

WHEN DO WE NEED TO RETRAIN,
AND WHEN IS IT SOMETHING ELSE?

6



6



2



Welcome! Please log in and say HELLO!



Where are you from? Location, Company, Role?



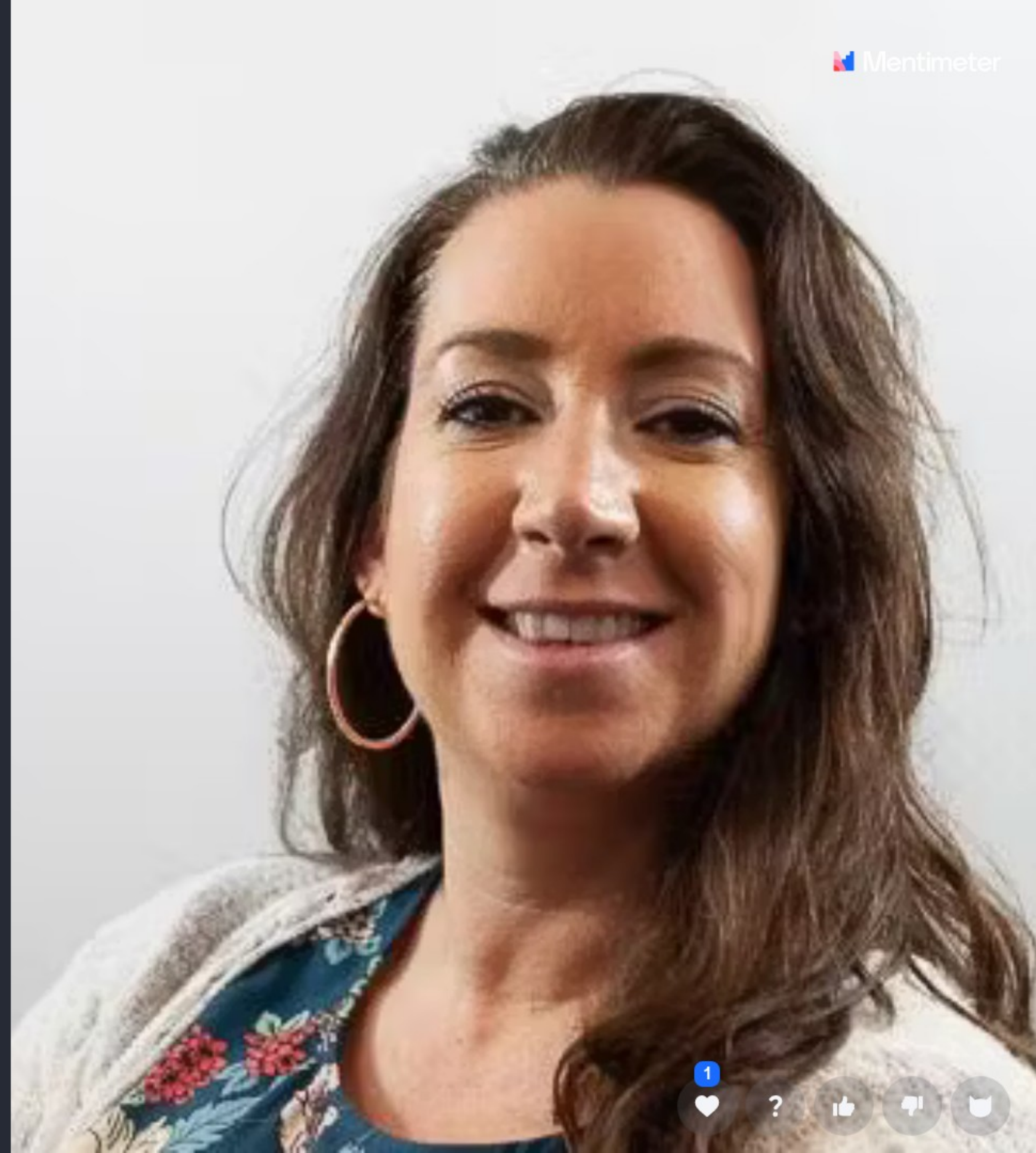
Ann Moody

- Regional Quality Lead
- Former Training Specialist
- Loves Continuous Improvement and Dislikes Wasted Effort



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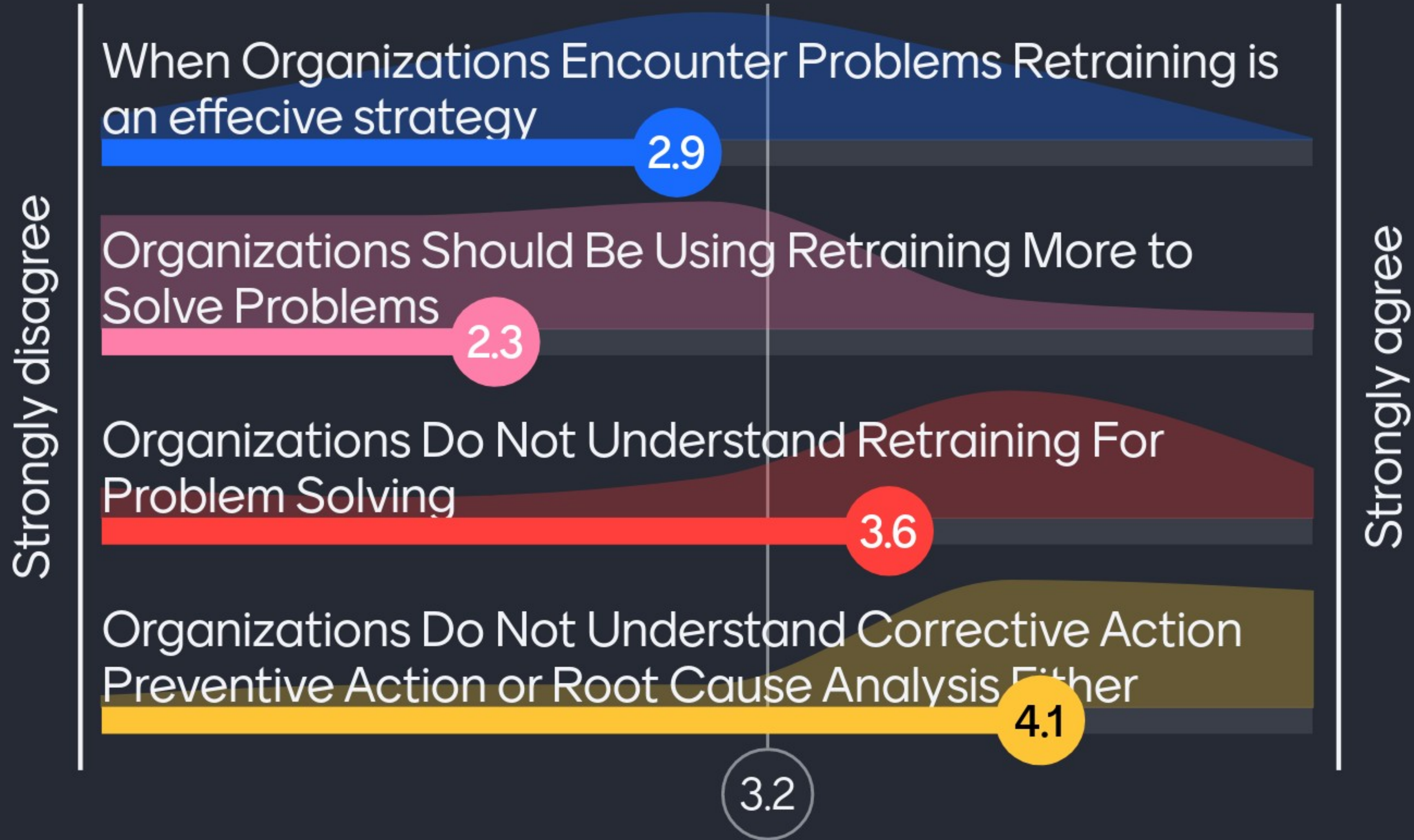
- Global Learning Instructional Designer
- 18 Years Teaching Experience
- Likes Piña Coladas and Getting Caught in the Rain



Today You Will (Attempt To)

- Identify the Real Purpose For Training
- Define CAPA
- Discuss Root Cause
- Predict What the Problem is, If Knowledge is Not the Problem
- Recommend What to Do If Knowledge IS the Problem





What does the barista know on day 1? 50 Answers

Cup sizes

Make coffee

Make coffee

I'm going to make coffee

They know what coffee is

Talking to people

They will need to know how to make coffee

They will make coffee

They serve beveages

What does the barista know on day 1? 50 Answers

How to take orders

I'm going to learn how to make drinks

Coffee

Their pay

Fast -paced, customer service role

They will make drinks

Customer service

Make coffee

They like coffee

What does the barista know on day 1? 50 Answers

Use machine

Make coffee, sizes

How to count money

Friendly greeting

Working with people

Coffee is hot

Greet customer

Very busy

They know what coffee is

What does the barista know on day 1? 50 Answers

Customer service

Customer service

I have a job

Interact with customers

That they don't know what to do yet

See customers

Customer service role

Hourly pay

Where to show up to work

What does the barista know on day 1? 50 Answers

Nothing other than they will be making drinks

How much money they will make, they have to make coffee

Uniform to wear

Speak native language

Music is cool

Their schedule. Their pay. Customer service role.

They know what coffee is and will be making it. Customer service

Going to make coffee, learn new things, learn people skills

Make coffee

What does the barista know on day 1? 50 Answers

Will need training

Interact with customers, hygiene

Pay, schedule

How to wash their hands, hopefully

They need to make coffee

Define Corrective and Preventive

28 Answers

Corrective action- fix the problem
Preventive action- stop it from happening again

Corrective is after something undesirable has happened

Corrective -Action taken after a problem has been identified

Corrective is after it has already happened and preventive is keeping it from happening

Corrective = reactive

Reactive vs proactive

Corrective resolves an issue at hand and preventive action takes steps to avoid the issue

Corrective is reactive, preventive us proactive

Corrective is analysing and fixing the problem

Define Corrective and Preventive

28 Answers

Training to change behavior
Training to get everyone aligned

Corrective addresses a known issue that has already occurred
Preventative is intended to address potential issues before they occur

Learning from mistakes
Stopping an action before it happens

Corrective- create a training plan based on a one off ask
Preventive- have a yearly plan

Corrective- fixing a problem or skill set; Preventive is proactively training to know what they may encounter

Corrective- to correct a mistake after it happens
Preventive- to prevent a mistake before it happens

Corrective is Reactive while preventive is proactive

Corrective - adjustment made in process
Preventive- avoidance

Corrective- discussion and action to re-align to set objectives, goals and expectations



Define Corrective and Preventive

28 Answers

Preventative is before something goes wrong

Corrective = fixing Preventative = solve before problem happens

Corrective - solve after an error Preventative - prior to anything going wrong

Corrective action - specific observable that is not favorable. Preventive- proactive

Corrective fix Prevention to not have it be a problem in the first place

Corrective is post problem solving Preventative is proactive

Safety - health and safety regulations

Safely use the machine

What good looks like



Define Corrective and Preventive

28 Answers

Diff types of coffee, milk

What KNOWLEDGE does he need to PREVENT a PROBLEM?

21 Answers

How to make the coffee

Processes and procedures

Proactive

Correct processes

Workflow

How to make all Starbucks beverages

Run register

Safety and process

Correct process

1



21



What KNOWLEDGE does he need to PREVENT a PROBLEM? 21 Answers

Procedures and safety processes

Customer interaction expectations

Product knowledge and processes

How to avoid problems

Daily operation

How to use the machines (coffee making, register), where to go if I mistake happens

The why behind processes

Products and services provided

How to make the different beverages

What KNOWLEDGE does he need to PREVENT a PROBLEM? **21** Answers

Expectations of the job

Asking others in the organization for help/ direction and support

What good looks like



PHOTO BY TYLER NIX ON UNSPLASH

If we trained as a preventive, **WHY** did this happen? Let's Investigate- Case Study Folder on your Table





PHOTO BY TYLER NIX ON UNPLASH



The barista was working the 11th hour of a 12 hour shift. This was his 7th 12 hour shift in a row.

CAPA 1 - Retrain the supervisor to quit scheduling people to work so many hours.

CAPA 2 - Retrain all baristas to be extra careful when they are working long hours.



Case Study 1: The barista was working the 11th hour of a 12 hour shift. This was his 7th 12 hour shift in a row.

CAPA 1 - Retrain the supervisor to quit scheduling people to work so many hours.

CAPA 2 - Retrain all baristas to be extra careful when they are working long hours.



The barista had run out of the usual cups for the order and could not find any more. They used a different kind of cup which slipped from their hand.

CAPA 1 - Retrain barista on where to find cups in storage room.

CAPA 2 - Retrain barista to ask for help from a peer or manager if they can't find something.



The barista was trying to make two beverages at the same time because they were running the store alone and trying to multi-task.

CAPA 1 – Retrain baristas to really focus and pay attention when they are doing multiple tasks at one time.

CAPA 2 – Retrain management to staff enough people to run the store.



The barista was working alone because the other barista left on break two hours earlier and hadn't returned.

CAPA 1 – Retrain baristas how long break time is.

CAPA 2 – Retrain supervisors to enforce break time.



Do we REALLY THINK there is a Knowledge Gap and people don't know...

- Not to spill the drinks?
- Overworked people are tired?
- People can't do 2 jobs at once?
- People don't understand break time?



You can only pick one

It's a knowledge gap,
belongs in training
program



It's not a knowledge gap,
training likely useless



What else could be wrong then?

36 Answers

Clear expectations

Poor leadership

Lack of process

Bad management

Clear standards for operating

Staffing shortage

Standards

Bad management

Shifts too long and frequent

What else could be wrong then?

36 Answers

Staffing

Employee does not follow direction

Wrong fit

Nothing?

Lack of understanding for SOP

New hire training inadequate

Clear processes not in place

Leadership

Coaching/Feedback

What else could be wrong then?

36 Answers

hiring

Accountability

Hiring profile

Management

Poor initial training

Lack of SOP,

Lack of process

Performing understand stress

Bad hire

What else could be wrong then?

36 Answers

Management

BadConditions

Expectations/SOPs

Lazy

Clear expectations

Poor decision making

Not motivated employees

Employee not capable of doing the job

Staffing issues- management may need support from chain (if applicable)

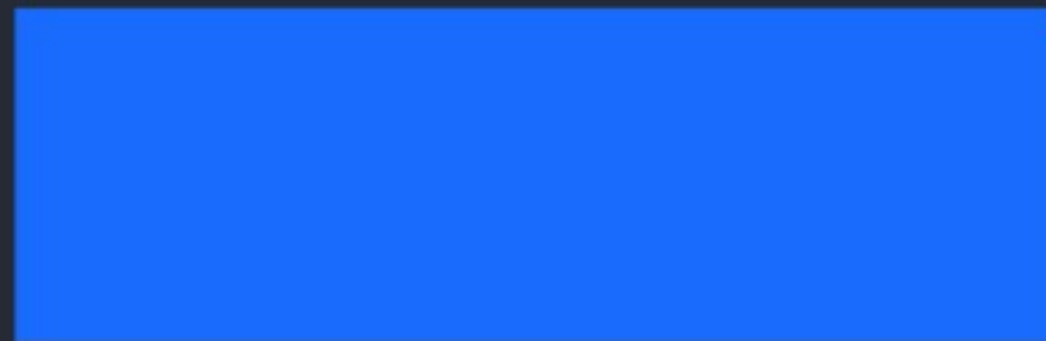
Great Points - Pick Your Favorite

1st



Unless you identify what's really broken, you'll never fix it

2nd



Retraining on bad processes does not work

3rd



Assuming you can train your way out of a bad system or culture does not work

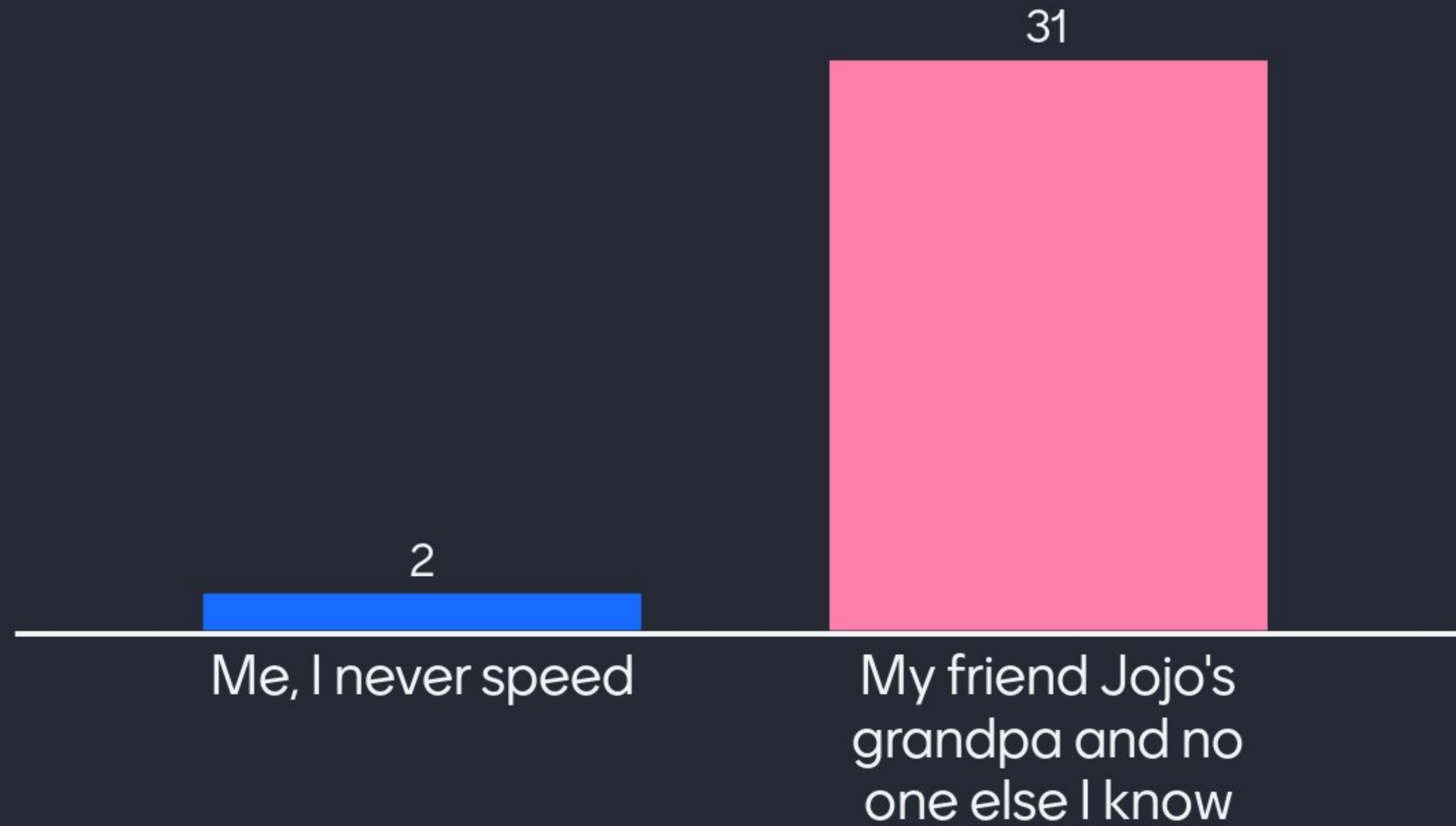
The first step is recognizing you have a
PROBLEM.

If you are addicted to retraining, you have a
PROBLEM.

But what if they **KNOW** how, but not **WHY**?

PHOTO BY LUDOVIC CHARLET ON UNSPLASH

Who always drives 55 (or less) in a 55 zone?





Who has been ticketed / sent to traffic school?

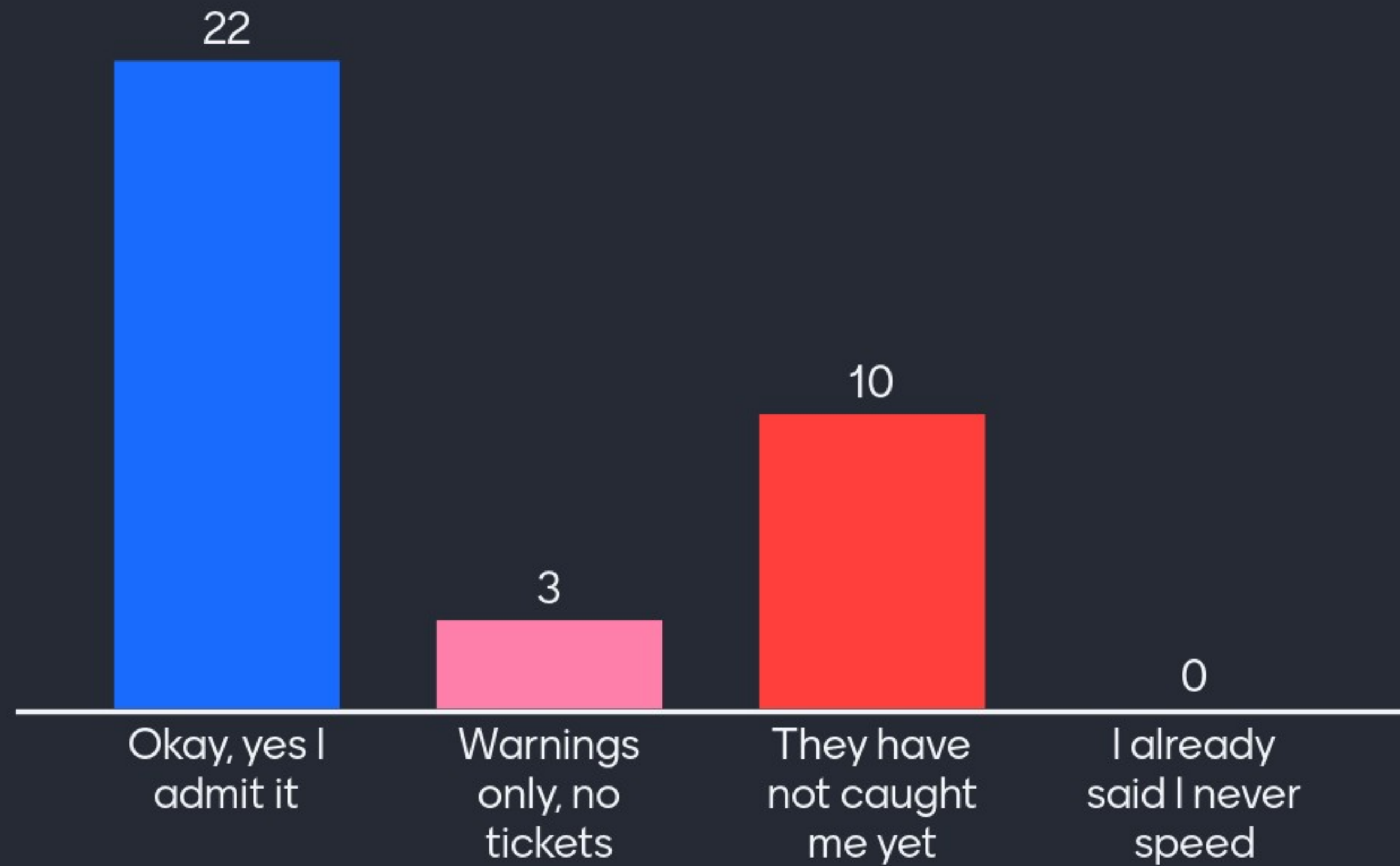


PHOTO BY JACKSON SIMMER ON UNSPLASH

What Traffic School has right

- They don't send everyone
- They don't retrain on the basics
- They don't cover it in 3 minutes
- They talk risk and consequences



If You are Training because there is an actual Knowledge Gap, Tips for Robust, Effective Training

- Keep it: Interactive / hands-on / applied knowledge
- Explain the "Why" even if it takes a while
- Ebbinghaus <https://www.mindtools.com/pages/article/forgetting-curve.htm>
- Evaluate initial and PLANNED refresher training
- Practice what You preach, model and reiterate expectations daily to prevent complacency



What You Know

- Training is Primarily PREVENTIVE
- Training is fine for addressing actual knowledge gaps
- Knowledge gaps = what employee already knows vs. what the organization needs them to know
- Training NEVER fixes other problems (Culture, Bad Procedures, Faulty Equipment)



YOU ARE LIFE SAVERS! THANK YOU!

– *Ann Moody*