



▶ TEAM TYPES: PROBLEM SOLVING, INNOVATION, QC CIRCLES, PROCESS IMPROVEMENT, KAIZEN EVENT, EXECUTIVE & LEADERSHIP.



▶ CRITICAL SUCCESS FACTORS FOR TEAMS' SUCCESS INCLUDE STRONG ALIGNMENT TO ORGANIZATIONAL GOALS AND REPRESENTATIVE VOICES OF THE PROCESS.



▶ RESULTS HAVE TWO KEY DIMENSIONS: ACHIEVING THE RESULTS AS PREDICTED AND PLANNED AND MAINTAINING THE GAINS.

Teams:

Roles, Reality, Results ^b

an informal handout by Mike Adams

TEAMS: AN ANSWER TO ADDRESSING TODAY'S ORGANIZATIONAL CHALLENGES

OPERATIONAL EXCELLENCE IS A TOP PRIORITY FOR ORGANIZATIONS WORLDWIDE REFLECTING A FOCUS ON IMPROVING PERFORMANCE WHILE CONTINUING EFFORTS TO REDUCE AND CONTAIN COSTS.

Role of Teams

A team, a group of people assembled with a common purpose, in the business environment have many attributes and roles:

- Contribute to prioritized objectives,
- Have a complementary skill set, knowledge and discipline,
- Represent the process' stakeholders,
- Open-mindedness
- Communicate with appropriate terms and language

These roles come with many assumptions that can determine the success of the team and the speed at which results are delivered. Having a prioritized list of projects that cross an organization and are properly resourced is often a challenge particularly if there

known issues on managing in silos. A conflict can also arise if an organization's transformation effort includes overall performance measures such as 1) number of projects and/or 2) number of belts (a term used in a Six Sigma environment that signifies a certain knowledge level) that are not aligned with the organization's goals .

The role of the executive and leadership teams is to manage their project portfolio that advances the organization in both its prioritized efforts and employee development but being disciplined to drop projects providing low returns unless employee development is the paramount objective.



Look under the hood

Are the **foundational tools and techniques** for performance excellence present or assumed in the organization? i.e. Pareto Diagrams, Histograms, Control Charts, Cause and Effect Diagrams, Scatter Plots? These are basic tools of which when properly applied can help in fact-based decision making and problem solving supporting the broader practices of benchmarking, reengineering, lean, etc.

Human Capital and **Talent Management** efforts today are focused on developing leaders and employees as a means to retain them, provide career paths, and ramp up skills to further contribute to their organization in areas of operational excellence, innovation, customer relationships, and cost optimization. Consider *looking under the hood* and assessing what skills and competencies in which the organization is proficient *or needs to be* based on strategies and priorities.

$$\text{Speed} = f(r, c, e, a)$$

r = readiness: having "ready to go" proficient skills and competencies of tools, techniques, practices to analyze opportunities and deliver solutions.

c = culture: culture open to change, passion to improve

e = execution: abilities and discipline to execute plans and check for predicted results

a = alignment: aligning and involving all key stakeholders

With Operational Excellence being a priority, whether driven by a burning platform (loss of market share, contract, brand issues, etc.) or slow growth, speed to results is always the pressure. Ramping the organization up on the anticipated prioritized tools and techniques can help in managing resources and reducing cycle time.

The need for speed also puts tension on the PLAN-DO-CHECK-ACT cycle (Shewhart Cycle or Deming Wheel). Often little time is dedicated to the CHECK portion to quickly move into *doing* something else. Allocating time to check and learn if a project's solution set delivered results *as planned* is critical for organizational learning that will speed up results over time.

Reality

The term quality, performance excellence, TQM, operational excellence, etc. has made communication a challenge within organizations. The different types of teams and various methodologies have complicated this communication let alone the number of tools, techniques and acronyms and lingo that have been added to the mix over the decades.

Successful quality practitioners speak the "language of the room" not losing audiences by using acronyms or not connecting them to the overall business while the executives may not be familiar with the quality practices' value necessary to meet their challenges more in financial terms.



Organizations that have re-elevated and evolved their definition of *quality* to be less restricted to specific activities associated with quality have been able to more strongly communicate and align their organizational performance efforts. While inspections, QC

Circles, problem solving methodologies are essential, they are not sufficient. To accomplish results in areas of finance, customer satisfaction, safety, the environment, employee engagement, etc. a more holistic view of quality is necessary addressing areas of leadership, strategic planning, customer focus, measures, analysis and knowledge management, workforce focus, and operations focus - the categories of the Sterling/ Baldrige model.

FLORIDA STERLING EXECUTIVE CHALLENGES

1	Operational Excellence
2	Sustainability
3	Customer Relationships
4	Innovation
5	Human Capital

This list reflects the top five challenges expressed by Florida Executives surveyed in May 2013 by the Sterling Council for its Executive Roundtable. The survey draws from The Conference Board's annual CEO Challenge Report (www.ceochallenge.org). Operational Excellence is a global priority as a result of slow growth and a desire to strengthen organizations from within. Participative management and teamwork are cited as strategies to address these challenges. The Human Capital strategic actions range from tools and techniques training to performance management improvements to leadership development and execution

"Language of the Room"



Lessons Learned

Upon delivering sustained results, teams and their leadership have cited many lessons learned during their project's cycle. Many of these lessons influence how a person thinks and makes decisions following the projects. Some reflections have pointed out the importance of having a clear project charter and plan to know where they are going; the importance of communicating to all stakeholders and not to assume; recognition that to sustain results requires a process with stakeholder responsibilities and accountability; and a belief that with discipline and appropriate tools, any process can be improved.



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Sterling Team Showcase

Teams participating in the Sterling Team Competition and regional efforts gain the opportunity to learn from peer groups, get feedback to help with their goals as well as strengthen their knowledge and presentation skills. For more info and to participate in 2014 visit www.floridasterling.com