

3H Teamwork

Engaging your Heart, Head, and Hands

OVERVIEW

Lean organizations strive to continuously improve quality, lead-time and cost performance by harnessing the natural problem-solving creativity of all employees on a daily basis. This focus on problem-solving capability naturally emphasizes the importance of engaging employees critical thinking skills - their “heads”. Tapping the full potential of their creativity, however, also relies on engaging their human need to contribute and be creative – their “hearts”. *3H Teamwork* is a series of two focused sessions for individual team members.

The series content focuses on:

- Personal Responsibility
- Personal Communications
- Constructive Confrontation

These two sessions explore the building blocks for effective relationships and connecting with the “heart” to create more intentional interactions with team members and to better engage your “head” and “hands” as you approach your daily job.

The series curriculum is:

- Aligned with Lean as the “respect for humanity” system and the key Lean concepts of True North performance, value add, non-value add and value stream teams.
- Grounded in behavior science and neuroscience - the science of human interactions - and needs based communications.
- Designed for participants to explore and discover concepts through classroom simulations, experiences and discussions.
- Built on a foundation of work done by Dan Miller of Dan Miller and Associates, LLC who generously gave NWHPEC and Kari Penca and Associates (KPA) the gift of content and mentorship.



3H Teamwork

Engaging your Heart, Head, and Hands

CURRICULUM

Session 1 - Personal Responsibility

Tapping into the full power of employee creativity depends on creating an environment of emotional safety. Essential for building this environment is the ability for individuals to take responsibility for how they show up and hold themselves and others accountable in relationships. **Personal Responsibility** provides strategies to lead with intention, value human needs, create emotional safety and reduce drama (“emotional waste”). Participants will explore how to:

- Recognize their role in drama or “emotional waste”.
- Develop emotional intelligence.
- Operate from more developed levels of self-awareness.
- Communicate with clarity, aligned with human needs.
- Take responsibility for what they do and say in every situation.

Session content draws almost exclusively from the work of Dan Miller who in turn synthesized the work of Dr. Stephen Karpman and the Hendricks Institute.

Session 2 - Personal Communication & Constructive Confrontation

The impact of poor communication is tremendous. On the performance front, misunderstandings lead to gaps, waste, and rework. On the relationship front, communication break downs compromise the emotional safety necessary for truly including and engaging employees in performance and improvement. **Personal Communication** provides foundational skills for building trust and maintaining positive relationships. **Constructive Confrontation** explores strategies for putting these foundational personal communications skills together to engage in constructive, intentional conversations about performance “misses” – gaps between target and actual - consistent with the Lean principles of respect for people and developing problem solving capability. This session provides the hands-on opportunity to practice and explore:

- The fundamentals of sending clear verbal messages.
- The power of nonverbal communication.
- Active and open empathic listening.
- The reactive patterns connected to specific stimulus and making choices that create connection and understanding.
- How to receive and respond to criticism with genuine curiosity.
- Understand the personal and organizational consequences of failing to confront performance issues.

3H Teamwork

Engaging your Heart, Head, and Hands

Facilitator Bio:

Kari Penca has a rich history in practicing lean, developing training programs, and facilitating groups. She received her undergraduate degree in engineering from Oregon State University. Her leadership skills were developed in mentored leadership programs with Dow Chemical and Blount International. Most recently she has been involved with continuous improvement implementations at Legacy Health Systems and as a consultant at OMEP. She is currently the Principal at Kari Penca & Associates where she partners with clients across many industries – manufacturing, healthcare, service and public sector - to help them create a culture of continuous improvement through the development of people.



She has partnered with NWHPEC and Dan Miller for the past five years to deliver training content and develop people throughout our membership. Kari uses highly effective results-based interventions and innovative follow-up strategies that focus on improving performance. She has a strong belief in the concepts she teaches and is passionate about sharing her knowledge to help develop others.