



OPEX Support

Operational Excellence Skills & Competitiveness Division

Business Advice Clinic

www.investni.com



**Learn to lead
on the shop floor**
and quickly adapt
to change

COVID-19
RECOVERY

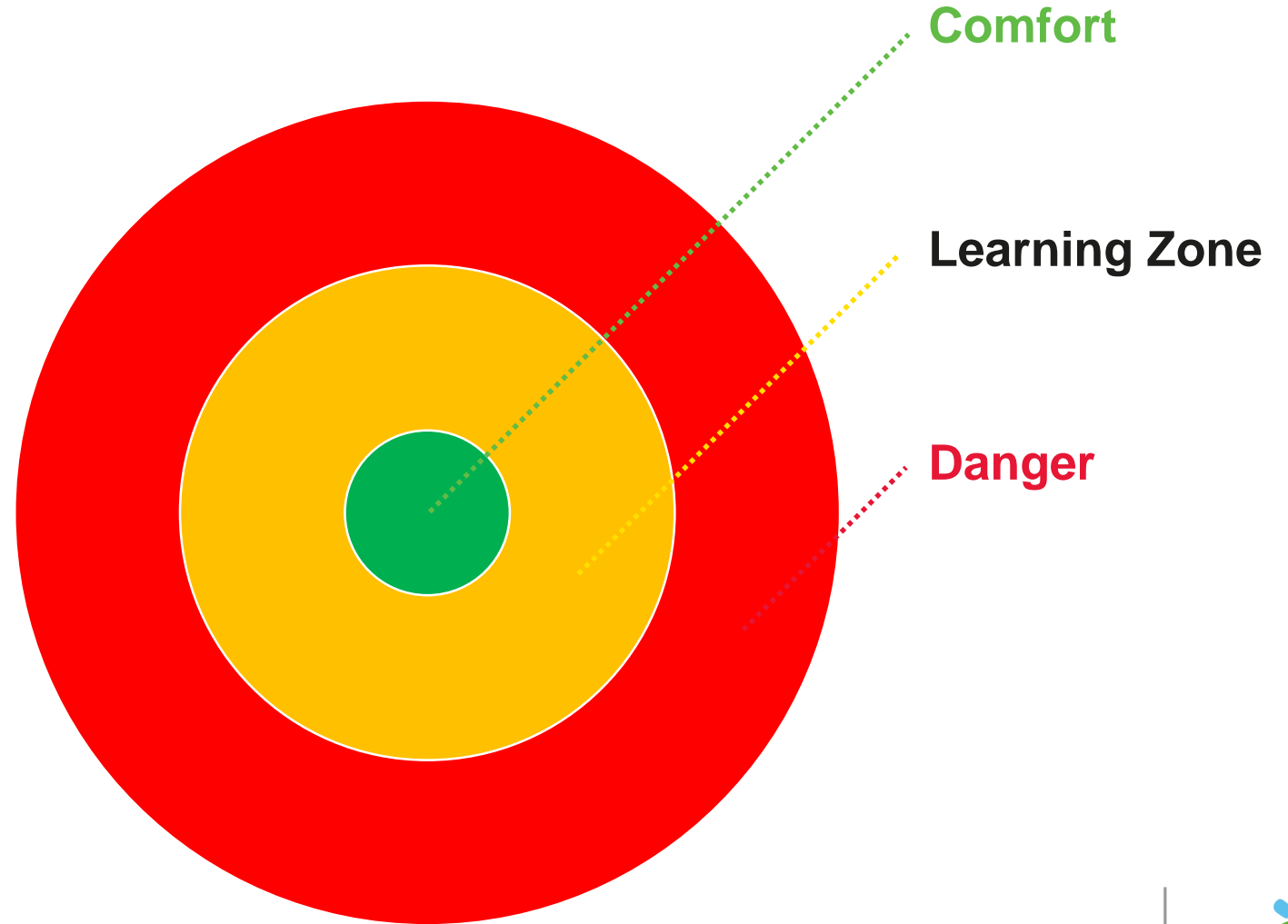
Invest
**Northern
Ireland**

The logo for Invest Northern Ireland, featuring a stylized flower or star shape with five petals in shades of green and blue.

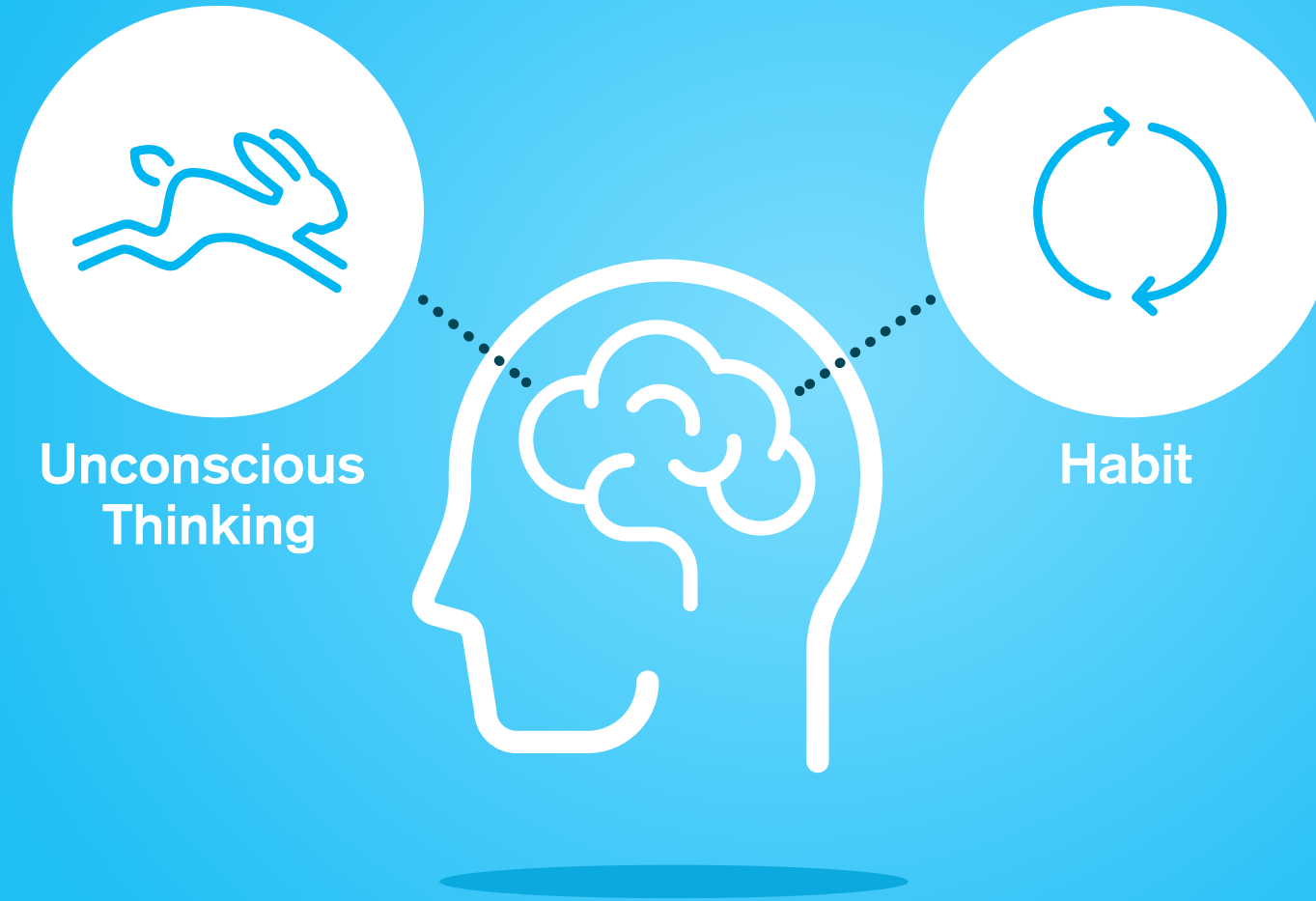
Why it can be hard to learn

Learning is defined as a change in behaviour. You haven't learned anything until you take action and use it.

Ken Blanchard



Why it can be hard to learn



Thinking 'slow' to learn



Fast Thinking



Slow Thinking



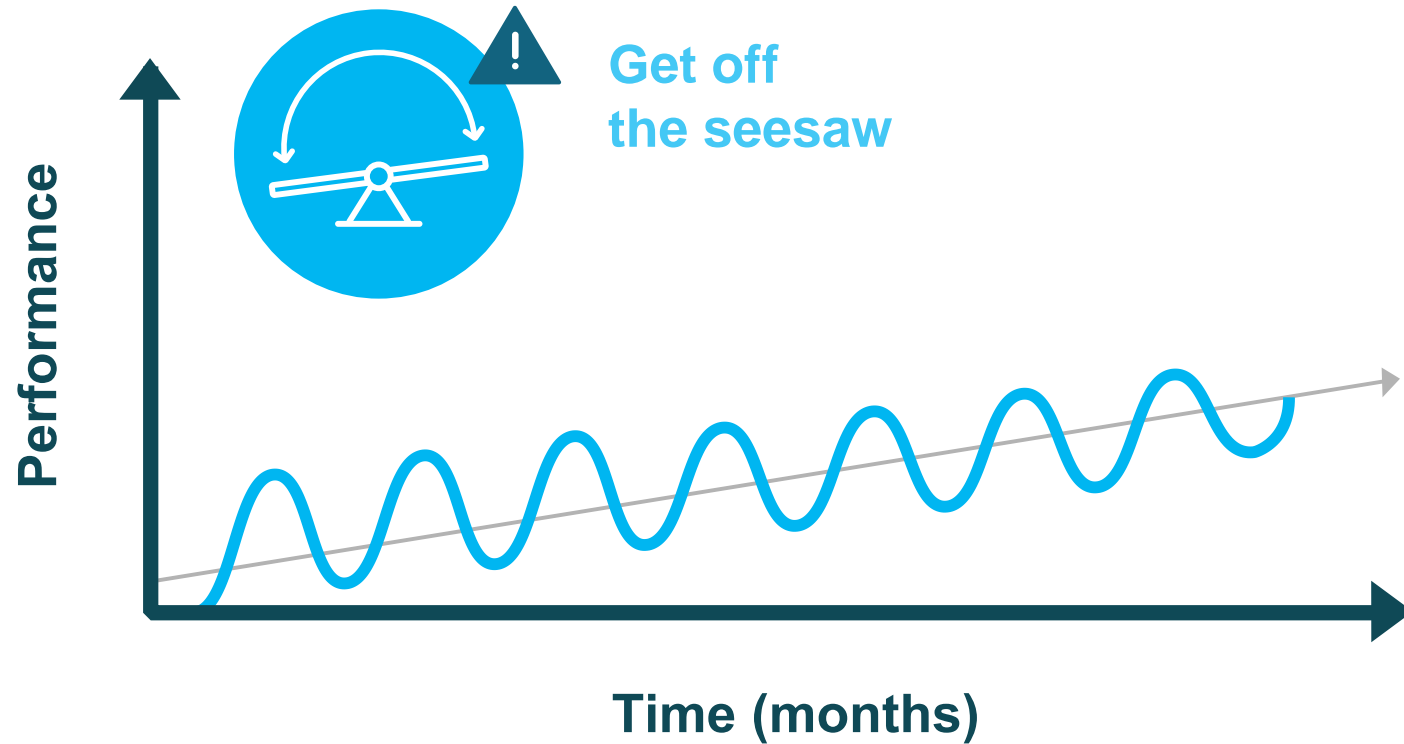
Unconscious thinking

- ✿ Fast & instinctive
- ✿ Requires little effort
- ✿ Most of the time we are here
- ✿ Our behaviour here is habit

Conscious thinking

- ✿ Slow & deliberate
- ✿ Requires effort

Why learn on the shop floor?

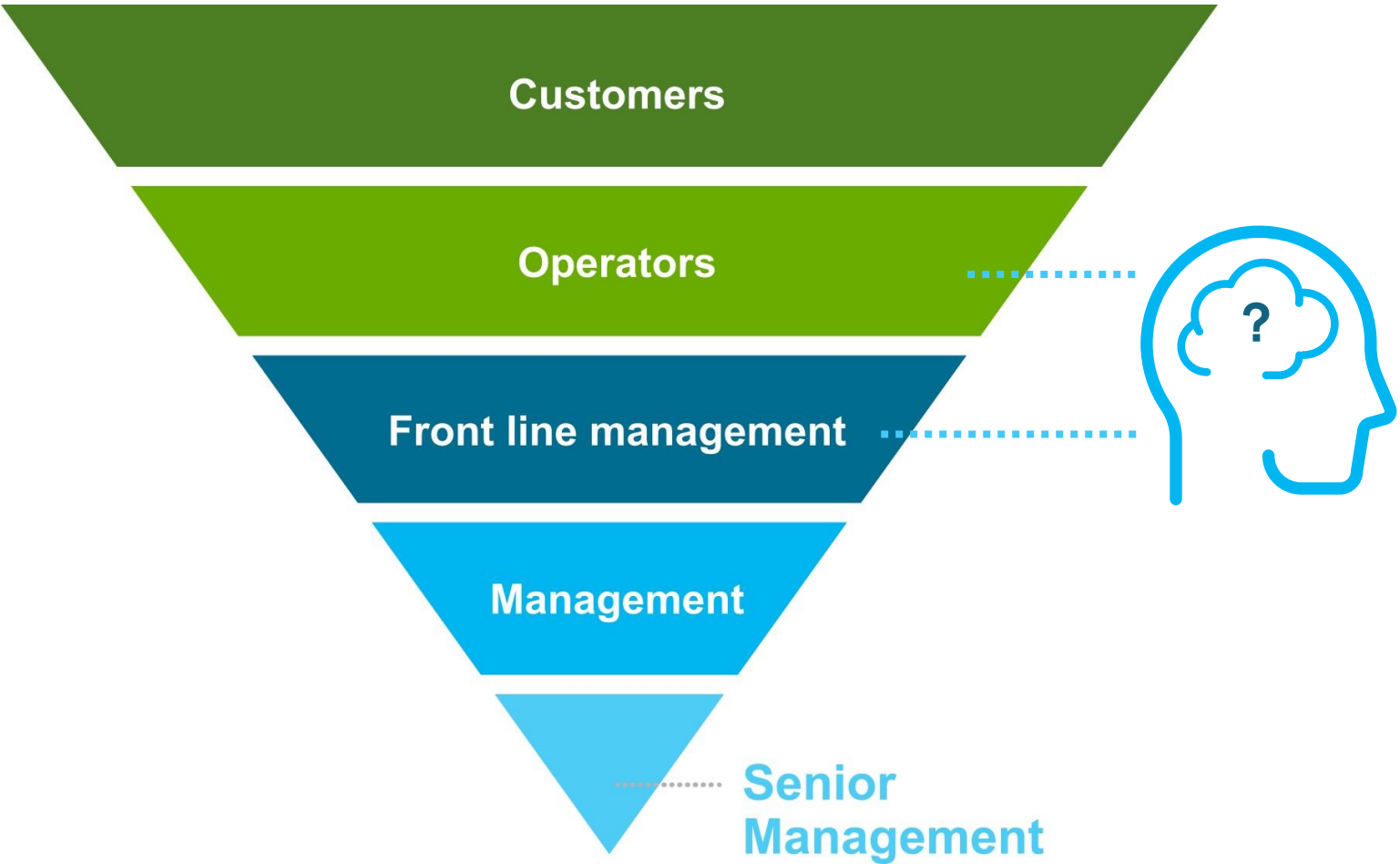


We improve.
We fall back.
We improve.
We fall back.

This is exhausting!



Why learn on the shop floor?

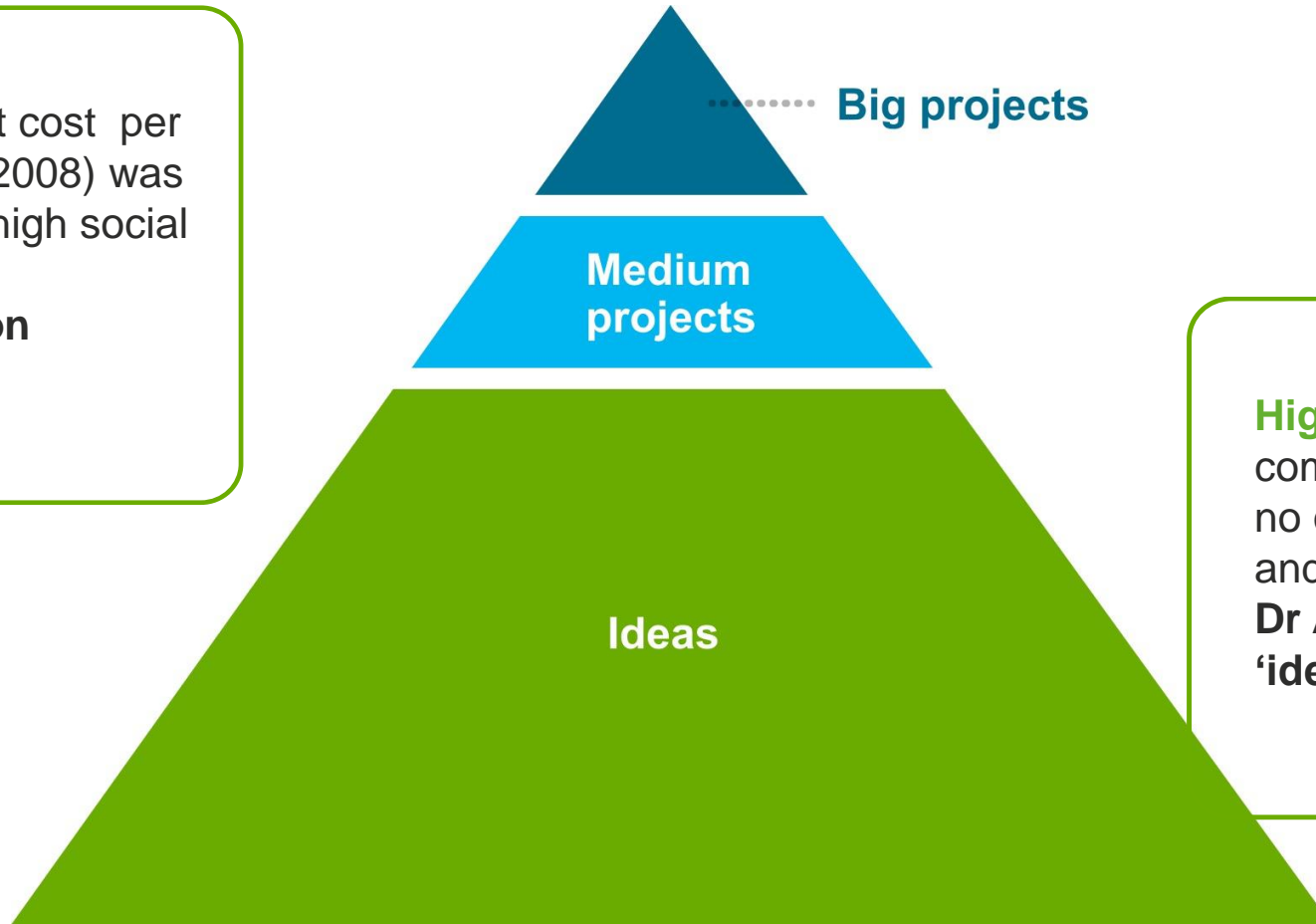
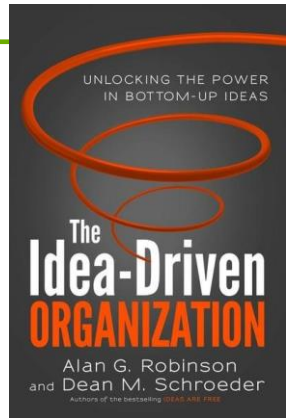


I see problems every day and wonder why we keep doing it this way?

Why learn on the shop floor?

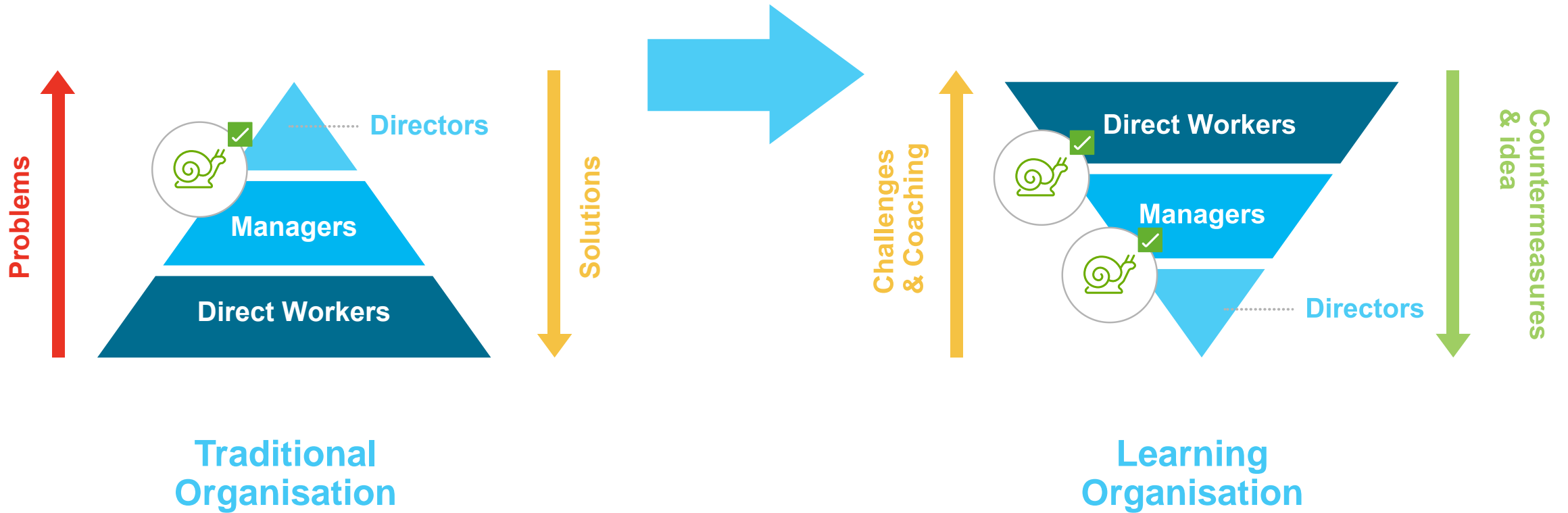
Coca-Cola lowest cost per employee plant (2008) was Sweden despite high social costs.

Dr Alan Robinson
'ideas are free'



High performance companies show a large no of ideas from people and a high % implemented.
Dr Alan Robinson
'ideas are free'

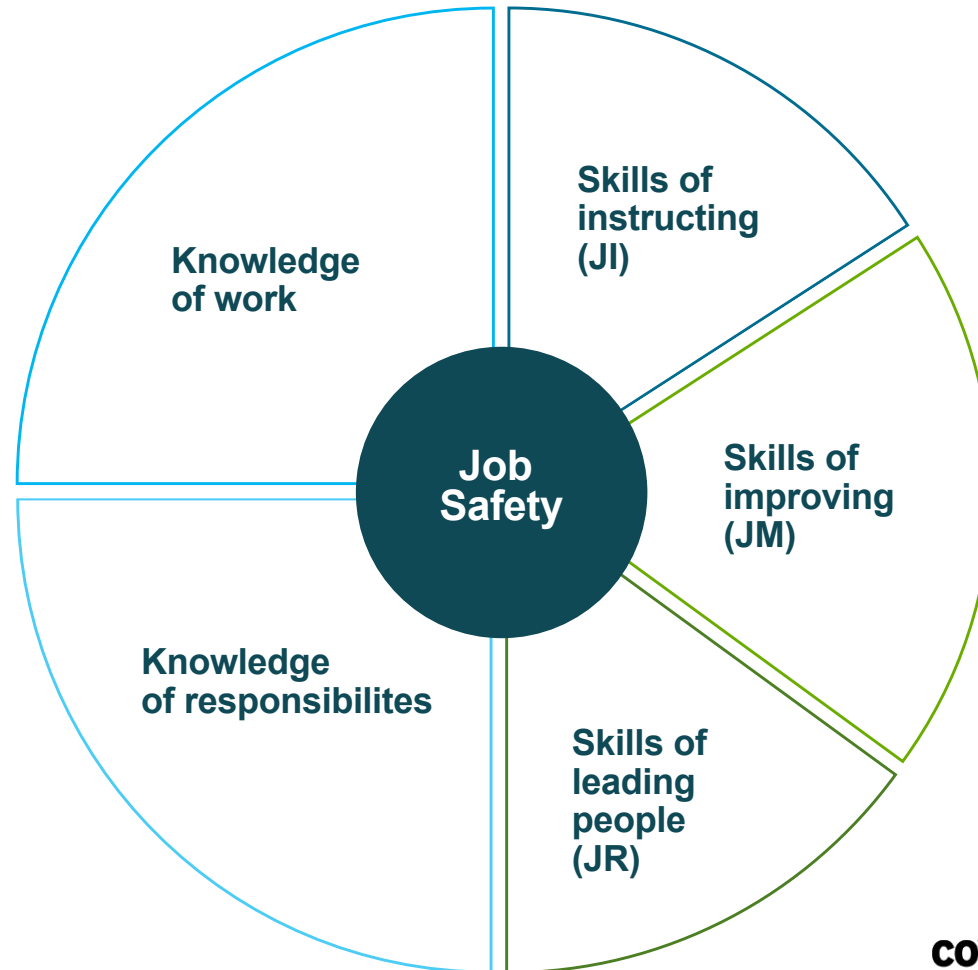
Flip the org thinking to learn quickly



Moving from shop floor 'doing' to 'thinking and doing'

TWI to learn quickly

5 needs of a supervisor

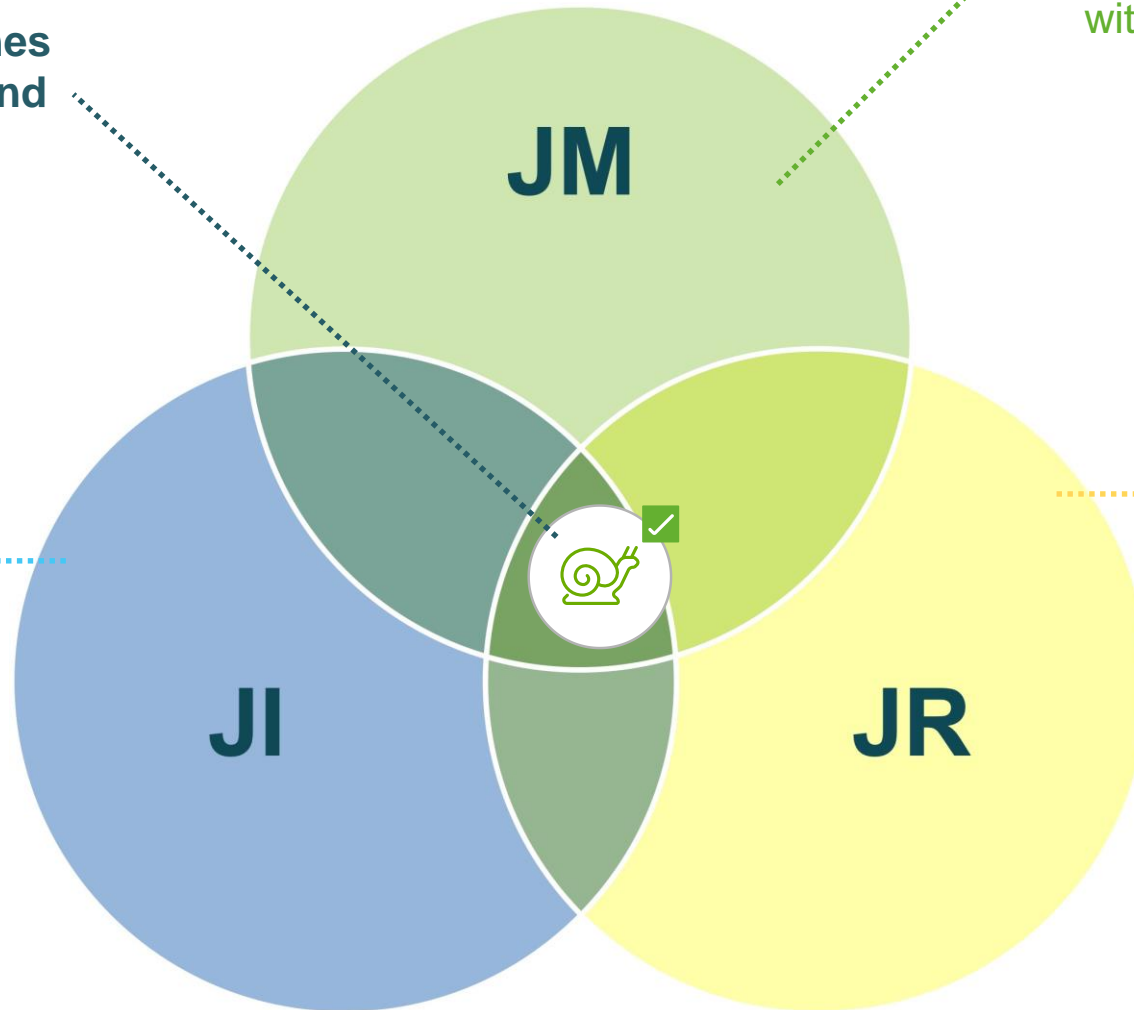


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TWI skills (The J routines)

To learn these new routines you need to slow down and practise them regularly.

To train supervisors how to train employees quickly and consciously to do the job correct.

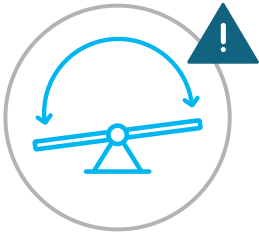


To train supervisors how to lead teams to quickly improve activities and produce more with less resource.

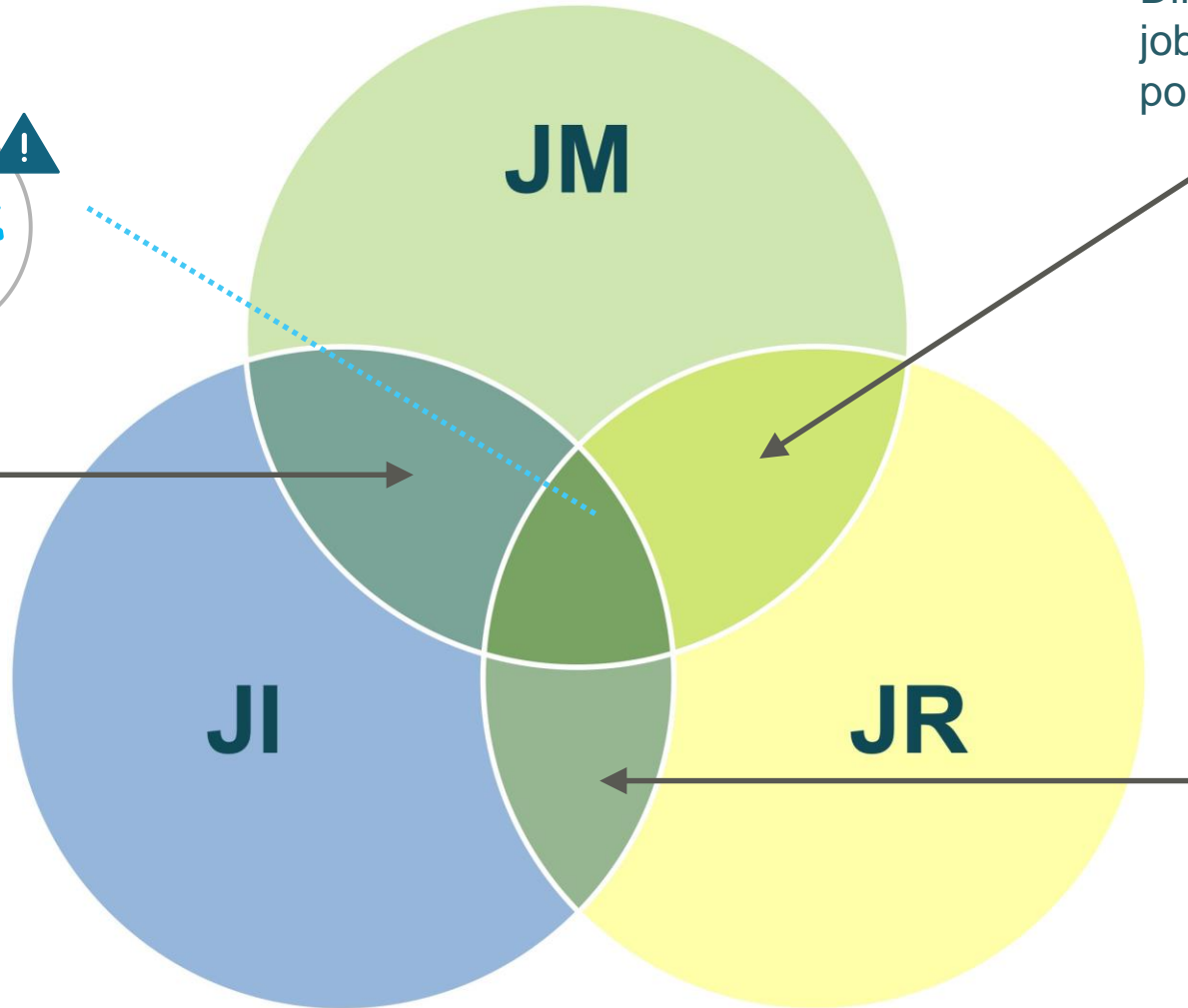
To train supervisors how to lead people in ways that prevent and quickly resolve people problems.

TWI skills is joined up thinking

Get off the seesaw with TWI



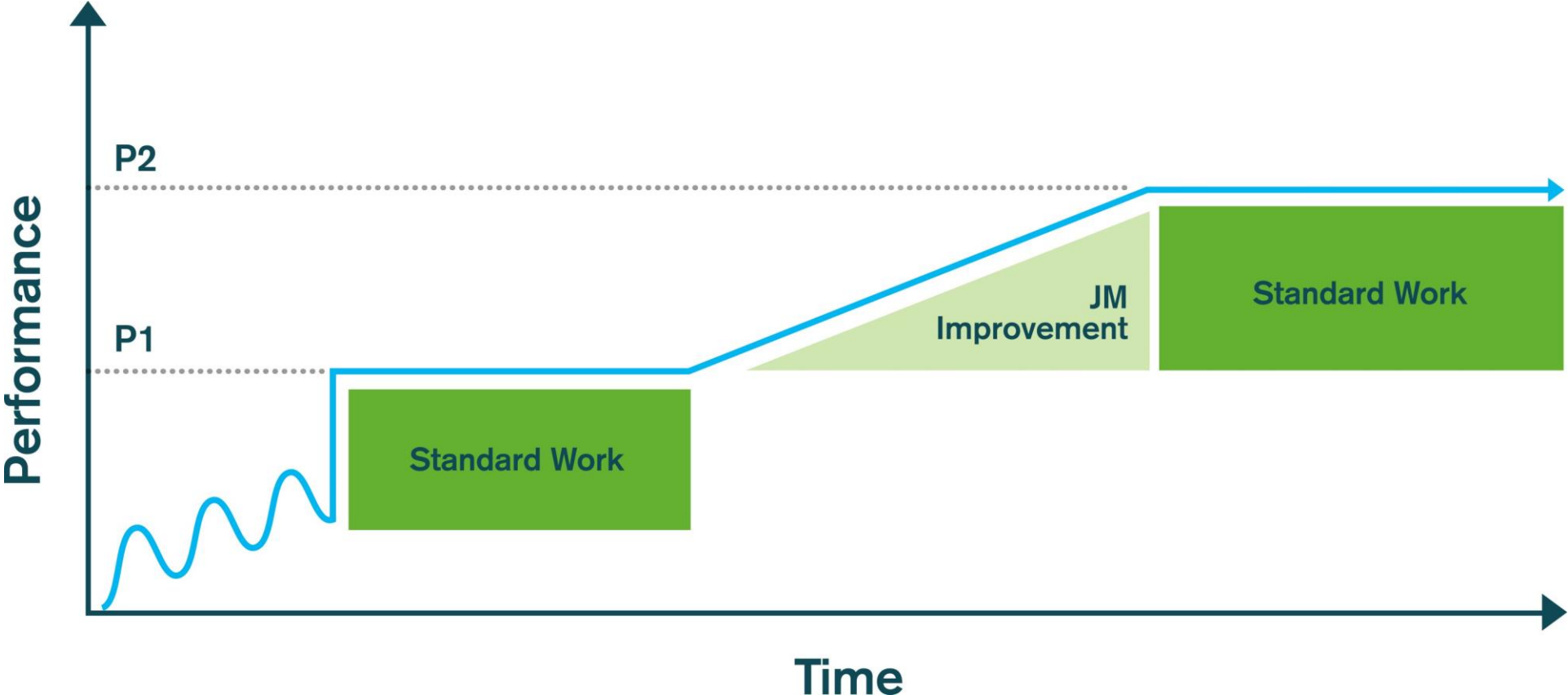
Good job instruction both precedes and follows job methods. Work must be stabilised before it can be improved.



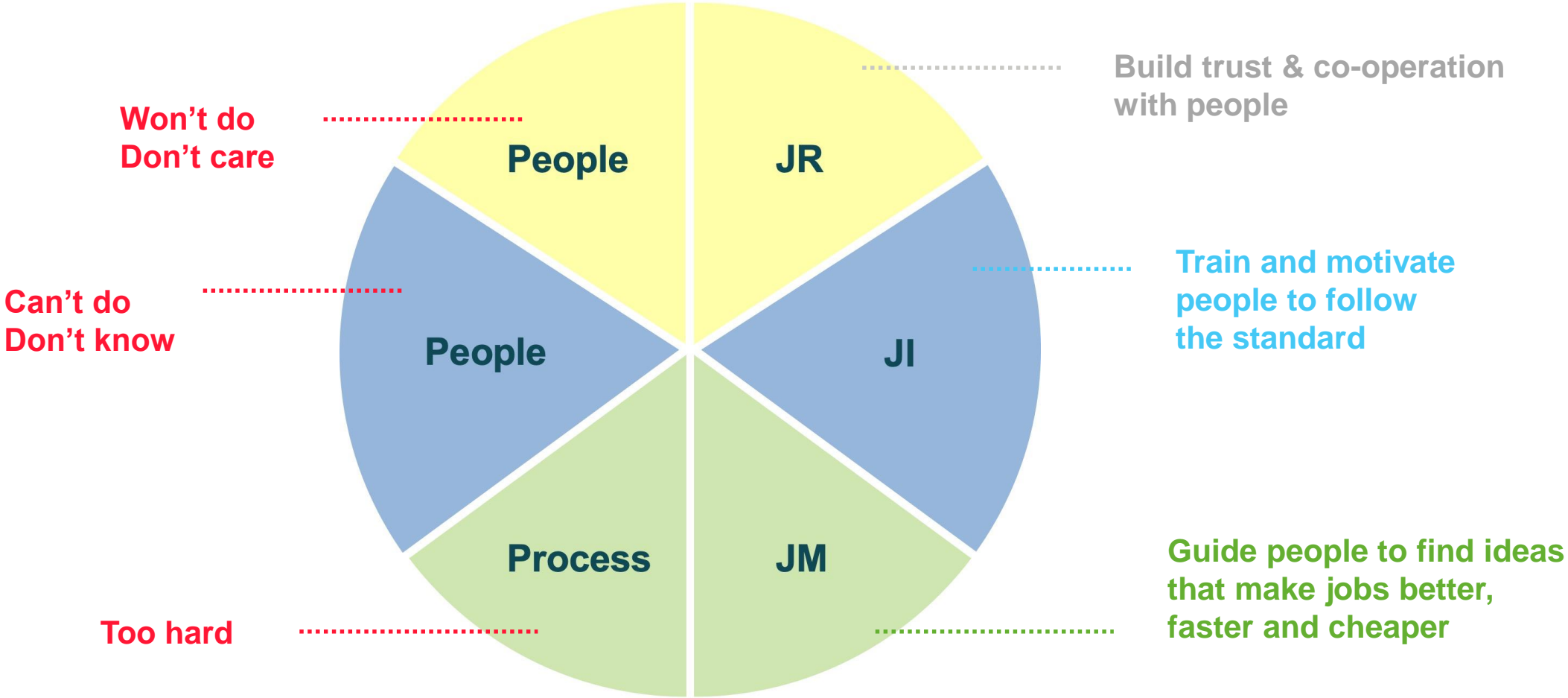
Improvement activities enhance strong relations and vice versa. Direct involvement in designing jobs can generate ideas and a positive engagement.

Good relations is foundational to job instruction. People will not follow instruction if the intent is not known.

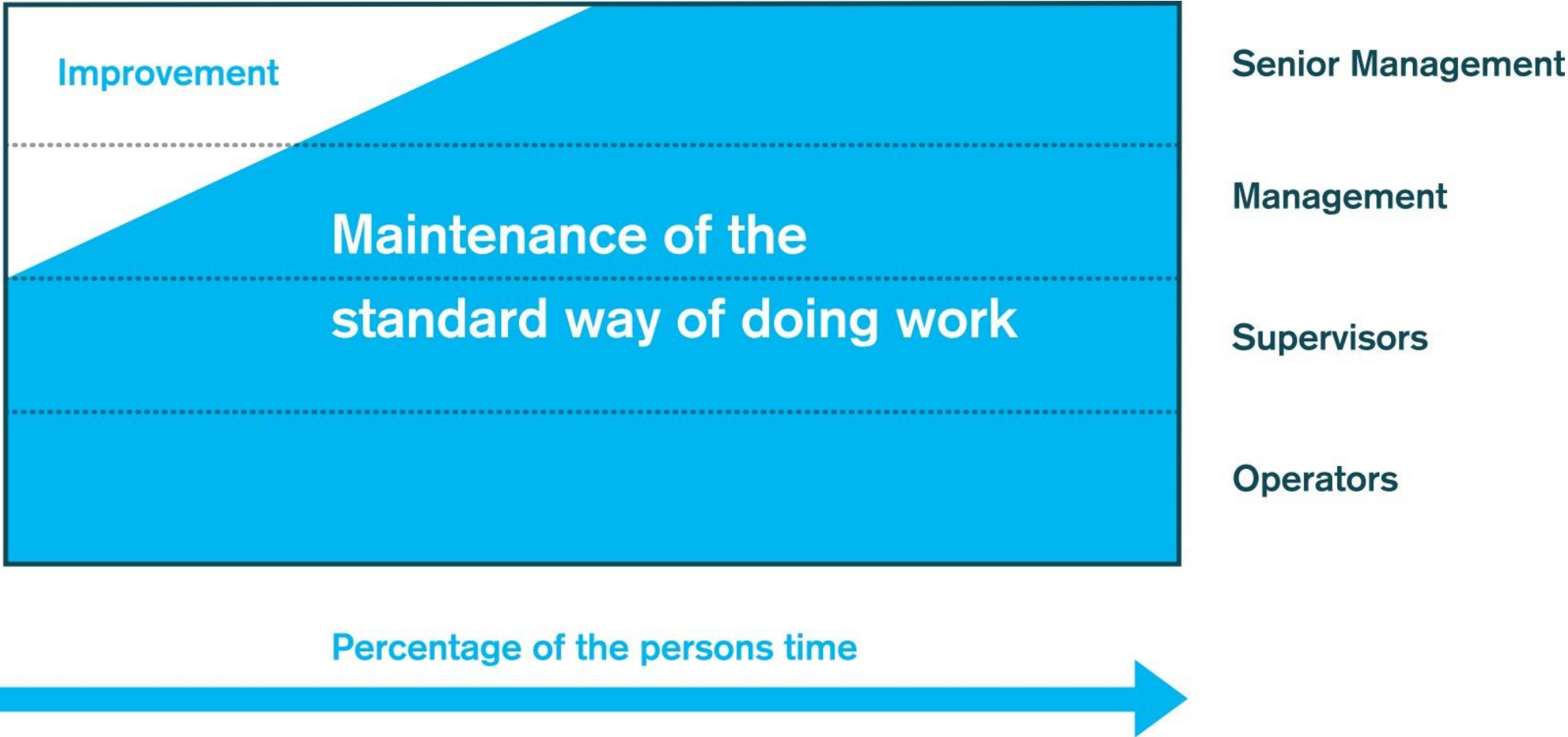
Get off the performance seesaw with TWI



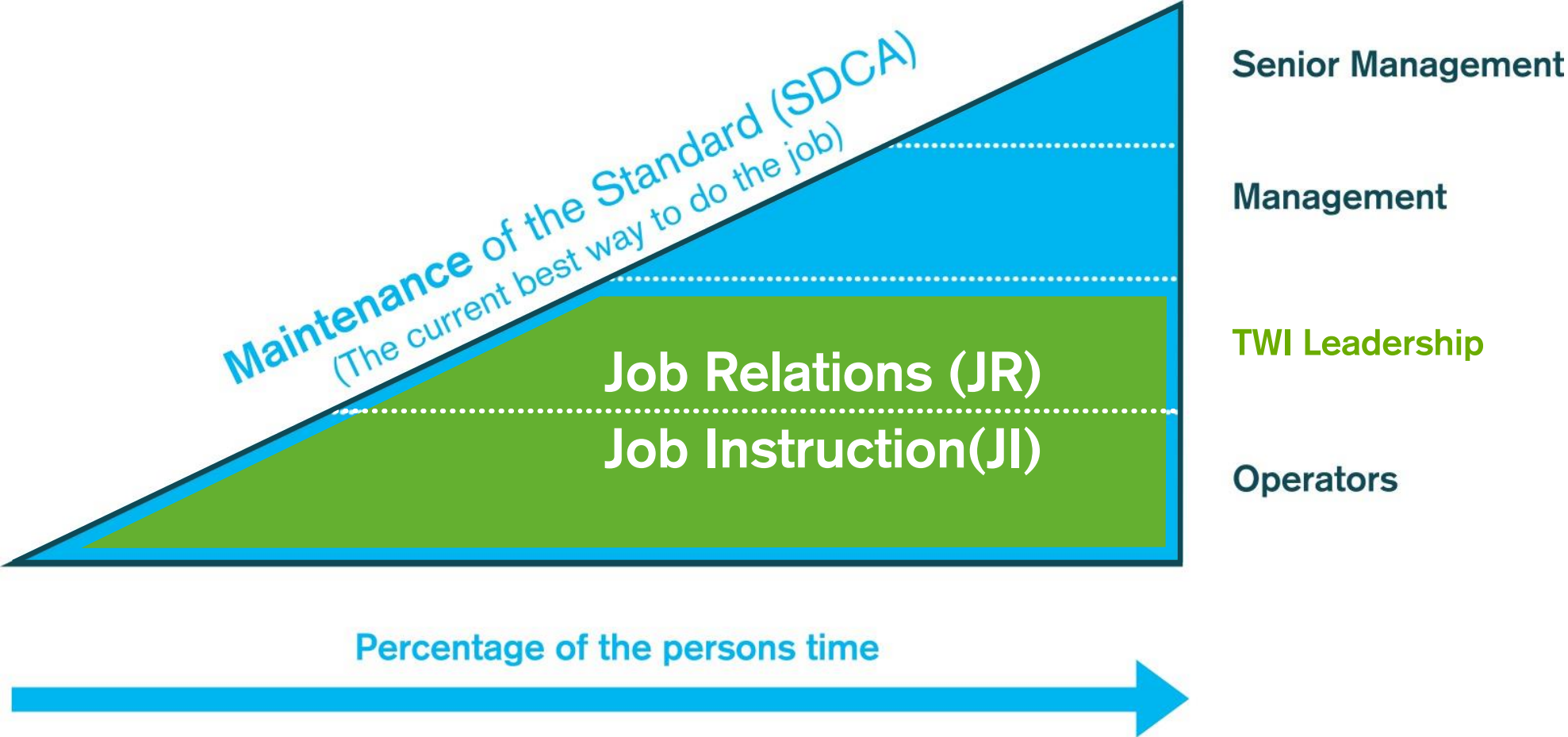
Overcome obstacles with TWI



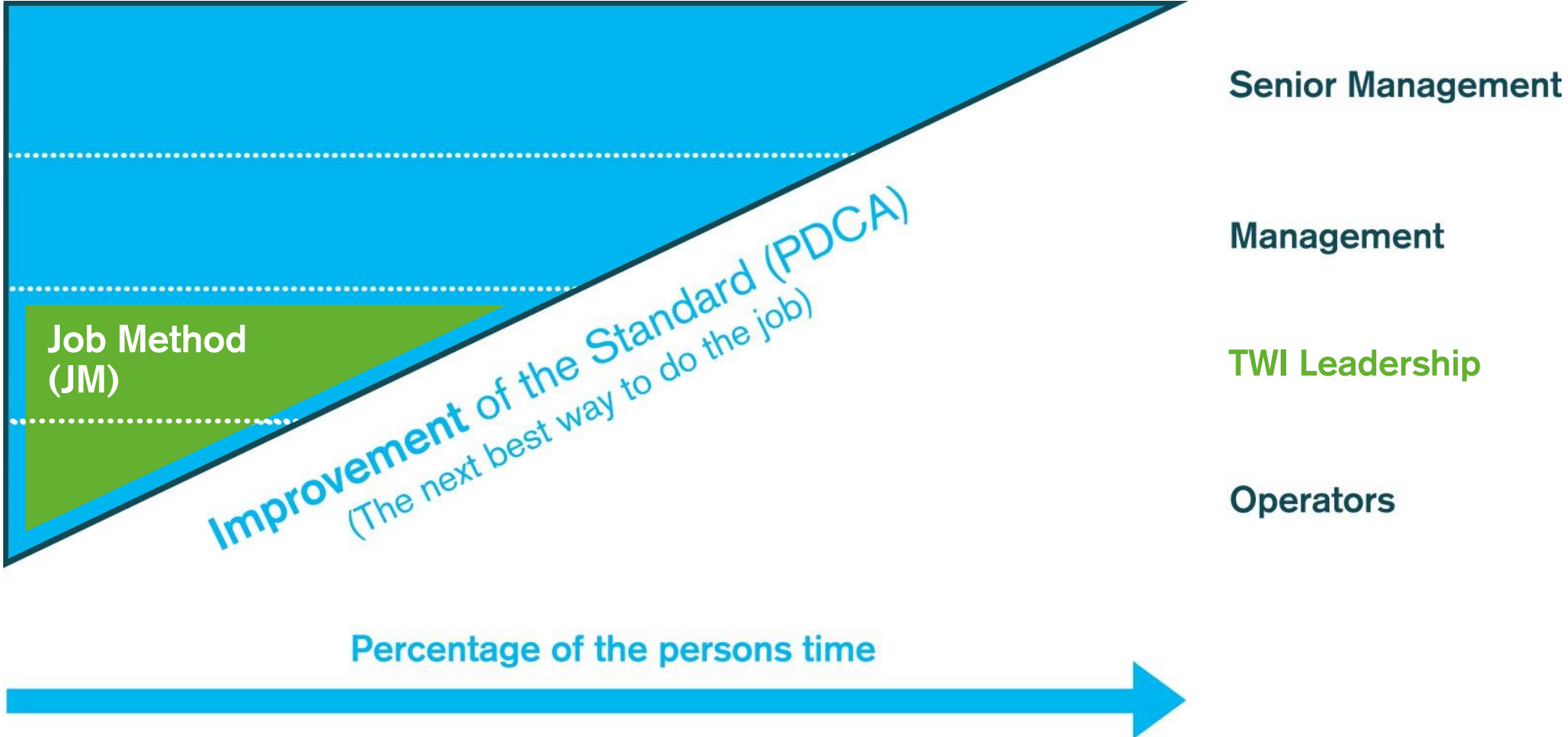
Your current reality?



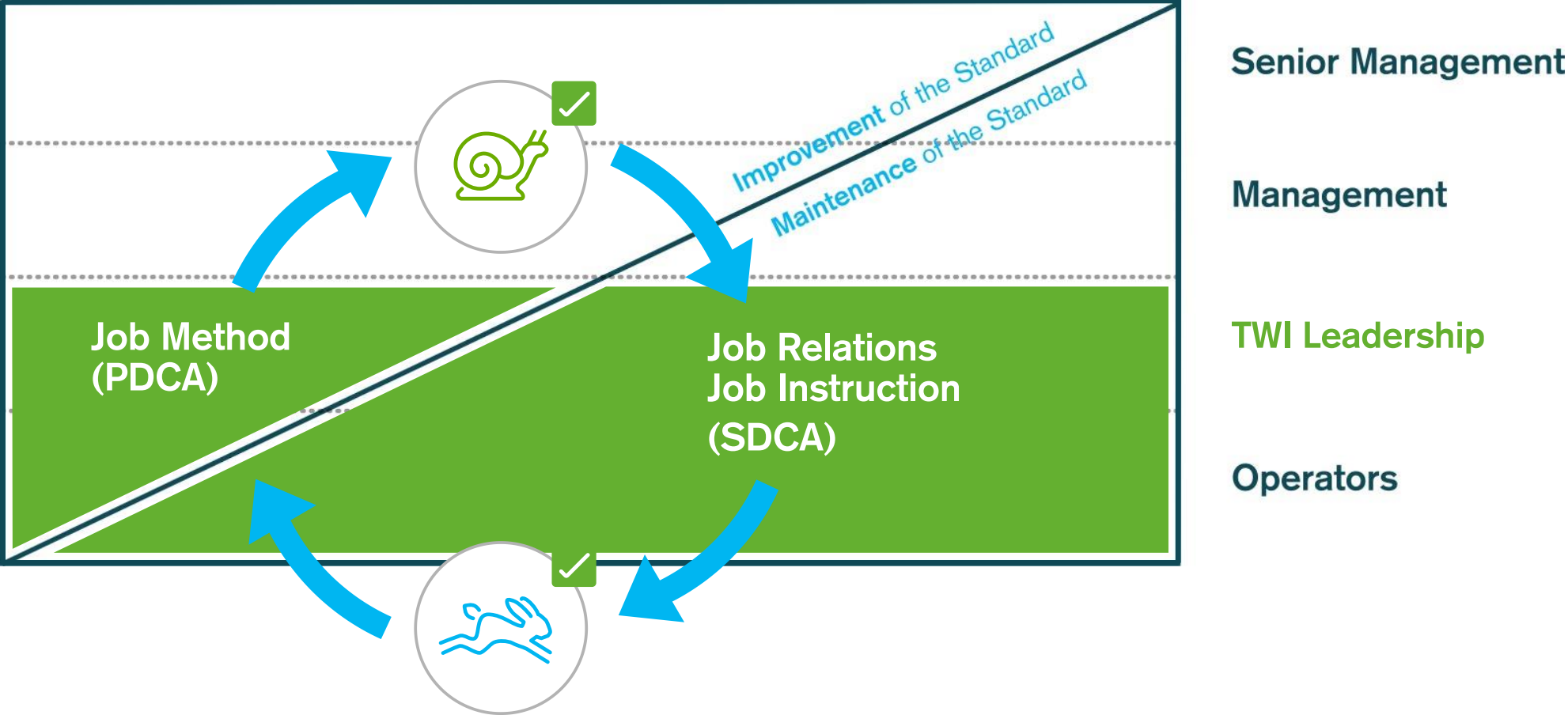
TWI develops people to make time more efficient



TWI develops people to make time more effective



TWI is a continuous improvement routine



TWI is Competitive Advantage

“The only sustainable competitive advantage is an organization’s ability to learn faster than the competition.”

Peter M. Senge

Next Steps

- ✿ If any of this resonated with you and the issues you may be trying to overcome then please contact your **INI client executive** and ask for support.
- ✿ Alternatively email opexquery@investni.com to contact the OPEX support directly.
- ✿ Simply refer to **TWI** when contacting INI support.
- ✿ In the meantime Stay Safe.



Invest NI: Operational Excellence Team

Who are we?

Business-experienced Coaches

What do we do?

Improve the productivity, profitability & competitiveness of NI Businesses

How do we do it?

Tailored support using training, mentoring & coaching to promote best practice and build capability within our clients' businesses to deliver quantifiable & sustainable improvement

Queries: opexquery@investni.com



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