

JOB METHODS COACHING GUIDE

1. Give reasons and advantages:

- his supervisory job becomes easier as he eliminates trouble spots.
- makes him more valuable to the company.
- gives him better standing with his boss.
- won't be labeled behind the times.
- cite examples in your (the coach's) department.

2. Get understanding of the principles:

- have him read the card.
- discuss it, one point at a time; give reasons for each point.
- ask for instances in his department where Job Methods will help - or if not appropriate, show application in your department.

3. Select a problem and work on it together:

- help him select a job, perhaps involving one of the following:
 - heavy or unpleasant work - work disliked by operators
 - need for more production
 - manpower shortage
 - critical materials
 - hazardous work

BREAKDOWN

- help him make a complete breakdown.
- clarify difference between Job Instruction and Job Methods breakdowns.
- really get "details."
- use specific action words: reach for, pick up, jiggle, place, untie, drop, wait, etc.
- (avoid "catch all" words: load, position, arrange, look for, locate, transfer, etc.)
- be sure he includes as details: inspections and delays.
- have him make plenty of notes.
- don't miss: waiting time, idle equipment, etc.

QUESTION

- have him use questions in order; explain why.
- have him question ONE detail at a time.
- get reasonable answer before passing to the next question.
- jot down the answers.
- take plenty of time on HOW - have him note all ideas.
- use additional questions on the back of the proposal sheet.
- make no changes yet.

DEVELOP

- show relation of Step 2 to Step 3.
- eliminate first; explain why.
- have him work from answers on the breakdown (Step 2).
- show how combining and rearranging are possible by determining the best place, time, and person.
- try to make some use of the simplifying principles on each necessary detail.
- see that he writes up a clean-cut proposal.
- help him set down, first, expected RESULTS, then HOW they can be obtained.

APPLY

- get him to think through the way to get approval; will he submit proposal for permanent use, or for trial only.
- ask him what proposal clearance procedure he is to follow; if proper procedure is lacking, get it established through the proper executive.
- have him make final check of changes before submitting.
- review Job Instruction with him if appropriate.
- have him instruct someone in the new method if such is possible - perhaps YOU.

4. Ask him to work another problem alone:

- help him select the next job to break down.
- remind him: don't be discouraged if now and then no improvement develops.
- have him work through another job on his own while you observe and check, or leave him well STARTED on another job.

5. Give credit for good results and good effort:

- commend him for any good effort.
- remind higher supervisors to commend him.
- on later visits, commend for good results; DON'T OVERDO.
- cite advantages to the company and to him.
- tell him you will return -- tell him when, if possible.

- - - - -

The above five items represent what is embraced in coaching. It is not expected that all five items will be used in the order listed. It is not even expected that all five will be covered in any one contact. Often one or two items will be sufficient. Other items will probably suggest themselves.

Remember - coaching should be given:

as needs require
to the extent it is practical and useful.