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

Cultivating = People & values: Growing ➔ “Green”

Visioning = Creativity: Blue Sky ➔ “Blue”

Including = Relationships: Conflict ➔ “Yellow”

Directing = Process first: Control ➔ “Orange”

Core Principle: The four Dimensions address fundamental human needs, therefore effective teams and leaders must address all four.
Chapter 4: The 4-D Assessment Process

Coloring Behavioral Norms and Contexts

Want this context?

- Mutual Respect & Enjoyable Work
- Willing & Energizing Collaboration
- Sustained, Effective Creativity
- Seeing “Magical” Solutions

- Authenticity & Aligned, Efficient Action
- High Trustworthiness & Efficiency
- Outcome Focus with no Blamers or Victims
- Clear and Achievable Expectations

Make these behaviors habitual!

- Express Authentic Appreciation
- Address Shared Interests
- Express Reality-based Optimism
- Live 100% Committed

- Appropriately Include Others
- Keep All Your Agreements
- Resist Blaming & Complaining
- Clarify Roles, Accountability & Authority
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.
Chapter 6: Using the 4-D System to "Color" Your Personalities

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.

Need “Greens” and “Yellows” to lead large, complex teams.

Free PowerPoint slides at NASAteambuilding.com
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.”
Chapter 7: Using the 4-D System to Analyze Cultures

A Space Based Laser Opportunity Appears

You are feeling good about proposing – you have the world's greatest laser wizards/scientists in your company.

Mr. Congressman wants "flaming wreckage" ASAP and you hear he may insert himself into the selection process.

Your customer, Mr. Air Force, was pressured to fund this "demonstrator" by Mr. Congressman. Mr. Air Force believes other items are of higher priority. He wants this demonstrator as cheap as possible and his managers are focused on cost/schedule.

You quickly charge your Mr. Wizard to form a proposal team comprising your brightest and most innovative people.

You hear that your competition has put a seasoned manager in charge, Ms. OC, who is pushing a "plain-Jane" approach.

You have the advanced technology for the 21st century system. But no financially viable model for an operational system exists.

Your people are confident. The Air Force technical wizards love your advanced, large deployable system concept.
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.
Mr. Customer wants an 8 meter cool (30 degrees Kelvin) telescope in deep space (“L2”) for $500M. (HST was 2.4M, room temperature, and cost $1.7B!).

His team is populated by the "best and brightest" scientists. They have "intellectual air superiority" in the Project.

You really want to win so you put Mr. Manager, who recently finished a complex astronomical telescope, in charge. He selects highly experienced engineers for his team.

Mr. Customer sees advanced technology as the only path to success. Conventional design solutions are "backups."

You "know better". Proven approaches are the right ones.

Your team believes the most detailed technical proposal will win. Although the details increasingly show the implausibility of the customer’s vision you press ahead.

Your competitor put a scientist with no hardware experience in charge. He is promoting risky, high-promise solutions.

You are sure that these will not appeal to the customer and that he will soon come to his senses and choose your expensive conventional design.

Culture fields are unseen and powerful.
Chapter 7: Using the 4-D System to Analyze Cultures

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
Chapter 6: Using the 4-D System to "Color" Your Personalities

Competent or Incompetent Manager?

- I don't feel valued by my management.
- I'm not included & don't trust management.
- My management has no vision.
- What % of managers are named incompetent?

What's the take-away here?

Chapter 6: Using the 4-D System to "Color" Your Personalities

The Highly Effective (4-D) Pattern

1) Cultivate/Value

2) Include/Relate

3) Vision/Create

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.
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:** ______________________________________

2: CULTIVATING DIMENSION

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

3: INCLUDING DIMENSION

- List everyone you need to Include to succeed:

4: VISIONING DIMENSION

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

5: DIRECTING DIMENSION

- Any Drama-states you need to process?

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

- Any unclear Roles, Accountability, or Authority agreements?

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

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

Ch. 14: People Need to Feel Included by You

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

Ch. 12: People Need to Feel Appreciated by You

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

Ch. 15: Building Trustworthy Contexts

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

Ch. 13: Mine the Gold in Your Shared Interests

- Your "Green" empowering Story-lines:

Ch. 10: Red Story-lines Lift Performance

- Your "Red" limiting Story-lines:

Ch. 16: Reality-based Optimism

- Your expression of appropriate emotions:

Ch. 11: Manage Emotions to Manage Team Energy

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

Ch. 17: Your Team Can't Afford Drama

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

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

- Any unclear Roles, Accountability, or Authority agreements?

Specific Actions/Requests you will now take/make:

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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**

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**

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**

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**
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

### Relative ranking of the eight behaviors ➤

- **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
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.

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

Annual increase in first team assessments ~participation!

MSFC

All NASA

Correlation is not causality. Is there another test?
Using Team Context for Individual Development

Reassessments refocus attention on the eight behaviors.

"Where attention goes power flows."

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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