

January / February 2008

Welcome to our New Year Edition

"If you are not learning today, you are not earning tomorrow."



This edition is all about growing business by working with your team. We discuss setting measurable performance standards and designing the training around the gaps in performance. We also discuss ongoing learning to ensure application occurs in the workplace, and through teamwork, continuous improvement systems get results.

As Australia's leading sales and service training organisation, we are committed to implementing world class business development programs. Our goal is to match solutions that bridge the performance gap in your business and we support this with our 100% money back service guarantee.

Here's a thought for the month: What could you do to stand out from your competitors? Consider things that are just not typically done in your industry.

Welcome to our new clients:

- **Bias Boating Warehouse**
- **Blooms The Chemist**
- **Broadway Shopping Centre**
- **Petbarn Coffs Harbour**
- **Petbarn Dural**
- **Style Finish**

We are focused on your success.

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For an e-version of this newsletter, simply contact us at info@targettraining.com.au Wishing you successful trading.

Louise Targett

Do you need to change a mindset in order to grow your business?

"Little things make for perfection and perfection is no little thing."

When considering training options for your team, it is always wise to focus on the gaps in performance on the job. What are your team members not doing well? How do you investigate and confirm what the gaps are:

Here are some tips:

- Align job responsibilities to measurable outcomes then each team member can be performance rated.
- Design a questionnaire for team members to complete, ie. What areas they feel they need to improve their learning on the job?
- Conduct one-on-one performance appraisals and discuss team members strengths and weaknesses via this two way communication process.
- Analyse the key performance indicators of the business as they may identify the weak areas where training should be focussed.

While communicating with a national retailer recently, we were advised, "I can see that this training is just for managers and our managers are already trained."

Rule no. 1: All training is purpose designed so not necessarily just targeting managers.

Rule no. 2: To train someone once does not mean that they will retain the skills and knowledge required to continually perform at a high standard. Ongoing refresher training is always required.



Congratulations to the graduates at Blackwoods who completed Certificate IV in Frontline Management

Continuously Improve for Growth

"If you continue to do what you have always done, you will continue to get what you have always gotten."

Measures of productivity can be used to evaluate the efficiency of a workplace over time. Since productivity is about the relationship between inputs to and outputs from an organisation, the survival of organisations depends on the **added value** being sufficient to leave a surplus, possibly in the form of a profit, after all costs have been met.

Value-added is a term used to describe the process of making an input into an output that can be sold at a profit, for example, by packaging a group of related items into a gift pack and selling it as a ready-to-go total solution.

What is continuous improvement?

It is relating to organisations who do not just react to quality, but rather, they must be proactive about providing it.

Examples of good practices include:

- ✓ consistency of input quality
- ✓ working with suppliers on finding design and production improvements that will reduce unit costs
- ✓ negotiating better prices through accepting order quantities that minimise the supplier's run or delivery costs
- ✓ having employees meet with suppliers to discuss ways of improving productivity through close cooperation

Business growth and continuous improvement go hand-in-hand. What is your 2008 strategy?

Change the Behaviour for Results

"All that we send into the lives of others comes back into our own"

Are you spending time and money on training your team and not seeing results? Most likely it is because your team is not instigating what they have learnt, and without follow-up and reinforcement, the improvements are forgotten about within a very short time after the training.

Here are some steps you could follow:

1. Decide exactly what the end result is that you are trying to achieve. Set the measurable goals so you have direction, and then plan the strategy around those goals.
2. Attach an attractive incentive to the outcome as well as an enormous consequence to the non-compliance. This is considered fairly disciplinary, however, the results will speak for themselves and team members will reap the rewards if they perform.

It's not just pressure placed on staff by you, but pressure built up by themselves from within. It is human nature that we respond to pressure, so the consequence acts as a motivator to achieve the desired results. The greatest leverage you can create for your team is the pain that comes from inside, not outside.

3. Change the behavioural pattern.
4. Offer a replacement behaviour.
5. Ensure the alternative is permanent. This means close monitoring – on a daily basis if necessary.
6. Monitor and review it for long term change. Make adjustments to fine tune your new system or procedure based on results and team feedback.

Now make it happen as a non-negotiable standard in your workplace for successful trading through 2008.



Congratulations Student of the Year 2007

Vicki Karabetsos from Lisa Ho has won our Student of the Year award, winning herself \$300 in Westfield Gift Vouchers and a fabulous trophy!

This annual competition is judged according to attendance at training sessions, submission dates of assessment tasks, quality of assessments and participation in the training.