

TLLFT

Team Leader &
Facilitator Training





“The facilitator workshop enabled us to take our project teams to the next level. By applying the techniques, we learned how to empower our teams to come up with exciting and creative solutions to improve processes and implement solutions.

I would highly recommend this training for beginners as well as seasoned facilitators.”

Cheryl Patrick, Electri-Cable Assemblies, Shelton

Move your company in the right direction.

Start off on the right foot or pick up the pace. The backbone of sustainable business transformations is the team-based culture of continuous improvement. Training your workforce on concepts and tools is the important first step. However, to sustain the gains, you must also develop key people as team leaders and team facilitators - people who can facilitate, align and focus the processes and dynamics of continuous improvement teams.

The CONNSTEP Team Leader & Facilitator Training integrates presentation, discussion, best practices, role play and exercises to develop the skills necessary for team leaders and facilitators to manage the tasks and lead the people through effective continuous improvement events. It is designed to build the knowledge and confidence that will enable team leaders and facilitators to create a robust environment for innovation.

When the course is successfully completed, participants will be able to:

- Plan, organize, staff and manage a project team;
- Assess styles and skills to generate and balance team participation;
- Facilitate group interactions to ensure focused, effective meetings that generate innovative solutions; and
- Coach team members and leaders.

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“Over the past nine years I have taken several Lean explicit courses. (This) overall approach surpasses all of them in presentation, hands-on utilization, and my ability to retain the topics covered. Excellent job!

Bruce Lusas, Ulbrich Stainless Steels, North Haven

SESSION 1

Leadership & Team Selection

- Principles of continuous improvement
- Team types, roles & responsibilities
- Team selection
- Leadership & management
- Emotional Intelligence (EI)
- Tools of the event - equipment, materials, supplies

SESSION 2

Communication & Team Structure

- Visual tools, controls, exercises, environment
- Delivery - words, tone, body language, objects
- Team profiles - interpersonal & learning styles
- Problem solving - scientific & creative
- Team SWOT & strategies

SESSION 3

Behavior & Team Dynamics

- Stages of team development
- Motivation & influence
- Effective feedback
- Conflict resolution

SESSION 4

Effective Team Event Tools & Deployment

- Planning events
- Using PDCA & DMAIC for effective events
- Charters/reports
- Implementation, communication & training plans
- Tracking
- Sign-offs, closing, reporting-out events

Leadership & Team Selection

Success relies on the collective wisdom of teams of people with varied knowledge and organizational orientation. Skilled leadership is required for people with such diverse perspectives to work effectively together to achieve results using continuous improvement methodologies. To lead others, we need strong self-awareness and the ability to adjust quickly to the needs of the team. Session one focuses on the individual's leadership paradigm and his or her new role within a team setting as either a team leader or facilitator.

During this first session, participants will gain an understanding of the types of teams needed for successful continuous improvement implementations, the responsibilities of each role involved and how facilitators and team leaders can make or break the success of the team based on their interpersonal skills and emotional intelligence. Participants will learn how to size and select teams to achieve defined goals as well as practice facilitating in teams, providing feedback to enhance each person's contribution to their team.

Communication & Team Structure

Team members are influenced by their surroundings and their interactions with co-workers. If you don't have the luxury of selecting a team based on skills, knowledge and styles, it is critical to understand human dynamics and to be able to influence the interactions of team members. Higher quality outcomes occur when you can maintain robust and constructive dialogue on problem solving. With a foundation of self-awareness firmly laid in session one, session two focuses on the interactions between people.

In this second session, participants will review lessons learned through homework exercises, strengthen hands-on facilitation and expand their knowledge of effective team leadership. Participants will examine the components and impacts of communication styles (DISC), learning preferences, problem solving tools and how to create an effective team workspace. Through the use of the SWOT model, participants will be equipped to strategize and compensate for team imbalances.

Behavior & Team Dynamics

A skilled facilitator along with a strong team leader can help the team navigate the inevitable stages of team development as they commit to a shared goal, explore options and opinions, and determine resolutions. In other words, they need to know what motivates and de-motivates their team members. Session three focuses on the group dynamics of teams.

During this session, participants will learn about people in groups - how to identify and meet the needs people have in order to contribute to the good of the whole team, how to give effective feedback that doesn't shut people down or drown them out, and how to help team members generate healthy conflicts that are natural and needed to create innovative solutions.

Effective Team Event Tools & Deployment

Winston Churchill is credited with saying, “He who fails to plan is planning to fail.” Effective team events require preparation, clear understanding of goals and expectations, and the consistent use of methodologies and communications formats. Standard work is the cornerstone of continuous improvement cultures and teams should be held to the same high standard - meetings and events need standard procedures and deliverables. Session four focuses on the processes needed to ensure successful team events.

In this session, participants will learn best practices around deploying a continuous improvement initiative using PDCA, communicating to all concerned and using the powerful DMAIC methodology of problem solving. Too often, organizations do not capture and share lessons learned - or follow through and complete outstanding issues - they do not capitalize on the time and efforts of the team. Structure, standard work and easy means of communicating can greatly enhance the return on the investment in team-based events. Also in this final session, participants will report on homework projects, share lessons learned and develop action plans.



TLFT Program Facilitator: Carmen Brickner

Carmen is the principal of CLEARbrick, Inc., a practice dedicated to developing performance-based leaders at all levels within healthcare, manufacturing, engineering, service and not-for-profit clients by focusing on the holistic aspects of people, teams and organizations.

For more information on Carmen and CLEARbrick, Inc., please visit www.clearbrickinc.com or call 860.478.9465.

TLFT Registration

Register on-line: www.connstep.org

Register via phone: 800.266.6672

\$895 per participant; \$795 for CONNSTEP CICC Program graduates

Upcoming class schedule available on-line at www.connstep.org.

Each classroom session runs 8:00 a.m. to 5:00 p.m. In addition to in-class training, time will be available for each company to schedule individualized coaching.

Full payment is due to confirm registration. Registration includes all course materials as well as lunch at each classroom session. A 30% cancellation fee will be assessed for all cancellations received less than one week prior to the start of the fall session. Registration is transferable; substitutions may be made up to 24 hours prior to the start of the course.

Please note: In order to successfully complete the course, it is imperative that all participants attend all classroom sessions and complete the homework per specifications. Exceptions to this are subject to the discretion of the CONNSTEP TLFT Program facilitator.



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