



Title: The Review of the Literature on Evaluation of Teams in adaptability, Mission, Involvement and Consistency Cultures and Nine Team Management Strategy Elements: Scope, Time, Cost, Quality, Integration, Human Resources, Communication, Risk and Procurement

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**Abstract:** This report is a review of current literature of how to effectively create teams and teamwork. It addresses how to determine the proper environment, how to nurture that environment and how to find it's bounds within a company.

**The Review of the Literature on Evaluation of  
Teams in Adaptability, Mission, Involvement and  
Consistency Cultures  
AND  
Nine Team Management Strategy Elements: Scope,  
Time, Cost, Quality, Integration, Human Resources,  
Communication, Risk, and Procurement**

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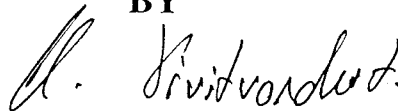
# **EMGT 506**

## **THE REVIEW OF THE LITERATURE ON EVALUATION OF TEAMS IN ADAPTABILITY, MISSION, INVOLVEMENT AND CONSISTENCY CULTURES AND NINE TEAM MANAGEMENT STRATEGY ELEMENTS: SCOPE, TIME, COST, QUALITY, INTEGRATION, HUMAN RESOURCES, COMMUNICATION, RISK AND PROCUREMENT**

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# INTRODUCTION

Companies have applied the team approach to all aspects of operations recently. The concept has gained considerable momentum because teams have the ability to perform functions with more confidence of success than individuals can. In the right environment, teams can make projects move quickly. They can increase productivity, increase quality, and reduce time to market. Yet how to determine what the proper environment is, how to nurture that environment in the company, and how to find its bounds within the company are issues that are very difficult to decide. The correct relationship between cultural values and beliefs, organizational strategy, and the business environment can enhance organizational performance.

Based on the underlying values of organization members, Denison [1990] used two factors, needs of the environment (change/flexibility and stability/direction) and strategic emphasis (internal and external), to identify four major culture types used. They are an *adaptability culture*, a *mission culture*, an *involvement culture* and a *consistency culture*. In studying the characteristics of team management strategy, elements of organizational culture can play an important role. The elements are the framework which guides those choices that determine the nature and direction of an organization's teams. Nine areas, including *scope, time, cost, quality, integration, human resource, communications, risk and procurement*, are found to fit such a team management framework [PMBOK].

As we know, each culture is different regarding their *needs of environment* and *strategic emphasis*. It means that organizational culture can promote or impede the strategic actions of a company. Therefore, the purpose of this project is to use team management strategy elements to frame the characteristics of each culture.

In this project, I will specify the culture of the company first by using the outstanding team management strategy elements as criteria. Teams in companies which have the same cultures will show the same *team management strategy elements* while teams in companies which have different cultures will demonstrate different characteristics. Therefore, teams are one of the factors which can show the company's culture. Teams also act as a scale for measuring the performance of a company. Furthermore, this project also investigates and identifies an organization's performance by studying the relationship between top management, employees and customers for enhancing customer and employee satisfaction.

## CONTENTS

The articles that are studied were published in the following journals:

*Accountancy*  
*Across the Board*  
*Business Week*  
*B&E Review*  
*Chain Store Age*  
*China Business Review*  
*Compensation & Benefits Review*

*Datamation*  
*Electronic Business Buyer*  
*Electrical World*  
*Financial Executive*  
*Harvard Business Review*  
*HRFocus*  
*HRMagazine*  
*IEEE Transactions on Engineering Management*  
*IIE Solutions*  
*INC*  
*International Journal of Purchasing & Materials*  
*Industrial Engineering*  
*Journal of Business Strategy*  
*Management Accounting*  
*Marketing News*  
*Organizational Dynamics*  
*Personnel Management*  
*Personnel Journal*  
*Public Relations Journal*  
*Purchasing*  
*Railway Age*  
*Research and Technology Management*  
*Restaurant Business*  
*Restaurants & Institutional*  
*Risk Management*  
*Sales & Marketing Management*  
*Success*  
*Tokyo Business Today*  
*Training*

## DESCRIPTION OF THE ORGANIZATION'S CULTURE AND TEAM MANAGEMENT STRATEGY ELEMENTS

From Denison [1990], there are four categories of the organization culture.

- **The Adaptability Culture** is characterized by strategic focus on the external environment through flexibility and change to meet customer needs. The culture encourages norms and beliefs that support the capacity of the organization to detect, interpret, and translate signals from the environment into new behavior responses. This type of company may need to react quickly to bid on major new project and has the capacity to restructure or adopt a new set of behaviors and processes for a new task.
- **The Mission Culture** is concerned with serving the external environment, but without the need for rapid change. It places major importance on a shared vision of the organization is purpose. The vision provides members' work activities with meaning that goes beyond typically defined jobs and roles. Organizational

leaders shape behavior by envisioning a desired future state that is important to everyone.

- **The involvement culture** has a primary focus on the involvement and participation of the organization's members and on rapidly changing expectations from the external environment. This culture focuses on the needs of employees as the route to high performance. Involvement and participation create a sense of responsibility and ownership and, hence, commitment to the organization.
- **The consistency culture** has an internal focus and a consistency orientation for a stable environment. This organization has a culture that supports a methodical approach to doing business. Symbols, heroes, and ceremonies support cooperation, tradition, and following established policies and practices as a way to achieve goals. Personal involvement is somewhat lower here, but that is outweighed by a high level of consistency, conformity, and collaboration among members. This organization succeeds by being highly integrated and efficient.

These types of cultures are used as the basic dimensions in defining the characteristics of a company in this paper. Moreover, there are nine project management knowledge areas which are used in studying the characteristics of teams in each company. These are used as tools in describing project management knowledge and practice in terms of its component processes.

- **Project Scope Management** describes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
- **Project Time Management** describes the processes required to ensure timely completion of the project.
- **Project Cost Management** describes the processes required to ensure that the project is completed within the approved budget.
- **Project Quality Management** describes the processes required to ensure that the project will satisfy the needs for which it was undertaken.
- **Project Integration Management** describes the processes required to ensure that the various elements of the project are properly coordinated.
- **Project Human Resource Management** describes the processes required to make the most effective use of the people involved with the project.
- **Project Communication Management** describes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information.
- **Project Risk Management** describes the processes concerned with identifying, analyzing, and responding to project risk.
- **Project Procurement Management** describes the processes required to acquire goods and services from outside the performing organization.

## LITERATURE REVIEWS

The literature reviewed and included in this study is categorized according to the framework of *team management strategy elements* as discussed above. Cross-references between elements, which are shown at the back of this paper under the topic *literature characterization matrix* are also included for those articles that have relevant information applicable to more than one element of team management strategy.

In the literature review, I have written about the general characteristic of the company in the first paragraph. The companies are named and their businesses are identified. The topic and the summary of the article are also included. The second paragraph is concerned about the type of the culture and *team management strategy elements*. It also explains the relationships between types of culture and the importance of *team management strategy elements*.



## LITERATURE

**Article A-1 Royal, Weld F.** "Keep them coming back" *Sales & Marketing Management*, September 1995, pgs. 50-52.

The old traditional marketing processes of many companies are neither set up to use the technology in which the designs of products suit individual customer needs nor do they help businesses listen to their customers. They spend time on operations, administration, and meetings about internal issues and ignore customer needs. They are also usually sell ready-made products rather than serving as a venue for discussion and learning. From these consequences, they cannot retain their customers. Changing a corporate culture to serve the customers better is the way to solve these problems. The examples of companies which change their corporate culture to emphasize their customers more are Roberts Express Inc., an Ohio-based freight company specializing in emergency shipments, and Ross/Flex, the air and gas control maker.

Companies such as Roberts Express Inc. and Ross/Flex have an adaptability culture in which scope management is the team management strategy element. Roberts Express Inc's customers complained that the company did not recognize them. To retain their employees, top executives reorganized the company's corporate culture by using teams. Consequently, the company was able to give personal, immediate service because each team, in effect, worked as a small business for its geographic region. Each team was required not only to carry out an order, but also to take orders, dispatch trucks, and deal with road safety issues. Moreover, the team member who picks up the phone owns the service from start to finish when a customer calls. At Ross/Flex, top executives proposed teams composed of engineers. All of the members had to do two jobs at the same time: engineer and marketer. They employ a sales approach when working closely with customers on product design. They are also accustomed to asking customers what their needs are and what their suggestions are for improving the products.

**Article A-2. Howe, William O.** "Intel Japan now and then" *Tokyo Business Today*, November 1995, pgs. 18-20.

In 1985, the sales of Intel Japan were underestimated. The company had many problems including limited sales, inconsistent successes, and overall morale problems. Top executives also found the company faced with the situation of a foreign company struggling in the Japanese market. There was customer dissatisfaction, perceived poor quality, and lack of support from the U.S. Hence, they appointed a team for studying ways to solve the problems. The first thing that the team found involved relationships. Japan is a closed market, basically because fundamental Japanese business practices are based upon long-term personal relationships. And that is the fundamental reason why it is so difficult for foreign companies to do business in Japan because they do not get a chance to establish the same kind of personal relationships. The second thing was the company's cross-cultural communication problem. The team also mentioned that the ways to solve these problems were to force Intel's top management in the U.S. to finally

pay attention to Japan and to really make a solid effort to do things for Japanese customers.

Intel Japan has an adaptability culture in which integration is the team management strategy element. The team's top executives tried to ensure that the various solutions of the problems were properly coordinated. The team tried to find the solution by asking for advice from both consultants and customers. *Anshinkan* (peace of mind) is the solution. All the managers have to take this work to heart. It means that it is important to give Japanese customers full satisfaction. Moreover, the team also informed the U.S. top executives about the difference between the Japanese style and U.S. style of doing business and the problem in cross-cultural communication. The team recommends educating those top executives, explaining that Japanese customers have very special problems and that they really have different rules in Japan, different ideas about what customer support means.

**Article A-3. Marion, Larry** "Digital Equipment: Not out of the woods...yet" *Electronic Business Buyer*, March 1995, pgs. 45-52.

Digital Equipment Corp. tried to improve its financial health. Top executives of the company revamped the corporate culture and restructured operations. Although the financial health was improved, the problems still remained. One of the problems was responsibility. The company changed their executive ranks, the culture and organization chart several times. Finally, the company successfully used matrix management. Nevertheless, while Digital's product development process is not yet at the cutting edge, one of the successes to its approach is the new HiNote Ultra computer with its sleek, functional design. Digital officials say that the top executives led the Ultra product development team to produce a machine that delivered on their vision. Moreover, Digital's increasing reliance on suppliers reflects the triumph of pragmatic cost consciousness over the not-invented-here syndrome that had been endemic at the old Digital. It means that the company does not try to make anything which it can buy. The strategy of the company is to make extensive use of partnerships to reduce the overall product cycle and cost. This also included an increased utilization of Digital's existing chip-making abilities which is at the heart of the company's financial and product development challenges.

Digital Equipment Corp. has an adaptability culture. The team management strategy element is risk. Top executives job is to set the targets, and the product development team has to follow those. All the members do not have many chances to give advice or suggestions. A weakness in the product development team is that manufacturing is an empty seat at the conference table while the team includes a variety of cross-functional disciplines. Digital does not have a factory capable of building the machine. After completing the design, Digital goes looking for a contractor. For example, Citizen Seiko Watch Corp. (Tokyo) was the contractor of Digital in manufacturing the product for the Ultra team.

**Article A-4. Young, Lewis H.** "Managing a three country team project" *Electronic Business Buyer*, May 1994, pgs. 68-69.

The engineers and technicians from IBM, Toshiba, and Siemens became a product development team to develop a 256-Mbit dynamic RAM (DRAM). Although this team was confronted with many problems, they had no unsolvable technical problem. But one serious obstacle has inhibited the project's progress, not the requirement to design a 0.25-micron technology, nor the difficult task of developing new techniques for deep ultraviolet lithography. The obstacle was that it was a multicultural and multinational team composed of German, American, and Japanese members. However, this product development team finally eliminated all of the cultural and management differences. All the members agreed to organize the project into two groups, each with four departments. One group focuses on process development, the other on product development.

This product development team has an adaptability culture in which communication, risk, and human resources are the team management strategy elements. Cultural differences are the main problems in this team. Team communication is the first problem, which occurs at the beginning of a project. Japanese engineers have communication difficulties because the companies chose English as the project language. Because of this barrier, the team has had to modify its communication approach to include more written reports. Team members use meetings, weekly reports, and E-mail to keep each other up-to-date on their progress. Every week, each team member writes a report and each department compiles a progress report. In addition, in the meetings the manager of the team also recommends using visual communication because it is the essential tool for improving the communication channels and information flow. Another cultural barrier is the different ways German and Japanese engineers approach problem solving. The Japanese engineers believe that the see phase is very important and the think, plan, and do phases are respectively less important. In contrast, German engineers emphasize that they see the process as think, see, plan, and do. The team has compromised by attacking some problems the Japanese way and others the German way. In the aspect of human resources, the team is confronted with a personnel challenge. Because all members in the team have to move away from home, adapt to a new work environment and adapt to a new life style, the manager of the team has to know and understand the problems. He also plans the training program in which team members are trained about adjusting to their new life style and new work environment. Moreover, team members also faced a significant career risk in joining the project. Engineers who joined for the project's expected five-year term were not given a commitment for another job when the project was completed. In addition to risk in future work, the team also faced problems about the suppliers because each company has a different preferred supplier. Toshiba uses Nikon steppers; Siemens, AMS's units; and IBM has invested in Silicon Valley Group's Microscan. Because the project's goal is to develop a production chip, the team is developing manufacturing processes as it proceeds with the chip design. It has invited outside vendors to communicate their technical road maps and how they might help solve the team's problems.

**Article A-5. Young, Lewis H.** "Turnaround at MRC" *Electronic Business Buyer*, June 1995, pgs. 55-56.

A new top executive at MRC, supplier of semiconductor manufacturing, changed the focus of management in the company by shifting from the previous emphasis on

'technology' to 'customer satisfaction'. He also studied the root causes of the company's problems. Management was badly organized because there was no real accountability, and nobody could tell who was responsible for what. Moreover, the company had not introduced a new product in many years. In reorganizing the structure of the company, the top executive categorized the company into four business units: sputtering IC machines, chemical vapor deposition equipment, materials, and an advanced technology group that works in magnetic for thin films. Then he used the new focus and exceeded customer expectations for being a technical leader in the semiconductor, magnetic and optic industries.

MRC has an adaptability culture. Human resources is the team management strategy element. To truncate product development time, the new top executive set out with a team strategy. He instituted schedules-a new feature at MRC- and frequent meetings are held to assess progress. Team members are given the power to make decisions about the product instead of waiting for management to make them. In planning the strategy by this team, MRC can develop new products in a shorter time.

**Article A-6. Yarborough, Mary Helen** "Team building: A new direction for HR" *HRFocus*, July 1994, pgs. 12-13.

The author refers to consultant Donna R. Neusch, Ph.D., founder and partner of Millennium Management Tools, who has developed a clearly defined approach that translates reengineering today's latest and often confusing buzzword into a user-friendly strategy. Neusch elaborated on a step-by-step plan that can help HR professionals build effective and efficient work teams. Neusch's organizational system designs redefine compensation and performance. They rely heavily on processes, team building and goal setting. Full participation and constant monitoring are critical requirements. She also says that the purpose of teams, empowerment and all word-class initiatives is to improve performance. This approach is good for any company that is going through reengineering or implementing teams for problem solving.

Neusch's strategy is appropriate in the adaptability culture. Risk, human resources and scope are the team management strategy elements. There are many risks that top management has to confront and overcome before any company can successfully improve performance. One of these is conflict. Companies that use traditional measurements may experience this common reaction. The next one is the fragmented business strategy. It is the result of insufficient resources or boring employers with old problems and solutions. The flawed view of performance is also one of those risks. Companies tend to encapsulate in a single work what literally are thousands of different daily performances, decisions and transactions, in addition to countless team and individual activities taking place at every level and in every process throughout the business. Moreover, one of those risks is sticking with a traditional operating environment. Narrow job descriptions often foil the operating environment and create conflict, risk avoidance, lifetime employment for mediocrity, hierarchical deference, problem solving and decision making for experts only, inflexible employees and competition for resources. However, to accomplish high performance, companies have to change the operating environment. Top management has to identify the reasons for change and make sure the reasons are compelling to team members. They should

establish an empowered organizational context, determine strategic direction, translate vision into action, define the high-performance operating environment, and commit to the habit of continuous improvement. They should also make the vision clear by establishing the purpose and future state of the company. They have to translate vision into action by creating strategic success factors and identifying major themes or areas of improvement required for success. Moreover, defining and creating high performance and committing to continuous improvement are also important key factors. Each project has to have a steering committee which must be actively involved. Top management gets the best people in a vertical slice to serve as the design team.

**Article A-7. Shea, John E. and Kleinsorge, Ilene K.** "TQM: Are cost accountants meeting the challenge?" *Management Accounting*, April 1994, pgs. 65-67.

The authors interviewed six cost accountants to find out if cost accounting is supportive in companies using Total Quality Management (TQM). It is focused on how they are responding to the challenges of TQM, the extent to which their roles have changed, and what skills are most valuable. From the interviews, the authors find that the quality management program at each of these accountants' firms is company-wide. While all of the cost accountants are using TQM, there are differences. In some firms, the TQM conversion was a division or company-wide effort, and the cost accounting organization was a participant from the beginning. However, the methods used and the resulting changes brought about through the use of TQM are very similar to published case histories from many firms. They include a commitment to satisfy the customers, a more formal planning and goal-setting process, increased employee skills and responsibility, and an ongoing objective to improve continually the performance of the organization. The authors say that most of the cost accountants feel they have incorporated the basic TQM principles into all work activities because they realize that TQM is the way they do business and involve their customers. Furthermore, because the resolution of many customer issues requires participation from multiple departments, cost accountants are spending more time working on cross-functional teams.

In the article, the organizations mentioned have an adaptability culture. Communication and human resources are the team management strategy elements. Cost accountants need to be team players. This requires a multiplicity of skills outside cost accounting. For example, to communicate better with team members and management, cost accountants must translate cost accounting language to customer language. To better understand issues and shape solutions, cost accountants must be knowledgeable about the manufacturing operation and other aspects of their businesses. The desire and confidence to participate in strategic decision making also are important. Furthermore, for improving the capability, companies also provide training or experience for the cost accountants in other areas.

**Article A-8. Larson, Clint** "Team Tactics Can Cut Product Development Costs" *Journal of Business Strategy*, September/October 1988, pgs. 22-25.

The author mentions the need to stay competitive in global markets. It is the principal motivation for forging tighter links among those in product development and production. To remain competitive, manufacturing organizations must be quick to

respond to customer requirements and first to market with products for well-defined needs. As described in the article, team tactics are a key factor in making manufacturing a competitive advantage for Honeywell Inc. as well as for other U.S. businesses. When combined with the expanded use of simulation tools and design-for-automation techniques, team tactics offer a powerful tool in product development efficiency. In Honeywell's Building Controls Division, a change to a team approach in product development has enabled the division to cut the time from "concept to carton" by 50-60 percent. In addition, the number of hours devoted to specific projects was reduced by 5-10 percent. Improved communication among team members has resulted in fewer changes to new product specifications; this has eliminated much of the rework that lengthened product development cycles. The reduction in changes and rework is achieved in part through an emphasis on the front end of the product development process. Through disciplined planning, team members produce a "frozen spec" that, once agreed on by the team, can only be changed by a "no go" decision based on a major shift in the market's requirements. The team itself enforces the discipline necessary to defer small design changes to a second issue of the product under development. Moreover, team development and production tactics also benefit product quality and increase the chances for the success of new products in the market. Product quality benefits from the cross-training and improved "interfunction" understanding that team approaches require. Ultimately, team tactics create more challenging and meaningful work-the type of work that attracts committed and energetic employees essential to any company's business.

Honeywell Inc. and other organizations which have the same characteristics as described in the articles have an adaptability culture. Time, cost, quality, communication and human resources are the team management strategy elements. There are many pressures which have caused manufacturers of these organizations to be both fast and first. One factor that has sped product development is specific customer demands. For example, the U.S. Army has decreed that no development project may take more than four years. Therefore, the company's defense-related businesses have integrated design, testing, and production more tightly. Program managers form design-to-production transition teams that include representatives from engineering, production, quality assurance, and materials. Where possible, team members share quarters during any program to encourage "interfunctional" communication. Team interaction helps shorten program cycles by reducing rework and specification changes. As a result, manufacturability and testability, as well as customer requirements, are designed into products and systems from the start. Furthermore, though harder to quantify, team tactics can also enhance the performance of new products in the market. This results from several by-products of the team approach. First, by shortening product development lead times, team tactics help business units hit their target product introduction dates more precisely. Second, the cost savings that the team approach delivers also helps businesses hit their product cost targets more accurately. Third and most important, team tactics tend to deliver products that truly meet customer requirements; thus, they are more enthusiastically received in the market.

**Article A-9. Trent, Robert J. and Monczka, Robert M.** “Effective cross-functional sourcing teams: Critical success factors” *International Journal of Purchasing & Materials*, Fall 1994, pgs. 3-11.

The authors say that many top executives now realize the benefits of a new organizational structure that features suppliers, customers, and managers from different areas crossing functional lines and moving horizontally throughout the organization. In this new organizational structure, cross-functional teams play the important roles, particularly within the procurement process in sourcing processes and effectiveness. However, the authors suggest that true cross-functional integration requires a corporate culture of participative teamwork throughout all levels and across defined functional boundaries. Moreover, the authors state the need for an increased understanding of the factors affecting the success of an important organizational work team: the cross-functional sourcing team. Because negative outcomes from team interaction are as possible as positive outcomes, organizations must have an understanding of the factors contributing to cross-functional sourcing team effectiveness.

The adaptability culture is appropriate to describe the characteristics of firms in the article in which team management strategy elements are procurement, quality and human resources. Within the procurement process, cross-functional sourcing teams have to consist of personnel from at least three functions brought together to achieve a purchasing or material's related assignment. This includes assignments where the team must consider purchasing goals or decisions involving supply base management. When managed properly, the cross-functional sourcing team approach can provide flexibility, multifunctional knowledge, and control and coordination mechanisms for fast responses to new competitive demands-responses that traditional structures or approaches usually cannot achieve. Furthermore, the positive relationship between supplier participation and sourcing team effectiveness is one of the key roles which top executives should realize. The reliance on external supplier participation and performance contribution makes cross-functional sourcing teams demonstrate greater overall performance as compared with teams that do not formally include suppliers. In addition, there are other benefits that can result from supplier participation. Teams that include suppliers as formal members report greater satisfaction concerning the quality of information exchange between the team and its key suppliers, a higher reliance on suppliers to support directly the team's goals and objectives, greater supply base management effectiveness, and a greater supplier contribution in a number of critical performance areas.

**Article B-1 Welty, Gus** “CN turnaround: A work in progress” *Railway age*, August 1996, pgs. 39-41.

Since it was founded 70 years ago, Canadian National (CN) was owned by a government that used it as a social enterprise, a source of steady if inflated employment, and as the point agency in expanding Canadian's frontiers. Recently, the Canadian government decided that CN should be run strictly on a commercial basis. Therefore, top executives of the company decided to reenergize the strategy of the company. However, they found a company with fundamental problems because it had no corporate culture. On the other hand, it had a culture of caution in which there was little or no encouragement for CN people to be creative or imaginative. They also found a company

with extremely high operating costs and excessive debt load. Consequently, The top executive business plan was based on four elements: reducing costs, improving the capital structure, changing the culture, and creating a better framework for operating a railway in Canada.

CN has a mission culture in which cost and integration of planning and controlling are the team management strategy elements. In changing the culture, top executives have the policy to promote persons from within company, those who can be agents of change. They boldly cut 10 levels of management down to five and looked outside for finding other persons to join in the executive team. The company's key focus also has been to get control of its cost structure. The executive team plans to downsize the quantity of their employees by taking them off the payroll and to giving up unimportant railway scheduling. Furthermore, the executive team also implemented plans which deliver on customer commitment. As for its commitment to delivering what customers want, CN is counting heavily on its Service Reliability Strategy (SRS). Service scheduling is at the heart of SRS, meaning that a detailed plan will be developed for movement of each shipment. CN sees it as a tool to use in planning and management, a means of keeping customers better informed on shipment status, and an alerting system to allow the railroad to take fast action to respond to unexpected deviations from the shipment-trip plan.

**Article B-2. Avery, Susan** "Three-step approach to world class supply" *Purchasing*, August 18, 1994 pgs. 50-57.

Allen-Bradley, a Rockwell Automation business, makes industrial control products for the manufacturing and process industries. Its purchasing operation pitted suppliers against one another, often bought materials strictly on price, and ultimately wound up with a horrendous quality problem. The problem was the misinterpreted buyer/supplier relationship, so top executives realized that the company should have a different approach to supply management. Top executives appointed the team which included representatives from Quality Control. The team tried to figure out where the company was in relation to where the company thought it should be with suppliers. Finally, the Supplier Self-Certification Program (SSCP) was put into practice. It is separated into 3 elements: part certification, a supplier improvement plan, and supplier quality performance reporting. In this approach, the company worked with the supplier to ensure that the supplier understood the company's requirements. Furthermore, the supplier improvement plan emphasized improving the relationship between Allen-Bradley and the supplier.

Allen-Bradley has a mission culture. The quality management and the procurement are the team management strategy elements. The quality control team has the duty to study new approaches which can eliminate problems in supply management. In implementing the new approach, SSCP, the team and their suppliers work together. The quality control team initially does not tell suppliers how to do their job. The team tells them what the end result is supposed to be and works with them on how to get there. Moreover, the team ensures that the supplier understands the company's requirements: dimensional specs, packaging specs, platings, coatings, and the like. The team works with the supplier so that it understands what the team is going to be measuring and that



correlation data is going to be shared. When a supplier is ready to enter a part for certification, the team is required to send a start letter. The supplier has to feel comfortable that it is ready to enter the part for certification. A part is certified after consecutive lots are found to have no defections. At this point, the team stops inspecting every lot, although they will do an occasional audit. A part can be decertified if a supplier is not able to maintain quality. Then the team and the supplier have to start the process over again. The next element of SSCP, the Supplier Improvement Plan, consists of a document that provides the basis for the relationship between Allen-Bradley and the supplier. The plan is the result of the supplier's thorough analysis of its processes. It identifies an action plan with specific, time-bounded activities for continuous improvement scheduled. In this element, the supplier management team works with suppliers to determine the timing and content of the plan. It allows both the company and the supplier to ensure that each understands the parameters of the relationship and to clarify expectations. The last element is Quality Performance Reporting. It is a monthly score card of quality performance. This element encourages suppliers to ensure accuracy and acceptance of the data.

**Article B-3. Aaron, Robert** "KW Powersource creates culture of quality consciousness" *Industrial Engineering*, October 1994, pgs. 50-52.

KW Powersource is not different from other companies which produce lead-acid batteries. The company requires management vigilance by comparison with quality control and assurance without sacrificing overall plant productivity. Although modern techniques allow KW Powersource to create products of a high quality, top executives do not have enough satisfaction in them. Moreover, after expanding its headquarters facility and increasing the workforce, the top executives decided to create a culture of quality consciousness in the skilled manufacturing environment. The process to do this is to combine the quality control to the employees by having all workers add their signature to the product as they work on it. So it is easy for the quality control team to trace a product back to every worker involved. With this system, there is clear and consistent communication that all work must be perfect. This system of worker signatures has proven most successful in keeping rejection rates extremely low, even with a rapidly expanding workforce, including greater ratios of newer trainees in the employee ranks.

KW Powersource has a mission culture in which human resources is the team management strategy element. Top executives place major importance on improving the company's quality. They give their authority to the members of the quality team in controlling the process. However, top executives are people who plan all the processes in controlling the quality of products. Therefore, the quality team does not have the authority to give any ideas or suggestions. All members have the authority only to do the work following the orders of their top management.

**Article B-4. Monczka, Robert M. And Morgan, James P.** "Today's measurements do not make it" *Purchasing*, April 1994, pgs. 46-50.

The authors discuss the important risk which many procurement chiefs and supply managers frequently confront. When they finally do have top management's attention, procurement managers must prove that they have what it takes to manage the sourcing

and supply strategy. Therefore, many organizations are trying to come up with more effective measurement systems which focus on the increasing criticality of the contribution of procurement and the sourcing process to corporate competitiveness. Moreover, in a growing number of companies, there is another factor driving procurement and supply managers to come up with better measurement systems. It is the changing relationship between buying and selling companies. The authors also refer to a seven-step approach which firms should do in terms of developing more effective measurement systems. The first step is that firms must decide what they will need to do to compete and how procurement will play a role in that competition. The second step is that it will be necessary to establish the kinds of behaviors needed, by whom (purchasing, manufacturing, engineering, etc.) and how these behaviors will reinforce the competitive plan. The third step is to draw up a profile needs measuring which are to be emphasized to help the firm compete. The fourth is to review the current performance evaluation and rewards system in relation to the company's needs. It is necessary to see if the evaluation and rewards system is aligned correctly in terms of using the right measurements to emphasize either individual or team performance. The fifth step is to quickly establish the appropriate measures as indicators of performance. The next step is to analyze the strategies and processes needed to achieve performance and fix any problems which are based on the effectiveness measures being used and behavior required. And the last step is to regularly review the process to see if what is being called for in the competitive environment is changing.

The organizations which are mentioned in this article have a mission culture. Risk, time, cost and procurement are the team management strategy elements. There is a need to develop cross functional teams and to develop measures that are oriented to both teams and individuals. In terms of reduction of purchased product cost, price and internal manufacturing cost, team oriented cost reduction recognizes all types of cost reduction. Top management should also provide the appropriate environment for the needs of team members. For example, if team behaviors need to be reinforced, measures will need to be drawn up that focus on what the team needs to achieve in terms of technology and time. If the need is to drive down product costs over a long product life cycle, measurements will need to emphasize ongoing cost reduction. Moreover, it is necessary to see if the evaluation and rewards systems is aligned correctly in terms of using the right measurements to emphasize either individual or team performance. It is necessary for top management to emphasize team performance in the new product development phase; if every measure for engineering, manufacturing, and procurement is an individual measure, the right kind of behavior will not be emphasized. If, for instance, people see they are not being rewarded for spending enough time on a team and are getting penalized for not doing other parts of their job that are individually measured, they will quickly conclude that teamwork does not pay. It is necessary to establish the component of the measurement that will be done individually under supervision and that which will be done on a team basis and by which people.

**Article B-5. Robinson, William** "Business teams and professional athletics"  
*HRMagazine*, April 1994, pg. 160.

The author discusses the similarities between a team-based business environment and a professional ballgame. Although the football players are part of a team, individuals are compensated differently; the individual is financially rewarded for potential and productivity. Likewise, in the team-based business environment, top management should reward individual employees for their skills, performance, productivity and potential.

The mission culture is the environment which the author refers to in this article. Scope and human resources are the team management strategy elements. Team-based businesses should have clear objectives, goals, and visions. However, top management has to play the key role in implementing the appropriate processes to measure those goals. For example, it is good to have the goal of improving customers' satisfaction. Nonetheless, it is difficult to measure the level of satisfaction. Top management should set goals which are measurable such as decreasing cost per hire of team members by an exact percentage. Moreover, after setting goals, top management should reward teams for reaching measurable goals and should not pay out unless the goals have been attained. This will preserve the integrity of the reward system.

**Article B-6. Arkin, Anat** "From supervision to team leadership" *Personnel Management*, February 1994, pgs. 48-49.

The author says that the top executive of Hickson Fine Chemicals, Tom Graham, decided to improve time management by taking advice from a training consultant and running a workshop for himself and a group of colleagues who also wanted to improve their time management. The idea for a time management workshop came out of a process of personal development planning which was intended to help former supervisors take on the more demanding team leader role. Furthermore, the process of switching to a system of teamworking at this company was also part of a drive to engage the whole workforce in a process of continuous improvement.

Hickson Fine Chemicals has a mission culture. Human resources and risk management are the team management strategy elements. With the new system of teamworking clearly calling for a more structured approach to development, the firm brought in a training consultant to help team leaders develop some of the team-building and leadership skills they would need for their new role. In supporting this process, top executives also led a series of outdoor training events for groups of team leaders because they tried to move from a traditional, hierarchical culture to a new, less technically orientated and more people-orientated culture. They wanted to help people work effectively rather than to police and control them. However, although team leaders came back from the outdoor training with confidence and enthusiasm to share their new ideas with their team members, there is limitation of a common approach to meeting the training needs because other team leaders in the company overlooked the importance of running more effective meetings. Moreover, implementing this process took a long time because team leaders are involved while team members are only the followers.

**Article B-7. Keller, Robert T., Julian, Scott D. And Kedia, Ben L.** "A multinational study of work climate, job satisfaction, and the productivity of R&D teams" *IEEE Transactions on Engineering Management*, February 1996, pgs. 48-55.

The authors say the reason for this study because they saw a critical need for research on climate and satisfaction in non-U.S. samples. In addition, lack of knowledge about climate and satisfaction differences in foreign projects may have limited the alternatives when firms decided on the location of R&D facilities abroad. The purpose of the paper was to investigate how work climate and job satisfaction were related to the productivity of R&D teams sampled from a range of countries other than the United States. A study was conducted covering 658 industrial and 1,033 academic R&D teams in 11 countries, including the U.S. R&D teams were separated into industrial and academic samples for analyses since a consistency in mission and norms would allow for a more meaningful comparison within each sample.

From the article, the mission culture is appropriate for describing the characteristics of R&D teams and their company in which human resources, communication, time and quality elements of team management strategy are outstanding. The article shows that a climate which values the work of the team may contribute to the excitement and dedication of team members, with resultant productivity. A climate of participation and cooperation may increase team-level productivity. This participative climate may also allow scientists and engineers to better allocate their time and effort toward greater productivity. Moreover, R&D managers should try to create a work climate that provides a vision of the importance of the mission and work of the teams. Team supervisors should strongly encourage a climate of participation in decision making within R&D teams and of cooperation among team members to achieve common goals. They should be aware that their knowledge and behaviors in support of team members can be related to team productivity and that opportunities for advancement and pay increase are important to team members and may well affect the productivity of the team.

**Article C-1. Sunoo, Brenda Paik** "HR Positions U.S. Long Distance for Further Growth" *Personnel Journal*, June 1994, pgs. 78-91.

Texas-based U.S. Long Distance (USLD), a telecommunications and information services company, was seventh on the list of 100 Fastest-Growing Public companies in America in 1993. Unlike other communication companies such as AT&T, Sprint, or MCI, USLD has gained its success by targeting small- to medium-sized businesses that want customized services. Top executives try to create a good environment for the employees: flexibility in the work place, an open-door philosophy of communication, and the ability to empower the team members, manage change and adopt to the fast pace of the telecommunications industry, for example. In addition to rapid growth, internal communications became one of the greatest challenges. Moreover, according to many team members, it is even more difficult to maintain the corporate culture because additional policies and procedures are essential. Therefore, top executives believe human resources (HR) must play a leading role in the company's strategic planning.

USLD has an involvement culture. Communication and human resources are the outstanding team management strategy elements. At USLD, the company's values begin at the top. Top executives believe that team members will perform beyond the call of duty if a company creates a culture of mutual respect, empowerment, creativity and an open-door policy toward communication. Team members can voice their opinions and are given the authority to do their job. Members of the teams need to be part of the

decision-making process. The company implemented an employee suggestion program and gives the rewards for those who advise them. This suggestion program not only improves customer service and productivity, but also raises team members' self-esteem. Furthermore, human resource officers have designed and offered a series of courses that are taught quarterly to administrative and technical employees, sales representatives, individual professionals, first line supervisors, middle management and senior management. Individuals are usually recommended by their supervisors to take the courses, but they also can volunteer.

**Article C-2. Veleris, John, Robert Harlen, and Sheldon Greenberg.** "Process Redesign and the Successful Turn" *IIE Solutions*, June 1996, pgs. 24-30.

Shasta Industries, a recreational vehicle manufacturer, tried to improve the process of redesigning cars by increasing the efficiency of employees. This improvement was not only to identify and enact the solution but also to ensure long-term sustainment in doing business. Employees improved their communication in order to get the knowledge and to promote teamwork and involvement in the implementation of the strategy. Moreover, improved communication ensured team members acceptance, support, and suggestions. The company activated the enthusiasm of the team members by issuing new recognition policies and rewards. These improvements resulted in top managers and employees having the same vision in managing the company.

Shasta Industries has an involvement culture in which communication is the team management strategy element. Team members have open communication and can share their suggestions and opinions in planning the strategy of the company. This plan is developed to ensure employee acceptance and support. Furthermore, the company also appoints manufacturing engineers, project specialists, and trainers to form the project core team. The duty of the team is to provide project management and knowledge transfer skills to help initiate change and to develop an internal mechanism that will sustain that change.

**Article C-3. McDowell, Bill** "Game of Chicken" *Restaurants & Institutional*, Nov. 15, 1994, pgs. 36-50.

Top executives of Boston Chicken implemented a growth plan for increasing market shares during its initial public offer. They had driven the popularity of chicken which is a package with many side dishes as a part of value-price combos. These can inspire competitors to actively market. Most importantly, their efforts have raised the collective ante on display change and merchandising by transferring successful retail tactics: for example, full product display, floor to ceiling windows, and bright lighting to restaurant applications. Boston Chicken executives know they now have to prove the concept's staying power in the next step for company's strategy, which means shifting the company's focus from market development to unit-level performance and devoting energy to evolving the concept for long-term growth. In implementing this strategy, the management philosophy emphasized team members' satisfaction more as a means of serving the customer better. Top executives tried to eliminate hierarchy in the company. They also asked for feedback and suggestions to support team members' involvement.

Boston Chicken has an involvement culture by having integration of planning and controlling as a team management strategy element. The company's emphasis is mainly on its team members. Top executives create a paradigm in which the management philosophy is to put a premium on team members' satisfaction. They also stress an open environment and eliminate office hierarchy. Consequently, senior executives sit in an open workstation like other employees. Office coffee areas are furnished with couches and memo boards for spontaneous brainstorming sessions. Even private conference rooms have floor-to-ceiling glass walls.

**Article C-4 Bennett, Paulette** "ABM and the procurement cost model" *Management Accounting*, March 1996, pgs. 28-32.

A Material Control Department manager of Compumotor, a designer and manufacturer of electromechanical positioning equipment for factory automation, thought activity-based management (ABM) could help in developing the total cost of procurement, but it was unsure whether ABM would be successful in areas not related directly to product costing. To understand these, top executives permitted a team to be formed. The team's objectives were: identify the activities performed and classify them as value- and nonvalue-added, quantify and understand the total cost of doing business with individual suppliers, improve the assignment of indirect procurement costs to the products, and communicate material procurement costs to engineering to help it understand the cost impact of supplier selection and other procurement decisions. The ABM total procurement cost information continues to provide meaningful information to all segments of business. Buyer/planners now use the data to make alternative choices like large quantity vs. frequent delivery purchases. Buyers and quality personnel now can use the data on commodity teams to communicate actual cost information to suppliers to provide feedback on their service. And management can use the information in negotiations with other companies on product development.

In this article, Compumotor has an involvement culture in which quality is a team management strategy element. The team has freedom to work on the project which is assigned by top executives. In the team, they have an open communication. All of members of the team can add, experiment, and prune the ideas until finally the objectives emerge. In every step of doing the project, they need participation from all members. Although sometimes they do not have enough information for going to the next step, everybody is satisfied to redo the previous step again without blaming the others. Furthermore, top executives do not have any authority if members of the team do not agree with them. In doing the project, all members of the team have full authority and responsibility.

**Article C-5 Edmondson, Gail** "Putting the byte back into Siemens Nixdorf" *Business Week*, November 1994, pg. 56.

Siemens Nixdorf Informationssysteme (SNI), computer maker, has had trouble with heavy losses and an eroding market share for years. Board members at Siemens parent company wanted to see a dramatic reversal at SNI. They selected an outside person who had no fondness for rigid hierarchies to restore the health of the company. This new top executive recognized that the old culture, which mainly emphasized

expanding the size of the company itself, could not be implemented anymore. The new strategy relied on allowing for creativity and change. Furthermore, this top executive also discovered that SNI had a rigid hierarchy. In changing to the new culture, he had to transform a stodgy, civil service-type workforce into a lean and flexible organization in which initiative and performance were rewarded instead of seniority.

SNI has an involvement culture. The team management strategy element is integration. Top executives sent the team to the U.S. for hands-on training in process reengineering. They came back to SNI's Munich headquarters to groom a core of young managers. Those who get the training will then break into groups to define dozens of action plans to improve internal communications and create an environment that rewards initiative and risk-taking. Middle managers do not have the authority to express their opinions on any work of the team. They have the responsibility to be around, above and below, in order to observe and give advice when the teams need them to help.

**Article C-6. Bruce, Robert** "Parting from your parent" *Accountancy*, September 1995, pgs. 38-39.

Granger Telecom initially had an office in Weybridge in the UK. Yet, after top executives merged the company with a Dallas-based company called DSC and became the DSC Communications Corporation, the company changed the location of its parent company to a U.S. location. This was where the trouble of culture shock started because top executives of the U.S. parent wanted employees in Weybridge, UK, to work following their instructions at all times. No one in Dallas understood the effect that would have in comfortable, conservative Weybridge. Moreover, the problem also included that the Granger business from the UK was based on selling communications systems to the developing world, but the rest of DSC was firmly based on the U.S. domestic market. Finally, in 1991 top executives and their team in Granger Telecom got full authority to concentrate on the company's traditional markets.

Granger Telecom has an involvement culture in which quality is the team management strategy element. The best feature is that the team has the ability to identify the quality standards and determine ways to satisfy them. They know exactly the needs of top executives in the U.S. parent company and the mission of the UK company, which have different management strategies. They tried to find ways to solve the culture clash by asking for the authority to work independently from the parent company. In doing this work, all of the members have opportunities to give their opinions and suggestions. They are motivated, creative and happy. Furthermore, after independence from their parent company, middle management had a chance to share in the company's profits. The rest of the staff have a bonus system, and they decide how their own teams should split it.

**Article C-7. Lambert, Bobbi** "Give your company a checkup" *Personnel Journal*, September 1995, pgs. 143-149.

Statistics from the National Institute for Occupational Safety and Health (NIOSH) show that workplace problems are increasing at a terrifying rate. The study also suggests there is a strong relationship between violence, job stress and workplace harassment. Clearly, workplaces and work habits that do not adequately allow for the human need to unwind periodically create stress, erode physical and mental health, and lower

productivity. These problems can be minimized if employers begin evaluating the environment their employees are working in and making the changes necessary to ensure the health and safety of their employees. There are studies that the more participatory the style of management within organizations, the lower the employee turnover, absenteeism and grievances. Conversely, unhealthy work environments can often lead to costly claims of employer negligence, safety violations and liability claims. If companies want to successfully modify behavior in individuals and effectively reduce costs, they must focus on identifying and developing the qualities and characteristics of healthy organizations. The key components of these organizations are communication, trust, opportunity for personal growth and development, fairness, team ethics, and humanistic policies, procedures and practices.

Healthy companies identified in the article, such as Federal Express Corp. and Birkenstock, have involvement cultures. Communication, human resources, quality and scope are the team management strategy elements. Companies provide an environment for open communication to all members of the team. They know that information is a source of power in both organizations and relationships. Members of teams within healthy organizations share information broadly, making it easier for individuals to understand and agree with company decisions. However, if the companies want their organization to have effective communication, it is also important to establish formal channels of communication and utilize them consistently. Trust is one of the many elements which healthy organizations have to emphasize. When mutual trust exists, it functions at a deeper level to offset the realities of work life that tend to dehumanize the workplace. With trust, people and workplaces flourish. People take more pride in what they do and achieve deeper satisfaction from relationships with co-workers. Trust also helps employees feel part of the team. For example, top executives of the services department at Lifeguard, a California based HMO, have greatly increased efficiency, productivity and morale in their department by creating a self-directed team environment. They entrusted the member-service representative to recommend solutions to the problems they faced each day. This approach also led to increased member satisfaction and improvements in the products the company makes. In addition to building trust, the company should also emphasize human resources. For example, Birkenstock prides itself on being an organization that is flowing with opportunities for personal growth and development. There is little politicking going on in this organization. Team members are not spending their time and energy backstabbing, jockeying for position or impressing the boss because such behaviors are neither encouraged nor rewarded in healthy environments. Rather, team members are rewarded for the work they do, their behavior and their ability to uphold the values of the organization. Moreover, healthy organizations embrace the general principles of team building. They know that teams outperform individuals. They live by team concepts, applying what they know in a disciplined way. Real teams form in companies with strong and clear performance standards. Managers in healthy organizations know they cannot master the opportunities and challenges confronting them without emphasizing teams. Performance challenges in areas such as customer service, technological change and competitive threats all demand the kind of responsiveness, speed, customization and quality that is beyond the reach of individual performers. Teams can bridge this gap and are key to enhancing performance.



**Article C-8. Lee, Susan B.** "Changing business culture affects what we must learn" *Marketing News*, March 28, 1994 pgs. 9,12.

The author says that the successful company in the 21st century is expected to be flatter, customer-driven, flexible, smaller, networked, and global in perspective yet entrepreneurial in spirit. In this new environment, employees are expected to consider the impact of all decisions on the business as a whole, not just on one area. Cross-functional teams are seen as the way to ensure that this happens. Because no one can expect the newly formed teams to result immediately in increased productivity and profits, employees must be retrained. As the traditional corporate structure erodes, such functional departments as marketing and market research are also disappearing and being absorbed by all team members. Current marketers, who are inclined to want to stay with a manufacturing or service company, will need to become generalists and will need to rethink their roles.

The author says that successful companies in the next century should have an involvement culture. In the article, these companies will have scope as a team management strategy element. Professionals, executives, and middle managers have to learn managerial skills and skills needed for cross-functional teams to work: how to hire and fire, how to select and manage partners and vendors, how to empower fellow team members, how to delegate, how to ensure quality, and how to truly serve the customer. They should learn leadership skills, listening skills, interpersonal skills, and creative approaches to problem solving. The author also mentions that marketing no longer will be the province of a few specialists; they will be replaced by cross-functional team members. Everyone in the organization will be responsible for marketing, for understanding the customer, and for delivering products and services that are valuable.

**Article C-9. Geber, Beverly** "Guerrilla teams: Friend or Foe" *Training*, June 1994, pgs. 36-39.

In this article, the author states that top executives in many companies try to find new strategies for getting their employees to accomplish more work. One of many strategies is to support working as teams. However, it is not easy for a team to work because the members of the team are thwarted by the roadblocks they face in their struggle to survive in a hierarchical organization. Teams are confronted with many problems. One of them is that members of the team must break a great many rules which are devised for a traditional system in order to operate properly as a team. For instance, team members contact customers directly, violating the protocol that governs who can talk to whom in organizations where job titles carry the weight of military ranks. Another problem is misunderstandings between other employees and team members. There is an envious perception within the company that the team is elite because it operates by different rules. And no one wants to cooperate with a group of co-workers who are ostensibly getting better treatment than anyone else. Lack of training is also another problem of the team members. Although this problem is not a fatal blow, without it the team's progress can be painfully slow. The author also mentions that the answer which makes teams succeed is senior management support. Forming a team always requires a

manager at some level in the organization to serve as its champion, and that manager has to be a big believer in the power of teams.

In the article, companies which the author implies have an involvement culture and team management strategy elements include characteristics of risk, human resource and procurement. As described in the article, top executives in Bell Atlantic appoint their employees to try working as a self-directed team. The problem which this team finds is the difficulty of operating as a self-directed team in a hierarchical organization. Lack of resources for the team is also another obstacle. No one knows how the workers are supposed to organize into a team. The author also mentions that the team lacks experience working as a team. The leader of the team also underestimates how much time and effort is necessary to make the team succeed. Moreover, the team is also confronted with resentment and resistance from other employees. That resentment and resistance are so stiff that team members are threatened to wall off from the rest of the company. The author also mentions human resource management in the renegade team of the Shurflo company, a manufacturer of industrial pumps. Top executives of this company appoint a special manufacturing team, which is called "fast line", to find a way to fill the orders faster. The team leader establishes a miniwarehouse for the team so it will not have to endure the hassle and paperwork of the ordering system. The team leader tries to give the management knowledge such as employee involvement, quality improvement, and self-directed teams. Therefore, finally, this team can be a self-managed team which does not need to have a team leader in planning. This team has the concepts of working not only to survive in the business, but its members also enjoy working. They do not hesitate when they are asked to present a session at a national conference on team development. Furthermore, purchasing is a frequent thorn in the side of a renegade team, but it is not the only offender. The author recounts one instance in which a self-directed work team within a traditionally run pharmaceutical company wanted to modify a machine in a way that would reduce the changeover time of its small assembly area from eight hours to one. The team designed the part it needed and asked the engineering department to have it made, only to learn that it would take three months for the team to get the part. So the team's coach recommended the design to a local machine shop and had it made in three days.

**Article C-10. Skilling, D. Van** "Team Up to Cut Costs" *Across the Board*, March 1994, pg. 50.

TRW Information Systems and Services is faced with many obstacles: a sagging economy, a shifting customer base, declining credit-card issuance, and retailers who are merging or filing for bankruptcy protection. In addition, TRW has invested in acquisitions and in growth for growth's sake rather than investing in quality improvement, which resulted in a loss of market share. These external obstacles, combine with TRW's ineffective organization structure, produced unacceptable results for the business. Top executives of the company realized that the company needed to reposition itself. The key to that repositioning was reexamining and improving the cost management. They approached this challenge by forming cost-reduction teams to look at costs in all areas of the company. However, it is not used in the research and development area. Although they knew they could spend money in R&D more wisely,

they realized they had to spend more. In this case, they looked for a reprioritization of their expenses rather than a reduction of their costs. After they implemented this approach, they realized that cost effectiveness must become a continuous-improvement process. Their program segues very easily into the quality and customer-satisfaction programs. There is no such thing as a standard approach to cost management. However, the success at TRW suggests that teamwork, goal-setting, communication, and rewards should be part of any attempt at controlling cost.

TRW Information Systems and Services has an involvement culture. Human resource, time, and cost management are team management strategy elements. Division general managers, functional staff heads, and other employees with special skills were divided among the teams. This gave cross-functional teams that represented the entire organization. As the cross-functional and cross-organizational teams began to work together, networks developed and generated more ideas for cutting costs. While the teams achieved some results from short-term ideas, the real success depended on a cultural change in the organization. Teams established an 18-month time line that not only helped the company get through the initial hurdles, but also allowed top executives to develop a complete accounting cycle that would prevent costs from creeping back in over the long term. Finally, the TRW team program is a significant success: With the exception of a 10 percent increase in R&D, costs as a percentage of sales went down 11 percent in other areas. Top executives also learned the lessons in rewarding teams. All employees in teams should share monetarily in success as long as the financial reward systems pay for themselves and are included in the cost-management plan. Team members can be recognized in a number of ways, including special lunches or dinners, more convenient parking spots, or having their pictures posted. TRW's reward program allowed team members to award participants a minimum payout at the end of the year, with the balance to be paid at a later date. In addition, top executives instituted a performance-sharing plan. All team members share financially in operating profits above target.

**Article C-11. Lisabeth Eames Capozzi** "Retaining the Human Potential of Corporated Acquisitions" *HRMagazine*, August 1994, pgs. 76-79.

The human resources (HR) department plays important roles in AMP, the world's leading supplier of electrical and electronic interconnection devices and systems. According to an increase in the number of domestic corporate acquisitions, AMP human resource responds by looking for ways to capitalize on the human potential. AMP tries to address the unique needs of the new employees who are acquired from corporate acquisitions because it runs the risk of losing their motivation and commitment if it fails. To meet the needs of the new employees and managers, top executives of AMP decided to take a proactive role in the corporate acquisition process. However, the HR department found that the related problem was the difference in culture between the parent company and its newer acquisitions. AMP has long been affected by the German culture's emphasis on hierarchy, tradition and hard work, defined as working during specific times and taking little time off. Conversely, many of the newer companies in which employees are accustomed to questioning the status quo have more personal autonomy to do their jobs and take more time off. Their concept of hard work is linked less to hours and more

to direct results. AMP has been undergoing a culture shift, becoming more flexible and less hierarchical. Therefore, a cross-functional HR acquisition SWAT team is appointed to make some key adjustments to please customers and the newly acquired employees in the company's systems. Moreover, top executives of AMP also emphasize continuing to meet the needs of the new managers and employees. They look for creative but cost-effective ways to address the needs while being flexible enough to fit the company's systems to the employees rather than fitting the employees into the company's systems. They do this to retain the human potential they are acquiring because they believe that only human potential can lead to business success.

AMP has an involvement culture. The team management strategy elements are human resources, time, and integration management. The SWAT team is a great success. It creates better cross-functional cooperation and goodwill within HR and pools the unique talents and views of their HR experts to address specific acquisition issues. It creates buy-in not only from human resources, but also from the payroll, legal and corporate systems areas. Time is saved by having the principals together rather than going through numerous layers for each minor issue. HR responds as a unified team to the new company, to AMP business unit managers and to Corporate Development. And they hold themselves accountable by using a detailed checklist that evolves into a standard format that can be tailored to each new acquisition. Furthermore, employee relations issues are also addressed by sending out a cross-functional HR team to meet with the new employees several times before and after the acquisitions. They meet with the managers to explain the compensation system and the major HR policies. They also meet with all employees in groups to describe AMP, present their benefits package, describe their payroll process and address any concerns. As one team member addresses the group, other members circulate and answer individual questions. Compensation issues are handled by meeting with employees individually. Just before the acquisition, they make a site visit to complete necessary new hire paperwork. After the acquisition, they make regular contact with employees, supervisors and senior managers to address questions. Identifying areas of potential concern at the front end make all of these visits easier.

**Article C-12. Filipeczak, Bob** "Concurrent engineering: A team by any other name?" *Training*, Aug. 1996, pgs. 54-59.

Many companies try to implement concurrent engineering-sometimes known as integrated product development-as a way to speed up the design of new products. However, concurrent engineering contrasts sharply with the traditional approach to designing new products where plans and drawings originate in the engineering department, pass on to production, then to marketing and so on. This is commonly referred to as the "throwing it over the wall" method of building a new product, meaning little communication goes on between each department as the product travels from function to function. The main problem with throwing it over the wall was that designers sometimes created a product on paper that could not actually be built by the production department. Then they had to go back to the drawing board, as it were, and keep fine-tuning the product until the production department was happy. This repetitive process was expensive, inefficient, and often did not result in well-made, well-designed products

that customers wanted. On the other hand, in concurrent engineering, all the players from different departments get together to design a product. Although the results from the concurrent engineering approach create efficiency work, this approach is not easily implemented because of the problems in grouping people to work together. There are two levels of challenges which affect concurrent engineering teams: power sharing and people skills. Furthermore, one potential problem common to many concurrent engineering environments is the matter of reporting to multiple supervisors. In the article, the author also mentions that employees need team building to work effectively in concurrent engineering teams as well as training in soft skills like communication, conflict resolution and leadership.

In this article, the author mentions the characteristics of teams in companies which have an involvement culture. Risk and integration management are the team management strategy elements. The processes concerned with identifying, analyzing, and responding to project risk are that most concurrent engineering projects ask different people to work on project teams in close proximity, sometimes for years. Moreover, a concurrent engineering team must have the ability to see the whole product, even if the team is working on one new component of a bigger machine. Not only must individual team members see each others' perspectives, they also must be able to see the big picture. Power sharing is another obstacle in implementing concurrent engineering teams. Most product development people, designers and engineers alike are attracted to technology because they prefer things to people. They do not feel comfortable with, or skillful at, dealing with people. But their discomfort is more than just lack of people skills. However, the author states that selecting the right team leaders and training can improve the problem. These problems are not the only stumbling blocks to effective concurrent engineering teams. Resistance also came from some people who were afraid to speak up in meetings that they had never been invited to before. Often these "downstream" employees-the people in production who work with the product well after the design is finished-tended to wait for the engineers to come up with a design so they could critique it.

**Article C-13. Gruner, Stephanie** "The team-building peer review" *INC*, July 1995, pgs. 63-65.

The author mentions that top executives should not ask their managers to spot the stars and the slackers in the business. Actually, they should ask their employees because coworkers often know more about their peers' strengths and weaknesses than supervisors do. Moreover, letting employees review one another is a great way for management to share in that knowledge. The concept of the peer review is not new. Recently, businesses large and small have been putting it to work. The military has been using a similar technique for decades, partly because it builds camaraderie. But the hard part is knowing how to do it right because peer reviews do not only help to foster team building and help human resource issues, but they generate more candid feedback also. The author gives an example of using peer reviews in Risk International Company, a provider of risk-management services. Risk International's peer reviews accomplish that with evaluation forms that pinpoint the attributes-from personal integrity to the ability to minimize expenses-that top executives believe the members of a winning team should possess.

Risk International Company has an involvement culture. Integration is the team management strategy element. A top executive of the company has the strategy to set up the reviews as part of an overall annual appraisal process because he wants the employees to understand how their peers see them and to learn that they are all accountable to each other. He also wants them to have a chance to share input and to behave as team players rather than always looking good for the boss at the expense of the organization. Every member in every team gets to state their opinion, good or bad. It is clear to employees that their opinions matter. From implementing this process, interdepartmental relations are improving. The accounts-receivable staff is markedly more responsive and willing to help than ever before. And the quietly competent workers are recognized. Top executives believe that giving employees their say has helped hold the company together. To make all this feedback meaningful, top executives have to review what is said, compare it with the past, and come up with a plan. The supervisor has to be committed to sharing the results in a constructive way.

**Article C-14. Giordan, Judith C. and Ahern, Angela M.** "Self-Managed Teams: Quality Improvement in Action" *Research and Technology Management*, May-June 1994, pgs. 33-37.

Innovations and new technologies emerge and die faster than ever as customers become increasingly more demanding. These factors combine to make the competition for trained, motivated and dedicated employees intense. Companies are responding to this challenge in a variety of ways. Some focus on key core business and technology areas while keeping a tight rein on diversifying too far from these core areas. Others at the opposite extreme enhance the business and expand to other markets by means of planning methods that formally link and monitor their technical and business strategies. The challenge is to find ways to harness the energies, enthusiasm and ideas of all employees and to engage everyone to participate in the organization. The authors state that there are two keys which are the link between empowering and motivating employees and meeting and exceeding ever changing customer expectations. The first one is the philosophy of the organization. Organizations with a philosophy that is clearly customer-focused are better positioned to marshal resources to delight customers than organizations that continue to foster competition among colleagues or with customers. A customer-focused philosophy is based on fostering and rewarding cooperative teams of customers and suppliers; it provides an environment that reserves healthy attitudes of competition for just that-competitors. The structure of the organization is the second key. Organizations that allow every employee to respond quickly to shifts in priorities can satisfy customer requirements faster than those having a lengthy, bureaucratic approval process. Along with this customer focus comes the empowerment of each and every employee to implement constructive change, and to be an active participant, with no one simply shuffling information or compiling data. Those possessing information can give that information directly to those requiring it, minimizing time and non-value-added steps and inputs. The ultimate expression of this empowerment is the completely flat management structure embodied in the self-managed team.

In the article, the authors use Henkel Corporation as an example. This company has an involvement culture. Human resources, integration, and risk management are the

team management strategy elements. The original structure had a hierarchical leadership structure in which the manager made all decisions on work assignments and work flow. It was hard to judge if a request was done well or poorly, resulting in a satisfied or dissatisfied customer, because there was often little dialogue between analyst and customer. However, top executives transferred the group into Henkel Corporation Research and Development. At that time, it became an organization no longer funded by allocation, but one that had to satisfy customer needs in order to earn funding. The attitude of the group needed to change from that of a cost center to that of a profit center. In addition, the level of job satisfaction was low, as the group members wanted to be able to learn more technical skills but were prevented from doing so in the existing organizational structure. Finally, the group began to function as a team and to define its customers. Once customers had been defined, the team began to amass input on the needs of its customers. The team defined with customers how to satisfy those needs; it defined metrics to assure that the needs were being met or exceeded, and it took the necessary corrective actions. The result has been a flat organizational structure with a player/coach leader whose primary responsibility, beyond that of all team members, is to deal with the still confidential topic of salary administration. Because salary is linked directly to attainment of goals, input on goal attainment is compiled from customers and peers named by the employee and surveyed by the administrative leaders. Pay changes are then based on corporate guidelines for performance in attaining goals. Overall, the organization functions as a self-managed team, with members playing the role as customer service contacts. Although the advantages of the self-managed team are many, the challenges can be formidable. These challenges include: how to constructively resolve conflicts that arise among members; how to come to closure on topics and not "talk them to death"; how to assure fair distribution of work; and, most importantly, how to assure that everyone is working equally hard, with the same level of dedication and effort, while possessing different levels of skill.

**Article C-15. Ancona, Deborah Gladstein and Caldwell, David** "Improving the Performance of New Product Teams" *Research and Technology Management*. March-April 1990, pgs. 25-29.

Proposed techniques for speeding up the development process are diverse, ranging from increased use of new technologies such as CAD/CAM, to changing the structure of the organization, to reorganizing the teams responsible for actual development and testing of the new product. What many of these techniques have in common is their attempt to improve the coordination among the different functions in the organization. The authors say that, from a good deal of research, much of the delay in product development comes from the difficulty in coordinating the efforts of the various groups that must contribute to the development of a new product. They also mention that the most common approach for speeding up the product development process is the use of teams to design the new product rather than assigning the design and development work to a single individual. For new product teams to fulfill their promise of shortening the product development cycle, they must develop the ability to obtain information and resources from within and without the organization. In the absence of detailed technical, market, political, and financial information, it is unlikely that the new product will meet customer needs and the

expectations of others in the organization. Boundary management is the process by which teams manage their interactions with other parts of the organization, including lateral communication with other functional groups and communication with people further up the division or corporate hierarchy.

The organizations which the authors mention in the article have an involvement culture. Quality, communication, integration, and human resources are the team management strategy elements. In addition to simply collecting information from diverse sources, teams must also interact with others in the organization to negotiate delivery deadlines, coordinate or synchronize work flow, obtain support from upper levels of management, and smoothly transfer the ownership of the new product to manufacturing, marketing and other groups. Developing an understanding of how teams deal with other groups is important for improving the performance of teams. Furthermore, boundary management not only refers to communications or interactions that the team initiates, but also to how the team responds to input from others. It describes the entire set of interactions a team must undertake in dealing with others upon whom it is dependent for information or resources or with whom it must coordinate to complete its assignment. How a team manages its boundaries can affect the team's performance. However, putting a team structure in place is only one of many steps for speeding up the product development process. Team members also need to be educated to consider boundary management as an important part of their task. This might take the form of classroom training where team members struggle with cases of critical cross-functional problems and role playing solutions, as well as apprenticeship programs whereby those with appropriate skills model their boundary activity to an observant trainee.

**Article C-16. Bovet, Susan Fry** "CEO serves as chief communicator of TQM program" *Public Relations Journal*, June/July 1994, pgs. 16-17+.

The author discusses the benefits and consequences of total quality management (TQM), which was discussed by three CEOs of a major corporation at the Conference Board's 7th Annual Quality Conference. All of the speakers stressed employee relations and the communication of the TQM message at all levels of the work force as keys to success. They also mentioned the need to involve customers in a constant dialogue and to keep shareholders and members of the board of directors constantly attuned to the TQM process. Clearly, all of these functions involve communications and public relations skills. TQM is strongly grounded in person-to-person relationships, meetings of workers from all levels of the company, team-building and feedback mechanisms. Leaders need skills in presenting, communicating and listening to be successful at TQM. Furthermore, all of the speakers also referred to the process of organizational change, the way to organize work and the way to lead employees. Many of the companies' executives used to manage by means of hierarchical, vertical layers. Now they are solving problems and revamping processes through horizontal, cross-functional teams of employees from many disciplines.

As mentioned in the article, all of the companies have an involvement culture. Communication and human resources are the team management strategy elements. At AlliedSignal, cross-functional teams share the same vision, use a common vocabulary and apply common problem-solving methods. When they began examining ways to make



work processes quicker and more effective, these teams discovered inherent synergies within the operating companies. At Whirlpool, top management improved the quality of work by supporting employee communications and a recognition program to keep TQM enthusiasm and performance high. This stresses team building, continuous training and motivation. Top management also recognized the importance of communicating so that they placed this task at the bottom of the organization culture. Furthermore, Whirlpool used no consultants in the process so that team leaders had to learn enough to teach the next level down or the team members.

**Article C-17. Brooks, Susan Sonneyn.** "Managing a horizontal revolution"  
*HRMagazine*, June 1995, pgs. 52-58.

The author discusses the important role of top executives when the organization moves from a traditionally vertical organization to a more horizontal one to refocus the teams or employees. Role ambiguity is a frequently cited source of frustration. Employees in teams are often confused about their titles, accountabilities, environment and working conditions in teams. Therefore, getting employees to buy in to the notion of a reorganized workplace and to understand and value their recast roles and marching orders is very important. The author also mentions that the greatest challenge in moving to a horizontal structure is making successful role transitions from patriarchal caretaking to shared governance and partnerships. Organizations need to ensure that their managers and employees have a clear picture of the company's future and the overall horizontal purpose, clear expectations about their new roles as individuals and as team members, an understanding of new processes and standards, training to carry out new responsibilities, a knowledge of and respect for others' roles and responsibilities, a common notion of how things are supposed to work, skills to reduce potential conflict among team members and the realization that substantive change occurs slowly. Furthermore, the author also says that getting people to define and value their skills and competencies instead of their titles and paychecks is critical to the change process. She also gives the example of a company like Lever Brothers which established the link between where the company is headed and what kinds of competencies people need to develop to be a part of it.

Lever Brothers has an involvement culture. Integration and human resources are the team management strategy elements. After downsizing, the company went to its employees and asked what it could do to help them meet their performance objectives. The answers revealed that the company needed to explore new ways of managing change and measuring performance. The employees wanted a process for setting team goals and measuring their team's success. Across the business and at all levels, employees got involved in defining the factors necessary for Lever's future success. The success factor makes Lever Brothers a horizontal organization in that every part of the managerial process is tied to a team. For example, the Dove soap product line includes teams of people from all areas of the business. From manufacturing to developing marketing plans, to distributing the product to stores, all team members work toward a similar goal such as reducing the cycle time in getting the product off the assembly line, out the door and into a customer's hands. The team, not individuals, sets its own project and production goals.

**Article D-1 Kase, Stanley R.** "Ciba creates an HR strategy for the next century" *Personnel Journal*, October 1995, pgs. 109-112.

Research of Ciba Additives, a manufacturer and seller of specialty chemicals, indicates that effectively motivated and challenged employees in turn satisfy their customers. Human resources (HR), therefore, must make greater efforts to partner with all employees, from line operators to senior management, and reduce the misperception that HR's primary role is to patrol the other functions. In the aspect of management, top executives of the company are also committed to moving away from a top-down, control style of management toward creating a work environment that is horizontal and cross-functional. Furthermore, besides technical innovation and services, Ciba Additives wants to be recognized as a caring organization that respects and trusts its employees and helps create a continuous learning environment. The executives of the company also recognize that leadership skills can develop managerial perspective of their employees. To accomplish this task, Ciba Additives increasingly uses business teams and assigns individuals to projects that encompass more than one functional discipline.

Ciba Additives has a consistency culture in which communication and human resources are the team management strategy elements. To increase employee cooperation, trust, mutual respect and personal fulfillment, the company established cross-functional quality action teams and quality improvement teams. The employees were then able to come together to solve problems about products, technology, facilities operation, customer service and human resources issues. Furthermore, top executives of the company also supported an open communication. All of the members of business teams have opportunities to share their opinions and suggestions. Internal communication is promoted. Presentations, orientations, and training are needed to provide business teams with the company's vision, quality process and culture so they can share in the company's development.

**Article D-2 Redman, Mel** "The dynamics of team building" *Chain Store Age*, December 1995, pg. 146.

Top executives of retail stores believe that there are four areas which attract customers to shop in their store daily. Those four areas are composed of beliefs that their employees are friendly, aisles are not cluttered, the assortment of merchandise is broad, and the prices are competitive. They also believe that teams of people who have some inherent qualities are able to execute and win in those four areas. Wal Mart is one of many stores in which top executives believe in team building. The company tries to make their employees friendly, enthusiastic, and loyal with good work ethics and a low resistance to change. The company improves those by using leadership, reward, communication, motivation, and empowerment.

In the article, retail stores have a consistency culture in which human resources, quality, communications, scope, and integration in planning and controlling are the team management strategy elements. The article gives Wal Mart as an example of those retail stores. Top executives of the company say that because of the team and family spirit, the work of their employees at Wal Mart is much more than a job; it is absolutely a way of life that they all believe in. They also mention that hiring and promoting the right people is probably the most critical part of effective team building. Because the business in

retail is about taking care of the customers, the hired employees are judged by their experience, educational background, and inherent qualities. They have never hired any hourly or management person who is not basically a happy, friendly person. Communication is another factor. Top executives try to make all members of the team involved in sharing suggestions and opinions regarding the direction of company. To fulfill this, daily communication meetings at the store level and weekly meetings at the corporate office level will keep every team member up to date, and, more importantly, totally involved. Furthermore, the company also emphasizes motivation, one of the most important elements in team building. Top executives believe that motivation in business has the ability to define very clearly what has to be done. Motivation can also lead team members to take charge of improvements.

**Article D-3. Sunoo, Brenda Paik** "Papa John's Rolls Out Hot HR Menu" *Personnel Journal*, September 1995, pgs. 38-47.

Top executives of Papa John's, one of the fastest growing pizza chain in the U.S. and #1 on *Business Week's* list of 100 Best Small Companies in America in 1994, add human resources (HR) to the list of key ingredients in corporate culture because they always think that the company needs good people to manage and hire good people. Within two years after establishing HR, the HR team has standardized Papa John's culture, benefits, recruitment and retention efforts to keep the company on the fast track. In an industry known for high rates of turnover, HR at Papa John's must help store managers recruit thousands of part-time employees at a low cost while also trying to retain them and other full-time employees as long-term investments for the company. Furthermore, commitment to Papa John's begins with its mission statement. Employees are expected to deliver the perfect pizza by exceeding the needs and expectations of the customers, franchise family and employees. The company's core values include honesty, character, cleanliness, safety and competence.

Papa John's has a consistency culture. Communication is the team management strategy element. The HR team has an open communication in which every member is encouraged to make suggestions and share their opinions. The first goal of the HR team was to revise the employee handbook. Because Papa John's believes its employees should actively participate in the culture, the HR team incorporated the mission statement and corporate beliefs into the guide. Consequently, employees are instructed to proceed up the chain of command or request HR's intervention until their complaints are resolved. Moreover, top executives also require all the members in the HR team to attend an orientation training that includes learning about the company's culture, its store operations, its business strategy and how the food commissaries are run. By experiencing and observing the basic mechanics of operations at Papa John's, they were able to strategically position HR to support the stores' needs.

**Article D-4. Anfuso, Dawn** "Colgate's global HR unites under one strategy" *Personnel Journal*, October 1995, pgs. 44-54.

Colgate-Palmolive Co. has businesses and people all over the world. It has an official corporate headquarters in New York City. Producing many products such as Colgate toothpaste, Palmolive soap, and Ajax cleanser, the company's product line is

immense. The parent company began to lose track of where all of its company, or businesses producing its myriad products, were. Therefore, Colgate remodeled its products line into five categories: oral care, personal care, hard-surface care, fabric care, and pet nutrition. However, there was a gap between the business strategies and the company's current people strategies which occurred after remodeling. For the businesses to succeed, the company would need to better align its human resources (HR) with its business objectives. It has done so by creating a true partnership between senior line management and human resources leaders. The partnership began with the creation of a Global Human Resources Strategy Team, with half the team made up of HR leaders and the other half made up of senior line managers. One of the first actions the team took was to articulate a global HR vision based on 3 values that the team determined were needed to be shared globally: care, teamwork, and continuous improvement. The team identified areas for which business managers needed HR's support. Crucial areas included career planning, education and training. After getting a buy-in from senior line management on the HR strategy, the Global HR Strategy Team called together a Global Human Resources Conference to launch the strategy and vision.

Colgate-Palmolive Co. has a consistency culture in which human resource is the team management strategy element. The Global Human Resources Strategy Team has the objective to work in partnership with management to build continuous alignments of Colgate people, business processes and the organization in general with vision, values and strategies. All of the members of this team share ideas, technologies and talents to sustain profitable growth. By better understanding consumers' and customers' expectations, and by continuously working to innovate and improve products, services and processes, all the members are committed to getting better in all they do as individuals and as teams. Furthermore, the team identified two important areas for which business managers needed HR's support. One was career planning and another was education and training. Based on these two crucial elements, the team created an HR strategy that it broke into three parts: generating, reinforcing and sustaining organizational excellence through a partnership with business leaders. After the team identified a global HR strategy, they called together a Global Human Resources Conference of all the key HR operating people from around the Colgate World to discuss this strategy and how to implement it.

**Article D-5. Stevenson-Yang, Anne** "Putting the corps into corporate" *China Business Review*, November/December 1994, pgs. 50-51.

Xian-Janssen, 52 percent-owned by a Belgian subsidiary of the U.S. medical giant Johnson & Johnson, is a joint venture with four partners under the State Pharmaceutical Administration. Located in China's ancient capital, Xian, the enterprise-the largest pharmaceutical joint venture in China-is run by a management team of more than 50 Chinese managers and a handful of expatriates, who together supervise about 600 staff. While most of China's joint ventures recognize that effective management of local personnel is vital, Xian-Janssen's training techniques and attitudes toward management go a step further. The company operates on the assumption that it is in a race against time, and the best way to beat the clock is through a "people first" approach. Therefore, quickly developing leadership in the management ranks and fostering a strong set of

corporate values in employees are perceived as critical to the venture's success. The goal of all Xian-Janssen's training is to reinforce the importance of initiative, particularly among managers and the sales force, members of which operate with a great deal of autonomy throughout the country.

Xian-Janssen has consistency culture. Human resources is the team management strategy element. Top executives of the company provide unorthodox but effective management training to employee teams. They require the processes to make the most effective use of team members participating in the work. For example, once or twice a year the company runs a "camp" and all of the teams in the company have a chance to participate. Each day begins with a pre-dawn hike designed to help the staff work together. Other programs include role-playing exercises in which participants are awarded points for finding analytic weaknesses in a presenter's argument—a way of overcoming what management sees as a cultural reluctance among Chinese to compete publicly. Follow-on training is provided in areas of weakness uncovered during the camps. Moreover, Xian-Janssen tries to encourage risk-taking. The company gives team members new responsibilities as soon as they show ability, rather than waiting for an annual review. Top executives also note that any member in the team who blinks an eye or raises a hand gets rewarded. By the same token, Xian-Janssen managers are expected to go easy on team members who make mistakes.

**Article D-6. Anonymous** "Today's structure; Yesterday's pay" *Risk Management*, May 1995, pg. 8.

In the article, the author states that many insurance companies which are re-engineering may underestimate their corporate structures and processes if employee compensation systems are not changed to reflect the new structures. Moreover, the author also states that the companies involved in re-engineering efforts assess the new organizational culture the changes will create; determine what behavior the company wants to encourage; identify the forms of pay that will reward that behavior; revise the compensation program and implement the new program as soon as other changes take place.

Companies which are referred to in the article should have a consistency culture in which integration is the team management strategy element. When the company reorganizes their corporate culture, teams in that organization should get the appropriate compensation program. Furthermore, team members should get the chance to share their suggestions and opinions in their needs also. One of the examples cited is a group insurance division within a restructured organization that depends on teams of people developing new skills. But when the compensation system continues to reward individual performance, there is little incentive to develop new skills, and team performance remains below the company's goals.

**Article D-7. Hansen, Paul G.** "Getting your team on the same side" *Financial Executive*, March/April 1994, pgs. 43-49.

The author says that the success of companies cannot be attributed only to strategic financial moves, clever marketing and sales tactics, or outstanding engineering and manufacturing operations. It also requires excellent engineering, finance, marketing,

sales and operations. Furthermore, managers who operate as a team are also an important key factor. At Adaptec, top executives look at teamwork as interdisciplinary empathy, not just slogans and well-coordinated efforts. They also believe that no companies are born with business organization empathy. Each company has to develop and nurture this quality by itself. One way to initiate this is with interdepartmental brainstorming sessions. It lets all employees bounce marketing's great idea off finance and operations, which may change the idea to align more closely with financial and operational realities. The employees at the brainstorming sessions range from executive staff members to mid-level managers to individual employees. Many of these sessions are as spontaneous as a hallway conversation with no set agenda, session leader or call to action, while others are scheduled on a regular weekly basis. The company's mnemonic is called the ABCs: 1. Always question why 2. Be proactive 3. Create value.

Adaptec has a consistency culture in which communication and cost are the team management strategy elements. The interdepartmental sessions are usually an idea or set of ideas that reflect the company's overall competencies better than ideas originating from any one department. This parallels today's concurrent engineering strategies, where design and manufacturing engineers, with the help of marketing, work together on new products from the outset. For example, when coordinating major product introductions, members of the finance, engineering, manufacturing and marketing departments often meet to brainstorm problems and solutions. Each team member assesses the situation and can express an opinion such as how a certain product packaging design could affect manufacturing or engineering processes or how the budget allotted for the project can help define product design or advertising. At these scheduled sessions, one team member sets the agenda, leads the session and follows up with a memo to each session participant about the next step. Top executives also provide interdepartmental communications programs to all teams, so that every team in every department is exposed to the elementary concepts with which the teams in other departments work. Furthermore, top executives emphasize that effectively communicating departmental and corporate goals and objectives is a key criterion for managerial advancement and reward. Therefore, they also have weekly meetings with every team to advise all the members of corporate strategies. By devoting time to meeting with all teams in their organization, they assure that everyone understands the company's goals and strategies and that the messages are getting through.

**Article D-8. Romeo, Peter** "Is it fixed yet?" *Restaurant Business*, February 10, 1994, pgs. 56-61.

The new top executives of America's Favorite Chicken (AFC) had a hard time re-engineering the company, which had undisciplined practices and policies. The new management team tried hard to put its own stamp on AFC. They are launching a new concept and reworking both Popeyes and Church's fried-chicken chains. In a dramatic restructuring, AFC staffers were divided into two entirely separate groups, one for Popeyes and another for Church's. Each chain has its own management team and even a separate floor, complete with a war room where they can strategize in seclusion from the other chain. In this competition between the chains, top executives not only accept the competition, but they also encourage it.

America's Favorite Chicken has consistency culture in which human resources is the team management strategy element. Top executives implemented the processes which make the most effective use of their employees by having two production lines, each with its own management team. They give opportunities for both production teams to separate responsibilities. Each team can develop a new product to respond to customer's needs without permission from top executives. Corporate officers serve as a management advisory board to the production team in each line. For instance, each chain's marketing chief reports to the general manager of that team rather than top executives. In this company, top executives give advice and suggestions. Moreover, they also work with the brand-specific marketing staffs on the execution of their chain's strategy, which works separately in each management team.

**Article D-9. Sunoo, Brenda Paik.** "Birkenstock braces to fight the competition" *Personnel Journal*, August 1994, pgs. 68-75.

Birkenstock Footprint Sandals Inc. meets competition by expanding its product line, increasing the skill of employees and ensuring the success of its team. The company uses human resources (HR) to play these important roles. Human resources has been challenged not only to manage product growth, customer service and teams, but also to ensure that the philosophy and values of the company remain intact. In addition, the company still relies on the satisfaction and contribution of employees. Employees will be informed about the company's goal, policies and procedures for creating the same vision.

Birkenstock Footprint Sandals Inc. has a consistency culture. Human resources is a team management strategy element. The company's goal is to provide an atmosphere that stimulates growth and creativity among employees and rewards and encourages their contributions. Top executives also emphasize finding the appropriate people to work in the company. In the interview process teamwork plays a major part. Before the interviews, the team meets to determine their questions. Once the interviews are completed, they reconvene to discuss the candidates' responses. If any team member has any questions or reservations, they are raised at that time. Then a decision is made by consensus. Moreover, in improving the performance of teams, top executives also provide support and recognize the contributions of the team members. They actively try to resolve differences among teams and foster a cohesive, supportive work environment by contributing to team goals and sharing information, ideas and solutions. This encourages a positive, harmonious relationship among team members.

**Article D-10. Joines, Rober C., Quisenberry, Steve, and Sawyer, Gary W.** "Business strategy drives three-pronged assessment system" *Compensation & Benefits Review*, September-October 1994, pgs. 73-76.

Top executives of Eastman Chemical Co. (ECC) decided to change their old culture which focused on categorizing performance rather than on improving it and did not support change. They recognized that the company needed the new system which had a more team-oriented focus. Therefore, in the new culture, they decided to find a new way to assess their employees. They designed a team that included people from all four primary ECC functions: manufacturing, research, marketing, and human resources. From a survey and through focus groups and interviews, all members in the designed team

agreed that the new system should emphasize the employee development system (EDS). From evaluating the design of EDS, the team found that their employees understood the system well. Line management drives the changes and many employees participate in the process, either by providing input or by assisting in the design. However, some challenges remain. The designed team needs to help both management and employees better understand the theory behind EDS.

Eastman Chemical Co. has consistency culture in which integration management and human resource management are team management strategy elements. The designed team tries to implement a performance assessment system which is compatible with the new culture, one that will stress team management, team work and more open and trustworthy communications. All team members believe that employees need to feel like winners. They need to have positive self-esteem and trust in the systems that affect them. Both employees and supervisors think that the old system was subjective and biased and that expectations are not the same for all employees. In addition, team members want to increase the focus on employee coaching and development, which improves employee performance.

**Article D-11. Coradetti, William R.** "Teamwork takes time and a lot of energy"  
*HRMagazine*, June 1994, pgs. 74-77.

Top executives at Perdue Farms Inc., a poultry processor, implemented team management with varying degrees of success throughout the organization. However, they realized that the company had reached a stagnation point and was ready for the next level of team management. Therefore, the company's senior quality improvement team decided it was time to venture into the most attractive area of employee involvement, self-managed work teams. They appointed all employees in the human resource department to work as a pilot for the complex's first team effort. Top executives also set the team's goal to become a fully functioning self-managed work team in one year. In implementing this transition, the pilot took much more time, effort and practice than all the members had estimated at the outset. Finally, the team leader concluded that there were no major accomplishments in terms of major technological breakthroughs that would revolutionize their industry. But in one year this team has achieved a much higher level of performance. They have become a team that serves its customers well. Members have accepted responsibility for accomplishing the team's mission as well as their individual jobs.

Perdue Farms Inc. has a consistency culture. The team in this company has scope, integration, human resources, and time management as team management strategy elements. The pilot team's initial resistance is to participation. The team leader found that team members simply were unaccustomed to and uncomfortable with active participation in running their department. To overcome this reluctance, the team leader required all team members to lead the discussion at each meeting. Finally, all members held their team meetings in a much different format that is scientifically known as "free for all". Getting the team to make decisions is the second major obstacle. The team leader eliminated this barrier by forcing the members to make decisions and continued to coach them until the team members began to actively participate in the decision-making process because the team leader thinks that learning from their mistakes is the most



powerful form of learning. The team's third major accomplishment was thinking beyond the "I" mentality and regarding themselves as a team. Team members have learned to perform beyond job descriptions and think more about achieving the departmental mission they developed. The "team mentality" that team members enjoy is a direct offshoot of their highly participative team meetings and of becoming accustomed to the decision-making process. What is most important is that members now think in terms of team management rather than individual workload.

**Article D-12. Morris, John L.** "Bonus Dollars for Team Players" *HRMagazine*, February 1995, pgs. 76-83.

Many organizations recognize that they can be more effective if all their employees are sharing equal status, performing both managerial and lower-level functions and solving problems as a group. Allinant Health System, hospital and health corporation, is one of these companies. The company has refined the team development process and figured out a way to integrate dollar incentives into the team system. First, top executives of company appoint one team which is called Third Shift Laboratory Team. This team breaks a lot of new ground as the members discover what work without supervisors is all about. After the success of the Third Shift Lab Team, the organization's leaders were eager to expand the program and begin to assign numerical goals to work groups for team formation. However, after full implementation, this initiate idea face with disappointment because management does not realize the unique needs of each group. Though as many as teams are formed, they have a hard time sustaining themselves. Therefore, the numbers of self-directed work teams have fallen and are expected to continue its decline. Top executives of the company tried to eliminate this problem. They asked their management representatives to form a design team to examine both team compensation and a support structure for sustainable team formation. After knowing that they should focus on outcome instead of process, the team's effort turned to defining what results the organization expected and what it hoped to gain by having teams. They created a list of desired outcomes: achieve superior results through teamwork, manage work activities without managers, hold teams to the same standard as traditional work groups, and acknowledge the efforts of team members.

Consistency culture is appropriate in describing the work environment of the Allinant Health System. Human resources is the team management strategy element. To meet the organizational goals and maintain an entirely voluntary team formation effort, the task force crafted the factors which certify the program that requires teams to demonstrate achievement. In completing all of the task forces, team work must be performed by representatives from all of the functions in the company because duties must be either shared between members or rotated among them on a fixed schedule for problem solving, planning, and review of objectives. They also use a written mission statement and measurable goals and objectives. Moreover, the policy of the company also supports supervisors and managers in continuing education to keep their skills sharp, and employees who are responsible for managing their team's activities must also receive regular training.

**Article D-13. Denton, D. Keith** “Process mapping trims cycle time” *HRMagazine*, February 1995, pgs. 56-61.

Top executives at Owens-Corning decided to focus on reducing cycle time, which extends from the moment customers place an order to the moment the company receives payment for that order, because they recognized that cycle time not only drives business but also drives customer satisfaction. Corning has been able to use what it calls time mapping to speed up its customer services. As Corning eliminates inefficiencies, it begins to reduce cost and improve quality. Cycle time reduction at Corning centers on what it calls the 3R's: responsiveness-meeting customers' final needs within their time requirements using current resources; results acceleration-speeding up current performance to take full advantage of current resources, and resource effectiveness-minimizing resources while being responsive and accelerating results. Moreover, Asea Brown Boveri (ABB), a global electrical engineering company, has had great success at gaining speed through process mapping. ABB has been involved in a comprehensive program of change called T50. The “T” stands for time and the “50” refers to ABB's goal to reduce all cycle times by 50 percent. The company's success is due in part to using team management, improving the competencies of its employees, focusing on decentralization, improving supplier relationships, and using extensive benchmarking and process mapping.

From the article, companies such as Owens-Corning and ABB have consistency cultures. Time and quality management are team management strategy elements. Owens-Corning creates cross-functional teams composed of people from the Americas, Europe and Asia. The objective is to qualify all of the company's global sources of glass fiber so it has a consistent quality that meets its customers' demands in North America. The goal is to adapt the American product to different manufacturing hardware that exists in other worldwide locations. A key to the whole process is the team's ability to work closely with its customers to develop a clear understanding of the customers' expectations. A greater understanding of these expectations enables Owen-Corning to re-engineer a product that can be qualified and released to manufacturing in three and a half months versus the nine to 12 months that it normally has been taking. Another example is the team at ABB Switchgear in Ludvika, one of ABB's many companies, which builds transformers. It was suffering from a defect rate that ran as high as 30 percent. To combat this problem, a team was formed to map out possible sources of defects. It was able to narrow the cause of these defects to three areas: machines used in the process, shortcomings in initial materials, and problems in an area called wire snapping. The technique used, process mapping, enabled the group to solve many of the defect problems. Defects in production have largely been eliminated, the number of operators has been reduced from 12 to eight, and the volume has increased by 10 percent.

**Article D-14. Duncan Maxwell Anderson** “Creating Loyalty” *Success*, November 1994, pgs. 18-22.

In the article, the author interviews Ziglar, a professional salesperson and motivational speaker, who shares some of the principles his organization uses to help clients build effectiveness into their organizations. Ziglar mentions that philosophy is the most fundamental insight that organizations need to know. Philosophy literally means

“the love of wisdom”. Wisdom is the correct use of knowledge. Employees can have tremendous knowledge, but if they do not use it correctly, they have nothing. Therefore, the philosophy can teach employees procedures, but without it behind them, they will not achieve spectacularly for the organization. The organization needs a philosophy so it can get leverage out of the things its employees know. Ziglar also describes the old philosophy that “Looking out for Number One” is a useless philosophy. Top executives can have everything in life they want if they will just help enough their employees get what they want. Furthermore, Ziglar refers to the way which inspires the employees to work for the team. It starts at the top. Employees will give their loyalty when they feel appreciated by management.

From the article, Ziglar’s organization has a consistency culture. Human resource is a team management strategy element. Top executives recognize the motivation and performance of their employees in teams. Employees should get the feeling that they are part of the team in the company. Moreover, training in a team is one of the best ways to send a message to employees that top executives should value them and want them to stay. The author states that the worst example of yesterday is thinking is the thinking of top executives who do not want to spend money training teams, because the employees might quit and go to other companies. Top executives should recognize the advantage of training teams which will pay them back. According to Motorola, which the author refers to, for every \$1 the company invests in training, it gets up to \$30 in increased productivity.

**Article D-15. Barnes, Phillip E.** “Pollution Prevention” *B&E Review*, January-March 1994, pgs. 21-24.

There are many companies that have been practicing pollution prevention for years by practicing good management. It has taken years for many companies to look at their operations and figure out how to increase effectiveness while reducing pollution, however. But the payoff is worth it. It is easy to see how pollution prevention makes for a cleaner environment: a company is not generating as much waste, and it improves the company’s bottom line and also makes compliance with regulations easier. According to the Environmental Protection Agency (EPA), pollution prevention is the use of materials, processes or practices that reduce or eliminate the creation of pollutants or waste at the source. A pollution prevention program begins with management commitment and support. As with other types of programs, communicating what the company’s goals are and what is expected of the employees will determine whether the program will be successful.

From the article, companies which are mentioned have a consistency culture. Integration and performance are the team management strategy elements. Employees who have been trained in problem solving through a Total Quality Management Program are excellent choices to begin the process of developing a Pollution Prevention Team. The team should begin a pollution prevention preassessment. After this is done, the team is ready to develop a pollution prevention plan for the company. Methods for developing an integrated pollution prevention program integrate the 4 Rs: reduce, reuse, recycle, and recover. Maintaining the program requires continued communication among all company

personnel, reports of program progress, rewards for innovative ideas, and educational programs.

**Article D-16. Robert A. Zawacki, Carol A. Norman, Paul A. Zawacki, and Paul D. Applegate** "Reenergize before you reengineer" *Datamation*, July 1995, pgs. 45-51.

Because of downsizing in many companies, the authors say that people are working longer hours and enjoying it less. IT leaders are not recognizing the need of their remaining people to grieve about the people who left and to speculate about the future. The authors also state that top executives cannot reengineer effectively in a climate of fear, overwork, and mistrust. They will destroy morale and paralyze the company if they keep cutting jobs. Top executives should implement a process that must continue through a series of steps, which are identified as strategic alignment, bureaucracy bashing, empowerment, and continuous improvement. The ultimate result should be an IS organization committed to strategic cultural change and to a vision which is described as STAR: Strategic (business focused), Transitional (always changing), and Renewal (in a constant state of self-learning and self-correcting). In implementing STAR, the authors recommend that all top executives use teams because proper integration of strategic alignment, bureaucracy bashing, empowerment, and continuous improvement can make individual contributors feel valued. Also, there is a higher probability that self-directed teams or business process reengineering efforts will be successful because a minimum level of trust between all organizational members necessary as a foundation for these change processes will have been established.

Those companies which are mentioned in this article as the IS organizations have a consistency culture. Integration and human resources are the team management strategy elements. In implementing STAR after downsizing, it must begin with an off-site team-building session where the IS leadership team has a voice in shaping the vision, values, strategic goals, and tactical goals of the organization. After the session with the top leadership team, every leader must meet with his or her individual contributors and develop a process that increases their participation and buy-in to the vision, as well as to the strategic and tactical goals of the organization. After the offsite session, the IT leader should appoint a team to benchmark with other IT organizations. The benchmarking team should consist of team members who are excellent communicators. Their task should be to visit other IT organizations and look at the performance of key processes such as systems development, new technology introductions, and operations. They should look for innovative human resource systems to support such high-performance processes and the learning organization. Each individual team member should be assigned key learning objectives and then be prepared to share his or her learning outcomes with other team members and their IT organization. Moreover, top executives should provide bureaucracy building because it has the basic objective to remove low-value work and create headroom for overworked employees while building trust. It is important because individual contributors are overworked after down-sizing and their trust of any further management-directed change programs is suspect at best. Therefore, appointing a team to eliminate unnecessary or low-priority work will begin the process of empowering people and rebuilding trust in the IT leaders.

**Article D-17. Shipper, Frank and Manz, Charles C.** "Employee Self-Management Without Formally Designated Teams: An Alternative Road to Empowerment" *Organizational Dynamics*, Winter 1992, pgs. 48-61.

The authors say that there is tendency in American industry to implement employee self-management and empowerment. Employee self-management is introduced in organizations through the establishment of formally designated empowered work teams. When employees are hired, they are assigned to work in a team as a condition of their employment. In this article, the authors suggest an alternative, an approach that promises to deliver many of the advantages and benefits of formally established empowered employee work teams but without formally designated teams. Instead, the whole work operation becomes essentially one large empowered team in which everyone is individually self-managing and can interact directly with everyone else in the system. To illustrate this alternative, the authors describe W.L. Gore & Associates, a company that relies on self-developing teams without managers or bosses but has lots of leaders.

The consistency culture is appropriate in the work environment which the authors describe. Human resources and communication are the team management strategy elements. Lines of communication in W.L. Gore & Associate teams are direct, person to person. They do not have an intermediary. Team members have no fixed or assigned authority. The objectives or goals will be achieved by those team members who set them up. Furthermore, in teams there are sponsors, not bosses. Therefore, tasks and functions are organized through commitments. Another phenomenon within this organization is the constant formation of temporary cross-area groups. It means that there are teams without formally designated teams. The cross-level and cross-functional interpersonal accessibility created by this structure enables all kinds of teams to self-develop as specific needs arise. Employees can team up with other employees, regardless of their area, to get the job done.

**Article D-18. Anonymous** "Procurement and purchasing are not what they used to be at TVA" *Electrical World*, April 1994, pgs. 15-16.

Procurement and purchasing are the key areas which are targeted for streamlining and improvement in the Tennessee Valley Authority (TVA). Top executives of the company aim to adopt the best purchasing practices of the U.S.'s most progressive corporations. They realize that the company must implement the best business practices, including the process of contracting for goods and services. After implementing this new process, TVA established procurement performance goals. Those included increasing on-time delivery, development of a diverse supplier base, and reduction in material cost. TVA has a policy to actively work as partners with their suppliers, maximizing the best sources for competition, and negotiating the best value for the company itself. Top executives also encourage their suppliers to embrace total quality management, teamwork, risk taking, and innovation as ways to achieve a competitive edge. They want both employees and their suppliers to share in their success.

TVA has a consistency culture. Procurement, scope and human resource management are the team management strategy elements. The initiative and the improved purchasing practices are going to be a big factor in helping TVA remain competitive in the future. In building the commitment of teams and their suppliers, top

executives used an old word approach that none of team members are as good as all of the team members together. By partnering, communicating, working together, and sharing the success, team members and the company's suppliers will help TVA achieve its vision. Furthermore, there were extensive rules and the main focus was on preventing corruption, abuse, and favoritism. This focus also emphasized an arm's length relationship between TVA and its suppliers. The new initiatives addressed both the organizational and purchasing practices improvements. Purchasing established a business organization and planning team to reorganize the purchasing function, and it was determined by the utility that a relatively small base of quality suppliers should be maintained, TVA's expectations should be clearly communicated to suppliers, and suppliers who meet TVA's expectations should be preapproved.

**Article D-19. Meyer, Christopher** "How the right measures help teams excel"  
*Harvard Business Review*, May/June 1994, pgs. 95-103.

The author says that top executives who realize that process focused, multifunctional teams can dramatically improve the way their company delivers products and services to customers should understand the way performance-measurement systems fulfill their promise also. The performance-measurement systems should be designed to reflect the basic operating assumptions of the organization it supports. The author also mentions that the appropriate measurement system designed to support a team-based organization should help teams overcome two major obstacles to their effectiveness: getting functions to provide expertise to teams when they need it and getting people from different functions on a team to speak a common language. The purpose of a performance-measurement system should be to help a team, rather than top managers, gauge its progress. A truly empowered team must play the lead role in designing its own measurement system. The team must create new measures to track its value-delivery process and should adopt only a handful of measures. Senior managers play an important role in helping teams develop performance measures by dictating strategic goals, ensuring that each team understands how it fits into those goals, and training a team to devise its own measures.

The consistency culture is appropriate to describe the work environment which is illustrated in the article. Communication, risk, integration and human resources are team management strategy elements. When a group of people builds a measurement system, it also builds a team. One benefit of having a team create its own measurement system is that members who hail from different functions end up creating a common language, which they need in order to work as an effective team. The role of top executives is also one of the important points which they should realize. They should provide themselves with a valuable framework for integrating a company's strategic objectives and competitive demands into its performance-measurement system. This system will urge them to augment their traditional financial measures with measures of customer satisfaction, internal processes, and innovation and improvement activities. Furthermore, the main problem at most companies that use multifunctional teams is that top executives use a team's measurement system to monitor and control projects or processes. Even if unintentional, such behavior will inevitably undermine the effectiveness of any team. Therefore, top executives and a team should jointly establish rules about when or under

what circumstances executives will review the team's performance and its measurement system. A team should know at the outset that it will have to review the measures it has selected with top executives to ensure that they are consistent with corporate strategy and that it may have to adjust its measures.

**Article D-20. Marti McAlister** "Professional profile" *Purchasing*, August 18, 1994, pg. 49.

The article gives a profile of Joel L. Thomas, the manager of site purchasing operations in Monsanto Company, the chemical group. Further, the article also states the background of the interviewee, his responsibilities and roles, and his vision in purchasing the Monsanto Company.

Monsanto Company has consistency culture. Procurement is team management strategy element. Top executives of the company adopt ideas such as supplier qualification and consolidation, all-in-cost, team-based purchasing, and the use of technology to streamline purchasing operations. Teams in the purchasing department have two important key roles. The first is that of managing the supply base-qualifying and consolidating, negotiating, measuring purchasing performance, and developing supply strategy. The second is that of managing purchasing operations-working with requisitioners and users, ordering, expediting, measuring supplier performance, implementing purchasing systems, and integrating them with the other business processes.

## FINDINGS

	<b>Adaptability Culture</b>	<b>Mission Culture</b>	<b>Involvement Culture</b>	<b>Consistency Culture</b>
No. of Articles	9	7	17	20
Percentage of Articles	16.98	13.21	32.08	37.74

<b>Team Strategy Elements</b>	<b>Adaptability Culture</b>	<b>as Mission Culture</b>	<b>as Involvement Culture</b>	<b>as Consistency Culture</b>
Scope	2	1	2	3
Time	1	2	2	2
Cost	1	2	1	1
Quality	2	2	4	3
Integration	1	1	8	7
Human	5	4	9	14
Communication	3	1	5	6
Risk	3	2	3	1
Procurement	1	2	1	2

		<b>Needs of the Environment</b>		
		<b>Change/Flexibility</b>	<b>Stability/Direction</b>	
<b>Strategic Emphasis</b>	<b>External</b>	17%	13%	<b>30%</b>
	<b>Internal</b>	32%	38%	<b>70%</b>
		<b>49%</b>	<b>51%</b>	



## CONCLUSION

From the research, I found the *consistency culture* is the most prevalent, about 37%. The *involvement, adaptability, and mission cultures* have 32%, 17%, and 13%, respectively. Regarding the *needs of the environment* factor, both *change/flexibility* and *stability/direction* did not show much differentiation in the 53 articles. On the other hand, the *strategic emphasis* factor obviously shows the differentiation between the *internal and external*. Therefore, the *strategic emphasis* factor has a more dominant involvement in most organizations' team culture than the *needs of environment* factor.

The findings show that the *strategic emphasis* factor, which emphasizes the *internal strategic emphasis*, is more popular in organizations than those which emphasize the *external strategic emphasis* because *internal strategic emphasis* has a close relationship between top management and team members. However, it is not always true that all of the companies which implement *internal strategic emphasis* will be successful. The appropriate relationship between top management and team members is the only factor which influences the organization's performance.

From the research, *project human resource management* is found the most when compared with other areas of *team management strategy elements* because it can develop individual and team skills to enhance the organization's performance in each type of culture.

Because of the complex relationship between cross-cultural teams and organization culture, in future research, researchers should study in more detail about cross-cultural teams in each organization culture which use *team management strategy elements* to frame the characteristics. Furthermore, this project also shows that *project human resource management* is very important in constructing outstanding characteristics of an organization's culture. Therefore, human resource areas such as training, recruitment, administration and consulting are the areas which researchers should emphasize in future research. Each of them can affect the characteristics of teams in the organizations.

This project gave me a lot of understanding of the characteristics of each organization. This project shows many points of view such as the essentials of communication and human resources in teams. From my perspective, communication can create the same vision which helps the team to reach its goals and work effectively. In addition, human resources is also significant because it can manage the processes and strategies of teams in organizations.

# LITERATURE CHARACTERIZATION MATRIX

## An Adaptability Culture

Article No. (*)	Scope Mgmt.	Time Mgmt.	Cost Mgmt.	Quality Mgmt.	Integration Mgmt.	Human Resource Mgmt.	Communication Mgmt.	Risk Mgmt.	Procurement Mgmt.
A-1	X								
A-2					X				
A-3								X	
A-4						X	X	X	
A-5						X			
A-6	X					X		X	
A-7						X	X		
A-8		X	X	X			X		
A-9				X		X			X

## A Mission Culture

Article No. (*)	Scope Mgmt.	Time Mgmt.	Cost Mgmt.	Quality Mgmt.	Integration Mgmt.	Human Resource Mgmt.	Communication Mgmt.	Risk Mgmt.	Procurement Mgmt.
B-1			X		X				
B-2				X					X
B-3						X			
B-4		X	X					X	X
B-5	X					X			
B-6						X		X	
B-7		X		X		X	X		

## An Involvement Culture

Article No. (*)	Scope Mgmt.	Time Mgmt.	Cost Mgmt.	Quality Mgmt.	Integration Mgmt.	Human Resource Mgmt.	Communication Mgmt.	Risk Mgmt.	Procurement Mgmt.
C-1						X	X		
C-2							X		
C-3					X				
C-4				X					
C-5					X				
C-6				X					
C-7	X			X		X	X		
C-8	X								
C-9						X		X	X
C-10		X	X			X			
C-11		X			X	X			
C-12					X			X	
C-13					X				
C-14					X	X		X	
C-15				X	X	X	X		
C-16						X	X		
C-17					X	X			

### A Consistency Culture

Article No. (*)	Scope Mgmt.	Time Mgmt.	Cost Mgmt.	Quality Mgmt.	Integration Mgmt.	Human Resource Mgmt.	Communication Mgmt.	Risk Mgmt.	Procurement Mgmt.
D-1						X	X		
D-2	X			X	X	X	X		
D-3							X		
D-4						X			
D-5						X			
D-6					X				
D-7			X				X		
D-8						X			
D-9						X			
D-10					X	X			
D-11	X	X			X	X			
D-12						X			
D-13		X		X					
D-14						X			
D-15				X	X				
D-16					X	X			
D-17						X	X		
D-18	X					X			X
D-19					X	X	X	X	
D-20									X

(\*) Article refers to literature

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