

### FRONT LINE LEADERSHIP *ENGAGING PEOPLE IN CONTINUOUS IMPROVEMENT*

#### **Program Description**

Today's front-line leaders need the skills to engage their people, involve everyone in continuous improvement and innovation, coach their employees, and create an agile and committed workforce to achieve their business goals. The Front Line Leadership program helps participants develop the skills to lead in a high performance culture. The delivery methods in this program are dynamic and interactive, supported by coaching with a facilitator and on-site mentoring. Participants from various industries learn from one another as they practise applying the techniques learned in the course.

Many improvement initiatives fail because we need to change people's practices to succeed. Many people are promoted to supervisory positions based on their technical competency, but often require additional training to lead others effectively. This course focuses on developing the leadership skills needed for a high-performance, continuous improvement environment.

#### **Skill Development Focus**

The objectives of the program are to:

- Continuous Improvement Thinking for Leaders** - Overview of CI Thinking as it applies to a high-performance environment and how to build commitment vs compliance to CI. The Application of CI tools, such as visual management, in both the product factory and information factory.
- Engagement** - Develop communication skills to engage team members, prevent conflict and interact effectively with all levels and departments. Improve self-leadership to inspire followers and build a culture of accountability.
- Coaching for High Performance** - Motivate and provide meaningful feedback to build bench strength. Delegate, manage expectations and identify performance gaps to enhance skill development.
- Problem-Solving and Team Skills** - Develop high-performance team skills to improve productivity, problem-solving and innovation. Apply problem-solving tools such.
- Changing Culture** - Learn how high performance cultures are created and perpetuated. Apply tools to help team members transition through change and thrive in a learning organization.

#### **Who is an ideal Program Candidate?**

- Front Line Supervisors, Managers, and Team Leaders
- Project leads, Continuous Improvement Champions
- High potential Leaders with or without direct reports
- People from Office or Production environments

#### **Program Requirements**

The following are the requirements to participate in the program:

- Participate in all skill development sessions and complete assignments.
- Completion of an individual and team improvement charter
- Completion of a presentation on their development
- Dedicated onsite Mentor who attends two workshops, and supports the participant with real-time coaching

The program has two delivery streams: Skill Development and Mentoring.

**Stream 1: Skill Development** – Skill Development sessions are interactive and provide leaders with the thinking behind the concepts. Skill Development sessions are dynamic, relevant, interactive, and practical.

**Stream 2: Mentoring** – An on-the-job Mentor supports leaders. These mentor sessions help develop action plans, enhance shared learning, and establish accountability.

### **Day 1 - Session 1** – Program Launch – March 10

*Objective - Ensure familiarity, support, and alignment of all parties to the program*

- Program Description
- Mentor Orientation
- Launch Standardized Work for Leaders

### **Day 1 - Session 2** – Continuous Improvement Thinking for Leaders – March 10

*Objective - Participants understand the concepts and business advantages of a CI Environment*

- Overview of CI Thinking for Leaders to build commitment
- Introduction to Organizational Systems Thinking
- Practice creating workplace standards and visual management

### **Day 2 - Session 3** – Communicate to Lead – March 11

*Objective - Understand the various communication styles & the importance of communication as a leader.*

*Communication techniques to engage others*

- Communication styles
- Active listening
- Clear communication techniques

### **Day 2 - Session 4** – Performance Management – March 11

*Objective: Understand the elements of managing performance in a CI environment. Apply techniques to enhance the Leader's ability to improve employees' performance and communication styles.*

- Setting effective goals & objectives
- Delegating effectively
- Identifying sources of performance gaps
- Addressing performance gaps

### **Day 3 - Session 5** – Coaching for Continuous Improvement – March 24

*Objective - Understand FLL's role as a coach in a CI Environment, Apply feedback techniques & a coaching tool for employee development.*

- Traits of a good coach
- Sources of motivation
- Providing feedback for development
- Using the art of questions to elicit commitment

### Day 3 - Session 6 – Dealing with Differences – March 24

*Objective - Incorporate strategies for resolving conflict and encouraging diverse ideas & styles to enhance employee engagement*

- Encouraging diversity
- Dealing with difficult people
- Sources, stages, and styles of conflict
- Preventing escalation

### Day 4 - Session 7 – Continuous Improvement Through Teams – April 15

*Objective - Understand the roles and functions of a high-performance team in a CI environment.*

*Improve FLL's ability to lead team meetings that engage employees & move the action forward.*

- Assessing areas of team effectiveness
- Adapting your leadership to different stages of team development
- Tools for time-efficient team meetings

### Day 4 - Session 8 – Problem Solving – April 15

*Objective - Understand the potential for team problem-solving in creating a Lean Environment.*

*Begin to apply some preliminary approaches and tools for team problem solving, assessing areas of team effectiveness.*

- Rapid problem solving
- Fundamental problem-solving tools – Why technique, brainstorming, cause & effect, Pareto, A3, PDCA & Root Cause Analysis.
- Presenting recommended countermeasures

### Day 5 - Session 9 – Culture and Change – April 28

*Objective - Understand the importance of culture in sustaining process improvements. Apply strategies to help people through stages of transition. Assess areas of team effectiveness.*

- Creating a CI culture
- Principles of change management
- FLL's as change agents

### Day 5 - Session 10 – Leading Yourself – April 28

*Objective: Understand their role as leaders in creating a lean culture. Incorporate leadership habits into FLL's standard work. Assess areas of team effectiveness.*

- Learn to lead yourself
- Leadership styles for high performance cultures
- Developing leadership habits through Standard Work for Leaders

### Day 6 - Session 11 – Celebrate Success – May 5

*Objective: Share learnings to enhance the impact for all participants. Determine the next steps to sustain learning & cultural change. Assessing areas of team effectiveness*

- Leader presentations of their development
- Progress & measurement
- Leverage learning

#### Program Tuition

HPM Consortium Members - \$3,900 CDN + HST

Non-HPS Consortium Members - \$4,700 + HST