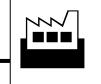


By: Homi R. Mullan, August 2000



♦ Case Study-I: 'Long Range' teams

♥Case Study-II: 'Task Oriented' teams

Case Study-III: 'Firefighting' teams

"Getting Close to the Customer is a Real Winner." - Tom Peters



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CASE PROFILE: High Tech., MNC Entry in to India.

MARKETS: Military Electronics, Power, Oil & Chem., Telecom.

BARRIERS: Change Resistance, Imports, and People Selection.



"The Only Limits are, as always, that of VISION."

- James Broughton



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Long Range' MNC Sales & Marketing teams FORMATION TEAM: a) NRI from Parent Company,
Engineer/MBA from USA; b) India Specialist in
Industrial Heating Markets; c) IIT Engineer, MBA
from Harvard USA.

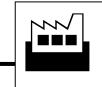
PERFORMANCE TEAM: Specialist from Industry - Regional Market Experience.

"The only way to discover the limits of the POSSIBLE is to go beyond them into the IMPOSSIBLE"

-Clark's Credo



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'Task Oriented' teams



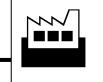
- Short term Duration, but could have long term Impact.
- For, overcoming Barriers.
- Specialist Team members, (Internal and External).
- Creativity & Co-ordination.

"If there's a Way To Do it.....
Find it."

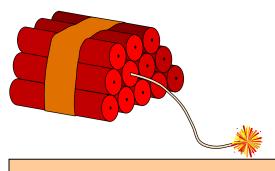
- Edison



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'Firefighting' Teams



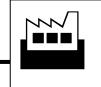
- Immediate Response
- Spontaneous Team Formation
- Extra Efforts
- Creativity
- Trust (Internal & External)
- Openness and Honesty

"A Racehorse that can run a mile a Few Seconds Faster is worth Twice as much. That Little Extra proved to be of Greatest Value".

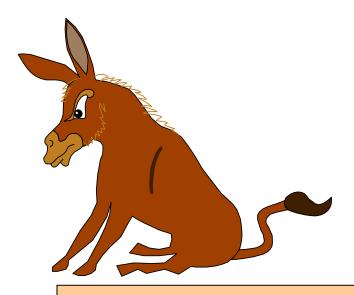
- John D. Hess



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History



MANAGEMENT OF 1950'S:

Centralised - Hierarchical - Autocratic - Rigid - Input Driven-Groups.

MANAGEMENT OF 1980's:

Decentralised- Democratic-Flexible- Output focused- *Teams*.

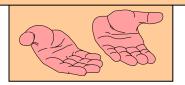
The Air Force had been ill-served by the "centralisation /consolidation disease of the 1960's." Which he calls 'dehumanising". *-General Bill Creech, US, TAC*



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Openness



Trust



Reward



Right Balance



Volunteers



Team Goal



Small Team



Heart to Heart





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RULES

"There aren't Rule Books. They are Excuse Books. Nobody reads the damn things unless there's screw up".

"Substituting Rules for Judgement starts a self defeating cycle, since <u>Judgement</u> can be developed by only using it."

- Tom Peters



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RISK

"Please note that I am aware of Hazards. I want to do it because I want to do it. Women must try and do things as men have tried. When they fail, their Failure must be a Challenge to others"

. Amelia Earhart

"The only thing that makes Life Possible, is Permanent, Intolerable Uncertainty; not knowing what comes next." - Ursula K Le Guin



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