

Team Leader



Development Program

Team Leader Skills

Team leaders need to have the...

- Ability to develop and effectively communicate a direction consistently with company, customer and employee needs.
- Ability to direct, involve and empower the workforce at the right times and in the right way.
- Ability to consistently identify and handle performance issues.
- Ability to systematically solve problems and make decisions.
- Ability to work effectively in a team environment.

Team Leader Development

Program Objectives:

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

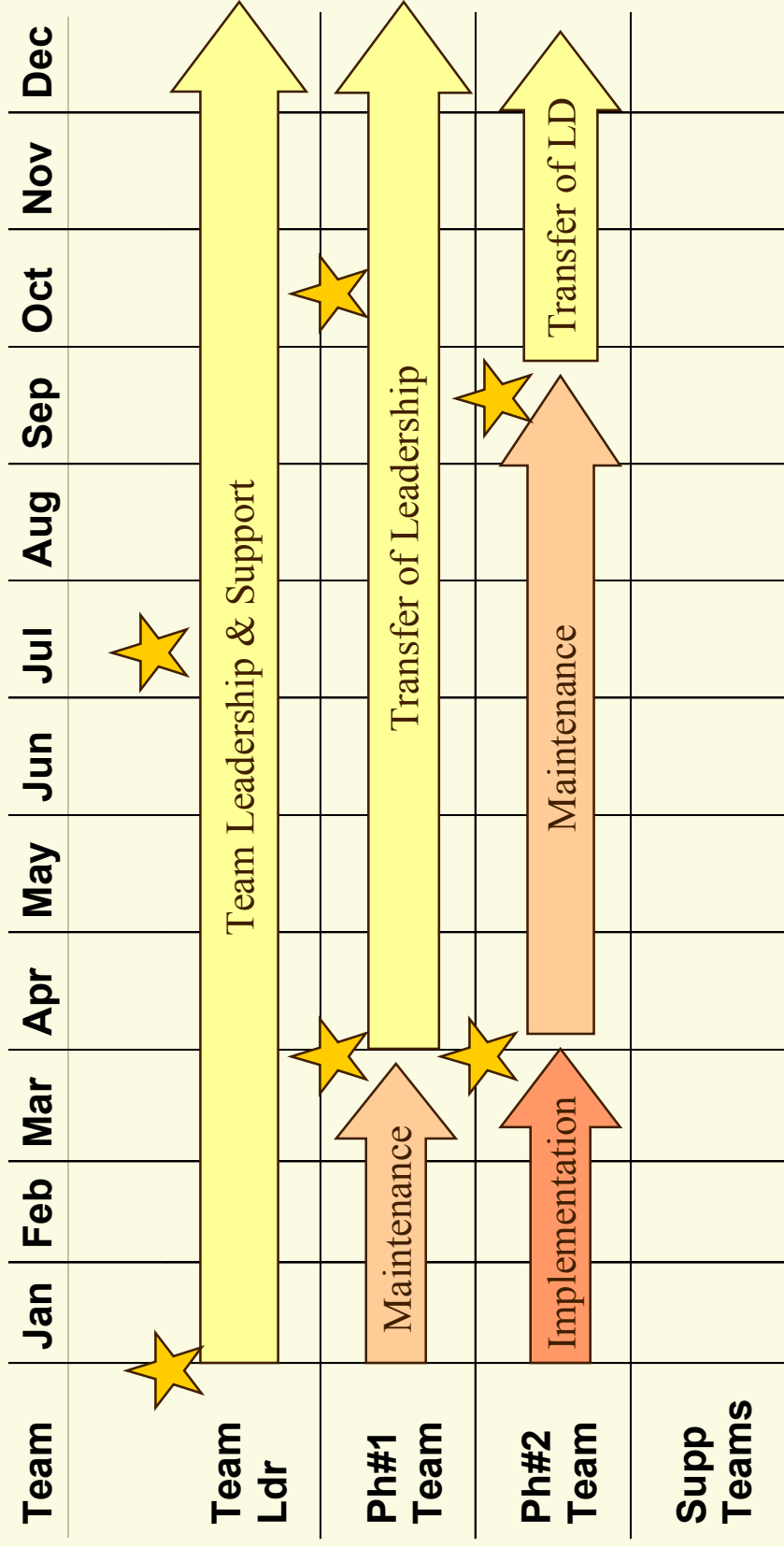
Training Plan - 2001

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	
Supp Teams												

Assumptions for Team Leader Training Plan:

- Training Phase = Weekly sessions - 2-3 hrs/wk
- Regular Team meetings during Implementation & Maintenance Phases
- Team meetings each include a Roundtable Topic for approx. 35-45 min.
- Navigator “Update” sessions between phases (marked w/ ★)

Training Plan - 2002



Assumptions for Team Leader Training Plan:

- Regular Team meetings during Implementation & Maintenance Phases
- Team meetings each include a Roundtable Topic for approx. 35-45 min.
- Navigator “Update/Renewal” sessions between phases (marked w/ ★)
- Team meetings as needed during Team Leadership & Support phase

Team Leader - Training

✓ Team Leader Skills ✓ Team Development

- Orientation*
 - NWT Initial Training
- Leading a NWG
 - Orientation to NWT
 - Part I: Communication
 - Part II: Participation
 - Part III: Working in Teams
 - Part IV: Decision Making
 - Part V: Respect in the Workplace
 - Part VI: Team Performance & Goal Setting
- Coaching Techniques
 - The Importance of Coaching
 - The Superior Coaching Model
 - Values & Beliefs
- Roundtable Discussions
- Facilitating the 5S system
- Train-the-Trainer
 - Key Metrics 101
 - Problem Solving- Part I
 - Problem Solving - Part II
 - Problem Solving - Part III

* Training provided by Workplace Transformation, Inc.

****Schedule subject to change.**

Training Phase

Week #:	Session Title:	Time:	Facilitator(s):
12/18/00	Leading a NWT	2 hrs	Jack, Greg, Erica
1	The Importance of Coaching	3 hrs	Erica/(Navigator)
2	The Superior Coaching Model	3 hrs	Erica/(Navigator)
3	Values & Beliefs	3 hrs	Erica/(Navigator)
4	Team Development I: Communication	2 hrs	Erica/(Navigators)
5	Team Development II: Participation	2 hrs	Erica/(Navigator)
6	Team Development III: Working in Teams	2 hrs	Erica/(Navigators)
7	Key Metrics 101	2.5 hrs	Erica/(Navigator)
8	Problem Solving I: Intro & Steps 1-3	3 hrs	Navigators
9	Team Development IV: Decision Making	2 hrs	(Navigators)/Erica
10	Problem Solving II: Steps 4-5	3 hrs	(Navigator)/ Erica
11	Problem Solving III: Steps 6-8	3 hrs	(Navigators)/Erica
April 2	TEAM KICK-OFF	TBA	Navigators
12	Team Development V: Respect in the Wrkpl	2 hrs	(Navigators)/Erica
13	Facilitating the 5S System	3 hrs	(Navigators)/Erica
14	Team Development VI: Team Perform. & Goal Setting	3 hrs	Erica/(Navigator)

Implementation Phase

Objectives:

- Report to Navigator team on team learning & progress achieved during the Training phase.
- Facilitate NWT training and team meetings.
- Implement action plans to resolve team problems identified during training.
- Monitor progress toward resolution of team problem(s).
- Participate in Team Leader Roundtable discussion topics.
- Celebrate achievements.

Maintenance Phase

Objectives:

- Report to Navigator team on team problem solving successes.
- Facilitate NWT training and team meetings.
- Establish new goals for team to achieve.
- Implement the 8-step process to create an implementation plan.
- Participate in Team Leader Roundtable discussion topics.
- Celebrate achievements.

Team Leadership & Support Phase

Objectives:

- Report to Navigator team on team problem solving successes.
- Lead and support NWTs development.
- Evaluate NWTs development.
- Transfer leadership to NWT, per the developmental level of the NWT.
- Participate in Team Leader Roundtable discussion topics.
- Celebrate achievements.

Team Leader



Course Descriptions

Team Leader Orientation

Objectives:

- Define Team Leader's role as a coach
- Understand and demonstrate the 5 E's of leadership direction
- Understand and demonstrate the 3 styles of leadership, D₁, D₂, D₃

Length of Class: 1/2 day

Instructors: Workplace Transformations, Inc.
(Nancy)

Leading a Natural Work Team

Objectives:

- Define characteristics of NWTs
- Review support groups/systems for NWT
- Support Team Leader responsibilities
- Outline team development program
- Outline team leader development program
- Identify Kick-off/implementation plan

Length of Class: 2 hours

Instructors: Jack, Erica, Greg

Coaching Techniques

Objectives:

- Understand the importance of coaching as a leadership role
- Understand the Superior Coaching Model
- Minimum understanding and skills to use the Superior Coaching Model
- Develop core understanding for skill development in future roundtable sessions

Length of Class: Three, 3-hour Sessions

Instructors: Jack, Erica, (Navigators)

I. The Importance of Coaching

Outline:

- Program Overview
- Why coaching is becoming such an important leadership role
- What is superior coaching
- The meaning of Superior Coaching
- The Superior Coaching Model
- Understanding the Superior Coaching Model

Length of Class: 3 Hours

Instructors: Erica

II. The Superior Coaching Model

Outline:

- Clarifying key values and essential characteristics
- Clarifying critical skills
- Clarifying the core conversation

Length of Class: 3 Hours

Instructors: Erica

III. Values & Beliefs

Outline:

- Clarifying performance applications
- What Superior Coaches believe
- Review
- Future roundtable discussions

Length of Class: 3 Hours

Instructors: Erica

Roundtable Discussions

Objectives:

- Provide progressive knowledge & skill development for team leaders
- Focused around Superior Coaching skill development

Monthly Sessions:

- 35-45 min depending on topic

Facilitators: Erica/Jack/Mfg.. Team Mbr

Roundtable Discussions

✓ Topics: 1-8

✓ Topics: 9-12

– Creating Balance - 40 min

– Performance Application* :

– Being Concrete - 45 min

– Resolving Problems - 45 min

– Developing Shared

– Performance Application* :

Responsibility - 40 min

Teaching - 45 min

– Shape: The Core

– Performance Application* :

Conversation - 40 min

Supporting Performance

- 45 min

– Communicating Respect

– Performance Application*:

- 40 min

Adjusting Performance - 45 min

– Attending & Inquiring

- 45 min

– Reflecting - 45 min

* Review of Superior Coaching &
the Superior Coaching Model

– Affirming - 35 min

- included in *Performance Applications*

Train-the-Trainer Program

Objectives:

- Provide Team Leaders the tools to co-facilitate NWT Initial Training
- Develop Team Leader presentation & facilitation skills
- Receive Trainers' guides upon completion of a NWT Initial training session
- Partner with Trainer & peer-leader to facilitate NWT Initial training
- Receive progressive feedback from Team Leader coaches

Facilitating the 5S System

Objectives:

- Communicate components 5S system
- Outline the introduction of the 5S system to NWTs
- Identify resources for Team leaders to help facilitate the NWT's learning of the 5S system
- Customize the 5S scorecard per work area

Length of Class: 3 hours

Instructors: (Navigator), Erica

Natural Work Team - Training

✓ Team Development ✓ Team Skills

- Orientation to NWT – Key Metrics 101
- Part I: Communication – 5-S Housekeeping Process
 - 5S: Introduction & Sort
 - 5S: Set in Order
 - 5S: Shine
 - 5S: Standardize
 - 5S: Sustain
- Part II: Participation
- Part III: Working in Teams
- Part IV: Decision Making
- Part V: Conflict Mgmt – 8-Step Problem Solving
- Part VI: Team Performance & Goal Setting
 - Steps 1&2: Team & Problem Identification
 - Step 3: Containment Action
 - Step 4: Root Cause
 - Step 5: Action Plan
 - Step 6: Implementation
 - Step 7: Standardize
 - Step 8: Celebrate

Orientation to NWT

(Team Leaders program does not include this session*)

Objectives:

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

* Team Leaders will work with the Trainer to conduct this session for their NWTs.

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, (Navigator)

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, (Navigator)

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, (Navigator)

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, (Navigator)

Team Development Part V:

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, Lisa

Team Development Part VI: Team Performance & Goal Setting

Objectives:

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

Length of Class: 3 hours

Instructors: Erica, Jack

Key Metrics 101

Objectives:

- Identify team's specific Key Metrics
- 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)

Problem Solving - Part I:

Introduction & Steps 1-3

Objectives:

- Introduction to team problem solving
- Communicate components of Step One: Form a Team
- Communicate components of Step Two: Problem Definition
- Define team problem(s)
- Communicate components of Step Three: Containment Action
- Break down containment action for team problem(s)

Length of Class: 3 hours

Instructors: (Navigator), Erica

Team Leader Version!

Problem Solving - Part II:

Steps 4-5

Objectives:

- Communicate components of Step Four: Root Cause
- Communicate components of Step Five: Develop Action Plan
- Identify root causes for team problem(s)
- Identify action plans for team problem(s)

Length of Class: 3 hours

Instructors: (Navigator), Erica

Team Leader Version!

Problem Solving - Part III:

Steps 6-8

Objectives:

- Communicate components of Step Six:
Implementation plan
- Communicate components of Step Seven: Standardize
- Communicate components of Step Eight: Celebrate
- Identify implementation plans for team problem(s)
- Identify standardization plans for team problem(s)

Length of Class: 3 hours

Instructors: (Navigator), Erica

Team Leader Version!