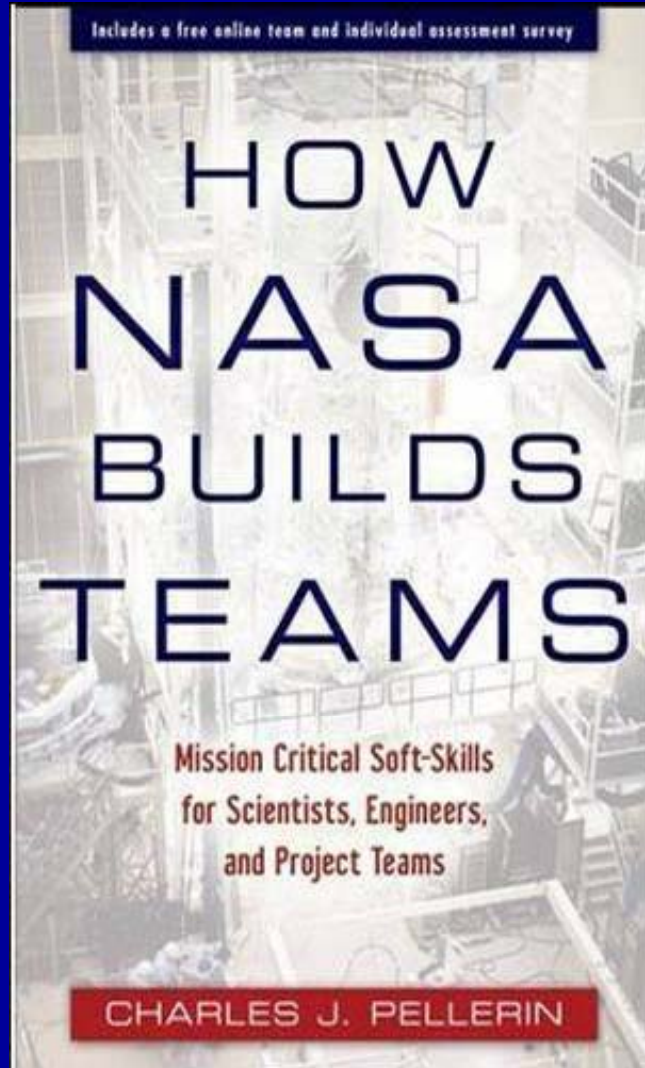


Creating Winning Proposal Teams



A Wonderful Endorsement

"Charlie Pellerin invented a way for team members to achieve superior business performance and in the process live richer and more compassionate lives.

By teaching us how to understand our customer's mindset and then to authentically shape our offering in response, he helped us win three major competitive proposals worth \$9 billion."

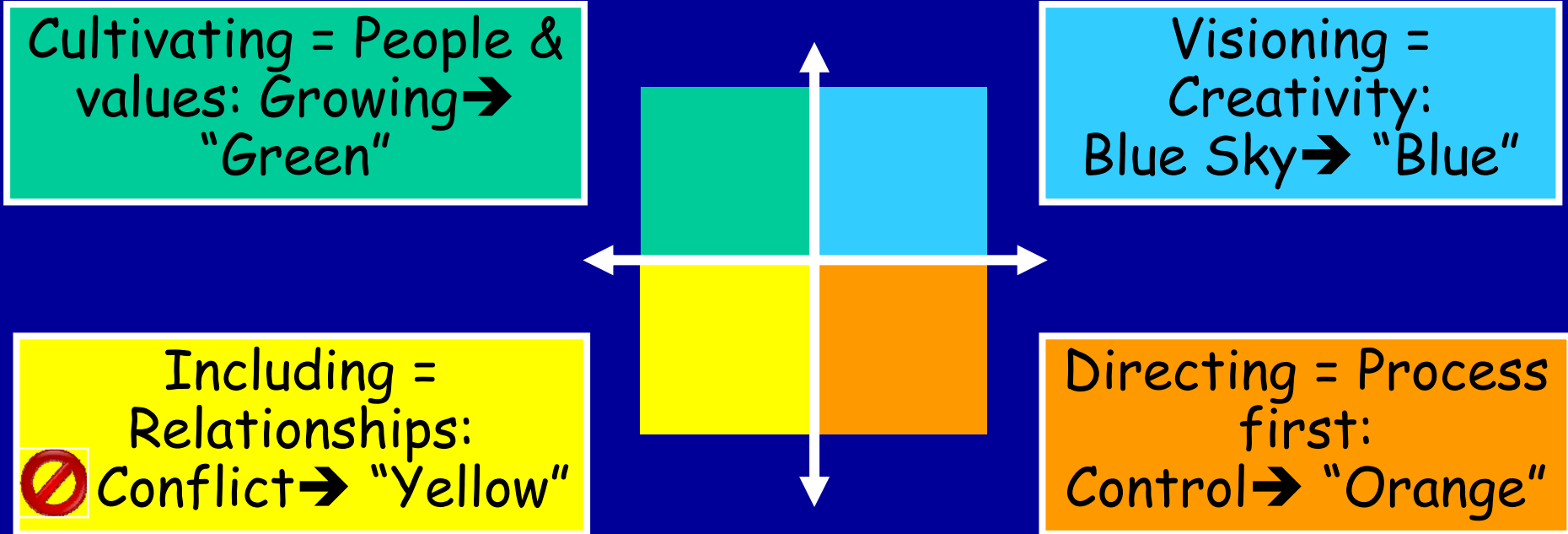
-Director of Capture and Proposal Operations

Why You Might Find This Talk Interesting

1. Teams at work (and families) have norms defining which *behaviors* are OK, and which are not.
 - Your (unwritten) norms govern your **social context**
 - **Team social contexts** drive performance and risk up or down
 - "4-D processes" manage **team (and family) social contexts**, thereby managing your performance and risk
2. Moreover, unprecedented **societal change** is imminent:
 - Environment (**Climate instability**—we may be too late)
 - Energy (**Cheap oil** is ending, as is our standard of living)
 - Economics (**Overwhelming debt** limits response-ability)
 - Prepare now for a difficult transition, including more reliance on local community.

**My contribution is enhancing technical team performance.
Why not make it yours too?**

The Four Dimensions & Colors

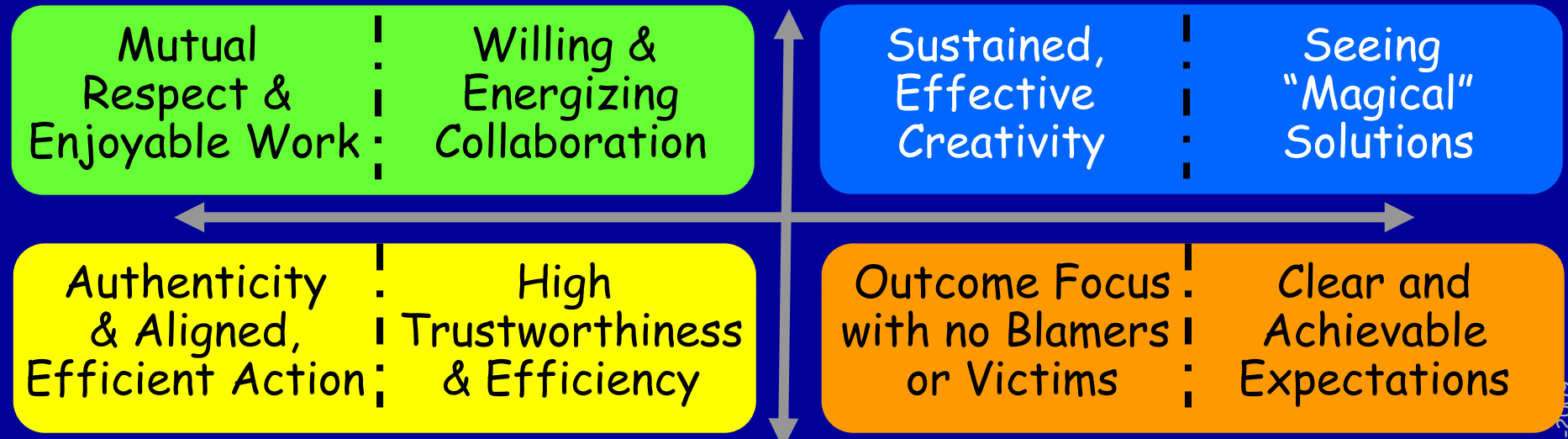


© 4-D® Systems, 2000-2009

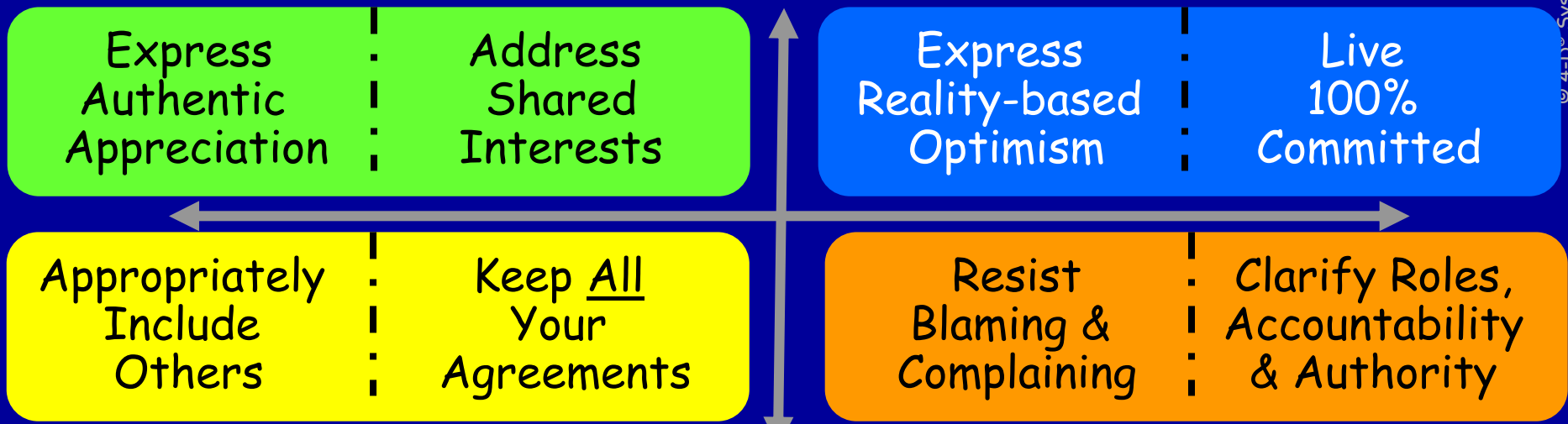
Core Principle: The four Dimensions address fundamental human needs, therefore effective teams and leaders must address all four.

Coloring Behavioral Norms and Contexts

Want this context?



Make these behaviors habitual!



The 4-D System's Color-coded "Dimensions"

1. The "4-D Coordinate System" is central to everything:
 - *Simplifies* teams & leaders into color-coded "Dimensions"
 - *Aligns* Assessments, Workshops, and Coaching
2. Color-codes team members' *innate* personalities
 - People *perform best* when task matches *innate* abilities
3. Color-codes your team and customers' cultures
 - Competition *success is much more likely* when you match
4. Color-codes your project team's and customers' mindset
 - If incoherent, *you will be fired* and may not know way
5. Color-codes the eight behaviors high performance requires
 - *Green, Cultivating* people and their needs (interests)
 - *Yellow, Including* people in trustworthy relationships
 - *Blue, Visioning* the best, possible
 - *Orange, Directing* and Organizing
6. Combines everything into the "Context Shifting Worksheet"
 - The entire content of *How NASA Builds Teams* in an hour

Danger of a "1-D Functioning" Proposal Team Leader

In 1905, Carl Jung posited that we are each born with an innate personality, like handedness.

"Greens" - limited by disorganization



"Blues" - limited by constant change & capriciousness.



"Yellows" - limited by approval needs.

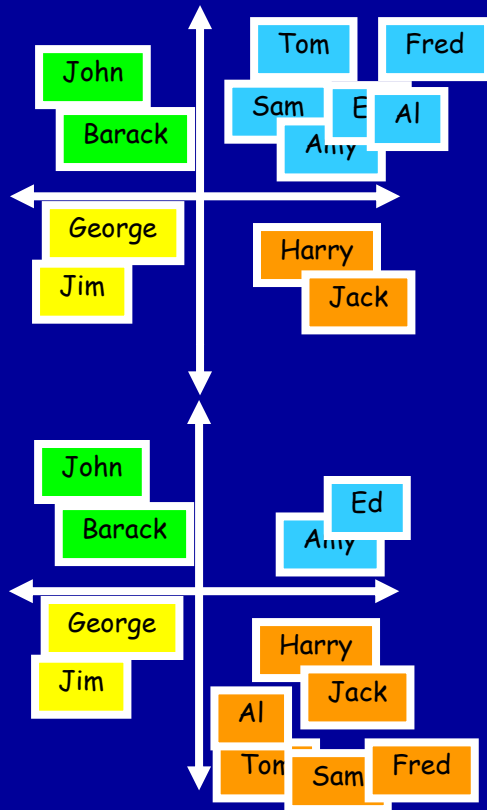


"Oranges" - limited by premature closure



Principle: Unless you have a "4-D" leader, or the right "1-D" leader, you will lose to someone who does.

Managing Context to Manage Performance



Need "Blue" Visioning leaders (architects) for the formulation phase. Creative, driven to be the "best."



Need "Orange" Directing leaders for the implementation phase. Plan the work, work the plan.



© 4-D® System 2000-2009

Need "Greens" and "Yellows" to lead large, complex teams.

Culture Matches in Competitions

You

Customer



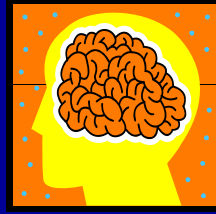
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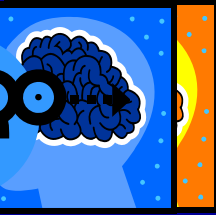
You can win when your team's culture matches the customer's.



≠



You "won't" when you mismatch if your competition does.



If mismatched, under *stress*, you will default to the habits of your culture and lose sight of your customer's.

Jack Welch: "If you can't create competitive advantage, don't compete."

4-D: "If you can't match cultures, don't compete."

A Space Based Laser Opportunity Appears



Visioning Proposing to Directing - Will You Win?

Your Company
Mr. Leader,
Your design approach

Decision Makers
Mr. Air Force,
Mr. Congressman

The Competition
Ms. OC,
Their design approach

What's
the root
problem
here?

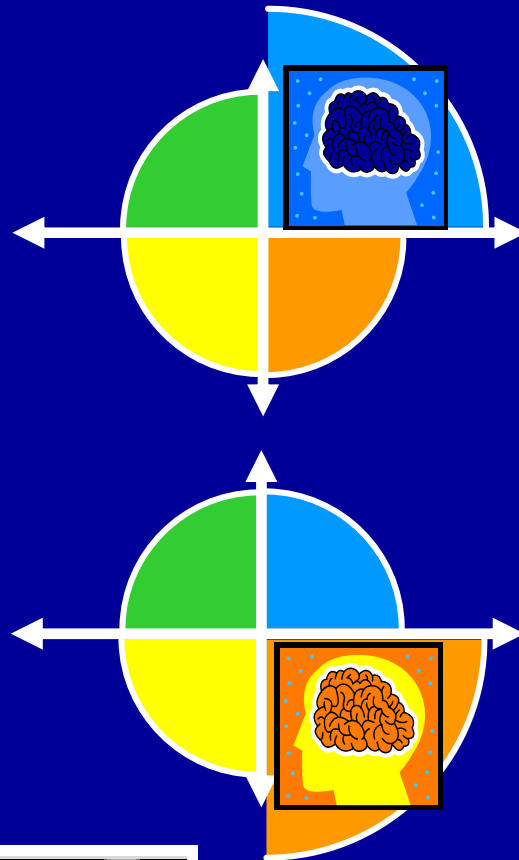
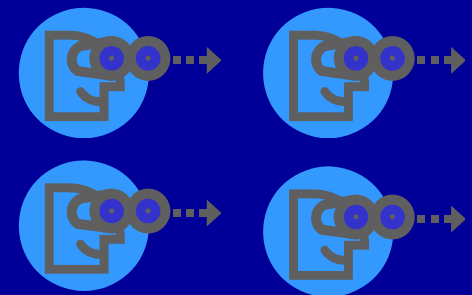
Naturally
conceptual, I
love fresh, big
ideas, and need
freedom and to
be the best.

Visioning /
Conceptual

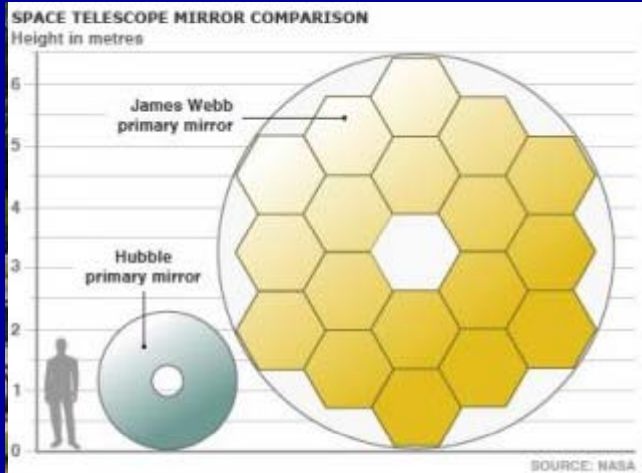


Visioning—
best
"science."

Directing—
certainty of
result.



An Astronomy Telescope Opportunity Appears

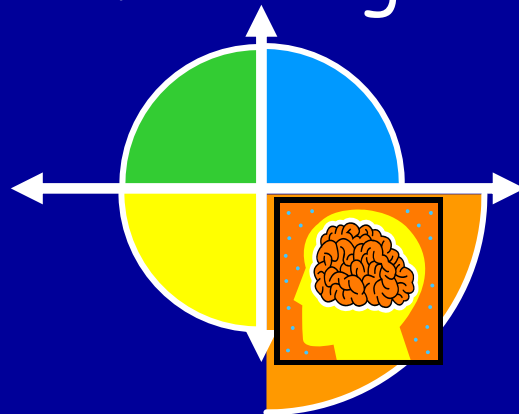


Directing Proposing to Visioning - Will You Win?

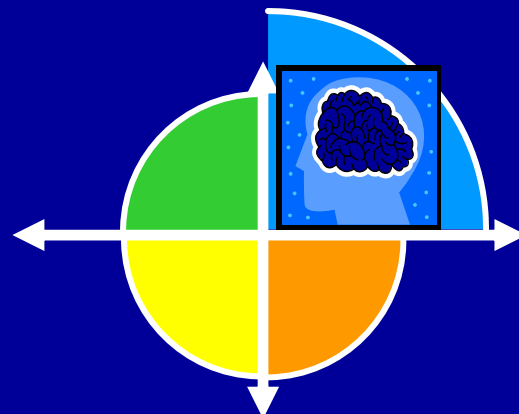
Your Company
Mr. Manager,
Your design approach

Decision Makers
Mr. Customer,
His Project Team

The Competition
Ms. Scientist,
Their design approach



Directing—
certainty of
result.

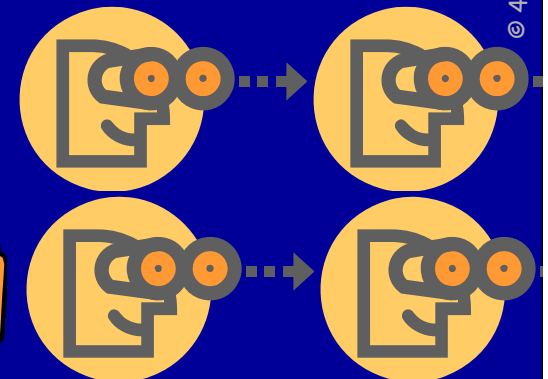
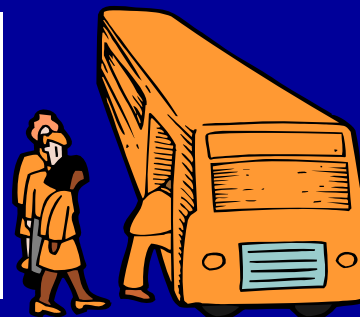


Visioning—
best
"science."

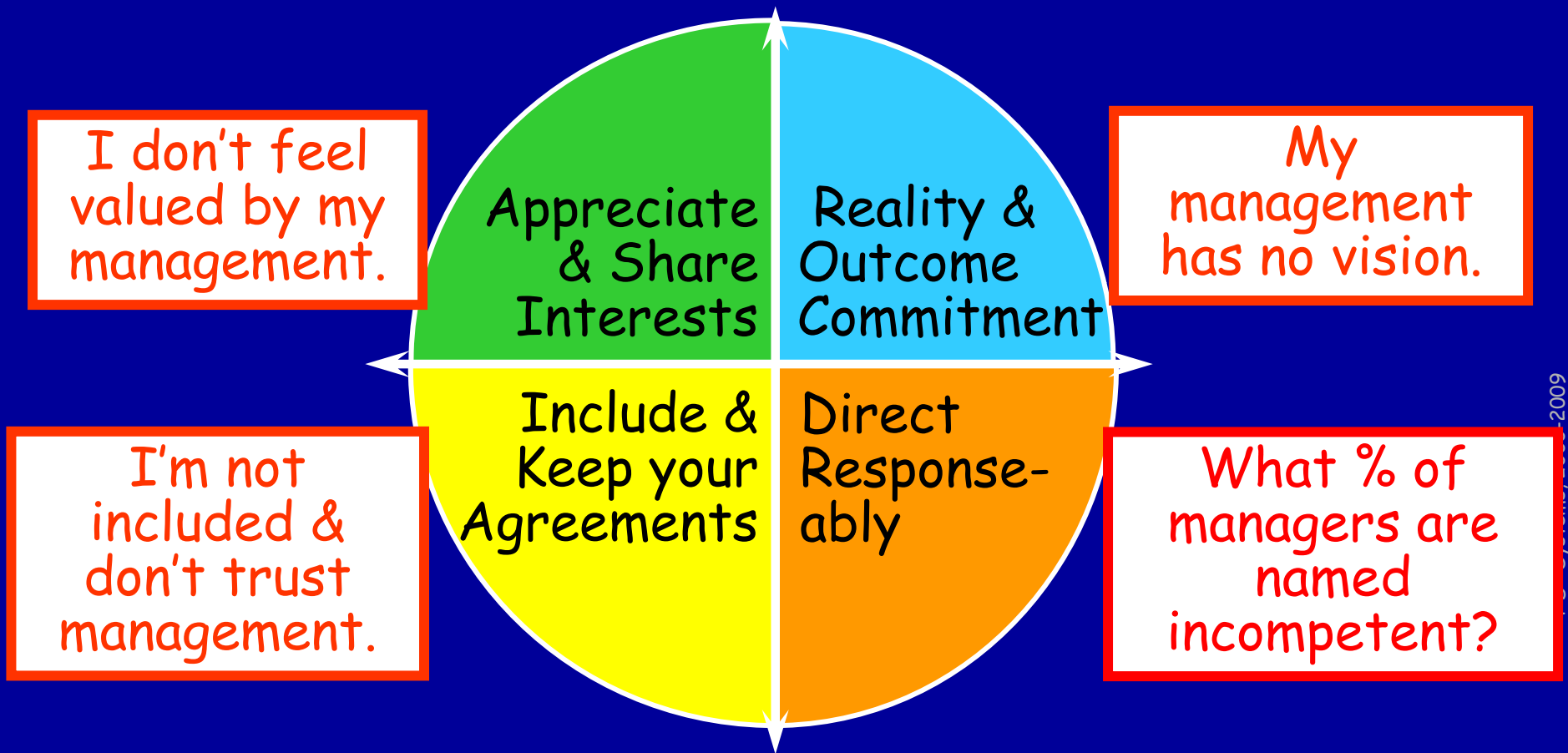
What's the
root
problem
here?

Naturally
organized and
directive, I need
consistency,
process, and
certainty of
result.

**Directing /
Organizing**



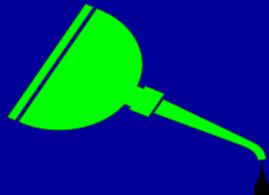
Competent or Incompetent Manager?



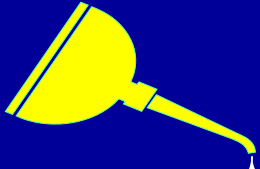
What's the take-away here?

The Highly Effective (4-D) Pattern

1) Cultivate/
Value



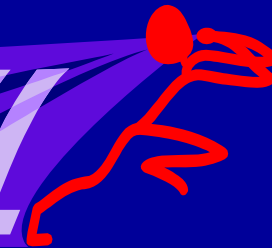
2) Include/
Relate



Thanks

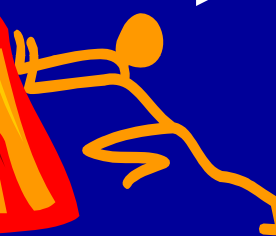


PULL



3) Vision/
Create

PUSH



4) Direct/
Organize

"When dimensions are omitted, people under stress fill them with their most toxic emotions and most pathological Story-lines."
- Skip Borst

Lubricate (appreciate and include) first,
then leave no Dimensions vacant.

Context Shifting Worksheet ("CSW")

#16

1: DEFINE THE PROBLEM/SITUATION:

- Situation you want to resolve: _____
- Outcome you are committed to realizing: _____
- Your "Red" limiting Story-lines: _____
- Your "Green" empowering Story-lines: _____
- Your expression of appropriate emotions: _____



Ch. 10: Red Story-lines Limit Performance

Ch. 10: Green Story-lines Lift Performance

Ch. 11: Manage Emotions to Manage Team Energy

2: CULTIVATING DIMENSION

What can you authentically appreciate about the other party or the difficult situation?

Ch. 12: People Need to Feel Appreciated by You

What do they want that you can want for them also?

Ch. 13: Mine the Gold in Your Shared Interests

4: VISIONING DIMENSION

What uncomfortable reality must you confront to create the Outcome you want?

Ch. 16: Reality-based Optimism

The % level of Commitment your chosen Story-lines and expressed Emotions support:

Ch. 16: 100% Commitment

3: INCLUDING DIMENSION

List everyone you need to Include to succeed:

Ch. 14: People Need to Feel Included by You

What implicit or explicit agreements have you broken that you must now process?

Ch. 15: Building Trustworthy Contexts

5: DIRECTING DIMENSION

Any Drama-states you need to process?

Ch. 17: Your Team Can't Afford Drama

Any unclear Roles, Accountability, or Authority agreements?

Ch. 18: Don't Put Good People in Bad Places

Specific Actions/Requests you will now take/make: _____

Also, Ch. 17: Your Team Can't Afford Drama

Context Shifting Worksheet ("CSW")

#17

1: DEFINE THE PROBLEM/SITUATION:

- Situation you want to resolve: We are in a tough \$1B competition and must win
- Outcome you are committed to realizing: ~~To Win~~ Good contract, happy customer, sanity
- Your "**Red**" limiting Story-lines: Our competitor is cheating, it's hopeless. Victim
- Your "**Green**" empowering Story-lines: Social context management → program success
- Your expression of appropriate emotions: Anxious (Scared-group) → Excited (Glad)

2: CULTIVATING DIMENSION

- What can you authentically appreciate about the other party or the difficult situation?
~~Nothing~~ The fair & open process
- What do they want that you can want for them also?
Science results. Program success

4: VISIONING DIMENSION

- What uncomfortable reality must you confront to create the Outcome you want?
~~??~~ Weakness in thermal design ++
- The % level of Commitment your chosen Story-lines and expressed Emotions support:
100% to Customer
& Program success

3: INCLUDING DIMENSION

- List everyone you need to Include to succeed:
~~Just us~~ Management, their sponsors
- What implicit or explicit agreements have you broken that you must now process?
~~None~~ Missed some deadlines

5: DIRECTING DIMENSION

- Any Drama-states you need to process?
Support each other in not blaming customer when frustrated
- Any unclear Roles, Accountability, or Authority agreements?
Flow RAAs (e.g. design reviews), meeting customer desires

Specific Actions/Requests you will now take/make: Process broken agreements, Tell the truth about thermal & propose collaboration, verify customer roles

Team Development Assessment Cycle

Resource: Each participant *How NASA Builds Teams*

Attention: Learn the "why" for each behavior.

Attention: See the standard for excellence.

Evaluation: Grade each behavior.

Reflection: Write comments.

Discuss: With Team members.

Assign Action Items



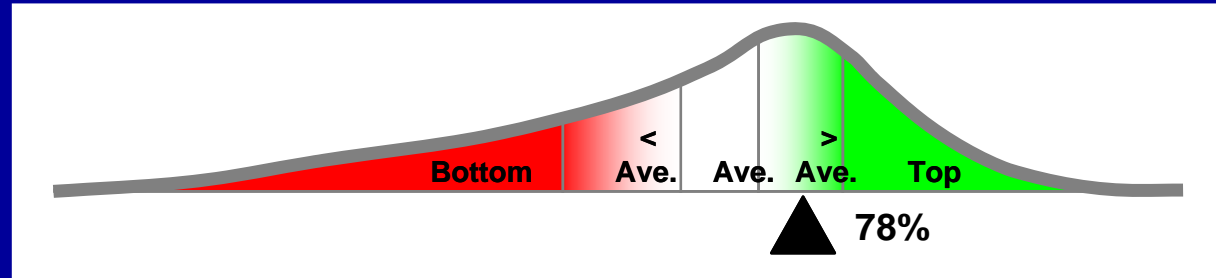
15 min.



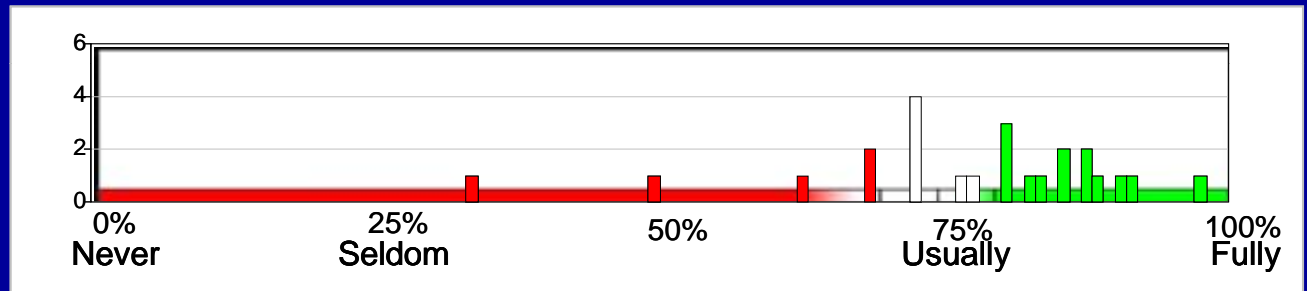
1 to 2 hours

Using Assessment Reports to make Decisions

Overall performance benchmark



Individual participants' perceptions



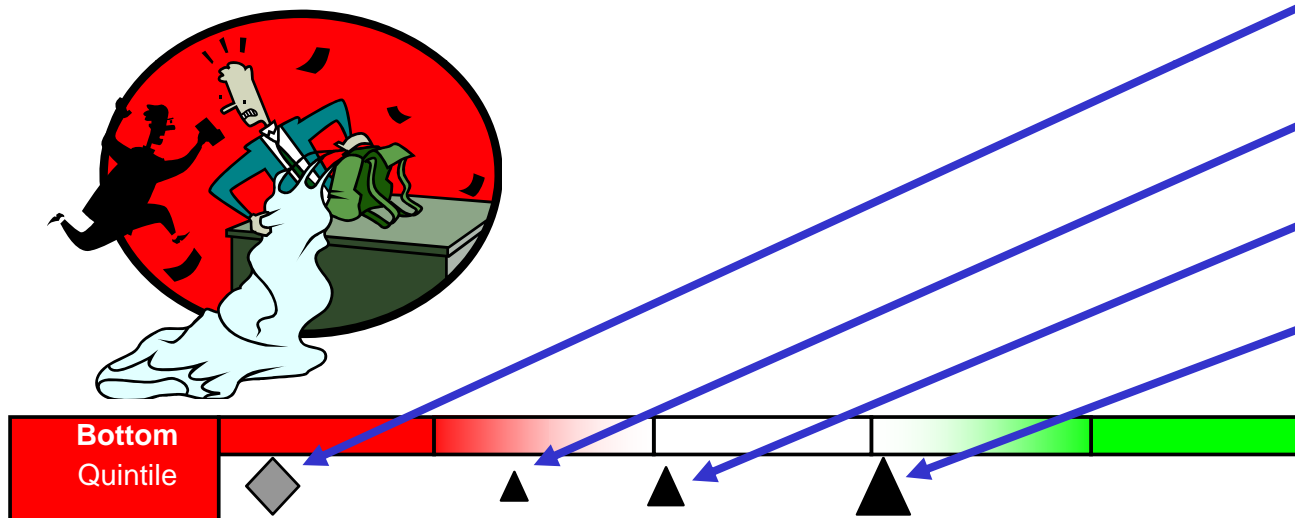
Relative ranking of the eight behaviors → Specific training modules

Demo 24 Dec-07

Cultivating Dimension Expressing Authentic Appreciation Addressing Shared Interests		Visioning Dimension Expressing Hope Being Outcome Committed	
Including Dimension Appropriately Including Others Keeping All Agreements		Directing Dimension Resisting Blaming or Complaining Clarifying Roles, Accountability and Authority	

NASA Team Results Summary

We grouped the 198 teams with multiple assessments into one of five quintiles. The image below is the ~40 teams beginning in the bottom quintile.



NASA 7'08

n =198

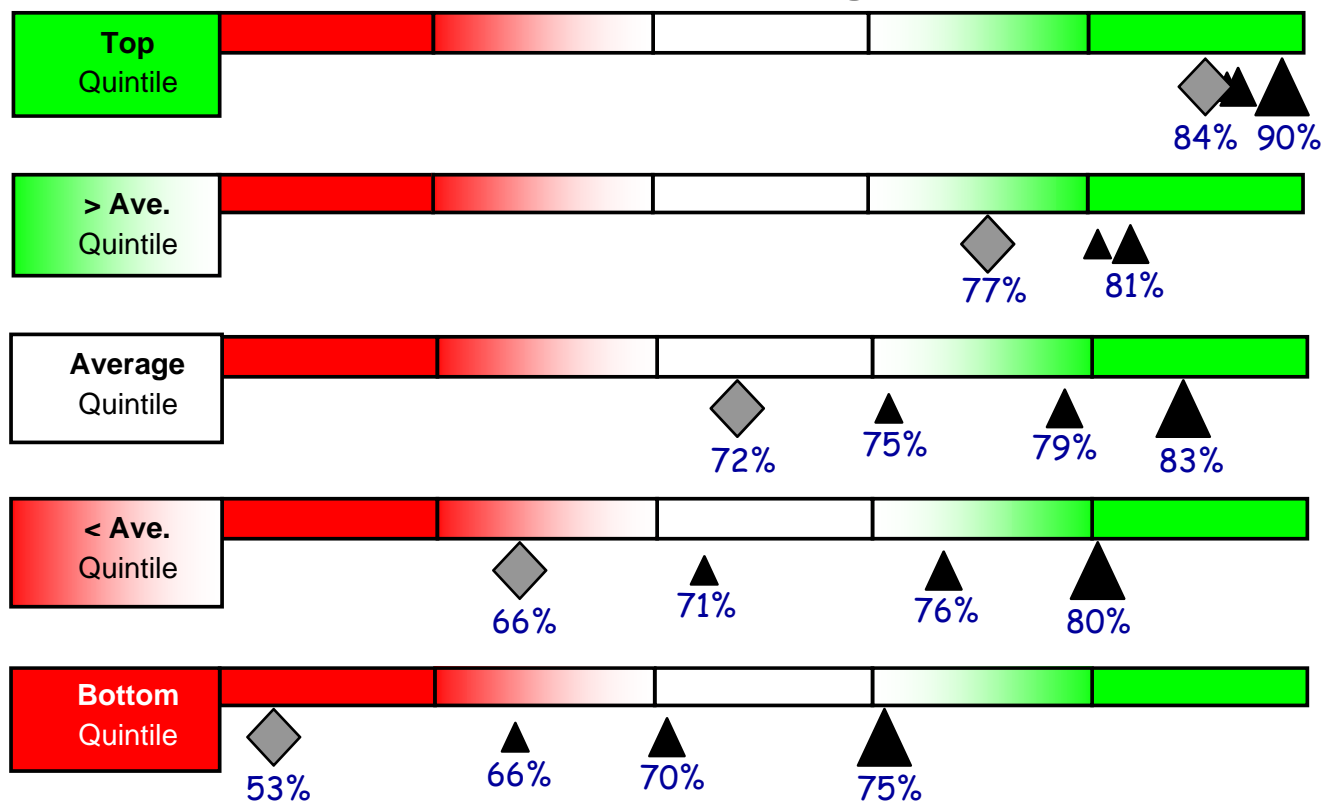
© 4-D® System

Planned reassessments, on the intellectual foundation of workshops, are your most efficient development tools.

The Most Important Chart I've Seen

198
NASA
Teams

Teams, First and Following Percentile Ranks

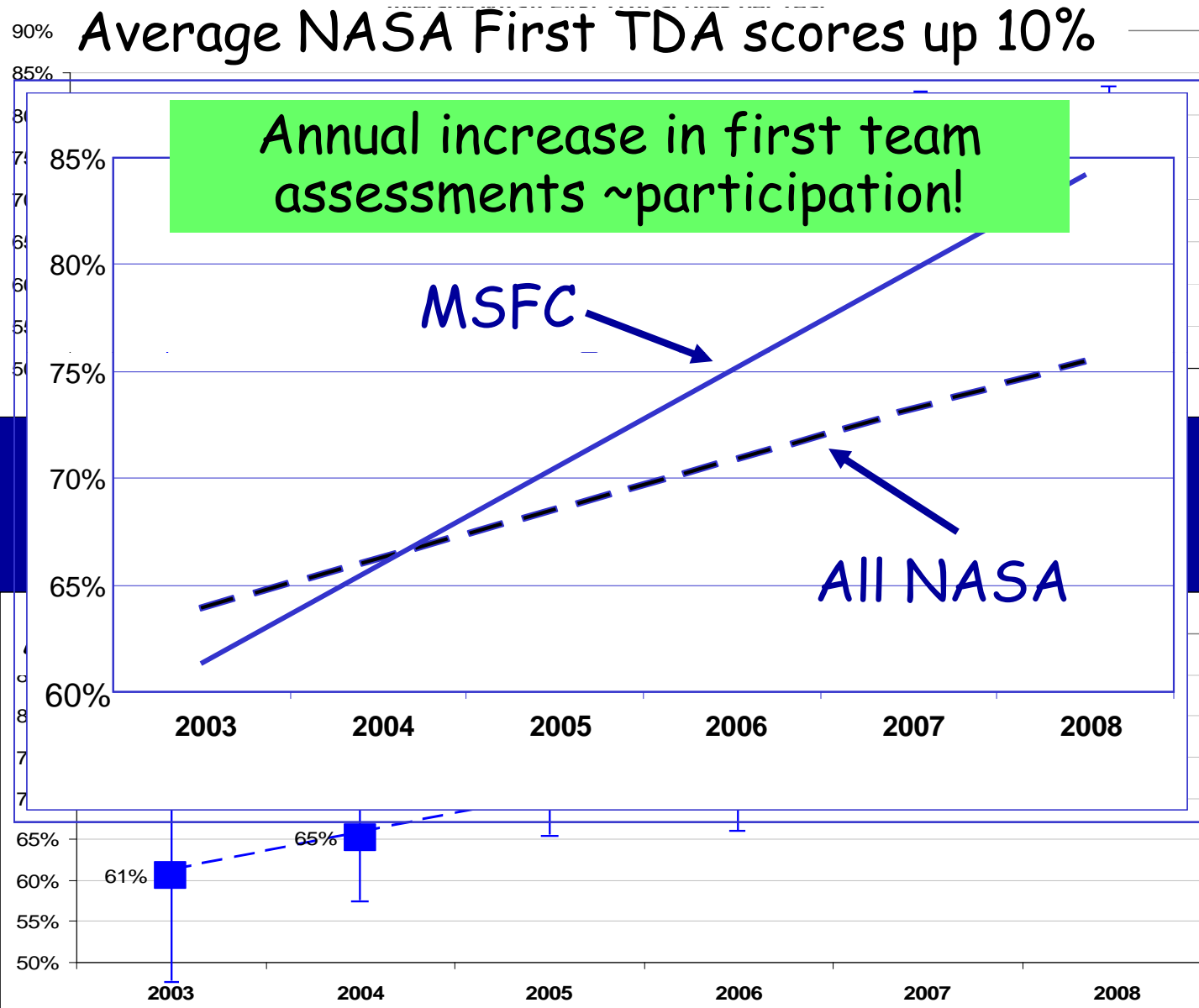


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Teams using 4-D processes increased their average efficiency with every Reassessment!

Systemic Performance Improvement

Average NASA First TDA scores up 10%



~10% of NASA engaged



~20% of MSFC engaged

Using Team Context for Individual Development



Reassessments refocus attention on the eight behaviors.

"Where attention goes power flows."



Now, Take Action

- Begin by reading *How NASA Builds Teams* (\$26@Amazon)
 - This is necessary, but not sufficient
- You need to then use *Team Development Assessments* (TDAs) to stimulate behavioral change.
 1. Purchase TDAs from a 4-D Network Member
 2. Become a 4-D Network Member
 3. Use the free TDAs at NASATEAMBUILDING.COM
- Download the free PP slides at NASATEAMBUILDING.COM
 - Diagnose the relevant *innate personalities*, then align
 - Diagnose the relevant *cultures*, then align

Connect with 4-D: [Charlie Pellerin @ LinkedIn](#), visit NASATEAMBUILDING.COM, Twitter [NASA_Teambuild](#).

In Closing

Never doubt that a small group of thoughtful, committed citizens can change the world.

Indeed, it's the only thing that ever has.

- Margaret Mead,
Anthropologist