

Men Under Construction

A work book for managers who want to develop associates



By Pim Vandijck – www.D-Comma.com

The purpose of this work book

Associates are often the biggest cost for organizations, but motivated and competent associates can make the difference.

In 1911 Frederic Taylor wrote in his book *Scientific Management* "What we are looking for, however, is the readymade competent man; the man whom some one else has trained. It is only when we fully realize that our duty, as well as our opportunity, lies in systematically cooperating to train an to make this competent man, instead of in hunting for a man whom some one else has trained, that we shall be on the road to national efficiency." Even after more than 100 years, this remains actual today. Many organizations expect new employees to immediately start working and be productive.

I believe it is the responsibility of every manager to coach associates to a higher level. On the other hand, I also believe it is the responsibility of every associate to grab opportunities and go for personal development and walk the extra miles. They don't settle for mediocrity, but they want to move on and are worth the investment.

Developing talent is also securing the future of the organization. It is about developing associates into the leaders of tomorrow. It is about getting associates trained and competent for the challenges of tomorrow. It goes further than the day-to-day routine and should be in line with the strategy of the organization.

Generation Y (born 1975-1990) enters the labour market today. They have new talents that are required in today's business (social networking, IT skills, ...) and many of them are ready to start the race. They are willing to go for the full 100%, but they will also challenge you, because they want to learn and they are looking for an employer who wants to invest in them. My advise to you; invest in your best talents, give them the freedom to discover the world and challenge them with interesting projects. This will help them to find their way and will make them very loyal to you, because loyalty can also be one of the characteristics of this generation Y.

There are two chapters in this book. The first chapter focusses on new associates. In the second chapter, we focus on more experienced associates. Both groups require a different approach and different processes.

In this work book I provide tips, tricks and step-by-step plans to support managers and associates in their further development and in the growth of the entire organization.

Mentoring Myths

Many of us think about mentoring and imagine the stereotype of the older mentor advising a younger professional with only the mentee receiving benefit from the relationship. Not true! Let us examine some of these myths.

Myth

Truth



1. Mentoring is a one-way street

Mentoring is a two way process where mentor provides information and mentee speaks up if he has questions. The mentee might also come up with good ideas to improve existing processes, based on previous experiences.



2. Mentoring is time-consuming

Mentoring gives managers the opportunity to delegate the training of a new associate to a mentor. The mentor is NOT responsible for the entire training of the associate. It is his role to guide & advise the new associate where he can find information, knowledge, ...



3. New associates learn fast

Don't go too fast with your new associate, they need time to learn and experience with the things he learned. It is often better to spread training & development over a longer period.



4. Mentors should be older people

Age is not the most important criterium for a mentor. Experience in the job and capable to explain the job is more important. Elder people who start in a new job could use a mentor as well.



5. Mentees are not allowed to make mistakes

Mistakes are an essential part of the learning process. Allow associates to make mistakes, but learn from the mistakes.

Roles & responsibilities in the development process

1. **Mentee** : the mentee is the new associate or the associate who needs mentoring. It is important that the mentee is willing to learn and speaks up when things are not clear yet.
2. **Buddy coach** : The buddy coach is not the hierarchical manager of the associate, but an experienced colleague who can help the mentee during the learning process. It is not the responsibility of the mentor to teach the mentee everything. The buddy coach can also tell the mentee who knows what and to whom the mentee should address to learn about something. The buddy coach can do several things; introduce the mentee to colleagues, explain about habits, sharing information and instructions, show how work is done, give feedback on the performance of the mentee, motivate & support new associates, ...
3. **Manager / Coach** : The mentee is the direct report of the manager/coach. It is the responsibility of the manager to follow-up on the objectives and the introduction plan of the mentee.
4. **HR** : Supports all the above mentioned during the entire learning process. The support can be done with learning solutions (formal trainings, introduction days, ...) but also with mentoring tips & training for the mentor.

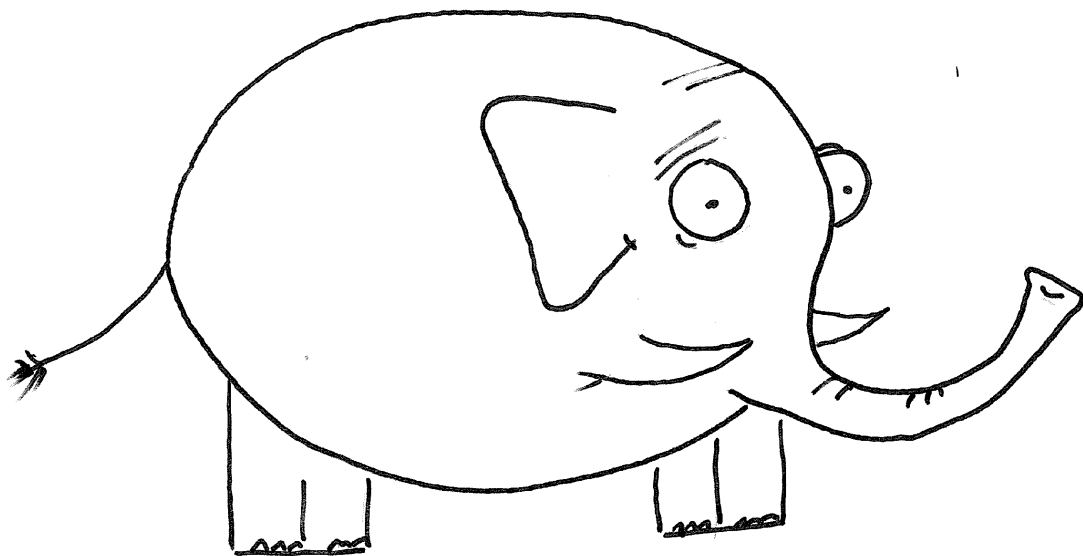
Beelden toevoegen van
mentor, mentee, manager,
HR

10 Things you need to know to start a new associate

1. Even experienced new hires need **a training plan**.
2. **Your company is unique !** You need to explain this uniqueness (procedures, habits, who is who, culture, ...) to new hires !
3. Associates **don't know what they don't know yet**, until somebody tells them.
4. **Regular feedback** (positive & negative) is crucial to speed up the learning curve.
5. **Create structure** before you start training an associate. (what, how, when, why, by whom, ...)
6. Training associates is serious business, but **keep it funny**. This improves the learning curve.
7. Allow associates to **ask questions to clarify** what you explained.
8. Regularly **check if the person you train understood what you explained**. If necessary, explain once more.
9. People learn faster when you **show them** how to do something, than when you tell them about it. (learning by example)
10. People learn even faster when you coach them while **they do it**. (learning by experience)

A learning riddle

Question : "How do you eat an elephant ?"



The answer is : eat an elephant piece by piece or you'll choke !

When we talk about training people, we need to apply the same rule. One can not learn everything in one day. Give people time to learn and spread the training plan over a certain time.

6 steps to develop a new associate

On the next pages I'll take you through a step-by-step action plan to develop a training plan for your associate.

To do this, we'll go through the following steps :

Step 1 : Create a clear job description

Step 2 : Setting objectives for a new associate

Step 3 : What are the necessary competences to do the job ?

Step 4 : What else should the person know ?

Step 5 : Who should your new associate meet to learn & understand his role ?

Step 6 : How will you measure & evaluate ?



Who do you want to create a development plan for ?

.....

Jobtitle

Startdate/...../.....

Step 1 : Jobdescription

Jobdescriptions are very important to be clear to associates about what their roles and responsibilities are in the organization.



In most larger organizations you can ask for the jobdescription at HR. Sometimes you need to adjust the existing jobdescription, because it is out-dated or because the person needs to do some specific projects/tasks. In that case, modify the jobdescription and give feedback to HR. Don't be too detailed on the activities, but keep it clear and focussed.

Content of the jobdescription :

Good jobdescriptions consist of 5 parts :

1. Roles & responsibilities

In this part you describe the different roles & responsibilities an associate in this position does. The more you go in detail, the less flexibility you'll have afterwards. I believe it is important to keep this part well structured. Make a distinction between administrative responsibilities, job-technical responsibilities, commercial responsibilities, back up for what other job, ...

2. Position in the organization

Show an org chart to explain where the job is situated in the organization. What position is the person reporting to, what are other positions on the same level, what position is reporting to him, ...

3. Competences

What are the necessary competences to get this job done? Competences can be technical, language skills, IT skills, driving licence, ...

4. Internal / External contacts

With whom and why has the person in this job has contact ?

5. Degrees and experiences

Does the person in this position needs a certain degree ? Does the person needs experience (number of years, other positions, ...)

On the next page you find a template of a jobdescription.

JOBDESCRIPTION : ACCOUNT MANAGER

JOBIDENTIFICATION
<i>General objective of the job</i>
Generate sales in the assigned target group

<i>Roles and responsibilities</i>
<p>1. Sales activities :</p> <ul style="list-style-type: none"> • Develop sales plan to attain targets • Active follow-up on existing customers (frequent visits, contact by telephone, ...) • Further develop the customer portfolio in the assigned market (prospecting, create offers and close deal) • Participate on networking events
<p>2. Administration :</p> <ul style="list-style-type: none"> • Report in CRM on customer visits • Monthly reporting on sales, forecast and trends



Contacts		
<i>Internally</i>		
<i>With whom</i>	<i>About What</i>	<i>Frequency</i>
Business Unit Manager	Sales activities	Weekly
Operation management	Deliver input, follow-up and provide feedback on projects for the customers in portfolio	Weekly
<i>Externally</i>		
<i>With whom</i>	<i>About What</i>	<i>Frequency</i>
Customers	Current and future projects, deals	Daily

Competence overview				
Technical competences				
Competence	Description			Level
Specific technical comp.				
1. Generate sales revenue	Detect sales opportunities and translate them into deals, by actively contact existing customers and new prospects.			4
2. Develop sales plan	Describe a sales plan to approach the assigned market and translate this into concrete actions.			4
IT skills				
Office	Good understanding of word, excel (including pivot tables, V-Look-up, ...), powerpoint			3
Salesforce.com (CRM)	Input of customer data and create offers and reports			3
		Speak	Write	Read
Languages	English	3	3	3
	French	3	2	2
1 = Basic knowledge – 2 = Attended a course, but no or limited practical experience – 3 = strong, proven practical knowledge – 4 = expert (can train others in this competence)				

Behavioural competences				
Competence	Description			Level
Communication	Solid communication competences (including presentating skills)			3
Networking	Easy connecting to new people, relevant to the business, through networking			3

Degrees and experiences
Master degree in economics and minimum 10 years sales experience in B2B environment



Make a clear jobdescription for your new associate

Step 2 : Setting Objectives

Based on this jobdescription you can develop a training plan for a new associate. I experienced it is important to develop a step by step training plan : e.g. what should the new associate be able to after 1 month, 3 months, 6 months. By creating this step by step process, **you help your associate eat the elephant.**

After every period you evaluate the progress of the new associate and check what other development is required. Set clear, realistic, but challenging objectives per evaluation period and make them SMART.

SMART objectives are :

Specific
Measurable
Attainable
Realistic
Time-specific



QUESTION : What are the objectives for your new associate ?

What should your new associate be able to do after 1 month

1.
2.
3.

What should your new associate be able to do after 3 month

1.
2.
3.

What should your new associate be able to do after 6 month

1.
2.
3.

Step 3 : Translating objectives into competences

Based on the objectives you've set on the previous page, you can describe the necessary competences for your new associate.

e.g. if your new associate should be able to visit new prospects alone after 6 months, he'll probably need to acquire different competences such as, technical knowledge of products, know how to present the company, know how to calculate pricing, ...



QUESTION : Based on the objectives, what competences should your associate acquire ?

After 1 month

Competence

Explain

.....
.....
.....

.....
.....
.....

After 3 months

Competence

Explain

.....
.....
.....

.....
.....
.....

After 6 months

Competence

Explain

.....
.....
.....

.....
.....
.....

Step 6 : How will you measure and evaluate the progress of your associate ?

If you evaluate an associate, it is important to be clear in advance how, when and on what you will evaluate him. This creates correct expectations.



You can set a reward if the new associate fulfilled all the objectives, but be careful in your communication.

e.g. I sometimes when an associate starts at salary X, he might get a raise when he acquired all necessary competences and fulfilled all objectives you've set. Don't tell him how high the raise will be, but make the raise in line with the effort and progress.

When you evaluate, mention not only what should be improved, but give positive feedback as well. Positive feedback can be motivating and give your associate the necessary energy to further develop.

QUESTION : How and when will you evaluate ?

.....

.....

.....

.....

.....

.....

Congratulations,

You now have a well developed training plan for your new associate. Continue and you will get more out of your associates as ever before.