

BTP

Sustainable business – through people

News and Cases

Trifork is practicing leadership capabilities with Job Relations

Finding the right Job Trainers at VELUX

The magazine



Welcome

At Business Through People, we also say BTP, we know by experience that true change comes from within. No matter if you're trying to improve your business processes, reach for higher workplace commitment or develop your leaders – you need to be the Enabler of the change! In this magazine, we have gathered company cases you can learn from and be inspired by on your journey of Enabling.

Enjoy your reading!



Content

- 05 Job Relations - Trifork
- 08 Human side of Lean – Grundfos
- 13 Learnings from LEGO – Book review
- 14 Spot the trainer - VELUX
- 18 Training for value – Idealcombi
- 21 Hoshin Kanri – Book review
- 22 The Enabling Process
- 24 BTP's expertise
- 25 The BTP certified programs
- 26 This is BTP



Trifork was established in 1996 and is a software company with 1,044 employees, 62 business units, 12 countries, 25 start-ups.

Trifork prioritizes investment in Leadership Development

Through a structured approach, our managers cultivate positive job relationships that help to reinforce a company's culture, minimize stress and disruptions, and allow for greater focus on core tasks. By prioritizing these fundamental principles, our leaders can better support their employees and be fully present for their needs.



Date: 1 March 2023
By: Pernille Højland-Rønde,
Head of Communication & Culture
Trifork Digital Health

Effective training in conflict management and cooperation to foster positive work environment

The TWI method's Job Relations program is designed to equip managers with the skills necessary to handle conflicts, improve communication, and promote effective collaboration in the workplace. The ultimate goal is to create a more harmonious working environment and a more satisfying workplace experience for everyone involved.



Strong relationships are the foundation for success

At Trifork, our Deputy CEO and CCO, Jesper Grankær Carøe, recognized the potential of the Job Relations program as a simple yet highly effective approach to improving management skills. As a result, several business areas within Trifork decided to test the concept, enlisting the help of John Vellema from Business Through People to present the model.

"After witnessing the benefits firsthand, we agreed to implement the Job Relations program and continue to see promising results. Our commitment to this training program reflects our dedication to creating a positive work environment where effective communication, collaboration, and conflict resolution are prioritized, ultimately resulting in a more fulfilling workplace experience for all employees," says Jesper.

Building strong workplace relationships is crucial for success

According to Jesper, building strong relation-

ships is crucial to creating a positive work environment and fostering constructive cooperation both internally and with internal and external partners. Good relationships can lead to increased job satisfaction and productivity, while strained relationships can result in conflicts, stress, and a poor working environment. Therefore, it is essential to prioritize relationships in the workplace and create a culture where communication and cooperation are emphasized.

"Strong relationships are the foundation for success in every aspect of business - from employees to colleagues, customers, and partners. However, relationships are not always easy to maintain, and strained relationships can negatively impact collaboration both internally and externally, ultimately impeding work processes. If we fail to address and resolve such issues, it can lead to the end of cooperation, which is a loss for all parties involved."

Jesper emphasizes that this is precisely why Trifork focuses on Job Relations, which aims to improve work processes and create a better workplace by providing training on effective working methods and collaborative relationships. Through this approach, we strive to create a harmonious workplace where relationships are valued and prioritized, leading to increased productivity, job satisfaction, and ultimately, success.



Good cooperation isn't something that comes naturally - we have to earn it and invest in it



Trine Dau Larsen, Head of Human Empowerment, and Jens Peter Hedegård, Vice President, from Trifork train the management concept Job Relations.

Fostering strong relationships across the organization for improved collaboration and success

Trifork's Head of Human Empowerment, Trine Dau Larsen, and Vice President, Jens Peter Hedegård, were involved from the beginning when the company decided to implement "Job Relations." In fact, Trine even became a certified trainer in the method through Business Through People, allowing her to train other managers in the skills.

At Trifork, Job Relations is used to cultivate relationships with both customers and employees. The method is straightforward and enables quick and purposeful collaboration among managers. "Learning & Sharing sessions" are held weekly, where managers work on fundamental problem-solving principles and train their skills.

The groups are composed of individuals from

across the organization to complement one another as effectively as possible. Each meeting has a facilitator, while everyone else focuses on a case presented by a managerial colleague. Trine Dau Larsen has witnessed firsthand how effective the method can be and believes that everyone needs support to act more proactively.

Jens Peter Hedegård has personally experienced success with Job Relations, stating that the method has strengthened his ability to react quickly and stay aware of goals. He emphasizes that agility requires finding solutions through the process and not having ready-made solutions for all problems.

Overall, Job Relations is a simple and effective method that helps Trifork build and develop relationships while strengthening its ability to collaborate and act quickly and purposefully among managers.

Strengthening leadership and collaboration with relationship muscle training

"At Trifork, we see investing in the "relationship muscle" through the Job Relations method as a valuable investment," explains Trine Dau Larsen. "It provides simple tools for managers to detect and minimize conflicts before they arise and ensures that everyone is aligned with the company's culture."



All people need backing and support

Trine adds that the Job Relations method has created a familiar environment across the organization, with teams of 5-10 participants. This allows challenges to be ventilated, constructive feedback to be given, and relational issues to be viewed objectively, rather than subjectively. She emphasizes that an open and safe culture is necessary to fully utilize the methodology and that there is always room for learning for all participants.

"Management is primarily a relational collaboration with our employees and customers," Trine notes. "Good cooperation isn't something that comes naturally - we have to earn it and invest in it. That's why it makes sense to continuously train and improve our skills in that area."

Trifork continues to enhance their ability to build strong relationships and improve collaboration skills

Jesper looks towards the future and shares his vision, stating that at Trifork, they understand the importance of detecting potential issues in relationships before they arise. He emphasizes the need to continuously improve their abilities to manage relationships and potential conflicts. Despite the inevitability of encountering challenges, Jesper believes that with consistent practice and focus, they can continue to strengthen their relational skills.

Moving forward, Trifork will continue to prioritize Job Relations training in their selected departments in Aarhus, with the goal of enhancing their abilities to identify and proactively address any issues that may arise in their relationships with both employees and customers.

Advantages of TWI and Job Relations:

- **Standardized training method:** TWI offers a standardized and documented training method that can be used across departments and work functions.
- **Improved productivity:** By training in effective work and communication methods, TWI and Job Relations can help increase productivity and reduce the number of errors and misunderstandings.
- **Better management and collaboration:** Job Relations trains managers to improve their communication and collaboration skills, and can help them learn to handle conflicts and create a more harmonious working environment.
- **Increased satisfaction and well-being:** By investing in leadership development and training, TWI and Job Relations can contribute to creating a more satisfying and positive workplace culture where employees feel valued and motivated.



Grundfos was established in 1945. Today Grundfos has offices in more than 55 countries and have more than 19.000 employees worldwide.

The human side of Lean at Grundfos

Based on the factories in Bjerringbro, TWI is being implemented globally in the entire Grundfos Group. Meanwhile, The Danish TWI and Kata conference is taking place at Grundfos November 20th this year (2018, Ed.). Thus, TWI is a priority at Grundfos. Before the conference I met the three musketeers of TWI, Ole Rasmussen, Steffan Skydahl Roer and Susanne Thorup at Grundfos Electronics to learn about the significance of TWI at Grundfos. All three are doing presentations at the conference.



Date: 1 October 2018
By: Lars Jensen, Lean Manager, PostNord
Published by: Effektivitet.dk

Ole is the Factory Manager of three factories and has been with Grundfos for 32 years. Ole speaks about the strategic considerations at the TWI and Toyota Kata conference November 20th. Susanne, Head of Production, has been with Grundfos for 30 years. She will speak about concerns regarding the implementation of TWI and the role and time consumption of being the Head of Production. Steffan works as Senior Lean Consultant. He has been with Grundfos for three years and has run a lot of Kaizen workshops.



“But Steffan is still a newcomer”, Ole says with a smile. I instantly feel a warm but serious atmosphere. Lately Steffan was allocated 80% of his time to the work with TWI, meaning

he now has a key role. Steffan will do a presentation about the process of change of the Grundfos organisation and the interaction between the TWI programs.

A visit to Jyske Bank made the difference

"It was a TWI visit to Jyske Bank that made the difference. That visit tipped us over to: "This is probably a good idea." Jyske Bank has a lot of administrative commitments and so do we and they were just very good at explaining what the basics of TWI are", Ole begins. Susanne continues: "Like at Jyske Bank, the administration is also important for us. As a matter of principle, we never pass on errors."

However, it happens that an employee at the electronics factory discovers a flaw in a component, which means that someone else has to do something before the component is passed on and then it is really important that our red post-inspection form is filled out correctly with the right information from the beginning. If the note is not filled out correctly our Head of Quality will have to use a lot of extra time and the error response time might be up to 24 hours longer."

The employees have to understand the importance

The employees at the electronics factory have not only been taught to do the installation work to make it follow the standards in detail. They have also been taught to fill out the inspection form correctly. "The peer-to-peer training of the past is not enough. When we train our employees to fill out the inspection form 100% correctly a part of the concept of TWI is that they understand why it is important that a post-inspection form is filled out correctly. "If I don't do it right my colleagues have to use a lot of unnecessary and annoying time subsequently."

It makes sense for the employees - and it works. The forms are filled out properly and TWI has made our quality control more efficient", Susanne says. Ole Rasmussen continues: "A trainer from the first class of TWI discovered that the quality of the red inspection forms increased in the night shifts at the factory despite the fact that they had not been trained yet." Ole cheerfully adds: "If the job training of the day shift is good enough to

affect the other shifts, this is the real deal. Of course, all the shifts will be trained but this fact says something about the strength of the TWI programs."

TWI creates results through people at Grundfos

The TWI training started in week 12 at Grundfos this year and is already bearing fruit. Both leaders and selected employees (Job Trainers) are trained in Job Instruction and Job Relations.

Job Instruction (JI) is about learning a proven TWI method to train employees in specific job tasks.

Job Relations (JR) is about creating and maintaining good relations between the employees, which are necessary to be able to train the employees in a respectful manner.

Susanne Thorup explains: "In Job Relations, you learn to make the employees follow you. An ability that is both necessary for leaders and Job Trainers." And Ole Rasmussen expands: "Job Relations is the very source that holds the PDCA cycle in place, so it doesn't roll backwards. For me Job Relations is the fundamental building block. Job Relations inspires us to communicate in a proper way and makes the leaders have a common language. If a discrepancy makes the relations vulnerable, then the leaders now have a structured method to discuss and give feedback on the challenge. That gives a greater incitement for thorough reflection before acting, so you don't pull the trigger on something too fast. Job Relations helps us handle conflicts based on facts."

Added to this comes the enhanced reflection like "was your action beneficiary for the production?", ensuring that we stay focused on production. We see that TWI contributes doing our Lean work at Grundfos. The focus is still on standardized work, but with TWI we make our employees grow. Furthermore, it secures that we are constantly compliant.

In the long term, Steffan will be trained to do the things that John Vellema can. Steffan will be trained to become "Train the Trainer" for new leaders and Job Trainers and with Job Instruction and Job Relations we are building a learning organization here at Grundfos", says Ole Rasmussen confident. I can clearly feel a notion of both Ole, Steffan and Susanne going all-in on this. "The human side of Lean" thrives in Bjerringbro.

TWI at Grundfos makes leaders efficient

It is not only employees who are being trained at Grundfos. Susanne tells: "John has trained 8 leaders in JI and JR. All in all, 18 leaders will be trained. We are training our new nightshift leader Tommy and it has been great for him as it can be hard to start as a new leader at Grundfos. There are many abbreviations and administrative tasks that you need to be good at. As an example, when you need to pull holiday lists in SAP. Before TWI you would get an hour of peer training in SAP with a colleague and that was it."

Now we train after the Job Instruction principles. We also look into the leader's toolbox on our intranet to know how the tools should be used and we find Lean templates on Sharepoint. But that is not worth much if you - as a new leader - don't know where to find it and how the templates should be used. Therefore we make click guides and we train in the ability to use templates and tools. It is obvious that it is nice for a new leader to feel efficient as fast as possible."

The Culture of Improvement at Grundfos

One thing is being competent and motivated to work after a standard with Job Instruction and Job Relations as a lever, so you can secure a high level of quality, productivity and turnaround. Another thing is to secure progress in the work with improvements. I ask if there has been made plans to start on TWI Job Methods where you train to improve how the job is being performed.



Steffan explains: "At Grundfos we wish to start the work with TWI to build a strong and stable foundation. In all simplicity it is necessary to secure a stable and standardized process which is a huge improvement in itself. Hereafter there is created room for work with systematic improvement with Job Methods, SMED, Kaizen workshops etc."

As of yet, there are no plans to test Job Methods, but Job Methods would be able to contribute in a positive way to the culture of improvement at Grundfos in collaboration with the existing effort. I don't know if Job Methods is necessarily the next step after Job Instruction and Job Relations for Grundfos. It depends on the need of the organization. We are moving away from "90s Lean" where tools got implemented before there was a clear need. We wish to find the need before we select the tool."

Ole Rasmussen backs this up: "I envision that we are going to prioritize the start up of Toyota Kata higher or along with Job Methods - depending on the need."



Grundfos production China

Building a Global Learning Organization

This book describes how a multinational company developed a global structure for learning based on the TWI (Training Within Industry) program to create and sustain standardized work across multiple language and cultural platforms.

“LEGO has been a household name all of my life and I was aware that they had a strong people-focused culture and adopted Lean methods. This book, written with LEGO insiders, is a stunning example of the discipline and commitment needed to develop people as masters of their crafts through the only way people learn—repetitive, deliberate practice”.

– Jeffrey K. Liker, Professor, University of Michigan; and Shingo Prize-winning author of *The Toyota Way*

“Few books, if any in the Lean area since the NUMMI era, have gone into such depth on what it takes to integrate and unify across cultures. The book will become a standard guide not only to TWI implementation, but to the wider challenge of cross-functional and cross-cultural integration”.

– John Bicheno, Founder of MSc in Lean Enterprise at The University of Buckingham

“While TWI has made a significant comeback in recent years as the underpinning of the Toyota Production System’s foundation for continuous improvement and standard work, the ability to make it an integrated and sustainable system of developing people with a highly productive capability to solve problems while continually learning has remained elusive to most organizations. The book describes in detail how LEGO achieve this culture through a strategic and deliberate plan to develop and deploy a global system of organizational training using TWI as its foundation”.

– Jim Huntzinger, President/Founder, Lean Frontiers

John Vellema, Managing Partner and Master Enabler at BTP and co-author of *Building a Global Learning Organization*.

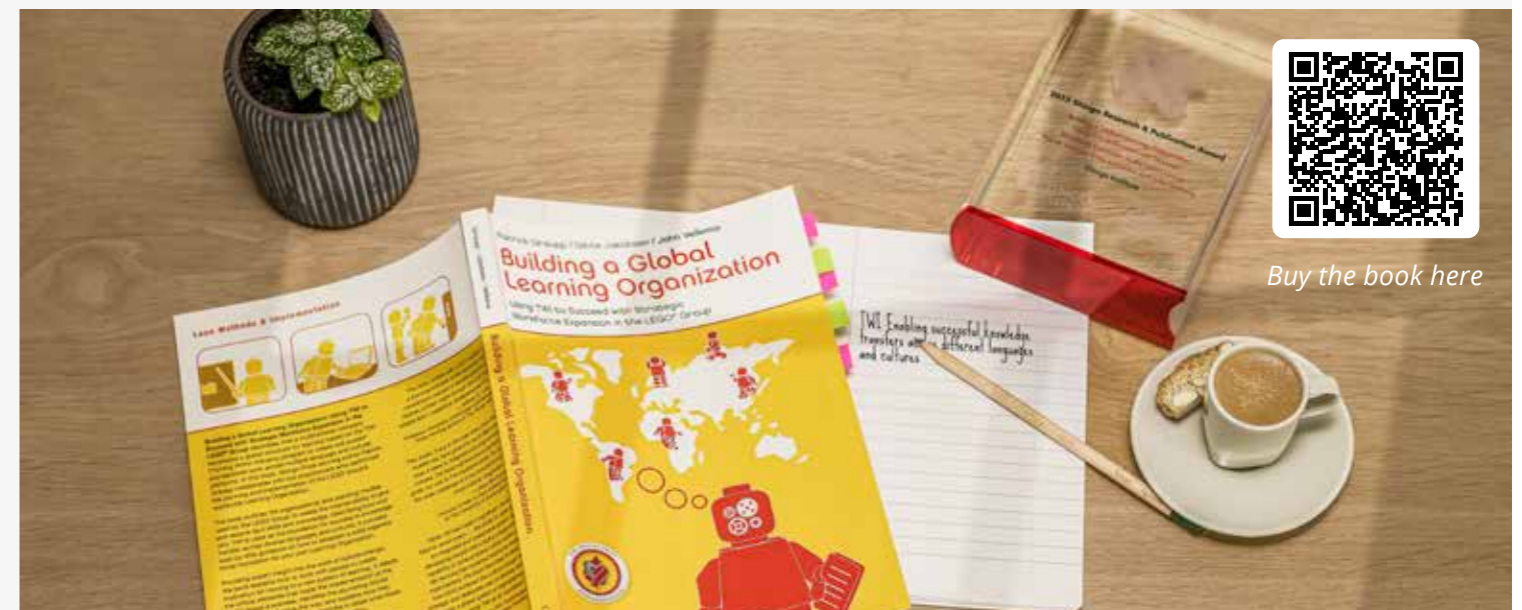
TWI training throughout the global Grundfos group

“During the last 10 years, a change has been made in the individual Grundfos factories. Earlier we worked more strategically, now we work more operationally. Furthermore, the focus on standardization across factories and borders is a way larger area of focus than earlier. This is where TWI comes into the picture as it supports the operational focus and creates standardization across borders. At Grundfos we want to spread out TWI throughout the global organization, which means that several hundred must be trained in TWI before the year is over.

A landmark activity for TWI’s tailwind in the Danish production companies was when the Danish Head of Production experienced the method on his own body. A Job Instruction

and Job Relations trained Job Trainer from the first TWI team at Grundfos trained the Danish Head of Production in an assembly job which gave an understanding of a method you cannot learn only through theory.

In addition, the Head of Production for the French production company got trained in an administrative task by Susanne, which gave an understanding of the method’s broad potential of application. We run standard TWI so we didn’t have to introduce a new concept. When we run standard TWI, we can use John Vellema’s global network with international TWI Enablers. John Vellema trains us in Danish and our leaders and Job Trainers in other countries can be trained in their local language by a certified TWI Enabler, Ole Rasmussen states as a final remark.



Buy the book here



VELUX produces windows and accessories and have production located on 27 production sites in 11 countries.

”Now I’m telling you for the 3rd time, so listen carefully!”

What characterizes a good Job Trainer



Date: 15 April 2021
By: Ole Magni, Business Improvement Partner hos VELUX AS
and John Vellema, Partner og Senior Enabler at Business Through People ApS.

Have you ever experienced comments like that, or maybe, “Now I’m showing it for the last time, you must have learned it by now!”. The examples are diverse in how we have reacted when a new or existing employee has been in training and has had difficulty learning. What considerations do we actually use

when a colleague needs to be trained for a new task or when a new employee needs to be trained for a new job? Who should train the employee? How should the employee be trained? Is there anything special we need to ensure when an employee is trained? In many companies, the answer is straightforward.

The experienced employee who is available at the given time. Most of all, we want to use the most experienced, the fastest, the one who is always quick to explain how things should be done. Often without relating to how training takes place, because we know who has completed the training and has the best competences, so it cannot fail?

Have you ever, after training new or experienced employees, participated in a conversation, or overheard a dialogue where the topic has been that “Simon” will never learn it. Again, we have not achieved our KPIs, because there were many “new” and we even had our very best employee to train “Simon”?

In the same context, have you allowed yourself to ask what values and competences the very best employee that you used for the training had in order to succeed in completing a good training?

Is it a given that the most skilled and fastest employee is also the best at completing good training? Have you really considered what the consequences and costs might be if the very best employee is not the very best at providing good training?

The person or persons responsible for training or educating new and experienced employees are in fact the ambassadors who convey the company’s values, give the direction of how we relate to quality, safety, tone of voice, care, and in general being the example of how an employee of our company is expected to act. So, educating or training is not just about passing on information about how a job is done, it is to a much greater extent the very best opportunity a company has to ensure the culture you want in the company. That task often requires something completely different than being the most

experienced, fastest, best employee. That task will often require a patient, careful, easy-going person who, with a sense of simple structure and with good analytical skills, will be able to create followers. Followers who obviously want to follow because it makes sense and not because they have to.

Spot The Trainer Talent - Trainer selection

But how do we get there? As with most other challenges where we want different results, we must approach it and act differently than we are used to. To find the right profiles that can both do the job and train others we must search among our staff, this often requires a different and structured approach. By using the “Spot The Trainer Talent” program, we can build the competences to select the right profiles to handle the important task as Job Trainer. The “Spot The Trainer Talent” program is built around a structured interview guide that will help us find facts about a candidate’s cognitive, communicative and analytical skills as well as social attitude and motivation to handle the task as a Job Trainer. We find the facts through an interview with the candidate. A series of open-ended questions and some practical exercises provide us with a solid foundation to support selecting the right candidates. By using the “Spot The Trainer Talent” program, we will provide fact-based feedback to the candidate, who can get constructive feedback on strengths and potential opportunities for improvement, regardless of whether they get the job.

The competence to use the “Spot The Trainer Talent” program is built up through a 2-day practical training course where the participants are introduced to and learn to use the interview guide. Knowledge and competence are built up by the participants conducting practical interviews with invited candidates.



VELUX sells roof windows for pitched and flat roofs to bring daylight and fresh air indoors. They also sell sun tunnels, blinds, and shutters.

How have we done in VELUX

For decades, and still in many areas, the training and coaching of new and experienced employees is done by the person or persons who are available with the best skills to perform the job - maybe the person with the longest experience, the fastest or perhaps the one the area manager has the most confidence in. At the start of the TWI program, Job Instruction at our factories in Slovakia and the Czech Republic, VELUX was introduced to the "Spot The Trainer Talent" course. It was taken in as an attempt to spot other candidates for the important role of Job Trainer than the usual "chosen few". The result turned out to be overwhelming and the spot the talent approach has since been a regular part of TWI start-up in VELUX (now 7 factories).

The road to this has gone through local HR business partners and area managers who have needed to select TWI JI Job Trainers. They have completed the "Spot The Trainer Talent" course and subsequently the competences and the guide have been used in connection with the selection of Job Trainers.

Before we got there, however, there were challenges that needed to be addressed. How do you find candidates other than "the chosen few"? How do we handle the people we have previously used as Job Trainers? etc. The worries were many before the first courses, subsequently it has formed a school for a structured process that has proved its worth. The process involves the Campus manager, the area manager and other employees.

1. HR business partners and area managers undergo the "Spot The Trainer Talent" course.
2. The campus manager, area manager and HR launch a campaign that informs briefly
 - About TWI and what it can give
 - That we want employees who want to train others to apply for the job/role as TWI JI Job Trainer
3. Employees apply for TWI JI Job Trainer. Very simple application: Name and a sentence about why
4. Interview with and feedback to all applicants, both selected and non-selected.



"Using the "Spot The Trainer Talent" material, we were really well equipped to give the candidates feedback on their interview. Everyone could get a factual and understandable justification for why they were elected or not elected".

- Carsten Jensen HR Business Partner
VELUX, Østbirk Bygnings Industri

What are our experiences?

Every time we have started TWI Job Instruction the concerns have been: will anyone apply? Will it be the same as always? Will we get a different result? The answer has been the same to all the questions - YES. Wherever we have sought employees to take on the role of TWI JI Job Trainer, we have found that unexpected candidates have applied. Demonstrated excellent potential and great competencies to handle just this role. Area managers have repeatedly been amazed at the untapped potential no one has seen before. In fact, to such an extent that the "Spot The Trainer Talent" approach has been used in connection with other hires.

We have experienced up close that it is necessary to approach the selection of Job Trainers differently if we want to find the right profiles to handle this important task. The "Spot The Trainer Talent" program has given us a tool that enables us to spot the employees who are motivated by helping colleagues to do a good job and have the ability to create followers who build the skills to do a good job.



"The fact that I interviewed the applicants for the TWI JI Job Trainer job has given me a completely different view of my department and the potential that is actually hidden. From being biased about who had training competences, there were suddenly some completely different profiles that shone through, and which have since grown incredibly much with the role. I would not have been without the Spot The Trainer Talent process".

- Anders Hald Jørgensen, Shop-floor manager,
VELUX Thyregod Bygningsindustri



"We received far more applicants than we had hoped for. A large part from employees we did not expect to want a training role. The use of "Spot The Trainer Talent" not only gave us some really good TWI JI Job Trainer, but also several really good candidates for other positions in our organization. One year after we started with TWI JI Job Trainer, more have grown with the job and now occupy other positions in the organization"

- Juraj Michalik General Manager,
VELUX Partizanske Building Components,
Slovakiet



Idealcombi was established in 1973 and produces windows and doors at their 100.000 m² factory in Hurup. Idealcombi has 550 employees in Denmark and England.

How to create motivation and value from the first day at work

Through effective training, which saves both time and money.



Date: 24 June 2021

By: Torben Rathmann, Lean project manager at Idealcombi A/S and
Torben Kjær-Christensen, Senior Enabler at Business Through People ApS.

In many companies, it is still the case that you as a new employee are trained by a colleague. As a rule of thumb, 4-8 weeks are set aside for the task, depending on the job. There is usually no objective control of the effect or the quality of the training. Often no plan is available to give an overview of what you as a new colleague should learn. Well - there is usually

a plan of which colleagues to follow over a period of time, but that does not mean that you have learned the processes in the area.

You have followed an experienced colleague, but have you learned to perform the task?

- Usually not

Inadequate training creates unnecessary frustration and the new colleague risks losing motivation. For the company, it costs money because untrained employees often make mistakes, affect stability or, in the worst case, get hurt.

Inadequate training is an indicator that the company has not taken ownership of the process and the training system, but instead has left it to the employees themselves to solve the task to the best of their ability. The new employee therefore leaves work on the first day with the thoughts:

- I'll never learn that
- When will it be my turn?
- Wow, they are busy!
- Is this what I'm going to do?

You can eat an elephant, but only if you take one bite at a time. The training must take place in appropriate chunks and this is where TWI Job Instruction makes a difference. With TWI Job Instruction, you create the foundation for a new employee to gradually train in the competences that are important for the job, and you ensure that the employee feels safe from day one.

Idealcombi has worked with TWI Job Instruction since 2014 and has good experience using structured training from day one. A motivating and at the same time simple approach with great effect on the company.

HOW TO INSTRUCT

STEP 1 – PREPARE THE PERSON

STEP 2 – PRESENT THE JOB

STEP 3 – TRY OUT PERFORMANCE

STEP 4 – FOLLOW UP

IF THE PERSON HASN'T LEARNED,
THE INSTRUCTOR HASN'T TAUGHT

TWI Job Instruction 4-steps



**I can already contribute,
I know exactly what I need to learn,
I get credit from my job trainer,
I feel comfortable**

— Result of well executed Job Instruction

At Idealcombi, our experience is that:

- New employees experience a welcoming feeling because the company has prepared for their arrival.
- New employees feel safe. There is a training plan that provides an overview. The new employee is associated with a Job Trainer, which ensures that the new employee is systematically trained in the various processes. This security creates openness to learning.
- New employees contribute to the company, less than two hours after start-up, on the first working day.
- New employees have a lot to report when they come home already after the first working day. This means that the new employee not only maintains the motivation, but that the motivation grows.

TWI Job Instruction creates the basis for a systematic, structured training course and a steep learning curve, which benefits both the new employee and the company. It allows the company to meet the increased demand as quickly as possible and gives the new employee the best conditions for security, well-being and success.

A typical plan at Idealcombi looks like this:

A new employee is to start working today. The manager, and the Job Trainers, have planned a training / education course for the new colleague.

1. Welcome

The new colleague arrives at the reception at 07.00 and is welcomed by their manager.

The manager introduces the new colleague to the team coordinator, who introduces the new colleague to the department and shows where the canteen, changing rooms and toilets are located.

The work environment representative talks about safety, shows escape routes, fire extinguishing and dressing equipment.

2. Training

The Job Trainer reviews the training plan with the new colleague.

One hour after arrival, the first TWI training starts.

45 minutes later, the new employee is ready to perform that part of the job in which they have just been trained.

One training session per day is carried out in the following days, and the previous training sessions are followed up on. This is how the new employee's competences are safely built up, from the simplest, to the more and more complex tasks.

3. Follow-up

After 14 days, the manager process confirms the new employee in the TWI trainings they have received. Process confirmation is carried out to ensure that the trainer has trained, and the employee has learned.

The manager asks why this job is important.

The manager asks the employee to perform the job, as well as to explain the important steps (What to do), key points (How to do it) and reasons for each key point (Why it is important).

A process confirmation does not take much longer than it takes a new employee to perform the job once.

It allows the manager to:

- Ensure that the job is performed correctly and safely.
- Ensure that the trainer has trained.
- Give credit to the new employee so that they know that they are successful at the job.
- Naturally inquire into their well-being in the new job

Book review



Buy the book here

BTP Partner and Master Enabler Fredrik Fjellstedt is the co-author of this book.

Implementing Hoshin Kanri

"This book focuses on the implementation of Hoshin Kanri. It is a response to most books on strategic planning that tend to downplay the implementation and only describe the fully implemented planning process. The power of this book originates from a project in which a team of five professionals over a period of three years implemented Hoshin Kanri in 14 companies; results were drawn from 130 workshops with leadership teams. The project team subsequently ran several accelerators inside large and small companies as well as public institutions. All these experiences together form the implementation focus of the book".

"This book is supportive as well as inspiring and it serves to strengthen our strategy process at Scania - with focus on synchronization and catch-ball. It is excellent because it combines the theory of Hoshin Kanri with real case studies".

- Åsa Dubois, Business Development Manager at Scania Corporate Management & Venture Business (Scania is a global truck manufacturer with 50,000 employees in 100 countries)

"Real and sustainable end of pipe results can only be achieved if all layers of the organization are aligned and focused on common goals in terms of safety, quality, delivery, and costs. Constant communication and alignment when moving towards these goals and targets are essential for everybody in the organization. David, Fredrik, Malin, Anders, and Fredrik present this in a very clear and practical way. This book is an absolute must for leaders who want to bring their organization to the next level in a clear and systematic way".

- Wiebe Nijdam, oversees and initiates new ways of working within Rijkswaterstaat for the renovation and replacement of outdated infrastructure (Rijkswaterstaat is the executive organization of the Dutch Ministry of Infrastructure and Water management)



Are you looking for a system that unlocks people's full potential and increases your capabilities faster?

You may think "Why do they call themselves Enablers, why not Consultants or Trainers?"

At BTP, we talk a lot about Enabling. But what do we really mean by that? Let's double-click on some of our key concepts;

Enabling:

Working with our clients our main goal is to help them, as individuals, as a team and as an organization, to develop the necessary capabilities to meet the goals important to them. This famous saying sums it up quite well: "Give someone a fish, and you feed them for a day. Teach them to fish, and you feed them for a lifetime."

Enabler:

Experienced people who help clients in meeting their challenges. The Enabler will help understand what the real problem is, how this problem can be solved, and what capabilities and frameworks are needed to do so. The Enabler will never take over – The leader will always be in the driver's seat, taking ownership of making the transformation.



Enabling Process:

A concrete way of working all of our clients goes through, led by the Enabler. The Enabling Process has three main steps: 'Getting ready', 'Skill building' and 'Cascade & sustain'. This way of working is based on the learning principle 40-20-40. If you want to learn more about the Enabling Process or the 40-20-40 principle we are just one interaction away!



BTP Enablers coaching in the use of the TWI Job Method sheet

BTP's expertise

You are the Enabler of your own change process

Imagine a workplace with clarity of where you need to go. Where consensus and commitment to the journey are authentic, and everyone has the courage and the competencies to go there!

Just imagine that!

Through our core programs and the Enabling Process, BTP is your partner in achieving this.

All our programs are standardized to Enable organizations to cascade the same capabilities to all leaders and team members. Most of our programs are also available in multiple languages, such as Spanish, Arabic, German, and Mandarin.

If you want to ensure your long-term ability to enable your organization, we also offer Train-the-Trainer (TTT) courses for all our programs. These TTT courses are both the key for us in delivering the same quality to all our clients and, at the same time, give us the ability to enable global enterprise clients with only a few people. Making it efficient and effective. In this TTT setup, we step-by-step

hand over the programs, and thereby the capability, to you.

If we need to repeatedly visit the same client to work on the same problem, we are doing something wrong! We aim to enable you, so you can keep enabling your organization, no matter the size of it. We call this the multiplier effect. We have a long track record of success using this approach with clients from a wide range of industries worldwide, such as manufacturing, medical, software, and shipping to name a few.

To ensure the quality of the Enabling Process and our programs, BTP has a Global Certification Standard. This standard is our quality promise to you, and we are very proud of it. Trainer Manuals and supporting training materials clearly describe all our programs, so we can quickly transfer our knowledge and skills to you.

Our Enabling Process and our programs are often co-developed and updated with our clients and outside subject matter experts to ensure you always have a current and value-adding program.

The BTP certified programs

HOSHIN KANRI

is the management system enabling your organization to focus on the breakthroughs you need to reach your long-term vision. A breakthrough is a significant change in the way you do business, where only continuous improvement will not be enough.

The Hoshin Kanri program enables leaders to create clarity on strategic challenges, give the courage to break the status quo, build commitment to achieve the goals, and gain stakeholders consensus through the catchball process.

With the Hoshin Kanri program, all leaders have a mutual behavioral pattern enabling them to become more competitive as a business. First, by giving a clear direction, prioritizing the strategic breakthroughs, and setting the annual challenges. Then by reaching these annual challenges through problem-solving strategies, using PDCA repeatedly.

TOYOTA KATA

What if all your people had a shared mindset on how to meet the challenges of tomorrow? Imagine you have such strong cultural patterns that all strive to meet what is needed.

The essence of Toyota Kata is the combination of scientific thinking and deliberate practice. The outcome of Toyota Kata is a habit of using scientific thinking when solving problems.

Toyota Kata has two fundamental patterns, the Improvement Kata and the Coaching Kata. The learner applies the Improvement Kata, and the Coaching Kata is to support and develop the first one. Through repetition, changes in behavior, mindset, and culture will follow.

Remember, the learners of today are the leaders of tomorrow.

TRAINING WITHIN INDUSTRY (TWI)

The TWI program consists of 4 programs that all help Supervisors proactive or reactive to solve four different types of problems.

Job Relations

Changes go faster in a culture where honest and solid trust has been created. Good results are created through good relationships - every day!

Job Instruction

You develop and maintain skills through an efficient training system so all work is carried out safely, correctly, and conscientiously - every day!

Job Methods

Your processes are continuously improved to create the most value from current resources - every day!

Job Safety

A safety culture has been created to prevent accidents - every day!





A Toyota Kata training



At BTP, we believe that results are made through people

THIS IS BTP

We create results for the organization by working with its people. Hence our name - Business Through People, or BTP.

Our vision is to help you create a sustainable business – through people. Our mission is to enable your full potential.

At BTP we are known for our honest, caring and direct approach. With this approach, and through mastery and always keeping people at the center we will accomplish our mission.

We encourage ownership and growth through our company spirit: You are the Enabler of your own change process.

Our values

People

We believe there must always be room for people's diverse needs, desires, and dreams. With this, ownership and sustainable success will follow.

Learning

We take pride in mastery; therefore, we will never stop learning. With curiosity and energy, we embrace and develop new ways of thinking and doing.

Courage

We know success comes from the courage to always challenge ourselves, our team and our clients. With high ethics and with our people's and client's best interest in mind, we dare to say no.

Servant

We support sustainable development by enabling people around us to grow and succeed through servant behaviors. By coaching, listening to understand and commitment, we encourage people to take on new responsibilities.

SENSE THE ATMOSPHERE



"Here we truly enable people. We see them grow in business and at a personal level. Enabling other people, to help them master basic skills and practice in daily routines. That is where I as an enabler get fueled and ready for the next challenge."

(Thomas Ilskov – Senior Enabler)



"I love that we develop and learn through curiosity and courage both as individuals as well as a team. We care for each other and value our diversity."

(Betina Noer – Project Lead)



"I have never worked in a team that are so willing to honestly learn, every day, on how to push the limits of what we can accomplish together. We don't see failures, only new insights and learnings for what we should do next."

(Fredrik Fjellstedt – Partner)

ARE YOU OUR NEXT

Senior Enabler



Would you like to enable companies worldwide in transforming their leadership system? Then join us as a Senior Enabler and be a part of our enabling journey.



Meet our Team and read more about our vacant job-opportunities