TEAM ORGANIZATION

Suzanne & Michael Royce
Albion Associates, LLC.
Team Organization

• Agenda
  - Leaders & Leadership
  - Types of Team Organization
  - Tasks define the Organization
  - Organization
  - Recruiting & Retention
  - “Royce Rules”
Leaders & Leadership

- The team
  - New team or well established?
  - Multi-year?

- Leaders & Leadership
  - Is the team leader AND the leadership core or group
  - How is/was this leadership selected?
  - Leadership style
  - What leadership positions are there?
Types of Organizations

- Star Organization

- Pyramid or Stacked Organization
Typical CDS Team Org Chart
Systems = Tasks

- The systems tend to define the tasks and hence the positions on the team
  - Chassis & Suspension
  - Powertrain
  - Electrical
CDS Team Org Chart

Team Leader/Manager

Chassis & Suspension

Powertrain

Electrical
Systems have Sub-Systems

• Chassis & Suspension
  - Frame
  - Suspension
  - Brakes
  - Wheels & Tires

• Powertrain
  - Engine
  - Engine Calibration
  - Intake System
  - Exhaust System
  - Cooling System
  - Other Driveline

• Electrical
  - Electronics
  - Wiring
  - Instruments
Missing Components

- Controls (throttle, brake pedals, clutch, gearshift)
- Body
- Wings/aero
Missing Components - 2

- Controls (throttle, brake pedals, clutch, gearshift)
- Driver safety equipment (seat belts, head restraint, etc)
- Body
- Wings/aero
- Data Acquisition
Missing Components - 3

- Controls (throttle, brake pedals, clutch, gearshift)
- Driver safety equipment (seat belts, head restraint, etc)
- Body
- Wings/aero
- Data Acquisition

But what about:
- Packaging
- Ergonomics
CDS Team Org Chart 3

- Team Leader/Manager
  - Chassis & Suspension
    - Frame
    - Suspension
    - Brakes
    - Wheels & Tires
  - Powertrain
    - Engine
    - Engine Calibr
    - Intake System
    - Exhaust System
    - Cooling System
    - Other Driveline
  - Vehicle Integration
    - Packaging
    - Ergonomics
    - Controls
    - Driver's Safety Equip
    - Body
  - Electrical
    - Electronics
    - Wiring
    - Instruments
    - Data Acquisition
Who Will be Responsible for?

- Keeping the Timing Chart
- Tracking Program Timing
- The Parts List
- Vehicle Weight
- Communications
  - Keeping meeting notes
  - Sending out meeting notes & other communications
- Logistics
- Fund Raising & Sponsorship
- Money/finances/cheque book
- Purchasing parts
- Cost Report
- Presentation Event
- Design Event Material (story boards, etc.)
Team Organization - Summary

- Get organized early
- Leadership has to be earned
- Military style won’t cut it
- Leadership by example works
- Set the “tone” early
- Cohesiveness
- Discussion but no divisiveness
- Written org charts
- Written job descriptions
Recruiting & Retention

- Will lose 50% of first recruits
- Retention is the key
- How do the newer members of the team fit in?
- Newer members need to realize their limitations
- But must be treated with respect by the “senior” members
Recruiting & Retention - cont’d

• Key to retention is:
  - Involvement without being in over-their-head
  - Giving the new members interesting and worthwhile tasks

• Possible solutions
  - Apprenticeships
  - Machining simple parts
  - Simple fabrication
  - Making detail drawings from layouts or for more complex assemblies
  - Making assembly drawings from details
  - Updating/fixing last year’s car as a training vehicle
“Royce Rules”

- Teamwork
- Organization
- Written Organization Charts & Job Descriptions
- Written meeting notes (decisions)
- Written goals
- Written plans
- Best for people to set their own goals
- Timely decisions
- Consensus
- Don’t fall behind!
- Keep to the dates