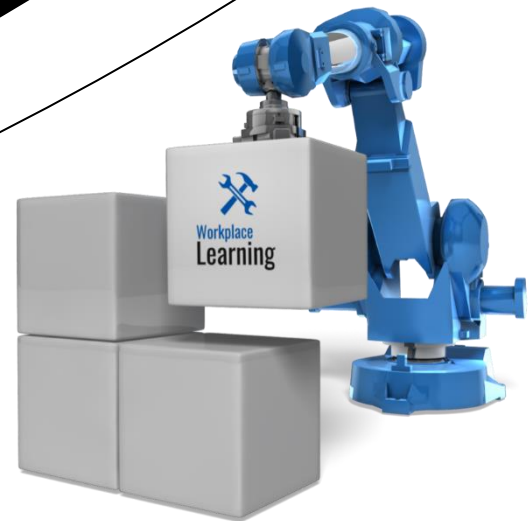


DELIVERING CHANGE, ENGAGEMENT AND PERFORMANCE GAINS THROUGH WORKPLACE LEARNING



Thomas Edison is credited with the adage that "Genius is 1% inspiration and 99% perspiration". We may change the percentages but anyone who has tried to apply a new idea to their workplace will agree that getting new ideas adopted is more difficult than generating them in the first place.

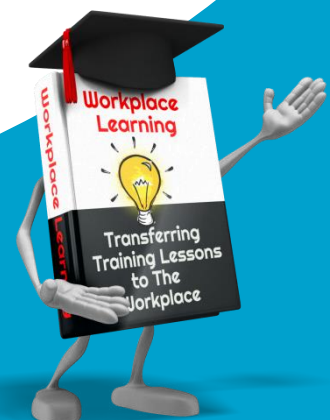
In organisations that do this well, Managers, Team Leaders and Key Personnel adopt a People Centric Leadership approach to engage the workforce with the new thinking and then refine it through practical application. This "workplace learning" approach ensures that good ideas are given the best chance of success because those impacted by the change have the opportunity to understand the benefits first hand, reflect on the changes needed and learn how to adopt the new approach into their work routines. The use of workplace learning projects provides immediate feedback which helps to surface barriers (real and imagined) overcome problems, refine ideas and progress them further.

Workplace learning projects are most effective as cross functional, team-based activities carried out alongside normal duties. These teams work on the transfer of new ideas, such as lessons learned from training courses, by applying them to resolve real world issues. Team Leaders, Managers and Key personnel coach, facilitate and project manage the projects as part of the routine management process.

Common workplace learning themes cover taming technology, operational improvement or developing future capabilities. These can also be designed to simultaneously improve softer skill sets such as leadership coaching, cultural change and workforce engagement.

A typical workplace learning project passes through 3 measurable quality milestones:

- The first milestone is achieved when the potential improvement areas are identified, prioritised and improvement tactics are defined;
- The second milestone is passed after the improvement team has been mobilised and they are tracking the impact of their programme;
- The final milestone is achieved when sustained improvement has been delivered and formal recognition can be made of their success.



People Centric Leader Development for Team Leaders

The Workplace Learning Plans below provide examples of how DAK Academy short 2-3 day open courses can be combined with practical workplace learning projects to deliver business gains. In addition to open courses, DAK provide customised in house training, coaching and hands on support to accelerate the transfer of lessons learned to the workplace. Typical 1 to 1 or small group coaching plans cover:

- Consolidation: Review, planning and mobilisation of lessons learned;
- Confirmation: to confirm capability and refine insight;
- Transfer of Lessons Learned: to formalise outcome and map out next steps.



For Lead Operators, Engineers and First Line Managers

3 day Implement Best Practice TPM Workshop plus workplace learning projects covering:

1. Improving Asset reliability and OEE
2. Standardising work routines and problem prevention
3. Local Area Management and Focussed Improvement

For Production Team Leaders and Managers

3 day Practical Lean Leadership for Team Leaders and Managers plus workplace learning projects covering:

1. Mapping waste and developing programmes that engage
2. Visualisation to communicate with meaning
3. Practical Problem Solving Leadership

For Managers, Specialists, Project Leaders and Administrators

3 day Manufacturing Project Management Workshop plus workplace learning projects covering

1. Project justification and specification design
2. Project and risk management
3. Delivery of beneficial operation and return on investment

For Maintenance Team Leaders and Planners

3 day Maintenance Planning and Scheduling work control workshop Plus workplace learning projects covering:

1. Work routine definition and frequency
2. Maintenance systems and processes
3. Maintenance task management

For Engineering Managers, Team Leaders and Change Agents

3 day Lean Maintenance Strategy Workshop plus workplace learning projects covering

1. Maintenance strategy evaluation and design
2. The road map to zero breakdowns and beyond
3. Increasing maintenance added value.