

# TAPPING THE LAST RESERVE FOR GROWTH POTENTIAL

*A Study of the Scarcity of Talent Impacting Your Company in 2016*

## Let's Go Backward For A Moment

*“Where was your focus in 2008 during the economic downturn?”*

*“Did you witness your company doing little to retain its tribal-knowledge from people like Joe only to end up with a skills gap in 2016?”*

## Law of Diminishing Returns and Pareto's 80/20

- *It is a decrease in output as the amount of a single factor is increased.*
- *Those 20 percent produce 80 percent of your results.*

Pre-Webinar Case Study Homework for You to  
Solve:

Thirty-three percent of your workforce retired, quit or was fired from your company at the end of 2015. How do you plan to fill the skills gap in 2016?

## 2014 The Year of the Employee

- ✓ *Shift your focus*
- ✓ *Mine your existing workforce*
- ✓ *Identify your SMEs*

# THREE SOLUTIONS TO FILLING THE SKILLS GAP

1. *Marginal Benefit*
2. *Capacity Utilization*
3. *Training System*

## Solution #1: Marginal Benefit

*“It’s about leveraging the 20% of your workforce; training them, upgrading their skills, utilizing their knowledge to the fullest. It’s about considering your workforce an off-balance sheet asset, and calculating the valuation of your workforce in earnings.”*

## Group Activity

*“What future earnings can your 20 percenters bring to your company?”*

*“How can your 20 percenters make a greater financial impact in your company?”*

## Solution #2: Capacity Utilization

It's about measuring the rate at which potential output levels per SME is being used.

*Who are your SMEs [talent]?*

*How are they capitalized and utilized?*

*How are they providing business innovation?*

*How are they providing operating performance improvements?*

*How are they training others?*

Richard White  
Honda

*“Experience alone does not make one a good Trainer. SMEs must be trained and qualified to achieve standard work from their learners.”*

## Solution #3: Training System

It's about teaching your SMEs how to train effectively to achieve the safest, highest quality and most efficient way to perform a standard task or process.

*“What is Your Training System?”*

Do your SMEs use a formal training system?

Do your SMEs know how to prepare, present and evaluate?

Do your SMEs know the best training methods to use?

Do your SMEs know how to train on-the-job effectively?

Do your SMEs know how to explain a concept?

Do your SMEs know how to demonstrate a skill?

Do your SMEs know how to handle a frustrated learner?

## SOME COMMON PITFALLS W/O A TRAINING SYSTEM

*Forget what it was like to learn the job*

*Too many assumptions*

*Gloss over details*

*Poor communication skills*

*Teach from memory and not standard work*

*Lack of desire to train*

# USE BOLD RESPONSES TO TAP INTO THE RESERVE FOR COMPANY GROWTH

- *Identify your SMEs*
- *Put your SMEs in the right positions*
- *Codify the SKAs of your SMEs*
- *Use your SMEs as Trainers*
- *Give your SMEs a Training System*

# VAN DAELE & ASSOCIATES, INC.

260.482.1744

260.385.4752

<http://www.lean3.com>

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