

# Developments In Business Simulation & Experiential Exercises, Volume 19, 1992

## CARE AND NURTURING OF TEAMS

Lee J. Metcalf, McDonnell Aircraft Company

Teaming is a means to realizing quality improvement objectives by enhancing communication across disciplines and keeping attention focused on longer-range process improvement goals. The presenter has spent the last two years working with over 300 teams in McDonnell Aircraft Company's 3000 person F-15 production program. This presentation is designed to give you his lessons learned in implementing in creasing the effectiveness and holding the gains of those teams. With a lecture, a question and answer period, and handouts you should walk away with a framework for effective teaming.

The presentation will address:

- \*Key areas impacting team effectiveness:  
working the task, the process and the organization\*
- \*Strategies to keep teams aligned with organizational goals\*
- \*A guide to leader training and tips on how to tailor it\*
- \*A guide to the tools members need to be effective\*
- \*How to gain the most from a network of teams\*
- \*The role of product oriented and process oriented teams\*
- \*And a guide In additional teaming reference material\*

### COMPANY PROFILE

McDonnell Douglas corporation is a Fortune 500 manufacturing company in the aerospace industry. Based in St. Louis. the corporation is convinced that a Total Quality philosophy must drive us business practices in order to compete in the 1990's and beyond. The creation of a Quality Processes Division in each of its companies and the dedication of resources to implement teaming, appropriate compensation arid performance appraisal systems, wide range of measurement tools such as the Malcolm Baldrige criteria, and variability reduction tools such as statistical process control and Quality Functional Deployment are steps MDC has taken to instill TQM as a way of life.

### PERSONAL DESCRIPTION

Lee Metcalf a human resources professional whose experience spans a wide range of business environments including the U.S. Navy, McDonnell Douglas Corporation, his own consulting firm. Metcalf & Associates, and international business experience with organizations in Australia, Europe, and the former Soviet Union. Since joining McDonnell Aircraft Company in 1982. He has held posit ions as an organizational developer and management trainer, section manager for the OD/HRD department, administration manager for McDonnell I Douglas Australian Pty. Ltd.. Melbourne, Australia and currently is a senior administrator with responsibility for human resources functions on the F-15 program. Con-currently he serving as the team leader for one of the primary groups coordinating the implementation of TQMS, the F -15 TQMS Council, designs and delivers much of the TQMS related training on the F-15 and a consultant to management and the team leaders for teams on that program