



# Work Team Development

---

## Chapter 13



# Learning Objectives

---

- Describe the major OD quality and productivity interventions
- Diagnose job design problems as part of OD programs
- Identify the similarities and differences in job design, total quality management, and self-managed work teams.



# Continuous Improvement Process

---

- The message for organizations is clear: change or face elimination.
- OD interventions are helping organizations meet these challenges.
- Trends in organizations are toward decentralization, fewer levels of management, a decrease in staff positions, and broader spans of control.
- More decision-making authority is being pushed down to the lowest levels of the organization where the employees are the most aware of the problems.
- Through high involvement management, line workers are planning, organizing, controlling and leading.
- The design and organization of jobs is changing to accommodate the demands of changing organizations.



# Job Design

---

- Job design involves changing the nature of the job to improve worker's satisfaction and productivity
- Extrinsic rewards such as money are important but themselves are not motivators.
- Job enrichments theory holds that in order to improve workers performance, improvements in both the quality of the work and rewards are required.



# Job Enrichment Theory

---

- The theory holds that job should be redesigned to improve the motivators related to a job permitting employees to attain responsibility and achievement.
- Changes are made in nature of job in a way that increases achievement, recognition, responsibilities, advancement, and challenge for an employee.



# Techniques for Improving Motivator Factors

---

- Arrange a job into nature and complete units of work
- Add more difficult assignments
- Grant additional authority
- Allow employees to become experts in specialized areas
- Make information directly available
- Remove controls while still holding employee accountable.



# Job Characteristic Theory

---

- The theory attempts to develop objective measure for job characteristics that can directly affect employee attitude and work behaviors.



## Work Motivation and Satisfaction/5 Core Job Dimensions

---

- **Skill variety**- the number and types of skill involved
- **Task identify**- degree to which job is an identifiable whole piece of work.
- **Task significance**- the degree to which the job impacts lives of others, either in or out of the organization.
- **Autonomy** – the degree to which job provides independence in scheduling work and determining procedures to be used.
- **Job feedback** – the degree to which the job results in obtaining direct feedback about effectiveness.



## Work Motivation and Satisfaction/5 Core Job Dimensions

---

- Jobs that measure high on the preceding dimensions produce increased personal and work outcomes.
- A mathematical score that reflects a job's motivation potential is based on the formula:
  - [Skill Variety + Task Identity + Task Significance X Autonomy X Job Feedback]



# Methods for Improving Job

---

- Take fractionized tasks and put them together to form a larger module of work.
- Form natural work units
- Allow employee to have direct contact with people using product or service.
- Allow employee to decide on work methods, when to take breaks, making budgets, and managing crisis.
- Establish feedback channels to employees can learn how they are performing.



# Total Quality Management (TQM)

---

- TQM is the management of activities that involve improving the quality of the organization's product or service.
- It is an organizational strategy that is committed to improving customer satisfaction by developing techniques to carefully manage output quality.



# Characteristics of TQM

---

- Organization wide
- Top management support
- A value in the culture
- Partnership with customers and supplier
- Everyone in the organization is a customer.
- Reduced cycle time.
- Techniques range in scope including:
  - Statistical quality control
  - Job design
  - Empowerment
  - Self-management Work Teams
  - Do it right the first time



# TQM and OD Similar Values

---

- TQM may be used in an organization but not as part of of OD program.
- TQM may stand alone program assumes the problems and solutions related to quality issues.
- The OD practitioner should guard against being “quality management expert.”
- An OD program may incorporate TQM as one of many techniques that may be used.

# Self-Managed Work Teams



---

- **What are They?**
- Autonomous groups who members decide how to handle the task.
- Teams are composed of people from different parts of the organization with different skills.
- Group make be permanent work teams or temporary teams.



# New Organization Structures usually emerged

---

- The organization structure is modified to accommodate the team. It is one that is flat and has few levels of support staff.
- The team provide their own management and support including hiring and firing.
- The work team carries out functions that would normally be performed by upper management.
- There are fewer support staff, such as engineering and purchasing, because the work team performs these job.



## The Teams usually have 3 levels of management

---

- **Internal leader**- usually elected by members.
- **Coordinator or external leader** – is an encourager, teacher, and facilitator and helps the team obtain resources.
- **Upper management or support team**- does the planning, making broad goals, and dealing with outside parties.
- Some organizations have a council make up of representatives from throughout the company to deal with organization-wide concern.



# Rewards Systems

---

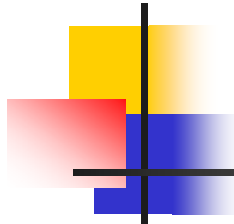
- This type of rewards system is typically gain sharing.
- A general guideline is that at least 80% of the available rewards should be distributed equally among team members.
- Rewards may be given to the team as a whole, and then the team decides how they should be distributed among the members.
- The team should be small enough for an individual's performance to be reflected in his or her own paycheck,



## If a Labor Union is Present, it is highly involved

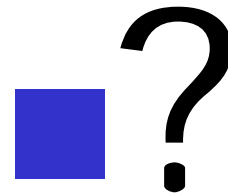
---

- Caution in using self-managed team included:
- Self-managed work teams may not be appropriate to the task, people, and context.
- Managers and leaders are value and confused about their roles.
- Organizations that do not reward performance are likely to run into problems.
- A lack of training can cause self-managed work teams to fail.



# Questions

---





# Reference

---

- Brown, D.R. & Harvey, D. (2006). *An experiential approach to Organizational development*, (7<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.