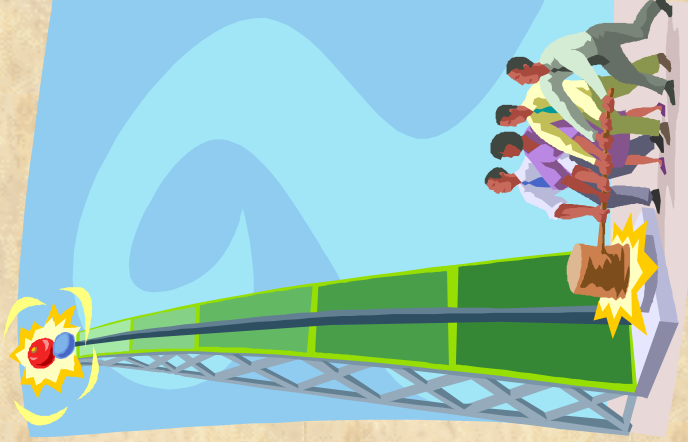


Natural Work Team



Development Program

Team Development

Program Objectives:

- Develop flexible NWTs that can quickly respond to the dynamic business at RMW.
- Conduct developmental courses that enhance the knowledge and skills of the Team Member.
- Create an ‘on-time’ skill development philosophy to provide maximum retention and implementation.
- Utilize a two-fold program focusing on team development and team skills.
- Demonstrate organization-wide support systems through program facilitation and maintenance.
- Participate in a structured transfer of leadership process.

Training Plan - 2001

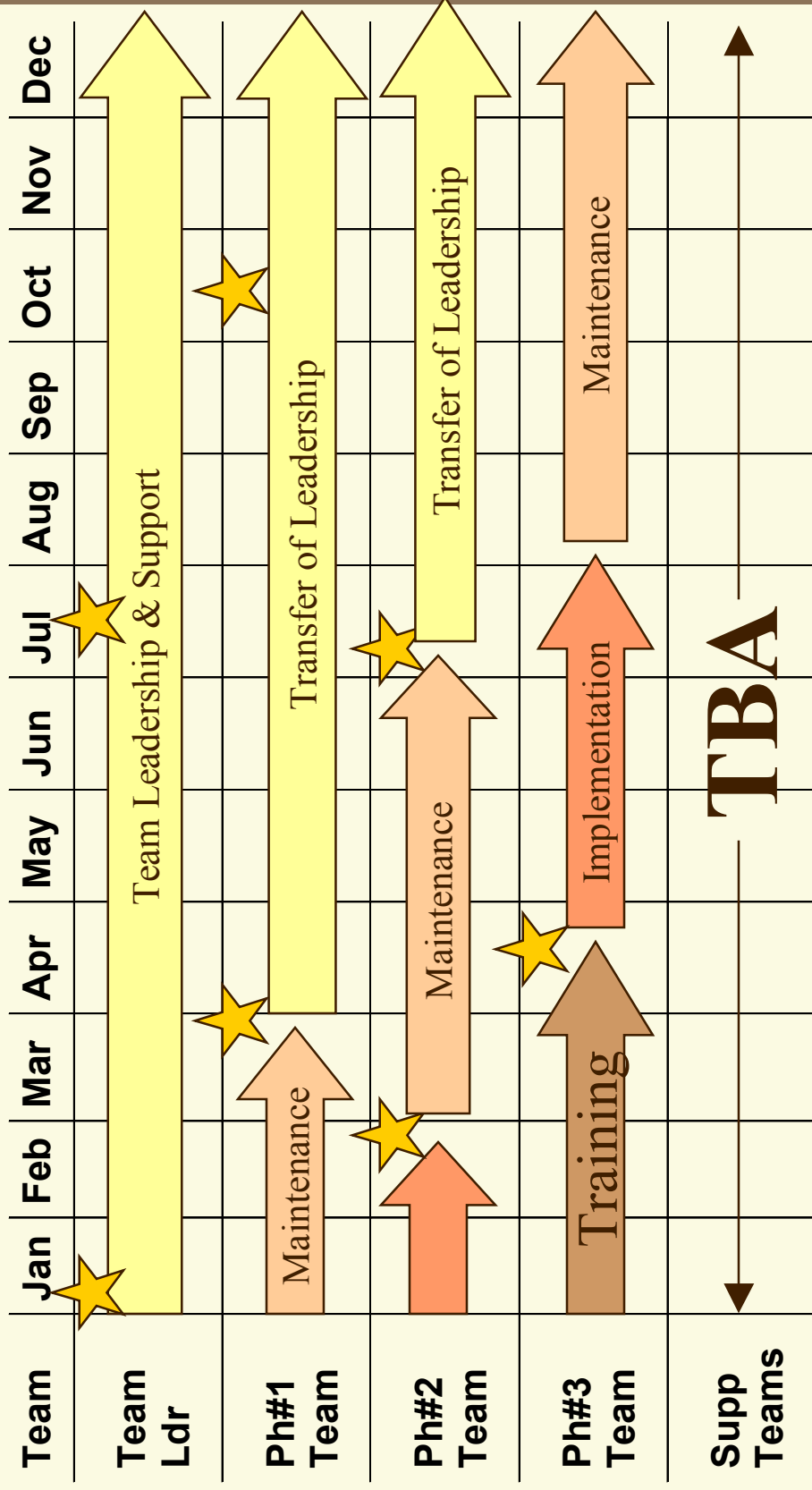
Team	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Team Ldr				★ Training	★ Implementation		★ Implementation		Maintenance/Team Leadership			
Ph#1 Team				Training		★ Training	★ Implementation		Implementation	★	Maintenance	
Ph#2 Team									Training	★	Implementation	
Ph#3 Team												
Supp Teams												

TBA

Assumptions for NWT Training Plan:

- Training Phase = Weekly sessions - 2 hrs/wk (*except for Metrics 101/Team Development V.)
- Regular Team meetings during Implementation & Maintenance Phases
- Navigator “Update” sessions between phases (marked w/★)

Training Plan - 2002



Assumptions for NWT Training Plan:

- Training Phase = Weekly sessions - 2 hrs/wk (*except for Metrics 101/Team Development V.)
- Regular Team meetings during Implementation & Maintenance Phases
- Navigator “Update” sessions between phases (marked w/★)

Natural Work Team - Training

✓ Team Development ✓ Team Skills

- Orientation to NWT
- Part I: Communication
- Part II: Participation
- Part III: Working in Teams
- Part IV: Respect in the Workplace
- Part V: Team Performance & Goal Setting
- Key Metrics 101
- Introduction to Continuous Improvement
- 5-S Housekeeping Process
 - 5S: Introduction & Sort
 - 5S: Set in Order
 - 5S: Shine
 - 5S: Standardize
 - 5S: Sustain
- Plan, Do, Check, Act Problem Solving

Initial Training

Week #:	Session Title:	Time:	Facilitator(s):
1	Orientation to NWG	2 hrs	Team Ldr/Jack
2	Team Development I: Communication	2 hrs	Erica/Team Ldr
3	Team Development II: Participation	2 hrs	Erica/Team Ldr
4	Team Development III: Working in Teams	2 hrs	Erica/Team Ldr
5	Key Metrics 101 (A)	2 hrs	Navigators/Supp
6	Key Metrics 101 (B)	2 hrs	Navigators
7	Introduction to Continuous Improvement	2 hrs	Team Ldr/Erica
8	5S: Introduction & Step One- Sort	2 hrs	Team Ldr/Erica
9	5S: Step Two – Set to Order	2 hrs	Team Ldr/Erica
10	5S: Step Three – Shine	2 hrs	Team Ldr/Erica
11	5S: Step Four – Standardize	2 hrs	Erica/Team Ldr
12	5S: Step Five – Sustain	2 hrs	Team Ldr/Erica
13	Team Development IV: Respect in the Workplace	2 hrs	Team Ldr/Erica
14/15	Report to Navigators	30 min	Team Mbrs

Implementation - Team Mtgs

Week #:	Session Title:	Time:	Facilitator(s):
16	Team Meeting: Introduction to Goal Setting	1 hr	Team Ldr/Erica
17	Team Meeting: Goal Setting	1 hr	Team Ldr
18	Team Meeting: Goal Setting	1 hr	Team Ldr
20	Team Meeting	1 hr	Team Ldr
21	Team Meeting	1 hr	Team Ldr
22	Team Meeting	1 hr	Team Ldr
25	Team Meeting	1 hr	Team Ldr
27	Team Meeting	1 hr	Team Ldr
28	Team Development V: Team Performance	3 hrs	Team Ldr/Erica
29/30	Report to Navigators	30 min	Team Ldr/Erica

Implementation Phase

Objectives:

- Report to Navigator team on team learning & progress achieved during the Training phase.
- Participate in Goal-Problem Solving team meetings.
- Implement action plans to resolve team problems identified during training.
- Monitor progress toward resolution of team problem(s).
- Identify team “needs” for team success.
- Celebrate achievements.

Maintenance Phase

Objectives:

- Report to Navigator team on team problem solving successes.
- Facilitate team meetings.
- Establish new goals for team to achieve.
- Implement the Problem Solving process to create an implementation plan.
- Identify team “needs” for team success.
- Celebrate achievements.

Transfer of Leadership Phase

Objectives:

- Report to Navigator team on team problem solving successes.
- Evaluate NWTs development.
- Identify team “needs” for team success.
- Evolution to a self-led NWT via a structured transfer of leadership process.
- Celebrate achievements.

Natural Work Team



Course Descriptions

Orientation to NWT

Objectives:

- Define characteristics of NWTs
- Share Team Member expectations
- Introduce NWTs Key Metrics (goals)
- Create team identity & charter
- Communicate team development plan

Length of Class: 2 hours

Instructors: Erica, Team Leader

Team Development Part I: Communication

Objectives:

- Review characteristics of effective listening
- Compare 1-on-1 communication versus team communication
- Identify task and process communication methods used by team members
- Practice strategies for giving & receiving feedback
- Participate in a team building activity

Length of Class: 2 hours

Instructors: Erica, Team Leader

Team Development Part II:

Participation

Objectives:

- Define characteristics of effective meetings
- Commit to the Meeting Code of Conduct
- Identify the roles and responsibilities of team members
- Participate in a team building activity

Length of Class: 2 hours

Instructors: Erica, Team Leader

Team Development Part III:

Working in Teams

Objectives:

- Identify differences in individual vs. team efforts
- Share the advantages of teamwork and cooperation for yourself, your team, & your organization
- Evaluate the challenges teams face as they grow and develop
- Participate in a team building activity

Length of Class: 2 hours

Instructors: Erica, Team Leader

Team Development Part IV:

Respect in the Workplace

Objectives:

- Distinguish the valuable differences each members brings to the team
- Understand the importance of accepting, encouraging, and supporting differences
- Determine the source of conflict that arises in teams
- Practice strategies for dealing with team conflict

Length of Class: 2 hours

Instructors: Erica, Team Leader

Team Development Part V: Team Performance

Objectives:

- Assess team performance as a functioning team
- Evaluate progress towards team goal(s)
- Evaluate team goals against established metrics
- Distinguish team’s “needs”
- Participate in a team building activity

Length of Class: 3 hours

Instructors: Erica, Team Leader, Team Mbrs

Key Metrics 101

Objectives:

- Identify team's specific Key Metrics: Safety, Quality, Productivity, Schedule Attainment, and Intro to the P&L
- Communicate components that make up & effect each key metric
- Share how team's involvement can achieve metric goal

Length of Class: 2.5 hours

Instructors: Navigators, Support Grps

Introduction to Continuous Improvement

Objectives:

- Introduce importance of Continuous Improvement to RMW
- Identify the components to Continuous Improvement
- Identify what NWT tasks contribute to CI

Length of Class: 2 hours

Instructors: Navigators, Support Grps, Team Ldr

5 Pillars of 5S:

First Pillar - Sort

Objectives:

- Explanation of the First Pillar - Sort
- Analyze how to implement Sort
- Confirm and perform steps in Red-Tagging
- Identify action for unneeded items
- Conduct First pillar: Sort in work area

Length of Class: 2 hours

Instructors: Team Leader, Support Grps

5 Pillars of 5S:

Second Pillar - Set in Order

Objectives:

- Explanation of the Second Pillar - Set in Order
- Analyze how to implement Set in Order
- Share tools and techniques to implement pillar
- Conduct Second pillar: Set in Order in work area

Length of Class: 2 hours

Instructors: Team Leader, Support Grps

5 Pillars of 5S:

Third Pillar - Shine

Objectives:

- Explanation of the Third Pillar - Shine
- Analyze how to implement Shine
- Share tools and techniques to implement pillar
- Conduct Third pillar: Shine in work area

Length of Class: 2 hours

Instructors: Team Leader, Support Grps

5 Pillars of 5S:

Fourth Pillar - Standardize

Objectives:

- Explanation of the Fourth Pillar - Standardize
- Analyze how to implement Standardize
- Share tools and techniques to implement pillar
- Conduct Fourth pillar: Standardize in work area

Length of Class: 2 hours

Instructors: Team Leader, Support Grps

5 Pillars of 5S:

Fifth Pillar - Sustain

Objectives:

- Explanation of the Fifth Pillar - Sustain
- Analyze how to implement Sustain
- Share tools and techniques to implement pillar
- Use 5S scorecard to evaluate 5S implementation, improvement, and maintenance

Length of Class: 2 hours

Instructors: Team Leader, Support Grps

Problem Solving: Introduction

Objectives:

- Introduction to team problem solving
- Define team problem(s)
- Identify team champions for each problem
- Outline the problem solving process
- Utilize the Plan, Do, Check, Act process

Length of Class: 1 hour

Instructors: Team Leader, Jack

Problem Solving: Steps 1-2

Objectives:

- Communicate components of Step One: Form a Team
- Identify techniques for gaining participation from support groups
- Communicate components of Step Two: Problem Definition
- Specifically define group's problem(s)

Length of Class: 2 hours

Instructors: Team Leader, Erica

Problem Solving: Step 3

Objectives:

- Communicate components of Step Three: Containment Action
- Distinguish containment actions for team case studies
- Break down containment action for team problem(s)

Length of Class: 2 hours

Instructors: Team Leader, Erica

Problem Solving: Step 4

Objectives:

- Communicate components of Step Four: Root Cause
- Practice using step with team case studies
- Identify root causes for team problem(s)

Length of Class: 2 hours

Instructors: Team Leader, Erica

Problem Solving: Step 5

Objectives:

- Communicate components of Step Five:
- Develop Action Plan
- Practice using step with team case studies
- Identify action plans for team problem(s)

Length of Class: 2 hours

Instructors: Team Leader, Erica

Problem Solving: Step 6

Objectives:

- Communicate components of Step Six: Implementation plan
- Identify implementation plans for team problem(s)
- Create action items for team to complete and assign to team members

Length of Class: 2 hours

Instructors: Team Leader, Erica

Problem Solving: Step 7

Objectives:

- Communicate components of Step Seven: Standardize
- Identify techniques to standardize problem action plan(s)
- Commit to execution of standardization plan(s)

Length of Class: 2 hours

Instructors: Team Leader, Erica

Problem Solving: Step 8

Objectives:

- Communicate components of Step Eight: Celebrate
- Evaluate team’s progress towards goals accomplishment
- Identify how team will celebrate ‘successes’
- Prepare for an update report for the Navigator Team

Length of Class: 1 hour

Instructors: Team Leader, Erica

Team Development Part IV:

Decision Making

Objectives:

- Explain the differences between decision making and problem solving
- Identify the proper process to use in the team
- Participate in a team building activity

Length of Class: 2 hours

Instructors: Erica, Team Leader