



POSTER DESCRIPTION SHEET

Title: **Creating High Performance X-Enterprises**
Applying X-Team Concepts to Aerospace Programs

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Summary

Description: High performance teams designed to manage across boundaries are X-teams, as identified by Deborah Ancona, Henrik Bresman, and Katrin Kaeufer (MIT Sloan Management Review, Spring 2002). By studying teams of varying functions from a variety of industries, they identified five hallmark characteristics of the highest performing teams. These characteristics are: *external activity*, *extensive external ties*, *expandable three-tier structure*, *flexible membership* between tiers, and *internal mechanisms for execution*. Preliminary analysis suggests that the X-team theory may extend to aerospace program enterprises.

Key Points:

- 1) High performance teams designed to manage across boundaries are X-teams
- 2) X-team concepts may apply to aerospace programs, suggesting X-enterprise characteristics
- 3) This research explores two questions:
 - How do X-enterprises differ from X-teams?
 - Are X-enterprise characteristics indicative of enterprise performance?