

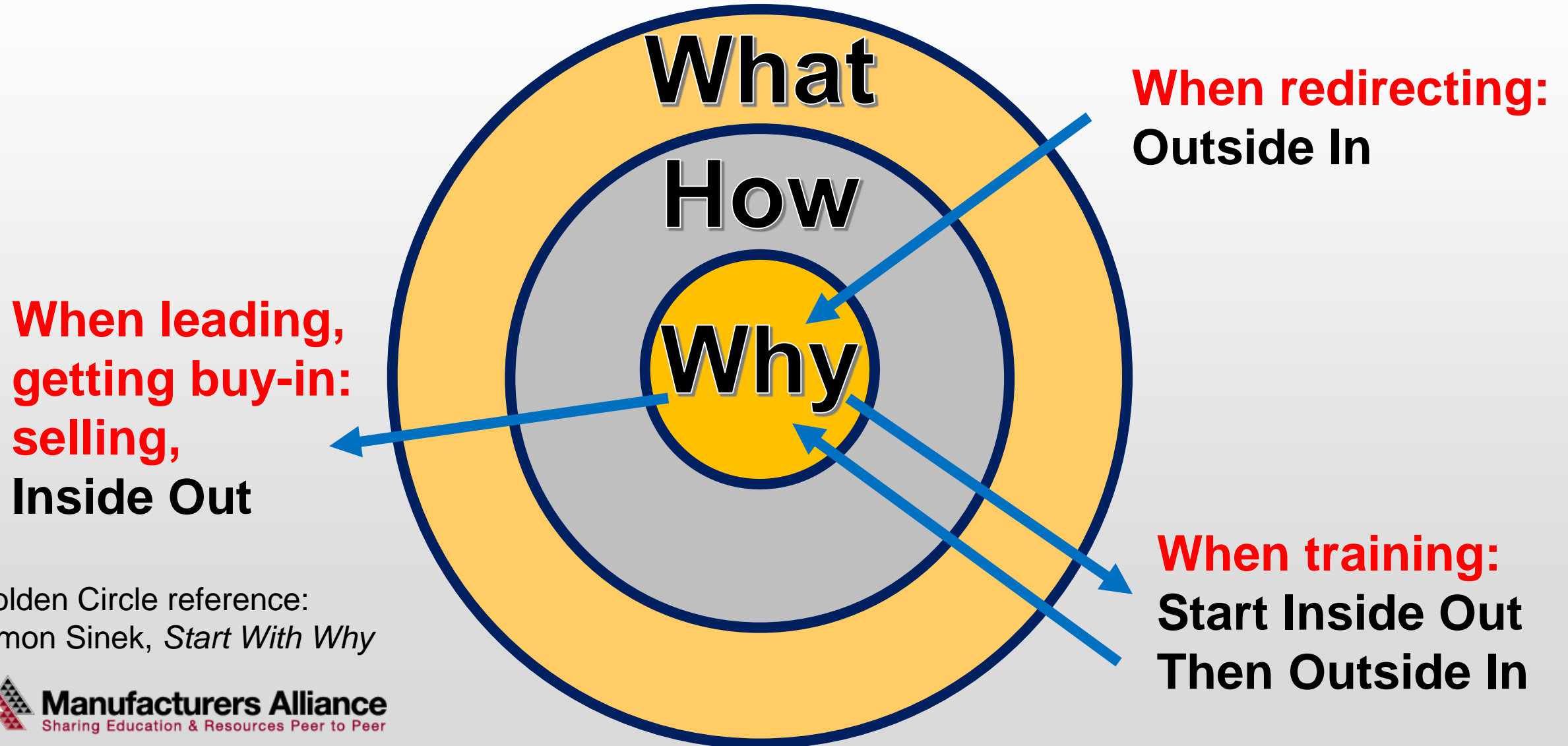
Create Your Own Lean Training

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Golden Circle of communication

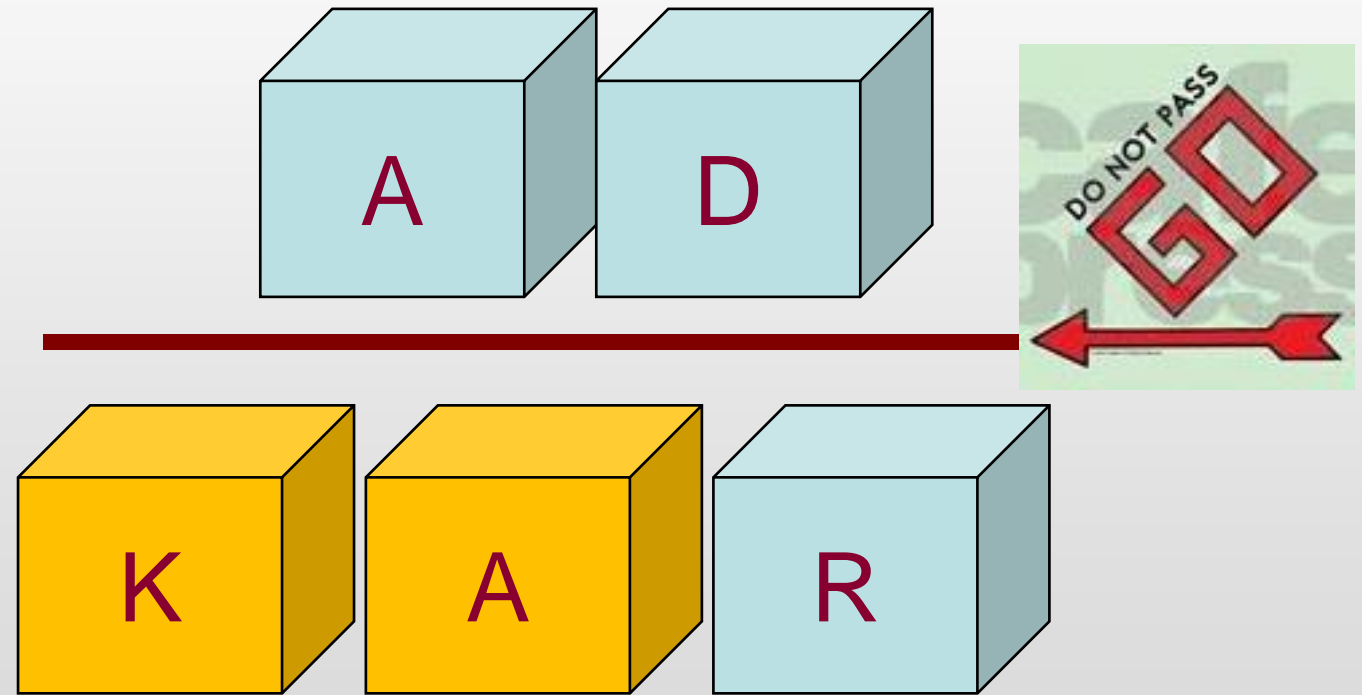


Golden Circle reference:
Simon Sinek, *Start With Why*

What's In It ... For the Business & For Me

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

Change



Reference: Jeffrey M. Hiatt,
ADKAR

Skills, Knowledge & Abilities of a Lead

Skills, Knowledge, Abilities

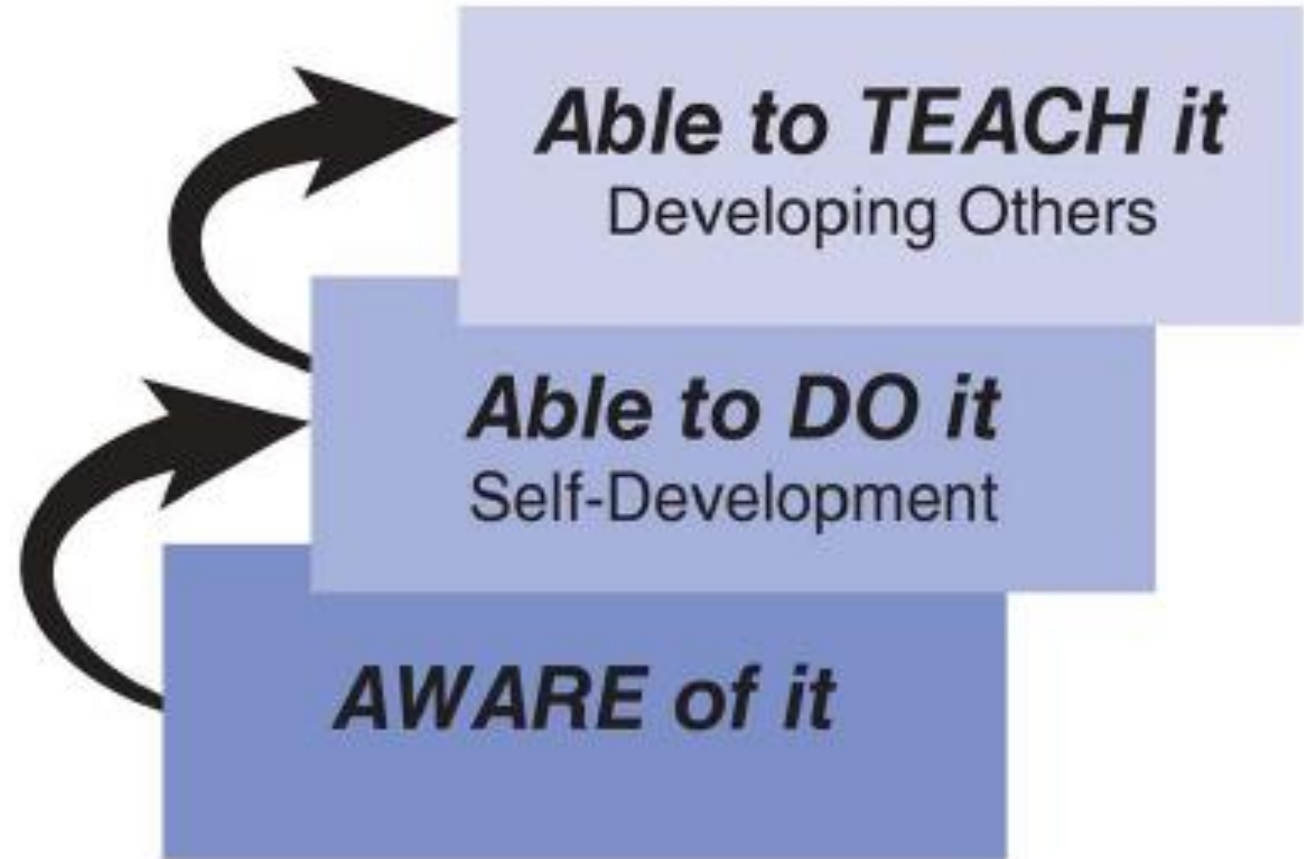
- Read and interpret blueprints and assembly drawings
- Be familiar with tools and equipment
- Basic computer skills
- Personal protection equipment worn when necessary
- Read & interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals
- Ability to speak effectively before customers or employees
- Strong interpersonal skills requiring the ability to resolve conflicting interests and obtain cooperation
- Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form
- Be able to work with other employees
- Able to make decisions to improve production & quality
- Use and be familiar with assembly and measuring tools, interpret visual aids and able to perform simple shop math

Training Available

- Blueprint reading
- Fab, Weld, Paint, Assy Training
- On-line
- N/A
- N/A
- Daily Huddle training
- On Conflict and Job Relations training
- N/A
- Foundations of Job Relations
- Kata, Job Instruction
- N/A

Be Clear on Your Objectives & Roles

- Executives
- Managers
- Supervisors
- Operators



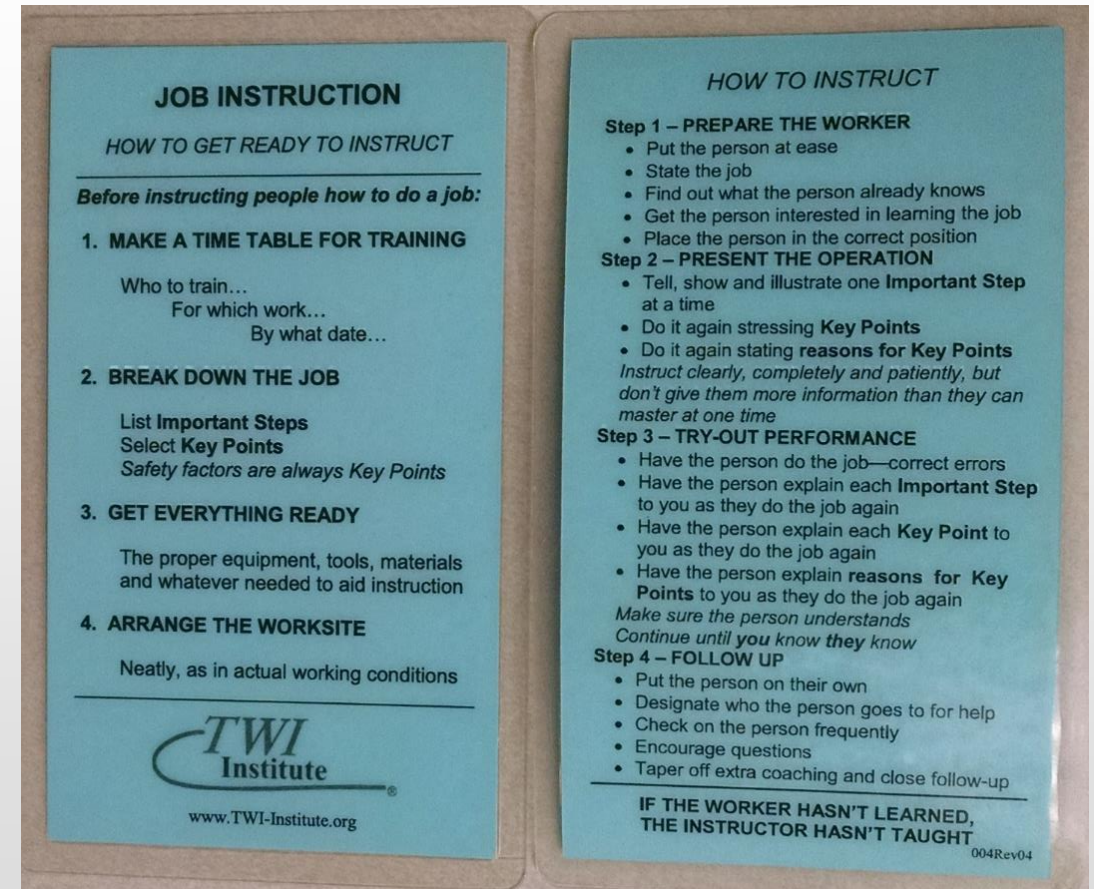
Reference: Mike Rother, *Toyota Kata*

How

Use Principles of Training Best Practices

“Training Within Industry (TWI) ...
may well be the most successful
supervisor training programs
ever developed.”

Dr. Alan G. Robinson -- Author, Educator

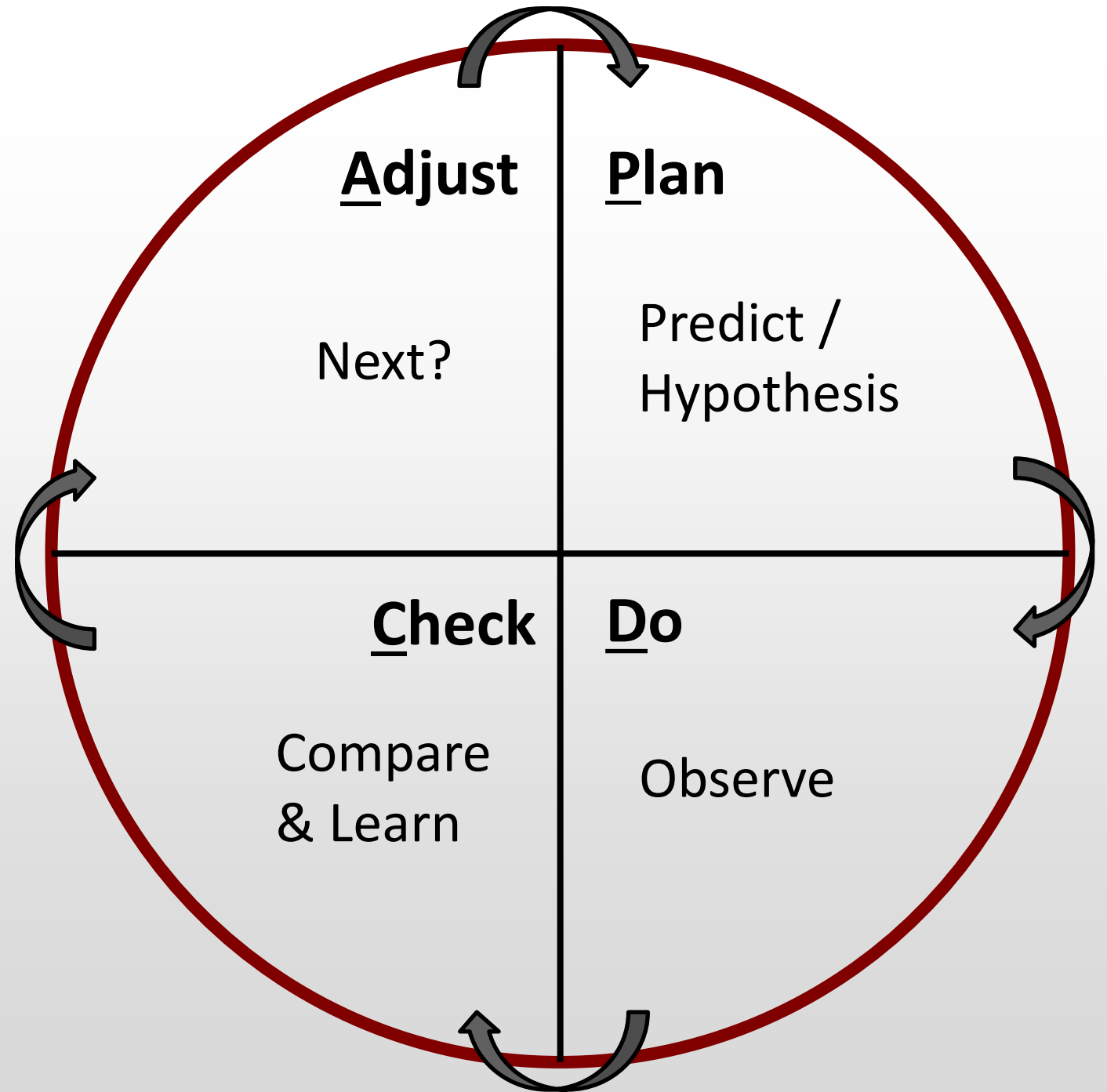


~~Telling Alone~~

~~Showing Alone~~

Reference: Patrick Graupp & Robert Wrona, *TWI Workbook*

PDCA: The Learning Cycle



Training Plans

Standard Operating Procedure for Training at [redacted]





This document specifies the rules and guidelines for training development and delivery at [redacted].

The reason for this document is to help ensure a common "look and feel" for all [redacted] training from the perspective of the learner, and to document our best practices for training.

Training materials should consist of all the following:


1. **Training content** — the materials that are to be presented to aid the training
2. **Participants Guide** — takeaway item(s) provided to the participants for them to reference after the training event

Critical Point: This is something you must do or know when delivering this content.

Symbol(s)	Definition
	Write on whiteboard / flipchart
 2	Participants need to write in their Participant Guide on Page 2. The notes they need to take will be in the Content column. If there is an instance where there is a gap in a sentence, the word or words to be added will be <u>underlined</u> in this Trainers Guide.
	Say what is in the Content column exactly as written.
 2	Participant <u>Read-Around</u> . Participants read aloud out of their Participants Guide on Page 2.

Ref (Reference): this is something you will refer to when delivering the content.

Content: This is the core of the training. This is a guide to what you will say and deliver within the training session.

- If you are to say exactly what is written, the content text will be in "**Bold Lettering**" with quote marks, and the Critical Point column will have the  symbol in it.
- If TEXT IS IN UPPER CASE, emphasize the words heavily.

5S Simulation

Overview of 5S and 7 wastes, and nuts and bolts simulation to show the benefits of 5S.

Timing: Within two weeks of 6th new employee hired; Lead trainer for each site keeps track

Prerequisites: New Employee Orientation

Class size: 6-20

Site 1: Trainer is Bob [redacted] (Bill to provide train-the-trainer by 3/23/18)

Site 2: Trainer is Bill [redacted]; Backups are John Lieser, Scott Lips, Todd Hlavacek

Site 3: Trainer is Jay [redacted] (Bill to provide train-the-trainer by 3/23/18)

Estimated time: 1 hour plus a one-on-one 10-minute follow-up on 7-minute 5S

Status: **In place** in C' Site 1; training materials available on Efficiencies/Lean Training/5S – Bill/Intro to 5S & Simulation

Required of all production employees

Standard Work Simulation

Overview of standard work and nuts and bolts simulation to show benefits of standard work.

Timing: Within two weeks of 5S Simulation

Prerequisites: 5S Simulation

Class size: 6-20

Site 1: Trainer is Bob [redacted] (John to provide train-the-trainer by 4/30/18)

Site 2: Trainer is John [redacted]; Backup is Nick [redacted]

Site 3: Trainer is Jay [redacted] (John to provide train-the-trainer by 4/30/18)

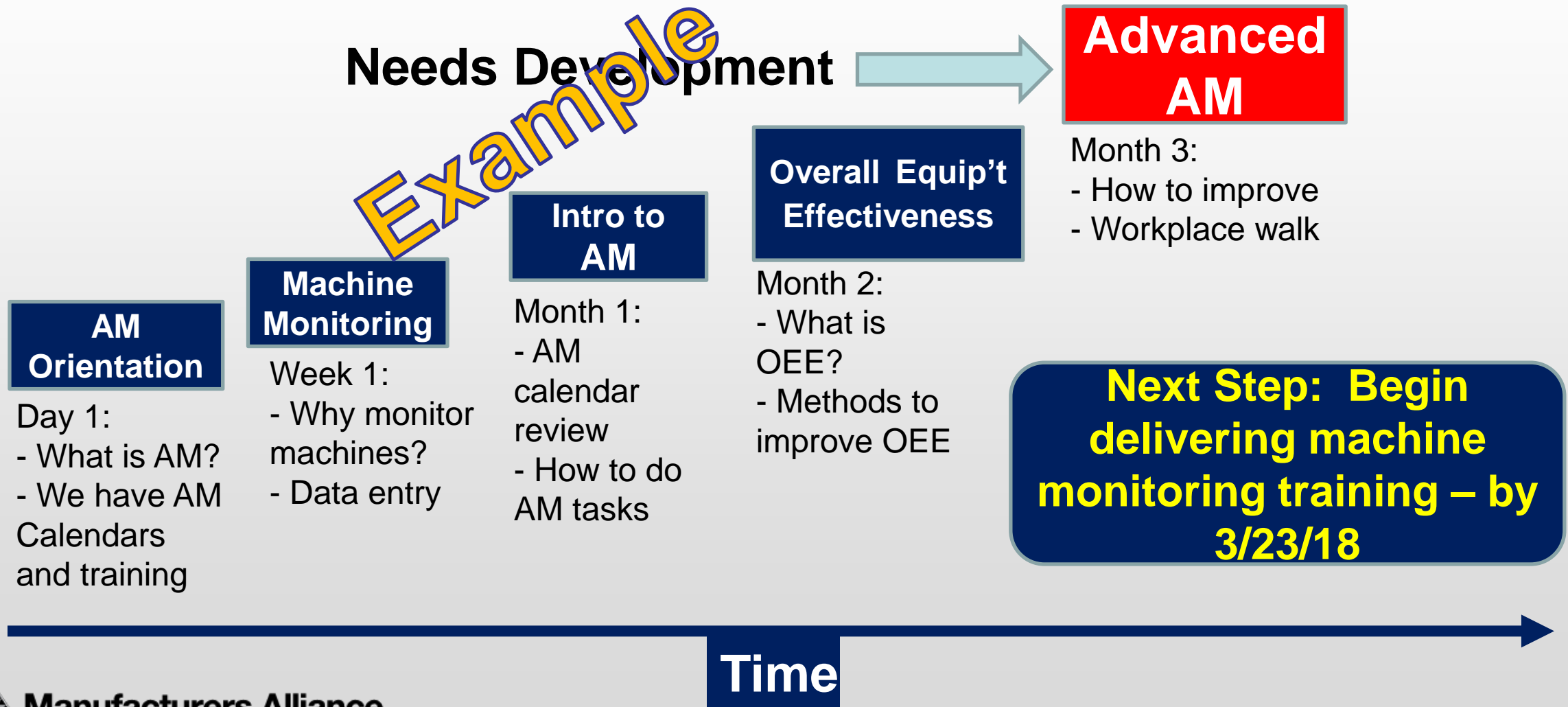
Estimated time: 1 hour

Status: **In place** in

JI/Standard Work.

		Job Instruction Training Timetable					incl	
		Training method	John	Nick	Todd	Bill	Sam Wagner	
Operators	CI orientation	Toast video						
	Intro to 5S	Simulation	5	5		5	5	
	Intro to Standard Work	Simulation	5	4		5	5	
	JI for Operators	PPT/Mix	5	5		5	5	
	Visual Workplace - 14 Principles	PPT/Workshop	4	4		4	5	
	Visual Workplace - Borders, Address	PPT/Workshop	5	5		5	5	
	Visual Workplace - Mistake-proofing	PPT/Workshop					5	
	Lean/Kata Simulation	Simulation						
Leads	Leader Standard Work		5			5		
	Leading a Daily Huddle					5		
	Job Instruction		3	5		3		
	Delivering Training					5		
	JI Train-the-Trainer					4		

Equipment Support Training



Example: Standard Work

- Why/Objective: Help operators understand the reasons to follow standard work by clarifying benefits – benefits to ourselves (operators), to each other, and to the company.
- How: Built on successful 5S hands-on simulation training – under 1 hour
- What: 3 rounds of assembling nuts and bolts
 1. Baseline – 3 different ways
 2. Standardize – all do best way
 3. Improve – improve best way



Standard Work Training

The One Best Way

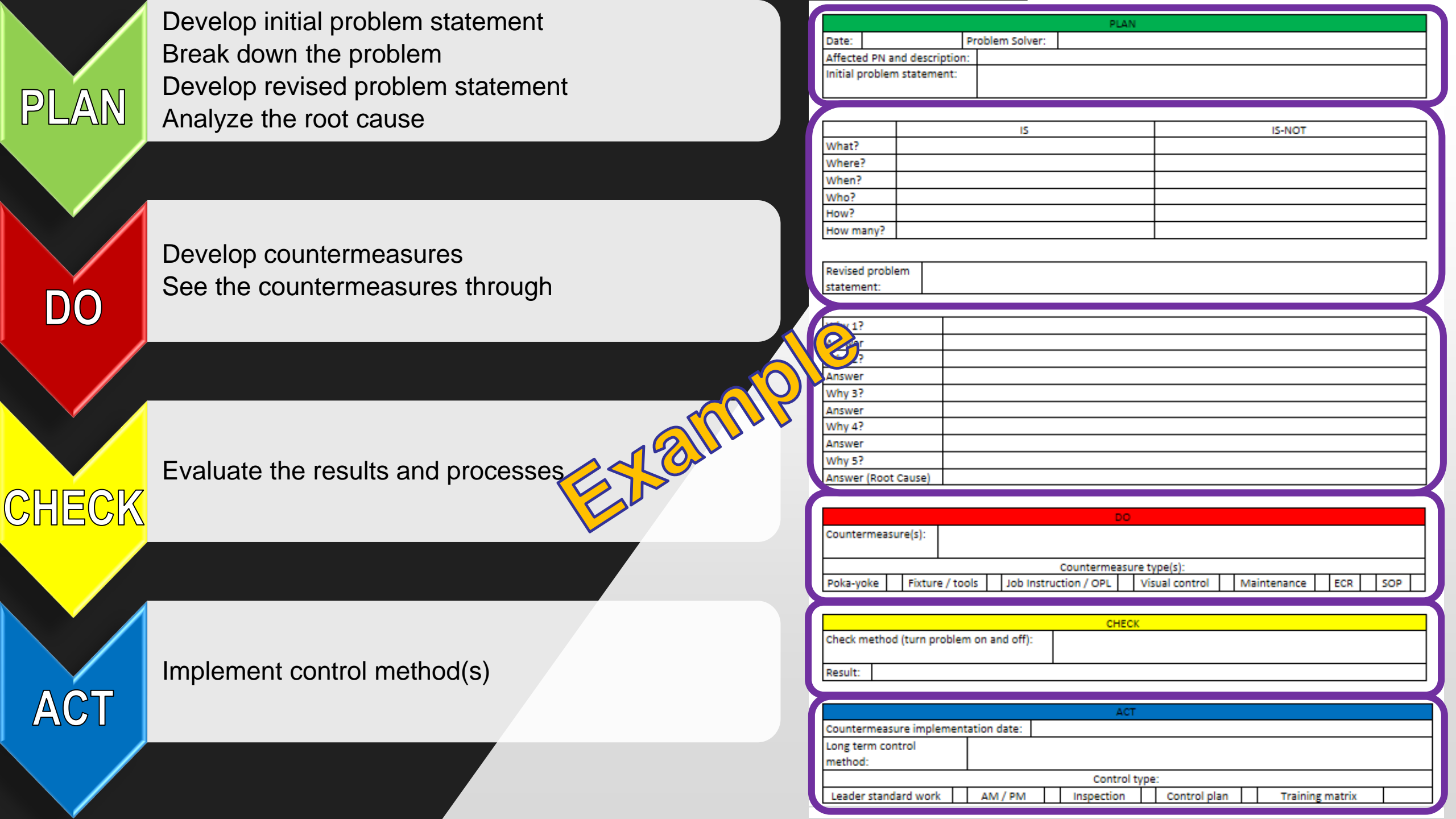


Hands-On Simulation

Video

Round 1									
Process	Range				Avg.		Comments		
Out of Bins	1 63	2 67			4	65			
Off the Table	4 60	5 70	6 95		35	53	75	62	
Shadow Boards	7 42	8 55	9 46		13	48			SB was faster
Round 2									
	Range				Avg		+/-	Comments	
SB	1 50	2 43			7	46.5	-19		Faster w/ SB
SB	4 38	5 50	6 60		12	22	49	47	
SB	7 45	8 47	9 40		7	-6	44	-4	Consistent Avg's
Round 3									
	Range				+/-		Avg	+/-	Comments
SB+	1 40	2 41			1	-6	40.5	-6	Ranges closer
SB+	4 42	5 45	6 42		3	10	43	41	
SB+	7 35	8 45	9 39		10	+3	40	-4	

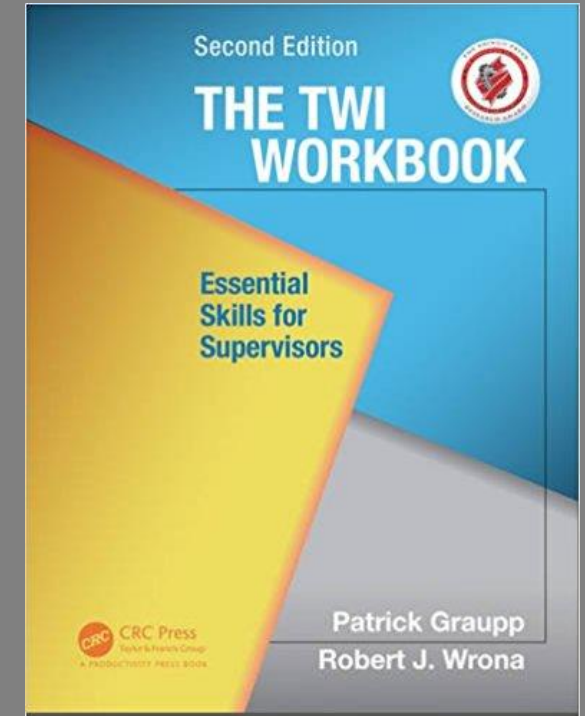
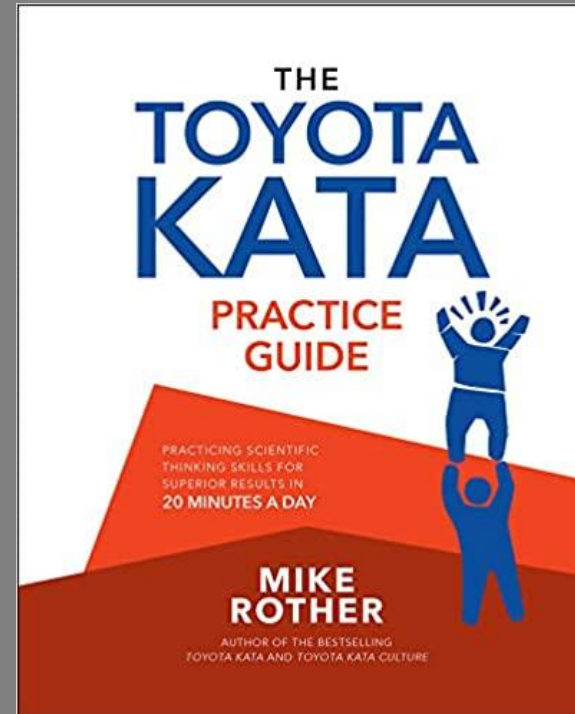
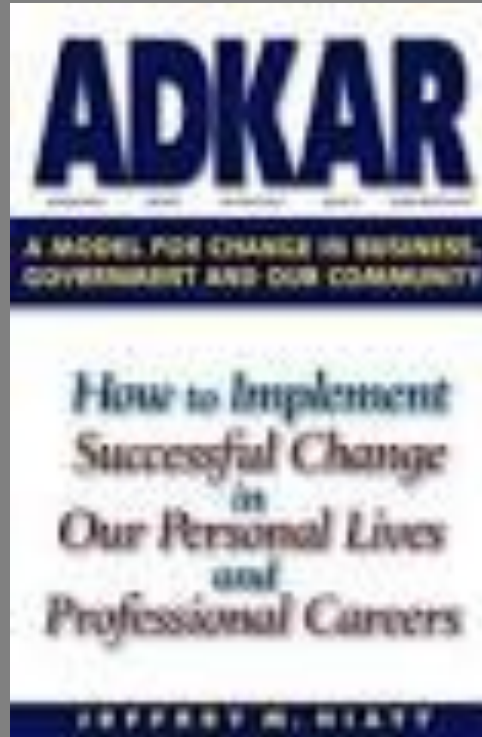
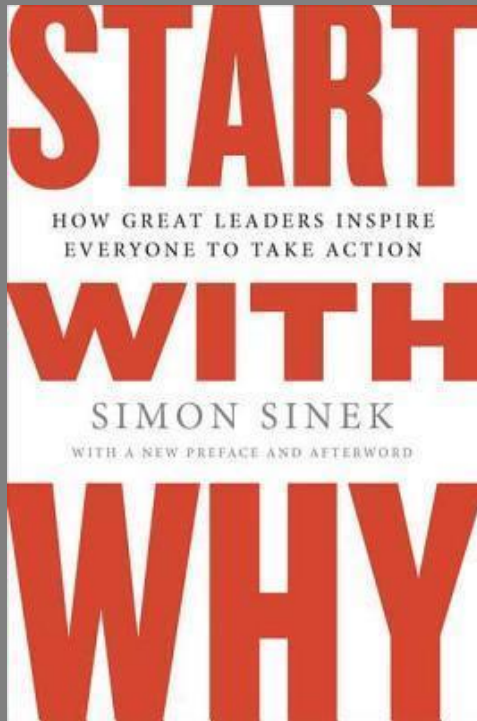




Summary

- Start with Why: Build the Awareness and Desire BEFORE delivering training
- How: Consider Roles & Training Objectives, Use Best Practices
- What: Identify the specific training modules you need most, develop summary description, consider training SOP, Trainers Delivery Manual format, Training Matrix
- Use PDCA to continue to learn and improve your training

Some Good Resources





Manufacturers Alliance

Sharing Education & Resources Peer to Peer

www.mfrall.com / ma@mfrall.com / 763-533-8239