



TWI and the Management of Training in the Lean Environment

TWI Summit
Orlando Florida June 2007
Brian Heymans
President

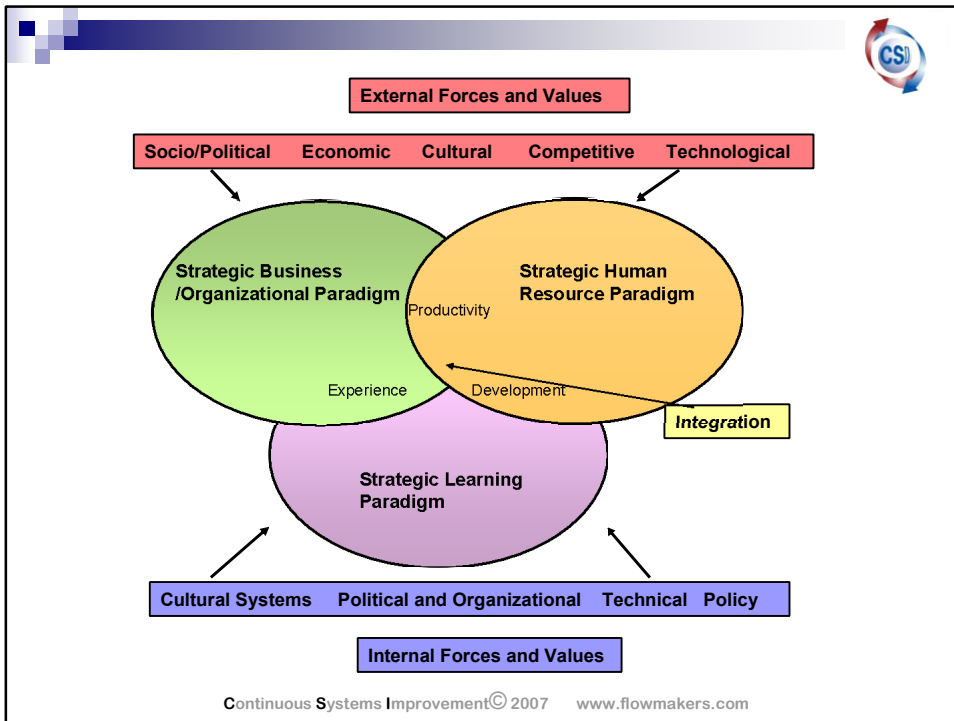
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What is our Crisis

- The absence of training as a strategy for change
- Cost and not an investment
- Intellectual arrogance
- Lack of government support and the use of it when its there.
- New developments not considered
- Lack of a collaborative business culture
- The lack of strategic thinking in human resources.

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Making Strategy effective with LEAN

Strategy enables our core process to be competitive

- BUT our strategies are only as good as their ability to innovate, shape and respond to the **external** environment, and this includes.....
 - Customers, suppliers, competitors, economy

LEAN is what we do to improve the all processes

- LEAN improves the ability of internal systems to respond to **externals** above
 - Systems
 - Culture
 - Technology
 - Leadership
- LEAN drives improved organizational alignment, flexibility and reliability of resources and processes to achieve results for competitive advantage

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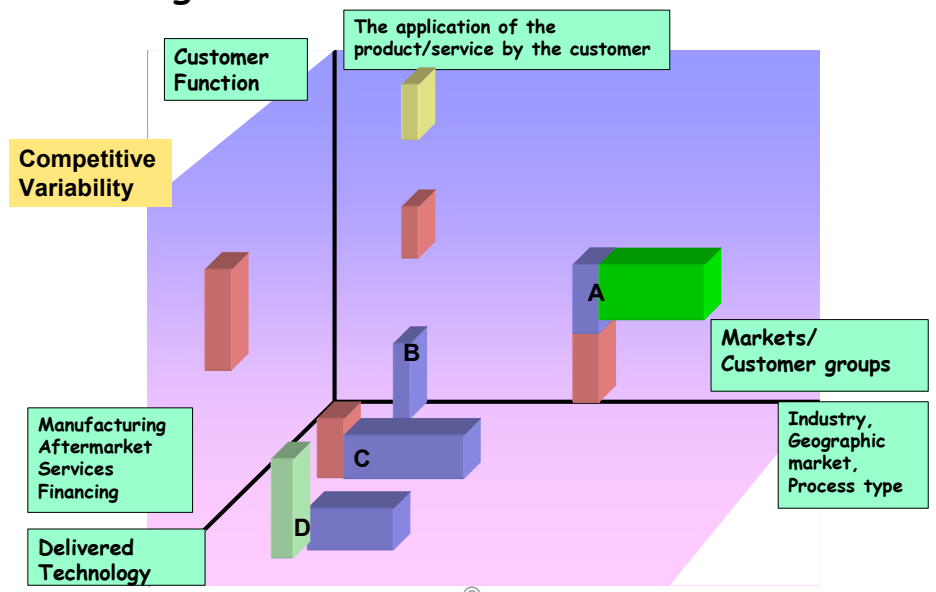
Growth Strategies Matrix

| Mission | Existing Products | New Products | |
|-------------------------|--------------------|------------------------------|-----------|
| | | Related | Unrelated |
| Existing Mission | Market Penetration | Product Development | |
| New and Related Mission | Market Development | Concentric Diversification | |
| | | Conglomerate Diversification | |
| Unrelated Mission | | | |

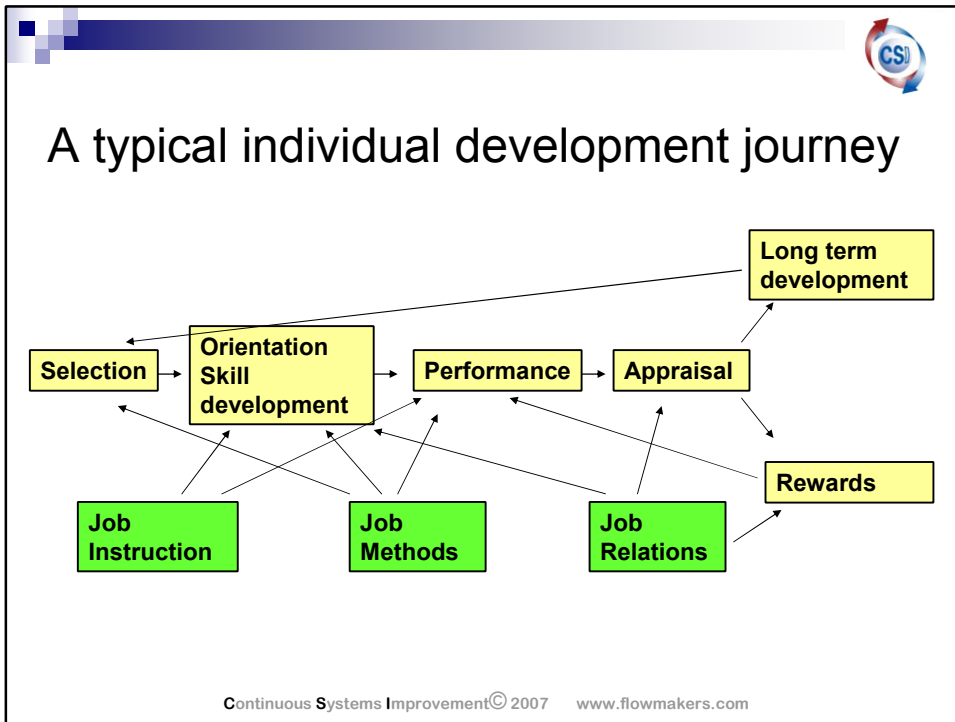
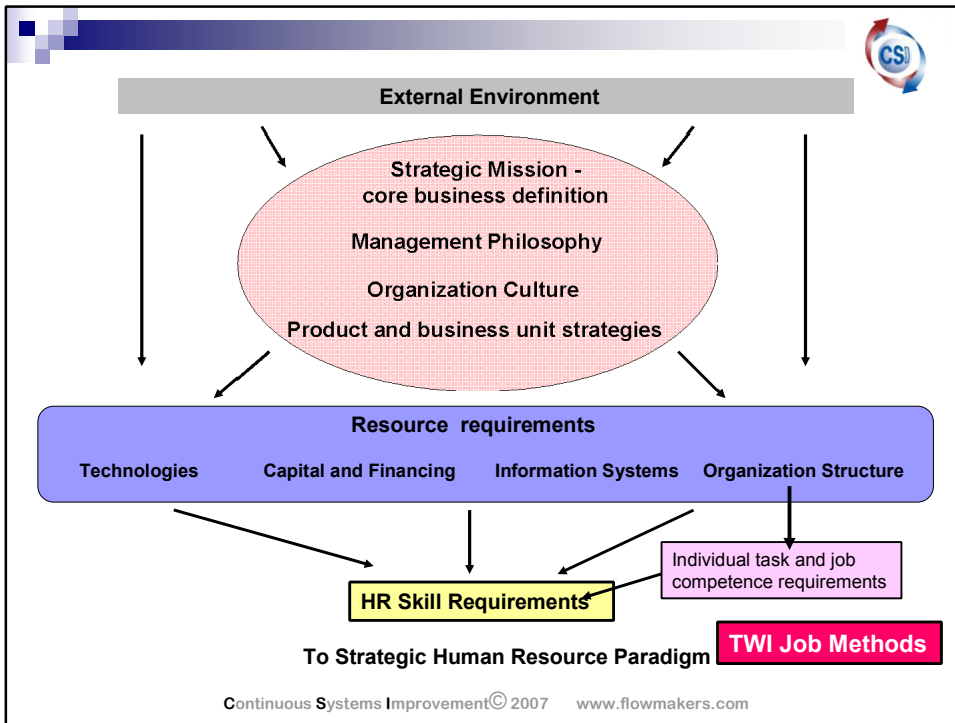
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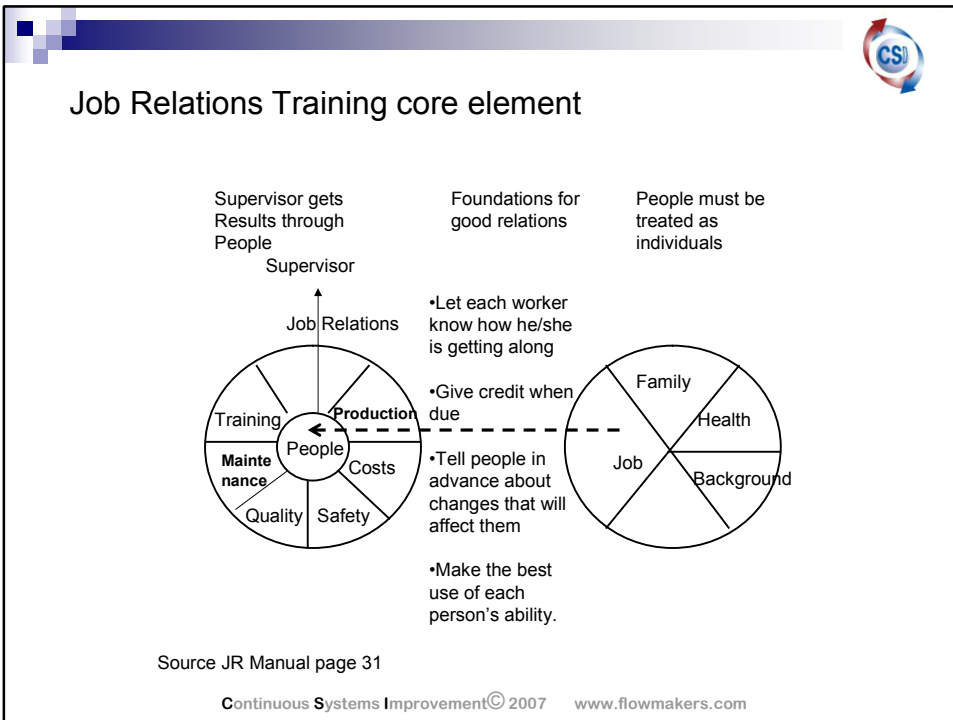
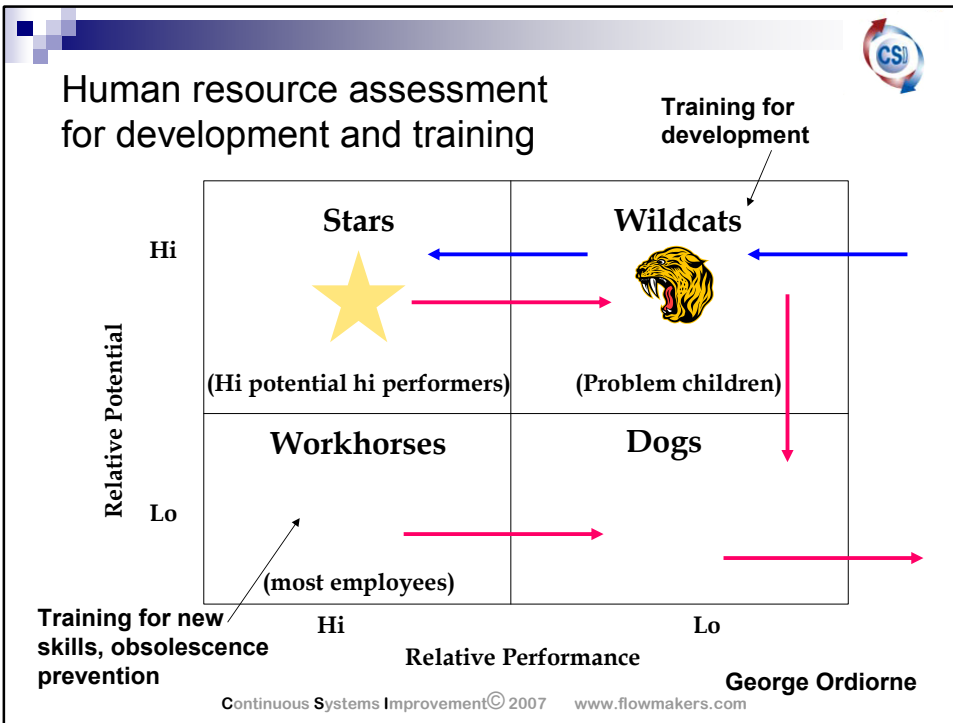


Strategic Focus



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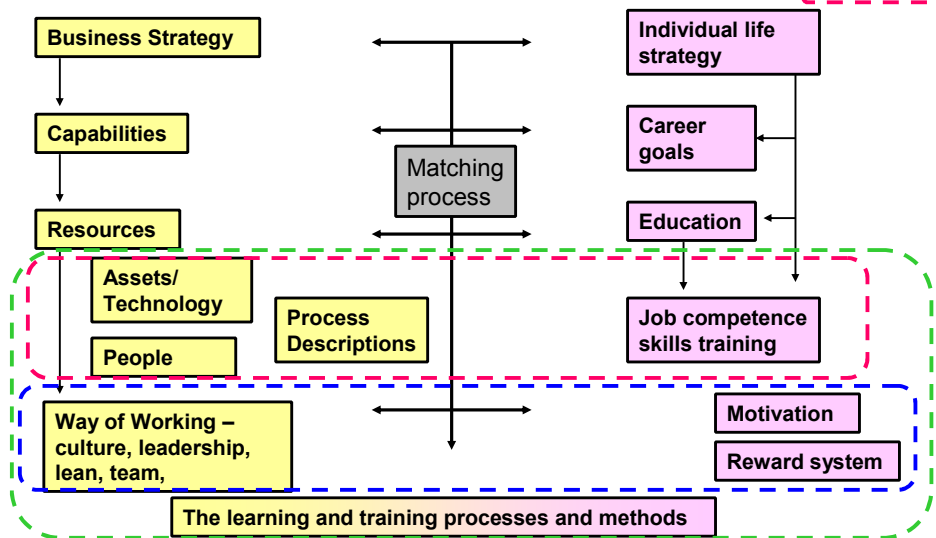


Roles of a supervisor

- ❖ The role of the leader to teach, instruct, motivate and empower
- ❖ The essential understanding of standards, a way of working
- ❖ The requirement of exactness for aspects of a task, paying attention to detail
- ❖ The requirement for of discernment, ability to be open to change
- ❖ The need for preparation in dealing with skill development
- ❖ The need to pay attention to the individual needs of every employee



Integration of Business and Individual Life Strategies





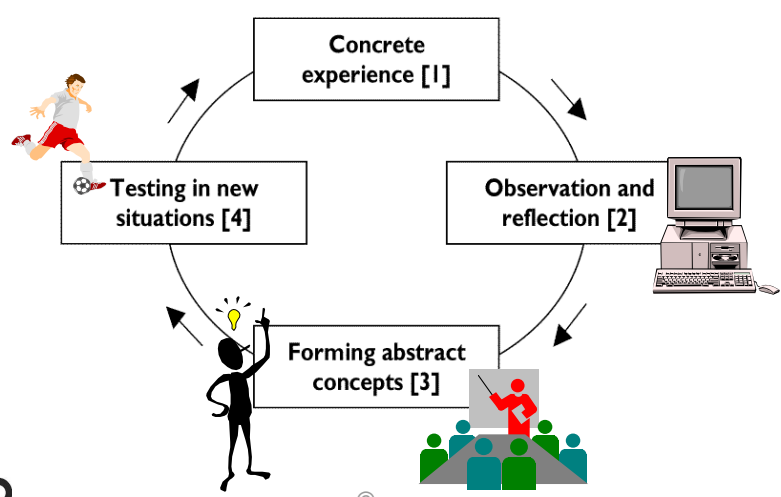
Zemke's Adult learning elements

- Adults seek out learning experiences in order to cope with specific life-changing events,.
- The more life changing events that occur, the more people seek out learning events.
- Increasing or maintaining one's self-esteem.....are strong secondary motives for learning.....
- Adult learners tend to less interested in survey courses
- Adults need to be able to integrate new ideas with what they already know if they are going to keep or use the information
- The curriculum designer must know whether the concepts and ideas will be in concert or in conflict with learner and organizational values.
- Programs need to be designed to accept viewpoints from people in different life stages and with different value sets.
- Adults prefer self-directed and self-designed learning projects 7 to 1 over group learning experiences run by a professional.

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David Kolb Learning Cycle



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Wider leadership skill needs

Understand the business of business

Wider range of functional knowledge

Wider range of managing skills

- Managing systems

- Managing across boundaries

- Building collaboration

- Managing upwards

Ability to propagate a new culture

Self-development and learning skills

Self awareness and self management

Coping with stressful situations

Team building skills

Building complex analytical approaches

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Structured elements of job training

Task or operational skills – *which lever to pull and when*

Process knowledge – *how does the machine change the material*

Operational standards and policy – *SOP's, rules,*

Support process knowledge – *logistics and administrative skill*

Wider systems knowledge – *how the rest of the organization works*

Conceptual tasks – *problem solving, idea building, planning, linking, discernment*

Human relationship skills – *working within a collaborative environment, communication, working within a diverse culture, supporting others.*


Data management skills – *measurement, recording data*

Personal management – *stress management, time management, planning skills*

Company information – *business goals, expectations, policies and rules*

Safety and environmental - *essential knowledge and practice*

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L = Learner
U = Using under supv.
T = Trained
I = Instructor

Typical Job Competency Matrix

| Task competency Name | Safety | Drilling | No 1 Plating | No 2 Plating | Riveting | Mntnce | Electro- plating |
|-------------------------|----------|----------|-----------------|-----------------|----------|----------|---------------------|
| Kyle Wilson | LU IT | LU IT | LU IT | LU IT | LU IT | LU IT | LU IT |
| Joe Smith | LU IT | LU IT | LU IT | LU IT | LU IT | LU IT | |
| Mary Sanders | LU IT | LU IT | LU IT | | LU IT | LU IT | |
| Angela Thompson | LU IT | LU IT | LU IT | LU IT | LU IT | LU IT | |
| Ismael Mohamed | LU IT | LU IT | LU IT | LU IT | LU IT | LU IT | LU IT |
| Taguchi Yamomoto | LU IT | LU IT | | LU IT | LU IT | LU IT | |
| Dan Jones | LU IT | LU IT | LU IT | LU IT | LU IT | LU IT | |
| Pete Abernathy | LU IT | | LU IT | | LU IT | | |

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Individual learning approach and its validation in lean and TWI

| STEP | KOLB'S MODEL (simplified) | Kaizen WORKSHOP | TWI Problem solving approach |
|------|---|---|------------------------------|
| 1 | Experience a problem or life event. | Pick a process for improvement; gather data about the current process still in operation. | Get the facts |
| 2 | Ponder and evaluate the experience. | Review the data looking for clues. | Weigh and Decide |
| 3 | Build a solution theory drawn from past experience and new knowledge. | Learn about kaizen and its methods: JIT, TQM, TPM, etc. Develop a possible solution. | Take action |
| 4 | Apply and evaluate the solution. Draw conclusions and repeat the cycle. | Apply the solution. Once stabilized, return to step one and continue seeking improvement opportunities. | Check results |

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Our new challenges

Get a new view about how people learn

Collaborate with the education infrastructure

Link Strategy to human resource development

Listen to your HR people

Connect with the wider world of education

Make your managers coach and mentor.