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Lean Team Leader &  
Facilitator Training



SPRING 2010



**"The Lean facilitator workshop enabled us to take our project teams to the next level. By applying the techniques, we learned how to empower our teams to come up with exciting and creative solutions to improve processes and implement solutions.**

**I would highly recommend this training for beginners as well as seasoned facilitators."**

Cheryl Patrick, Electri-Cable Assemblies, Shelton

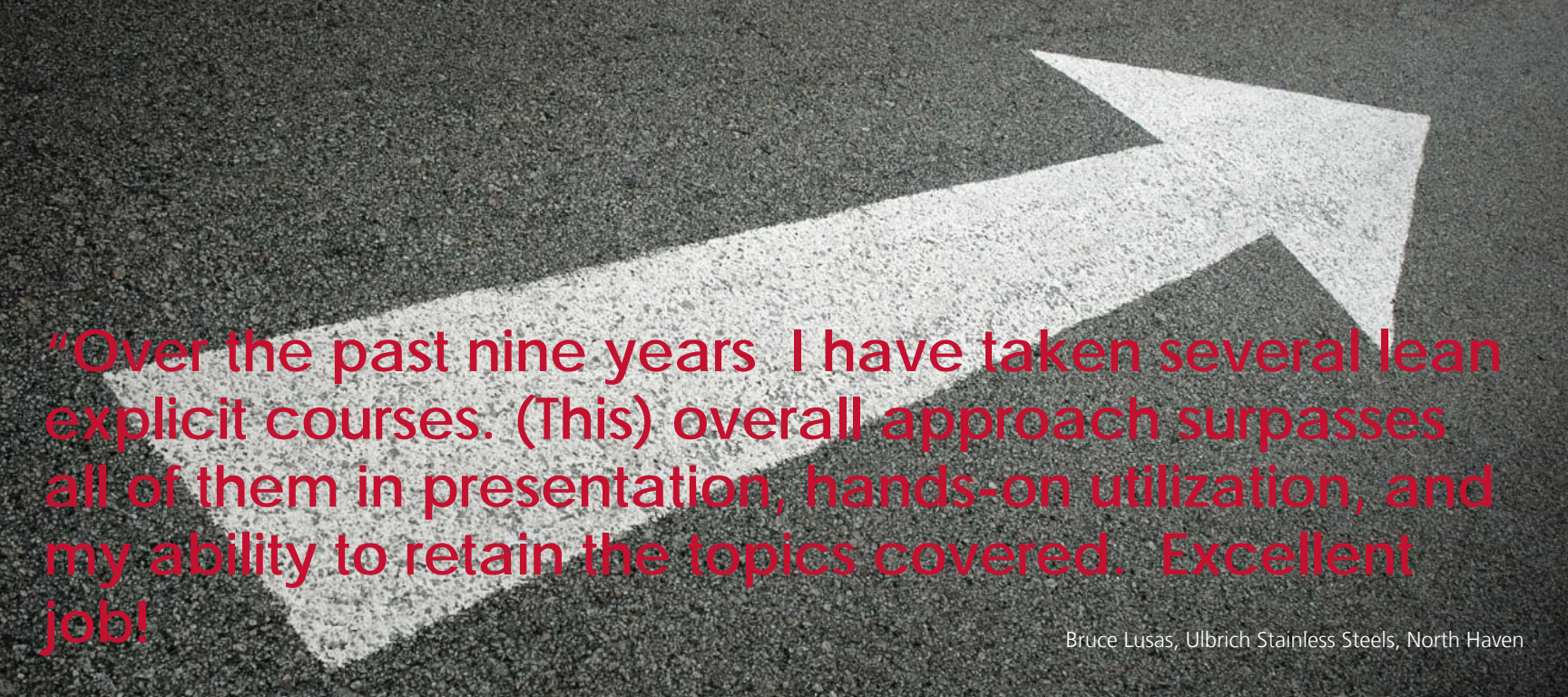
# Move your company in the right direction.

**Why do Lean transformations stall?** The backbone of sustainable Lean transformations is the team-based culture of continuous improvement. Training your workforce on the technical aspects of Lean is an important first step along the Lean transformation journey. In order to sustain the gains, you must also develop key people as team leaders and team facilitators - people who can facilitate, align and focus the processes and dynamics of continuous improvement teams.

**The CONNSTEP Lean Team Leader & Facilitator Training** program uses a combination of classroom training and group exercises in a team-based environment providing the materials needed to develop the facilitator skill set. It is designed to provide participants with an understanding of what to do to successfully manage a team event and how to most effectively create a robust environment for innovation.

**When the course is successfully completed, participants will be able to:**

- Plan, organize, staff and manage a project team;
- Assess styles and skills to generate and balance team participation;
- Facilitate group interactions to ensure focused, effective meetings that generate innovative solutions; and
- Coach team members and leaders.



**“Over the past nine years I have taken several lean explicit courses. (This) overall approach surpasses all of them in presentation, hands-on utilization, and my ability to retain the topics covered. Excellent job!**

Bruce Lusas, Ulbrich Stainless Steels, North Haven

4.14.2010

SESSION 1:

## Leadership & Lean Team Tools

- Lean principles review
- Types of teams
- Emotional Intelligence (EI)
- Team roles & responsibilities
- Tools of the event - equipment, materials, supplies
- Introduction to DMAIC & PDCA

4.21.2010

SESSION 2:

## Communication & Team Selection

- Visual tools, controls, exercises, environment
- Delivery - words, tone, body language, objects
- Team profiles - balancing styles
- Problem solving
- Team selection & SWOT

5.5.2010

SESSION 3:

## Behavior - Team Dynamics

- Stages of team development
- Motivation & needs
- Constructive feedback
- Conflict resolution

5.12.2010

SESSION 4:

## Effective Kaizen Event Tools

- Planning events
- Using DMAIC for effective events
- Team charters/reports
- Implementation, communication & training plans
- Tracking
- Sign-offs, closing, reporting-out events

# Leadership & Lean Team Tools

Lean relies on the collective wisdom of teams of people with varied knowledge and organizational orientation. Skilled leadership is required for people with such diverse perspectives to work effectively together to achieve results using Lean methodology. To lead others, we need strong self-awareness and the ability to adjust quickly to the needs of the team. Session one focuses on the individual and critical skill sets.

During this first session, participants will gain an understanding of the types of teams needed for successful Lean implementations, the responsibilities of each role involved and how facilitators and team leaders can make or break the success of the team based on their interpersonal skills. Participants will also practice in teams using the basic tools of facilitators, providing feedback to enhance each person's contribution to their team.

# Communication & Team Selection

Team members are influenced by their surroundings and their interactions with co-workers. When possible, it is helpful to select a balanced team in terms of skills, knowledge and styles. However, if you can't choose the team, it is even more important to understand and be able to influence the interactions of team members to maintain robust and constructive dialogue and problem solving. Session two focuses on the interactions between people.

In this second session, participants will debrief the homework and expand their knowledge of effective team leadership by gaining a thorough understanding of the components and impacts of communication styles, problem solving tools and how to create an effective team workspace. Participants will explore team dynamics and be provided with concrete tools for assessing and influencing interactions between team members.

# Behavior & Team Dynamics

A skilled facilitator along with a strong team leader can help the team navigate the inevitable stages of team development as they commit to a shared goal, explore options and opinions, and determine resolutions. In other words, they need to know what makes people tick and what ticks people off. Session three focuses on the group dynamics of teams.

During this session, participants will learn about people in groups - how to identify and meet the needs people have in order to contribute to the good of the whole team, how to give effective feedback that doesn't shut people down or drown them out, and how to help team members work through conflicts that are natural and needed to create innovative solutions.

## Effective Kaizen Event Tools

Effective team events require planning, a clear understanding of goals and expectations and the consistent use of methodologies and communication formats. Most complaints and conflicts occur during events due to communication issues. Standard work is a cornerstone of Lean organizations and meetings should be no different - meetings and events need standard procedures and deliverables. Session four focuses on the processes needed to ensure successful kaizen events.

In this session, participants will learn best practices around planning events, keeping them on track, communicating to all concerned and using the powerful DMAIC methodology of problem solving. Too often, organizations do not capture and share lessons learned - or follow through and complete outstanding issues - they do not capitalize on the time and efforts of the team. Structure, standard work and easy means of communicating can greatly enhance the return on the investment in team-based events.



## LTLFT Program Facilitator: Carmen Brickner

Carmen is the principal of CLEARbrick, Inc., a practice dedicated to developing performance-based leaders at all levels within healthcare, manufacturing, engineering, service and not-for-profit clients by focusing on the holistic aspects of people, teams and organizations.

For more information on Carmen and CLEARbrick, Inc., please visit [www.clearbrickinc.com](http://www.clearbrickinc.com) or call 860.478.9465.

# Spring 2010 LTLFT Registration

Register on-line: [www.connstep.org](http://www.connstep.org)

Register via phone: 800.266.6672

\$895 per participant; \$795 for CONNSTEP CICC Program graduates

April 14, April 21, May 5, and May 12, 2010

8:30 a.m. to 4:30 p.m. each session

All classroom sessions will be held at the MASC Center, 173 Interstate Lane, Waterbury, Connecticut

Full payment is due to confirm registration. Registration includes all course materials as well as lunch at each classroom session. A 30% cancellation fee will be assessed for all cancellations received less than one week prior to the start of the fall session. Registration is transferable; substitutions may be made up to 24 hours prior to the start of the course.

Please note: In order to successfully complete the course, it is imperative that all participants attend all classroom sessions and complete the homework per specifications. Exceptions to this are subject to the discretion of the CONNSTEP LTLFT Program facilitator.



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