



Technicians taking the lead...

Developing Lead Technicians for Nordex

CASE STUDY





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Having recently implemented new ways of working under a project called WINS (We Improve Nordex Service), Nordex recognised that whilst the processes and procedures were very clear, there was an inconsistency in the application of and adherence to them. As part of WINS a new Lead Technician role had been created and a need had been identified to develop the capabilities of the Lead Technicians and equip them with the skills they needed to 'step up' and carry out the necessary managerial tasks as and when required.

MEASURING SUCCESS

In order for the training to be effective, it needed to be:

- Job-related - concentrating on what Lead Technicians will actually be required to do as part of their role.
- Highly practical - active and enjoyable, with learning embedded through the use of simple tools and techniques.
- Focused on capability, skills and confidence building - most of the Lead Technicians had received little or no formal development in the past and it was therefore essential that the training actively built self-confidence and motivation.

THE TFA APPROACH

After spending 'a day in the life of' a Lead Technician and 'a day in the life of' a Service Co-ordinator who worked closely with the Lead Technicians, the Taking the Lead Programme was developed (see below).

The programme included pre-work and post-work activities (work-based) focused around the core content of the session to provide the participants with the opportunity to practise the use of selected tools and techniques when they returned to the workplace.

Day four of the programme was delivered one month after the first three days and during day four the Lead Technicians gave feedback on progress they had made since attending the training. Service Co-ordinators also attended day four of the programme and activities were facilitated so that the Lead Technicians and Service Co-ordinators agreed on what they could do to help each other implement the best practice elements of the WINS project to ultimately provide their customers with a better service and experience.

