

## DISCUSSION QUESTIONS

1. Discuss what Deming means when he says that most of the barriers to quality-improvement efforts are management's responsibility.
2. What are some actions that could be taken to improve communication of quality within an organization?
3. What are the key roles and responsibilities of a team leader?
4. What does the word *synergy* mean as it applies to teams?
5. Is conflict within a team always bad? Discuss.
6. Compare the roles and responsibilities of team leader and team facilitator.
7. What are some ways to move a team out of the storming stage to the norming stage?
8. Is developing consensus better than voting on a decision in a team? Discuss.
9. What are some ways to achieve consensus?
10. Does consensus mean that everyone on the team must agree completely with all decisions made by the team? Discuss.
11. What are the essential elements of a team charter? What potential difficulties might a good team charter help prevent?
12. Discuss the meaning of the term "appearance of impropriety." Discuss some examples of actions that could create an appearance of impropriety.

### CASE STUDY 13.1: Tom's Team

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"Tom, put together a team to correct the increasing proportion of defective XRO products being produced on Line 2." This was the last thing Bob Wilson, general manager, said before the staff meeting adjourned; it was directed to Tom Tubb, quality assurance manager.

Immediately upon his return to his office, Tom called his supervisors together. "Bob is concerned about the high proportion of rejected XRO units on Line 2. Consider yourselves a team. Find out what the problem is and get back to me before the staff meeting next week."

1. What do you think of Tom's approach to forming a team to address the problem?
2. What kinds of problems could you foresee with his approach that might inhibit the team's ability to solve the problem?
3. Suggest approaches that Tom should have used to carry out the directive from Bob.