

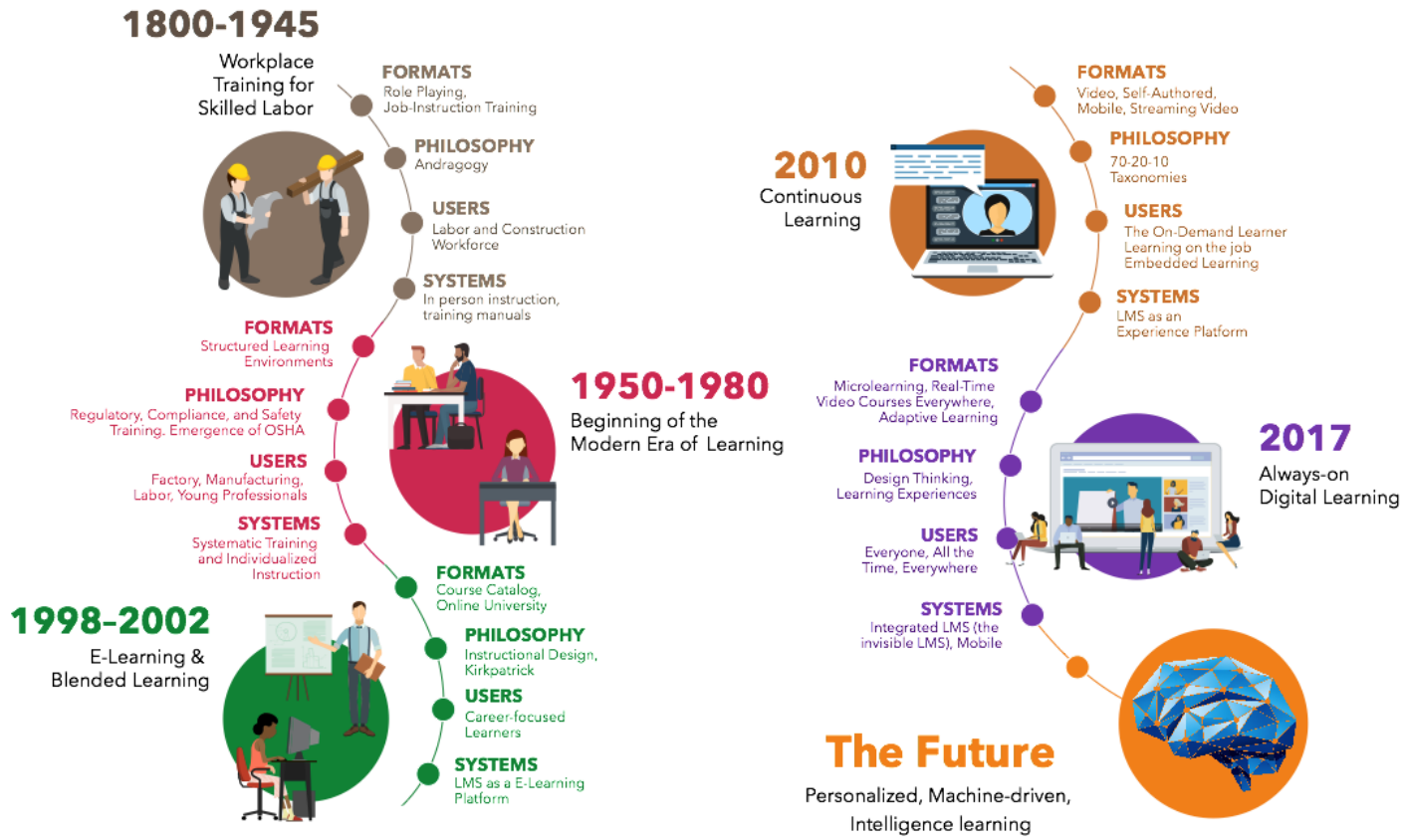


# Driving Productivity on the Factory Floor with Continuous Learning

Andrea Masterton  
VP Marketing, Poka

Charles Jennings  
Co-founder, 70:20:10 Institute

# The Evolution of Learning



Format, philosophy, systems and user profile have evolved

## 1800–1945

- ✓ Formats – Job instruction training
- ✓ Systems – In-person instruction; training manuals

## 2017

- ✓ Formats – Microlearning, always-on
- ✓ Systems – The ‘invisible’ LMS, mobile

# Highlights and Methodology



Survey Period

Responses collected  
between April 23 & May 8

**2018**



Survey Respondents

**426**

manufacturing respondents



Respondent Profile

**73%**

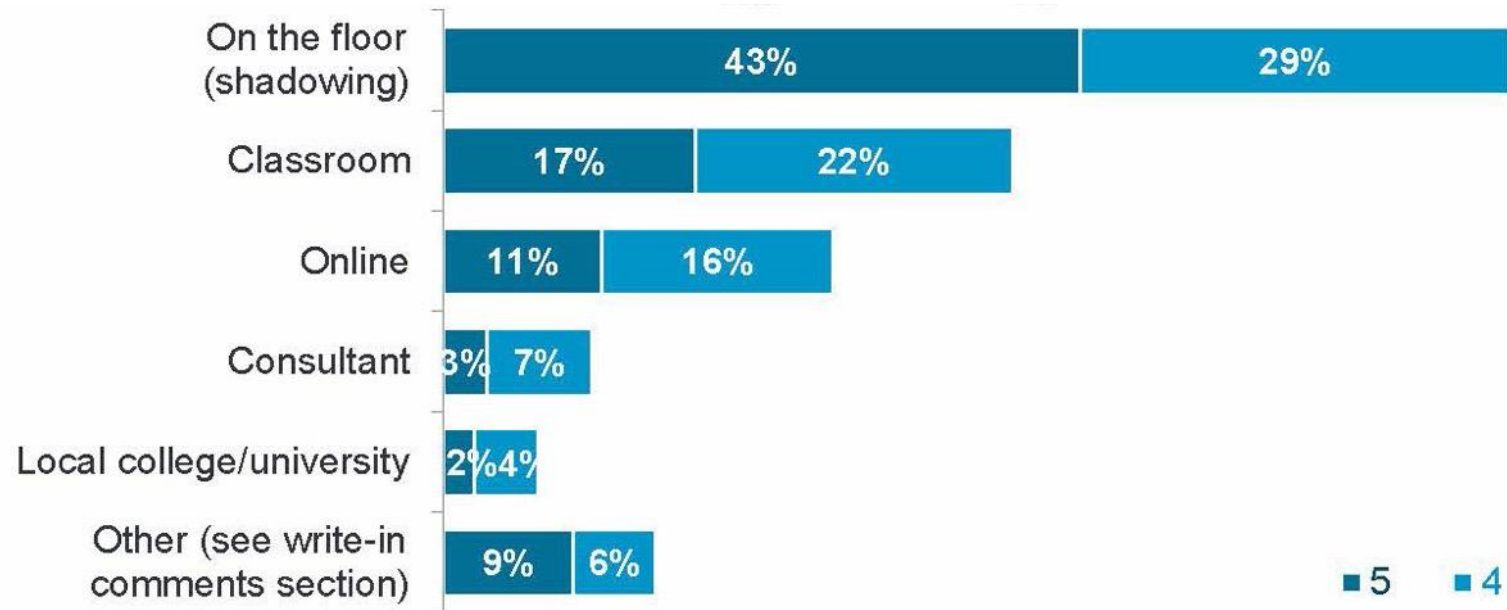
Manager or above

Roles ranging  
from operations  
to corporate management;  
HR to engineering

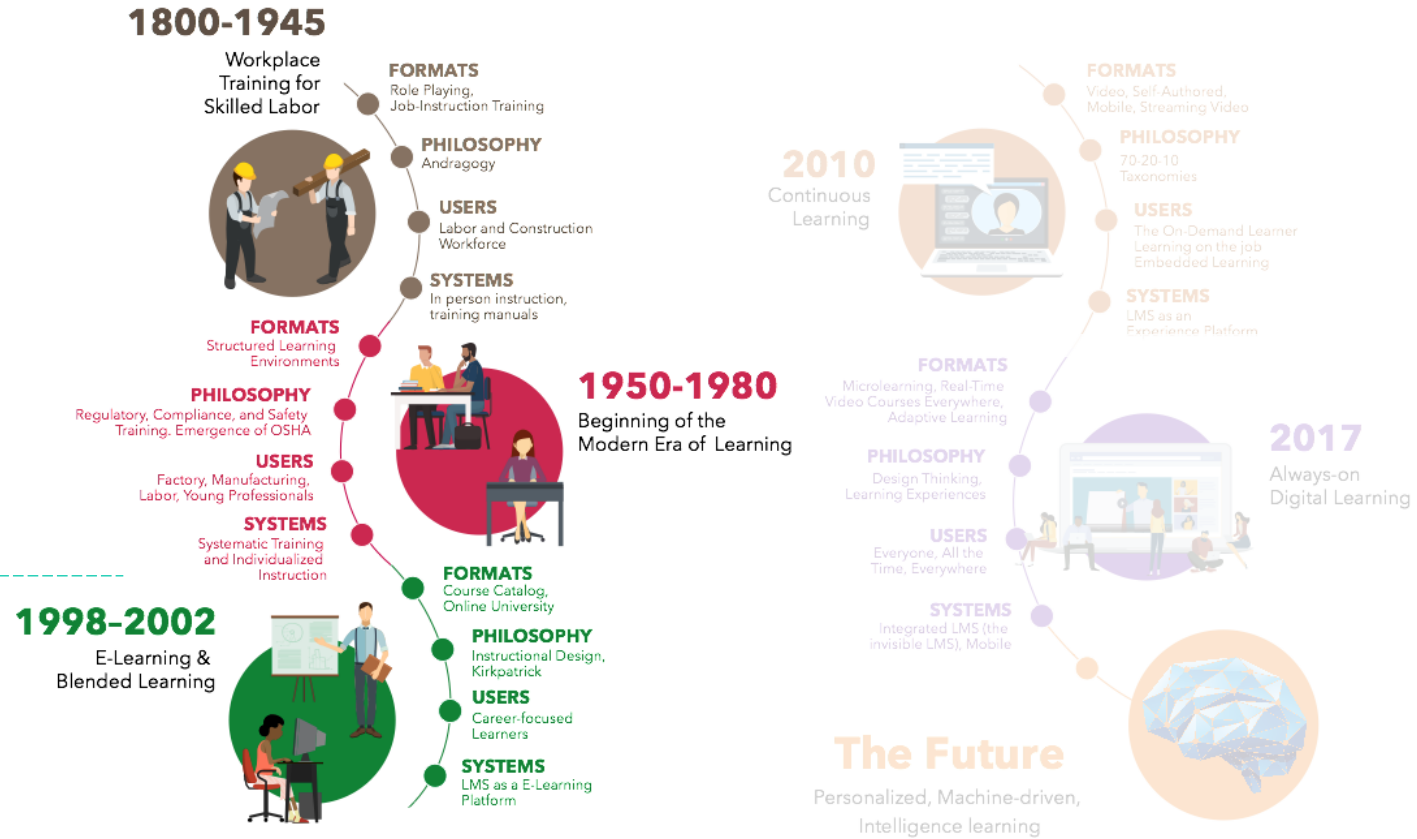
**68%**

2 or more plants, broad  
cross-section of industries

# Training Delivery Methods



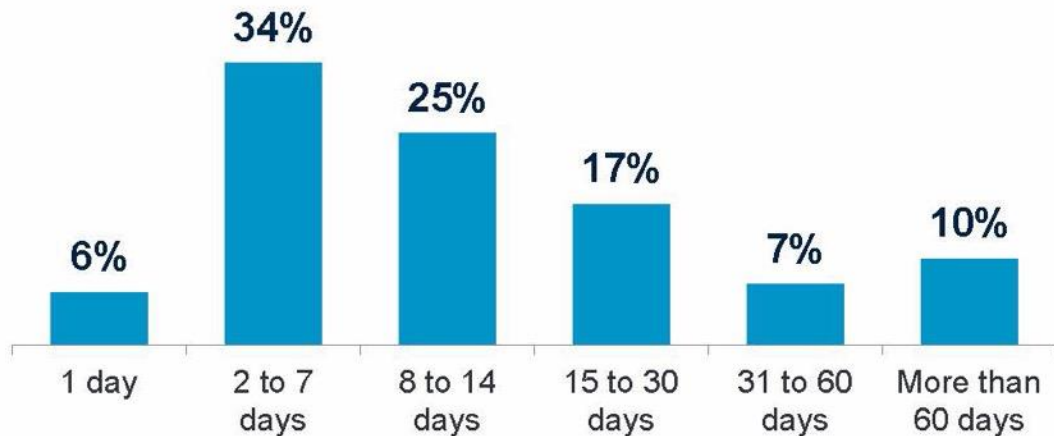
# The State of Learning in Manufacturing



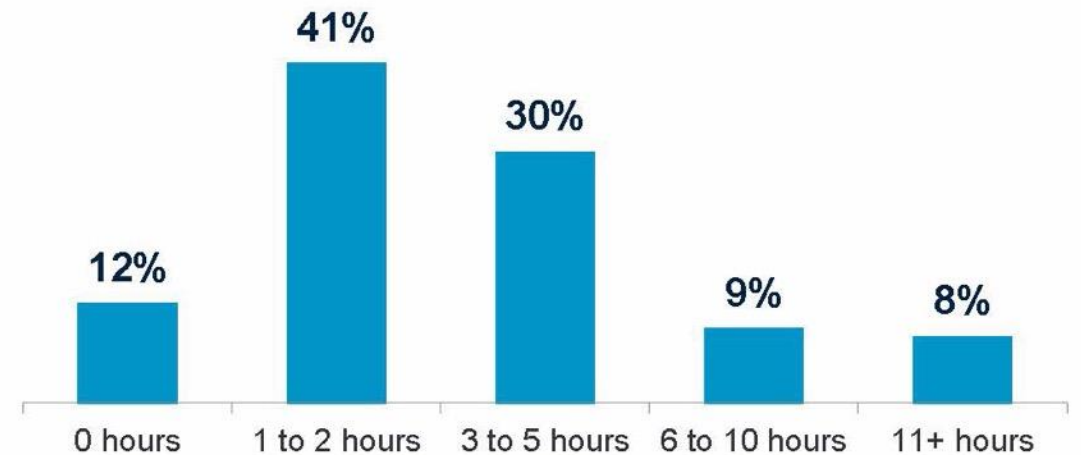
Source: Association for Talent Development

# Time Spent Training

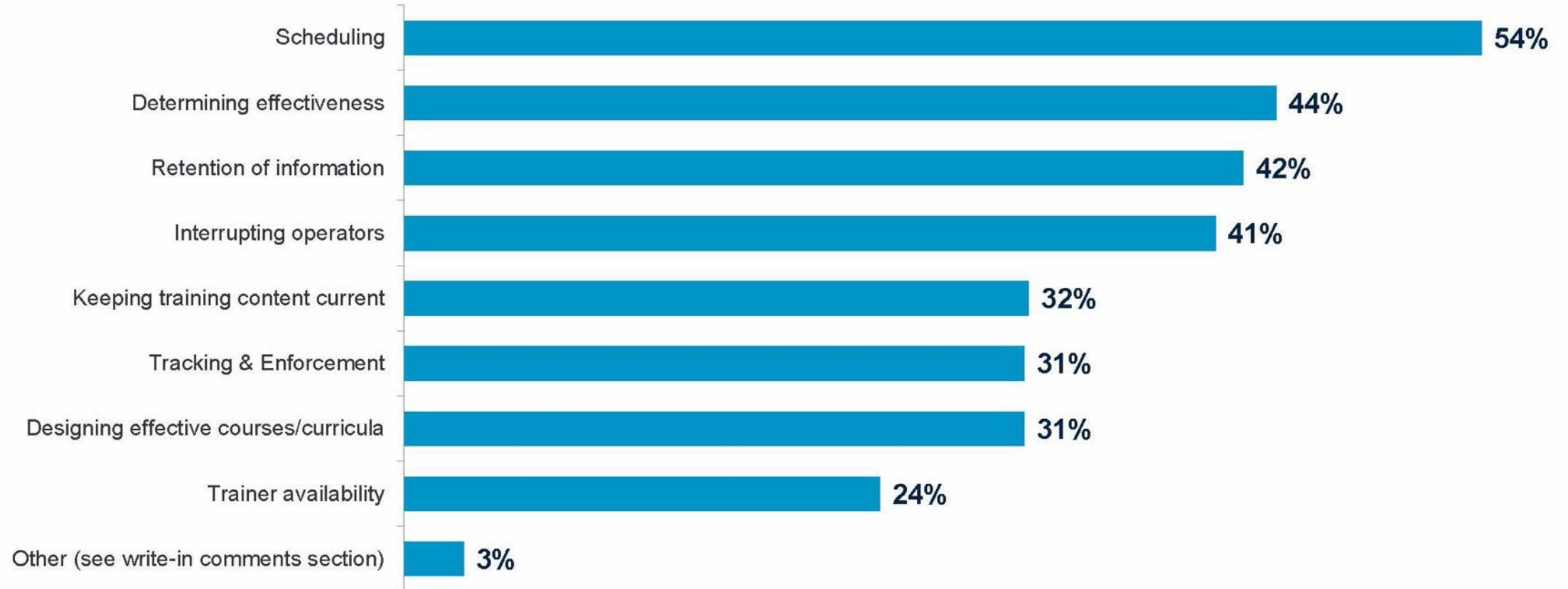
Average days of training new operators receive (including shadowing)



Hours per month current factory workers spend in training



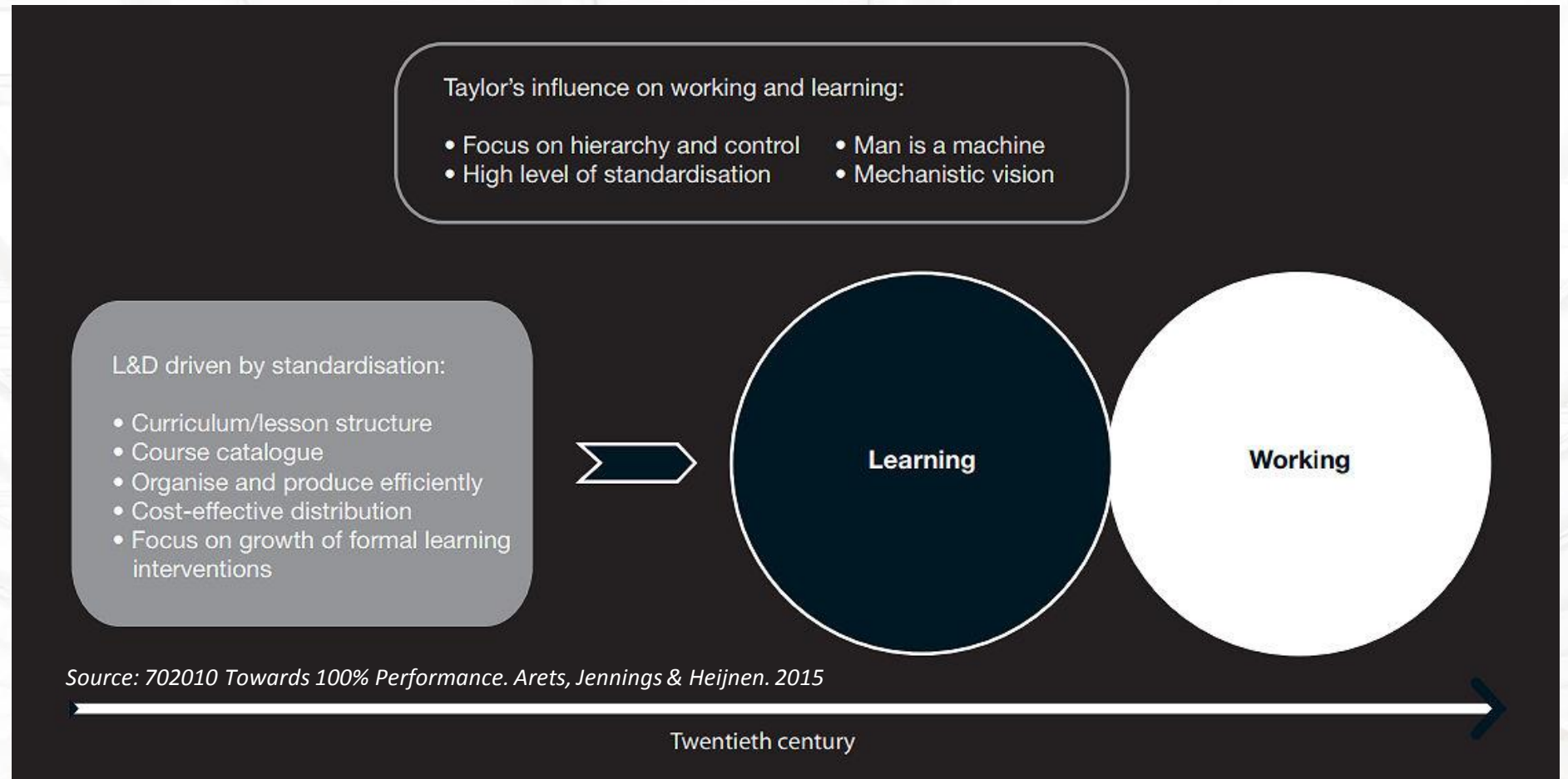
# Training Challenges



# The Training Bubble

*Learning and work separated*

*Deficit thinking  
(how do we 'fix' people?)*



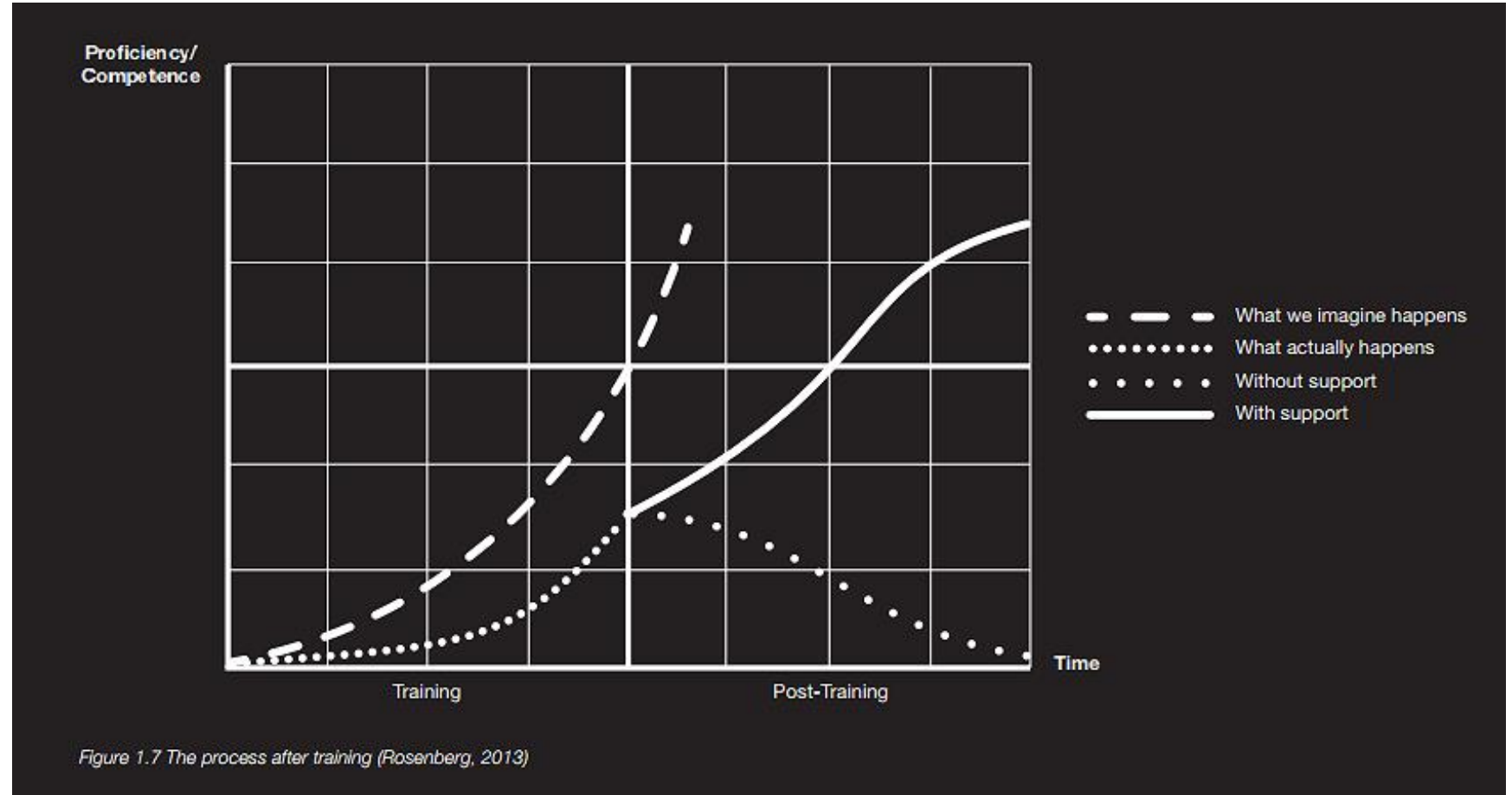
*"It is the height of madness to learn what you will later have to unlearn"*

Erasmus 1497



# The Training Transfer Problem

the  
challenge of  
training  
transfer



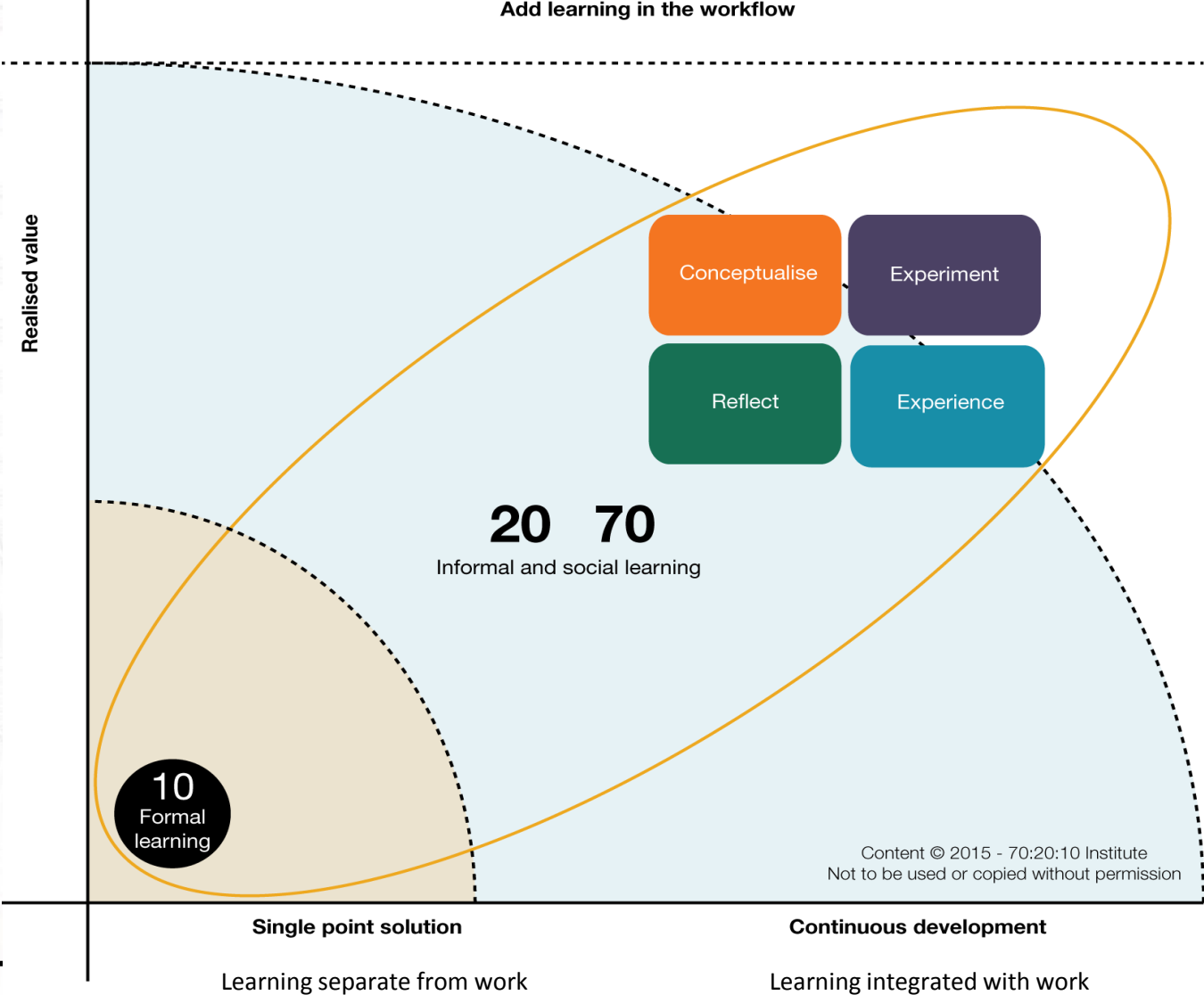
# Escaping the Training Bubble

Using  
70:20:10 to  
escape the  
training  
bubble

20 <sup>th</sup> century training bubble	21 <sup>st</sup> century 70:20:10
Learning separate from work	Working = learning
Learning paradigm	Performance paradigm
Planned learning solutions	Learning on demand
Control and manage learning	Facilitate and provide access to learning
Services built around '10' solutions	Services covering the whole 70:20:10 spectrum
Develop and distribute efficiently	Demonstrate effectiveness in the business
Measurements based on learning	Measurement based on business performance
Focus on reinforcing L&D's impact	Focus on informal learning in the workplace
Learning consultant	70:20:10 expert

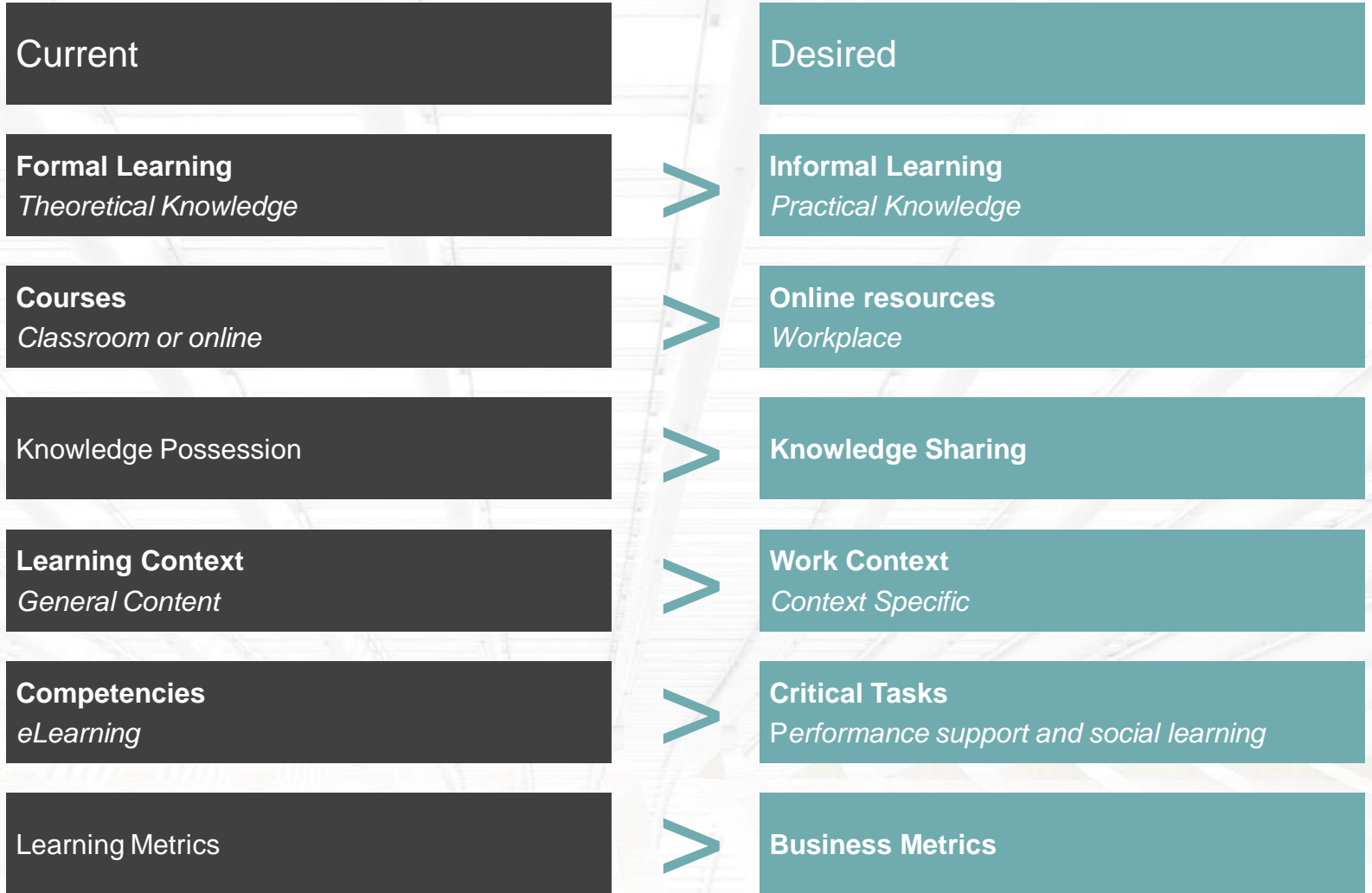
# From Training to Support Support

*Learning is likely to be more effective the closer it occurs to the point of use*



# From Training to Performance Support

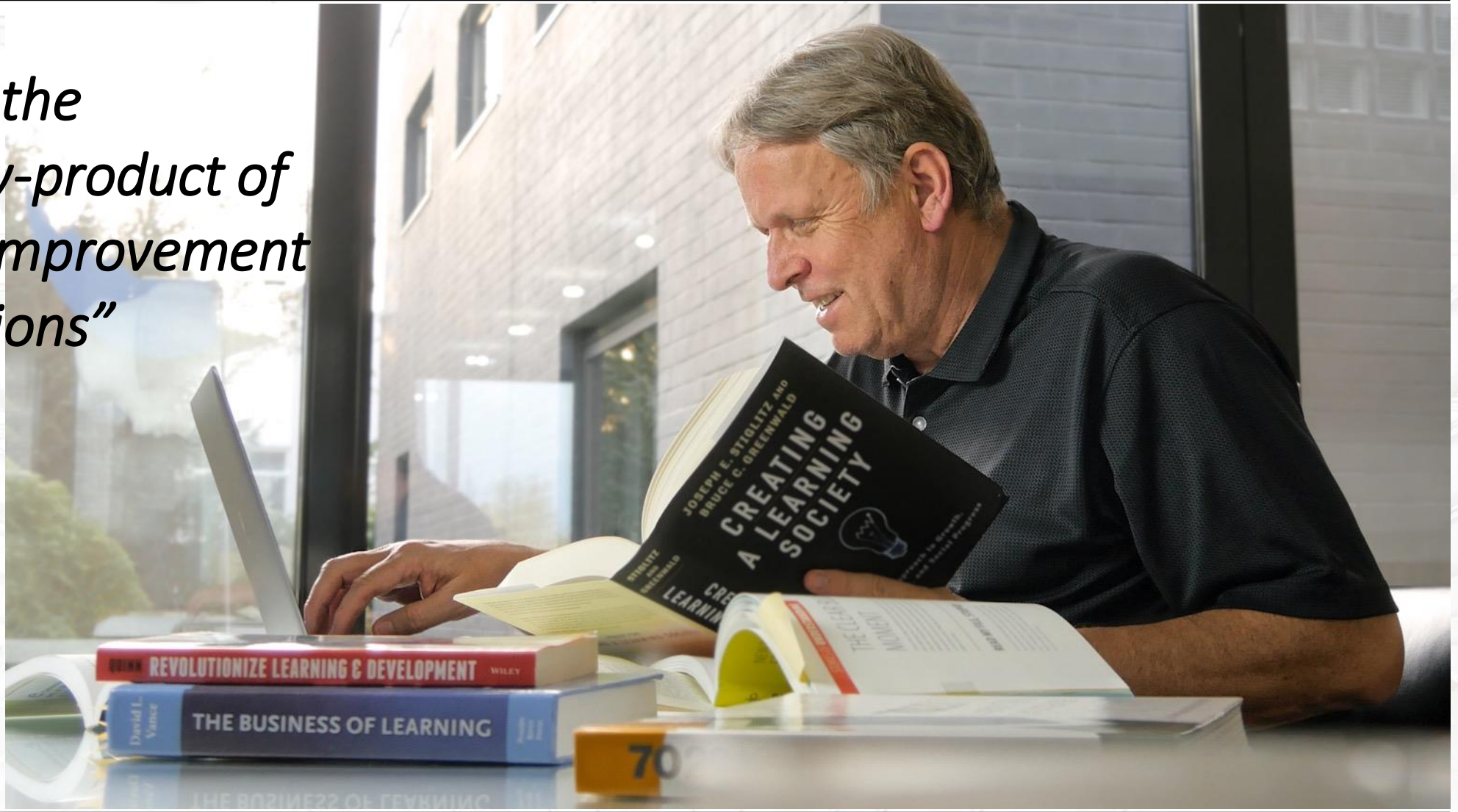
*Requires*  
*new thinking*  
*new practices*  
*new tools*



*“Learning is the intelligent by-product of continuous improvement in organizations”*

*J. Arets*

*70:20:10 Institute*

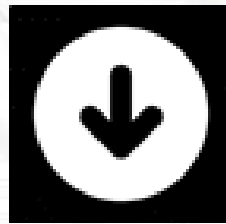


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9117

**Learning** in order to Work

learning focus



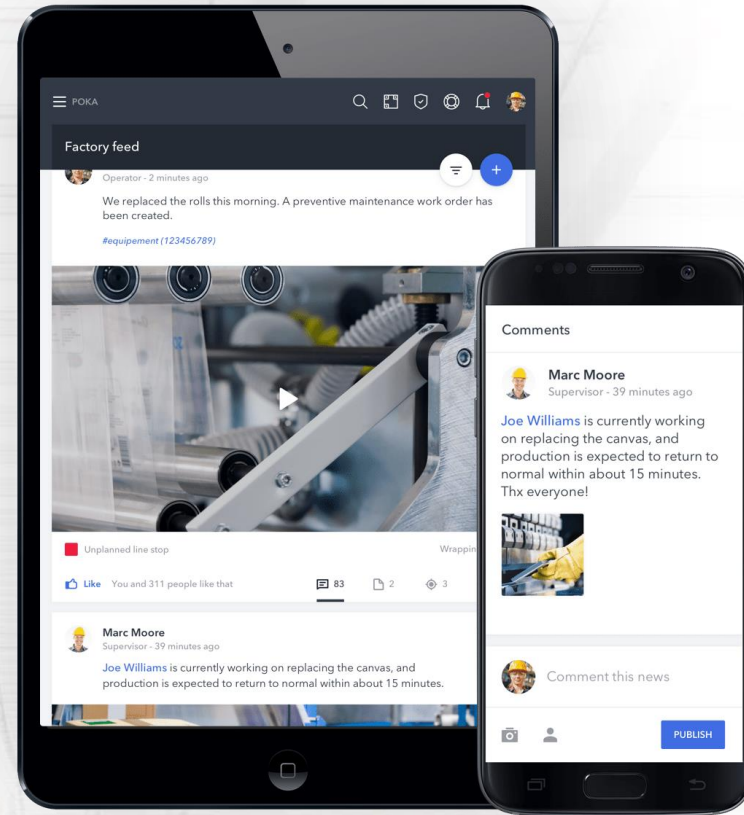
**Working** in order to Learn

performance/productivity focus

# The Role of the Exemplary Performer

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*“There’s no more effective way of improving your organization’s performance than by acting as a detective to uncover how your exemplary performers solve problems and then help them share their expertise.”*



# 70:20:10 and Performance on the Factory Floor

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*Context, not content*

*It's all in the planning*

- *Just in time*
- *Just enough*
- *Just in place*
- *Just for you*



Form of Performance Support	Description	Examples
External	Not integrated with work and therefore it's necessary to interrupt work in order to use performance support	Help desk, job aids, manuals, search engines
Extrinsic	Integrated within the system, but not available in the workplace	Online help, context sensitive support
Intrinsic	Fully integrated in the system and workflow and end users experience Performance Support as part of the daily workflow	Mobile apps and services, wizards



# A Better Way to Train

5 Practical Tips

# 1. Visual Instructions

The screenshot shows a mobile application interface for troubleshooting. At the top, the status bar displays signal strength, Wi-Fi, time (09:41), and battery (100%). The app header is dark blue with a back arrow, the text 'Troubleshoots', and the language 'English' with a menu icon. The main content area has a dark blue background with the title 'Adjusting box tabs' and a sub-category 'Production'. Below this are two tabs: 'Problem' (selected) and 'Solution'. A video player shows a close-up of a cardboard box with a white tab being adjusted. Below the video, there are icons for eye (42), list (1), and a thumbs-up icon (18 Likes). The 'Description' section contains the text 'Box tabs are not sealed properly'. The 'Health & Safety' section contains the text 'Bump cap and safety shoes are required. Hazard types include mechanical motion'.

Adjusting box tabs  
Production

Problem Solution

42 1 18 Likes

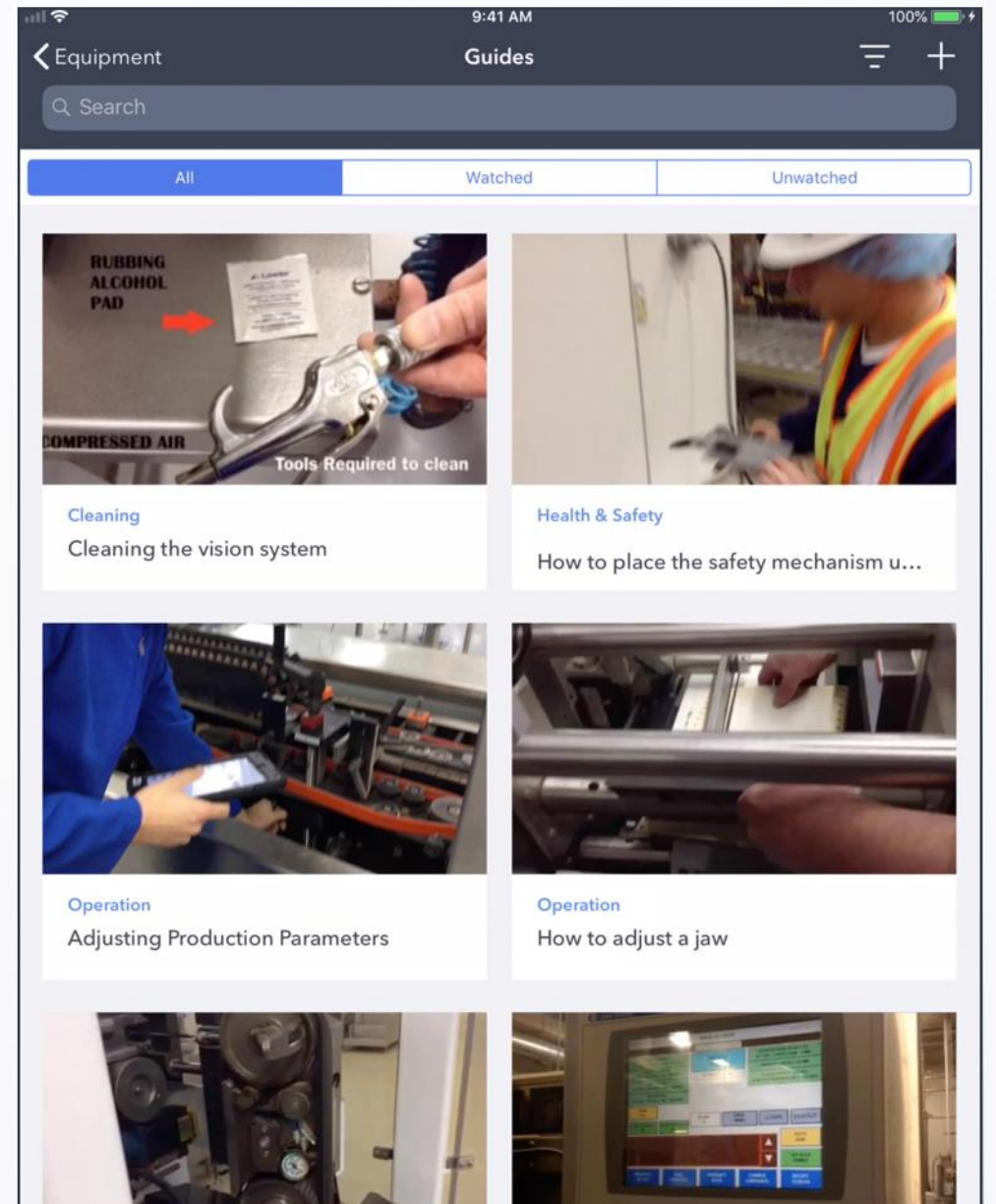
Description

Box tabs are not sealed properly

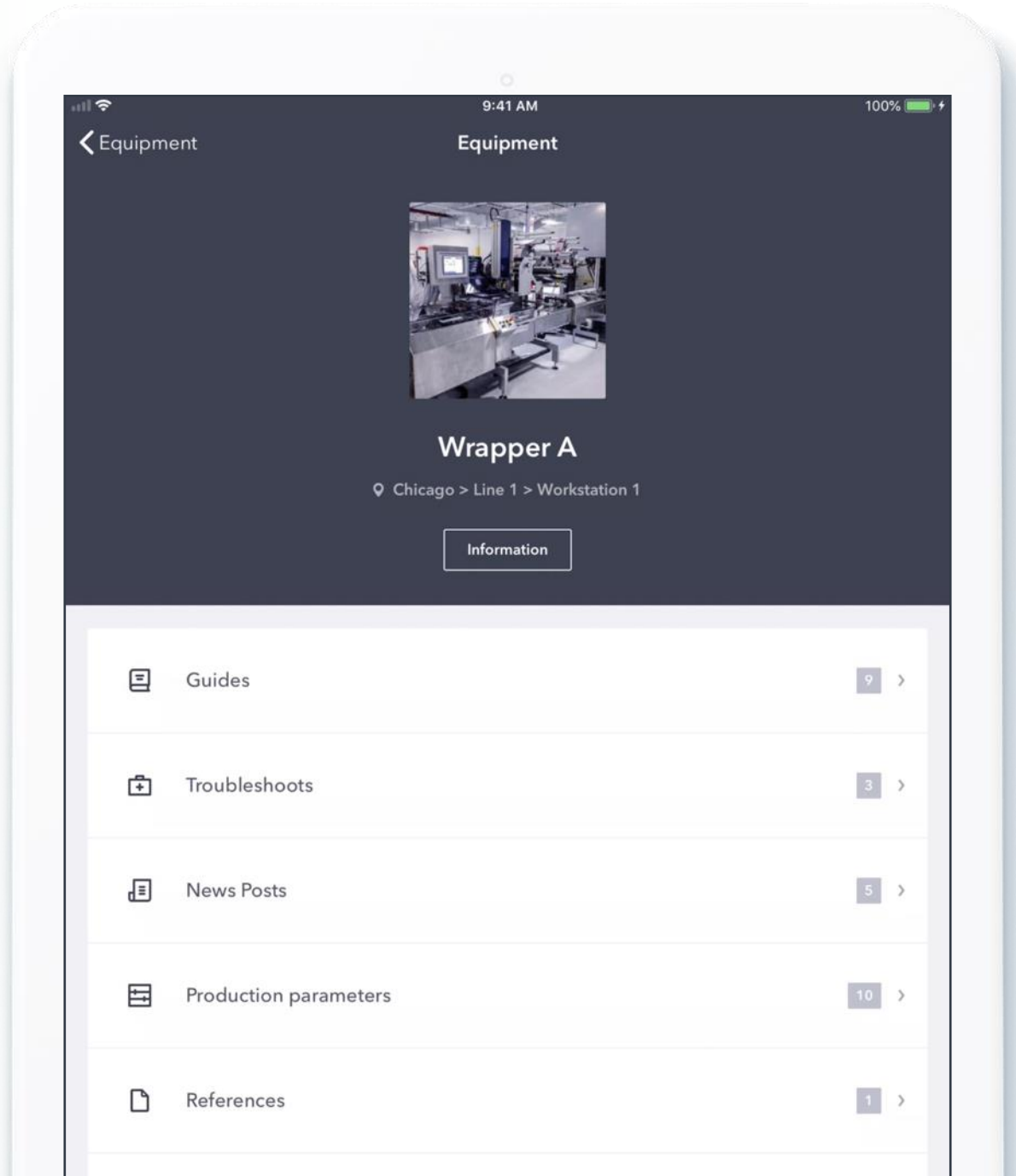
Health & Safety

Bump cap and safety shoes are required. Hazard types include mechanical motion

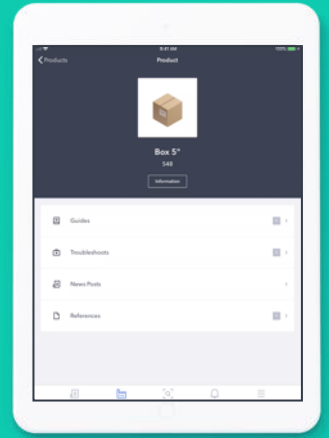
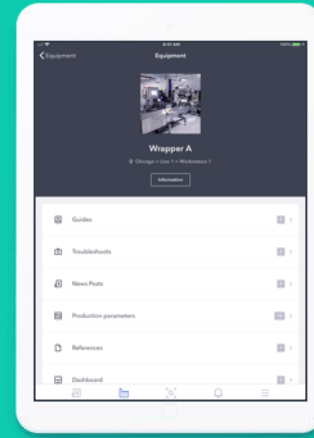
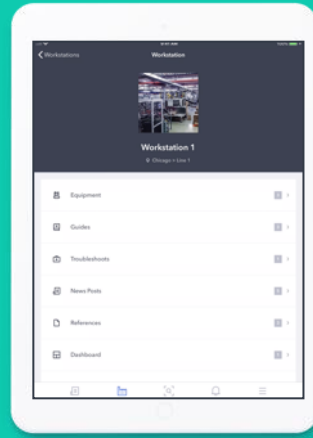
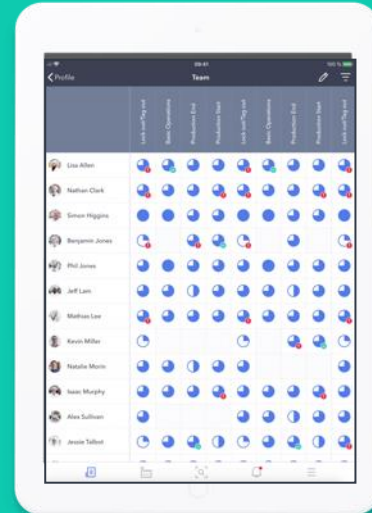
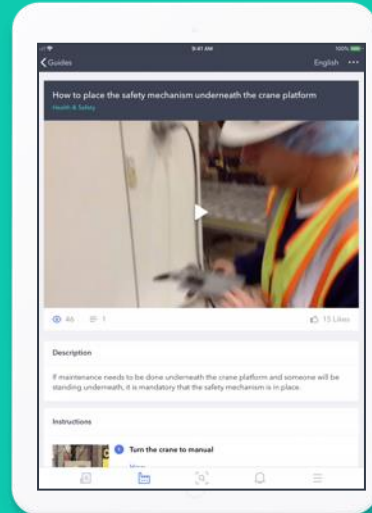
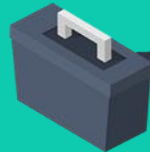
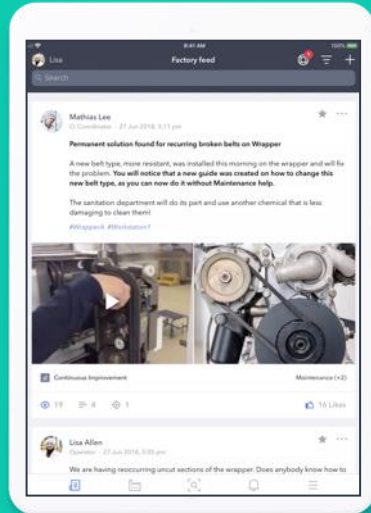
# 2. Micro-Learning



# 3. Easy to Find



# 4. Continuous Process



# 5. Standardize



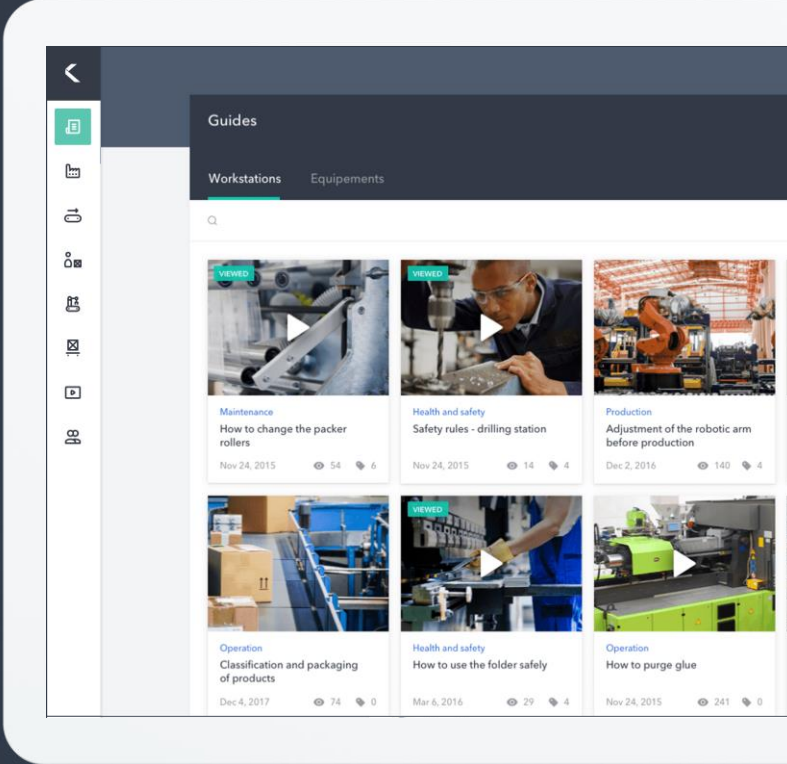
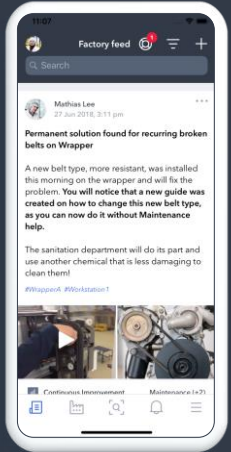
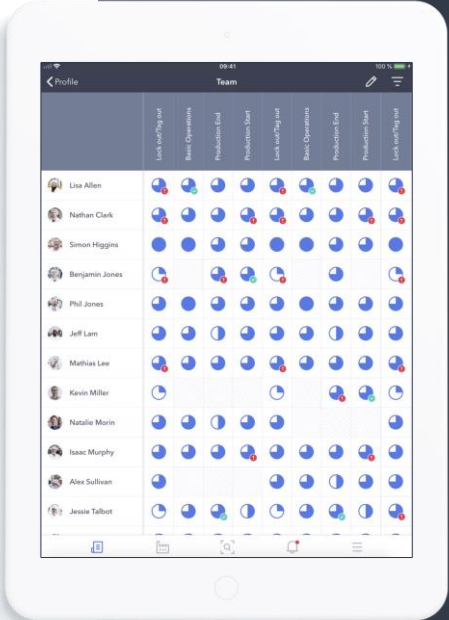
# A Better Way to Manage Skills

09:41 100%

Profile Team

	Lock out/Tag out	Basic Operations	Production End	Production Start	Lock out/Tag out	Basic Operations	Production End	Production Start	Lock out/Tag out
Lisa Allen									
Nathan Clark									
Simon Higgins									
Benjamin Jones									
Phil Jones									
Jeff Lam									
Mathias Lee									
Kevin Miller									
Natalie Morin									
Isaac Murphy									
Alex Sullivan									

# Poka Demo





# The Value of Performance Support



*“How do we train operators to prevent common errors in the packaging process, and to resolve them more quickly?”*

*Cost of every shutdown:  
42,000 euro (US\$48,000)*



# The Value of Performance Support



*SeamLess Support –  
FrislandCampina Borculo*

*€1,000 + 320 hrs L&D time*

*€248,000 returns in first  
few months*



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# QUESTIONS?