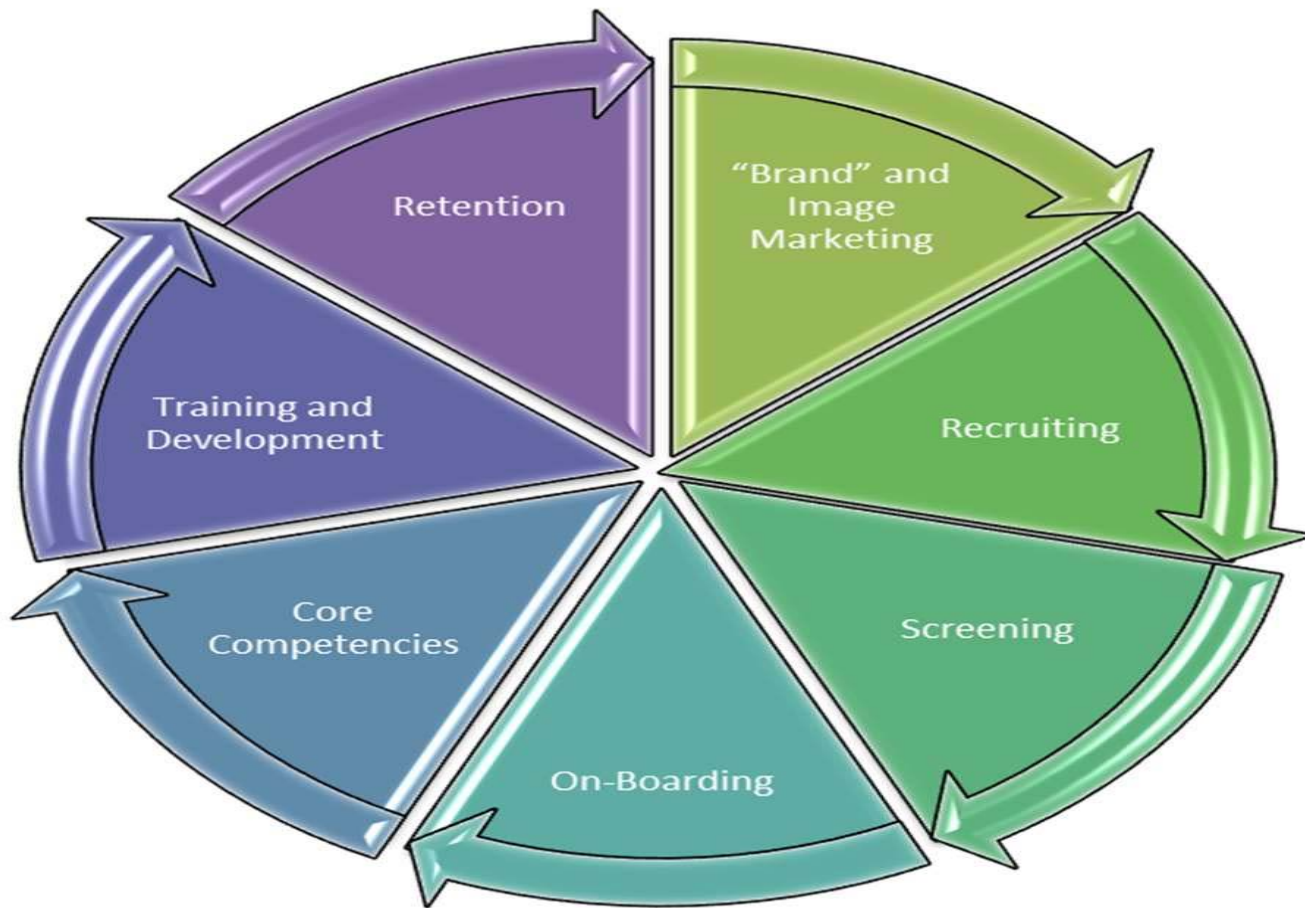


The background is a light blue gradient with several realistic water droplets of various sizes scattered across the top and bottom edges. The text is centered in the middle of the slide.

TRAINING DEVELOPMENT AND INCENTIVE PROGRAMS

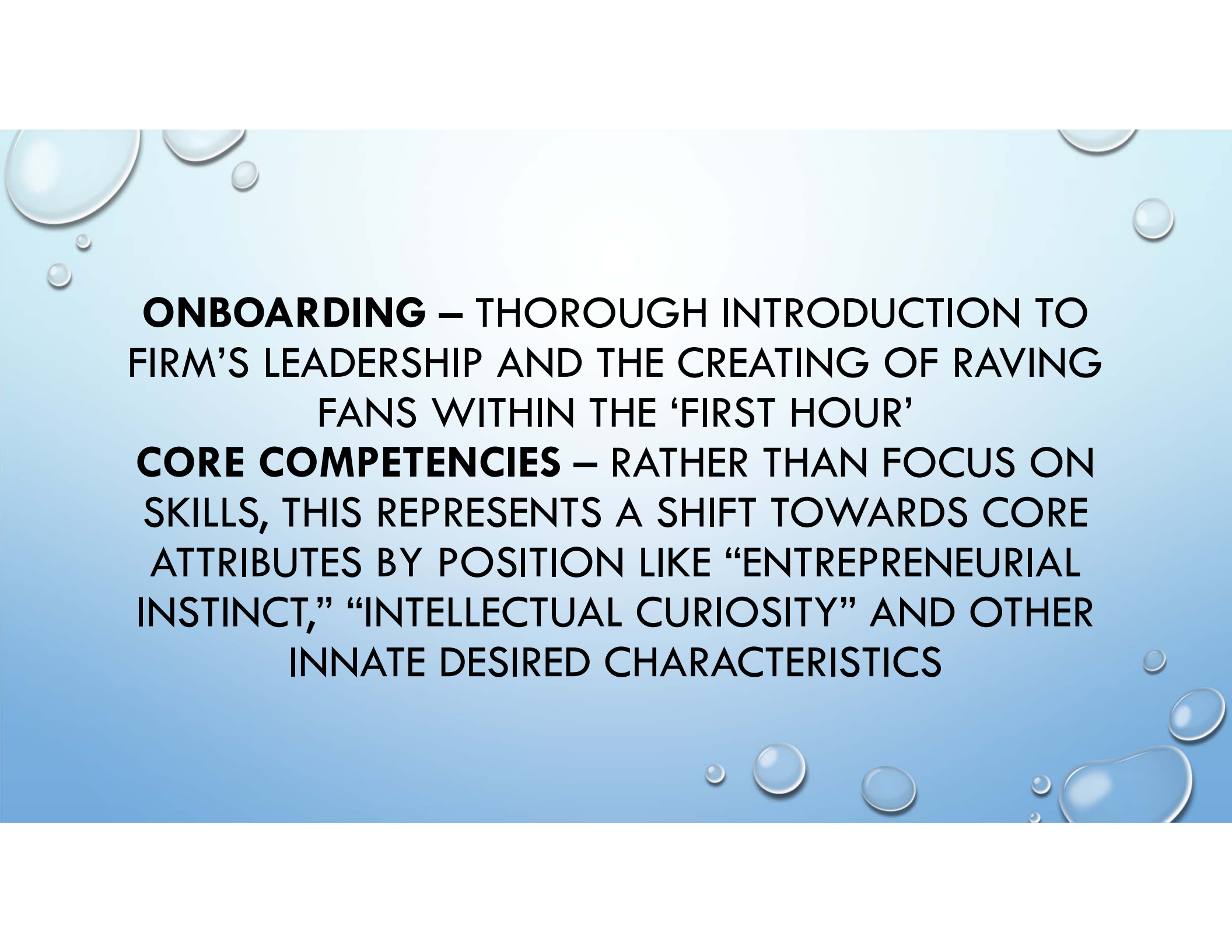
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The background is a light blue gradient with several realistic water bubbles of different sizes scattered across the top and bottom edges. The bubbles have highlights and shadows, giving them a 3D appearance.

**BRAND AND IMAGE MARKETING – WHAT IS
THE COMMUNITY AT LARGE’S IMAGE OF THE
EMPLOYER**

**RECRUITING – BIG PICTURE RECRUITING AT ALL
LEVELS THROUGH ALL SOURCES (VERSUS
TRADITIONAL SOURCES)**



ONBOARDING – THOROUGH INTRODUCTION TO
FIRM'S LEADERSHIP AND THE CREATING OF RAVING
FANS WITHIN THE 'FIRST HOUR'

CORE COMPETENCIES – RATHER THAN FOCUS ON
SKILLS, THIS REPRESENTS A SHIFT TOWARDS CORE
ATTRIBUTES BY POSITION LIKE "ENTREPRENEURIAL
INSTINCT," "INTELLECTUAL CURIOSITY" AND OTHER
INNATE DESIRED CHARACTERISTICS

TRAINING AND DEVELOPMENT – CURRICULUM FOR ALL LEVELS INCLUDING BUT NOT LIMITED TO PRE-WORK INTERACTIVE LEARNING AND POST-EDUCATION FOLLOW-UP TO ENSURE COMPLIANCE AND RETENTION – THIS WOULD INCLUDE BUT NOT BE LIMITED TO INTERNAL TRAINING, EXTERNAL TRAINING, COACHING, “LEADERSHIP GROUP” ACTIVITY, ETC. BUT REPRESENT A COORDINATED AND INTERRELATED ENDEAVOR

RETENTION – LONG-TERM TALENT RETENTION AND CONTINUED DEVELOPMENT IN THE FORM OF GOAL SETTING, CAREER/LIFE TRAJECTORY AND OTHER RETENTION TACTICS FOR HIGH PERFORMERS

The background of the slide is a light blue gradient. It is decorated with several realistic water droplets of various sizes, some with highlights and shadows, giving them a 3D appearance. The droplets are scattered across the slide, with a higher concentration in the top-left and bottom-right corners.

DEFINITION TRAINING VS DEVELOPMENT

TRAINING:

TEACH (A PERSON OR ANIMAL) A PARTICULAR SKILL OR TYPE OF BEHAVIOR THROUGH PRACTICE AND INSTRUCTION OVER A PERIOD OF TIME:

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DEVELOPMENT:

THE PROCESS OF DEVELOPING OR BEING DEVELOPED: • A SPECIFIED STATE OF GROWTH OR
ADVANCEMENT



FAILING TO ADDRESS TALENT DEVELOPMENT AS A STRATEGIC PRIORITY

89% - FACE TALENT SHORTAGES

65% - HAVE MADE CHANGES TO THEIR TRAINING
PROGRAMS IN THE PAST 2 YEARS WITH MIXED RESULTS

61% - DON'T PREPARE A YEARLY, FORMAL, TRAINING
AND DEVELOPMENT BUDGET

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WHO IS YOUR CHAMPION??

- **TRAINING AND DEVELOPMENT ARE INVESTMENTS**
 - **INVEST IN A CHAMPION (THIS NEEDS TO BE A INTENTIONAL FOCUS)**
 - **INVEST THE RESOURCES AND TIME NECESSARY TO BE SUCCESSFUL**

WHO IS CONDUCTING YOUR TRAINING?

- DO YOU HAVE YOUR SECONDARY TEAM LEADER REPAIRING YOUR MACHINES?
- DO WE ASK OUR HR MANAGER TO REVIEW OUR P&L AND PREPARE OUR TAXES?

● **89%** OF LEADERSHIP TEAMS FEEL
**UNSURE/UNSATISFIED WITH THE COMPETENCY LEVEL OF
THEIR TRAINERS**

TRAIN THE TRAINER

- ✓ **CONDUCT “TRAIN THE TRAINER” SESSIONS ON A REGULAR BASIS- UTILIZE OUTSIDE RESOURCES FOR THIS INITIAL PROGRAM AND THEN HELP CREATE YOUR INTERNAL “TRAINING” CHAMPIONS AND “TRAIN THE TRAINER” STAFF - REPEAT AND REFRESH**
- ✓ **CREATE A CERTIFICATION PROGRAM FOR ALL INDIVIDUALS (AT ALL LEVELS) WHO CONDUCT TRAINING WITHIN YOUR ORGANIZATIONS**
 - **SOFT SKILLS**
 - **ENGAGEMENT**
 - **SIGHT – SOUND – TOUCH**
 - **PRESENTATION SKILLS**
 - **REVIEW AND RETENTION SKILLS**
- **TECHNICAL CONTENT IS NOT THE FOCUS**

FOCUS ON SUPERVISOR/MANAGER TRAINING

- YOUR FRONT LINE MANAGERS/SUPERVISOR WILL DETERMINE YOUR SUCCESS! EVERY INTERACTION IS A CONNECTION POINT!!
 - ✓ **TRAIN THE TRAINER**
 - ✓ **TEAM BUILDING**
 - ✓ **PROBLEM SOLVING**
 - ✓ **ORGANIZATION**
 - ✓ **TIME MANAGEMENT**
 - ✓ **MOTIVATION**
 - ✓ **CONFLICT RESOLUTION**
 - ✓ **CONDUCTING EVALUATIONS/REVIEWS**
 - ✓ **COMPLIANCE/DOCUMENTATION**

OPERATOR TRAINING

- ✓ **CREATE A PROCESS – AUDIT IT, REVIEW IT, APPLY CONTINUOUS IMPROVEMENT – CREATE CONSISTENCY**
- ✓ **UTILIZE CLEAR, SPECIFIC PROCEDURES (WORK INSTRUCTIONS)**
- ✓ **CREATE CERTIFICATION PROGRAMS - GIVE THEM THE ROADMAP ON DAY ONE**
- ✓ **SPECIFIC MOLDING “TRAINING TEAMS” ASSIGNED TO FOLLOW THE NEW OPERATOR THRU THE FIRST 4 TO 6 WEEKS**
- ✓ **TRAINING THAT INCLUDES CLASSROOM AS WELL AS HANDS ON EDUCATION – VIDEO - WEBINARS - OUTSIDE RESOURCES**
- ✓ **CREATE SPECIALIZED TEAMS – TIED INTO PAY – HIGHER EXPECTATIONS (MOLD CHANGE TEAMS....TEAMS FOCUSED ON HIGH APPEARANCE OR HIGHER TOLERANCE PARTS WITH DIFFICULT QUALITY REQUIREMENTS) –ROTO HIGH PERFORMANCE TEAMS!! MAKE IT "ELITE"**

OPERATOR TRAINING - CONTINUED

- ✓ **LEVEL PROGRAMS THAT INCLUDE TRAINING COMPLETION AS PART OF PROMOTION PROCESS OR PAY LEVEL INCREASES**
- ✓ **UTILIZE THE ARM OPERATOR TRAINING MODULES**
- ✓ **DAILY/WEEKLY 'QUICK HIT' TEAM OR DEPARTMENT MEETINGS DESIGNED FOR REVIEW AND TRAINING**
- ✓ **ORGANIZATIONS HAVING THE MOST SUCCESS HAVE STRONG INTERNAL TRAINERS AND HAVE AN ONGOING REVIEW AND RE-TRAINING PROCESS**
- ✓ **INCLUDE STRONG "MENTORSHIP" PROGRAMS**
- ✓ **UTILIZE TRAINING AS A CONNECTION POINT**
- ✓ **FOCUS BUILDING TEAMS AROUND MACHINES OR PROCESS – UTILIZING STRENGTHS – WITH THE FOCUS ON SUCCESSFUL TEAMWORK!!!!**

REMEMBER

- ✓ **COMMIT TO THE INVESTMENT**
- ✓ **TRAIN YOUR TRAINERS!!!**
- ✓ **TRAIN YOUR FRONT LINE SUPERVISORS/MANAGERS**
- ✓ **BUILD A PROCESS AND AUDIT IT!**
- ✓ **CONSISTENCY = DATA - ABILITY TO MEASURE**
- ✓ **FOCUS ON TRAINING THE “WHY SHOULD I” NOT JUST THE “HOW SHOULD I”**
- ✓ **MAKE IT A PRIORITY....NOW**

CONSIDER STARBUCKS!!!!!!

- LEGACY ORGANIZATION – ESTABLISHED IN 1912
- OPERATES WITHIN A PERCEIVED “COMMODITY MARKETPLACE”
- NUMBER OF EMPLOYEES – 190,000 WORLDWIDE
- ANNUAL APPROXIMATE REVENUE - \$17 BILLION
- MENU – INFINITE POTENTIAL MENU COMBINATIONS
- WITH ALL THIS VARIABILITY, HOW CAN STARBUCKS CREATE THE “SAME” CUP OF COFFEE IN TAMPA, FL AS IT DOES IN SEATTLE, WA?
- WHY IS IT A ROTATIONAL MOLDING COMPANY WITH \$15 MILLION REVENUE WITH 10 SUPERVISORS/MANAGERS HAVE 10 DIFFERENT WAYS OF OPERATING?

DEVELOPMENT – CREATE YOUR FUTURE

**DEVELOPMENT OF OUR EMPLOYEES ENHANCES THEIR PERSONAL GROWTH
WHICH IN TURN ENHANCES OUR ORGANIZATIONAL GROWTH**

- ✓ **INDIVIDUAL PLANS FOR ALL EMPLOYEES WITH BENCHMARKING/REVIEW AND ACCOUNTABILITY**
- ✓ **PROCESS IN PLACE FOR REVIEWS OR EVALUATIONS WITH CONSISTENT FOLLOW-UP (TRUST)**
- ✓ **REVIEW PROCESSES THAT ENCOURAGE EMPLOYEE RESPONSIBILITY AND INCLUDE CONSISTENT ROAD MAPS FOR FUTURE SUCCESS**
- ✓ **UTILIZE ASSESSMENTS TO HELP UNDERSTAND DEVELOPMENTAL STRENGTHS AND WEAKNESSES**
- ✓ **CAREER CONVERSATIONS – WHERE DO THEY WANT TO GO AND HOW CAN WE HELP THEM GET THERE?**
- ✓ **SUPERVISOR “IN TRAINING” PROGRAMS – ALWAYS BE DEVELOPING THE NEXT LEADERS**
- ✓ **SUCCESSION PLANNING AND DEVELOPMENT AS A MOTIVATOR ON ALL LEVELS**
- ✓ **PROMOTE PROMOTIONS/CELEBRATE GROWTH AND DEVELOPMENT – MAKE IT PART OF YOUR CULTURE**

EMPLOYEE NAME TITLE

Date Created/Revised

MY TEAM COMMITMENT STATEMENT

What is your personal commitment to the Welty team and/or your team members.

MY BAMBOO

What "seeds" can you plant now that will make a big difference in your future?

GROWTH SEED(S)

What can you learn now that will help you in the future? What book, seminar, on line course, skill set, will make your future brighter?

MY MENTOR(S)

Who can help you along your journey; your board of Directors, who you go to when you need to bounce things around?

MY MENTEE(S)

Whom can you help, share your knowledge and life lessons?

COMMUNITY INVOLVEMENT

What organizations do you actively support?

MY WHY

This is your personal mantra. The why you do what you do. It's why you are making your yearly trips around the sun. Your passion!! Your elevator speech when someone asks: "Who are you?"
(Hint: It's not your job or what you do!)

OPTIC

What behaviors do you exhibit in terms of Welty's core values of Openness, Passion, Teamwork, Integrity and Customer Centricity?

212 DEGREES

Three areas in your life both personally and/or professionally, that if you put forth that little extra effort now will make a big difference later.

PERSONAL BRAND / ICON DEVELOPMENT



KEY METRICS

What three key indicators will you use to measure your success in helping Welty meet its strategic and financial goals?

INSPIRATIONAL QUOTE(S)

1 to 3 quotes - 70 words or less total

Think about a quote, favorite passage, thought, or advice given by someone you trusted. It should be something that has guided you through your life to this point. If you don't have one yet, go online to a site such as <https://www.brainyquote.com/> and seek one that grabs you.

MY TOP 5 ACCOUNTABILITIES CONSISTENT WITH COMPANY GOALS AND ROCKS

These are strategic key accountabilities that define the why of your job. These are not tactical day-to-day activities. Ask: What is my contribution to achieving Welty's top goals? Why does Welty pay me to do what I do? They should be SMART goals: Specific, Measureable, Attainable, Realistic (results oriented) and Time Bound, and should be agreed upon between you and your manager.

MY GOALS

1 YEAR

3 YEARS

5 YEARS

For your Personal, Family, Business, Mind, Body, Spirit and Heart journeys. (1, 3, 5 Years) Again, they should be SMART goals.

Personal	✓	✓	✓
Family	✓	✓	✓
Business	✓	✓	✓
Mind	✓	✓	✓
Body	✓	✓	✓
Spirit	✓	✓	✓
Heart	✓	✓	✓

ASSESSMENTS – TOOLS FOR DEVELOPMENT AND CREATING STRONG TEAMS



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CONFLICT MODE ASSESSMENT

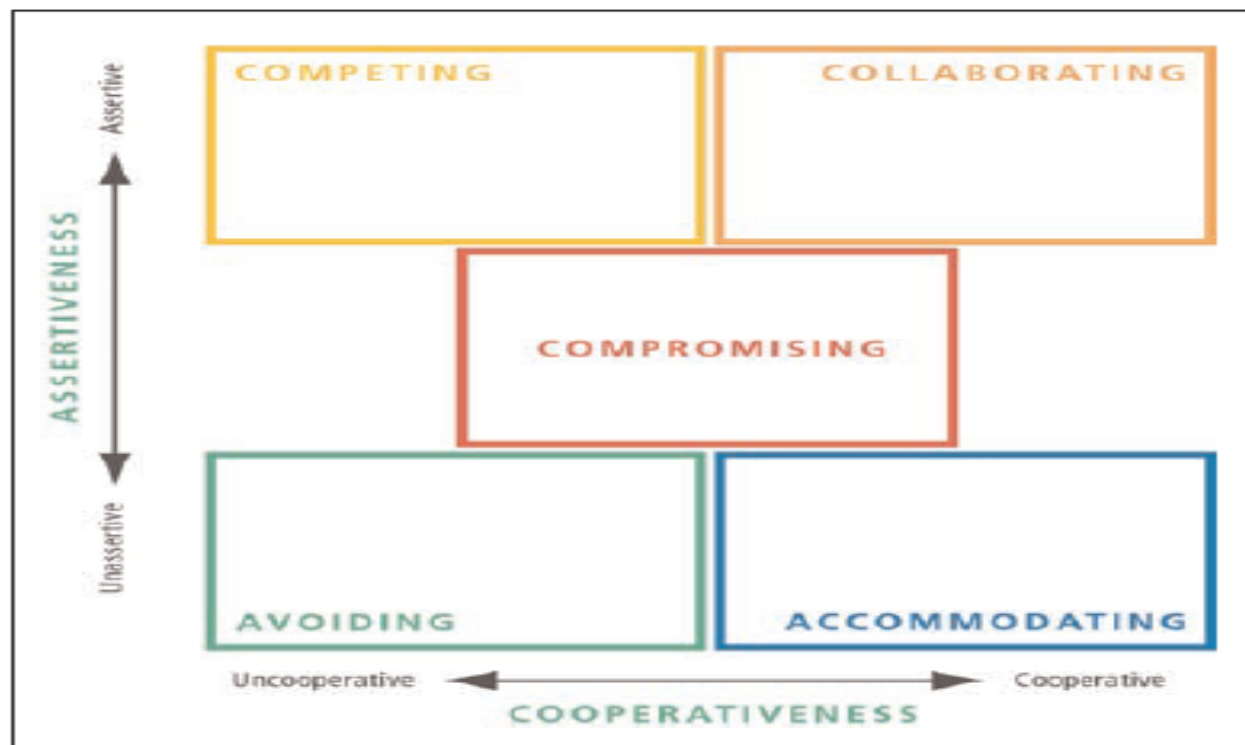


Figure 1. Dimensions and Conflict-Handling Modes for the TKI Assessment

MEASURING IMPROVEMENTS

• FIVE LEVELS OF TRAINING EVALUATION

- **LEVEL 1: REACTION.** THIS MEASURES PARTICIPANT SATISFACTION OF THE TRAINING
- **LEVEL 2: LEARNING.** THIS IS THE KNOWLEDGE, SKILLS AND/OR ATTITUDES (KSAS) THE PARTICIPANTS GAIN AS A RESULT OF TRAINING
- **LEVEL 3: BEHAVIOR.** THE PARTICIPANTS APPLY WHAT THEY LEARNED TO THE JOB
- **LEVEL 4: RESULTS.** DID THE TRAINING AND TRANSFER OF TRAINING IMPACT THE COMPANY'S PERFORMANCE?
- **LEVEL 5: RETURN ON INVESTMENT (ROI).** THIS MEASURES IF THE TRAINING WAS WORTH THE COST

INCENTIVE PROGRAMS

1. BONUS PROGRAMS FOCUSED ON IMPROVEMENT OF KEY METRICS:

✓ SCRAP

✓ EFFICIENCIES

✓ SAFETY

✓ QUALITY COMPLAINTS/RETURNS

✓ DOWN TIME

✓ MATERIAL WASTE

METRIC BONUSES

- **THESE PROGRAMS ARE CONDUCTED IN BOTH SHORT AND LONG-TERM TIME FRAMES**
- **TEAM BASED (MACHINE, GROUP, DEPARTMENT, SHIFT)**
- **METRICS MUST BE MEASURABLE/ATTAINABLE**
- **RESULTS MUST BE COMMUNICATED FREQUENTLY (POSTED)**
- **SOME INDIVIDUAL METRICS SHOULD APPLY – ATTENDANCE, SAFETY VIOLATIONS, QUALITY ISSUES**
- **SET A LEVEL OF BONUS UP IN ADVANCE: (25% FOR 50% OF GOAL/ 50% FOR 75% OF GOAL AND 100% FOR 100% OF GOAL – TOTAL POSSIBLE DOLLARS – \$300.00 PER QUARTER**
- **IN THEORY THESE BONUSES ARE ONLY PAID OUT WHEN IMPROVEMENTS ARE MADE AND PROFITS ARE UP**

SPECIFIC (TEAM) METRIC BONUSES

- **SOME ORGANIZATIONS LOOK AT INDIVIDUAL BONUS FOCUSES TARGETED ON MAJOR PROBLEM AREAS:**
 - ✓ **CREATE A TEAM (CROSS DEPARTMENTAL)**
 - ✓ **ASSESSMENTS CAN HELP CREATE THE DIVERSITY THAT CAN ENHANCE THESE TEAMS**
 - ✓ **GIVE THEM A PROCESS/PROBLEM AREA TO ADDRESS**
 - ✓ **TIME AND TOOLS**
 - ✓ **LINE OF AUTHORITY FOR CHANGE**
 - ✓ **STRUCTURED BENCHMARKING/REPORTING**
 - ✓ **BONUS FOR THE ENTIRE EMPLOYEE POOL BASED ON IMPROVED METRICS OR PROFITS**
 - ✓ **SPECIFIC ADDED BONUS FOR INDIVIDUALS ON THE “TEAM”**

TRADITIONAL BONUS PROGRAMS

- ✓ BONUS BASED ON YEAR END PROFITS
- ✓ BONUS ADDED TO 401K (% OF PAY PUT INTO 401K BASED ON PROFIT)
- ✓ BONUS PAID ON INDIVIDUAL PERFORMANCE – PER REVIEWS

CHALLENGES: TRUST, COMMUNICATION OF IMPROVEMENT EFFECTIVELY, OBJECTIVITY, PERCEPTION AND VALUE AS A MOTIVATOR

SHORT TERM INCENTIVE PROGRAMS

- **ATTENDANCE BONUS**
- **PRESIDENT AWARDS – RECOGNITION FOR SUPERIOR WORK/EFFORT OR IDEAS**
- **QUICK HIT BONUS (MAY BE GIFT CARD OR SMALL \$ VALUE) GIVEN RANDOMLY FOR EXCEPTIONAL PERFORMANCE, EMPLOYEE APPRECIATION DAYS AND WEEKS – FREE COFFEE – SNACKS- LUNCH**
- **BONUSES FOCUSED ON "CORE VALUE" DEMONSTRATIONS: MENTORSHIP, ATTITUDE, ABILITY TO RECITE THE MISSION/VALUE STATEMENT, VOLUNTEERING IN THE COMMUNITY**
- **FAMILY INCLUSIVE EVENTS**
- **ONSITE AND OFFSITE TEAM BUILDING (CONFLICT MANAGEMENT, INCLUSION, PERCEPTION...)**
- **OPEN HOUSES**
- **AUCTION/GAME – PROMOTING IMPROVEMENTS**
- **BBQ – COOKOUTS**


$$ER = OR > CR$$

***“TRAIN AND DEVELOP EMPLOYEES SO THAT THEY CAN LEAVE
AND WORK ANYWHERE, TREAT EMPLOYEES SO THAT THEY NEVER
WANT TO LEAVE”***

SIR RICHARD BRANSON