



Learning that Sticks: An exercise in how people really learn

*David Brunt
Senior Fellow
Lean Enterprise Academy*

10th July 2009



Introduction

Purpose, Process, People

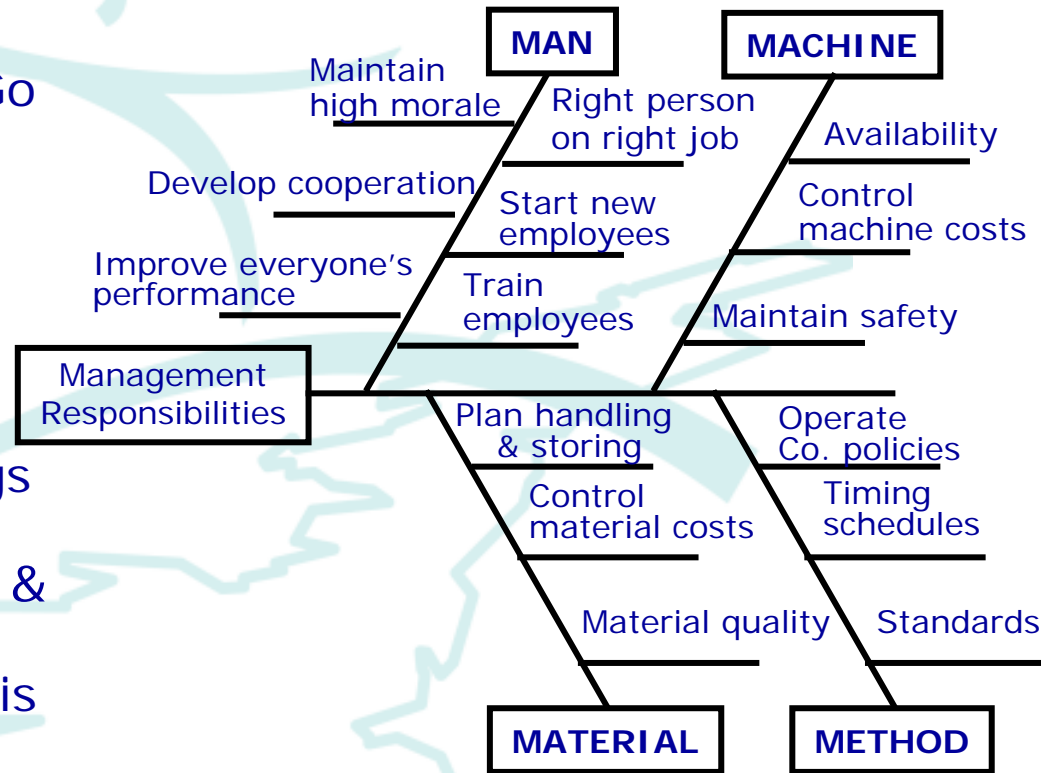
- We know lean is a different way of managing
- Lots of different mental models
 - Quality should be built (not inspected) into the product or service
 - The importance of going to the workplace to see issues first hand
 - Making problems visible rather than hiding them
- There are tips and tricks about learning that make the transformation smoother



But First....

What is the Role of the Manager?

- Knowledge of work
 - How we do things "Go and See"
- Knowledge of responsibility
 - What we need to do by when
- Skill in improvement
 - How can we do things better?
- Leadership behaviour & motivation
 - Why we do things this way?
- Teaching ability
 - How to pass along skills to others?





Learning that Sticks



- How do we get a person to do a job?
 - Correctly
 - Quickly
 - Conscientiously
- Getting **EACH** person to do **EACH** job correctly, across all departments, represents much of the answer to **DOING THINGS RIGHT, FIRST TIME, ON TIME**



Solely Telling

- **TELLING**, alone, is **NOT GOOD INSTRUCTION**
 - Most people just don't "get it" through "telling"
 - Many operations are difficult to describe in words
 - Few of us can use the exact words necessary anyhow
 - Things seem difficult when listening to words
 - It's hard to "tell" the right amount and know whether it's going in



Solely Showing





Summary

- People can learn their jobs with enough “telling and showing” but:
 - These are not SURE and DEPENDABLE methods
 - There is a SURE and DEPENDABLE method that works EVERY TIME, if it is applied
 - It was formulated by practical application

How to Instruct

Job Instruction



STEP 1: PREPARE TEAM MEMBER

- Put team member at ease
- State the job
- Find out what the team member already knows about it
- Get team member interested in learning the job
- Place team member in correct position

STEP 2: PRESENT OPERATION

- Tell, show and illustrate each Major Step one at a time
- State each Key Point
- Explain reasons
- Instruct clearly, completely and patiently
- Present no more than team member can master
(Do you have any questions?)

STEP 3: TRY OUT PERFORMANCE

- Have team member do the job; correct errors
- Have team member explain Major Steps as the job is done again
- Have team member explain each Key Point as job is done again
- Have team member explain reasons for key points as job is done again

STEP 4: FOLLOW UP

- Put team member on own
- Designate to whom to go for help and where
- Check frequently
- Encourage questions
- Give any necessary extra coaching and taper off the follow up

If the MEMBER hasn't learned, the INSTRUCTOR hasn't taught



Demonstration



Job Breakdown Sheet

Lean Workshop

Workshop Theme:

Workshop No.

Team

Date: 11/07/09

JOB INSTRUCTION

Parts:

Tools:

Process:

T-SHIRT

PERSON

Page: 1

T-SHIRT FOLDING

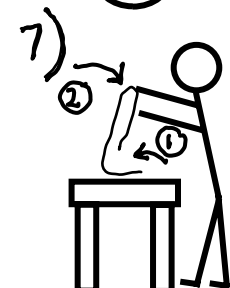
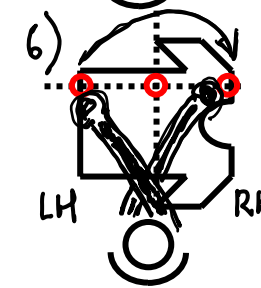
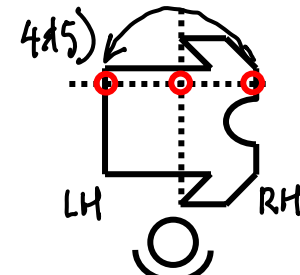
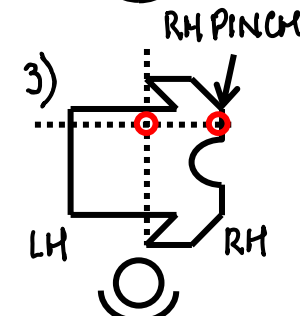
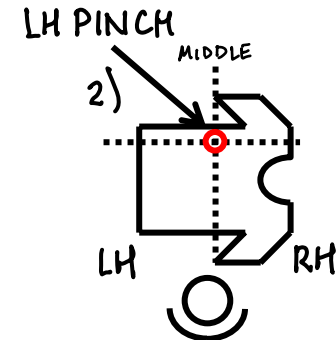
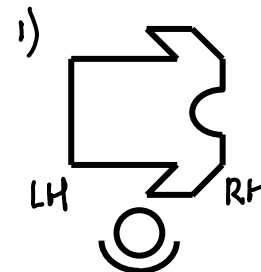
TABLE

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No.	WHAT? Important Steps <i>Has the job advanced?</i>	HOW? Key Points <i>Make or break, injure worker, easier to do</i>	WHY? Reasons <i>(for the key points)</i>
1)	LAY FLAT	<ul style="list-style-type: none"> FRONT UP NECK TO RIGHT SLEEVES FLAT 	<ul style="list-style-type: none"> FOLD WITH FRONT FACING UP SO YOU CAN UNCROSS ARMS NO TWISTS + WRINKLES
2)	LEFT HAND PINCH	<ul style="list-style-type: none"> IMAGINARY LINE IN MIDDLE OF SHIRT 2ND LINE FROM SLEEVE PINCH BOTH LAYERS OF SHIRT WITH LH 	<ul style="list-style-type: none"> WILL BE THE BOTTOM OF FOLDED SHIRT WILL BE THE EDGE OF THE FOLD (DEFINES WIDTH) WON'T FOLD
3)	RIGHT HAND PINCH	<ul style="list-style-type: none"> IMAGINARY LINE FROM LH BACK TO SLEEVE PINCH BOTH LAYERS OF SHIRT WITH RH 	<ul style="list-style-type: none"> EDGE OF THE FOLD (DEFINES WIDTH) WON'T FOLD
4)	RH OVER TO HEM	<ul style="list-style-type: none"> BRING 2nd PINCH IN FRONT OF LH + DOWN TO HEM 	<ul style="list-style-type: none"> FOLDS SHIRT IN HALF
5)	PINCH HEM (RH)	<ul style="list-style-type: none"> PINCH BOTH LAYERS IN A LINE WITH 1ST + 2ND PINCH 	<ul style="list-style-type: none"> WON'T FOLD T-SHIRT WILL THEN HAVE NEAT APPEARANCE
6)	FLICK	<ul style="list-style-type: none"> UNCROSS ARMS AT END OF MOVEMENT KEEP HANDS HORIZONTAL 	<ul style="list-style-type: none"> SO SHIRT CAN HANG FREELY
7)	FLOP & FOLD	<ul style="list-style-type: none"> LOWER SLEEVE FIRST FOLD TOWARDS YOU 	<ul style="list-style-type: none"> MAKES SLEEVE NEAT COMPLETES FOLDING

Training Aid





Something to Think About

How could you use this technique?

- Has every supervisor (someone responsible for the work of others) been trained how to train?
- Does every supervisor have a defined set of skills they need their people to learn?
- Do they have a plan of how they will train/coach people on an ongoing basis & new starters in these core skills
- Do they have a mechanism for identifying skills gaps and solving them?
- Can we relate all these actions to headline performance?



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