

## TECHNIQUES FOR BETTER PERFORMANCE

### PREPARE JOB INSTRUCTION BREAKDOWN SHEETS

This instruction will help you prepare concise Job Instruction Breakdown Sheets that you can use to deliver instruction. Doing this, and using it to guide your instruction will make it clearer and faster. You can download a blank Job Instruction Breakdown Sheet at [www.becomingthesupervisor.com/downloads](http://www.becomingthesupervisor.com/downloads).

This approach will help you break down each job into teachable units. You can also use the job instruction breakdown sheet as an auditing tool, to check whether a worker is doing the job according to the best currently-known method.

As you start using this, focus on tasks where you are having quality issues, or where it takes a long time for people to learn the task, or where you cannot produce enough.

You can use this for physical tasks, as in a manufacturing plant, as well as in clerical and administrative tasks (accounting, financial analysis, HR, sales, IT) and even for more complex tasks like sales or research.

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Important Step	Key Points	Reasons
A logical segment of the operation when something happens to advance the work	<p>Highlights aspects of how to do the task: methods that might</p> <ul style="list-style-type: none"> <li>• “make or break” the job</li> <li>• injure the worker or others</li> <li>• make the work easier to do (i.e. “knack”, “trick”, special timing, or a bit of special information)</li> </ul>	Reasons for the key Points
1) Write Important Steps	<ul style="list-style-type: none"> <li>• Advance the work</li> <li>• Answer the question “What do I do next?”</li> <li>• Maximum 8</li> <li>• Complete important steps before writing key points or reasons</li> </ul>	<ul style="list-style-type: none"> <li>• Easier to remember</li> <li>• Easier to remember</li> <li>• Easier to remember</li> <li>• Get sequence right first</li> </ul>
2) Develop Key Points	<ul style="list-style-type: none"> <li>• Four types               <ul style="list-style-type: none"> <li>• “make or break” elements</li> <li>• safety issues related to the procedure</li> <li>• tips, tricks or knacks</li> <li>• tolerances for the step are make or break</li> </ul> </li> <li>• Answer the question “How should I do it?”</li> <li>• Use “When” statements for conditional operations: “When X condition exists, do Y”</li> <li>• Phrase points in the positive</li> </ul>	<ul style="list-style-type: none"> <li>• Prevents serious errors</li> <li>• Reduces risk of accidents</li> <li>• Easier to do</li> <li>• Avoid unneeded effort</li> <li>• Distinguish Important Steps from Key Points</li> <li>• “When” is directive: always do it this way when condition exists</li> <li>• Keeps focus on how to do it right, away from all the possible errors</li> </ul>
3) Provide Reasons	<ul style="list-style-type: none"> <li>• Consequences if key points not observed</li> <li>• At least one reason for each key point</li> <li>• Rarely requires theory</li> <li>• Legal or policy requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Makes importance clear</li> <li>• The key point has to matter to the result</li> <li>• Rarely helps understand the task or consequences</li> <li>• Know that it is the law</li> </ul>
4) Document the results	<ul style="list-style-type: none"> <li>• Use company’s standard format</li> <li>• Use as few words as possible</li> <li>• Pencil preferred</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent format makes it easier for others to train</li> <li>• A reminder, not instruction</li> <li>• Better to have hand-written than not available</li> </ul>
5) File the completed form	<ul style="list-style-type: none"> <li>• Use company practice for filing</li> <li>• Scan handwritten forms</li> <li>• Store electronic copies in a widely available location</li> </ul>	<ul style="list-style-type: none"> <li>• Others can find it easily</li> <li>• Makes it available faster</li> <li>• So it is always available</li> </ul>