

Diagnostic Questions:

Does the company effectively employ small-group activities at every level and on a companywide basis to solve problems and make improvements?

Does the company have a well-organized system for engaging work groups and improvement teams in an ongoing companywide drive to improve processes and operations?

Level 1 Plan	Level 2 Pilot	Level 3 Deploy	Level 4 Integrate	Level 5 Excel
<ul style="list-style-type: none"> ▪ No desire to establish teams or workgroups, or start small group activities ▪ Military-style chain-of-command; "commanders" coordinate most of the activity ▪ Employees viewed as chessboard pieces 	<ul style="list-style-type: none"> ▪ Interest in small-group activities and team-building develops; sense of community and group culture begins to emerge ▪ Management sees need to transform and manage cultural variables to support world class methods and high technology ▪ Pilot projects are established and an implementation schedule ▪ Management has strategy, but team members must coordinate own moves ▪ Employees viewed as members of a cooperative team ▪ Participation is limited ▪ Some competition among teams and small groups, but not linked to company policy 	<ul style="list-style-type: none"> ▪ Emerging culture supports cross-functional management, teams, and empowerment ▪ Based on customer orientation, shared information, visual management, and intensive training ▪ Teams established in most main areas, but not fully developed ▪ Good system support for small groups in place, but links to company policy still unclear ▪ Team activities supported with training, resources, and time for participation ▪ Improvement corners established in major areas 	<ul style="list-style-type: none"> ▪ Teams in major areas are mature ▪ Teams exist in most supporting areas ▪ Company policy determines improvement initiatives ▪ Small group activities are generally active, enthusiastic, and clearly linked to company goals ▪ Team culture is continuously refined through team members feedback to management ▪ Team training and activities integrated with comprehensive employee education program ▪ Teams are highly motivated (competitive) 	<ul style="list-style-type: none"> ▪ Small group activities are vital and well integrated with company policy ▪ The top management team has matured ▪ Several teams within the company have achieved high performance ▪ Competition system is a well-established feature of company culture