

IE407 Total Quality Management

Lecture 15

Instructor: Dr. Ali Ahmad

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





Teams

Characteristics of Successful Teams

▶ 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

▶ 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

▶ 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

▶ 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

▶ 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

▶ 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

▶ 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 determined 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

- ▶ 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

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



References

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

