



### 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 A Primer

**Jerry Spiegel, Cresencio Torres**



## **Self-directed Work Teams A Primer:**

**Self-Directed Work Teams** Cresencio Torres, Jerry Spiegel, 1991-09-03 Empowerment is essential Self directed work teams create an environment that empowers employees to contribute to the improvement of products and services In the face of this challenge employees experience greater opportunities and greater satisfaction And they do a better job Successful work teams call for a new kind of leadership and a bold new attitude about workforce organization Self Directed Work Teams shows how this leadership style changes the role of the supervisor and the way that work is managed You will learn to help workers feel like partners in their organizations by contributing to the improvement of products and services Use these guiding principles working models key strategies and action steps to create successful self directed teams **50 Activities for Self-directed Teams** Glenn M. Parker, Richard P. Kropp, 1994 Implement successful self managed teams in your organization Teach team leaders and team members how to resolve conflict assess their performance hold meetings build trust solve problems and get results *A Primer on Organizational Behavior* James L. Bowditch, Anthony F. Buono, Marcus M. Stewart, 2007-11-19 This book introduces the reader to terms and concepts that are necessary to understand OB and their application to modern organizations It also offers sufficient grounding in the field that enables the reader to read scholarly publications such as HR CMR and AMJ This edition features new material on emotional intelligence knowledge management group dynamics virtual teams organizational change and organizational structure Applied Organizational Communication Thomas E. Harris (Ph. D.), Mark D. Nelson, 2008 Building on the successful foundation of the first volume this second edition has been thoroughly revised reflecting the current state of organizational communication theory and research Highlights of this edition include extensive topical coverage integrated discussion of change diversity and digital age issues in all chapters updated analysis of major issues and influences in organizational communication and real world examples *Six Sigma and Beyond* D.H. Stamatis, 2001-09-26 Cost reduction productivity improvement customer retention enhanced bottom line these are the promises of six sigma quality management But what is six sigma What are the secrets to six sigma success By implementing the six sigma philosophy you can save millions of dollars in annual cost savings and product quality improvements Six Sigma The Supervisor's Big Book of Answers Paula J. MacLean, 1999 *Applied Organizational Communication* Thomas E. Harris, 2002-04-01 Applied Organizational Communication provides a current in depth analysis of the theories and practices critical to understanding organizational communication concepts in a global environment Exploring the diverse communication challenges in today's organizations this text Explains the impact of critical environmental influences on all levels Provides extensive discussion of teams leadership technology listening and interpersonal communication Offers current analysis utilizing a broad base of information and research and Establishes links between organizational communication and perceptions theory networks and symbolic behavior Building on the successful foundation of the previous editions this third edition has been thoroughly updated and revised to reflect the most current

organizational communication theory and research Features of this edition include Extensive real life examples and experiences Grounding in transactional communication and advanced systems approaches Macro and micro analyses of key topics and issues As an accessible and practical examination of organizational communication this text is intended for use in organizational communication leadership organizational development and organizational intervention courses at the advanced undergraduate and graduate level

**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

**Life on the Flow** Jerry Spiegel Ph. D., 2012-05 We can experience our life as a metaphor one in which time flows as a continuous stream and all of us in our boat of life flowing down the stream toward an unknown destination We are often unaware of the effect our mental model of reality has on our everyday perceptions and behavior Embracing a positive metaphor can move our lives forward in a conscious direction In this book I will present information that can be used to stay on our natural flow information that can help us avoid the sandbars of depression and disappointment navigate the rapids of sudden change and avoid getting dashed against the rocks of failure or success that we will all inevitably encounter on the stream of time

**The Power of Empowerment** Bill Ginnodo, 1997 Ginnodo demonstrates that employee empowerment is more than theory and buzzword The book shows how leading companies improve the performance of employees and managers as well as customer satisfaction costs competitiveness and the bottom line by giving individuals and teams the power to take action

**Encyclopedia of Development Methods** Andrzej Huczynski, 2018-05-08 This title was first published in 2001 This title was first published in 2001 The core of this thoroughly revised book is a directory of more than 700 methods Each entry typically comprises an explanation a bibliography and cross references Other features include a review of different approaches to classifying the methods and two valuable appendices the first is to help practitioners analyse their methods the second providing details of relevant books journals and other information sources

**Manager's Official Guide to Team Working** Jerry Spiegel, Cresencio Torres, 1994-11-24 This book is written for managers supervisors and team leaders who find themselves responsible for developing effective work groups or teams It provides important information for implementing the team development process Page xi

**Cross- Functional Teams** Glenn M. Parker, 2015-03-24 In this completely revised version of his best selling book Cross Functional Teams Working with Allies Enemies and Strangers author and consultant Glenn Parker updates his definitive practical guide to include his recent work in team rewards and recognition communications technology and multicultural and virtual team issues This new edition contains fresh examples and additional case studies of successful cross functional teams from IBM Parke Davis Xerox Boeing BOC Gases government agencies and more Parker offers concrete advice and inspiration to team leaders team members and senior management Cross Functional Teams delivers a team operating manual to executives team leaders human resource professionals and students of organizational behavior and provides a tool kit of assessment surveys worksheets checklists and even sample

training programs to help launch and sustain effective teams      **The Competency Casebook** David D. Dubois,1998

Competencies and human competence itself are rapidly receiving well deserved recognition as an essential required element of business success Without worker competence and supportive organizational practices and strategies the strategic outcomes desired by organizations can not be realized Competencies are helping organizations successfully cope with constant and rapid change This valuable book contains 12 detailed case studies which provide a snapshot of how a variety of practitioners conceptualized created and implemented competency driven performance improvement opportunities in their organizations A variety of mechanisms and approaches are represented by cases drawn from organizations from both the manufacturing and service sectors The cases include projects from areas such as leadership development human resource practices technical and professional training and development and organization development      **Missionary Care** Kelly S. O'Donnell,1992 Topics include Missionary care overview Counseling and clinical care Team development Mission agencies Future directions      **Instructor's Guide** Adler,2000-07      **Organizational Behavior** Afsaneh Nahavandi,Robert B. Denhardt,Janet V. Denhardt,Maria P. Aristigueta,2013-12-13 This unique text thoroughly explores the topic of organizational behavior using a strengths based action oriented approach with a strong emphasis on creativity innovation and the global society By focusing on the interactions among individuals groups and organizations this text illustrates how organizational behavior topics fit together A unique set of pedagogical features challenge students to develop greater personal interpersonal and organizational skills in business environments as well as utilize their own strengths and the strengths of others to achieve organizational commitment and success      *The New Work Order* James Gee,2018-02-20 This book presents a sociocultural approach to language literacy and learning that deals directly with the new work order and that integrates concern for schools with concern for workplaces It helps readers to confront complex problems and to construct their own broader theories      **Teambuilding: The ASTD Trainer's Sourcebook** Cresencio Torres,Deborah Fairbanks,1996-06-22 Part of a series which aims to provide the tools that a trainer needs to design and conduct a training programme The text features programme designs reproducible participant handouts workshop role plays games and activities and assessment instruments a      **Personnel Literature** United States. Office of Personnel Management. Library,1992

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In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing short of extraordinary. Within the captivating pages of **Selfdirected Work Teams A Primer** a literary masterpiece penned by a renowned author, readers embark on a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book's core themes, assess its distinct writing style, and delve into its lasting affect the hearts and minds of people who partake in its reading experience.

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