THE TEAM® HANDBOOK

Third Edition

GOAL/QPC

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We want to thank our reader panel for agreeing to review the third edition. They gave us many hours of their valuable time providing us with feedback on our ideas and writings.

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Dedication

This book is dedicated to

Our customers…

Over a million of you used previous editions of *The Team®* *Handbook* to improve the quality of your organizations and the value you deliver to customers. For more than 15 years, you have made teams successful by applying the tools and concepts from this book in your work. Through your generous feedback and suggestions, we've created this third edition of *The Team® Handbook*.

Brian L. Joiner…

For Brian's ability to find simplicity in the complex, and his passion for serving as a great teacher and mentor. His work with leaders changed the paradigms that guided their actions. His optimism, curiosity, and insights have contributed to this book and helped those who seek to better serve their customers.

Laurel W. Joiner…

For Laurie's courage and commitment to implementing the ideas and values that form the basis of this book, and to helping communities thrive by applying these teachings.

Peter R. Scholtes…

For his ability to translate ideas about purpose and the human spirit into a business context as reflected in the first edition of this book. Peter's groundbreaking work integrating teamwork and quality, and his passion about aligning pay and performance systems with a culture of collaboration has had a profound effect on organizational culture.

In Memory of:

William G. Hunter…

For his enthusiasm in exploring new ideas, developing new statistical insights and methods, and making statistical knowledge accessible and useful to everyday people.

Brian, Peter, and Bill explored the frontiers of quality management together and continue to influence our work and this book.

Dale Mann…

A gifted artist whose illustrations add humor, insight, and humanity to this book.

Preface

Welcome to the third edition of *The Team® Handbook*, which serves as a companion in your efforts to lead change and better serve customers. For more than a million of you who have used this book, we believe this latest edition has everything you liked in previous editions and more.

The original handbook, created in 1988, established the gold standard for people working with teams all over the world. Since many of you may use the book as a reference, we've streamlined the information and reorganized the chapters to highlight the order in which people use the tools and concepts. We retained what worked in previous editions while adding new information and examples.

To help you apply the tools and concepts, we've designed worksheets and templates throughout the book. To make it even easier for you to use these worksheets, you can now download electronic versions to your laptops, tablets and phones, from the GOAL/QPC website: (www.teamhandbook.com).

What's New in This Edition

The **Introduction** provides information on the context teams need to be successful. Organizations using teams to improve efficiency and better serve customers will find information on how to start quality initiatives such as Six Sigma or Lean Thinking.

New information on different types of teams and new tools and strategies for leading change are included in **Chapter 1.**

Chapter 2 features new information on the roles of the Sponsor, Coach, Team Leader, and Team Members during the various stages of the team's work.

Several new tools have been added to **Chapter 3** to help teams work well together: affinity diagrams, prioritization matrices, effort/impact grids, new planning tools, and additional information on effective presentations.

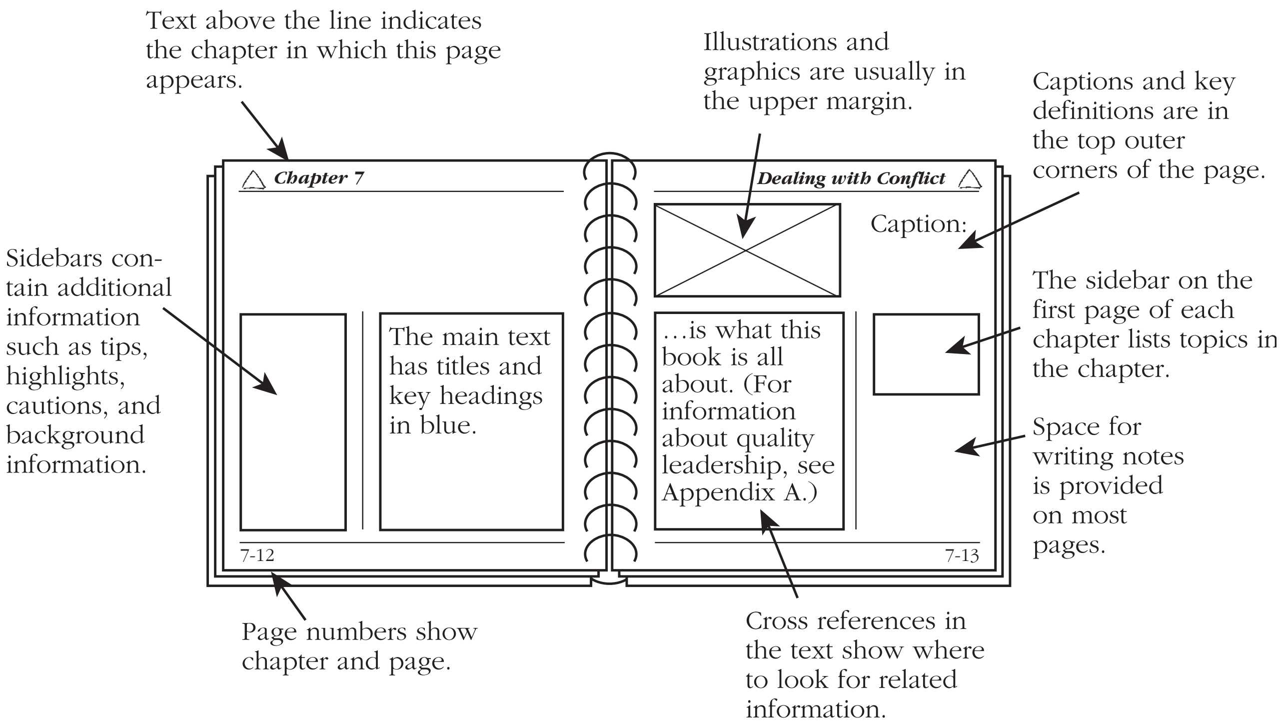
Chapter 4 now includes the information on the scientific approach and tools teams use to solve problems and improve processes. Failure Modes and Effects Analysis has been added, plus additional information on creating storyboard presentations.

Chapter 5 contains the Six Sigma improvement methodology—DMAIC—and we have highlighted the methods and strategies that are useful in Lean Thinking. You will also find a new strategy for using designed experiments to identify and control sources of process variation.

The stages of team growth and recipe for a successful team, favorites in earlier editions, are still in **Chapter 6.** We have added questions that need to be addressed at each stage of the team's work, and augmented the tips for managing each stage. Information on common team problems, groupthink, and managing conflict remains in **Chapter 7.**

Chapter 8 is completely new and includes tools and techniques that go beyond the basics. Creativity tools, force-field analysis, and information to help leaders manage project pipelines are included.

Appendix A is an all-new glossary. The example of a storyboard in **Appendix B** has been updated. **Appendix C** retains the ever-popular team-building exercises and activities from earlier editions, and **Appendix D** contains updated references.



Updates in the Format

If you're familiar with earlier editions of *The Team® Handbook*, this edition will look familiar. As indicated below, we've tweaked a few things to make the text easier to follow.

Text Highlights

We still have illustrations and lots of white space where you can make your own notes. We use the color blue to highlight important information, and sidebars to indicate areas of additional information. As the illustration above shows, we've provided a format to help make information clear and easy to follow.

Background Information

Background information is additional information that adds depth or an interesting sidelight to the main text. Sometimes this information will be in a sidebar, and other times it will need a full page of its own. In either case, it will always be on a gray background with a line around it to help you separate it from the rest of the text.

Graphic Clues

The following icons alert you to important information:

Tip: Provides helpful hints on what to do or not to do.

Caution! Signals things to watch out for, pitfalls, or common problems to avoid.

Highlights: Summarizes main points of adjacent text.

GOAL/QPC **Download:** Indicates that the form is available for download at the GOAL/QPC website: www.teamhandbook.com.

We're constantly striving to improve our products and services and we hope this third edition of *The Team® Handbook* meets with your approval. Let us know how it works for you.

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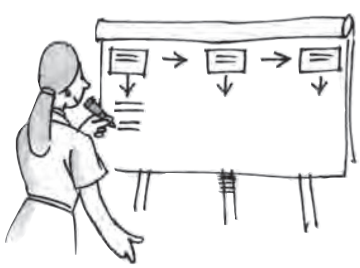

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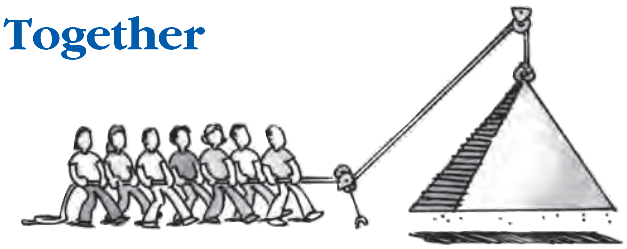

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Chapter 3

Preparing for the First Team Meeting

- Review the charter
- Clarify roles
- Draft a plan
- Identify pertinent existing data
- Set the meeting logistics
- Draft an agenda

Section B: Team Leaders: Putting It All Together

This section offers detailed advice to Team Leaders on how to use the skills covered in the first section of this chapter. The trick is learning how to apply these skills to the work of leading the team through the project from a strong start to a successful finish.

I. Guidelines for Initial Team Meetings

The Team Leader or Sponsor is the driving force behind the initial team meetings. Duties include understanding the project, drafting a preliminary work plan, handling all the logistics, developing meeting agendas, helping Team Members get acquainted—and all while beginning to learn new skills.

Preparing for the First Team Meeting

It's usually a good idea for the Sponsor to attend the first team meeting to help orient the team, answer questions about the charter, and explain how progress will be regularly reviewed. The Sponsor should review the agenda with the Team Leader beforehand to clarify who will lead which parts of the meeting. The Team Leader will also meet with the Coach, if appropriate, to plan and prepare for the team's first few meetings.

Before the first team meeting, the Team Leader should

- **Review the charter.** Are the goals realistic? Is the definition clear? Do you anticipate any controversial issues? Are the team's boundaries and limitations clear? What are the expectations about deadlines? How will workloads and priorities be handled? List your questions and arrange a meeting with the team's Sponsor to discuss them.
- **Clarify roles.** If you are working with a Coach, clarify what responsibilities each of you will have. How will you communicate and coordinate with each other? Schedule weekly meetings so the two of you can review the last team meeting and plan and prepare for upcoming meetings.
- **Draft a plan.** As discussed earlier in this chapter, consider how this project might unfold. What activities are needed to complete the project and in what sequence should they occur? This plan will inevitably change as the team progresses, but preparing it before the team meets makes it less likely that you will stall in the starting gate or get stuck in unimportant details.
- **Identify pertinent existing data.** Review previous work in this area. Has anyone worked on this problem or issue before? If you are improving a process, find out how the existing process was designed. Determine if anyone is currently collecting data on the process you intend to study.
- **Set the meeting logistics.** The time chosen for the first meeting need not be the time members select for regular meetings. At the first meeting, set a regular time and place for all subsequent meetings. Schedule meetings several months in advance. Holding meetings in the same room at the same time

For Ongoing Teams

The goals of an ongoing team's first meeting are similar to those of a new project team. They should clarify the purpose, function, and expectations of the team. Roles, ground rules, limits of authority, and methods of working together must be developed and agreed upon. The team also needs clear connections to others in the organization.

Getting Started

Many organizations find it helpful to start teams with an extended kick-off meeting, which often lasts a full day, sometimes two. During this time the team becomes familiar with its charter, establishes ground rules, sets meeting logistics, reviews background information, learns and begins to practice meeting skills, discusses and finalizes a project plan, and begins early tasks such as mapping a process or preparing for data collection. This intensive start-up provides high energy and momentum and can significantly reduce the time to complete the work.

saves members from wondering, "When and where are we meeting this week?"

The Team Leader should make certain that there are sufficient

- **Tables and chairs.** Have enough table space and chairs to accommodate the team and any visitors. A square or round table allows Team Members to see and hear each other, encouraging equal participation.
- **Flipcharts, markers, masking tape, and other supplies.** Each meeting room should have a flipchart mounted on the wall or on an easel. Have adequate flipchart pads, markers, and tape. Tape the flipchart pages to the wall as the meeting progresses so your team can track its progress. You may also need notepaper, graph paper, pencils, and pens.

- **Draft an agenda.** The Team Leader drafts the agenda prior to each of the first several meetings. As the team gains experience, agendas can be developed during the prior meeting. (See Sample Agenda for a Team's *First* Meeting, p. 3-54.)

Team Leader Goals for the First Few Meetings

Goals for the first team meetings are built around three themes: building relationships between Team Members, understanding the project, and learning methods and ways of doing work that may be new to you. Fight the urge to jump right into action. Time spent working on these three things will serve you better in the long run.

The following list may seem intimidating but don't fret. You don't have to accomplish everything in one or two meetings. The time needed depends on the Team Members' experience and the nature of the project.

Build relationships

Get to know each other
The success of your team depends on their ability to rely on each other and work closely together. Give Team Members time to learn about each other's backgrounds and skills, and how each learns and works best. Highly effective teams can compliment each other without embarrassment and disagree without fear.

Learn to work as a team
If the team consists of people drawn from various departments and levels within the organization, allow time for the group to become a team. Find ways to use each member's strengths. (For more information on team-building activities, see Appendix C.)

Work out decision-making issues
Too often decisions "just happen" in a team. Often members are unsure whether a decision has actually been made. After the team meeting, members might say, "That isn't what I thought we decided," or "I didn't agree to this." Sometimes members just go along with

Goals of the First Few Meetings

Building Relationships

- Get to know each other
- Learn to work as a team
- Work out decision-making issues
- Set ground rules

Understand the Project

- Review the charter
- Develop a work plan
- Identify stakeholders

Learn New Tools and Skills

- Learn the scientific approach and other new skills needed to be an effective team and to successfully start the project.

what they think the group wants instead of bringing up potential risks in the decision. In order to make high-quality decisions, teams should determine how they will make decisions. (For more information on decision-making methods, see p. 3-24.)

Set ground rules

Every team should establish ground rules, or "norms," concerning how meetings will be run, how Team Members will interact, and what kind of behavior is acceptable. (Some are stated aloud, others are understood without discussion.) Each member is expected to respect these rules, which usually prevent misunderstandings and disagreements. Ground rules can be posted at each meeting as a reminder. A few of the ground rules to establish are

- **Attendance.** Teams should place a high priority on attending meetings. Identify legitimate reasons for missing a meeting and establish a procedure for informing the Team Leader if a member is unable to attend. Decide how to bring absent members up to speed.
- **Promptness.** Team meetings should start and end on time. This makes it easier on everyone's schedule and avoids wasting time. How strongly does your team want to enforce this rule? What can you do to encourage promptness? What does "on time" mean to your team?
- **Disagreements when handling conflict,** Focus on ideas, not people. Agree to look at pros and cons of all ideas and to value and respect different perspectives. Resolve differences of opinion with data whenever possible.
- **Participation.** Everyone's viewpoint is valuable. Therefore, emphasize the importance of both speaking freely and listening attentively.

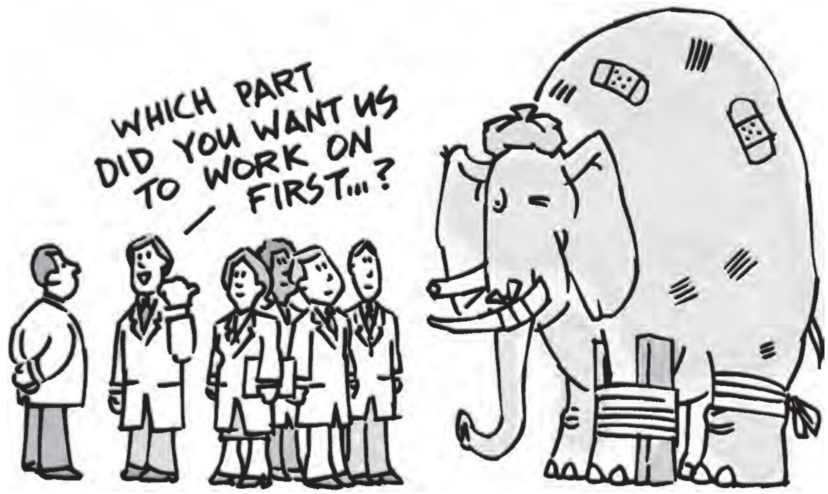
- **Interruptions.** Decide when interruptions (e.g., phone calls) will be tolerated and when they won't. (See the 100-Mile Rule, p. 3-2.) Turn off beepers and cell phones, or set them to "vibrate."
- **Basic conversational courtesies.** Agree to listen attentively and respectfully to others; don't interrupt; and don't hold more than one conversation at a time.
- **Confidentiality.** Decide what information should not be discussed outside of the meetings.
- **Assignments.** Much of a team's work is done between meetings. When members are assigned responsibilities, it is important they complete their tasks on time.
- **Smoking and breaks.** Decide whether and under what circumstances smoking will be allowed, whether to take breaks, and how long breaks will be.
- **Rotation of responsibilities.** Decide who will be responsible for facilitating the meeting, taking notes, acting as timekeeper, writing minutes, setting up the meeting room, etc., and how to rotate these duties among members.
- **Meeting place and time.** Specify a regular meeting time and place, and establish a procedure for notifying members.

Tip

Team Leaders plan and may facilitate the first few meetings while members get to know each other, set ground rules, and establish roles. Then the role of meeting facilitator gets established and rotates through the team. If Team Members are new and unskilled at facilitation, the Team Leader should plan the meetings with the Team Member who will facilitate the meeting until he or she can do it alone.

Understand Your Project

One of the team's first tasks is to understand the boundaries of its project.



Understand the project

Now it's time to take the work done ahead of time with the Sponsor and Coach and review these objectives with the entire team.

- **Review the charter.** Explain the need for improvement, why it's important, timelines, schedules, and the project's boundaries. Outline available resources such as budget, time, people, etc. Discuss what expertise or technical abilities you might need that aren't represented by Team Members. Explain what access the team will have to outside experts and technology. On a more detailed level, explain what access the team will have to typing or copying services.
- **Develop a work plan.** The work plan ultimately developed depends on whether the team is solving a problem or improving a process. Each option is covered in detail in Chapter 5 along with links to more detailed strategies to help carry out each step. The importance of the work plan cannot be overstated. It provides a road map for the team to follow, enabling it to progress steadily and keep on track.

  The Team Leader may have drafted a work plan before the first meeting. In that case, Team Members should discuss the plan in detail at one of the first meetings, revising it if necessary. The team will continue to review and revise the plan as more is learned about what is needed to successfully complete its project or carry out its work.

- **Identify stakeholders.** Once the team is clear about its purpose and goals, it is important to identify others who might affect or be affected by the work. Some examples of stakeholders are regulatory agencies, employees in other work areas, suppliers, etc. The better the team understands and takes into consideration the needs and concerns of its stakeholders, the smoother the team's work is likely to be. Knowing stakeholders can help you create more buy-in to recommended changes down the road.

Learn new tools and skills

If the team is expected to use methods new to them, then part of the team's meeting time should be spent learning these new skills. Since the ideal time to learn a skill is just when that skill is needed, it is likely that some training and education will happen throughout the team's life. The Team Leader and Coach might consider these topics for discussion during the first few meetings:

- **The scientific approach.** Discuss what it is and how it may be different from the way problems have been solved in the past. Help Team Members understand how this approach may influence their actions and decisions. (For more information on the scientific approach, see p. 4-8.)
- **Teams and teamwork.** Talk about why it is important for a team to do this work. Also explain why each member is important on the team. Spend some time talking about the difference between doing individual work and doing teamwork, which is highly interdependent and collaborative. Discuss responsibilities of the Team Leader, Team Members, Sponsor, and Coach.

The First Team Meeting

The main focus of the first team meeting is to understand and agree to the purpose of the team.

- **Processes.** If the team will be working with processes, then it might be helpful to discuss what processes or steps are represented by members of the team and how these relate to one another. Viewing work as part of a process can revolutionize the way the team approaches making improvements.
- **Customers.** Usually it is helpful to identify the people who use the output of the process (e.g., a product or a report), and to understand their needs and requirements.
- **Variation.** All processes show variation. Teams need to understand what it is, how to measure it, and how it should influence reactions to problems. (For more information on variation, see p. 4-23.)
- **The Pareto Principle.** Teams may need to use the Pareto Principle to quickly focus its efforts on the "vital few" important problems. Review the definition of this principle and discuss how it will govern selection of team activities. (See p. 4-22 for more detailed information.)

Of course, the work plan developed for the project will determine when each topic will be most useful. (For more information on the above topics, and for descriptions of the tools needed to do the work, see Chapter 4.)

Conduct the First Meeting

Team Leaders should use the following as a guide for the team's first meeting. The outline follows the accompanying Sample Agenda for a Team's *First* Meeting (p. 3-54) very closely.

1. **Set up the room.** Arrive early. Check to make sure all the supplies are ready. Arrange tables and chairs so everyone will be able to see one another. Write the following information on flipchart pages that are taped to the wall for everyone to see:
   - Project name
   - Charter
   - Improvement goals
   - Meeting agenda
2. **Greet arrivals.** Greet members by name or make introductions as they enter the room.
3. **Get started.** Establish a precedent for a prompt start. Begin at the announced starting time, even if some members have not yet arrived. If people are talking, get their attention by meeting their eyes and saying, "It's time to get started." Introduce yourself and explain your role as Team Leader.
4. **Review the agenda.** Decide ahead of time which agenda items will be led by the Sponsor, and which by the Team Leader. Explain to Team Members the goals of this meeting. Add or delete items. Review the time needed for each item. Note which items must be completed today.

   Also outline the goals for the first few meetings (e.g., to build the team, clarify the task, learn necessary new skills, and further develop the work plan).

Warm-Ups

Warm-ups are quick activities that signal the start of the meeting and prepare the group to work together. There are many different warm-ups described in Appendix C. Here is one that is almost always appropriate:

The "Check-In"

Going around the room, have each member say a few words about what issues or distractions they are "checking at the door." This helps each member put aside personal concerns in order to focus on the meeting, and also lets the team know what may be influencing their participation.

Some examples of check-in comments:

> "The baby was up all night with an ear infection and I'm exhausted."
>
> "We're trying to get a rush job out and everyone in my unit is giving me grief for coming to this meeting, so I'm kind of distracted."
>
> "I'm fine today."
>
> "Glad to be here; it's a zoo down there today!"

5. **Have members introduce themselves.** Begin with a five-minute warm-up activity. Some warm-ups focus people's attention on the task at hand, but at the first meeting pick one that helps Team Members get better acquainted. Simply go around the table and have members introduce themselves and say a few words about what they do. The Coach and Sponsor could discuss their roles when it is their turn.
6. **Review the team's purpose.** Review the charter and the project's goals. This is the team's purpose. As Team Leader, say a few words about why you are excited about this project. Indicate why the work is important to the organization and its customers. If appropriate, discuss how each Team Member and all the employees who are part of this work process will benefit. As part of this orientation, place this project in the context of the organization's business strategies. (See p. 1-5 for more on the importance of alignment.)
7. **Define roles.** Discuss how the team will operate. If appropriate, describe the roles of Team Leader, Sponsor, and Coach in more depth. Discuss the responsibilities of Team Members to contribute to understanding the problem or process, and to carry out some of the data collection and analysis. Discuss how the team will draw conclusions from the data, develop proposed improvements, and make links to other employees in related parts of the organization. (See Chapter 2 for more information on these roles.)
8. **Set ground rules.** Have Team Members set ground rules for what they expect in terms of general courtesy, such as not interrupting conversations, and discuss their responsibility for their behavior, such as promptness at meetings. (For more information, see p. 3-46)

9. **Introduce basic concepts or skills.** This is an opportunity for the Team Leader or Coach to introduce the team to a few key skills or concepts (such as the scientific approach or the Pareto Principle) that will help them do the work expected of them.
10. **Review assignments.** Go over any readings or project work to be completed before the next meeting. Help members understand that much of the team's work will occur in between meetings.
11. **Evaluate meetings.** Choose a method of evaluating the meeting. Make sure you gather suggestions for improving the next meeting. (See p. 3-8 for more information.)

Team-Building Exercises

Certain activities are designed to help members learn to work better as a team.

Here is one that is especially useful for a team working to improve a cross-functional process.

Touring Each Other's Workplace
Each Team Member can use part of a team meeting (or a session between regular meetings) to guide other members through his or her work area. That way Team Members get a firsthand look at how different parts of the organization operate. Each tour typically takes about 30 minutes.

The host member
- Explains the main processes involved, perhaps providing a process map
- Describes the part of the process that is related to the team's project
- Introduces the team to other people working in this area
- Allows time for questions from Team Members

(Several team-building activities are described in Appendix C.)

Sample Agenda for a Team's *First* Meeting

Instructions: Include time estimates for each item. Keep track of the actual times so you get better at predicting how much you can accomplish in each meeting. If you think you will not have enough time to finish all the items, indicate which are "musts" for this meeting.

Project: ____________________________ **Meeting Date:** ____________________ **Time:** ____________

Team charter and goals:

Note: List your charter and goals on the agenda. They can be typed onto the master form before it is copied.

1. **Review this agenda (5 min.)**
   Explain the goals of this meeting. Add or delete items. Review the time needed for each. Note which items must be completed today.

2. **Brief self-introductions (warm-up) by Team Members (10 min.)**

3. **Review the charter and the project's goals (20 min.)**

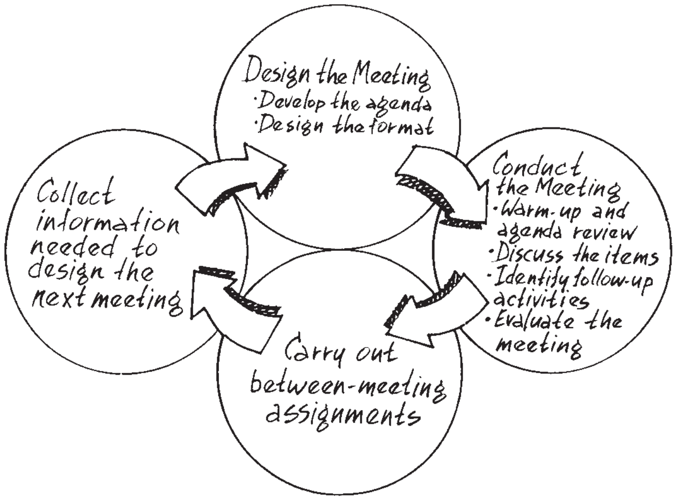
4. **Discuss the roles of Team Leader, Sponsor, Coach, and Team Members (10 min.)**

5. **Set ground rules (25 min.)**

6. **Introduce basic concepts or skills needed for the work (15 min.)**

7. **Discuss assignments for the next meeting: date, time (5 min.)**
   Discuss possible readings or activities that Team Members can undertake before the next meeting.

8. **Evaluate meeting (5 min.)**



Team Meeting Cycle

After the initial flurry of activity, team meetings settle into an effective, comfortable routine in which agendas—developed ahead of time—incorporate work that members will complete between meetings.

II. Guidelines for Regular Team Meetings

Once they get past the hurdles and goals of the first few meetings, Team Members become more comfortable with the meeting process and the project or work. The Team Leader should have a work plan and be able to structure agendas around the team's activities. The Team Leader's work should settle into a routine of planning, carrying out meetings, and completing between-meeting activities.

As before, each agenda should include warm-ups, evaluations, agenda items, persons responsible, and time estimates. The Team Leader keeps track of the types of meeting activities and makes space for them on the standard meeting agenda. (See the Sample Agenda for a Team's *Regular* Meetings on the following page, and the Team Meeting Agenda, p. 3-4, which can be downloaded.)

Sample Agenda for a Team's *Regular* Meetings

Instructions: Use this as a basis for developing a standard team meeting agenda. When creating an agenda, be sure to indicate who is responsible for each item and how much time will be allotted. (For more information, see p. 3-2.)

Project: ___________________________ **Meeting Date:** _______________ **Time:** ________

Team charter and goals:

1. **Warm-up or check-in (5 min.)**
2. **Agenda review (1 min.)**
3. **Status reports on action items and assignments from last meeting (3 min.)**
4. **Issues to be discussed or decided. Work that needs to be done with everyone present (40 min.)**
5. **Review progress relative to work plan and schedule (2 min.)**
6. **Assignments for work to be done in between meetings (who will do what, by when) (2 min.)**
7. **Reminders of upcoming special meetings or events (1 min.)**
8. **Review action items from this meeting (1 min.)**
9. **Draft agenda for next meeting (2 min.)**
10. **Evaluate meeting (3 min.)**

III. Guidelines for Monitoring Progress

In the early part of an improvement project, Team Members clarify what it means to be on the team: what process they will work on and what kinds of improvements are expected. From these goals and expectations they draft an improvement plan. The first few meetings may be devoted largely to team building and education. After Team Members have been exposed to scientific principles, they are ready to begin work in earnest on the process or problem. Usually, they study the process or problem to learn more about it. Theories are checked by collecting data, and appropriate actions are determined after analysis. The loop of problem analysis and data collection continues until the team is satisfied that it has identified and addressed the root causes of problems. The process map on the next page shows one possible progression of events for improvement teams.

Model of Team Progress

Improvement Loop*

Clarify goals	Educate and build the team	Investigate the process	Analyze data & seek solutions	Take appropriate action	Closure
• Discuss and clarify charter • Create an improvement plan	• Start building the team • Set ground rules and logistics • Educate Team Members about the scientific approach to improvement • Provide training for tools as the team needs to use them	• Describe the process or problem • Localize problems • Look for root causes • Test and refine data collection procedures	• Look for patterns in the data • Identify type of variation and respond appropriately • Explore alternative solutions • Select and pilot solution	• Loop back for further investigation • Standardize process and procedures • Replicate where appropriate • Monitor the results of all changes—evaluate and refine as needed • Document progress	• Evaluate the team's process • Evaluate the team's results • Organize files • Update records and storyboard • Make final presentation • Recommend follow-up activities

*Details about the activities occurring in the improvement loop are given in Chapter 5: Building an Improvement Plan.

Progress Checklist

Instructions: Refer to this list occasionally to monitor the team's progress. Some of these items may not be pertinent; other milestones may be added.

Charter

__ Clarify; modify if necessary
__ Get Sponsor approval for revisions
__ Define goals and objectives related to charter

Planning

__ Develop logistical system for team meetings
__ Create an improvement plan
__ Review and revise plan as needed

Education/Team-building activities

__ Introduce Team Members
__ Explain roles and expectations
__ Orient to group's process; set ground rules
__ Introduce new skills or methods team may need
__ Provide training in scientific tools as needed
__ Develop ownership in project

Study the process or problem

__ Construct a map of the process
__ Interview customers to identify needs
__ Design data-gathering procedures
__ Gather data on process or problem
__ Analyze data to see if process is stable
__ Identify problems with process

Localize problems and identify causes

__ Pinpoint the occurrence of the problem
__ Identify possible causes
__ Select likely causes
__ Gather data to verify root causes
__ Analyze data
__ Develop appropriate solutions

Make changes/Document improvement

__ Develop a plan to test changes
__ Implement test
__ Gather data on new process
__ Analyze data; critique changes in light of data
__ Redesign improvements in process (repeat this step if necessary)
__ Implement further changes, or refer matter to appropriate person or group
__ Monitor results of changes
__ Establish a system to monitor in the future

Closure

__ Prepare presentation on improvements made
__ Deliver presentation
__ Evaluate team's process
__ Evaluate team's results
__ Document

GOAL/QPC *This worksheet may be downloaded from the GOAL/QPC website, www.teamhandbook.com.*

Tip

Storyboards add punch to joint review meetings because of their visual impact and limited text. (See p. 3-63 for more information)

IV. Guidelines for Joint Review Meetings

Take time periodically throughout the project to stop and ask, "How are we doing?" This can be one of the most important and difficult activities a team can undertake. Self-critique can help a team identify problems early, before they become crises. We recommend that teams pause to review their work at the end of each major step in their work plans.

Structure any evaluation around two points:

- **Effectiveness.** Are we doing the right things? Asking the right questions? Tackling the right problems? Working on issues related to the project?
- **Efficiency.** Are we doing things right? Are we taking unnecessary steps? Repeating ourselves? Spinning our wheels?

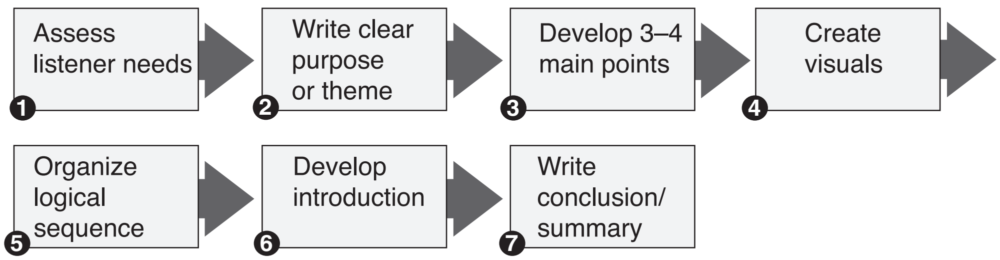
Management reviews

One way for Sponsors or other managers to keep in touch with projects is to review them regularly. These review meetings present an opportunity for the team to summarize their work to date, and to share both the successes and problems with managers who are committed to their success.

These meetings keep the Sponsor informed as the work unfolds and allow for change or redirection, if necessary. For example, the team's early investigative work can lead to redefining the project. These meetings also give both the team and Sponsor a chance to clarify any ambiguous issues.

Preparing Presentations

Teams can follow the process map when creating presentations.



Team Presentations

Teams are often asked to give presentations on the status of their work. These presentations can tell the story of a successful improvement effort, provide an example of an improvement tool or concept, or update stakeholders on the progress of their work. These presentations often last 15–20 minutes and should be self-contained, covering the context, key activities, and results of the work in a way that is understandable to anyone unfamiliar with the project. Giving an effective presentation can often determine whether a team obtains support for its work, or whether its improvement solution becomes the new standard practice.

Preparing Presentations

There's a common rule known to writers: People need to hear information at least three times for it to be remembered. In presentations, that means you need to (1) tell them what you're going to tell them, (2) tell them, and (3) tell them what you just told them. But that doesn't mean repeating the exact information three times. Rather, provide a brief overview at the beginning of the presentation so people have an idea of what to expect. Then work through the information, and finally provide a *brief* summary.

The process shown above is usually not as linear as depicted. Often, it's necessary to go back and forth between clarifying the purpose, developing themes, preparing visuals, and deciding on a sequence.

The following outline and the Presentation Preparation Worksheet on p. 3-64 will help you prepare presentations:

1. Assess listener needs

- Why should they care about your topic?
- What do they already know about the topic?
- How could they use your information?
- What are their needs?
- What might interest them?
- What concerns them?

2. Write out a clear purpose or theme

- What does the team want to accomplish with this group of listeners?

3. Develop main points

- List things members could say that are related to the team's purpose
- Select three to four main ideas to develop
- Explain what's important about each main idea; resist the desire to include everything
- Use specific examples; provide data when possible.
- Develop transitions between main ideas

4. Create visuals

- Present data graphically—e.g., use process maps, Gantt charts, etc.
- Have someone unfamiliar with the data review the charts: Do the graphics clearly communicate the points?

5. Organize a logical sequence for all the information

- Use the steps of the improvement method as the outline for the presentation

6. Develop an introduction

- Explain how this presentation is useful or of interest to these listeners
- Preview the main sections of the presentation

7. Write a summary/conclusion

- Recap the main lessons
- Point out what information/decision is needed from the audience (if appropriate) or remind them why this information will be helpful to them

8. Prepare handouts if appropriate; number the pages and make sure the sequence of the handouts matches your presentation.

Storyboards

Storyboards serve two purposes—they are a powerful form of communication and an effective method of record keeping. During joint review meetings they provide a quick, visual summary of a team's work. Once the project is completed, they can be preserved as a permanent record allowing others to later access the team's work. To create a storyboard keep the text brief, use lots of graphics, and make sure the graphics effectively communicate their message. One way to do this is by using call-out boxes on graphs to highlight the conclusion drawn from the data. (See pp. 3-31, 4-35, and Appendix B for more information on storyboards.)

Tip

The Visual Advantage

Use visuals as much as possible to communicate main points. Visuals can:

- Help listeners follow the logic
- Help focus listener's attention on what is important
- Increase interest
- Increase recall
- Help make sense of the data
- Help ease the speaker's nervousness because attention is focused on the visual rather than on the speaker

Chapter 3

Presentation Preparation Worksheet

Instructions: Use the worksheet below to help organize your presentation.

Presentation Preparation Worksheet

1. **Describe the audience for this talk.** Include how they will use the information you'll provide.

2. **Determine what you need from the audience** (e.g., further information, decisions, resources, etc.).

3. **Write a theme or main point** for the talk.

4. **Brainstorm a list of topics.** Determine data or examples you can use to illustrate each idea. If you have a list of 10 or 12 things to say, try grouping the items (as in an affinity diagram) so you have about three main sections in the talk. Summarize the topics below.

	Topic	Relevant Data, Visuals, Examples

When you're done, determine a logical sequence and number the topics in order.

This worksheet may be downloaded from the GOAL/QPC website, www.teamhandbook.com.

V. Guidelines for Closing a Project

Eventually every project or initiative reaches an end point, yet it can be surprisingly difficult for some teams to recognize when it's time to end. Here are some ways to tell when it is time to say good-bye:

- The purpose of the project has been fulfilled
- The work plan has been completed
- The data, or other indicators of improvement, show some progress and it is clear that further progress would require a new breakthrough effort
- There is agreement that this is the wrong team to continue the work (e.g., investigation has revealed the real problem to be different from the team's charter)

It is important to have a formal closure to a project. This can be a time to recognize the considerable time and effort that went into the initiative. It is also an opportunity to capture what was learned from the initiative and share it with the Sponsor.

Closure can signal that responsibility for standardization and monitoring the changes now shifts over to the appropriate ongoing work teams and supervisors.

Plan for Closure

Defining when the team's work is done prevents needless continuation.

For Ongoing Teams

Ongoing teams need to celebrate, too. Notice when a challenging task is completed or when a phase of work is done and celebrate!

One celebration idea is to occasionally have an "accomplishment lunch" or special coffee break. While people eat lunch or cookies, have everyone identify one accomplishment from the past week and write it on a self-stick note. Go around the room, share the accomplishments, and stick them to a flipchart or wall.

The following elements should be part of a good closure:

- **Evaluating the team's work.** Although this effort or project is ending, it is likely that Team Members will be involved with other efforts in the future. Taking time to do a final evaluation of the current effort reinforces key lessons and provides a sense of closure for the team. This evaluation often includes:
  - A list of key lessons learned
  - A review of the team's strengths and achievements
  - A discussion of the team's weaknesses and major road-blocks that stood in the way
  - Recommendations for where the team's improvement could be replicated elsewhere in the organization
  - Ideas for how the next project could be improved
- **Completing documentation.** The team's documentation serves as the organization's memory of the team's work; therefore, it is important to finish writing up the results and what was learned.
- **Sharing results.** There are many ways teams can share their results with the rest of the organization. One way is to give a presentation on the highlights of the team's work.

  Another way to share results is to write an article for the organization's newsletter, or to post the storyboard of the highlights of the team's work in an area where others can read it.

- **Celebrating team efforts.** Be sure to celebrate everyone's efforts. Bring in pizzas or give out token gifts such as T-shirts, to recognize everyone's efforts. Include people who supported the team's efforts by covering for them while they were in meetings, those who helped collect or analyze data, or those who will be implementing the changes in their jobs. In short, include everyone in the celebration and use it as an opportunity to update them on what the team has accomplished.

Closure Checklist

Instructions: Teams often have problems bringing their projects or work to an end. This checklist helps determine when a team has accomplished its tasks, and helps Team Leaders plan activities that will signal the end of the project. Sometime before the end of the project, use this list to spur discussion among Team Members regarding the topic, "How will we know when we're finished?" Add any items the team agrees to that are not already on this list.

Evaluate the Team's Product

__ Did the team accomplish its charter? What helped your team? What hindered it?
__ What were your technical accomplishments?
__ Have the improvements been standardized and error-proofed? How will the improvements be maintained?
__ How were these improvements communicated among and between work groups?
__ What other discoveries did you make? How were they communicated among and between work groups?
__ What suggestions for future improvements can you make?

Evaluate the Team's Process

__ Nostalgia—what was it like working with this team early on?
__ What have you learned from this experience?
__ Organizational learnings from this experience—what advice would you give to other teams?
__ How well did you work with your Sponsor?

Document the Team's Improvement

__ Is your storyboard up-to-date? Does it contain your final results and conclusions?
__ Is your document file completed?
__ Did you make a final report to the management team?

Communicate the Ending (Note: This is a joint task for the team and its Sponsor.)

__ How will the team's improvements be communicated to the rest of the organization?
__ How can the end of this project or work sow the seeds for future initiatives?
__ How will this team's learnings be communicated to management?
__ What recommendations will the team make for follow-up after the work is completed?

The Celebration

__ What is the appropriate way to celebrate this closure? (Lunch/dinner/dessert?)
__ How will you say good-bye?

This worksheet may be downloaded from the GOAL/QPC website, www.teamhandbook.com.

Chapter 3: Action Summary

Section A: Team Techniques

- ✔ Start meetings on time and always use agendas to keep the team focused.
- ✔ Rotate the responsibility among Team Members to serve as meeting facilitator, timekeeper, scribe, and notetaker.
- ✔ Evaluate every meeting to find out what worked and what needs improvement.
- ✔ Hone discussion skills by defining the topic, listening carefully, seeking clarification, managing participation, summarizing key points, managing time, and corralling digressions. Help the team close the conversation when there is nothing more to be gained from further discussion.
- ✔ Employ established discussion techniques such as brainstorming, nominal group technique, affinity diagrams, multivoting, effort/impact grids, and simple prioritization matrixes.
- ✔ Make sure decisions are data-based and not based solely on emotions or "gut" feelings.
- ✔ Use the appropriate method to make decisions.
- ✔ Maintain excellent records from the earliest stages to keep the team updated, to educate and win the support of others in the organization, and to use when making presentations on your work.
- ✔ Follow effective planning techniques by preparing tasks and timelines, allocating budget and resources, identifying stakeholders, learning how to check your work, and anticipating potential problems.

Section B: Team Leaders: Putting it all Together

- ✔ Follow guidelines for initial team meetings including: reviewing the charter, clarifying roles, drafting a plan, identifying pertinent data, setting meeting logistics, and drafting agendas.
- ✔ During the first few meetings, build relationships among Team Members, set ground rules, and establish project goals.
- ✔ Determine educational needs on such topics as the scientific approach, teamwork, processes, variation, and the Pareto Principle.
- ✔ Structure agendas around the team activities; settle into a routine of planning, conducting meetings, and completing between-meeting assignments.
- ✔ Schedule joint review meetings with Sponsor, Coach, and team at the end of each major step in your work plan.
- ✔ Work with your team to prepare 15–20 minute presentations covering the key activities and the results of the work.
- ✔ Learn how to end a project by recognizing that the purpose of the project has been fulfilled, the work plan has been completed, the data show progress, or there is agreement that another team should continue the work.
- ✔ Evaluate the team's work at the end of the project, complete documentation, share results, and celebrate.

Chapter 4

Teams Using Tools to Solve Problems

Everyone uses teams, and everyone wants the teams they have to be good at solving problems. Whether your team is managing part of an organization, building a customer database, coordinating work in the accounting department, or implementing a merger, it's likely that you will also be improving processes or solving problems. To do this, you will need good data—and to get good data, understand what it means, and use it properly, you will need a scientific approach, as well as some of the tools described in this chapter.

So What's Your Problem?

To some of us it may seem obvious what the problems are, but hunches are often inaccurate. Symptoms can often disguise themselves as causes. The real culprits may in fact be very different from those that appear on the surface. Misdiagnosis can waste time and resources. That's why it helps to gather and analyze data in a scientific fashion. In this chapter we will introduce a variety of tools that will help teams gather data and discover what the data means. Whatever the tasks of your team, these tools are sure to be valuable.

Problems Teams Encounter

Teams often encounter problems when doing their work. Whether they are doing a special project or participating in an ongoing effort to improve a process, teams may have to grapple with some of the following:

- **Mistakes.** When mistakes occur, work has to be repeated and extra steps added to correct the error or dispose of the damage. Many organizations call this "scraping burnt toast," that is, fixing the product rather than preventing the problem. For example,

What You Will Find Here:

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Worksheets with this symbol may be downloaded from the GOAL/QPC website, www.teamhandbook.com