

Eliminate Training Waste!

"Anything doesn't directly help learners achieve mastery as quickly as possible."

What activities and conditions exist in your current training programs that don't directly help learners achieve mastery as soon as possible? List them here. Target them for elimination. Remember these 8 wastes with the acronym '**DUDE OMIT**'.

WASTE	DESCRIPTION
Unevenness (Mura)	<ul style="list-style-type: none"> ▶ When activities are done; how they are scheduled ▶ Batch processing, ganging up work and classes ▶ Feast-famine scheduling that strains resources
Unreasonableness (Muri)	<ul style="list-style-type: none"> ▶ Inappropriate/inadequate resources and infrastructure ▶ Lack of or unclear standards, requirements, support ▶ Overly complex processes with many opportunities for error
Defects	<ul style="list-style-type: none"> ▶ Incorrect, out-dated or obsolete content ▶ Activities and exercises that are unclear or ambiguous ▶ Misinterpreting and forgetting information
Unused Talent	<ul style="list-style-type: none"> ▶ People with expertise excluded from teaching ▶ Too much focus on professional trainers ▶ People not allowed to direct their own learning
Delay	<ul style="list-style-type: none"> ▶ Time to create, approve and deploy content ▶ Waiting for classes, downloads, job aids or other content ▶ Content taught/learned in the wrong sequence
Extra Steps	<ul style="list-style-type: none"> ▶ Installing software, hardware or other accessories ▶ Creating overly complex graphics and animation ▶ Filling out reports, assessments, approvals
Over Teaching	<ul style="list-style-type: none"> ▶ More content than needed to address the current issue ▶ More content than a learner can handle at the time ▶ Teaching content that people already know
Motion	<ul style="list-style-type: none"> ▶ Searching and scanning for information ▶ Typing, pointing, clicking, swiping, dragging and dropping ▶ Logging in, registering, checking boxes, filling in blanks
Inventory	<ul style="list-style-type: none"> ▶ Unused knowledge and information ▶ Course materials, handouts, binders ▶ Libraries of on-line courses and supporting files
Transportation	<ul style="list-style-type: none"> ▶ Moving materials for instruction ▶ People traveling for classes ▶ Sending materials out to be printed

Embrace Eight Training Values

Add these eight Lean for Training Values to content and activities to accelerate learning and performance improvement. How do your current training programs stack up? Remember these eight values using the acronym '**EPIC PICA**'.

PRINCIPLE	DESCRIPTION
Emotional Connection	<ul style="list-style-type: none"> ▶ Emotions are engaged as part of learning. ▶ Learners strongly connect to the 'Why' and bond with the content. ▶ Learners connect with the experiences of others
Personalized	<ul style="list-style-type: none"> ▶ The format, amount and rate of learning are all tailored to the individual's learning style, previous experience and the specific situation they're facing. ▶ People can create their own learning paths and programs. ▶ Content is customized based on previous knowledge and experiences.
Instant Gratification	<ul style="list-style-type: none"> ▶ Knowledge is available exactly when people need it. ▶ Learning is directly tied to application and practice. ▶ Feedback is immediate and in a format that meets the learners needs.
Credibility	<ul style="list-style-type: none"> ▶ The most credible sources, from the point of view of the learner, are used to communicate information and influence behavior. ▶ Sources can be internal or external to the organization. ▶ Expertise and standing matter more than position and title.
Push-Pull-Pushback	<ul style="list-style-type: none"> ▶ Learners 'pull' knowledge they need when they need it. ▶ 'Pushed' knowledge is relevant to the learner's time and place. ▶ Learners can 'pushback' by editing, creating and resharing content. ▶ Interactivity between experts, learners and content is high.
Inside Out	<ul style="list-style-type: none"> ▶ There's no 'internal bias' towards content origin and creation. ▶ Experts, internal and external, create content and make it available. ▶ Users create their own content. Public content is readily used. ▶ External learning communities and communities of practice are available.
Clear Learning Signal	<ul style="list-style-type: none"> ▶ Individuals are receptive to learning. Motivation is present. ▶ People know that they need to learn before attempting an activity. ▶ People understand the limits of their knowledge and skills. ▶ People use fear, doubt and uncertainty to guide learning. Confidence is a key measure of learning and mastery.
Alignment	<ul style="list-style-type: none"> ▶ The learning process reinforces and complements the organization's values. ▶ The content delivery medium supports the message being delivered. ▶ Learning happens within operational cycles and settings. ▶ The relationship between learning and improved performance is clear.