

Module 1

Building Effective Teams

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

Definition of a Team

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



Synergy

$$1 + 1 = 3$$

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

Elements of TQL

- Quality-productivity relationship
- ★ ■ Process quality versus product quality
- Customer focus
- Statistical thinking
- ★ ■ Active employee involvement

Advantages of Teamwork

- More ideas
- More creativity
- Improved communication
- Better results



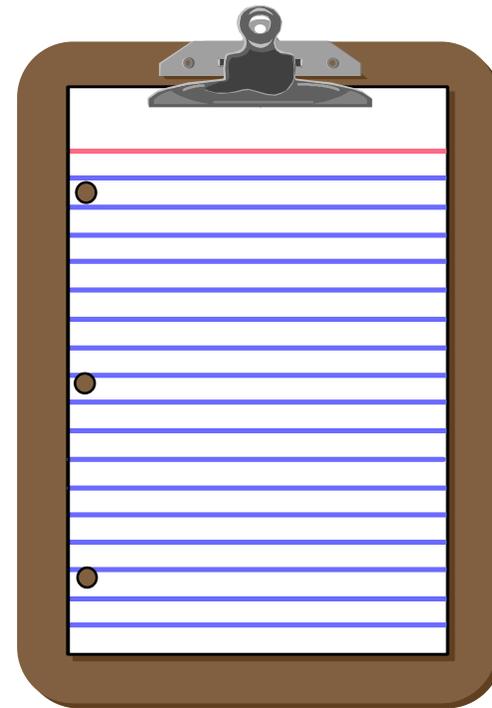
Organizational Culture

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]

Ways to Assess Culture

- Interview people who have worked in the organization for a long time
- Use a climate survey



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

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

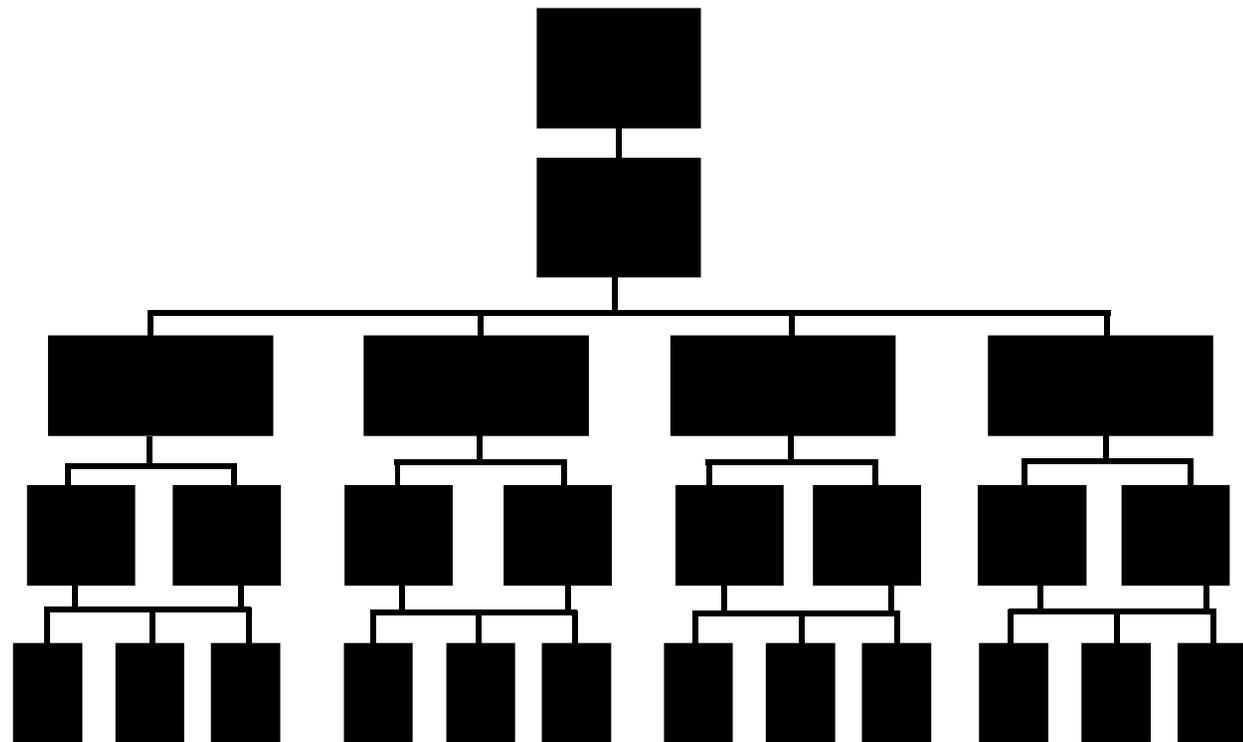
Traditional Organizational Structure

Top
Management

Middle
Management

Lower
Management

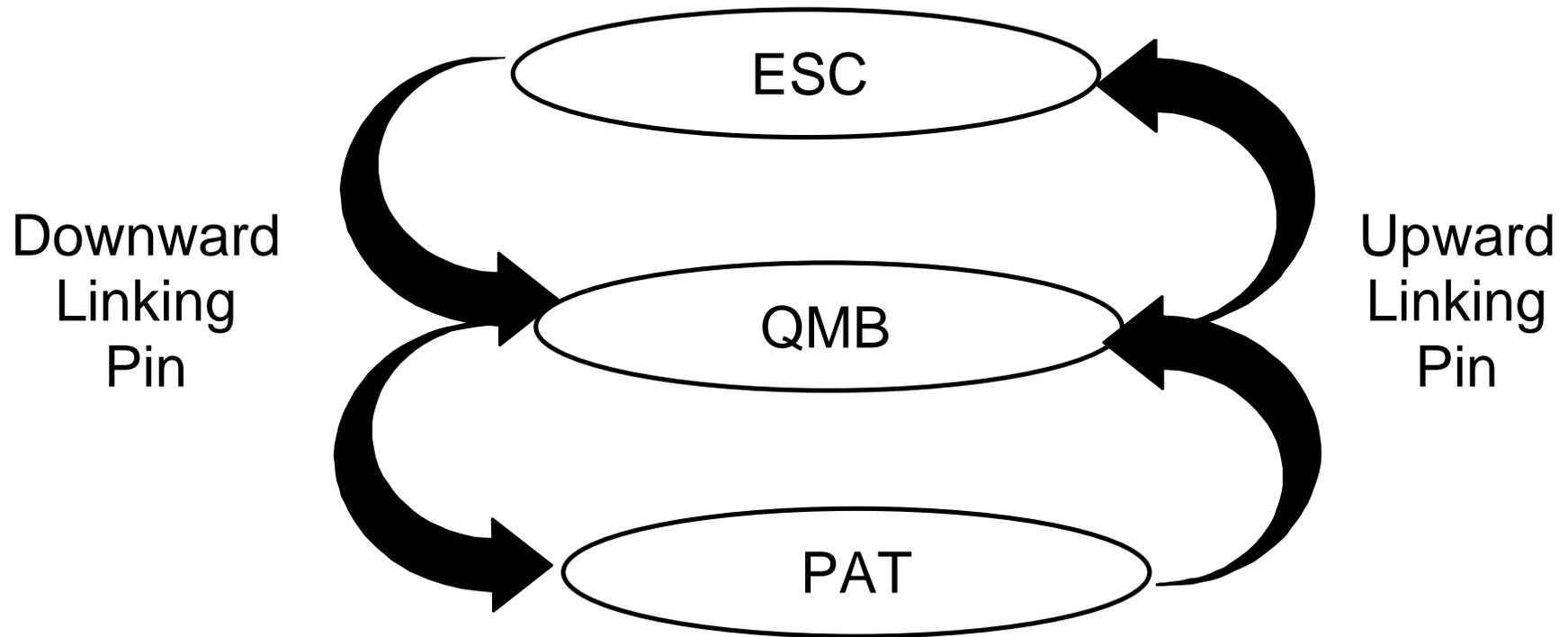
Workers



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

Quality Improvement Teams



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

Leadership is the
most critical element
of successful
cultural change.

Summary

- Characteristics of effective teams
- Advantages of working in teams
- Importance of organizational culture
- How to measure climate
- Differences between functional and quality improvement team structures
- The role of leaders in cultural transformation