

## Workshop: Gemba coaching

*Shaping attitudes of the supervisors oriented towards unlocking the potential of the employees*

### Target group

Managerial staff of production companies, as well as every person willing to improve their skills of cooperating with employees, especially if the person is involved in creating Lean culture in the company, as well as a management system that is consistent with it.

### Get the practical insight into solving problems and responding to challenges including:

- Preparing supervisors and employees for the requirements of Lean environment.
- Supporting implementation of Lean by daily coaching.
- Asking the right questions that motivate for action.
- Adjusting the message to the situation.
- Avoiding attitudes and comments that generate reactions conflicting with Lean rules.

### Overview

The power of enterprises that are based on Lean Management consists in the ability to involve employees in the continuous improvement process. Therefore, the company leaders are responsible for building a learning organization in which employees act independently, within the scope of their responsibility, and where the supervisor assumes the role of a guide. Proper employee coaching (making them aware of the objectives, setting the objectives and inspiring decisions and actions with appropriate questions) makes it possible to unlock the potential of the employees, and focus on long-term effectiveness, instead of short-term problem solving.

### Benefits for the company

- **Understanding** the difference between the manager's work and the employee's improvement in traditional companies, and in Lean companies.
- **Effective** cooperation between the manager and the employee.
- **Focus** on implementing specific tools and Lean processes.
- **Accomplishing** specified objectives.
- **Creating** a management system in the company based on Lean culture.

### Benefits for the participant

- **Understanding** different approaches to the relationship between the manager and the employee in traditional companies, and in Lean companies.
- **Ability** to ask questions that support the development of the employee's ability to make decisions.
- **Defining** specific questions, 'thought paths' to use when implementing and improving selected Lean processes and tools.

## AGENDA

Module 1	9:00 – 10:30	<ul style="list-style-type: none"> <li>▪ Lean environment vs. traditional environment – how the differences between the two work environments influence the role of a manager – discussion</li> <li>▪ Identifying 4 aspects of a manager's work with people – leadership, training, problem solving in job relations, coaching</li> <li>▪ The definition of coaching - discussion</li> </ul>
	(10:30 – 10:45 coffee break)	

## AGENDA

Module 2	10:45 – 12:15	<ul style="list-style-type: none"> <li>▪ Quiz – what is coaching? What is it not?</li> <li>▪ Good and bad coaching – groups discussion based on selected scenes from a video</li> <li>▪ The importance of asking good questions in coaching – practicing “conscious question asking”</li> </ul>
	12:15 – 13:00 Lunch	
Module 3	13:00 – 14:30	<b>MODULE PERFORMED IN THE PRODUCTION HALL</b> <ul style="list-style-type: none"> <li>▪ A brief introduction to the production process</li> <li>▪ Group activity: applying the technique of asking questions concerning specific Lean tools and systems</li> <li>▪ Exercise: how can you develop an ability to manage a selected process well in an employee? What to focus on? What questions to ask?</li> </ul>
	(14:30 – 14:45 coffee break)	
Module 4	14:45 – 16:30	<ul style="list-style-type: none"> <li>▪ Presenting the results of the exercise. Discussion</li> <li>▪ Coaching opportunities</li> <li>▪ The participants get a set of laminated cards that they may use for Lean coaching in production halls in the future</li> <li>▪ Workshop summary</li> </ul>