**Facilitating Productive Change**

**Course: IMSE 473**

**Semester: Spring 2019**

**Number of  
credit hours:**3

**Description:** The course prepares students to develop and support high performance teams. Students will develop the skills necessary to be a successful facilitator and trainer.

**Prerequisite:** None

**Course Material:**Instructional materials will be provided to support various topics covered in the course.

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**Course Goals:**

1. To introduce students to the use of teams in a variety of business applications.
2. To develop student’s skills as a team facilitator.
3. To introduce students to facilitation tools
4. To develop student’s skills as a team trainer.
5. To develop student’s abilities at getting ideas accepted.

**Student Learning Objectives:**

Upon completing the course, the student will be able to

1. Describe how teams are developed and used in a variety of business applications
2. Facilitate a team in the resolution of a specific issue.
3. Use specific facilitation tools that are helpful for teams as they analyze specific issues.
4. Train teams in practices that are needed for successful teams.
5. Conduct a training session
6. Design training programs
7. Convey important principles using stories

**Course Contribution to Professional Component:**

Engineering Design – 100%

**Course Relationship to Program Educational Outcomes: The course relates strongly to the following education outcomes:**

1. The course introduces students to what it takes to be effective in a team situation (Outcome 4).
2. The course introduces students to specific analytical tools that are useful in the analysis of organizational problems (Outcome 1).
3. The course requires that students work through design problems as a team and develop solutions that can be implemented (Outcome 3).

**Course Schedule**

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| --- | --- |
| **Class Period** | **Topic** |
| **1** | **Course Organization, Team Introductions** |
| **2** | **Characteristics of High Performance Teams** |
| **3** | **Team Development** |
| **4** | **Role of the Facilitator** |
| **5** | **Team Launch Process (Facilitation 1)** |
| **6** | **Identifying Opportunities for Improvement (Facilitation 2)** |
| **7** | **Determining a Problem Solution Approach (Facilitation 3)** |
| **8** | **Facilitating a Kaizen Event (Facilitation 4)** |
| **9** | **Facilitating a 5 S Event (Facilitation 5)** |
| **10** | **Facilitating a Facility Design Team (Facilitation 6)** |
| **11** | **Facilitation on FMEA Analysis (Facilitation 7)** |
| **12** | **Facilitating a Focus Group (Facilitation 8)** |
| **13** | **Facilitating Customer Needs Assessments (Facilitation 9)** |
| **14** | **Facilitating a Risk Assessment (Facilitation 10)** |
| **15** | **Facilitating Conflict Resolution (Facilitation 11)** |
| **16** | **Facilitating Project Planning (Facilitation 12)** |
| **17** | **Facilitating an Information Gathering Strategy (Facilitation 13)** |
| **18** | **Facilitating an Information System Design Issue (Facilitation 14)** |
| **19** | **The Discovery Learning Approach** |
| **20** | **Training Practice** |
| **21** | **Training Demonstration – Change Strategy** |
| **22** | **Training Demonstration – Communications in a Changing Organization** |
| **23** | **Training Demonstration – Value Shaping Events** |
| **24** | **Training Demonstration – Developing a Believer’s Network** |
| **25** | **Training Demonstration – Winning the Moments of Truth** |
| **26** | **Training Demonstration – Leadership and Empowerment** |
| **27** | **Training Demonstration – Empowering Your Employees** |
| **28** | **Developing a Lesson Plan I** |
| **29** | **Developing a Lesson Plan II** |
| **30** | **What Sticks?** |
| **31** | **Simple** |
| **32** | **Unexpected** |
| **33** | **Concrete** |
| **34** | **Credible** |
| **35** | **Emotional** |
| **36** | **Stories** |
| **37** | **Using Stories as a Teaching Tool** |
| **38** | **Story Telling Practice** |
| **39** | **Simple Truths I** |
| **40** | **Simple Truths II** |
| **41** | **Demonstrations** |
| **42** | **Final Wrap Up** |

**Grading Elements, Weighting, and Scale**

The grade in the class will be based upon the following:

|  |  |
| --- | --- |
| **Homework:** | There will be graded assignments for most class periods. Each of these homework assignments will be worth 10 points. There will be approximately 40 assignments. The lowest homework assignment grade will be dropped. Homework will be accepted one class period late. After that the homework will not be graded.  **Total estimated points = 400 (Individual Grade)** |
| **Facilitation Demonstration:** | You will be conducting two facilitation activities.  **Each of these will be worth 50 points. (Individual Grade)** |
| **Facilitation Documentation:** | Your team will summarize the results of the facilitation in an A-3 report. **Each of these will be worth 20 points. (Team Grade)** |
| **Training Demonstrations:** | You will be conducting two training demonstrations. **Each of these will be worth 50 points. (Individual Grade)** |
| **Training Lesson:** | Each team will design a lesson and present it to the class. **This assignment will be worth 50 points. (Team Grade)** |

The total points you earn will be divided by the total points possible.

**Grading Scale**

90 – 100 A

80 – 89 B

70 – 79 C

60 – 69 D

≤ 59 F

**Class Attendance Policy**

Since activities conducted during class are the essence of this course, attendance is critical. You will be allowed two missed classes. After two missed classes, you will lose one percent of your final grade for each missed class.

**Statement of Social Justice**

West Virginia University is committed to social justice. I concur with that commitment. I expect to foster a nurturing learning environment that is based upon open communication, mutual respect and non-discrimination. Our University does not discriminate on the basis of race, sex, age, disability, veteran status, religion, sexual orientation, color or national origin. Any suggestions as to how to further such a positive and open environment in this class will be appreciated and given serious consideration.

If you are a person with a disability and anticipate needing any type of accommodation in order to participate in this, you must make appropriate arrangements through Disability Services (293-6700). They will identify the nature of the accommodation your disability requires.

**Prepared by Jack Byrd, Jr., PhD., PE**

**Date: November 27, 2018**