



Preparing for training

training

daily support

- **UPDATE TRAINING PLAN & SKILL MATRIX**
 1. Who will be trained in which process and when?
 2. What qualifications should who have and when?
- **Plan stakeholders & resources** (time, place & date)
- **Create/update standards** (esp. JBS)
- ("Break down" the process into its components).
Designations in the standard should correspond to visualizations at the workplace!
- **UPDATE VISUALIZATIONS AT THE WORKPLACE**
! Visualize the key points on site !
- **SET UP TRAINING LOCATION**
(e.g. material, devices and aids).
!All „tools" required for training must be on site!
- **Prepare required documents** (e.g., "check sheet," assignments, work plan, and work content sheet).
- Switch off phone (incl. messages/mails)
! Trainer & Learner !
- **regular monitoring during the working day**
Alignment with standard
Document i.O. cycles on the JBS
! It's about the process, not the operator !
- Inquire with mentors about operator's point of view
- Update skills matrix (once operator can perform process in target time):
Level 3: Can work independently

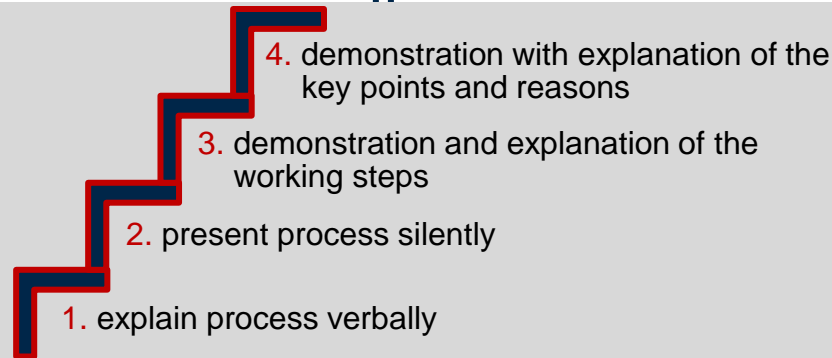


Welcome

- Greeting and personal introduction
!Pay attention to excitement!
- Explain the procedure of training
- Inquire about the learner's level of knowledge
!Arouse the interest of the learner!
- Explain area, environment and product
Pay attention to special features!
- Show workplace
!Use language from Gemba!
- Show suppliers & customers from the process on site
- Position the learner according to his "guiding hand"
- Explain 4 levels

Demonstration by the trainer

- Present Process:



- **Pay attention to understandable pronunciation and formulations!**
- Make sure the learner has no more questions **! Do not assume anything as known Questions!**
- Ask the learner to repeat the procedure according to the 4 steps **!Explain the steps again!**

Repeat by the learner

- Learner repeats process according to the 4 stages:

- Targeted observation
- **! In case of deviation from the target process: interrupt immediately!** (otherwise errors will be consolidated)
- **!Confirm/Praise!**
- **Repeat the process until it runs according to the standard (focus: quality, not time)!**

Conclusion

- Clarify open questions
Even unanswered questions must be clarified!
- Discuss next steps of the familiarization
- Give the learner to a mentor.
!Communicate how the learner can "call for help"!
- Observe few cycles
! Document cycles on the JBS !
- Update skill matrix (Level 2: Has been trained in the process)