

Training and mentoring program

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**ASSIGN
BUSTER**

The merger between InterClean and EnviroTech is fast approaching. Our two companies will soon be crossed trained in various functions and positions within the newly formed organization. We have individuals from both organizations who have strong sales and leadership skills. In addition, InterClean executives need to balance growth and sustained success both locally and worldwide. In order to do that, it is necessary to establish a training program for the newly formed sales team.

Cascio (2005) explains that identifying content, design, types of learners and what it will do for InterClean are some of the targets to reach for. The real measure however, Cascio explains, lies in the results obtained, in this case how well we perform as a sales team (page 317). As we move forward in this memo, we will explain the importance of evaluating the value of the training program. Since this is a step-by-step process we will break the subjects into the following areas, assessment, training, capabilities, implementation and evaluation.

Assessment of the Training Needs The goal of training assessment needs is to identify areas where the new sales team will need additional support. For instance, since this new sales team is a meld of experienced sales representatives from both organizations, each sales representative has his/her unique style and ability. The next few paragraphs will identify and talk about the training needs identified. **Training - Orientation First,** InterClean believes that an employee orientation is in order.

Introducing our new sales associates to InterClean procedures and methods of operations and expectations will answer many pending questions.

Although some of the newly formed team are from InterClean, it is important to have everyone in the sales team be included in the orientation training. Cascio (2005) believes that there are three major areas in which to focus when providing an orientation: Company Standards, Social Climate, and Technical Aspects (page 317). Specifically, job performance skills identified within the team include familiarization with InterClean standards and expectations.

These standards and expectations, including company goals, are not the same as when InterClean began and it is imperative that all sales team members attend this training. This will allow employees understand company policies, goals and expectations. The topic of social climate allows for the team to understand the group dynamics and hopefully begin blending of customs, attitudes and behaviors. Training in technical aspects will give all sales team members an advantage as they will be fully prepared to answer questions about both products and services as well as demonstrate use.

All team members are expected to complete the Orientation training since the dynamics of the company are changing. Training – Customer Service Customer Service training has been identified as one of the most crucial training areas within the InterClean sales team. There are several members of the new team who have excellent customer service skills. They will however, need to consider how to maintain consistent communication with the customer so that one sales associate will provide the same service as the next.

Having a positive relationship with the customer will provide a solid foundation which will help the sales team focus on “ helping the customer” vs. “ selling to the customer. ” This concept will help InterClean realize the 40% growth expected through the merger of the two companies. Cascio (2005) suggests that improving customer satisfaction, identifying customer needs, satisfaction and building better customer responsiveness is a paramount to improving the bottom line (page 292). All employees are expected to complete the Customer Service Training.

Training – Team Building The new sales team will be learning to face challenges together and work as a cohesive, organized team. To reach this goal, it is imperative that the sales team, including management, undergo team building training. Providing training for everyone in the sales team, team members can learn behaviors that will help each other. For instance, asking for help is sometimes hard, yet working within a team it is imperative that we have that ability. We lean on each other for ideas, creativity, technical skills and input.

It is so important to consider the ideas of others; brainstorming often fosters free thinking, ideas, and asking questions. (Cascio 2005 pg. 288) Training – Leadership & Record Keeping Training in leadership will be offered to the Vice President of Sales, Sales Manager and the Trainer/Outside Sales Representative. The training sessions for the three individuals will focus on team building and leadership. The VP of Sales and the Manager need additional training in record keeping. Organizational Capabilities InterClean has the resources to complete the above described training.

The Vice President of HR has developed a strategy plan which will align the two companies with the most qualified individuals. This plan includes a detailed job analysis, skills assessment and a selection of the top members of the sales force. In addition, HR has developed a training program based on the training needs of InterClean.

Statement of the Training Objectives Orientation Objectives

- Increase awareness of company goals, expectations and vision
- Employees will develop a sense of purpose and focus
- Provide employees with latest rules and regulations related to products and services
- Provide a record of training in company standards, expectations, method of operation and regulations related to products and services

Customer Training Objectives

- Increase customer satisfaction through improved business relationships with the customer
- Increase repeat business through higher level of customer satisfaction
- Increase consistency between sales associates so all customers receive identical core services
- Increase sales by 10% first year and 40% by end of second year
- Record Keeping Objectives Introduce methods related to maintaining accounts
- Increase record keeping accuracy

Team Building Objectives

- Allow team to get to know each other

- Emphasize individual leadership and initiative
- Increase interdependence and thereby cooperation
- Give team members tools to help problem solve

Method of Implementation

The training program will be announced within the next seven days. The course will be outlined over a two-day period with follow up sessions available for product information and sales. Three sessions (Orientation, Customer Training and Team Building) will include the entire sales force, while Record Keeping training will include VP of Sales, Sales Manager and the Trainer (for a portion thereof).

Methods of Instruction

- Seminar
- PowerPoint
- Group exercises
- Role Playing
- Guest speakers (product development, laws & regulations, EnviroTech)

Instructors

- Janet Durham – leadership and previous sales skills
- Tom Jennings – Planning for global dominance
- Sally Lindley - Partnerships Training Location

EnviroTech facility Duration of Training 2 full days, with 1 week breakout sessions tailored to mentor students

- Record Keeping (related to training)
- Sign in Sheets

- Copy of each presentation
- Duration of training
- Document of videos, speakers, etc
- Video tape training sessions where appropriate

Assess Potential Success

We will be able to assess the potential success of the training program through several avenues. One being a series of feedback from the attendees. In addition, pre-test to measure knowledge, skills and ability prior to training and post-tests to evaluate increase knowledge, skills and ability after training.

As trainees venture into role-playing and practicing with the techniques, they will begin to discover potential pitfalls and relative improvements.

Demonstration of techniques learned is crucial to success. Another measurable activity will be an increase in the number of sales. The overall success of the training program will be evident in the increase in profits.

Reinforcements

- Rewards for reaching sales goals, both individual and group
- Promotion to senior levels, stability on the senior level is determined by consistently meeting goals.

Conclusion As the training program evolves, so do the employees. With the strong leadership and sales skill present within the team, success is immanent. However, the success of the sales team is only as good as the training and support system provided by InterClean. In this memo we have outlined the training program we believe will assist the new team to take on

the challenge of both product and service and provide the customer with everything they need.

Reference

1. Cascio, W. F. (2005). *Managing Human Resources* (7th ed.). New York, NY: McGraw-Hill.