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?