

THE PURPOSE OF TEAMS
By: Philip B. Crosby
March 29, 1982

Quality Improvement Teams are usually set up with the thought that they will take on the tasks of improving things around here. That is not an unrealistic thought.

However, the way in which they cause the improvement may not be obvious. It may not be through the methodical creation of procedures and actions. Certainly those will happen and need to. They will also see to the setting up of education activities for all hands. Nothing is more important than that.

But the real learning comes from the experience that the team members themselves have. After being in hand-to-hand combat with quality improvement for a while, they begin to understand what it is all about. They begin to recognize that it is a very deep and subtle subject.

They also begin to enjoy the struggle - and the victories.

The more non-conflicting teams you can establish at managerial levels, the more people will finally get the comprehension necessary to dehassle the company. The best training is playing.

Consider Little League baseball. Would the purpose of that effort be just to score runs? Is the measurement of success the amount of plate crossings or error-free fieldings that occur?

The purpose of childhood athletics is to help the individuals learn more about getting along with others, while understanding their own selves better. Comprehension of life is where it is at.

Those who expect Quality Improvement Teams to become Corrective Action functions have the same limited approach to management as those who count Little League only by the pennants that are won.

Every person who spends time on a Quality Improvement Management Team will grow in their value to the company - and to themselves.

A handwritten signature in black ink, appearing to be the initials 'PC' or similar, located in the lower center of the page.

bq
P-CROSBY
0330PUR-TEAM