



SciPhD Training  
Preparing Scientists for Successful Careers in Industry

## DEVELOPING HIGH PERFORMING TEAMS VIA PROCESS IMPROVEMENT PART I



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## Teams? Me? Science?

DEFINITION:                      TYPES:

- ▣ What is your definition of a team?
- ▣ What types of teams have you experience??

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## Teams? Me? Science?

DEFINITION: [HTTP://EN.WIKIPEDIA.ORG/WIKI/TEAM](http://en.wikipedia.org/wiki/team)                      TYPES:

- ▣ A **team** comprises a group of people linked in a common purpose.
  - ▣ Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks.
- ▣ Formal
    - Assigned
    - Work structure
    - Project
    - Workout
  - ▣ Informal
    - Natural
    - Spontaneous
    - Temporary
    - Emergency

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## Bruce Tuckman: Life Cycle of a team

- ❑ forming
- ❑ storming
- ❑ norming
- ❑ performing
- ❑ and adjourning



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## Teams? Me? Science?

DEFINITION: [HTTP://EN.WIKIPEDIA.ORG/WIKI/TEAM](http://en.wikipedia.org/wiki/team)

TYPES: PERFORMANCE BASED

- ❑ A **team** comprises a group of people linked in a common purpose.
  - ❑ Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks.
1. **Default** performance - highly subjective - evaluation with limited metrics if any.
  2. **Sustained** performance - enough common purpose to rationalize behaviors, with little team inspiration
  3. **High Performance Teams** - highly focused common purpose, all team members drive for improvement, cohesive values, all members serve each other.



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## Performing: Work-Out team process



- ❑ Started in 1998 as GE answer to Quality Circles
- ❑ Basis for 6 Sigma process
- ❑ The “MBA” for operational people



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## Continuous Improvement

- Continuous improvement is an ongoing effort to improve products, services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.
- <http://www.nist.gov/mep/ngs-continuous-improvement.cfm>
- <http://www.ncci-cu.org/>
- <http://asq.org/learn-about-quality/continuous-improvement/overview/overview.html>



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## Workout/CIP exercise:

what do a group of people and a tennis ball have in common



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## Debrief the exercise as follows

- each team share what they learned about their own work process improvements
- Report out top 3 findings



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## Debrief the exercise: 6 points

- ❑ Role of common purpose
- ❑ Did your team innovate incrementally or breakthrough? Why?
- ❑ How did you set internal goals?
- ❑ What role did seeing other team play?
- ❑ What role did external best practices play?
- ❑ How did your personal task focus change with time?



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## Learn from this exercise

- 1. how do you currently complete "work practices" and what are opportunities for improvements?
- 2. who can drive team improvements?
- 3. rest of this week is about SciPhD providing pragmatic tools to build your business and social competencies



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