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# **Workshop III**

## ***Teambuilding***

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## Goals of an improvement team

- Clear and precise definition of the problem
- Interdepartmental problem or common to several units
- Define clearly the targets
- Set reachable goals; not unobtainable
- Use a systematic approach for analysing the problem



## Dimensions of an improvement team

- The team is established for a limited period of time
- It is a voluntary task for team members (to certain extent)
- Stakeholders and affected parties of the organization should be included
- Different hierarchical levels should take part in the team
- Training the members of the team is crucial





# Members of the team

Process owner

Facilitator role

Responsible role



**RECOMMENDED: 6 to 8 MEMBERS**  
**PROBLEMS OF OTHER SIZES**

**Ideally one or two members from stakeholder groups**



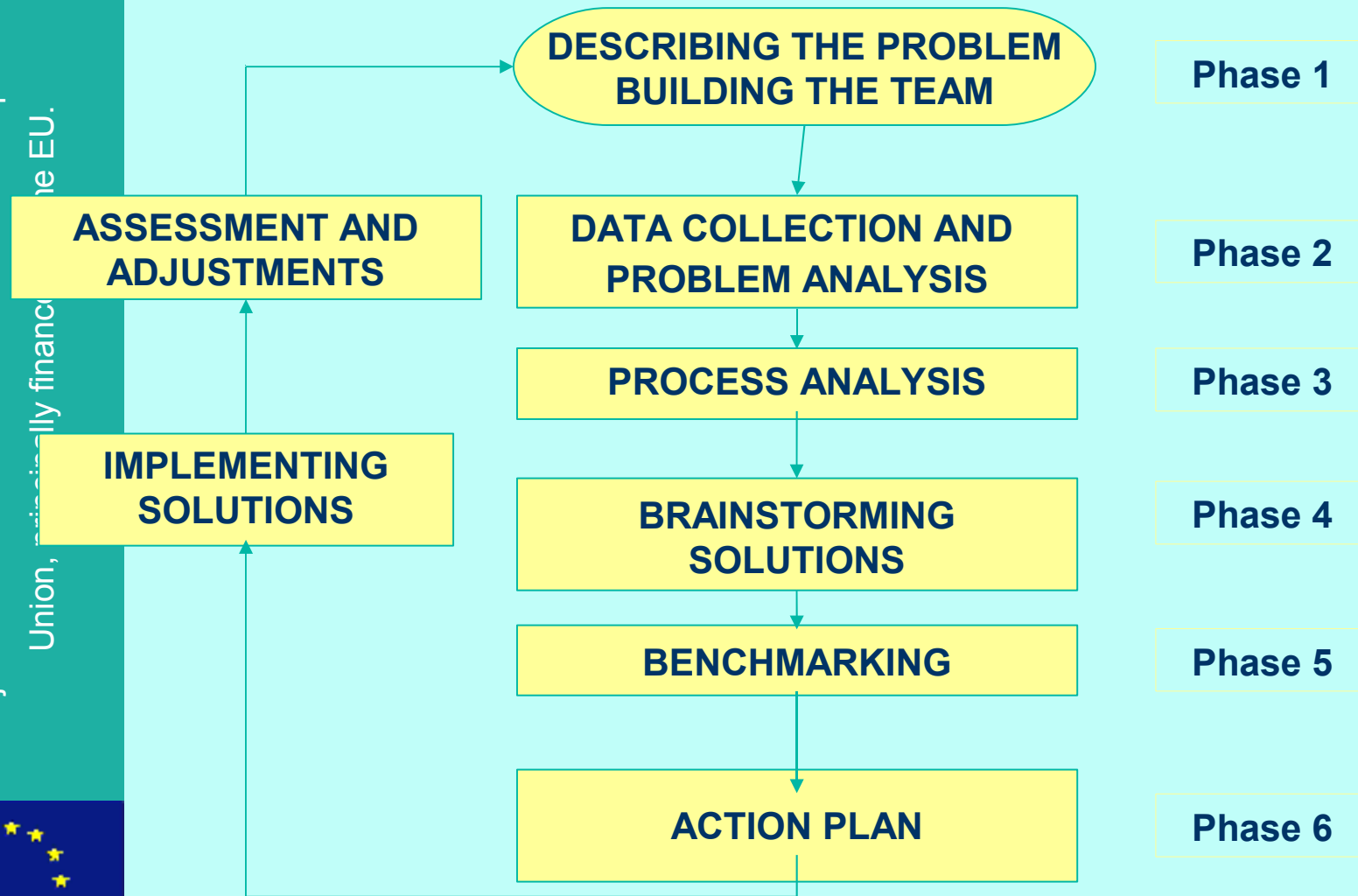
# Operational method of the team

- Agenda negotiated and worked thoroughly in advance
- Frequent meetings for the decision-making process; less frequent for implementation and evaluation
- Meetings results should be reported and negotiated
- Decisions to be reached within 12 to 16 weeks



# Phases

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**THINKING IN REVERSE ORDER**



# Summary and lessons

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- Explicit commitment of top managers.
- Team work is not an extra-activity for members
- The organisation should not have serious problems (trade unions, strikes...) before building up teams
- Teams are means for a wider purpose
- Divergences between the team results and the daily work should be avoided
- Solutions should not be too ambitious or too numerous
- Combination of systematic methods and political negotiation
- Implementation of solutions should be close to decisions
- Teams should focus on results, not on the process only