

## Front Line Leadership – Program Outline

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### 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 and are supported by coaching with a facilitator and mentoring on-site. 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 the people practices required for success. Many people are promoted to supervisory positions based on their technical competency but need more training to lead others. This course focuses on developing the leadership skills required 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. Application of CI tools such as visual management in an office or production setting
- 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, practice and group coaching sessions and completion of assignments.
- Dedicated onsite Mentor who attends two workshops, group mentor coaching sessions and supports the participant with real-time coaching

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The program has three delivery streams: Skill Development, Coaching 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: Coaching** - Coaching reinforces skill development and mastery. Each leader has the option to participate in 3 group coaching calls.

**Stream 3: Mentoring – An on-the-job Mentor supports leaders.** These mentor sessions help develop action plans, enhance shared learning, and establish accountabilities. In addition, each mentor can participate in 2 group coaching calls.

### **Day 1 (Sept 25) Session 1 – Program Launch**

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

- Program Description
- Mentor Orientation
- Discussion of personal objectives
- Getting the mentor relationship started

### **Day 1 (Sept 25) Session 2 – Continuous Improvement Thinking for Leaders**

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

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

### **Day 2 (Sept 26) Session 3 – Communicate to Lead**

*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 (Sept 26) Session 4 – Performance Management**

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

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

### **Group Coaching Session 1**

- Advice exchange based on the participant's current challenges, benchmarking and best practice sharing with your peers. Coaching from the program leaders.

### **Mentor Coaching Session 1**

- Advice exchange based on the participant's current challenges, benchmarking and best practice sharing with your peers. Coaching from the program leaders.

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### Day 3 (Oct 9) Session 5 – Coaching for Continuous Improvement

*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 (Oct 9) Session 6 – Dealing with Differences

*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

### Group Coaching Session 2

- Advice exchange based on the participant's current challenges, benchmarking and best practice sharing with your peers. Coaching from the program leaders.

### Day 4 (Oct 30) Session 7 – Continuous Improvement Through Teams

*Objective - Understand the roles and function 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 (Oct 30) Session 8 – Problem Solving

*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

### Group Coaching Session 3

- Advice exchange based on the participant's current challenges, benchmarking and best practice sharing with your peers. Coaching from the program leaders.

### Mentor Coaching Session 2

- Advice exchange based on the participant's current challenges, benchmarking and best practice sharing with your peers. Coaching from the program leaders.

### Day 5 (Nov 13) Session 9 – Culture and Change

*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

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### **Day 5 (Nov 13) Session 10 – Leadership**

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

- Traits & habits of effective leaders
- Leadership styles for engagement
- Building a culture of accountability

### **Day 6 (Nov 27 – ½ Day) Session 11 – Celebrate Success.**

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

- Mentors' presentation of their Leader's development
- Progress & measurement
- Leverage learning

### **Program Tuition**

HPS Consortium Members - \$3,500 CDN + HST

Non-HPS Consortium Members - \$4,400 + HST