

ORGANIZATIONAL DEVELOPMENT

SDF uses the Operational Assessment Methodology to develop a preliminary Team-Based Work System and integrates selected training modules from the following list in a custom-designed Implementation Plan.

Team-Based Work System (TBWS) Training Modules

Training Module	Description
Management Training	
Introduction to TBWS for Leadership	An in-depth workshop designed to assist leadership in understanding what a TBWS is; the methodology SDF employs in implementing teams; and the integral components required for a successful TBWS. Implementation mistakes to avoid are also reviewed.
Role Development (Management and Resource Support Team [RST])	Role development training is designed to assist the organization in developing the roles required to support a TBWS. The module is used to kickoff the process of identifying: customer/supplier relationships within the organization; the mission of individual roles; and main tasks and responsibilities.
Transition Management for Leadership	Change can manage an organization or the organization can manage change. This module helps leadership understand the difference between change and transition; identify driving and restraining forces; understand the phases of change; and how to manage the change process.
Coaching in a TBWS	A developmental workshop for supervisors and managers to address key behaviors and responsibilities required to effectively coach in a TBWS.
Managing Personnel Performance	Diagnosing personnel problems is the focus of this module. Understanding whether a problem is based on ability or motivation is key in successfully working through a personnel problem.
Team Improvement Planning (TIP) for Managers	Skill building for Team Coaches, RST Members, and Plant Leadership to prepare them to facilitate and support Team Improvement Planning.
Training Managers to Train (Train-the-Trainer)	Training is an integral part of being an effective coach. This module highlights: the "adult learner"; learning styles; and techniques to ensure training meets the needs of both the organization and the learner.
Team Training	
Introduction to TBWS	A condensed version of the Intro to TBWS given to management. Introduces TBWS, a definition of teams, and a review of the integral components of a TBWS.
Dealing with Transition	A shorter version of the Transition Management for Leadership. This module is designed to help teams understand the phases of transition and ways to deal with it more effectively.

TBWS Leadership Development	A thorough review of the team leader role. Also includes the design of a training and skills development list for each individual team leader.
Building Respect & Trust	Respect and trust are the foundations of a successful Team-Based Work System. Ways to build trust and respect within teams as well as overcoming obstacles in building trust are included.
Results Management Systems I (RMS I)	A client-specific module designed to help the organization understand the RMS designed for their particular application. Defines the RMS (key factors), how the system will be managed, and how it applies to team success.
Results Management Systems II (RMS II)	This module is designed to train the teams on the Daily Operation Meeting (DOM) Process -- the single most important RMS an organization can implement.
Effective/Supportive Communication	Messages sent are not always the messages received. A communication model to better understand the sender and receiver roles is presented. Effective listening skills are also highlighted.
Coaching & Counseling ("The Right Way")	Coaching is instructional while counseling is used to help team members identify problems. Knowing when and how to use both techniques is important in team development.
Conflict Resolution	Overcoming the idea that conflict is negative is an important concept in implementing a successful Team- Based Work System. Tools to identify and resolve conflict and ways to make conflict work for the team rather than against it are dealt with in this session.
Giving & Receiving Feedback	Continuous improvement is based on a team's ability to both give and receive constructive feedback. Considerations for doing both are explored in this module.
Leading & Participating in Meetings	Meetings can be time wasters or an effective way to share ideas and solve problems. The key is preparation. The role and responsibilities of meeting leaders and participants are presented.
Effective Presentations	Knowing how to get an idea across is often as important as the idea itself. Techniques for delivering an effective presentation are explored as well as designing effective visual aids.
Team Meetings	This module includes the purpose of team meetings; how to construct agendas; and how to keep the meetings highly structured and on target.
Team Improvement Planning Process	Skill building for Team Leaders and Team Members to prepare them to participate in and support Team Improvement Planning. In this half-day session, they will learn the importance of resource allocation, how to identify improvement potential and set goals, what is meant by SMART goals, and the guidelines for team-driven goals. Teams will learn how to follow the TIP process, to define TIP roles, and how to monitor the TIP process. They will also learn the difference between management and team driven goals.