SelfDirected Work Teams

Self directed work teams are defined as a small number of people with complementary skills, who are committed to a common purpose, performance goals and approach, for which they hold themselves mutually accountable (Katzenbach & Smith, 1993). Collaborative self directed work teams can get complex projects done at faster rates than the traditional boss-worker arrangement, because the decision making process is made faster and more effective in a team. Empowering teams to make decisions about their work also enhances satisfaction and reduces turnover (Berger, 1998).

Self directed work teams involve employees in a specific area, or those who are working on a specific product or process. Self directed work teams can be any size, but are generally not more than 12 to 15 employees. The work team makes the decisions that would normally be made by a supervisor or manager, and might interact with the company's suppliers and customers, whether they are inside or outside the company. In some companies, self-directed work teams will also take over many of the human resource functions as well (Cotton, 1993).

Self directed work teams have also become one of the more changing approaches to employee involvement, and has been increasing in popularity within the last several years. Companies such as Proctor & Gamble, Digital Equipment, General Mills, Federal Express and other well known companies, are reorganizing their employees into self directed work teams. In a recent survey, 476 Fortune 500 companies found that although only 7% of the work force is organized into self directed work teams, management at half of these companies said that they will be relying on them more in years ahead. (Cotton, 1993).

Establishing Self-Directed Work Teams. There are nine basic steps in establishing self-directed work teams. 1. Developing a shared vision, 2. Empowerment, 3. Training, 4. Presence of a supportive culture, 5. Developing performance expectations and feedback, 6. Establishing boundaries, 7. Developing an appropriate pay system, 8. Constructing the appropriate physical layout of facilities (where applicable), and 9. Developing friendly union interaction. (Berger, 1998),(Cotton, 1993).

1.Developing a shared vision. A well-developed mission statement for the team is needed to provide for the direction of the team's work. A common vision of leadership must be in place and has to be supportive by everyone in management, with a complete understanding of the concept of teams. Along with this vision, the entire organization has to thoroughly prepare itself to change its culture to support the teams. The change has to be done in a series of incremental steps so that everyone will understand the vision and the philosophy of the process. The reason for this is because employee attitudes are sometimes difficult to change, and it is important that they have an idea of what they will be going through and how it will affect the way they pe

Selfdirected Work Teams The New American Challenge

Gordon Culp,Anne Smith

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Self-directed Work Teams Jack D. Orsburn,1990 Show employees from diverse areas of your company how to work together more efficiently and compete more effectively The authors show how their methods have helped such companies as General Electric and Cummins Engine increase the efficiency of their workers and the value of their end products

Self-directed Work Teams Jack D. Moran Orsburn (Linda Musselwhite, Ed Zeng Ger, John H.),1996   **Self-Directed Work Teams: the New American Challenge** Jack D. Moran Orsburn (Linda Musselwhite, Ed Zeng Ger, John H.),Linda Moran,Ed Musselwhite,1996-06-26   **High-Performing Self-Managed Work Teams** Dale E. Yeatts,Cloyd Hyten,1998 Since the mid 1970s pressure from international competition has forced business in the United States to look for better ways to achieve and maintain a competitive position One popular tool is the self managed work team SMWT This book provides a thorough examination of SMWT both at the level of theory and at the practical level of when to use work teams to find solutions and how to develop successful teams By examining the most widely accepted theories of work team performance illustrated by 10 case studies from the areas of manufacturing public service and health care the authors define how high performing self managed work teams differ from work groups and short term teams the problems which compel an organizati

Work Teams: Past, Present and Future M.M. Beyerlein,2013-06-29 This book places current and future work team practices in historical context Researchers from 10 countries have contributed chapters that represent developments specific to their regions and that illustrate the way ideas spread around the world Some principles of effective teaming were independently discovered in different countries and some principles emerged from the work of researchers like Trist Emery and Lewin and spread around the world But all of the practices were driven by the dynamic tension between the psychology of the employee and business necessities Theories and cases describe autonomous work groups self managed work teams cell teams and other collaborative work structures Contributions to the design of such structures came from psychology management sociology industrial engineering and manufacturing Because of the challenges inherent in reorganising work around teams instead of individuals organizations are at different stages in evolving into 21st century work systems

Understanding Performance Appraisal Kevin R. Murphy,Jeanette N. Cleveland,1995-01-03 Based on a previous book by the same authors Understanding Performance Appraisal delineates a social psychological model of the appraisal process that emphasizes the goals pursued by raters ratees and the various users of performance appraisal The authors apply this goal oriented perspective to developing implementing and evaluating performance appraisal systems This perspective also emphasizes the context in which appraisal occurs and demonstrates that the shortcomings of performance appraisal are in fact sensible adaptations to its various requirements pressures and demands Relevant research is summarized and recommendations are offered for future research and applications Graduate level students organizational development consultants and trainers human resource managers faculty and scholars and psychologists in human resource management

as well as other professionals who conduct research on performance appraisal programs will find this book not only interesting but also a valuable resource *PERFORMANCE MANAGEMENT* KANDULA, SRINIVAS R.,2006-01-01 This comprehensive book written from practitioner s point of view presents the theory and practices of performance management in a systematic manner The book is patterned after motivational structure of human resource comprising seven strategies Reward Career Team Culture Measurement Competency and Leadership centric performance management 14 interventions and 140 drivers It discusses in detail important topics such as the 360 degree feedback the balanced scorecard six sigma implementing performance management model appraisal system which are essentials of successful performance management Key Features Presents in detail the theory of reward culture career competency measurement and leadership in the context of integrated performance management model IPMM Discussion questions case studies and key words are added in each chapter for better comprehension This concise book is primarily intended as a textbook for postgraduate students of management with specialization in human resource management including organization development industrial relations and training and development This is also highly useful for professionals in the field as a handbook for driving performance management step by step Work in America Carl E. Van Horn,Herbert A. Schaffner,2003-12-15 The first comprehensive analysis of work and the workforce in the United States from the Industrial Revolution to the era of globalization This comprehensive two volume reference book is the first to analyze the central role of work and the workforce in U S life from the Industrial Revolution through today s information economy Drawing on a variety of disciplines economics public policy law human and civil rights cultural studies and organizational psychology its 256 entries examine key events concepts institutions and individuals in labor history Entries also tackle tough contemporary questions that reflect the conflicts inherent in capitalism What is the impact of work on families and communities On minority and immigrant populations How shall we respond to changing work roles and the growing influence of the transnational corporation Work in America describes and evaluates attempts to address social and class issues affirmative action occupational health and safety corporate management science and trade unionism and organized labor and offers the kind of comprehensive understanding needed to discover workable solutions **Managing People (Including Yourself) for Project Success** Gordon Culp,Anne Smith,1992-04-16 Project Success Everyone Wants It Not Everyone Gets It Ever wonder why some project managers are consistently more successful than others The best trained managers are not always the most effective and this book explains why It shows you in step by step detail how the integration of people skills with technical skills is crucial and how the lack of a people oriented approach is frequently the cause of project failure Based on the authors 40 years of successful project management experience this practical guidebook clearly shows how productive communication motivation and leadership skills and self management techniques can make a dramatic difference in meeting project goals Then using real life project examples and enjoyable hands on exercises the book shows you how to build on these basic principles to develop practical

communication techniques see page 22 deliver memorable presentations see page 37 negotiate effectively on projects see page 89 understand customer needs see page 210 set personal goals for improved self management see page 112 run productive meetings and training exercises see pages 147 and 297 establish clear project objectives see page 167 motivate and lead people see page 71 effectively monitor project progress see page 185 and much more The book concludes by linking all the people centered skills and techniques covered into the Total Quality Management TQM concept a system used with great success in the manufacturing sector The book shows you how to apply TQM to service organization projects Consistent project success comes when project managers focus their energy on people the ones on their project team others in their organization and their clients You will find in this highly readable professional resource the practical tools and people skills to achieve your project goals easily and enjoyably **Corporate Communication** Michael B. Goodman,1994-01-01 Communication has become more complex as businesses compete globally This book explores corporate communication as both a professional practice and as an academic discipline The essays and case studies provide numerous perspectives on topics such as diversity sexual harassment global corporate communications and communicating corporate culture These essays are meant to stimulate thought and encourage additional research **Quality Human Resources Leadership** David L. Weller Jr.,Sylvia Weller,2000-03-22 Marrying theory and practice this volume will help principals to maximize human potential promote quality educational outcome and practice effective leadership skills This practical research based book provides case studies and addresses the more recent responsibilities and demands placed on principals in site based managed schools Placing many of the traditional practices of personnel administration into a new conceptual framework this book is a must read for principals at all levels *HUMAR RESOURCE MANAGEMENT IN PRACTICE* KANDULA, SRINIVAS R.,2003-01-01 This compact easy to read book aims at presenting the basic principles practices and advancements made in human resource management It shows the enduring values of those principles as well as the significance of the models techniques and tools evolved which may rightly be called classics as these have been propounded by HRM proponents time tested and proved permanent The book covers three major subjects of manage ment Human Resource Management HRM Human Resource Development HRD Organizational Behaviour OB and Organizational Development OD under 18 different themes What distinguishes the text is that it uses 300 models techniques and tools that are well established practised and proven in the field of HRM The practical implications of these techniques are also discussed enabling the reader to comprehend the concepts with ease The book which is a unique blend of theory and practice would be useful to postgraduate students of management all those specializing in human resource management and the professionals *Perspectives on Activity Theory* Yrjö Engeström,Reijo Miettinen,Raija-Leena Punamäki-Gitai,1999-01-13 Activity theory is an interdisciplinary approach to human sciences that originates in the cultural historical psychology school initiated by Vygotsky Leont ev and Luria It takes the object oriented artifact mediated collective activity system as its unit of analysis thus bridging the gulf

between the individual subject and the societal structure This 1999 volume includes 26 chapters on activity theory by authors from ten countries In Part I of the book central theoretical issues are discussed from different points of view Some topics addressed in this part are epistemology methodology and the relationship between biological and cultural factors Part II is devoted to the acquisition and development of language This part includes a chapter that analyzes writing activity in Japanese classrooms and a case study of literacy skills of a man with cerebral palsy Part III contains chapters on play learning and education and Part IV addresses the meaning of technology and the development of work activities The final part covers issues of therapy and addiction **Shifting Categories of Work** Lisa Herzog,Bénédicte Zimmermann,2022-12-30 What do human beings do when they work how is work organized and what are its multidimensional economic social political biographical ecological effects We cannot answer these questions without drawing on the numerous categories that we use to describe work such as skilled or unskilled work domestic work or wage labor gig work or platform work Such categories are not merely theoretical labels as they also have practical effects But where do these categories come from what are their histories how do they differ between countries and how are they evolving Shifting Categories of Work asks these questions illuminating the many ways in which our societies categorize work Written by sociologists philosophers historians and anthropologists as well as management and legal scholars the contributions in this volume contrast different cultural practices and frameworks of categorizing work across different countries Organized around the three axes of un organized work in visible work and in valuable work this book shows how ways of categorizing work express but also recreate lines of privilege and disadvantage challenging our preconceived notions of what work is and what it could be as it invites us to rethink the categories we use for understanding the work we do and hence to some extent ourselves **Encyclopedia of Production and Manufacturing Management** Paul M. Swamidass,2006-09-21 The Encyclopedia of Production and Manufacturing Management is an encyclopedia that has been developed to serve this field as the fundamental reference work Over the past twenty years the field of production and operations management has grown more rapidly than ever and consequently its boundaries have been stretched in all directions For example in the last two decades production and manufacturing management absorbed in rapid succession several new production management concepts manufacturing strategy focused factory just in time manufacturing concurrent engineering total quality management supply chain management flexible manufacturing systems lean production and mass customization to name a few This explosive growth makes the need for this volume abundantly clear The manufacturing industry thinks and acts more broadly than it did several decades ago The most notable change has been the need for manufacturing managers to think in technological strategic and competitive terms This is a very favorable development and it leads to manufacturing success The entries in this encyclopedia include the most recent technical and strategic innovations in production and manufacturing management The encyclopedia consists of articles of varying lengths The longer articles on important concepts and practices

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