

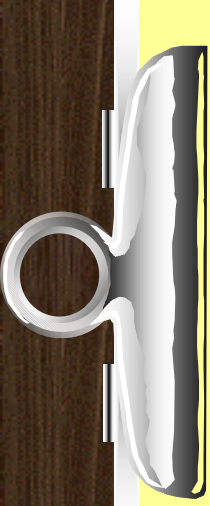
# Team Implementation -An Outline-

MPE, Inc.

November 7th, 2001

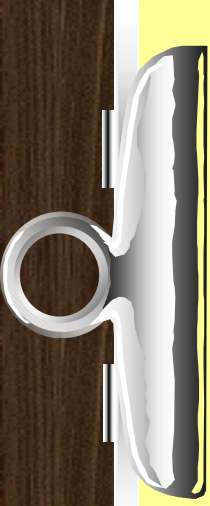
Gary Pfannerstil  
Jim Gartzke

Jack Keopke  
Erica Roberts



# Key Players

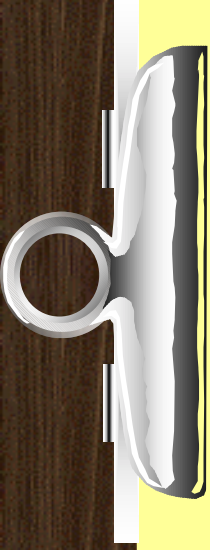
- ✘ Senior Management
  - ✘ Articulates the vision for the organization
  - ✘ Decides whether teams should be the subject of further study
  - ✘ Provide the Steering Committee & Design Team with overall guidance
- ✘ Steering Committee\*
  - ✘ Takes the overall vision and direction provided by Senior Management and oversees the Design Team
- ✘ Design Team\*
  - ✘ Plans the implementation strategy
  - ✘ Acts as the ongoing champions of the team process
- ✘ \*MPE, Inc. - Steering Committee/Design Team (one team)



# Team Implementation Process



- Envision the future
  - Create awareness of the need for change
  - Clarify the mission, vision, and values of the organization
  - Make a commitment by setting goals and objectives
  - Involve key stakeholders:
    - Steering Committee/Design Team
  - Assess the current versus the desired state:
    - Technical/Social
  - Optimize technical and social systems in tentative design. (i.e. keep in mind current processes/equipment and the culture)
  - Examine and, if appropriate, change the organizational system
  - Agree on process and result measures
  - Develop a plan for moving forward
- Evaluate:
    - Attitude
    - Performance
  - Renew:
    - Awareness
    - Commitment
    - Skills
  - Redesign, if appropriate



# The “Steering” Process

- ✘ Clarifying and communicating the organization’s vision and values
- ✘ Developing a charter that spells out the purpose and importance of teams
- ✘ Providing a link to the larger organization’s needs and policies
- ✘ Protecting the design process from any dysfunctional influences
- ✘ Providing general support (including resources) for implementation



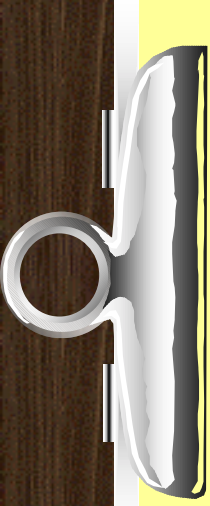
# Design Principles

- ✘ **Minimal Critical Specifications (Keep It Simple)**
  - ✘ Don't specify more than is absolutely necessary
  - ✘ Don't create any more rules, regulations, etc...
  - ✘ Remember the goal is to have teams assume responsibility for their business, adapt to customer needs, and increase flexibility.
- ✘ **Multi-functionalism (Task Variety)**
  - ✘ Each team member should be able to understand and perform all the tasks within the team
  - ✘ Task variety helps the team adapt to changing demands
- ✘ **Boundary Location (Job Ownership)**
  - ✘ (Whenever possible) Give teams a whole and identifiable piece of the business with complete responsibility for producing a product.
- ✘ **Information Flow (Open Communication)**
  - ✘ Information systems should be designed to provide information directly to the point where action on the data occurs.
  - ✘ Get the teams instant visual information...



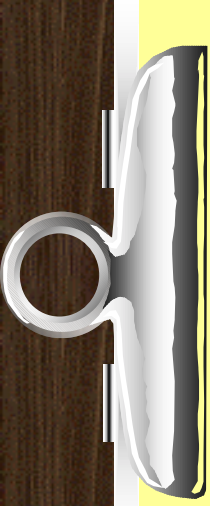
# Design Principles

- ✘ **Support Congruence (Empowering Systems)**
  - ✘ Rewards, training, and timekeeping systems need to reinforce the team process
  - ✘ May need to be redesigned
- ✘ **Evolution (Fine Tuning)**
  - ✘ Team design never ends
  - ✘ A Team's emergence is *evolutionary*, not *revolutionary*.
  - ✘ Plan, reevaluate, adjust, plan, reevaluate, adjust, etc...



# The “Designing” Process

- ✘ Responsible for designing, implementing, monitoring, and hammering out the details of self-directed teams.
- ✘ Questions to address:
  - ✘ How will teams be structured?
  - ✘ What will the team boundaries be?
  - ✘ What tasks will the teams be responsible for?
  - ✘ What outcomes/results of the teams’ efforts will be measured?
  - ✘ How can the facilities be arranged to support team functioning?
  - ✘ How will the teams get information they need to manage their ‘business’?
  - ✘ Where will the teams meet?
  - ✘ What training will the teams need?
  - ✘ How will the reward systems support the organization’s values?
  - ✘ How will the design team keep the teams on track and ‘renew’ the process?
  - ✘ How will the teams assess their performance?



# The “Designing” Process

- ✘ Want to design the organization in a way that optimizes social, technical, and administrative systems to achieve business objectives.
- ✘ Technical “Scan”: What are the current processes?
- ✘ Social “Scan”: What roles and responsibilities of employees?
- ✘ Joint Optimization -
  - ✘ The Design team must optimize both the social and technical systems to create the most effective organizational structure.
- ✘ Agreement on Process and Result Measures
  - ✘ The Design team (prior to implementation) should agree on the criteria it will use to evaluate the effectiveness of the design.





# The “Implementation”

- ✘ **Issues to Cover:**
- ✘ Over what period of time are we going to roll out the team structure?
- ✘ What systems must be modified to support the teams?
- ✘ What training needs does each of the stakeholder groups have?
- ✘ What obstacles might inhibit change? What can we do about these obstacles?
- ✘ What else needs to be done to gain acceptance to the change?
- ✘ How will we measure our progress?



# The “Implementation”

- ✘ Some Systems worth examining:
  - ✘ Quality practices
  - ✘ Customer contact
  - ✘ Vendor relations
  - ✘ Selection and promotion
  - ✘ Training & development
  - ✘ Compensation and recognition
  - ✘ Communication
- ✘ Organizational ‘symbols’
- ✘ Physical facilities
- ✘ Budgeting
- ✘ Labor relations
- ✘ Performance management
- ✘ Strategic and long-range planning