



Training Material

Here is what you will learn in this very practical training

1. How staff training and development will make you more money.
2. How to find and hire the right employee - part 1.
3. How to find and hire the right employee - part 2.
4. How to train your staff - old and new - in 4 simple steps.

* There are handouts for each of the above trainings.

How staff training and development will make you more money

With Coach Jeff Earlywine

A well-trained, happy group of employees who are invested in their roles will deliver significantly stronger results.

Customers can sense the difference between employees who love what they do and where they work, and employees who are just showing up for their paycheck.

This sense influences purchase decisions and conversion rates because disgruntled employees will have a harder time establishing trust with prospective buyers. Wouldn't you want to be served by a positive, knowledgeable person over a grumpy one who didn't seem to care about your needs?

Knowledgeable, happy employees who are well treated by their employer will perform at a dramatically higher level than those who are not. These employees know that their employer has confidence in their abilities and is invested in their success. In return, they often go above and beyond the call of duty to make the sale or get the job done.

It's really quite simple to keep good people working for you. You start by putting them through a comprehensive training program, and then you continue to foster their professional development and give them a reason to stay.

Start by creating a comprehensive training system for your new and existing employees. Haphazardly training new employees usually results in each person starting with a different level of understanding of their role and knowledge of the company. This creates nothing but confusion and inefficiencies.

A strong training program will:

- Give employees all the information they need to be successful in their roles.
- Allow you to seamlessly implement new policies and procedures.
- Show your staff that you are invested in their employment with you.
- Allow you to establish performance standards.
- Give both you and your staff an opportunity to ask questions and receive feedback.

A strong training program will help you keep employees, and reduce turnover. The cost of hiring and training staff members can be high, and you want to maximize that investment by keeping employees happy and learning throughout their employment.

Here is how to create a training system for employees.

Design your training system by asking yourself (and answering!) the following questions:

- What is the knowledge level of each employee?

Decide what you are going to cover in the training program with awareness of the employee's prior knowledge and skills. If you are not sure on some areas, ask them, or plan to "review" key skills and understanding.

- Who will be doing the training?

Choose who will lead the new employee's training, and who are the people who will assist. These people need to be qualified and experienced enough to cover each section of the training. Make it clear who is responsible for what information.

- What tools and materials do you need to train the employees properly?

Make a list of the materials you need to cover and give to the employee. If you have reference material, make sure it's handy. Anything that will contribute to the training process should be accessible: company manuals, industry reference materials, product knowledge binders, work samples, etc. Gather the tools your employee will need to perform their role and assemble it where the training will be held.

- How much time will the training take?

Decide how much time it will take to train your employees. Include time for questions and feedback, and be generous with the time you allot to each task or section of the training.

- How will you test or check to make sure the training is working?

Provide 'checkpoints' or tests within the training material to confirm that the employee understands and is comfortable with the topics covered.

- How will you incorporate the company's vision, mission and goals into the training program?

Explain to every employee how their role fits into the overall structure of your business, and how their work impacts the performance of the business.

Lastly, schedule regular one-on-one meetings between staff and managers to evaluate performance and identify areas for development. As part of their ongoing training, hold an individual meeting with each staff member at least twice a year to review their performance, gather feedback on the business, and identify opportunities for growth and development.

How staff training and development will make you more money Lesson Handout

A well-trained, happy group of employees who are invested in their roles will deliver significantly stronger results.

A strong training program will:

- Give employees all the information they need to be successful in their roles.
- Allow you to seamlessly implement new policies and procedures.
- Show your staff that you are invested in their employment with you.
- Allow you to establish performance standards.
- Give both you and your staff an opportunity to ask questions and receive feedback.

Here is how to create a training system for employees.

Design your training system by responding to the following questions:

- What is the knowledge level of each employee (1 = low, 10 = high)?

Employee Name	Knowledge level
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- Who will be doing the training?

Employee Name	Department
_____	_____
_____	_____
_____	_____
_____	_____

- What tools and materials do you need to train the employees properly?

- How much time will the training take? _____

- How will you test or check to make sure the training is working?

- How will you incorporate the company's vision, mission and goals into the training program?

How to find, interview and hire the right employee – Part 1

With Coach Jeff Earlywine

In my thirty plus years of working with companies and employees I have found a few things to be 100% constant. One of them is hiring the right employee is as much an art as it is a science. You can buy all the books, read all the articles, advertise with the right job ad and you still can get an employee that does not work out.

Boy... I bet you are thinking, "What a way to start this lesson and why would I keep reading?" If you do read on you will find some of the best and most simplistic ideas I have found that will give you the best chance in getting that right employee. It is not complicated, but many people make it that way. What you will read below will help you tremendously.

Step #1: Write a job description and job ad.

The easiest way I have found to do this is research what other companies have posted online when trying to fill the same position you are. When doing this you will find job ads and job descriptions that you can modify to fit your particular company. Google will be your best friend here. I am not suggesting you steal other company's ideas, but job ads and descriptions are all over the internet for free.

Step #2: Consider H/R staffing companies.

Hiring a company like this has tremendous benefits but it is not for everyone or every position. Some of the benefits are: 1. It saves you time so you don't have to do the applicant interviews. 2. You have no long-term commitment to the applicant. 3. They handle all the paperwork. 4. They take care of the payroll taxes. 5. They will do all the needed background checks and drug testing for you. But not every position works for these companies. For instance, a low paying position may end up costing you much more by going this route.

Step #3: Run your own advertising campaign to fill the position.

Which brings me to a very important place in this lesson. I would encourage you to find the right employee for the "position", don't fit the position around the employee. You may benefit from the added experience or skills of the new employee but make sure the position you need filled is filled by the best applicant you can find.

There are several ways you can run your campaign:

1. Get your current staff involved. Give them incentives (money, days off, etc) if they find you that right employee. My suggestion here is to wait to give the bonus, for instance, after the new hire has been there for at least 90 days. Your current staff know how you operate, they understand the mission of the company

and really don't want anyone working with them that will hinder them from doing their job and reaching the company's goals.

2. Post your job ad on an online job/employment service site. My favorite and very affordable website at this time is Indeed.com.
3. Facebook, LinkedIn and other social media sites have tremendous power. What I have done in the past is post just a few lines of the job ad on my Facebook page and then put the link to my job ad from Indeed.com. The advantage of Facebook is you can get your friends and staff to share your post. The more shares the better chance you have of getting some really good resumes.

Now that you have written the job ad and job description, decided if you are going to hire a staffing company or sign up for Indeed.com, and your in-box is filling up with resumes – what do you do? My follow up lesson (part 2) will explain a three-step plan in detail – basically it explains exactly what to do now. But I don't want to overwhelm you. Do steps one, two and three in this lesson's handout before moving on to part 2.

How to find, interview and hire the right employee – Part 1

Lesson Handout

1. Make a list of your employees and rank them A-B-C.
 - a. A=Great employees with a passion to make your company better
 - b. B= Employees that you feel have potential but are not working at their top-level of performance
 - c. C=Employees that are not committed to their positions and ultimately need to be replaced

* Then make a list of all positions that need a new employee hired.

2. Knowing it will probably take some time to replace the above “C” level employees lets start moving forward now with a plan to replace them. Check off the tasks below only once they are done for each position:

- Write a job description for each position
- Write your job ad for each position
- Decide if you want to use a staffing company
- Begin your employee search campaign

- Announce to the staff about the position and the need to hire someone. Let them know of the incentive that will be given to them if they help with this. Obviously, you can only do this if the need to hire someone can be made public.
- Post the above job ad on an online job search website (i.e. Indeed.com). Some business owners do use the local paper to do this, and if that works for you then feel free.
- Post on social media about the position and the need to hire someone. As with the above tasks be careful. Post as anonymously as you can If you need to keep this private.

Your in-box is filling up with resumes – what do you do? My follow up lesson (part 2) will explain a three-step plan in detail – basically it explains exactly what to do now.

How to find, interview and hire the right employee – Part 2

With Coach Jeff Earlywine

In the last lesson I went through the first three steps in finding the right employee. The three steps were:

- Step #1: Write a job description and job ad.
- Step #2: Consider H/R staffing companies.
- Step #3: Run your own advertising campaign to fill the position.

Now that you have written the job ad and job description, decided if you are going to hire a staffing company or sign up for Indeed.com, and your in-box is filling up with resumes – what do you do? Below are the three additional steps that explains how to interview and hire the best of the best.

This is where the magic and fun begin – the interviews. This is where many business owners or managers spend way too much time. I suggest doing just three easy things that will keep you from investing all your precious time or rushing it and hiring the wrong person.

Step #4: Make phone calls to the top six to ten resumes.

The aim of this process is to confirm (as best you can) a few things on the resume - make sure that they are being honest, ask just how much they need to make and most important is to get a feeling as to whether you think they will fit into your “work” family. Each phone call should only last approximately 3-5 minutes.

The question about money is supposed to be quick at this point in the interview process. Just make sure that you and the applicant are close enough so you both can meet in the middle. If this process goes well then set up your first-to-face interview. Before you end the phone call ask the applicant to bring a copy of their resume and a list of six references (three personal and three professional) to the face-to-face interview. You are asking these things not just to get the information but to see if they will actually bring them in to you.

Step #5: The first face-to-face interview should only be with about half of those you called. What you are looking for initially is: did they bring a copy of their resume, a list of references, did they show up on time and were they dressed appropriately. If all of these are a “yes” then proceed, if not then end the interview. The purpose of this interview is to again go over the resume, see if they will fit your work family and then pose some very challenging job specific questions to them. This will vary greatly from company to company, industry to industry, and job to job. The main thing here is don't be easy on them. If they are applying for a marketing position then ask them to (on the spot) give you a marketing plan for your company or a new product you are rolling out.

You may want to ask them some pointed questions, such as:

- What are your goals in life, and what are you doing to reach them?
- Are you involved in the community? How?
- Do you want a career or just an income?
- What books have you read lately?

Before this interview is over you will want to give them some type of personality test – I have one that I and my clients have been using for years. Shoot an email to jeff@PurposePlanProfit.com and I will send it to you – no charge. Lastly, if the position is somewhat high level then you and your spouse should take the person and their spouse out to dinner. You will learn a great deal about this person while they eat and chat.

Step #6: Narrow down the applicants to two or three people. Make a phone call to your number one choice and ask if they have any questions and are they still interested in working for your company. If they are then call them in for a “final” face-to-face interview. This time you go over in detail the salary and benefits. If all goes well at this point in the interview process I suggest you hire them. If you get a check in your gut or something does not go right you simply move on to your number two choice. Be sure and contact the other one or two applicants and let them know of your decision.

What this process does is slow you down. It makes you hire slow – which will pay big dividends to you in the long run.

How to find, interview and hire the right employee – Part 2

Lesson Handout

Below are the three additional steps that explains how to interview and hire the best of the best. This is where the magic and fun begin – the interviews.

Step #4: Make phone calls to the top six to ten resumes.

Applicants Name	Phone Number	Notes
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Step #5: The first face-to-face interview.

Applicants Name	Resume/References	Personality	2 nd F2F
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

- * Resume/References – did they bring them?
- * Personality – What is the applicant’s personality?
- * 2nd F2F – they were offered the 2nd face-to-face interview

Step #6: Final” face-to-face interview.

Applicants Name	Salary Offered/Needed	Job Offered?	Accepted
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

- * Salary Offered/Needed – May want to also put down the amount you agreed upon.
- * Job offered - If they don’t accept you may want to list why.
- * Accepted – If they do accept you may want to put down the start date.

How to train your staff – old and new – in 4 simple steps With Coach Jeff Earlywine

It is usually an exciting time when you hire a new employee. It usually means the business is growing and needs more staff to keep things on track or an employee has quit/been fired that just didn't fit in the organization. However, I have seen this over and over – the new employee is either not properly trained (thrown in the deep end of the pool) or trained by shadowing the business' super star employee. Both of these are not what you want – and I hope this lesson will show you a better way.

Before I get to that “better way” let me explain why I feel asking a super star employee to train a new employee only hurts the business. As explained above, when a new employee is hired there is usually a position to be filled – one that has been there for a while or a new position. Unless the new employee is extremely experienced with your type of business then they will need considerable training. It makes sense to put the new employee with the most experienced employee but this only slows down that employee – and the overall workflow. And this is when you need the workflow to be running the smoothest and without any hold ups. There is a better way, regardless if you are hiring a painter, receptionist, cashier, or bookkeeper. I will explain it with four easy to follow steps.

Step #1 – Either you (the business owner) or the department manager should take a few minutes away from the business and make a list of everything that you will want this new employee to learn and ultimately do. Do this by thinking about the position not the employee. The best way I have found to do this is to grab a legal pad and pen / or laptop, drive down to my favorite coffee shop, order a cup of Joe and find a quiet table in the corner somewhere. Then start writing my list as fast as I can, not concerning myself with how these tasks will be done.

Step #2 – Prioritize your list into four different groups. Group one is what you want the new employee to learn and do first, group two is what you want the new employee to learn and do second, you see where I am going.

Step #3 – These four groups are actually weeks – the first group will be given to the new employee his/her first day on the job, the second group will be given out the second week, etc.

Step #4 – When the first group of tasks/duties are given to the new employee you will need to explain two things. One, who at the business they can go to for an explanation as to how to do these things (spreading it around to as many employees as possible). The second thing to explain is that the new employee will have all week to learn each and every task/duty on the list. Then explain that on Friday they must teach you or the department manager. This will assure that the employee is “really” learning (or mastering) the right things, and you will know it. The best way to solidify that you have learned something is to teach it.

What you will find if you follow these simple but yet effective steps is that the employee is well trained, trained really well in just four weeks. And you didn't slow down the overall business' workflow during those four weeks by having this new employee shadow your super star employee.

Now... if you are like many of my clients that I have explained this to you are probably thinking, "That's it? That is just too simple to work." Well, all I can say is, "Try it. Prove it." I think you will be surprised just how well it works. Note: it also works just as well for current employees that have worked for you for some time.

