



EDUCATIONAL SEMINAR

Coaching Your Team for Peak Performance

*Practical perspectives from practitioners on how
to help your whole team be successful*

FAST Global Solutions

Sam Wagner, Director of CI & Training

Coaching Your Team for Peak Performance



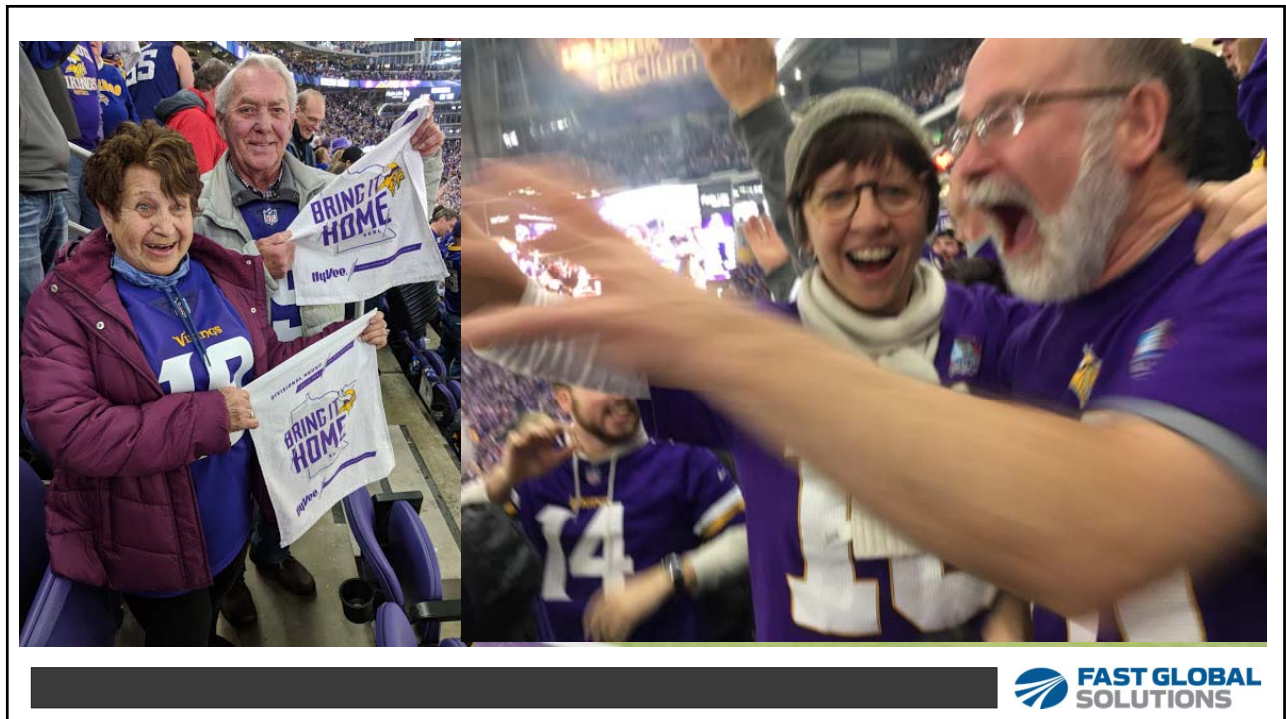
Sam Wagner



Who am I and Why am I Here?

- Sam Wagner, Director of Continuous Improvement and Training, FAST Global Solutions, Glenwood, MN
 - swagner@fastsolutions.com 320-815-9896
 - Certified Lean Leader through Manufacturers Alliance
 - Manufacturers Alliance Peer Trainer – Mistake-proofing, Toyota Kata, Setup Reduction
 - Certified trainer – Toyota Kata, Visual Workplace, and TWI Job Instruction, Job Relations, Job Methods
- FAST Global Solutions: Transforming lives globally by creating innovative solutions that help our customers move FAST
 - 800+ employee owners in 4 manufacturing sites







Manufacturers Alliance
Sharing Education & Resources Peer to Peer

SEMINAR

Coaching Your Team For Peak Performance

How can you help each individual on your team
be successful?

FAST Global Solutions
Sam Wagner, Director of CI & Training

Accountability

1. Clear expectations
2. Effective training
3. Thorough follow up
4. Prompt disciplinary action
when needed

In this order!



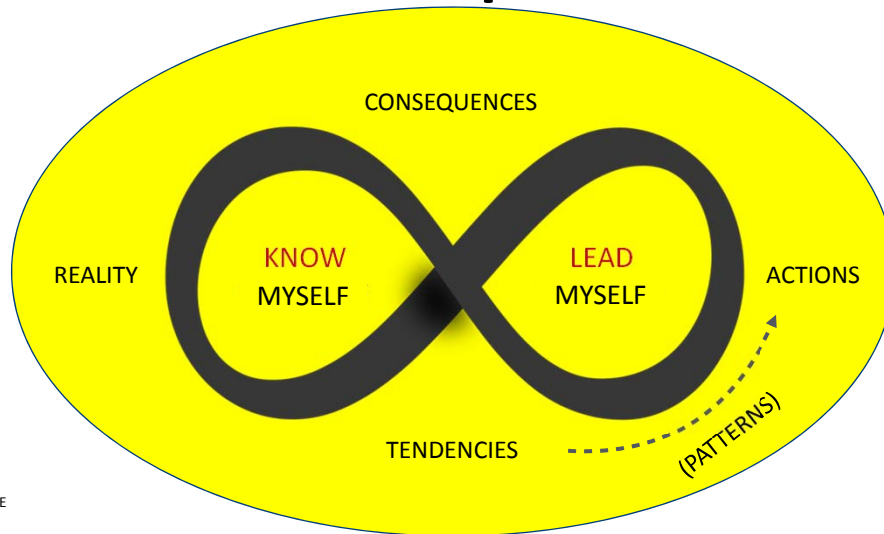
Manufacturers Alliance
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Coaching Your For Peak Perfo

How can you help each individual on your team
be successful?

We know it's important to set clear goals, realistic expectations, and provide feedback. But have you had days that felt like a "rat race" trying to balance helping everyone on your team with the rest of your workload? Additionally, what should we do if goals are missed and deadlines pass? We can't afford to lose anyone in this market, but we still need to hold people accountable. Join us to learn from practical industry examples. You will walk away knowing what has worked and what hasn't from your peers, helping you customize your approach to coaching.

Personal Leadership PDCA



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5 Voices

- It's hard to hear a Creative
 - Too many ideas, all at once, often not clearly described
- When others ask for details, they are just trying to help

<https://5voices.com>

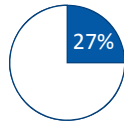
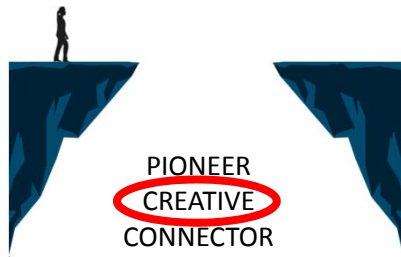


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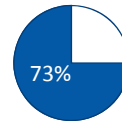
BUILD THE BRIDGE

"If the vision is compelling, we will find a way."



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"The vision may be compelling but without a bridge I'm not coming."



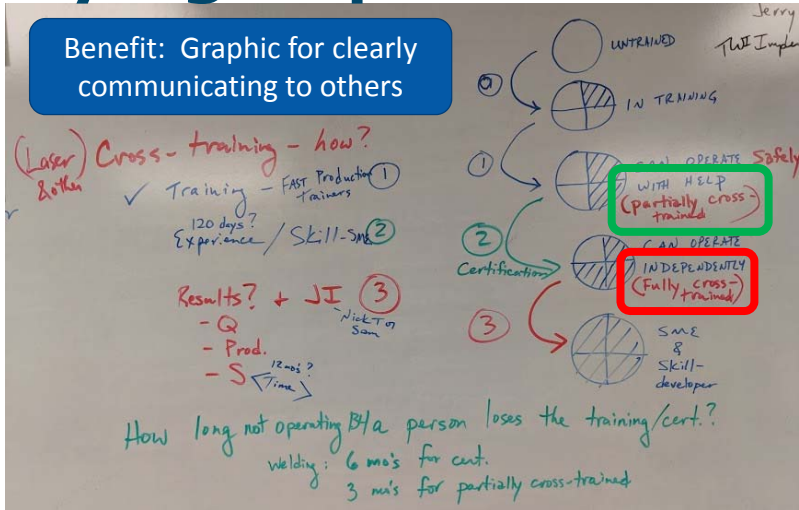
John Christman

Production Trainer:
Fabrication
35-years with FAST

Clear Expectations:
Laser cross-training



Clarifying Expectations



Thank you,
John!

For helping
me be
clearer about
communicati
ng my
expectations



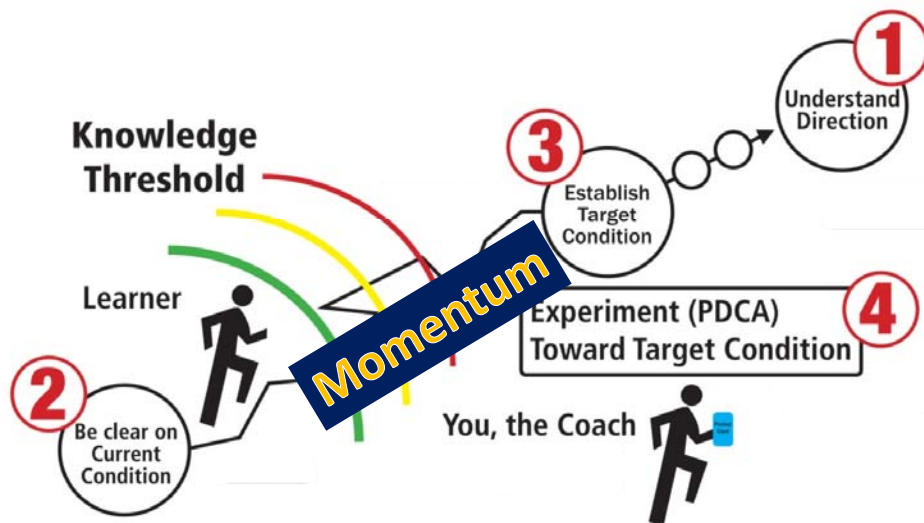
Steve Andersen

Welding Trainer:
17 years with FAST

**Effective
Training:**
Standardized weld
training



THE FOUR STEPS OF THE IMPROVEMENT KATA



Challenge: Standardize welding training at FAST by February 14, 2019

Target Condition: Standardize welding symbols training with Windom By when: 9-24-18

PDCA Cycle (Each Row = One Experiment)

Obstacle: Don't know Ted's training process or weld symbols		Process: Weld training - exploration	
Date, Step & Method		Learner: Steve A	Coach: Sam W
Contact Ted via phone on 9/10 to get information on when he is available today (9/10) and what he wants to see if the curriculum is documented.		What happened? 9/19 - Emailed Ted once on 9/10 and asked what he covers for curriculum in general. He gave no response.	What we learned He wasn't able to quickly email his curriculum, and he usually responds via email quickly. He likely doesn't have it all documented.
Reviewed GIAI slide and will try to contact them again to see if they can provide an explanation why they don't do any weld symbols training.		Sent emails 9/19 in am but no response from either person as of 9/20 am.	Not sure. Response must be more difficult than just yes or no.

Know How to Solve	Unknown on How to Solve	Out of Our Control
Don't know Ted's training process	Don't know Jordan's training process	Ted doesn't have a documented curriculum
Bob doesn't understand all the weld symbols	Don't know Jordan's curriculum (none I presume)	
Common curriculum for weld symbols training	Lack of communication?	
Common curriculum for weld training, including blueprint reading, weld	We don't have a clear understanding of what "standardization" means	
	Don't know Auburn plans for weld training	

Momentum through Kata Coaching



Thank you, Steve!

For helping me understand how I can use Kata coaching to ensure effective training



Mike Hurley

Production Trainer
9 Months with FAST

Thorough
Follow-up:
Weld Exploration



Mike's Challenge

Enable people with no welding experience to explore welding as a career, and prepare them for FAST's weld certification program in under 16 hours of instruction



Five Coaching Kata Questions + Four Reflection

COACHING KATA

The Five Questions

- 1) What is the ~~Target Condition~~?
- 2) What is the **Actual Condition** now?
----- (Turn Card Over) ----->
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?
Which *one* are you addressing now?
- 4) What is your **Next Step**? (next PDCA / experiment) What do you expect?
- 5) When can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle for several PDCA cycles

Back of card - Reflection Section

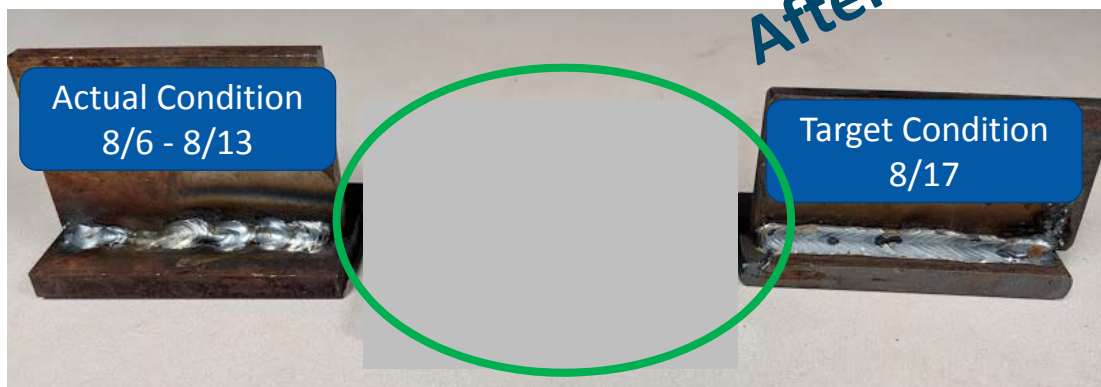
Reflect on the Last Step Taken
Because you don't actually know what the result of a step will be!

- 1) What was your **Last Step**?
- 2) What did you **Expect**?
- 3) What **Actually Happened**?
- 4) What did you **Learn**?

----->
Return

Card is turned over to reflect on the last step

Mike's "Kata Quest" Results: After Follow-up



**Thank you,
Mike!**

**For showing
me the
value of
thorough
follow-up**



Accountability

1. Clear expectations Cheers!!!
2. Effective training Hooray!!!
3. Thorough follow up Awesome!!!
4. Prompt disciplinary
rarely when needed

y
In this order!



Thank you!



Thank you for joining us!

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