



*"Helping organizations find that lever for change and Improvement"*

# Workshop Outline

Delivered by the Author of the Book: **CYCLE TIME MANAGEMENT**

*The Fast Track to Time-Based Productivity Improvement*

## **Supervising in a LEAN THINKING and TIME-BASED driven Environment ...And learning how to apply the new techniques.**

### Overview

This experiential Workshop is focused on first line supervisors and operating managers and will show how organizations must change faster than their competition to survive economic pressures, but this will demand they improve their own business environment and that the supervisors role must also change!

Organizations will need to respond to the requirements of LEAN thinking and *Time-Based Business Strategies* and this will demand a more participative management approach and force new skills to be acquired by people who supervise (have control, corrective practice and influence on others) so that they demonstrate commitment and interest in the team approach to planning for change, decision making and problem solving. Also, that motivation skills utilized by the supervisor are participative and effective in this new environment.

This workshop will provide a brief introduction and raise the awareness for both LEAN THINKING and TIME-BASED driven initiatives and participants will be provided with a vision of the lean organization and gain experience of the paradigm-shifting tools and improvement processes needed to make the change in business practices.

The supervisory and leadership skills and tools required by those that supervise others will be outlined using an open forum approach so that the learning experience is driven by the gap that must be filled by the intent of the future business changes.

The workshop can be delivered in a modular format and can be customized to suit the specific organizations needs.

## Workshop Topics

Introduction & Welcome.

Workshop Objectives/Expectations

### Module 1 Introduction and Orientation to new improvement concepts

- Change: In The Global Marketplace
  - Customer Satisfaction...One of the driving forces for change
  - The illusion of change. What's next?
- LEAN Thinking and Time-based Concepts... The appropriate levers for change
  - Business Simulation ...Experiencing the baseline to entitlement Process
  - Participation in a fully simulated, traditional business
  - Identify key impediments to productivity, cost reduction and quality
  - Analysis and exchange by participants .....The lessons learned
  - Visioning the journey from Baseline to Entitlement
  - The Five Cycle-time Loops.Partitioning the business for improvement
  - The 3 Tier approach to process change... (Vision/change/practices)

### Module 2 The Role of the Supervisor...discussion

- How does the Supervisor spend a typical workday?
  - Planning, Organizing, Directing, Staffing, Reporting, and Controlling*
  - How much time is spent fire-fighting, juggling schedules because of system failures, etc.*
  - How can we change the present situation?*
- Why Change?
  - Competitive Issues ...our competitiveness through people*
  - Communication*
  - Management Style.....leadership concepts*
  - Employee Involvement/empowerment (Tom Peter's Leadership - Video/Discussion)*

### Module 3 Communication ...

- Why communications are so important in every facet of our lives,
- One/two-way communications exercise
- What are communications like within the Company?
- How can we improve our communications within the Company?
- The importance of demonstrating good listening skills

#### Module 4 Managing Diversity and People Skills

- Managing Diversity.
- Managing "people issues"
- Team building exercises
- Rules of Conduct for the Supervisor
- Achieving Consensus
- Meeting management/motivation
- Developing a "no-blame" environment

#### Module 5 Handling Conflict

- Reasons for conflict....Understanding the nature of the differences ..
- Conflict resolution styles - Case Studies

#### Module 6 Effective meeting skills

- Effective Meeting Skills - Video/Workshop
- Meetings - effective use of time costly waste of time?
- How to plan or organize meetings/agendas ~ How to conduct a meeting
- How to format an Action Plan from the meeting, i.e. minutes

#### Module 7 The Collective Agreement / Statutes

- What's going well?
- What are our opportunities for improvement ?

#### Module 8 The Operating Rules and ISO/QS9000 procedures

- Review of policy and procedures and the priority for success
- Cohesive mandates for control

#### Module 9 Performance Measurements

- Basic operating principals
- Value/Non-value adding Index
- Performance Improvement Ratios (PIR's)

#### Module 10 The Communication/Operating and Reporting Environment

- Building an Environment for Communication!
- Point Meeting environment..
- 5S principals and practices
- The Visual factory and workplace

#### Module 11 Project Leadership and Group Dynamics

- Dealing with Resistance to Change - Workshop Discussion
- Strategies/Tactics/Methods
- Setting goals for the project
- Project planning and reporting formats

## Module 12 Problem Solving / Analysis Tools

- Practical Problem Identification
- Problem Solving Process (participative Approach) Exercise: The Desert Survival game
- Brainstorming ...guidelines and learn the rules for brainstorming.
- Evaluation of Potential Solutions /Effect on the Problem/Practicality/Cost
- Creating an Action Plan - Key Topics
- Data Analysis Tools/Problem Analysis - Cause and Effect Analysis
- Reporting results...Bar Charts/Line Charts/Pie Charts/Pareto Analysis

## Module 13 Program Summary / Outlook / Follow-ups