



# IE407 Total Quality Management

## Lecture 15



Instructor: Dr. Ali Ahmad

## Reminder: SA grade

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- ▶ 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



# Teams

# Characteristics of Successful Teams

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- ▶ **Sponsor**
  - ▶ Sponsor acts as a liaison between the team and the quality council. A member of quality council is preferable
- ▶ **Team charter**
  - ▶ A document that defines the team's mission, boundaries, the background of the problem, the team authority and duties, and resources
- ▶ **Team composition**
  - ▶ Members should be chosen to have diverse skills
  - ▶ Teams larger than 10 persons should be avoided



# Characteristics of Successful Teams - 2

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- ▶ **Training**
  - ▶ Members should be provided training in problem-solving techniques, team dynamics, and communication skills
- ▶ **Ground rules**
  - ▶ The team must develop its rules of operation and conduct
  - ▶ Ground rules should be reviewed periodically for improvement
- ▶ **Clear objectives**
  - ▶ Without clear objectives there will be confusion and wasted effort
  - ▶ Criteria for successful achievement of objectives should be agreed with the management



# Characteristics of Successful Teams - 3

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- ▶ **Accountability**
  - ▶ Team is responsible for making progress toward objectives
  - ▶ Periodic status reports to quality council will inform if progress is actually being made
  - ▶ Team should also review its own performance and make improvements where weaknesses are identified
- ▶ **Well-defined decision procedures**
  - ▶ Well-define decision procedures will ensure effective, acceptable and timely decisions
- ▶ **Resources**
  - ▶ Any needed resources should be provided
  - ▶ In particular, access to information is vital



# Characteristics of Successful Teams - 4

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- ▶ **Trust**
  - ▶ Management must trust the team to perform task effectively
  - ▶ Team members must also trust each other
- ▶ **Effective problem Solving**
  - ▶ Scientific methods should be employed to solve problems effectively. Quick fixes and hunches should be avoided
- ▶ **Open communication**
  - ▶ Listen actively without interruption
  - ▶ Say what you mean. Speak with clarity and directness



# Characteristics of Successful Teams - 5

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- ▶ **Appropriate leadership**

- ▶ Leadership role is necessary
- ▶ A leader may be appointed by the quality council
- ▶ Alternatively, someone might emerge as a leader over a period of time

- ▶ **Balanced participation**

- ▶ All members should take part by giving their opinions and contributing their knowledge

- ▶ **Cohesiveness**

- ▶ Team should act as a unit instead of individuals or sub-groups



# Team Member Roles

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- ▶ The team leader
  - ▶ Ensure that team activities are in accordance with its charter
  - ▶ Coordinate all activities to take place at appropriate times to maximize effectiveness
  - ▶ Tactfully manage any interpersonal conflicts between team members and motivate members to participate and contribute
  - ▶ **Read more:** Besterfield page 100
- ▶ The facilitator
  - ▶ The facilitator is not a member of the team
  - ▶ Provides initial support
  - ▶ Oversees the methods of decision making and may intervene
  - ▶ **Read more:** Besterfield page 101



# Team Member Roles -2

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- ▶ **The recorder**
  - ▶ Keeps records of team discussions, ideas, issues, action items, and future agenda items
  - ▶ Prepares and distributes documents needed during meetings
  - ▶ Prepares minutes of meetings for distribution to all concerned
- ▶ **The timekeeper**
  - ▶ Monitors the time to ensure that the team maintains the schedule as determines by the agenda
- ▶ **The team member**
  - ▶ Actively takes part in team activities and contributes to the best of his knowledge and experience
  - ▶ **Read more:** Besterfield page 101



# Effective Team Meetings

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- ▶ Successful team meetings require planning, training, and evaluation, as well as excellent leadership
- ▶ Effectiveness of meeting is enhanced if the participants:
  - ▶ Know their team roles
  - ▶ Practice the characteristics of successful teams
- ▶ The following items can help improve effectiveness
  - ▶ Regular meetings with fixed time limit and start on time
    - ▶ Location, time and objective of meeting notified to participants before the meeting
  - ▶ An agenda should be developed and sent to the participants before meeting
    - ▶ Each agenda item includes a process, such as brainstorming, discussion, and so forth



## Effective Team Meetings - 2

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- ▶ Periodically, the meetings should be evaluated by the participants with a view to improving effectiveness
  - ▶ See example meeting evaluation survey on page 92



# References

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

