



Preparing for training

Training

Daily support

- UPDATE TRAINING PLAN & SKILLS MATRIX
 1. Who will be trained in which process and when?
 - 2 Who should have which qualification by when?
- Plan participants & resources (time, place & date)
- Create/update standards (esp. JBS)
- (!Break down the process into its components)
Terms which are used in the standard should correspond to visualizations at the Work station!
- UPDATE VISUALIZATIONS AT THE WORK STATION
!Visualize the key points at the process!
- SET UP THE TRAINING LOCATION
(e.g. material, devices and Tools)
!All "Tools" required for training must be available and a good condition!
- Prepare the required documents (e.g. "cheat sheet", assignments, work plan and job breakdown sheet)
- Switch off phone (incl. messages/mails)
! Trainer & learner!
- PLANED OBSERVATION DURING THE WORKING DAY
 - ➔ Comparison with standard
 - ➔ Document O.K. cycles on the JBS
! It's about the process, not the Employee!
- Ask the mentor about the Employee's position
- Update Skills matrix:
 - ➔ Level 2: After Training according to TWI
 - ➔ Level 3: Can work independently (as soon as Employee can perform process in target time)



Greeting

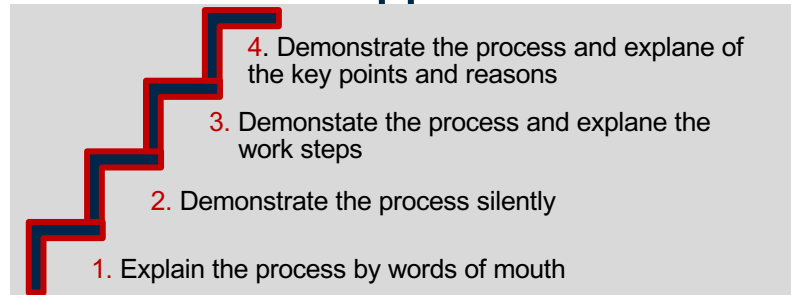
Demonstration by the trainer

Repetition by the learner

Conclusion

- Greeting and personal introduction
Is the learner nervous?
- Explain the training procedure
- Ask about the learner's level of knowledge
Get the learner's interest!
- Explain area, environment and product
!Pay attention to special features!
- Show Work station
!USE LANGUAGE FROM GEMBA!
- Show suppliers & customers the process on site
- Position the learner according to his "guide hand"
- Explain the 4 levels of training procedure

- Demonstrate the process:



- **!Pay attention to understandable language and formulations!**
- Make sure that the learner has no more questions **! Assume nothing is known**
→ Questions!
- Ask the learner to repeat the procedure according to the 4 steps
!Explain the steps again!

- Learner repeats process according to the 4 levels:

- Targeted observation
! If there is a deviation from the standard:
INTERRUPT IMMEDIATELY!
(otherwise errors will become a habit)
!CONFIRM/PRAISE!
- **!The Learner has to repeat the process until he is able to follow the standard**
!FOCUS: QUALITY, NOT TIME!

- Clarify open questions
Unresolved issues must also be clarified!
- Discuss the next steps in the induction process
- Hand over the learner to a mentor
!COMMUNICATE HOW THE LEARNER CAN "CALL FOR HELP"!
- Observe a few cycles
! Document cycles on the JBS!
- Update skills matrix
(Level 2: Was trained in the process)