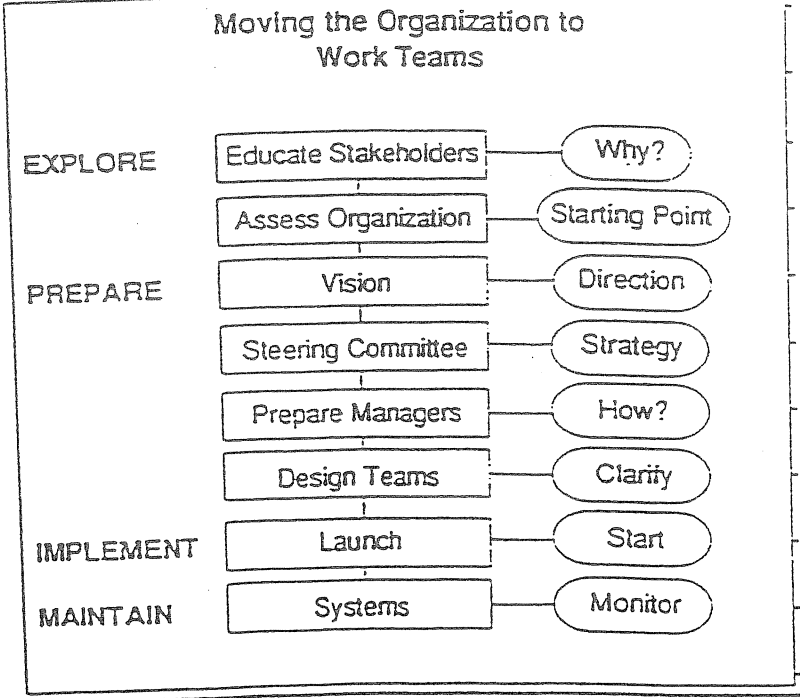
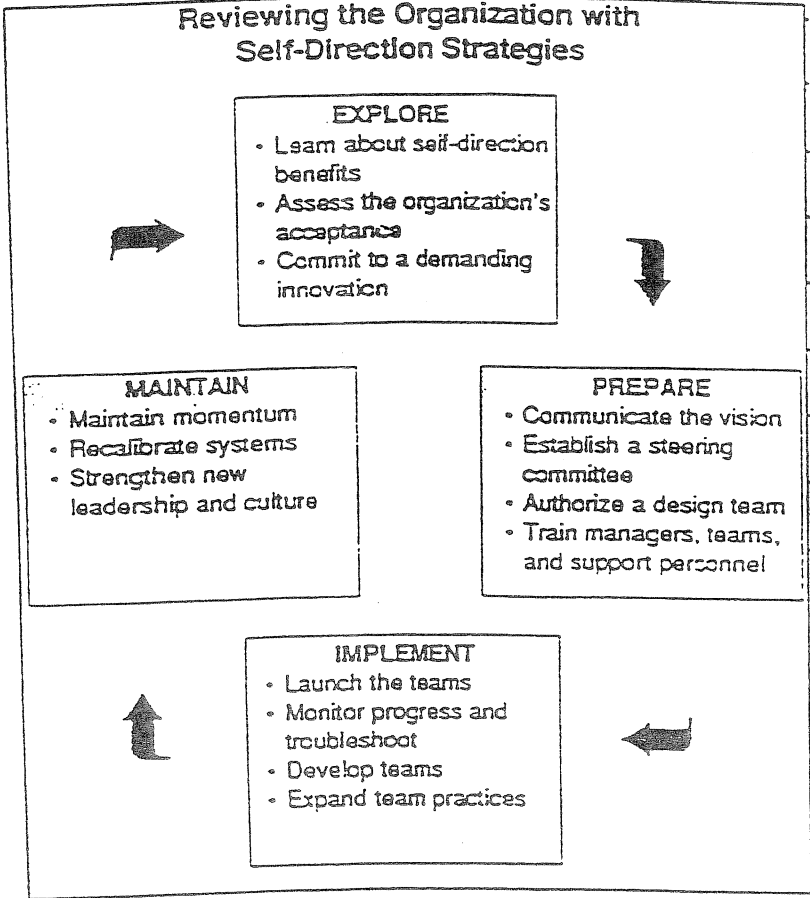

Definition of a Work Team

A self-directed work team is a group of highly-trained people (6 to 18 on average), fully responsible for turning out a segment of finished work. The team has the

- authority
- information
- and skills

to make and carry out decisions in its area of responsibility.



Responsibilities That Teams Moving Toward Self-Direction Accept

- Housekeeping
- Equipment repair and maintenance
- Work process improvements
- Work scheduling/rotation schedules
- Interviewing of prospective team members
- Interaction with other teams
- Presentations to upper management
- New equipment selection and installation
- Team member selection
- Product modification and design
- Team member discipline
- Customer interface
- Incentive pay allocation
- Creation of other self-directed teams

Stages of Evolution

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	1. START-UP	2. STATE OF CONFUSION	3. LEADER- CENTERED	4. TIGHTLY- FORMED	5. SELF- DIRECTED
INDIVIDUAL	Some skeptical; some guard- edly hopeful.	Concerned about job security, new roles.	Dependent on group leader for direction, interventions.	Fully integrated, intensely loyal to team. Assumes rotating lead- ership duties.	Trained to carry out multiple team tasks.
TEAM	No commitment to the group.	Uncertain about new roles and responsibilities.	Understands what needs doing; learning to do it as a team.	More team leaders develop and emerge; team loyalty high.	Cooperates and coordinates with other teams.
UNION	Protects individual workers from management. Sees team as just another fad.	Increase grievances as power base is threatened.	Relations with management improve as union moves into new role.	Provides guidance and suggestions for innovation.	Helps develop challenging opportunities for members to grow and develop.
MANAGEMENT	Gives direction and discipline. Controls and measures results.	Overwhelmed by need to "support" teams.	Pulls back from daily involvement in operations.	Recognizes and rewards group contributions.	Facilitates, resolves conflicts, coaches, sponsors, spans boundaries between teams.
ORGANIZATION	Monitor systems and controls individual performance.	System blockers are identified.	Compensation systems are redesigned.	Team peer performance review and discipline systems are designed.	Team-based systems support work team.

Highlights in the History of Work Teams

- 1950s Tavistock Institute conducts study of productivity in British coal mines which gives rise to socio-technical systems (STS).
- 1950s British and Swedish companies begin experimenting with teams as a means of increasing productivity by closely matching methods of production with the way people work.
- 1960s Quality of Work Life movement begins in the U.S.
- 1962 Proctor & Gamble begin implementing teams, with profitable results.
- 1970s – 1980s U.S. organizations implement a variety of systems to increase employee involvement in workplace decisions and quality improvement. Many of these follow Japanese models.
- 1980s – 1991 More U.S. organizations demonstrate advantages of operating in self-directed work teams.

Major Companies Using Self-Directed Work Teams

Company	Year Started
Proctor & Gamble	1962
Cummins Engine	1973
Digital Equipment	1982
Ford	1982
Tektronix	1983
Champion International	1985
GE	1985
Caterpillar	1986
Boeing	1987
A.O. Smith	1987

A Planning Framework (The Transfer of Decision-Making Authority)

