

TRAINING AND LEADERSHIP DEVELOPMENT

(MANAGING FOR DAILY IMPROVEMENT)



Leadership Development: As organizations progress through their change journeys, the roles of senior leaders, management and front line staff will change and evolve over time. Our Training and Leadership development program is designed to support the changing leadership needs for an organization:

- **Executives:** The roles and responsibilities of senior leaders during a lean transformation are very different than others within the organization. We describe the role of senior leaders as being about creating focus, alignment to strategy, personnel development and resource allocation. We describe the purpose of a lean management system as being about improving performance and developing/enhancing key skills and capabilities within the organization. Some of the topics covered with senior leaders include: Strategic alignment, Strategy Deployment, Visual management, Enterprise Excellence, and executive Gemba walks.
- **Operations/Management:** For those that own processes and are responsible for managing and front line, our curriculum focuses on building, using and understanding lean as a management system; a *system* that increases the effectiveness of processes, leaders and staff (as measured by key *process* indicators, key *performance* indicators, engagement of front line associates, and the development of (front line) capabilities to identify and solve problems).

Managing for Daily Improvement (MDI): This innovative training series brings together directors, managers and supervisors from a Service Line or department (e.g. ED, OR, ICU, orthopedics, primary care) and teaches MDI in leadership *verticals*. Training in *verticals* ensures that learning is a coordinated process with the leadership team learning (and practicing) together from day 1. Classroom training uses real problems and develops real solutions while providing a venue for leadership verticals to learn, practice and implement together. This program focuses on the development of daily management skills to identify gaps in performance, link performance gaps to key processes and utilize a systemic approach to problem solving, process improvement and implementation and deployment of

solutions using techniques including: A3 and Value Stream thinking, standard work, Value Stream Mapping for *information* (VSMi®), knowledge capture, knowledge transfer, etc).

Our MDI curriculum introduces an operations management curriculum. Modules such as: How numbers move, metrics and leading indicators, and leading indicators, daily huddles, visual boards and performance/progress reporting provide managers with

Overview: At JKA we understand that the effectiveness of any lean transformation is dependent upon the breath and depth of your internal skills and capabilities. Our training model helps to build the appropriate capabilities at each level in the organization with specialized learning for:

- Senior Leadership Development
- Managing for Daily Improvement (process and performance improvement)
- Huddles and Gemba walks
- Staff engagement and front line problem solving
- Distance Learning



Our Training Programs:

- Prepare senior leaders to lead and mobilize for change (focus, alignment, resource allocation)
- Develop your Directors and Managers to manage the process of improving processes
- Develop a culture of problems solvers (problem identification, problem solving)
- Develop management system from which the organization manages the process of people development and performance improvement

