

# Building the Infrastructure to Make Training Stick

# Webcast Sponsor: MoreSteam.com

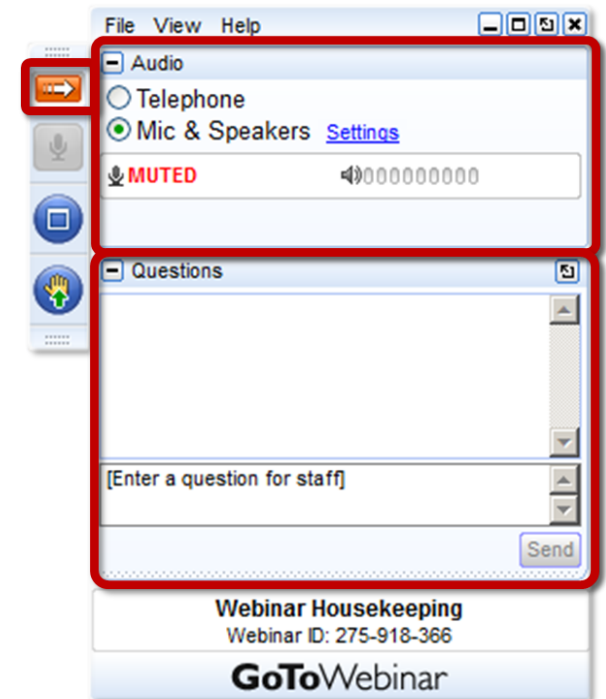
- Trained 500,000+ Lean Six Sigma professionals
- Served over 2,000 corporate customers (including 50+% of the F500)
- Courses reviewed and approved by ASQ and PMI
- Academic Partnerships with Ohio State University, Notre Dame, Cal Poly and George Washington University

## Select Customers:



# Today's Program

- Welcome
- Introduction of MBB Webcast Series
  - Ellen Milnes
- “Building the Infrastructure to Make Training Stick”
  - Marti Beltz
- Open Discussion and Questions



# About Our Presenter



Marti Beltz, PhD. and MBB

- Healthcare Process Improvement Consultant/Executive Sensei
- Psychologist
- Baldrige Quality Award: National Senior Examiner and State Judge

What a difference 15 years can make ...



ASQ  
AMERICAN SOCIETY  
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**MOTOROLA**



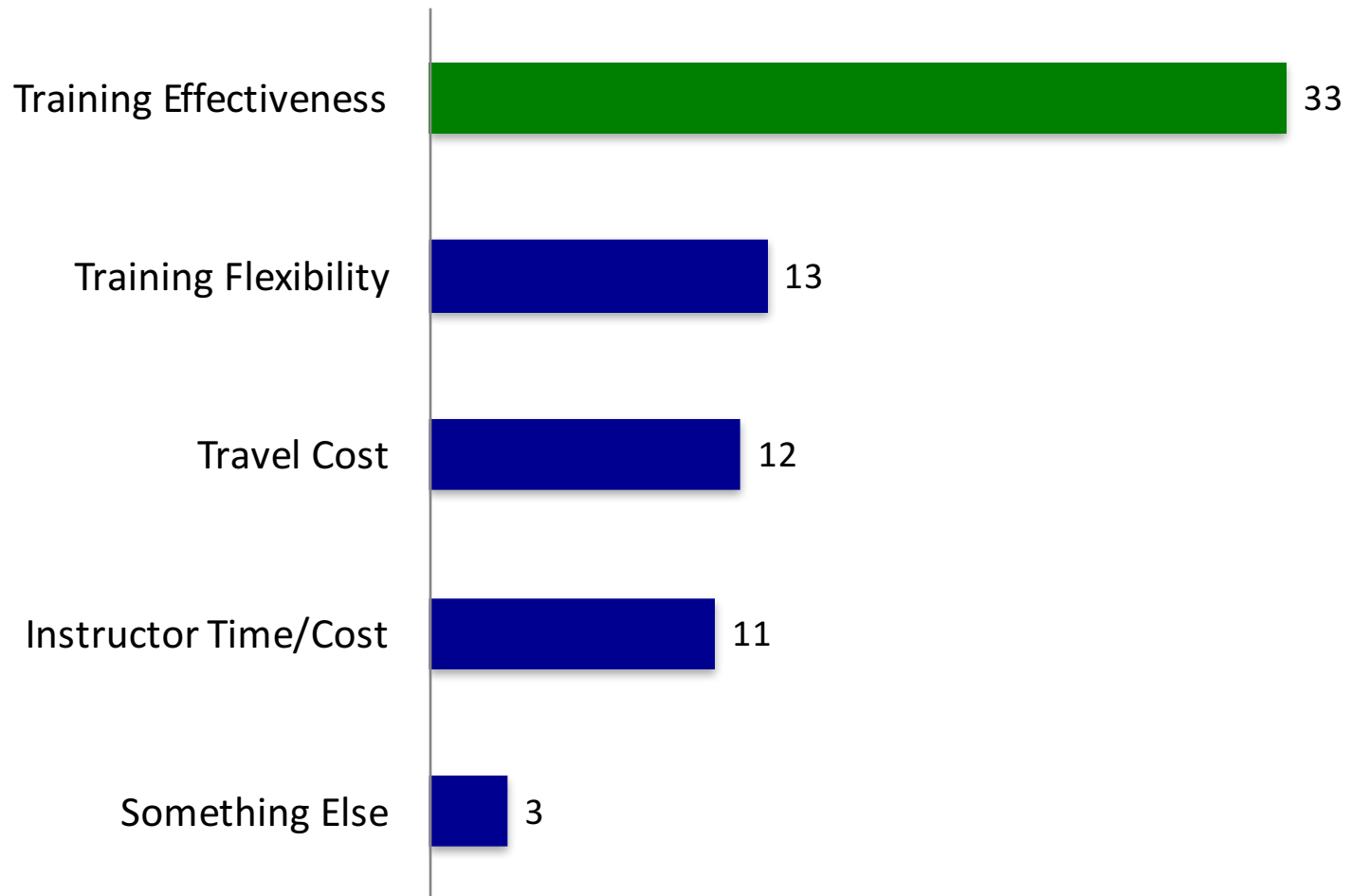
JURAN  
INSTITUTE

**Lean Six Sigma Training:  
7,380,000 Google Hits**

But how do we make it “stick”?



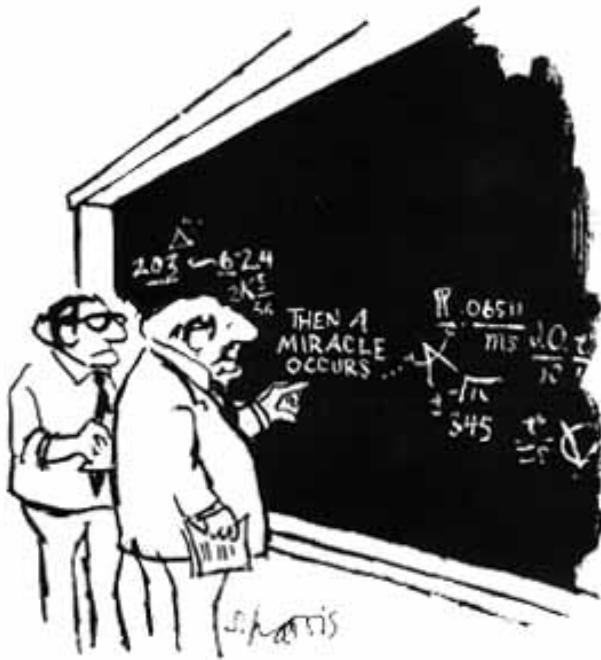
# Which driver has the most influence on your training design?



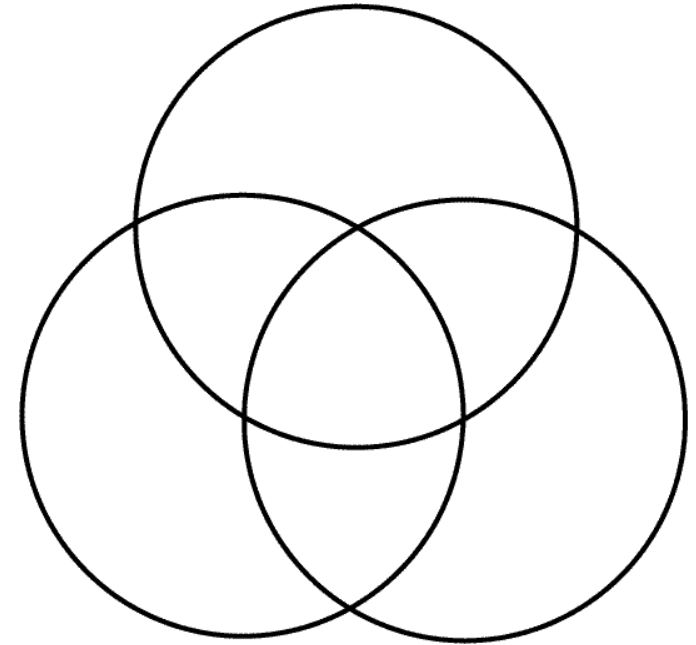
*Data collected by MoreSteam.com during a series of one day benchmarking conferences conducted in the US and Europe during 2014 and 2015.*



# Training as part of a ...



"I think you should be more explicit here in step two."



**Planting Fruit Trees**

- Dig a hole large enough to accommodate the root system.
- Tie the tree to a stake using wide, soft material, like strips of old stockings.
- Place the tree on a mound of soil or gravel, and spread the roots out evenly in the hole.
- Leave a shallow depression to catch the rain.
- Don't allow mulch to touch the tree trunk.
- Trim off broken, dead or excessively long roots, and keep the roots moist by wrapping them in wet bags.
- Put a stake in at planting.
- If the soil is heavy, loosen it up around the hole with a spade or fork so that the tree roots can find soft soil to grow into.
- If the soil is good, use it to fill the hole; otherwise, mix it with compost or good soil and fill the hole.
- After planting the tree water it in & tramp down the soil in the hole.



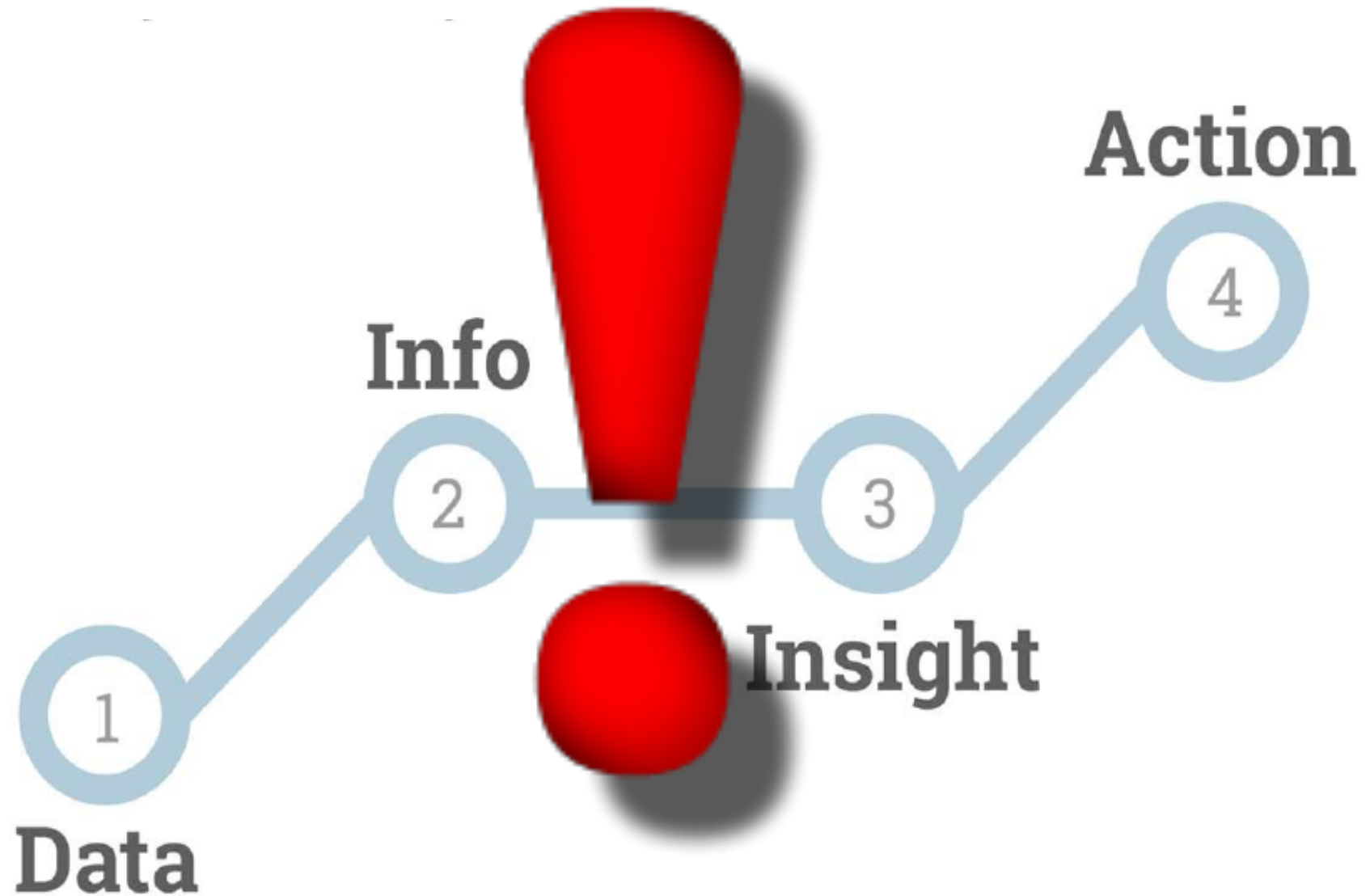
# Training is a Tactic – Not a Strategy

- Tactic – utilization of specific resources to achieve sub-goals that support the defined mission.
- Strategy - a careful plan or method for achieving a particular goal usually over a long period of time

# Why Train?



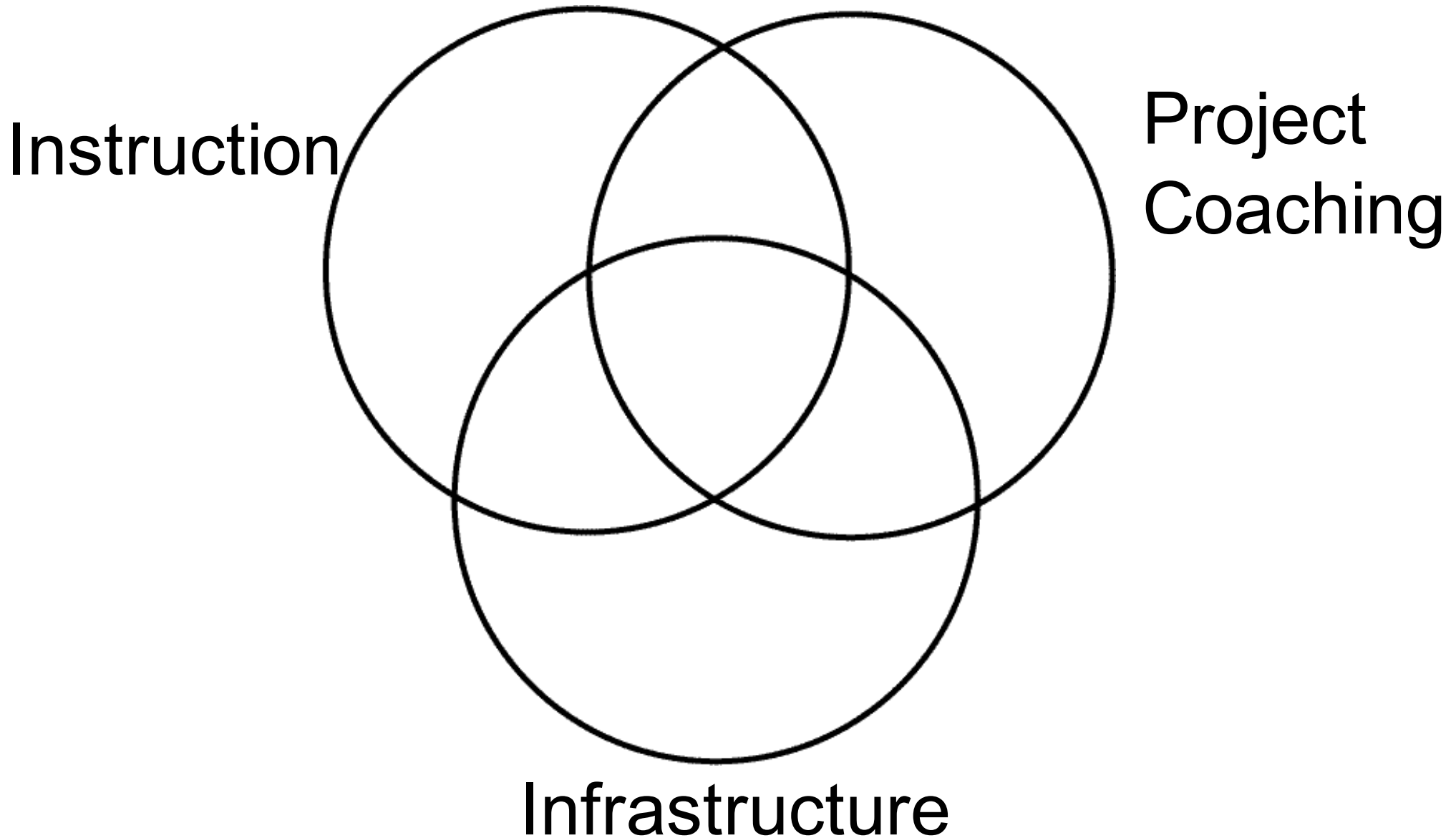
# Why Train?



# Training: Does the Tactic Address the Gap?

- What is the impetus?
- What problem are you trying to solve?
- What work isn't being addressed (or isn't being addressed effectively/efficiently) because you don't have trained staff?
- Why now? Are conditions "ripe" for training?
- What are the "push" and "pull" factors to engage new or more resources in training?

# Training Readiness Assessment



# Informed and Empowered Decision-Makers



- Who understands the strategy?
- Who knows the subject matter?
- Who has experience?
- Who has access to and support from senior leadership?
- Who is empowered to make decisions?

**If you don't have them, you'll want/need to create them.**

# The Training Itself



- What kind?
- What mode?
- How many?
- How long?
- Certification?
- In-source or Out-source?

**“Stick to your knitting.”**



# Students



Characteristics of good process improvement professionals:

- Leader and Influencer
- Strategic Thinker
- Eye for Detail
- Technical Aptitude
- Project Manager
- Team - Oriented
- Customer Advocate
- Curious
- Results Oriented

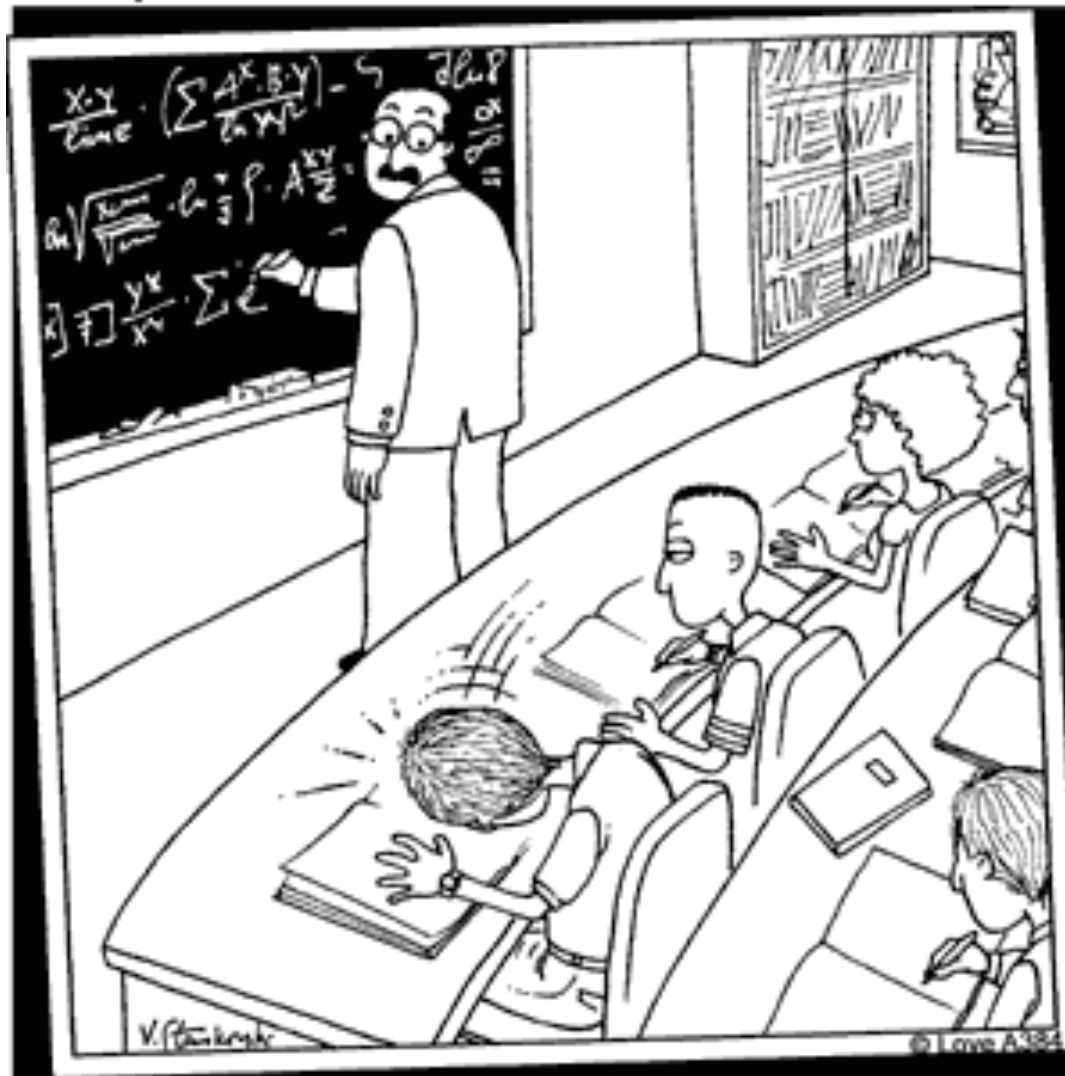
Often overlooked requirements:

- Time to do the work.
- Position in the organization.

**Find them before they find you.**

# Let's Take A Little Breather ...

Snapshots at [jasonlove.com](http://jasonlove.com)



Professor Herman stopped when he heard that unmistakable thud – another brain had imploded.

- One that can be completed in the recommended timeframe.
- One that has senior leadership sponsorship.
- One supported by robust data.
- One aligned with organizational goals/objectives.
- One within the students' expertise and experience.
- One with a dedicated sponsor and team.

# Get some real work done.

# Project Support Staff – Coaches, Sponsors



Yes ... they need to 'remove barriers' ... but great coaches and sponsors also have the following characteristics ...

- Fully understand the training process.
- Have experience and expertise in tollgate reviews.
- Know the project subject matter.
- Know how to give support.
- Have access to senior leadership.
- Have the time to devote to the student.
- Want to support the student.

**Train the support staff.**

# Measurement System



- The use of Six Sigma requires data that is accurate, reliable, repeatable, timely, relevant, complete, and without bias.
- Healthcare and service industries do not get a “pass”.
- The “M” in DMAIC is not, contrary to popular belief, optional.
- Data collection is not recommended for training projects.

**You are training “management by fact”; without robust data, this is a show-stopper.**

# Project Management Systems

Characteristics of a good project management system:

- Easily accessible to the workforce
- IT Support
- Aligns with curriculum and DMAIC tollgates
- Not only tracks project progress, but coaching and investments
- Flexible reporting features
- Searchable repository for sharing
- Can grow with the maturity of the organization



**Make it easy. Make it accessible. Make it count.**



# Transformed Workforce

**CFO asks CEO**

What happens if we invest in developing our people and then they leave us?

**CEO**

What happens if we don't, and they stay?

Considerations:

- Position
- Position Description
- Pay Grade
- Function/Scope/Access
- Continuing to feed, recognize, and support.

**Never underestimate the human resources implications of training.**



# Resources



In a recent study of training participants ...  
“what input had the greatest impact on your  
training success”?

- Curriculum
- Instructor
- Coach
- Project Selection
- Time to Study and Work on the Project
- Support from Supervisor
- Project Team

**Big results require a big investment.**

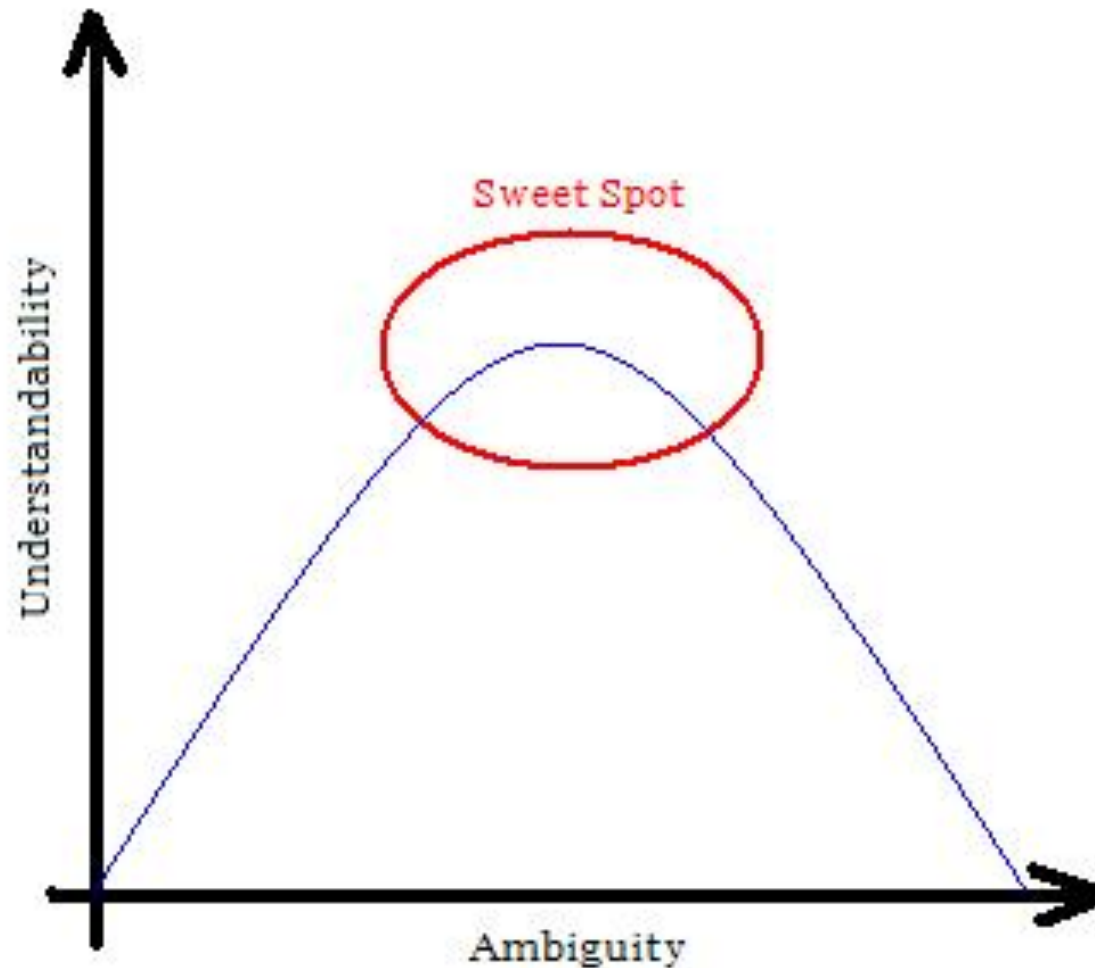
# What's Next and When ?



Having done a (measureable) current state assessment and set goals for the training deployment, it will be much easier to plan a next round of training. Reassess!

**Begin with the “end in mind” ... or at least the next steps.**

# Assessment Expertise Worth the Investment



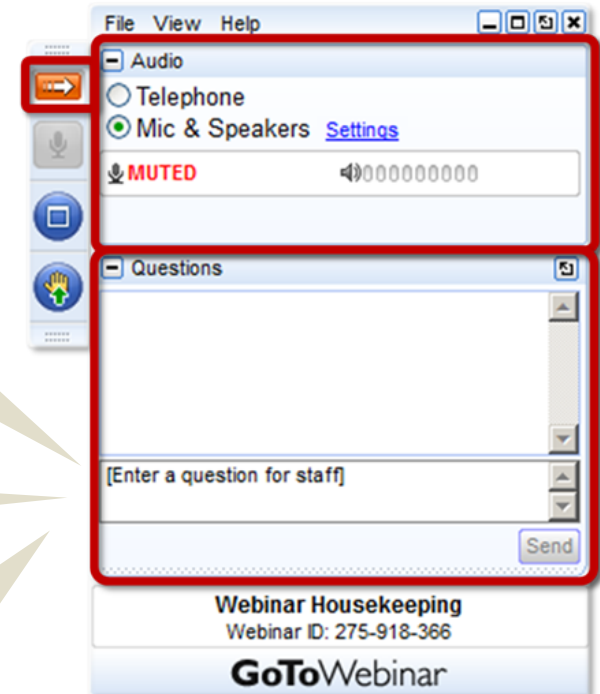
# Questions



*How have you handled ....*

*Have you ever encountered ....*

*Would you explain how you've approached ....*



# Visit us at MoreSteam.com



The screenshot shows the MoreSteam.com website. At the top left is the logo, a blue gear with a white 'M' inside, followed by 'MoreSteam.com®' and the tagline 'The Engine Room of Continuous Improvement'. To the right is a 'Contact us' link, a search bar with 'search keywo', and a 'Login' button with fields for 'username' and 'password'. Below the login fields is a link 'Forgot Username/Password?'. A navigation bar contains links: HOME, ABOUT US, E-LEARNING & CERTIFICATION, SOFTWARE & TECHNOLOGY, BLENDED LEARNING, KNOWLEDGE CENTER, and MORESTEAM UNIVERSITY. The main content area features a large image of a woman in a red shirt working on a laptop. Overlaid on this image is the 'EngineRoom' logo and the text: 'Web-based Data Analysis Software', '"We built it with a drag-and-drop interface so you can concentrate on the analysis."', and '- Smita Skrivaneek, Product Manager'. To the right of the image, the number '508,114' is displayed in large green font, with the text 'The number of professionals that have trained through MoreSteam programs.' below it. Further down, a section titled 'POPULAR PRODUCTS' lists four items: 'Black Belt Training', 'Green Belt Training', 'EngineRoom', and 'TRACtion', each with a gear icon. At the bottom right of this section is a 'View All Products' link. The footer of the main content area reads 'More flexibility. More capability. MoreSteam.'

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**EngineRoom®**  
Web-based Data Analysis Software

*"We built it with a drag-and-drop interface so you can concentrate on the analysis."*  
- Smita Skrivaneek, Product Manager

**508,114**

The number of professionals that have trained through MoreSteam programs.

**POPULAR PRODUCTS**

-  **Black Belt Training**
-  **Green Belt Training**
-  **EngineRoom**
-  **TRACtion**

[View All Products](#)

**More flexibility. More capability. MoreSteam.**

# Thank you for joining us



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*Join us next month – Thursday, April 21<sup>st</sup>*

*“Tech Tool Talk: Swap Tests”*

*Kevin Keller, Master Black Belt AB In-Bev*

Archived presentations and other materials: <http://www.moresteam.com/presentations/>