

Preamble

It was in Feb. 1978 that I took the opportunity and the calculated risk to join an USA based Multi National Company (MNC) Raychem Corporation, Menlo Park, CA, USA, after prospecting with their visiting executives for over a period of seven-months. This job switch was after working for Fifteen years with an organisation J. N. Marshall & Co, where my firm roots were established in the knowledge and skills of sales and marketing of leading industrial product having technologies from U.K. Now looking back in to the history of business management, this period was the dawn of formation of decentralised management style, a shift away from hierarchical centralised style of management. The change of job exposed me from Centralised Management culture to Decentralised Management culture, overnight, radiating enthusiasm, creativity, knowledge and experience within me, to its best. The decentralised management style is synonymous with working in teams. To that of centralised management style is synonymous with consolidation / hierarchical. General Bill Creechⁱ, the four-star general who commanded the United States Air Force's Tactical Air Command (TAC) until October 1984, has expressed his realisation. The Air Force (like most of the rest of America's organisations - schools, hospitals, private corporations) had been ill-served by the "centralisation/consolidation disease of the 1960's." Which he calls 'dehumanising'. Centralisation, he says is, long on management theory and short on overall mission responsibility. His solution was to shift from highly centralised and specialised (input-driven) structure he inherited to an output focused organisation.

Introduction

The case studies presented in this paper covers my experiences in 'team building' and 'working in a teams', during my tenure of service with Raychem spanning for over eight years from 1978. **Case Study-I**, deals with formation of teams based on which Raychem's India operation were established, and the teams developed in establishing an Oil & Petrochemical markets, a division headed by me. This is termed as Business Team Building - a Long-Range team aspect. The **Case Study-II** deals with a Task-Oriented team dealing with Custom Duty classification of a bread and butter product of the Oil & Petrochemical market division, which had a long term benefit from a short term 'task-oriented' team operation. The **Case Study-III** deals with Spontaneous: Fire fighting team'. This was formed in 1993 whilst I working as an external consultant for Raychem's Oil & Petrochemical market division, after my tenure in 1987-88 in formation of a competitive organisation. Many books have been written on the theory and subject of Teams, Team Building, Teamworking since mid-eighties till late-nineties, and I have referred to quite a few of these books, listed in references, whilst I compiled my case studies presented in this paper. What is revealing is that what we practised at Raychem in the seventies and the eighties is the basis of theory in books written of the eighties and the nineties. Studies on Raychem have been included in the books "In Search of

Excellence - lessons from America's Best-Run Companies"ⁱⁱ, and, "A Passion for Excellence"ⁱ.

Case Study-I (Business Team Building - Long range)

A. Company Profile

TITLE: USA Multinational, Fortune-500, High Technology Company, and its entry into Indian market- Organisational 'Team Building'.

BUSINESS: New Products of High Technology Innovative materials, which replace conventional materials and means usage, by Cost-effective, Tested, Proven and Reliable Solutions.

MARKETS: Military Electronics; Power; Telecommunication; Oil & Petrochemicals.

BARRIERS:

- Unknown Technology in India.
- Very high Product Cost.
- Import Restrictions.
- Very High Import Duty structure.

B. Initial Country Set-up Team Profile

- **COUNTRY MANAGER:** NRI with family roots in Mumbai - Chemical Engineering & MBA from Berkley University, CA, USA. - Worked for 10 years in Production with parent company in USA. - A Trusted person. - Market Responsibility: Telecommunications.
- **Market Manager:** Science Graduate. - 15 years Sales & Marketing experience in conducting business with Indian Industries. - Technical Specialisation in 'Process Steam Engineering'. - Extensive Training at Parent company sites in USA, UK, France, and Belgium.- Market Responsibility: Oil & Petrochemicals Industry.
- **Market Manager:** IIT Kharagpur. - MBA from Harvard University, Boston, USA. - Campus Selection at Harvard. - Extensive Training at Parent company sites in USA, UK, France, Belgium and Germany. - Market Responsibility: Military Electronics & Power industry.

Team Goal: - To develop Satisfied Customer base and Markets. - Build a Sales Team. - Grow into a Profit Centre business group.

C. Oil & Petrochemical (O&P) group Team Building.

Business: 'Electric Heat Tracing', used for maintaining temperatures of high viscosity, high pour point fluids handled inside pipes, vessels, tanks and pumps.

Technology: Conductive Polymer electric heat tracer, with built in temperature control characteristics, providing heat when and where needed. It is burnout proof by virtue of its self-regulating and self-limiting features.

Team Building:

1. INTERNATIONAL CO-ORDINATION STRUCTURE: a) Market Manager was supported for Product data, literature, Design & Engineering support, Sales & Marketing support, Shipments by the O&P Division in USA. A person assigned for the Region supports India requests and activities. b) International Division in USA supported the Market Manager for Business, Budgets, Expenses, and Profitability.
2. INDIA SALES TEAM 1ST PHASE: The Market manager handled the Sales responsibility. Local Sales Representative organisations were appointed, trained and supported to handle small value business. Thus a Sales Team Network was formed making use of outside organisations. Large value project business was handled directly by the company. External Design and Engineering support was developed with assistance from 'moonlight' engineers. In the initial phase the team constituted

References:

ⁱ "A Passion for Excellence - the leadership difference", by Tom Peters and Nancy Austin, Random House, Inc., 1985.

ⁱⁱ "In Search of Excellence - lessons from America's Best-Run Companies", by Thomas J. Peters and Robert H. Waterman Jr., Harper & Row, Publishers, Inc., 1982.

Refer to Presentation SLIDES file.