



Bronkhorst®

How to Influence Performance with Help of Data

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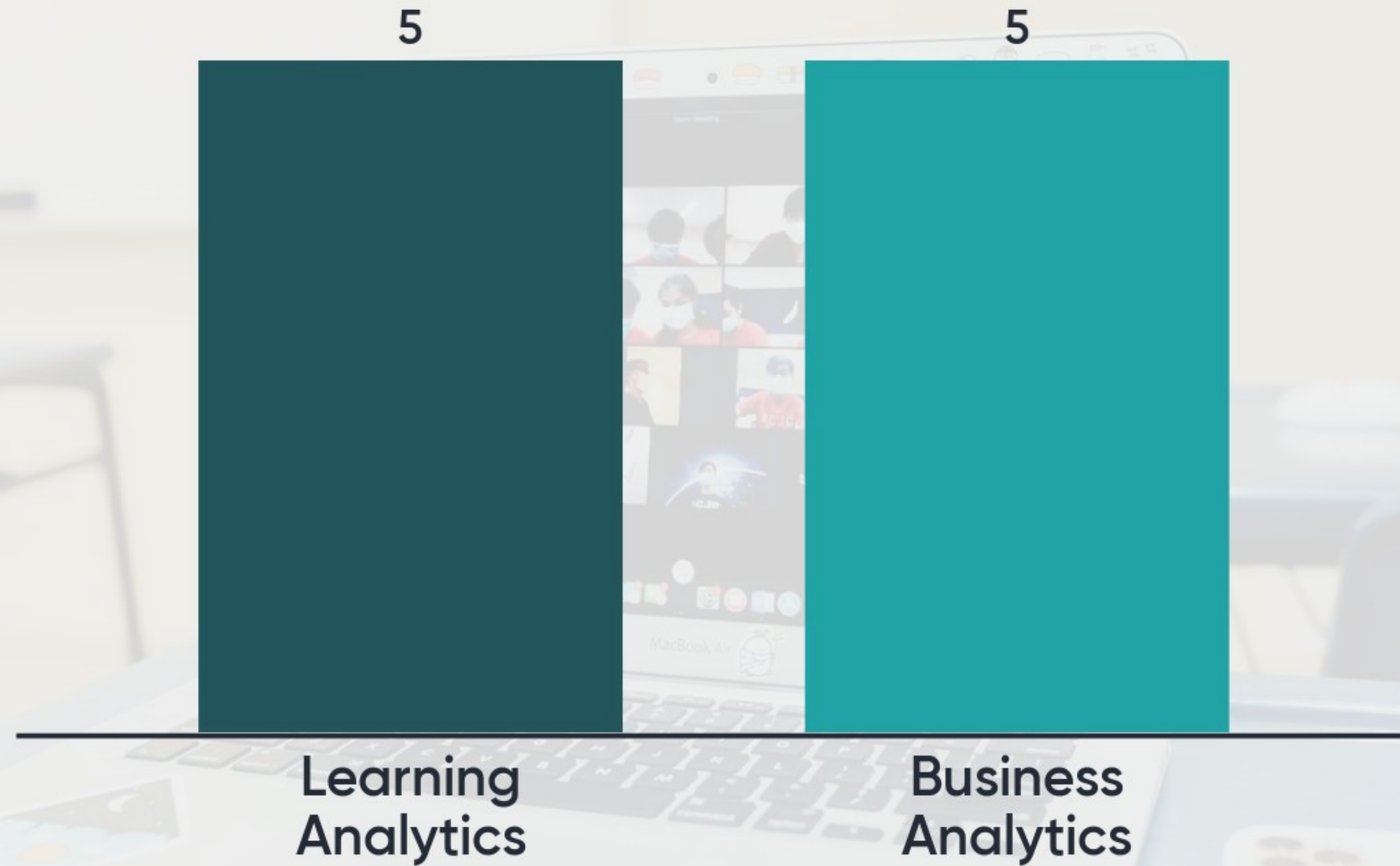
Agenda – Measuring Performance with Data

Welcome

- ◆ Introduction and background
- ◆ Performance Based Learning
- ◆ Practical Case Order Management
- ◆ What would you do?
- ◆ Questions



If you had to choose: what would you measure as L&D?



Why is this important for L&D?

Personal Story: December 2007



- ◆ Founded in 1981
- ◆ Development, manufacturing and sales of mass flow meters and controllers
- ◆ Privately owned
- ◆ Headquarters located in Ruurlo, the Netherlands
- ◆ Approx. 600 employees world wide
- ◆ Market leader in Europe
- ◆ 24/7 world wide support
- ◆ 20% of employees active in R&D and Engineering



The Team

Techn. Training Officers



Global L&D Manager



Learning & Performance Officers



Internal Trainers

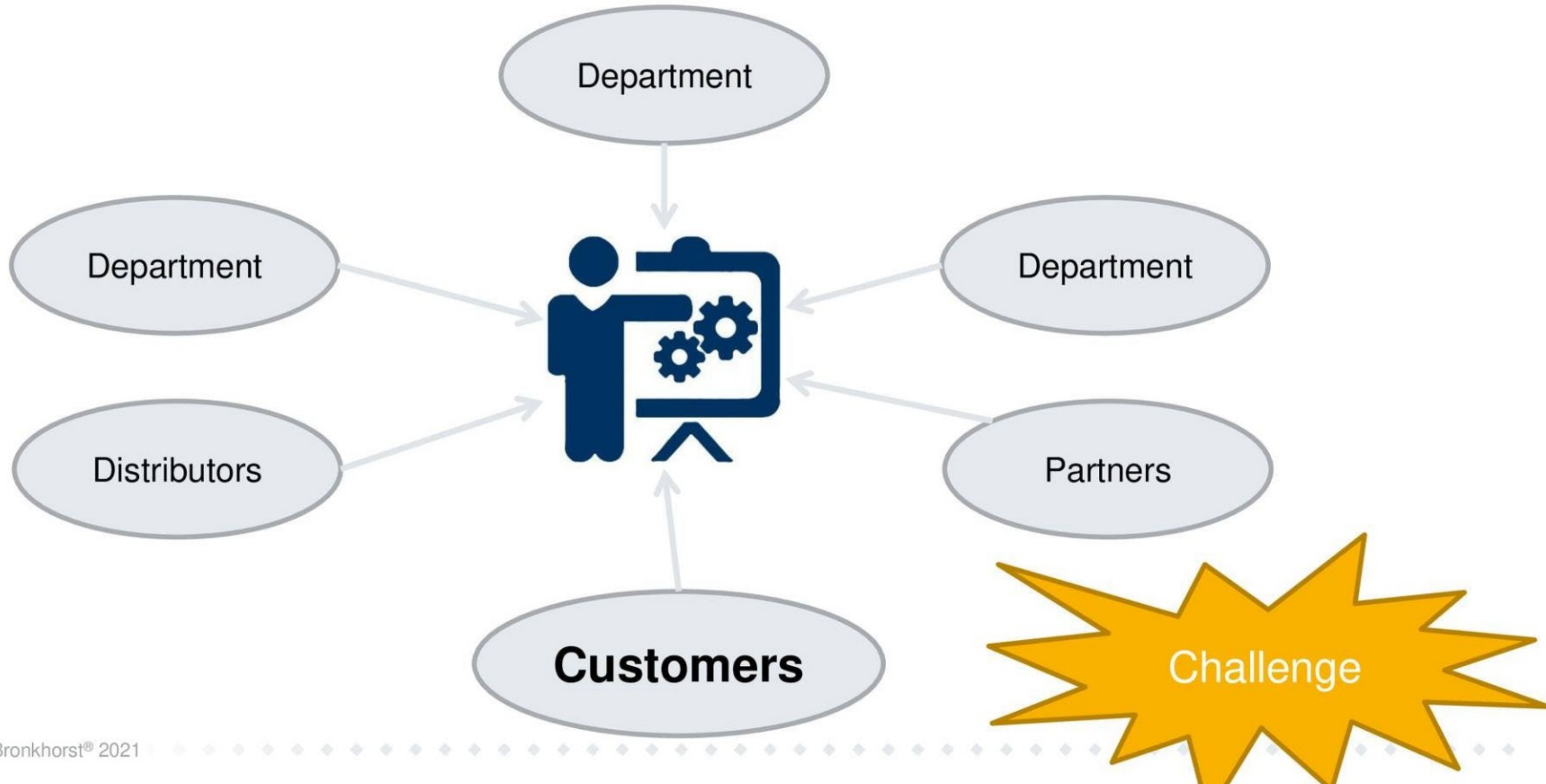


Dig. Appl. Specialist

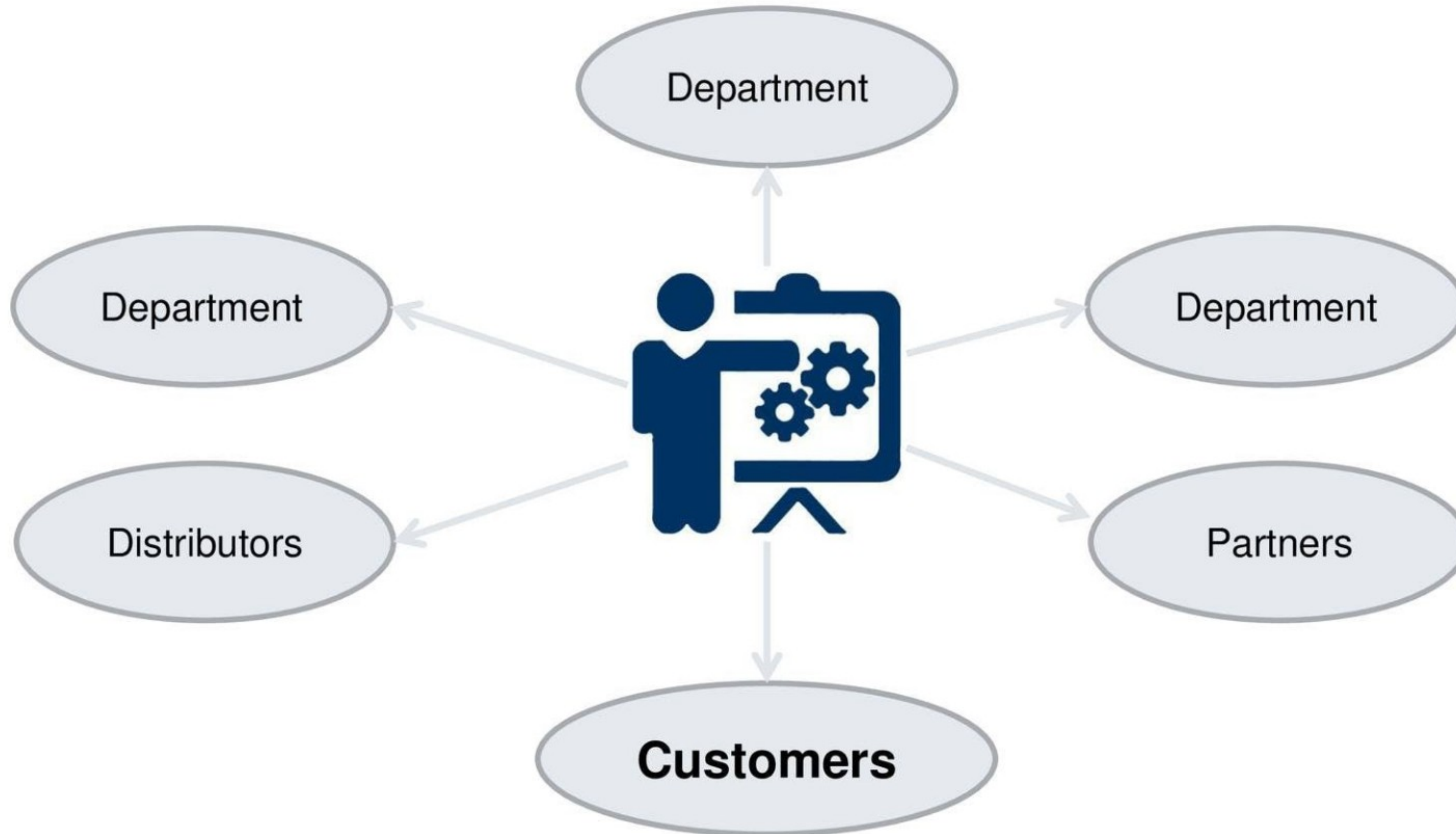


Training Coordinators

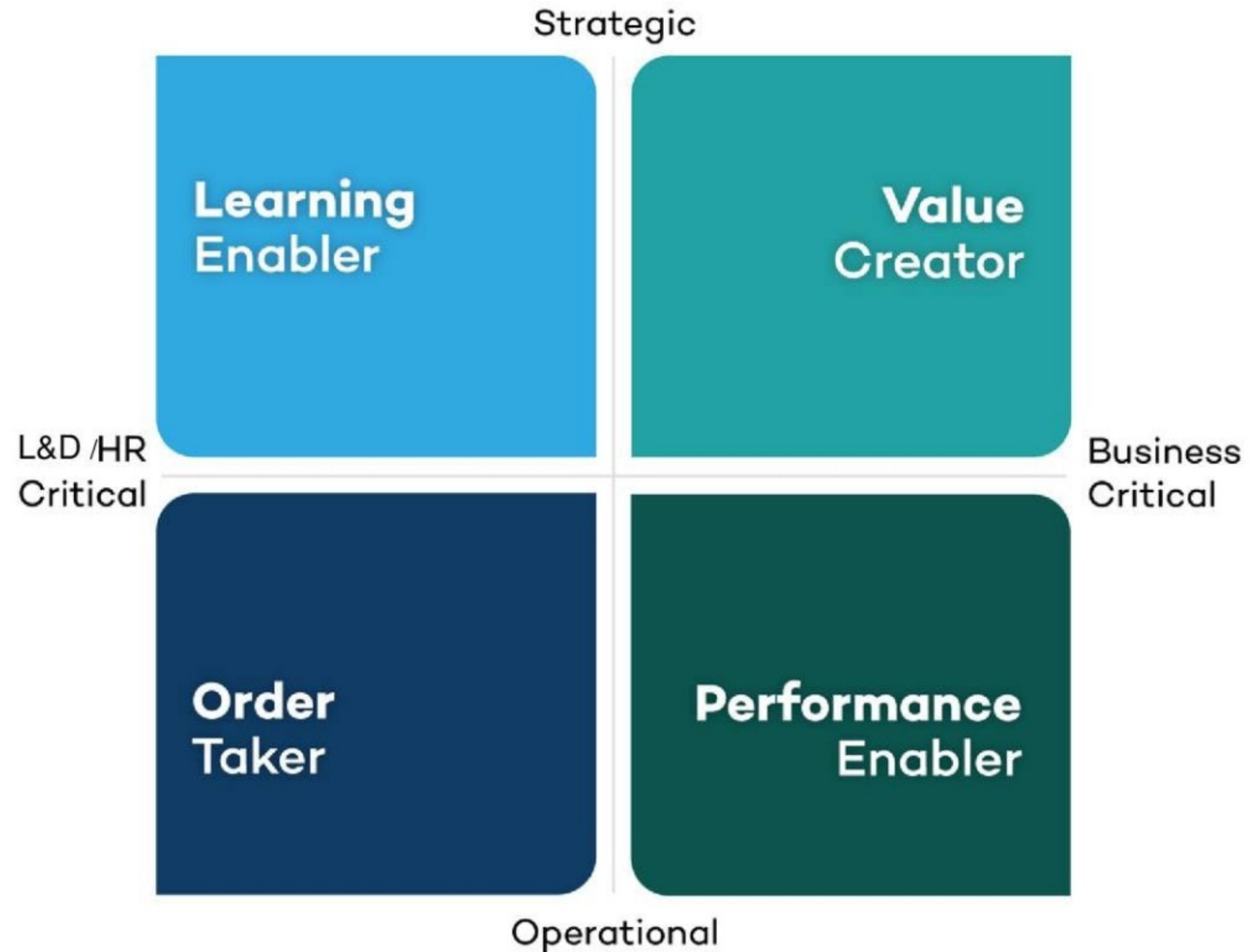
At the beginning...



Vision: Learning is a (measurable) part of work

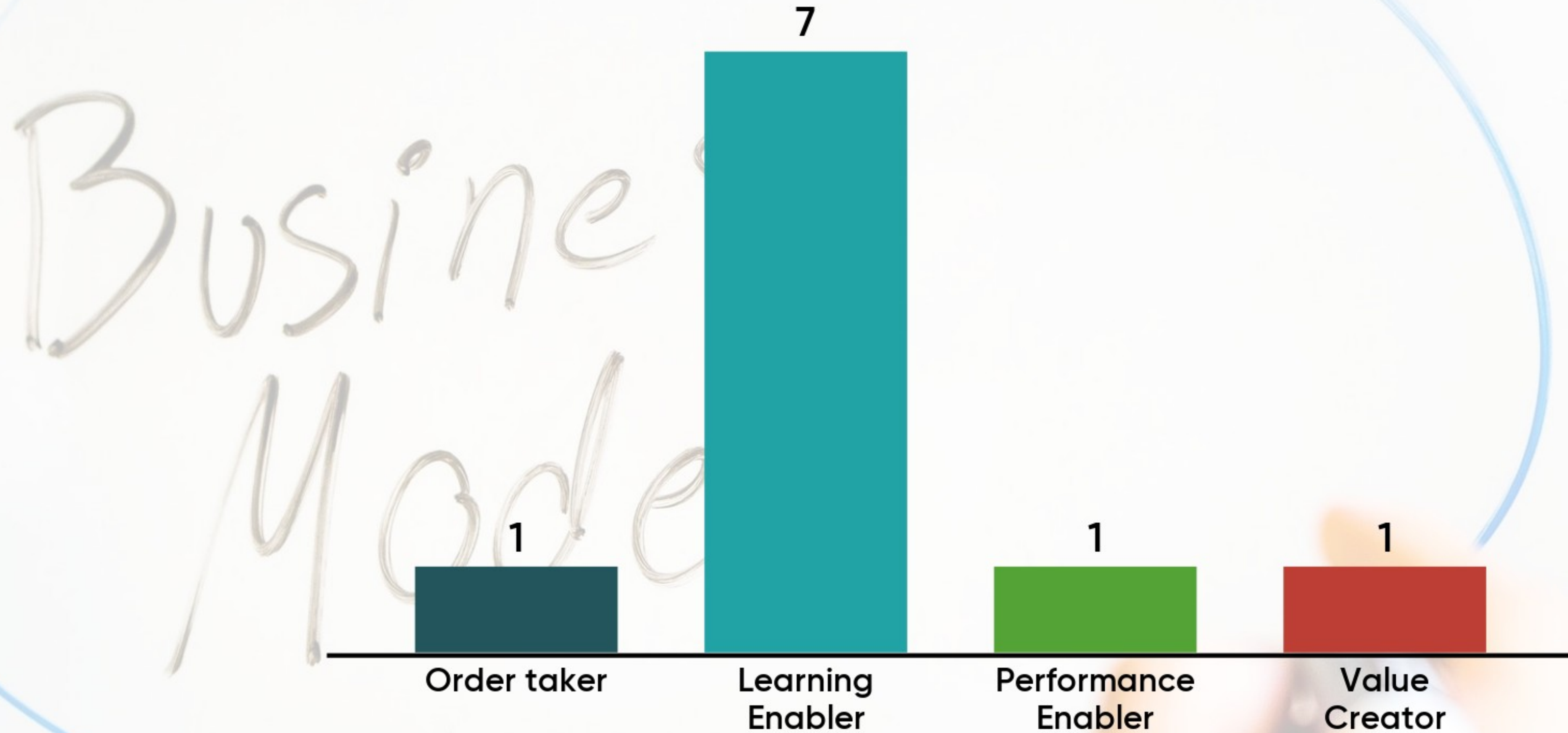


L&D Business Models



© Arets, J. (in press). *Unbox L&D - Towards Value-Based L&D Business Models*.
London/Maastricht: Tulser.

What is your dominant L&D Business model?



1. Identify

- > Determine the need: change/improvement
- > Determine the performance
- > Map the stakeholders
- > Determine the causes/infuencing factors
- > Describe the critcal tasks

2. Imagine

- > Design the best blend of solutions
- > Develop solutions/engage a vendor
- > Action plan for testing in practice

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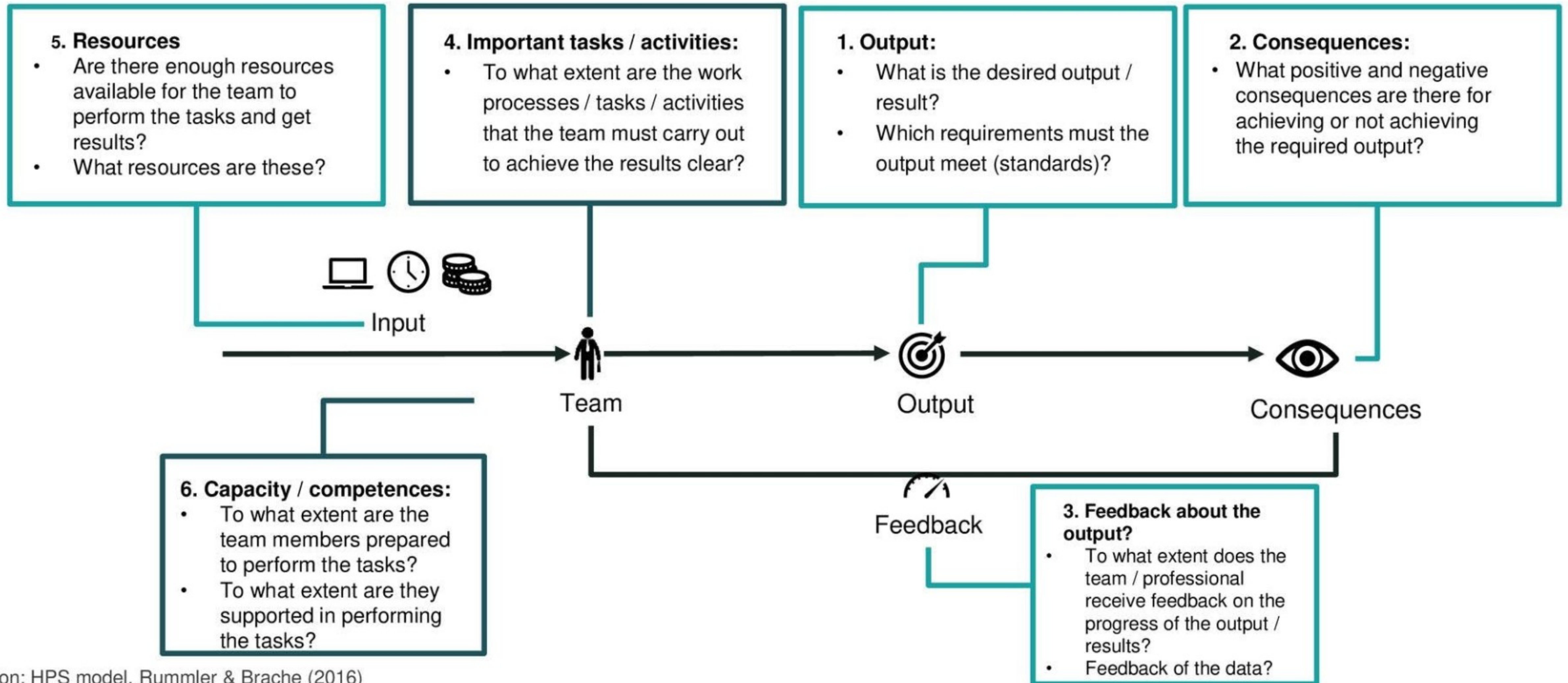
4. Impress

- > Make a measurement plan
- > Collect data
- > Analyse data/suggest improvement

3. Implement

- > Test the solutions in practice
- > Make a communication plan
- > Monitor progress

Human Performance System (HPS) Model



Bron: HPS model, Rummler & Brache (2016)

How do employees know that they are meeting performance requirements/expectations?

Reviews and feedback structure

manager colleagues

meeting deadlines

Open conversations and tracking
via a project management tool

Regular Reviews and feedback

Feedback and bonus

Feedback from the manager

Providing regular feedback on KPIs
defined.

Informal conversation with the
leader

How do employees know that they are meeting performance requirements/expectations?

Counseling discussion withh
manager in the context of
assesment



Reason

Our market demands more **flexibility** and a **fast response** of their suppliers.
The current order processing time is being experienced as too long.

Organizational Need:

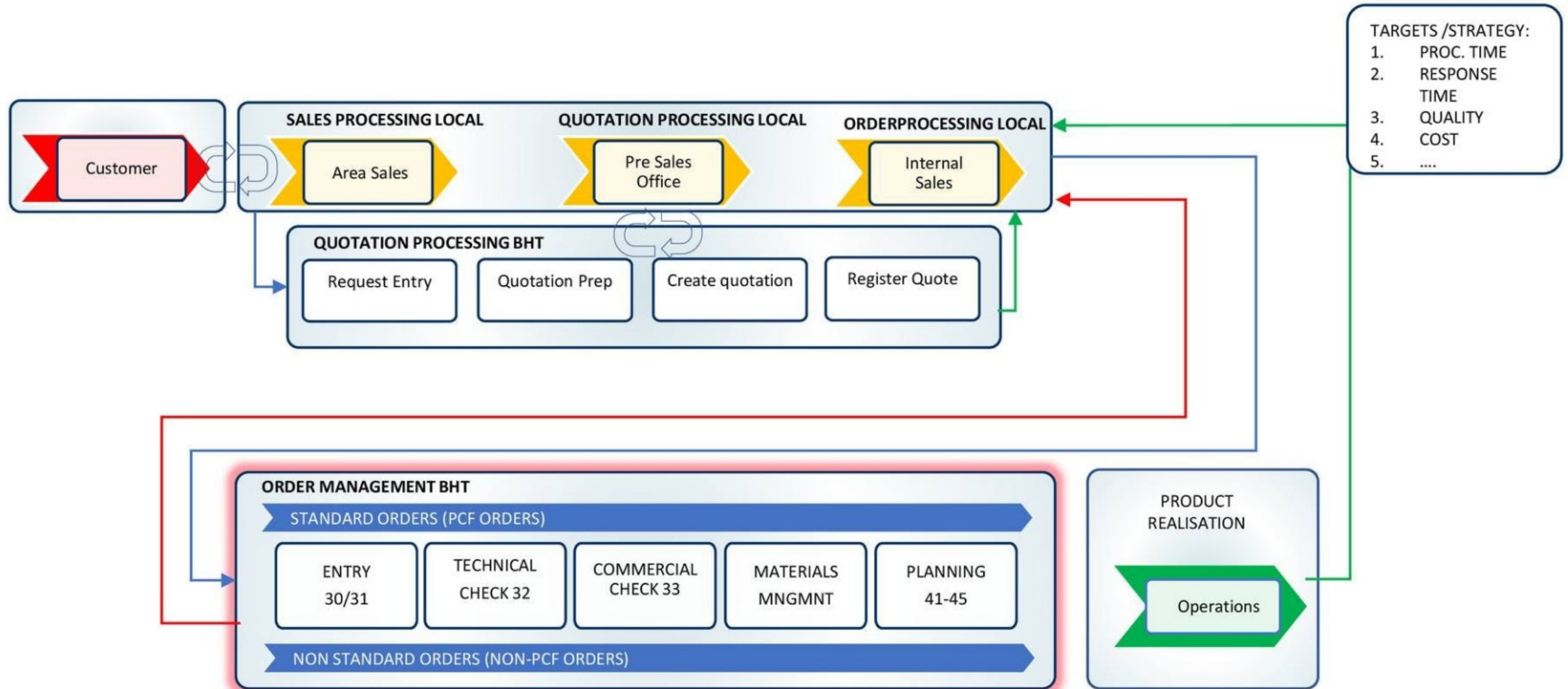
Reduce the Order Processing Time

- from 5 to 2 work days for standard orders
- from 21 to 4 work days for non-standard orders

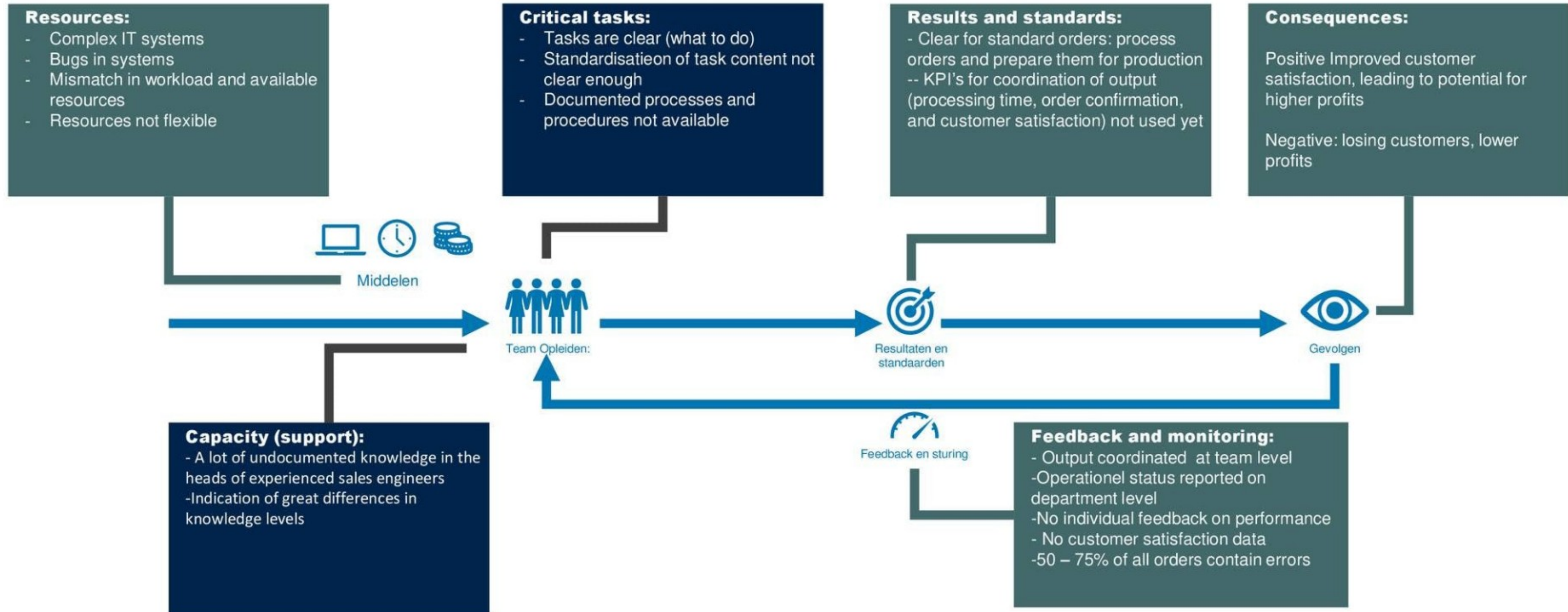
Benefits

- **shorter response time**
- improved speed, flexibility, quality
- **A better chance to succeed** in fast response markets

Overview



Human Performance System (HPS) Model



Build a good
relationship with
your stakeholders



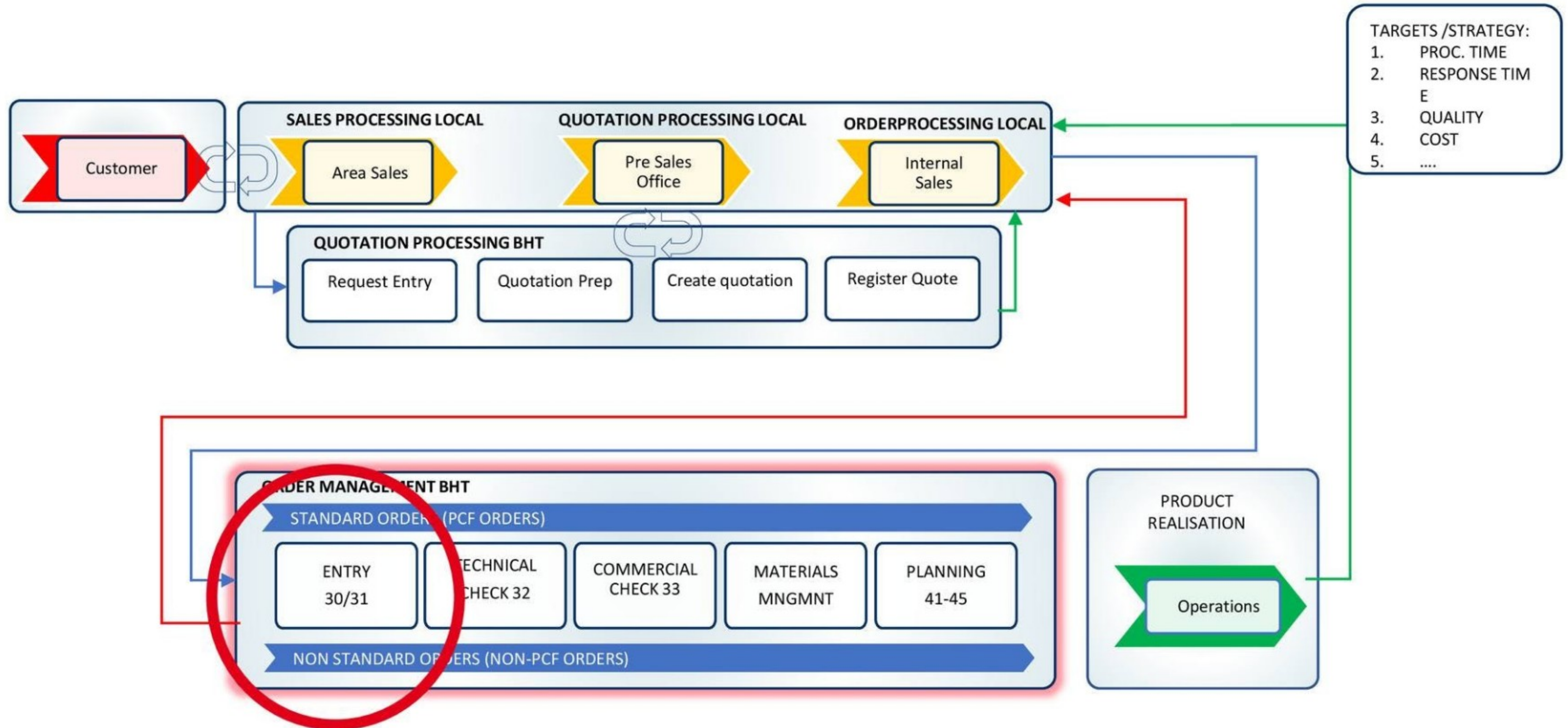
New objective

- ◆ Context
 - Detailed recording of errors is the basis to improve the quality of the sales process
- ◆ Objective
 - Inside Sales Engineer detects errors in orders and is able to record these in a standardized way
 - Errors in orders are detected in an early phase
- ◆ Solution
 - Develop performance support to assist with detecting and registering errors
 - Set up an internal continuous improvement cycle

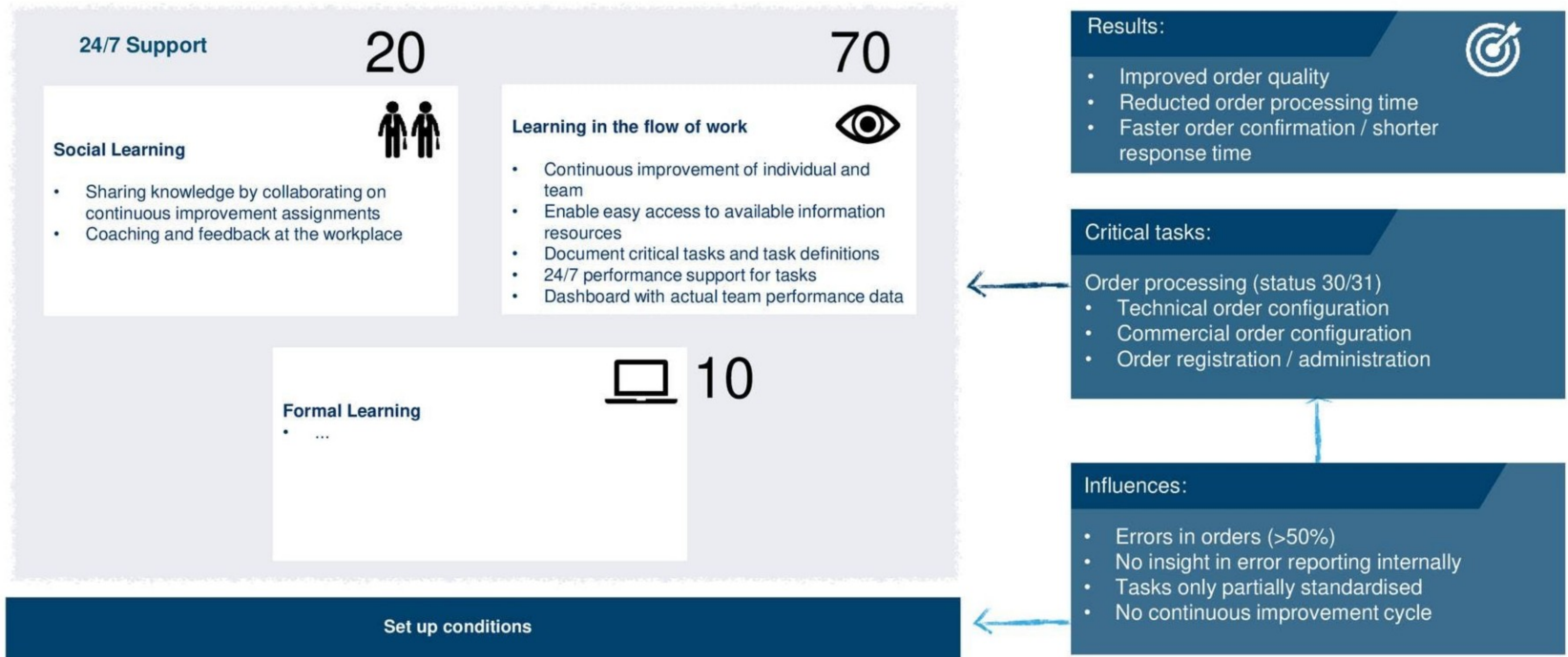
Measure the right
data



Focus op Order Entry



Proposed Solution



Create a prototype
of your solution as
soon as possible



Configuratie mini CORI-FLOW

Marco Broekse



Welkom

Welkom op de mini-CORI-FLOW configuratiepagina. Je vindt hier de instructies, tools, data en achtergrondinformatie om je technische configuratie te kunnen uitvoeren.

Technische configuratie

Instructies

Procedure mini CORI-FLOW

Tools

FluidAT On The Net

Drukbestendigheid mini-CORI

Coriolls maximale
drukbestendigheid

Data

Pricelist

Sealing material compatibility

Achtergrondkennis

Flow introductie basiskennis

Meettechniek

Opportunity For Improvements

OFI dashboard

OFI registreren

Instructie OFI registreren

Navigatie

Productgroepen PCF

Configuratie Technisch

Like Comment 48 Views Save for later

Comments

Add a comment. Type @ to mention someone

Post

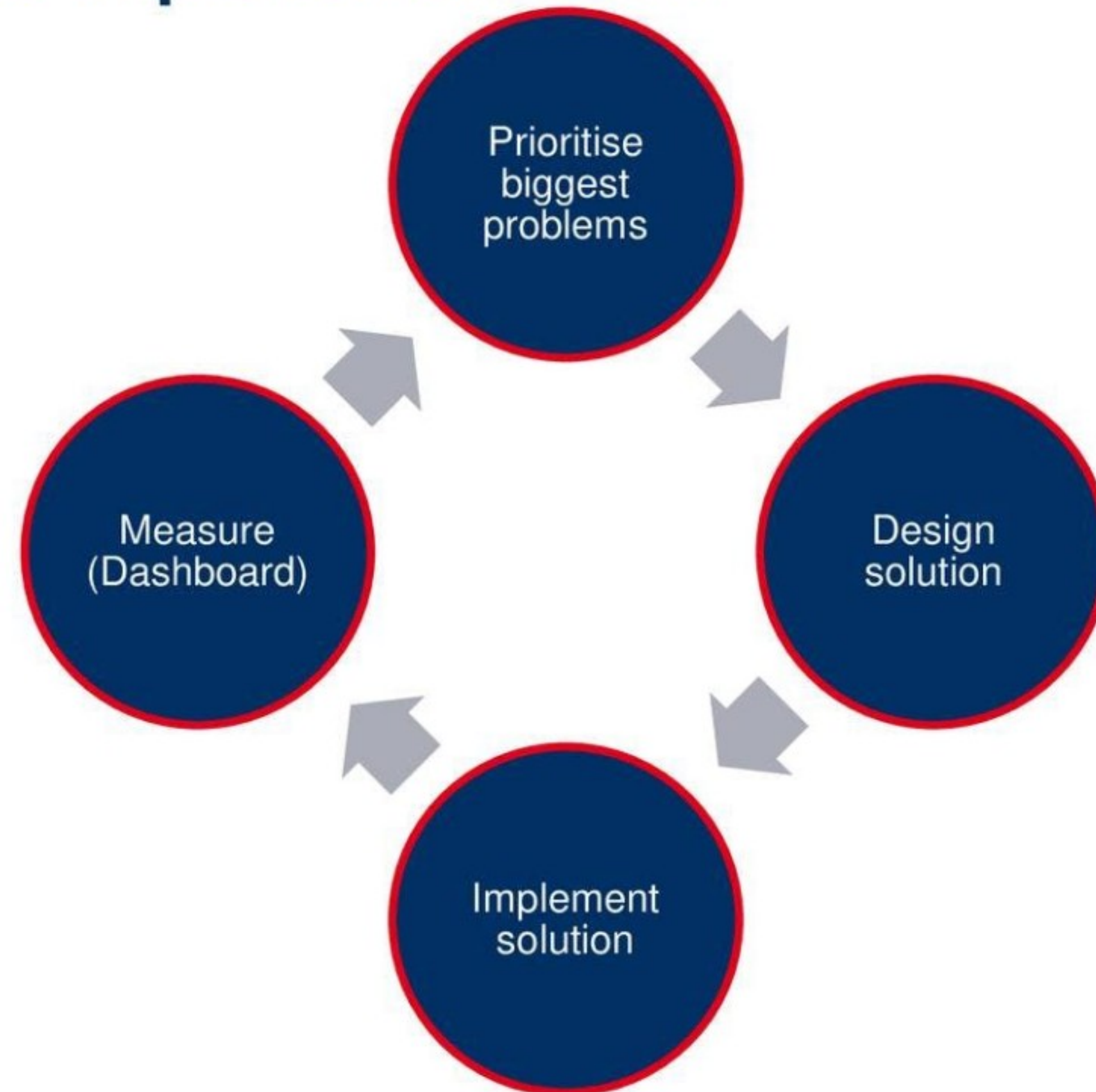
Dashboard



Use
multidisciplinary
teams



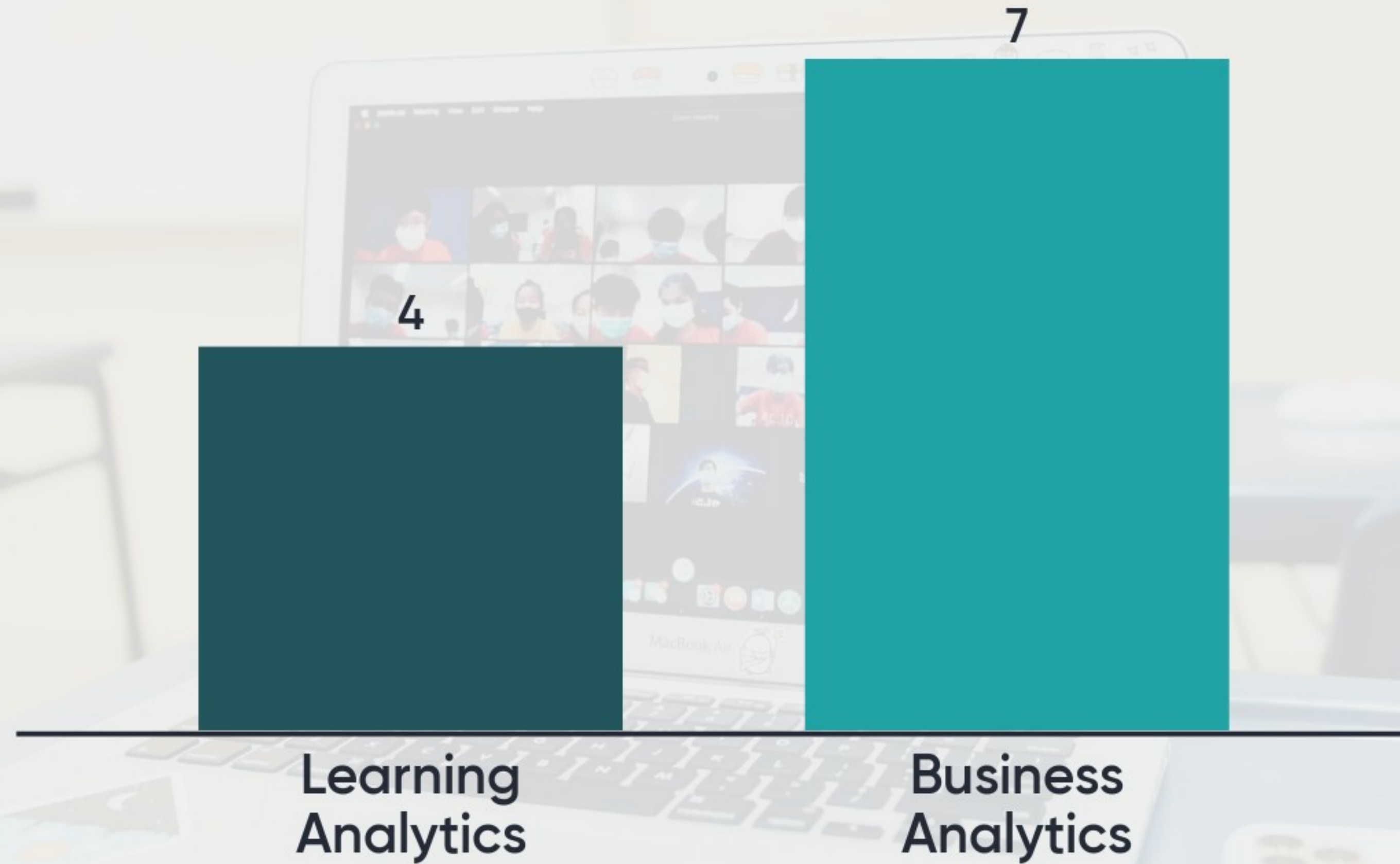
Establish a continuous improvement team



Be persistent and
patient



What's your desired focus as L&D department?



Are you going to take my job? What's your response?



niet effectief

Yes, because otherwise we can't help

0

No, we do need your input and experience

4.1

No, in this way we can measure the result in the end

4

Yes, maybe you'll learn something!

0.8

Let's collaborate, we have the same goal

6.9

effectief

I basically need help with the 10, can't you just buy a training somewhere?

Your reaction?

No

Nino, let the skilled staff members cocreate ;)

You will not have any change in performance after it.

What do you want to be better or different

It is not about the 10. It follows a broader aim to improve processes within the company and makes us future ready.

Summary

- ◆ Build a good relationship with your stakeholders
- ◆ Measure the right data
- ◆ Create a prototype of your solution as soon as possible
- ◆ Use multidisciplinary teams
- ◆ Be persistent and patient



Questions



Interested in resources and a book?

- ◆ Are you ready to strengthen your L&D role and find solutions beyond formal learning activities?
- ◆ Send READY to info@tulser.com, today before 18:00, to receive some great resources!
- ◆ By sending READY, we'll also put you in the draw to win our “*70:20:10 towards 100% performance*” book. The winner will receive a message from us next week.



Bronkhorst® **Performance for Life**

Innovation - Experience - Responsibility

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