Teaming Arrangement Pitfalls

Misty D. Mayes, PMP

Management Solutions, LLC

www.ManagementSolutionsLLC.com

Outline

- Best Intentions???
- The Basics
- Case Studies
  - David and Goliath
  - Cool Hand Luke
  - The Wizard of Oz
- Summary

The Best Intentions???

Teaming Issues

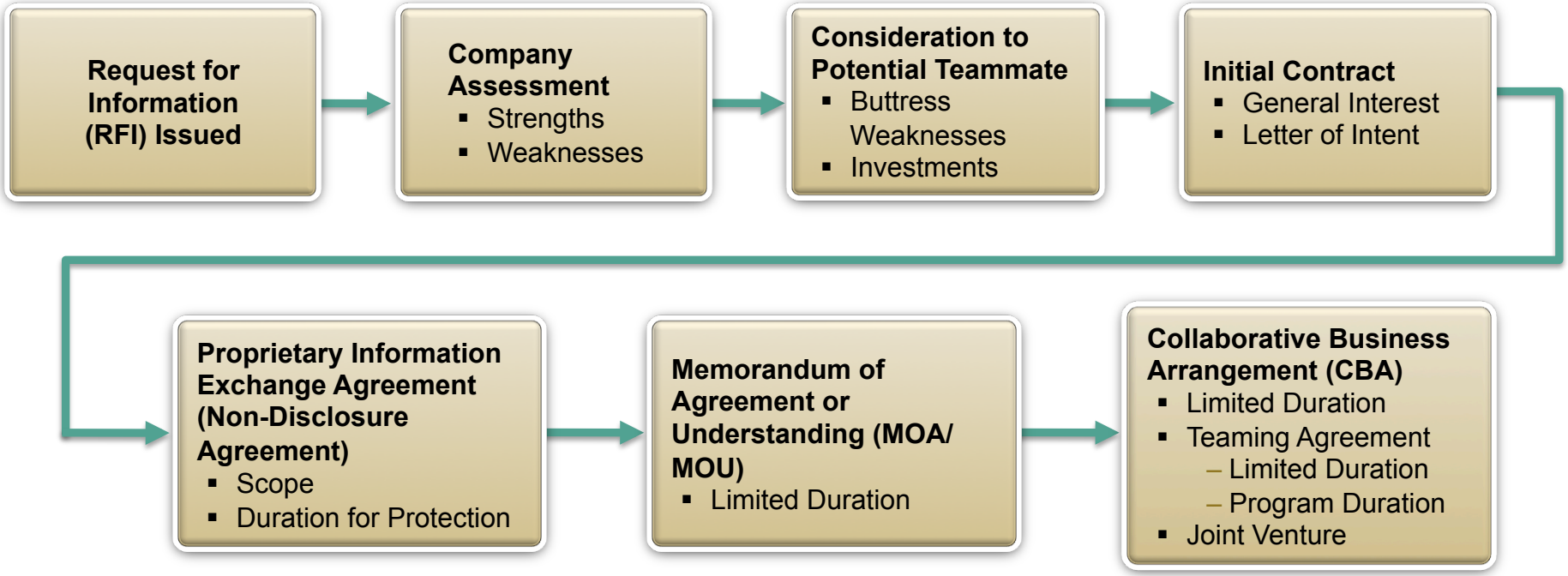
- The majority of negative teaming experiences stem from one thing:
  - Failure to set expectations and then manage to them.

The Best Laid Plans???

Basic Questions

- What are the company's strategic objectives?
- What are the company's strengths and weaknesses?
- Is the company capable of being the Prime?
- Who should the company team with and why?
- What type of collaborative business arrangement is appropriate?
- What's the relationship of the Parties?
- What's the duration and are there any off-ramps?

Teaming Agreement Flow Process



Case Studies

Case Study 1
"David and Goliath"

- Background
- Issues
- Lessons Learned

Subcontractor's Work Share

- Work Share:
  - Calculation: $ value of subcontract/ $ value of total prime contract
- State in specific tasks and/or percentage of total work
- Need clear divisions of competency

Subcontractor's Work Content

- Role clearly defined in TA
- Should be spelled out in each phase, if applicable
- State specific tasks (i.e. perform all cost estimating)
- Define change control approach

Case Study 2

Cool Hand Luke – "A Failure to Communicate"

- Background
- Issues
- Lessons Learned

Deciding The Prime

- Basic Questions:
  - Who will perform the program integration effort?
  - Who appears most credible to the customer?
  - What teaming relationship has the highest Probability of Winning (Pwin)?
  - Prime versus subcontractor roles: Individual responsibilities versus joint responsibilities

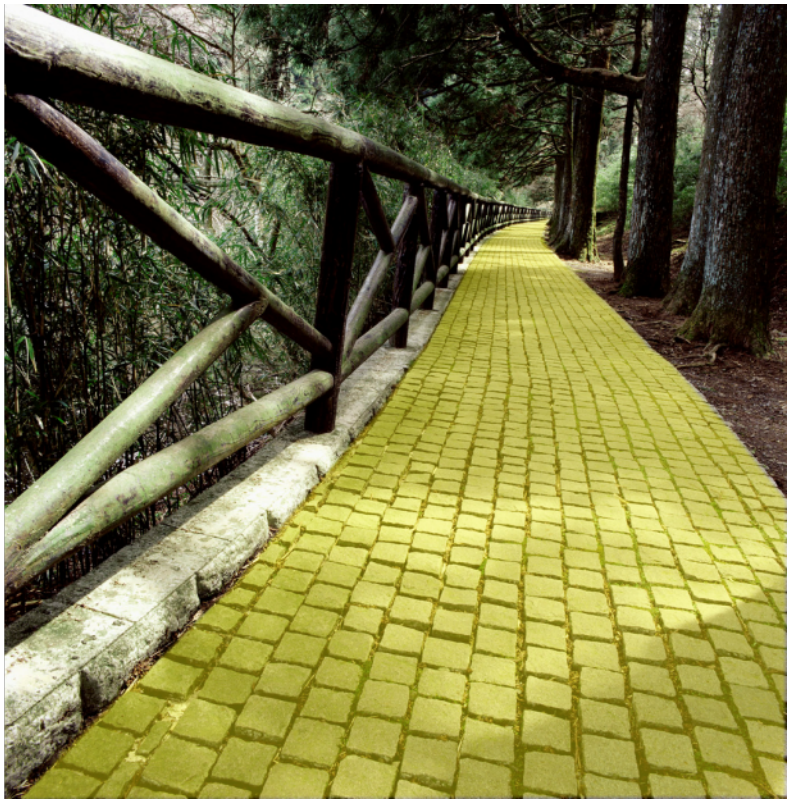
Deciding The Prime (continued)

- What's the Relationship of the Parties?

	If Prime	If Subcontractor
Authority	Unilateral	Bilateral
Customer Contact	Sole	Joint
Work Share/Content	Limited	Maximum
Terms & Conditions	Standard Tailored	Prime
Termination	Exit Criteria	Longevity
Investment	Tied to Work Share/ Work Content	Minimum

Case Study 3
"The Wizard of Oz"

- Background
- Issues
- Lessons Learned



Selecting Teaming Partners

- Compatibility and ethics of the parties
  - How well do you know your teaming partner?
- "Reputable Firms" do not necessarily make reputable teaming partners

Summary

- Preparation is important; clarity is essential
- Teaming Agreement is a negotiated contract; know your objective, your partners and your essential elements
- Teaming Agreement is like a Pre-Nuptial Agreement – It is only as good as its terms

Questions

Misty D. Mayes, PMP

865.963.0400

MMayes@ManagementSolutionsLLC.com

Management Solutions, LLC

www.ManagementSolutionsLLC.com