

# Teaming Arrangement Pitfalls

Misty D. Mayes, PMP

Management Solutions, LLC 

[www.ManagementSolutionsLLC.com](http://www.ManagementSolutionsLLC.com)



U.S. Department of Energy — 12th Annual Small Business Conference & Expo  
May 10-12, 2011 - Kansas City, MO

# Outline

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



# The Best Intentions???

---



U.S. Department of Energy — 12th Annual Small Business Conference & Expo  
May 10-12, 2011 - Kansas City, MO

# 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???

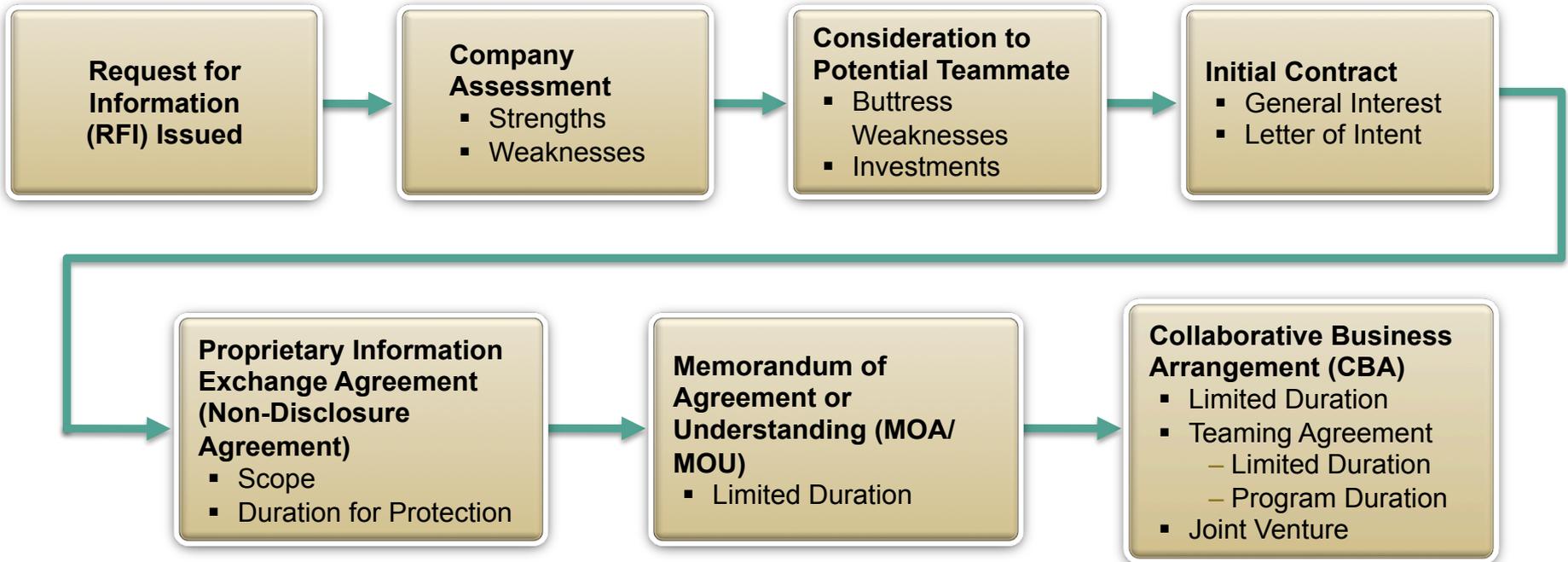


# Basic Questions

- 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

---



U.S. Department of Energy — 12th Annual Small Business Conference & Expo  
May 10-12, 2011 - Kansas City, MO

# Case Study 1

## *“David and Goliath”*

- Background
- Issues
- Lessons Learned



# Subcontractor's Work Share

- Work Share:
  - Calculation:  $\frac{\$ \text{ value of subcontract}}{\$ \text{ value of total prime contract}}$
- 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?

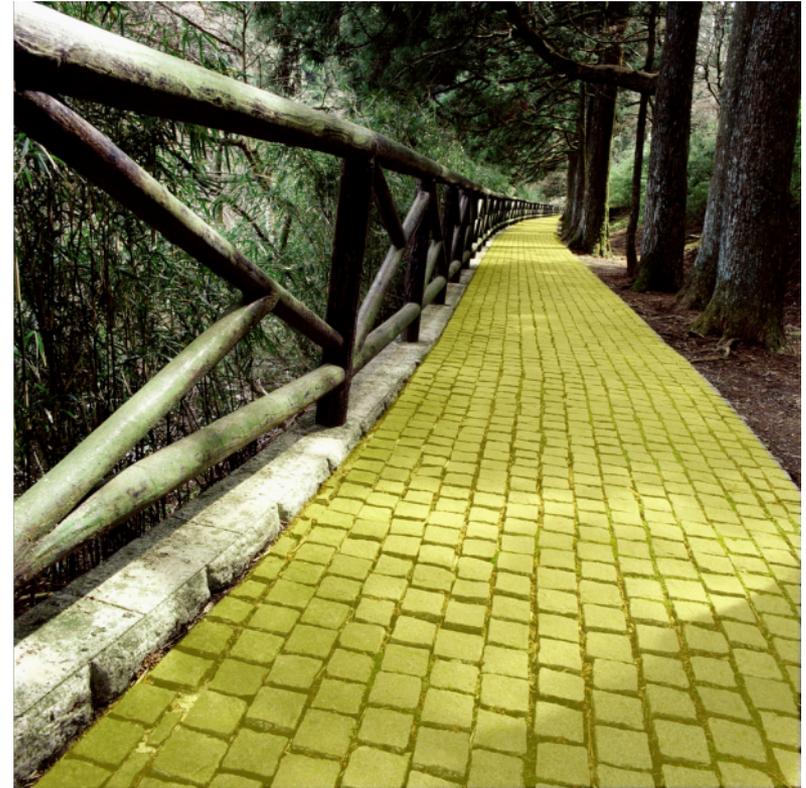
	<b>If Prime</b>	<b>If Subcontractor</b>
<b>Authority</b>	Unilateral	Bilateral
<b>Customer Contact</b>	Sole	Joint
<b>Work Share/Content</b>	Limited	Maximum
<b>Terms &amp; Conditions</b>	Standard Tailored	Prime
<b>Termination</b>	Exit Criteria	Longevity
<b>Investment</b>	Tied to Work Share/ Work Content	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](http://www.ManagementSolutionsLLC.com)

