

# SCHERER ASSOCIATES INC.

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Captain Thomas E. Gunn  
Commanding Officer  
Southwest Division  
Naval Facilities Engineering Command  
1220 Pacific Highway  
San Diego, California 92132-5190

January 26, 1994

Dear Captain Gunn:

A few weeks ago, while preparing to facilitate partnering workshops for CLEAN I and CLEAN II Program Participants, I obtained your views by telephone. At that time, you asked that I report back to you my assessment of the overall results achieved at the two events. That is the purpose of this letter.

With respect to CLEAN I, I believe it was a very successful two-days. In fact, having worked with the CLEAN I Team at a prior time, my belief is that, on this occasion, more was achieved, in a greater spirit of cooperation and commitment than at any previous meeting.

Several factors, in my opinion, combine to produce the CLEAN I positive results. The transition from 'study' to 'cleanup' was enthusiastically received by the group and, to the best of my knowledge, fully endorsed by the entire team. Several personalities also are having a very positive impact on the results we experienced. Most notable among such persons are Larry Sadoff on the contractor side and Commander Dos Santos and Jim Pawlisch on the Navy side. These three men are sharp, command the respect of the people and, above all, appear to be very much in sync with respect to the program, the new direction and, what needs to be done to get there. Finally, as I emphasize in all of my team build sessions, besides common goals and the other critical elements that must exist for a team to really come together, all members of the team have to share a common fate. Often, defining 'the common fate' takes time and is difficult to do. Recent events have clearly identified the CLEAN I common fate and I believe it is having a strong 'bonding' effect on the entire team.

With respect to CLEAN II, the overall environment for the session was positive from the start. There is noticeable enthusiasm and a 'can-do' spirit on both sides of the aisle (Navy and Contractor) and again, I'm very impressed with the leadership offered by both the Contractor and the Navy in this important undertaking. Certainly some of the not-too-positive lessons learned with CLEAN I are having a positive impact on CLEAN II - and, there is a very high and noticeable degree of professionalism that is clearly evident at all levels. The workshop agenda I framed, with considerable input from both Rich Barksdale and Jim Moe, intentionally made minimum use of 'gaming' and placed a heavy focus on defining specific actions and agreements to be carried out following the workshop. All participants responded extremely well to this influence and generated a lot of concrete specifics that will

work to strengthen the team and its performance on an ongoing basis. In brief, the CLEAN II Team impresses me that they are well on their way to achieving exceptional results provided the 'team' emphasis that was evident in our workshop is maintained.

My concerns, with respect to both teams are these:

1. Even though intentions are very good, I'm concerned that there are sufficient ongoing communication and 'team nurturing' events to maintain the positive direction and enthusiasm I saw demonstrated in the workshops. Many follow-on activities were defined and agreed to but, historically, in the past, the 'job' tends to consume much of the time slated for partnering and, it doesn't get done. I don't believe that will be the case this time but, the threat is always present.

2. Special care must be taken by all concerned to wipe clear the slate on the CLEAN I side and, view the new direction without being unduly influenced by past unpleasantness. Everyone is saying this but, 'saying and doing' are often different things. Also, its very important that negatives learned via CLEAN I don't get carried over to CLEAN II. I believe that the message has to be constantly repeated that much good has come from the CLEAN I experience including the 'how-not-to's' which will help avoid similar mine fields with CLEAN II. Again, I'm sure everyone has the right intentions here but, these are pressure jobs and, pressure often causes people to behave in ways contrary to their 'best' intentions. If at all possible, for a boost to morale, CLEAN I needs opportunity to score some early victories and to receive the public recognition that goes along with them.

3. My final concern is that all of the lessons learned via CLEAN I get transferred to CLEAN II. Again, everyone is saying the right things but, there is a very strong potential for a competitive relationship to develop between the two groups - and, there is always present the 'not invented here' syndrome that frequently causes us to re-design the wheel over and over again. In my view, the more cross-fertilizing that can be done between CLEAN I and CLEAN II participants the better. Possibly, it might do well to consider holding some specific teaming events just for the purpose of ensuring effective 'learning transfer' from the one contract to the other.

As attachments to this letter, I've included verbatim statements participants offered orally in 'round-the-table' open assessment of both workshops during the final wrap-ups. I've also included verbatim summaries of participants' written assessments submitted anonymously in final evaluations of the worth of the two workshops. If these comments, in anyway, approach reality, I believe that we accomplished a great deal. I might add further, that while I do believe the facilitator plays an important role in the success of team building events, by far, the major contribution comes from the attendees themselves. If they come together to make the event worthwhile, then, it will be worthwhile .....and, in my view, both CLEAN I and CLEAN II Participants did their parts extremely well.

Finally, I'd like to applaud the contributions made by Bob Brower at both the CLEAN I and CLEAN II sessions. This is the first opportunity I've had to have Bob in a partnering session I've facilitated and I found him to be of immense value to the overall proceedings. He is very articulate and clear in stating the vision for the two contracts and, I have no doubt that he worked a very positive influence on the outcomes of both workshops.

Thank you very much for your input and for opportunity to be of service in the CLEAN Program.

Sincerely,

A handwritten signature in cursive script that reads "Bill Scherer".

Bill Scherer  
President

WTS:pg  
Enclosures(2)  
cc: File

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## Summary, Participant' Assessments CLEAN I Team Building Workshop January 9-11, 1994

NOTE: Numbers identify comments made by the same person(s) under each category in this verbatim summary of participant assessments of the workshop.

A. OVERALL, DO YOU BELIEVE YOUR TIME AND EFFORT IN THIS WORKSHOP HAS BEEN WORTHWHILE?

(19) YES      (0) NO      (0) UNCERTAIN

WHY?

1. Yes - Session was very worthwhile. Navy and Jacobs now have common understanding of new program goals and better understanding of critical problems and solutions.
2. Yes - It was a learning experience. Got to know the program better as well as the players. Got pulled into 'team spirit'.
3. Yes - We tackled serious issues and reached consensus on goals and ways to achieve them.
4. Yes - Some of my project (team) problems were resolved. Conflicts with other team members have been cleared up. The program change to "Cleanup" has been directed smartly.
5. Yes - The time spent in the workshop has been invaluable in re-directing the Navy's cleanup program in the right direction.
6. Yes -Developed much better rapport with all members of the CLEAN Team. Made common goals, reality check, and plan of action. Very concrete and 'do-able'.
7. Yes - Time was focussed on problem-solving and information flow, with 'touchy-feely' stuff kept to a minimum.
8. Yes - I came away with a clearer focus of the Navy's plans for changing the CLEAN I Program direction. It was valuable and enjoyable to socialize with Navy counterparts.
9. Yes - Summarized in 'Session Results'.
10. Yes - Got refocus message and had a chance to discuss the plan in detail.
11. Yes - CLEAN I needed a refocus.

12. Yes - Learned a lot about the client and the future of CLEAN I. all key decision-makers in one place.
  13. Yes - I thought that the workshop was an overall positive reinforcement. A lot was accomplished! Coming up with a measurable goal, identifying past successes, clarifying new focus and revitalizing program commitment.
  14. Yes - Excellent expectations - Focussed on goals, successes and challenges.
  15. Yes - Lines of communication enhanced and strengthened to resolve issues. Moved administrative issues to background to allow focus on technical issues.
  16. Yes - I believe we accomplished a lot by identifying the direction of the CLEAN Program, goals were established, communication was open and frank.
  17. Yes - Important new program directions and team spirit 'maintenance'.
  18. Yes - Talked directly with Walter about Quality - and, 'got the message'.
  19. Yes - Provided a forum for honest and open communication.
- B. IN YOUR OPINION, WHAT HAS BEEN THE MOST POSITIVE ASPECT(S) OF THE WORKSHOP?
1. Definition of new goals for program and improved communication and mutual respect.
  2. The frank interaction in a spirit of cooperation and commitment to the contract.
  3. We communicated well; started and ended workshop on mutual ground; focus for new direction is clear.
  4. Constructive, open discussions on quality and the new direction on 'cleanup'.
  5. Re-focus from study to cleanup (i.e., good statement).
  6. The prescription and 'Start/Stop/Continue' exercise.
  7. Accomplished program-wide buy-in to Jacobs quality problems. Now we can move toward a fix.
  8. The open communication and discussion; primarily during the 'Performance Prescription' exercise.
  9. Clear understanding of the new program goals for CLEAN.
  10. Same as #1 - Got refocus message and had a chance to discuss the plan in detail.
  11. Good interactions - honest communications. Good gameplan for program end.
  12. Open communication on critical issues.

13. The uninhibited expression by all on all topics and issues. It is healthy to have a very candid discussion and achieve closure of the issue at hand.
14. Understanding each other's culture. Focus on goals and mechanism to achieve goals. Frank discussion. Enhancement of team spirit.
15. Clarity of purpose for remainder of contract. Further enhanced Contracts communication at informal level.
16. Getting together as a team, establishing the goal of CLEAN I and setting objectives for getting there.
17. New direction and 'Prescriptions'.
18. Understanding the new direction of the Navy's Program.
19. Establishing a common goal by which success can be measured.

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## CLEAN I TEAM BUILD RESULTS

Close Of Program, Round-the-Table Comments From Participants  
January 9-11, 1994

1. Understand each others' perspectives better.
2. Began to refocus CLEAN I.
3. Set common goals for the final phase of CLEAN I and started the plan to get there.
4. Developed clarity on expectations of shift toward removals.
5. Had frank and open communication.
6. Developed a better understanding of Site Management Plans and the applicable timetable.
7. Had an airing of the 'document quality' issue.
8. Resolved consolidation of comments/feedback from the Navy.
9. Got a morale boost from getting on the right direction with the Program.
10. Developed a strong revival of commitment to program success.
11. Had the chance to relieve frustrations.
12. Got the refocus message as a group and time to plan.
13. Developed the 'coffee mug' idea.
14. Made new friends.
15. Got the quality message across - and, buy-in to resolve it.
16. Enhanced respect for each other on a personal level.
17. Set team performance prescriptions (commitments).
18. I sense a better team spirit.
19. Have a much better understanding of the new program focus.
20. Developed a common goal - and, the way to measure 'success'.
21. Kept our sense of humor.
22. Program goals were started in terms of real work.
23. Identified the past successes of the program.

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## Summary - Participant' Evaluations CLEAN II Program Team Building Workshop January 13-14, 1994

NOTE: Numbers identify comments made by the same person(s) under each category in this verbatim summary of participant evaluations of the workshop.

A. OVERALL, DO YOU BELIEVE THAT YOUR TIME IN THIS WORKSHOP HAS BEEN WORTHWHILE?

(23) YES      (0) NO      (0) UNCERTAIN

WHY?

1. Yes - Bill, you did a fantastic job facilitating this! .....and used the 2-day timeframe efficiently. The participation of the whole team made this worthwhile.
2. Yes - Very Worthwhile.....We made considerable progress from our last Team Building Exercise. Good team building and problem solving.
3. Yes - It is always wonderful to get together on an informal basis and further develop relationships. It was also very informative for me to get a reading on the temperature of the team and to identify those sensitive areas, that if left untreated, could undermine the progress of the group.
4. Yes - Grand opportunity to share accomplishments, uncover dissatisfactions and emphasize improvements. Achieved above in an informal vs formal setting. No threat perceived.
5. Yes - To meet counterparts, better understand the Bechtel/Navy Organizations and to participate in goal-setting.
6. Yes - Made progress, made friends - Gained understanding of both sides' positions.
7. Yes - Our team took a good, big step in our process of becoming a better team.
8. Yes -
  - a. Opportunity to get to know others on the team.
  - b. A good forum in which ideas were expressed by both Navy and Bechtel that will be considered for appropriate actions.
9. Yes - Very positive, uplifting refresher with whole team, covered the scope of the entire program.
10. Yes - No additional comment offered.
11. Yes - A lot was accomplished in learning to work together. Timing was perfect due to status of the program.

12. Yes - Everyone showed interest and there was a high level of participation. Addressed issues.
13. Yes - Got to know the team - Players' personalities - Open dialogue - Feeling of togetherness for a common goal.
14. Yes - Better understanding of the 'team' and what we have to accomplish.
15. Yes - Brought all sides closer together.
16. Yes - Building good base for contract. Common goal.
17. Yes - No additional comment offered.
18. Yes - Team reaffirmed willingness to work together.
19. Yes - No additional comment offered.
20. Yes - We got to know each other, exchange ideas and establish goals.
21. Yes - Gained valuable insight into project and process.
22. Yes - Reaffirmation and some slight modification to original mission/charter.
23. Yes - Have accomplished more than expected.

B. WHAT ARE 2-3 OF THE MOST POSITIVE BENEFITS YOU FEEL YOU HAVE GAINED FROM THE WORKSHOP?

1. Shared Common Fate realized.  
Shared common goal established.  
Team's comfort zone established!
2. I felt real good at the completion of the session.  
We made good progress as a team and at identifying and solving problems.  
Both substance and partnering process results.
3. More comfortable with players.  
More knowledgeable of issues confronting our team members.  
Achieved common sense of direction and fate.
4. Sense of common fate! Shared goals.  
Clearer focus.

Sense of what's important and what's not.

5. Understanding of future areas of emphasis in the program.  
Meeting people with whom I work - but, are too often just names on papers or voices on the phone.
6. Knowledge of the Navy Organization.  
Got direction for improvement.
7. Mutual awareness of #1 goal.  
Feedback (especially, the good).  
Better knowledge of client and its needs.
8. Got to know others on the team.  
Faces connected to names.  
Able to give my ideas to others.
9. Reminder that other team is people.  
Reminder that other team is bound by certain constraints.
10. Trust of client/client's trust of me.  
Better understanding of overall program.  
Not so fearful of expressing ideas.
11. Getting to know the other side.  
Airing grievances and realizing that many were not as serious as first perceived.
12. Got to know other team members better.  
Understanding long term goal.
13. Sense of direction for a common goal.  
Feeling of trust building.  
We all are committed to doing our jobs - job well done.
14. More open communication.  
Better understanding of our client.
15. Common (shared) focus and fate.

- Identified needed fixes on both sides.
- Brought out 'real' personalities.
- 16. Time with Bechtel/with non-work pressure.
  - Knowledge of what they thought.
- 17. Better acquainted with counterparts.
- 18. Working with my contractor peers.
  - Acknowledging areas of improvement.
  - Acknowledging areas where we do well.
- 19. Definition of program goal.
  - Understanding of what's necessary to achieve - AS A TEAM!
- 20. See #1 - We got to know each other, exchange ideas and establish goals.
- 21. Understanding of client.
  - Understanding of personalities.
  - Understanding of problems.
- 22. Learned mutual needs and expectations.
  - Identified strengths and weaknesses of team.
  - Increased communication and trust.
- 23. You have been prepared and able to guide the team.

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## SIGNIFICANT WORKSHOP RESULTS CLEAN II TEAM BUILDING WORKSHOP January 13-14, 1994

Developed from close of workshop, round-the-table statements by participants:

- Received ideas from the Navy to assist BNI.
- Came to know personalities rather than corporate faces.
- Got re-acquainted in a casual setting.
- Will impact actual CLEAN II performance.
- Got better acquainted with counterparts.
- Got to hear the Navy side.
- Learned how important perceptions and realities are.
- Developed appreciation of team member' talent.
- Learned more about both team's expectations.
- We addressed pertinent issues.
- Positive atmosphere in which to look and reflect (think).
- Developed group recognition of site cleanup/communication as common, #1 goal.
- Good discussion of the big picture. Shared the plan with everybody.
- Believe we will genuinely try to improve communication.
- Acknowledging the importance of taking this relationship back to other players.
- Will be more frank on issues.
- Got to know who other team members are.
- Developed good rapport.
- Better definition of team destination - and how to get there - better sense of 'team' and what's required.
- Hearing the NAVFAC survival needs.
- Focus on new cleanup goal.
- Better understanding of client's needs - team concept is for real.
- Made to feel that innovative and common sense is OK. Started viewing other team players as human.
- Developed agreement on things to do.
- Appreciate the concept of 'shared fate'.
- Able to make better sense of organizations.
- Team has established its Comfort Zone.
- We like each other.