



*Adaptive Leadership Practices and Behaviors
for Engaging the Heart, Head and Hands*

OVERVIEW

Despite the recent disruptions in our world, Lean organizations continue to strive to improve quality, lead-time and cost performance by harnessing the natural problem-solving creativity of all employees on a daily basis. This continued focus on tapping the problem-solving capability of every individual in the organization means leaders still need the skills to not only engage employees' critical thinking - their "*heads*" - but, perhaps more importantly, to connect to their fundamental human need for contribution and creativity – their "*hearts*".

[3H Leadership Essentials – Adaptive Leadership Practices and Behaviors for Engaging the Heart, Head and Hands](#) is a series of 4 focused, 3 ½-hour, remote learning sessions for leaders looking to develop, refine or refresh their foundational leadership skills to connect with both the heads and the hearts of employees. The series learning is grounded in content from our full, in-person "3H Leadership Series" but distilled, adapted and reconfigured to align with our new hybrid, physically distanced environment. Topics covered include:

- Personal Responsibility
- Leading People for Performance and Improvement
- Personal Communications and Effective Stand-ups (virtual and in person)
- Effective Expectation Setting and Coaching

The first two sessions explore the building blocks of leadership responsibility - both personal responsibility in relationships and functional responsibility in leadership. The third and fourth sessions dive deeper in both relationship and leadership skills with the fourth and final session providing participants the opportunity to put all the pieces together and apply, practice and coach the learning from sessions 1-3.

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 KPA the gift of content and mentorship.

3H LEADERSHIP ESSENTIALS

*Adaptive Leadership Practices and Behaviors
for Engaging the Heart, Head and Hands*

CURRICULUM

Session 1 - Personal Responsibility

Tapping 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 - Leading People for Performance and Improvement

Performance in any environment is controlled by a formula whose variables are a handful of key leadership responsibilities and practices. **Leading People for Performance and Improvement** explores these leadership responsibilities and the practices Lean leaders use to integrate these responsibilities into their daily work. The specific practices covered include:

- Performance in measurable, observable language.
- Clear expectations.
- Measurement and visual dashboards.
- Feedback and daily accountability stand-ups (virtual and in person).

3H LEADERSHIP ESSENTIALS

Adaptive Leadership Practices and Behaviors for Engaging the Heart, Head and Hands

Session 3 - 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 Communications** 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.
- Integrating personal communications skills into daily accountability stand-ups.

Session 4 - Effective Expectation Setting and Coaching

Failure to set clear performance expectations and effectively coach performance leads to inconsistent results, compromised relationships and missed problem solving opportunities. **Effective Expectation Setting and Coaching** provides the opportunity to develop and practice strategies for these important leadership practices consistent with the Lean principles of respect for humanity and developing problem solving people. Participants will strategize and practice:

- Communicating clear expectations.
- Assuring message sent equals message received.
- Giving feedback that builds the performer’s problem-solving skills.
- Delivering feedback that leaves the performer motivated to improve.

BETWEEN SESSIONS

Even with exercises and simulations, classroom learning at best 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:

3H LEADERSHIP ESSENTIALS

Adaptive Leadership Practices and Behaviors for Engaging the Heart, Head and Hands

- **“Stir the paint” exercises** - Each session will start with a brief “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.
- **Accountability Partner** – All series participants will be paired up with a fellow participant with the expectation that each pair will outline a plan for connecting between sessions for short check-ins to supportively hold each other accountable for applying learning from the series.

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.