

WEEK 6



QUALITY TEAMWORK

# Importance of team

- Teams are everywhere from top to bottom management and staff level;
- The TQ philosophy recognizes the interdependence of various parts of the organization and uses teams as a way to coordinate work;
- Recognize the potential contributions of employees are much greater than in the traditional organization.

# Team development

1. Forming: teams formed, individuals are typically cautious and uncertain about what lies ahead;
2. Storming: team members begin to understand more about the team's goal and how to proceed;
3. Norming: teams come together;
4. Performing: begins to function as effective teams;

5. Adjourning: depending upon the purpose and goals of the teams.

## **Types of teams**

1. Project teams: are developed for the purpose of planning and implementing specific projects or events. Members could come from any level in organization. Uncommon to represent different units in the company.

2. Process improvement teams: developed for the purpose of examining and improving a specific process in the system. A continuous improvement team typically works together over a long period of time.
3. Problem solving teams: developed for the purpose of solving one particular problem. Once the problem is solved the team will be adjourned.
4. Management teams: various purpose , strategic or production plan.

# Other types of teams

1. Steering committees: management teams that lead an organization and provide direction and focus.
2. Natural work team: people who work together every day to perform a complete unit of work.
3. Virtual teams: whose members communicate by computer.

# Team and reasons

- They want to be progressive in making decisions that affect their work;
- They believe that being involved in teams will enhance their potential for promotion;
- Privy for information;
- Feeling of accomplishment;
- Meetings to address personal agendas;

- Genuinely concerned about the future;
- They enjoy the recognition and rewards associated with team activity;
- They find teams to be comfortable.

## **Effective teams**

- Clarity in team goals
- An improvement plan
- Clearly defined roles
- Clear communication



- Beneficial team behaviours
- Well defined decision procedures
- Balanced participation
- Established ground rules
- Awareness of group process
- Use of scientific approach.



# Quality circle

- Which are different from other methods of teamwork;
- Have not be successful in western organization but only in Japanese and Asian culture, because we are more collectivist;
- Quality circle is a voluntary group between six and eight employees from the same working area;

- They meet usually during company time, for one hour every week or fortnight , under the leadership of their work supervisor, to solve problems relating to improving their work activities and environment.

## **Characteristic**



- Membership is voluntary and people can opt out as and when they wish;
- Members are usually drawn from a single department and are doing similar work;

- All members are of equal status;
- They operate within the existing organizational structure;
- Members are free to select their own work area;
- Are trained;
- Same decision making methods used;
- Meetings are generally short;
- Minimum pressure;



- Solution are evaluated in terms of their cost effectiveness;
- QC implements based on piratical aspects.

## **Some factors are critical to the success of QC**

1. Management support and commitment;
2. Involvement and training & facilitators;
3. Financial stability, external & internal environments.



## **Yield improvements team**

- Manson and Dale (1989) have carried out research on the differences between QC and YIT in UK.
- It is recommended that when a company uses more than one type of team activities they clearly identify the characteristic.
- 3 factors to take care: (1) where the idea for the improvement originated, (2) strategic significance of the improvement, (3) affects more than one major area.

Feature	Quality C	YIT
Purpose	<ul style="list-style-type: none"> <li>•Involve employees, participating in business, team building, developed people</li> </ul>	<ul style="list-style-type: none"> <li>•Improve process, reduce scrap, solve quality related problems</li> </ul>
Team building	<ul style="list-style-type: none"> <li>•Solve problem, work together</li> </ul>	<ul style="list-style-type: none"> <li>•Specific task, peer pressure</li> </ul>

Leadership	<ul style="list-style-type: none"><li>•Section member, members lack authority, lack of function, depend on data and information</li></ul>	<ul style="list-style-type: none"><li>•Production managers relatively independent</li></ul>
Problem solving	<ul style="list-style-type: none"><li>•Minor problems, limited skills</li></ul>	<ul style="list-style-type: none"><li>•Highly skilled</li></ul>
infrastructure	<ul style="list-style-type: none"><li>•Steering committee</li></ul>	<ul style="list-style-type: none"><li>•Monthly report</li></ul>

# Summary

- Teamwork is a key element of any TQM approach.
- Different stages in teams which can be wider and tend to be cross functional.
- Quality circles and quality improvement teams and describe their operating characteristic.