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

<table>
<thead>
<tr>
<th>Team</th>
<th>Jan</th>
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### 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
  – Orientation*
  – Leading a NWG
  – Coaching Techniques
    • The Importance of Coaching
    • The Superior Coaching Model
    • Values & Beliefs
  – Roundtable Discussions
  – Facilitating the 5S system
  – Train-the-Trainer

✔ Team Development
  – NWT Initial Training
    • 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
    • Key Metrics 101
    • Problem Solving- Part I
    • Problem Solving - Part II
    • Problem Solving - Part III

* Training provided by Workplace Transformation, Inc.
## Training Phase

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

**Schedule subject to change.**
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, $D_1$, $D_2$, $D_3$

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
- Creating Balance - 40 min
- Being Concrete - 45 min
- Developing Shared Responsibility - 40 min
- Shape: The Core Conversation - 40 min
- Communicating Respect - 40 min
- Attending & Inquiring - 45 min
- Reflecting - 45 min
- Affirming - 35 min

✔ Topics: 9-12
- Performance Application*: Resolving Problems - 45 min
- Performance Application*: Teaching - 45 min
- Performance Application*: Supporting Performance - 45 min
- Performance Application*: Adjusting Performance - 45 min

* Review of Superior Coaching & the Superior Coaching Model - 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
  - Orientation to NWT
  - Part I: Communication
  - Part II: Participation
  - Part III: Working in Teams
  - Part IV: Decision Making
  - Part V: Conflict Mgmt
  - Part VI: Team Performance & Goal Setting

✔ Team Skills
  - Key Metrics 101
  - 5-S Housekeeping Process
    • 5S: Introduction & Sort
    • 5S: Set in Order
    • 5S: Shine
    • 5S: Standardize
    • 5S: Sustain
  - 8-Step Problem Solving
    • 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 member 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
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
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