



KPTec working culture.....SDWT

By Thina

There is a general question in everyone's mind about what is SDWT all about, and why is SDWT not commonly heard outside of KPTEC.

To answer this question, there will be a series of articles that will be published through our Kobelink.

History:

Let's understand what is SDWT? – Self-directed work team (SDWT) is “A group of employees who manages their day-to-day responsibility by themselves with a minimum of supervision. Members of a self-directed team typically handle job assignments, plan and schedule work, make production and/or service related decisions, and take action on problems”.

How did it all begin? :

Immediately after World War II, the overall industries all over the world started back their operation. Each country had its own problem.

The scenario was no different in UK, when the coal mine industries started to operate there were shortage of men, mechanization was introduced into the coal mines. However, output did not increase as expected due to failure of social shortcomings in the mechanization method rather than the technology. This pointed the importance of group relations even in using the technology.

Previously, people worked in face-to-face groups in the coal mine. Their tasks were multiple, and choice of workmates was critical and often kinship ties made by the the men themselves. They worked in small groups, capable of responsible autonomy and able to vary its work pace in correspondence with changing conditions, which is ideally adapted to the underground situation. The new mechanization brought in a entirely different social structure.

Work of Eric Trist in collaboration with Ken Bamforth and Fred Emery (1951) on the above issues lead to the Tavistock principles and practices as mentioned below:

- Team collaboration,
- Self development,
- Continuous learning, and
- Shared access to information

This resulted in the development of a "new paradigm of work" based on principles of democratic participation.

In 1962, Emery and Trist were invited to the Technical University in Oslo. Later Shell implemented a highly innovative example of work redesign that grew out of this earlier works.

In 1973, Eric Trist, a leader in the development of employee participation programs in Europe became a consultant to the Jamestown Committee in New York.

This was the beginning of a new era in social work design.

What SDWT can bring to organization:

SDWT brings a high involvement & participative SYSTEM of accomplishing work- in which ALL EMPLOYEES have developed the capability to connect with and drive the QUALITY OF BUSINESS RESULTS to be WORLD CLASS.

The SDWT culture has the following characteristics:

- A learning culture.
- Facilitates the identification of competencies of people on continuous basis
- Brings out the hidden potential and new talents of people.
- Has built in motivational value: self-sustaining motivation.
- Enables individuals to take initiative and experiment.
- Brings joy and satisfaction in work.
- Enhances the creativity and problem solving capabilities of people.
- Creates team spirit and morale.
- Enhance the action orientation of individuals and teams.

SDWT brings about the “WE” culture to replace the “I” culture. This then is the first step taken by many organization towards an environment where results are achieved through teamwork by working with cross-functional members.

SDWT allows the grass-roots to participate in the daily running of their works. We will try to provide few examples with-in KPTEC:

- They are empowered to share various management and leadership functions (TC / Starcap)
- They plan, control, and improve their own work processes (Leave planning by Team SC).
- They set their own goals and inspect their own work.
- They often create their own schedules and review their performance as a group.
- They frequently are responsible for acquiring any new training they might need.
- They participate or hire their own replacements.
- They take responsibility for disciplining their own members.
- They – not others outside the team – take responsibility for the quality of their products or services.
- They may prepare their own budgets and coordinate their work with other departments.
- They may order materials, keep inventories, and deal with suppliers.

Global competition and the drive for world-class organization present an increasingly complex situations for many businesses. This is especially more true in our business environment, that is the “hard disk drive” (HDD) industry. Many organizations have achieved success using work-teams.

For us, SDWT means – A highly committed, competent, empowered, self driven team towards business excellence.

To be continued....

SDWT- our experience ... continues PartII

Hi, in the previous edition, I have shared what is SDWT by writing a brief history and the power of SDWT.

In the next few editions, I will share the journey that KPTEC has taken from the beginning, pertaining to SDWT. By understanding the journey that we are undergoing, you will notice that we are different among others in this region. However, it is not new from a global context. I believe it is a matter of time before others in Malaysia start talking about SDWT, like KPI (Key Performance Indicators) recently in the Government sectors, especially the GLCs.

It all started in October 2003. A session for selected management staffs titled "Leadership Alignment" was conducted. During this session, Steve shared with us the needs for SDWT. Since incorporation, KPTEC has been using the "Top-Down" approach. The successful participations of PTs' in KIT during beginning of 2003 has indicated that we are now ready for the "Bottom-Up" approach through participation / involvement from the grass-root (while reducing certain aspects of the Top-Down approach).



A new culture expectation was also shared during the Leadership Alignment. The next thing to happen was to roll-out the Pilot, 6 teams were identified for the Pilot. The Manual Grind area was selected because of more people involvement compared to Auto Grind. The area chosen was Cell A+B+C to form a single team. Production contributed 4 teams. Another 2 teams were selected from the NPI and Training.



These 6 teams went through a series of trainings and workshops. It started with an Awareness session and followed by a Team Synergy workshop.



During the team synergy workshop the team chooses a name, motto and mission. The outcome of the team synergy workshop shall be the Team's Charter. The 6 Pilot Teams are Proto Emperor, Dynamic, High Spirit, Ants, Fast & Furious and Arrow. All teams (except Fast & Furious) are still active SDWT teams.

Next. The team went through a "team communication" workshop. In this training, teams were exposed to the importance of communication and some tools that the team members can use in their teams.



The pilot teams displayed good teamwork and showed a significant results in the productivity and yield.

The Steering Committee made a decision to go ahead with a company-wide implementation. A logo competition was held and the following logo was chosen. The Company Wide SDWT was officially launched on the 18th Feb 2004.



A short sketch was presented by the pilot team members and followed by the planting of the Bunga Raya trees at the SDWT Garden.



To ensure the smooth implementation, a group of 15 persons (Engineers, Executives & Assistant) were selected and trained to be the Internal Trainers for the Awareness and Communication modules.



A 6months roll-out plan was generated to train and create the teams.

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