



SNS COLLEGE OF ENGINEERING

Kurumbapalayam (Po), Coimbatore – 641 107

An Autonomous Institution

Accredited by NAAC – UGC with 'A' Grade

Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai

DEPARTMENT OF COMPUTER SCIENCE AND TECHNOLOGY

COURSE NAME : 19OE114 –TOTAL QUALITY MANAGEMENT

III YEAR / VI SEMESTER

Unit 2- TQM PRINCIPALS

TEAM & TEAM WORK

UNIT - II

TQM PRINCIPLES

Team and Teamwork

- **Team:** A group of people **working together** to achieve common objectives or goals.
- **Teamwork:** A **cumulative action** of the team during which **each member** of the team subordinates his individual interests and opinions to **fulfill the objectives** or goals of the group.



Benefits of teamwork

- Improved solution to **quality problem**.
- Improved **ownership of solution**.
- Improved **communication**.
- Improved **integration**.



Types of Team

1. Process improvement team
2. Cross-functional team
3. Natural work team
4. Self-directed/Self-managed work team



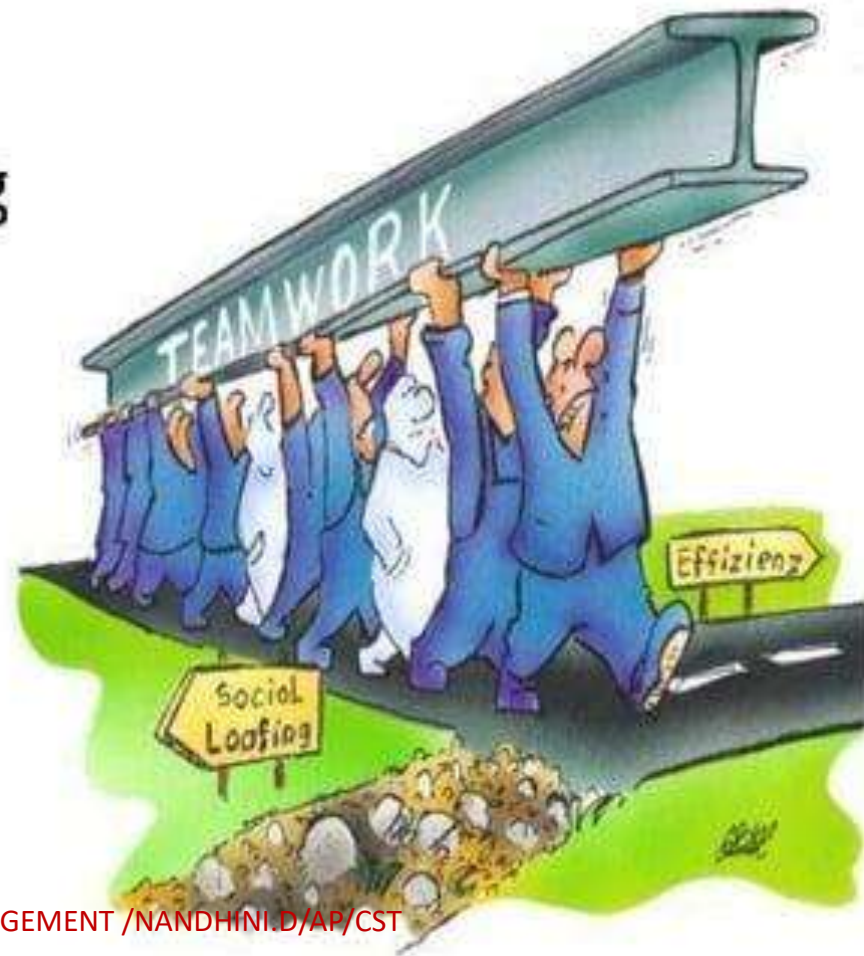
TEAMWORK AT IT'S BEST!

Characteristics of Successful Teams

- ❖ Sponsor
- ❖ Team charter
- ❖ Team composition
- ❖ Training
- ❖ Ground rules
- ❖ Clear objectives
- ❖ Accountability



- ❖ Well defined decision procedure
- ❖ Resources
- ❖ Trust
- ❖ Effective problem solving
- ❖ Open communication
- ❖ Appropriate leadership
- ❖ Balanced participation
- ❖ Cohesiveness



Role of Team Members

- ✓ **Devote themselves** to the common team goals
- ✓ **Feel** themselves **responsible** and equal
- ✓ Be **interested and motivated**
- ✓ **Accept, appreciate and respect** each other
- ✓ Give **high priority** to continuous **improvement**
- ✓ **Participate actively** with the activities of the team

- ✓ **Offer views**, opinions and ideas freely and voluntarily.
- ✓ Trust, support, understand and have a **genuine concern for other team members**
- ✓ Attend **training seriously** with a receptive attitude
- ✓ **Abide** by the decision taken by the team
- ✓ **Encourage feedback** on own behavior
- ✓ Make **personal improvement** a routine

Stages of Team Development

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



Barriers to Team Progress

- Insufficient training
- Incompatible rewards and compensation
- Lack of planning
- Lack of management support
- Lack of union support
- Project scope too large
- Project objectives are not significant
- No clear measure of success

Recognition and Reward

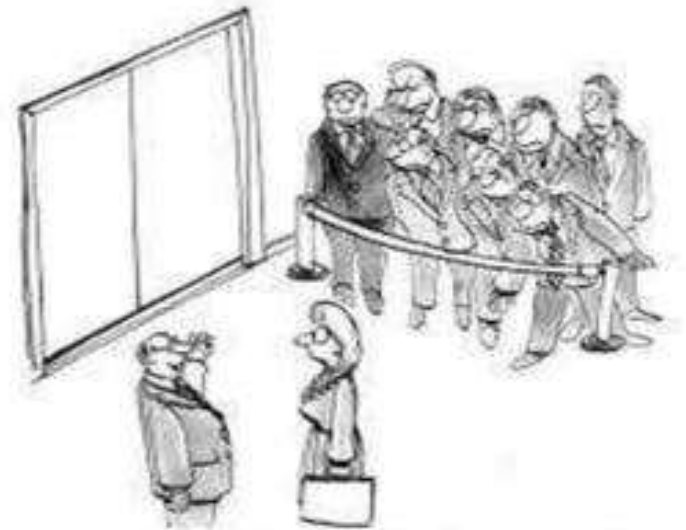
Recognition: It is a process by whereby management **shows acknowledgement** of an employee outstanding performance

Reward: It is a tangible one, such as increased salaries, commission, cash bonus, gain sharing etc., in order to promote desirable behavior



Why should one Recognize Employee

- Improve employee morale
- Show the company appreciation for better performance
- Create satisfied workplace
- Create highly motivated workplace
- Reinforce behavioral patterns
- Stimulate creative efforts



"As Employee of the Month
you get to be first on the elevator."

Types of Rewards

- Intrinsic reward
- Extrinsic reward



Ways to recognize people

- Send **letters**
- Develop a “**behind the scene**” award
- Create **best ideas** of the year
- Feature the quality **team of the month**
- Honor the **peers**
- **Invite** a team for coffee or a lunch

- **Take interest** in employees development
- Send a team to **special seminars**
- Ask your boss to send a letter of acknowledgement
- Have a stock of **small gifts**
- Promote or nominate for promotion
- Get your **team picture** in the company news letter