

A3 No	Title	Revision	Champion	Date Started	Collaborators	Reviewer	Approved by:	Approved date:	Status
	Advancing Skills of Lean Facilitators		Kristin Hill	Feb. 4/ 2011	Tara L. George Z. Steve W. Rebecca H. Ken L. Scott D. Chris O'Dwyer				<input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Collaborative review <input type="checkbox"/> Implementation

Section 1 – Background
Per the Proposal in A3 Advancing Application of Lean Behaviors/Skills, Processes, and Tools, a group of “lean facilitators” is to be developed and coached through the end of March.
Section 2 – Problem Statement/Current State
The team has several key people who keep the team mindful of lean practices and behaviors. These key people are at the leadership level and may not remain as active on a day-to-day level as the project progresses. Overall the team has awareness and has been implementing lean practices by being reminded by others. The team in general is not mindful on a day-to-day basis of the need to continue to develop the skills and continuously implement the practices/behaviors.
Section 3 – Future State/Goal
A group of lean facilitators have the role and responsibility of keeping the team mindful and of advancing lean as the project moves forward. The facilitators operate as a “Community of Practice” (CoP) to keep themselves learning and advancing with the responsibility of advancing the team. The facilitators are instrumental in on-boarding of others.
George Zettel functions as a coach to the CoP as the external coach’s time diminishes.
Section 4 – Analysis
<p><i>“Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.” – Etienne Wagner www.ewenger.com/theory</i></p> <ol style="list-style-type: none"> The CoP does not exist. The roles and responsibilities of the CoP are not developed. The CoP members have varying degrees of lean experience and may not be highly experienced lean practitioners. The CoP members need to take on self-learning as a group after March. The CoP members need focused coaching to learn to be in the role of coaching and leading others in lean development, and to keep self-learning advancing.

Section 5 – Proposal																																										
Plan for developing the CoP members through the end of March: Note - This plan includes having the CoP develop its plan moving forward.																																										
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