Implementing Sustainable Change

The Importance of Training Your Technicians

by Daniel Stephens, VP

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  - RightStart™ Solution
  - Certification Portals
  - SmartTech™ Instruction

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We'll Discuss:

- Importance of Change

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We'll Discuss:

- Importance of Change
- Cycle of Change

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- Cycle of Change
- Change Example

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We'll Discuss:

- Importance of Change
- Cycle of Change
- Change Example
- Implementing Change

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Implementing Sustainable Change

We'll Discuss:

- Importance of Change
- Cycle of Change
- Change Example
- Implementing Change
- Competent Tech Concerns

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Implementing Sustainable Change

We'll Discuss:

- Importance of Change
- Cycle of Change
- Change Example
- Implementing Change
- Competent Tech Concerns
- Long Term Change

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Importance of Change

Change is Necessary to:

- Maintain Competitive Edge

Importance of Change

Change is Necessary to:

- Maintain Competitive Edge
- Explore Emerging Markets

Importance of Change

Change is Necessary to:

- Maintain Competitive Edge
- Explore Emerging Markets
- Implement New Technology

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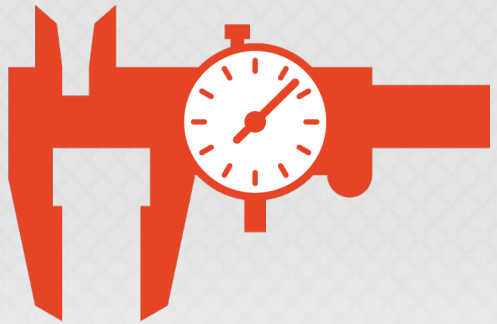
Importance of Change

Change is Necessary to:

- Maintain Competitive Edge
- Explore Emerging Markets
- Implement New Technology
- Handle Complex Challenges



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Cycle of Change

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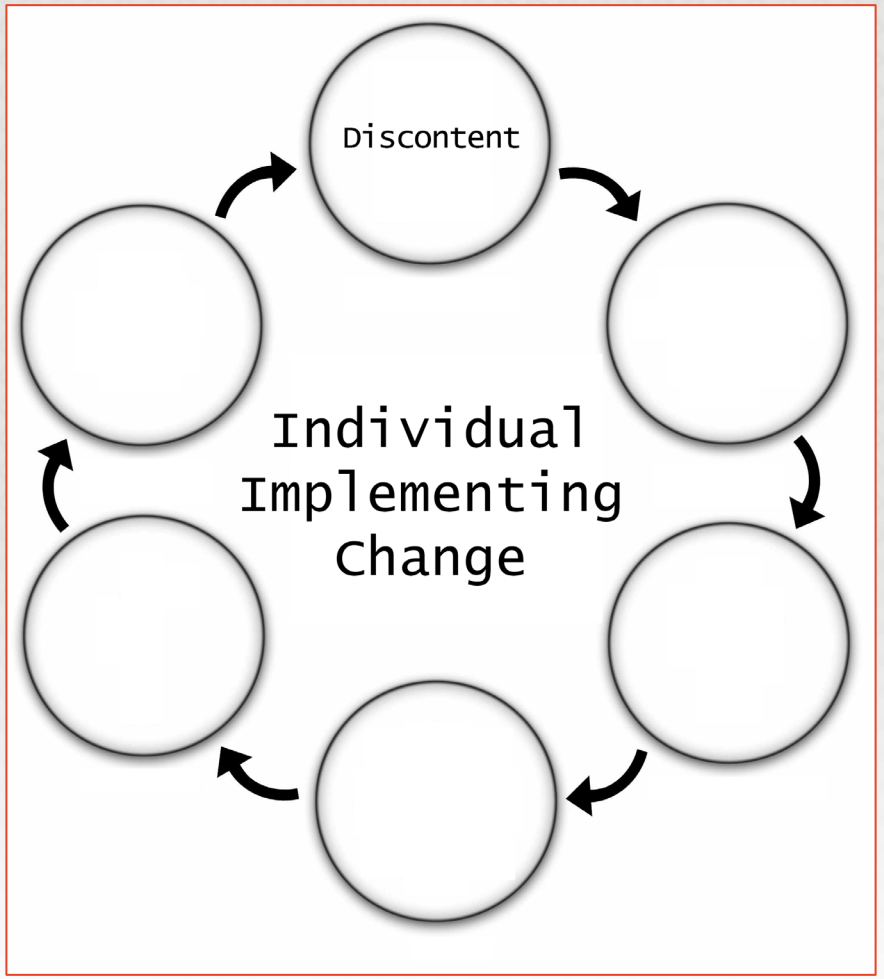

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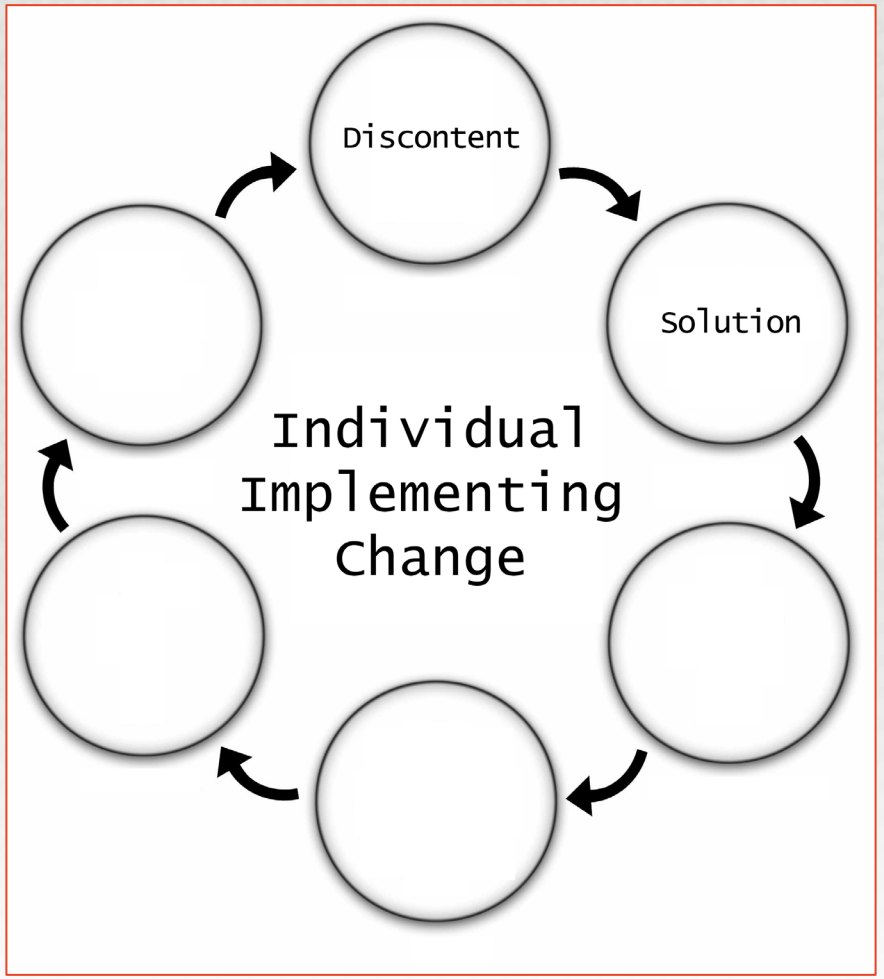
Cycle of Change

Individual:



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Cycle of Change

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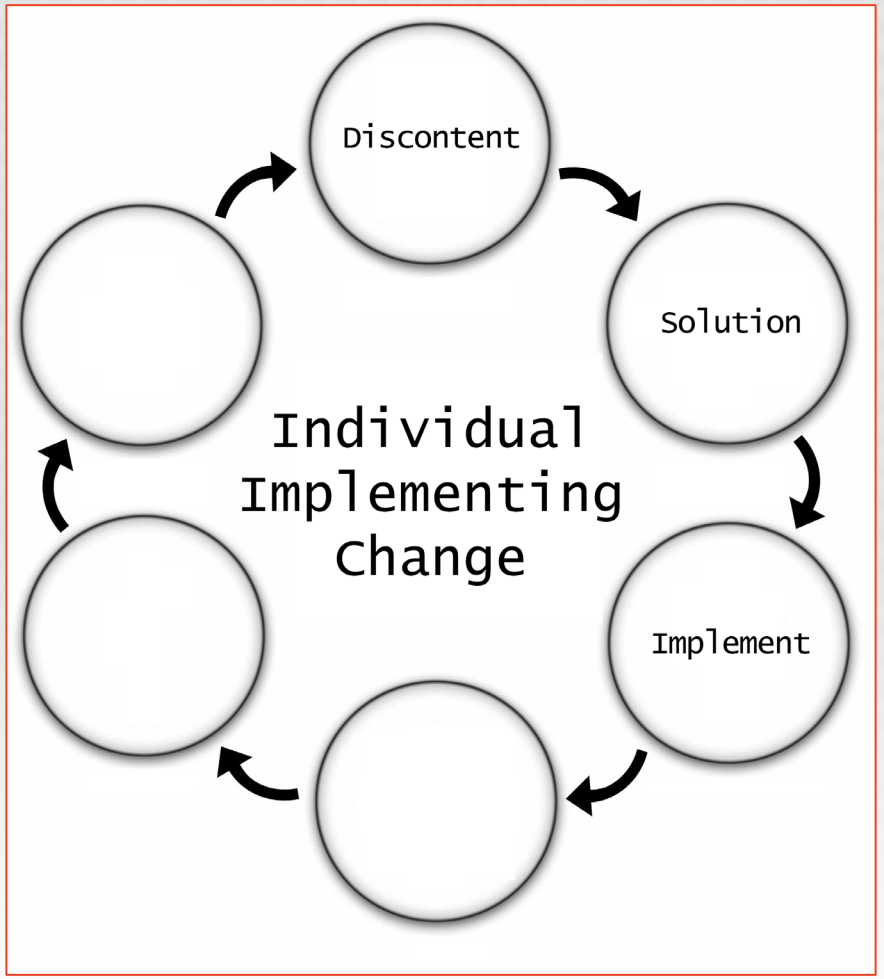

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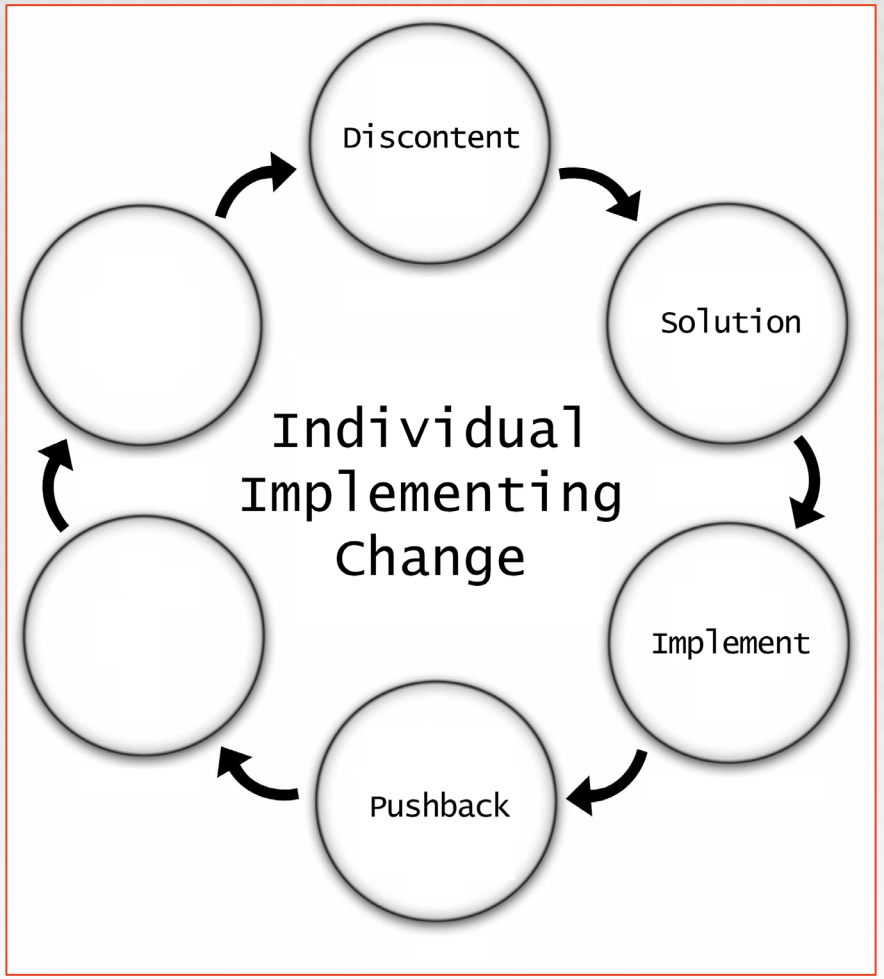
Cycle of Change

Individual:



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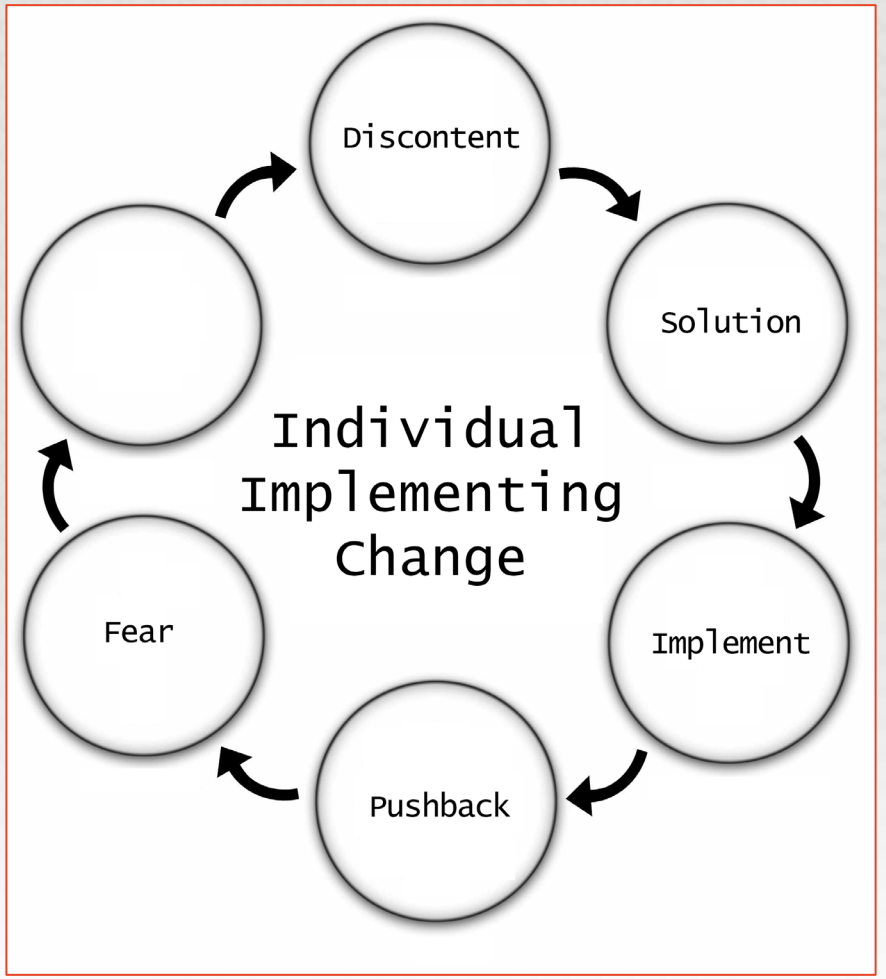

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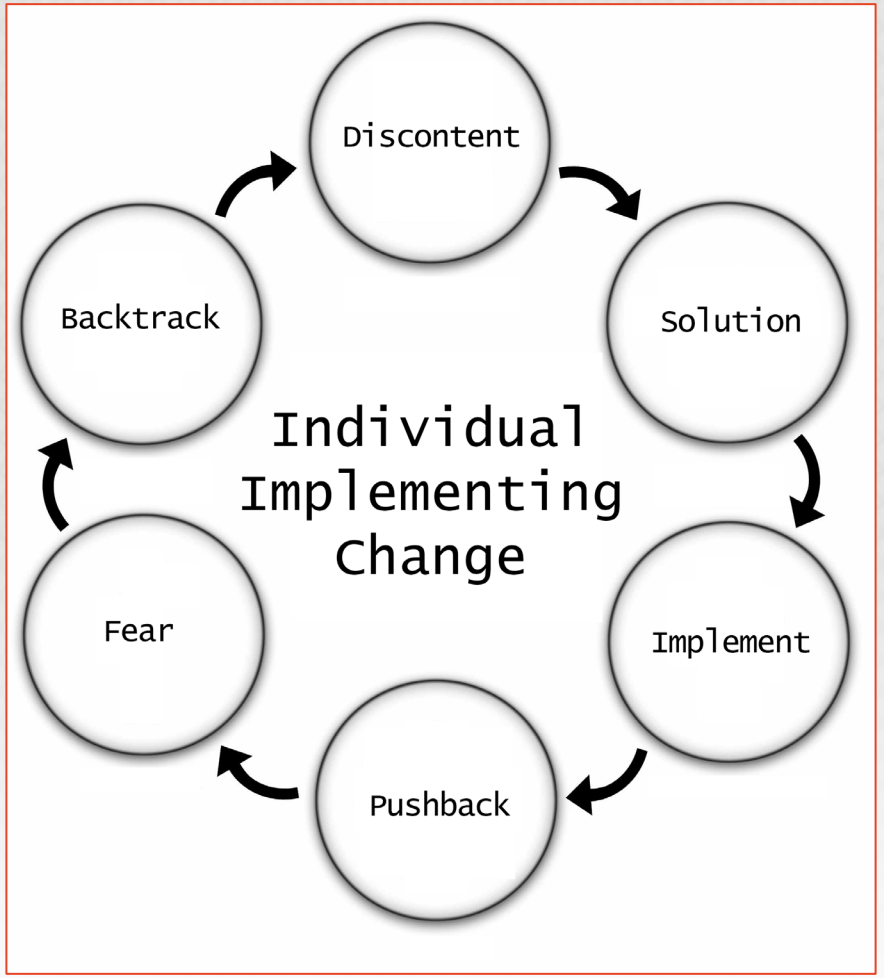

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Cycle of Change

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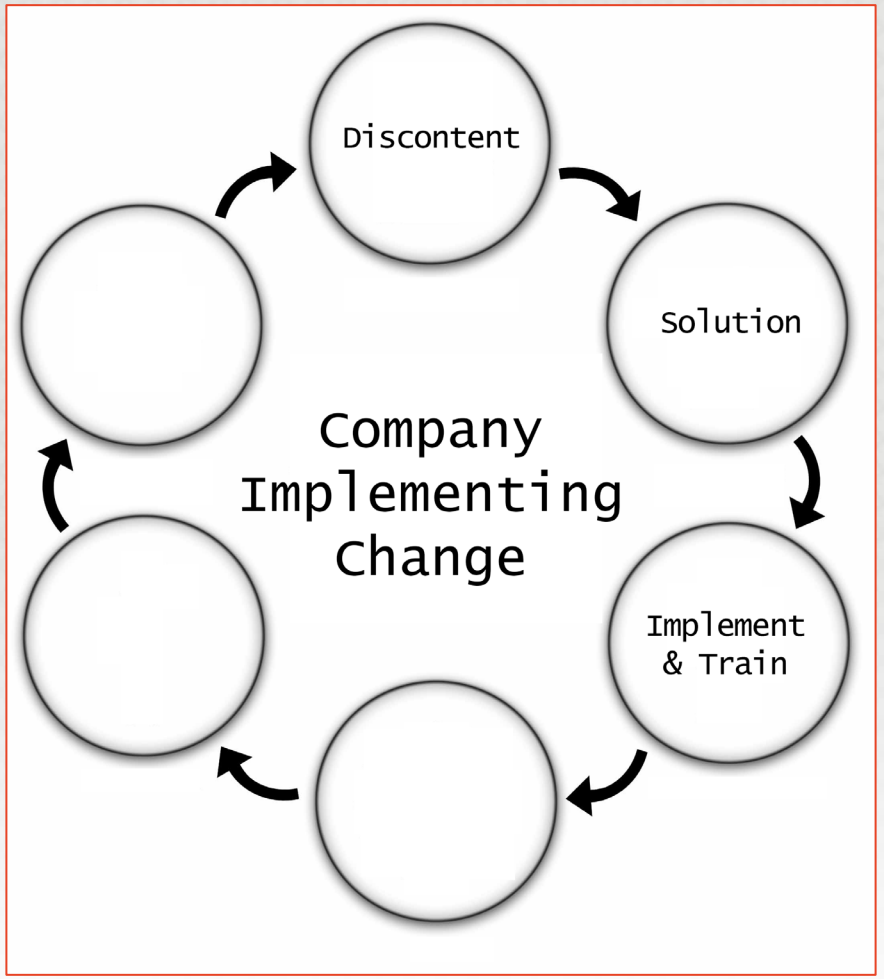

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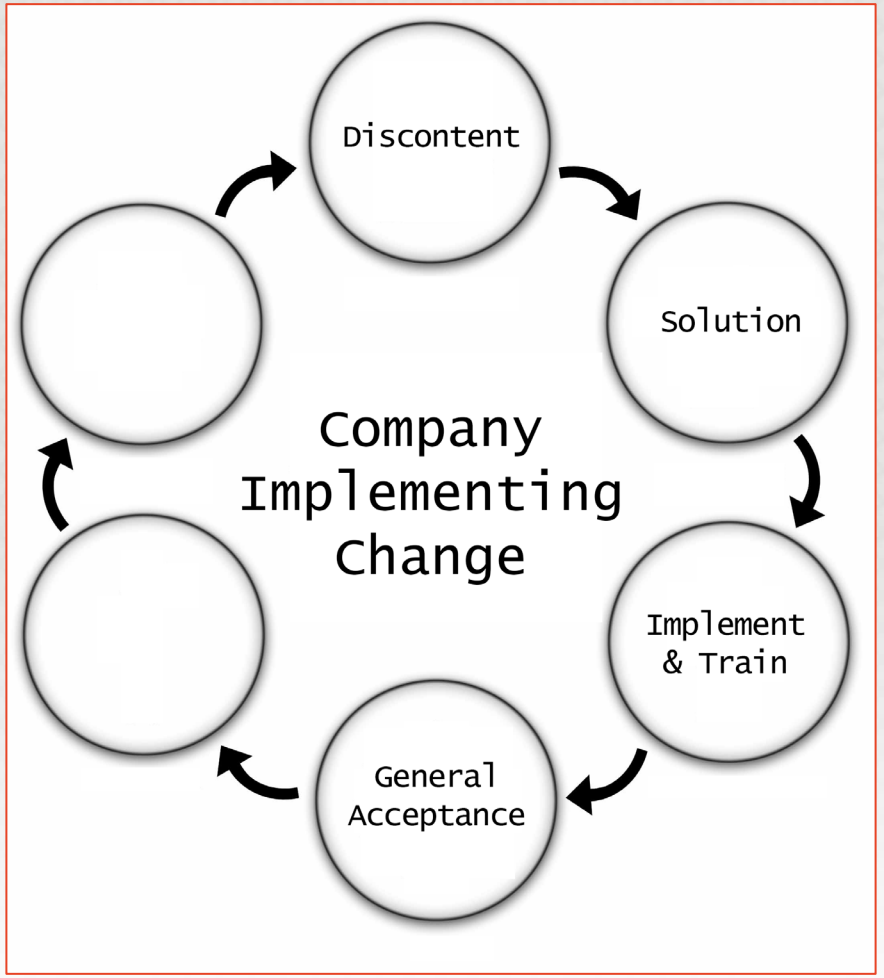

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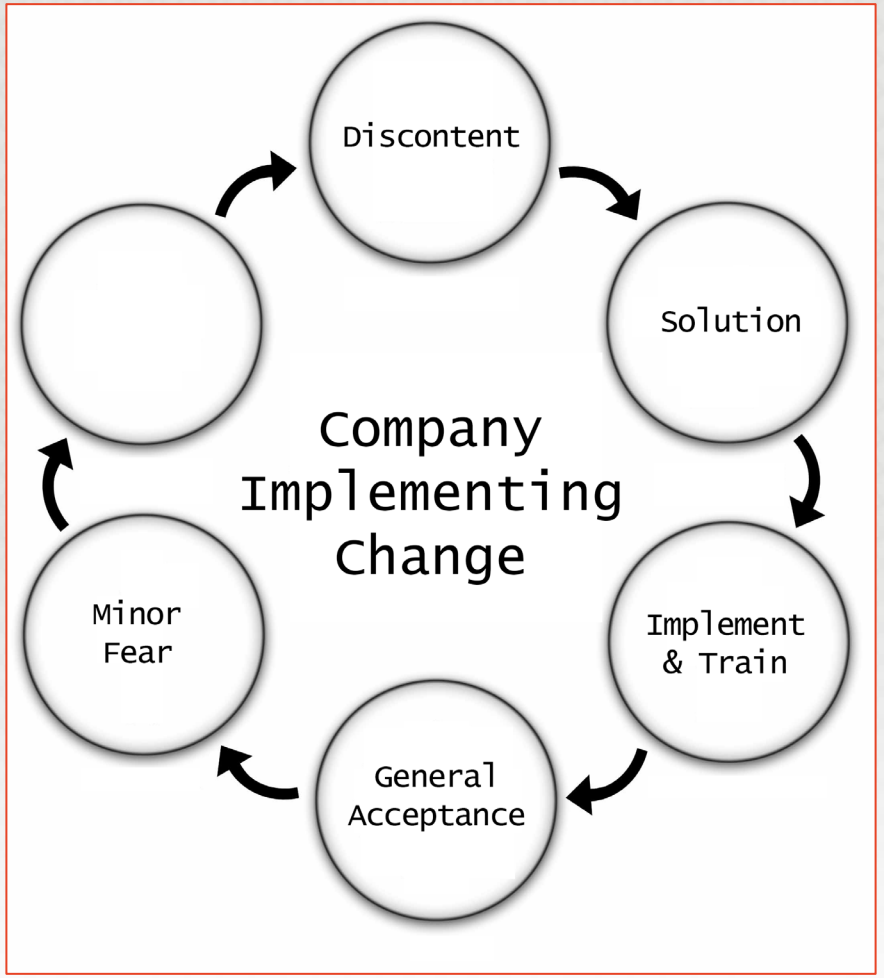

Cycle of Change

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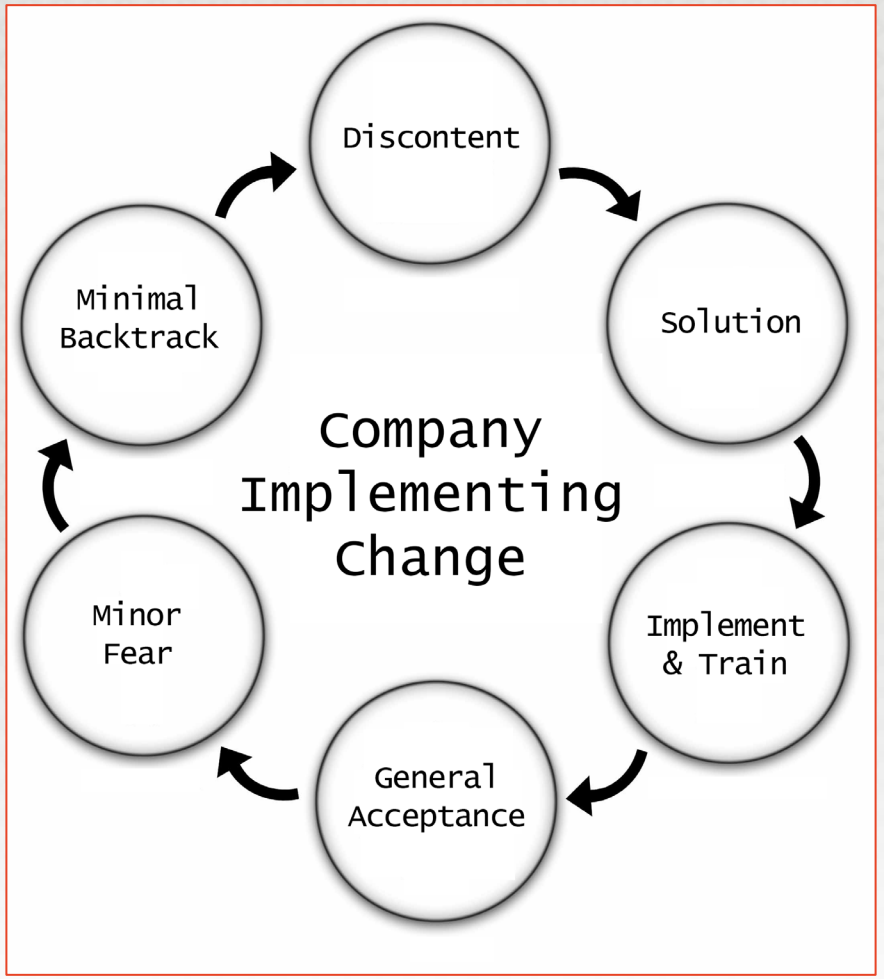

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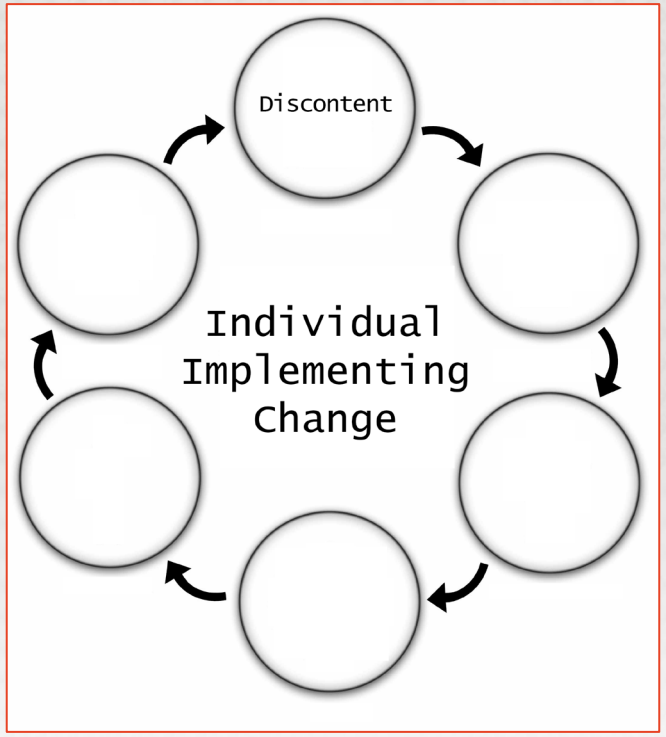
Change Example

Scientific Documentation - Discontent:

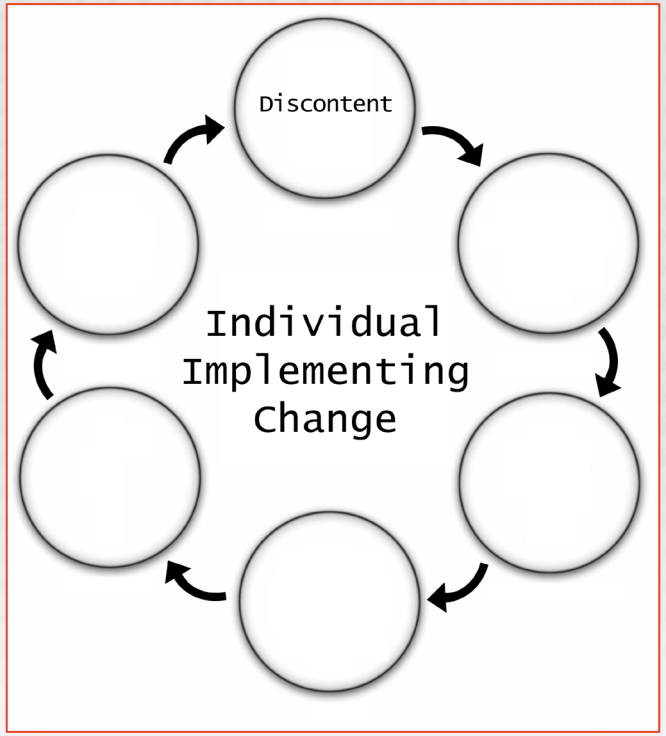
- Inconsistent Startups



Change Example

Scientific Documentation - Discontent:

- Inconsistent Startups
- Customer Returns



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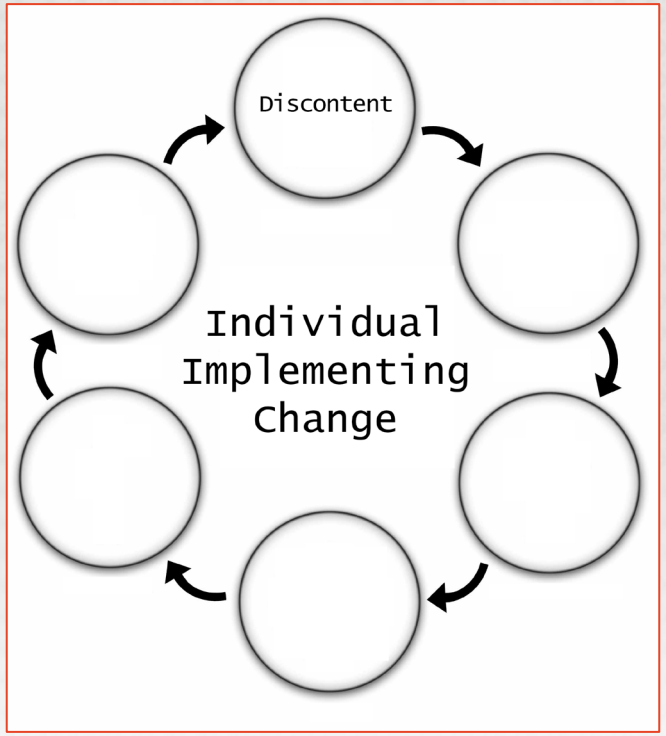
Change Example

Scientific Documentation - Discontent:

- Inconsistent Startups
- Customer Returns
- Provide Quality Assurance



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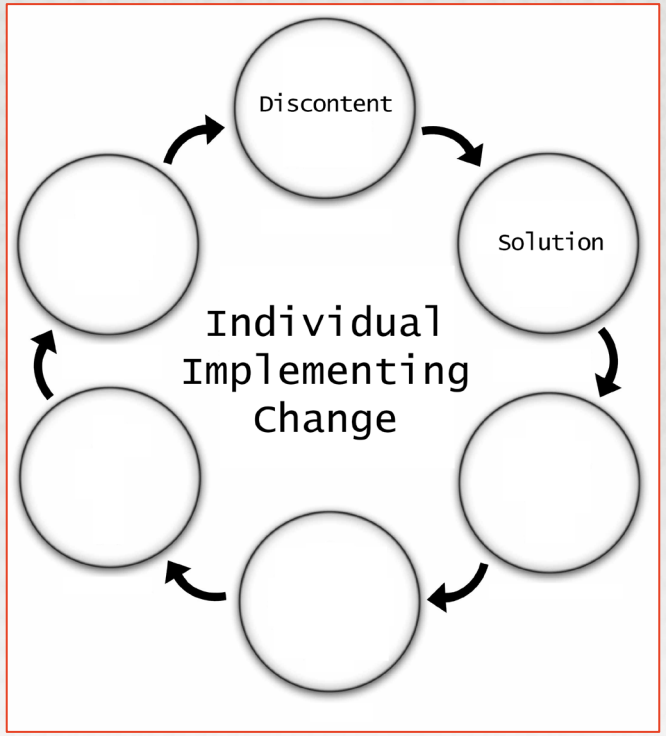
Change Example

Scientific Documentation - Solution:

- Document Process Outputs

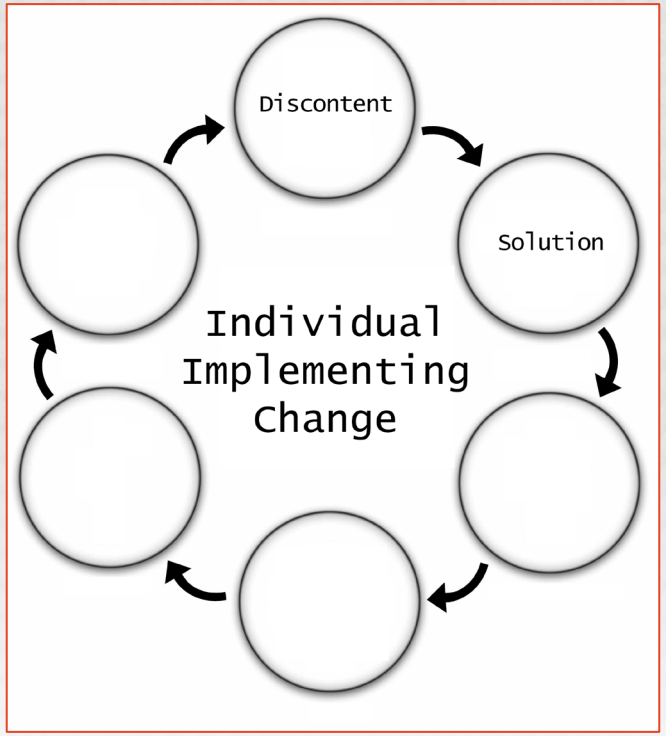
Inputs vs. Outputs



Change Example

Scientific Documentation - Solution:

- Document Process Outputs
- Use Standardized Process



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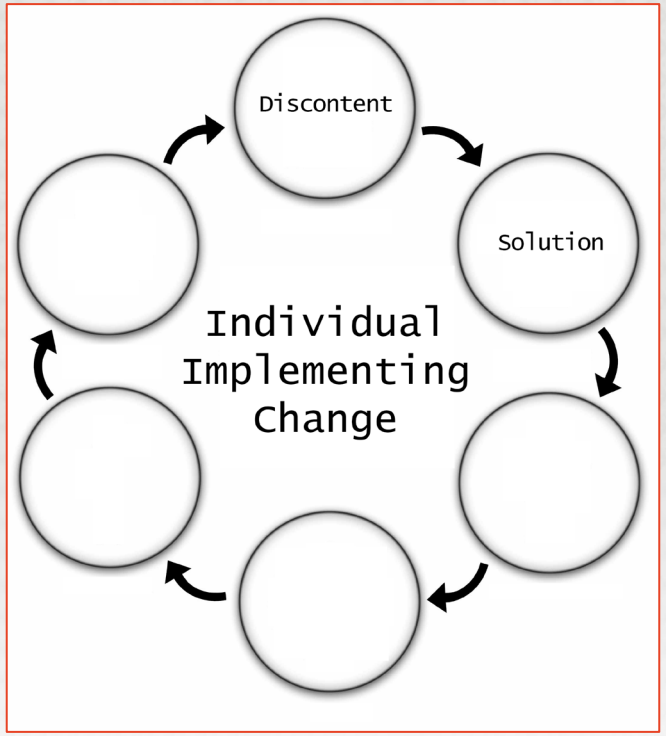
Change Example

Scientific Documentation - Solution:

- Document Process Outputs
- Use Standardized Process
- Document Process Changes



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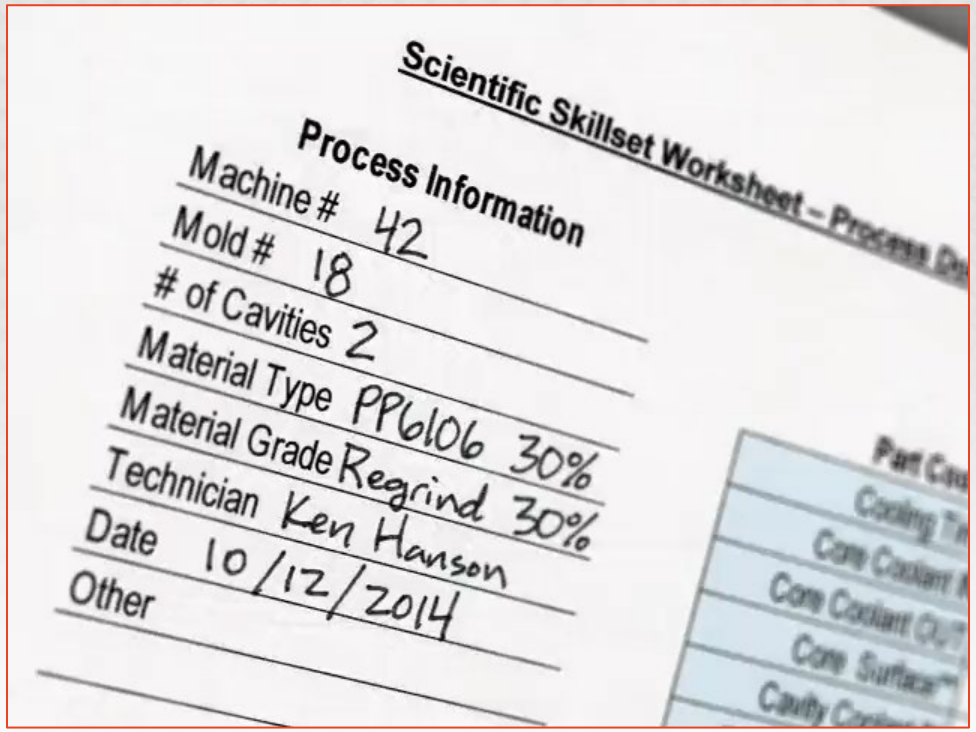
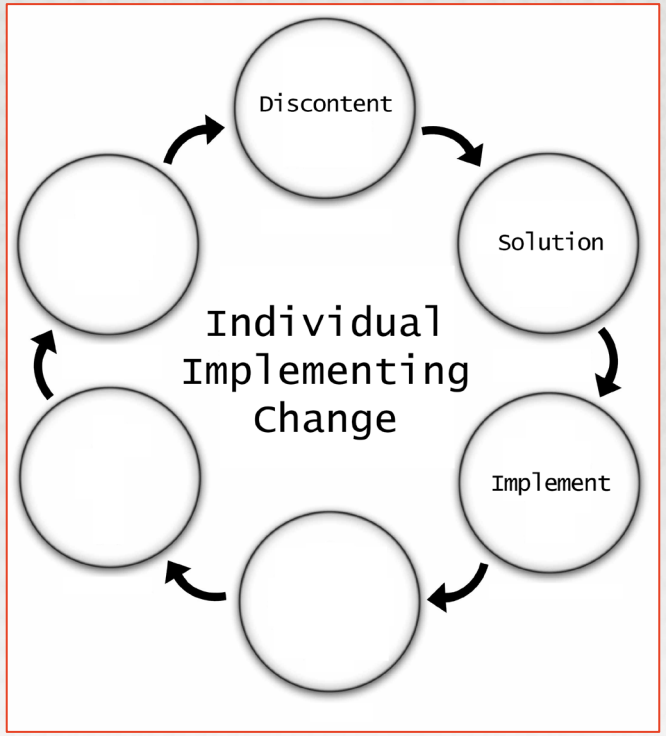
Change Example

Scientific Documentation - Implement:

- Create New Process Sheet

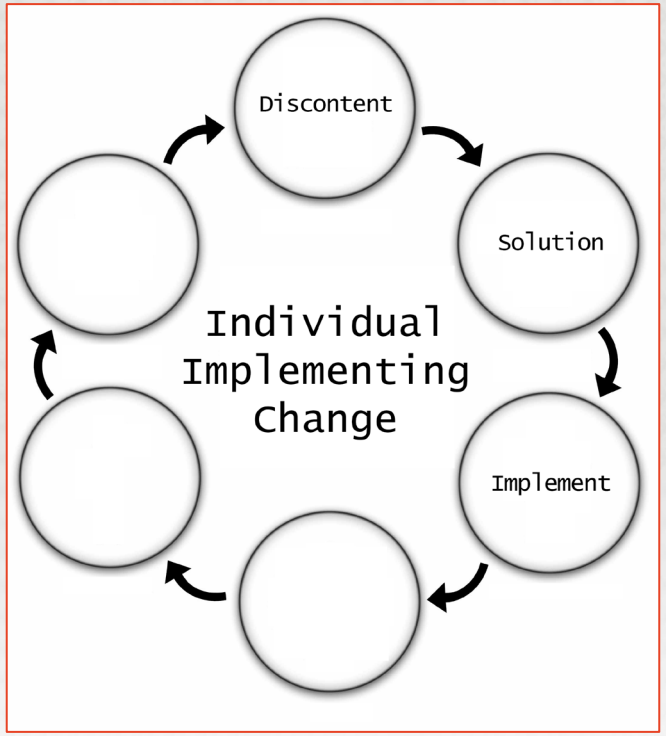




Change Example

Scientific Documentation - Implement:

- Create New Process Sheet
- Generate New Change Logs



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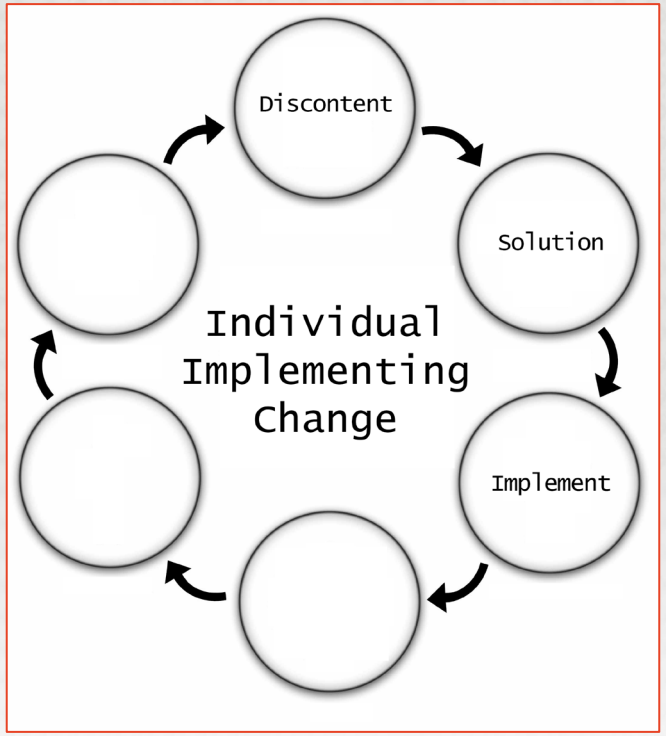
Change Example

Scientific Documentation - Implement:

- Create New Process Sheet
- Generate New Change Logs
- Buy Scales & Probe Kits



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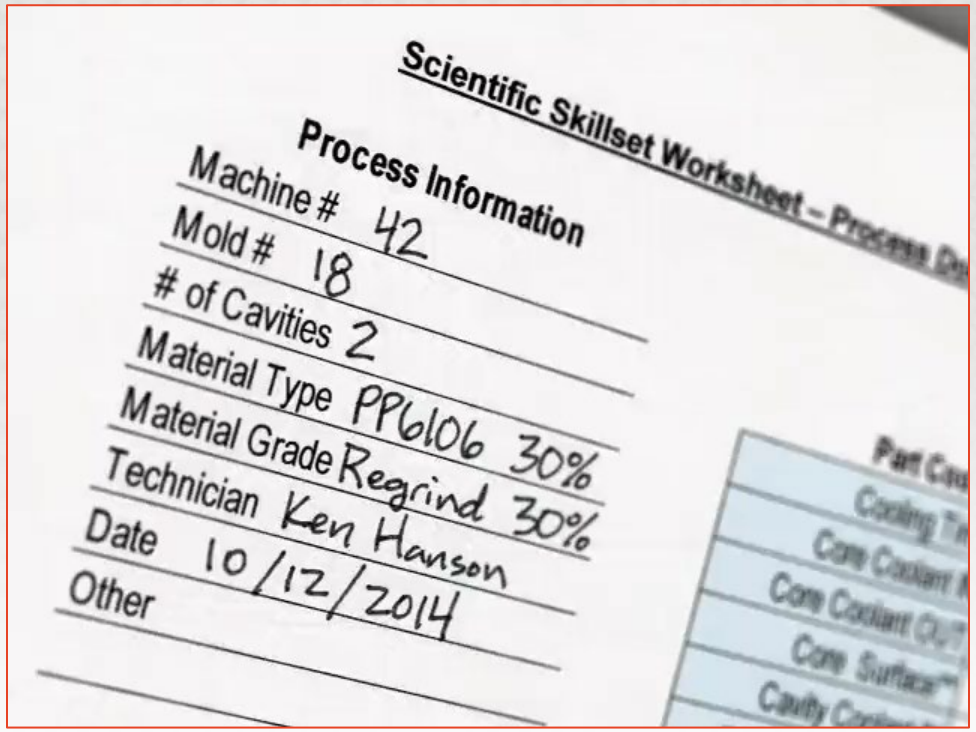
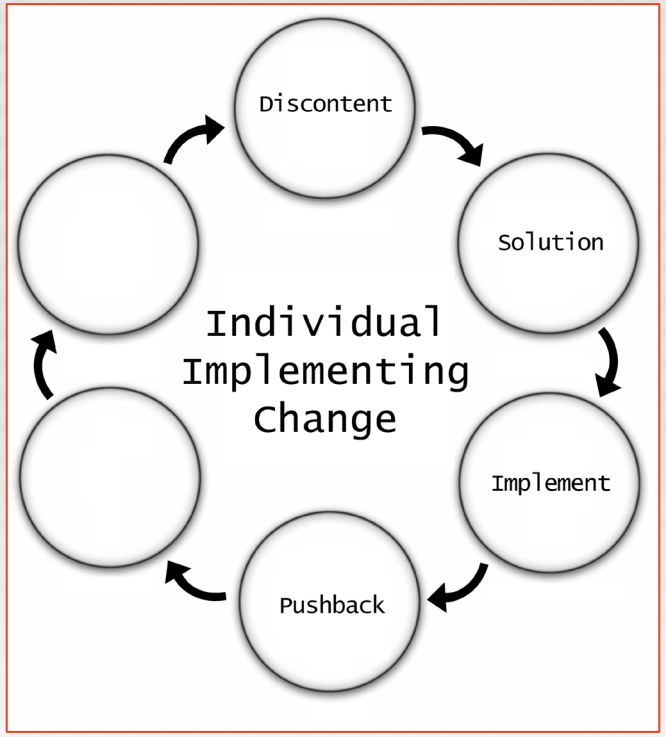
Change Example

Scientific Documentation - Pushback:

- 'This is Too Much Work!'





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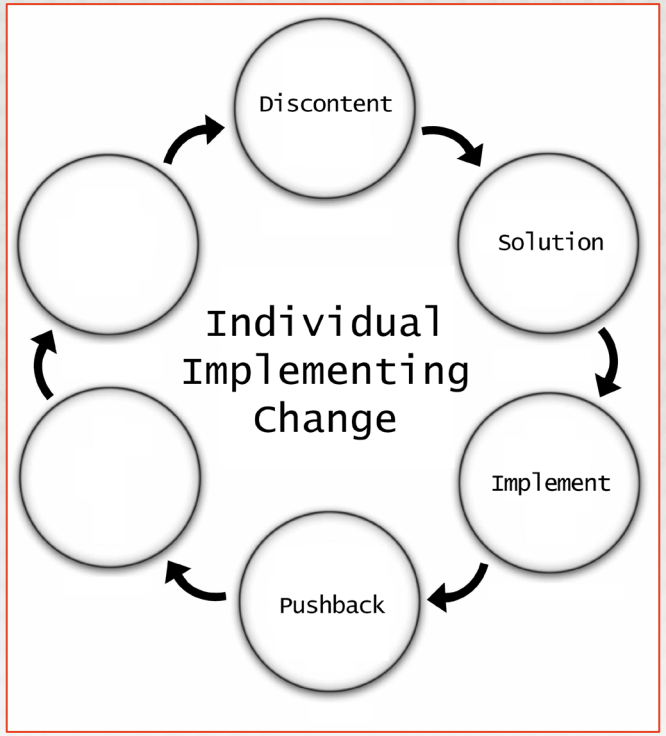
Change Example

Scientific Documentation - Pushback:

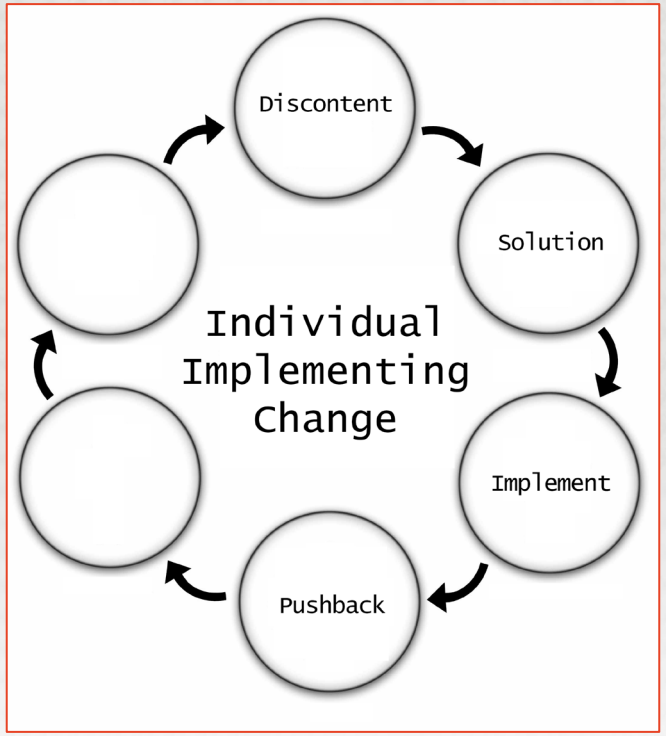
- ‘This is Too Much Work!’
- ‘We Don’t Have Time!’



Change Example

Scientific Documentation - Pushback:

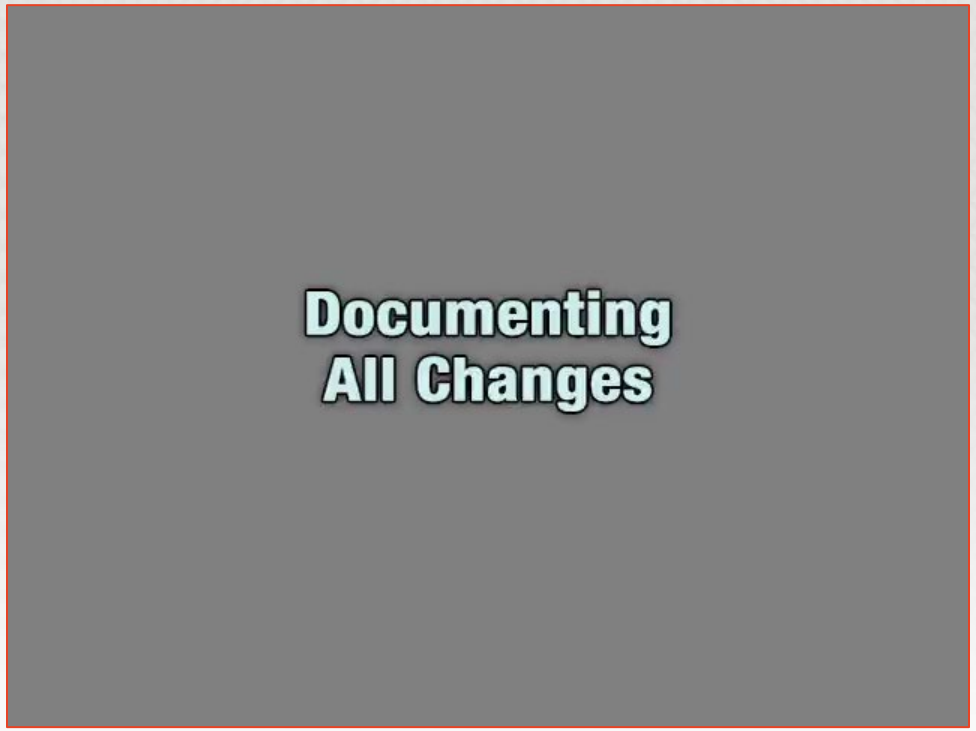
- ‘This is Too Much Work!’
- ‘We Don’t Have Time!’
- ‘Why Now after 20 Years?’

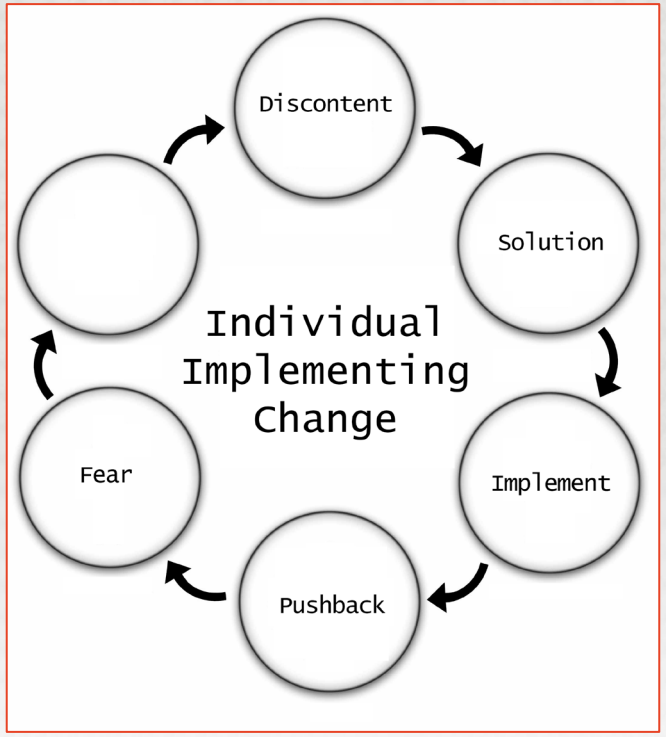


Change Example

Scientific Documentation - Fear:

- ‘They are Really Busy’





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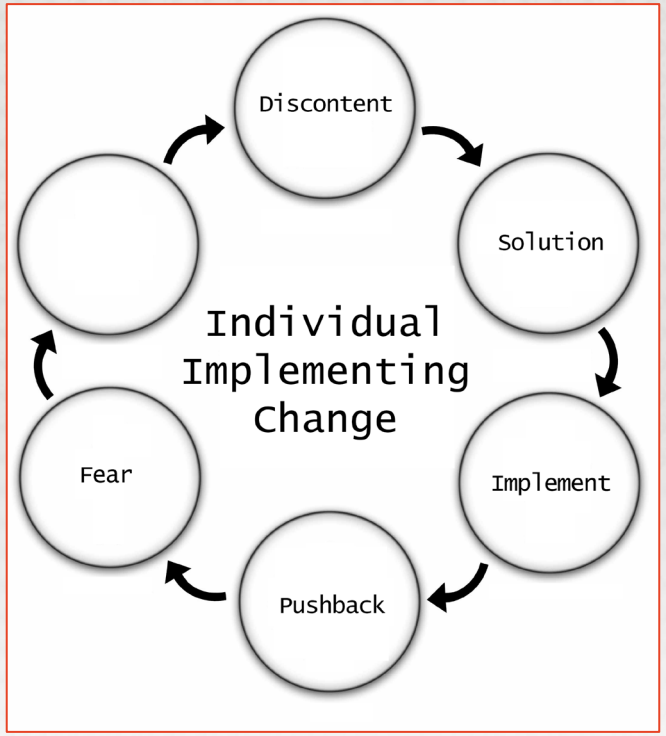
Change Example

Scientific Documentation - Fear:

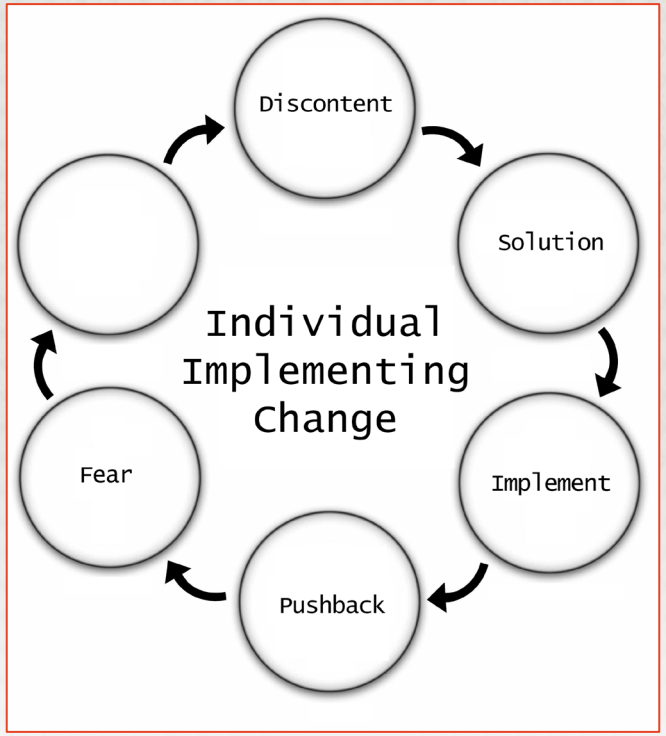
- ‘They are Really Busy’
- ‘Are They Upset with Me?’



Change Example

Scientific Documentation - Fear:

- ‘They are Really Busy’
- ‘Are They Upset with Me?’
- ‘Is This Really Important?’



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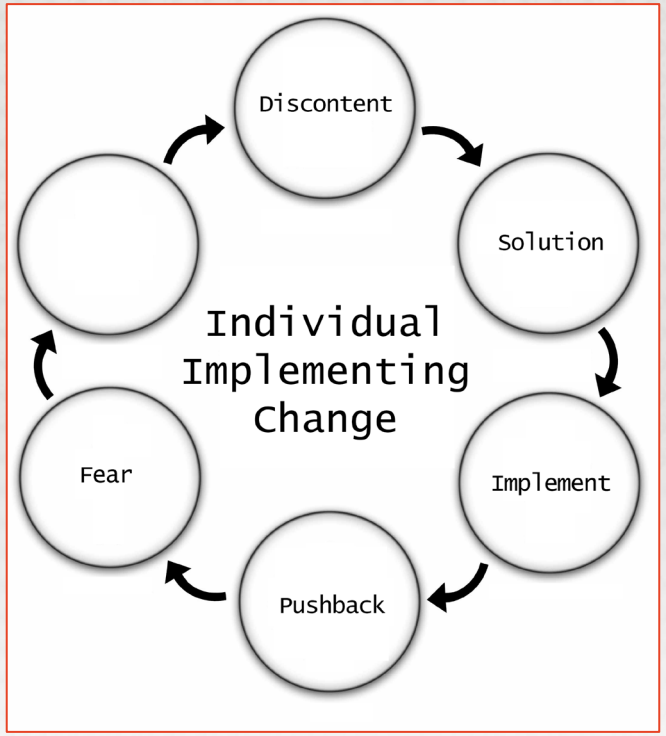
Change Example

Scientific Documentation - Fear:

- ‘They are Really Busy’
- ‘Are They Upset with Me?’
- ‘Is This Really Important?’
- ‘Will Management Have my Back?’



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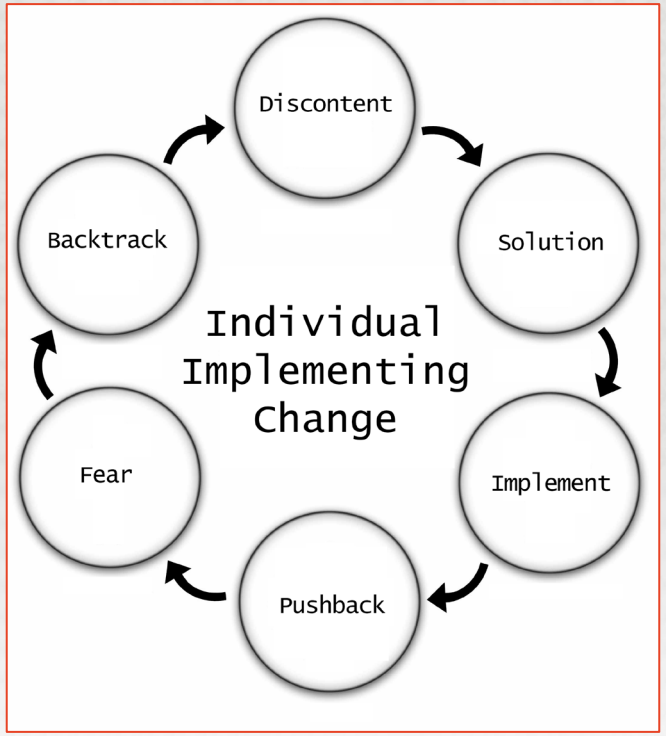
Change Example

Scientific Documentation - Backtrack:

- Few Outputs on the Setup Sheet

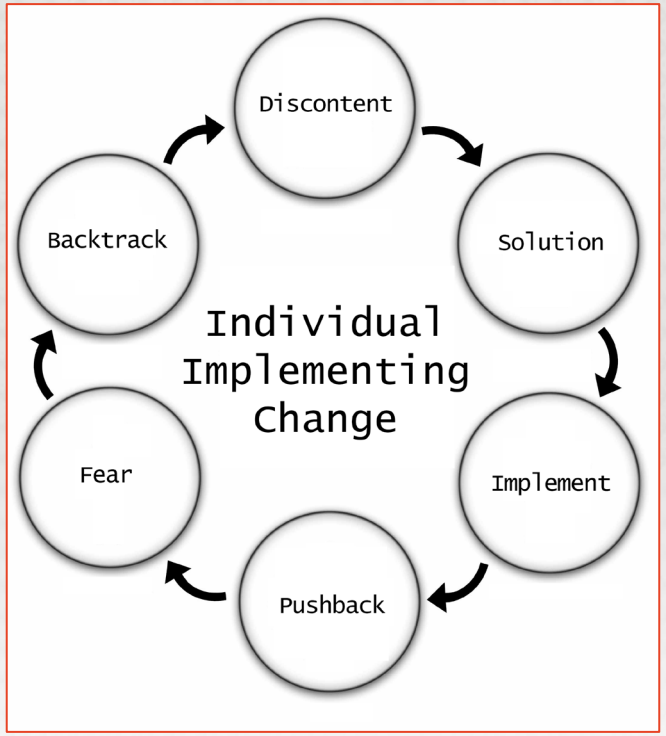
Hybrid Machine & Process Documentation



Change Example

Scientific Documentation - Backtrack:

- Few Outputs on the Setup Sheet
- ‘Maybe That’s Enough?’



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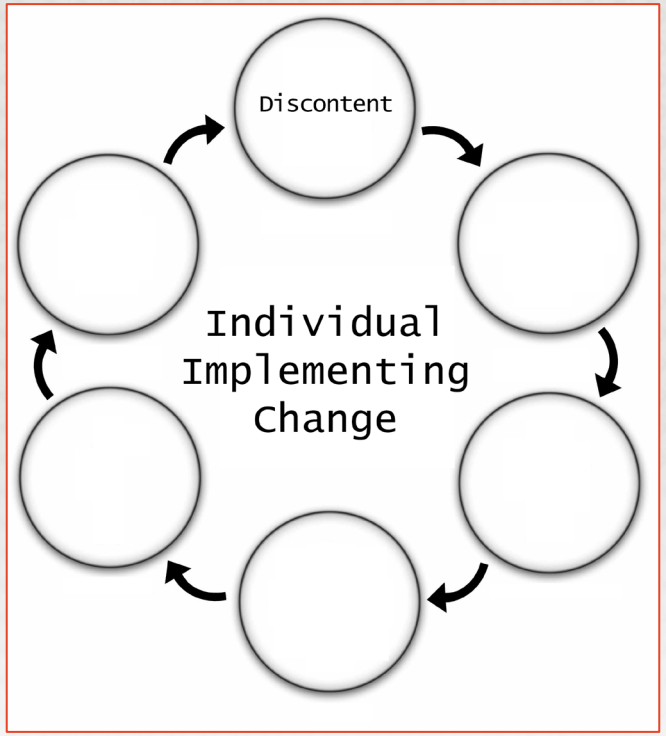
Change Example

Still Discontent:

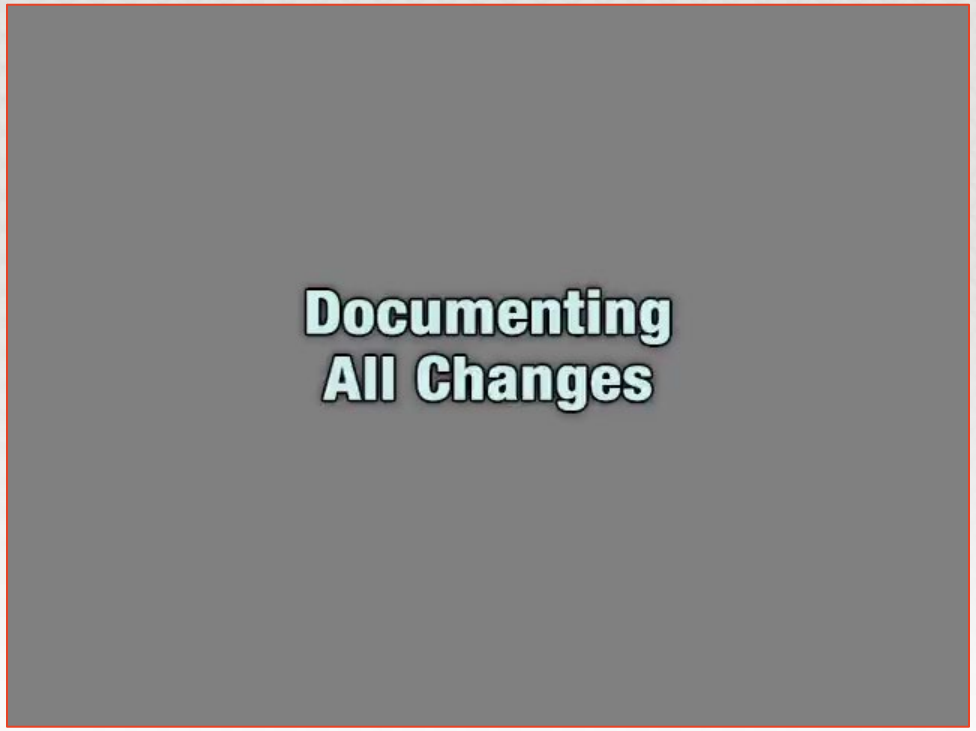
- *Inconsistent Startups*
- *Customer Returns*
- *No Quality Assurance*

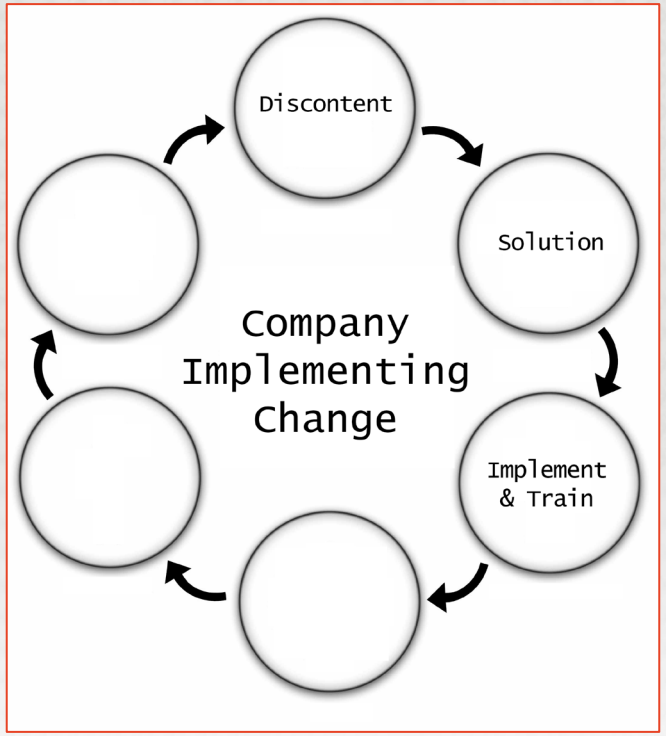


Change Example

Let's Go Back to Implement:

- New Sheet, Logs, Scales, Probes





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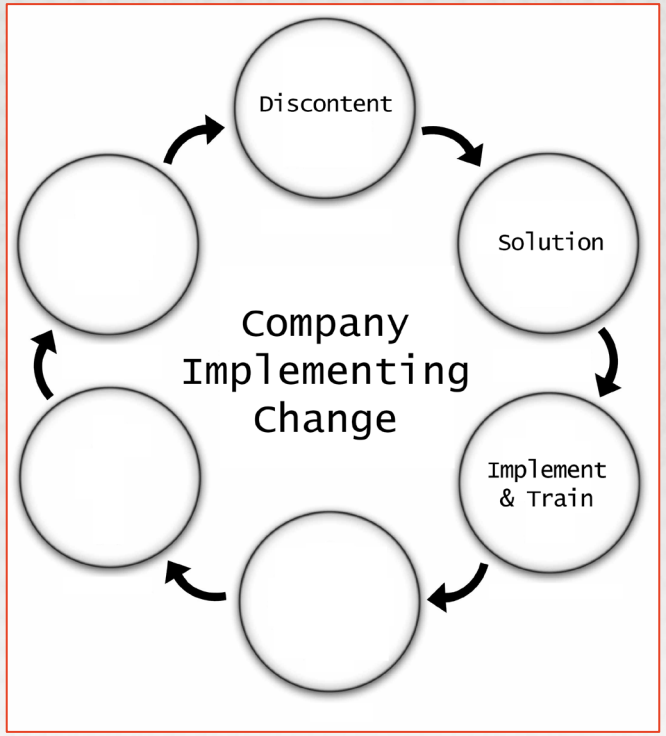
Change Example

Let's Go Back to Implement:

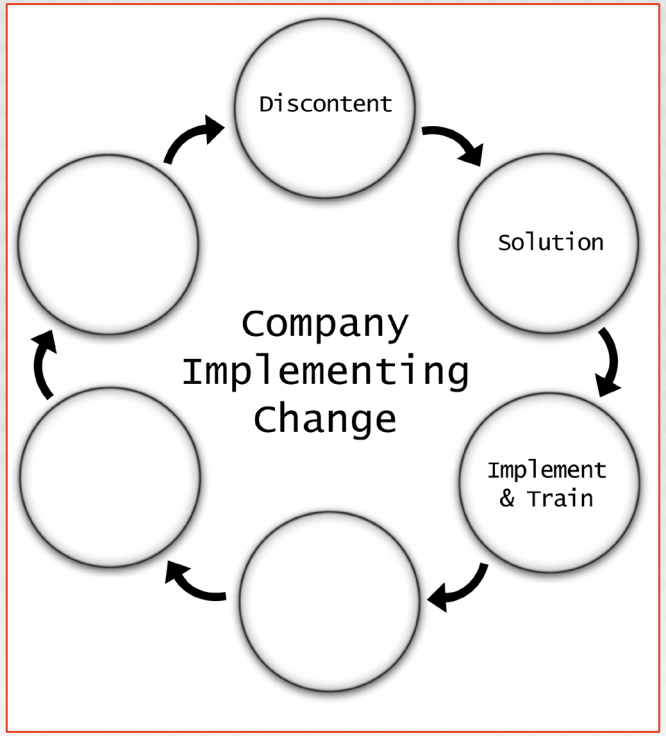
- New Sheet, Logs, Scales, Probes
- Knowledge-Based Training



Change Example

Let's Go Back to Implement:

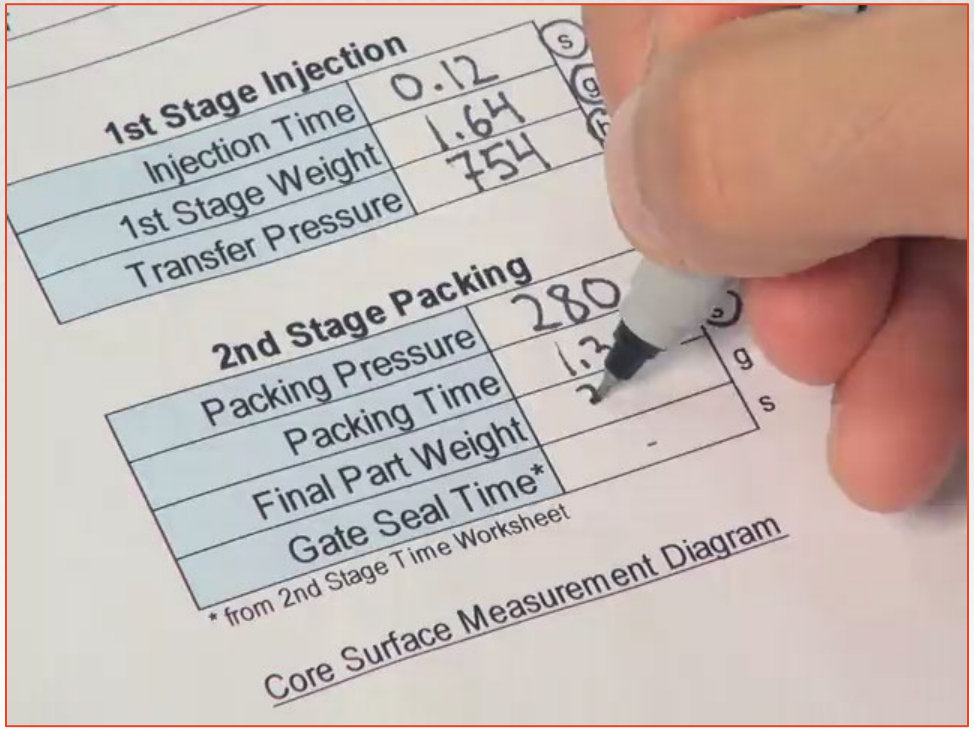
- New Sheet, Logs, Scales, Probes
- Knowledge-Based Training
- Hands-On Skill Development



Implementing Change

Employees Must:

- Learn the ‘How’ and



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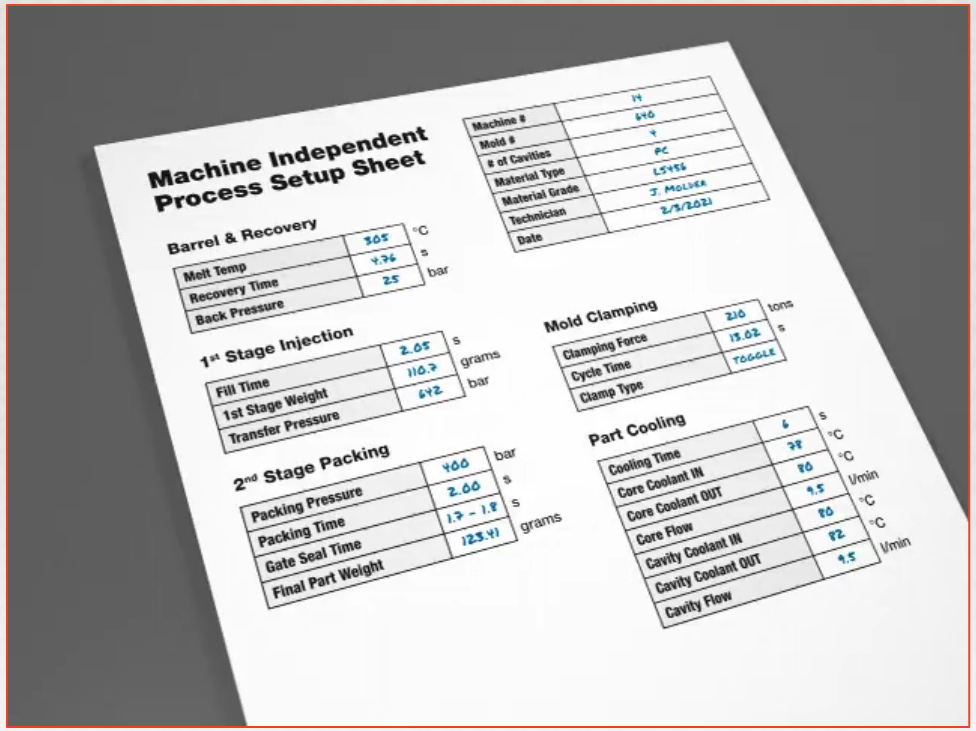
Implementing Change

Employees Must:

- Learn the ‘How’ and
- Understand the ‘Why’



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Implementing Change

Employees Must:

- Learn the ‘How’ and
- Understand the ‘Why’
- Otherwise they Revert

Implementing Change

Without 'How' and 'Why':

- They Backtrack

Implementing Change

Without 'How' and 'Why':

- They Backtrack
- Non-Change is Comfortable

Implementing Change

Broad Understanding Makes Non-Change Uncomfortable

Competent Tech Concerns

Implementing Change:

- Promoted by Management

Competent Tech Concerns

Implementing Change:

- Promoted by Management
- Developed by Engineers

Competent Tech Concerns

Implementing Change:

- Promoted by Management
- Developed by Engineers
- Sustained by Technicians

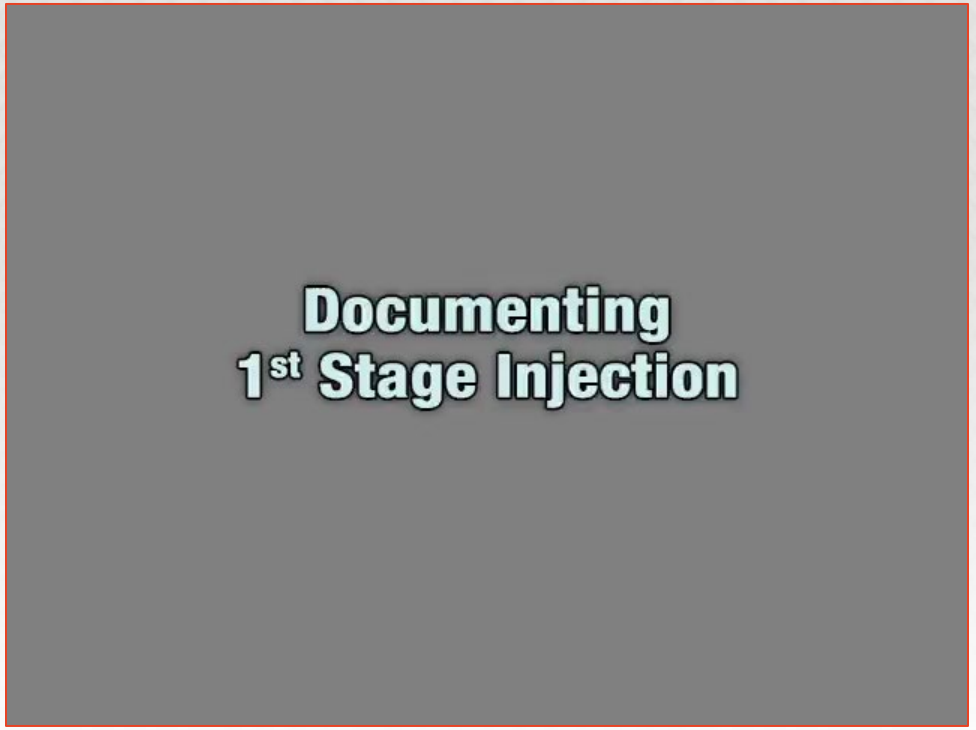
Competent Tech Concerns

Competent Technicians are Key to Implementing Change

Competent Tech Concerns

Good Technicians:

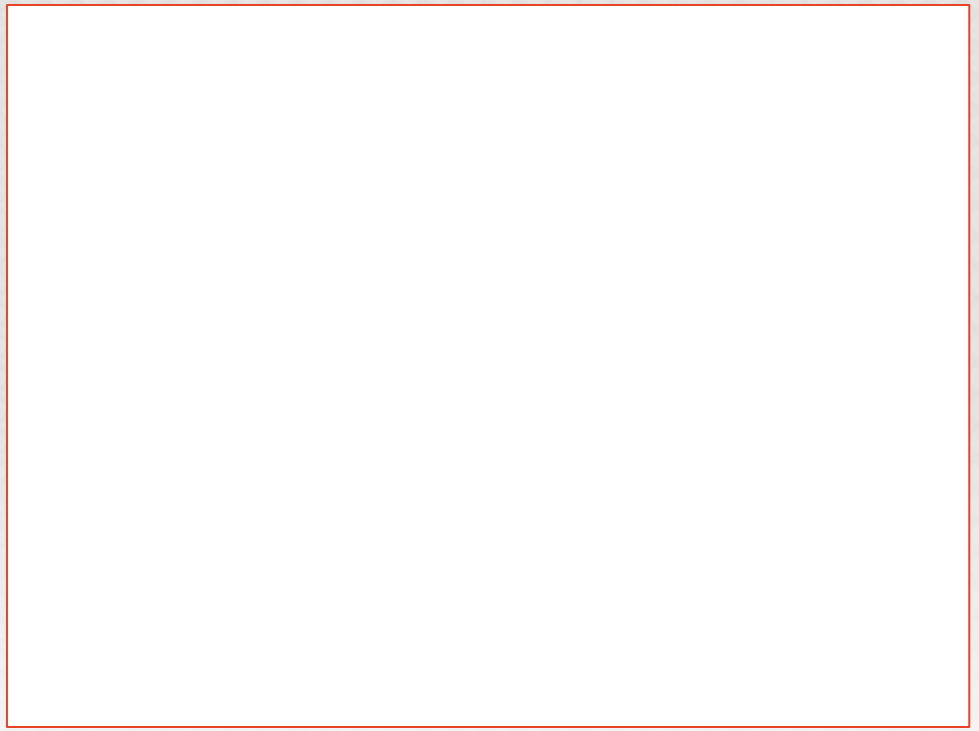
- Difficult to Find



Competent Tech Concerns

Good Technicians:

- Difficult to Find
- Expensive to Hire



Competent Tech Concerns

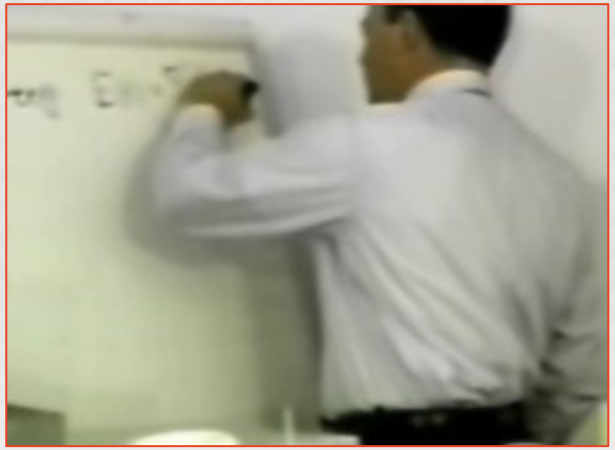
Good Technicians:

- Difficult to Find
- Expensive to Hire
- Hard to Retain

Competent Tech Concerns

Common Attempts to Compensate:

- Bring in a Guru



Competent Tech Concerns

Common Attempts to Compensate:

- Bring in a Guru
- Overpay for Talent

Competent Tech Concerns

Common Attempts to Compensate:

- Bring in a Guru
- Overpay for Talent
- Send Techs to Seminars

Competent Tech Concerns

Common Attempts to Compensate:

- Bring in a Guru
- Overpay for Talent
- Send Techs to Seminars
- Solicit Venders for Help

Competent Tech Concerns

Common Attempts to Compensate (cont):

- Expensive

Competent Tech Concerns

Common Attempts to Compensate (cont):

- Expensive
- Minimal Effectiveness

Competent Tech Concerns

Common Attempts to Compensate (cont):

- Expensive
- Minimal Effectiveness
- Not Sustainable

Long Term Change

Requires:

- 3-6 Months to Stick

Long Term Change

Requires:

- 3-6 Months to Stick
- Educational Element

Long Term Change

Requires:

- 3-6 Months to Stick
- Educational Element
- Mastering New Skills

Long Term Change

Requires:

- 3-6 Months to Stick
- Educational Element
- Mastering New Skills
- Constant Reinforcement

Long Term Change

Requires:

- 3-6 Months to Stick
- Educational Element
- Mastering New Skills
- Constant Reinforcement
- Peer Involvement

Long Term Change

Requires:

- 3-6 Months to Stick
- Educational Element
- Mastering New Skills
- Constant Reinforcement
- Peer Involvement
- Management Support

Implementing Sustainable Change

Techs are the Key to Change…
Need to Understand the
‘How’ and the ‘Why’

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