



HUMAN RESOURCES AND TRAINING

Lean Performance & People Capacity Development

Course code: HRT-021



SPARK TRAINING

Professional training courses for leaders, specialists, and organizations seeking practical capability development.

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— Workshop Overview

The concepts from Lean Management have been effectively applied in managing teams in some of the most demanding industries like software development, manufacturing, construction and many others. This is due, in the larger part, to the simple methodology to understand and instant impacts when implemented properly. Similar to almost everything in life, the first steps in Lean Management are the most difficult and become major hurdles for majority of implementation failures by teams. The obligation is on the team leaders to create an environment and the systems conducive for employees to assume responsibility for the practices, behaviours and thinking optimize on improvements made with lean. Inspired by observations, practices and values from Toyota, this workshop will examine the role of team leaders in the development of ecosystems capable of successful lean performance. This Lean Performance & People Capacity Development training course will introduce participants to the concept of a conducive environment for lean performance. Participants will explore their role in people development and responsibilities in creating a learning environment. They will identify the competencies required to examine organizational systems and practices in developing and sustaining capabilities for performance in a lean operation. Participants will also have the opportunity to assess how the organizational contexts support the development of capability for excellence in lean operation and individual performance.

Why Attend

This course uses instructor-led sessions, guided discussion, and practical exercises built around Day one: Key Concepts of Lean, Day two: Leaders' Roles in Building Lean Organization, Day three: Enabling Performance and Development Environment, and day four: opportunities for the development of core capabilities.

Who Should Attend

Departmental managers/function heads
Lean facilitators and coordinators who directly support in the lean transformation efforts
HR managers and professionals (in the capacity of supporting roles)
Executives in their supporting roles
Anyone with a responsibility for development of

— Learning Objectives

- Identify and assess the organization's management environment for successful and sustained lean performance, individually and operationally
- Describe their roles, and problem-solving responsibilities that create and maintain a lean environment in the context of the strategic priorities of their organization
- Optimize the functions of the lean tools in supporting successful performance
- Identify and prioritize the core competencies needed by people working in a lean operation

- Apply the management behaviours that encourage responsibility and enhance employee thinking and initiative
- Identify the difference between On-the-Job Training (OJT) and Development (OJD) and classroom training and recognize the function of each in a lean context

Course Outline

**DAY
1****Day one: Key Concepts of Lean**

- Introduction to the Lean Management
- 5 key Lean principles: value, value stream, flow, pull, and perfection
- Establishing Long-Term Purpose
- Lean Process Improvement & Excellence
- Respect, Develop and Challenge People & Partners
- Problem solving and continuous improvement cycle

**DAY
2****Day two: Leaders' Roles in Building Lean Organization**

- The lean leader, and lean leadership rules for sustainable implementation
- What does a lean manager do in people development?
- The four main elements of lean leadership
- The different leadership styles
- The Manager's partners in development and their roles
- The three levels of processes and practices necessary to develop people

**DAY
3****Day three: Enabling Performance and Development Environment**

- Optimizing operational efficiency by manipulating operator and layout interfaces
- Defining role and performance requirements in a value stream and strategic context
- Applying lean tools and practices to create capable systems that enable successful performance
- Distinguishing the normal from the abnormal
- Leading by defining purpose and delegating responsibility
- Establishing and sustaining problem-solving responsibility

**DAY
4****Day four: Opportunities for the Development of Core Capabilities**

- Issuing a description of core lean capabilities by level
- Selecting on the basis of core capabilities and role readiness
- Offering roadmaps of education in role and required capabilities by level
- Using role clarification in performance planning and goal setting
- Connecting performance and development in a performance planning and review process
- Deploying rotation and short-term assignment to spur development

DAY
5

Day five: Using OJT and Assigning Challenging Projects for Competencies Development

- On-the-Job Training (OJT) vs. On-the-Job Development (OJD) and education
- The assessment of capabilities and needs of the individual performers
- The basics of problem solving and job handling capabilities
- Providing opportunities for working out-the-box or silo
- Key concepts in coaching and mentoring roles
- Making requirements and supporting individual learners' self-reflection

— Upcoming Classroom Dates

Schedule available on request. Contact SPARK Training for current dates, locations, and fees.

— Certificate and Registration

Participants who attend and complete the full programme receive a SPARK Training Certificate of Completion. For registration, in-house delivery, or availability questions, contact info@sparktraining.eu or +31 85 115 0004.