

Commitment and Community in the Success of a High- Performance R&D Team

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Community, Commitment & Cohesion

This paper reports on a *diverse, multi-organisational, multi-national, high performance R&D team* assembled for a specific technology development and innovation outcome.

Insights from the *case study in the semiconductor industry* of a successful R&D team reveal how community, commitment and cohesion have facilitated successful management.



The case

- Revealed the significance of *recognition and engagement of the individual*
- *Key influences to the teams' success* are shown to be much more *humanistic*.
- The *development of a shared technical agenda* was found to be *critically important* to the success of the day-to-day activities.

Collaborating communities



- More high tech' organisations are using strategic alliances, joint ventures and cooperative agreements to assemble winning expertise.
- Managers coordinating high performance teams are faced with *balancing complex team relationships* with corporate deadlines and quality standards.

Under pressure

Pressure on the team to perform and the leader to deliver can easily lead to detrimental situations.

Insightful management requires operational *latitude for effective convergence* of multiple complex relationships.



Teams



- Teams are recognized as groups that share a 'community of practice' where *learning is derived from a socially embedded process* (Capello 1999).
- Effective, well functioning teams have been shown to deliver *performance and achievements that exceed the cumulative sum of the collective individuals*.

HPRDT's



A special sub-set of teams has been identified; *high-performance R&D teams* (HPRDTs) (Grossman 1997; Reagans and Zuckerman 2001).

These teams are comprised of *multiple professionals with diverse experience and specialist knowledge*. (Grossman 1997; Hoyt and Gerloff 2000)

The ability to *develop constructive solutions to complex problems* relies on team processes that *facilitate communication, shared understanding*

Intangible technological resource



- HPRDTs can be seen as a *valuable technological resource*.
- The successful integration of that expertise requires a *comprehensive sense of engagement* that can achieve *cohesive interactions and synergistic outcomes*.



Simultaneous complex coordination



Synergistic performance to achieve novel technical development and successful product delivery in critical time frames, *requires astute recognition* of the importance of the *tacit interpersonal dimensions* of the team.

Pro-active group planning, reflexive communication strategies and deliberately *integrated project management strategies* enabled the team to *rally as a combined force*.

Summary



- Undertaking a *complex research project* with a HPRDT *requires a highly effective method of management*.
- There are *unique challenges and benefits* associated with a *diverse HPRDT*.
- The importance of recognizing individual's *unique value*, and of *affirmation of the value of diverse team membership*.

Implications



Strategic management of the tacit dimensions of the team interaction may be needed to *achieve the maximum intellectual and technological synergies* needed for optimum performance.

Results also opens the way for *further research into the strategic management* of the *tacit dimensions and socio-cognitive parameters* of HPRDT performance

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**Thanks for your attention
Any questions?**

