

WORK BOOK SEVEN



**STAFF
DEVELOPMENT**

LEARN THE BENEFITS OF

STAFF TRAINING AND DEVELOPMENT



COACHING ACADEMY SPECIALIST
Where Small Businesses Grow

Staff Development

“Staff Development is the signature of a Bold, Caring, Generous, Imaginative and Sensitive hand”

“The mentor dedicated to Staff Development has a heart of gold and is passionate about their unselfish vocation”

“Staff Development is an investment in People whose gratitude is repaid a hundredfold”

Staff Training and Development

- **What is it?**
- **How important is it?**
- **How does it work?**
- **How much does it cost?**

Staff Training

Training and Development are distinct, although, certainly, there is some overlap. Training involves imparting knowledge and skills about processes, equipment, or services the employee will use on the job.

It is accepted that Staff Training is generally focussed on skills directly related to that company's specific function and needs which may or may not be transferrable to other professions or industries.

This training can be seen as self-serving and provided exclusively for the benefit of the employer so as to either minimise risk or maximise efficiency. Employees will frequently come across as ungrateful for the company's investment in their training. It is often said that, “they're only training us because they have to”.

It is however universally accepted that both the employer and employee each benefit from staff training.

But the question is often asked “if we train them, they might leave”, to which I say “what if we don't train them, and they stay?”

Staff Development/Continued

With top quality Staff Development, the beneficiary, i.e. the staff member if properly looked after will grow and make progress whilst increasing their self-esteem, self-confidence and self-worth. They will acquire life time skills, become dedicated to personal development and be forever grateful to their mentor, coach or manager.

In these circumstances, the professional committed to staff development understands that these skills are indeed totally transferrable to whatever career, profession or business the staff member chooses.

Mentoring is an important part of employee development.

Whilst Training is largely task related and focused on performance, a mentor guides the employee as an individual. A mentor is typically and usually a role model. The mentor advises, shares experiences, and guides the employee in self-discovery and career development, providing advice, recommendations and guidance thereby enabling and empowering the employee to maximise their performance.

A major difference between top quality staff training and Staff Development is that the employee will adjust their values and use the skills in their private life and will forever associate their growth as individuals to their mentors.

It should be noted that staff who benefit from an investment in their personal development, will invariably develop a powerful and everlasting loyalty to their mentor.

Staff don't leave bad companies, they leave bad managers

As a substitute for proper staff training and development, bad managers frequently pay their staff, more than the market rate. The consequence is that the poorly trained and de-motivated staff are reluctant to leave, unsuitable jobs or careers, because the pay is too good.

Just like staff do not want to be managed, they equally do not wish to be developed. "Good bye darling, I'm off to work to be developed", doesn't sound credible.

Staff Development Definition

Staff development is a genuine commitment by individuals to learn about responsibilities whilst acquiring knowledge and skills for advancement as they grow with their, business and professional and personal lives.

Because their career and personal goal objectives change, so must they review their focus on development needs.

Your staff and in particular your new staff are like the children you have adopted to your Business and more importantly to your very specific "Core Values".

Just like children crave discipline and structure, they need to know what the boundaries are, so do your staff.

Why do you think they push those boundaries? They want to know, if you mean what you say, they are checking if you are serious, 'do you walk the talk'?. Discipline and structure to a child gives them peace. It helps them feel safe, and secure, as they prepare for the rest of their lives.

That they are loved and cared for, even if it means they don't always get their way, when they know you are in control, it makes them feel ok. If they don't feel you are in control, they will start to do things, their way, which puts them in control and may not suit the business owner. Or if they are in doubt, and to avoid criticism they might do nothing.

We are not talking of the overbearing, manipulative and domineering business owner. We are talking about guiding your staff in the correct way and in the right direction by having good healthy rules and discipline.

When they stumble off line, it is not the crime of the century, we just firmly place them back on track. You will frequently find companies with splendid products or services but they are in a mess. Why? There is no discipline. It is difficult to see who is running the show, and what are the Corporate core values?.

Some business owners get too close and too personal with their key staff. In his or her capacity as, the business owner, the staff are not intended to be their best friends. You are there to guide and direct them to learn adopt and live by your Corporate Core values. To teach them how to be a functioning, well mannered, efficient and effective employee.

Gallup On Staff

Gallup, the Washington, D.C.-based polling organisation, polled 25 million employees in 189 different countries and confirmed the following.

“87% of workers are emotionally disconnected from their workplaces and less likely to be productive or make meaningful contributions to grow the business”.

It is also accepted that most staff seek advancement in the form of

- Job satisfaction
- Appreciation
- Recognition
- Reward

So we have a situation where 87% of the workforce are unhappy and less productive than they could be whilst they are also seeking job satisfaction, appreciation, recognition and reward.

Staff Investment

Every single successful person or business owner I've met claimed that he or she would not have achieved their success without the help or co-operation of others.

On this basis let's invest in 'these others'

It's hard to think of a more important aspect of management, more neglected than the training and development of our staff as they shape the future direction of their careers and the businesses they serve.

This invaluable activity is often ignored or handled as an afterthought.

Six Key Reasons Why Employers Fail to Address Staff Training And Development

1. We haven't got the time.
2. It's too long term.
3. They don't know how.
4. His CV was excellent so why should I have to train and develop him?
5. It might cost too much (ROI).
6. Staff Development is too closely aligned to 'Personal Behaviour' and can become too Personal, (so let's leave it).

1. We haven't got the time

There's just no time for it. This is the "lamest" excuse of all. There's always time for important activities. If you believe that staff development is a valuable managerial function, just make it a priority and carve out the minutes and hours for it. We have the time, it's just a matter of choice and what we do with our time.

2. It's too long term

This is exactly what the same companies say about Lead Generation, they haven't got the time for it. They say "we need results today".

But the reality is that today's investment in Lead Generation produces dividends in the form of Hot Prospects tomorrow. If you don't invest in Lead Generation, you will at some stage find yourself being forced to buy expensive advertising space that may or may not produce any results whatsoever.

Today's investment in your staff will produce magnificent results today and tomorrow.

Your customer or indeed your prospective customer who stands, today, in front of your "loyal, honest, hardworking, dedicated and generous spirited employee will FEEL the love.

Six Key Reasons Why Employers Fail to Address Staff Training And Development/ Continued

3. They don't know how.

“People don't care how much we know until they know how much we care”.

If you take a genuine interest in the growth and development of your staff, you will be rewarded a hundred-fold. We are talking about genuine interest, not something borrowed from the Mission statement or from a HR directive.

Taking an honest interest in someone builds loyalty. Loyal employees are more engaged and are more productive.

Greedy and selfish business owners produce greedy staff who give less and less whilst looking for more and more.

4. His CV was excellent so why should I have to train and develop him?

A misguided belief shared by many managers is that if you hire competent people and pay them competitive wages, they will perform well indefinitely.

Managers often do not understand the connection between performance and personal development. Do not limit training to new employees. Provide ongoing training programs in areas such as customer service, conflict resolution, and effective communication.

Make cross-function training a standard part of your business.

In addition to the obvious advantages of providing leave-time coverage and continuity in the case of abrupt departures, cross-training offers employees a chance to see what others do and gain a greater understanding of the overall business.

Don't just allow your staff to develop as they think fit. Inspire and help them to develop in your image while they buy into and fully appreciate your 'Core Values'.

Six Key Reasons Why Employers Fail to Address Staff Training And Development/ Continued

5. Return on Investment (ROI)

Some companies tend to focus most on the here and now.

So many businesses are in a constant frenetic state of upheaval, reorganisations and trying to do more with less. In this environment, managers naturally tend to be most focused on essential day-to-day operations and less interested in longer-term activities perceived as having less certain payback.

Development planning doesn't have to be elaborate or costly.

At its core it's mostly a matter of good managers taking the person-to-person time to understand their employees. Recognising their skills, needs and guiding them to fill in the gaps.

If it's done well, the payoff can be substantial in terms of long-term loyalty.

If it's not, the costs can be substantial in terms of wasted opportunities.

Six Key Reasons Why Employers Fail to Address Staff Training And Development/ Continued

6. Staff Development is too closely aligned to ‘Personal Behaviour’ and can become too Personal, (so let’s leave it).

Business owners all over the world are frequently frustrated when they witness the behaviour of their own staff. Conduct that they would personally never engage in. We are talking about some very personal core values that mean a great deal to the business owner which could include any of the following:

- General behaviour.
- Communication styles
- Maturity
- Sense of responsibility
- Attitude
- Knowing how to say no
- Going the extra mile
- Manners
- Courtesy
- Pleasing personality.
- Leadership.

Business owners, Company Directors and Senior Managers, frequently refrain from and avoid instructing their staff on these matters for fear that they are too personal.

The reality is that the conduct may well be personal and so is our relationship with our customers. If the conduct offends the core values of the business owner, then this must be shared with the staff or how else are they to know, if it matters..

The Pay Off For Top Class Staff Development

- **Employee Retention:** Staff members develop loyalty to the manager and the business, because they feel you care about them as individuals. They benefit from personal and professional growth and do not feel their career has stalled out.
- **Staff Morale:** A business culture that encourages learning and education creates a positive, motivated, and committed workforce.
- **Business Efficiency:** A happy workforce makes happy customers and happy shareholders. Low staff turnover also contributes to business efficiency.
- **Customer Satisfaction:** Yes, staff education affects your customers, who benefit from your employees' skills, positive attitude, and efficiency. Employees who feel they make a difference in the organisation, do better work.

So, Where Do We Start?

Step 1.

Make the Decision.

Some say that the most difficulty stage in climbing Mount Everest, is in the first step. I say it is in 'making the decision'. If you are committed to staff development, you are well and truly on the way.

Step 2.

You must first of all identify the best trainer in your company.

You may have two children and you require some assistance with your computer, John will happily fix it for you whilst Mary, will happily show you how. Every company has a need for staff with the same qualities but when it comes to training and development you need Mary.

Mary, the trainer and developer of people, needs to be caring, sensitive, patient and get a real kick out of seeing people learn, grow and develop. Her pay back is not material reward it is the pure joy of helping people grow and develop.

Step 3.

Prior to hiring your staff you must check that they are keen to grow and develop. You must then announce that you are committed to their personal development and you will consider it a failure if you do not see significant progress. Be clear on your own personal and corporate values.

Good talented people naturally want to advance, and appreciate meaningful support in the process. Capable ambitious young employees want training, mentoring and coaching. They want to gain skills. They want to become more versatile and valuable to an organisation.

Be vigilant because some applicants may say yes, just to get the job offer whilst not being so sure if you are serious.

So, Where Do We Start?/Continued

Step 4.

When writing to confirm the job offer mention your commitment to Staff Development.

You don't have to hire perfect staff, but you do need to encourage and help them grow and develop in the image of the corporate core values.

Even if we do hire staff with excellent CV's, we are still going to have to work very closely with them to ensure they buy into and understand our image, standards, core values, key performance indicators, etc.

Management will make more powerful statements in who they part with rather than who they hire.

Step 5.

On their first day at work, assume that they did not take you seriously and remind them again of your commitment to staff development.

Step 6.

Make sure that when they leave to go home after their first day at work that they have learned something and ideally this should be about personal development and not just skill based.

Step 7,8,9,10 to eternity.

Check on what they do. How else can you give genuine appreciation or recognition. How else can you find out if they are making mistakes. In staff development this is the greatest opportunity to get it right or wrong. If you fail to let your staff know what your most important core values are, they will just have to revert to their own.

Good employers have an opportunity and a responsibility to invest in and help develop their employees.

Conclusion

Management consultant Kenneth T. Hertz, CMPE, points out that supporting staff development affects the profitability of the business. “It all goes to the bottom line,” he says. “By promoting staff development, you create an environment where you say ‘you’re important to us. We respect you and value you more than your present skills.’ ‘We see that you have massive potential’.

When you create that kind of environment, you set things in motion that produce improved employee attitude together with customer and shareholder satisfaction.

Your attitude, the emphasis you place on staff development, is the critical element.

Let your staff know that you consider their development massively important.

Many managers have never had any formal management training. They became managers because they excelled in their work, but the skills that made them the best operators, the most efficient team leaders, or top-notch office organisers do not necessarily make them first-rate managers.

They may not be suited to coaching and staff development.

DON'T FORGET TO WATCH THE “STAFF DEVELOPMENT” VIDEO