

TRAINING WITHIN INDUSTRY BULLETIN SERIES

Bureau of Training
War Manpower Commission

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“HOW TRAINING CAN BE DONE—METHODS, AIDS”

CHOOSE THE BEST METHOD

	<u>Use it</u>	<u>Don't Use It</u>
DEMONSTRATION	To show a manipulative operation. To clarify principles or theories To show use of equipment	When note-taking is required In place of practice
PRACTICE	To develop performance skill To help in retaining information	On a theoretical problem, but only on a real one
DISCUSSION	To make people think To emphasize factual material To warm up or review To give reasons	To fill in time Without a good leader To present new material In place of practice
CONFERENCE MEETINGS	To get benefit of previous experience To get opinions and help To modify opinions To develop understanding To get acceptance	Unless people are already informed about the subject As initial training In place of practice
LECTURE MEETINGS	When presenting informational material or explanatory material Supplemented by visual aids	For material with many details For training in a skill

HOW TO CONDUCT A PLANT MEETING

Meetings are common in any plant—when two or more people get together, it's a meeting. One person—the person who wants to get something out of the meeting—needs to have a definite purpose for the meeting, needs to have planned what will be discussed, and needs to have ready any material required for the discussion.

Too few meetings are planned on that basis. Consequently, the meetings are meaningless, get no results, become unpopular, and may be attended only occasionally.

Meetings can serve a useful purpose—they can be the method of informing, consulting, training, or getting acceptance.

There are four steps in running a meeting:

1. Get Ready

Define objectives clearly—List points to cover.

Plan exhibits or aids.

Find suitable location—Be sure everything is ready.

2. Open the Meeting

Start on time.

State what you are trying to accomplish.

Find out what is already known about the subject.

3. Guide the Discussion

Question group and individuals.

Get across ideas with reports, samples, etc.

Discuss possible solutions.

4. Close the Meeting

Make sure of common understanding about “next steps.”

Finish on time.

All meetings, small or large, will be improved if they are systematically planned in this way.

1. Get Ready

Define clearly just what you are trying to accomplish. If there is no objective, do not hold the meeting. Decide what materials—samples, models, charts, and reports—should be taken along and get them ready. Find a suitable place for the meeting—a room that is large enough, where lighting and ventilation are adequate, where you will not be interrupted or disturbed by noises.

Set a time for the meeting—do not make it any longer than necessary. Consider the reason you are having the meeting. Is it worth the collective time that will be spent on it? Notify people who are to attend—give them time to arrange to come, but do not make the interval so long that the meeting is forgotten. A very important meeting may make a personal, last-minute check of expected attendance worthwhile.

Before the time set for the meeting, check to see whether equipment is on hand. Plan timing of an intermission if the meeting is to last more than two hours.

2. Open the Meeting

Start the meeting on time. If you habitually wait for stragglers, you penalize those who are prompt.

State clearly just what you are trying to accomplish. This is fundamental to concentrating attention on some specific item which you want understood, accepted, or opened up. Put your objective on the blackboard—refer to it, hold to it. Find out what members of the group already know about the subject—fill in gaps.

3. Guide the Discussion

Use a questioning technique. Direct questions to individuals, not to the group. Do not “call on” a member, or introduce the question by his name. Avoid questions which can be answered by “Yes” or “No.” If some members are reluctant to participate, direct leading or obvious questions to them.

Don’t let any one person monopolize the discussion. Be ready to break in with a thank you—and have a question for another member ready. If one member stands out alone, get other members of the group to answer his questions.

Find out whether anything interferes with accomplishing the objective—and what it is. Guide the discussion toward concrete evidence and specific factors you can do something about. Discuss possible solutions. List these interferences and solutions on the board. Talk while you do board work—and do not block the view of the whole board while you write. Summarize frequently.

Use models, samples, and other materials to illustrate ideas.

4. Close the meeting

Keep the discussion on the subject of the discussion, and watch your schedule so you can close on time.

Make sure that there is a common understanding about “Who is going to do what, and when.” Put this on the board—then put it on your list of work to do if the importance and complexity makes it advisable to give every member of the group a written report on action decided or policy accepted.

SELECT THE MOST EFFECTIVE AID

MOTION PICTURES - (silent or sound)	Use when overall view or impression is needed, when noise of actual operation would prevent explanation, when actual use or operation of product is at a distance, when operation has to be slowed down or stopped for explanation, when viewing operation would hamper production, when it is safer to get preliminary view from film.
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FILM STRIPS OR - SLIDES (silent or sound)	Same as for films except motion is not required or desirable or expense or lack of equipment prevents use of motion pictures.
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PROJECTION -	Where all of group needs to look at same drawing, chart, or photograph simultaneously and leader wants to focus all attention on one specific point at a time.
ILLUSTRATIONS, - CHARTS, DIAGRAMS.	When process flow is important, when trends need to be emphasized, for comparative statistics.
SAMPLES -	To show real object.
CUTAWAYS -	To show structure of opaque object, relative position.
MOCK-UPS -	When finished assembly covers parts, when finished product is not available, when safety is involved.
MODELS - LARGE SCALE	Large enough to permit handling, identify small parts.
MODELS - SMALL SCALE	Permit operation without using large quantities of material, make a whole operation visible
EXHIBITS -	Show finished products, kinds of scrap, results of poor work, effect of breaking safety regulations.
BLACKBOARD -	For sketches, diagrams, outlines, definitions, directions, summaries, assignments.
BOOKS, MANUALS, - PAMPHLETS INSTRUCTION SHEETS	For standard information and guides, manufacturer's information, reference, background.
CARTOONS, - POSTERS	To arouse interest, attract attention.