



#### IV. TEAM ROLES AND RESPONSIBILITIES

**TWO HEADS ARE BETTER  
THAN ONE.**

**Old English Proverb**



**IV. TEAM ROLES AND RESPONSIBILITIES  
TEAM PURPOSES**

## **Team Purposes**

**Team Roles and Responsibilities are presented in the following topic areas:**

- **Team purposes**
- **Teams benefits**
- **Types of teams**
- **Roles and responsibilities**
- **Performance measurement**



**IV. TEAM ROLES AND RESPONSIBILITIES  
TEAM PURPOSES**

## **Team Purposes (Continued)**

**A team is a group of people organized to complete an activity, solve a problem or accomplish a specific objective.**

**The fundamental purpose of establishing teams is to improve the internal and external efficiencies of a company. This is done through the efforts of the team members to improve quality, methods, and/or productivity. If teams are properly functioning, they will:**

- Improve worker morale**
- Remove areas of conflict**
- Develop creative skills of members**
- Improve communication skills of members**
- Improve leadership skills of members**
- Develop problem solving techniques**
- Improve the attitudes of all parties**
- Indicate to members that management will listen**
- Demonstrate that workers have good ideas**
- Improve union relations (where applicable)**

**A participative style of management is the best approach to ensure employee involvement in the improvement process.**



**IV. TEAM ROLES AND RESPONSIBILITIES  
TEAM BENEFITS**

## **Company Team Benefits**

Usually team members have diverse skills and experience and may represent various departments and functions in the organization. What they share in common is their involvement in the problem to be addressed.

Diversity is important for most improvement teams. A single person trying to remove a problem or deficiency, no matter how skilled, has rarely mastered the intricacies of an entire work process.



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TEAM BENEFITS**

## **Company Team Benefits (Continued)**

**Improvement teams:**

- **Can usually tackle larger issues than an individual working alone**
- **Can build a fuller understanding of the process needing improvement**
- **Can have immediate access to the technical skills and knowledge of all team members**
- **Can rely on the mutual support and cooperation that arises among team members as they work on a common project**



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TEAM BENEFITS**

## **Individual Team Benefits**

**Teamwork offers some obvious benefits to team members, including:**

- **An opportunity for greater understanding of work issues**
- **Chances to be creative and share ideas**
- **The opportunity to forge stronger relationships with colleagues**
- **The opportunity to learn new skills and enhance existing ones**
- **A chance to work on a project with the full support of upper management**
- **The satisfaction of solving a chronic problem**



**IV. TEAM ROLES AND RESPONSIBILITIES  
TYPES OF TEAMS**

## **Types of Teams**

**The following types of teams are used by industries throughout the world today:**

### **Improvement Teams**

**A group belonging to any department chooses to solve a quality or productivity problem. It will continue until a reasonable solution is found and implemented.**

### **Process Improvement Team**

**For a process improvement team, employees may be drawn from more than one department to look into a product or process objective.**

### **Six Sigma Teams**

**Six sigma teams closely follow the description of project and ad hoc teams that follow, with the addition of black and master black technical belt support. Companies use a variety of team membership arrangements and provide technical skills training based upon their desired objectives.**



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TYPES OF TEAMS**

## **Types of Teams (Continued)**

### **Project Teams/Task Forces/Ad Hoc Teams**

**Members are selected based on their experience and directed by management to look into specific areas such as the modernization of a piece of equipment or solution to a customer complaint. These teams are generally ad hoc and disband upon the completion of their assignments. Team membership can be all management, all work area, or a composite of the two.**

### **Cross Functional Teams**

**Cross functional teams are made up of individuals who represent different departments or functional areas in the organization. Individuals who represent a department or functional area should be subject matter experts. They should be very knowledgeable about the policies, practices, and operations of their department or functional area.**



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TYPES OF TEAMS**

## **Types of Teams (Continued)**

### **Self Directed Teams**

**Self directed teams operate with minimal day-to-day direction from management. These teams are often asked to accomplish objectives within time frames that are truly stretch objectives. Management must give the team the maximum latitude possible to achieve their objectives.**

### **Cellular Teams**

**Cellular teams are a variant of natural work teams. The name derives from the work cell arrangement in which a number of employees either fabricate or assemble parts. These teams can be led by a supervisor or may be self directed.**



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## **Types of Teams (Continued)**

### **Quality Circles**

**A quality circle is a means of allowing and encouraging people on the production floor to participate in decisions that will improve quality and/or reduce manufacturing costs. Department members voluntarily participate to improve departmental performance. Quality circles are effective forums to exchange suggestions and find solutions. Since membership is voluntary, people are highly motivated to continue the improvement process.**



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TYPES OF TEAMS**

## **Types of Teams (Continued)**

### **Quality Teams**

The fundamental purpose of establishing quality teams is to improve the internal efficiencies of the company and both internal and external products and service quality. This is done through the efforts of the team members to improve quality, methods, and/or productivity.

### **Natural Work Teams**

In natural work teams, leadership is usually given to the area supervisor. Members of teams come from the supervisor's work force. Outside members, from specialist organizations, can be included in the membership, either as active members or as contributing guests. Often, a facilitator is utilized, particularly during team start-up.



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TYPES OF TEAMS**

## Synopsis of Team Applications

<b>Team Types</b>	<b>Structures</b>	<b>Best Applications</b>
<b>Improvement Teams</b>	May be 8 to 10 members from a single department	Can work on quality or productivity issues. A process improvement team can consist of multi-department membership and focus on process flow and product issues.
<b>Quality Teams</b>	May be 8 to 10 members from a single department	May initially work on quality topics or overall department performance. Can evolve into self directed teams.
<b>Project Teams</b>	Can have broad or specific member selection and may consist of all or part management	Works on specific projects such as the installation of a conveyor system. Can also focus on material related items like an improved inventory control system. Usually disbands upon the completion of a project.
<b>Six Sigma Teams</b>	Generally 8 to 12 members with black belt or master black belt support	Works on specific process or customer based projects of importance. Usually disbands upon project completion.
<b>Cross Functional Teams</b>	8 to 12 members from different areas, departments, or disciplines	Members are carefully selected. Knowledgeable people are required. Very similar to project teams. Tends to deal more with policies, practices and operations.
<b>Self Directed Teams</b>	6 to 15 members. Generally a natural work area team and may need staff support	Requires considerable training and exposure. Can be given objectives or develop their own. Some companies select people with cooperative skills to help with success.



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## **Steering Committee Role**

**Establishing a steering committee is a logical first step when an organization launches an improvement initiative. The steering committee is usually composed of upper management. In some companies, middle management and hourly employees are also represented.**

**Some of the steering committee key roles include:**

- **Setting goals**
- **Identifying projects**
- **Selecting teams**
- **Supporting project teams**
- **Monitoring progress**

**Various companies call this committee the quality council or the executive steering committee.**



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## **Sponsor/Champion**

**The sponsoring manager is responsible for defining objectives for the team - the “what” that the team needs to accomplish. To the largest extent possible, “how” the team accomplishes the objectives should be left to the team to decide.**

**The relationship between the team and sponsoring management should be mutually supportive. The team delivers what management needs in the way of results. Management delivers what the team needs in terms of resources, political support, and recognition.**



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### **The Leader Role**

**Some teams have both leaders and facilitators. This is common for manufacturing line teams. As a general rule, the team leader focuses on the team product (the results) and the facilitator is most concerned with the team process.**

**The team leader:**

- **Provides direction**
- **Acts as a communication hub**
- **Acts as a liaison with management**
- **Suggests assignments**
- **Handles administrative details**
- **Ensures that individual needs are considered**
- **Conducts meetings**
- **Recommends meeting agendas**
- **Assesses group progress**
- **Takes steps necessary to ensure success**



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## **Other Leadership Qualities**

**The leader's role is not to "boss" the team but to ensure implementation of the team mission and charter. The leader also:**

- **Has an ability to encourage participation**
- **Is open minded and listens well**
- **Is genuinely concerned about people**
- **Is encouraging and supportive**
- **Is accepting and tolerant of mistakes**
- **Works with, not over participants**
- **Sticks to the task at hand**



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## **The Facilitator**

**As a resource or coach for the group, the facilitator must understand problem solving techniques, and be able to teach these skills to the group members. Facilitators are useful in assisting a group in the following ways:**

- **Providing group training or skill building**
- **Resolving an impasse before the task is completed**
- **Providing feedback on group effectiveness**
- **Summarizing points made by the group**
- **Enabling each member to provide inputs**
- **Supporting team meetings**
- **Securing or providing resources**
- **Being a neutral party, or providing perspective**
- **Clarifying points of view or issues**
- **Keeping the team on track with the process**
- **Helping with interpersonal difficulties that may arise**



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**The Facilitator Must Avoid:**

- **Judging team members or their ideas, comments, opinions**
- **Taking sides or becoming caught-up in the subject matter**
- **Dominating the group discussions**
- **Solving a problem or giving an answer**
- **Making suggestions on the task instead of on the process**



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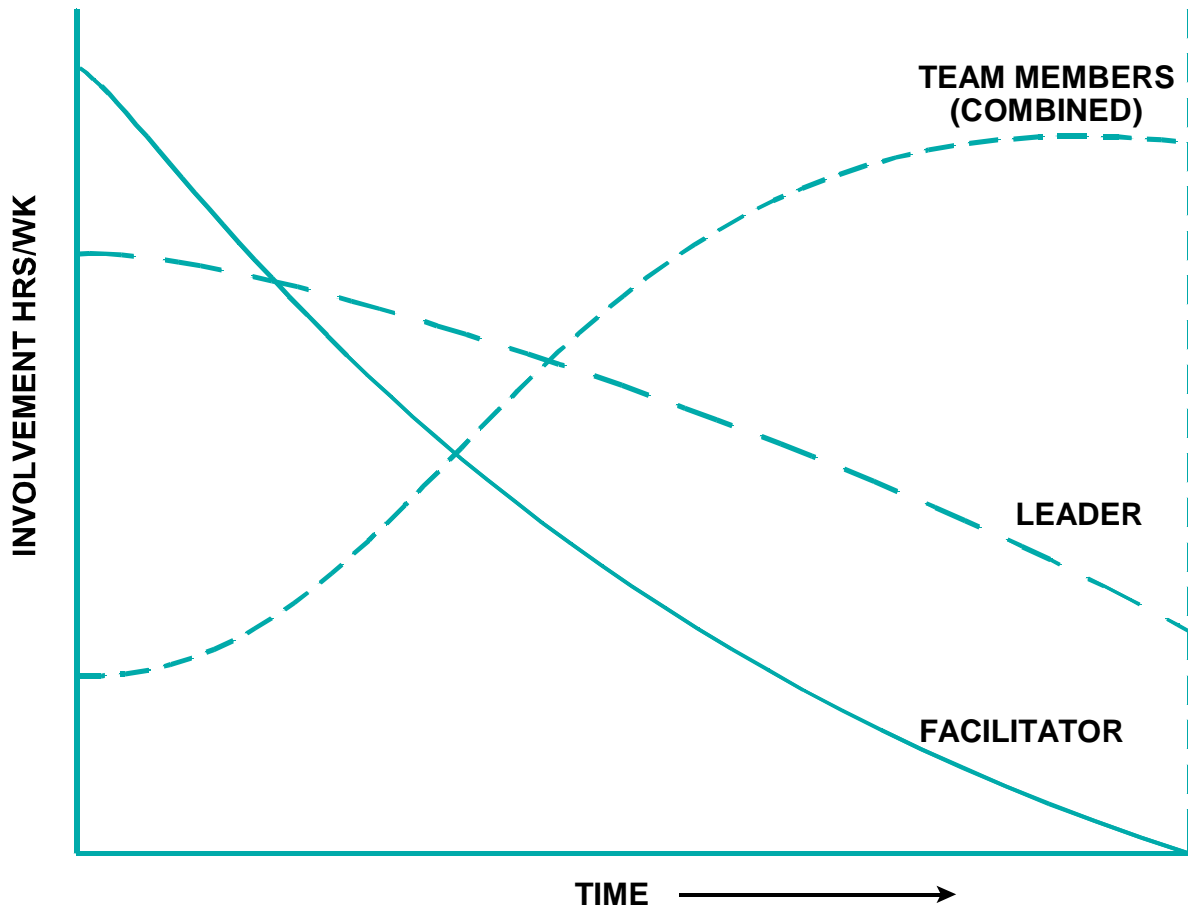
## **The Facilitator Role**

- **Focuses on progress**
- **Assesses the change process**
  - **Cultural barriers (attitudes, personalities)**
  - **How well groups are accomplishing their purpose**
  - **What is required (training, resources)**
- **Coaches the leader(s) and provides support**
- **Shows by example**
- **Asks for feelings**
- **Provides direction**
- **Helps the leader to do his/her job more easily**
- **Helps with content (contributes to solving the task)**
- **Provides feedback to the leaders and participants**



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## Plot of Team Roles Over Time





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## **The Team Member Role**

**Each team member is responsible for:**

- **Participating in training to become an effective team member**
- **Attending team meetings, usually weekly**
- **Completing assignments between meetings**
- **Participating actively during meetings by contributing information and ideas**
- **Encouraging active participation by other team members**
- **Benefitting from the experience, expertise and perspectives of others**
- **Applying the steps of the quality improvement process**



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## **The Recorder Role**

**The Team Recorder/Secretary is normally a full-fledged team member. The recorder maintains the team's minutes and agendas.**

**The recorder:**

- **May or may not participate as a member**
- **Takes clear notes including project responsibilities**
- **Publishes and distributes the minutes**
- **May ask for clarification of issues (for the record)**



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## **The Timekeeper**

- **Advises team of the remaining time to review a project**
- **Enforces any time “norms” of the team**
- **An optional role, sometimes the responsibility of the facilitator**



#### **IV. TEAM ROLES AND RESPONSIBILITIES PERFORMANCE MEASUREMENT**

## **Measurement of Performance**

**Teams are established to accomplish something within a timeframe. A clear understanding of the team's objectives is a very important element of creating successful teams.**

**Teams are often chartered to improve performance in some way. Performance is associated with speed, quality, cost and effectiveness. Finding good measures on these variables is not always easy.**

**Finding out what is important to your customers and building a set of measures around these variables is usually much more effective than counting what can be easily counted.**