The Successful Project Team

Key Roles and Responsibilities

Industry Partner/Contractor Perspective

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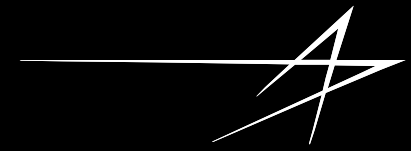Lockheed Martin Space Systems Company

NASA PI Team Masters Forum - 3

The Successful Project Team

- Step II Perspective

  - Step II Is intended to demonstrate your team can succeed

    - "Intangibles" are important

  - Step II will stress your team

    - Resource limited budget

      - Lots of part-time personnel

    - Page limited CSR

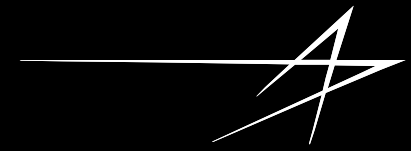   - Short Site Visit question response timeline

The Successful Project Team

- Cost Capped Project + Fixed Launch Window = REALLY HARD JOB

  – Every member of the team needs to contribute fully

    • This includes lessons learned

  – As The PI, as for Contractor input regularly

- Decision making leadership is critical

  – PI, Project Office and Contractor leadership from a triad of decision making and strategic thinking

  – Trust

  – Openness

  – Honesty

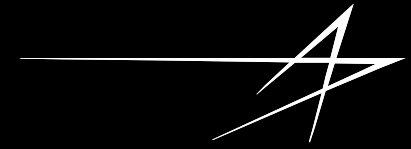**Make Your Core Leadership Team Decision Making Partners**

The Successful Project Team

- Expect you Industry Partner to be a "Voice-of-reason"

    – Your contractor leadership team has "seen this movie before"

    – Solicit input from your Industry Partner

    – Recognize that scar tissue is behind the input you are receiving

- Pre-phase A and Phase A activities are dominated by systems engineering

    – Need to develop an executable plan

    – Listen to your Systems Engineers

- How do you shore up weaknesses and turn strengths into discriminators?

    – Important to not lose your noted strengths in the quest to fix weaknesses

Trust that Realism will be Rewarded

The Successful Project Team

- The Road Ahead is Really an Exercise in Risk Management + Interface Definition

  – Make sure your contractor and the whole project are Objectively looking for and mitigating risk

- Know where your margins are low and improve them

- Incomplete requirements = Risk

- Keep your team focused at driving to a design solution that closes

  – Lots of products need to be produced in Phase A

  – The Flight System design and the Ops Concept needs to close or the rest of the products won't matter

  – Do you know who are your system architects?

    - Do you have a Chief Architect for your Mission ?

If Your Team Doesn't Find the Risk, the CSR Reviewers Will

The Successful Project Team

- Work to develop an executable plan early in Phase A

  – Phase A has an emphasis on demonstrating low implementation risk

    - Instruments,

    - Flight System,

    - Ground System

  – Phoenix, MAVEN and OSIRIS-REX had detailed & well considered schedules and program plans

Build Credibility for Your Project

The Successful Project Team

- The CSR & Site Visit are Final Exams for Your Project

  – Your project needs to prove that you have what it takes

  – Cadence Quickens and Urgency Builds

  – You need to anticipate what is coming

  – Your project office and contractor leadership have been there before

- Use the CSR and the Site Visit as team bonding opportunities

  – Post selection execution is easier if the full set of project institutions come together as a team

Some PI's Lean on Their Industry Partners More Than Others
These are the PI's That Succeed