

THIS COULD BE YOUR
FINEST HOUR.

Orientation to Natural Work Teams

Team “Mesa”



Welcome

- Role of Team Leader
- Role of Facilitator
- Role of Participant/Team Member

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NWT Development Objectives

- Develop flexible NWTs that can quickly respond to the dynamic business at RMW.
- Conduct developmental courses that enhance the knowledge and skills of the Team Member.
- Create an ‘on-time’ skill development philosophy to provide maximum retention and implementation.
- Utilize a two-fold program focusing on team development and team skills.
- Demonstrate organization-wide support systems through program facilitation and maintenance.
- Participate in a structured transfer of leadership process.

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Program Norms

- Informal & interactive
- Maintain and enhance self-esteem
- Listen to understand, respond with empathy
- Avoid nitpicking
- Ask for help & encourage involvement
- Be prompt & prepared
- **HAVE FUN!!**

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Ice Breaker



Why Teams?

- Advantages



- Disadvantages



Natural Work Team

A group of people who work together everyday on a common purpose, product or function to improve performance and individual skills through their collective skills & experience.

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Benefits of a NWT

- Enhanced sense of ownership
- Enhanced involvement in decision making
- Versatility training & rotation
- Broader knowledge of the business
- Stronger work relationships
- Less restrictive communication flow
- Enhanced common purpose & accomplishment
- Continually improving performance
- More fun!

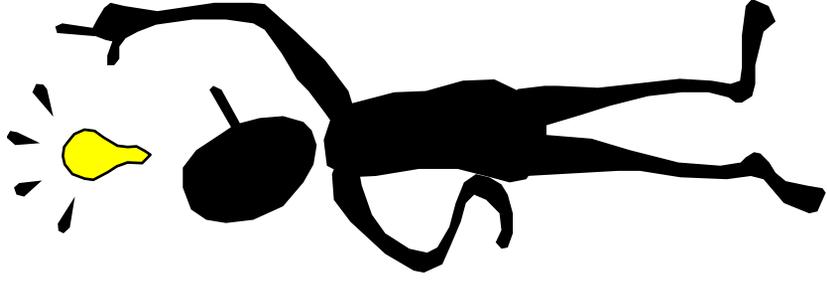
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What a NWT should look like...

- Organized
- Regular & well lead mtgs.
- Utilize compiled data
- Set objectives
- Up-to-date, visible, accurate measures
- Improvement focus
- Prioritize problem areas
- Assign natural owners to assist in problem solving
- Evaluate progress made
- Solve problems
- Implement projects
- Focused on what they can do to improve
- Positive trends in all key measures
- Helping each other improve performance
- Work safely
- Keep area clean
- Training to assure everyone has needed skills

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How do we get there?



Natural Work Teams

Support Groups

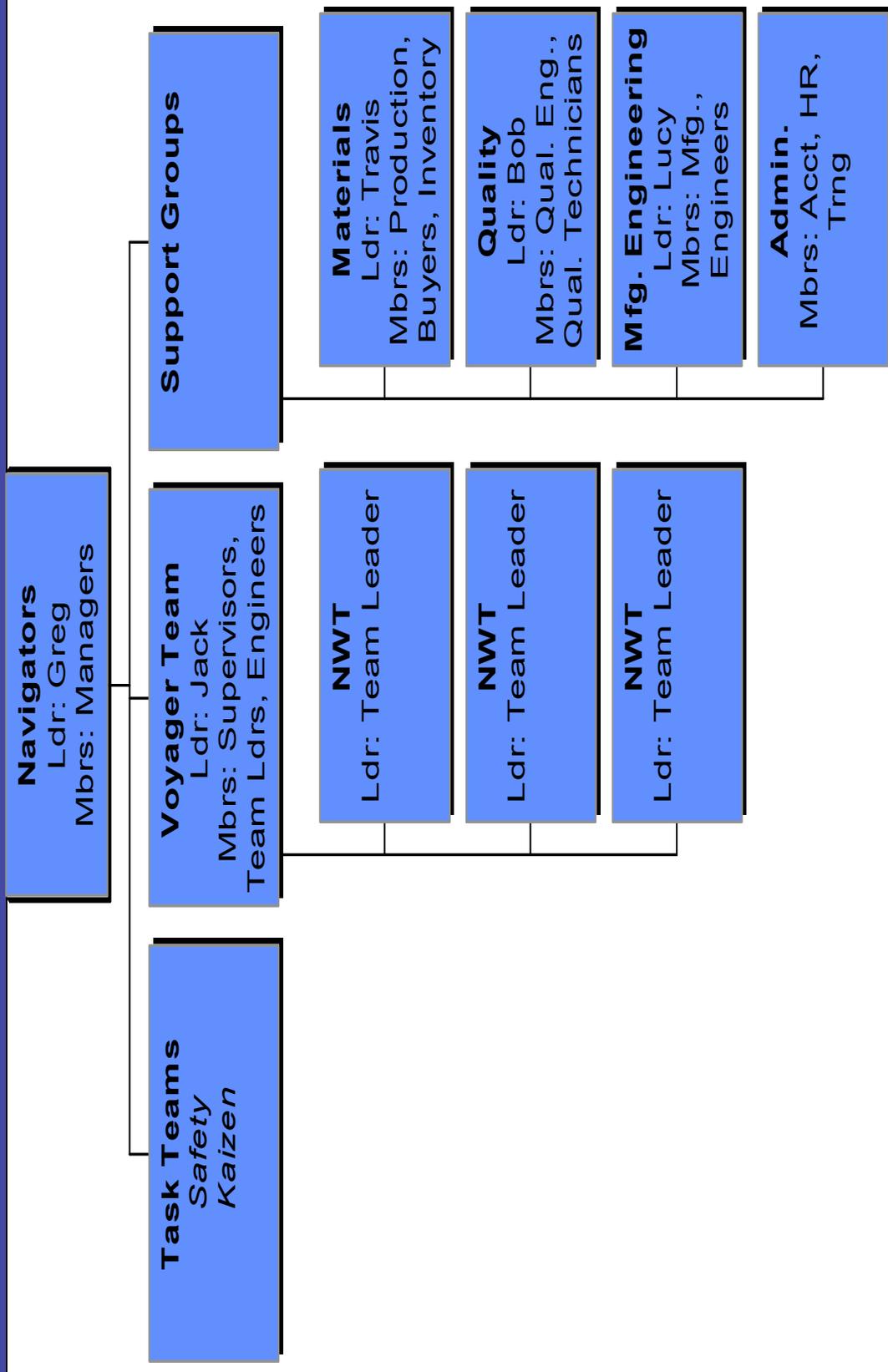
Navigator

Voyagers

Open Communication

Focused on support, feedback, and celebrated successes

RMW Team Structure



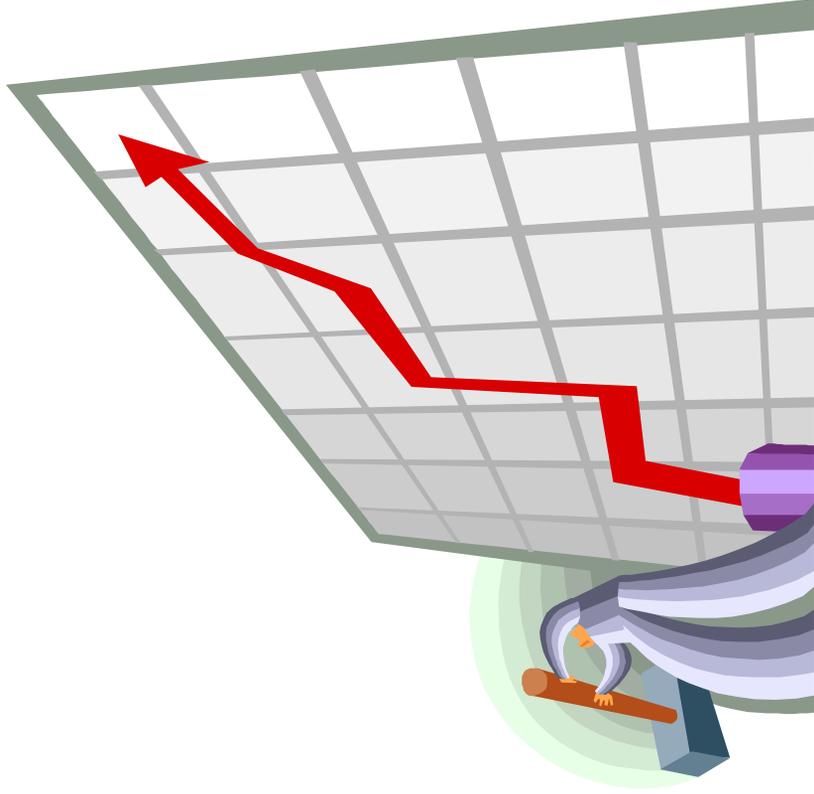
Team Purpose

- **Navigators**
 - Develop overall direction & plant goals, Create singleness of purpose, Drive CI processes, Regular review with all teams
- **Support Groups**
 - Serve as subject matter experts (SMEs) to support NWTs, Support plant goals, Drive NWTs understanding of the ‘key metrics.’
- **Voyagers**
 - Provide leadership for NWTs, Drive overall Plant goals
- **Natural Work Team**
 - “Customer” focus, Improvements in quality, productivity, safety, & schedule attainment

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NWT Key Metrics

- Production
- Schedule Attainment
- Quality
- Safety



Team Development

Team Development

- Orientation to NWT
- Part I: Communication
- Part II: Participation
- Part III: Working in Teams
- Part IV: Respect in the Workplace
- Part V: Team Performance

Team Skills

- Key Metrics 101
- Introduction to Continuous Improvement
- 5-S Housekeeping Process
 - 5S: Introduction & Sort
 - 5S: Set in Order
 - 5S: Shine
 - 5S: Standardize
 - 5S: Sustain
- Introduction to Goal Setting
- Plan, Do, Check, Act Problem Solving



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Kick-off Plan - 2001

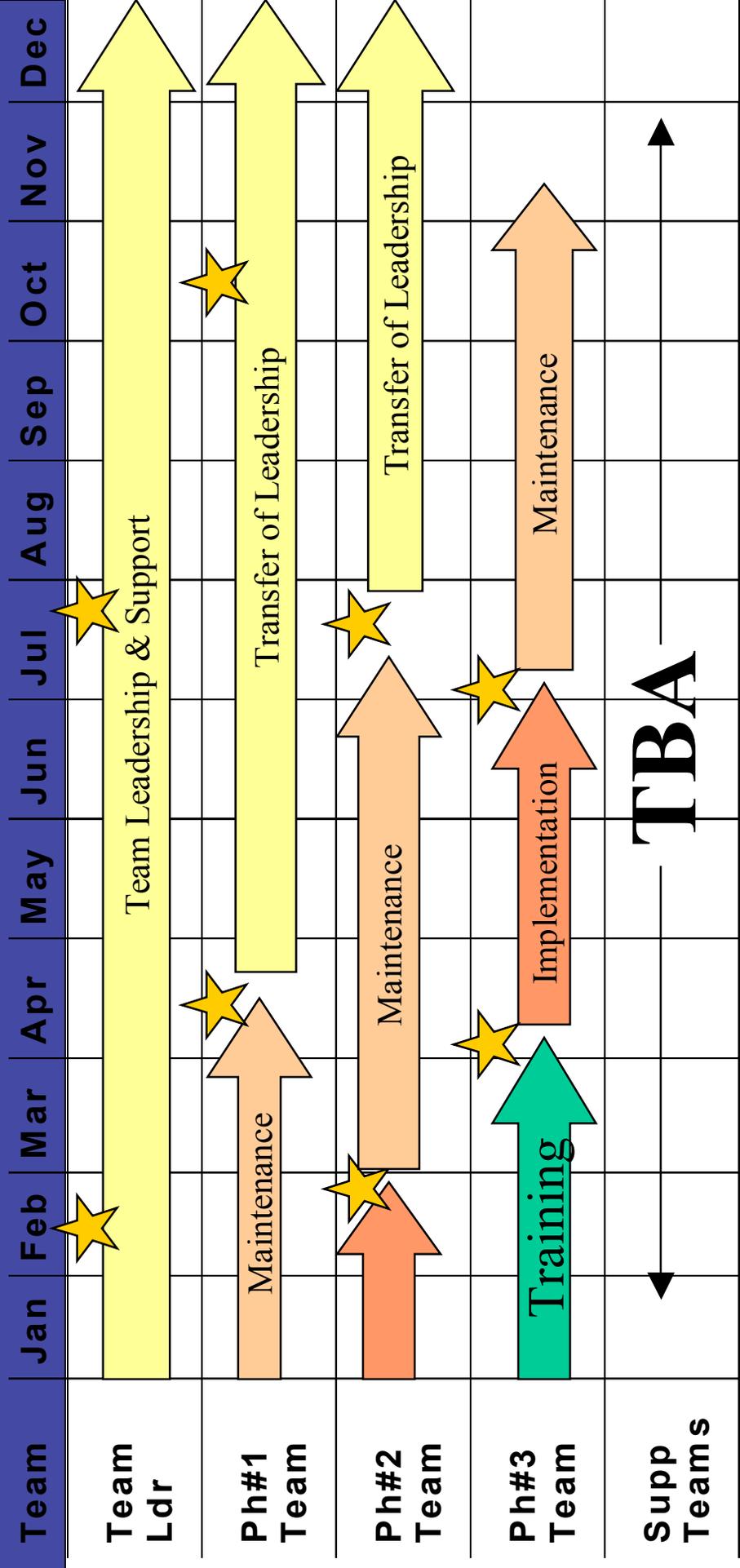
Team	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Team Ldr		Training		Implementation		Implementation		Maintenance/Team Leadership				
Ph#1 Team				Training		Training		Implementation		Maintenance		
Ph#2 Team								Training		Implementation		
Ph#3 Team												
Supp Teams						TBA						

Assumptions for NWT Training Plan:

- Training Phase = Weekly sessions - 2 hrs/wk (*except for Metrics 101/Team Development V.)
- Regular Team meetings during Implementation & Maintenance Phases
- Navigator “Update” sessions between phases (marked w/ ★)



Kick-off Plan - 2002



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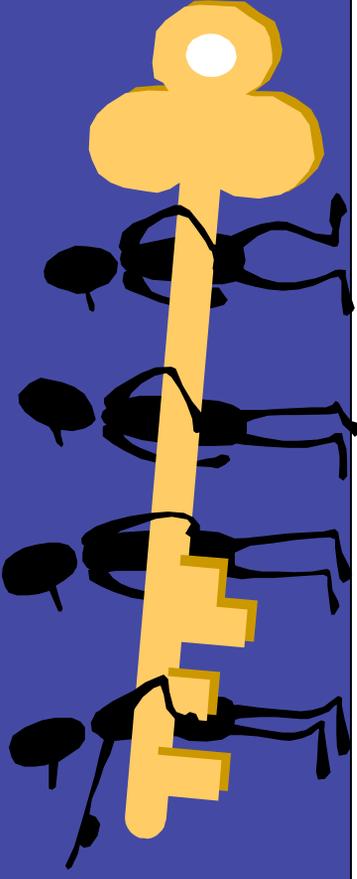


Initial Training

Week #:	Week of:	Session Title
Kick-Off	4/16/01	Kick-off Sessions
1	4/23/01	Orientation to NWT
2	4/30/01	Team Development: Communication
3	5/7/01	Team Development: Participation
4	5/14/01	Team Development: Working in Teams
5	5/21/01	Key Metrics 101(A)
6	5/28/01	Key Metrics 101(B)
7	6/4/01	Introduction to Continuous Improvement
8	6/11/01	5S: Introduction & Step One-Sort
9	6/18/01	5S: Step Two-Set to Order
10	6/25/01	5S: Step Three-Shine
	7/2/01	**4th of July** Week
11	7/9/01	5S: Step Four-Standardize
12	7/16/01	5S: Step Five-Sustain
13	7/23/01	Team Development: Respect in the Workplace
14	7/30/01	
15	8/6/01	Navigator Report

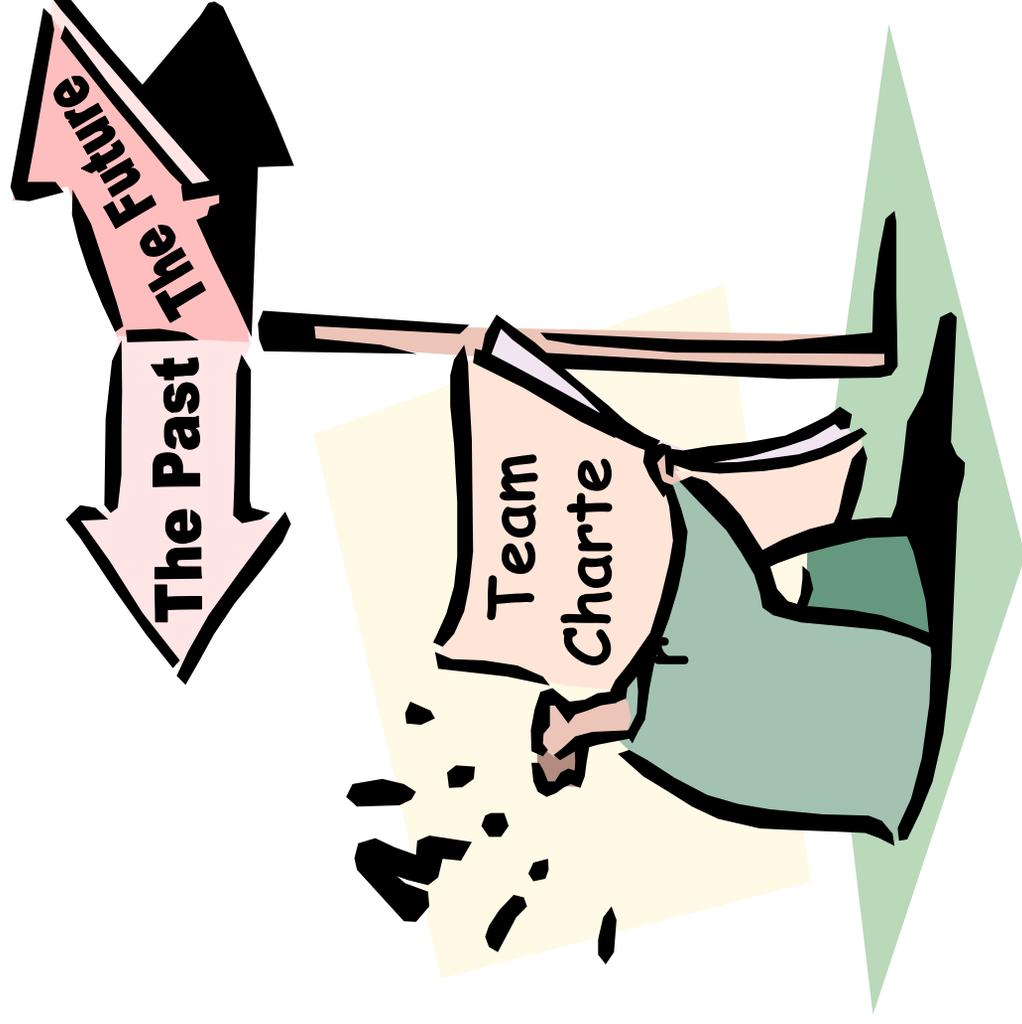
Implementation - Team Mtgs.

Week #:	Week of:	Session Title
16	8/13/01	Team Meeting: Introduction to Goal Setting
17	8/20/01	Team Meeting: Goal Setting
18	8/27/01	Team Meeting: Goal Setting
19	9/3/01	Team Meeting
20	9/10/01	Team Meeting
21	9/17/01	Team Meeting
22	9/24/01	Team Meeting
23	10/1/01	Team Meeting
24	10/8/01	Team Meeting
25	10/15/01	Team Meeting
26	10/22/01	Team Meeting
27	10/29/01	Team Meeting
28	11/5/01	Team Development: Team Performance
29	11/12/01	Navigator Report
30	11/19/01	



What specific behaviors/actions are necessary to be productive team members as we begin this journey?

Team Charter



Criteria for Effective Charter Statements

- Inspirational
- Clear and challenging
- Differentiating
- Beacons and controls
- Empowering
- Future-oriented

Post Session...

- Discuss “Team Names”
- Begin to think about what it means to be on a team...

