

TRAINING,
LEADERSHIP
CONSULTING

Building the Capability to Succeed in YOUR Lean Journey

Tanya Hulse
11 October 2018

Today's Journey

What might your Lean Journey look like?

1

- Approach & Stages of Implementation

What capabilities are needed?

2

- Besides Lean expertise itself!

What are some of the typical hurdles along the way?

3

- And ways to surmount them

Close-out

4

- Key Take-outs, and an appeal



ABOUT

TRAINING LEADERSHIP CONSULTING (TLC)

PURPOSE

TO DEVELOP A GENERATION OF PRO-ACTIVE PROBLEM-SOLVING LEADERS.

We are a strategic training and consulting company, focused on Operational Excellence and Business Improvement. We are a market leader in Lean Six Sigma Leadership Development.

Established in 2001, we have been implementing business improvement programmes for top companies for over 16 years.

We help our clients to define their purpose, improve their performance, and increase their enterprise value.

1

Consistently resolved long-standing client problems, sustainably.

2

Developed 100+ courses (online & classroom).

3

Worked with over 50 local and international clients.

4

Trained over 6000 people.

5

Achieved Level 2 B-BBEE status (51% Black owned).

6

Provided bursaries to Black women under 35 through the TLC Education Trust.

OVERVIEW OF OUR SOLUTIONS



Lean Six Sigma

- Master Black Belt
- Black Belt
- Green Belt
- Yellow Belt
- Lean FOCUS
- Lean DMAIC
- Executive Workshops
- General CI Awareness
- Train-the-Trainer

Other Business Improvement

- Process Management
- Customer Experience
- Change Management
- Kaizen Events
- Plant and warehouse layout planning
- 5S Training & Auditing
- Problem-Solving Skills Programme
- Short Workshops (e.g. SPC, MSA, 5S, etc.)

Leadership and Management

- Emerging Leader
- Conscious Leader
- Intuitive Leader
- Purpose and Strategy Workshops
- HR (People) Strategy
- B-BBEE Support
- NQF 4 Generic Management

Soft Skills Courses

- Negotiating Skills
- Conflict Management
- Time Management
- Business Writing
- Project Management
- On-boarding
- Budgeting & Debt
- NQF 3 Business Administration

TRAINING AND CONSULTING SERVICES



You are about to embark on your
Lean Journey ...

Quick Poll #1: What's the hardest thing about implementing Lean?

Figuring out which Lean tools to use?

Changing people's mindsets and behaviours?

Managing the roll-out strategy?

Finding enough budget?

Working around the IT system?

Scheduling time for training?

Understanding the Japanese words?



LEAN STRATEGY – HIGH-LEVEL IMPLEMENTATION FRAMEWORK

The Lean Journey should be managed as an integrated initiative, around these pillars:

Business Alignment

Business strategy and needs aligned. Management systems to sustain the culture into the future.

- Clarify roles – part/full-time
- Establish 'ways of working'
- Align goals, career plans, reward structures
- Project / focus area prioritisation and selection
- Knowledge Management, get traction on best practices
- Sustain and anchor improvements

Programme Management

Manage the programme as a project, from initiation through to hand-over

- Program office – governance
- Deployment planning
- Change management
- Communication campaign
- Progress tracking & reporting
- Benefits tracking
- Budgeting and cost control

Capability Development

Develop individual competence and capability against desired skills and behaviours

- Identify 'who' to be trained on 'what', and 'when'
- Confirm and align curricula
- Training logistics planning
- Training roll-out
- Coaching, assessment and certification, recognition
- Maintain 'bench-strength' over time with staff changes

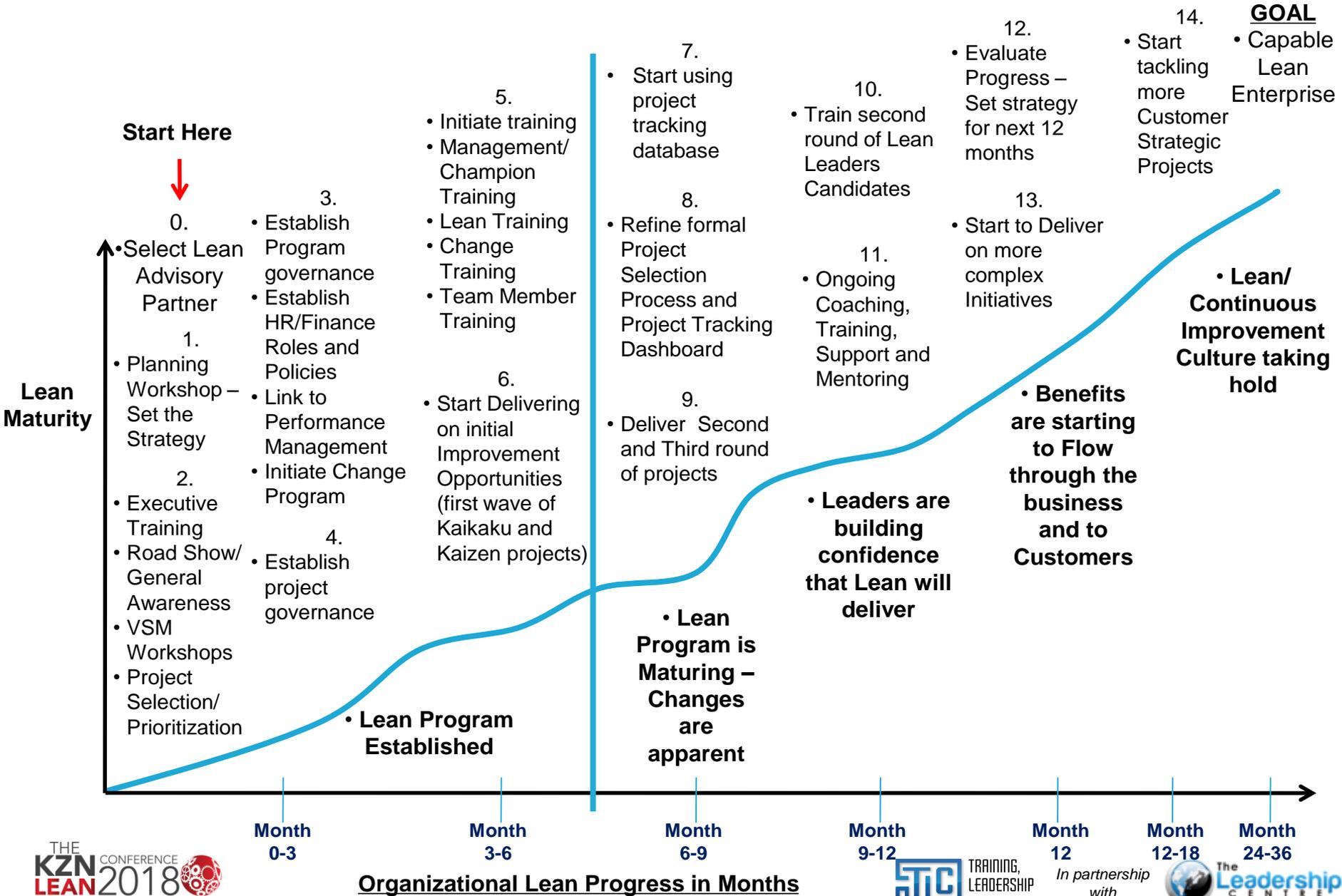
Create a sustainable culture of Continuous Improvement,
enabled by organisational and individual capability

LEAN STRATEGY - PHASES OF EXECUTION

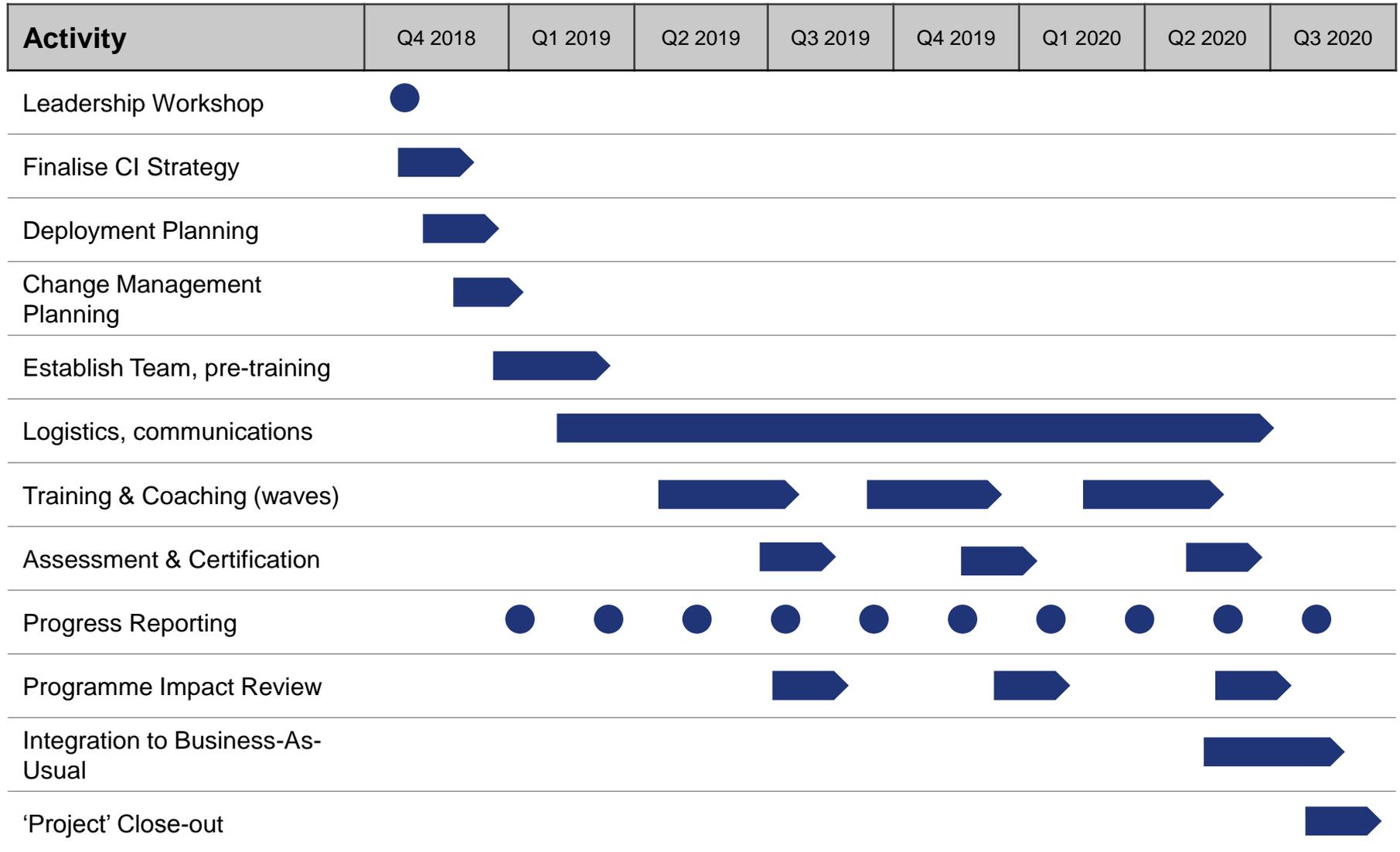
PHASE	KEY ACTIVITIES IN EACH PHASE		
1 Mobilise	Leadership Commitment	Finalise Strategy & Align	Detailed Change Planning
2 Initiate	Establish and Train Core Team	Communication Campaign	Set Processes, Systems, & Metrics
3 Deliver	Training & Coaching	Active Projects/ Initiatives	Measurement & Reporting
4 Anchor & Sustain	Knowledge Management	Programme Impact Review	Integrate to BAU*, Close-out

* BAU = "Business as Usual"

Example of a Enterprise-Wide Deployment Approach



HIGH-LEVEL PROJECT PLAN – ILLUSTRATIVE EXAMPLE



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What do we mean by the term 'Capability'?

CAPABILITY



COMPETENCE



CAPACITY



CO-ORDINATION

Quick Poll #2: Which is the most important, to create capability for Lean?

IT and Systems?

Finance?

People?

Reliable Machinery?

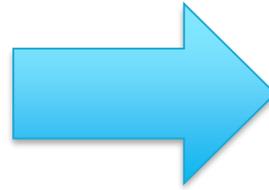
Flexible layouts?

Other...?



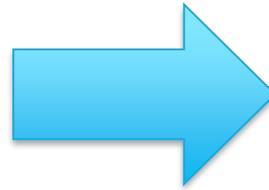
The Most Critical CAPABILITY is People...

COMPETENCE



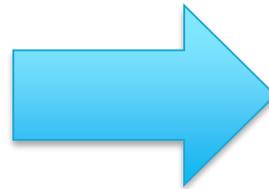
Training
Coaching
Guides

CAPACITY



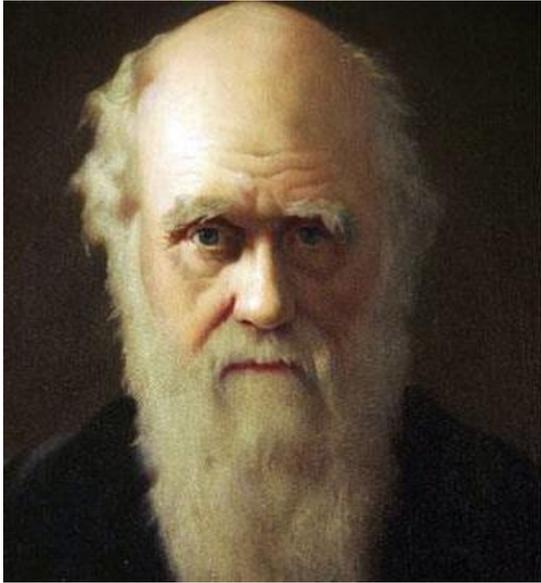
Recruitment
Business Processes
Enablers

CO-ORDINATION



Purpose / Strategy
Change Management

Why is Change Management Capability Important?



“

It is not the strongest of the species

that survives, nor the most intelligent,

but the one most responsive to change

”

- Charles Darwin

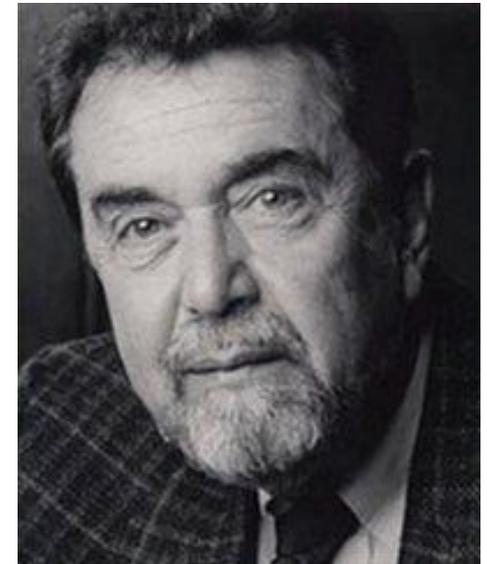
“

Change is the end result

of all true learning.

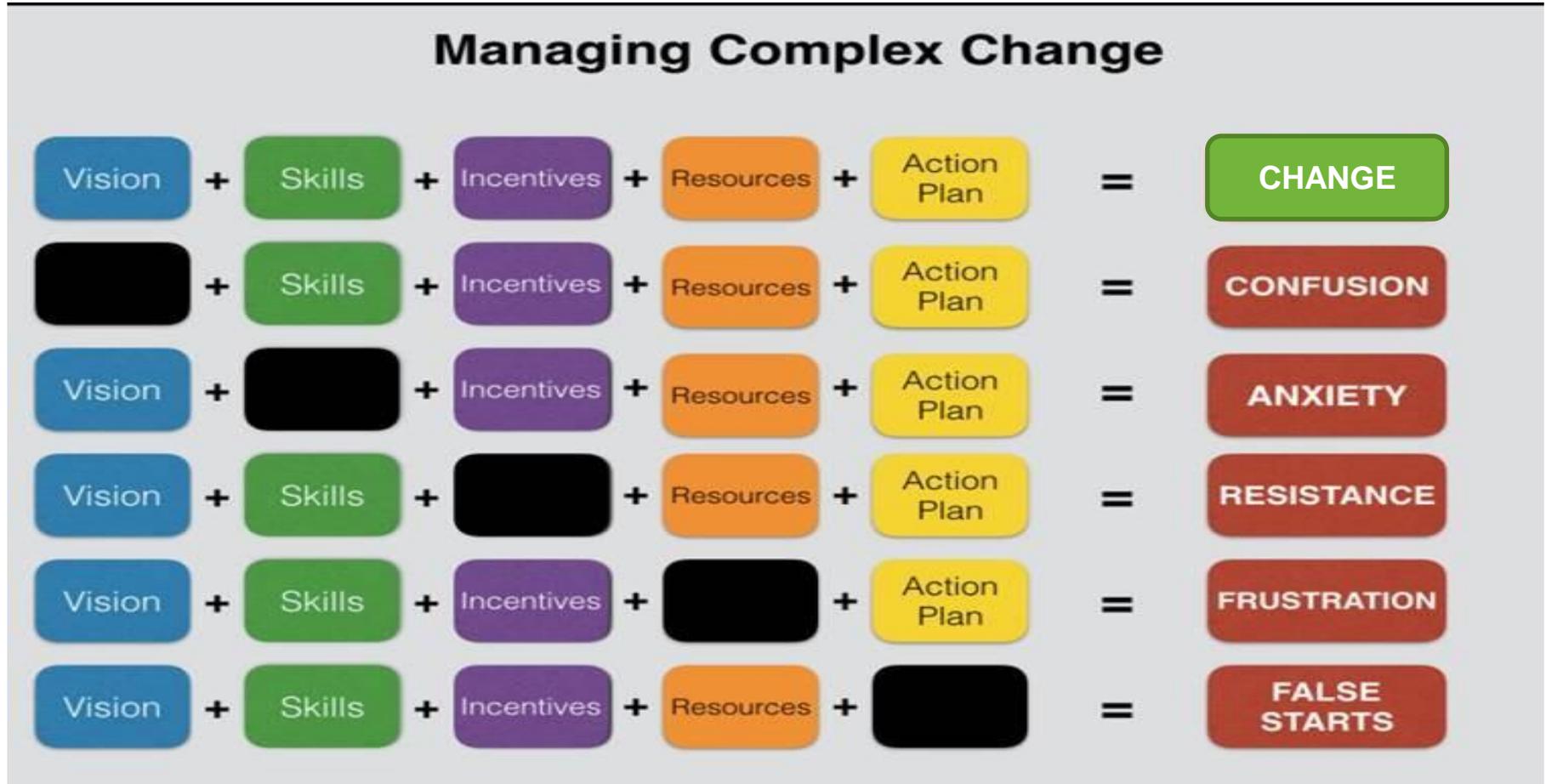
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- Leo Buscaglia

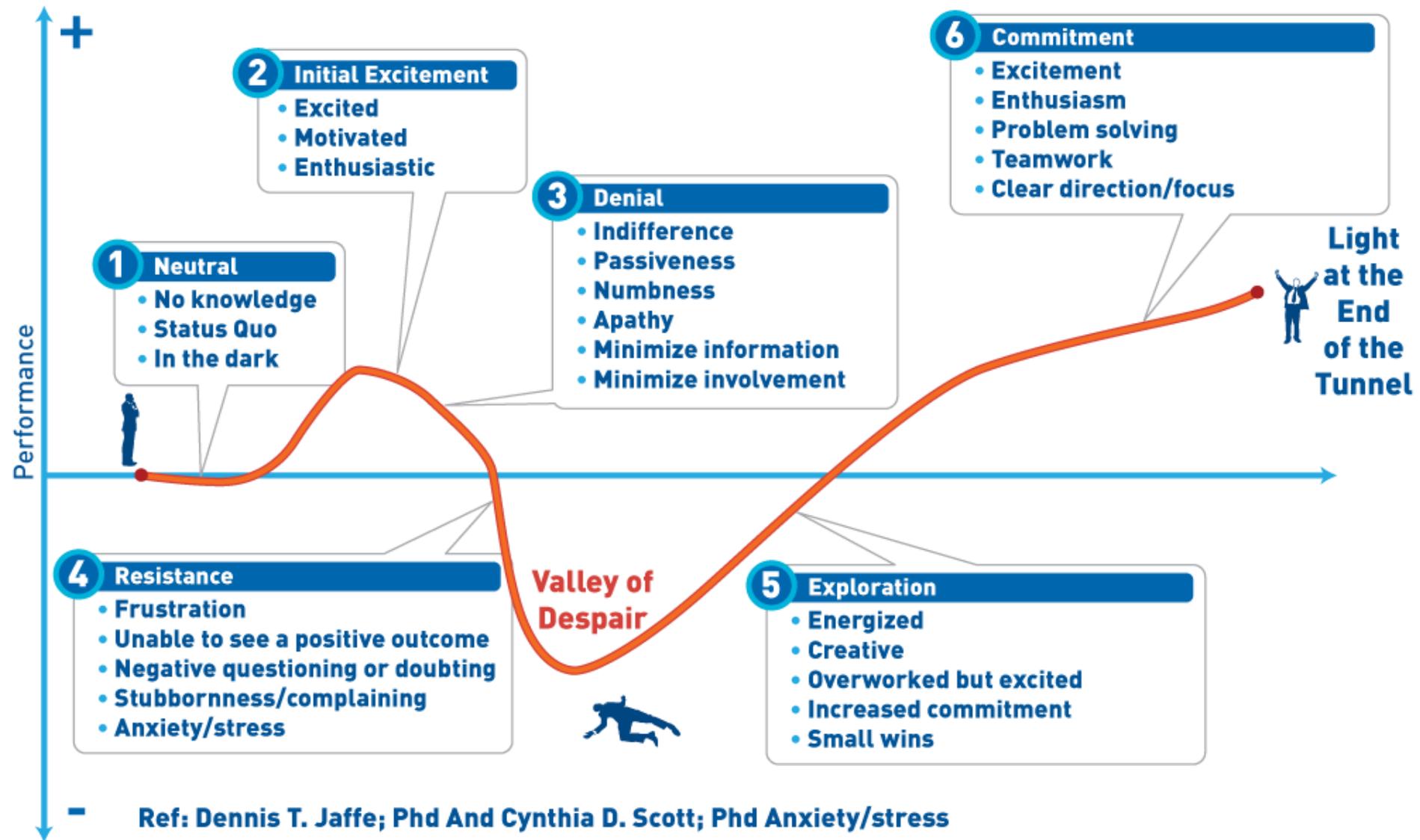


Change Management can be tough, but it's not rocket science...

- Any change takes some management, whether it's an organisation-wide transformation, or simpler co-ordination for minor evolutionary change.
- Poor change management = certain failure!



Change Is A Process



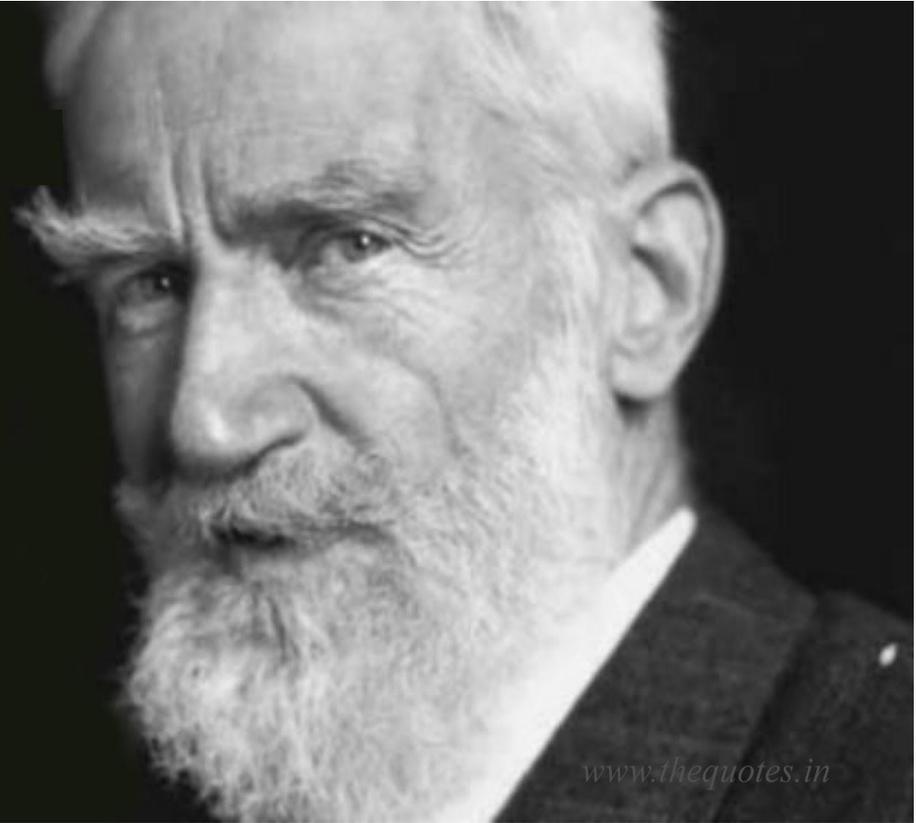
A Roadmap for Change



Communication is Easy...?

The single biggest problem in communication is the illusion that it has taken place.

George Bernard Shaw



www.thequotes.in

CUSTOMISE YOUR JOURNEY

Make it fun and engaging, e.g. create a customised campaign, that provides a 'golden thread' to link all elements of the programme, and can be applied throughout your 'journey'.

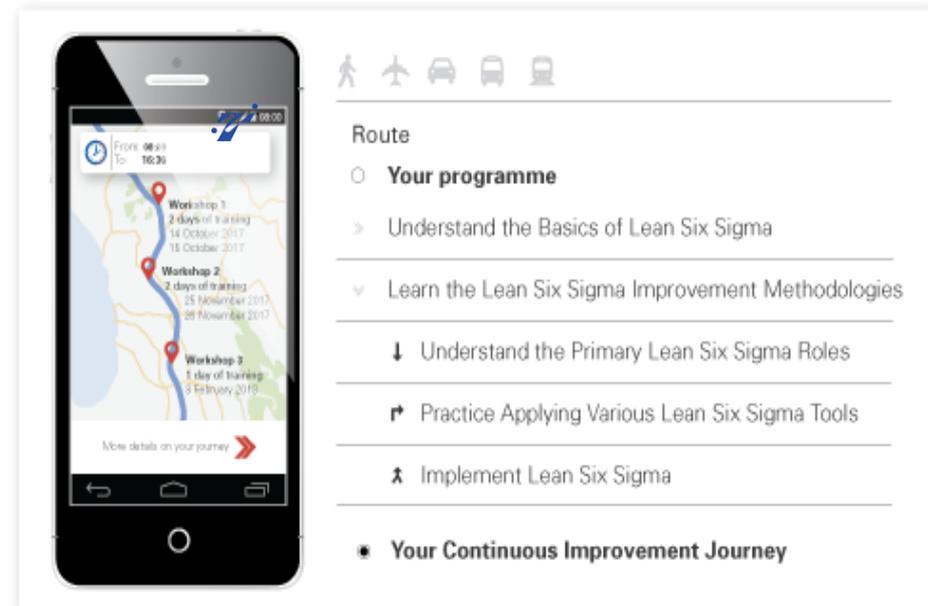
CREATE ALIGNMENT AND SUSTAINABILITY

Create a campaign, e.g. using a travel theme. The theme is used for all communication related to the roll-out, from initial staff notices through to training materials, project templates and progress feedback.

The consistency in messaging drives alignment with, and reinforcement of, your overall change management process, ensuring traction and sustainable impact.

EXAMPLE

OF A CUSTOMISED PROGRAMME



From 08:00 To 16:30

Workshop 1
2 days of training
14 October 2017
15 October 2017

Workshop 2
2 days of training
25 November 2017
26 November 2017

Workshop 3
1 day of training
3 February 2018

View details on your journey >

Route

- **Your programme**
- > Understand the Basics of Lean Six Sigma
- ∨ Learn the Lean Six Sigma Improvement Methodologies
- ↓ Understand the Primary Lean Six Sigma Roles
- ↗ Practice Applying Various Lean Six Sigma Tools
- ✂ Implement Lean Six Sigma
- **Your Continuous Improvement Journey**

Quick Poll #3: Which is the most important support function in a Lean Journey?

Finance – make funds available, track benefits?

IT – change systems to allow for Lean?

HR – co-ordinate training of people?

QC – ensure quality maintained?

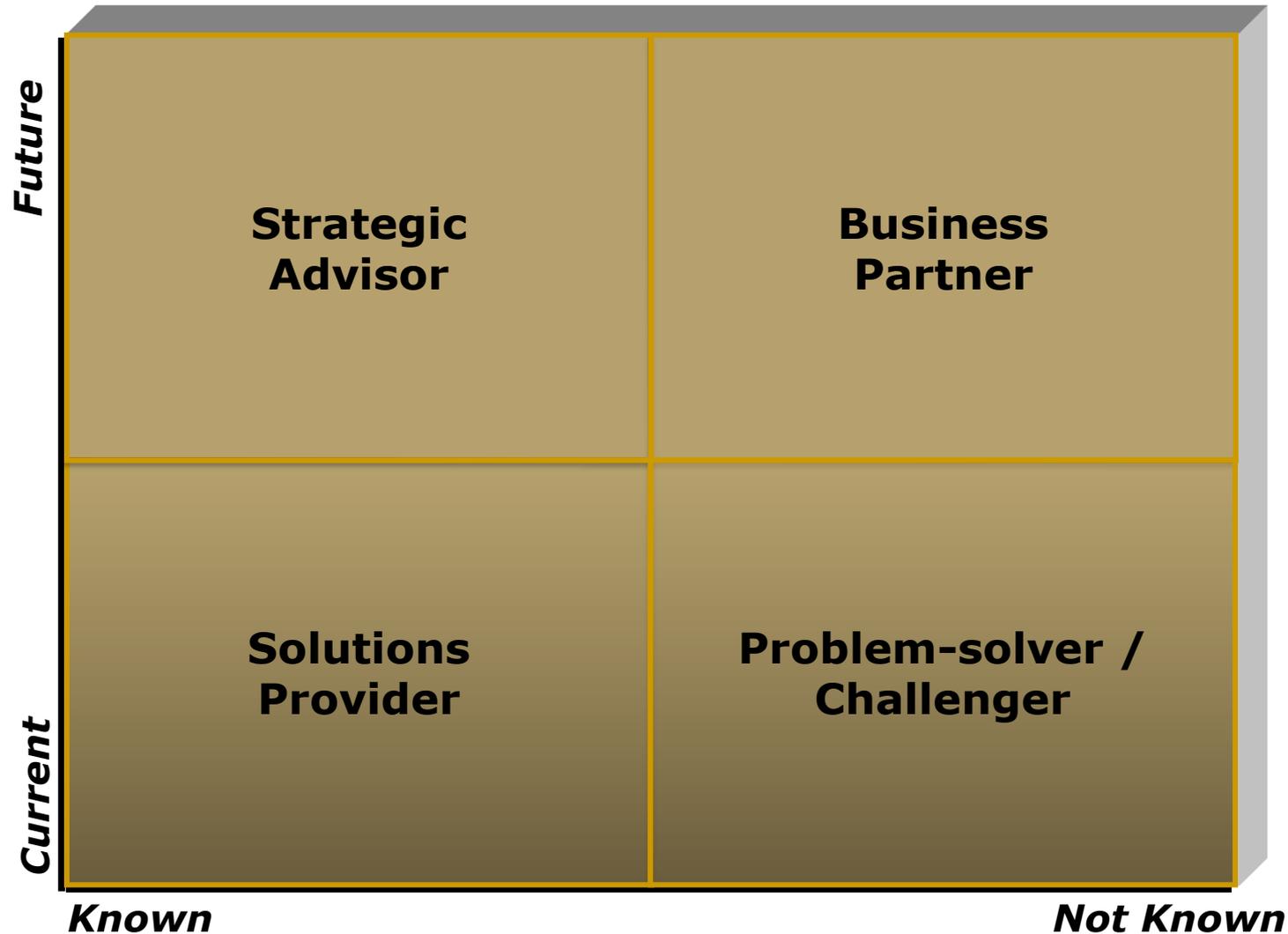
Engineering – move machines around?

Risk/Safety – make sure changes aren't risky?

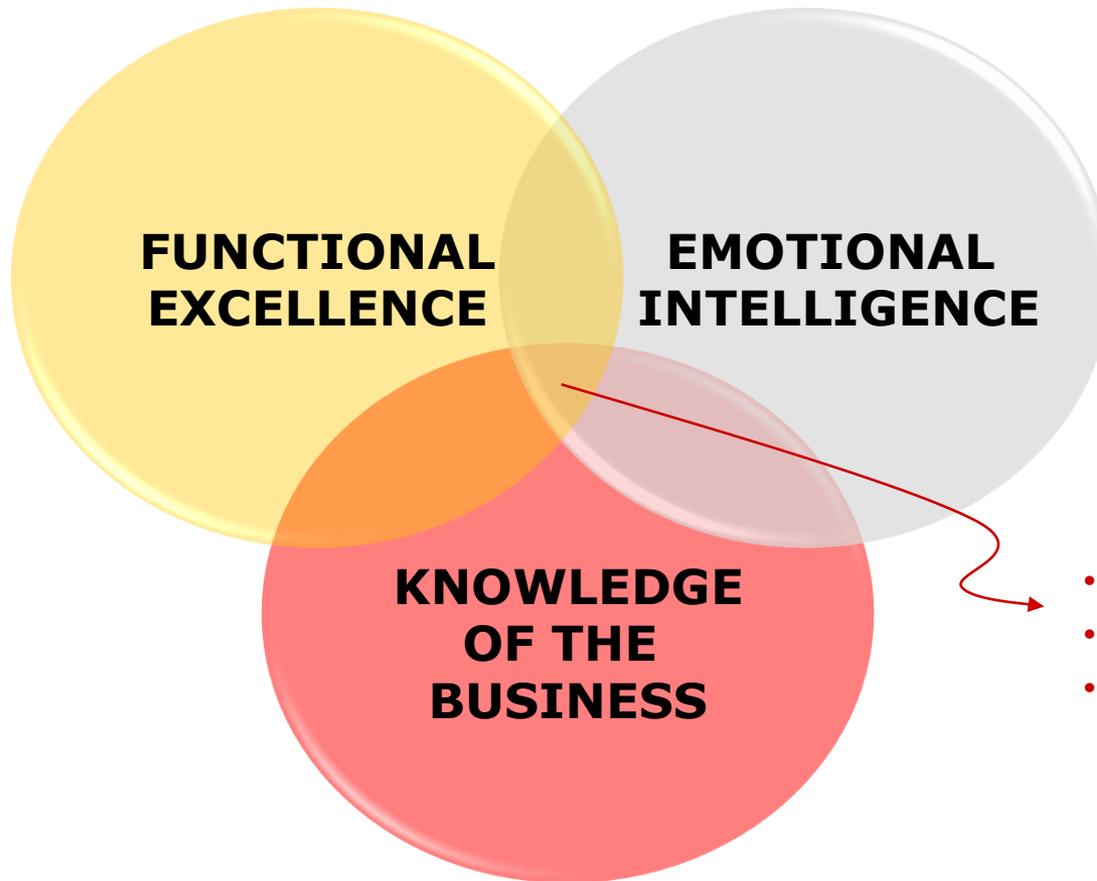
...?



HR's Role : Widening the Agenda



What does good look like, for HR?



- Diagnostician
- Value add
- **PROFESSIONAL IN-HOUSE CONSULTANT**

An HR Capability Framework

Provide pro-active support to business unit initiatives through strategic alignment with initiatives and tailored responses

HR must drive success by providing a framework and toolbox for creating and sustaining a performance-driven culture

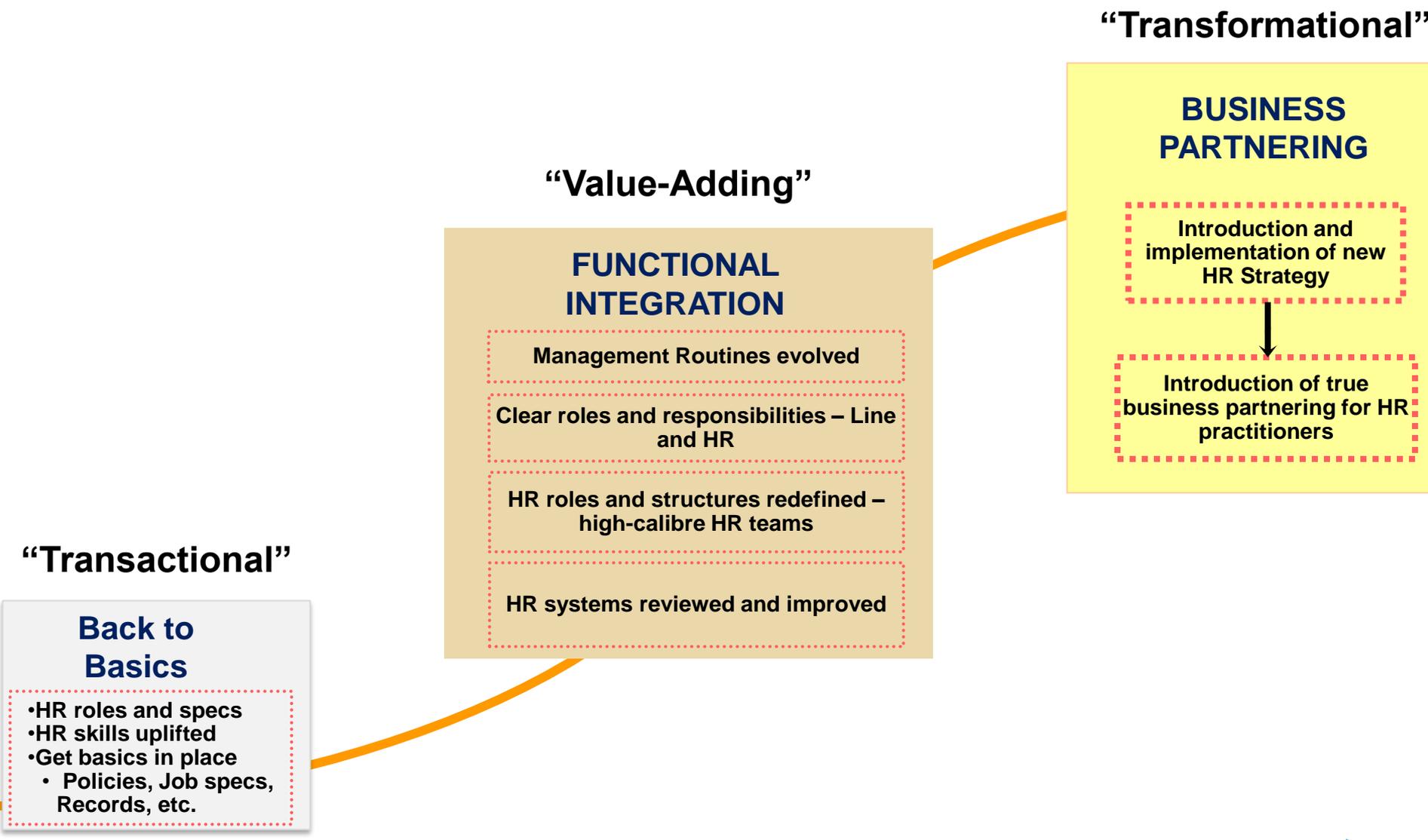
Attract, retain and develop high calibre people who ensure that all strategic and operational goals are delivered.

Basics must be in place as per business needs and best practice.

FUNCTIONAL EXCELLENCE

Business Partnering

A Capability Maturity Journey for HR



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Three Typical Hurdles...

1

Not tracking
learnings and
benefits

2

Training that
doesn't deliver
returns

3

Bureaucracy
around Skills
Development in
SA

Why is this important?

- You want to capture and roll-out best practice from one area across the rest of the business
- *“If we could do excellently everywhere, what we do excellently somewhere, we would double our business’s performance.”*
- You want to avoid duplication of efforts – people all trying to solve the same problem independently
- You want to recognise people who deliver value – formally or informally
- Top management will expect to see returns on the investment – if you want their support to continue, you need to quantify benefits

What do I do if I don't know where to start?

- Factor this in to your Lean Journey planning upfront, if you can
 - Include in the training
 - Sometimes the best problem-solving tool is the telephone...
- Involve key stakeholders early, and throughout
 - Finance for costs and to ratify financial benefits
 - Marketing to support any customer-facing initiatives
 - IT for platforms / server space, etc.
- Establish a repository of Learnings for easy replication
 - Create simple templates and provide support to complete these
- Create mechanisms to share and embrace learnings
 - Forums & Team events
 - Reviews & Rewards

Quick Poll #4: What's Your Biggest Fear When it Comes to Training?

Co-ordinating around operational requirements?

Finding good training providers?

That the training will be ineffective?

Finding enough budget?

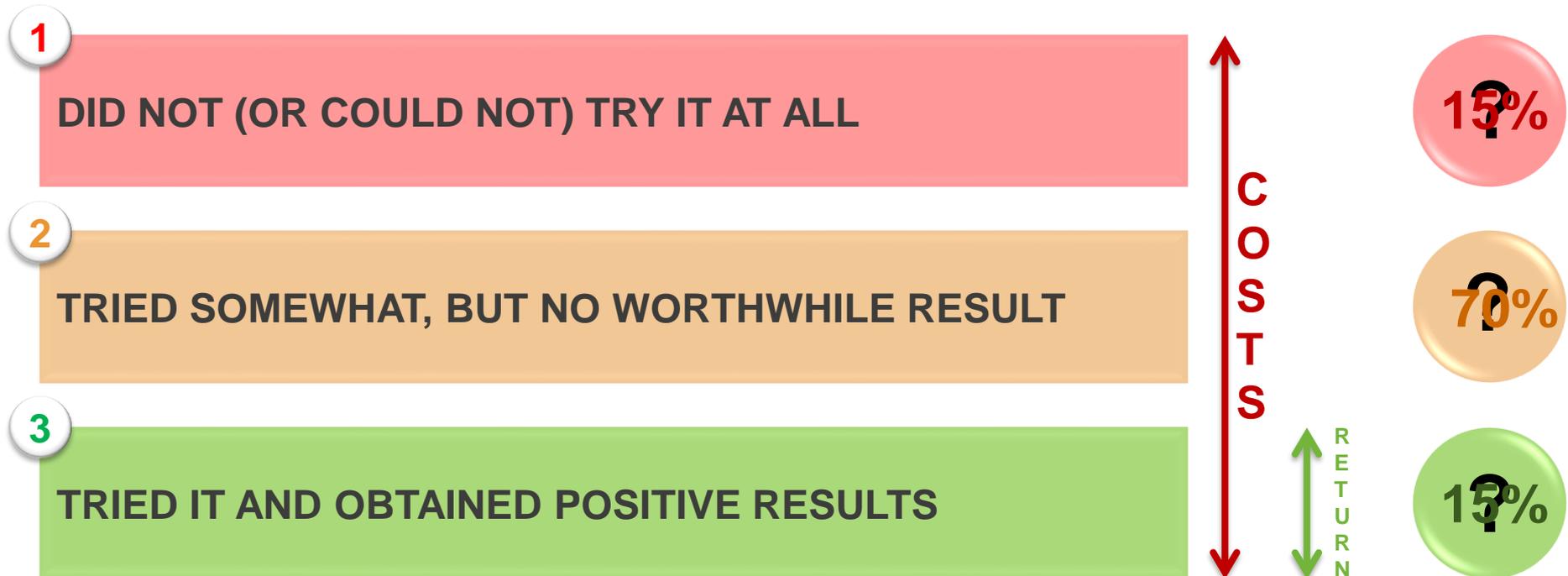
The mistakes people make when they try it?

Other...?



Assessing the Impact of Training Efforts

When you send people on training to develop skills that you'd like them to apply in the workplace, there are three possible outcomes:



Analysing the Root Causes of Training Failure

In cases where training did NOT contribute to business impact, what are the typical causes of this?

Don't have right tools to use it

No link to goals or career plan

Poor co-ordination

No incentive to use

Poor facilitator

No opportunity to try it

Lack of learner preparation

Wrong people attended

No peer support

Bad course design

Disruptions at training

No after-training coaching

No support from manager

No rationale given

Poor training facilities

Bad training materials

Afraid to try it - consequences

Poor strategic alignment

Causes generally fall into one of three categories:

PREPARATION BEFOREHAND

No link to goals or career plan

Wrong people attended

Poor co-ordination

No rationale given

Poor strategic alignment

Lack of learner preparation

40%

THE TRAINING ITSELF

Poor facilitator

Bad training materials

Disruptions at training

Poor training facilities

Bad course design

20%

WORKPLACE APPLICATION

Don't have right tools to use it

No opportunity to try it

No incentive to use

No peer support

No support from manager

No after-training coaching

Afraid to try it - consequences

40%

What are the implications?

- What happens before and after training is often more important than the training itself.
 - But usually, it's the training that we focus on!
- The role of learners' line managers is key
 - But often they don't understand what to do or why it's important
- Training is often seen as the 'silver bullet' to address a performance problem. But sometimes the root cause lies elsewhere in the system.
- If you hear any of this, it's time to re-think your approach to training:

I don't understand why I was sent on that course

The training made no difference at all

I still don't know how to apply what I learned

Forget what they told you on the course, it doesn't work anyway

I never get the training I need to do my job

So you want to do training but HR says you can't....?



- SAQA does not have a 'Lean' or 'Six Sigma' qualification
- B-BBEE Verification Agents increasingly only accept spend on training linked to a SAQA-recognised qualification
- So what can you do...?

Options

If HR says you can only do 'accredited training', then...

Run a Learnership

e.g. General Management NQF4

First-line managers,
senior staff / technicians

PRO's

- Full SAQA qualification
- Create cover / pipeline
- Get B-BBEE points in 3 ways

CON's

- Time-consuming
- Most costly (unless funding?)
- Not relevant to all people

Run a Skills Programme

e.g. Problem-solving Skills Programme

First-line managers,
technicians, artisans

PRO's

- Credits toward qualification
- Good B-BBEE points
- Focused on immediate needs

CON's

- Can't be on a learnership too
- Moderate SETA admin

Align to a Unit Standard

e.g. U/S 242718

Anyone doing Lean or
Six Sigma training

PRO's

- Least cost / inconvenience
- Some B-BBEE points

CON's

- Some SETA admin
- 'Add-on' to core

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Key Take-outs

- ✓ A Lean Journey requires significant effort and planning to deliver sustainable results
- ✓ Organisational Capability requires an alignment of Competence, Capacity, and Co-ordination
- ✓ Besides training on Lean itself, capability is needed in Change Management skills, and your HR 'bench-strength' as well
- ✓ Typical hurdles to success include poor tracking of learnings and benefits, ineffective training, and external constraints.

And a Final Appeal...

Any Lean Journey will have its challenges
... and its fair share of hurdles....

But more often than not,
someone, somewhere
has faced the same challenge and tried something.

They may have succeeded...
Or they may have learned....

And you can learn from them and leapfrog them...
As long as you reach out, ask, and persevere.



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