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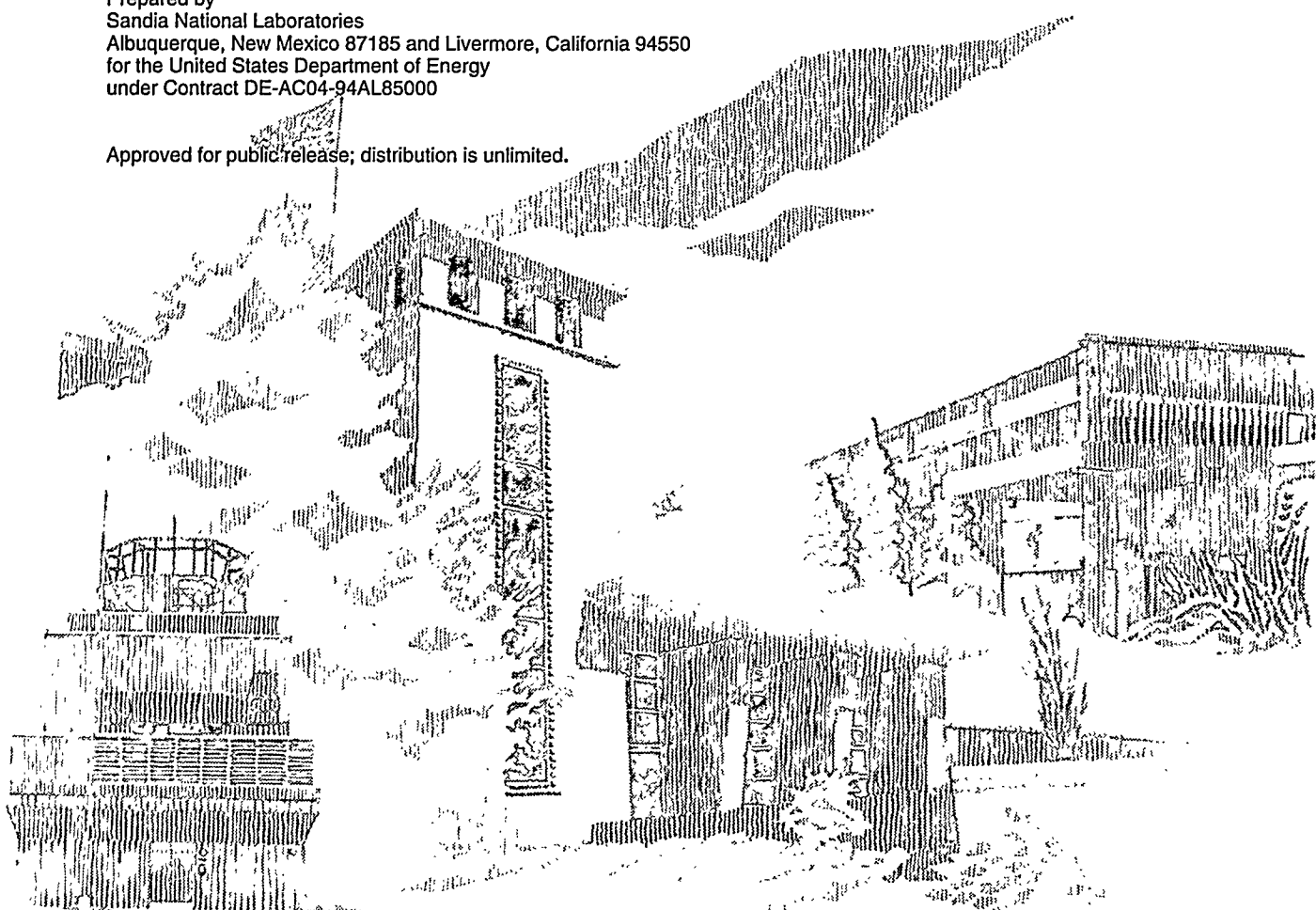
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Teamwork and Diversity: A Survey at Sandia National Laboratories

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TEAMWORK AND DIVERSITY: A SURVEY AT SANDIA NATIONAL LABORATORIES

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Abstract

As part of Sandia's Corporate Diversity Program, a Diversity Action Team was assembled to study the impact of diversity on teamwork. A previous report produced a set of principles and guidelines for diversity in teamwork. This report presents the results of a survey of Sandians to determine how well teams function, the inclusion of diversity as a factor in team success, and the management of conflict. Overall, the respondents were very positive about the success of teams at Sandia, although some areas of improvement were suggested in conflict management and rewards and recognition.

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EXECUTIVE SUMMARY

Sandia's Corporate Diversity Team formed a Diversity Action Team (DAT) to identify ways to enhance team success through diversity. By their very nature, all teams have some inherent level of diversity. Therefore, rather than try to carve out a piece of teamwork that reflects only the effects of differences and similarities among individuals, we adopted a broad approach and addressed many aspects of teamwork.

Building on prior research conducted by this DAT, we constructed a survey based on six aspects that are essential for a high performing team: team selection and composition, team empowerment, team dynamics, corporate values, team accomplishments, and team rewards and recognition. The survey distribution was not designed with the intention of gathering data that would represent Sandia as a whole. Rather, the 52 voluntary respondents provided valuable insights into how some teams function at Sandia and what helps or hinders a team's success.

For the most part, the responses were extremely positive, with average scores on each question predominantly "good" to "very good." People felt their teams were sufficiently diverse and that diversity contributed to the team's creativity. They were empowered, productive, and accomplished their goals. They understood the team's goal and their roles in reaching that goal. They believed that their teams worked well together, their comments were heard, and their skills were used productively.

The open-ended questions elicited a barrage of comments indicating that not all Sandia teams present such a rosy picture. People provided many strong opinions about what

has helped and hindered their teams. Commitment, management support, and clear mission, goals, and roles were considered extremely important and not always present. Technical competence and skills were cited as critical, and good interpersonal skills were also recognized as essential. Intolerance of differences, exemplified by reluctance to disagree for fear of retribution, or discounting opposing viewpoints, was seen as highly detrimental.

Although no average scores were lower than neutral, the survey did uncover areas where improvement could enhance teamwork. Groundrules should address revisiting team decisions; if done too frequently, this tends to be detrimental to team productivity. Additional teamwork training was not strongly endorsed by the respondents. However, many felt that conflict was not dealt with effectively (or at all), so some guidance on conflict management could be helpful.

Team recognition was felt by a significant number of respondents to be sorely lacking. However, most respondents felt that the credit that was given was fairly shared among the team members.

Based on their high scores, the survey respondents believed that their teams were very successful. We have summarized their individual comments into a table that lists the attributes of a successful Sandia team.

INTRODUCTION

In September, 1994, Sandia's Diversity Leadership and Education Outreach Center and the Corporate Diversity Team commissioned a Diversity Action Team (DAT-Phase II) to address the area of teamwork. The goal of this DAT was to identify ways to capitalize on the diversity of people to enhance team success at Sandia. Given a six-month lifetime and funding levels of 12 hours per person per month, we chose to accomplish our goal by gathering and analyzing data on the performance and diversity of Sandia teams and publishing this report of our findings. The work presented herein builds on earlier work of this team (DAT-Phase I) that is described in SAND94-1165, "Principles and Guidelines for Diversity in Teamwork."

Teamwork was chosen as a focus area for compelling reasons. At Sandia National Labs we espouse five official corporate values -- teamwork, integrity, quality, leadership, and respect for the individual. The first value, teamwork, is one that we sometimes struggle with. What is it? What does it do for us? How can we recognize it? How can we create and nurture it?

These issues are increasingly important as we rely more and more on teamwork -- within the labs, partnering with industry and universities, and working with customers and suppliers. Teams are formed for a wide variety of purposes -- for long term and short term work, with very specific predetermined goals and with very vague, general goals that are left to be worked out by the team itself. It's a rare Sandian who is not (or has not recently been) a member of at least one team.

It is clear that some teams function better than others; that is, some reach their goals on time and within budget, members of some teams feel good about their work, some teams deal with conflict and crisis in a

satisfying and productive way. What enhances the effectiveness of these Sandia teams?

We identified six aspects that are commonly

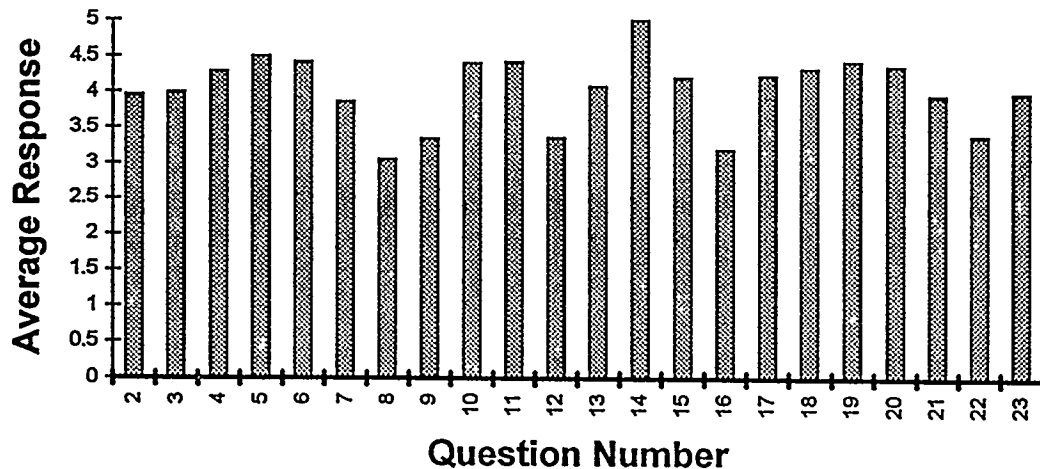
What enhances the effectiveness of Sandia teams?

agreed to be critical for high-performing teams: team selection and composition, team empowerment, team dynamics, corporate values, team accomplishments, and team rewards and recognition. We structured a survey around these aspects. Our motivation was to identify ways of enhancing team success through diversity; therefore, many of the questions concentrated on areas specifically related to differences among people, such as team building activities and managing conflict. However, it is difficult (and not terribly meaningful) to carve out a piece of teamwork that reflects only the effects of differences and similarities among individuals. Therefore, we adopted a rather broad approach and addressed many aspects of teamwork.

Participation was completely voluntary. DAT members personally requested cooperation from members of some teams with which they were familiar. We also contacted division and center quality coordinators and asked if they would be willing to distribute the survey to teams in their divisions and centers. Some respondents were asked to complete the survey based on specific teams on which they had served, and others were asked to choose a team (either a successful or an unsuccessful team) on which to base their replies.

We received completed surveys from 52 people. Their answers provide insight into what it takes to have an effective, high performing team, and what barriers prevent teams from reaching peak effectiveness.

Figure 1. Average Total Response



SUMMARY OF RESULTS AND ANALYSIS

Since this sample of 52 was self-selected, it is not possible to claim that the results are representative of Sandia as a whole. However, our team was pleasantly surprised by the general "good news" that our respondents provided. Overall, many Sandia teams appear to be functioning well, both in terms of producing results as well as practicing Sandia's values. Average scores between 4 and 5 (good to very good) were reported on 16 of 22 questions (73%), as shown in Figure 1. No average scores were lower than 3 (neutral). See Appendix A for a list of the survey questions.

The respondents believed their teams were sufficiently diverse (4.0 on question 2) and empowered (4.0 on question 3). They strongly felt that their comments were given adequate consideration (4.3 on question 4), and that they understood both the goal of the team (4.5 on question 5) and their roles in accomplishing that goal (4.4 on question 6).

They were more reserved when assessing how well conflict was managed. Although the average score was 3.9 on question 7, 16 respondents (31%) felt that conflict was dealt with little or not at all, or was not important to decision making. Since diverse views can easily lead to conflict, there appears to be room for improvement.

The relatively low score on question 8 (3.1) may reflect the absence of team building activities or that they did not contribute much to the team's success. A more carefully worded question would have distinguished between these two possibilities.

Frequently revisiting group decisions had a negative effect on some respondents, although the average score of 3.3 was neutral. Depending on frequency and the team's decision-making ground rules, revisiting decisions often may be detrimental to team productivity.

The respondents felt that their teams worked very well together (4.4 on question 10) and

they were quite comfortable (4.4 on question 11). Possibly because of these positive team interactions, they did not strongly recommend teamwork training at Sandia (3.4 on question 12).

The respondents also recognized the contributions of diversity to their team's

The respondents recognized the contributions of diversity to creativity

creativity (4.2 on question 13). In every case, they felt that their team approach was the best way to accomplish their goals (in contrast to individuals, committees, direct managerial decisions, etc.). They also felt that the teams were able to successfully tap and use their skills productively (4.2 on question 15).

If question 16 was sufficiently clear, most respondents believed they had approximately the right amount of time (3.2 on question 16). However, this question was slightly unusual in that 5 meant more than enough time, and 1 meant not nearly enough. In retrospect, the question could have been more carefully crafted.

All or almost all of the team members took responsibility for their assigned tasks (4.2 on question 17), an important characteristic of a high-performing diverse team. 87% of the respondents believed their team exemplified Sandia's corporate values well or very well, a very positive average of 4.3 on question 18.

The bottom line of teamwork is being productive and accomplishing the team's purpose, both of which scored a very high average of 4.4; the team members also agreed that diversity contributed to their success (4.0 on question 21).

An important area for improvement is team recognition, which garnered an average

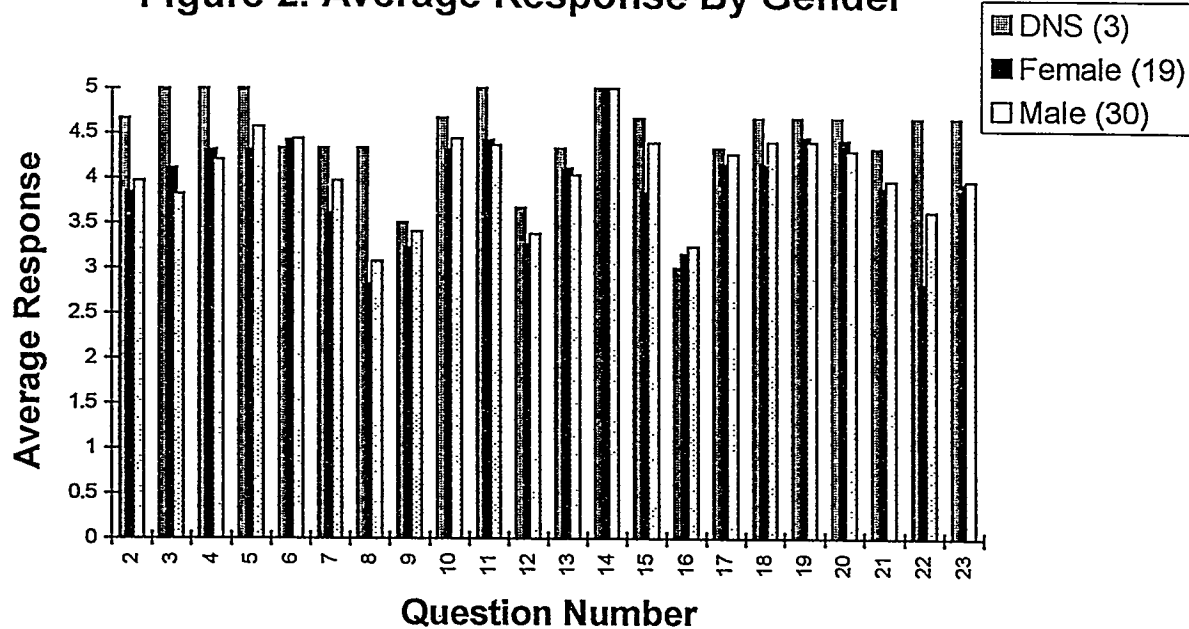
score of 3.4, among the lowest for these survey questions. A significant fraction of respondents answered little or not at all to question 22. In contrast, whatever credit was given appears to have been fairly shared for many of the respondents (4.0 on question 23). However, about 8% felt that credit was not shared at all.

In order to have a successful team (question 24), the respondents said that there must be a well defined mission that the team feels is challenging, important, and supported by management. Team members must feel ownership of the mission and be empowered to accomplish objectives individually and as a team. The team members must be technically competent with a diverse mix of complementary skills and knowledge which suits the mission goals. Diversity of backgrounds and job levels brings a mix of differing viewpoints or perspectives which, when utilized with vision, can solve very difficult problems and insure that potential problem areas will not be overlooked. Team members must be willing to work with others. There must be a mutual respect for others, willingness to exchange diverse ideas, and freedom to explore new avenues.

Responses to question 25 revealed that many different factors can hinder a team's success. The four most common were: lack of commitment by team members; lack of management support; lack of clear goals and mission of the team; and intolerance of differences by team members. These are not the only factors that can hinder a team's success. They are, however, essential to a team's success. Each item cannot stand alone without the others. Just as a team functions both dependently and independently during different phases of its task, so should these four items.

Question 26 requested any additional comments. Several respondents said that

Figure 2. Average Response By Gender



Sandia needs improvement in recognizing and rewarding people with good team building skills. Organizational barriers often interfere with team recognition and rewards. Some managers were perceived to interfere with team success and therefore should be held responsible for a team's success or failure. Many people at Sandia do not understand team building concepts or what is meant by diversity.

In addition to the aggregated scores discussed above, the 52 responses were also analyzed separately in four categories: gender, job classifications, age, and whether they were leaders or members of the team.

No major trends were found among these groups for the majority of the questions, except possibly for the two respondents who were directors; their responses were almost always higher than other groups', but the small number (2) should not be ascribed any statistical significance. Figure 2 shows the average responses by gender, including the

three surveys which contained no gender designation (Did Not State, DNS).

Although the DNA group differed frequently from both males and females, gender differences were not significant except in a few cases. In question 7, females were slightly less sanguine about conflict management (3.6) than males (4.0). A larger difference (males 4.4, females 3.8) appeared on question 15 concerning utilization of skills and personalities. The biggest difference occurred in the troublesome area of team recognition in question 22: males

Gender differences were not significant except in a few cases

averaged 3.6, females 2.8, indicating room for improvement in this area.

The following sections discuss the responses to each question, stressing similarities and differences in the various groups and subgroups, and recommendations for improvement where needed.

DETAILED ANALYSIS

A. Team Selection and Composition:

1. How were team members chosen? (e.g., Who chose the team; was membership mandatory or optional; why was each member chosen?)

Because this is an open-ended question, the content of the responses varied. Of the 36 stating who chose the team, the vast majority (23) said members were chosen by management. Six said they were all members of the same department (which, in effect, means they were chosen by management). The remainder were chosen by project leaders, an oversight team, or were self-selected. Clearly, Sandia management had a significant influence on team composition and diversity.

Sixteen teams were formed based on voluntary commitment; nine were mandatory.

Of the 27 responses stating why members were chosen, 18 cited technical area, skills, or knowledge. We were surprised that "availability" was mentioned only twice. Teaming ability and leadership capability were each mentioned once, and diversity (in job classification, gender, ethnicity, race, and center) was listed five times. (The concept of "diverse technical areas" is folded into "technical area.") The heavy emphasis on technical area was expected and seems appropriate given the nature of most of Sandia's work. However, it seems that teaming abilities would be a potential advantage as well.

2. How diverse was your team? (Think about, e.g., skills, job experience, age, rank and job category, social style, physical ability, education, customers and suppliers, gender, ethnicity.)

The average score of 4.0 indicates that respondents felt the teams were quite diverse. However, there was a rather large gap between the responses of the managers (3.7) and the directors (5.0). Also, team leaders perceived more diversity (4.3) than members (3.7). It is important to note that dimensions of diversity were suggested, not prescribed, in the survey; so replies reflect individual assessments of what aspects were most important for the specific team.

B. Team empowerment:

3. How much of a part did the team have in deciding its goals and how to reach them?

Empowerment is a very important aspect for high performing teams, and the average score of 4.0 reflects the potential for a high level of buy-in and autonomy. Here again, however, managers (3.6) and directors (5.0) were the only two groups with much of a spread in averages.

C. Team Dynamics:

4. To what extent did you feel that your comments were given adequate consideration?

The vast majority of respondents felt their comments were adequately considered, average score of 4.3. Only two people responded with a below average score of 2. There were no significant differences among any of the diverse categories measured. The uniformity of average high responses across all groups and subgroups speaks highly for the value of respecting the individual as well as valuing diversity.

5. How well did you understand the goal of the team?

The team goals were well understood by the vast majority of respondents with little differences among groups (average score 4.5).

6. How well did you understand your role in accomplishing the team goal?

Individual roles were also well understood by most respondents, average score 4.4. Differences across groups were usually small.

7. To what extent was conflict dealt with openly and considered important to decision-making?

Some differences were observed in dealing with and managing conflict. Females scored slightly lower (3.6) than males (4.0); people under 30 scored higher than those 30 and older.

8. To what extent do you believe team building activities contributed to the team's success?

Team building activities were known to some respondents and not to others. A wide spread was observed for all groups, with an average score of 3.1. For many in this group of respondents, team building activities were either ineffective or not used. Among the secretaries, 100% scored a 1 or 2; older respondents also scored a low 2.5, as did managers.

9. If group decisions were often later revisited or re-directed, what effect did this have on the team?

Individual responses varied significantly (average score 3.3), although no major trends were observed for most of the selected groups. MTS's scored lower than average (3.0), and directors higher (4.0). Improved ground rules and decision-making/consensus processes might be needed.

10. How well do you feel the group worked together as a team?

Almost all respondents were very positive about how well their group worked together as a team, average score of 4.4.

11. How comfortable did you feel on this team?

Team comfort levels were very high, average score 4.4. Small differences were observed among the different groups.

12. To what extent do you think teamwork training would be beneficial to Sandia employees?

The respondents did not strongly endorse teamwork training (average score 3.4); managers were slightly more negative than others (2.9). There appears to be no strong desire for additional teamwork training.

13. To what extent did the team's diversity enhance creativity?

The responses to this question were very encouraging. The average score of 4.1 did not vary much for the different groups.

D. Corporate Values:

14. Did you feel that the team you were on should have been a team (i.e., there was not another way to accomplish the goal)?

The respondents strongly agreed there was a need to have a team to accomplish their goal. Every respondent gave this the highest rating of 5.

15. Were your unique personality and skills fully utilized?

Individual responses varied slightly about the average of 4.2. Females and secretaries scored 3.8, lower than the 4.4 average for males.

16. To what extent did your team have sufficient time to accomplish its tasks?

A score of 1 meant "not nearly enough," and 5 meant more than enough. 44% scored a three; the average score was 3.2. 19% felt strapped for time (1 or 2), while 37% felt that there was more than enough time (4 or 5). It is possible, however, that some

respondents misunderstood the scale, and this question could have been better worded.

17. What proportion of the team members consistently took responsibility for the tasks they were assigned.

The majority of respondents scored high (average of 4.2) and felt team members took responsibility for the tasks they were assigned.

18. Overall, how well did your team exemplify Sandia's values (Teamwork, Integrity, Quality, Leadership and Respect for the Individual)?

The vast majority of scores were very high, with an average of 4.3.

E. Team Accomplishments:

19. How well did your team accomplish its purpose?

Most felt that the team's purpose was accomplished, with a high average score of 4.4.

20. How productive do you feel the team was?

The majority of respondents felt their team was productive, with a high average score of 4.4.

21. How much did your team's diversity contribute to its success?

The overall rating of 4.0 was well above average.

F. Team Rewards and Recognition:

22. To what extent was the team recognized for its efforts?

The average score of 3.4 implies that Sandians do not strongly believe they are adequately recognized. Females (2.8) scored lower than males (3.6). MTS's scored noticeably higher than other classifications

(3.9). There was no difference between team leaders and team members.

23. To what extent was credit shared for team accomplishments?

The overall score was 4.0. Males and females were similar. Secretaries were noticeably lower (3.2). Hence, although team members felt that credit was shared reasonably well, they also felt that there is additional opportunity for team recognition at Sandia.

G. General Comments:

24. In your opinion, what is necessary to have a successful team?

Of the fifty-two survey participants, forty-seven answered this question. The comments were broken into ten areas of interest as follows: team skills and competence (21 comments), team interpersonal relationships and roles (19 comments), team attitude or buy-in (18), mission definition (13), team leader (13), time (9), view of mission (8), management support (5), money and resources (5), reward (3).

Many of these areas are interrelated and could be combined or broken out differently. Each of the ten areas is summarized below:

- Team skills and competence: Knowledgeable team members with technical competence and skills are viewed as very

Diversity brings a mix of viewpoints and perspectives

important. There should be a diverse mixture of complementary skills and knowledge which match the mission goals. Diversity of backgrounds and job levels brings a mix of differing viewpoints or perspectives which, when utilized with vision, can solve very difficult problems and insure that potential problem areas will not be overlooked.

- Team interpersonal relationships and roles: Personality types on the team are a driving force for how well the team functions. Team members must be willing to work with others. They must have the ability to cooperate, be willing to help, and take direction or help from others without getting defensive or letting their egos get in the way. There must be a mutual respect, willingness to exchange diverse ideas, and freedom to explore new avenues. This environment will allow team members to trust one another and will open dialogue and encourage participation from all. However, along with the need for openness, respect, and freedom, there also seems to be comfort in understanding what skills each team member brings to the team and their roles and responsibilities to the team. A clear definition of roles, responsibilities, and divisions of labor is important.

- Team attitude or buy-in: The team members must have a common goal with no hidden agenda. They must be motivated to see mission success because of this common

Team members must have a common goal with no hidden agenda

goal and should have a stake in the outcome or be affected by the results in some way. They must be committed to participate actively in mission success. They must feel ownership of the mission and be empowered to accomplish objectives individually and as a team.

- Mission definition: The mission must be well defined. The purpose and objectives must be clearly understood by all. The goals must be realistic. A good mission statement can help this effort.

- Team leader: A person should be delegated to provide leadership and guidance to the team. This leader should be a positive

person with good facilitation skills. The leader must ensure that the mission goals are well defined and understood by all. He/she should be sensitive to problems in the team and deal with them in a way that shows proper respect to those involved. The leader must understand the roles/responsibilities of the team members and step in when these roles/responsibilities are not being met or are usurped by others. He/she must have decision-making skills and the empowerment to make decisions. The purpose of team meetings should be clarified and kept under control and on track. The leader should be aware of team building exercises and introduce them when possible.

- Time: Individuals must be allowed time in their schedule to do the work required for the team. It must also be understood that there is built-in inertia to a team that must be accommodated when setting mission goals. Time must be allowed to clarify goals for all and get buy-in from team members, customers, stakeholders, etc. Time must be set aside for team building exercises so individuals will feel like team members and the team can function as a whole.

- View of mission: In order for the team members to buy into a mission they must have a clear and positive view of the mission and its objectives. At a minimum, the mission should be seen as proper, realistic, and worthwhile. It is helpful if the mission is considered to be important and addresses a definite need. Exciting and challenging objectives will promote buy-in but are not always a part of every worthwhile mission.

- Management support: Management support is important to provide the team with required time, money and resources. Management must empower the team to reach its objectives. The team must believe that it will be allowed to come to its own independent conclusions and not be over-

ridden by management's own foregone conclusions. Management must also be willing to recognize and reward team success.

- Money and other resources: Money and other resources required for mission success must be provided.
- Rewards: There should be a sense that when the team has successfully achieved its goals, it will be rewarded as a team and all members will be recognized. However, it should be understood that each team member will be recognized on his or her merit as having been an integral part of a team which successfully reached its goals.

25. What can hinder a team's success?

Of the responses received, the most common dealt with: lack of commitment by team members; lack of management support; lack of clear goals and mission for the team; and some intolerance of differences.

Sandia is moving more toward greater use of the team concept, both within individual organizations and for developing projects. To expand on each of these four responses may result in further understanding of how individuals perceive their teams.

- Lack of commitment by team members: No management support, unclear objectives of the team, opinions not valued, hidden

Commitment is a key ingredient to making teams successful

agendas among team members, being volunteered, little interest in the team's issues, can all lead to lack of commitment by team members. Lack of commitment hinders progress. Demonstrating commitment at the beginning of the team's effort and losing it in the middle can also affect the team's end product. Commitment is a key ingredient to making teams successful.

- Lack of management support: According to some responses, management did not support the team or its accomplishments. One response indicated that lack of management support was a "perception" and not a reality. It's apparent that management support is crucial for the success of the team. It is equally important for the team members to see and feel management's support. Management support can be viewed as the key that helps unlock the doors that often appear during projects.

Management support is crucial for the success of the team

- Lack of clear goals and mission: Little direction or ill-defined boundaries make it difficult, sometimes impossible, for a team to be successful. Floundering usually results in no accomplishments for the team, ultimately making team members lose interest and commitment. Unclear goals and missions will limit effective teamwork.
- Intolerance of differences: Rather than share a point of view that does not match the leader's or other team member's viewpoints, one chooses to go along for fear of retribution. The lack of diversity results in group-think. The unwillingness to see other viewpoints surfaced quite frequently throughout the responses. Discounting individual's differences impedes the team's success. Different viewpoints give a broader perspective of issues/items. Valuing team member's opinions and input, even though different from the norm, can help to see an issue through a 360 degree lens.

The four items mentioned are by no means the only factors that can hinder a team's success. They are, however, essential to every team's success. To have all four evident during the entire process of the

team's project should result in an excellent product.

26. Additional comments.

Twenty-nine of the fifty-two survey participants had additional comments. Most of the comments were concerned with the way Sandia recognizes and rewards teamwork (13 comments) and expressed a need for team building and/or diversity training (10 comments). A few comments were negative about the survey itself (4 comments) and implied that we were not gathering useful information. Additional comments (3) regarded the importance of having team members that want to be on the team, and that the team goals be clearly defined.

The following is a brief summary of the comments on rewards and recognition and training:

- Rewards and recognition: Sandia is not very good at recognizing and rewarding teamwork. Sandia needs to understand what team building skills are and value people with those skills. Teams should be rewarded for their major accomplishments, which will help motivate team members and show management commitment. Some managers are perceived as interfering with a team's progress. Managers should be held responsible for the team's output. Allow compensation based on team performance. There should be more opportunities for teams to win awards. Some feel that the current award system is politically rigged. Organizational barriers interfere with team recognition and rewards.

- Training: Some comments suggested that Sandia should require team building classes. It was not apparent that the majority of people calling for these classes had been through any training themselves. They felt that training was needed because they

perceived that very few people at Sandia understand team building concepts. Additionally, some felt that most Sandians do not understand what is meant by diversity and therefore need diversity training. The very few that had been through team building or diversity training felt positive about what they got out of it, but felt that it was important that management support this type of training for it to succeed.

CONCLUSIONS

The responses to this survey were generally very positive. Many Sandia teams seem to be performing very well in terms of accomplishing their objectives, making valuable individual contributions, and practicing Sandia's corporate values. A large majority of the average responses (73%) scored in the good to very good range (4 to 5). No average scores were lower than 3 (neutral). Responses on diversity-related questions (2,4,7,10,11,13,15,18,21) were also quite high (4 to 5).

Sandia uses many approaches in carrying out projects and solving problems (individuals, committees, direct managerial decisions, teams, etc.) We thought that forming teams might not always be necessary or the best method. However, based on our survey results, all respondents believed that the team approach was the best way to accomplish the goals of their specific teams. The respondents generally believed that their teams were sufficiently diverse and empowered. They further felt that their comments were given adequate consideration and that they understood both the goal of the team and their roles in accomplishing that goal.

The survey found that, on average, the Sandia teams felt they were productive and accomplished the team's purpose.

The team members agreed that diversity contributed to their creativity and success. The vast majority of the respondents believed their team exemplified Sandia's corporate values.

On the downside, the responses showed that, in some cases, there was a concern that conflict was dealt with little or not at all and that frequently revisiting decisions made by the team might be detrimental to team productivity.

Another important area for potential improvement is in team recognition, which was rated among the lowest of the survey questions. The respondents said that in order to have a successful team there must be a well defined mission that the team feels is challenging, important, and supported by management. Based on the survey, it seems that training in conflict resolution might be helpful. However, the respondents did not strongly endorse additional teamwork training (average score of 3.4).

The relatively low score of 3.4 on team recognition indicates that this is an area where improvement is needed. However, when recognition was given, it was shared fairly among team members.

Diversity of backgrounds and job levels brings a mix of differing viewpoints, talents and perspectives that, when utilized with vision, can solve very difficult problems and insure that potential problem areas will not be overlooked.

As stated before, because respondents were self-selected, this survey may not necessarily be representative of all Sandia teams. However, based on the respondents' positive self-assessments, this sample does seem to represent some of the more successful teams at Sandia. Therefore, their comments are strongly indicative of the attributes of teams that contribute to their success. The following table summarizes the respondents' guidance as provided in questions 24 through 26.

ATTRIBUTES OF SUCCESSFUL SANDIA TEAMS

- High levels of team skills and competence appropriate to the team's mission.
- A diverse mixture of complementary skills and knowledge appropriate to the team's mission.
- Good interpersonal skills.
- Clear definition of member roles and responsibilities.
- Team buy-in and commitment.
- A well defined mission.
- A good team leader.
- Adequate time to do the job.
- Management support.
- Adequate resources.
- Appropriate rewards and recognition.
- Tolerance of differences - an inclusive environment.

APPENDIX A. SURVEY ON TEAMWORK AND DIVERSITY

Name (optional) _____ M ☐ F ☐
 Job Classification _____
 Team Name _____ Leader ☐ Member ☐
 Age: <30 ☐ 30-45 ☐ >45 ☐

A. Team selection and composition:

1. How were team members chosen? (e.g., Who chose the team; was membership mandatory or optional; why was each member chosen?)

- | | | | | | |
|---|---------------|---|---|---|--------------|
| | 1 | 2 | 3 | 4 | 5 |
| 2. How diverse was your team? (Think about, e.g., skills, job experience, age, rank and job category, social style, physical ability, education, customers and suppliers, gender, ethnicity.) | not at
all | | | | very
much |

B. Team Empowerment:

- | | | | | | |
|--|---------------|---|---|---|--------------|
| | 1 | 2 | 3 | 4 | 5 |
| 3. How much of a part did the team have in deciding its goals and how to reach them? | not at
all | | | | very
much |

C. Team dynamics:

- | | | | | | |
|--|---------------|---|---|---|--------------|
| | 1 | 2 | 3 | 4 | 5 |
| 4. To what extent did you feel that your comments were given adequate consideration? | not at
all | | | | very
much |
-
- | | | | | | |
|--|---------------|---|---|---|--------------|
| | 1 | 2 | 3 | 4 | 5 |
| 5. How well did you understand the goal of the team? | not at
all | | | | very
well |
-
- | | | | | | |
|--|---------------|---|---|---|--------------|
| | 1 | 2 | 3 | 4 | 5 |
| 6. How well did you understand your role in accomplishing the team goal? | not at
all | | | | very
well |
-
- | | | | | | |
|---|---------------|---|---|---|--------------|
| | 1 | 2 | 3 | 4 | 5 |
| 7. To what extent was conflict dealt with openly and considered important to decision-making? | not at
all | | | | very
much |
-
- | | | | | | |
|--|---------------|---|---|---|--------------|
| | 1 | 2 | 3 | 4 | 5 |
| 8. To what extent do you believe team building activities contributed to the team's success? | not at
all | | | | very
much |

- | | | | | | |
|---|------------|---|---|---|-----------|
| 9. If group decisions were often later revisited or re-directed, what effect did this have on the team? | 1 | 2 | 3 | 4 | 5 |
| | very bad | | | | very good |
| 10. How well do you feel the group worked together as a team? | 1 | 2 | 3 | 4 | 5 |
| | not at all | | | | very well |
| 11. How comfortable did you feel on this team? | 1 | 2 | 3 | 4 | 5 |
| | not at all | | | | very well |
| 12. To what extent do you think teamwork training would be beneficial to Sandia employees? | 1 | 2 | 3 | 4 | 5 |
| | not at all | | | | very much |
| 13. To what extent did the team's diversity enhance creativity? | 1 | 2 | 3 | 4 | 5 |
| | not at all | | | | very much |

D. Corporate Values:

- | | | | | | |
|---|-------------------|---|---|---|------------------|
| 14. Did you feel that the team you were on should have been a team (i.e., there was no another way to accomplish the goal)? | 1 | | | | 5 |
| | no | | | | yes |
| 15. Were your unique personality and skills fully utilized? | 1 | 2 | 3 | 4 | 5 |
| | not at all | | | | very well |
| 16. To what extent did your team have sufficient time to accomplish its tasks? | 1 | 2 | 3 | 4 | 5 |
| | not nearly enough | | | | more than enough |
| 17. What proportion of the team members consistently took responsibility for the tasks they were assigned? | 1 | 2 | 3 | 4 | 5 |
| | none | | | | all |
| 18. Overall, how well did your team exemplify Sandia's values (teamwork, integrity, quality, leadership, respect for the individual)? | 1 | 2 | 3 | 4 | 5 |
| | not at all | | | | very well |

E. Team Accomplishments

- | | | | | | |
|--|------------|---|---|---|-----------|
| 19. How well did your team accomplish its purpose? | 1 | 2 | 3 | 4 | 5 |
| | not at all | | | | very well |

20. How productive do you feel the team was?

1	2	3	4	5
not at all				very well

21. How much did your team's diversity contribute to its success?

1	2	3	4	5
not at all				very much

F. Team Rewards and Recognition

22. To what extent was the team recognized for its efforts?

1	2	3	4	5
not at all				very well

23. To what extent was credit shared for team accomplishments?

1	2	3	4	5
not at all				very fairly

G. General Comments

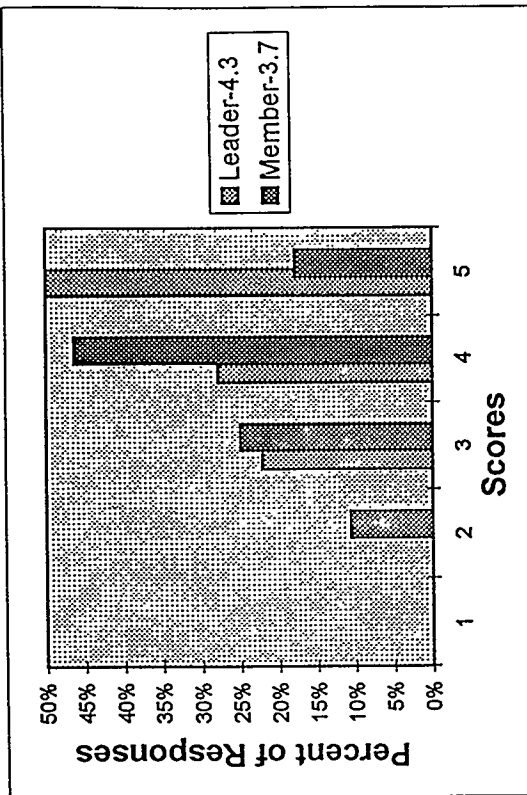
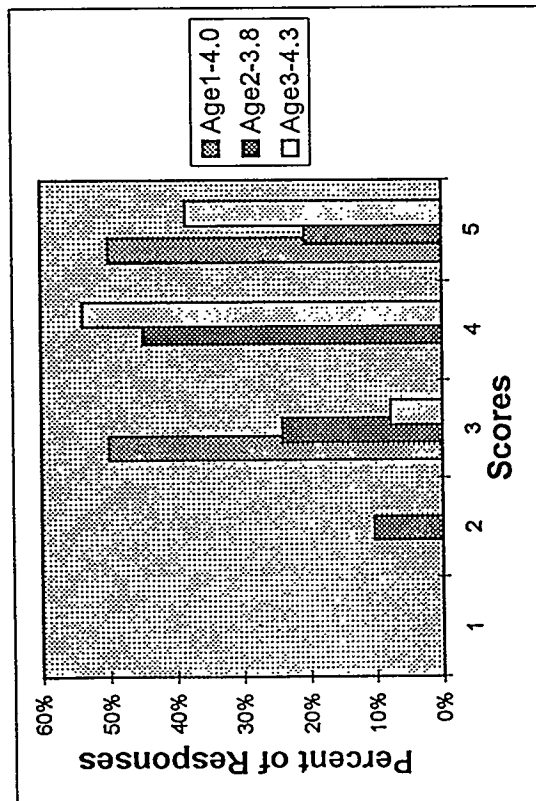
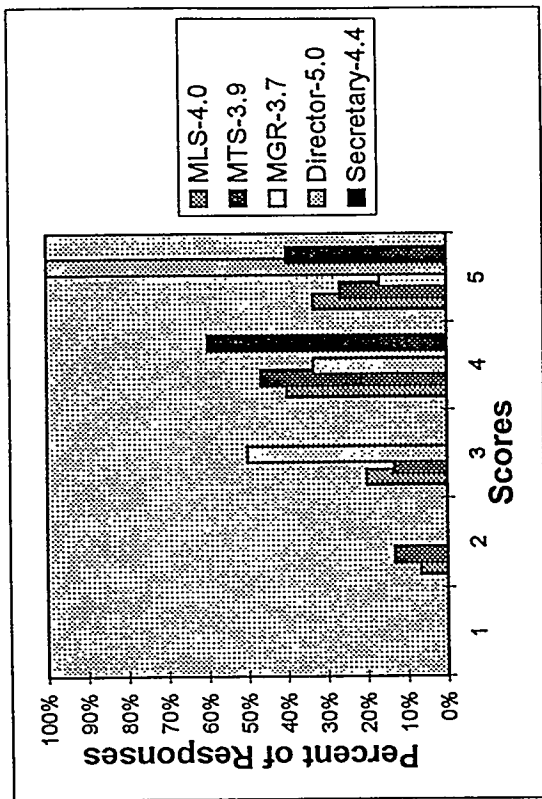
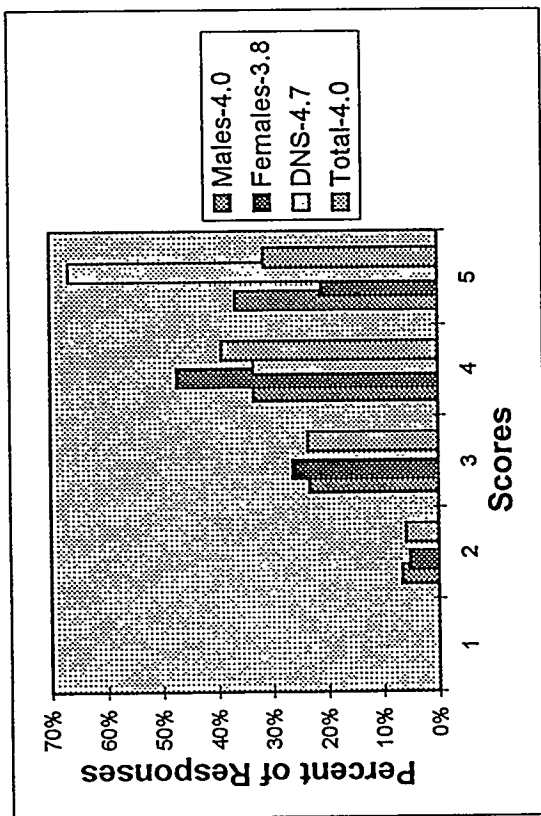
24. In your opinion, what is necessary to have a successful team? _____

25. What can hinder a team's success?

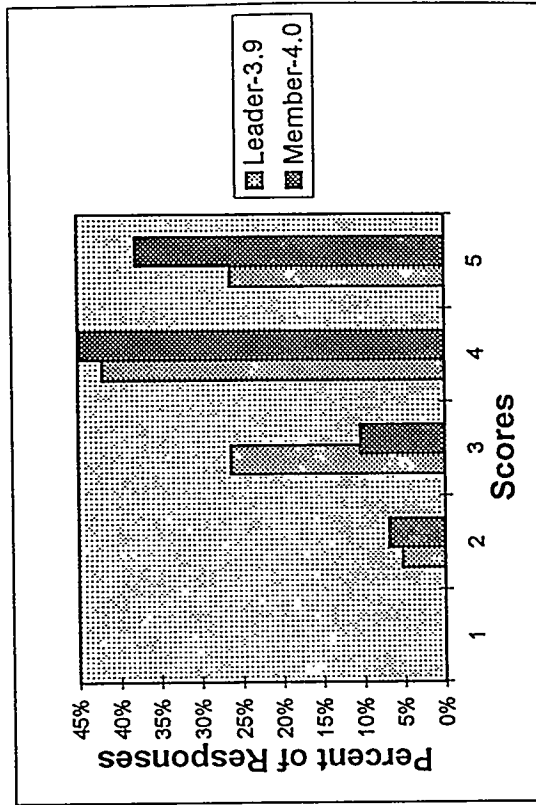
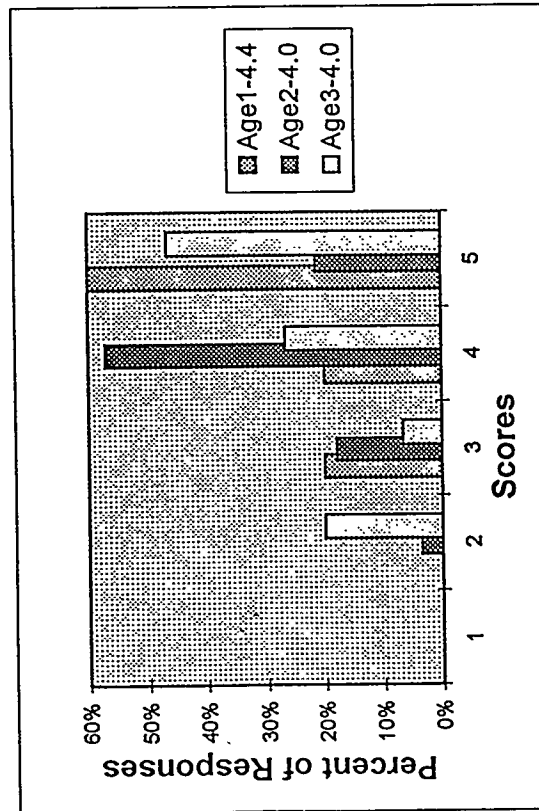
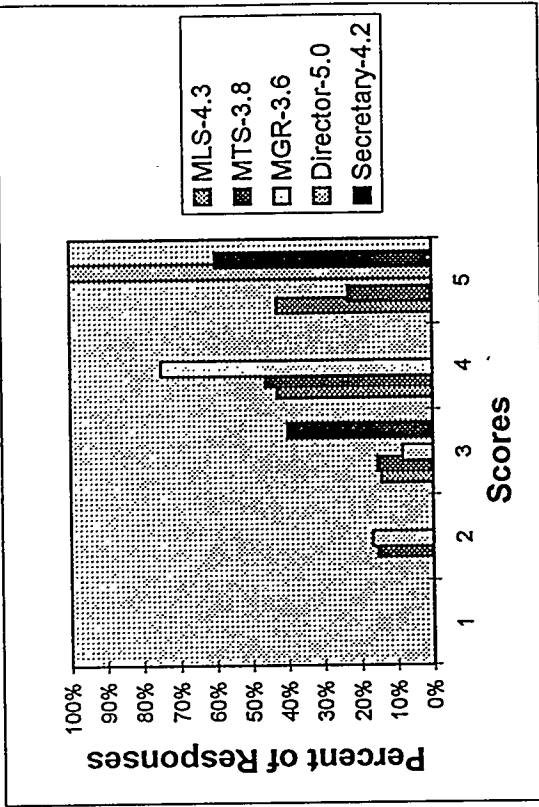
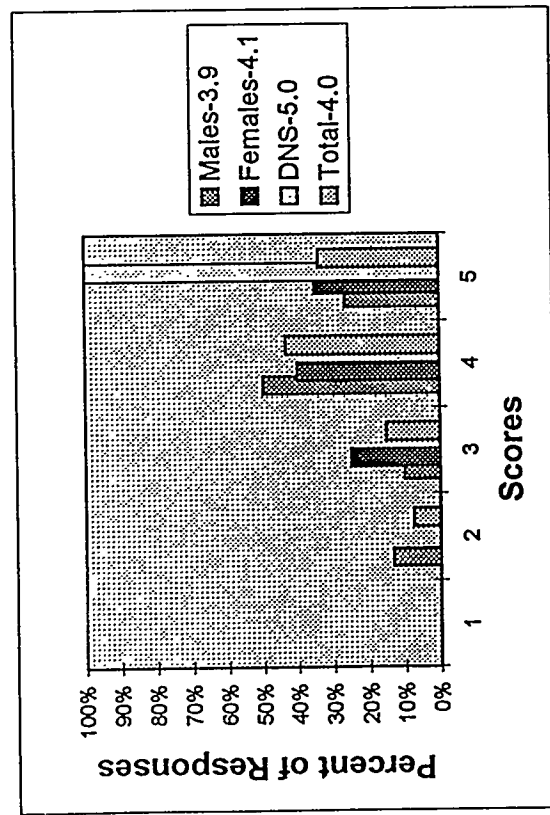
26. Please provide additional comments on any question in this survey, and any suggestions you may have on improving teamwork at Sandia: _____

APPENDIX B. CHARTS OF RESPONSES TO QUESTIONS 2 THROUGH 23

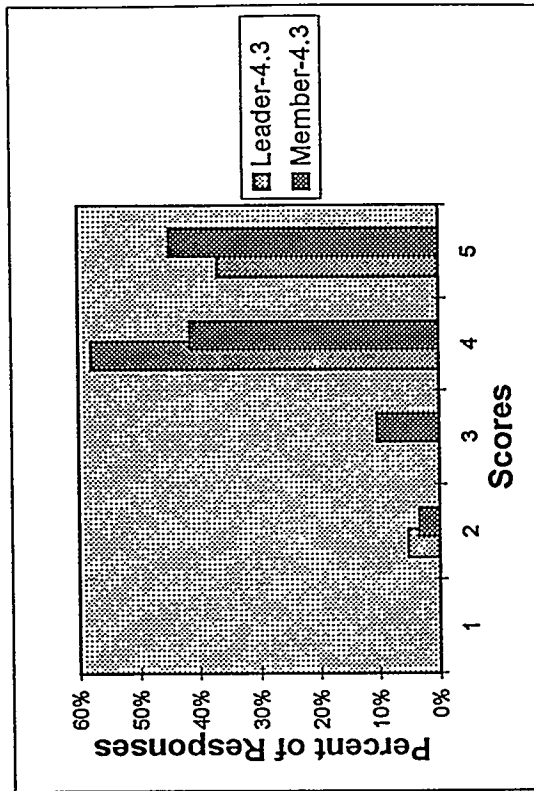
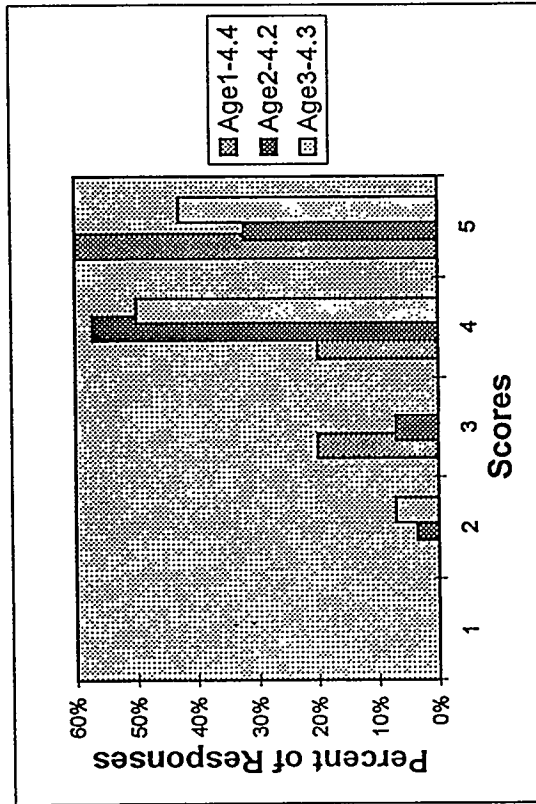
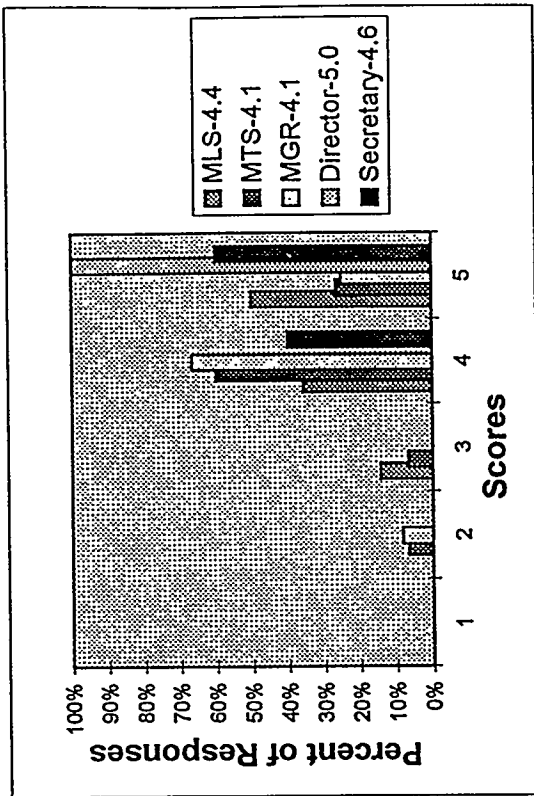
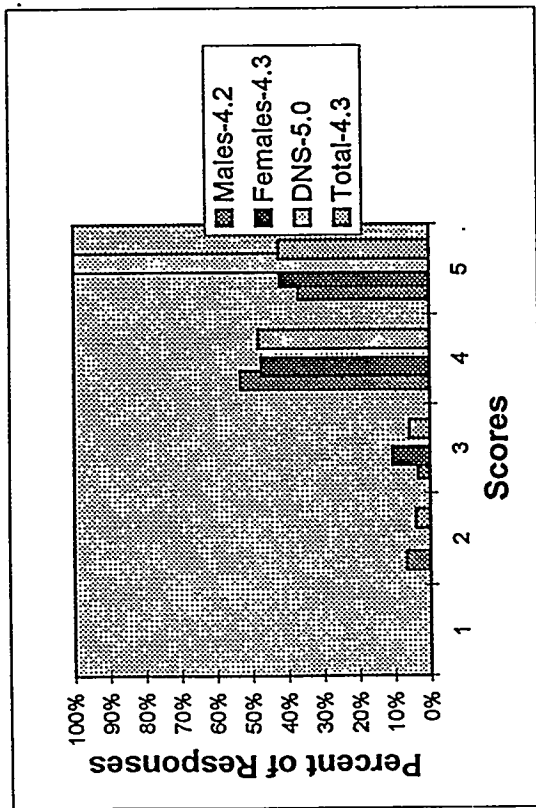
Question 2. How diverse was your team?



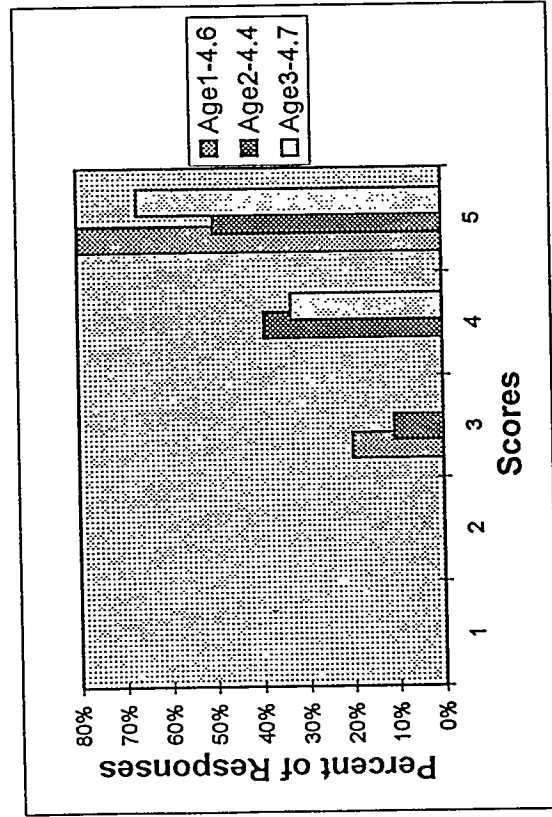
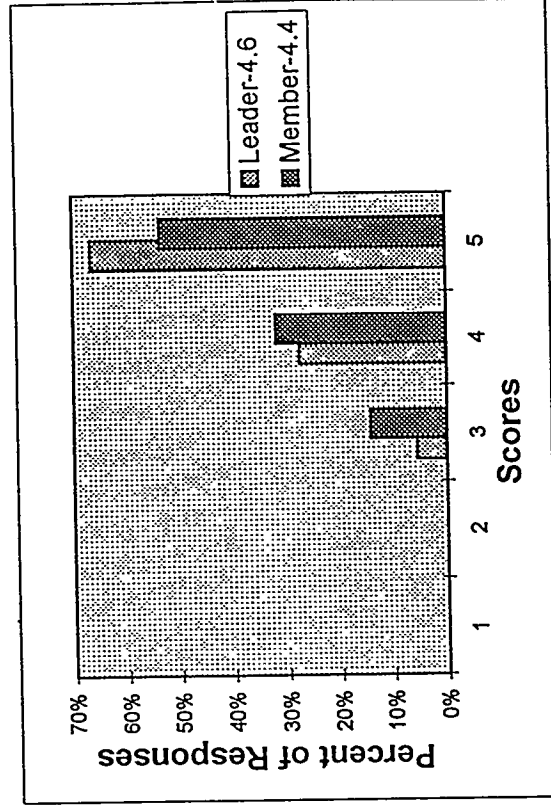
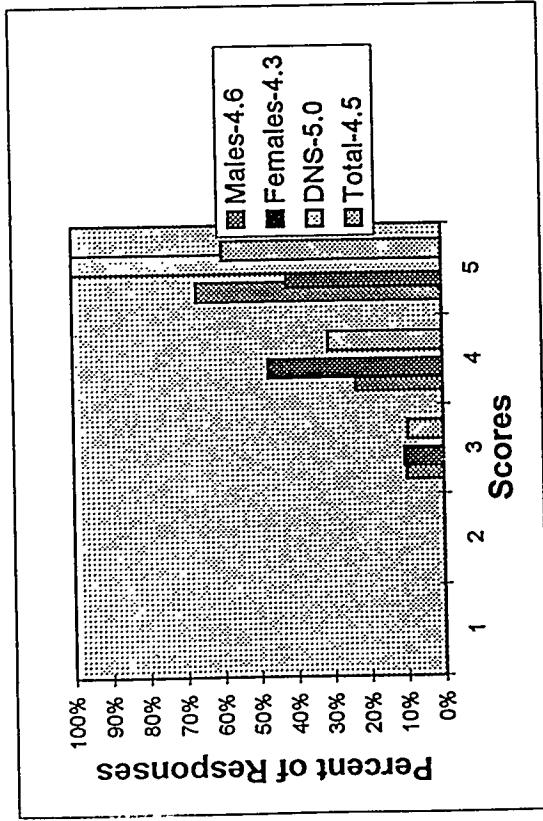
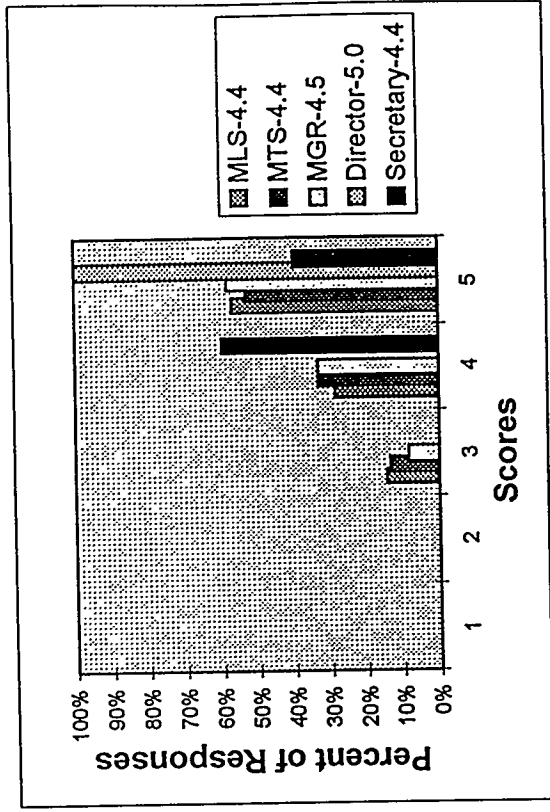
Question 3. How much of a part did the team have in deciding its goals and how to reach them?



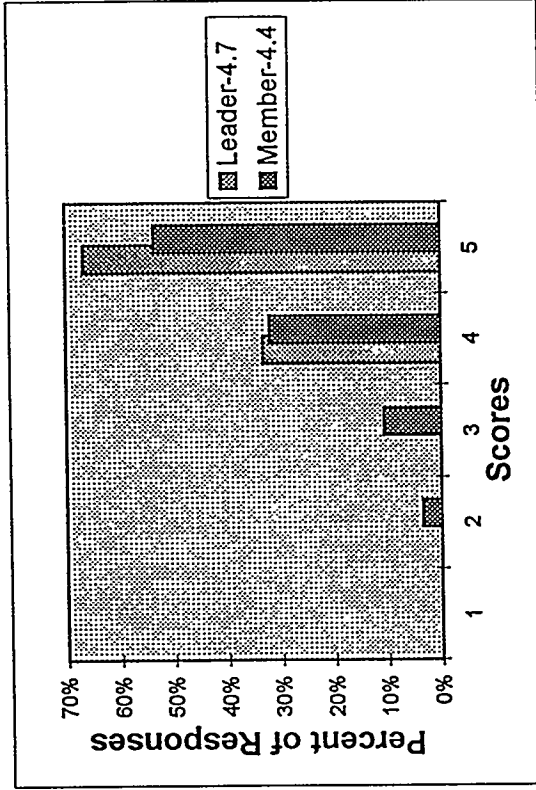
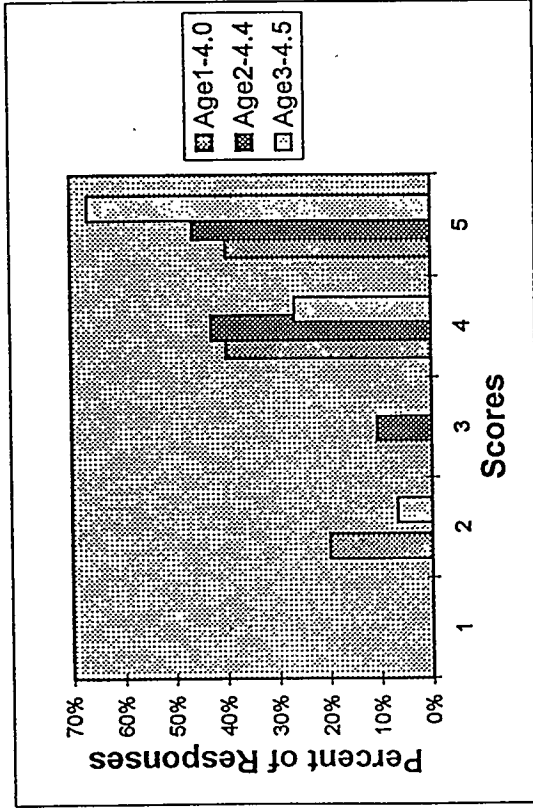
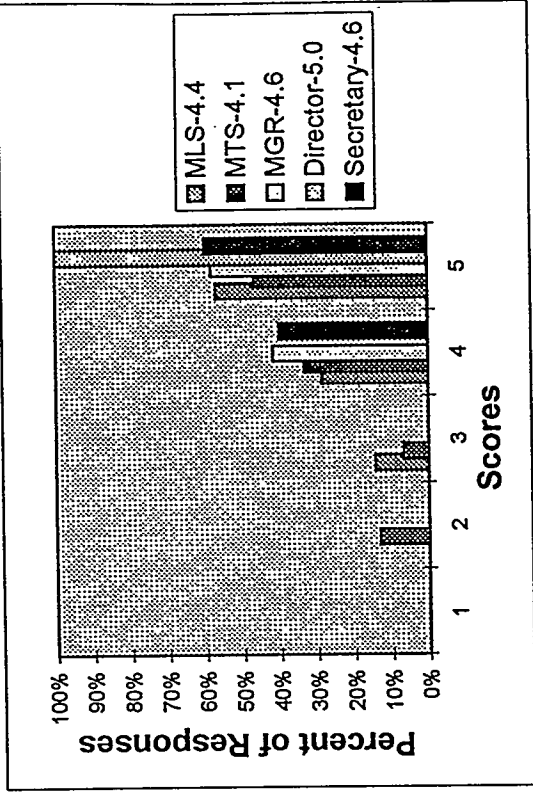
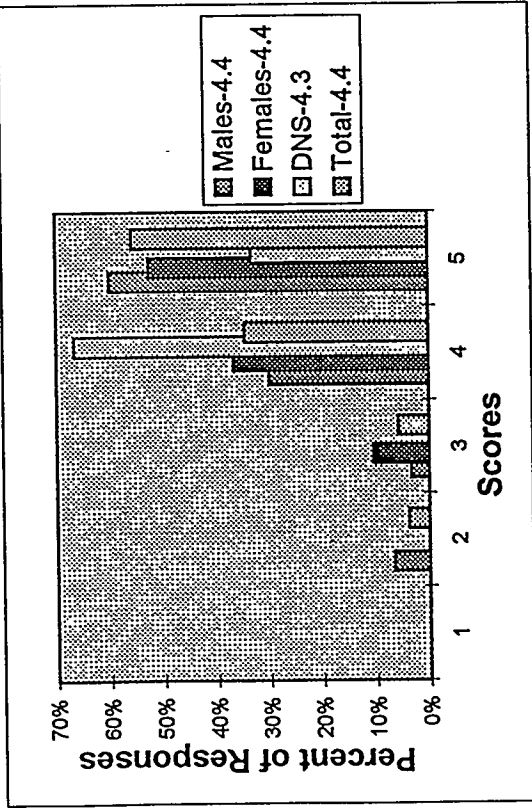
Question 4. To what extent did you feel that your comments were given adequate consideration?



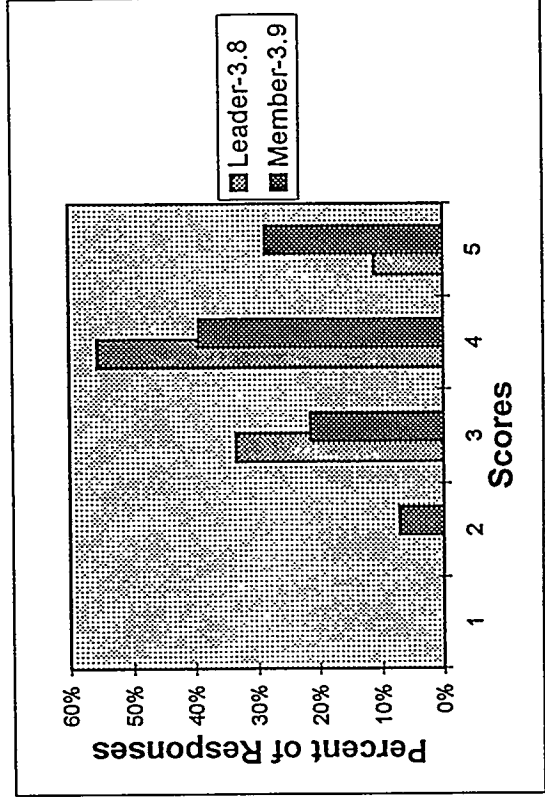
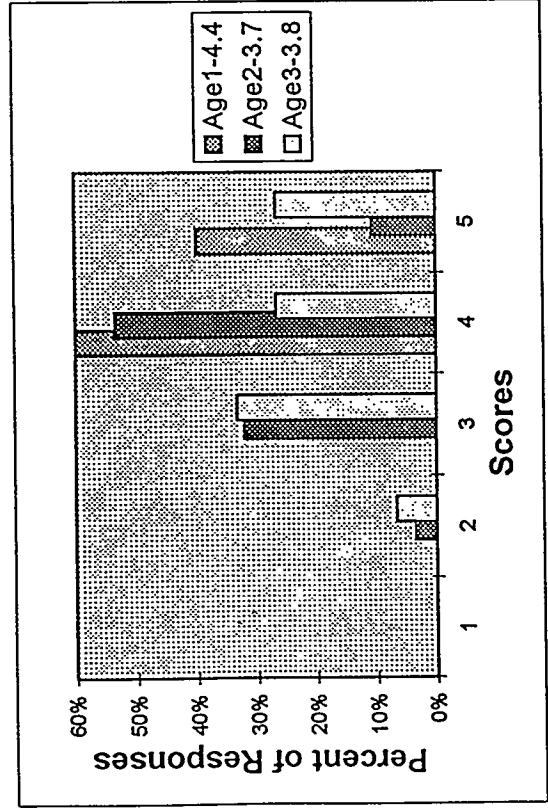
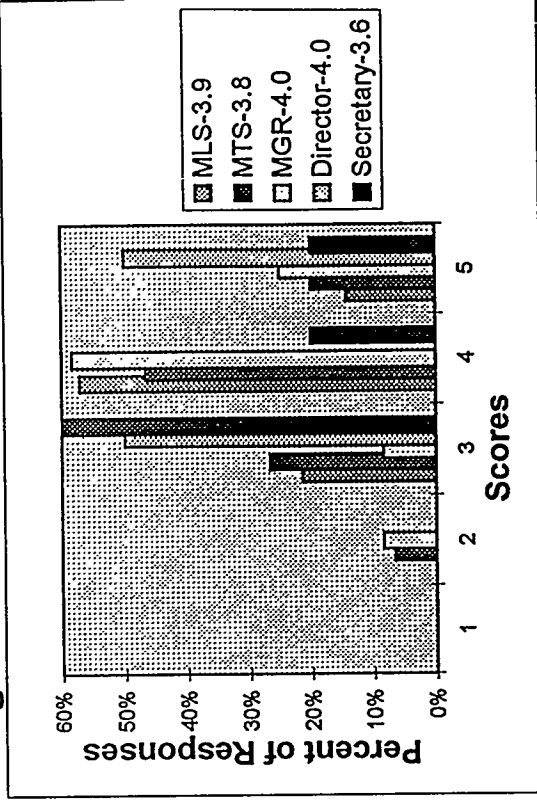
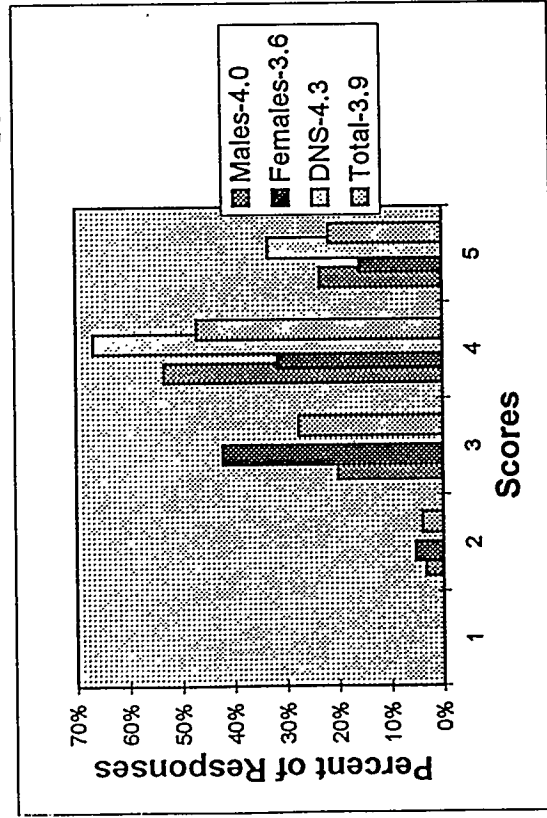
Question 5. How well did you understand the goal of the team?



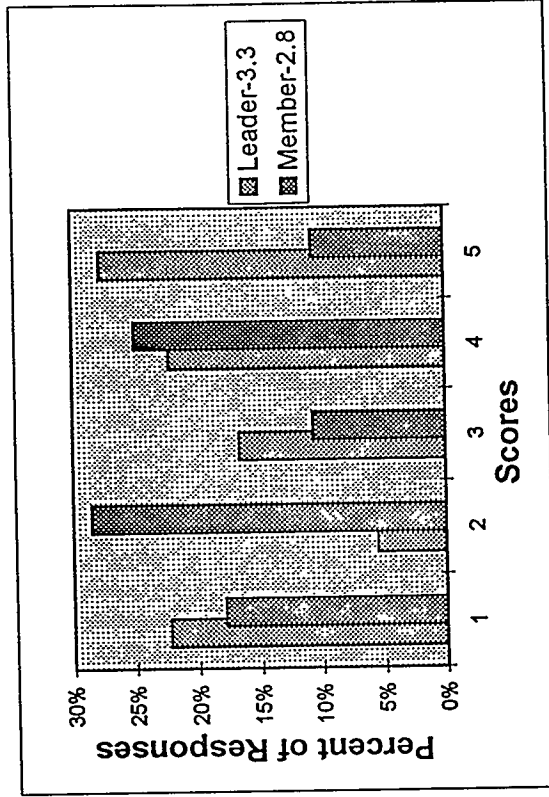
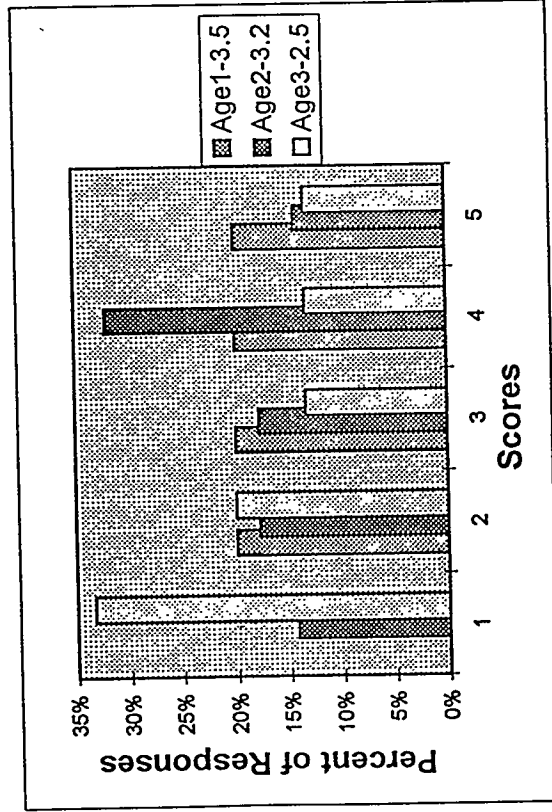
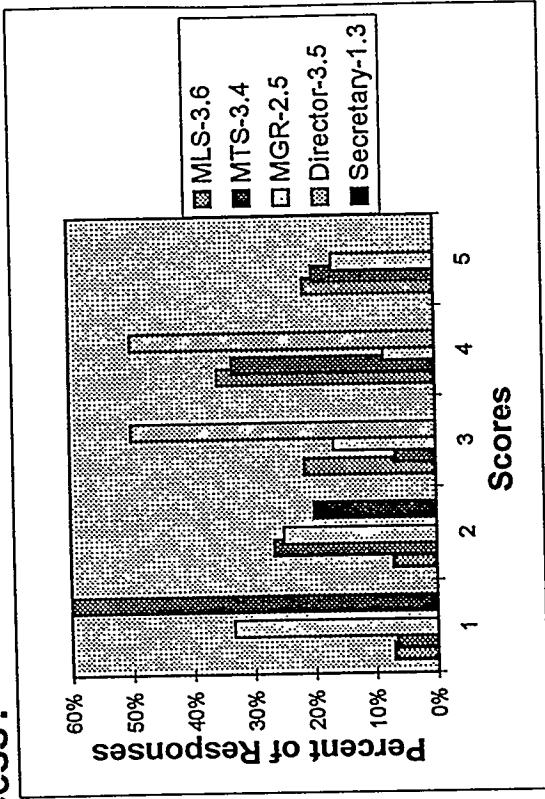
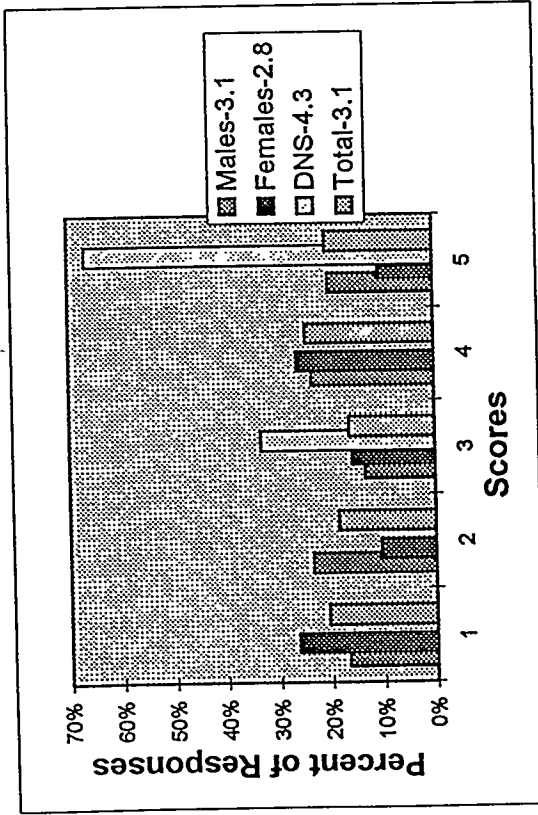
Question 6. How well did you understand your role in accomplishing the team goal?



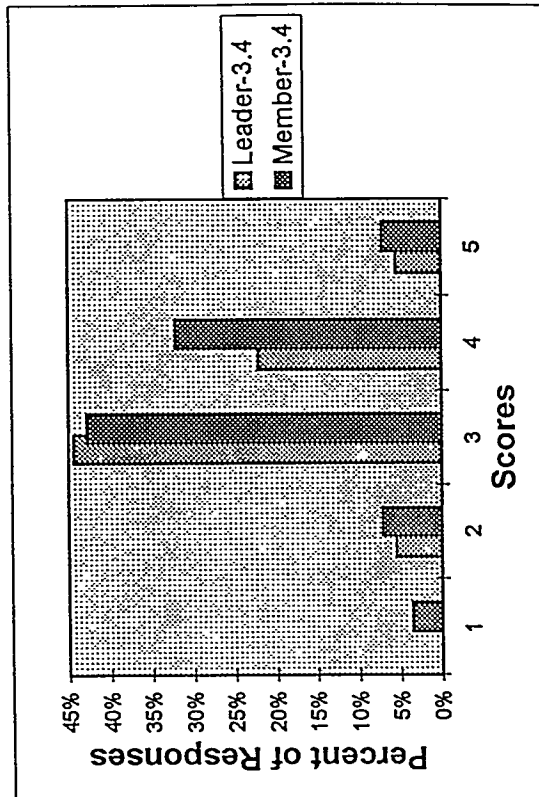
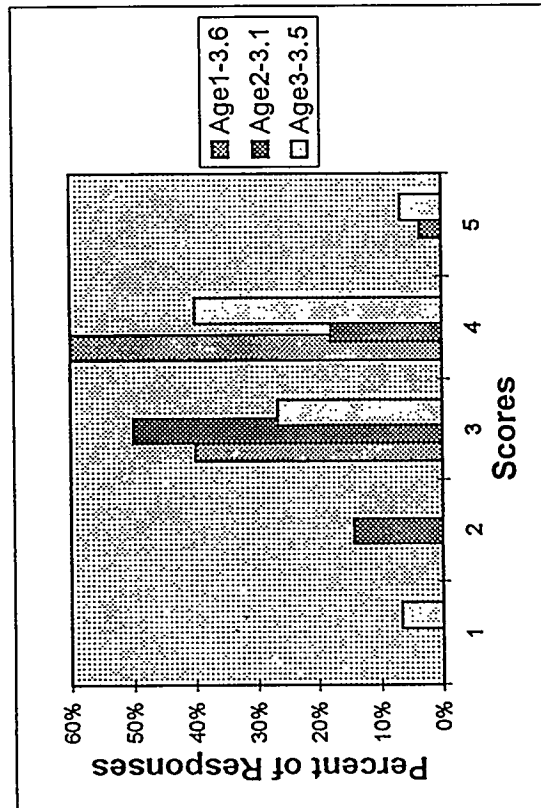
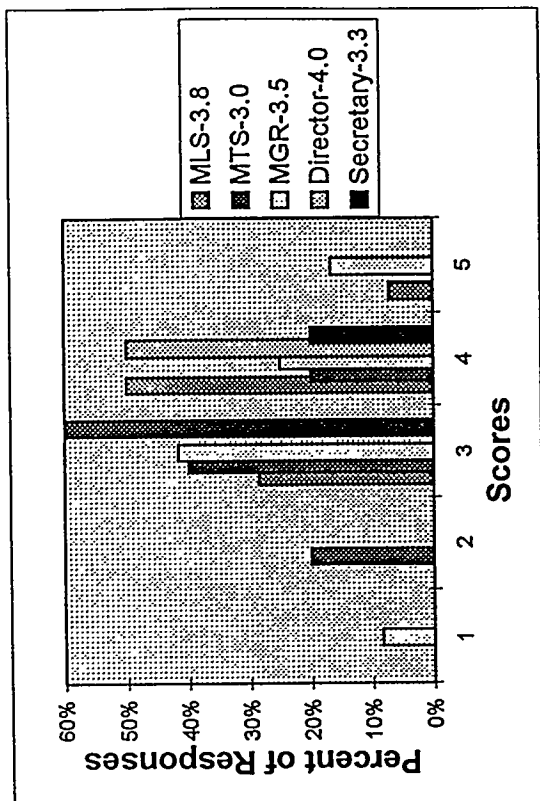
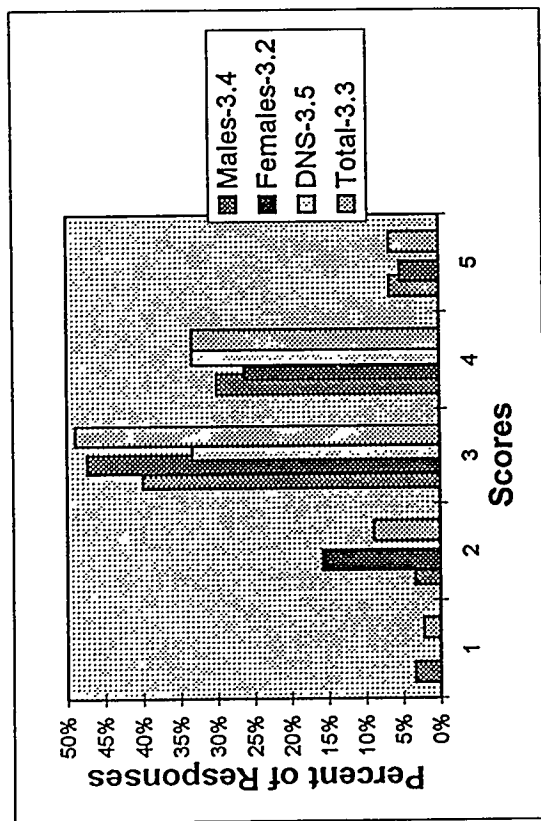
Question 7. To what extent was conflict dealt with openly and considered important to decision-making?



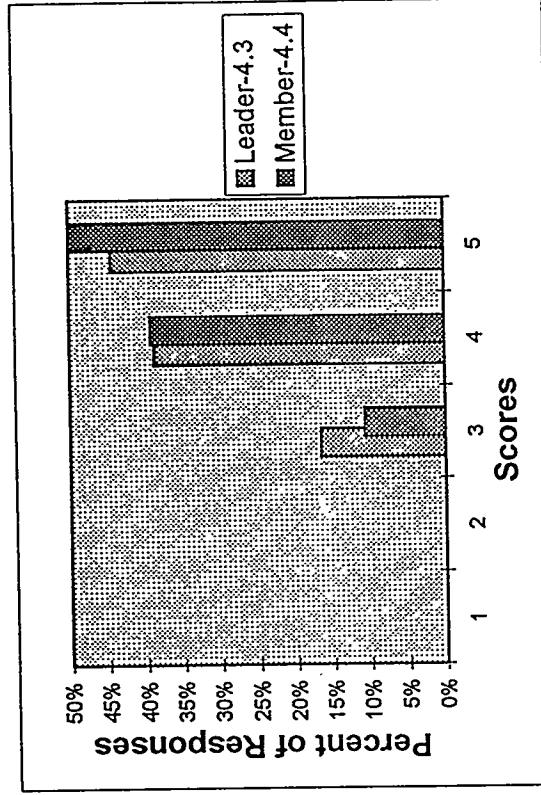
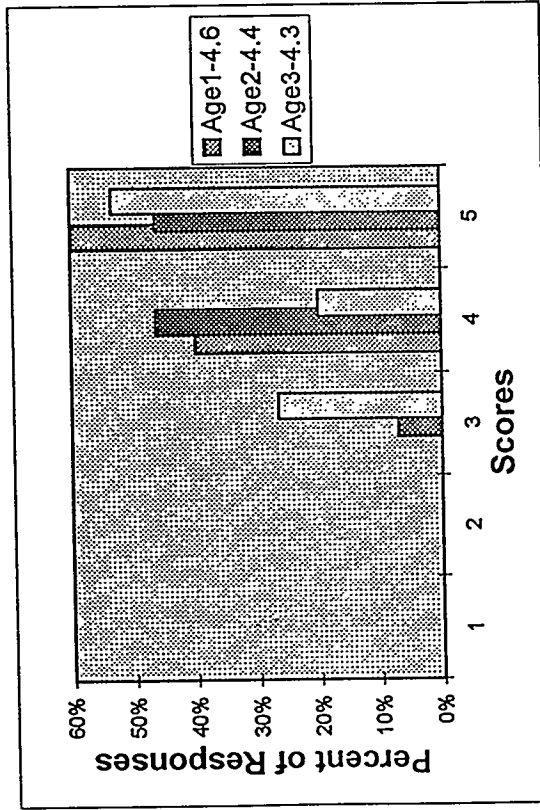
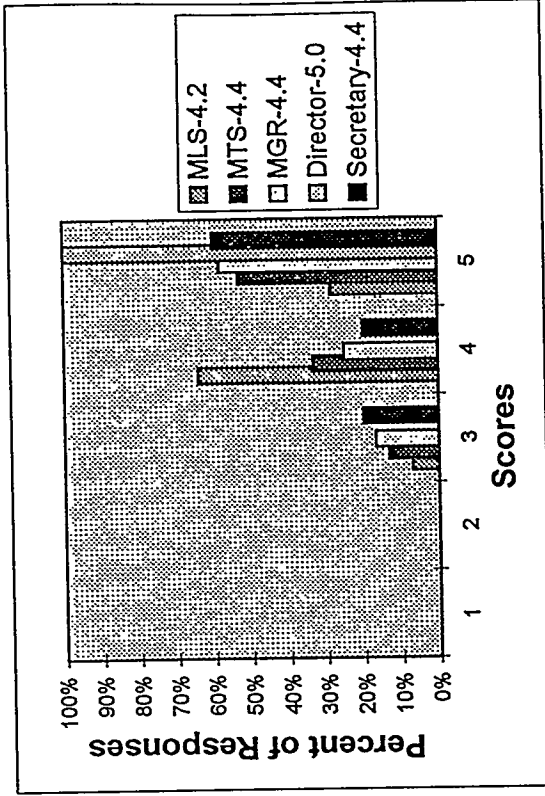
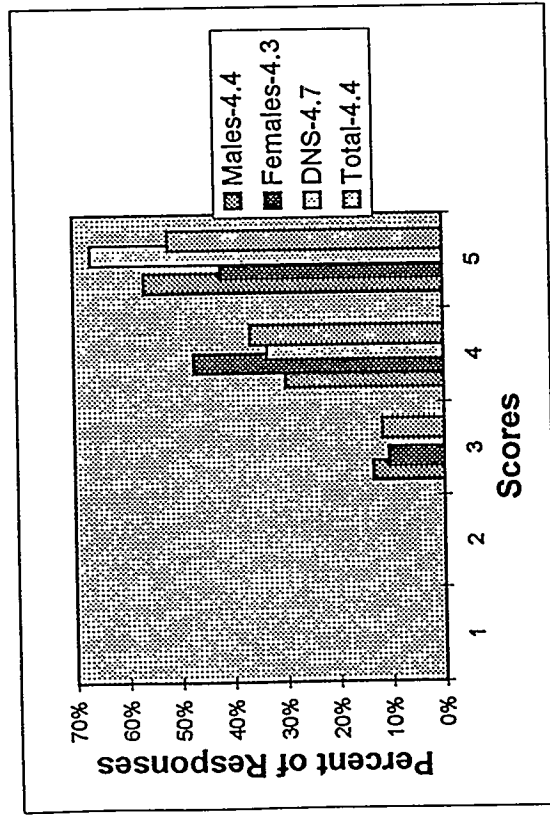
Question 8. To what extent do you believe team building activities contributed to the team's success?



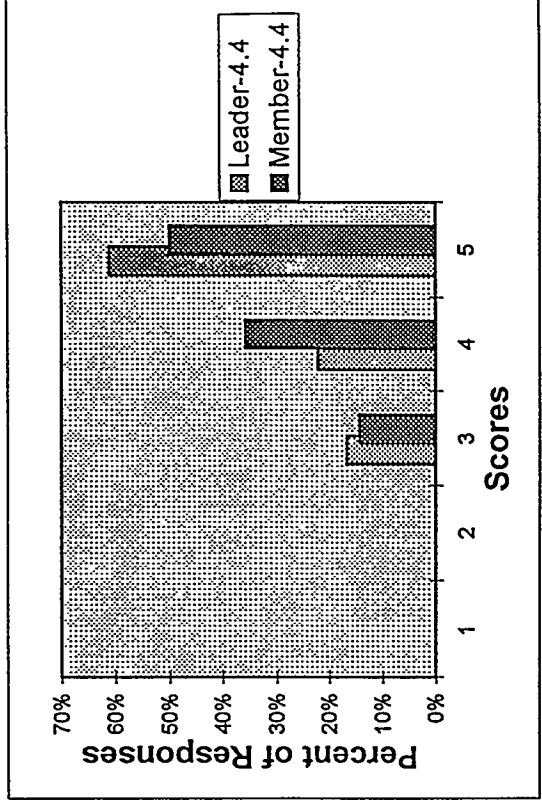
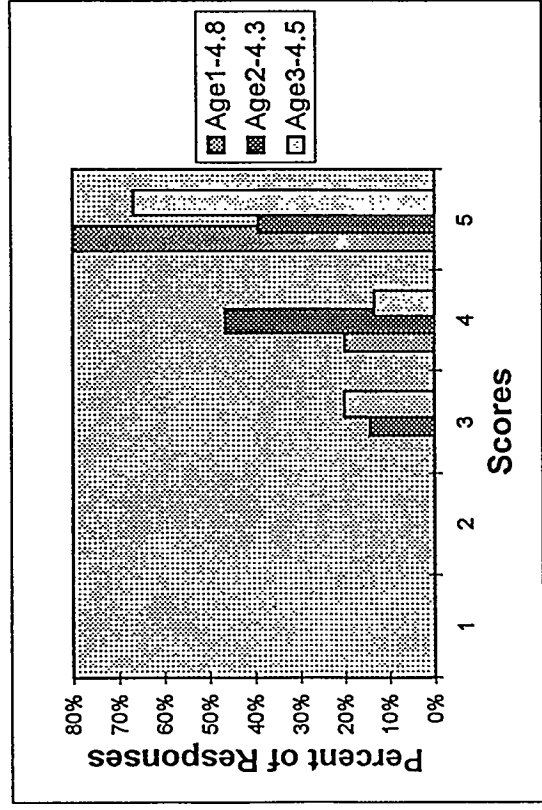
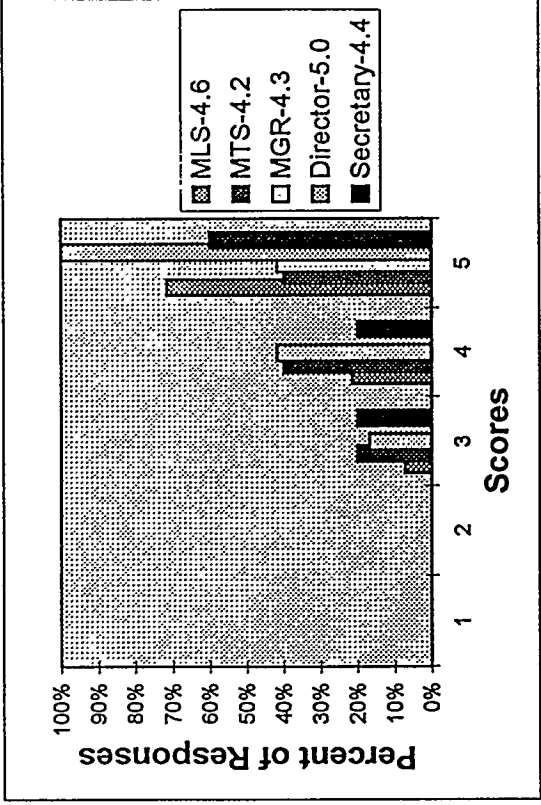
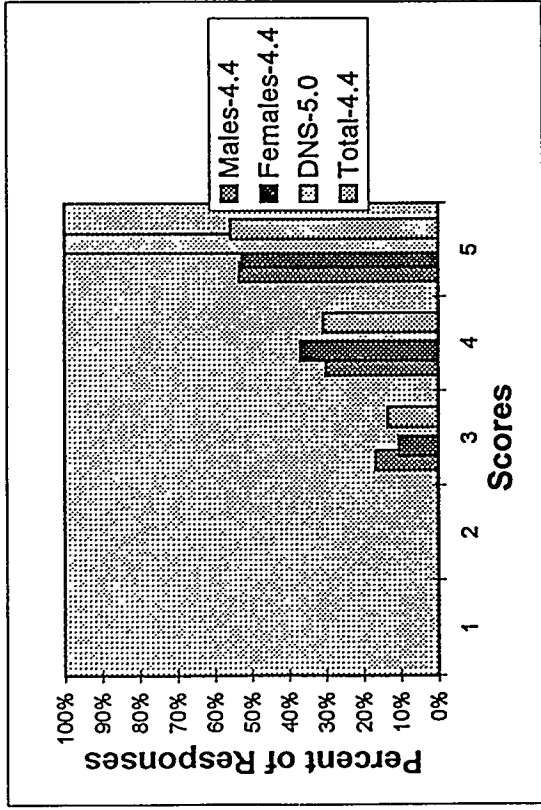
Question 9. If group decisions were often later revisited or re-directed, what effect did this have on the team?



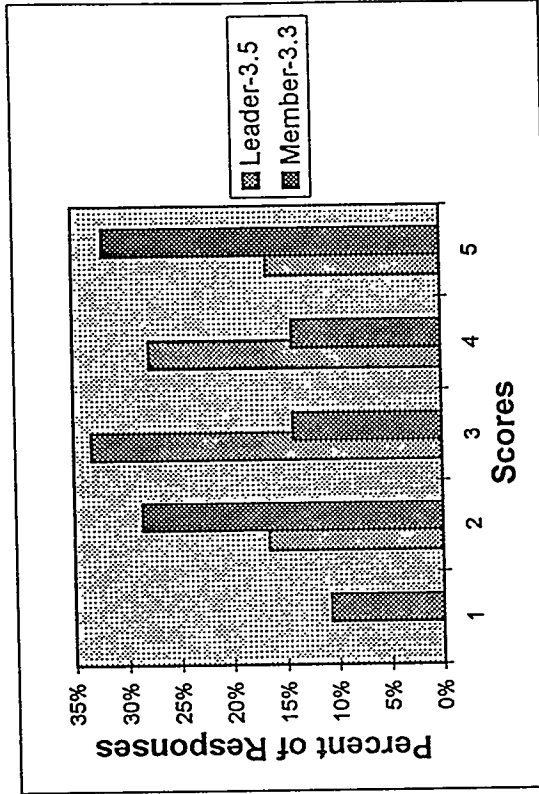
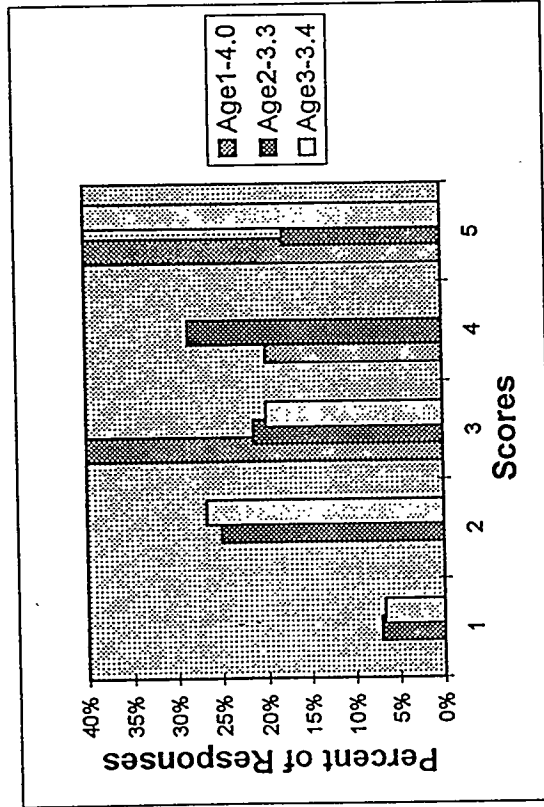
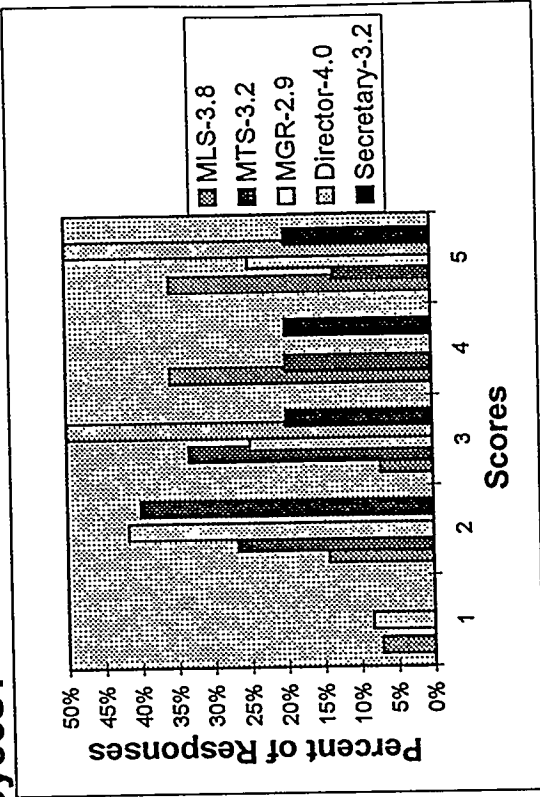
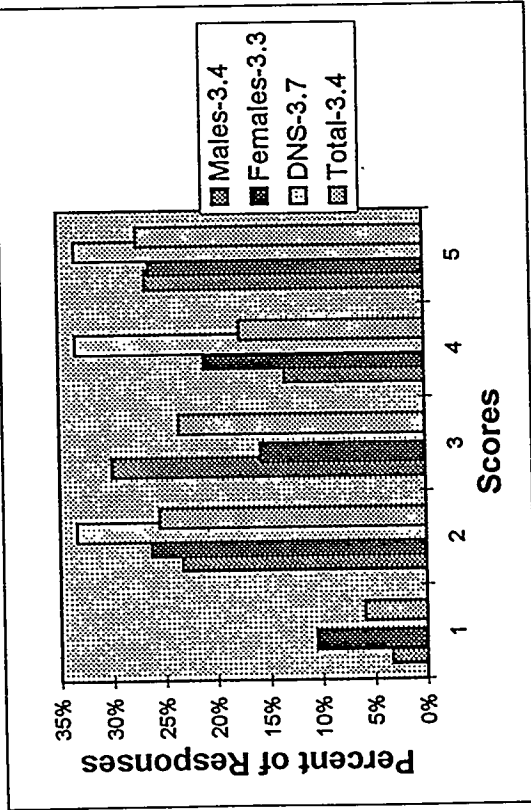
Question 10. How well do you feel the group worked together as a team?



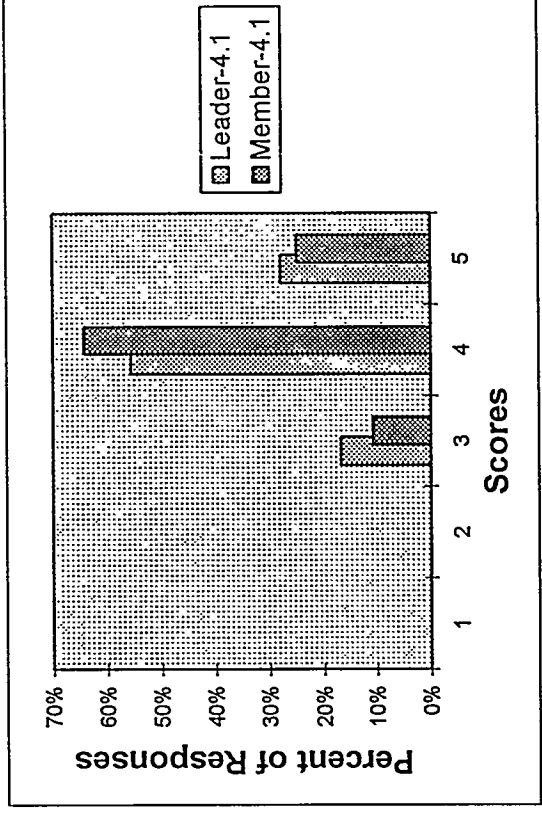
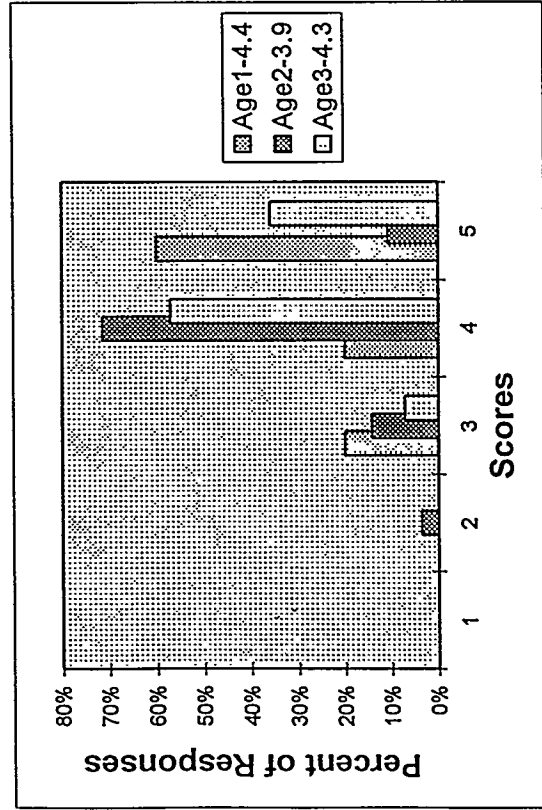
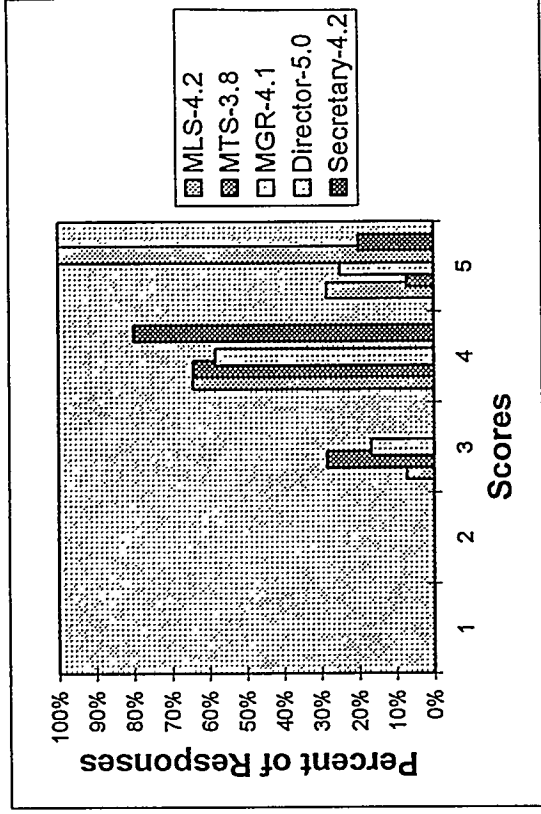
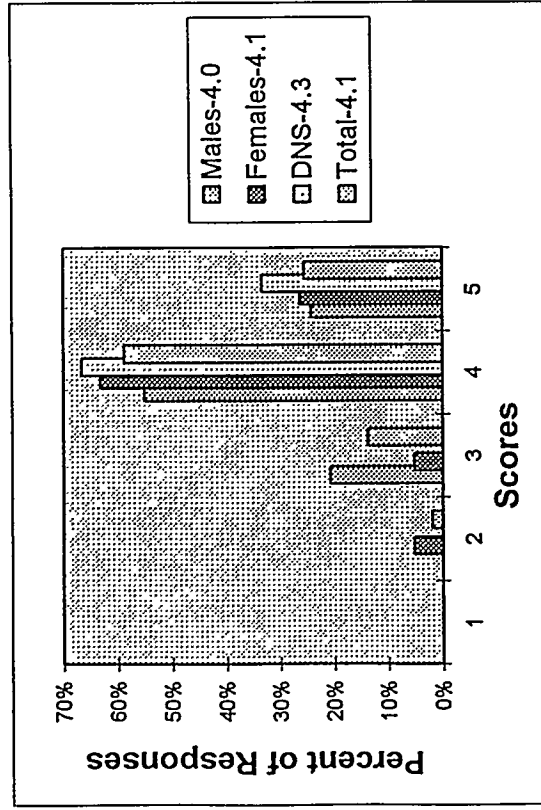
Question 11. How comfortable did you feel on this team?



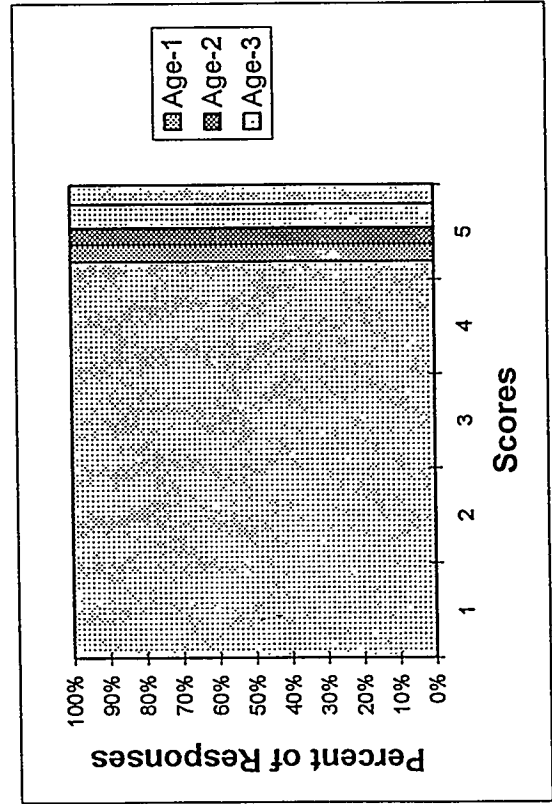
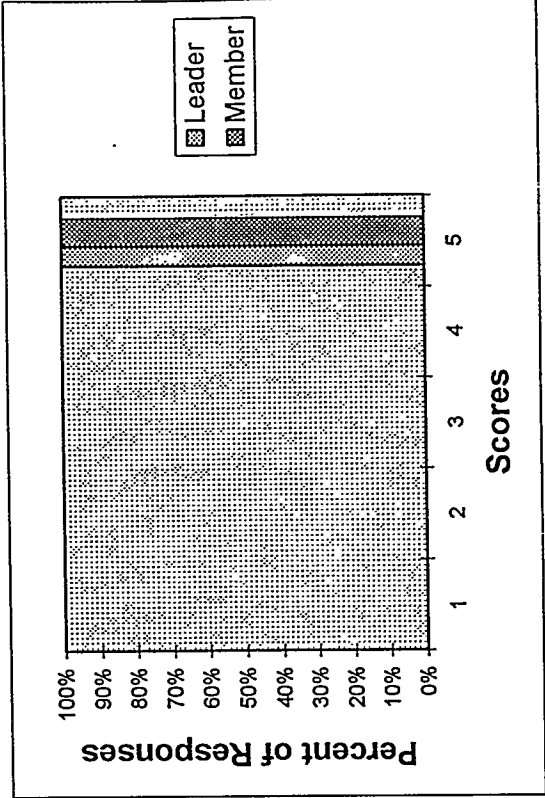
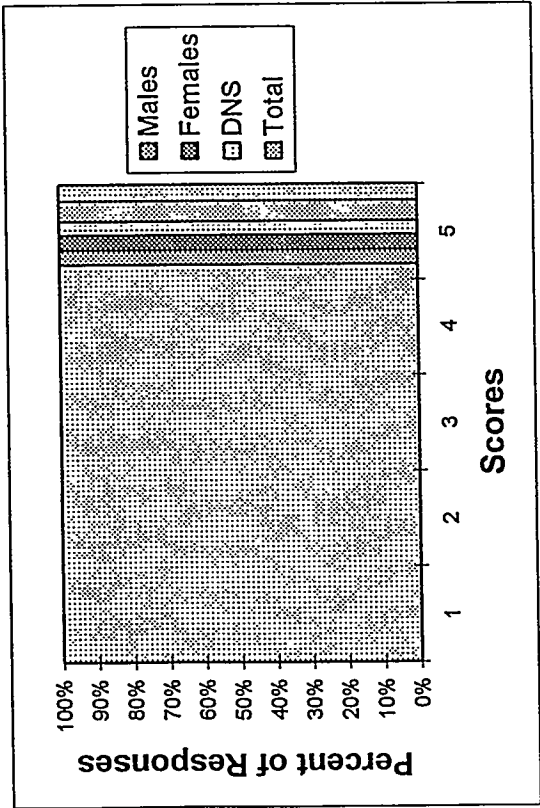
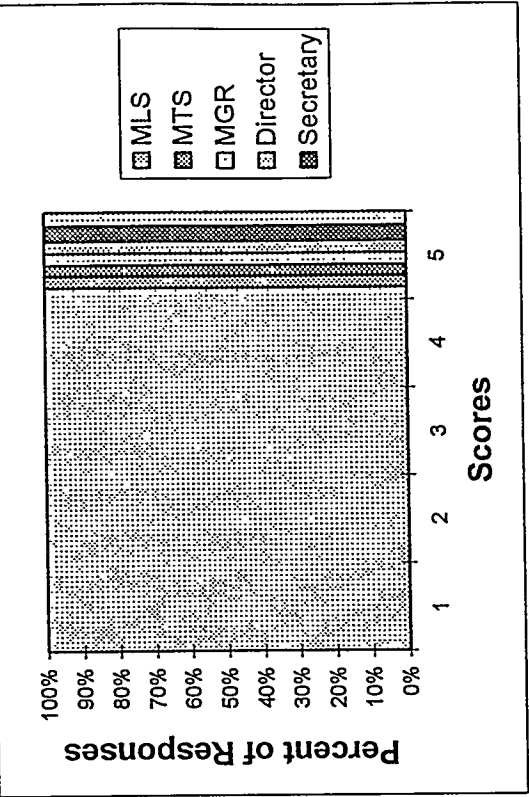
Question 12. To what extent do you think teamwork training would be beneficial to Sandia employees?



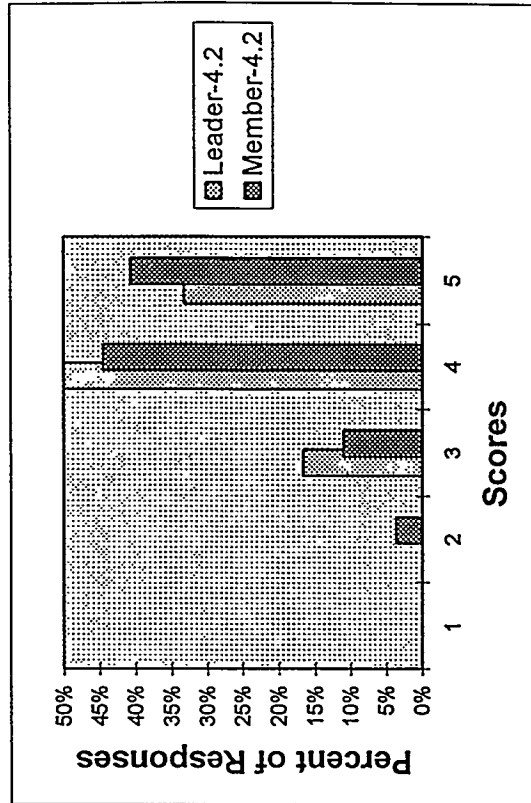
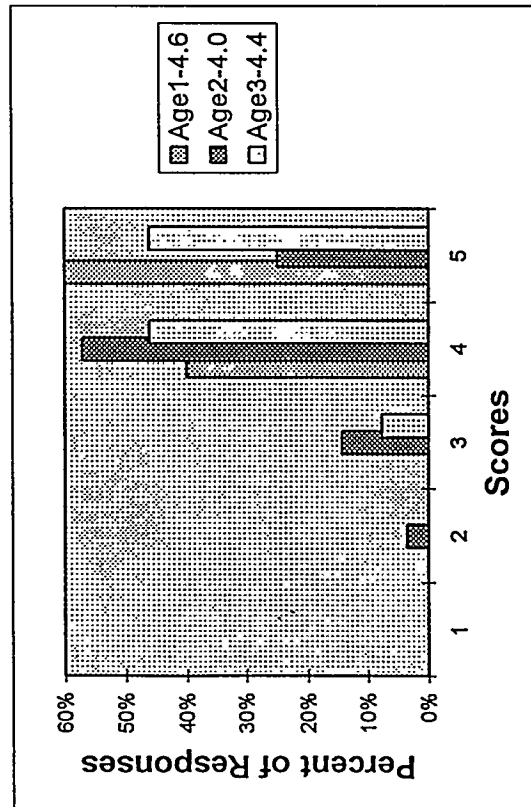
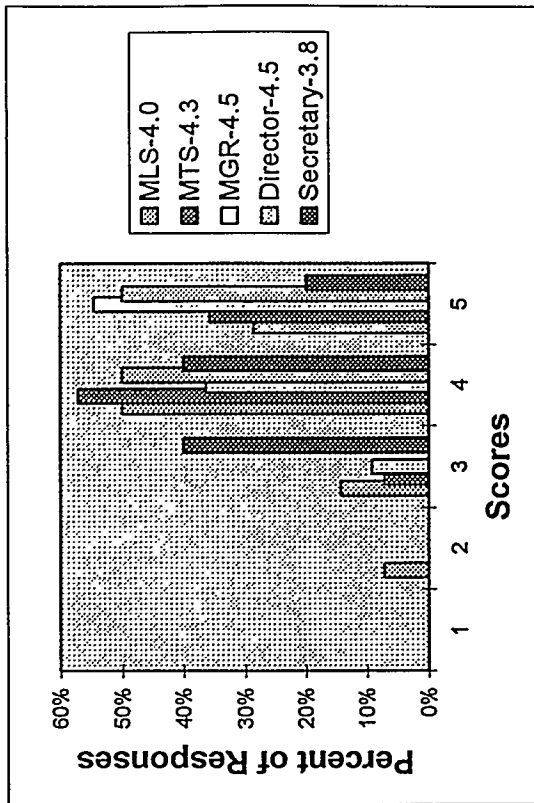
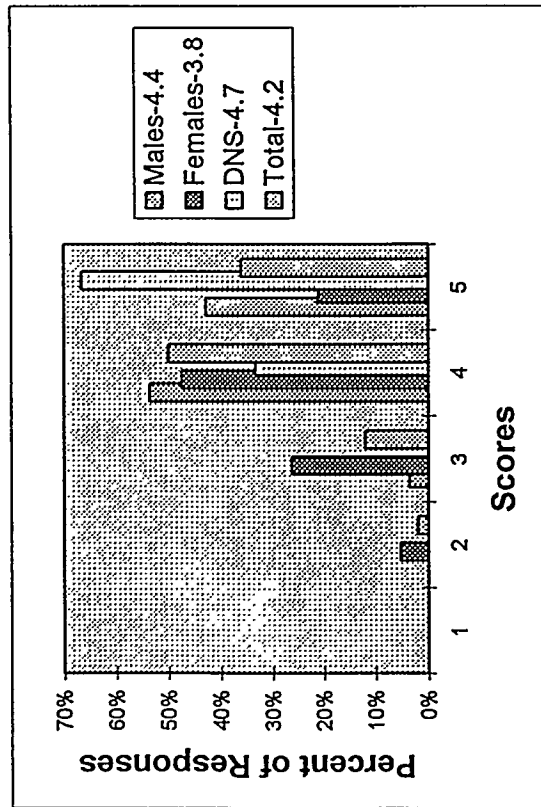
Question 13. To what extent did the team's diversity enhance creativity?



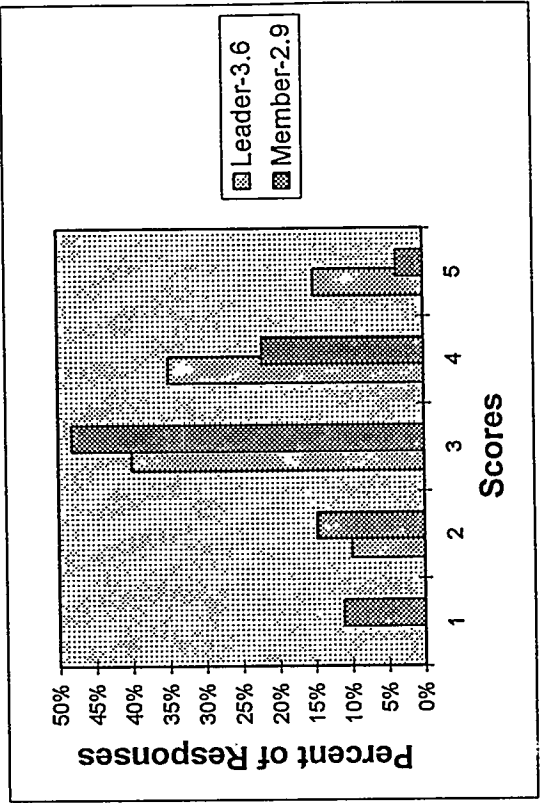
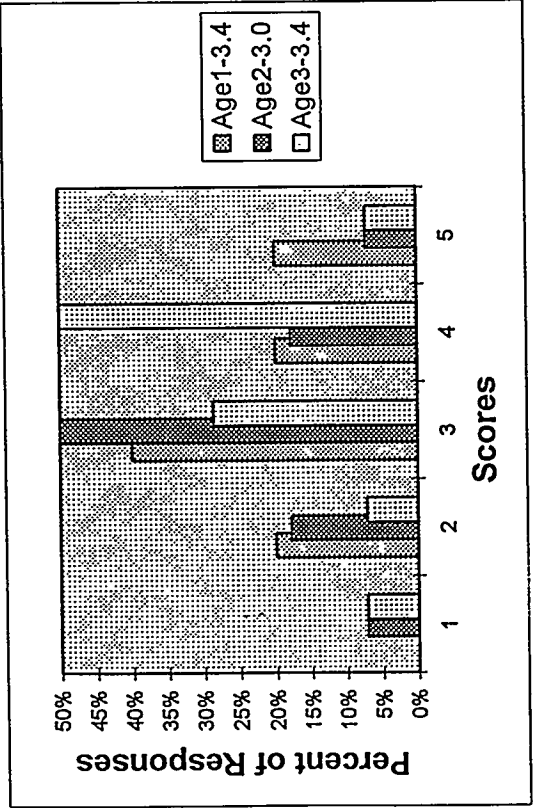
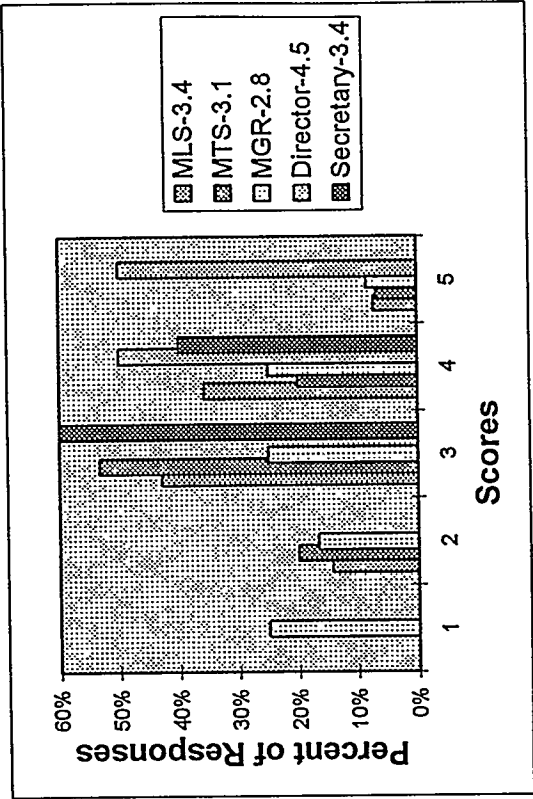
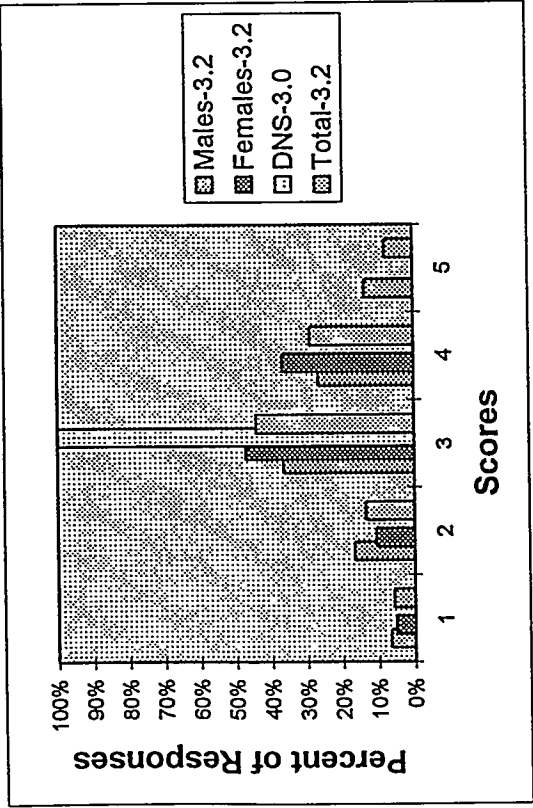
Question 14. Did you feel that the team you were on should have been a team (i.e., there was no other way to accomplish the goal)?



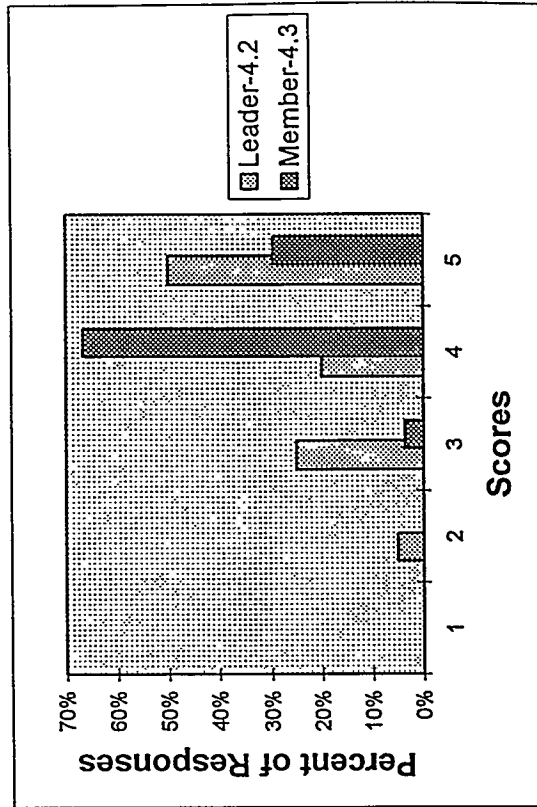
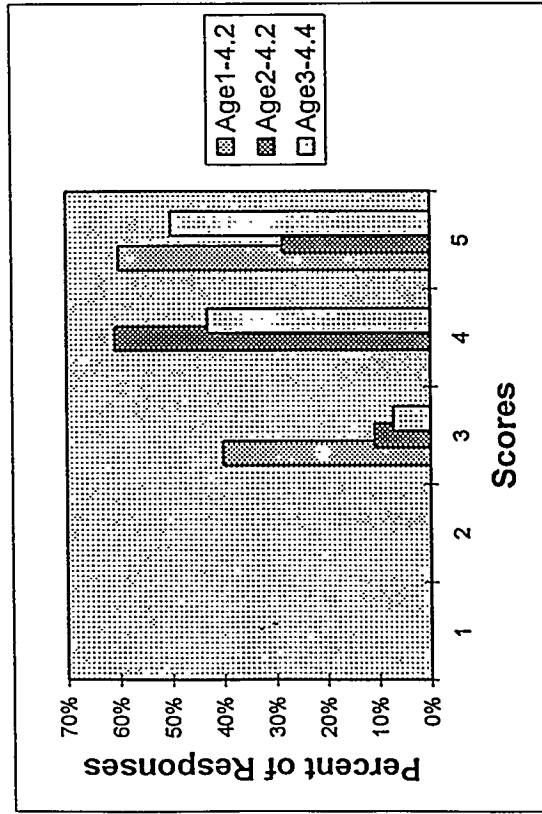
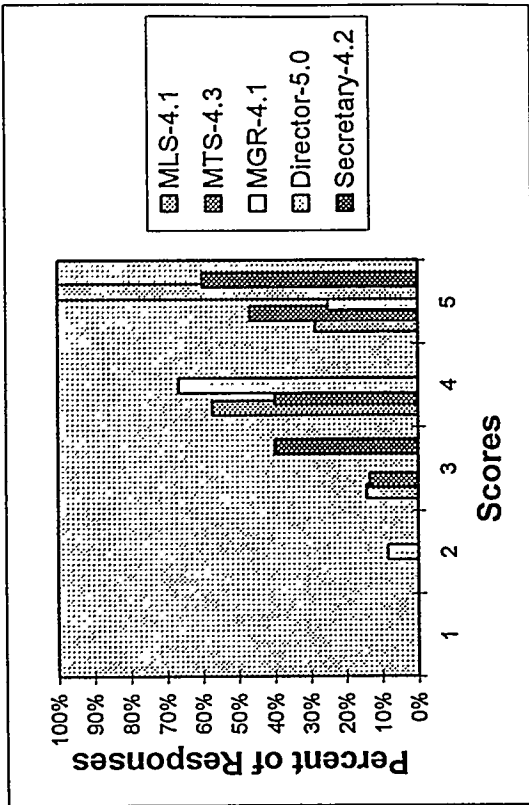
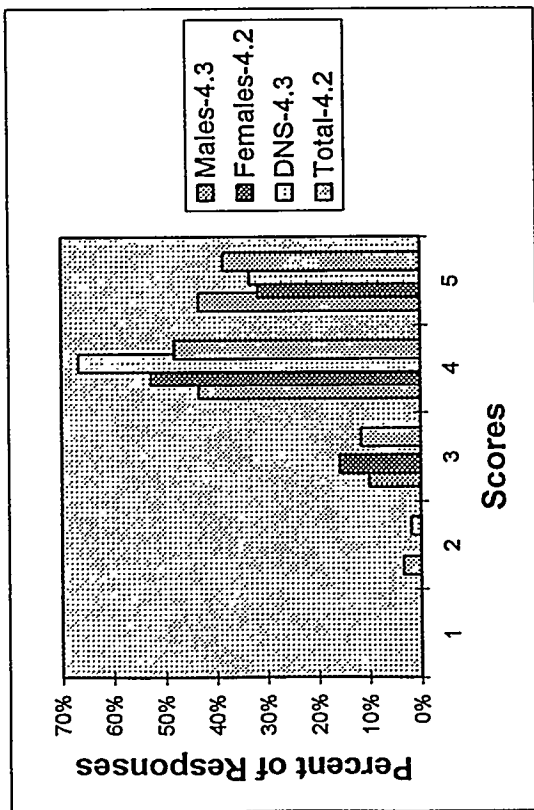
Question 15. Were your unique personality and skills fully utilized?



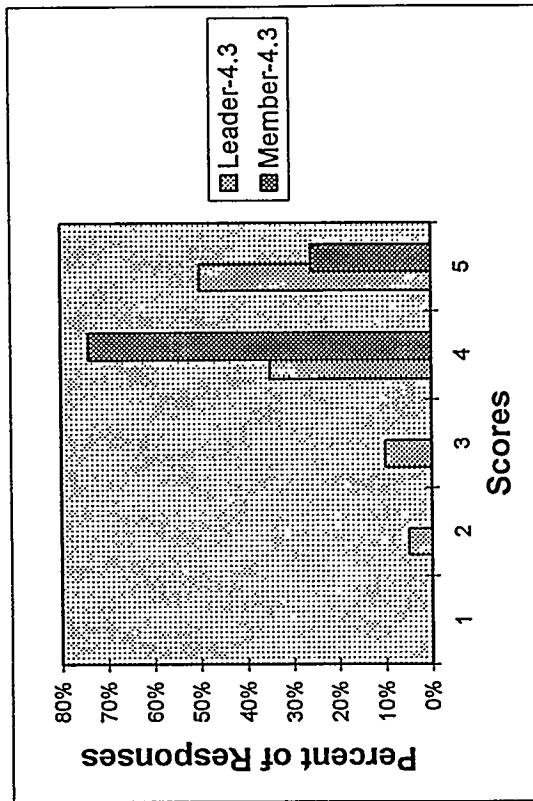
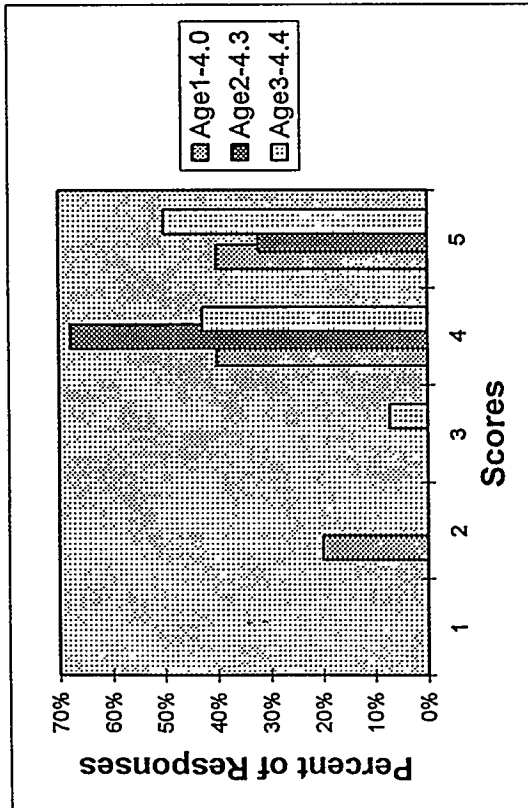
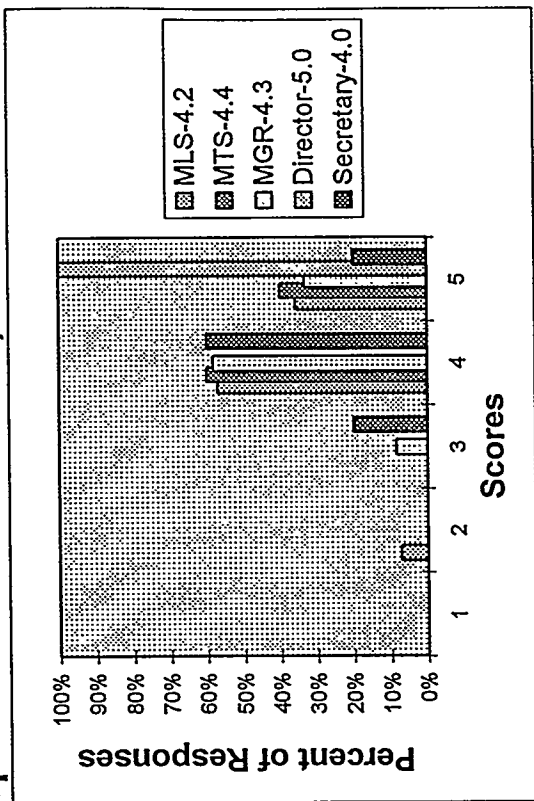
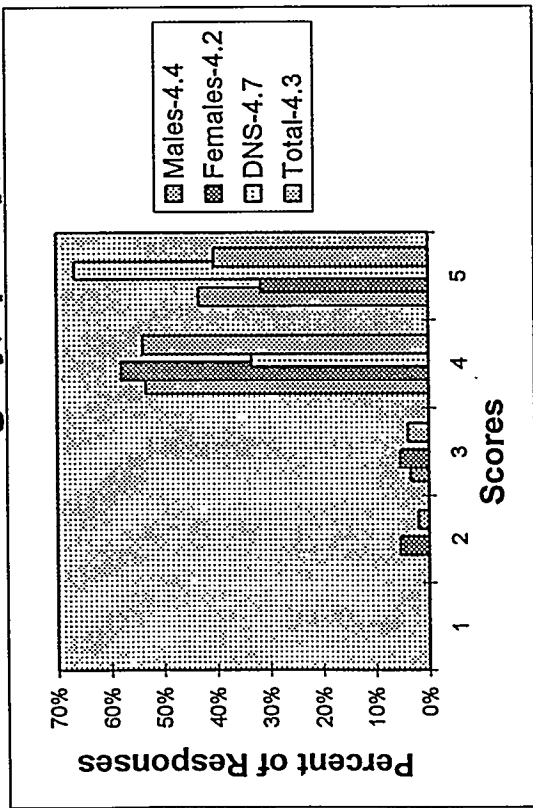
Question 16. To what extent did your team have sufficient time to accomplish its tasks?



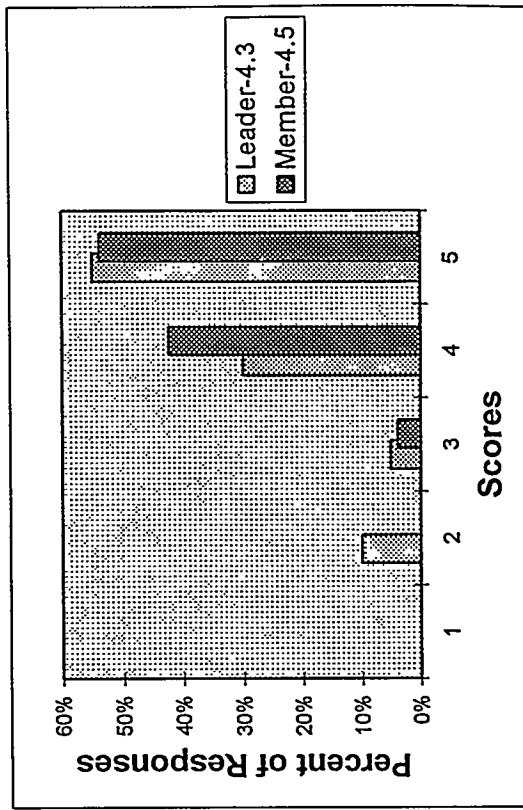
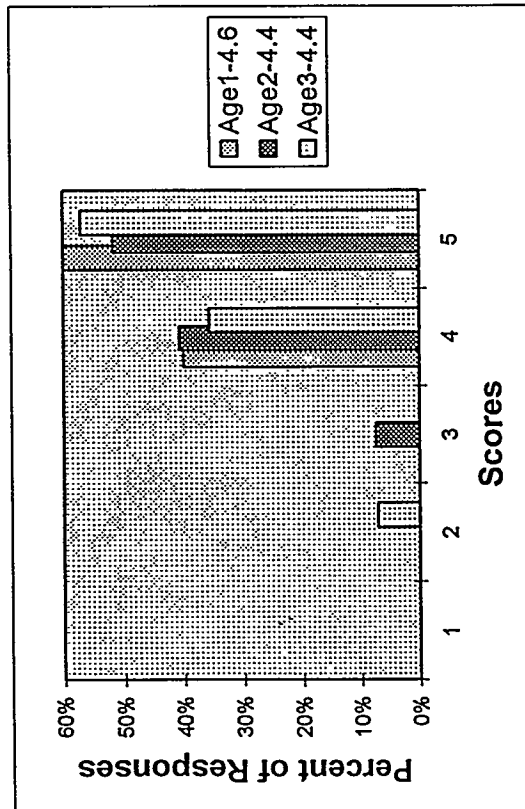
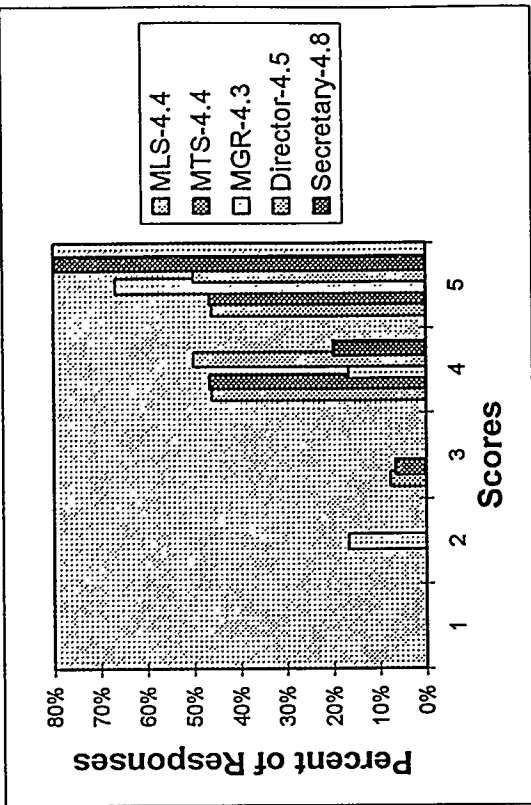
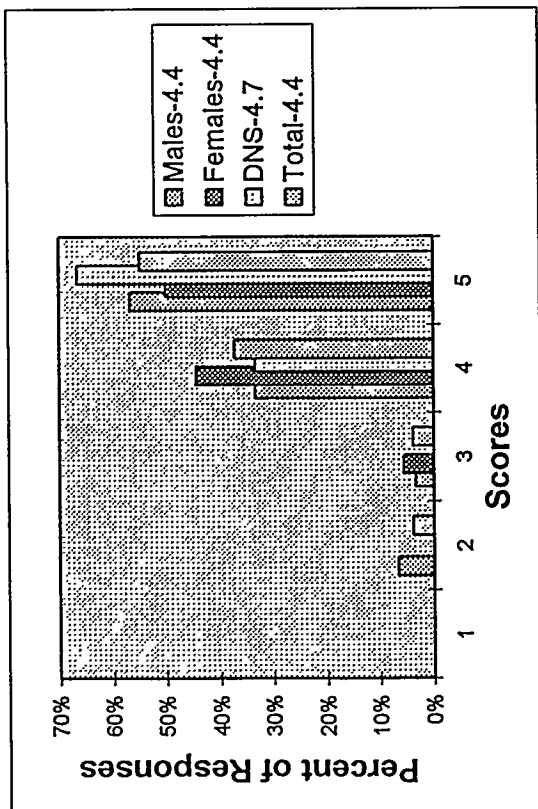
Question 17. What proportion of the team members consistently took responsibility for the tasks they were assigned?



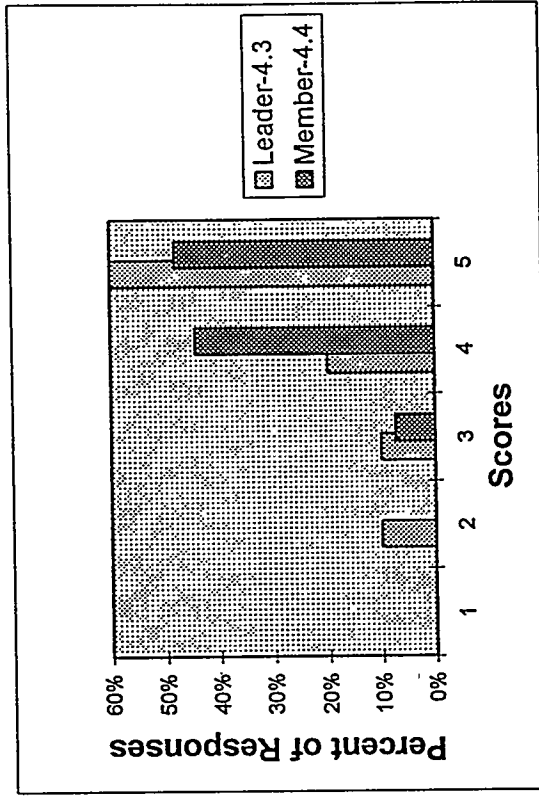
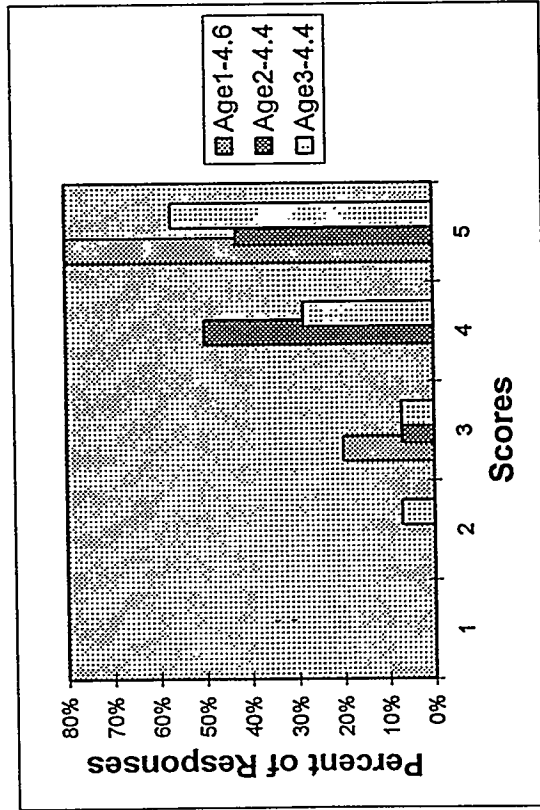
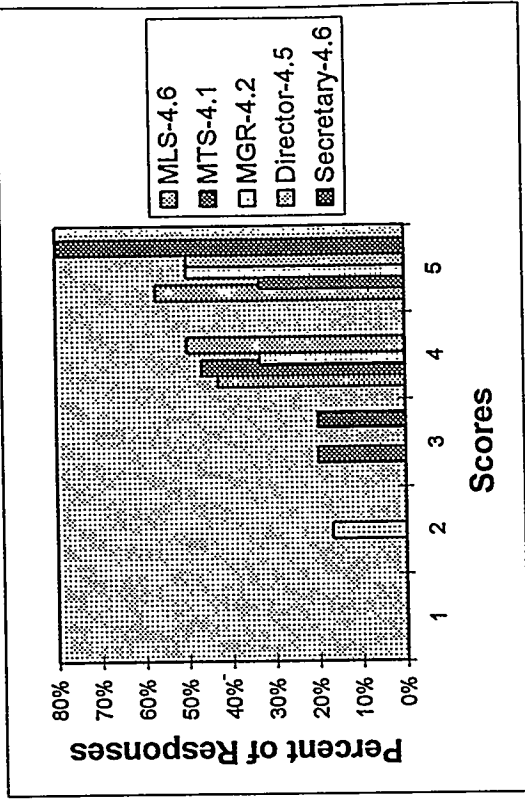
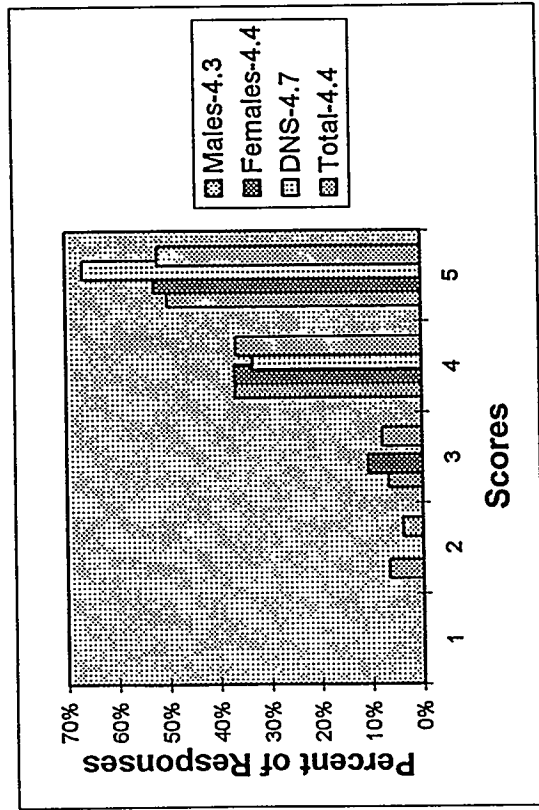
Question 18. Overall, how well did your team exemplify Sandia's values (teamwork, integrity, quality, leadership, respect for the individual)?



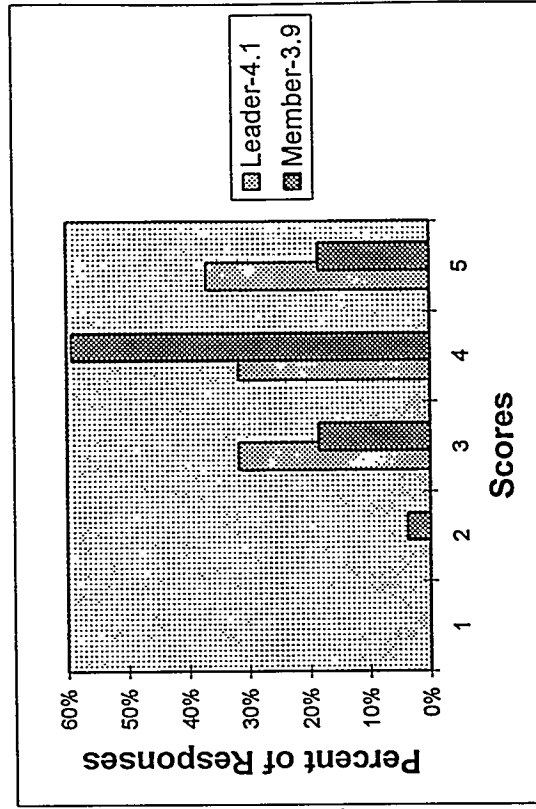
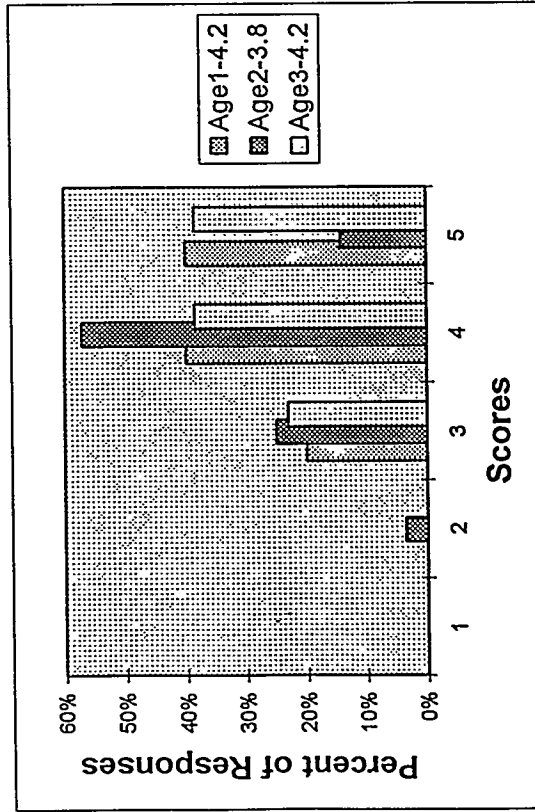
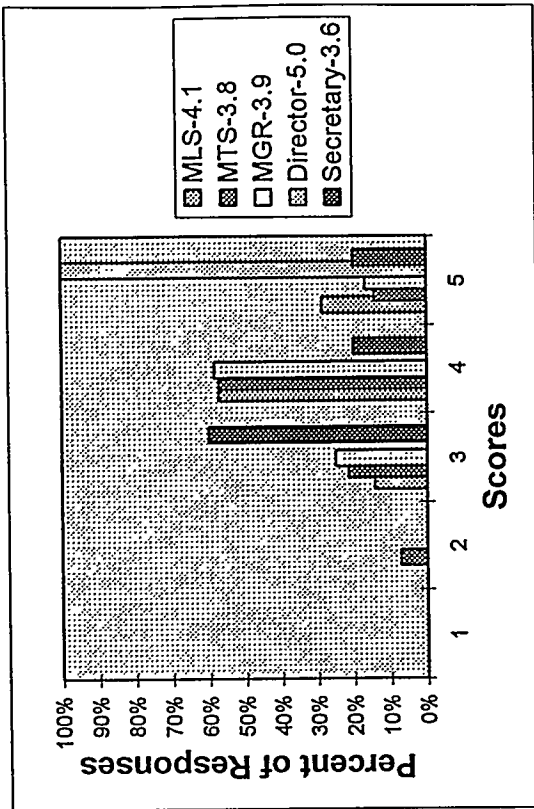
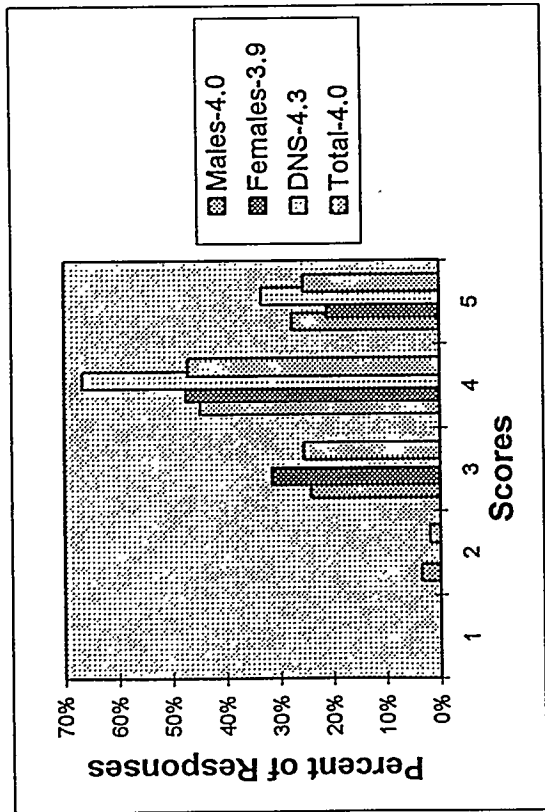
Question 19. How well did your team accomplish its purpose?



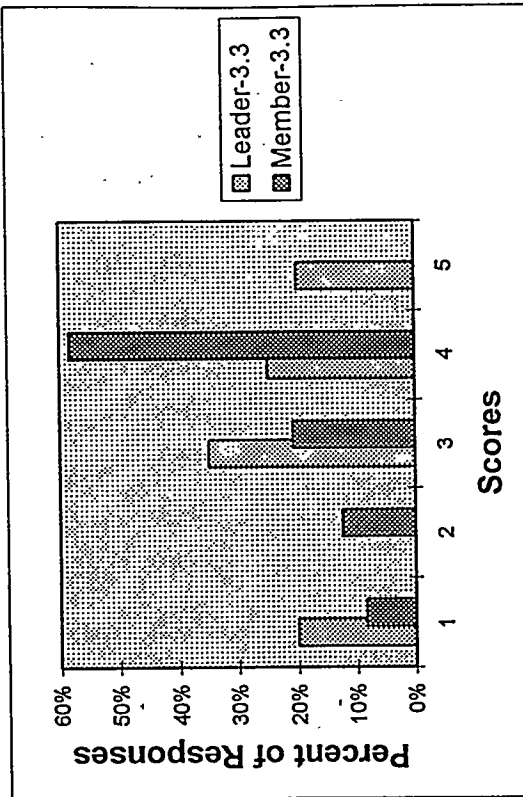
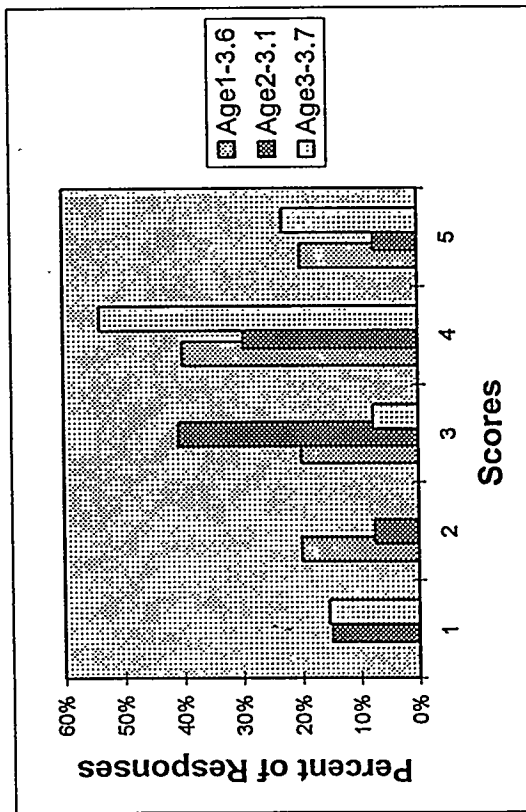
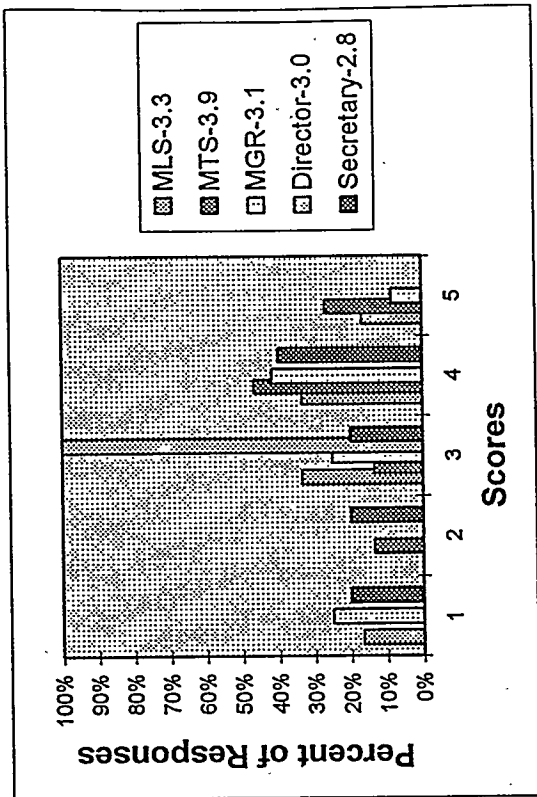
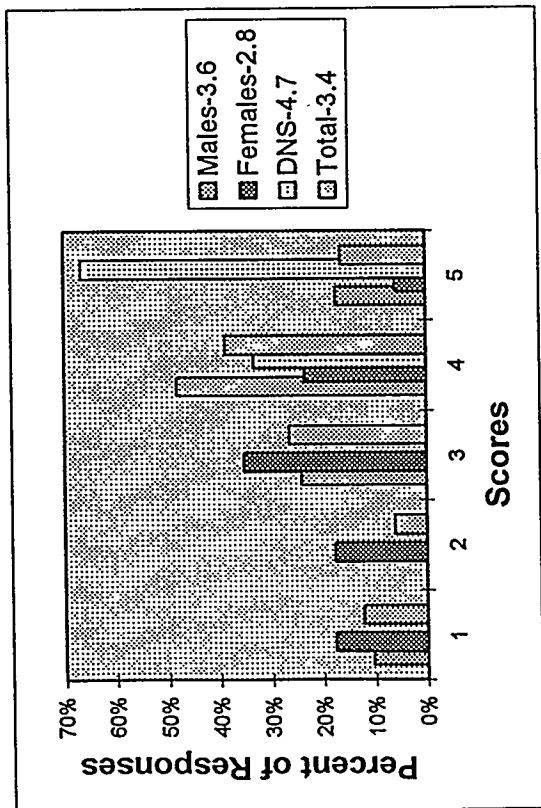
Question 20. How productive do you feel the team was?



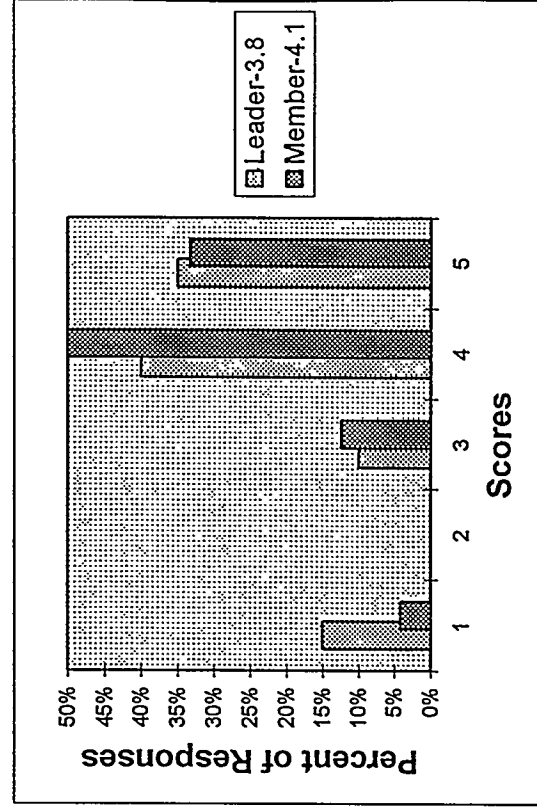
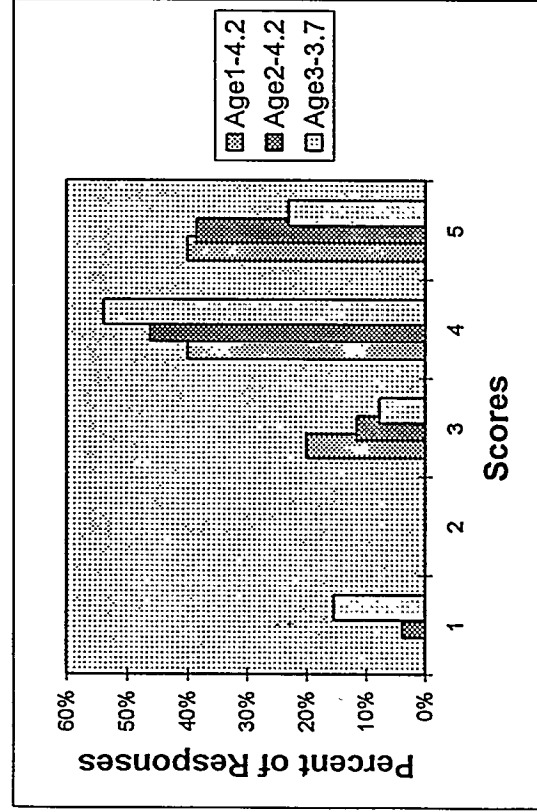
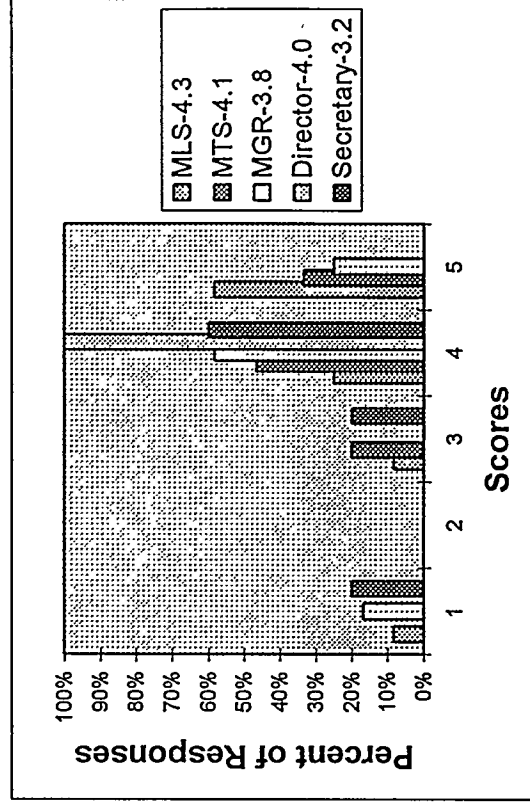
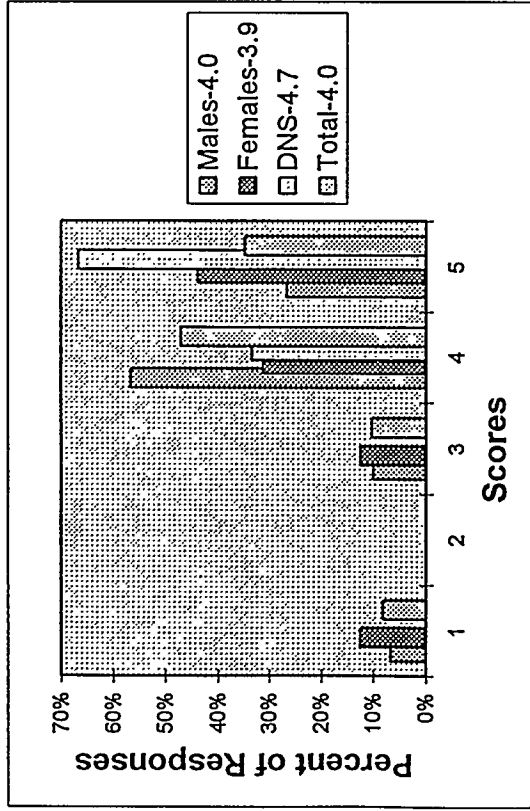
Question 21. How much did your team's diversity contribute to its success?



Question 22. To what extent was the team recognized for its efforts?



Question 23. To what extent was credit shared for team accomplishments?



APPENDIX C. WRITTEN COMMENTS ON QUESTIONS 1, 24, 25, 26

Question 1: How were team members chosen?

#1: Asked for volunteers/interested parties by director.

#2: Membership optional. Those individuals who were interested in the subject were known and were requested to volunteer by their response.

#3: Work group team - so by post and bid selection

#4: Team members were all of same work group. Each member was asked if they would like to serve.

#5: Management was not free to choose at will but was limited to personnel available at the time the team was formed. Management chose the team. Members were chosen to cover all technical areas of the project. Membership was mandatory but level of involvement was not enforced. (Some members attended team meeting and took team responsibilities more than others.)

#6: Director.

#7: Director - from center managers.

#8: Director.

#9: Team members were chosen based on their knowledge of the subject. Membership was mandatory in the respect that we wanted everyone to attend our meetings, so we scheduled/rescheduled until all could attend.

#10: The LDRD PI (team leader) sought representation from certain departments. Particular individuals were requested for their technical knowledge plus their teaming ability. Teaming was an important consideration up front in the selections, sometimes overriding technical knowledge.

#11: The Director's Program Managers chose the team. The team chose me as the Dept. Mgr.

#12: Previous management/leader chose the team members - the new team members then chose the new leader/manager.

#13: The team is made up of all members of the department. Membership is mandatory.

#14: Management chose team based on skill (expertise) and availability of subject matter experts.

#15: I chose the team - membership was not mandatory - each person was chosen for their ability and willingness to work at NTS.

#16: Members were invited to represent all major functional areas involved with the project participation optional.

#17: The team has evolved over a number of years with new members replacing old members. Management added new members based upon technical knowledge and experience. The department managers have masked the reasons for including or excluding other players.

#18: Director.

#19: VP requested each Director to identify a team member to represent their center. Qualifications (knowledge of major services, human resources, financial operations and critical drivers, etc.) were specified to assist appropriate selection.

#20: Director chose out of mgr. sub-group.

#21: Members are chosen based upon their skills and expertise - the project management team chose the project team. Membership was (is) negotiated with project participants - so I guess it is optional.

#22: Interest in project and background that is related to ergonomics.

#23: By the Director from the center managers.

#24: By Director, of the managers.

- #25: Consultation of project manager with line managers. Members chosen for technical skills.
- #26: Name submitted by member of oversight team.
- #27: This team was formed from members of an existing team on a voluntary basis.
- #28: 3500 asked for 2 volunteers from each council in the center. One volunteer had to be an MLS and the other an ASA. Two managers also served on the team and the team leader was the 3500 Admin. Asst.
- #29: Some were selected by management, volunteers were called for from qualified candidates.
- #30: I was requested by -----
- #31: The following departments had representatives on this team: 2476, 2506, 3531, 5401, 12303, 2500, 3543, 3545 and 12600. Membership was mandatory based on plan objectives which involved the above organizations. Each team member was chosen based on what skills and/or experience he/she could contribute to success of plan.
- #32: I chose them, based on job assignment, optional.
- #33: The team leader/process owner developed a list of potential team members and then asked these individuals for their participation and commitment. Participation was optional.
- #34: Diversity in job category, gender, ethnicity, race and strong desire to be a part of the team (voluntary).
- #35: By ----, team leader.
- #36: Director chose, membership strongly encouraged.
- #37: Team members chosen by being in Department ---- - hired in to work on this team. Members chosen by dept. mgr.
- #38: Technical abilities.
- #39: By skill qualification and willingness to participate, i.e. volunteer - non-volunteers not wanted.
- #40: Various managers and team members identified and recruited other team members as necessary, based on technical and leadership capabilities. Optional membership, i.e., no one forced any one to participate. The team was the perceived minimum number of people to get job done!
- #41: Self-selected in general. Problem was publicized and those who could respond in general did. Optional.
- #42: Team consisted of essentially the whole department. Partly by chance and partly by managers choice of individuals who filled open positions in the dept.
- #43: The team consists of Department ---- personnel; membership is mandatory because it's a DOE sponsor support/project team.
- #44: Initial team chosen by ---- based on expertise needed. Later other members added because of expertise deficiencies.
- #45: Based on technical skill/area of expertise.
- #46: No response.
- #47: Appointed by manager, mandatory membership.
- #48: A member was requested from each 7000 center in all classifications. One member was chosen by me from each class and I made sure each center was represented (i.e., 1 TS/Mgr., 1 staff member, 1 tech, 1 sec., etc.)
- #49: I chose the team members. Team members were selected based on their interactions with the position in question - e.g., employee, co-worker (another team supervisor with similar responsibilities), supplier, customer, technical support and an individual who was minimally familiar with the position (an outsider's perspective).
- #50: No response.
- #51: Director chose team, mandatory. Department managers were members.

#51: Energy manager suggested team members. Managers assigned team members - mandatory. Members were chosen for their knowledge of the process.

Question 24: In your opinion, what is necessary to have a successful team?

#1: A leader with decision-making powers, the ability to do so. Management support of team's decision rather than management having a foregone conclusion that they want the team to make happen.

#2: A group of individuals motivated to see the project succeed. Project must be challenging and works better with supportive sponsor. But under the right circumstances (motivated team) can work with NO sponsor.

#3: A common, compelling purpose, commitment by team members.

#4: Willing members wishing to improve/design a process who believe you can work hard but have fun doing just that.

#5: Trust! There are lots of other things that are important (shared values and goals for team, defined roles and responsibilities) but the most important is trust.

#6: Competent team members, forceful leader, mission.

#7: Competence, time, goals, resources.

#8: Upper management support, enough time, diversity of competence on the team.

#9: A group of people that understand the mission of the team meetings and who feel that it is worthwhile for them to contribute.

#10: Abundance mentality; people with self esteem and little defensiveness; a leader who is sensitive to problems and brave enough to deal with them head on; people who are willing to exchange and grow ideas and not hang on to them defensively; an atmosphere of freedom to explore.

#11: Burning platform, people with a vision, atmosphere where all can participate, success recognized on performance review.

#12: Time - to clarify goals/mission, etc., get buy-in from customers/stakeholders and to work through the stages of team forming that all teams go through. Effective leader.

#13: A common and worthwhile goal.

#14: Productive members with complementary skills.

#15: Good people with right skills.

#16: Willingness to work together, common goal or stake in outcome. Management support, availability of good facilitators and leadership.

#17: A clear purpose. Distinct divisions of labor. Rewarding the team as a team. Acceptance of differing viewpoints.

#18: Good leader, goals, time.

#19: A complementary group of persons (i.e., skills/knowledge/perspective make a well-rounded team willing to work at win-win-win solutions.

#20: Competence, diversity, proper mission, time, resources, dollars.

#21: Teams are successful when they have open communication, clear goals and have the necessary technical ability to meet the goals available either as part of the team or from outside the team.

#22: Time to work together to solve problems.

#23: Time, money, focused goals, technical skills.

- #24: Mission, time, technical competence.
- #25: No response.
- #26: Diversity of relevant skills and backgrounds, clear objectives, management support; a leader.
- #27: Trust, communication, clear definition of goals and responsibilities, diversity, thinking, culture, job levels.
- #28: A wide range of skills and experience in the composition of the team and emphasis on "respect for the individual" if the team is going to function well.
- #29: Individuals who want to participate have an interest and will be affected by the results.
- #30: Diversity and a willingness of members to participate.
- #31: Clear and realistic goals and objectives; skilled and knowledgeable team members; positive leadership; adequate resources to do a successful job; plan ownership and team empowerment.
- #32: The right mix of knowledge/talents, open dialogue, clear purpose, recognition for all of the players.
- #33: Commitment, team member buy-in of intended goal(s), good skill mix, and diverse team members.
- #34: People with passion for the mission, goals and objectives. Good facilitation and team building exercises. Individual and team empowerment.
- #35: Good definition of objectives, leadership, willingness to listen and consider diverse input.
- #36: A good mission statement, time, resources.
- #37: Differing viewpoints; people who are willing to listen to differing viewpoints; respect for individual methods of doing job, i.e. focusing on high quality end product but allowing team members to complete the job the best way they know how (empowering them).
- #38: No response.
- #39: Attitude.
- #40: Clearly understood purpose to which all members have buy in. Recognition that the work or assignment is important.
- #41: An exciting problem to work on.
- #42: Individuals whose personality favors working with others. Team needs several members who fit this description.
- #43: A common goal, trust, mutual respect, willingness to seek/provide assistance, frequent communication.
- #44: People who can work together; people who don't mind leaving their egos at home; the composition of the team must have all expertise for the job to be able to determine their shortcomings and fill those voids; leadership and delegated authority.
- #45: No response.
- #46: No response.
- #47: Cooperation and people who are willing to do their part.
- #48: Good up front guidance to accomplish goal. We shared our suggestions for improvement to the corporate committee.
- #49: When individuals express themselves as appropriate. This doesn't mean that everybody is constantly-----
- #50: No response.
- #51: Culture change brought about through performance oriented training.
- #52: Knowledgeable people who are willing to participate actively. No hidden agendas, honesty.

Question 25: What can hinder a team's success?

#1: Saving face. Going along with the flow even when going against the flow might be the way to get things done. Fear of retribution when recommendations don't match management desires, and lack of success for same reason.

#2: Lack of at-a-boys. Lack of commitment by team members. Gotta do it, no want ta do it.

#3: No common goal, team members who are not committed, lack of management support, lack of diversity, leader who takes control from team.

#4: Intolerance of differences.

#5: Besides lack of trust, a lack of commitment to the team's goals. Lack of direction and defined boundaries for team set by management.

#6: No mission, no management commitment, too little time.

#7: Shortage of resources; time, money, lack of goal focus.

#8: Little or no mission.

#9: Team members' lack of commitment. In many situations different members are given different tasks. If a member fails to complete his task, it affects the progress of the whole team.

#10: Attitudes like win-lose, right-wrong; unwillingness to see other viewpoints; people who feel threatened; people who feel they lost face if they don't always know the answers.

#11: Most of the systems at Sandia. IPA's, lack of data used in performance review, upper management lack of teamwork, compensation system - especially audits, company works as 9-10 companies, not as a unit. Promotions still based solely on technical merit - not ability to management, stigmatism applied.

#12: Members who do not contribute/share enthusiasm. Sandia as a company could make it easier to replace these types of individuals.

#13: Confusion and lack of common, worthwhile goal.

#14: Lack of management support and commitment.

#15: Too many to list.

#16: Hidden agendas/divisiveness; lack of management support and recognition of individual contributions to the team, the team itself, and the team's project/goal(s); lack of commitment; inadequate guidance and structure.

#17: Lack of leadership, lack of direction; overbearing project management; myopic points of view; group think - everyone agreeing with the project leader.

#18: Lack of good leader, goals and time.

#19: Persons who dominate/argue in discussions. Absenteeism; causing rework. Poor leadership, ill-defined goals.

#20: Poor or no mission, lack of time.

#21: Lack of clear goals seems to hinder any progress.

#22: Lack of management support; too little time for each member to participate.

#23: Not enough time; lack of mission; not enough resources.

#24: Too short a deadline! No focus (mission).

#25: No response.

- #26: Unclear objectives; lack of management support; no leadership; lack of diversity can lead to group think.
- #27: Lack of management support, lack of clear goals or direction. No empowerment.
- #28: A vague task or purpose that is not clearly defined. Also, if one or two individuals dominate the team, the team's success will be hindered.
- #29: Too much individualism; people who feel theirs is the only way. Those who are not interested in the goal but have a private agenda.
- #30: Closed minds and negative attitudes. Lack of understanding of goal or objective.
- #31: Unclear and unrealistic goals and objectives; unskilled or poorly trained team members (education, experience do not match needs of project); individual versus team oriented leadership; inadequate resources to do a successful job; lack of plan ownership by team or authority to make decisions.
- #32: No response.
- #33: Lack of buy-in, mandatory team membership, lack of management support, and lack of leadership and focused mission/goal.
- #34: Having unpassionate people on the team. Lack of facilitation. No vision or solid mission. No perceived management support.
- #35: Dominant personalities, turf, poor requirements/objectives.
- #36: Lack of mission, not enough time, no management support.
- #37: Rigid adherence to one way of doing things; not listening; lack of empowering members.
- #38: No response.
- #39: Attitude.
- #40: Different agendas! Placing individuals on teams who do not have buy-in. Too many people who are not critical to the effort.
- #41: Changing customer goals and requirements.
- #42: No response.
- #43: Lack of a common goal, trust, mutual respect, willingness to seek/provide assistance or frequent communication.
- #44: Indecision; lack of ability to focus.
- #45: No response.
- #46: Reluctance to "rock" the boat because of the need for group consensus, right or wrong. Sometimes controversial issues do not surface.
- #47: Lack of role clarification and assignments; lack of communication.
- #48: Lack of clear guidance.
- #49: Individuals that non-constructively "put down" others' ideas or comments.
- #50: No response.
- #51: Too numerous to list.
- #52: Lack of interest, lack of ownership, lack of support.
-

Question 26: Additional Comments or Suggestions for Improving Teamwork:

#1: Why was it important to ask about certain teams? How about teamwork in general or the concept of teamwork within the working environment, i.e., dept., center, division? All groups aren't geared toward team efforts but more toward information sessions. Too many teams meeting and talking and not enough doing. No power? No money? No leader? Team members need to have a genuine interest in goal. If not, they should bow out.

#2: Don't mandate who is on the team. Select team members with an interest in the project's success. See that the team is recognized regardless of sponsoring; e.g. I was a member of a 6000 org. team and I'm a member of 7000. The team was nominated for a Baldrige award. VP 6000 acknowledged and voiced appreciation for participation on the team. Org. 7000 made no attempt to acknowledge the nomination - nothing. Require team building classes - judiciously.

#3: Need to be performance based, not competency based. Teams should have a clearly defined, common goal and members who are diverse and want to be on the team. Need to remove organizational barriers, empower teams to achieve performance without dictating how it is done (competency again).

#4: No response.

#5: One of the biggest problems Sandia faces is how to recognize and reward teamwork.

#6: No response.

#7: No response.

#8: No response.

#9: No response.

#10: We did not do any forced team building activities. The team leader constantly monitored the team atmosphere and took active steps to remedy any problematic situations. The team leader also role-modeled the sharing/open kind of participation he wanted from others and made everyone feel safe and valued. Sandia should value and reward the kind of skills exhibited by this team leader. The team is developing a much richer problem solution than would otherwise be possible.

#11: To several groups, e.g. Facilities & ES&H, centralized groups, etc. Allow managers to manage! Let compensation be determined by team's performance, not individual. Ditto with performance review. Hold management responsible for implementing a team's output. I've worked on several outstanding teams that management successfully kept any implementation from happening. Decentralize Facilities, ES&H and other functions so they can "team" with their customers.

#12: Teamwork could be improved by eliminating a lot of excess administrative hurdles off teams so they can concentrate solely on their purpose. Improvement could be made by eliminating the existence of multiple groups of people/teams across the whole lab who are working the same identical project/problem. There is nothing more demoralizing. Becoming more aggressive in dealing with managers who defeat all attempts for successful teams.

#13: Our team consists of all the members of the department. Team training is focused on a group attempting to solve a particular problem. It may be worthwhile to consider incorporating ideas concerning organizational teams into any teamwork training. Organizational teams function together, but towards multiple goals with members participating in some, but not necessarily all goals.

#14: Recognition is essential for successful teams to continue. Teams need to be recognized more often for their successes.

#15: #2. Diversity not defined - does team need all elements listed? If not, how will you know which were included on my team; #3. Two questions, but you allow only one answer; #8. What are team building activities?; #9. Define often - also reason for revisit is most important but not considered; #12. What does teamwork training entail? Is team permanent or assembled for specific task. My team included both types; #13. Could be grossly misinterpreted based on how diversity is defined in #2; #15. Two questions but only one answer. Should define personality traits of interest; #21. Without a definition of diversity (see #2) an answer would be meaningless.

#16: Make full-time facilitators available to assist teams.

#17: Section A doesn't do justice to team selection and composition. How a manager or managers create a team often encompass a number of variables, including the whims of management. I often believe we at Sandia are swept along, without much control of our destiny. Over the course of a career, Sandians will belong to a wide range of functioning teams, from dysfunctional to highly effective. Controlling and picking the right team seems to be the key.

#18: No response.

#19: Classes on personality styles/facilitation/process improvement have been most helpful in giving me the skills/confidence necessary to successfully lead diverse teams.

#20: No response.

#21: Question 9 - if group decisions are often revisited the effect is very bad. If occasionally revisited or redirected the effect is not noticeable. It is dependent upon the definition of often! which varies from one individual to another.

#22: Many of the team awards are perceived by staff as politically rigged - award programs need their own integrity and this has to be apparent to the rest of the labs.

#23: No response.

#24: No response.

#25: No response.

#26: Note #1; teams are not always needed to successfully accomplish goals. Note #2; diversity should mean classifications, levels, education, work experience, etc. not just ethnicity.

#27: While teamwork is said to be valued at Sandia, in many instances teams are formed to carry out a predefined goal - without involvement there will be no buy-in by team members and the project then fails. Fortunately, I have been on several high-performing teams and the main ingredients are the same -- clear definition of goals, shared responsibility, management support.

#28: Sometimes it seems that only "lip service" is given to the concept of teamwork. Sandia needs to find a balance between how results are achieved and the actual results themselves. A good team player should be rewarded as long as they're making meaningful contributions themselves and aren't just a cheerleader. Perhaps with performance management, teamwork will be recognized and rewarded more.

#29: Offer workshops in team building. More opportunities for teams to "win" awards. The President's quality award is very nice but very difficult to prepare for and win.

#30: No response.

#31: 13 & 21. Diversity can take on several meanings. In this situation I think of diversity as the different levels of experience and expertise available within the team. I was not exposed to it at all levels. My contribution to the plan occurred within a time period where clear expectations were defined.

#32: Our bonding as a team often occurred at lunch or post-meeting dinner/social hour (not company paid of course). The opportunity to have social interaction is quite beneficial. Maybe more team orchestrated team building exercises during the formal sessions.

#33: Section F - it's very important to reward your team for major accomplishments. This assists team motivation and demonstrates support and commitment from management, etc.

#34: Need more teamwork training. Need more diversity education (much like champions workshop). Need more management support for educational classes that deal with team dynamics, Covey, facilitation, diversity. Reward teams!

#35: Understanding of teamwork and diversity.

#36: No response.

#37: No response.

#38: No response.

#39: Improve questionnaire. This isn't very useful.

#40: No response.

#41: No response.

#42: No response.

#43: No response.

#44: No response.

#45: No response.

#46: In some groups I have noticed that non-performers thrive because they receive credit awarded the team even though they don't contribute much.

#47: No response.

#48: I would like to take facilitation classes for future use to lead a team. I'm not sure how team building skills/tools can be used for team that will meet just a few times but it would be nice to have a short 30 minute team building tool for use by short-time teams.

#49: No response.

#50: No response.

#51: Are you sure that you're measuring the right things?

#52: I am quite tired of surveys and questionnaires.

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