

# PREVIEW GUIDE



## **The Magic of We**

## Background Information

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This innovative video program tells the compelling and true story of how the management and employees at Snapper Lawnmowers worked together to create a \$67 million dollar company turnaround in one year. In ***The Magic of We***, you'll see a team of 25 Snapper employees gather in the main plant on a Saturday morning to get to the root of their assembly line problems, and then solve the problems on-the-spot. ***The Magic of We*** is one story, shown five times with five different introductions and conclusions, each addressing a different topic area: Leadership, Teamwork, Problem-Solving, Lean Manufacturing, and Communication.

## Materials Included With *The Magic of We*

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The workshops designed to accompany the video-based program include flexible, yet comprehensive 1 to 1½ -hour training designs per topic. The workshop kit includes all the materials you'll need to run the program:

- ◆ The ***chaptered DVD*** of *The Magic of We* provide the theory and examples to illustrate the workshop topics. ***The Magic of We*** is provided on the DVD five times, each with a different introduction and conclusion, addressing the following topic areas: Teamwork, Communication, Problem Solving, Lean Manufacturing, and Leadership.
- ◆ The ***Leader's Guide*** provides step-by-step instructions for introducing activities, leading discussions, and making transitions between the video, group discussions, and exercises. One complete training design is included for each topic area and offers reproducible participant handouts.
- ◆ Five ***PowerPoint® presentations*** contained on a ***CD-ROM*** can be used to highlight key content and discussion points during each of the five training session designs.
- ◆ Ten ***"Magic of We" Post-It® Notes*** are provided to remind participants of the workshop principles on a day-to-day basis.

# **The Magic of We**

**SAMPLE PAGES FROM LEADER'S GUIDE**

*The Magic of We* Workshop gives you the resources to present a focused, thought-provoking session on any one of these topics—or to combine materials and work with your trainees in several of the topic areas at the same time.

### ***TRAINING DESIGN OVERVIEW***

The *Magic of We* package provides structured training designs to support workshops on five topics: Leadership, Teamwork, Problem Solving, Lean Manufacturing and Communication.

- Each version is supported by a customized version of the core video presentation and a series of activities and structured discussions.
- Each video version has a unique introduction, closing, and set of learning points.
- Each Presentation Script has unique learning points and activities.
- A separate PowerPoint presentation is provided for each topic.

### ***USING THE MATERIALS***

To use the program, select one of the main topics. Show the selected video and use the appropriate activities and group discussion.

### ***CUSTOMIZING YOUR PROGRAM***

Your specific needs and circumstances should determine your workshop agenda. Customize your presentation by supplementing, replacing, rearranging or removing its components, as necessary.

- Modify activities (including worksheets) and discussions as needed to meet your objectives.
- The PowerPoint presentation can also be adapted. For example, to modify or emphasize particular learning points, make changes to the two Learning Points slides in the selected version.
- To combine topics (e.g., to combine the Teamwork and Problem Solving topics) you might select one or the other version of the video. Then, select from the eight learning points provided (four per topic) to create a customized list of learning points.

## **LEARNING POINTS**

Learning Points highlighted in each of the workshop's five versions are listed below:

### **Leadership**

1. Gather first-hand knowledge of your organization by regularly walking around and talking to people — by “walking your four corners.”
2. Build bridges between different job roles
3. Get the most from the talent and resources available.
4. Inspire your team.

### **Teamwork**

1. Understand the team's mission and each person's role.
2. When facing challenges, take responsibility and share success as a group.
3. Strive to be an engaged, involved member of the team.
4. Encourage, share and explore questions and ideas.

### **Problem Solving**

1. Generate options, act on one or more of them, and learn from each effort.
2. Step outside your day-to-day environment and rules.
3. Make fun part of the problem solving process.
4. Make problem-solving more hands on.

### **Lean Manufacturing**

1. Changing culture requires starting at the top.
2. Cultivate a culture of “us vs. the problem,” not “department vs. department.”
3. Effective communication drives rapid decision making.
4. When solving a problem, go to “gemba” — the physical site of the problem.

### **Communication**

1. Identify barriers to communication and work to minimize them.
2. Talk and listen to coworkers, management, suppliers and customers.
3. Whenever possible, use face-to-face communication.
4. Don't shoot the messenger! Thank people who point out problems or offer constructive feedback.

## TRAINING DESIGNS

The workshop agenda runs 60–90 minutes, depending on the topic selected. Workshop leaders are encouraged to add or remove activities from the overall plan to meet specific needs or time constraints.

### Training Design One: Leadership

This design provides a 60–minute session, and is intended for more experienced managers or supervisors.

Workshop Segment	Worksheet	Duration (minutes)
<b>Workshop Introduction</b> <ul style="list-style-type: none"> <li>Welcome</li> <li>Objectives, Ground Rules and Logistics</li> <li>Participant Introductions, if needed</li> </ul>		3
<b>Activity 1: What Would You Do?</b> Brief case study of an organization in trouble.	A	6
<b>Video Presentation and Review</b> <ul style="list-style-type: none"> <li>Video Introduction</li> <li><i>The Magic of We</i> Video Presentation</li> <li>Discussion: What produced the energizing effect?</li> <li>Discussion: State of We</li> <li>Discussion: Learning Points*</li> </ul>	B	20
<b>Activity 2: Our Own Snapper Session</b> <ul style="list-style-type: none"> <li>Review concept behind Snapper session</li> <li>Selecting an issue</li> <li>Individual or Partner Activity: Build framework for Snapper session for selected issue</li> <li>Report out on ideas generated*</li> </ul>	C	30
<b>Closing Discussion</b>		5
<b>Total Estimated Time*</b>		60–65 minutes

\*Expanded discussions may take the session over 60 minutes.

## **ASKING QUESTIONS**

The *Presentation Script* suggests questions and discussion points. Select those that seem most appropriate for your group and their likely concerns. As part of your preparation, consider that discussion is likely to be very active, and participant responses will raise issues you'll want to pursue.

Ask open-ended questions whenever possible. Open-ended questions encourage discussion because they cannot be answered with simple “yes” or “no” responses.

Examples of open-ended questions are:

- What methods do you employ to keep communication with your staff flowing in two directions?
- How can you coordinate your activities with those of the departments you work with?

Avoid asking closed-ended questions that can be answered by “yes” or “no,” as these types of questions limit thinking and discourage discussion. Examples of closed-ended questions are:

- Were you able to relate this information to your own job?
- Do you spend enough time examining the processes in your work group?

Don't be concerned if you cannot provide firm answers to all of the discussion questions in the workshop outline—many of them are quite subjective and you should rely on the group for the answers that work for your organization. Take careful notes about issues that may need to be raised in future discussions or meetings.

## **RELATING THE MATERIAL TO THE PARTICIPANTS**

The discussions and activities in this workshop are designed to help the participants develop new perspectives on the selected topic.

Facilitating the activities in the Workshop requires a respect for the unique nature of each department in the organization, and the fact that there are many ways to lead and work in a department or large organization. Sharing past experiences and current issues should be encouraged, keeping in mind that issues related to personalities should be avoided in this type of public forum.

Reinforce the idea that there are no right or wrong responses to some of the issues raised in the workshop.







## PROBLEM SOLVING: WORKSHEET A

### ACTIVITY I: WHAT WOULD YOU DO?

You are part of a company that employs 1200 people, manufacturing widgets that are known worldwide for their quality and features. Last year, your company lost \$50 million, and things aren't looking much better so far this year. The CEO was fired, and senior management was shaken up. What went wrong?

To streamline the company in the face of a declining economy and an oversupply of widgets, the previous CEO implemented a major consolidation: three facilities were combined into one, the number of products was cut in half, and parts and suppliers were consolidated.

Unfortunately, when the streamlined plant is reopened, the pieces for the products are simply not fitting together.

A new CEO has been brought in to set things right. This is his third week on the job, and the senior management team has gathered on a Friday afternoon to discuss plans for moving the company in a new direction.

What are the first few things you would do as a member of the management team of this company?

## LEAN MANUFACTURING: WORKSHEET B

### VIDEO PRESENTATION

As you view this short video, examine the events, process, and outcomes it illustrates.

What pre-existing work and communication patterns led to the story's main event?	
What intentional or unintentional process improvement strategies were demonstrated?	
What lessons were learned as the day progressed?	
What ideas about rapid but necessary change can be drawn from the video and applied to a current challenge within our organization ?	

## COMMUNICATION: WORKSHEET D

### ACTIVITY 3: CREATING A SNAPPER SESSION

You are part of a group or an organization planning a Snapper Session to resolve the issue you've identified. What are your ideas and plans for the session?

1. In general terms, what does the process or event look like?

2. What is the specific communication problem your group will be attempting to solve?

3. Who will participate, and why?

4. How will you prepare for the event?

5. How will the session be led or facilitated?

6. What are you and your fellow participants likely to be doing the Monday morning after? What is the first thing you will do?

7. How will any lessons learned during the session be communicated throughout the organization?

# For more information...

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