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"We engineer the quality of your success"

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Why Teams Fail

- They don't focus on a mission that both the team and management are committed to achieving.
- They are trapped in a "groupthink" where no action is taken until everyone agrees to every decision, or they delude themselves (i.e. The Emperor's New Clothes.)
- Individual assignments aren't accomplished because there is no support for the priority, time, and resources needed to achieve the results.
- The team stops holding meetings to co-ordinate efforts and check progress because Departmental politics or priorities get in the way.
- Team leaders receive inadequate training in the fundamentals of how to make a team efforts produce results. Leaders are often trained on how to use analysis and problem-solving tools, but are rarely taught the leadership skills needed to turn a group of people into a team.

NEXT MONTH: How To Make Teamwork Work

Vision Makes A Difference

Vision is significant to the quality program in many ways. It provides:

- **NEED:** Why do we need to do something different?
- **BENEFIT:** What are the rewards for getting there?
- **DIRECTION:** Where are we going?
- **CLARITY:** How are we going to get there (timing and methods)?
- **ORDER:** What structure will we use?

Vision will become reality only when it has been shared, re-shared, and re-shared again with every person who is involved internally and externally. This includes employees, customers, and suppliers.

The vision must link to goals and plans for every level and department within the organization, and it must be supported from the top down.

To be successful, the vision:

- must make sense
- must be acted on immediately so that it is a priority
- must spell out the requirements and constraints so that the vision can be accomplished via a proper method
- must identify each team member's required contributions so they will be forthcoming on the expectations
- must identify what resources and systems the leaders will provide so the team is supported
- must identify what the rewards for success will be so that accomplishing the vision is worth the effort

Editorial by Glenn Black, President of PQA

Solved Your Company's Psychosis Yet ?

The standard management methods, analysis, and reporting systems cause a debilitating form of psychosis. Have you solved this problem at your company yet?

The first step is to understand what this epidemic disease is, and its causes.

Dr. Pavlov is famous for his bell ringing experiments with dogs salivating. He also did tests on the ability of dogs to tell the difference between ovals and circles. The dogs were rewarded for success, and punished for failure to properly detect the ovals.

Dr. Pavlov found that when he made the ovals approach circles so closely, the dogs couldn't tell the difference between them. The dogs then had a 50:50 chance of choosing the desired oval, and rejecting the circle.

At 50:50 odds, there was no skill nor control that could be exercised by the dogs to help themselves. With exactly the same behaviour by the dogs (seeking the oval to the best of their ability), the dogs had a 50:50 chance of reward or punishment. After getting rewarded and/or punished a few times for the exactly the same behaviour, all the dogs laid down in the middle of the cage and shivered continuously; a nervous breakdown. If some dogs were not as good as the others at detecting ovals, they collapsed sooner.

This means that dogs, as well as people, need to feel that they can succeed in life, and that they have the tools necessary to make the right choices.

To apply Dr. Pavlov's research to your workplace, take the following quiz:

- All systems in the company operate so everyone has an **83+%** chance of success in all tasks? (Yes/No/?)
- Measurements of profitability, % scrap, gross sales \$, Accounts Receivable, productivity, etc. are **99.73%** sure to separate the *Exceptional* (ie. ovals) from the *Routine* (ie. circles)? (Yes/No/?)
- There is always **100%** rational behaviour by all employees and managers? (Yes/No/?)

If you can't answer a strong "YES" to all three, call today to describe the symptoms. **PQA can help.**