

Building Capability Through Workplace Learning



Training and Coaching Support

Learning through doing

Adults learn best through practical application which is why our in house training and coaching support plans incorporate practical projects as a vehicle to

- Raise awareness, win hearts and minds and get buy-in to those new ideas
- Improve insight into issue/opportunity causal factors and identify next steps
- Guide the introduction of new working practices covering:-
 - Leadership and direction setting
 - Execution of routine activities and feedback to get better every day
 - Goals and metrics to drive further improvement and sustain the gains



Support plans can either be used to implement the best practice lessons from our short open training courses or designed to support existing in house programmes to raise capabilities and deliver a proactive workplace learning culture.

Workplace Learning Support Plans Provide

- Access to expert guidance as needed
- Targeted Training, coaching and hands-on support
- Programme coordination to:-
 - Mobilise the team and develop their capability
 - Keep projects on track
 - Formalise practices that deliver lasting gains

“Adults learn fastest through practical application.”

Designed to Accelerate Results. Each programme is designed using Learning Science principles and can include a blend of face-to-face, online live, on-demand and digital platform support formats to:-

- Engage stakeholders and gain their buy in;
- Provide structured and ad-hoc learning support based on results at coaching touchpoints during the project;
- Communicate progress and next steps for Business Sponsors, Team Leaders and their teams covering:
 - Team calendar
 - Project news feed
 - Project milestones
 - File tabs containing support material and team progress notes
 - Email Reminders for allocated tasks
 - One-to-one remote support via email, text, Teams or Zoom calls



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Support Approach

The support plans are developed to meet the needs of the business and to match with the capabilities of those involved. Typically, that is built around 90 to 100 day practical projects such as:-

- Taming Technology: Reliability improvement
 - Asset Care
 - Maintenance Planning
 - Skill Development
- Ratchet Up Performance: Performance Management
 - Overall Equipment Effectiveness
 - Problem Prevention
 - Front line leadership
- Better Projects Faster: Project management
 - Project Governance
 - Project leadership

Support Activities

Support plans can contain:-

- Awareness sessions
- Gap analysis diagnostics
- On line, on demand briefing material
- Face to face working sessions
- Remote coaching support
- Progress feedback and next steps planning



Who Benefits?

Support, Coaching plans are designed to develop the improvement capabilities of:

- Improvement teams
- Project teams

The issues raised by these practical projects also provides the vehicle to simultaneously develop the capabilities of improvement leaders including:

- Front Line Leaders
- Planners and Support personnel
- Functional Heads
- Senior managers
- CI Managers and change agents



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How does it work ?

The Initial step of the support plan is a working session with local area leaders to:

- Raise key stakeholder awareness of best practices.
- Guide them through a structured diagnostic model.
- Identify current areas of strengths and barriers to progress.

That is used to agree priorities and define the steps to deliver those goals as part of a practical workplace learning project.

For example, common causes of recurring problems are weaknesses in:

- Knowledge and insight to sustain performance glide paths
- Standard Operating Procedure and Capability Development
- Leadership of improvement as part of the routine
- Engagement with actions to deliver year on year performance gains

Our Diagnostic model uses capability benchmarks such as those set out in table 1 to position current capabilities and set out realistic and achievable 90 day programme including:

- the scope of the practical workplace learning project.
- the roles and personnel to be involved.
- The potential gains.
- The mobilisation step.

Capability Benchmarks	Leadership Workplace Learning Goals
Level 1: Maintain basic conditions	Develop skills to achieve stable operation and improve cross functional collaboration.
Level 2: Prevent mis operation	Improve problem prevention skills to refine complex processes so that they are easy to do right and easy to learn
Level 3 Detect and predict deterioration	Know how to set "Normal conditions" that make abnormal conditions visible at a glance and prevent the causes of recurring problems.
Level 4 Improve operability and maintainability	Be able to systematically reduce the number of routine interventions to progress towards no touch running conditions.
Level 5: Deliver Step up performance	Be able to deliver a step change in <ol style="list-style-type: none">a. Precision, material yield and reduce quality defectsb. Value stream flow/customer lead timec. Productivity, flexibility and responsiveness to shifts in demand.

Table 1 Developing Workplace Learning Goals

The support plan includes the creation of material to be used by leaders to brief participants of the forward programme.

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The second step of the programme involves a mobilisation activity for those involved in the workplace learning programme.

That includes development of the forward programme timetable based on the modules and touch points set out in Figure 1.

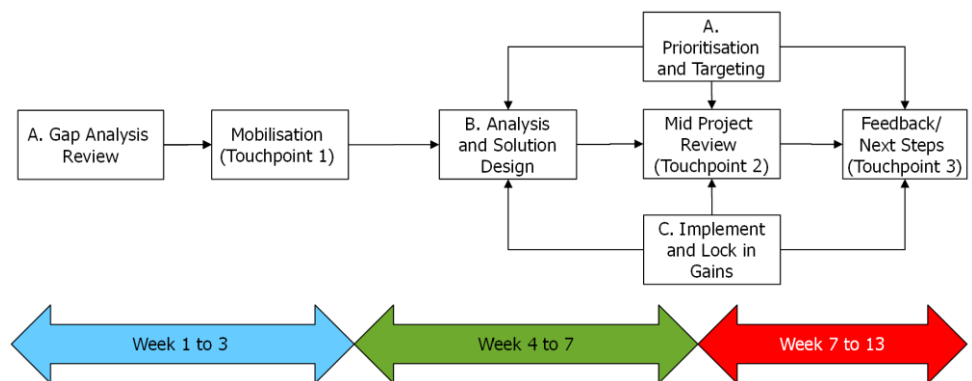


Figure 1 Workplace Learning Cycle Support Modules

Team Learning Plans include a mix of face to face, remote and customised on demand micro learning video's and courses to support the programme as set out in Figure 2. That includes "Learn, Practice and Improve" support to develop in house capability to:

- Define problem scope and fix the real issues.
- Overcome inertia to change.
- Lock in the gains.
- Deliver improvement as part of the daily routine.

Business Sponsors and Team Leader Coaching

includes guidance about real world issues such as:

- 1. Change management processes:** to engage the workforce with business priorities and gain their buy in to the change.
- 2. Learning and compliance processes:** to refine new ways of working so that they are easy to do right, difficult to do wrong and simple to learn.

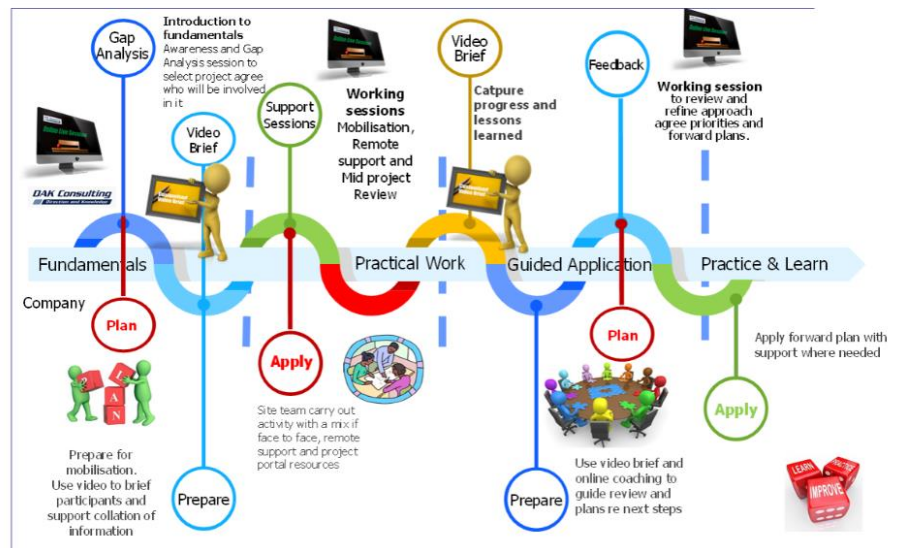


Figure 2 Support Approach Flexed to Deal with Real World Issues

Next Steps?



For More information or to arrange a call to discuss your specific needs please email us at info@dakconsulting.com visit www.dakacademy.com or call **(44) 1491 845504**