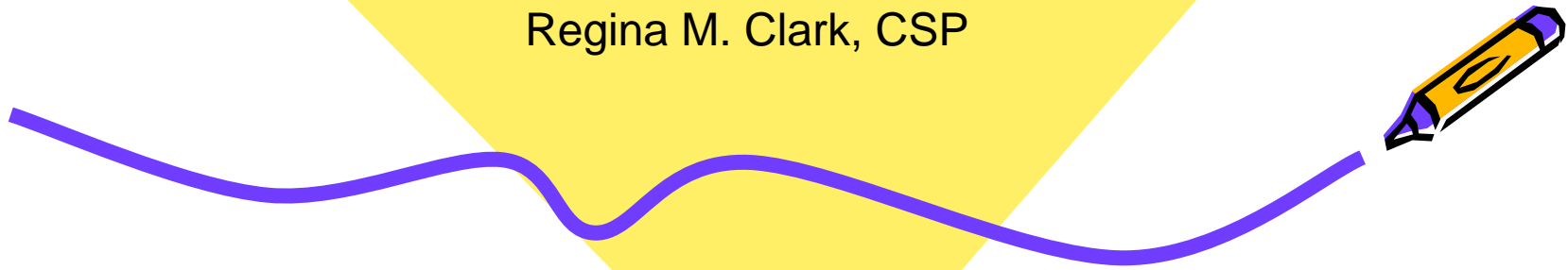


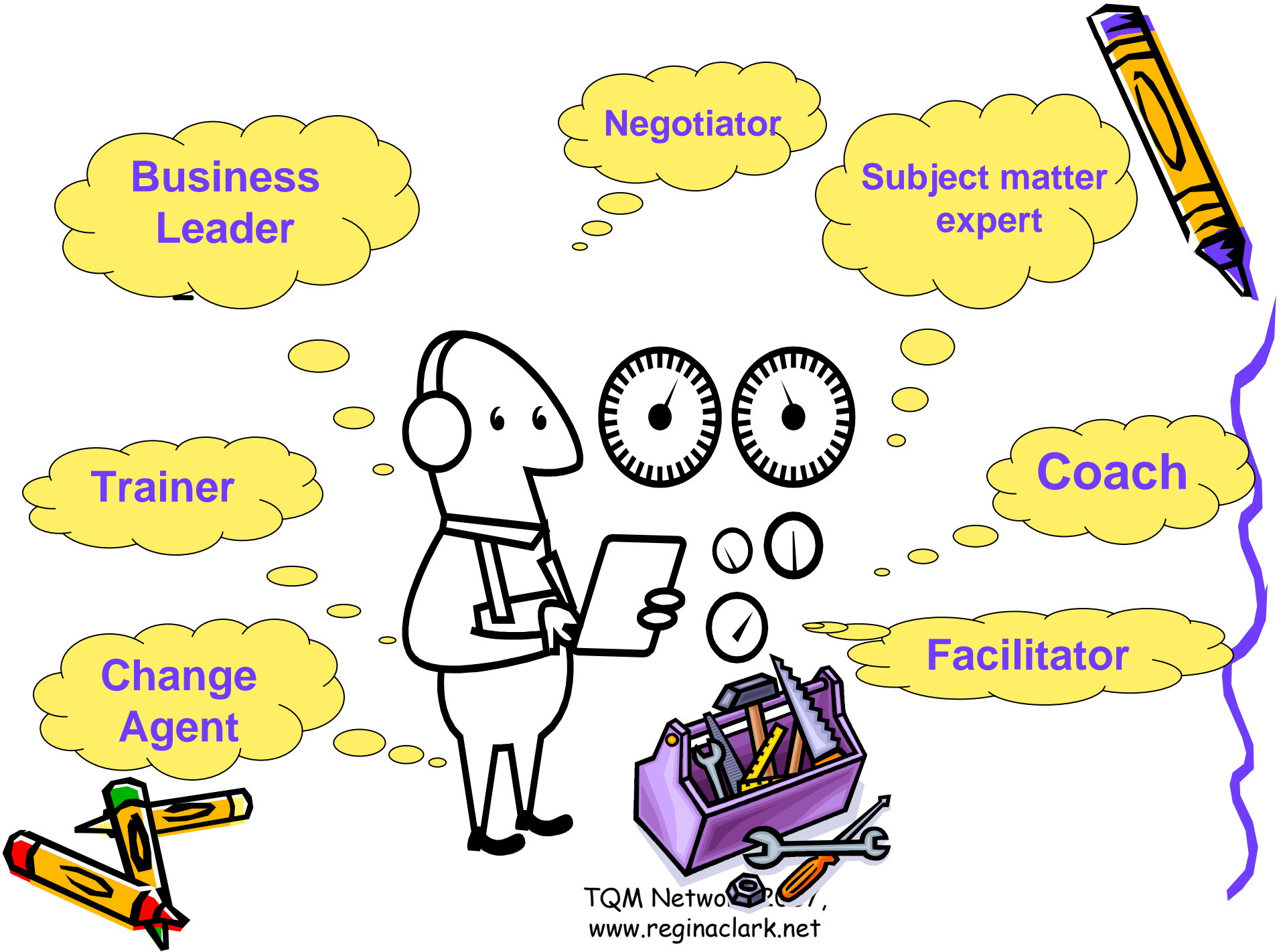


# Developing Process Excellence Leaders

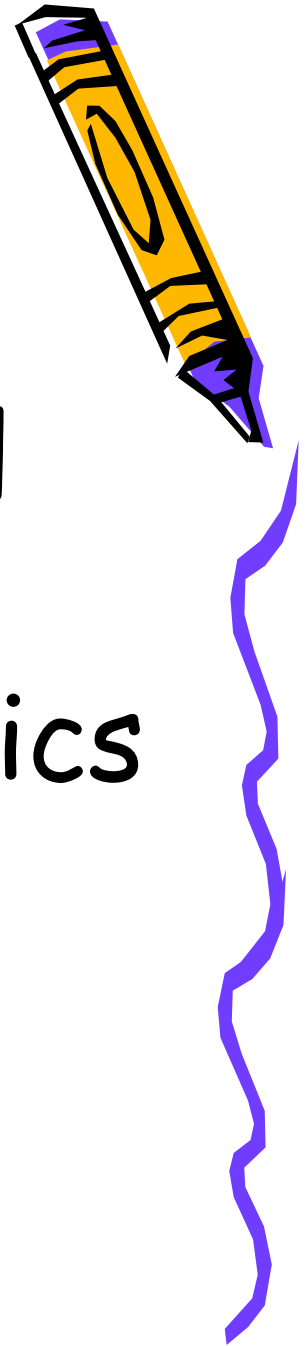
TQM Network  
2007 Excellence Conference  
Regina M. Clark, CSP



TQM Network 2007,  
[www.reginaclark.net](http://www.reginaclark.net)

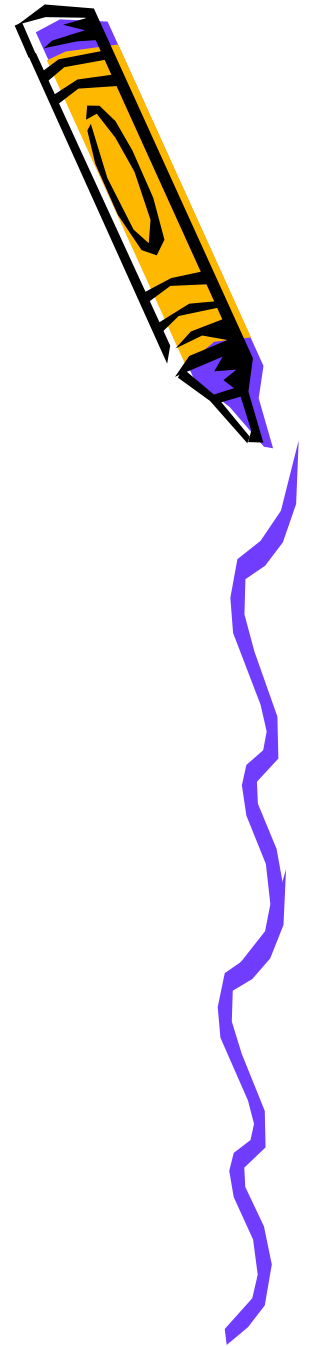


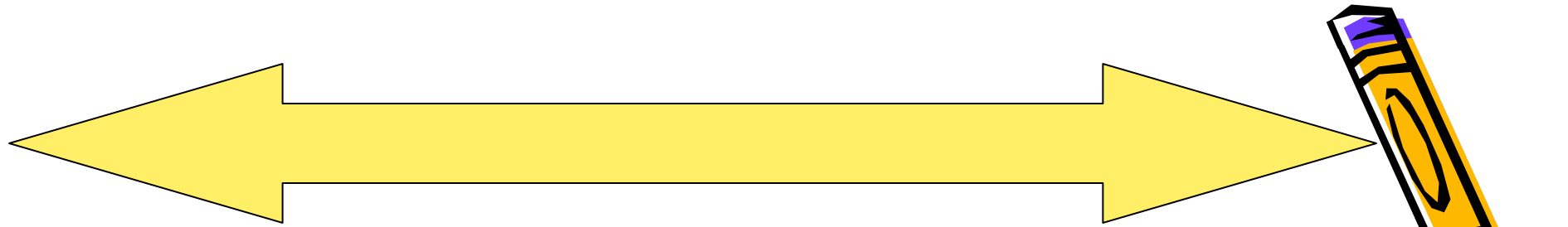
In addition to technical competence, what skills/traits/characteristics does a MBB need to be effective?



# Basic Skills

- Communication (Speaking & Listening)
- Facilitation
- Training
- Negotiation
- Leadership
- Conflict resolution
- Leading Change
- Networking/ Influencing/ Selling
- Coaching





Present

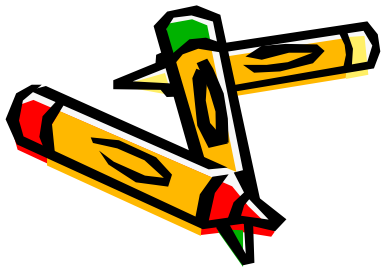
Train

Facilitate

SME  
Deliver  
Inform  
Persuade  
Sell

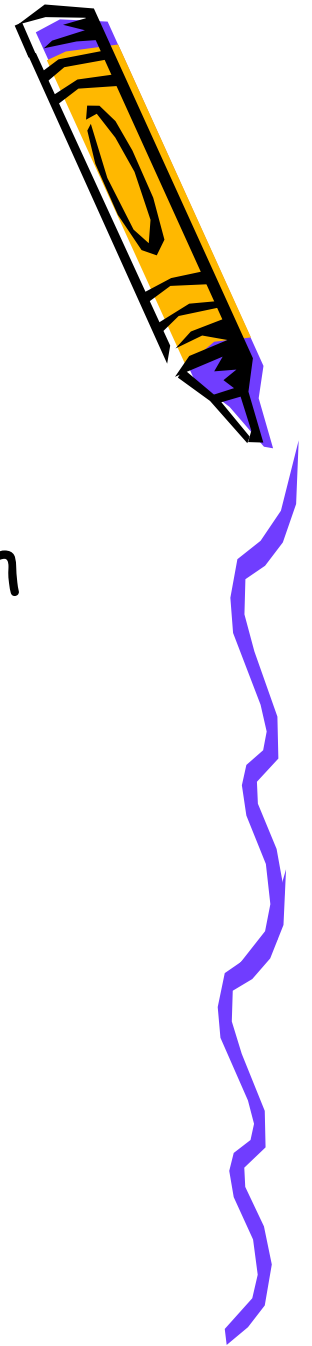
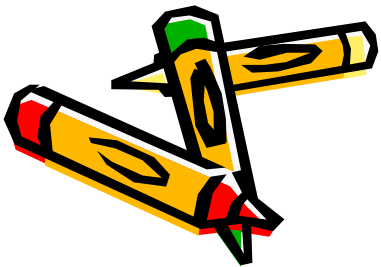
SME  
deliver some  
facilitate learning  
interactive

it's about the  
audience  
interactive

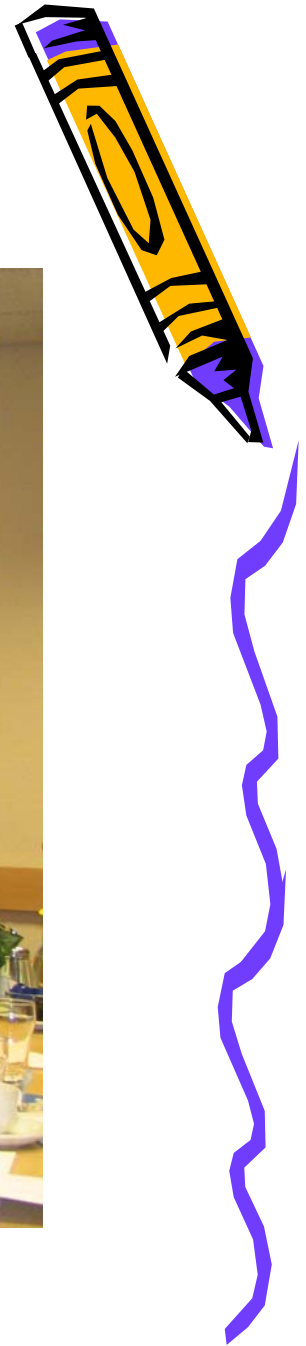
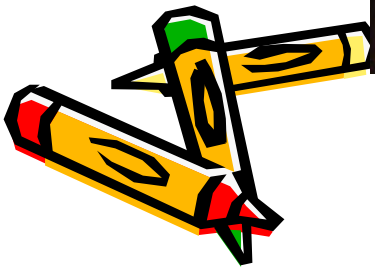


# Where do you start?

- Which model works for you?
- Complement technical training with soft skills training.
- Internal or external resources?
- Assessment tools?
- Who is training your trainers?



# Do something!



TQM Network 2007,  
[www.reginaclark.net](http://www.reginaclark.net)

# Strategies for Improving Negotiation

- Focus on the issue, not the person
- Listen and understand where the other person is coming from
- State your interests and be specific
- Focus on outcomes, not past behaviors
- Be flexible, there is more than one right answer
- Know what a win is



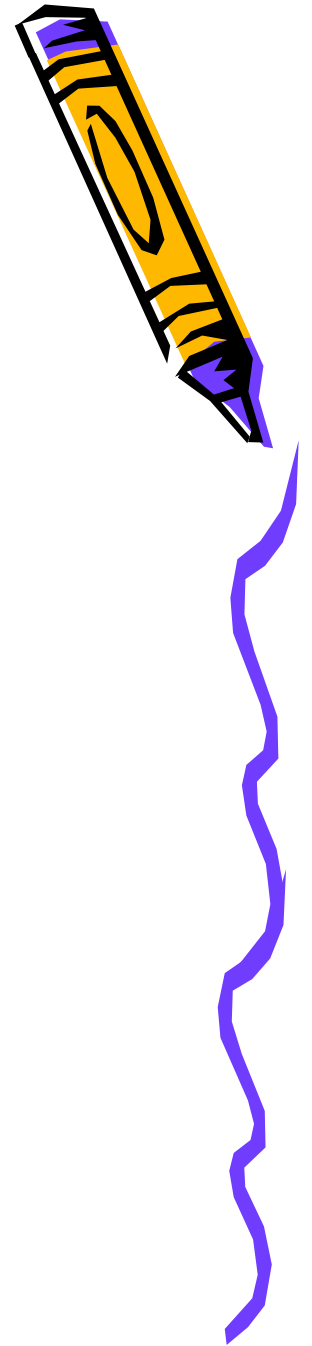
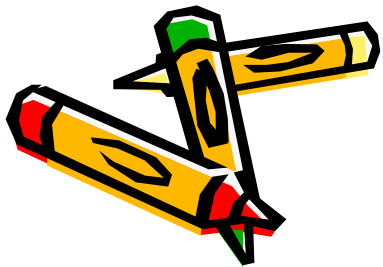
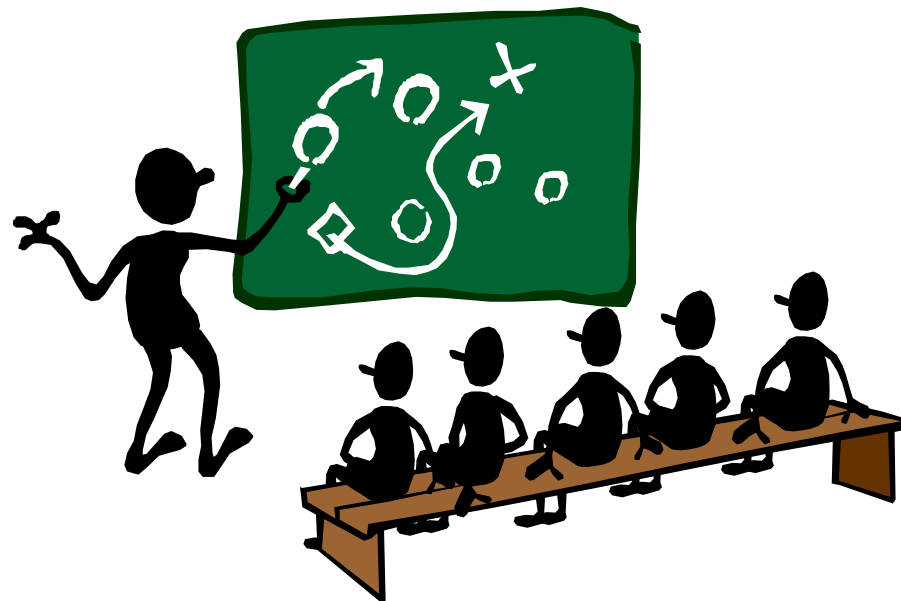
# Negotiation Role Play



- **Process Excellence Leader:** You were asked to coordinate and conduct a Green Belt training program next month. You will be training with an external consultant. The consultant is a very experienced trainer, you are not. You know that you need time to prepare yourself to deliver the training. You don't have any time. You are a full time chemist, not a trainer. You also have a vacation planned for the week before the training. During your vacation, you are going out of town to attend a family wedding. You cannot change your vacation plans. You would like to get out of this training.
- **Executive:** You are responsible for assuring that the quality of the Process Excellence training is fabulous. You are also committed to reducing the cost of training by eliminating the use of consultants and having internal Process Excellence Leaders deliver training. You have selected competent Process Excellence Leaders as trainers. You are interested in getting them up to speed ASAP. There is a GB training scheduled for next month and you are pleased with the trainers (one consultant & one PE Leader).



# Characteristics of a good coach



# Coaching Others

- Process Excellence Leader - You just walked out of a meeting with the finance group, they were there to help you justify the hard and soft savings of a current project. One team member at the meeting was very negative. He was causing trouble and not going along with any suggestions. He has a negative attitude and tends to resist change in general. You decide to speak with him. You need him to be a positive contributor during meetings.
- Employee - You just walked out of a ridiculous, long meeting. You don't have time for these meetings. You just want to be left alone and allowed to do your job.

