



Thursday PM

# Training from a Distance: What Works, What Doesn't

Moderated by



Kathy Miller



## **Eric Olsen**

*Professor in Industrial Technology*

*in the Orfalea College of Business at Cal Poly in San Luis Obispo, Cal.*



## **Meredith Brody**

*Principal Project Manager at Constellation*



## **Kim Koning**

*Director of Process Excellence at West Pharmaceutical Services*

Up Next:



## Eric Olsen

*Professor in Industrial Technology*

*in the Orfalea College of Business at Cal Poly in San Luis Obispo, Cal.*



Up Next:



# Meredith Brody

*Principal Project Manager at Constellation*



# Training From a Distance: What Works, What Doesn't

MoreSteam's Best Practices for Operational Excellence

September 17, 2020

# March 2020...

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# Inbox Workshops by the Numbers

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	Inbox Training Participants	Inbox Simulation Runs	Satisfaction Score
2019	129	12	4.75
2020 Original	168	12	>4.75
2020 Revised	112+	8+	>4.75

## 2020 Opportunity

Capitalize on momentum and meet the ongoing high demand for the Lean Concepts Awareness (Inbox) Workshop in a **100% virtual setting** for the foreseeable future.

# Action Plan

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Provided early input



Developed and identified tools  
for virtual facilitation  
(MoreSteam driven)



Completed pilots and  
continuously improved



# Lessons Learned

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**Piloting** will uncover adjustments needed

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**Strong facilitation** is critical

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**Lay ground rules** around multitasking and stepping away from the computer

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**Pre-meeting** is necessary to introduce simulation, storyline, and check attendees' internet speed

Up Next:



## Kim Koning

*Director of Process Excellence at West Pharmaceutical Services*



# Training From a Distance: What Works, What Doesn't

**Kim Koning-** West Pharmaceuticals  
*Director of OpEx*

September 17, 2020



**Kim Koning- West Pharmaceuticals**  
*Director of OpEx & HSE*

- *27 yrs. Contract Manufacturing experience in Healthcare*
- B.S. in Management from Purdue University
- MBA from Western Michigan University
- Master Black Belt, Moresteam -2020
- Certified ISO 22301 Continuity Manager, ISO Lead Auditor

# Green Belt Training – Pre-Covid

October 2019

- 2 day classroom kickoff training
- InBox Day 2
- Instructor/MBB in the room leading sessions
- 7 Study Halls – every 2 weeks
  - 70% of participants in classroom, 30% of participants via Teams
- 2.5 days SigmaBrew in classroom

Moresteam Blended Model



# Green Belt Training – Covid-19 Environment

## April 2020

- Kickoff Meeting via Teams
- ~~1 day kickoff with InBox (virtual)~~
- Students complete 11 GB sessions via LMS
- 7 instructor lead Study Halls
  - 70% of participants in classroom, 30% via Teams
- SigmaBrew
  - 4 hours x 4 days Virtual
  - Previous success in China, India, Singapore
  - Lead by Maria Fry, MBB
  -

## Modified Moresteam Blended Model

0.50  
0.50  
6.00  
0.10  
0.30  
0.50

Green Belt Wave 13 Study ... 37:26

ben Omar Mora Cayey Video Conference R...

ENG 2:07 PM  
LAA 9/16/2020

# Countermeasures

- Increase interaction
- Smaller class size – 10 max
- Added additional opportunities for interaction
  - Repeat Study Halls – by site
  - Question of the Week practice session
  - Each participate presented at every Study Hall
  - Coaches View – increased use, follow up
  - Weekly – 4 hour blocks to work on sessions
- Site OpEx Manager - increased responsibility, helps facilitate sessions

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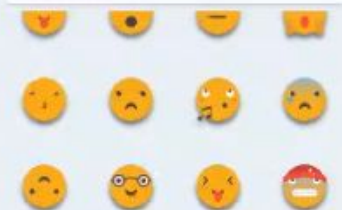
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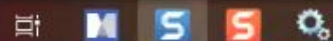
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Omar Mora

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ENG 1:39 PM LAA 9/16/2020



Rios, Rick G.



Aguayo, Ruben



Cayey Video Conference R...



Omar Mora



# Interactive Study Halls via Teams

Spaghetti Charts - Google Chrome  
moresteam.com/University/cfdocs/pageup-x.cfm?uid=272400\_16&page\_id=1488&course\_id=800

routes and queue times between process steps. The other examines the **movement of information**, and is used to highlight the number of times information is handled or manipulated, as well as queue times while waiting for an operation to be performed. The metrics of interest may include: total distance traveled, total cycle time, and number of process steps.

Following is an example of the first type of spaghetti chart representing the "flow" of a patient requiring surgery subsequent to visiting the Emergency Department of a hospital. You can see from the tangled process flow where Spaghetti Diagrams got their name.

Process for Patient Requiring Emergency Surgery

Start

Emergency Room Registration

Data Collection

Emergency Waiting Room

Examining Room

Surgery Waiting Room

Operating Room

End

Discharge

Laboratory

Radiology

Radiology Waiting Room

Hospital Room

Recovery

Surgery Preparation

Cafeteria

Total distance traveled: 1,488 feet

Because of the physical layout of facilities, you can see that total distance traveled is 1,488 feet! Much like in a "job shop" layout of a machining center, process steps are grouped by function.

Green Belt Wave 13 Study ... 33:31

Rios, Rick G.

Aguayo, Ruben

Omar Mora

Cayey Video Conference R...

2:03 PM 9/16/2020

# Lessons Learned

- Not having instructor in classroom is very difficult
- Require cameras to be tuned on
- Will include virtual InBox for next class
- Require attendance at 4 hour weekly sessions if not keeping up with coursework
- Schedule time with each student each week to touch base

*Join the conversation*

**#BP4OpX**

**LinkedIn**®

*Questions? Looking for more details?*

*Reach out to [sales@moresteam.com](mailto:sales@moresteam.com)*