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# Project Team Roles

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## Objectives

### **PROJECT TEAM ROLES - OBJECTIVES**

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**Participants will be able to:**

- Differentiate between team leader and facilitator roles
- Outline responsibilities of each of the quality improvement project team members
- Understand the selection criteria for team members
- Understand how facilitators and team leaders are selected

LFQ501

## Select a Team

A quality improvement project team will consist of members from various functions who have personal knowledge of the chronic problem the team has been assigned by the Quality Council.

The project may last anywhere from four to twelve months, depending on the nature of the problem and the urgency to solve the problem. The team will be required to devote from 10-20 percent of its work week to the problem, both in the formal team meetings and in completing assignments between meetings. In fact, most of the work of the team is done between team meetings.

In addition to the ongoing team members, the team may occasionally invite an internal expert or consultant to serve on the team to assist with key technical issues.

### **SELECT THE TEAM**

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- Knowledge of problem
  - Direct, detailed and personal
- Time
  - To meet
  - To implement assignments between meetings
- Ongoing Members
  - Understand problem fully, and personally involved with implementation department
- On Call/Ad Hoc Members
  - Internal experts
  - Respected external consultants

LFQ502

## Team Leader

The team leader is a member of the team to which he/she is assigned and has personal knowledge of the chronic problem the team is trying to solve.

The team leader is primarily responsible for running the team meetings and assuring that the team attains its mission. To accomplish this, the team leader ensures the team develops an overall team project schedule, what should be accomplished at each meeting, assignments for each team member, deadlines, and meeting logistics. The team leader is responsible for handling any team member performance problems.

Key roles of the team leader are to 1) assure that the team follows the quality improvement process and 2) be a major liason between the project team and the Quality Council.

### **PROJECT TEAM LEADER**

- Member of team
- Responsible for the meeting agenda
- Administration - schedule and locate meetings, maintain records
- Chair the team - oversee team assignments, ensure implementation of charter and mission

LFQ503



## **PROJECT TEAM LEADER**

(cont'd)

- Communicates project progress to the Quality Council
- Chosen by and answers to the Quality Council
- Different leader assigned to each project
- Keeps the team on track

LFQ504

## **Selecting a Team Leader**

The Quality Council will look for an individual with the following characteristics:

### **SELECTING A TEAM LEADER**

- Has support of Quality Council
- Has expertise related to the quality problem
- Is well regarded
- Has in-depth knowledge of quality improvement process
- Has demonstrated leadership abilities over time
- Is regarded as a leader by peers
- Has good communication skills
- Has stake in the outcome and implementation

LFQ505

## **Training Team Leaders**

A team meeting is dynamic, and the team leader must juggle several balls at once. Only a well-trained team leader will be successful at:

- following the Juran Quality Improvement Process
- determining appropriate team assignments
- running a well-structured meeting
- managing the team interactions

- dealing with conflict
- analyzing and interpreting data

### TRAINING TEAM LEADERS

- Juran Quality Improvement Process
- How to write a good mission statement
- How to run a meeting
- Team interaction skills
- Quality Improvement Tools®

LFQ506

## Facilitator

The facilitator is *not* a member of the team; he/she should not be a stakeholder in the project. In fact, the facilitator may not have an in-depth understanding of the chronic problem the team is trying to solve.

On the other hand, a facilitator must have an in-depth knowledge of the Juran Quality Improvement Process. A key role that the facilitator plays is keeping the team focused on the quality improvement process and providing just-in-time training on the process.

The facilitator will work with the team leader to help plan the project meeting agendas and to debrief each team meeting.

The facilitator provides feedback on the team's performance and helps to resolve team conflicts and interpersonal difficulties.

## **PROJECT TEAM FACILITATOR**

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- Is *not* a team member
- Trains team in the quality improvement process
- Keeps the team focused on the quality improvement process - "owner of the process"
- Coordinates team activities (with leader and recorder)
- Is a role model
- Is a coach/consultant to the team leader
- Debriefs each team meeting with the team leader

LFQ507

## **PROJECT TEAM FACILITATOR**

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(cont'd)

- May act as a liaison to the Quality Council and among teams
- Contracts with team leader regarding roles and responsibilities
- Does not participate in the team's work assignments

LFQ508

## **PROJECT TEAM FACILITATOR**

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(cont'd)

- Provides feedback on effectiveness to team members and leader
- Helps team interpret complex data analyses
- Helps address interpersonal difficulties and conflicts
- Manages the team's group interactions

LFQ509

## Selecting a Facilitator

When choosing a facilitator, consider the following:

### **SELECTING A FACILITATOR**

***Does the candidate have high levels of communication skills:***

- To train?
- To make presentations?
- To coach?
- To manage team's interactions?

LFQ510

### **SELECTING A FACILITATOR**

*(cont'd)*

***Does the candidate:***

- Have the support of his/her immediate supervisor?
- Have the support of the senior manager at his/her location?
- Have the respect of the organization?
- Have the support of the Quality Council?

LFQ511

## Training Facilitators

The team facilitator must be highly skilled in several areas:

### TRAINING FACILITATORS

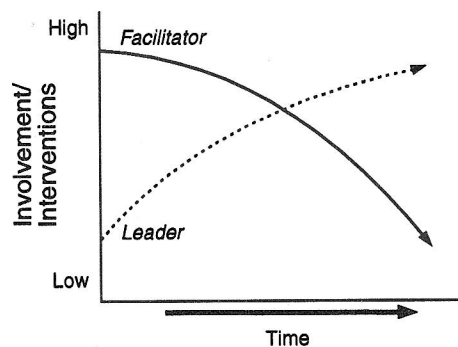
- Juran Quality Improvement Process
- Team interaction skills
- How to train others in JQIP
- How to run a meeting
- How to write a good mission statement
- Teaching Quality Improvement Tools®

LFQ512

## Changing Roles

Over time, the facilitator will be less involved in the quality improvement team meetings as the team leader becomes more skilled and confident. The facilitator will continue to debrief the team meetings with the team leader and be a coach on the leader's personal development.

### FACILITATOR VS. TEAM LEADER



LFQ513

## Team Recorder

The recorder is a key member of the quality improvement team. In essence, the recorder summarizes the work and decisions of the team.

### PROJECT TEAM RECORDER

- Is a member of the team
- Prepares and distributes:
  - Team minutes and agenda
  - Letters
  - Reports
  - Documents
- Selected by the team; may rotate role

LFQ514

## Project Team Member

The team member attends each team meeting and completes assignments between each team meeting. Each team member has expertise that will be a significant contribution to solving the quality problem.

### PROJECT TEAM MEMBER

- Participates in quality training
  - Formal
  - Just-in-time
- Attends all meetings, usually weekly
- Completes assignments between meetings
- Actively participates and contributes expertise
- Listens to others' ideas
- Uses the Juran Quality Improvement Process to solve problems
- Has fun

LFQ515

## **Selecting Team Members**

Team members are chosen for several reasons.

### **SELECTING TEAM MEMBERS**

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- Where problem is felt
- Where sources of problem might be
- Knowledge of problem
- Where remedy may be implemented

LFQ516