcharts as you go along
- Be open and learn from one another
- Follow the problem resolution ladder in the detailed agreement
- Have a good time and follow up on all actions identified and reported

Goal and Objective

- Annual reconfirmation of partnering charter and activities
 - Commitments
 - Communications
 - Trust (Peter Block's Agreement/Trust Model from The Empowered Manager:Positive Political Skills at Work)
 - Conflict Resolution
 - Continuous Evaluation
- Theme: " Scoring a Whole in One: One Island, One Team, One Mission "

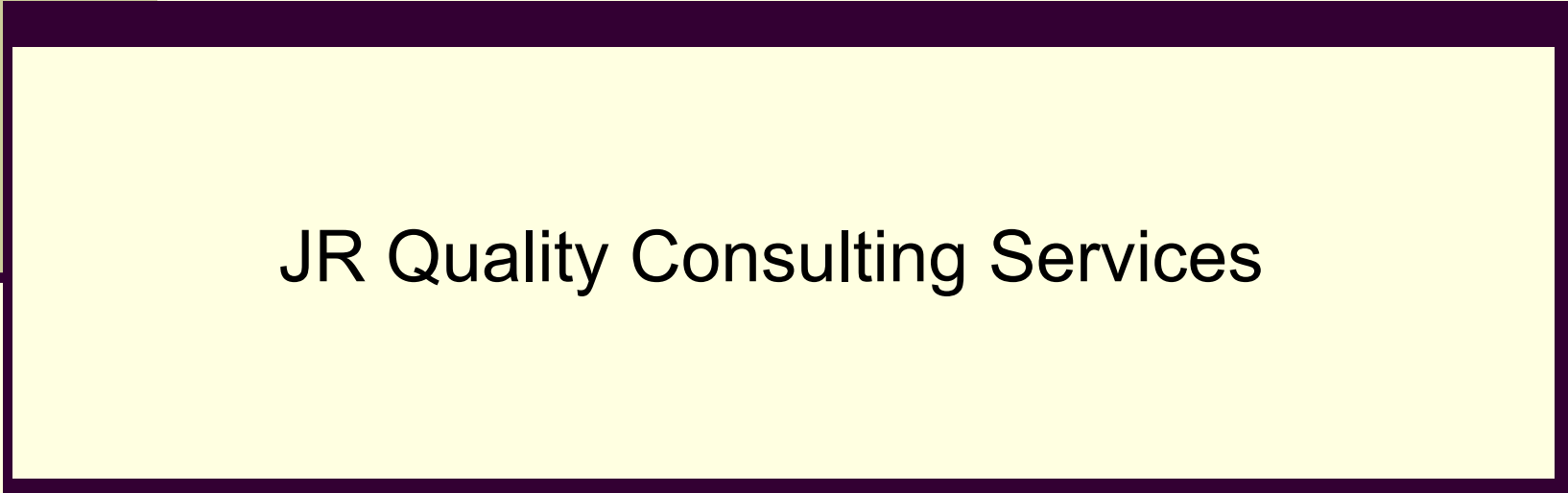
How Did We Get Here?

- We have established two partnering charters: Nov. 1999 and 2000
 - In this third option year the Ktr has achieved a 100 Award Fee Score
 - The major issues are understood and will be addressed from an island systems perspective



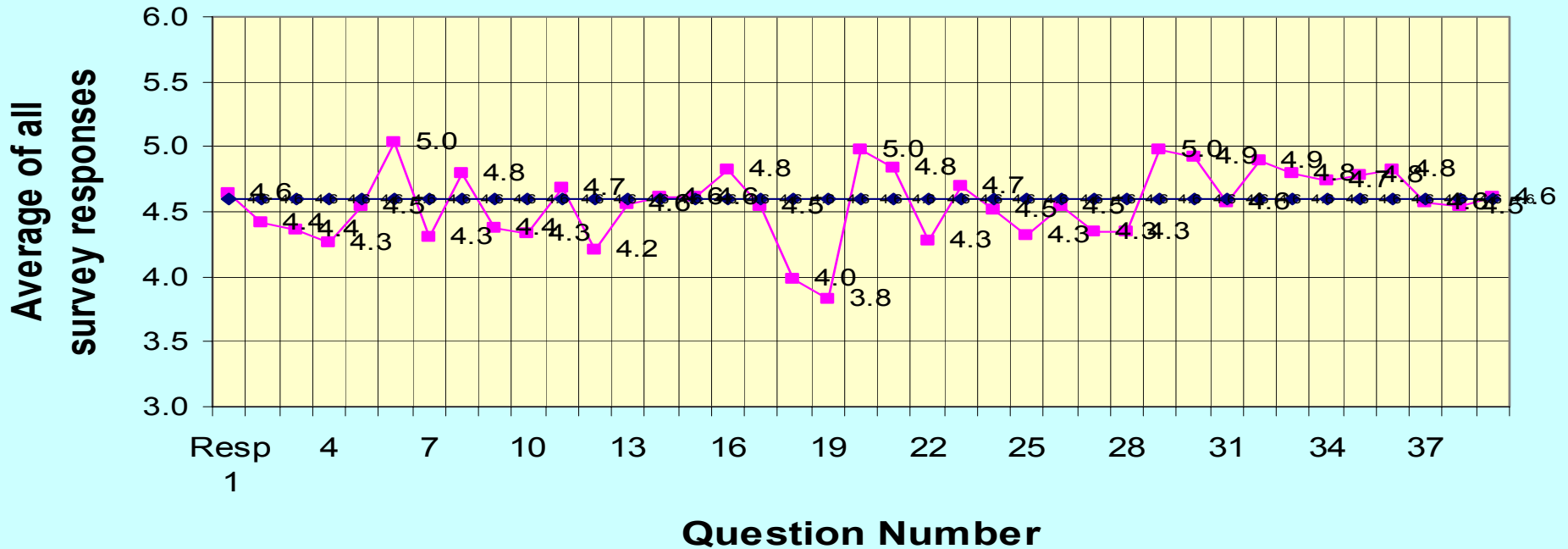
Quality Survey Results

June 2002



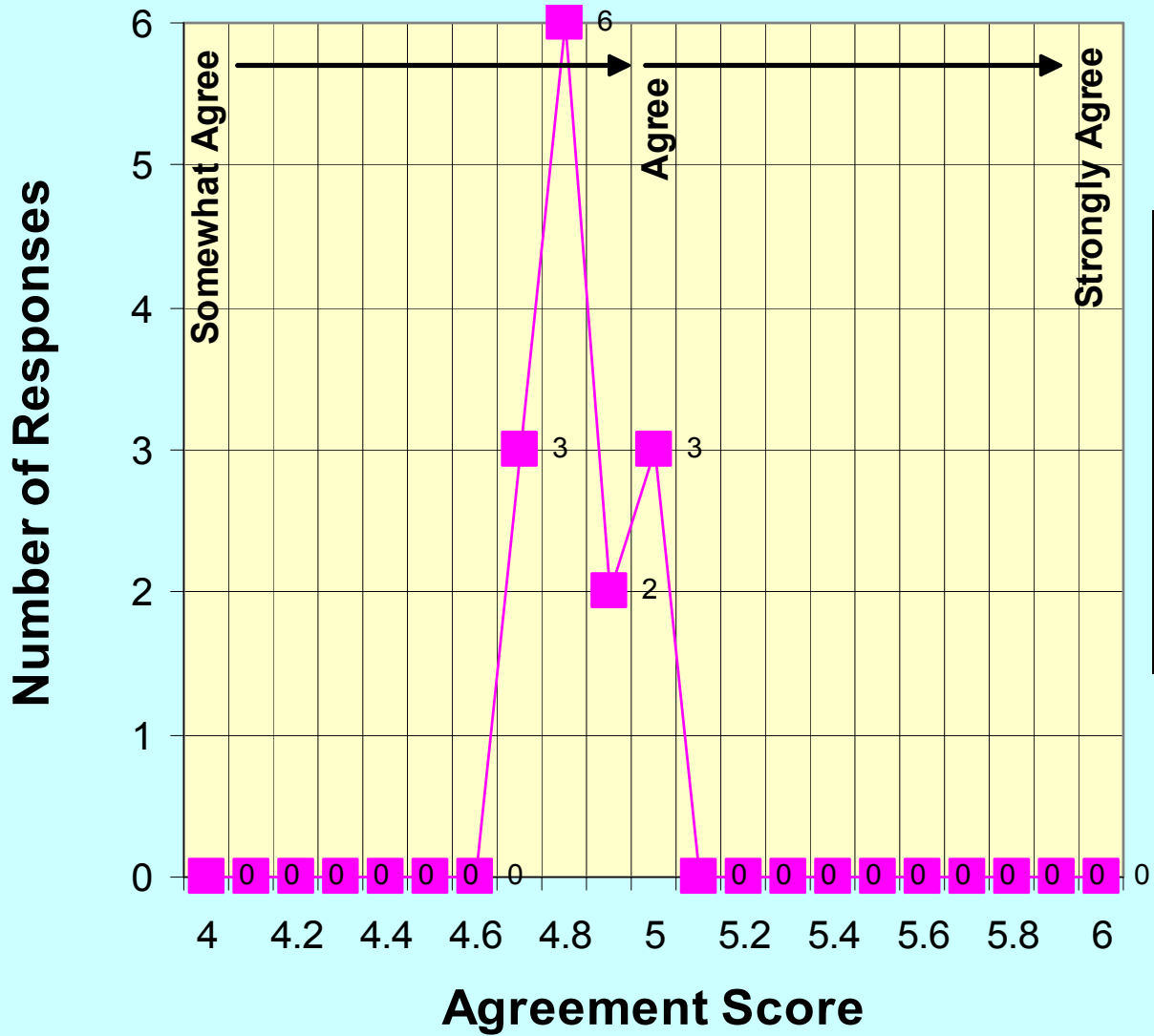
JR Quality Consulting Services

Survey Responses



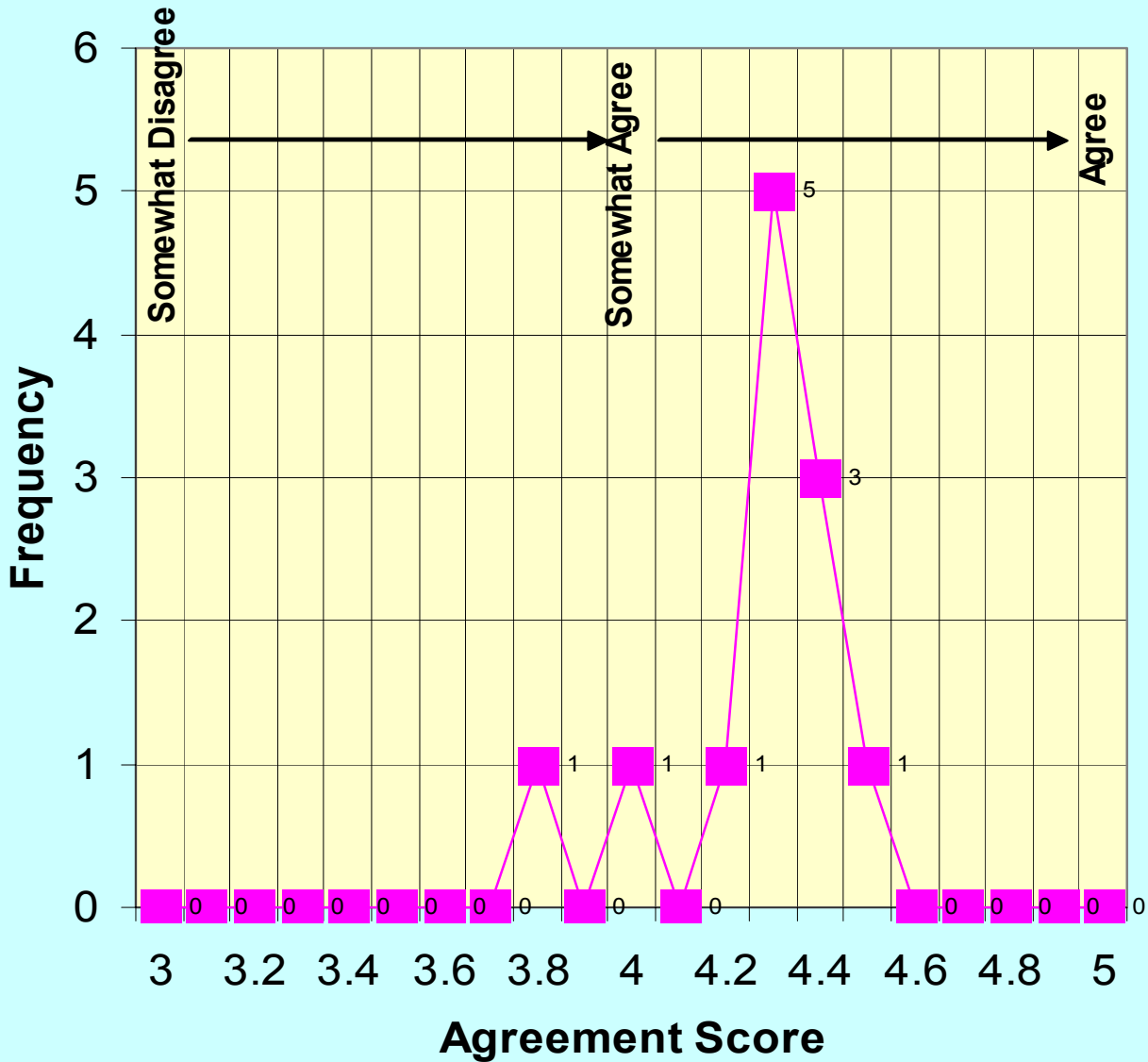
Key	1 = strongly disagree				
	2 = disagree				
	3 = somewhat disagree				
	4 = somewhat agree				
	5 = agree				
	6 = strongly agree				

Best Responses



Key	1= strongly disagree				
	2=disagree				
	3=somewhat disagree				
	4=somewhat agree				
	5=agree				
	6=strongly agree				

Worst in class



Key	1= strongly disagree				
	2=disagree				
	3=somewhat disagree				
	4=somewhat agree				
	5=agree				
	6=strongly agree				

Dr. Russell Ackoff's Video

“ The New World View ”



Dr. Juran's Quality Planning Spreadsheet

Who are my customers ?	What do they want?	How do they want it?	How do I know they are getting what they want ?	What do I do when they are not getting what they want ?	How do I know they are satisfied? (metric)
Internal					
External					
10/27/2003			Energy&Environmental Division		16

Dr. Juran's Quality Planning Spreadsheet

■ Reporting



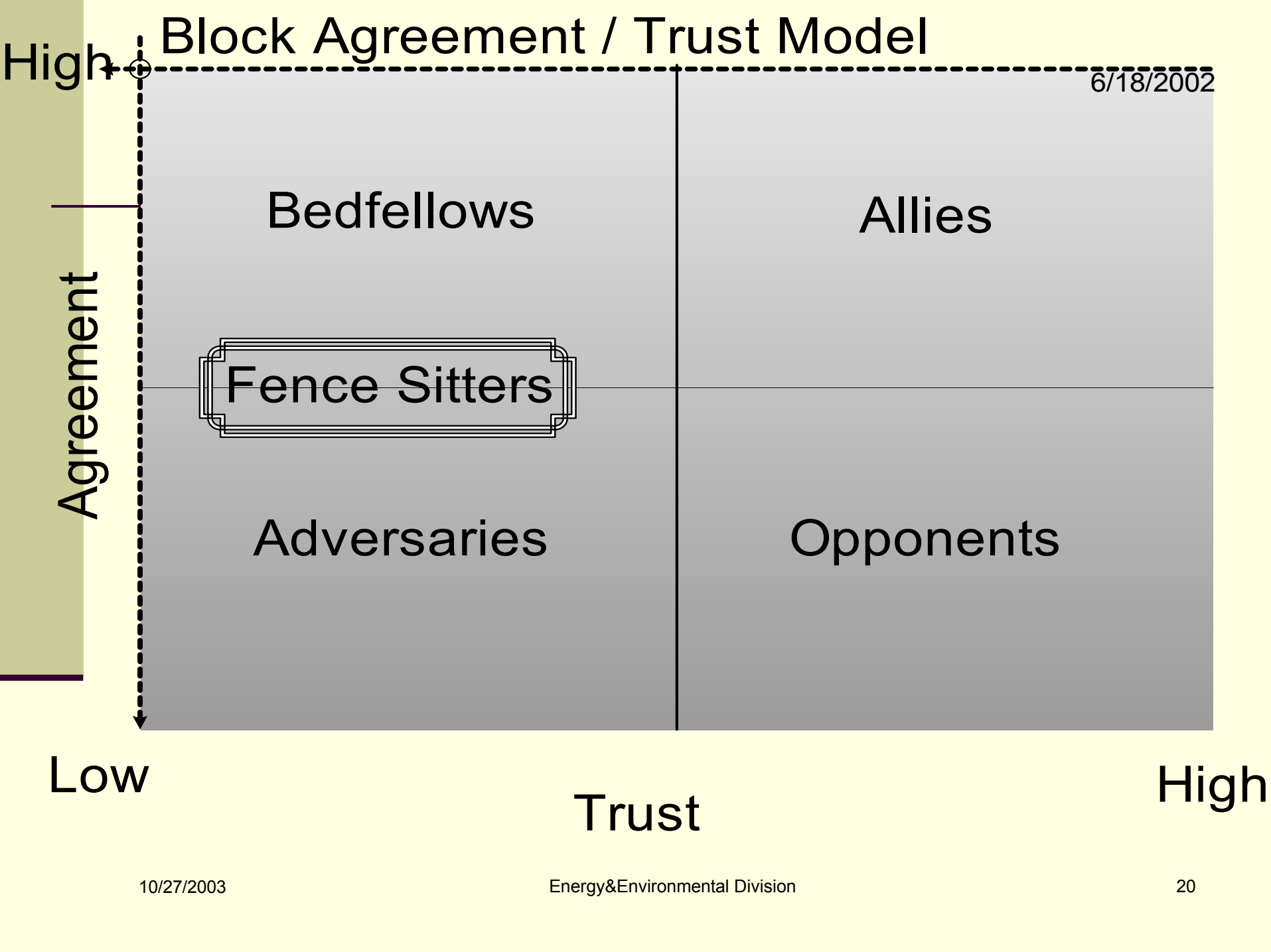
The Empowered Manager: Positive
Political Skills at Work, Peter Block,
Jossey-Bass, 1987

Dr. Block

- The most traditional aspects of political skills are coalition and support building.
 - Exchange vision, purpose, or goals.
 - Affirm or negotiate agreement.
 - Affirm or negotiate trust.

Block Agreement / Trust Model

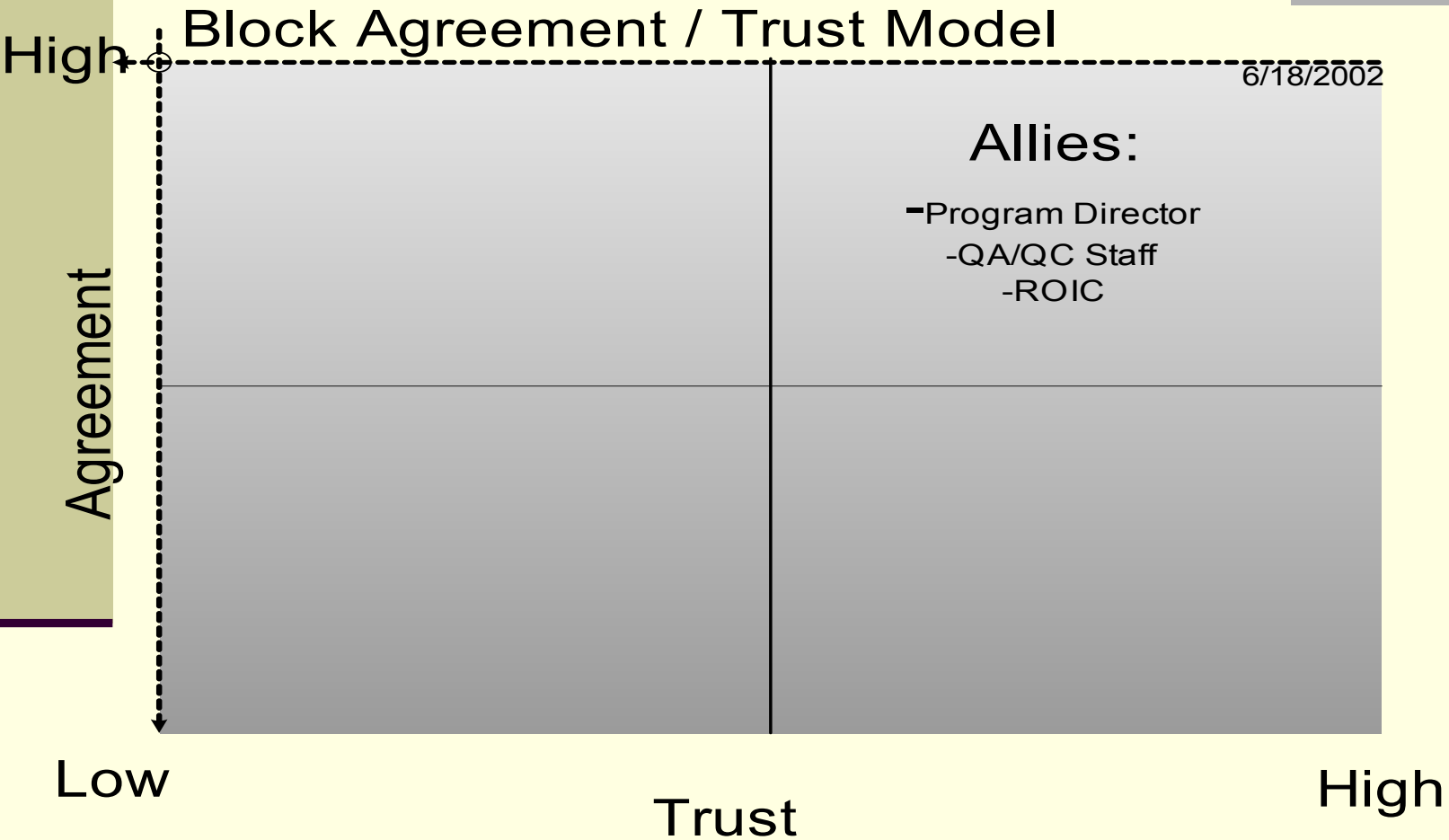
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Block Agreement/Trust Model

- The Block Agreement/Trust Model allows us to visualize the degree of agreement and trust we have with our stakeholders. The trick is to figure out where our stakeholders stand and then to influence them in a way that aligns with our vision and self-interest.
- Ask: Who shares our intentions and our vision?
- We discover our support by the dialogue we have with people around us.

Allies: High Agreement/High Trust

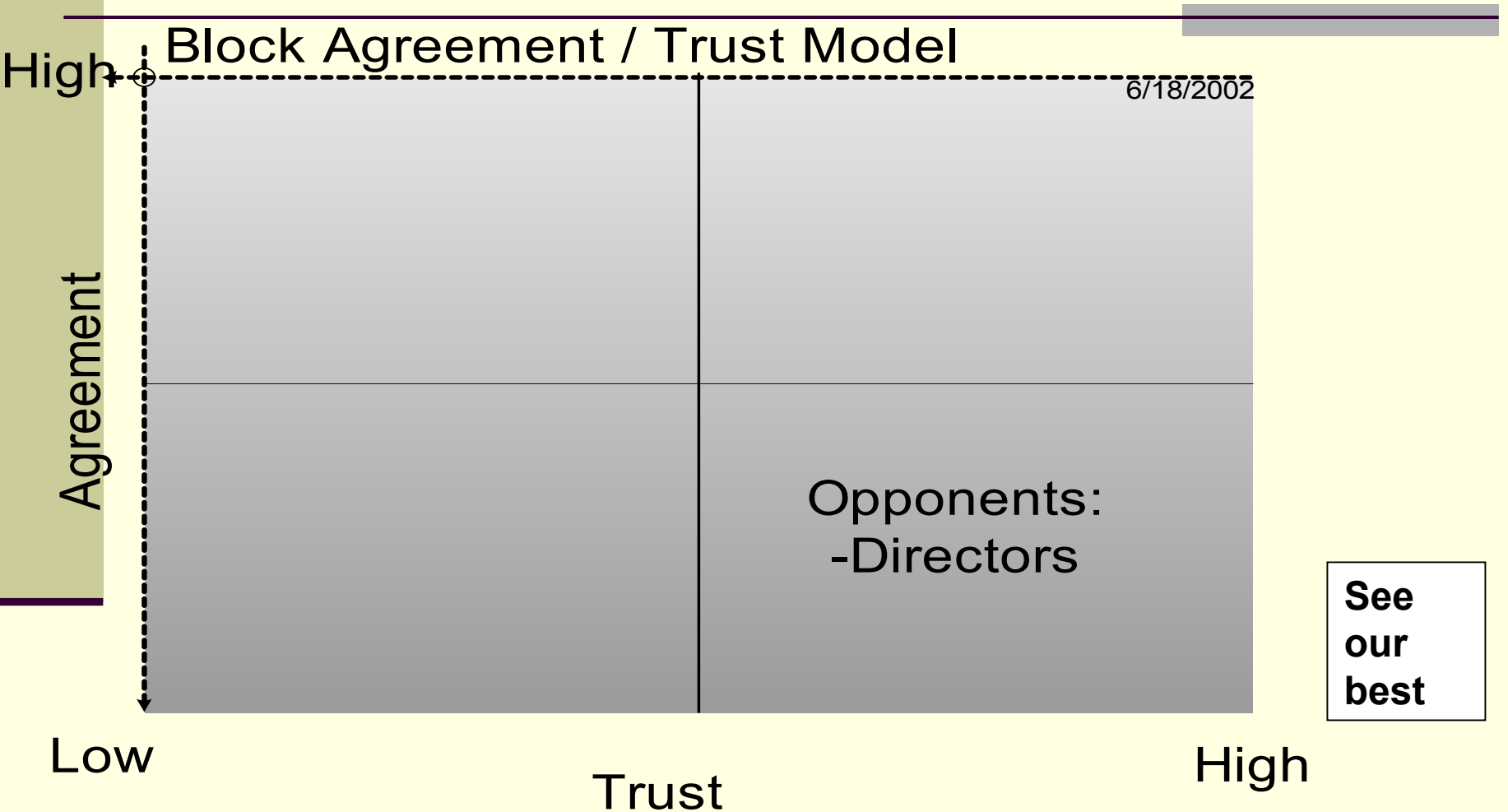


**See
our
worst**

Allies: High Agreement/High Trust

- Managing the relationship with our allies requires:
 - Affirming agreement on the project or the vision.
 - Reaffirming the quality of the relationship.
 - Acknowledging the doubts and vulnerability that we have with respect to our vision and our projects.
 - Asking for advice and support.
 - Our allies help us in evaluation of our perceptions and in knowing the extent of the difficulty we face.

Opponents: High Trust/Low Agreement



Opponents: High Trust/Low Agreement

- The task of the opponent is to bring out the best in us. They bring the picture of reality and practicality to our plans. Their role is to challenge what we are doing to make us stronger and more efficient.
- Managing the relationship with our opponents requires:
 - Reaffirming the quality of the relationship and the fact that it's one based on trust.
 - State our position.
 - State in a neutral way what we think their position is.
 - Engage in some kind of problem solving.

Opponents: High Trust/Low Agreement

- It is easy for the creator of a service or product to make up their own mind about what is valuable in what they are offering and to do this in a vacuum.

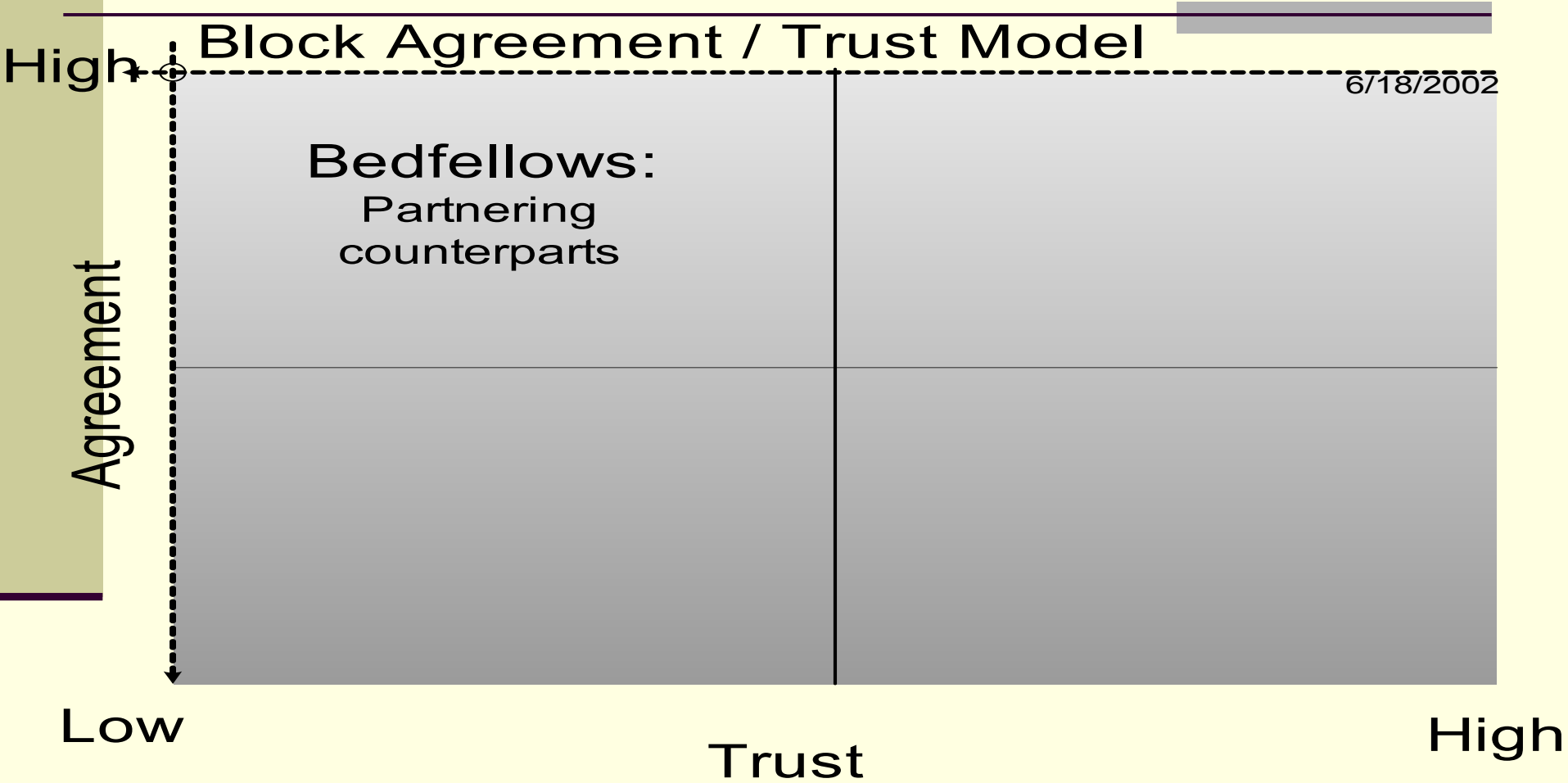
So what's the bottom line ???

“ Ask the customer,

Listen,

Act !!!! ”

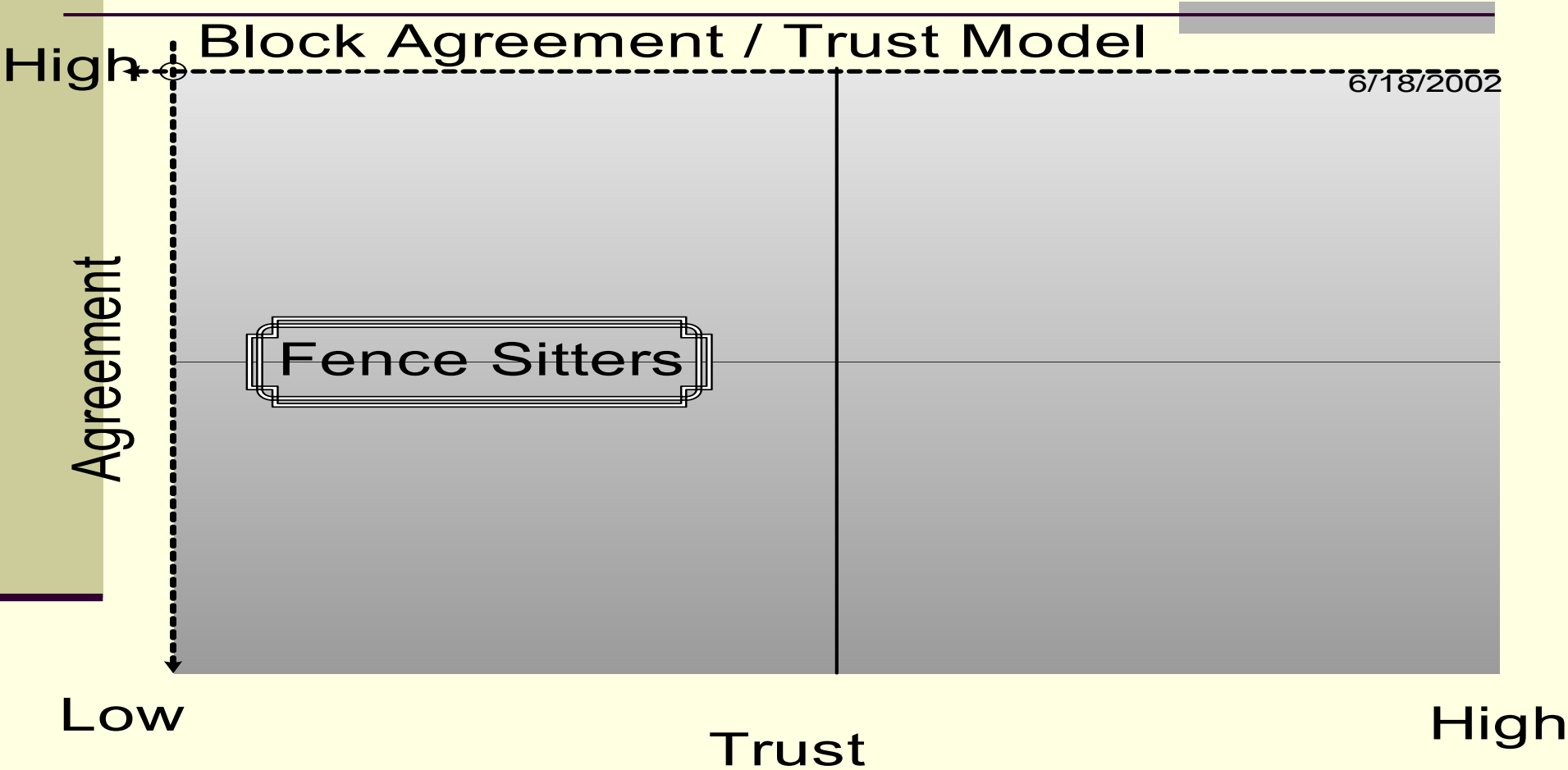
Bedfellows: High Agreement/Low Trust



Bedfellows: High Agreement/Low Trust

- These are people who are aligned with our vision and our goals and objectives but, when we have contact with them don't give us the whole story.
- The sequence for dealing with bedfellows is:
 - Reaffirm the agreement (Renew the Charter).
 - Acknowledge the caution that exists (Survey results and comments)
 - Talk about the difficulty in the relationship, not in the person!!!
 - Be clear about what we want from them in terms of working together (Partnering)
 - Ask them to also be clear to us.
 - Try to reach some agreement as to how we're going to work together.

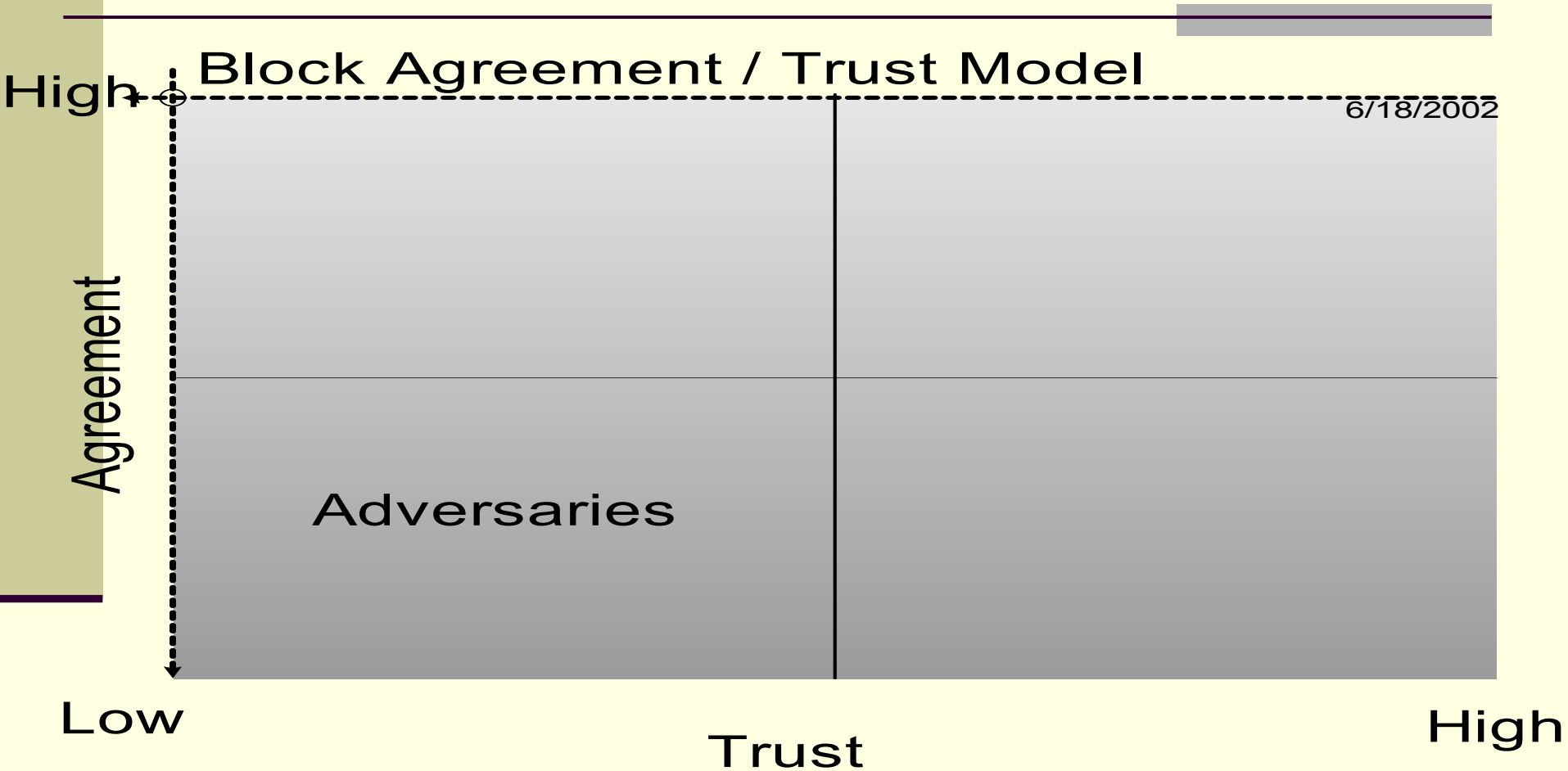
Fence Sitters: Low Trust/Unknown Agreement



Fence Sitters: Low Trust/Unknown Agreement

- The fence sitter is someone who will simply not take a stand for or against us.
- If your boss is a fence sitter he or she likes to review and perhaps sign all written correspondence leaving the department.
- The fence sitter is the bureaucratize prototype vs. the entrepreneurial spirit!
- The strategy with fence sitters is to:
 - State our position on the project.
 - Ask where the fence sitters stand, no pun intended.
 - Apply gentle pressure (express frustration about their neutrality).
 - Encourage fence sitters to think about the issue and let us know what it would take for them to give us support.
- **Fence sitters are not worth a lot of energy from us !!!**

Adversaries: Low Agreement/Low Trust



Adversaries: Low Agreement/Low Trust

- People become adversaries only when our attempts at negotiating agreement and trust have failed. Facts about them:
 - Make direct contact with them.
 - They represent sides of us we have a hard time accepting.
 - The more we try to convert and pressure them, the stronger they become.
 - The solution is to let go of them.
 - One way is to completely eliminate contact with them.
 - The strategy with them is:
 - State our vision for our project.
 - State in a neutral way our best understanding of our adversary's position.
 - Identify our own contribution to the problem.
 - End meetings with our plans and no demands.

Scoring A Whole in One

Dr. Edward Martin Baker

I. When Human Enterprise is a System

- Whole: healthy; a coherent system or organization of parts fitting together or working together as one.
- Consider Golf: serious golfers are always learning. There are not separate parts of a golf swing, no shoulders, arms, hands, hips, legs, or feet. They all interact as one to accomplish the purpose of the activity—to send the ball to the target, the hole.

Golf

- When tempo, club face angle, smash factor, club head speed, club head path and ball velocity are perfect for the shot there is joy !

Beyond Golf

- In team sports activities such as the recently completed NBA basketball championship, the nature of the interdependence between parts give the game its unique character.
- The same is true for a symphony orchestra or drama company. No one in the chorus sings louder or faster to gain attention for themselves. Everything comes from the mental model of a perfect swing or opera.

Dr. Russell Ackoff

- He so aptly expounded in his video, “ The way enterprises are conceptualized has a very large effect on what they do, and what they do, affects the way they are conceptualized, when human enterprise is a system.”
- Misunderstandings and conflicts between people who do business together often are rooted in their failure to state in advance and in operational language how they will know when a commitment of one to the other has been fulfilled.

Scoring a Whole in One

- Abstractions are constructions in the mind, they influence our actions.
- Relevance of mental models, like a golf swing, affect the capability of an enterprise to achieve its purpose. It depends a great deal on the applicability of management's mental map to the territory in which the enterprise operates.

Scoring a Whole in One

- The territory is the external environment, which includes customers, suppliers, and other people. It is also the enterprise itself, which includes human beings with their own aspirations, desires, inclination, values; with their own maps.
- Overall performance of the system suffers when individual departments work to optimize their own performance locally and do not work together to optimize the performance of the whole system.

Scoring a Whole in One

- Our quality survey pointed out that:
 - 22 of 39 (56.4 %) responses were in the somewhat agree to agree region of the quality system territory, a positive indicator
 - Only 1 of 39 (1.21%) responses was in the somewhat disagree to somewhat agree region of the quality system territory, a very positive indicator
 - And, 13 of 39 (34.7%) responses were on the fence between the two, a non-indicator

There is room for improvement in only 29.4 % of the categories measured in the survey to get to the positive side of the quality system territory.

Scoring a Whole in One

- Attempts to maximize local performance can lower overall performance and everyone can lose. Figure 3 on page 8 of the book.
- Therefore what is needed is interdependence, not independence because it ignores the effects of interactions between local parts of the system. Individuals overcompensate when they think they will not meet their local targets (just as in golf).

Scoring a Whole in One

- Performance of the enterprise could be improved dramatically if it learned to operate as one whole system.
- A system is a map!!!
 - an abstraction of the territory, not the territory itself. It is the way we think about the territory, about “what’s out there” although “what’s out there” and what’s in our mind can not easily be separated.

Scoring a Whole in One

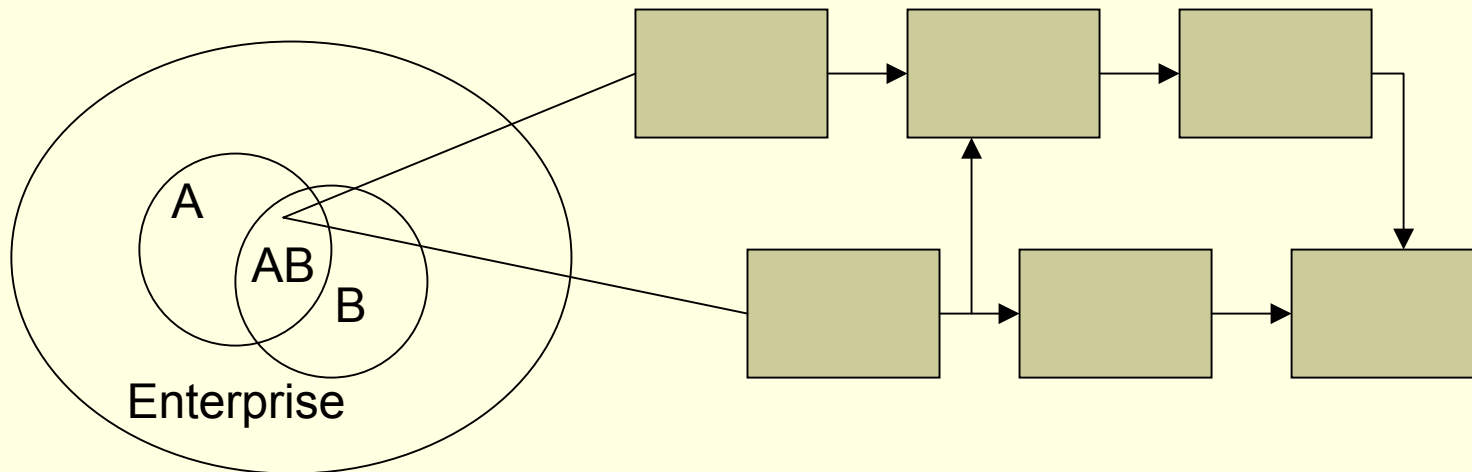
- The territory is not the words and pictures used to describe it, and it is certainly not a description in the mind of any single individual.
- A SYSTEM OPERATES OVER TIME AND PLACE
- A SYSTEM IS NOT A COLLECTION; SYSTEM MEANS INTERDEPENDENCE

Scoring a Whole in One

- Failure to understand the principle that performance depends on how well interdependent parts fit together can lead to unsolved mysteries, wrong conclusions and a waste of time.
- The method of analysis fails to get at the holistic experience of customers.

Systems are contained within systems

- The quality of life of any whole depends on the quality of the relationships between the parts it contains and sustains.
- The enterprise contains interacting wholes (subsystems). Page 15 of book.



Interactions within the Enterprise

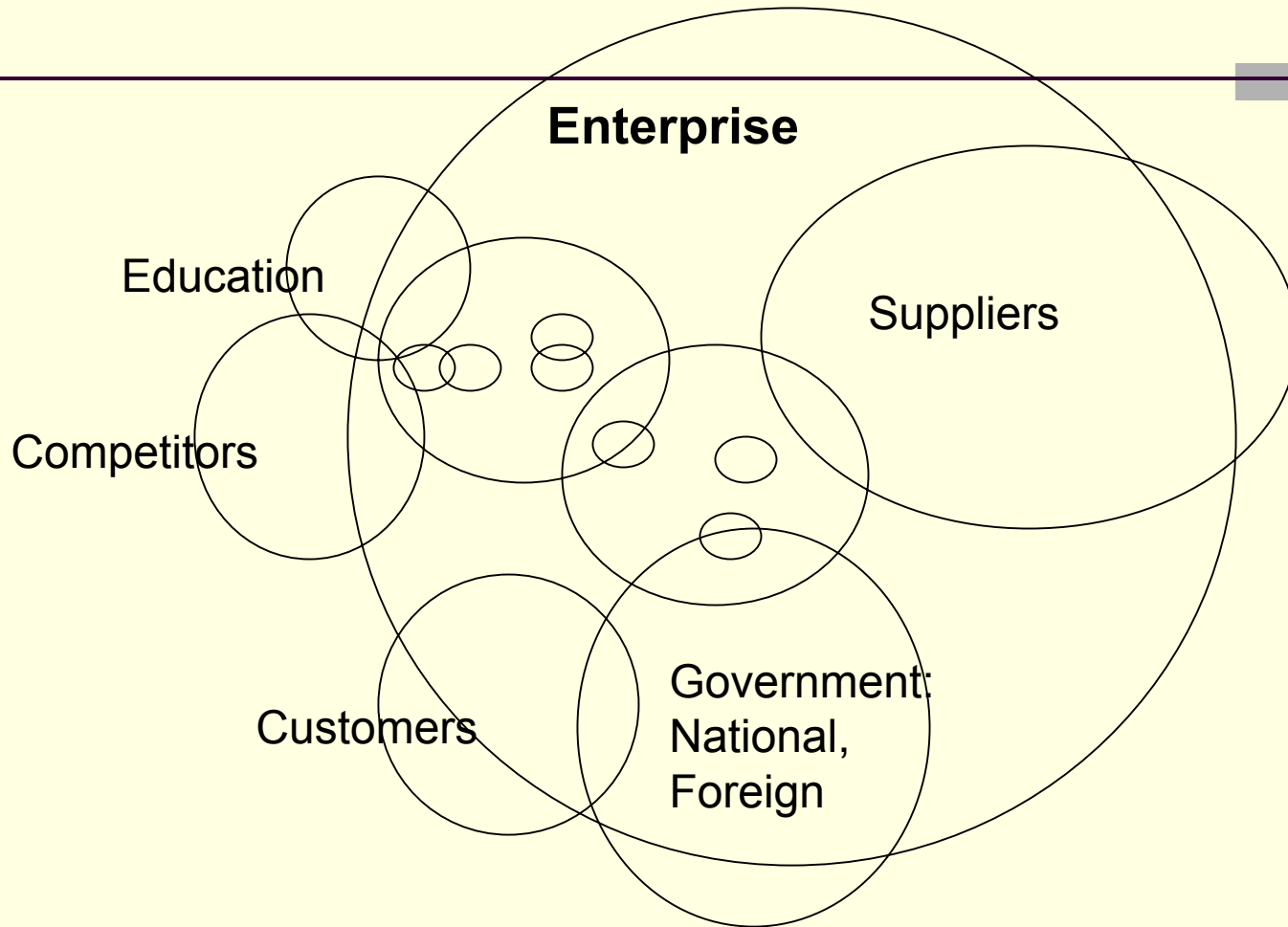


Figure 5: The enterprise interacts with other systems in its containing whole (suprasystem). Seeing the whole is a continual process of minds interacting.

Scoring A Whole in One

- The whole emerges through interaction of the parts.
- The whole is greater than the sum of the parts “means that new characteristics and new behaviors emerge in the containing system that are not present in any of its contained parts.”

Human Relationships that fit: the Economics of Cooperation

- The partners in the relationship plan together to optimize the larger system that contains them.
- Cooperation optimizes enterprise performance and everyone can win.
- E.G., salary increases should be kept separate from recognition and performance feedback, “ Dr. Deming, Out of Crisis.

When Human Enterprise is a Social Ecology

- Machines don't reflect on their situation, don't have aspirations, don't have better ideas. The big problem for enterprise occurs when human beings are managed as machines, or as replaceable parts of machines, without minds, feelings, or motives of their own.

Dr. Russell Ackoff

- Observes that when an organization is conceptualized as a machine, management considers the purpose of people to be irrelevant to the way the people are managed and the way the enterprise behaves.
- Remove one individual from a successful enterprise and the entire enterprise changes. They cannot be replaced because a new individual results in a new enterprise, different from the former and the later.

Scoring a Whole in One

- When enterprises are conceptualized and managed as social systems, and individuals have the kinds of freedom of conscious and purposeful choice that they are able to responsibly exercise in the larger democratic society, the enterprise will be much more able to act effectively.

Lessons from Systems Behaving Naturally

- Order and patterns are created through guiding principles inherent in the natural processes that allow the autonomous interaction of the individual parts of the system (p.26).

Lessons from Systems Behaving Naturally

- For example, life in natural ecological systems functions and survives, not through predictable sequences of (linear) cause and effect processes, but rather through the dynamic, interactive amorphous exchange of information that enables organisms (the protoplasm of the cell) to regulate themselves in the context of what is happening around them.

Individuals cooperate because it is in their best interests to do so!

- The unit of survival is a whole within a whole. The contributions of the individual and the system are inseparable.
- Survival in nature is more likely, when individuals work with, rather than against, each other.

Leading the enterprise in concert!

- An example of a system is a good orchestra. The players are not there to play solos as prima donnas, each one trying to catch the ear of the listener. They are there to support each other. Individually, they need not be the best players in the country. The orchestra is judged by listeners, not so much by illustrious players but by the way they work together.

Issue Identification and Action Plans for _____ Team- July 2002 Partnering Results

Issue	What to do	When	Who	Costs
1				
2				
3				
4				

Partnering Charter

NSF Diego Garcia Base Operating Services Contract

U.S. Navy Support Facility Diego Garcia • NSF Diego Garcia Tenant Commands
 CINCPACFLT • CNEJ • Naval Facilities Engineering Command, Pacific Division
 DG21 — a Joint Venture of Baker Support Services, Day & Zimmermann Services & WS Atkins

We, as partners, will support Diego Garcia's mission such that the Government is very satisfied and the contractor receives an exceptional evaluation.

- Do everything for the best interest of the island's mission and personnel.
- Establish among all partners clear understandings of contract requirements.
- Re-engineer processes to improve contract performance and administration.
- Cooperate to maintain a safe and environmentally sound program.
- Maintain partnering relationships.
 - Establish trust among all parties.
 - Refrain from "us" versus "them".
 - Maintain open, honest communications.
 - Work and solve issues at the lowest level.
 - Understand roles and responsibilities.

one island
one mission
one team
one contract

The Partnering Charter is a tool to facilitate the execution of the contract by providing a framework for mutual goals. The Partnering Charter is not a contract and does not constitute an offer or acceptance of any contract. It is intended to be used as a guide to facilitate the execution of the contract. It is not a contract and does not constitute an offer or acceptance of any contract.

End

Questions and Answers