

**PLAINTIFF'S
EXHIBIT**

AL-112

TEAMING

ARD 004457

ASBESTOS MANAGEMENT TEAM

- **INTRODUCTION OF TEAM - BRUCE**
- **HOW TEAM WAS FORMED - GARY**
- **REVIEW OF TEAM CHARTER - GARY**
- **DISCUSSION OF TEAMING - BRUCE**
- **CREATION OF GROUND RULES - BRUCE**
- **ESTABLISH MEETING TIME - BRUCE**
- **SET NEXT AGENDA - GROUP**

INITIAL MEETING 6/26/91

ASBESTOS MANAGEMENT TEAM

SPONSOR - GARY GRIESBACH - 8302

FACILITATOR - LARRY ZOTZ - 8251

LEADER - BRUCE COX - 8786

MEMBERS -

GENE TROGGIO - 8546

JIM RICHTER - 8360

KEVIN ROLAN - 8310

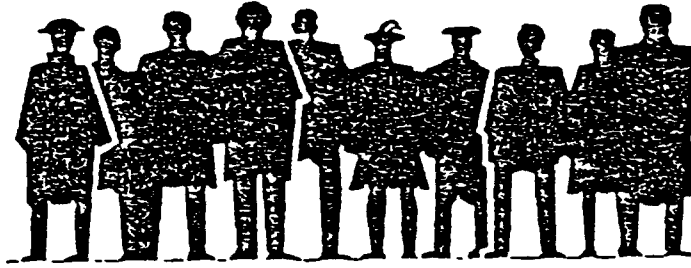
DAN PIERCE - 8544

JESSE LOVE - 8767

RESOURCE -

FRANK KRAMER - 8438

What is a Team?



- Has a mission and purpose
- Exhibits synergy; the whole is greater than the sum of its parts
- Uses a common process to reach their goals

TEAM VS. GROUP

Team:

- Has a purpose

Group:

- Several individuals together
- Has no purpose

Example: Business Team

A training department forms a team to benchmark against other corporate training functions.

4. Customer/Supplier Teams

- a. Composed of members from two or more companies.
- b. Work together to solve problems, improve manufacturing techniques, etc.
- c. Exchange of data, materials, and quality improvement ideas become transparent to company boundaries.
- d. Information is shared in an open style, and the traditional adversarial roles are broken down.
- e. Meetings usually alternate between the customer and supplier locations.

Example: Customer/Supplier Team

Kodak and Alcoa formed a team to reduce lead time, inventory, and rejection rates for litho sheet.

5. Task/Project/Juran Team

- a. Includes persons from one or more functional areas; members are selected because their backgrounds and experiences relate directly to the problem.
- b. Are formed to solve a specific problem or set of problems.
- c. After the problem is solved, the team usually disbands.
- d. Team members and task are assigned by management.

Example: Task, Project, or Juran Team

An area supervisor in the finishing area forms a team to identify ways to decrease start-up scrap.

ADVANTAGES OF TEAMS

- Accumulate more facts
- Broader perspective
- Generate more ideas
- Provide opportunity to work with employees from all areas
- Create a sense of project ownership

What Happens When Teams are Too Large?

- Communication channels increase dramatically:

<u>Team Size</u>	<u>Number of Possible Communication Channels</u>
5	75
9	2,295
11	11,253

- Thus the amount of time required for consensus is extended
- Processes take longer
- Teams may lose momentum

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Structure for Teams

1. **Identify** the appropriate opportunity for teams
2. **Select** members based on their ability to support team objectives
3. **Create** teams that number from five to seven persons
4. **Support** team dynamics and the appropriate systematic process
5. **Let teams know:**
 - **How** they fit into the organization
 - **To whom** they report progress and results
6. **Establish** models for team structure suitable for your location.

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Selecting Team Members

Select individuals who have:

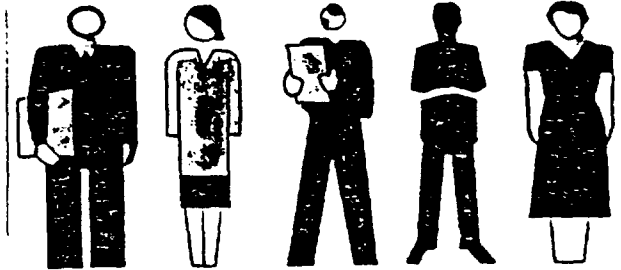
- The proper mix of skills
- The ability to assist in implementation
- Knowledge of the problem area or data from a similar project
- Knowledge of processes and products
- A balance of interpersonal styles
- Belief in team processes
- Personal credibility (respected by others), and
- Would benefit from a developmental assignment

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Selecting Team Members continued

Select individuals who can contribute:

- No hidden agendas
- Commitment to group goals, and
- The following personality characteristics:



unselfishness
patience
listening skills

openness
assertiveness
self-motivation

dependability
creativity
compatibility

~~SPONSOR~~ The Manager's Role

- Provides the team with mission, goals & expectations
- Is held accountable for team work
- Determines team authority
- Support team and team mission

Team Leader Criteria

- Leadership skills
- Member of a team
- Open to alternative solutions and opinions
- Meeting skills (negotiation, facilitation and handwriting skills)
- Shares credit for team accomplishments
- Good listening skills
- Committed to team processes and group goals
- An enabler (gets things done)

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B2000 The Team Leader's Role

- Leading meetings according to an agenda
- Leading team through the systematic team process
- Teaching/refreshing the Quality Improvement tools and technique:
- Communicating progress to the team
- Communicating/coordinating with supervisor and facilitator
- Sharing experience and knowledge
- Administrative duties

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Larry Zeitz

Facilitator Criteria

- Experience as a team member and/or team leader
- Experience with the Alcoa Quality Improvement Process and statistical methods
- Positive attitude
- Communication skills
- Credible and respected by others
- Negotiation skills
- Effective "bag of tricks" or techniques for resolving group conflict

Facilitator's Role

Provide skill in:

- Team dynamics
- Conflict resolution
- Holding effective meetings
- Problem solving tools and techniques
- Alcoa's QI process
- Advanced statistical methods

Be a resource to:

- Facilitate team interactions
- Help team leaders carry out their responsibilities
- Help individual team members
- Consult with management on any aspect of teams
- Provide additional statistical training

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Team Authority

Determine if teams have the authority to do the following:

- Determine the best solution from alternatives
- Obtain needed resources
- Select and form sub-teams to carry out implementation, et
- Change work procedures

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Team Accountability

- Meeting agreed upon goals
- Identifying alternative solutions
- * • Planning for implementation
- Staying within budget
- Reporting team progress to management

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Stages of Team Development

Form

- Attempt to identify roles and expectations
- Early dependence on leadership
- Test behaviors; what is or is not acceptable
- Low productivity

Storm

- Fighting, defensiveness, and competition
- Disunity, increased tension, and jealousy
- Rebellion against process
- Limited productivity

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Stages of Team Development

Norm

- Attempt to achieve maximum harmony
- Development of team cohesiveness with a common spirit
- Establishing and maintaining team boundaries
- Moderate productivity

Perform

- Insight into personal and interpersonal processes
- Constructive flexibility
- Team is self-fulfilling and leadership is shared
- High productivity

Adapted from B.W. Tushman, "Developmental Sequence in Small Groups." Psychological Bulletin, 63, pp.334-399.

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