

“BEYOND TEAMS”

Some Thoughts on

The

‘WHAT’

‘WHY’

&

‘HOW’

of

MOVING TO

GROUP/TEAM-BASED WORK

“Teamwork Takes Work!”

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DEFINITION

A SITUATION WHERE PEOPLE/EMPLOYEES SHARE RESPONSIBILITY FOR A 'WHOLE' TASK, (A COMMON PURPOSE)--

THAT INCLUDES A SET OF (RELATIVELY INTERDEPENDENT) FUNCTIONS AND INDIVIDUAL RESPONSIBILITIES,

FOR WHICH THE COORDINATION AND CONTROL IS (MORE OR LESS) DONE BY THE PEOPLE/EMPLOYEES THEMSELVES

WITH ACCOUNTABILITY TO EACH OTHER, AND USUALLY TO A MANAGER AND CUSTOMER(S).

WHY?

Quicker Response

More Immediate Quality Control

Greater Technical Interdependence

More Enabling Technology

Changing Workforce Expectations

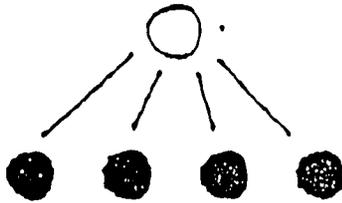
WHY NOT?

IMPATIENCE

UNWILLINGNESS TO MAKE
PERSONAL
MANAGEMENT CHANGES

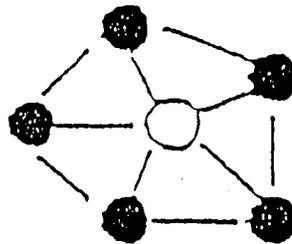
Possible TRANSITION in Roles
of
The **WORKFORCE**
&
Front-Line **MANAGEMENT**

Group
Formation



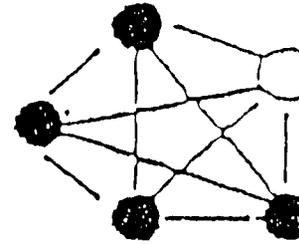
One on One
Supervisor

Manager
Centered



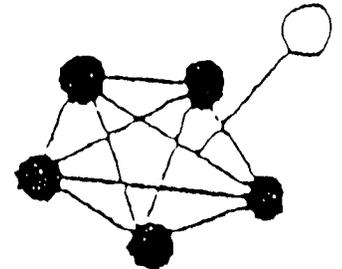
Group
Leader

Shared
Leadership



Group
Coordinator

Self-
Directed



Boundary
Manager

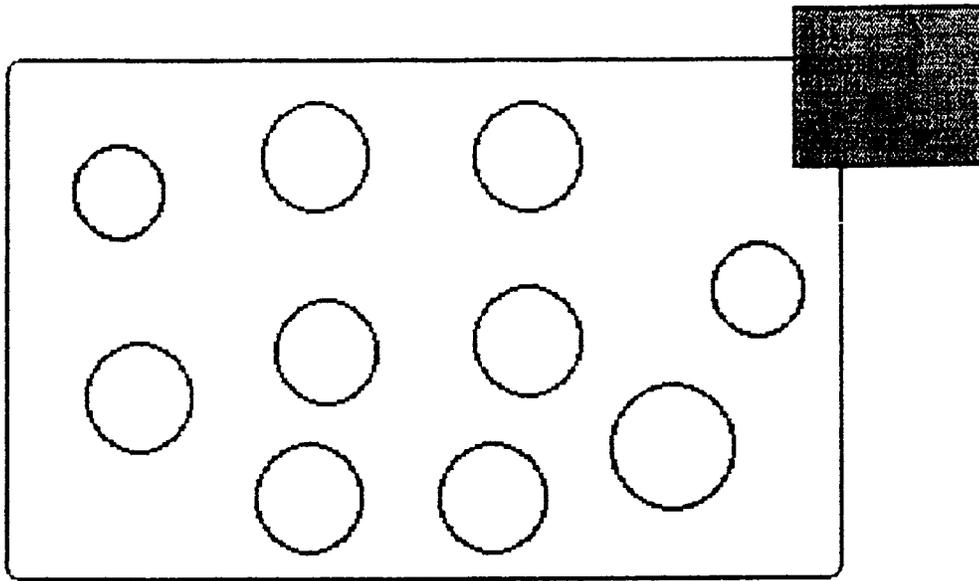
Adapted from "An Evolutionary Process for Developing Self-Managing Teams" by Abe Raab, Wilts Alexander, & Karin Harrington. (The Team design process used by Texas Instruments.)

Possible **TRANSITION** in Roles

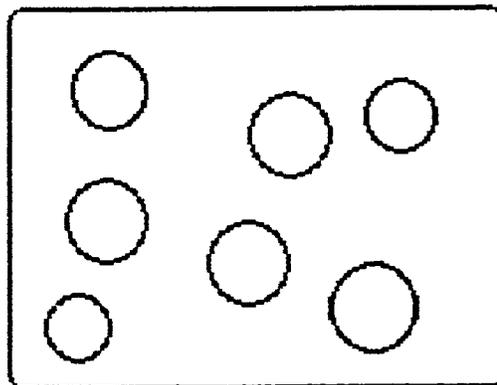
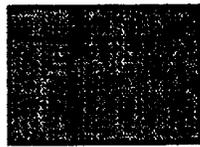
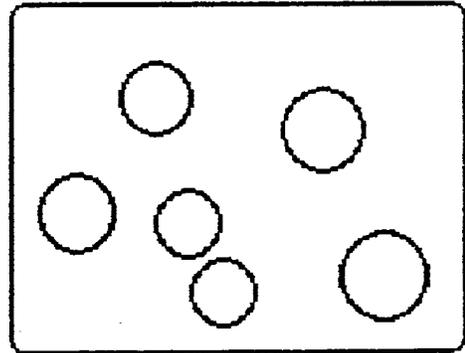
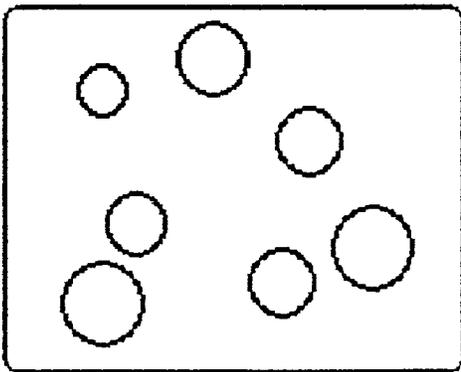
of The **WORKFORCE** & Front-Line **MANAGEMENT**

<u>First-Level Management</u>	<u>Workforce</u>	<u>Development Issues</u>
<p>One-on-One SUPERVISOR: supports people to develop performance in their individual positions, and coordinates activities among positions; primarily devoted to trouble-shooting and administration; responsible for unit/shift.</p> <p>GROUP LEADER: reviews individual and group performance with employees; involves employees in trouble-shooting and some problem-solving for continuous improvement..</p> <p>GROUP COORDINATOR: shares many coordination and performance management functions with the workforce; involved in trouble-shooting only more complex problems; involved increasingly in projects outside of the group.</p> <p>Group MANAGER: deals primarily with boundary issues external to but impacting upon the work group; no longer has day-to-day knowledge of core work; intervenes only if group unable to solve a problem; still accountable for group performance.</p>	<p><i>Stage One: Traditional</i> INDIVIDUAL WORKER Job 'Ownership': responsible for one's own production or maintenance task performance; growing awareness of the needs of customers.</p> <p><i>Stage Two:</i> Individuals share and own GROUP GOALS & NORMS: a degree of shared knowledge/ experience among positions; solid involvement in trouble-shooting one's own job and in assisting others within one's group of jobs.</p> <p><i>Stage Three:</i> GROUP MEMBERS: likely skilled in more than one position within work group; various individuals perform group functions; workforce tracks & analyses its own performance data vis-a-vis established goals.</p> <p><i>Stage Four:</i> SELF-DIRECTING group of workers make decisions to respond to day-to-day production/scheduling issues; group members handle their own personnel administration, and special projects; group sets own monthly goals in terms of annual objectives.</p>	<p>SUPERVISOR'S one-on-one coaching abilities; WORKER'S involvement in identifying key success factors and problem-solving for one's own job; Emerging Definition of Group boundary and goals.</p> <p>LEADER'S group process skills; Definition of key success factors for group performance; Opportunity for WORKERS to trouble-shoot; Time for involvement in problem-solving.</p> <p>WORKERS' training in technical and interpersonal skills; COORDINATOR'S ability and willingness to develop workers in leadership functions; Time for group work and continuous improvement activities.</p> <p>WORKERS' group process development, including skills in conflict resolution and communication; MANAGER'S ability to hold people accountable without relying upon traditional rules and authority.</p>

COORDINATOR

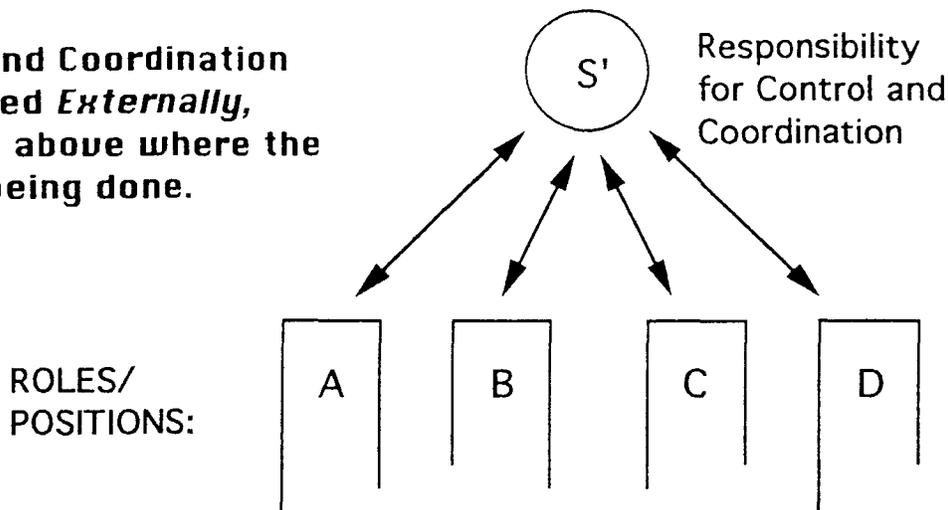


TEAM MANAGER



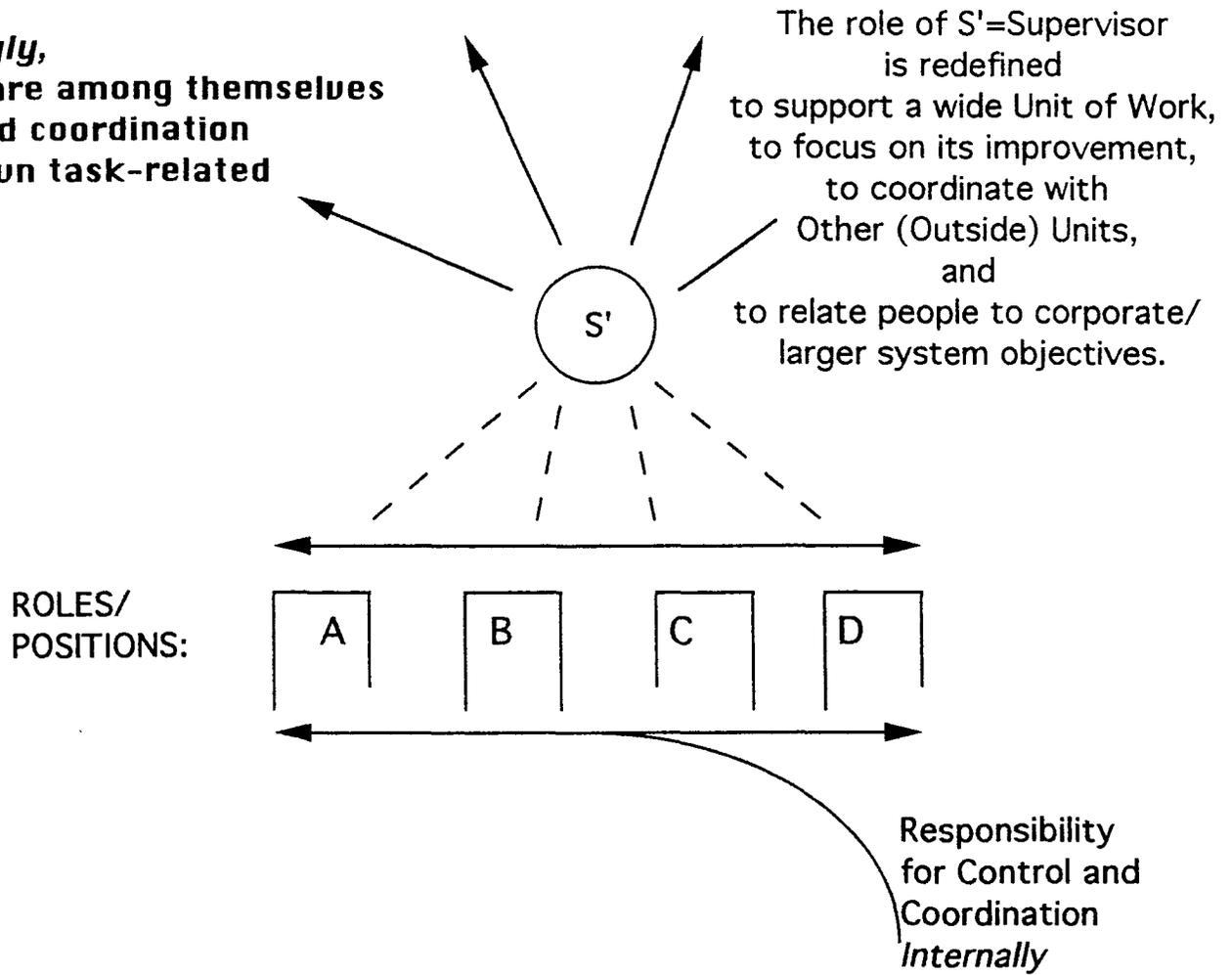
DESIGN PRINCIPLE 1:

Control and Coordination are located *Externally*, one level above where the work is being done.



DESIGN PRINCIPLE 2:

***Increasingly*, People share among themselves control and coordination of their own task-related activities.**

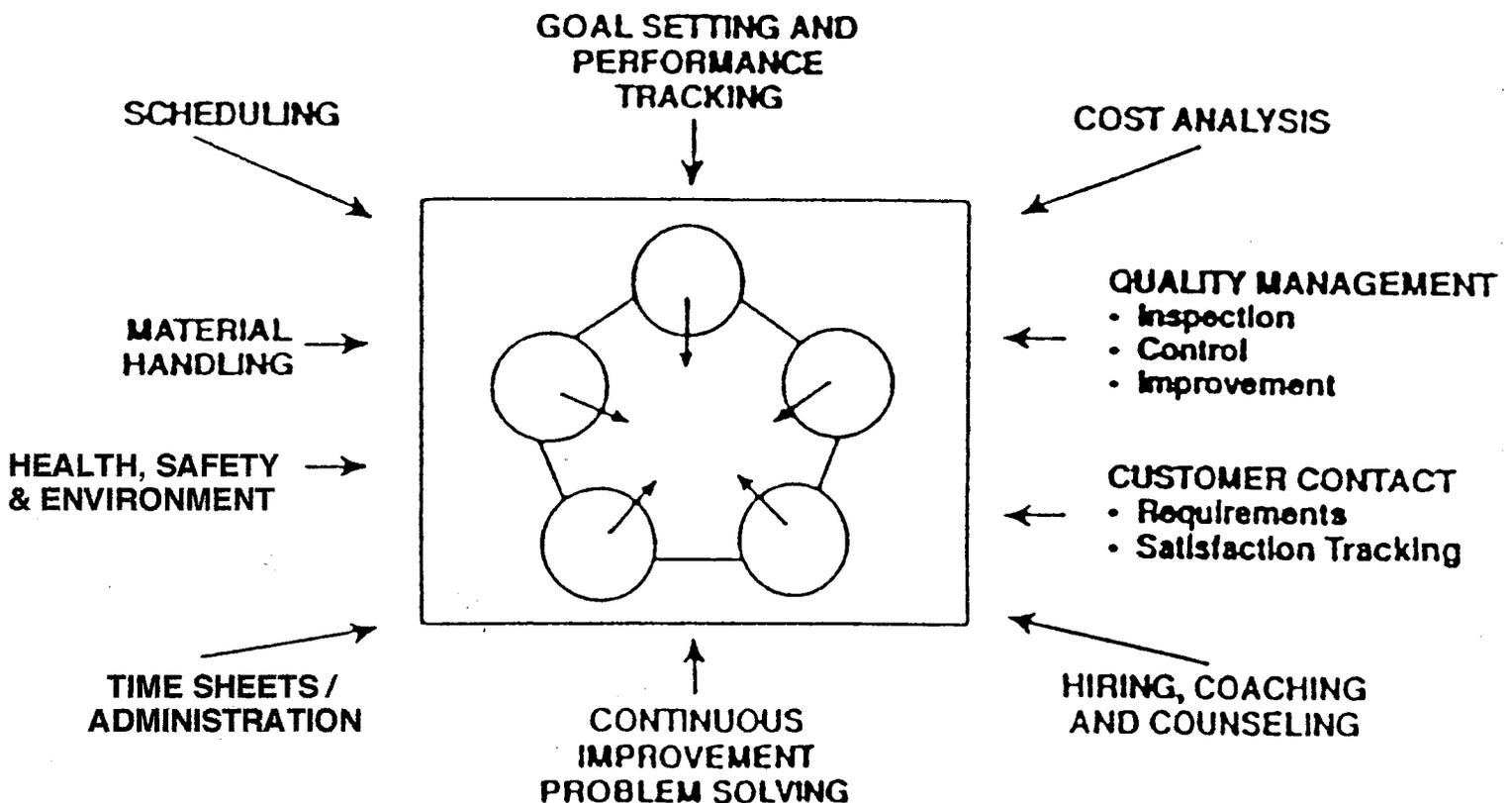


TRANSITION STRATEGIES:

1. Develop Teamwork at ALL levels in the organization, not just at the first level of Management.
Supervisors should be expected to manage in the way that they are managed.
2. Manage by VALUES that are powerful forces in 'working with others'.
3. Develop the CAPABILITY of Employees and of Supervisors.
EVOLVE 'Self-Regulation' as Capability grows.
4. Make the change process WITH Employees.

FRONTIERS OF WORK GROUP DECISION-MAKING

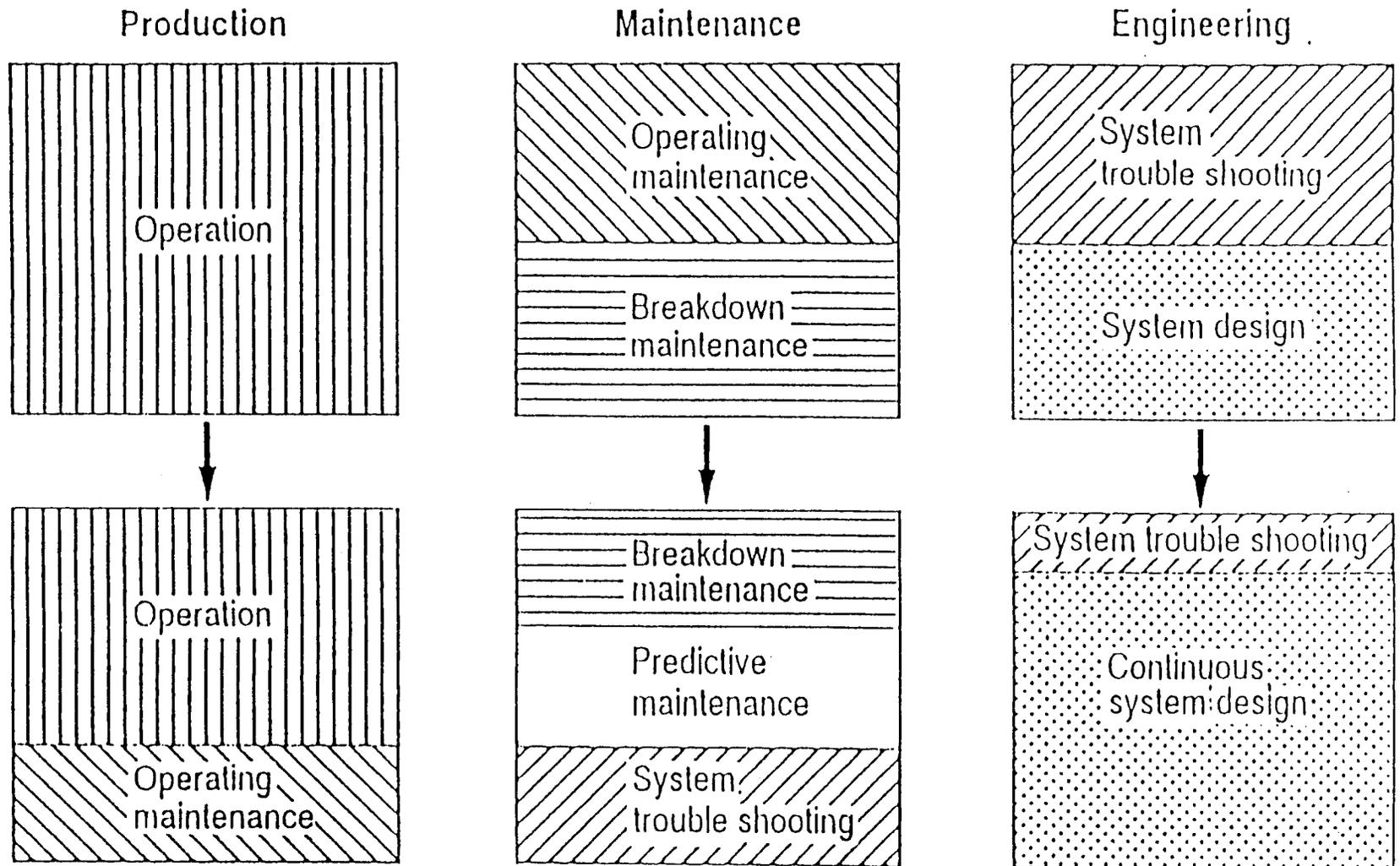
EXPAND THE WORK TASKS OF THE CREW TO INCLUDE
MANAGEMENT AND SUPPORT FUNCTIONS, ALLOWING
THE LINE TO OPERATE AS A MINI-BUSINESS.



WITHIN EACH TASK 'FRONTIER'
THERE ARE DIFFERENT POSSIBLE TIME-FRAMES
OF DECISION-MAKING.

SHORT-TERM - DAILY EXECUTION OF TASK
MID-TERM - WEEKLY, BI-WEEKLY PLANNING
LONGER-TERM - STRATEGIC DEVELOPMENT

Changing work roles



From: "Good Jobs With New Technology", B. Painter, B.C. Research, 1991.

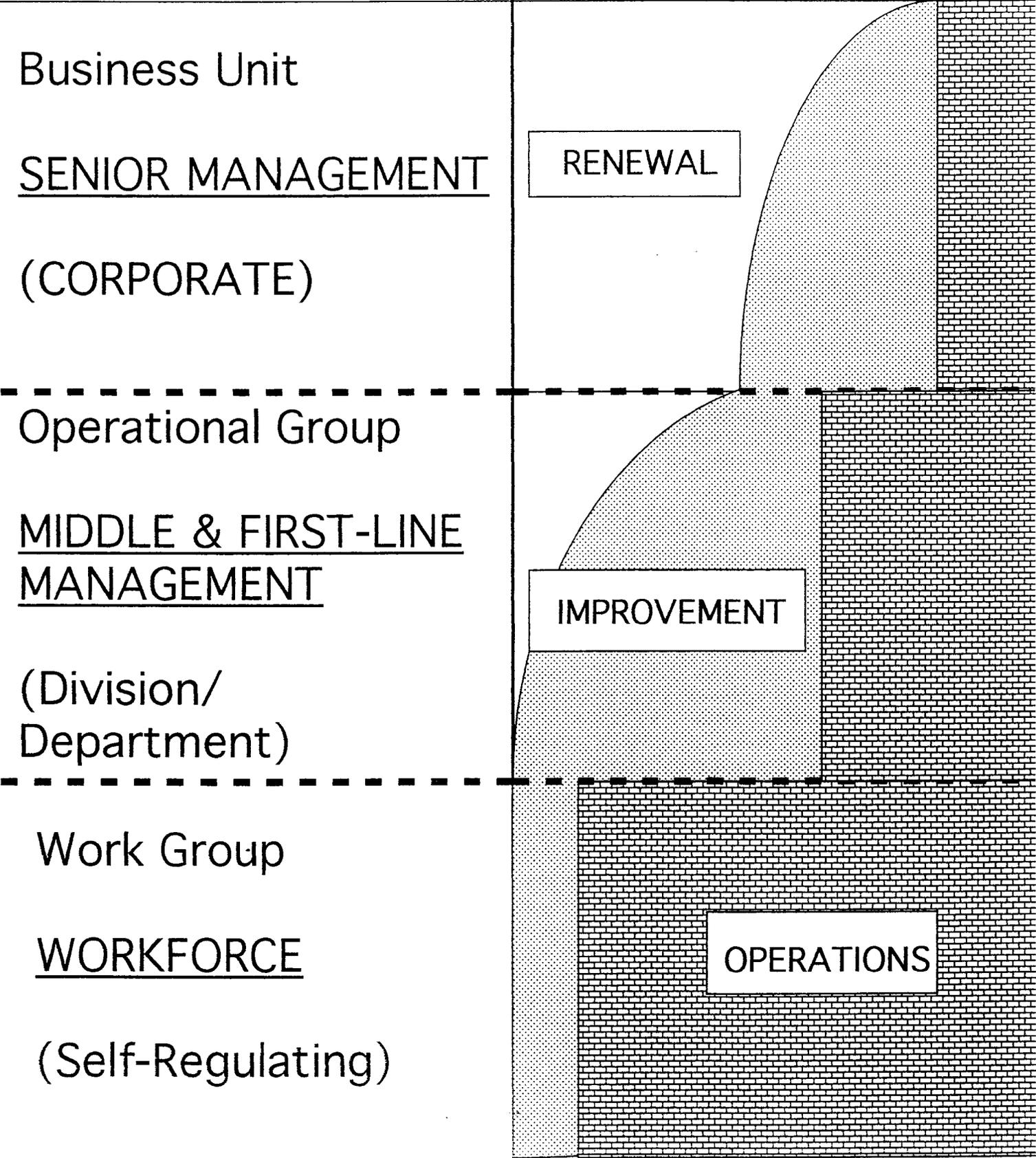
WORK GROUP DEVELOPMENT PROCESSES

In order for a work group to become self-managed, it must continuously grow and develop. The following is a list of some of the development processes that work groups have found useful in helping them to become effectively self-managed.

PROCESS	THE GROUP WORKS TOGETHER TO:
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1) Understand Group Purpose	Develop & update understanding of purpose the group serves. Members must understand & value the purpose.
2) Set Group Objectives	Agree on key targets to work towards in support of the group purpose.
3) Group Management	Develop systems, identifying roles & responsibilities of all group members.
4) Decision-Making	Define which decisions to be made by individuals, group, or others. Guiding principles should also be developed.
5) Communications	Identify information essential to the group & required from the group. Put in place appropriate means of two-way communication.
6) Training & Development	Assess skills & knowledge required for group to function, & acquire those.
7) Personal Development	Help each group member identify and achieve personal development goals.
8) Conflict Resolution	Identify & reconcile issues, concerns and conflicts within the group.

NEW LEADERSHIP ROLES

Organizational Units & respective functional Control dimensions



THE "INVISIBLE" ELEMENTS
FOR
MANAGING
IN
A "HIGH-COMMITMENT" WORKPLACE

* A CLEAR SENSE OF PURPOSE
& VISION

* FOCUS ON CUSTOMERS

* MORE INTEREST IN CONTINUOUS IMPROVEMENT
(THAN SHORT-TERM OBJECTIVES)

* EMPLOYEES ARE REGARDED AS
BUSINESS PARTNERS

* WORK IS A *REAL* PART OF LIFE

* DEVELOPING PEOPLE
IS VITAL

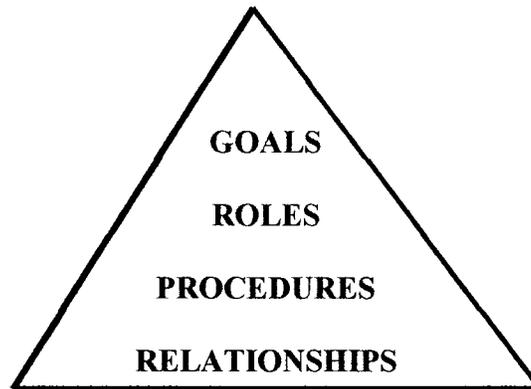
* ELIMINATE BARRIERS TO SUCCESS

CHALLENGES:

1. To help People **ACCEPT RESPONSIBILITY** for making decisions which were traditionally seen as the job of Management.
(Participation is not a 'gift'. It is a learning and growth opportunity.)
2. 'Empowered' Employees will make Mistakes.
For a Manager, knowing when to Intervene, and when **NOT** to Intervene is critical.
3. To respect and accept the Union's concern that there be **NO Peer 'Discipline'**.
4. To deal with the **LOSS** of Power and Status for Supervisors--the 'Wingwalker' Problem.
What can they 'grab hold of' vs. 'let go of'?

A MODEL OF TEAM EFFECTIVENESS

Team effectiveness consists of a hierarchy of four key variables: GOALS, ROLES, PROCEDURES, and RELATIONSHIPS. The hierarchy indicates the order in which team 'maintenance' should be conducted, starting with a check on GOALS, then review to ensure clarity of ROLES, then check PROCEDURES, and then examine RELATIONSHIPS.



GOALS: Must be understood by members, and will be as strong as the commitment given to them by each team member. If this criterion is not met, team effectiveness will suffer as people pull in different directions, or don't pull with any effort.

ROLES: Clarification in what is expected for and by each Role-holder is the first step in avoiding Role Conflict where different members of a team may have different expectations of an individual in a specific Role. Then, it may be necessary to sort out conflicting expectations. There may also be Role Overload where the expectations exceed one's time or ability to act effectively.

PROCEDURES: These are the explicit steps that team members take in order to accomplish work in 'synchronization' with others on the team, with respect to meeting management, and even e-mail communication protocols. A critical area of procedures relates to how team decisions will be made, or equally, how conflict or differences of opinion are fairly resolved.

RELATIONSHIPS: The feelings which individual team members have towards each other will either get in the way or reinforce collaboration. The extent to which people trust, respect, and feel comfortable with one another will greatly influence the manner and effectiveness of how they work together. Relationships can also be 'weak' or 'strong' in terms of the depth of feeling among team members. The reason why the Relationship dimension is the last in the order of variables to examine is that this factor can easily be damaged (and also easily corrected) by the other more 'technical' factors. Otherwise, Relationship 'repair' can be the most complicated piece of team 'maintenance', particularly with virtual or temporary teams.