



**MANAGEMENT**



LEADERS & SUCCESS

**Teach, Train And Profit**

By Michael Mink

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How well you train employees is crucial to how they'll perform on the job. The process costs companies resources, so make it effective.

- **Hit the ground running.** Be thorough fast. John Roswech, president of Jingle Networks, which operates a free directory assistance service, says his company provides new employees with comprehensive training material. And his leaders meet one on one with new hires.

"We all know that time is money, and if employees waste time looking for information and answers they should have at their fingertips, we all lose," Roswech said.

- **Utilize situational training.** Companies must continually adjust to what Niki Leondakis calls the new normal. The COO of Kimpton Hotels & Restaurants identifies that as the outlook of her firm's typical guest, who's more stressed and wants top value in this economy. Situational training helps Kimpton connect with that client feeling.

- **Utilize resources.** Firms should take advantage of higher education. That lesson comes from Gary Brahm, chancellor of California's Chapman University, which specializes in teaching working adults. Colleges such as his can help businesses improve and train employees.

- **Foster continual training.** Employee development can have a large impact on a company and its staff, particularly in poor economic conditions, Brahm says. "Employers realize that additional training can be the difference between success and failure. This is especially true for new managers who are overseeing entire projects or departments for the first time," he said.

Gail Tessler, co-president of Gainor Staffing in New York City, says employers know they must keep their employees motivated and productive. One of the ways to do this is with training. "This creates a win-win situation. Employees are able to develop their skills, and the company can fill the needed skill gaps often caused by layoffs," she said.

She maintains that employees feel inspired when offered training because it shows them the company is interested in their future.

"It is our experience that not only will their skills be enhanced, but they will be more engaged and committed to the company," Tessler said.

- **Stay engaged.** Reinforce what's been taught or risk it being forgotten. So says Joe Garber, senior director of product marketing for RenewData, an archiving and electronic discovery service provider based in Austin, Texas.

RenewData's training program includes monthly Webinars, e-mail blasts and quizzes — plus a chance for employees to immediately apply what they learned.

"These components deliver the reinforcement that helps our team apply their education when it really matters in the field. Training our workforce, particularly our sales team, is a critical part of our company's success," Garber said.

Roswech said: "Everyone is feeling the weight of this economy, and effective employee training can be a lynchpin in the survival of a company."

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