NATO SCHOOL
Oberammergau

"When you're finished changing, you're finished."
- Benjamin Franklin

Knowledge Enables Capability

Continuous Improvement and Training

Mr. Spyridon Tsangaros GRC-CIV

Objectives

After this lecture you will be able to explain several concepts of Continuous improvement to apply them in the NATO lessons learned and training processes.
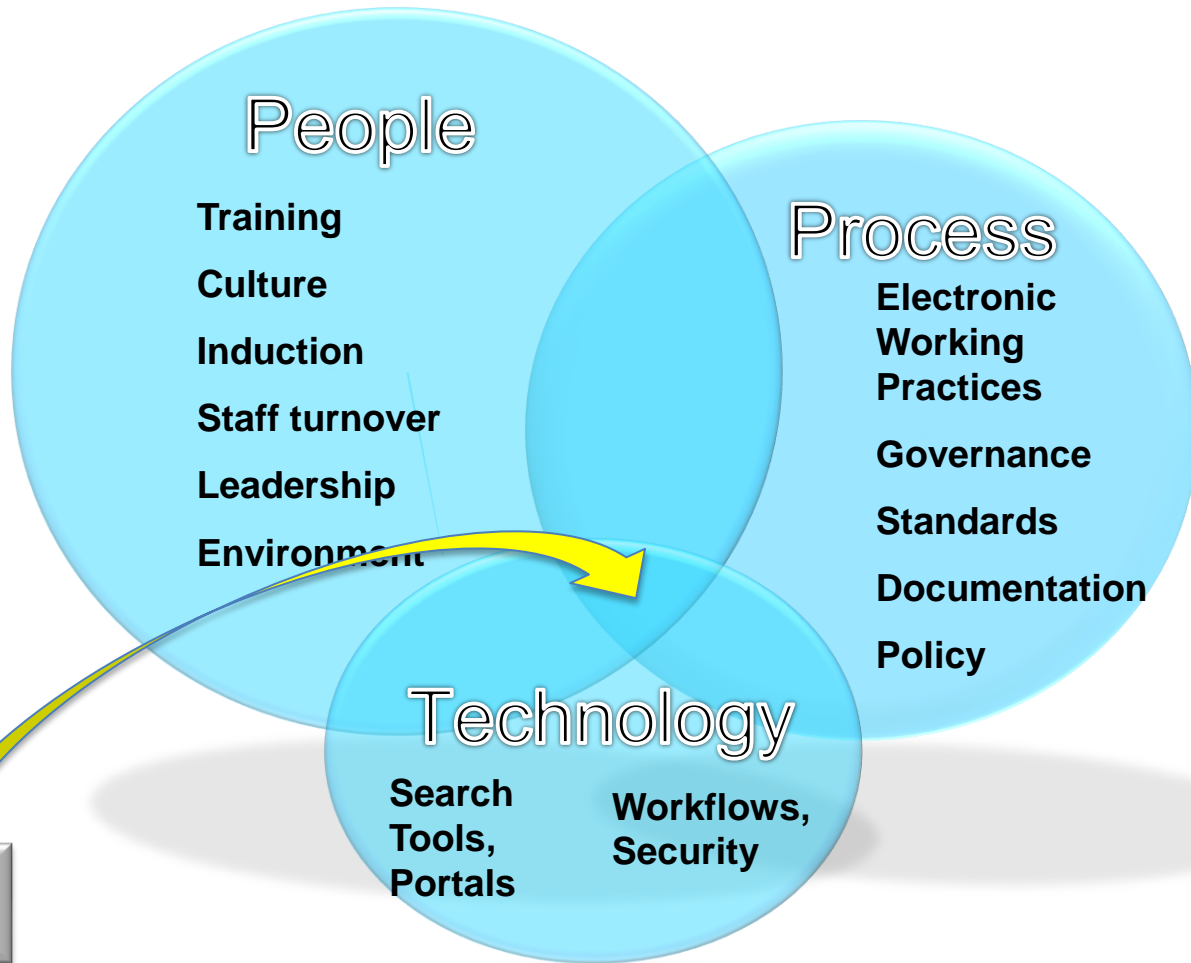
What is Continuous Improvement?

Continuous Improvement is a management process whereby the output of an organization, is constantly evaluated and improved to enhance the quality of what is being delivered.

- NC3B Guidance for Developing IM Plans

Three Pillars of IKM

People
- Training
- Culture
- Induction
- Staff turnover
- Leadership
- Environment

Process
- Electronic Working Practices
- Governance
- Standards
- Documentation
- Policy

Technology
- Search Tools, Portals
- Workflows, Security

INFORMATION MANAGEMENT

Continuous Improvement & Training

- **Deming Cycle**

- **Kaizen**
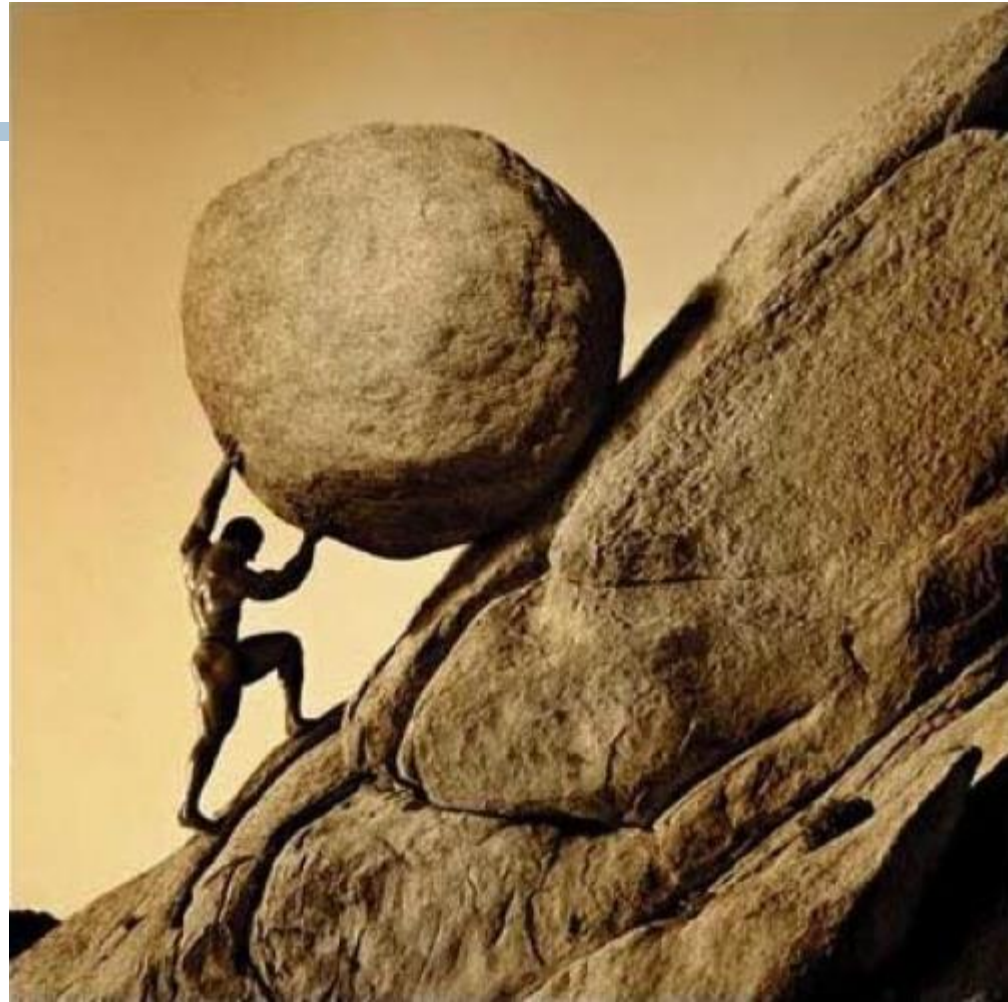
- **NATO Lessons Learned Process**

- **Train / Educate**

Continuous Improvement & Training

- # **Deming Cycle**

- Kaizen

- NATO Lessons Learned Process
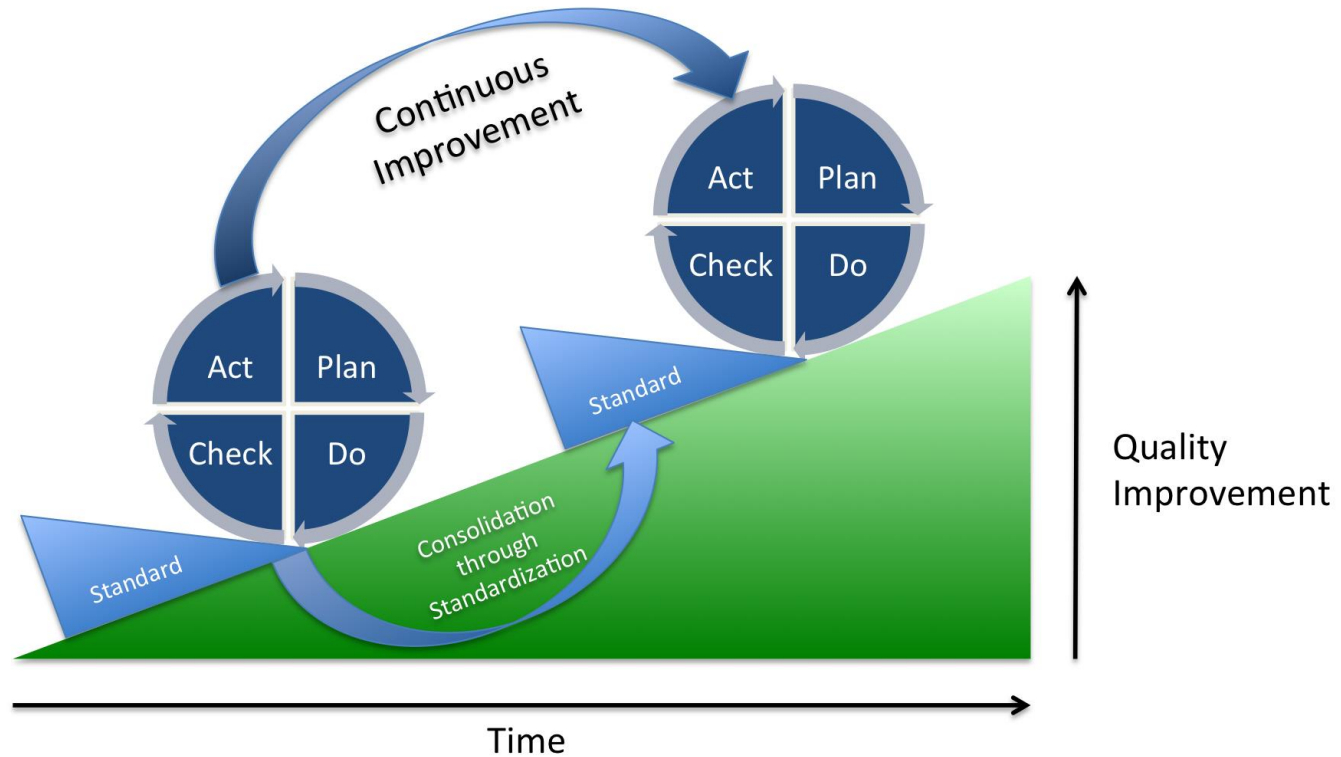
- Train / Educate

Deming Cycle

Deming Cycle
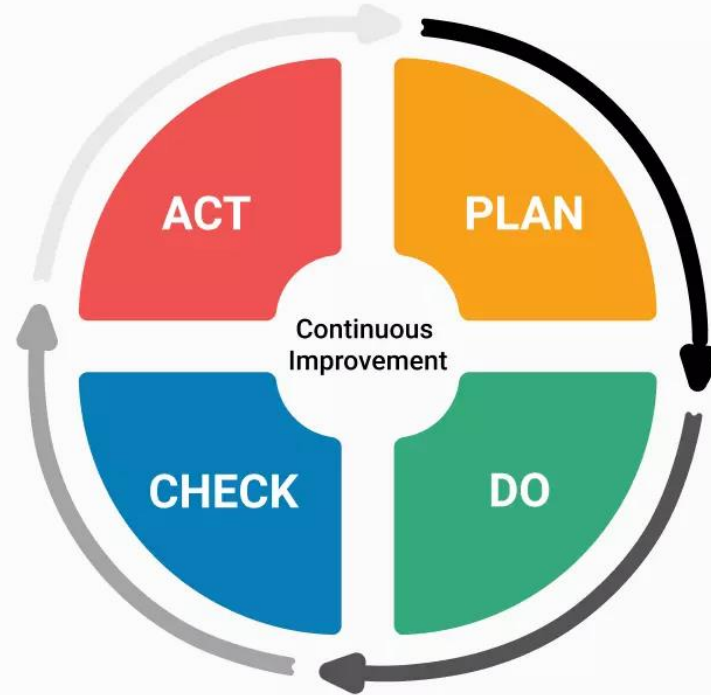
Continuous Quality Improvement

Continuous Improvement & Training

- Deming Cycle

- **Kaizen**

- NATO Lessons Learned Process

- Train / Educate

改 善

Kaizen

KAI

改

"change"

+

ZEN

善

"good"

=

"good change"
aka
"continuous
improvement"

Kaizen

Kaizen cycle for continuous improvement

Kaizen requires identifying areas for improvement, creating solutions and plans for a rollout—and then cycling through the process again for other issues or issues that were inadequately addressed.

1. Get employees involved.
2. Gather a list of problems.
3. Encourage solutions, then choose an idea.
4. Test the solution.
5. Regularly measure and analyze the results.
6. If successful, adopt the solution.
7. Repeat on an ongoing basis.

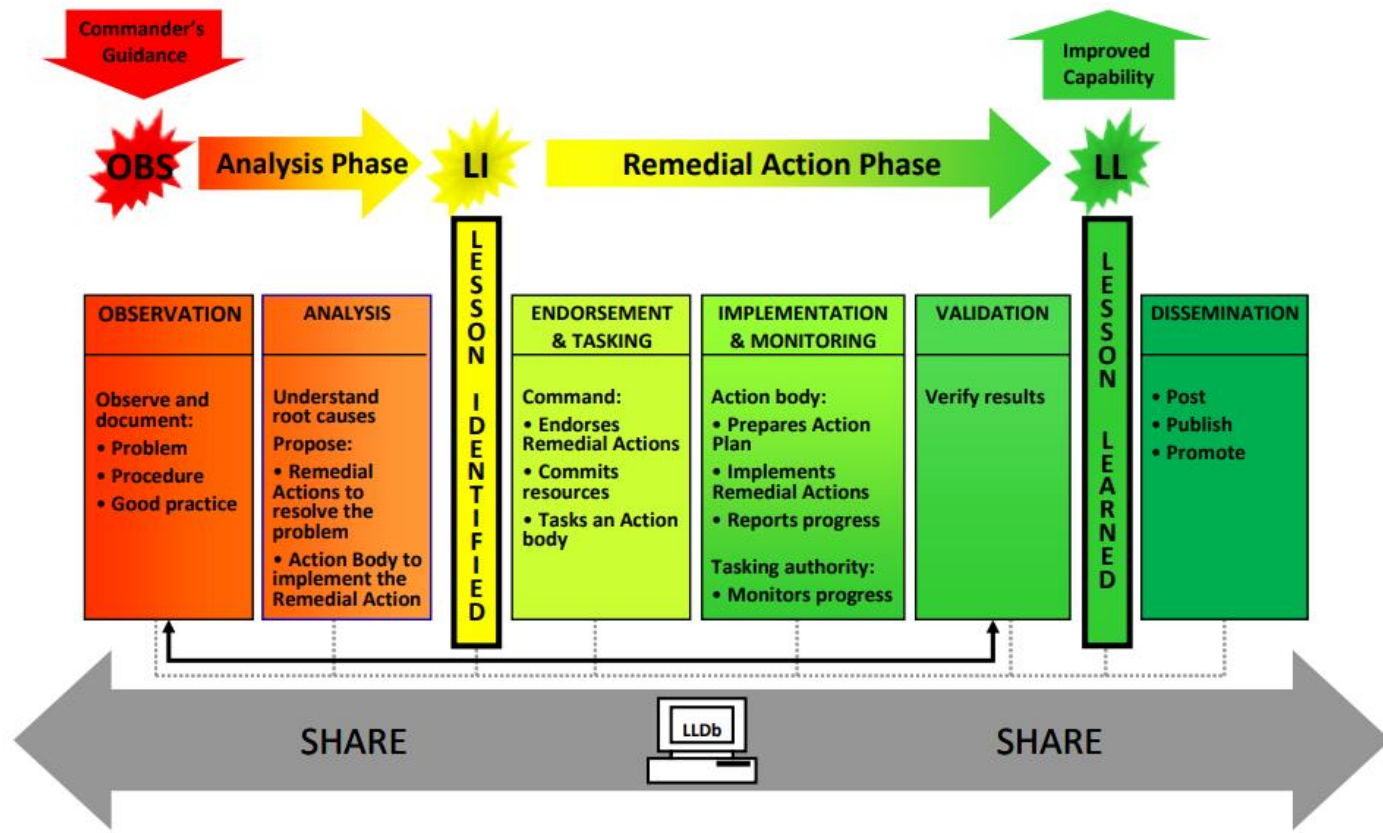# Continuous Improvement & Training

- Deming Cycle

- Kaizen

- # NATO Lessons Learned Process

- Train / Educate

NATO Lessons Learned Process

JALLC Video

NATO Lessons Learned Process

Continuous Improvement & Training

- Deming Cycle

- Kaizen

- NATO Lessons Learned Process

Train / Educate

Train / Educate

- Who to train/educate?

Train / Educate

- Who to train?
  - Everybody
  - Top Level
  - Staff Officers/Newcomers
  - Registry Staff
  - IM Community
  - Functional Administrators
  - User Helpdesk
  - IM Support
  - …

Train / Educate

- Methods of delivering Training?

Train / Educate

- Methods of delivering Training
  - Senior Staff briefings
  - Induction Training
  - System Training / Initial Hands-On Training
  - Formal courses
  - Virtual Posters
  - Toilet doors
  - One on one
  - IM Support Team
  - …
  - COMBINATION of all of the above

IKMer Training of interest (NSO)

- S5-54: NATO Comprehensive Operations **Planning** Course
- P7-55: NATO Exercise **Planning** Course

- M7-126: NATO eLearning Instructional Design Course
- S7-135: NATO Global Programming Analysis Course
- S7-136: NATO Systems Approach to Training
- S7-137: NATO Quality Assurance Course

- M5-32: NATO Orientation Course
- M7-98: NATO Instructor Course
- P5-129: NATO Alternative Analysis Course

In this lecture we talked about…

1. Continuous Improvement

2. NATO Lessons Learned Process

3. Staff Training

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Questions?

Knowledge Enables Capability

Continuous Improvement and Training