

Strategic Aspects of Team Building

**Northeast Supply Chain Conference –
2005**

People Work more effectively in Teams
Developing a Project Oriented Organization is
a Monumental Change in most Businesses



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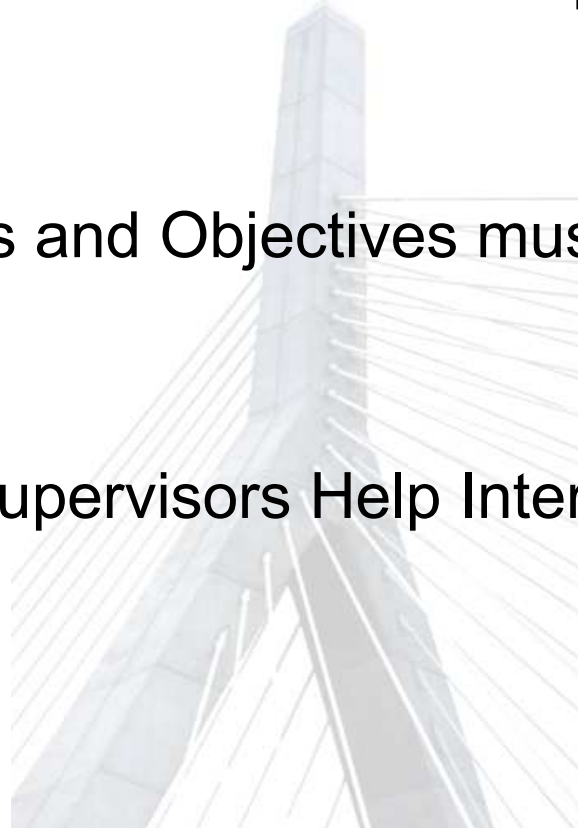
“The companies that find a way to engage every mind, harness every volt of passion and energy, bring excitement to the lives of the people and break every artificial barrier between people, will be the companies that win in the 90’s and beyond.

Jack Welch, G.E.



COMMUNICATING THE STRATEGIC PLAN

- Teams Need to Understand the Company Strategy
- Problems, Issues and Objectives must Relate to the Strategy
- Managers and Supervisors Help Interpret Strategic Plans



DEMONSTRATING COMMITMENT

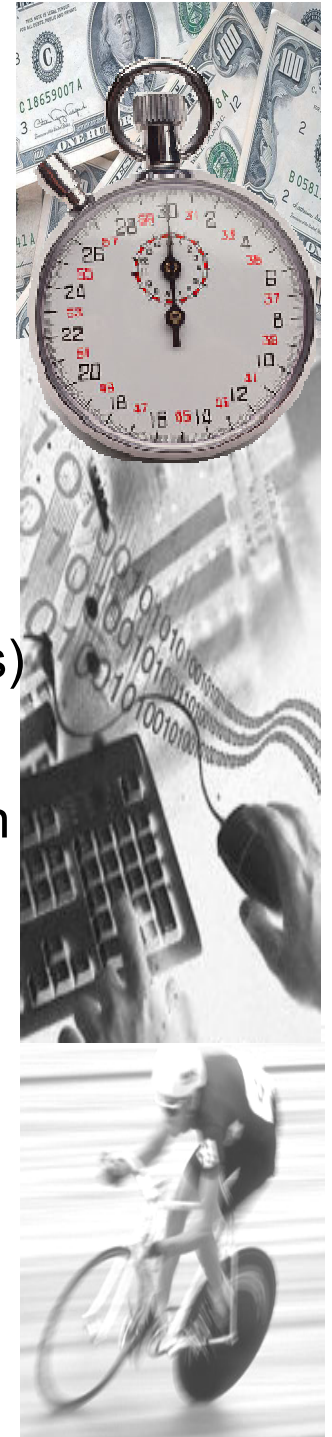
- Management involvement
- Providing resources
- Education / training to meet the need
- Allowing people to try something new
- Encouragement
- Avoid standardized solutions



THE FOUR STEPS

THE OVERVIEW

- D**efine the problem thoroughly
Determine its complexity
Keep it as simple as possible & Establish Objectives
- A**nalyze known information
Verify and Prove the current conditions
Study the details and Determine the most likely cause(s)
- R**esearch Causes and Develop more detailed information
Drive to Root Cause(s)
Recognize symptoms and Substantiate causes
- E**xecute by Defining the solution
Developing a plan of action
Implement and Verify that issue was Resolved and the Objectives met



MANAGEMENT STYLE AND PROBLEM SOLVING

- Supervisors become coaches and/or team members
- Teams required only guidance via business plan, strategy and objectives
- Managers facilitate, assist and guide the overall effort
- Look for the cause rather than place blame
- Performance evaluations become heavily based on team- based problem solving accomplishments
- Identified problems are incorporated into individual yearly objectives.



THE 4 STEP PROBLEM SOLVING PROCESS FROM HELLE

1	D E F I N E	DEFINE THE PROBLEM/ISSUE/GOAL AND ESTABLISH AN OBJECTIVE					TOOLS	
		RECORD THE PROBLEM	SEPARATE INTO ELEMENTS	ESTIMATE RESOURCES REQUIRED	CLARIFY IN DETAIL	ROUGH COST/BENEFIT ANALYSIS		TEAM CHARTER
		ESTABLISH AN OBJECTIVE	CONSIDER REDUCING THE SCOPE	QUANTIFY THE OBJECTIVE	RELATE TO BUSINESS STRATEGY		5 S	
2	A N A L Y Z E	ANALYZE KNOWN INFORMATION AND DEVELOP POTENTIAL CAUSES					TOOLS	
		OBSERVE THE PROCESS	DIRECT RESOURCE PRIORITIES	ESTABLISH TIME FRAME	ASSEMBLE COSTS	LIST ANY RISKS		MEETING MANAGEMENT
		BRAINSTORM MOST LIKELY CAUSES	FIND LARGEST EFFECT CAUSE	STUDY THE PROCESS	IDENTIFY COMPLICATIONS	DIAGNOSE THE PROCESS		KAIZEN
		DOCUMENT CURRENT CONDITIONS			IDENTIFY REQUIRED INFORMATION	CATEGORIZE CAUSES		PROCESS MAP
3	R E S E A R C H	RESEARCH - DRIVE TO ROOT CAUSE AND PRIORITIZE					TOOLS	
		FOCUS ON MOST PROBABLE CAUSE	SUBSTANTIATE EACH LEVEL OF CAUSE	DEVELOP MORE INFORMATION	IDENTIFY POTENTIAL BARRIERS	IDENTIFY POTENTIAL RISKS		BRAIN-STORMING
		ASK WHY	SEPARATE SYMPTOMS FROM CAUSES	CONSIDER TREATING THE SYMPTOM	UPDATE COST/BENEFIT ANALYSIS	PROVE ROOT CAUSE		DENDOGRAM
		RAPID IMPROVEMENT	IDENTIFY PREDOMINANT CAUSE	DRIVE TO ROOT CAUSE	CAN YOU AFFECT THE CAUSE?	ACQUIRE KNOWLEDGE		FISHBONE DIAGRAM
4	E X E C U T E	EXECUTE - DEFINE SOLUTION, ACTION PLAN AND VERIFY					TOOLS	
		DEFINE OBVIOUS SOLUTION	DEVELOP TIMEFRAMES	ESTIMATE RESOURCES REQUIRED	IDENTIFY SOLUTION RISKS	DOCUMENT THE STEPS		ASK 5 WHYS
		DEVELOP AN ACTION PLAN	DOCUMENT THE TOTAL PROCESS	DEVELOP SOLUTION COSTS	DEFINE ALTERNATE SOLUTIONS	DETAILED RESOURCE PLAN		CONTROL CHART
		IMPLEMENT QUICK SOLUTIONS	ARE THE BENEFITS REALIZED?	DOCUMENT THE SOLUTION(S)	IDENTIFY RESOURCES REQUIRED	ADDRESS OUTSTANDING ISSUES		PROJECT PLAN
		WAS THE OBJECTIVE MET??	BRAINSTORM POTENTIAL SOLUTIONS		REFINE COST/BENEFIT ANALYSIS	ENTER KNOWLEDGE INTO DATABASE		PROBLEM SOLVING DATABASE
		LOW COMPLEXITY	MEDIUM COMPLEXITY	HIGH COMPLEXITY				

CLARIFYING THE STRATEGIC BUSINESS PLAN

- **Focusing on external customer needs**
(Define the perspective of the customer)
- **Understanding quality objectives**
(Where are we now, where should we be?)
- **Optimize resources**
(Apply resource to high priority issues)
- **Clearly state lead time goals**
(What are they actually, what should they be?)
- **Clarify inventory goals**
(How much and where?)
- **Understanding product life cycles**
(How long do product configurations last?)



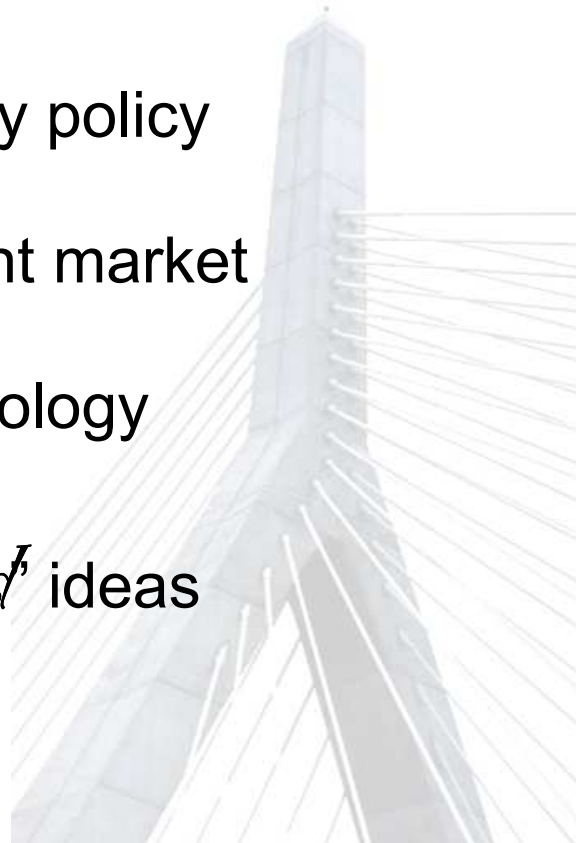
SUMMARY OF DESCRIBING A PROCESS

1. Define the limits of the process
2. Flow chart the process
3. Develop a process map (detail the complicated or constrained steps)
4. Detail may be pictures, video or verbal description
5. Analyze for non-value added steps
6. Gather and present data (productivity, quality, capability study, etc.)
7. Document areas of concern
8. Determine areas requiring more study



PROMOTING INNOVATION

- The best solutions address numerous causes
- Change company policy
- Go into a different market
- Apply new technology
- Brainstorm “*wild*” ideas
- Get “crazy”



TEAM CREATIVITY

- There are revolutionary thinkers in every company
- Look for foresight in people
- No business is mature
- Tell teams that they can be creative
- Couple creativity with hard work
(Combination is worth 40-50 IQ points)
- Train people to be activists
- May require a deep diagonal slice through the organization
- All employees deserve a voice in the destiny of the company



BREAKTHROUGH IMPROVEMENTS

- The “Prowler”
- Satellite telephones
- The Internet
- Each new Intel chip
- The “Hovercraft”
- Combination electric / gas vehicles

All lead to creating wealth for employees and stockholders



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PROVIDING THE ENVIRONMENT FOR CREATIVE THINKING

- Training to allow people to be creative
- Provide for outside influences
(magazines, books, seminars, professional organizations, etc.)
- Make time available
- Supply necessary resources
- Let people challenge the rules
- “The Creative Room”

(A new, creative idea is a fragile thing)



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PROBLEM SOLVING TOOLS

Team Charter	1	Brainstorming Rules	16
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Determining Who Should Attend	6	Cause and Effect Diagram	22
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General Guidelines for Participants	8	Ask 5 Why's	24
Typical Reasons for Ineffective Meetings	11		
Meeting Record	12		
Process Map	14		
Brainstorming	15		



5S WORKPLACE ORGANIZATION STEPS

JAPANESE

LITERAL TRANSLATION

ENGLISH EQUIVALENT

Seri	Straighten up and Organize	Sort
Seiton	Put things in order and arrange	Store
Seigo	Clean up workplace	Shine
Seiktse	Personal neatness, orderliness	Status Quo
Shitsuke	Discipline to follow procedures	Stick to It



TEN KAIZEN PRINCIPLES

1. Get rid of old assumptions
2. Don't look for excuses, look for ways to make things happen
3. Say "No" to the status quo
4. Don't worry about being perfect -- even if you only get it half right, start now
5. It doesn't cost money to do Kaizen
6. If something is wrong, fix it on the spot
7. Good ideas come when the going gets toughest
8. Ask "Why" five times to get to the root cause
9. Look for wisdom from ten people rather than one
10. Never stop doing Kaizen



MEETING MANAGEMENT

PURPOSES OF MEETINGS

- **Education, Training, Learning, etc.**
 - Dominated by Presenters
 - Questions for Clarification
 - Attendees Listen and Learn
 - May Be Sales Oriented
- **Information Transfer**
 - Typically Updates on Tasks
 - Presentation Oriented
 - Dominated by Designated Presenters
 - Some Interaction for Clarification
- **Development, Problem Solving, New Systems, etc.**
 - Planning
 - Brainstorming
 - Discussion
 - Multiple Contribution
 - Consensus
 - Decision Making
 - Reaction Oriented
 - Evaluations
- **Combination Meeting**
 - Meeting May Be Segmented



MEETING MANAGEMENT

DETERMINING WHO SHOULD ATTEND

- Those who can affect decisions
- Those who have skills or knowledge
- Those involved in the action phase
- Those who are affected by the outcome
- Those who can enhance the process



MEETING MANAGEMENT

INITIATING A PROJECT, TASK, OBJECTIVE, ETC.

- Discuss Frequency of Meetings
 - Regularly Scheduled
 - On Call
- Discuss Desired Length of Meetings
 - Shorter Is Better
 - 50 Minute Hours - 20 Minute ½ Hours
- Attendees of Meeting
 - Full Team
 - Core Team
 - Isolated Task Team
- Purposes of Meetings
 - Education, Training, Learning, Etc.
 - Information Transfer
 - Development, Problem Solving, New Systems, Etc.
 - Combination Meeting



MEETING MANAGEMENT

GENERAL GUIDELINES FOR PARTICIPANTS

- Be Receptive To Other's Ideas
- Show Respect For Others
- Do Not Drive A "Stake"
- Avoid Side Discussions
- Be Prepared
- Minimize Joking
- Do Not Interrupt
- Offer Your Opinion
- Focus On The Meeting Purpose
- Decide To Be A Contributor



MEETING MANAGEMENT

- **OBJECTIVE**
 - Clearly stated in advance
 - What part does each play
- **PURPOSE**
 - May be different than objective
 - Clearly stated in advance
- **TIME FRAME**
 - Start and finish
 - Interim times allocation
 - Consider 50 minute hours
- **START ON TIME**
 - Everyone arrives on time
- **FINISH ON TIME**
- **PUBLISHED NOTES**
 - Assigned scribe
 - Who does what by when
 - Use Meeting Record format
- Determine if a facilitator is required



MEETING MANAGEMENT

- Review conclusions
 - Consensus
- Assignments for next meeting or project
 - Accepted
- Everyone is allowed to participate
 - Address serious objections
- Keep on track - Avoid Distractions
- Listening more than talking
- Mediating
- Critics should be positive
- All should observe the process



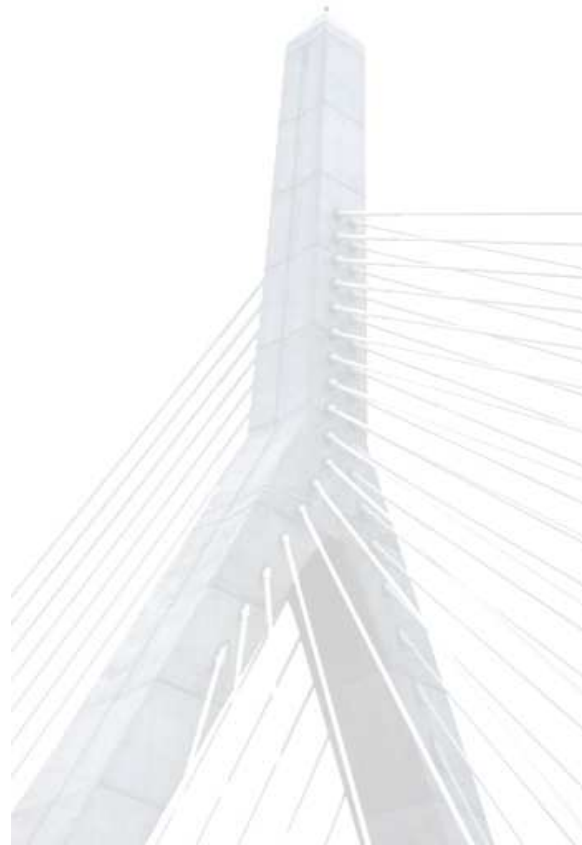
MEETING MANAGEMENT

TYPICAL REASONS FOR INEFFECTIVE MEETINGS

- Participants are not prepared
- Agenda not published or understood
- Unclear purpose
- Decision makers are not present
- The process isn't focused
- Meetings last too long
- Participants lose interest
- Too many meetings
- Inadequate notice



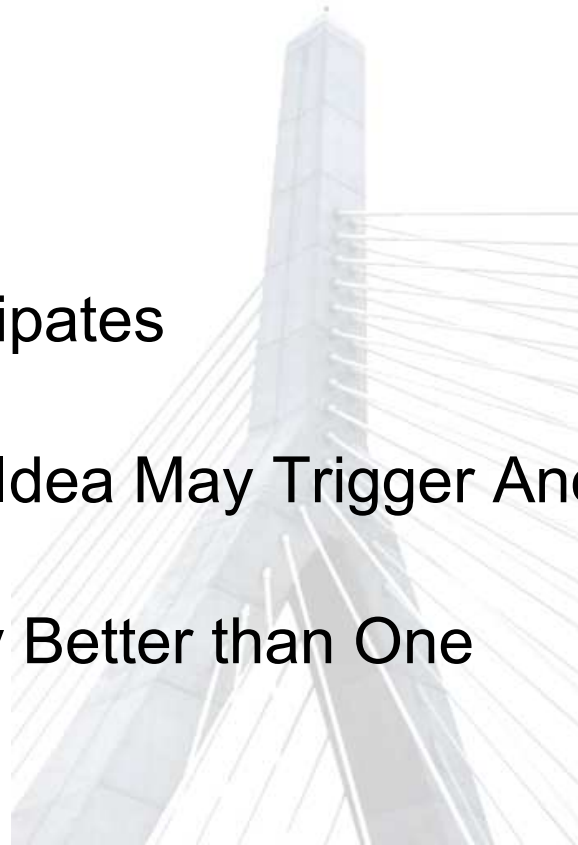
PROCESS MAP



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BRAINSTORMING

- Free Wheeling
- Idea Gathering
- Everyone Participates
- Based on “One Idea May Trigger Another”
- Group Creativity Better than One



BRAINSTORMING RULES

1. No one criticizes anyone else's idea
2. A quantity of ideas is the immediate objective
3. Each person can offer an idea in turn
4. If you have no idea at the moment, say "Pass"
5. Scribe is **NOT** allowed to interpret



BRAINSTORMING PROCESS

- Scribe records all ideas
- Process continues until all ideas are exhausted
- Combine like items by consensus
- Determine which items (potential causes) are Most likely or highest priority
- First round of voting, members vote for all ideas they like
- Second round of voting, members vote for items having the most votes in first round. Member has only one or two votes



BRAINWRITING

- Distribute a piece of paper with twenty-one squares
- Each member writes down three ideas
- Draw a new paper from the pool and add three more ideas
- Exchange papers until each member's form is nearly full
- Have members read aloud in a round robin the ideas on the form



BRAINWRITING FORM

1	2	3
4	5	6
7	8	9
10	11	12
13	14	15
16	17	18
19	20	21



DENDOGRAM

A Dendogram is used to break a problem down to an actionable level. Where a fishbone goes in a lot of different directions, a dendogram uses one idea and breaks that down to a level where it can be worked on.

A Dendogram is a series of questions and answers.

- You must write how you reached the answer.
- Each answer must be backed by fact.

Example: Why does this happen? This happens because . . . We know this because . . .

QUESTION	ANSWER	FACT		
Why won't the car start?	The battery is dead	We checked everything else		
	QUESTION	ANSWER	FACT	
	Why is the battery dead?	The alternator is not working	We checked it with a meter.	
	By asking questions and basing your answers on fact, you can break it down to where the root of the problem lies. Now you can find the best solution for the problem.	QUESTION	ANSWER	FACT
		Why did the alternator stop working?	It got old	We last replaced it 10 years ago.

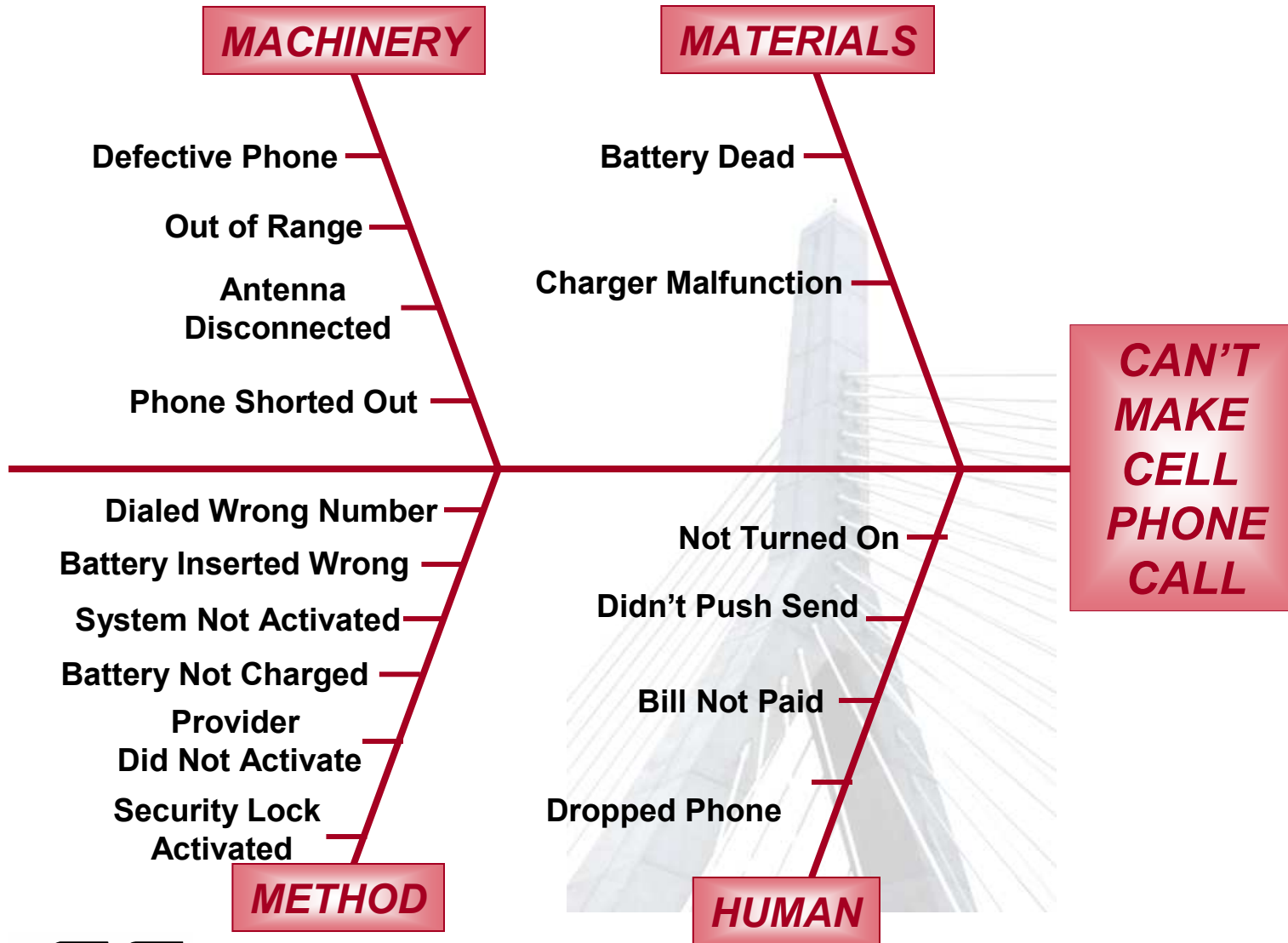


CAUSE AND EFFECT DIAGRAM **(FISHBONE)**

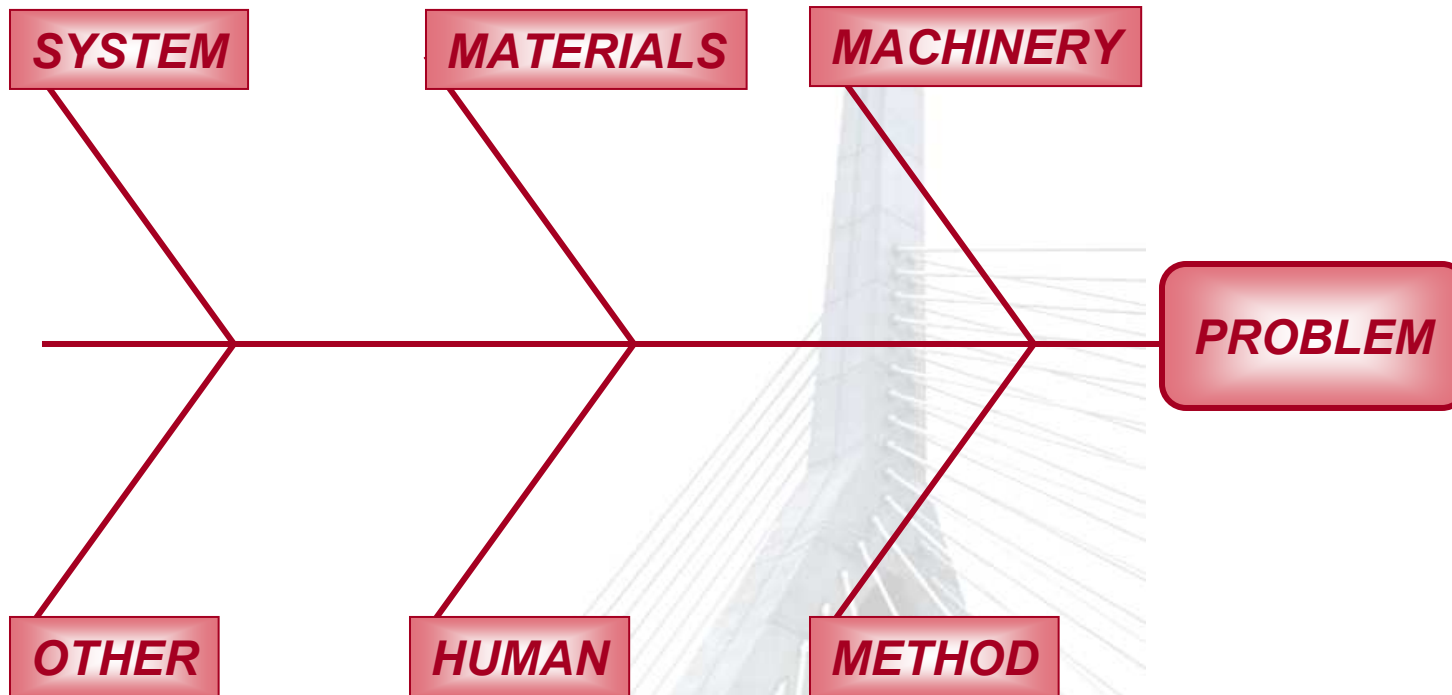
- Provides an opportunity to divide the problem into major types of elements
- Provides a formal process to begin driving to root cause
- Establishes an on-going graphical record of the process
- Eliminate the possibility of losing focus and status
- Each structure may have back-up data to support conclusions



CAUSE AND EFFECT DIAGRAM



CAUSE AND EFFECT DIAGRAM



ASK 5 WHY'S



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Thank you

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