

# Module 6: Team Performance



## Introduction:

Fundamental to the two rules of business is the basic understanding of finance and business performance. Finance at the basic level is generally thought of as revenue and profit and can quickly get very sophisticated with a variety of valuations. We will explore the basics of finance as part of this session.

Our objective with respect to Team Performance is to introduce and explore a few of the most basic tools to understand business performance. We will be focused mostly on the team or small unit level of performance so that participants can build on their own experiences. Business performance is focused on how we do business and typically is measured in terms of process time, valued added activity, zero based design, satisfaction levels, emotional engagement affinity, and business strategies to name just a few metrics.

*The American Society of Quality* is a leader in this field and their website at [www.asq.org](http://www.asq.org) can be a source of excellent resources for further reading, local chapter programs, certifications and other professional development. **A PhD with a Six Sigma certification is a highly-valued professional in industry and is an example of a PhD with a sought-after secondary skill.**

## Grounded in the Two rules of Business:

By definition, a Business must make a profit. The tax code requires a profit status. Investors require a profit status.

A business must constantly compete globally and improve its products and services as well as productivity standards: revenue per employee, return on capital deployed,

## Definition of Continuous Improvement:

Continuous improvement is an ongoing effort to improve products, services or

## **Leading Organization for Training and Certifications:**

### **ASQ American Society for Quality:**

ASQ is committed to providing enhanced expertise, professional networks, tools, and solutions to help our members advance their products, services, and industries. We provide professional training, certifications, and knowledge to members globally.

<https://asq.org>

**Available Certifications from ASQ: See the Addendum on American Society for Quality Certifications at the end of this Chapter.**

### **Additional Continuous Improvement Organizations**

<http://www.nist.gov> (government focus)

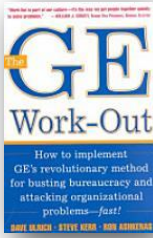
<http://www.ncci-cu.org/> (academic focus)

**The Goal of this Team Performance and Financial Exercise is to provide the opportunity for you to experience this dimension of business competencies. We can consider in your career path going forward.**

Here are our tools for today:

- Continuous Improvement
- Benchmarking & Best Practices
- Process Mapping
- Brainstorming
- Priority Matrix
- SWOT (covered in Project Management section)

## Team Tools # 1 & 2: Continuous Improvement and Benchmarking/Best Practices.



The Continuous Improvement (CI) process was implemented best by GE in the late 80s and continues globally today. The book GE Workout is an excellent basic reference. Workout is the GE process used to implement CI. You may also find the term Learning Organization that also is a version of CI which is used to look at high level

Basis for Six Sigma processes

Basis for Continuous Improvement

Basis for Benchmarking & Best Practices

**Continuous improvement** is an ongoing effort to improve products, services or business processes such as cycle time for customer complaint resolution. These efforts can seek ce. Here are some general references:

<https://www.ncci-cu.org/learn/power60/>

<https://asq.org/quality-resources/continuous-improvement>

**Benchmarking** is the measurement of a business process and the comparison within an industry and across industries of that same process. Benchmarking provides the organization a ranking of its ability to compete and perform that process relative to other organizations.

**Best Practices** are the highest ranking performance organization for that business process. Some organizations also use Best Practices for finding the best way a business process is performed within the organization, especially common in very large companies. This practice is not limited to just manufacturing and includes service, consultation and military activities and organizations.

To proceed from here, we need a company to study!!

Breakout groups will be assigned, and it is your turn!

## Team Tools #3: Process Mapping

Reference: [http://en.wikipedia.org/wiki/Business\\_process\\_mapping](http://en.wikipedia.org/wiki/Business_process_mapping)

The first step in gaining control over an organization is to know and understand their basic processes (Deming, 1982; Juran, 1988; Taylor, 1911).

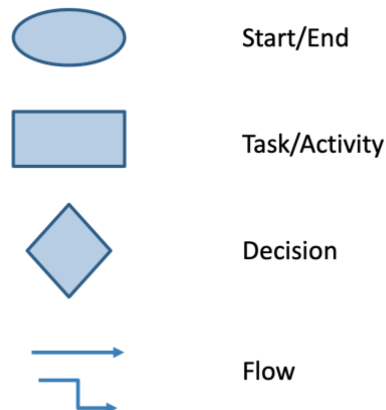
The first structured method for documenting process flow, the flow process chart, was introduced by Frank Gilbreth to members of ASME (AMERICAN SOCIETY OF MECHANICAL ENGINEERS) in 1921.

ISO 9001 ([International Organization for Standardization](#)) requires a business entity to follow a quality process approach when managing its business. Creating business process maps will assist in meeting this requirement

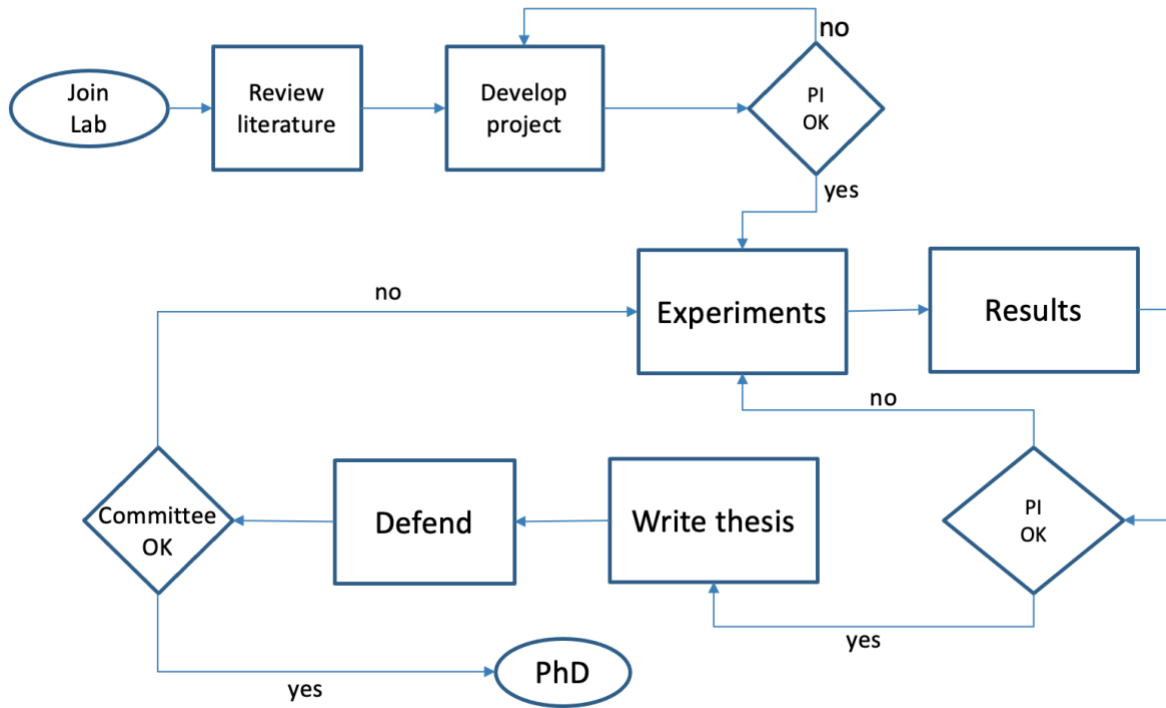
Business Process Architecture:

**Six Sigma** practitioners use the term Business Process Architecture to describe the mapping of business processes as series of cross-functional flowcharts

### Process Map Basic Symbols



## Simple process map



A variety of mapping symbols are used to layout the process as well as software programs to help draw and add metrics for analysis.

The most basic symbols for our use in this exercise are the following:

**RECTANGLE** STEP IN THE SEQUENCE

**DIAMOND** DECISION REQUIREMENT WITH ALTERNATIVE PATHS

**ARROW** DIRECTION OF PROCESS FLOW

Here are some tips on preparing a process map:

Have a start and finish defined

Start with basic 4 to 6 steps

Expand each step and repeat

When to stop good question

**EXERCISE:** Now that you have received the *breaking news*, how do you continue your research and complete your commercialization with 2 million instead of 3 million funding dollars?

Emphasize the importance of staying focused, say your idea out loud we want to stimulate ideas, no judgment, no boundaries, ARE YOU READY???

### Brainstorm your ideas

1. Each person places three ideas on the Whiteboard: each idea in a text box
2. Say your idea out loud
3. NO EVALUATION
4. NO BOUNDRIES
5. You have 5 minutes!!!!

### Organize your brainstorming ideas

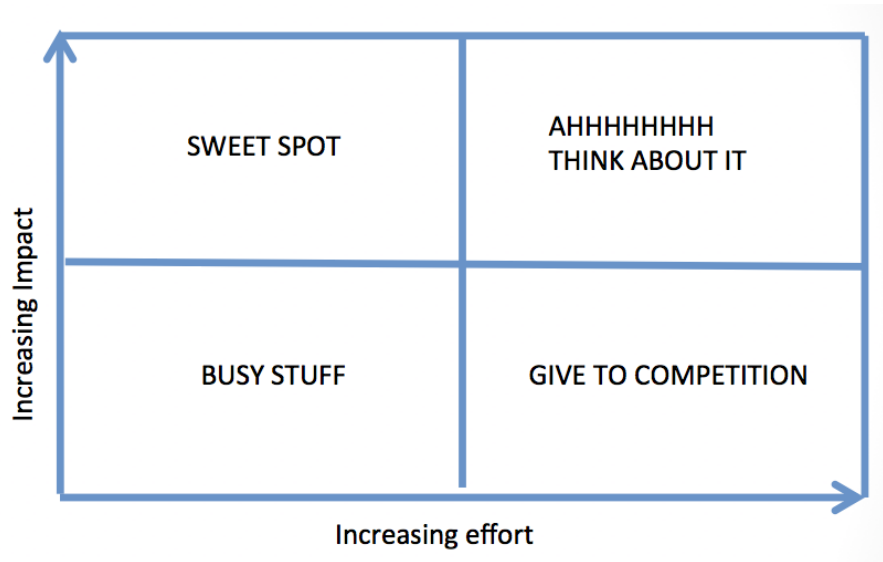
1. Review each idea does every team member understand??
2. Clarify if needed
3. Eliminate duplicates
4. Place very similar ideas together
5. Place in categories

### How to Prioritize your ideas

How do you take a variety of ideas, solutions, problems, suggestions, brainstorming data, element and which to reject, which to delay, and which to seek additional information or help? Introducing the Priority Matrix!

## Team Tools #5: Priority Matrix

The priority matrix is a method by which we bring 2 variables we want to use to rank order the data from the brainstorming session. This is the evaluation time. In this case, we want to use the INCREASING IMPACT of the idea and correlate to the INCREASING EFFORT to implement the idea.



Next step:

Place each of the remaining ideas on the grid. The original owner of the card seeks agreement on the placement. All ideas should now be on the grid.

Next Step: **Nominal Group Technique** includes a voting sequence for team members to narrow down your final choices as a team.

Each team member selects a

Each member will first have 4 votes to place their stamp on ideas they would champion.

Team agrees to withdraw ideas with no votes.

Each team member now has 2 votes to use on the active ideas.

Team agrees to withdraw ideas with no votes.

Each team member now has 1 vote.

The team should reach consensus on top 3 ideas.

You are ready to consider how to implement your finding!!



**Addendum on American Society of Quality Certifications:**

Check for most current offerings and descriptions here: <https://asq.org/cert/catalog>

Examples of relevant ASQ Certifications for PhD skill augmentation:

**BIOMEDICAL AUDITOR (CBA)**

**MASTER BLACK BELT (CMBB)**

**PHARMACEUTICAL GMP PROFESSIONAL (GMP good manufacturing processes)  
(CPGP)**

**QUALITY AUDITOR (CQA)**

**QUALITY ENGINEER (CQE)**

**QUALITY IMPROVEMENT ASSOCIATE (CQIA)**

**QUALITY INSPECTOR (CQI)**

**QUALITY PROCESS ANALYST (CQPA)**

**RELIABILITY ENGINEER (CRE)**

**SIX SIGMA BLACK BELT (CSSBB)**

**SIX SIGMA GREEN BELT (CSSGB)**

**SIX SIGMA YELLOW BELT (CSSYB)**

**SOFTWARE QUALITY ENGINEER (CSQE)**

**SUPPLIER QUALITY PROFESSIONAL (CSQP)**

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