TEAMWORK THE LEAN WAY

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ABSTRACT

Nowadays, anywhere where there is a community, regardless of the environment and place, effective team work creates effective results. The Lean approach to teamwork is a changer when it comes to continuous improvement. Teamwork means that people will try to collaborate, providing constructive feedback and using their individual capability, considering any personal conflict between individuals. Team can be the main root of success or the main cause of the failure, thus successful teams need consistency in team spirit and necessary accomplishment toward the settled goals. Reasonably, teams do not seek consensus, they seek the best answer. In this field there have been many researches, focused in the receipt of the teamwork success. In the same way lean model identified as Toyota's success, a part of waste reduction strategy it catch out the team power focus. Therefore, in this section, the team work philosophy is treated by taking into the account the advantage of Kaizen lean model.

Keywords: Lean Model, Teamwork, Kaizen.

INTRODUCTION

Lean philosophy is a way of managing the structure of an organization based on wide-ranging capabilities and process proficiency. In order for an organization to implement Lean strategy, flexibility and adaption are crucial characteristics that it should have. Another essential component of an organization is the team that works for it and the strategy chosen to manage it leads to success or failure. The main ingredients for achieving productive results are said to be raising the team spirit and the self – esteem through motivation and good coordination.

LITERATURE REVIEW

This system thinking stressed the strategic alignment of all elements of the production system to better meet customer demand (Seddon 2005). Eventually, the strategic essence of "Lean thinking" (Womack & Jones 1996, 2003) or "Lean behavior" (Emiliani 1998) was extracted and it was argued from a contingency perspective (Donaldson 1996) that the resulting Lean core principles can be adapted to the specific circumstances of different organisations and industries. These conceptual foundations are discussed in the next section.

Organisations, as 'groupings of people engaged in some kind of joint activity that has some purpose' (Stacey 2007, 235), have always required services to support and sustain them (Chotipanich and Nutt 2008). There is a clear basis for applying action learning as a means of supporting the introduction of Lean within an Action Learning: Research and Practice organisation (Donnenberg and De Loo 2004; Seddon and Caulkin 2007). In this way, the introduction of Lean is seen as a behavioral change within a system rather than 'just' the

application of tools or specific approaches, it is a philosophy, a state of mind (Petersson et al. 2010, 160) with a longer term perspective (Radnor and Bucci 2007). For success Lean should be developed throughout the organisation and requires a climate of innovation, an infrastructure to support it, and perhaps most importantly, complete management commitment (Boyle, Scherrer-Rathje, and Stuart 2011).

Methodology

The present paper is based on interviews and researches to the teachers working in private schools in Albania . The Lean approach focuses basis of success, flexibility, mutual trust and human oriented element in the forefront. The aim of this paper is the application of such approach in effective many sectors.

1- What is lean management

The best way to understand lean is to develop and to find the purpose of it. Lean is based on two main factors: Provide customer satisfaction and perform profitably.

Lean is an operational strategy. It should be completed or realized in the shortest cycle time by eliminating waste (Liker, 1997). One of the best examples of lean manufacturing is Toyota production. Firstly, they conserve capital, eliminate waste, reduce inventory, reduce production times and operating expenses. Simultaneously the quality and production flexibility is increased. Thus the strategy resulted to be successful (Ohno, 1988).

5-whys is one of the famous methodologies of lean manufacturing. It asks why an activity is performed and then why after each response so as to get to the root cause which helps redesigning successfully. (Tapping, 2002)

2- Kaizen Model for Teamwork Modula

A Japanese philosophy for process improvement is Kaizen. Kai - means to break apart and investigate, Zen – to improve upon the existing situation. In 1980s Japanese companies seemed to implement the techniques focused on employee involvement and communication more effectively even though these were not new. During this decade Japanese firms were the business lesson for regarding philosophy of continuous improvement. (Bowles, J. & Hammond, 1991).
Different from mass production where the purpose is to atomize work and eliminate employee thinking, lean manufacturing tends to empower the worker and inspire him to improve the process. The system oflean manufacturing enables close relationships among workers creating a favorable environment to improvement and safety. Each team made of 5-10 members has a team leader who reports to the group leader. The elder as well reports to the assistant manager. The philosophy of lean leaders is to support and serve team members (Ohno, 1988).

When members have a common understanding of principles teams perform because common principles create unity and make decision making easier. In order to create a lean manufacturing environment, it is not enough to just implement one or two techniques. As mentioned before in this paper one of the characteristics of lean is flexibility. So when something is not working changes should be made and all workers should understand why the change is necessary and adapt to it immediately. Employees should be clear and involved in every process.

3- Aim of Teams

One major cause of for this revival of teamwork was the MIT – study on the Japanese motor-car industry. (Womack et al. 1990). The world-wide success of Japanese motor car industry was explained by authors by lean methodology. They dedicated all the success to the intense utilization of labor leading to organizational efficiency.

Team are formed according to skills that members possess and this is achieved by a professional management of the employees who are trained in problem solving skills who are able to detect the problem and find a solution about it. Sometimes they will not be involved after the solution is found and sometimes they will follow the implementation of the solution (By Lawrence M. Miller1).

Team leaders should be aware of everything happening within the team as he has to plan and organize job rotation, ensure materials, take care of costs, monitor each duty of the members and fulfill the gaps. On the other hand, the ones who take big decision are supervisors, team leaders are responsible for minor duties. They do not have disciplinary functions either. Supervisors who are responsible for around four teams perform the personnel issues (Vauxhall 1994).

Participation of everyone in the organization and support from upper management are two keys to success in any team based activity. The following activities should be met by company in order to build successful team.

- From top should be announced the expectation from a teamwork.
- Members should identify the value of a teamwork culture.
- Management should encourage employees to emphasize teamwork.
- The company should reward and recognize teamwork.

Through training there are needed development in order to perform better daily activities.
There are six factors that affect team's success and operation:

- Management commitment
- Focus on training
- Project selection
- Strategy for implementation
- Linking Six Sigma to business strategy
- Focus on results

CONCLUSIONS AND RECOMMENDATIONS

It is worth mentioning that the Lean model needs improvement. The success of current position needs to be held and advanced in other models. For success in the organizational structure the team spirit should be brought out.

The creation of team spirit requires dedication and continuous communication. Motivation, effective coordination and one to one relationships are crucial.

No matter how the organization is structured if there is not teamwork the probability towards success is very low. Segregation of duties and proper communication are the ones that lean enhances to increase.

Shortly motivation, flexibility, success and profits are the main outcomes applying lean, thus reducing wastes and increasing human participation.

The implementation of lean principles in many different sector will bring benefits and will be more successful. Also seen from the study above such strategy would reduce the required and achieve the objectives.

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