

## 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 people's practices, which is 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 sessions and complete assignments.
- 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.

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**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 accountabilities.

### **Day 1 (Mar 26) Session 1 – Program Launch**

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

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

### **Day 1 (Mar 26) 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 (Mar 27) 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 (Mar 27) Session 4 – Performance Management**

*Objective: Understand the 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

### **Day 3 (Apr 16) 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 (Apr 16) 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

### **Day 4 (May 7) Session 7 – Continuous Improvement Through Teams**

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*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 (May 7) 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

### **Day 5 (May 28) 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

### **Day 5 (May 28) Session 10 – Leadership**

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

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

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

*Objective - Share learnings to enhance 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 - \$3,750 CDN + HST

Non-HPS Consortium Members - \$4,500 + HST