

- Home
- Six Sigma and Lean
- Process Management
- Human Error Reduction
- Teams
- Understanding Your Customer
- Baldrige
- Project Management
- About Us

 Search

White Papers & Downloads

- [n Improve Human Reliability - The Final Frontier](#)
- [n Make Improvement Work: Using Process Management to Transform Your Performance Improvement Initiative](#)
- [n Beyond the Voice of the Customer: How to Grow Your Company Using Customer Value Analysis](#)
- [n Use Enabling Technology to Maximize Returns from Your Six Sigma Program](#)
- [n Integrating Lean and Six Sigma Methodologies](#)
- [n Achieving Lean Success: A Pathway for Implementation](#)



[Download Oriel 09 Catalog](#)

Case Studies: Organizational Team Review

Situation

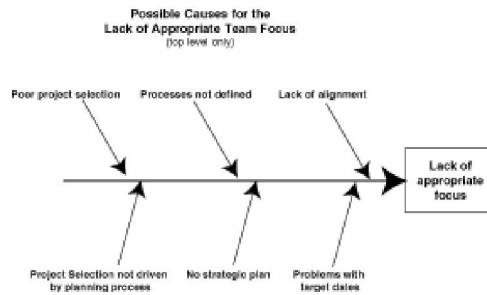
A large service organization had launched hundreds of project teams. A year later, management was disappointed in the lack of progress, having hoped for a lot more payoff from its investment in time, training, and staff. A senior management team decided to see what could be done to make teams across the organization more effective.

Intervention

- I After endorsement by senior management, Oriel led a team of internal quality consultants who developed a team survey focused on key areas: (1) organizational support, (2) use of a standard improvement method, (3) training. The survey also contained open-ended questions to elicit other information on general barriers and problems that teams encountered.
- I The internal consultants sent the survey to all the guidance managers, team members, and team advisors they could identify. (One lesson was that there was no easy way to identify which employees had been or currently were on teams.)
- I After analyzing the surveys, the internal consultants held two focus groups that encompassed all team leaders to check the results and expand and deepen their understanding of the core issues.

Results

- I The organization identified five main reasons that people cited as barriers to team progress:
 - (1) lack of focus
 - (2) lack of support
 - (3) lack of appropriate resourcing on the teams
 - (4) lack of appropriate training
 - (5) difficulties in applying problem-solving tools and methods
- I Separate cause-and-effect diagrams for each problem (see sample below) helped them expose potential root causes of barriers to progress.



- I The organization developed plans to address the problems identified by the survey, paying particular attention to strengthening the support and resources available to teams. Managers became aware of the need to link project teams more directly with strategic and operating plans.

800-669-8326