

WORKPLACE LEARNING ON THE ROAD TO EXCELLENCE

Video Newsletter Content

<https://youtu.be/8tGyJEKTHZw>

The notes below set out the content of the above video newsletter

What is Workplace Learning and How can we use it?

Teamwork

Although academic study provides us with the foundation for learning, our most valuable skillsets are acquired, formally or informally, through workplace learning.

Workplace learning has always been an essential part of our skill development journey.

The rapid advance of technological progress means that academic study can no longer keep up with the pace of development.

That makes workplace learning even more important in the future.

Which is true for both individuals and organisations.

So how can we make best use of that process?

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DAK
Academy
Developing Improvement Leaders

Although academic study provides us with knowledge our most valuable skillsets are acquired, formally or informally, through workplace learning.

As academic curriculums struggle to keep up with the pace of technological advance, workplace learning will be even more important in the future.

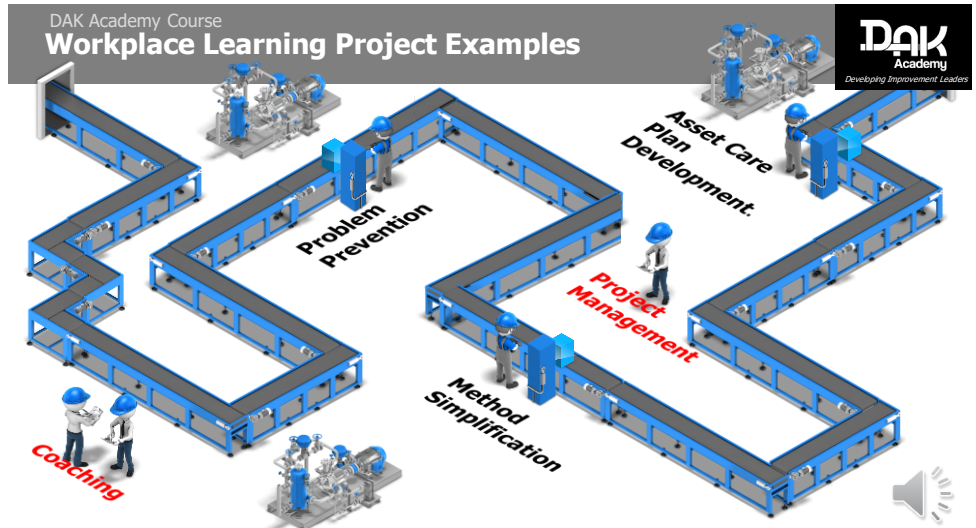
So how can we make best use of that process?

Workplace learning projects work best as cross functional, team-based activities carried out alongside normal duties.

This facilitates the transfer of lessons learned from training courses by providing a framework to reflect on ideas and work with colleagues to apply them to real world issues. The practical application provides immediate feedback which helps to overcome problems, refine ideas and progress them further.

Team based projects can also be linked to Management and support function workplace learning streams covering skill areas such as coaching and project management.

In this way workplace learning to become part of the routine management process. That in turn accelerates skill development and performance gains.

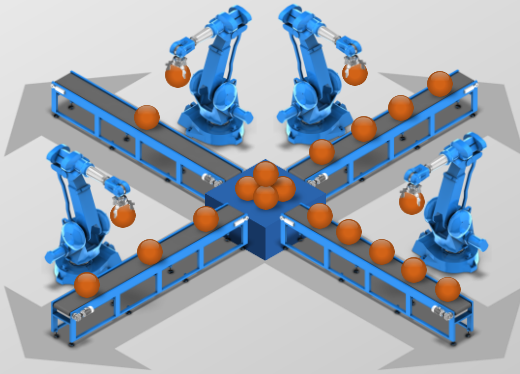


Common Workplace Learning Applications

Asset Reliability
50% of recurring problems are caused by human error. Workplace learning Projects: methods simplification or improved asset care standards

WORK PROCESS DEVELOPMENT

Workforce Flexibility
A lack of skilled workers is often the bottleneck to growth and flexibility of output. Workplace learning projects: Define and target skill gaps for core to intermediate to specialist tasks.



Engagement
Engagement occurs when individuals participate actions that have a meaningful impact on how their work is done: Workplace learning project: Problem prevention

MIND SET DEVELOPMENT

Leadership Transitions
Developing Leadership skills involves building trust and commitment with direct reports: Workplace learning projects include project management and coaching to support high performance team development.

The outcome is improved work processes which deliver gains in asset reliability or workforce flexibility.

The projects can be designed to provide practical experience of leadership modelling to facilitate workforce engagement and leadership transitions leading to high performance team development.

In that way, the gains from workplace learning projects provide a measure of the effectiveness and added value of the training process

Organisations that do this well start by defining their workplace learning agenda to deal with current or anticipated capability gaps.

Projects begin with training for improvement leaders around target themes such as taming technology, operational improvement or developing future capabilities.

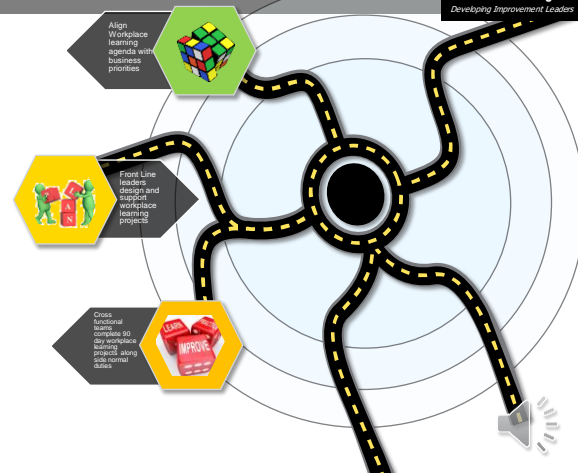
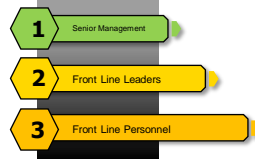
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Workplace Learning Programme Design

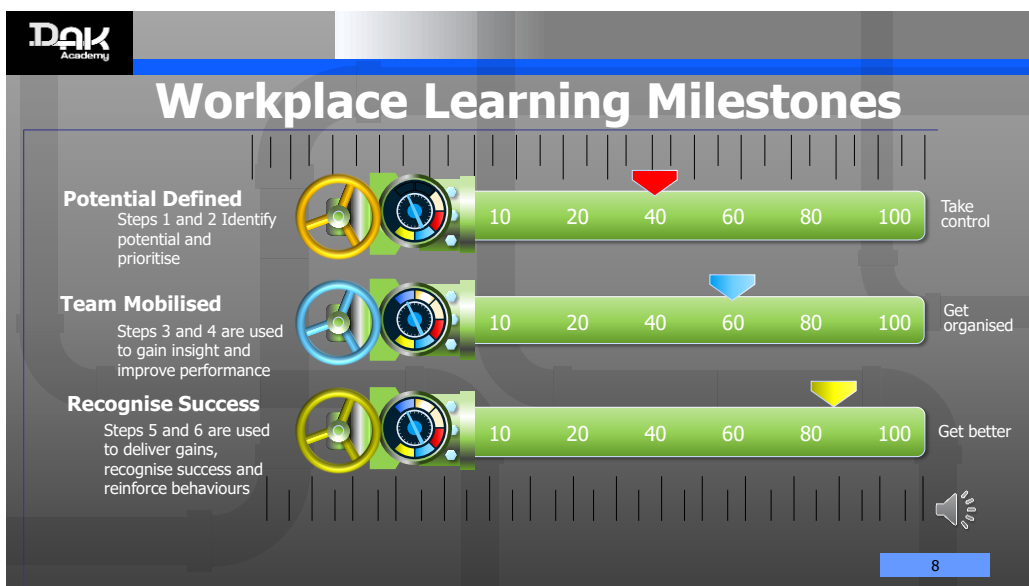
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A typical workplace learning project passes through 3 quality milestones as set out in the graphic below. The first milestone is achieved when the potential improvement areas are identified, prioritised and likely cause/effect loops are defined.



The second milestone "Get organised" is passed after the improvement team has been mobilised and they are tracking the impact of their efforts using the agreed leading indicator.

The final milestone "Get Better", is achieved when sustained improvement has been delivered and formal recognition can be made of their success.

Developing improvement leaders. Supporting Workplace learning.

The journey towards industry leading performance depends on not only solving today's problems but also on improving work routines and skills to prevent problem re-occurrence.

In organisations do this well, Managers, Team Leaders and Key Personnel facilitate Workplace Learning project teams as part of the management routine to introduce new ideas, lock in performance gains and progress towards optimised operations. In the process, they improve their coaching and leadership skills leading to improved engagement and high performance teamwork capabilities.

DAK Academy Course Workplace Learning Plans

For Lead Operators, Engineers and First Line Managers

3 day Implement Best Practice TPM Workshop provides improvement leader training for workplace learning projects covering

1. Standardising work routines,
2. Engaging the team with improving Asset reliability and Effectiveness
3. Prioritising improvement, target setting and performance management

For Managers, Specialists, Project Leaders and Administrators

3 day Manufacturing Project Management Workshop provides improvement leader training supporting workplace learning projects covering improvements to

1. Project specifications and 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 provides training to support workplace learning projects covering improvements to

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 for plus workplace learning projects to develop skills in

1. Assessing current maintenance strategy
2. Defining the road map to zero breakdowns and beyond
3. Implementing change to release lean maintenance added value.

Workplace Learning Coaching support

Following course attendance DAK can provide customised training, coaching and hands on support to accelerate improvement leader progress along their personal learning curve and transfer of lessons learned to the workplace. This covers

- 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.