

Client & Service Highlight: Team Based Management

by Kelly S. Petrock

Just last month I spent a week with a client I've been consulting with for about three years now. Typical of many of our clients and most organizations, they are wrestling with a few key issues:

- ⇒ How to hold people accountable?
- ⇒ How to run effective and productive meetings?
- ⇒ How to define and discipline poor performance?
- ⇒ How to function as a high performance team?
- ⇒ How to confront disruptive behaviors?
- ⇒ How to ensure that employees are all "pulling their share".
- ⇒ How to hire the best people?
- ⇒ How to make the most of performance appraisals?
- ⇒ How to continuously improve and grow the business?

What is rather atypical and not like many organizations is WHO within this client is wrestling with the above sticky issues. You see, the folks who are tackling and managing the issues in this case are the hourly production workers.

This client is a Team Based organization and as such has fully embraced the Self Managing Work Team approach to running the business. Self-Managing, or High Performance Teams as they call them, are one major pillar in their overall effort to become World Class.



Kelly Petrock is President of the General Systems Consulting Group and works with organizations to design and implement large-scale organizational change. His clients include Motorola, NSK, BWXT, Holcim, DHL and General Dynamics. He can be reached at ksprock@aol.com.

In this case the client has defined and the teams traverse through four levels of empowerment. Each team self assesses where they are against these levels and establish actions and strategies for their progression and development to the next level. There are several teams that are at level three and four of their empowerment continuum. These teams are doing the following:

- ⇒ Leading their hour-long weekly production meeting.
- ⇒ Fully cross trained and maintaining their cross training thresholds.

- ⇒ Solving problems and undertaking their own continuous improvement efforts (Kaizens, etc).
- ⇒ Hiring their fellow teammates.
- ⇒ Dealing with issues of accountability and behavioral issues on their own.
- ⇒ Conducting their own internal team performance appraisals.
- ⇒ Setting their own goals and targets for performance
- ⇒ Scheduling work, overtime and assigning jobs.

To date, this client has achieved a 300% improvement in productivity and an 80% reduction in scrap. In the slides below you can see more typical results and benefits associated with Team Based Management.

TBM: Reasons/Benefits

▪ Quality	38%
▪ Productivity	22%
▪ Reduced operating costs	17%
▪ Job satisfaction	12%
▪ Other	6%

Source: Wellins, Wilson, Katz, Laughlin & Day, 1990

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TBM: Reasons/Benefits

The Employees

- Improved motivation and moral
- More rewarding job challenges
- Increased job involvement and satisfaction
- Improved communications
- “Fulfillment through accomplishment”
- Increased feelings of belonging
- Increased understanding of the business
- More valuable on the job market
- Increased employee satisfaction and greater employee development

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TBM: Other Benefits

- Improving Quality, Productivity & Customer Service
- Greater Flexibility/Improved Work Process
- Faster Response to Technological Changes
- Reduced Operating Costs
- Improved Teamwork
- Problem Solving at the Source
- Improved Worker Morale
- Fewer, More Simple Job Classifications
- Lifetime Learning

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It’s rewarding to engage with TBM clients and in some ways it like going back to my roots.

In the early 1990’s we did a great deal of work with our clients on Self Managing Work Teams. It was the Organizational Development “fad” of those times.

We started our foray into Self Managing Teams with Ford, at the Maumee Stamping Plant (1988). There we helped implement what ended up being called the CAR concept of teaming. The CAR concept was a good fit for the industry since it meant each team had a **C**omplete **A**rea of **R**esponsibility.

CAR production teams and their team leaders had all of the disciplines and skills required to run their department. The goal was no more hold-ups, no more hang-ups. This required Material Handlers, Industrial Engineers, Maintenance and other Trades to report directly to the CAR Production Team Leader (Supervisor) and to become teammates with the production workers. This huge and difficult culture shift, however, resulted in greater responsiveness and control over daily production and continuous improvement.

Throughout the late 1980's and into the mid 1990's we continued this work with Ford (Sheldon Road, Ypsilanti, Sandusky and Wayne Stamping plants) Chrysler, GM and AT&T (Richmond, Little Rock and Omaha).

At AT&T we utilized the Star Point Role Concept to optimize and ensure participation and effectiveness. Star Point roles are elected roles team members play that go beyond their traditional responsibilities. The roles are called "Star Points" because there are typically five such roles on each team. The roles may be organized around cost, budget, quality, etc. Each "Star Point" is responsible for collecting, communicating and leading problem solving in their specific area.

Star Points were critical to AT&T because their teams were huge; between 20-30 members. These roles helped ensure, organize and create momentum for participation. The following slide outlines other compelling reasons to incorporate Star Points into a Team Based Management design.



Why Team Roles

1. To guide and organize team behaviors and activities.
2. To facilitate learning and coaching.
3. To support managerial "hand-offs" and empowerment.
4. To develop internal leadership skills and capacity.
5. To structure meetings & problem solving.
6. To link team responsibility and focus to performance.

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For us, all became rather quiet on the Self Managing Work Team front from about 1996 through until 2001. Then, through the Maryland World Class Manufacturing Consortium, we engaged with organizations using teams as an integral part of their Lean journey. More recently we have had the opportunity to support teaming with General Dynamics Land Systems at their Lima Ohio and Scranton Pennsylvania facilities.

Team Based Management has proved not to be a fad, but a durable means of attaining competitive advantage. What makes Team Based Management so durable are the simple premises upon which it relies:

- ⇒ The people who do the work are the experts.
- ⇒ By utilizing participation and involvement, teams will take ownership of their jobs and goals.
- ⇒ Ownership of jobs and goals increases quality productivity, safety, and timeliness, and decreases cost.

If you are interested or intrigued about how Team Based Management can be applied to and benefit your organization, please let me know. On the following page is a

description of our one-day workshop on Team Based Management.

Team Based Management Overview: Transformation & Performance Through High Performance Work team

It started with Quality Circles and Employee Involvement. Team Based Management has gone from the “latest thing” to “just another flavor” to enduring business practice. The use of Team Based Management and collaborative work structures has proven to be a source of competitive advantage and can be found in many industry leading corporations. World Class, the LEAN Enterprise and Six Sigma rely heavily on the effectiveness of Team Based work structures. Organizing work around Team Based Management (TBM) principles is a major change undertaking that requires a clear understanding of the issues and dynamics involved in these high performance, empowering Team Based environments.

The primary goal of the Team Based Management Overview is to provide an important step toward investigating, understanding and planning for the critical implications of TBM. This one-day workshop can save valuable time and money as well as help leaders prepare for and respond to the inevitable “rough-spots”.

Topics and Agenda Items

- ◆ Reasons, benefits, characteristics, principles and pitfalls of TBM.
 - Unconventional vs. Conventional Wisdom.
- ◆ The importance and characteristics of an effective TBM climate.
- ◆ How to structure effective teams: Roles & Responsibilities.
- ◆ How to structure organizations to support TBM.
- ◆ Systems change components for TBM:
 - Performance Systems, Information Systems, Compensation Systems, etc.
- ◆ The role of and preparing managers for:
 - TBM Managerial readiness assessment
- ◆ TBM and Front-Line-Supervision.
 - Transition steps and leadership principles.
- ◆ Planning for and managing empowerment.
- ◆ Implementation approaches and options.
- ◆ Anticipating and overcoming the resistance to TBM.

Outcomes

Participants leave the session with a clear understanding of what TBM is, the major changes required to succeed and a comprehensive plan for change that includes guidelines for implementation.

Methodology

Participants are actively involved in their training. Sessions are highly interactive and application based. The training is designed to engage participants through focused lecture, case studies, experiential learning, small group discussion and application materials. These different adult learning approaches help ensure skills and knowledge transfer from the workshop back to the job.

Length

One-day workshop. This overview can be adapted as a three-day in-house session for clients to design and plan their implementation of TBM. A two day course correction / jump-start session is possible for organizations in the midst of a TBM transformation.

Who Should Attend

The Team Based Management Overview is particularly beneficial for management and labor leaders and leadership teams who are in the midst of or planning to move toward greater levels of Team Based Management.

General Systems Consulting: Leadership, Team & Organizational Development

Kelly S. Petrock, President, General Systems Consulting Group.



As President Kelly Petrock defines, develops and applies the application of GSCG's consultative approach and tools.

Kelly brings over fifteen years of knowledge and experience in change management, organizational development, performance improvement, group psychology and human behavior. Kelly has facilitated the implementation of large-scale organizational change with ABB, American Axle & Manufacturing, Ford Motor Company, General Motors and Lucent Technologies.

Kelly works closely with clients to design and deliver innovative approaches and interventions for lasting and systemic change. He coaches dozens of clients a year and serves as a pre-certified resource of executive development

coaches for Motorola and General Dynamics Land Systems.

Kelly is a top rated presenter, facilitator and thought leader in Organizational Development: Organizational Culture Transformation, Leadership, Team Dynamics, Facilitation Skills and Human Motivation. Kelly serves on the faculty of the LEAD Institute In Ann Arbor Michigan and has served on the faculty of several corporate educational programs including General Dynamics University, AlliedSignal's Site Leadership Development Program, Motorola Messaging Systems Global Leadership Development (GOLD) Program, Raytheon's Leadership Education Program, Eastern Michigan University's Corporate Education Program and The College of Southern Maryland.

At Hope College Kelly focused his studies in psychology and human communication. Kelly's post graduate emphasis at Eastern Michigan University and The Fielding Institute in Santa Barbara has been in Human & Organizational Systems. Clients rely on Kelly's expertise and abilities in the "soft" aspects of organizational effectiveness to achieve "hard" business results.

Expertise In:

- Organizational/Culture Change
- Strategic Visioning & Planning
- Team Building
- Leadership Development
- Team Based Management: design & implementation
- Merger/ Acquisition Integration
- Executive/Managerial Coaching
- Large /Whole Systems Interventions

- Process Consultation
- Performance Consultation
- Team Dynamics
- Meeting Facilitation

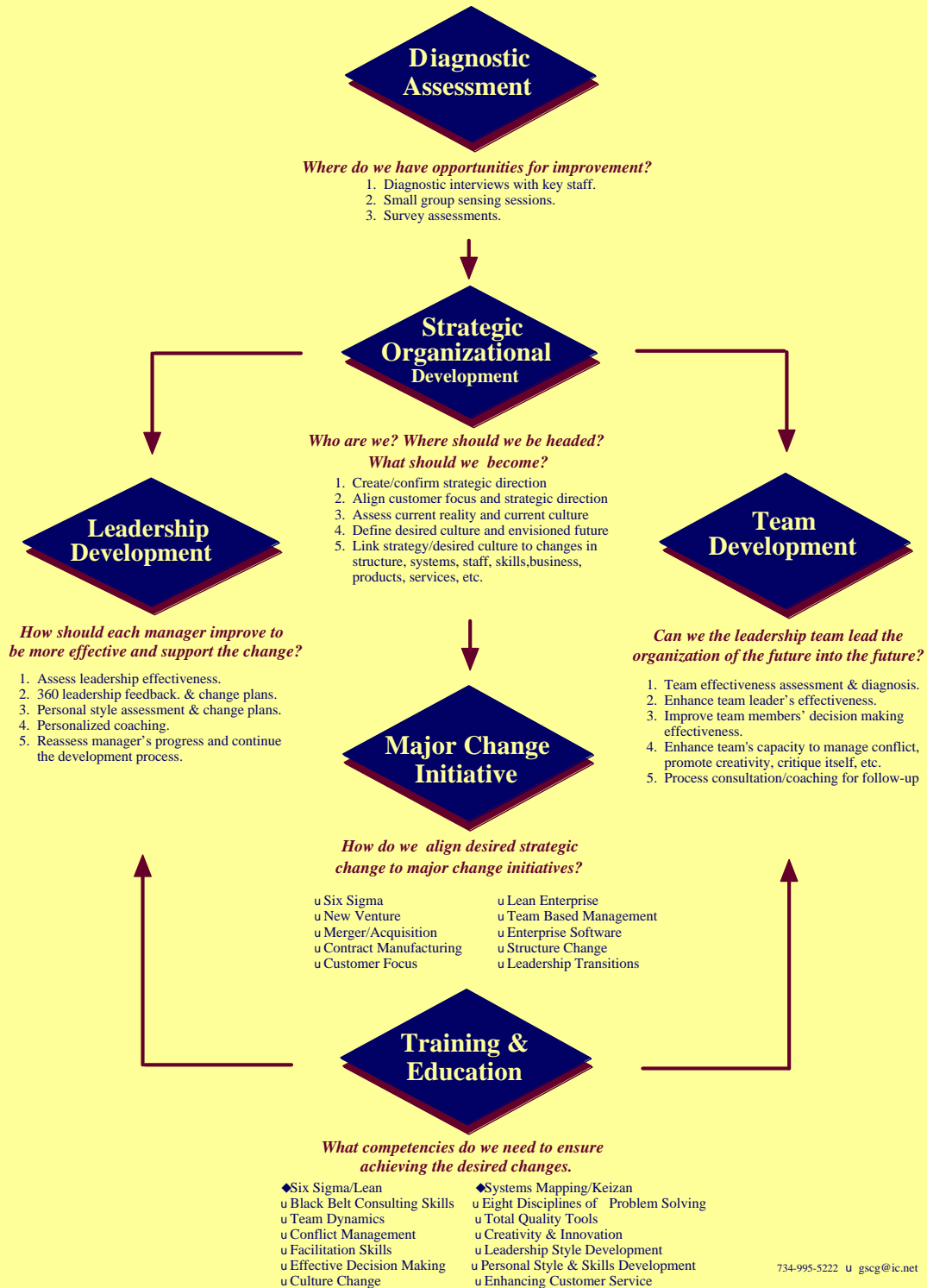
Clients Include:

- GlaxoSmithKline
- Motorola
- American Express
- Lucent Technologies

- Y12 National Security Complex
- Pall Corporation
- Nabisco
- Axalto/Schlumberger
- Ford Motor Company

- ABB
- General Dynamics
- Raytheon
- Detroit Edison/Fermi
Nuclear Power Plant

General Systems Consulting Group's Integrated Development Process for Leadership Teams



We at the **General Systems Consulting Group** pride ourselves in our capacity to create consulting services that best meet our clients' needs for productivity improvement through leadership, team and organizational development processes. Our consulting assignments have ranged from conducting half-day seminars/sessions to multi-year major change initiatives. Below is a small sample of the wide variety of services we have created for our clients over the past twenty-eight years

o. **Strategic Organizational Development and Culture Change Processes**

Our core service is developing comprehensive, strategic organizational development/culture change processes for companies and work units that need a multifaceted approach to change. The goal is to help new ventures, companies and/or work units to make a successful transition from their current to their desired state. Organizations like Lucent Technologies, ABB Industrial Systems, Chrysler, Autoliv, AT&T Microelectronics, Davis Besse Nuclear Business Unit, etc., have called upon us to design these change processes.

o. **Strategic Planning**

We help organizations define breakthrough strategies. We design strategic planning processes which help clients to; segment markets, define new markets, redefine product and services orientations, assess themselves against competitors, conduct SWOT analysis, stakeholder analysis, scenario planning, strategy development, define goals, develop budgets, create plans and execute. Engagement, commitment, alignment and sustainable action are principles that we strive to maximize on behalf of our clients.

o. **Team Building**

We have done team building for teams ranging from the executive level to the first-line supervisory level. Our team building approach is task oriented with the goal of improving the business and/or productivity. Issues we address include the team's strategic emphasis/direction, goal orientation, trust, member role clarity, team role clarity, personal styles, team climate, team critique, conflict, decision making clarity, achievement orientation, etc.

o. **Executive Development & Management Education Programs**

Companies and universities like US Steel, Motorola, Lucent/AT&T, ABB, Siemens, Eriksson, AlliedSignal, Penn State University, Eastern Michigan University and The University of Michigan include us in their executive/management education program offerings. We conduct one or two-day workshops for them on culture change, leading & managing change, leadership and team building. Our work in the area of executive education has taken us to Europe, South East Asia, Puerto Rico, Mexico, United States, Canada, and Australia.

o. **The LEAD Institute – A Workshop for High Potential Managers**

Companies like Motorola call upon us to create comprehensive leadership development processes for their high potential managers, which we call LEAD. LEAD enhances the managers' effectiveness at leading people, managing systems, building teams, transforming organizations and transforming self. Managers get 360° leadership survey feedback and follow up back on the job to help them develop and implement their change plans. We also offer LEAD on a public workshop basis in Ann Arbor four times a year.

Personalize Leadership Development & Coaching

We provide personal coaching and counseling services for key managers and executives. Our staff, who are skilled in behavior change and organizational development, combine their real world business experience and applied behavioral science to customize an approach for each executive. Our approach often includes using 360° leadership survey feedback, personal style assessments and intense coaching sessions to guide the development of personal change plans for each manager.

Lean Enterprise & Six Sigma

Over the past five years we have helped companies such as Raytheon, Allied Signal, and GlaxoSmithKline and DSM lead and manage their lean enterprise and six sigma change efforts. In the start-up phases of lean and six sigma we work with the site-leadership teams to create the planned change process design, to develop a vision for the preferred future and to determine the degree and direction of the desired culture change. We are then included in the implementation of lean and six sigma by providing black belts and leaders of the change effort with both the personal, consulting and facilitation skills they need to be effective change agents.

Workshops

Through close involvement with our clients in major change projects we have created many fine half-day, full-day and multi-day workshops. These include such sessions as managing conflict, problem solving, creativity, systems mapping/performance analysis, leadership style development, team dynamics, leading and managing change, team facilitation, personal style, power & motivation, rewards & recognition and culture change.

Conflict Management

Organizations and leaders do get derailed; undercurrents, baggage, mistrust and politics do unfortunately get in the way of organizational performance. Our approach is to deal with conflicts as natural occurrences that are often signs of maturation and as a powerful catalyst for organizational and personal transformation. We have assisted many organizations in productively dealing with and moving beyond organizational and interpersonal conflict and adversity.

Leadership Transition

We help companies with leadership transition. This is a type of team building/counseling process done by the second month of the new manager being on the job. The goal is to help the manager make the transition from just being the new manager to being the new leader. This process also helps the subordinates get out of “waiting and seeing” what the new manager is all about mode.

Team Based Management

We assist companies in implementing and managing the change process related to team based management or self managing work teams. We help plan the change, train the team facilitators, transform the first line manager’s role, build the teams, train team members in problem solving/total quality and develop the culture and systems to support the teams.

Front Line Leadership Development

We create and implement leadership role, skill and style development processes that help front line personnel (supervisors, facilitators, team leaders, engineers, union employee resource coordinators, etc.) make the transition from traditional practices to being front line leaders. We help these staff clarify their role, enhance their leadership and interpersonal effectiveness, build and lead teams and manage for motivation and performance improvement.

Project Team Development

Companies that use a project or program team approach to get new products and services to market call on us to help them build or rebuild these project teams. Usually these companies are high tech companies where “speed” is essential. The team building for project teams can be done at two points in time. The optimal time is as the project team is getting started. Most often we are called upon when it is clear that the team is not functioning well.

We hope this information has been helpful in giving you an overview of “what we do.” Our real core competency is leading and managing change – being able to “assess” what the client needs and then designing an approach that works. Call Kelly Scott Petrock, President General Systems Consulting Group, for more information at 800-556-5222 and or visit our web page www.leadinstitute.com