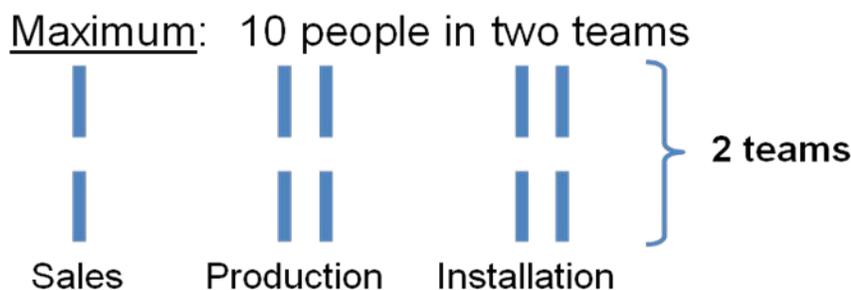
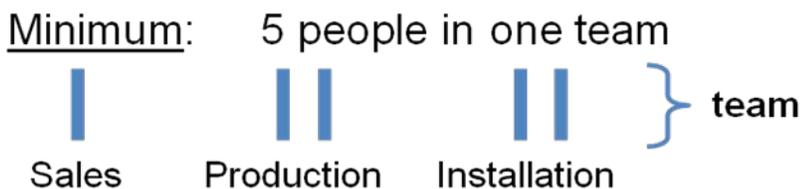


Factory Teams

Starting a new solar factory needs people organized into a team. The minimum team is five people: one in sales, two in production and two in installation. The salesman is the key since he must get the orders for the factory. Two production people can produce enough modules for the two installers.



Note that these tasks are somewhat interchangeable. If an installer is good at sales he might swap off with the salesman for a week. If orders are low, others can help out in the sales effort. Similarly, if an installer wants some inside work, he could swap out with a production person. In cold climates, more of the summer work can be devoted to installation while cold winter months are used for manufacturing.

We think the maximum number in a factory should be two teams: two salesmen, four production people and four installation people, each in 5 man teams. Redundancy is good in a small factory. Team members can fill in for one another during vacations and illness. Also it lets the factory take on bigger jobs, say, a commercial installation, that one team couldn't do. It helps out the salesmen: they can often work better together and cheer each other up when leads are slow.

As factories become bigger than ten or so, they can become inefficient. Everyone no longer knows everyone else as well. That team spirit, the pulling together of a small group for the common good doesn't happen as factories get big. Better to have some of the team start a new factory, keeping things smaller and manageable.

Small groups have good success because of the camaraderie that forms. Sales teams, sports teams, squads of soldiers and work crews do well if they are part of a group where each one covers for his fellow team members. "Esprit de corps" is used effectively by the U.S. Marine Corp. to give a team a sense of loyalty and enthusiasm.