

Get the Right Results with the Right Training

Landscape Congress 2014

By

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The Harvest Group

The Harvester's Hope for Today

- ✓ Meet Someone New
- ✓ Affirmation of What You Are Doing Now
- ✓ Learn and Apply New Ideas
- ✓ Have Framework for Training Program

“A strong training program that is consistently used and rewarded will drive the desired behaviors, skill building and results of an organization”

The Right Results

Harvester Bill

“There is training going on everyday in every organization, make sure it’s the RIGHT training”

Harvester Bill

Exercise

How is your training coming along?

You know you need training when

Training for the Right Results

Build the Training Foundation

Why, Who, What, How?

Tips & Lessons Learned

Training Foundation

Vision-Mission-Values-Behaviors-Results

Training Foundation

VISION

- Gives the sense of destiny “There”
- What does “There” look and feel like
- Serves as inspiration and aspiration
- Helps with alignment

Training Foundation

MISSION

- Gives sense of purpose and alignment
- Why are we here?
- What are we doing that is special?

Training Foundation

CORE VALUES

- What are the guiding principles?
- How do we use our values in daily business?
- What is non negotiable?

Training Foundation

SUCCESS BEHAVIORS

- What are the success behaviors?
- How do we conduct ourselves?
- How do we act with internal & external customers? Dos and Don'ts
- What is the desired culture?

Training Foundation

RESULTS

- What are the key measurables?
- What role do I play in achieving these?
- How do my results play to the sum total success of the organization?

Training Foundation

Vision > Mission > Core Values > Behaviors
=
Right Results

Exercise

What does your training foundation look like?

Vision-Mission-Values-Behaviors-Results

What is currently in place? What parts need work?

Why Train?

Why Train? The Employee

Being Part of Something Special/Vision

Commitment/Loyalty: Train and Retain

Purpose and Pride in Work

Why Train? The Employee

Great Recruiting Tool

Sense of Mastery and Accomplishment

Creating Value to Organization

Why Train? The Employee

Sense of Belonging

Sustainable Results

Safe Work Environment

Why Train? The Customer

Consistent Performance

To Meet and Exceed Their Expectations

Loyalty and Retention

Why Train? The Customer

Make Their Jobs Easier

Increase in sales, add ons, referrals

More Focus on Value vs. Price

Why Train? The Organization

Closer to Vision, Mission Accomplished!

Sustainable Results

Increase Company Capability/Capacity

Why Train? The Organization

Accounts Receivable

Efficiency/On Budget/Profit

Standards are Met

Why Train? The Organization

Replication of Delivery

Work Done Effectively/Quality

Compliance with Laws and Regulations

Why Train? The Organization

Builds Value and Equity

Helps with Career Ladder

Allows Managers to Become Leaders

Why Train? The Organization

To Grow Profitably

Exercise

So Why Train at Your Organization?

List why for each of these

Employee - Customer - Organization

Who Should We Train?

Who Should We Train? Option #1 Top Down

Leaders – Managers

Sales

Account Managers - Supervisors

Crew Leaders - Foremen

Crew Members - Gardeners

Who Should We Train? Option #1 Top Down

Pick the highest impact positions that leverage

Foremen: safety & consistent delivery

Account Managers: clients, sales, productivity

Sales People: get more of right opportunities

Who Should We Train? Option #2 Ground Up

Build Training Program from Ground Up

Start from lowest level position and build upon each step

Each level builds upon itself with a progression towards next level

Option #2 Ground Up

G4: Foreman / Crew Chief

G3: Lead Person

G2: Gardener

G1: Apprentice Gardener

Orientation

Exercise

Who needs training in your organization?

What 2-3 positions would have high impact?

What would the Impact Be?

What Option? Top Down #1 or Ground Up #2?

What Should We Train?

What Should We Train?

Start with the “End in Mind”

What are the Desirable Results that link to
Organization Purpose and Goals?

What Should We Train? Desired Outcomes

Safety - Workers Comp Mod Rate

Compliance and Liability Exposure

Minimize Risk Maximize Return

Customer Retention % of \$ and #s

What Should We Train? Desired Outcomes

Key Employee Retention

Efficiency - Gross Margin

Growth and Capacity/ Quantity

Effectiveness - Quality of Work

What Should We Train?

Q³ E S T

What Should We Train?

Q = Quantity as measured by workload

Build capability for capacity

Q = Quantity as measured by

- \$ of billing
- # of people - # of jobs
- % increase in growth
- added duties - responsibilities

How much growth can you take on without negatives?

What Should We Train?

Q = Quality as measured by internal standards

Quality Counts it really does!

What Should We Train?

Q = Quality as measured by Customer

Meet and Exceed Their Expectations

Q = Quality as measured by

% & \$ retention of customers 90/90

% extras to contract base ratio >35%

survey scores % 5' s >50%

% increase on renewals 3-5%

internal quality review scores >85%

% of sales from referrals

What Should We Train?

E = Efficiency as measured by Gross Margin

Become a Grossmarginator!

E = Efficiency as measured by

Hrs. budgeted vs. Hrs. actual

Gross Margin \$ & %

Net Profit \$ & %

What Should We Train?

S = Safety as measured by WC-mod rate

Safety Counts!

S = Safety as measured by

WC-mod rate

Compliance Laws – Regulations

Liability Claims

What Should We Train?

T = Transfer of knowledge by team members

Pay it Forward!

T = Transfer of knowledge measured by

Certification of trainees #s / on time

Gives input on training content

Serves as champion/certifier

What Should We Train?

Q^3 E S T

Quality Counts!

Measure Quality with Quantifiable Measurables

Used as Training Tool and Determines Needs

Gives Clarity of Expectations

Used as Compensation and Bonus Measure

Efficiency – Gross Margin

Job Sequencing

Who does what and in what order?

Dispatch – Route – Job Site – Yard Arrival

Quality Counts + Job Sequencing

Deliver on Quality and Gross Margin

What should we train? Exercise

How do you measure your training results?

What top 3 areas need improvement?

How will you measure your progress?

What should we train?

Vision – Mission – Values – Behaviors

Same for all, non-negotiables, dos and don'ts

Job Duties and Responsibilities

Specific to Job

Skills

Hard – Soft

Link all to the Right Results

Training for Foreman / Crew Leader

Behaviors: V-M-CV-SB: Same for everyone

Skills Soft: basic supervision, leadership, training, client touches, org & admin, safety, basic HR dos and don'ts

Skills Hard: plant care, equipment, irrigation, chemicals

Results: Quantity; Quality; Efficiency; Safety; Train Others

Training for Account Manager

Behaviors: V-M-CV-SB: Same for everyone

Skills Soft: supervision, leadership, training, client relations, org & admin, safety, sales skills, basic HR dos and don'ts, time management

Skills Hard: plant knowledge, plant care, equipment, irrigation, chemicals

Results: Quantity; Quality; Efficiency; Safety; Train Others, Client Retention, Enhancement Sales

Training for Sales People

Behaviors: V-M-CV-SB: Same for everyone

Skills Soft: Screening, Cold Calls, Building Relationships, Time Management, Estimating, Basic Math, Proposals, Negotiation, Communication

Skills Hard: plant knowledge, basic understanding of ops, Computer Skills

Results: Full Funnel, % Close Ratios, Average Size, Profitable Work, \$ Sold

Train Why - Who - What Summary

Why

Be on purpose with customer, people, organization

Who

Focus on key levels (critical mass) of people first
Or Ground Up Option

What

Measure and track key desirable RESULTS:

Q³ E S T – Quality – Gross Margin

How to Train

How to Train

Set Up

Tools

Delivery

How to Train

Set Up

Establish: Vision - Mission - Core Values - Success Behaviors

Build measuring tools and have in place; GROW Card

Compensation program in place with pay ranges – bonuses

How to Train

Set Up

Job Outlines - Descriptions are completed

Performance management/ reviews/ appraisals in place

Orientation / On Boarding program is well done and operating

Training materials and certification process ready

Exercise

How well set up are you to build a first class training program?

What needs work?

What are the top 3 things that need to be done? When? How?

Tools

Training Manuals

Video Camera-DVDs and monitors

Equipment commonly used

Tools

Tools : Hand tools

Job Site for Training and Certification

Space / Area at facility

Tools

Consider On line Training Programs

Safety

Sales

Leadership

Business

Tools

Consider Out Sourcing Training Programs

LIC: Landscape Industry Certification

Conferences

Equipment Suppliers

Insurance Carriers

Delivery

O – T – C

Orient - Train - Certify

Delivery

Determine Greatest Levers

Safety, Compliance, Quality, Gross Margin

Delivery

Review key targeted areas needing attention

Get Input and Adjust Topics

Design the Program

Gather Your Tools

Delivery

Select Champions - OJT, Facilitated, Targeted

Train the trainers – Certify the certifiers

Plan of attack: time - location - #s - duration

Delivery

Rehearsal and Roll Out

Measure RESULTS, adjust, measure, learn

Repeat – Repeat – Repeat

Delivery Summary

Spend needed time on preparation and set up

If you can't figure it out, seek professional help

Get input and buy in from key players

Delivery Summary

Make champions happy!

Celebrate successes and be ready with rewards

Measure targeted RESULTS: objective/regularly

Training Lessons Learned

Get Buy in from the Top

Link to Goals of the Organization

Measure and Evaluate Results

The RIGHT Results

Involve Targeted Groups & Managers w/ Design

Train and Develop the Critical Mass

Use Best Resources: Internal and External

Each Part has: O-T-C Orient Train Certify

Training is not a one time fix

It takes time to get into the bloodstream

Set up Training “Tubes”

Action Learning on the Job is Best

Reward People for Transfer of Knowledge

Target Train vs. Shot Gun

Start New Employees in “Safe” areas of learning

Allow for Positive Failures

Use Failures/ Bloopers as Training Opportunities

Crisis – Calamities – Case Studies

Learn - Adjust – Add to Lessons

When to Train?

When to Train?

Weekly Tailgates and Targeted Topics

One on One Specialized - OJT

Shadow Champions with Specific Outcomes

When to Train?

Monthly Crew Leader Meetings

Prefer AM when Learning is Best

Real Life Cases in Real Time w/ Debriefs

When to Train?

Scheduled “Boot Camps”

Spring Start Up

Circuit Training in Small Groups

When to Train?

24/7 On line Training

“Rainy Day” Time or Off Time

Weekly Safety Talks in AM

Right Training Right Results Review

Build Your Foundation with Your

Vision - Mission-Core Values- Success Behaviors

Start with the End in Mind

Measure the Desired Results

Look for Highest Leverage Positions

Determine Highest Risk - Safety & Compliance

Set Goals > Build Training > Measure Results > Adjust

Link Results to Compensation and Bonus

Exercise

List Top 3 Areas needing the most help with training

How will you measure your training success?

Exercise

What was learned that will help the most?

Top 3 Items: #1 _____ #2 _____ #3 _____

So what? Now what will you do? When? Who?

Action Steps: Forces preventing, tools, time

The Harvester's Hope for Today

- ✓ Meet Someone New
- ✓ Affirmation of What You Are Doing Now
- ✓ Learn and Apply New Ideas
- ✓ Have Framework for Training Program

Now Go Out There
and
“Harvest Your Potential”
With the Right Training!

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