

# Lean 3H Leadership



Skills to Engage the  
Heart, Head, & 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 Leadership* is a series of five focused conversations for leaders pulling the development of their leadership skills to connect with both the hearts and the heads of employees and, in doing so, creating a true high-performance organization. The series content focuses on:

- Personal Responsibility
- Personal Communications
- Leading People for Performance and Improvement
- Responding to Criticism and Constructive Confrontation
- Managing Change and Transition

The first two sessions explore the building blocks for effective relationships and connecting with the “heart”. The final three sessions focus on using these building blocks in common leadership interactions to connect with both the “heart” and “head” of employees and their true potential as performers, where they willingly give us their “hands”. Each session is a full day, 3-4 weeks apart.

The series curriculum is:

- Aligned with Lean as the “respect for humanity” system and the key Lean management principles of visual management, go and see, standard work, flow, pace and quick Plan-Do-Check-Act (P-D-C-A) learning cycles.
- 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.

## CURRICULUM

# LEAN LEADERSHIP Skills

## To Engage the Heart, Head, and Hands (3H)

### 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 Communications

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.

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.

# LEAN LEADERSHIP Skills

## To Engage the Heart, Head, and Hands (3H)

### Session 3 - Leading People for Performance and Improvement

This discussion is designed to review the fundamentals of **Leading People** in any environment with opportunities to explore how Lean methods and interactions connect to and support these fundamentals. The specific topics covered include:

- The formula for human performance made up of clear, measurable and observable expectations, measurement and feedback.
- The basics for creating a functioning layered leadership system to align and sustain improvement while developing the problem-solving skill sets of every employee in the organization.
- Consequences and human motivation.
- Positive recognition and reinforcement.
- The impact individual behaviors have on organizational culture.

### Session 4 - Responding to Criticism and Constructive Confrontation

Failure to engage constructively in intentional conversation about performance “misses” – gaps between target and actual - results in inconsistent performance, compromised relationships and missed problem solving opportunities. **Responding to Criticism and Constructive Confrontation** explores strategies for these important leadership conversations consistent with the Lean principles of respect for people and developing problem solving capability.

- 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.
- Learn to frame performance issues for inclusion and commitment.
- Apply the constructive confrontation model to real-world issues.
- Create a culture where issues are addressed, and the practice of accountability is a standard work practice.
- Understand the personal and organizational consequences of failing to confront performance issues.

# LEAN LEADERSHIP Skills

## To Engage the Heart, Head, and Hands (3H)

### Session 5 - Managing Change and Transition

People struggle with change because little attention is given to the emotional and psychological impacts of change – the transition. This session demonstrates how to manage change and transition effectively by merging the work of change and transition expert William Bridges, Ph.D. with the methods of the Lean Management System and Plan-Do-Check-Act principles. This merger helps employees adjust to new change through knowledge of the big picture, the purpose of the plan, their part in the change and daily leadership P-D-C-A interactions. Participants will:

- Learn the three phases of transition.
- Develop a specific change-and-transition management plan tailored to their needs.
- Identify action steps to implement this management plan and integrate with existing lean Management Systems.

### BETWEEN SESSIONS

Classroom learning – even with exercises and simulations – simply raises awareness of thinking and skills. The actual development of new skills, behaviors and mindset comes from intentional practice, reflection, feedback and adjustment – Plan –Do-Check-Act!

Between sessions there is an expectation that participants will practice and apply key concepts relevant to their growth as a leader. The series design includes several supportive accountability structures:

- **“Stir the paint” exercises** - Each session will start with a “stir the paint” exercise review of key concepts from the previous session. Though the exercises will change, participants will consistently be asked to share what concepts they have applied and the results.
- **Development Plan Template** – A template is provided to guide the learner in setting goals and defining the process they will use to develop new skills.
- **Reflection Sheet** – As preparation for each new session’s “stir the paint” exercise, participants will be encouraged to complete a Reflection Sheet on the key concepts they have applied.

# LEAN LEADERSHIP Skills

## To Engage the Heart, Head, and Hands (3H)

### **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.