

IE407 Total Quality Management

Lecture 14

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Reminder: SA grade

- ▶ SA grade will be determined by the attendance system
- ▶ More than 8 absents will automatically lead to SA grade
- ▶ Please be careful about your attendance in lectures





Besterfield Chapter 4: Employee Involvement



Achieving Motivated Work Force

Achieving Motivated Workforce

- ▶ By aligning manager's actions closer to motivators
- ▶ Motivating employees is an indirect process
 - ▶ A manager cannot cause employees motivation
 - ▶ He / she must create an environment for this purpose
- ▶ The next set of slides provide various concepts that are related to creating a motivating environment



Concepts for Motivating

▶ Know thyself

- ▶ Self appraisal
- ▶ Appraisal by peers and employees

▶ Know your employees

- ▶ Motivating manager will get to know his/her employees by asking questions and listening to answers
- ▶ With the knowledge of employees' interests, manager can help achieve them by suitably directing their efforts
- ▶ This knowledge will also enable the manager to utilize their strengths



Concepts for Motivating - 2

- ▶ Establish a positive attitude
 - ▶ Respect and sensitivity towards others
 - ▶ Soliciting employees for their opinions concerning job related problems
 - ▶ Manager should treat their ideas and suggestions as priceless treasures
- ▶ Share the goals
 - ▶ Well-defined goals should be set to serve both individual and organizational needs
- ▶ Monitor progress
 - ▶ Goal setting should include milestones as markers for progress
 - ▶ Periodic reviews will determine progress made so far



Concepts for Motivating - 3

▶ Develop interesting work

▶ Job rotation

- ▶ Working continuously on one type of job can become monotonous and boring
- ▶ Job rotation gives employee an opportunity to see the process as a whole thus raising quality consciousness and opportunity of improvements

▶ Job enlargement

- ▶ When an employee has become more proficient in one step of process he is asked to perform the next step giving him more responsibility (horizontal)

▶ Job enrichment

- ▶ Employee is given part of managerial responsibilities relating to his / her current task (vertical)



Concepts for Motivating - 4

- ▶ **Communicate effectively**

- ▶ Effective communication about the work unit and organization will not encourage “grapevine” information like rumors

- ▶ **Celebrate success**

- ▶ Recognition of achievements provides great incentive for employee to work even better



Employee Surveys

- ▶ Employee survey is an initial step to determine the current level of perceived empowerment
- ▶ Employee survey can help:
 - ▶ Assess the current state of employee relations
 - ▶ Identify trends
 - ▶ Measure the effectiveness of program implementation
 - ▶ Identify needed improvements
 - ▶ Increase communication effectiveness
- ▶ Good planning for the survey will ensure its success
- ▶ You can read about the steps involved in conducting an employee survey on page 94



Empowerment

- ▶ Dictionary meaning:

To invest people with authority (power)

- ▶ An operational definition:

Empowerment is an environment in which people have the ability, the confidence, and the commitment to take the responsibility and ownership to improve the process and initiate the necessary steps to satisfy customer requirements within well-defined boundaries in order to achieve organizational values and goals



Empowerment Examples

- ▶ Authority to stop work in progress
- ▶ Intervene on customer's behalf
- ▶ Make exception to procedures
- ▶ Rework product or service
- ▶ Replace merchandise
- ▶ Refund money / authorize credit





Teams

Definition

- ▶ A team is defined as a group of people working together to achieve common objectives or goals
- ▶ Examples of objectives or goals
 - ▶ Solve a problem
 - ▶ Improve a process
 - ▶ Design a refrigerator
 - ▶ Plan a conference
 - ▶ Audit a process
- ▶ Objectives or goals need to be clearly defined, milestones set, have resources provided, and use a systematic approach



Why Teams Work?

- ▶ Many heads are more knowledgeable than one
 - ▶ Today's complex problems require more knowledge than one person can provide
- ▶ The whole is greater than the sum of its members
 - ▶ Same people working separately achieve less than when they work together in a team
- ▶ Rapport between team members allows them to do a better job
- ▶ Teamwork provide the vehicle of improved communication
 - ▶ Increases the probability of success



Types of Teams

▶ Process improvement team

- ▶ These teams are formed on as-needed basis and are disbanded when objectives are achieved
- ▶ The members of these teams represent operations or sub-processes in the overall process
- ▶ The scope is within a work unit

▶ Cross-functional team

- ▶ Team members come from different functional areas of organization
 - ▶ Such as engineering, marketing, accounting, production, quality, and human resources
 - ▶ May include suppliers or customer
 - ▶ Usually temporary except for product support team



Types of Teams - 2

▶ Natural work teams

▶ Membership is compulsory

- ▶ The team comprises all the member of a work unit including manager
- ▶ Projects to be improved are selected by management

▶ Self-directed / self-managed work teams

▶ These are like natural work teams but without manager

- ▶ They represent ultimate in empowerment
- ▶ They have wide discretion to organize their work
- ▶ A team coordinator liaison with senior management
- ▶ To function properly they must have access to business information in order to plan, control, and improve their processes



References

- ▶ Besterfield, Dale H. and others. 2019. *Total Quality Management*, 5th edition. Pearson India

