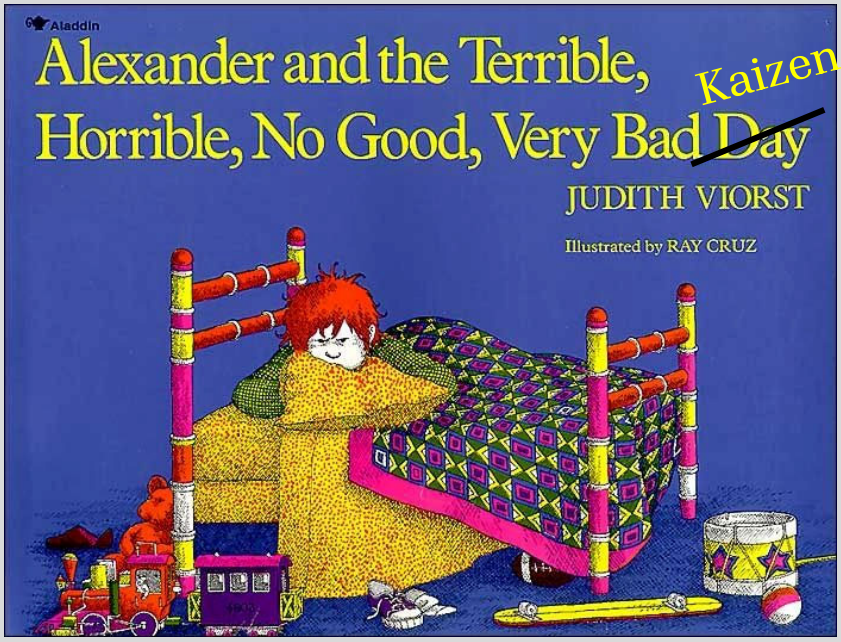
verathon

From Nervous to Natural: Confident Lean Facilitation



Michelle Brown, Sr. Program Manager and Continuous Improvement Leader

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Learning Objectives

- ❑ Define the five foundational skills used in Lean facilitation.
- ❑ Describe how effective facilitation contributes to stronger team engagement and collaboration.
- ❑ Recognize common challenges facilitators encounter in team settings.
- ❑ Explain how effective facilitation practices help build a continuous improvement culture.

Verathon Overview

Founded In 1984

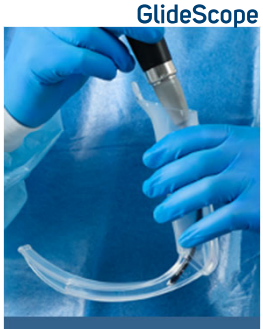
HQ In Bothell, WA

Over 750 Employees Worldwide

7 International Subs in Canada, Europe & Asia

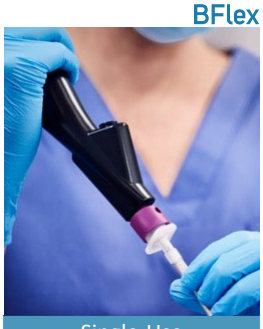
Business Unit of Roper Technologies, 2009

GlideScope



Video Laryngoscopy

BFlex



Single-Use Bronchoscopy

BladderScan



Bladder Volume Measurement

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Verathon's Lean Journey



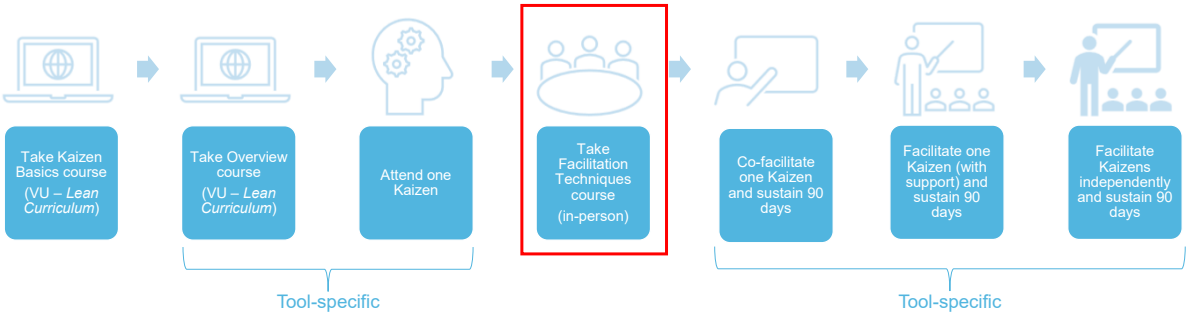
Continuous Improvement Creates Competitive Advantage

- We are always focused on getting better. Growth requires driving change
- Improvement starts with the customer
- We employ Lean tools to drive improvement
- Rapidly trying new ideas through experimentation is embraced. Failures are opportunities to learn
- We are focused on making *one year's worth of progress*

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Lean Champion Program

Problem to Solve (Lean Champion Program): Need for a scalable, sustainable approach to building Lean capability company-wide.

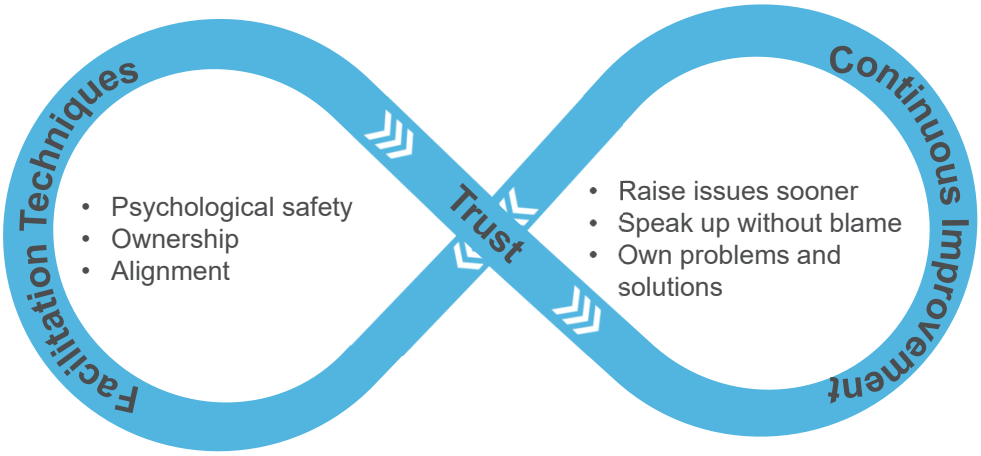


Problem to Solve (Facilitation Techniques Course): Employees lacked the confidence and skills to facilitate kaizen events.

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Why Facilitation Techniques?



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Facilitation Techniques Class

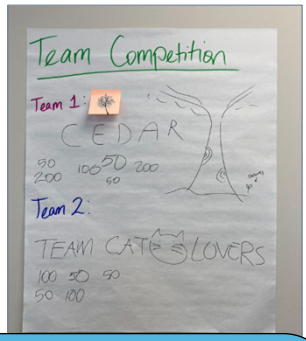
LOGISTICS

- 2 days in person
- Pre-work course
- 6-10 participants

ENGAGEMENT

- Introductions and icebreaker
- Team competition
- Participant rules





Participant Rules

Make mistakes

Ask dumb questions

CHEAT - collaborate - learn by any means possible

Spelling doezn't kount

Don't be afraid of feedback - learn from it!

PARTICIPATE and have fun!

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Types of Instruction

Pre-work course

Verbal Instruction

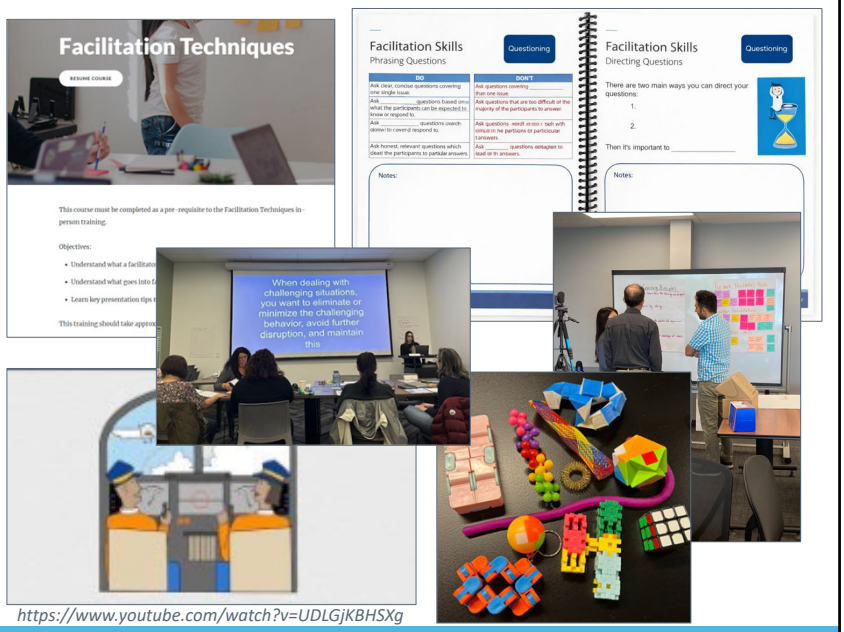
Short Videos

Workbook

Flip Charts

Fidget Toys

Regular Content Reviews



https://www.youtube.com/watch?v=UDLGjKBHSXg

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Day 1 Morning

In one word, describe how you feel about facilitating.



PollEverywhere

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Facilitation Techniques Course Agenda

- Giving and Receiving Feedback
- Presentation Skills
- Group Development
- Facilitation Skills
  1. Attending
  2. Lecturing
  3. Observing
  4. Active Listening
  5. Questioning
- Kaizen Case Study
- Dealing with Challenging Situations
- Reviewing Content

Feedback and Presentations

RED FLAG WORDS | Words to avoid when giving feedback (just, but, don't, etc.)

GIVING FEEDBACK | How to structure feedback to create a behavior change

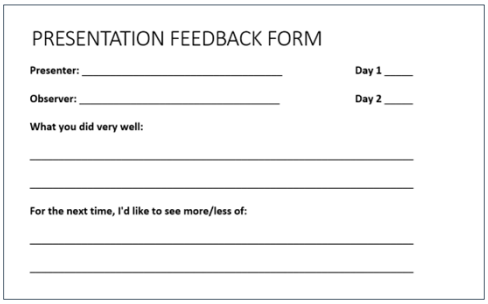
RECEIVING FEEDBACK | Tools to use when receiving unclear feedback

PRESENTATION | 5-6 minutes on a topic of their choosing; recorded



KEY LEARNINGS

- Become better coaches
- Identify distracting habits and build comfort in front of an audience
- Practice addressing a challenging situation in a safe environment *(Day 2)*.



PRESENTATION FEEDBACK FORM

Presenter: _____ Day 1 ____

Observer: _____ Day 2 ____

What you did very well:

_____

_____

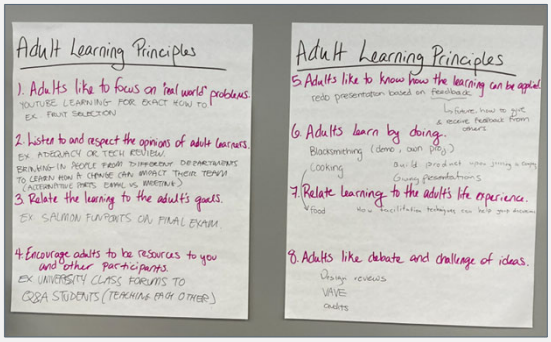
For the next time, I'd like to see more/less of:

_____

_____

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Adult Learning Principles



Practice

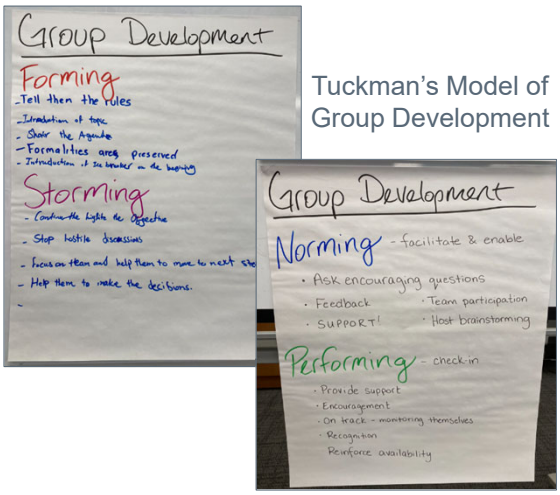
Relate each of the Adult Learning Principles to examples from your own life

Key Learnings

- Engage adults in ways that will resonate

Group Development





Tuckman's Model of Group Development

Key Learnings

- Understand how a group's stage of development should shape facilitation responses

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Attending



Focus on the participant



Make eye contact





Interact with the participant



Avoid distracting behaviors



Key Learnings

- Show that you're interested in your participants – you see them, hear them, and respect them

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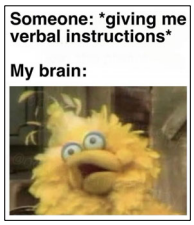
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Lecturing

Communicating messages to participants in a way that will get the message across most effectively.

Learning Styles

Auditory	Visual	Kinesthetic

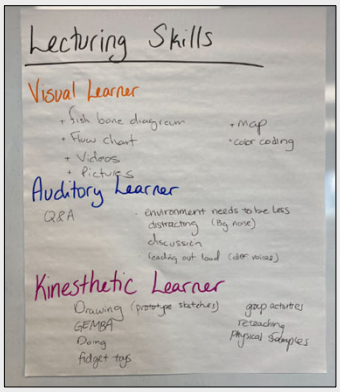


Key Learnings

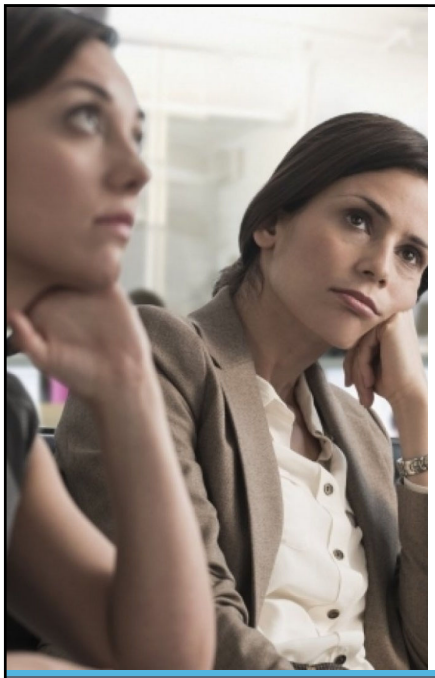
- Recognize and accommodate different learning styles

Practice

- How might we engage each learning style?



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Observing

Assess verbal and non-verbal cues → Determine what they're feeling → Respond accordingly

Key Learnings

- Read body language and assess tone and behavior to understand what's happening and respond effectively

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Active Listening

PAY ATTENTION | Avoid internal and external distractions

PARAPHRASE | Rephrase what the speaker said and assign meaning

WITHHOLD JUDGMENT | Remain curious

VERBAL AND NON-VERBAL CUES | Communicate you're listening without speaking

Key Learnings

➢ Understand what others are trying to communicate to us and decode it correctly

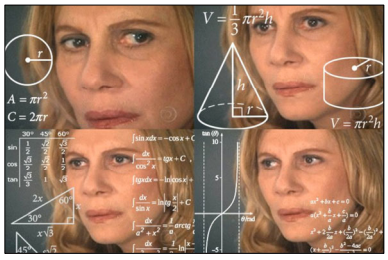
Questioning

Instead of…

- Leading the team to *your* answer
- Filling the silence after asking a question
- Asking a question, then shutting down anyone who answers

Try this…

- Ask neutral, clarity-seeking questions
- Wait 5-7 seconds for an answer
- Acknowledge answers thoughtfully



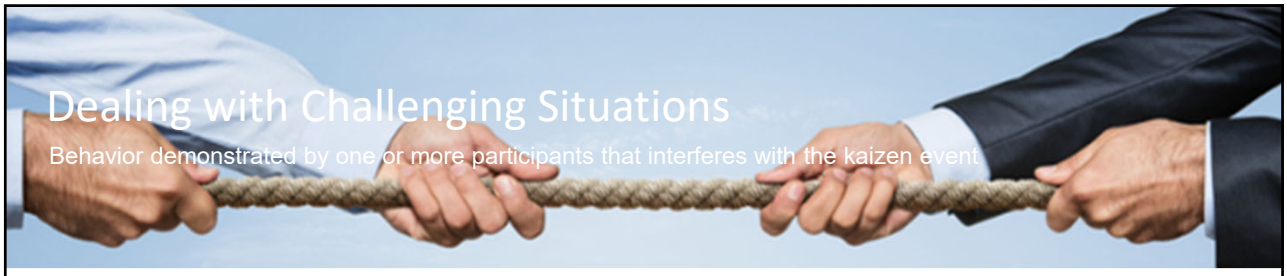
Key Learnings

➢ Intentional questioning builds thinking, ownership, and trust

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Dealing with Challenging Situations

Behavior demonstrated by one or more participants that interferes with the kaizen event

Common Challenges

- Side conversations cause the team to get out of alignment
- HiPPO – Highest Paid Person's Opinion
- People are distracted by emails or other work
- Scope creep
- Not everyone is engaged in the conversation
- Fatigue

Key Learnings

➢ Identify challenging situations and practice effective response strategies in real time

Practice: The second time they give their presentation, we also add in a challenging situation.

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ACTIVITY – Responding to Challenging Situations

This activity will help you reflect on the choices we make when a challenging situation arises.



Individual Reflection

- Reflect on a real situation
  - How was it handled?
  - Was it effective? Why or why not?
  - What else could have been done?
- The Side Conversation Scenario
  - Write **2-3 different responses** you could try as the facilitator

ACTIVITY – Responding to Challenging Situations



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Day 2 Afternoon

In one word describe how you NOW feel about facilitating an event?

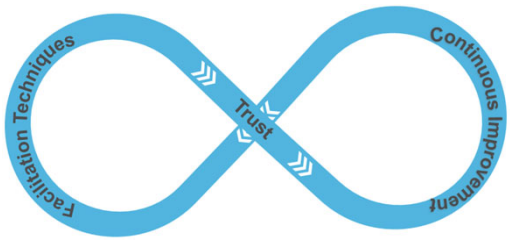


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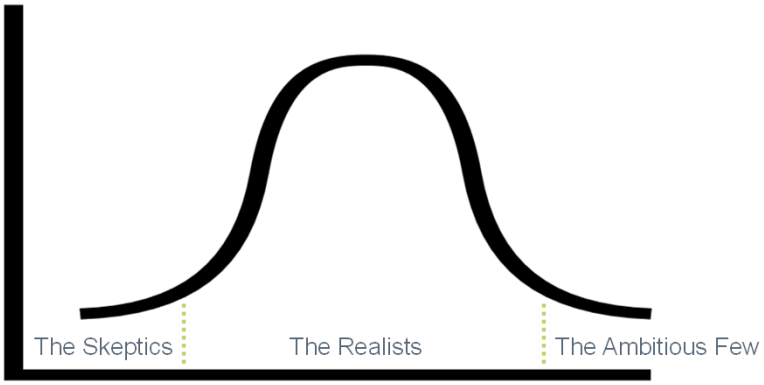


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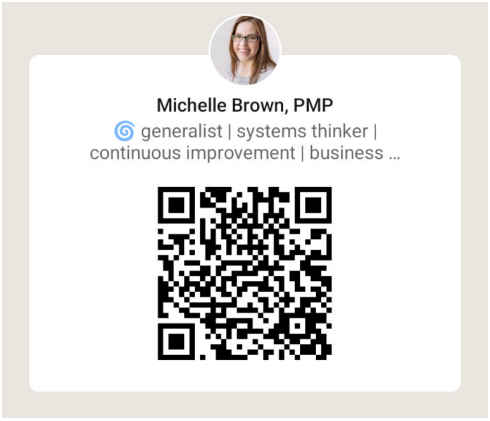
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Next Steps

- Build *continuous improvement* through good experiences – Respect for People
- Monday morning



Stay in Touch!



Michelle Brown

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LinkedIn: https://www.linkedin.com/in/michellejacobsbrown/

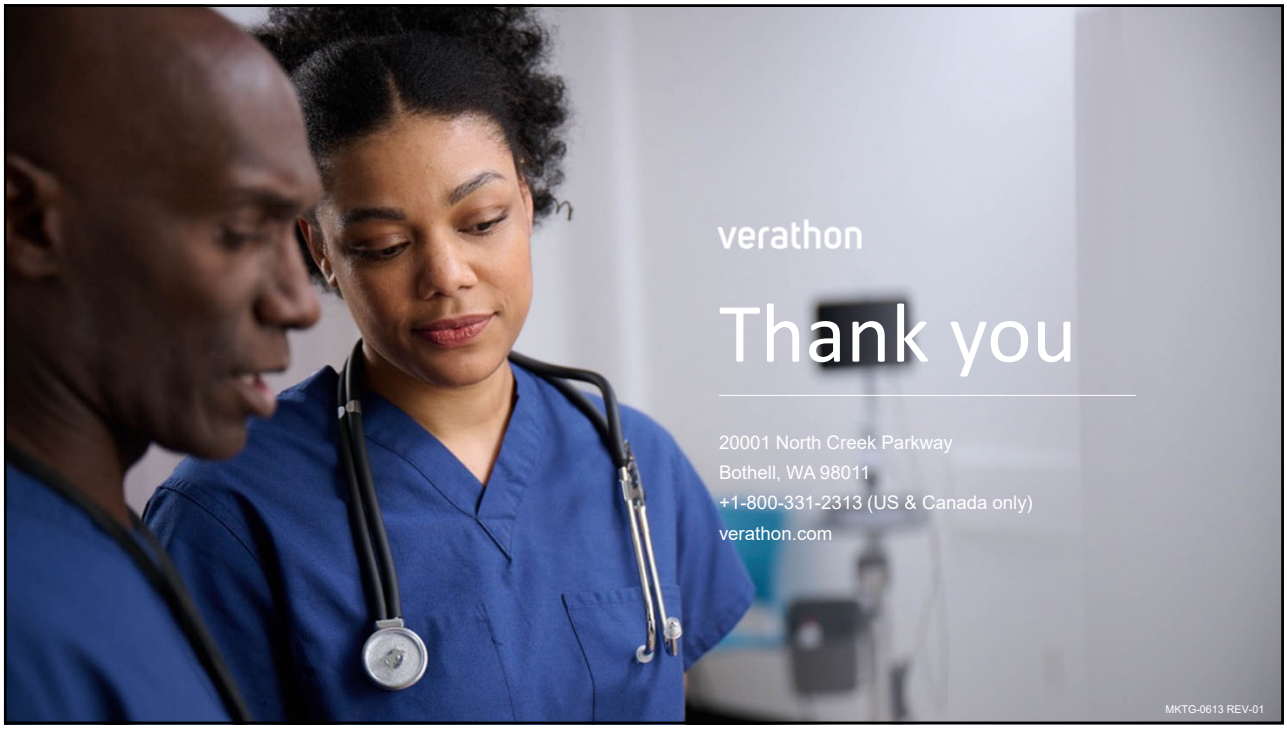
Send me a note and I'm happy to share the slides we use in our training class

(but only if you commit to modeling these behaviors!)

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Questions?

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