

TO: Distribution

FROM: T. G. Grumbles

DATE: April 22, 1988

Interoffice
Communication

SUBJ: TEAM MEETING NOTES FOR 4/18 MEETING

VISTA

The meeting was held from 12:30-3:00. The meeting agenda is attached. All items on the agenda were covered. Below is a summary of the discussions and action items.

HOUSEKEEPING AND MISCELLANEOUS

Time was spent discussing various housekeeping items.

1. Who should serve as scribe and how to pick that lucky person was discussed. A semi-command style decision was made that we would draw lots for a rotating three month assignment. Results of the draw are:

TGG - April, May, June
THH - June, July, August
WHM - Sept., Oct., Nov.
JAD - Dec., Jan., Feb.

2. It was decided that we would rotate the team leader assignment with RDG serving as leader the first four months. This rotation is desired to give each member "practice" at leading, and assure meetings can occur if RDG is out of town. The same method of picking assigned months was used. The results are:

RDG - Now until August
JAD - Aug., Sept., Oct.
WHM - Nov., Dec., Jan.
THH - Feb., Mar., April
TGG - May, June, July

3. It was decided that we would meet every two weeks to start, on staff meeting Mondays, from 1:30 - 3:00.
4. Our team is officially entitled the "Operational Team" or OT for short (not to be confused with "our team")
5. It was agreed that agenda will be out one week in advance and agenda items will be to the team leader the Friday before the Monday before, or four days after the most recent meeting. (Is that clear?)

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REINFORCEMENT

Various reinforcement activities were discussed as well as the need to assure we are doing specific reinforcement activities.

Specifically, RDG mentioned completion of an OKC problem solving project that will result in time and money savings.

Action Item - RDG will distribute information on this example.

MBWA concepts and activities were discussed. RDG emphasized the need to consciously schedule time for these activities and suggested keeping score. A sample score sheet is attached. (The player was unidentified.) RDG drew our attention to the auditing chapter of the QMP manual for further discussion of this concept.

COMMUNICATION

Multiple items including a marketing meeting review, staff meeting items, personnel moves, and turnaround activities were discussed.

Specifically, an update of where each group was with their QIP plans was done. This resulted in identifying some confusion as to where the plants were to send their first drafts.

Action Item - THH and JAD will trade copies with WHM where either is lacking.

PROBLEM SOLVING

1. An in-depth architectural review of the new building's office space design was held, resulting in some frustration and the "marring" of the conference room bulletin board. The basic question posed by RDG was, all things considered, did we desire built-in storage space or more flexible furniture pieces for storage. The group, being flexible, chose furniture vs. built-ins.

Also a projection of staff size, needed office space and auxiliary space was given to RDG for use in a meeting with engineering.

2. The need to stimulate "improvement" and "investment" ideas to meet our projected strategic plan goals and expenditure needs was discussed. The basic goal is:

To develop a process to generate and respond to ideas where our cash generation can be invested and used effectively to increase shareholders value. A

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general guideline would be any idea with an IRR of 17% or more.

The need for long term and short term steps was discussed. The use of natural teams is an option. Timing of this option was a concern due to the slowness of formation of natural teams, however, the slate may be full of ideas for now, or short term, so NT's may work.

The benefits of stressing to employees that all "improvement ideas" are needed at all levels was discussed. This type of presentation may make it easier to generate ideas.

In general, this activity is a high priority for the company and we need to prioritize accordingly.

Action Item - TGG will get ideas on what more he needs to effectively communicate the strategic plan to employees.

Action Item - Team members should be thinking about a process flow for idea generation and dealing with ideas.

3. EDUCATION OF WORK FORCE

A discussion was held on the need to "make the work force literate". This means giving the employees the necessary information to understand what part they play in the company's or department's goals and how their actions impact results.

A discussion was held regarding how to communicate departmental goals with departmental staff. No conclusions were reached.

4. WHAT SHOULD THE OT WORK ON

The group brainstormed common products. The objective of this exercise was to generate a list of common products to begin deciding what our processes are. Ultimately we would define which we needed to work on.

We brainstormed - we selected in - we we're unhappy with the results.

The brainstorm results are attached. It was decided further review was needed.

Action Item - Team members are to review the results and give RDG further thoughts on common products by 4/22.

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MISCELLANEOUS PROBLEMS

Multiple items were reviewed. Specifically, the idea that new efforts resulting from the strategic plan may require a revised planning and budget cycle.

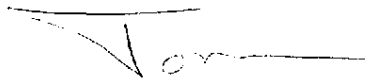
The strategic plan may impact manpower and resource allocations. This could require a generally broader base planning.

OTHER ACTION ITEMS

Action Item - Team members should review the current authority limitations for limitations that cause problems or inhibit action.

Action Item - THH will talk to Betsy about developing a data base for capital expenditures vs. product area.

Action Item - Team members are to list critical performance factors for their departments and consider which ones may be applicable for the team.



T. G. Grumbles

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DIST: RDG, THH, JAD, WHM

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Brainstorming - Common Products *

Fear Remover
Phone Communication
Problem Solving Input *
Coaching
Mail Response *
Mail sorting
Travel
Learning New Job/Processes
Staff Meeting Report
Project Team work items
Agendas *
R + *

Cost of Quality
Progress Reports
Board Presentations
Quality Presentations
Answers to Questions *
Customer Quality Responses
BA Communications
Thursday A.M. wires
Team membership
Personnel Move Planning
MBA

Quality Role Model *
QIP Progress Reports *
Goals
Performance Appraisals
Barrier Remover
Fixed Cost Budget *
Variable " " "
Employee Appraisals *
Information
Teaching
Succession Planning
Info. Presentations *
Facilitation
Slides for Mgmt Pres. *
Capital Budget Pres.
Capital Budgets
Activity Reports

* items we selected in on

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OT Agenda
4/18/88

Misc.

- Secretary Rotation
- Team Leader Rotation
- Other House-keeping?

3 min

Reinforcement

- Dan Fr.
- O.K. City Office Team
- Mkt. Mtg.?
- Hayes
- Dan Mahler
- Others?
- MBWA Recording

10 min

Communications

- Vulcan
- Ethyl
- Other?
- Mkt. Mtg. (Up-date bill)
- Status of QM P submissions
- Others?
- EDS
- Safety Review

15 min.

Problem Solving

- Office Space Requirements 60
- New Ideas Generation & Submission - Capital Investment 30
 - a. Goal Changing/Priorities
 - b.
- Decide what OT should concentrate on first 30
 - a. Define OT products, services & processes
 - b. Define Critical Perf. Factors
 - c. Others
- ~~Start~~ Start Education of the Work Force 30
 - a. Strategic Plan
 - b. Departmental Goals
 - c. Other Info.
 - How to define what is needed, what to communicate to whom, by whom and how to make the info. available.

• Misc. Problems

15 min

- a. Process flow for Planning & Budget Cycle
- b. BA planning session to supplement Budget review mtg.
- c. List responsibilities you can pass down. Have sub. do likewise
- d. Review of QMP plans. What's next?
- e. Start Projection Manpower needs
- f. Need tracking system of Capital comm. v.s. BA
- g. PT mtg. Agenda.

Action Items

10 min

WhoWhatBy When?

MBWA MONITOR

<u>BEHAVIOR</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>
Use QMP in Perf. App.										
Hear Success Story	//	//								
Meet New People	///									
Send Recognition Notes	//////	///								
Visit Sub. Office	///	/								
Spend 30 min. in Other TW Dept.	/	///								
Quality Presentations	///									
Customer Visits		21								
Discuss Quality Plan Progress with Sub.	//									
Participate in Team Activity										
Visit Team Meeting										
Review QMP Plan	//	///								
Use Problem Solving Model										
Teach Quality Session										
Held Team Meeting										
Consult on Quality Problem	//	///								

Supplier Visits