



## **Manufacturers Alliance Seminar**

# **Improving Team Performance**

Practical experiences from peers on developing  
a team that is great than the sum of its parts



**Improving Team Performance**

July 12, 2018

## Overview of the Cretex Companies

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### » Cretex Companies

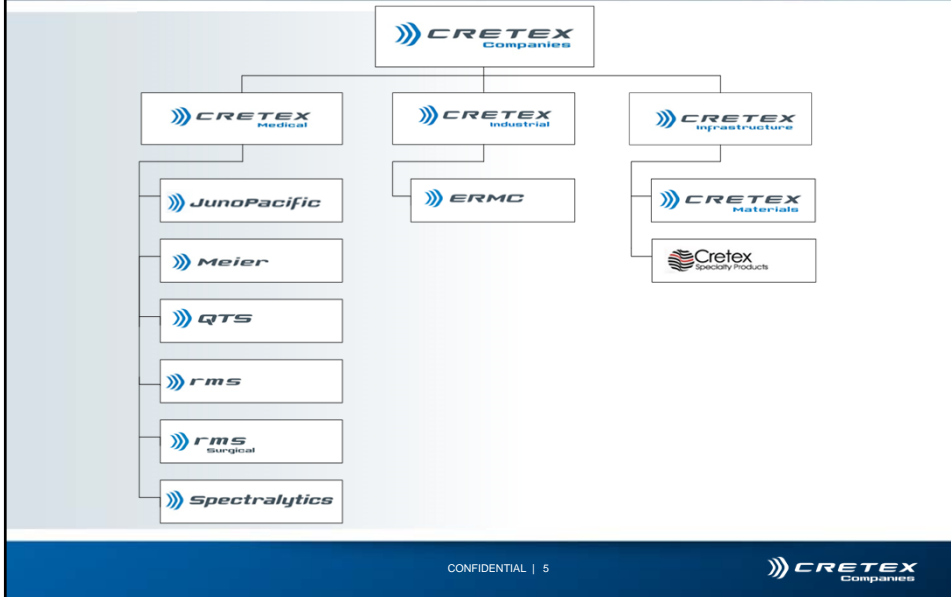
- Privately held family of manufacturing companies based in Elk River, MN since 1917 and still owned by the founding Bailey family
- Diversified portfolio of 9 operating companies specializing in high precision contract manufacturing
- Growth oriented middle market company serving the Medical, Aerospace and Industrial markets
- Strong, financially secure corporation
- Positioned to drive profitable, long term growth guided by the ideals of our founders to operate on the core principles of honesty, integrity and respect



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## Cretex Portfolio



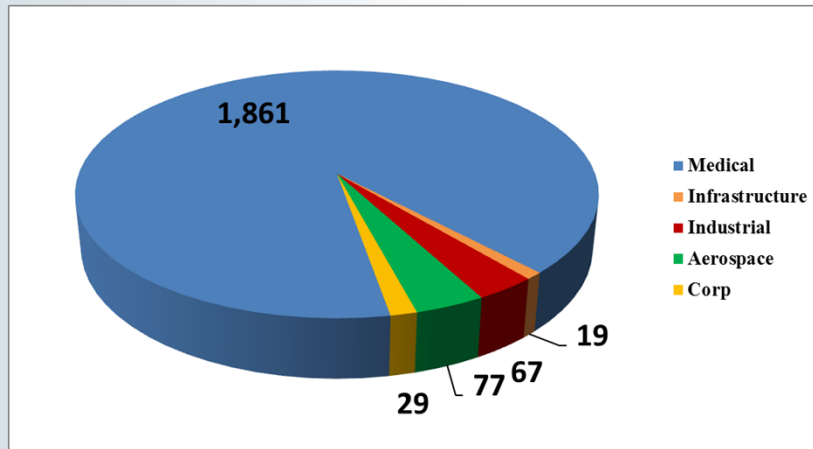
## CreteX Medical Companies

- CRETEX Medical**
- rms**  
 Precision machined and 3D printed implants and components
- rms Surgical**  
 Custom surgical instruments and sterilization cases & trays
- JunoPacific**  
 Molded components and custom device assembly
- Meier**  
 Precision metal stampings and subassemblies
- Spectralytics**  
 High-precision laser cutting, welding, drilling and ablation
- QTS**  
Medical Device Outsourcing  
 Medical device cleanroom assembly, packaging, labeling and sterilization services



Nine ISO-13485 certified manufacturing facilities  
 Nearly 700,000 sq. ft. of manufacturing floor space  
 We ship components and finished, sterile devices to OEM's worldwide

## » Cretex Headcount by Market – December 2017



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## Improving Team Performance



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## 4 Stages of Team Development



<http://maxmetrics.com>

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## Situation 1: Clinical Operations Team

- Large team – across multiple locations
- Lots of strong personalities, others not so strong
- At times worked against each other – lacked teamwork
- Was storming, not performing!

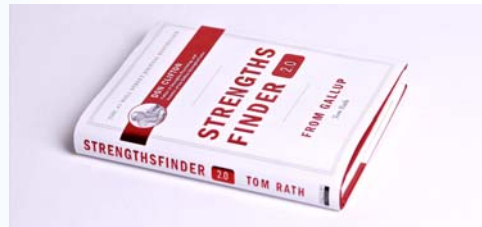


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## › Situation 2: Management team transition

- Relatively new team – new President
- Some team members with company a loooooong time
- Others new team members
- Was forming and looking for norming strategies



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## › Situation 3: Sharing best practices

- Multiple business units
- Minimal interaction – even though in same profession
- Not even aware that they could be a team!

### Disciplines:

- Quality
- Operational Excellence
- Sales & Marketing
- Supply Chain
- Finance
- HR
- Etc....



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## Situation 4: Walking the Talk

- Top Executive team for company
- Continuous improvement engrained in culture
- Norming/Performing
- Goals:
  - Hold self accountable for action
  - Demonstrate commitment to CI to company



#	Category	Description	Owner	Date Assigned	Date Due	Status
1	International	Ask contract officer John to follow up with Tom S. offer to investigate through proper channels and identify contract contacts in the joint development agreement	John S.	2-13-09		
2	Planning	Schedule: To the working level meeting schedule R&D training of staff				
3	Working Structure	R&D M&S: Review and update R&D M&S to include all staff who / will work, include who is needed in formal staff			3-2-09	
4	Working Structure	R&D M&S: Continue formal R&D working group by Q3, March	Don W.	2-13-09	3-13-09	
5	Communications Planning	Communication issues arise. Schedule presentation to staff at all the various levels. Plan response in an upcoming half-day staff meeting.	Carl S.	2-13-09		

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## Why is Teamwork important?

- Creates synergy – the sum is greater than the parts
- Supports a more empowered way of thinking
- Promotes a flatter, leaner structure
- Encourages multi-disciplinary work
- Fosters flexibility & responsiveness
- Customers like working with good teams
- Promotes a sense of achievement, equity and camaraderie
- Simply . . . A better way to work!



- Why is Teamwork Important, the Happy Manager, www. <https://the-happy-manager.com/articles/why-is-teamwork-important/>

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## Thank You

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**Manufacturers Alliance**  
Thank you for joining us!

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