

Steve Woloz & Assoc. Inc.

Consultants en Génie industriel et en Gestion
Consultants En Certification ISO
Certifiés par le Gouvernement



Industrial Engineering and Management Consultants
ISO Certification Consultants
Certified by the Government

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Établi / Established 1974

Memo to: **Human Resource Directors**
From : **Steve Woloz Associates Inc.**
Concerning: **Management Coaching Programs**

1 Introduction

Steve Woloz Associates is a management consulting firm whose practice includes Human Resource Development. We are well aware that the success of an enterprise depends on the strength and effectiveness of its management team. Today management must continuously renew itself and the company in order to compete globally. For this reason we have developed a series of seminars followed by one on one coaching based on the various skills required for effective management. Individuals, and their companies, who have taken our program (more than 200) attest to this. On the following pages we will briefly highlight the steps that Steve Woloz Associates have developed to satisfy these needs.

2 Why This Program!

The most vital resource to any business is human capital. Providing a program of management coaching creates an environment which permits an individual , acting in any capacity or level of management to improve his/ her skills in order to achieve their full potential. This is a never ending process, one which embodies continuous improvement.

A second reason to embark on this program is that we have come frequently witnessed the situation the « boss » decides that an employee who is technically very capable is “also” qualified and ready to become a supervisor. (Not necessarily so !) Why ? This individual has never received any formal training on the interpersonal skills required to become an effective supervisor. Inevitably this person is quickly overwhelmed by this additional demand, and fails to meet the needs. The new supervisor becomes demotivated, and the company loses out (2X). Steve Woloz Associates' approach is to provide the necessary guidance and support to managers so that both the individual and the company can successfully grow to the next level.



3 Assuring the Success of the Program!

Experience has taught us that in order to assure the success of the program the following steps and procedures need to be respected :

3.1 Understanding Why The Client Wants To Embark On This Program

Through honest and open discussion, the key stakeholders need to disclose to us why they want to embark on this program. The most important questions are :

1. What organizational / managerial problems are you presently confronted with ?
2. Can you measure the cost / lost value resulting from these problems ?
3. Ideally, what would be the results you would hope to achieve ?
4. How can we measure this result ?
5. How soon do you want to commence this program ?

3.2 Performance Measurement Indicators

In order to measure the program impact, we recommend that organizational performance measurement indicators be benchmarked to compare within six to twelve months following program completion. Typical indicators may include:

Quantitative Measures (Via Standard Company Reporting)

- Employee attendance and absenteeism
- Turnover
- Accidents
- Productivity and cost
- Quality and Defects

Qualitative Measures (Via 360 Performance Evaluation Procedures)

- Morale
- Leadership
- Team Play and Spirit
- Customer Appreciation



4 The Subjects Included

4.1 Phase 1: Primary Managerial Competencies

1. Responsibilities Of The Manager / Supervisor / Foreman
2. Planning And Organising
3. Communications
4. Motivation
5. Leadership
6. Collaboration and Team Building
7. Change Management

4.2 Phase 2 : Human Resource Improvement Tools

8. Employee Selection and Recruitment
9. Developing Job Descriptions
10. Developing and Managing An In House Training Program
11. Training the Trainer How to Train
12. Discipline and Disciplinary Action
13. Performance Evaluation
14. Employee Handbook

4.3 PHASE 3: MANAGEMENT OF OPERATIONS

15. Operating Controls For Sound Management
16. Managing For Productivity
17. Management For Quality
18. Management For Health and Safety In The Work Environment

5 Our Methodology

5.1 Program Set Up

As explained earlier, each program is custom tailored by selecting only those topics that are most appropriate to a client's particular needs. Thus the first step is to match the desired objectives with the specific subjects to assure optimum results. It is important to note that while most topics are set to require one classroom session followed by individual coaching, certain subjects may require more time. For example, Employee Handbook and Training the Trainer How to Train is a program within a program. This will be explained as needed.



5.2 The Program Roll Out

As a result of conducting numerous programs we have confirmed that it is best to launch the program is by having the project champion holding a brief stand up meeting with all participants in the company conference room to introduce us and conveys the reason for carrying out the program. This statement of total backing and commitment in front of all persons helps to pave the way for program success.

5.3 Seminar To Introduce The Subject

The object of the seminar is to introduce and sensitise the participant to the new subject. It is done as a lecture, but it is also as an interactive session. This allows each participant to expose his constraints/ difficulties that he has encountered in relationship to these new skills / tools being presented by the coach.

As a part of the program , each participant receives a bound workbook including all the subjects. This frees them of having to write too many notes. Within this book are exercises which the individual is expected to complete for each subject. This contributes to a more complete understanding and integration of the subject matter.

The seminar typically lasts one and half to two hours. An attendance register is kept. This facilitates record keeping for compliance with the 1 % training requirement specified in Bill 90). We recommend that the seminar be presented early in the week.

5.4 One –on- One Coaching

Following the seminar , the coach meets individually with each participant in order to assist them in the use and application of these new concepts presented in the seminar.

The coach does not make decisions for the individual. He listens to their concerns and then assists them by guiding and supporting them to apply these new practices into their daily responsibilities.

The coach's role is encourage the manager / supervisor / team leader to realize their full potential and capacity so that they can and will solve problems within their own sphere of responsibility.

The benefit of individual coaching is that the privacy allows the individual to express his / her innermost concerns / fears that are blocking them from acting . In the confines of the one on one coaching the person can speak openly and not fear being ridiculed or criticized by his co-workers or superiors. The coach helps the individual to develop their self confidence so that the supervisor can rise to his / her full potential and becomes an effective decision maker.



5.5 Role Play

As an added dimension, we also employ role play. The procedure is to designate two individuals, one acting as the employee and the other being the supervisor. Specific unrehearsed but typical problems are presented to the two man team. Advance coaching provides specific problem solving techniques and guidelines to be used by the supervisor.

The role play sessions are observed by the remaining supervisors who are watching in the background. These observers cannot interact whatever with the participants.

After the session is complete, (typically lasting 2-4 minutes) the observers present their opinion as to how successful the supervisor was at sensitizing the employee to the impact of his/ her unacceptable with the goal of achieving positive change.

5.6 Course Workbook

Every participant is provided with a program workbook which includes lecture notes for each subject. Typically each session also includes a simple assignment for the individual to complete on his own. The manual also includes a course evaluation form.

5.7 Attendance Log

The coach keeps an attendance log for each session that the participants will be requested to sign. This document will be used by you for your record keeping in addition to application for the Loi 90 for the 1 % training requirement .

5.8 Reporting

Verbal reports and updates to the project manager will be occur throughout the project as required. In addition we will provide two written reports will be presented, one at midstream and the final report at the program completion.

5.9 Certificate of Program Completion

Individual program certificates will be issued by us to each person who has participated in the program. This document will be co signed by the project leader in addition to Steve Woloz on behalf of Steve woloz Associates Inc.

5.10 Post Implementation Follow Up

Six to twelve months following program completion, Steve Woloz Associates recommends a follow up visit with the company to review the continuity of the program benefits.



5.11 Development Of The Employee Handbook

An employee handbook is highly recommended to be a part of the management coaching program. If it does not already exist we will work with the client to build and implement it. The procedure and process to do so follows.

The development of the employee handbook should begin early in the program since it typically requires six to eight meetings to work out all the details. The purpose of the handbook is described in the following paragraph. We would recommend that a committee of 3 persons be established for this work. This will assure a representative input from various sectors of the company. In addition this will avoid monopolizing too much time of any one person.

5.12 Purpose Of The Employee Handbook

“ The purpose of this handbook is to inform you of the way our company operates and how we respect our employees . This book advises you what to expect in working with us and tells you what we expect in return. We believe that communicating with you in an honest and open way is our best way to promote a feeling of mutual trust and respect leading to a harmonious and productive relationship. We are always receptive to your suggestions how we may improve. “

5.13 The Number Of Program Participants

The program and the number of participants is variable, according to both the needs and preferences of each company. Our experience has taught us that the class (seminar) size should not exceed 15 participants. Six to ten is ideal. We have found that is best to hold French and English seminars separately. For the coaching, we budget ourselves at 6 to 7 persons per day for each coach.



6 Program Logistics

6.1 # Classroom Sessions

- **Number of sessions** is a function the number of subjects chosen (from the list attached to this email).
- We teach only one subject at a time, and typically space each classroom one week apart.
- e.g If you chose 12 subjects, there would be 12 classroom sessions (per language chosen) over a 12 week period (barring interruptions for vacations etc)
- **Duration:** Typically a classroom session last 1 ¾ hours with an additional ¼ hour on our part for set up an summary.
- **Time of day** to present classroom: We recommend first thing in the morning eg: 8:00-9:30 AM ; or end of day; 3:30 – 5:00 PM
- **Materials;** We require a blackboard and flip chart for classroom sessions;
- Course Manuals , provided by SWA may be : English ; French; Bilingual : participant's (your) choice
- **Language of Instruction and Communication** : English ; French; Bilingual : participant's (your) choice
 - If your group has distinct Anglophones and Francophones, we can hold separate classes for each language group
 - For coaching, we do this one at a time individually and communicate in the language of choice of the participant

6.2 # Participants

- The number of participants is totally up to you.
- For the classroom sessions, the typical and good group size is from 6- 12 persons (too large reduces easy interaction- which we encourage)
- For One on One Coaching; the number is totally up to you; the coaching time is : 1 hour / person/ subject (45 minutes per individual + 15 minutes alone for the coach to recap notes and prepare for next person)
- Ideally a coach can meet with 6-7 persons / day for a given subject

6.3 Program Duration

- The program duration is a function of the number of subjects chosen ;
- Basing ourselves at one subject per week; with an additional day for program set up; interim report; program summary and review including diploma presentation
- Eg. 12 subjects with 12 participants; 12 weeks @ 2 consulting man days / week

6.4 Program Costs

- The program cost is computed as a fixed fee contract whose sum is derived by counting the numbers of classroom+ one on one coaching hours multiplied by our current billing rates.



Management Coaching Program

- In addition we require an additional 10 hours for set up; interim reviews etc as mentioned above; There is a minor charge for the program workbooks. We will request that you provide courtesy on sight parking. We will be pleased to submit a complete proposal upon knowing the subjects chosen; the number of participants including language choice and requested start date.

6.5 Billing and Payments Terms

- Typically we request a 25 % retainer fee upon program authorisation; to be applied against the final project invoice. Thereafter, we will submit weekly billing to reflect work done that week.
- A signed attendance log is kept by SWA to authenticate all time spent on this program . This attendance log is submitted with each invoice .
- Our invoice terms are due upon receipt.

6.6 La Loi 90 Eligibility : “ la loi favorisant le Developement et la reconnnaissance des competences de la main-d’oeuvre ‘

- Steve woloz holds a “ Certificat D’Agreement ‘ issued by the Province of Quebec (# 0019033 : valid to June 17, 2010).
- Therefore all time and costs for our fees including your in house time and costs are applicable to your 1% requirements.
- The signed attendance log acts as your journal for eligible training hours.

6.7 SWA Policy of Satisfaction Guaranteed

- SWA, is confident that our program will meet or exceed your expectations based on mutually agreed objectives prior to the program commencement. For this reason, we are pleased to offer your our policy of ‘ Satisfaction Guaranteed” which entitles you to terminate the program at any time if you are not totally satisfies with the results achieved . To exercise this option all that we ask is that you notify us why you are dissatisfied (verbally or in writing); provide us with reasonable opportunity to address and correct any reasons within our control for this dissatisfaction. If, in spite of our efforts we cannot satisfy you, you are free to terminate the program immediately thereafter with no penalty or obligation whatever. All that we require is that all hours worked by us up to that time be paid to date. There will be no further charges, fees , or obligations.



7 Testimony of Program Participants

The following paragraphs contain testimonials from program participants. For the sake of authenticity, they have been left in the original language as presented.

Nilton P.

En classe de communications, j'ai appris combien il était important d'informer la personne de l'impact du problème, expliquer pourquoi ce n'était pas acceptable, et garder un compte rendu en dossier de l'entrevue que nous avons eue. Je pouvais me voir utiliser ces techniques avec Mirabel Quilting. Je leur ai répété encore et encore de ne pas mélanger les rouleaux... la prochaine fois qu'un problème se présente avec Mirabel, soyez assurés qu'ils connaîtront l'impact de leurs actions...

Les notes sont très claires et seront un excellent outil de travail. J'espère que la suite du programme sera aussi intéressante...

Maxime C.

J'ai appris beaucoup dans ce cours. J'adore les moyens de communiquer... j'opterai dorénavant pour les écrits...

Je retiens quand on émet--- politesse, précision, direct, réfléchi, confirmation...

Sylvie D.

Le séminaire m'a permis de m'exprimer ...

J'aime le fait que nous parlons tous la même langue...

J'aime la petite improvisation de la première rencontre, ça ma permis de passer un message que je voulais passer depuis longtemps...

Kevin M.

Planification et organisation

Ceci est un cours qui profiterait à tous... Apprendre des tactiques et des méthodes pour améliorer ou simplifier nos habitudes de travail...

Communication

Ceci m'a été très utile, ça m'a appris à être capable d'envoyer un message à quelqu'un et m'assurer qu'il a compris...

Motivation

... avec la motivation, nous pouvons créer un meilleur environnement de travail et avoir une meilleure attitude. Cela nous permet d'effectuer nos tâches avec un esprit ouvert et même de remonter notre moral...

Manny P.

Ce que j'ai appris jusqu'à maintenant... chaque jour, quand je me lève, je suis plus motivé à apprendre de nouvelles choses, à me rapprocher de mes employés, à contrôler mon langage et à répondre au gens d'une manière appropriée...



Gerry B.

À mon avis, le bénéfice le plus important... est d'attirer l'attention de toutes les personnes appropriées sur ce que nous devrions faire et ce qu'il reste à faire...

Je suis certain que le fait de se concentrer pour être organisé et conserver des notes est quelque chose qui m'aidera à être plus performant...

Angello L.

Pendant le cours, j'ai beaucoup appris...

Mon approche est plus calme, plus polie. En appliquant ces deux +, j'ai remarqué une bien meilleure compréhension entre mes collègues de travail et moi. Ceci rend la transmission des responsabilités plus facile pour moi.

Par le passé, j'avais tendance à prendre du travail de mes collègues pour accélérer la production. En faisant cela, je n'enseigne pas et ne supervise pas les autres... À long terme, en donnant du travail aux autres, il s'amélioreront et deviendront responsables de leur travail.

P.S. Merci, à **ma compagnie** et à **Steve Woloz & Associés** pour me rendre déjà un meilleur superviseur.



Course Evaluation

I have found the course to date to be very interesting and informative. It has helped us to establish the following:

- ❑ Implementation of weekly production meetings which allow us to discuss problems which may arise in upcoming production or possible improvements or changes which may help streamline and facilitate production. At the same time hopefully eventually help prevent problems before they arise or at least lessen the impact of said problems.
- ❑ The course has been useful in establishing lines of communication between various departments and individuals hopefully leading to better understanding between those individuals and departments.
- ❑ By working on job descriptions it better defines our tasks and responsibilities not only for ourselves but also for others, including replacements, to understand what our responsibilities are. This in turn may help us delegate responsibility or better prioritise our time in order to be more effective.
- ❑ We have learned that communication can be an effective tool in working together to find solutions. We have many problems which need solutions and by working together and discussing the problems as a unit will lead to more effective solutions.

In conclusion: the above changes and the implementation of an employee handbook are improvements which have been long anticipated. However, the establishment and implementation of these changes is the easy part. The reinforcement and continuation of the changes will ultimately determine their success or failure. I am optimistic that this exercise will be a success if we all give it our best effort.

A. M. L.



8 Partial list of Satisfied clients

Cabrelli Inc.

Montréal, Québec
Ladies Handbags
Attn: Mr. Howard Kalichman: COO
514-384 - 4750

Hamilton Lingerie

Montreal, Quebec
Robes, Lingerie
Attn : Vince Recine VP Operations
514-721-2151

Les Maillots Baltex Inc.

Montreal, Quebec
Ladies Bathing Suits
Attn: Stephanie Pajan: VP Operations
514-383-1850

Cofil Inc

Montréal, Québec
Ladies Pants Contractor
Attn: Mr. Peter Nardelli CEO
514-277-0829

Utility Garments

Montréal, Québec
Career Apparel And Uniforms
Attn: Mr. Harold Gayer: CEO
514-279-8488

Sanseam Inc. / Nalpac

Montreal, Quebec
Ladies Panties
Attn: Mr. Robert Laroche VP Human Resources
514-255-5615

Montreal Seam Binding

Montreal, Quebec
Mr. Gary Charles: COO
514-271-2561

Creations Claire Bell

Montréal, Québec
Childrens' Clothing
Attn: Mr. Ron Gottlieb CEO
514-270-1477

Designers Circle

Mr. William Drori CEO
Montreal, Quebec
Labels; Hang Tags
514-276-3681

Artmetco

Montréal, Québec
Sheet Metal Forms And Assemblies
Attn: Mr Dan Kucer; CEO
514-339-2700

Med I Pant

Montréal, Québec
Hospital Bedding And Sheets
Attn: Mr. David Arditti; CEO
514-356-1224

Industries Oka Ply Ltee

Laval, Quebec
Wood Panel Processing
Attn: Mr. Michel Canuel : VP Operations
450-622-3344

Heinemann Electric Canada Ltd

Saint Laurent , Québec.
Mr. Graham Shaw CEO
514-332-1163

GHZ TECHNOLOGIES INC.

Saint Laurent , Québec
Microwave Components
Attn: Mr. Douglas Lloyd
Dir. Quality Assurance / Human Resources
514-335-6090