



● Bigger Goals ● Bolder Strategies ● Better Collaboration

KEYS TO BECOMING A TOP TEAM...

Pat interviews Joan Motsinger of Seagate Technology

We had the opportunity to work with a 'Top Team' from Seagate Technology - a disc drive innovator - over the last year and a half. We were so impressed with this team and their results that we thought we could learn from 'what makes them tick.'

The *Extraordinary* Result—

The team designed and delivered the first 15,000 RPM disc drive before their competitors.

They beat their production release expectations by 5 weeks and achieved impressive performance and quality ratings!

The Keys to Success!

BE WILLING TO ASK FOR HELP!

Joan Motsinger, Core Team Lead: “I knew coming in that achieving success would be very difficult, so I started out right away building my network and asking people for help. The team realized it was OK for them to ask for help as well. As a result, we left our egos at the door. No one was beyond asking for help, or offering it to others.”

Pat: You’re one of the more effective teams we’ve encountered. How do you account for this?

SPEND LOTS OF TIME TOGETHER!

Joan: “Co-location and a daily standing meeting were absolutely critical. We had a big table in the team homeroom for everyone to gather around. We met at 9am four days per week with an informal agenda. The entire team knew the issues and worked them out as a team – not alone.”

Team: “*Everyone had access to all the information. We always knew how everyone else was doing, so we could help out if needed. We spent a lot of time together - socially as well. We became very open to each other’s ideas, willing to listen and willing to disagree.*”

GET COMMITMENT!

Pat: Did the team have the same level of commitment during the project as during the “Val-dez” simulation?

Joan: “Absolutely - commitment to get the project done and to help each other succeed. Our priorities were:

1. Doing the Right Thing
2. Doing the Thing Right, and
3. Doing Right for All.

Doing the Right Thing - don’t shortcut; meet the customer’s delights. Break the rules if necessary.

Doing the Thing Right brought focus to “how” we would accomplish our job.

Doing Right for All meant we would always represent ourselves as a single team, united, focused - tough conversations stayed within the team around the table.”



● Bigger Goals ● Bolder Strategies ● Better Collaboration

AGREE ABOUT “HOW TO PLAY THE GAME”

Pat: I noticed a large sign (12' X 18') in your Core Team Room. What was that about?

Joan: “We created this sign so that our vision, mission and ground rules were in front of us and the entire design center all the time.”

Pat: How did you make use of it?

Team: “Anyone could point out a ground rule when they needed to. It helped us keep things fun and provided boundaries that made sense.

When non-core team members walked into our homeroom, they could get an immediate sense of what we were trying to accomplish. We gained allies quickly.”

Pat: One of your ground rules was: Recognize the need for each person’s work/life balance. Did you really have “work/life” balance?

Joan: “I told the team that I would not work past 5:00 p.m., and that they didn’t have to either. I think I stayed later than 5:00 p.m. maybe five to seven times. My priority is a toddler at home”.

Pat: How was that viewed within Seagate?

Joan: “Originally we were told the job would probably require late nights and weekends. The norm around Seagate had been that Core Teams work like mad for 18 months. I guess we may have proved that you don’t have to work 80-hour weeks in order to be successful.”

Team: “*This project was successful because of all 800 people in this building! Management considered rewarding us with some significant time off. But, we didn’t feel right about the Core Team being rewarded while other contributors were not.*”

ENGAGE EXTENDED TEAM MEMBERS

Joan: “We wanted our extended team members to want to be part of this program. We had to compete with other more attractive projects for people and ... ”

Team: “*We went out of our way to engage extended team members in the process. We celebrated with them through pizza parties, we offered thanks to individuals with a dinner for two and expensive bottles of scotch. Our extended team did a great job for us!*”

Obviously, this team has discovered some of the “Keys to Becoming a Top Team!” Perhaps these 5 Keys will work for your team as well!