

*A summary and the key takeaways from the subject presentation given at the 2017 Large Facilities Workshop are below.*

## High Performance Teams on Science Projects: Successful Strategies and Lessons for Building an Engaged and Talented Team

**Speaker:** Ed Hoffman, CEO, Knowledge Engagement LLC; former NASA Chief Knowledge Officer and Director, NASA Academy; Executive in Residence, Columbia University School of Professional Studies

**Description:** The last decade has witnessed an unprecedented acceleration of change in technologies, organization approaches, and human perspective. These changes have reshaped the nature of the organization and placed a premium on accelerated learning and workforce engagement. Management of science projects has unique challenges and opportunities beyond the technical aspects. Ed Hoffman shared his NASA experiences and discussed in what manner performance best happens at the team level.

### *Best Practices:*

- Identification and management of social risks in addition to technical and business risks.
- Successful projects and organizations can discuss mistakes, mishaps, and failures – they use such difficult experiences to get better.
- Successful teams succeed in four dimensions: helping people grow, inclusion and relating with people, thinking and creating new ideas, and providing clear direction.
- Talent development is dependent on four areas: ability, attitude, assignments, and alliances.
- Sharing of knowledge through different types of venues and media.
- Lessons Learned programs should focus on the workforce benefit and minimize burden.