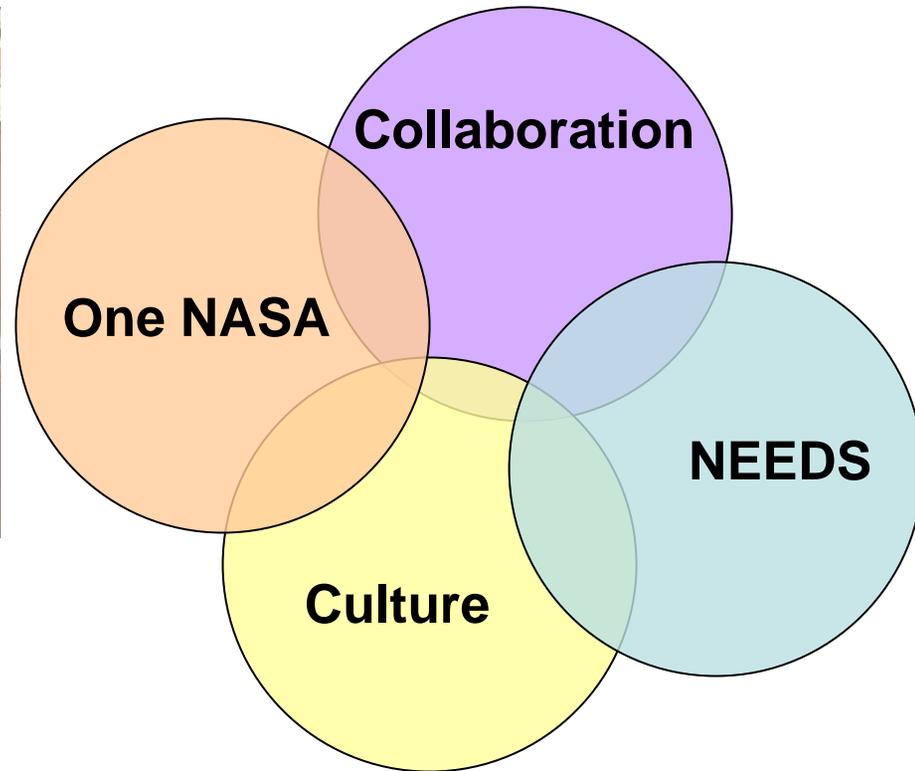




2003-2004 LDP Project



**20 NASA Leaders
Representing 9 Centers**



**Enhancing Mission Success in the
21st Century Through Collaborations**



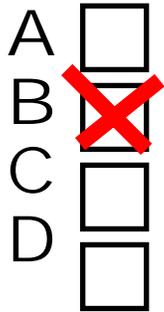
Collaboration Project Goals



- Goal #1: Catalog collaboration principles and best practices
- Goal #2: Infuse collaboration best practices into new and existing tools and programs
- Goal #3: Align incentives and structures to support effective collaboration



Process



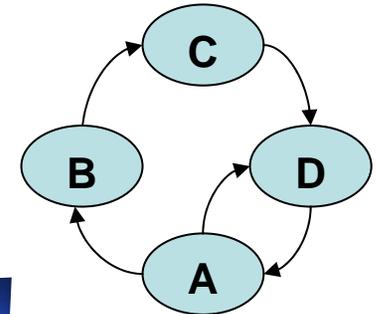
Survey Design



Questionnaire & Interviews
96 People across
16 Programs/Projects
+
Executive Interviews



Survey Analysis



Systems Mapping

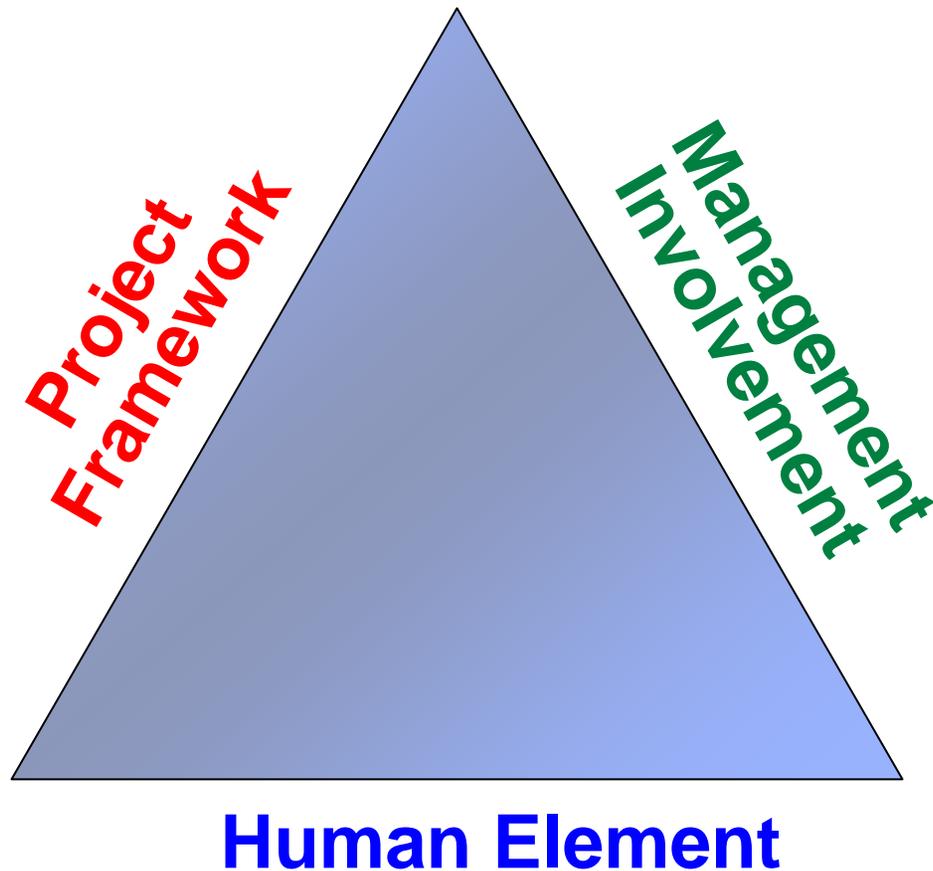


Findings
Best Practices
Actions



Collaboration Best Practices

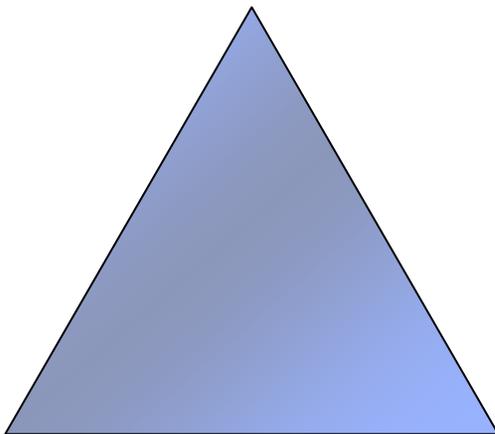
The road to successful collaboration seems to hinge largely on 3 areas of investment...





Collaboration Best Practices

- Managers should recognize that efficient and effective collaborations are the product of relationships.
- Face-to-face interactions, especially as the collaboration forms, improves
 - Formation of relationships
 - Establishment trust
 - Issue resolution
- Interpersonal interaction substantially improves the ability to overcome inter-center conflicts
 - face-to-face meetings
 - team-building retreats
 - detail assignments
 - co-location

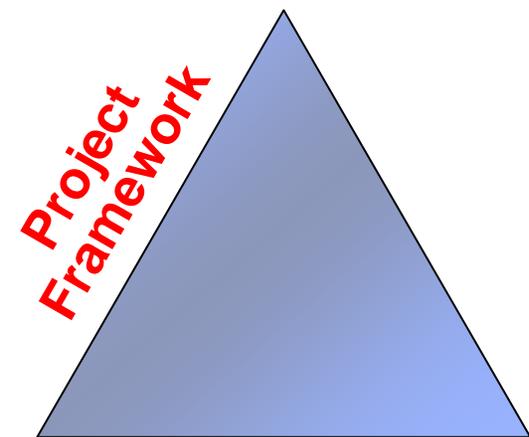


Human Element



Collaboration Best Practices

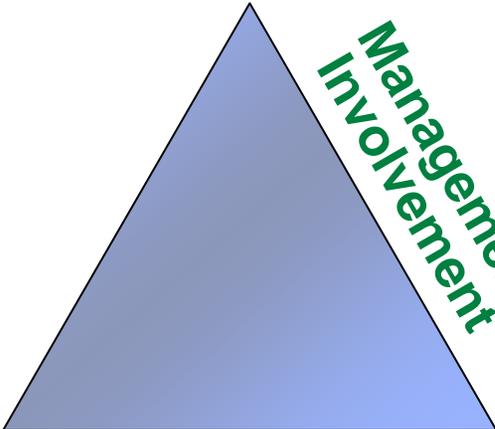
- Partnership agreements must have clearly defined
 - Roles and responsibilities
 - Shared vision, goals, and objectives
 - Flexibility to deal with changes over time
 - Means for decision making and conflict resolution between the parties.
 - Funding processes
 - Buy-in !
- Processes and procedures should be agreed upon, understood, and documented
- Points of contact should be established to manage and resolve issues.
- Successful collaborations require sufficient travel





Collaboration Best Practices

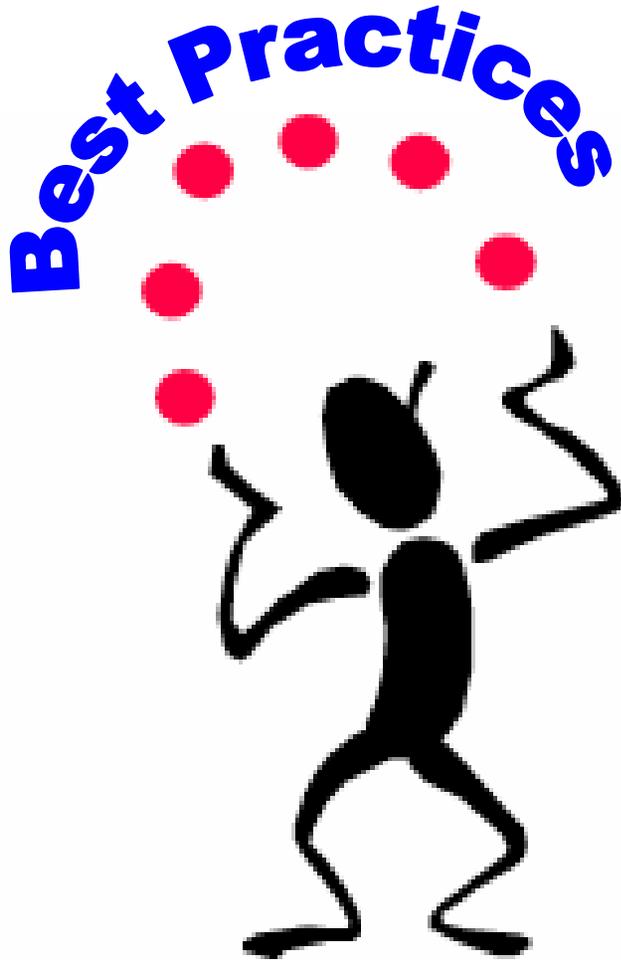
- Managers & Leaders should
 - Encourage and model respect and appreciation for each other's capabilities and knowledge.
 - Recognize and reward team members
 - timely and peer driven most effective
 - Consider personality compatibility
 - Assure that difficult personalities are not in position to disrupt collaboration
 - Have collaboration as a performance plan element
- Senior Managers should
 - Review projects, support funding, and avoid micromanagement
 - Play a more active role in
 - development of collaboration agreements
 - setting of project expectations
 - management of inter-center difficulties.
 - Personally visit project staff and facilities
- Health of collaborations should be measured, continually assessed, and discussed at management reviews.



Management
Involvement



Additional Findings

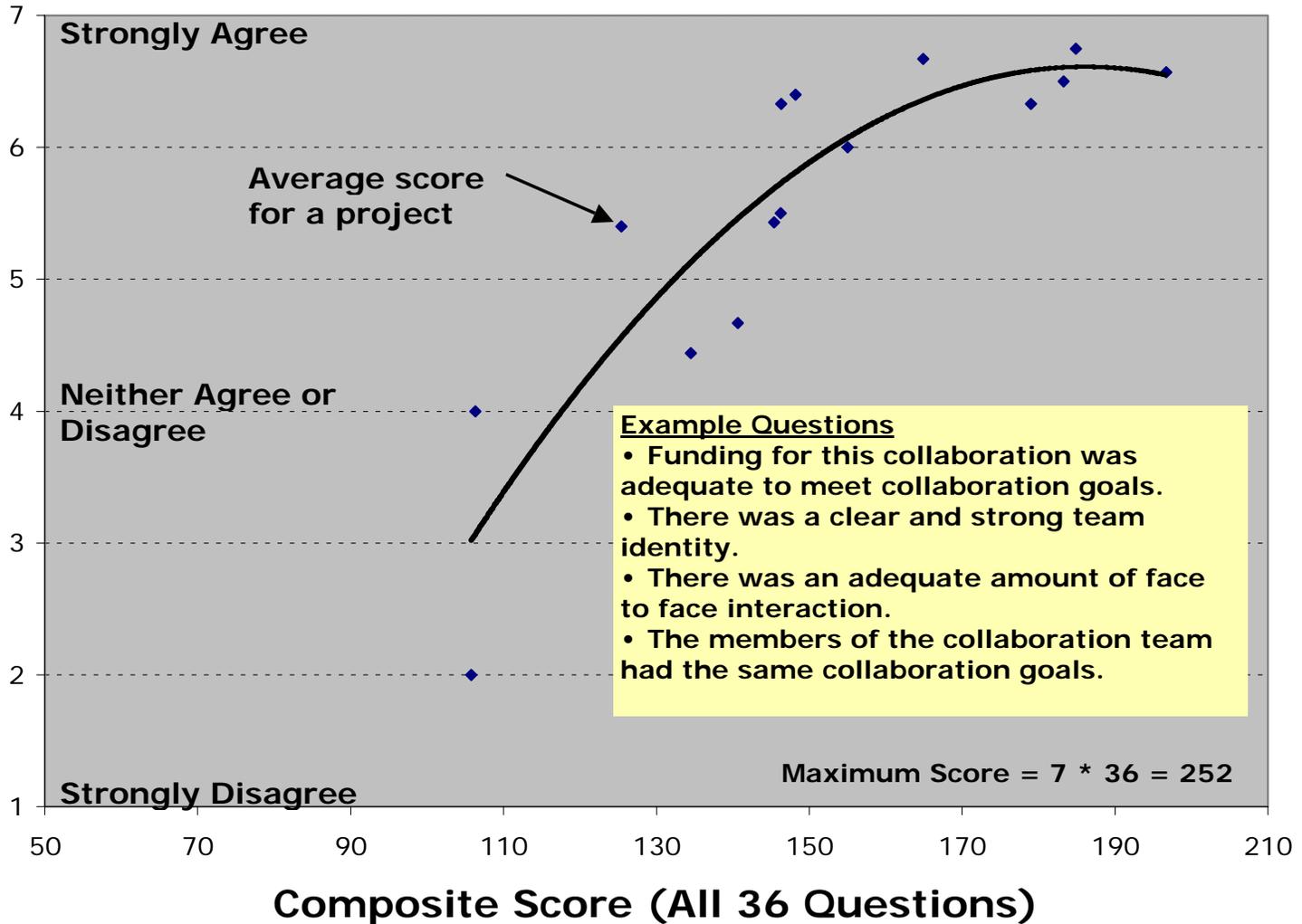


The more *Best Practices* in place, and the stronger those elements are, the more successful the projects appear to be

- Projects can overcome deficiencies in some areas by excelling in others.
- Perceived project success can be maximized by excelling in as many areas as possible.



Questionnaire Results





Infuse Best Practices



PLAN

STATUS



Integrate into NASA APPL training

- Ed Hoffman supports
- Training modules in-work



Integrate into 7120.5C & Program Manager's Handbook

- Draft language submitted
- Chief Engineer's office working



Document results in ASK magazine article

- Editor supports
- Article drafted



Establish NASA-wide collaboration award

Award Established



Infuse Best Practices



PLAN

STATUS



Add teamwork to NASA performance appraisal system

New performance appraisal system will have teamwork as an element for supervisors

NASA_{TV}

Conduct forum collaboration panel discussion on NASA TV

In planning with APPL Director, Ed Hoffman, and One NASA



- Center Executive Council briefings
- Town Hall meetings
- Available to brief Enterprise Staff

Plan in place to complete this FY



Publish Comprehensive Report

Linked to LDP & APPL websites



Remaining Actions

PLAN

STATUS



Increase video conferencing availability and ease of use

- IT working standardized definition
- part of NEEDS ?



Better publicize free NASA intranet availability

- Updated system being rolled out by Mission Assurance Office



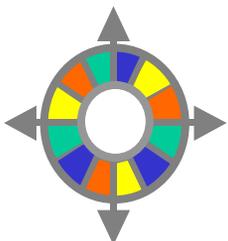
Establish NASA-wide desk-top conferencing contract

- WebEx available in some places
- Currently ad-hoc ?



Explore flexibilities in use of program funds to spend a nominal amount each year on recognition incentives.

- Many restrictions in place



Establish a system to implement Collaboration Best Practices & Principals, which enables missions to assess, track & improve team collaboration.

- LDP 2004-2005 Class Project

