

Welcome to our Winter Edition

"I do not seek to understand that I may believe, but I believe in order to understand"



This edition is all about establishing a quality team in your organisation. We discuss managing of absenteeism in the workplace and weeding out problem team members over the page. We also discuss the Australian-recognised qualification that focuses on training the trainer. Do your key leaders need training?

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: "Very good" is an every day occurrence and hardly worth mentioning. "Remarkable" is the opposite. What are you doing that is remarkable?

Recent client feedback: "We decided we wanted real experts for the delivery of our program and ended up having 3 different trainers deliver the course. Wow! It was powerful and kept us on our toes. We look forward to rolling out more Target Training programs across Australia".

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

Is it time to Train the Trainer?

"There are no short cuts to any place worth going."

Training teams of staff is demanding and endless. There are always new staff to be inducted and trained, existing staff to have refresher training and all staff to learn new systems and product knowledge in order to progress with the organisation.

So how do you know how to carry out the training and ensure follow through on the job? Are you qualified to do the training yourself? It may be time for your organisation to invest in you, ie. the individuals who conduct the staff training.

Certificate IV in Training and Assessment (TAA04) covers 4 key fields...

- The learning environment
- Learning design
- Delivery and facilitation
- Assessment

The qualification can be completed by a combination of face-to-face training, completion of assignments and evidence of prior learning and current competencies. If you would like further information on this valuable qualification, please do not hesitate to call or email our office. We can roll out programs in your workplace with team leaders and other management staff.



Congratulations to the graduates doing the Qantas Strive Pilot Program. The learners from the Travelscene group will receive their Certificate IV Business qualification upon completion of their final assignments. They are planning a Bali graduation!

Managing Problem Team Members

"A teacher doesn't teach until a student is ready to learn"

We've all experienced problem team members. They just don't fit in with other staff. They constantly snipe at management and colleagues and are unproductive.

What do you do, make life so difficult for them they resign or manage the process and minimise fall-out? Very few staff try to be dysfunctional team members. Negativity and lack of productivity could stem from a variety of causes.

Does the employee have a clear understanding of their role and the expectations of their performance? Lack of role clarity causes confusion, anxiety and less than optimal performance. **A clear and well explained job description** will often eliminate problem staff.

A professional process of induction can also eliminate problems. Policies and procedures, a sense of feeling welcome and valued and the organisational culture are all conveyed at induction.

Through **non-confrontational consultation**, the manager should explore possible causes for problem behaviour. Does the team member have specific training needs? Are personal issues impacting on the employee's ability to perform productively? Is the behaviour a symptom of bullying or harassment from other team members?

Keeping **an individual training plan** will become a historical document detailing non-performance or misconduct. Problem team members can often be set back on track with renewed vigour, or alternatively terminated with due process and transparency.

Attendance Management

"The whole is more than the sum of its parts"

Attendance management in any business can be a challenge. In a typical company where customer service employees may represent around 20-30% of a company's full-time employees, they can account for more than 60% of total absences.

A 2002-03 Australian survey based on more than 1800 customer service employees revealed that the average number of sick days per year per person was more than eight days, whereas the estimated average for all industry is slightly less than seven and a half.

In broad terms, there are three major influences on attendance:

- Illness or injury;
- Non-work related factors such as family caring responsibilities and emergencies; and
- Attitudes and behaviours associated with a lack of motivation to attend such as low job satisfaction, non-commitment to the organisation, workplace tension or individual work ethic.

Estimates suggest that sickness absence alone costs businesses more than \$1000 per employee per year. When you reflect on that figure, it becomes obvious why it is worth putting effort into managing absenteeism carefully. And \$1000 per employee per year may just be the tip of the iceberg for when calculating the cost of sickness absence, many companies take in to account only sick pay. They do not include the cost of replacement labour, overtime or reduced performance.

Free Sales and Service Templates to keep your staff on track

We have purpose designed templates for managers and team leaders wanting to ensure their staff continue to perform at a high level.

To receive your free electronic copy of the templates, either:

- Send an email to info@targettraining.com.au if your team have already achieved a retail or business qualification through our organisation, or
- Make an appointment with us to discuss government funded training opportunities for your staff.

Regardless, the templates are yours to keep, obligation-free. We look forward to hearing from you.

