

STRATEGY # 4: CREATE MAGIC THROUGH TRAINING

Part 6

Managers often ask me how much time they should spend training and developing their employees. My answer is always the same: "A lot." There are no formulas for this and no hard data that point to an ideal number of hours per week. But I can say this: If you have to ask whether you're doing enough to train and develop your people, the answer is you're probably not. Ask yourself the following questions on a regular basis, and see if you're satisfied with your answers.

- ❖ Do the people who work for you act as though they just have a job, or do they perform with a sense of purpose?
- ❖ Can every employee explain your organization's vision or purpose?
- ❖ How easy do you make it or employees to access opportunities to learn?
- ❖ How many people have been developed and promoted under your leadership?
- ❖ What are your results on measures of customer and employee satisfaction?
- ❖ Have those results improved steadily or declined?

ACTION STEPS

- ❖ Make sure every employee is fully steeped in your corporate culture.
- ❖ Inculcate a sense of purpose in everyone at every level of your organization.
- ❖ Take seriously your responsibility as a teacher, coach, and counselor.
- ❖ Teach your employees how to perform the technical aspects of their roles and how to exceed customers' expectations.
- ❖ Create multiple ways to communicate regularly with your staff.
- ❖ Make sure everyone understands what's expected of him or her.
- ❖ Conduct periodic tests of knowledge and skills.
- ❖ Remember, you're teaching by example every minute of every day.

I have missed more than 9,000 shots in my career. I have lost almost 300 games. On 26 occasions I have been entrusted to take the game winning shot...and I missed. I have failed over and over and over again in my life. And that's precisely why I succeed.

Michael Jordan

Your present circumstances don't determine where you can go; they merely determine where you start.

Nido Qubein

The truest greatness lies in being kind...

Ella Wheeler Wilcox