



2017 NTMA Presentation Outline
NTMA's Technology Award for Business/Cultural Best Practices

1. Intro - Honored to receive the award from NTMA
2. Who we are - Brief company overview
3. Quick overview of upcoming presentation: We practice upcoming concepts every day
4. Presentation overview / thesis: Today I am going to describe two completely different examples of management structures. We are going to explore advantages and disadvantages of each one, and then we are going to focus on the ingredients needed for success within an organization.
5. Comparison of two different approaches to management, Solar System and Football
6. Solar System
 - a. Been around a few billion years
 - b. Overall, has very predictable behavior
 - c. Very easy to understand
 - i. Very rigid - little flexibility
 - d. Sun is the "Big Guy". Holds everything together.
 - i. Responsible for providing energy for entire system
 - ii. Big Guy when it comes to Gravity
 - iii. Maintains harmony based off interstellar brute force
 1. Is a pretty non-forgiving sort of figure
 - e. All the planets operate within their "comfort zone"
 - f. "Cliques" Develop
 - i. Smaller planets orbiting larger ones, not really paying attention to the overall structure
 - ii. Sun can't pay attention to these cliques
 - iii. "Former" planets like "Pluto" were never really engaged (oval orbit)
 - g. Entire company is only as strong as the sun - almost all direction comes from it
 - i. Single management structure
 - h. Punishment is handled through interstellar destruction, solar flares, etc.
 - i. No real opportunities for redemption
 - i. Sun burns bright in the beginning, with lots of energy and growth potential

- i. In the beginning it looks like the “place to be”. (Protostar phase)
 - j. As the sun gets older:
 - i. Becomes a red giant, close planets are destroyed in the process.
 - ii. From there, it can’t sustain itself, so it transitions into a white dwarf
 - iii. From that point, either becomes a black dwarf or goes Supernova
 - 1. Supernova = Entire system destroyed in an epic format
 - k. Hard to build a succession plan
 - i. Orbiting planets cannot “just start” taking orders from a new “Sun”.
 - ii. When the sun is gone, there is nothing left to take over
 - 1. Not a good way to provide overall longevity of a company
7. Football
- a. Hasn’t been around quite as long as our Solar System
 - i. Isn’t as predictable as our Solar System
 - b. Can be adapted on the fly
 - i. Fast paced, exciting
 - c. From an organization standpoint, much harder to understand & implement than the solar system concept
 - i. Less rigid than Solar System, and has more flexibility
 - d. Team owner is “Big Guy” - provides the team guidance
 - i. Team owner is usually pretty hands off
 - ii. His success comes mostly through personnel decisions
 - iii. Can be very forgiving, or very unforgiving
 - e. Highly competitive - There really is no comfort zone within the organization
 - f. Harder for rogue “cliques” to develop
 - i. The entire concept demands teamwork at all levels
 - ii. All teammates are required to work together
 - iii. Quarterback is punished immediately if team isn’t working together
 - iv. Everyone on the field needs to use their talents
 - 1. Weak points usually show themselves pretty quick
 - 2. Can establish performance metrics
 - g. Has a defined management hierarchy
 - i. Several people involved in decision making
 - ii. Managers at multiple levels with authority & accountability
 - iii. Dedicated & specific roles
 - h. Immediately adaptable
 - i. Substitute players, plays, etc. depending on the conditions
 - ii. Strength of the team is not completely dependant on one person
 - iii. Players can be “benched” to provide a learning opportunity
 - i. You win as a team, or you lose as a team
 - i. No one person can guarantee success of the team
 - ii. It takes the entire team to accomplish the objective
 - j. The coach is not on the field
 - i. Large dependence on discipline, practice, etc.

- ii. Coach cannot micromanage as the play is being ran
- k. Easier to build a succession plan
 - i. Very common to bring in new coaches, players, etc. regularly
 - ii. When the owner is gone, another owner can step in
 - 1. Can be publicly owned, sold, traded, etc.
- 8. Transition: So which structure is better, the Solar System or a Football team
 - a. Answer lies somewhere in the middle, but it is all about teamwork
- 9. Starts with the owner/CEO
 - a. They are the “Sun” of the organization - holds everything together
 - b. They are the one who is ultimately responsible for the team
 - c. Many inspirational stories of great CEO’s
 - d. As CEO, always take time to listen and ask questions
 - i. Arrogance is a CEO’s biggest enemy
 - e. Lead by example
 - f. Culture starts within the leadership of the organization.
- 10. Coaching is of utmost importance
 - a. CEO is top level coach
 - b. All coaches need to bring out the best of the players
 - c. Coaches are the ones that truly grow the culture
 - d. Never create only one coaching position
 - e. Try to prevent the coaches from regularly doing the job of the players
 - i. Remember: Football coaches are on the sidelines - not on the field
- 11. Pick the right players
 - a. It is imperative that all players work together.
 - b. Never, ever, do a bullet point interview - be dynamic, get to know the candidate
 - i. Establish a dialog with the candidate
 - ii. You can ask similar questions - just incorporate them into the dialog
 - c. Pay attention to candidates personality
 - i. An individual's personality is directly related to their ability to collaborate
 - d. Pay attention to talent, but remember, it is relative:
 - i. No amount of talent can make up for a person that doesn’t care
 - ii. No amount of talent can make up for a person that can’t communicate
 - e. Explain container theory
 - f. Get rid of the players who bring others down
 - i. Negativity is a virus - never forget that
- 12. Match the players to the right positions
 - a. Part of listening is understanding where someone fits best
 - b. Realistically, people that enjoy what they are doing should do better at their job
- 13. Culture of Winning. Build a team that wants to:
 - a. Learn and succeed
 - b. Push themselves and their teammates
 - c. Eliminate a culture of not caring
- 14. Training

- a. You don't throw them on a machine and walk away
- 15. Collaboration
 - a. No one person can do the entire job beginning to end
- 16. Game plan
 - a. Your team needs to know the game plan.
 - i. Company meetings, etc. - Don't have to be complex
 - b. Better informed = better decisions.
- 17. Game time
 - a. Coaches:
 - i. Use constructive criticism, but stay positive
 - ii. Listen - Be Available
 - b. QB on the field
 - i. Audible
 - ii. Can't micro-manage in the huddle
- 18. Work through loses
 - a. Don't panic when things get slow
 - b. Kill negativity during this time
 - c. Use slower times to cross train - build the team
- 19. Summarize that there are 3 C's to a Winning Team:
 - a. Coaching
 - b. Culture
 - c. Collaboration
- 20. Conclusion of presentation: Today we have talked about both astronomy and football, but covered them in a way that hopefully relates to each of your own companies. We didn't get where we are overnight, and are learning something new each day. Keep positive, and strive to create the best team you can. We are all in this together.
- 21. Watch a quick video about us here:
https://www.youtube.com/watch?v=y4Fyp14_avl&t=2s