Module 1: Building Effective Teams

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Upon completion of this module, you will be able to

- Define and describe effective teams
- Recognize the importance of teamwork
- Describe the importance of organizational culture and methods of assessing it
- Contrast traditional and quality improvement team structures
- Identify the role of leaders in cultural transformation

10/95 Team Skills and Concepts - Module 1, Viewgraph 1

Module 1: Building Effective Teams

Team effort is essential if we hope to capture the expertise within our organizations and develop new, effective ways to serve our customers. In this module we will explore some factors that impact team building within the organization. Successful organizations have used teams as the basic structure for the transformation to quality. It should be understood at the outset that the teams envisioned have been chartered to perform specific process improvement activities.

Upon completion of this module, you will be able to:

- **Define and describe effective teams**

You will learn what the word "team" really means, and some characteristics that describe effective teams.

- **Recognize the importance of teamwork**

You will learn about the advantages of working in teams and why teamwork is so important in TQL.

- **Describe the importance of organizational culture and methods of assessing it**

You will learn the importance of culture and be introduced to a method of measuring the climate of the organization.

- **Contrast traditional and quality improvement team structures**

You will learn about the major characteristics of bureaucratic organizations and learn how the quality improvement team structure can enhance organizational effectiveness.

- **Identify the role of leaders in cultural transformation**

Leaders play a crucial role in cultural transformation and in organizational change.

Definition of a Team

A team is a group of individuals organized to work together to accomplish an aim.

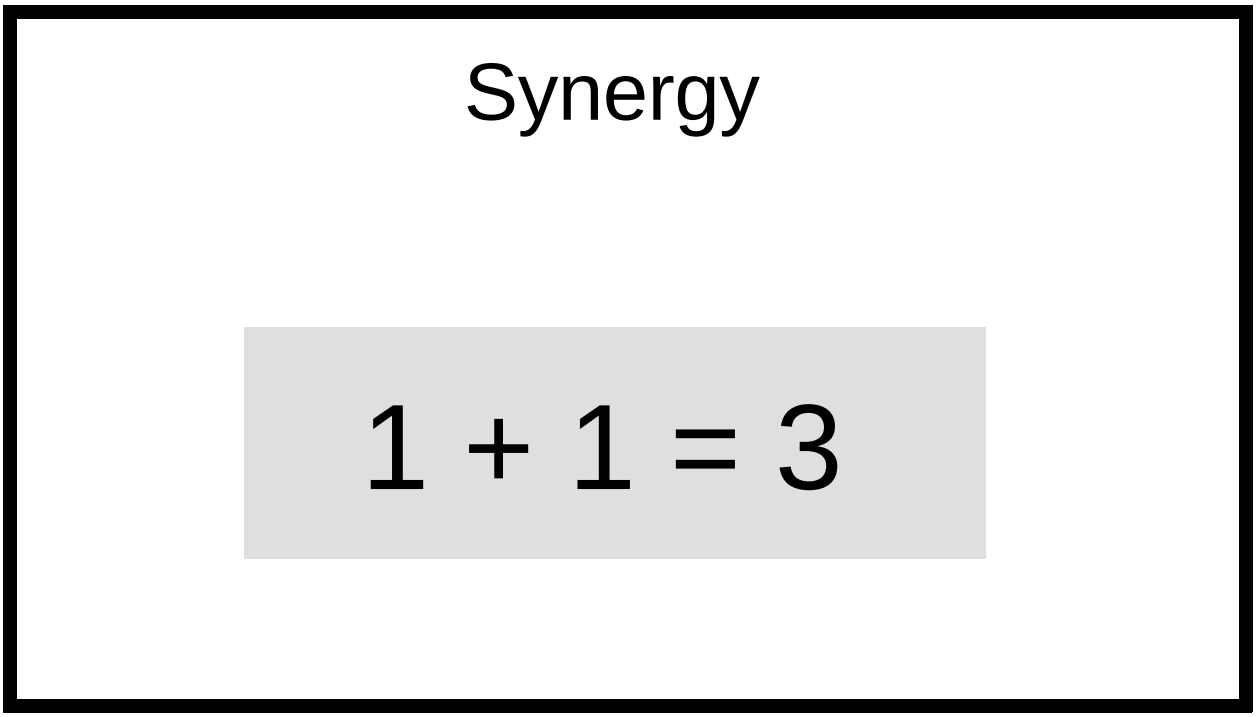
10/95 Team Skills and Concepts - Module 1, Viewgraph 2

Definition of a Team

A team is a group of individuals organized to work together to accomplish an aim.

A team cares about achieving common goals. Teams are formed with the understanding that improved quality can be achieved using the skills, talents, and knowledge of appropriate individuals. The term associated with the combining of skills, talents, and knowledge of others in a common effort is synergism, or the synergistic effect.

PAPER CUP EXERCISE NOTES



10/95 Team Skills and Concepts - Module 1, Viewgraph 3

Synergy: 1 + 1 = 3

As we can see from our data, the teams were able to produce lists significantly longer than the lists developed individually. This is the synergistic effect of working together. The total is greater than the sum of its parts or 1 + 1 is greater than 2. Each member brings special skills, abilities, perceptions, and experiences to the team that multiply the resources available for problem solving and process improvement. That's why promoting teamwork is critical in our organizations, especially in times of diminishing resources.

We have defined what a team is, and we have seen the value of working in groups, but what is it that makes a "team" different from a "group?" Do we have a team just because we called a group of people together to work on something? There are some groups that are not teams (and don't need to be) because they don't have a common aim, enduring relationship, or a need to work together in an integrated fashion. For example, ad hoc groups may be formed to work on one-time, short-lived projects. A focus group is not a team because it is assembled as a group only for the purpose of providing simultaneous input to a common source, not to work together.

Such groups do not reflect the characteristics typically attributed to teams. To understand this further, let's identify what an effective team looks like.

Characteristics of Effective Teams

- Inspired leadership
- Specific, quantifiable goals
- Respect, commitment, and loyalty
- Effective communication
- Wins along the way
- Awareness of the external environment
- Open-minded/progressive thinking
- Recognition
- Appreciation for teamwork

10/95 Team Skills and Concepts - Module 1, Viewgraph 4

Characteristics of Effective Teams

- **Inspired leadership**

This concept ties into Dr. Deming's Point No. 7, Teach and Institute Leadership. Dr. Deming said leaders should be coaches. Good leadership makes it possible for employees to perform their work with pride.

No longer can supervisors stay in their offices giving directives to employees. Instead, they must "roll up their sleeves," get out on the floor, and help people do a better job. Inspired leaders don't do things to people; they do things with people. They listen! They earn respect. They have knowledge. As Dr. Deming said, "profound knowledge" enables them to lead.

The successful leader is trained in TQL concepts, tools, and methods, is committed to quality and understands the organizational culture in which things get done. He or she uses that understanding to lead the change.

A successful leader must have a vision of where the organization is going. He or she

leader must also be able to communicate the goals throughout the organization and develop a strategy that will result in the members of the organization working toward a

improvement initiatives, resource allocation, and the creation of teams is focused on the organization's vision and strategic goals. This concept of inspired leadership

- **Specific, quantifiable goals**

goal? Because it helps us know where we are going. It gives us direction. A team without a goal is like Alice in Wonderland when she came to a fork in the road and

going?" Alice answered, "Nowhere in particular." To which the Cat replied, "Then any road will do." A team is more likely to be successful when everyone understands its

resolve the issues.

- **Respect, commitment, and loyalty**

teams. So, too, is the willingness to give extra effort because of loyalty to the team and commitment to its goals.

Effective communication

Many studies show that this is the number one problem perceived by today's worker.

doing?" They need to ask their customers, "How am I doing?," "What can we do better?," "What don't you like?," "What do you like?" And they need to *listen* to the

quality philosophy. They must communicate and demonstrate their commitment to this

- **Wins along the way**

Is there progress? Are we achieving? Then we must get feedback. We must reward and recognize workers. We must get praise when we are achieving and redirection when we are not.

- **Awareness of the external environment**

Competition is heating up and team members must be enlightened and aware. Have you ever heard of the "Boiled Frog Syndrome?" If you put a frog in boiling water, it will hop out immediately. But, if you put it in a pot of lukewarm water and heat it up, the frog will boil before it knows what has happened. So we must be aware of what is going on in the processes and systems around us.

- **Open-minded/progressive thinking**

Free flow of ideas. No one's ideas are criticized. New ideas are welcomed and risk-taking is encouraged and valued. Mistakes are seen as growth and learning opportunities, not occasions for punishment.

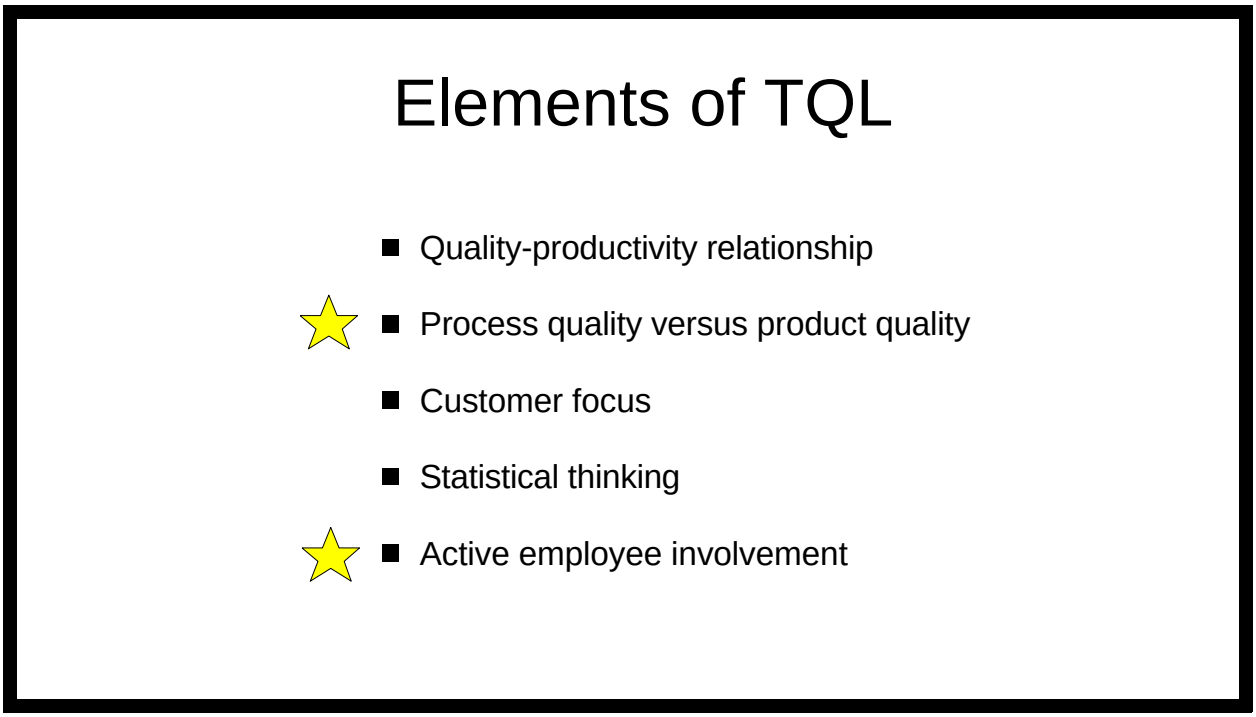
- **Recognition**

Recognition is a key motivator; another is challenge. Most of us don't mind taking on additional work as long as it's challenging, not demeaning. Recognition can be as simple as receiving a verbal "well done," an opportunity to brief team results to the boss, a visit by the boss, letters, awards, and so forth.

■

The most effective teams are ones whose members understand the principles associated with teamwork. They appreciate its benefits, both for them individually and

Where do these characteristics we've just talked about fit in with the DON approach to TQL?



10/95 Team Skills and Concepts - Module 1, Viewgraph 5

Elements of TQL

The key elements of the DON TQL philosophy are listed on this viewgraph. **Process quality versus product quality** and **active employee involvement** are especially relevant to teams.

- **Quality-productivity relationship**

Quality increases productivity through process improvement which eliminates scrap, rework, and activities which add no value or are redundant. Continuous improvement means changing the concept of quality control from one of inspection to one of prevention. It is estimated that some organizations spend 25 to 40 percent of their budgets on scrap and rework. If processes are improved and rework reduced, the resources formerly expended in these nonproductive activities can be used to produce more goods and services.

- **Process quality versus product quality**

We can deliver quality products at the end of a process through the expensive acts of inspection and rework. However, if we wait until a product is already made before we inspect it, it's too late. The defect is already there. If we build quality into the process, we can eventually eliminate the need for additional inspection and rework while simultaneously producing quality products and services that delight our customers and cost less to produce. Quality is achieved by process analysis and improvement by teams of workers in the process.

- **Customer focus**

We must understand quality through the customer's eyes. That means working and continuously improving our processes with him or her to define and measure quality characteristics operationally. Under TQL the customer defines quality. The key to satisfying the customer is to identify customer requirements and then to meet or exceed those requirements. Members of a quality organization recognize both external customers, those who use the product or service, and internal customers, fellow employees whose work depends on the work that precedes theirs.

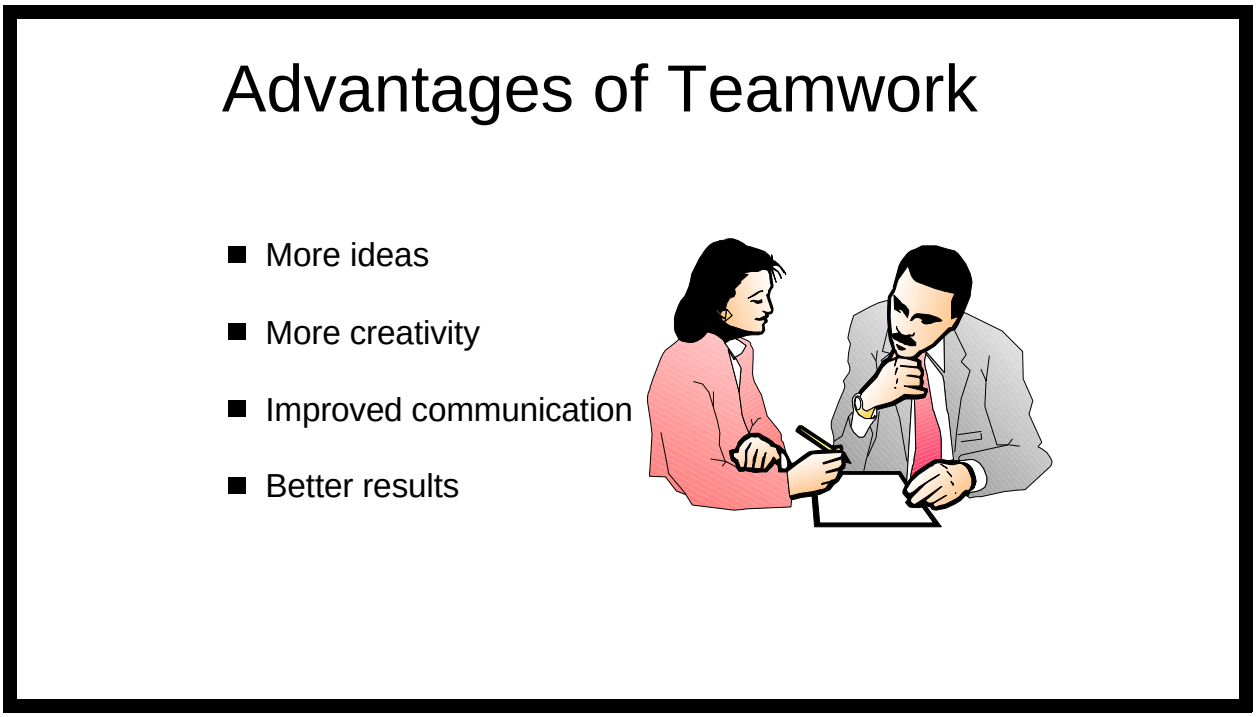
- **Statistical thinking**

Data collection and statistical analysis enable us to measure current process capability and determine how we are doing over time. It allows us to make decisions based on data rather than on hunches or "gut" reactions, to look for root causes of problems in the process rather than react to superficial symptoms, and to seek permanent improvements instead of relying on quick fixes. If you can't measure it, you can't manage it!

- **Active employee involvement**

Leaders must create an environment that encourages active employee involvement in process improvement. Major gains in a quality environment often result from the work of teams. A group of people working together can make great strides in the quality effort by pooling their skills and knowledge.

Opening communications up, down, and across the command is also essential and is facilitated by the quality improvement team structure. When fear of identifying opportunities for improvement is eliminated, workers will be able to make significant contributions. Eliminating fear is one of Dr. Deming's 14 points.



10/95 Team Skills and Concepts - Module 1, Viewgraph 6

Advantages of Teamwork

Once fear is reduced and an atmosphere conducive to teamwork is established within the organization, we can begin to reap the advantages of working in teams. Some of the advantages are:

- **More ideas**

The synergistic effect of people working together results in the generation and sharing of more ideas than would occur if one person were working alone.

- **More creativity**

Creativity is enhanced as the combined efforts of individuals generate new ways of thinking about processes and systems.

- **Improved communication**

The sharing of ideas and viewpoints with others in an environment that encourages open, positive communication can contribute to improved organizational functioning.

- **Better results**

Better results can be gained from people working together.

But not all teams are automatically successful. If we think about some teams of which we have been members, there are probably some negative memories along with the positive ones. What made the difference?

If teamwork and TQL are going to develop and prosper, certain principles and values must be in place within the organization.

Organizational Culture

A pattern of basic assumptions . . .

that has worked well enough to be

considered valid and taught to new

members as the correct way to

perceive, think, and feel . . .

[cf. Schein, 1990]

10/95 Team Skills and Concepts - Module 1, Viewgraph 7

Organizational Culture

First, what do we mean by "culture?"

A pattern of basic assumptions, invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and taught to new members as the correct way to perceive, think, feel in relation to those problems. [cf. Schein, 1990]

This is one definition of organization culture. There are many others. James Harrington, in his book *Excellence the IBM Way*, defines culture as the sum total of an organization's history, beliefs, traditions, successes, and failures.

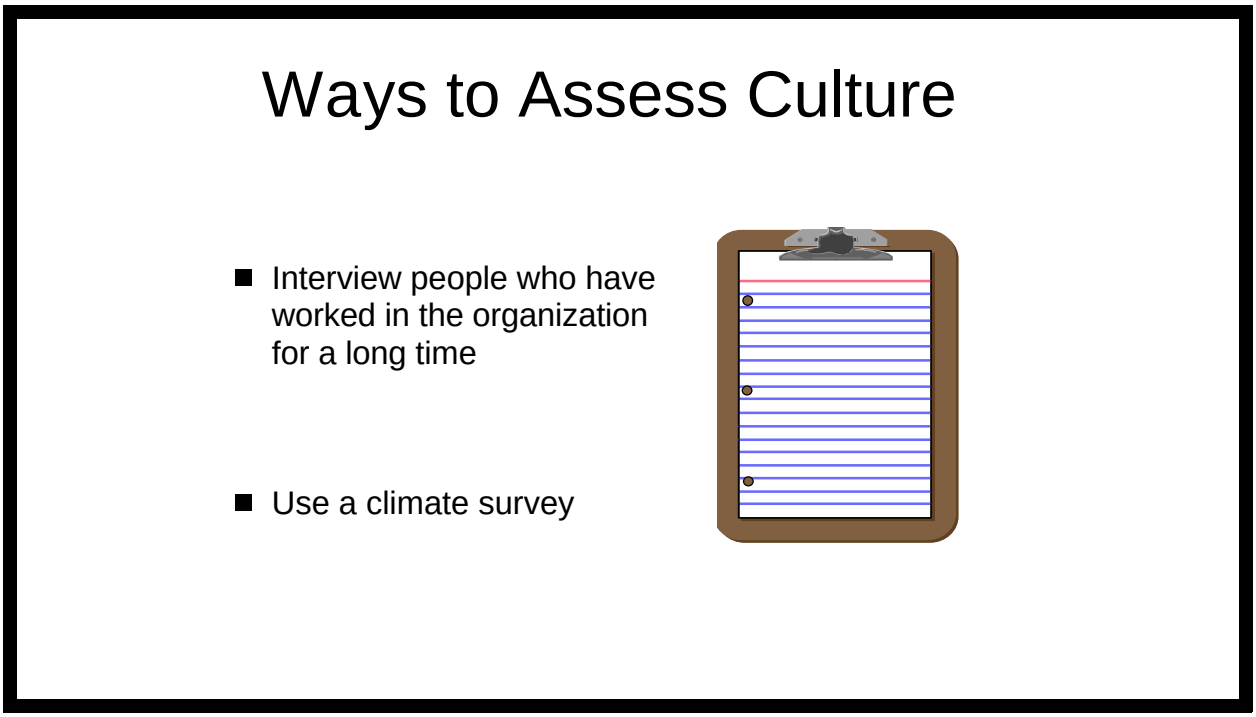
We might say that an organizational culture consists of the unwritten rules that work behind the scene: shared values, beliefs, norms, expectations—the flavor of the organization. The formal and informal ways things get done.

Inherent in the definition presented here is an intangible feeling. We can't reach out and touch culture, but we can certainly see its effects at work.

The basic approach leaders take to establishing goals, developing time-phased action plans to meet those goals, and identifying and evaluating opportunities and methods for implementation of those actions is a reflection of the organization's culture. Culture represents the shared beliefs held by top leaders and managers concerning how they should manage and conduct business. While these beliefs are invisible, they have a major impact on thoughts and actions.

Dr. Ralph Kilmann, director of the Program in Corporate Culture at the Katz Graduate School of Business, University of Pittsburgh, has specialized in human behavior in organizations for the past 20 years. He believes that leaders typically like to focus energy on tangible things (e.g., structure, plans, vision, and procedures) and ignore the intangibles (e.g., communication, relationships, values, and morale).

Usually, leaders will announce changes in organization charts, publish a new vision, revise corporate goals, and then state how everyone is a partner and empowered to participate in the "new" organization. The culture, people skills, communication, and teamwork required to make changes are often ignored. These same leaders are then surprised and frustrated by the lack of progress that is being made toward transforming the organization.



10/95 Team Skills and Concepts - Module 1, Viewgraph 8

Ways to Assess Culture

- **Interview people who have worked in the organization for a long time**

One of the ways to gain insight into the organization's culture is to ask those who have worked in the organization a long time a few questions. These questions might include:

What must you do to maintain your career in this organization?

What does the boss really want?

What are the organization's taboos, sacred cows, cliques, and rivalries?

Who holds the power?

What does it take to get ahead?

How do you stay out of trouble?

What does the organization really value?

- **Use a climate survey**

A more systematic method of assessing culture is to administer a professionally prepared climate survey. Climate may be thought of as the visible and measurable aspects of the organization's culture. Climate surveys provide us with data on many aspects of the organization, including team cohesion, trust, conflict, and leadership support. The data obtained from the survey will describe the present climate and answer the question: "Where are we now?" You need to have some sort of starting point or baseline to know whether you are making any progress. The results of the climate survey can be used for planning the steps required to align both the intangible and tangible pieces of the organization's transformation. The DON TQL Climate Survey has been especially created for this purpose. (The Climate Survey is covered in detail in the *Implementing TQL* course.)

Once we have a feel for where the organization is, we can begin to take those actions that will move the culture toward where we want to be. This cultural transformation begins to lay the groundwork for successful teams, while, at the same time, working in teams begins to change the culture of the organization.

What kinds of cultural values do you think an organization needs to support TQL?

▸ VIDEO NOTES "Why Quality"

If an organization focuses only on concerns that are internal, they lose sight of the big picture; namely, that the reason an organization exists is to serve and satisfy customers. We need to create a customer-focused mindset and a culture in which quality is not just the absence of defects, but the presence of value.

Organizational Culture Conducive to TQL

- Belief in and support of teamwork
- Use of data-based analysis
- Respect for people's abilities
- Focus on customer/supplier relationships
- Belief that employees want to do a good job
- Mutual respect, trust, communication, and teamwork

10/95 Team Skills and Concepts - Module 1, Viewgraph 9

Organizational Culture Conducive to TQL

- **Belief in and support of teamwork**

Historically our organizations have been focused on the behavior of individuals. If we examine our current reward and recognition systems, we find individual awards emphasizing the superstar, the best, the number one. This focus tends to promote competition among workers rather than teamwork and cooperation. Organizations that are currently focusing on quality improvement have found that a cultural shift from rewarding individuals to rewarding teams has been essential. Top leaders must be willing to support teams and participate as team members themselves.

- **Use of data-based analysis**

Problem solving for continuous improvement needs to be planned and methodical. Decisions at all levels in the organization must be based on data, not intuition or emotion. Data gathered and discussed in teams appears to yield the best information for decision making. It is imperative that data serve as the basis for decisions. As we discussed earlier, statistical thinking is part of the TQL philosophy.

- **Respect for people's abilities**

Employees are the best source of process knowledge. The people who do the job every day are the ones who know it best. Managers need to create an environment in which employees are encouraged to provide input about processes and see their good ideas implemented. If ideas are solicited but never used, credibility is lost and employee input will cease.

- **Focus on customer/supplier relationships**

Management needs to ensure that the organization remains focused on satisfying the needs of both internal and external customers. Almost every segment of the organization has a dual role as customer of some other part of the organization and supplier to customers either inside or outside the organization. These customer/ supplier relationships must be defined before the processes involved can be improved.

- **Belief that employees want to do a good job**

Most employees are truly "willing workers." Often those who do not appear to be willing workers have been turned off by the system. Most employees will willingly support the TQL implementation effort because of the opportunities it affords for generating job satisfaction. It may be necessary to provide additional training and coaching for those who find it difficult to change.

- **Mutual respect, trust, communication, and teamwork**

Invoke the golden rule. Treat everyone as you want to be treated. Break down barriers that prevent good communication and sharing of information. Create opportunities for people to get to know and understand each other such as cross-training, work site visits, and intramural team sports.

Organizational Culture Conducive to TQL (cont.)

- Continuous process improvement
- Encouragement of creativity and communication
- Leaders as coaches
- Win-win relationships
- Removal of barriers to teamwork

10/95 Team Skills and Concepts - Module 1, Viewgraph 10

Organizational Culture Conducive to TQL (cont.)

- **Continuous process improvement**

It is important to examine the organization's business from a systems perspective to work to improve its processes. The organization cannot achieve quality by continuing to blame people for poor performance. Dr. Deming estimated that 94 percent of problems are system failures, not human ones. It follows that our focus should be on improving processes, not blaming individuals.

- **Encouragement of creativity and communication**

In his newsletter, *On Achieving Excellence*, consultant Tom Peters says: "To get anywhere new, you have to try new stuff that's new to you and your firm. Yet new things lead to mistakes. Mistake making is the only road to progress." We in the DON have never tolerated mistakes well. What usually happens when someone makes a mistake is that he or she gets demoted or reprimanded, or the boss tightens the reins and ceases to delegate nonroutine tasks. We need to learn to document mistakes and value the lessons that result from them, instead of just placing blame.

If teams are going to be successful at improving processes, management must create an environment that supports stretching, doing things differently, and taking risks. People are a lot like turtles. It takes encouragement to get them to stretch their necks and come out of their cozy shells or routines to try new things. If they make the effort and fail, and if the failure is not handled properly, they will retreat into their shells and return to business as usual.

- **Leaders as coaches**

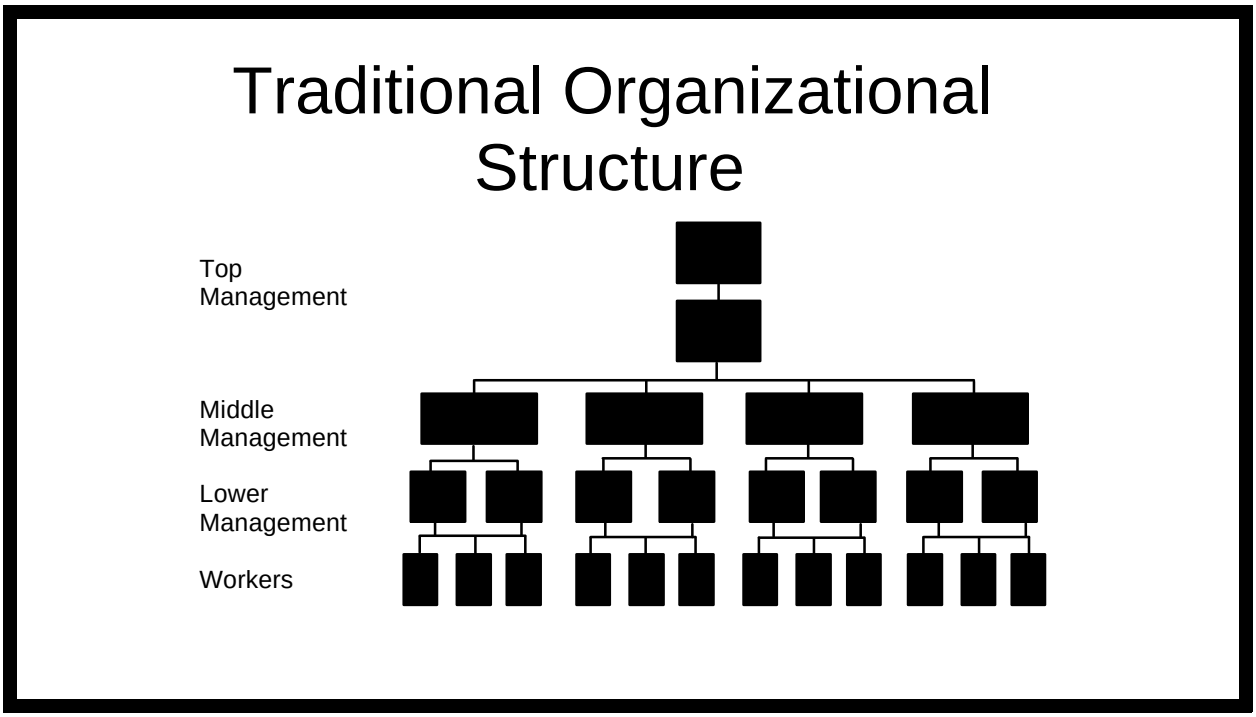
Leaders and supervisors need to become coaches instead of judges. They must become comfortable with giving and receiving constructive feedback. They need to get out of the office and develop a rapport with their employees.

- **Win-win relationships**

Organizational goals need to be clearly defined and individual goals connected to them. To be successful, all team members must understand what the game plan is and what is expected. Often employees are not aware of the organization's mission and goals. Leaders must develop and communicate the mission and goals so that individuals, teams, and the organization as a whole can succeed.

- **Removal of barriers to teamwork**

Leaders need to understand how the bureaucracy we have often seen in DON organizations affects both the internal and external customer. They need to take action to dismantle and replace the structures, systems, and procedures that do not support teamwork. In addition, leaders should work to break down bureaucratic structures that inhibit communication and customer focus.



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Traditional Organizational Structure

Currently, most of our organizations look similar to this chart. We have **senior leaders** at the top and various functional departments reporting up to them. Organizations are structured vertically by function even though most of the business processes occur horizontally across the organization. In real life, very few processes stand alone or are self-contained within one vertical department. There are multiple layers of management between the Commanding Officer and the employee actually providing goods and services to customers. This chart very clearly shows lines of authority reaching down through the organization. What doesn't it show?

The traditional organization chart doesn't show what the organization does (process), who it does it for (customers), or who it does it with (suppliers). While this hierarchy is a highly effective way to transmit information from the top down, it is not always the best way to organize for quality and productivity. A structure organized by function reduces the sense of ownership felt by employees because the horizontal flow of the work process is managed vertically by the functional departments in the organization. The job of senior managers in an organization should not be to manage the "boxes"—they already have managers in them. Their critical responsibility is to manage the interfaces between functional units (the white spaces between the boxes) in order to keep things from "falling between the cracks."

Bureaucratic Hierarchies

- Top-down communication
- Reduced sense of process ownership
- Impediments to system improvement
- "We/they" thinking
- Increased costs of supervision
- Reduced flexibility to respond

10/95 Team Skills and Concepts - Module 1, Viewgraph 12

Bureaucratic Hierarchies

What are the characteristics of bureaucratic structures?

- **Top-down communication**

The hierarchical organization provides a very efficient structure for top-down communication. In theory, this organizational structure should also be a very efficient way to communicate from the bottom up. But, this is not the case. One-way communication is institutionalized because bureaucratic hierarchy also serves as a control structure, with persons of higher rank and authority being placed higher in the structure. This authority structure tends to reinforce one-way communication.

- **Reduced sense of process ownership**

A process can become artificially fragmented when such a structure is imposed on a process. This happens when managers think of themselves as managing a function rather than a process that produces a product or service for customers. Likewise, the workers tend to lose the sense of ownership of the product that reaches the customer and only feel responsible for those characteristics that are associated with their functional area.

- **Impediments to system improvement**

Imposition of a functional management structure can greatly reduce process efficiency because a lot can be lost in "the white space." As communications are reduced between functions, the system is suboptimized. To improve system performance, *processes* must be managed and all processes must work together.

- **"We/they" thinking**

Downstream problems can frequently be traced to preceding stages in the process. Often, the "upstream supplier" does not know the needs of the "downstream customer." These needs can't be easily communicated when workers are both physically and organizationally separated.

This separation often leads to factionalism and "we/they" thinking that further reduces communication. Ironically, this can occur even when both the upstream and downstream workers are doing their best. "Doing one's best" in this scenario does not produce the results that might be achieved by communicating and working together.

- **Increased costs of supervision**

Historically, supervision was based on the idea that individual employees were limited in their knowledge of the whole process and, therefore, could not make decisions on work flow. A supervisor would oversee their work from both a quality and a process flow standpoint. The concept of "span of control" grew out of the fact that a supervisor could do this for only a few employees.

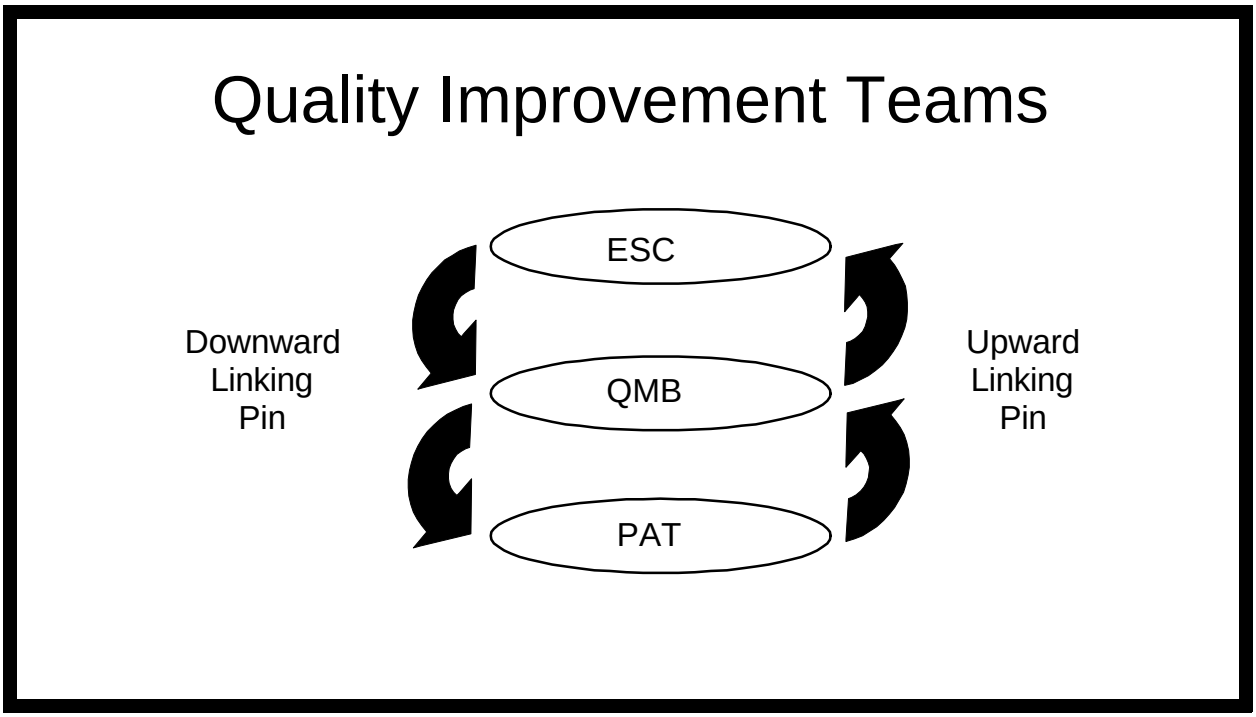
The concept of span of control led naturally to compensation systems based on the number of employees supervised. Such a compensation scheme does little to encourage improvements in processes or allow qualified employees to exercise autonomy in their work. Instead, it encourages proliferation of tasks that may add no value to the process and can increase the number of employees. This, in turn, increases the cost of management and supervision. The number of employees supervised often determines Civil Service grade levels and whether or not a job is considered a leadership position.

Unfortunately, many people in supervisory or leadership positions consider this strategy a legitimate one for advancement, thus encouraging empire building and the creation of "rice bowls."

- **Reduced flexibility to respond**

Bureaucratic structures are rigid. Leaders spend much of their time trying to enforce accountability through the structure instead of through the process. They try to assign functional accountability when the problem could be at the interface of the functions. Then attempts to improve the process can become stifled by persevering upon the management structure (e.g., planners only plan, engineers only engineer, even though the product is a function of both, and the function is not simply an additive one). When the process requires attention, as in a planned improvement, the structure lacks the required flexibility.

So what is the answer? What do we do if we want to improve processes and meet customer needs? We must change the way we are organized.



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Quality Improvement Teams

The DON advocates a temporary infrastructure consisting of the Executive Steering Committee **(ESC)**, Quality Management Boards **(QMBs)**, and Process Action Teams **(PATs)** as a bridge between the old organization and the new quality organization. The purpose of talking about this parallel structure is to help you understand the value

Benefits of Quality Improvement
Team Structure

- Creates opportunity for teamwork
- Renews energy
- Creates a transition between the old and new organization
- Improves communication
- Creates process focus
- Promotes ownership through participation
- Facilitates the transformation

10/95 Team Skills and Concepts - Module 1, Viewgraph 14

of this team approach to organizational performance.

Benefits of Quality Improvement Team Structure

The quality improvement team structure confers specific benefits on DON organizations.

- **Creates opportunity for teamwork**

ESCs, QMBs, and PATs are created to work on process improvement efforts; they create opportunities for people from different functional areas to work together in teams.

- **Renews energy**

The quality improvement team structure creates the synergistic effect discussed earlier and renews energy in the organization.

- **Creates a transition between the old and new organization**

The team structure creates a bridge between the old organizational structure and the new one, allowing everyone a chance to evolve into the new culture of quality.

- **Improves communication**

Improved communication is conducted through a linking pin to subordinate teams and from lower level teams to chartering teams. The establishment of cross-functional teams helps to break down the barriers and to manage the "white space" between departments/divisions/work groups.

- **Creates process focus**

The team structure also creates a process focus vice a functional focus thereby reducing the chance of suboptimization.

- **Promotes ownership through participation**

Working in teams promotes participation and "buy in" by workers in the process.

- **Facilitates the transformation**

Perhaps most importantly, all of this will facilitate the transformation to an organization focused upon customers' input, data-based analysis, and teamwork.

We said that in order for teams to form and flourish in a TQL environment, we need a supporting culture that pervades the organizational structure. We have already talked about the old culture, the new culture, and the benefits of an organizational culture that incorporates teamwork as a way of life. Now let's look at what's required for successful cultural change in an organization.

Leadership is the
most critical element
of successful
cultural change.

10/95 Team Skills and Concepts - Module 1, Viewgraph 15

Leadership is the most critical element of successful cultural change.

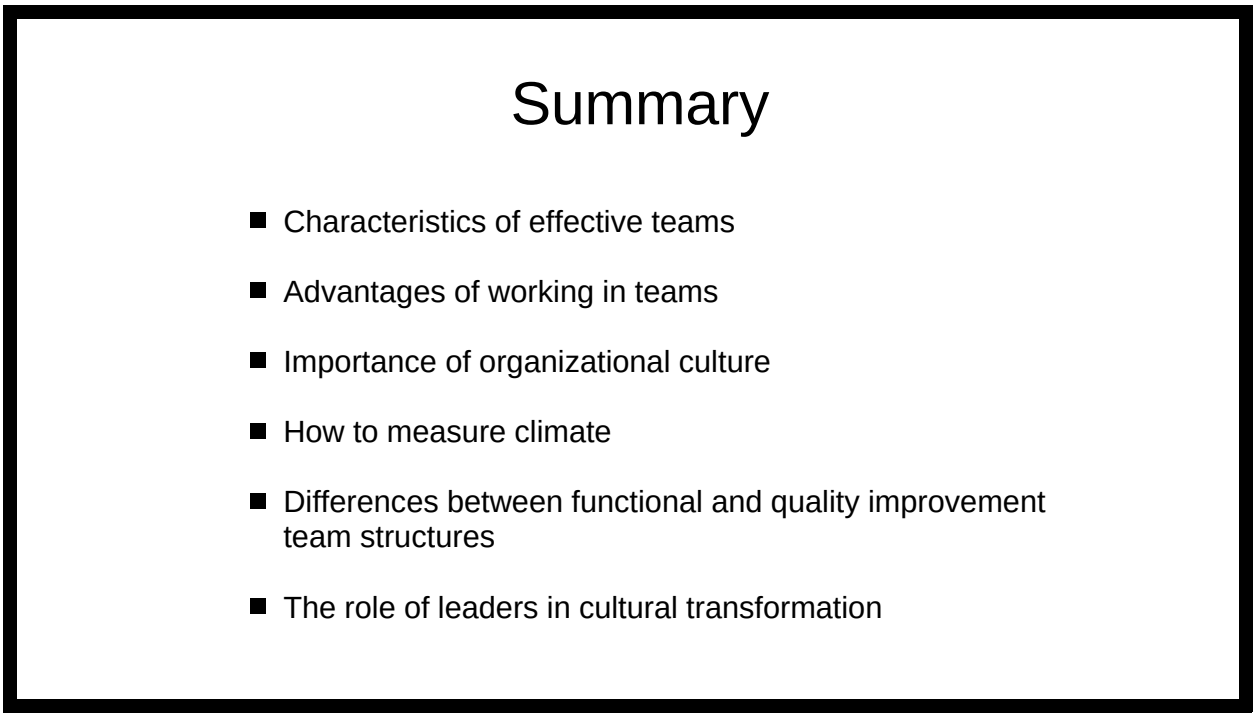
How will our leaders support this cultural transformation?

Leaders begin the transformation by applying the 14 Points and by leading the process improvement efforts in their organization. TQL coordinators and COs learn more about this in the *Implementing TQL* course and *Senior Leader's Seminar*.

For most commands, the first phase of TQL implementation in the DON is team-oriented process improvement. Even though some commands may begin by doing strategic planning, process improvement doesn't necessarily have to wait. In some organizations, strategic planning and process improvement can be conducted concurrently.

And while strategic planning is vital to transformation at some levels in the DON, not all commands must do it. For example, small commands or ships may be able to use the strategic goals from the next higher level in the chain of command. Strategic goals and strategies provide direction for the improvement of significant processes based on customer needs. As members of teams, your job will be to improve processes that support the overall strategic objectives of the organization.

The difficult question for many commands is where to begin their process improvement efforts, especially if there is no strategic plan. Guidelines for the selection of process improvement projects are in *The Team Handbook* and in Module 3 of this course. The top-down managed selection of process improvement projects promotes an understanding of the philosophy itself and gains that can be derived from the application of TQL methods and tools. Most importantly, it ensures that process improvement efforts are approached from a systems' perspective and with the goal of optimizing command mission performance.



10/95 Team Skills and Concepts - Module 1, Viewgraph 16

Summary

We have introduced some basic concepts necessary for promoting team success. We have learned:

- **Characteristics of effective teams**

We learned the differences between a group and a team, and learned the qualities that cause teams to be successful.

- **Advantages of working in teams**

We learned that teamwork can result in increased communication, ideas, creativity, and better results.

- **Importance of organizational culture**

We learned the impact that culture has on the thoughts and actions within an organization.

- **How to measure climate**

We learned the importance of climate surveys for assessing culture.

- **Differences between functional and quality improvement team structures**

We saw how quality improvement team structures help facilitate process improvement efforts.

- **The role of leaders in cultural transformation**

We discussed how leadership is the most critical element of successful cultural change.

We touched on the importance of process improvement and issues related to strategic planning as challenges for the total quality leader in guiding the change.

NOTES