

BONZA NEWS

Bonza
TRAINING SOLUTIONS

ISSUE 17

JANUARY 2010

SPECIAL MANAGEMENT ISSUE

Look Behind You - No One is There

By Gord Simmons

Due to the downturn in the economy a very important aspect of the future success for many organizations is being ignored. That is the current and future shortage of skilled, qualified Managers. If you are a Manager at any level in almost any organization in Canada or the United States, the above title probably applies to your situation.

As the little girl in Poltergeist said so clearly, "They're here!" For a number of years many studies have confirmed that the main challenge organizations are not facing is the leadership crisis looming large and quickly on the immediate horizon.

Studies conducted recently in Canada and the United States have once again confirmed it is even more evident that qualified Managers fall into the "Skills in Demand" category. Manpower Staffing Agency currently lists management positions as 5th in its Top Ten hard to fill jobs and indicates that 41 percent of U.S employers are having difficulty filling these positions because of a lack of experienced, skilled available talent. The same applies in Canada.

Reasons given for some skills in demand include:

- ◆ A lack of skilled people in a particular place
- ◆ Image problems making those jobs unattractive
- ◆ A lack of investment in training
- ◆ Changes to the labour market because of a change in technology or the economy

While the above reasons are valid, especially the point made regarding the lack of investment in training, there are two other reasons that have more of an impact. They are both tied to the demographics and the aging of the "boomers."

Human Resources and Skills Development Canada in its 2007 publication "Looking Ahead: A Ten Year Outlook for the Canadian Labour Force" indicated management occupations are considered in shortage, largely as a result of the demand associated with the high levels of retirement of these typically older workers.

The percentage of Managers retiring in various occupations within the next three to five years ranges from 40% to a staggering 70%. Many senior people in organizations such as strategists, financial specialists, market experts and operational managers already in their 50's are able to retire.

Unfortunately there are few successors to take their place and in some sectors a severe there is shortage of qualified replacements. To compound the problem, the base from which we normally recruit and develop our future senior Managers is diminishing. The feeder group of 35 to 45 year olds will diminish by 15% over the



QUOTE

"The winner is the chef who takes the same ingredients as everyone else, and produces the best results."

— Edward de Bono

GOOD NEWS

The Canadian Press
January. 4, 2010

OTTAWA — A strong manufacturing report south of the border is also raising optimism for Canada's battered manufacturing sector at the start of the new year.

The U.S. Institute for Supply Management's much-watched index beat the consensus of economists, rising to 55.9 in December, up from 53.6 in November and reaching its highest level in almost three years. A reading above 50 indicates growth.

In another encouraging signal to start of 2010, the Royal Bank's recent consumer confidence survey shows a strong majority of Canadians believe the economy will improve this year and fewer planned to delay major purchases.

BONZA TRAINING SOLUTIONS

Po Box 21007
Stratford, ON
Canada N5A 7V4
Toll - free: 877-508-5525

Phone: 519-508-5525
Fax: 519-508-5526
Email: info@bonzatraining.com
Website:
www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!
www.bonzatraining.com

next 10 – 15 years, thus creating a scenario that will see Management vacancies increase with fewer qualified people available to fill them.

The Dale Carnegie Group in a recent article titled “Who Will Lead Your Business Four Years From Now?” indicated that most baby boomers will be in a position to retire in 2010, leaving a huge talent gap . They also state that the number one need in business today is to hire, develop and retain those who will be leading at every level of their business.

A recent survey of 1300 companies, by Manpower Canada, shows that two-thirds of the employers in Canada do not have a strategy in place to recruit or retain older workers 50 or older.



Introducing CIS—Continuous Improvement Software

CIS, Continuous Improvement Software is an SaaS Cross-Platform Business (X-Engineering) Solution for managing (without paper) all elements of an organization, including ISO 9001:2008, AS9100, NADCAP and FAA requirements. It is simple to use, simple to start and most of all, simple to maintain. It has proven itself in hundreds of companies.

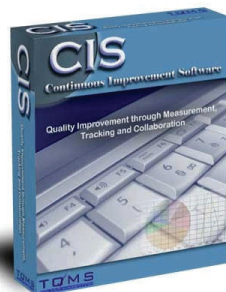
CIS is used in manufacturing and service industries. It was created to provide companies with simple yet powerful and affordable tools to manage their business, their quality system and to ensure customer satisfaction.

Since it's first release, CIS has grown outside it's boundaries of compliance, and now offers solutions for job management, sales and marketing, and many other simple to use tools to manage your business.

CIS was developed by Mr. Peter Sanderson, the President and Founder of TQMS, a quality management training and consulting company. He has developed several quality training systems and is considered a leader and visionary in the field of quality control.

Peter Sanderson won the Quality Professional of the Year 2008 Award from Quality Magazine.

Bonza Training Solutions is pleased to announce that we are working with CIS as a Re-Seller of their software. If you would like more information about this product, and how it will streamline your business processes and save your company time and money, call us now: **877-508-5525**.



The executive overview videos on the CIS website are excellent in explaining all about this software. Click here to view them:

<http://cissoftware.com/ExecutiveOverview.aspx>

We are very excited to be able to offer this product to our clients, and are looking forward to working with CIS to help companies better manage their businesses.

BONZA TRAINING SOLUTIONS

Po Box 21007

Stratford, ON

Canada N5A 7V4

Toll - free: 877-508-5525

Phone: 519-508-5525

Fax: 519-508-5526

Email: info@bonzatraining.com

Website:

www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

To confirm the scope of the problem we did some additional research on the Internet and suggest you might want to do the same. Google "Shortages of Qualified Managers" and be prepared for a lot of information on the "looming crisis" in almost every sector.

Up until recently organizations have simply recruited trained and experienced Managers from other companies. Given current and future shortages this will not be a viable option much longer as the pool is drying up. Not only has this method been costly, it has proven to be ineffective. Studies by the Center for Creative Leadership, based in the U.S. have shown that "66% of senior managers hired from the outside usually fail or leave within 18 months."

Our problem is exacerbated even more by the fact that during the downsizing era in the 90's, many companies eliminated middle management positions thus cutting off a vital career path for preparation to more senior level opportunities.

Coupled with this is the reality that far too many organizations have provided very little to no training to their current middle management group. This of course means that there will be fewer qualified people available for the top management positions.

There are so few qualified individuals available that those possessing the right mix of skills, training and education are aggressively sought out. This has also caused in some cases a rather significant increase in salary levels. What was a few years ago a valuable stable resource has become a transient workforce moving to the highest bidder.

How do we put ourselves in a better position?

Put all this together and you can see that the only sure way to combat this looming threat is to **train and develop the talent you need, from within your own organization.**

Training and developing your Management staff does not need to be a costly process if properly planned and conducted. Using the right approach can save you money in both the short and long term.

You can't afford to wait much longer because your competitors are in the same boat. They will be looking for new management people now or in the immediate future; don't let them be yours.

You probably have people who are capable of moving up in your organization and you may already be doing some succession planning but it is time to get into high gear by providing training and career guidance. The people within your own organization already possess a history with you. You are already aware of their work ethic and their level of loyal and would no doubt be familiar with their potential.

The market place is changing so quickly that organizations are already having a hard time forecasting what their industry will look like in five years, let alone who will be in the positions that will become vacant. It is now essential that you consider combining your business planning with the development of your future leaders.

By staying aware of business changes and continually improving the leadership skills of your existing staff you will make sure that there are people ready to step into management positions at a moments notice.

BONZA TRAINING SOLUTIONS

Po Box 21007
Stratford, ON
Canada N5A 7V4
Toll - free: 877-508-5525

Phone: 519-508-5525
Fax: 519-508-5526
Email: info@bonzatraining.com
Website:
www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!
www.bonzatraining.com

Combine Your Business Planning and Your Leadership Development

It is very difficult to develop your future managers if you don't know what business you will be in or how your business might change in the future. It is necessary to start with a thorough assessment and planning process, even if you don't have a clear vision. Look at your organization carefully to determine the need to change your structure, expand your market or diversify your product lines.

Once your organizational structure has been reviewed and you have developed the necessary business strategies, the current and future leadership needs for the overall management of the organization and each of the departments or units within it will become very apparent.

Leadership Needs and Competencies

If you know the direction your business is heading in, it will be much easier to develop the required leadership skills and management competencies. One of your first steps towards articulating the leadership needs of your organization is to develop a list of competencies for your managers and supervisors.

The competencies of your supervisory group should, to a great extent, mirror those of the managers. If you are promoting from within, you should also ensure that the competencies are reflected in the recruitment process, as far down as the entry - level positions.

The value of developing a competency list lies in its use as a reference tool by managers for organizational or self- development. Training needs can be identified on an organizational or individual basis, enabling training plans and strategies to be developed in accordance with the identified organizational needs. Once the competencies have been identified they can be used to develop statements of qualification, questions to assess candidates for promotion or recruitment and a reference point for career planning.

The competency list is not intended to replace job descriptions, statements of qualification or performance profiles, but to complement these other tools as a reference document. Using it as a guide and tool to help in self - analysis or organizational strength analysis gives everyone within the organization a common information base tied to the goals and the direction already identified.

Leadership competencies should be identified as "must haves" by your organization and need to reflect the requirements necessary for the organization to continue to grow and prosper. You could consider a wide range of competencies such as the ability to:

- lead others
- maintain a strong service orientation
- build a continual improvement capacity
- develop and implement organizational strategies
- develop and maintain a Human Resources strategy
- manage work performance and deliver operational activities and services
- manage organizational resources
- initiate and maintain labour - management relationships
- speak and write effectively and make oral presentations

BONZA TRAINING SOLUTIONS

Po Box 21007
Stratford, ON
Canada N5A 7V4
Toll - free: 877-508-5525

Phone: 519-508-5525
Fax: 519-508-5526
Email: info@bonzatraining.com
Website:
www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

Some organizations have limited the competencies to broader categories, which include:

- leadership competencies such as the ability to lead change
- functional competencies that include technical knowledge
- personal competencies such as resilience and achievement drive

Whatever array of competencies you choose should depend on what makes the most sense to you and your organization. At a minimum they should be clear, relevant to the goals of the organization and measurable.

Create Job Skills and Training Profiles by Position

The Position Profiles identify the specific education/training and skills required to fully qualify someone for each position. The Job Skills and Training Profile tells you what is needed to perform that job (the 'How') while the Job Description tells you the duties or responsibilities of the job (the "What").

When organizations are committed to promoting from within they must not only consider, when recruiting for a position such as a warehouse operator, whether the person has the potential to progress within the organization. When recruiting for a warehouse operator the organization also needs to include looking for skills/abilities required under the Supervisor's Job Profile.

The process of creating not only a Job Description but also a Job Profile will help to determine if a new job is required and if so, how it differs from existing positions. In a sense it will help to ensure that every new job being introduced is justified.

Creating the position profile also helps an organization identify when a person filling that job is fully qualified. This allows the organization to look at the person filling the job and identify, using the Job Profile, the gaps that exist between the person's current status and being fully qualified in that job.

Being 'Fully Qualified' means having a fully satisfactory (good) rating, under the performance management process, and meeting all the qualifications identified under that Job Profile (such as licences, training courses, specific experience etc.)

The gaps identified will form the basis of the training and development plan in order to bring the workforce to the point where each staff member filling a position is fully qualified for that position.

Creating the position profiles will also help with succession planning, especially at senior levels in the organization. Once the profiles are in place it is possible for the organization to determine what constitutes 'Fully Qualified' and makes it easier to identify and develop the employees at the lower levels to assume more senior positions. In order to ensure that you have a means to measure the skills, abilities and educational levels of your employees against the human resources needs of the organization it is necessary to have a position profile for each position in the organization.

Identifying Your Internal Talent and Identifying Gaps

You also need to create a human resources inventory form to solicit and record all the pertinent employee data. By creating an inventory of all employees and their qualifications, it becomes easier to fill vacant positions, plan for anticipated vacancies, and identify trends and gaps within the human resources plan.

BONZA TRAINING SOLUTIONS

Po Box 21007

Stratford, ON

Canada N5A 7V4

Toll - free: 877-508-5525

Phone: 519-508-5525

Fax: 519-508-5526

Email: info@bonzatraining.com

Website:

www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

Inventorying the staff entails, identifying and recording the qualifications of each employee, both within the current job and those other qualifications and abilities (e.g. languages, licenses etc.) identified on the resume. Some important points to consider:

- ◆ The information obtained links the recruitment, development and performance management process giving you a valuable data base
- ◆ Try to ensure that the inventory data is easy to capture, easy to enter, easy to access and easy to update
- ◆ Ensures the commitment of everyone, to use it faithfully whenever the organization is looking to fill a temporary or permanent position.
- ◆ You will also need a commitment to enter all data As soon as possible. If for instance employees provide information on the completion of a course taken and learn that they were not even considered for a position requiring that course, they will lose faith in the system

If you already have a Performance Management program in place you can then create a Training and Development Document to assist your managers in the development of staff.

Create Profiles of Training Courses Your Organization Offers

Create a document, which contains profiles of the training, educational or certification courses available to the entire staff. This document can then be used as a reference tool to assist Managers to identify specific training required for their staff and as a means to inform staff with potential of the courses and training they require to move to the next level.

Scheduling Training on a Regular Basis

Training should never be spasmodic, but should be provided on a regular basis to ensure that employees receive the necessary training in a timely manner. It also creates a professional approach to the development of employees and will be noticed not only internally by employees, but also by customers. It creates a sense of stability within the organization, as trained staff is available and ready to face new challenges. Never train people to reward or punish. Training should be given to improve the skills and abilities of the trainee in order to impact upon the bottom line of the organization.

Develop a Personnel Policy to Reflect the Organization's Expectations

Develop a personnel policy that complements your current Operational Procedures and Policy Manuals and provides a framework for all the human resources topics. One section should include a Code of Conduct for managerial staff, which supports the approach to professionalism in the workplace.

Key sections of the Code of Conduct should be included in all orientation packages and a copy of the full Personnel Policy should be kept in each department, division or facility for easy access by all staff.

Now Look Behind You

If you do all of the above you will be able to look behind you and feel good about that the fact that there is somebody there to follow in your footsteps and provide leadership to your organization for years to come. You will also be pleased to note the immediate increase in productivity, initiative and loyalty as a result of your efforts. This could be your legacy.

BONZA TRAINING SOLUTIONS

Po Box 21007
Stratford, ON
Canada N5A 7V4

Toll - free: 877-508-5525

Phone: 519-508-5525

Fax: 519-508-5526

Email: info@bonzatraining.com

Website:

www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

The Great Giveaway: Good News for Manufacturers in SW Ontario

TORONTO, ONTARIO -- (Marketwire) -- 12/16/09 -- Hundreds of manufacturers in Southwestern Ontario are being given an opportunity to provide workforce training and development they would otherwise not be able to afford.

The Yves Landry Foundation, with funding from the Government of Canada through the Federal Economic Development Agency for Southern Ontario, is offering grants of up to \$50,000 to manufacturers in Southwestern Ontario to pay for training that supports innovation.

"The AIME Initiative (Achieving Innovation and Manufacturing Excellence), which was founded in 2008 with support from the Government of Ontario, has been such a success," says Karyn Brearley, Executive Director of the Yves Landry Foundation : "We are now pleased to launch the second phase and continue this program, thanks to the assistance of the Government of Canada."

"We have been seeing remarkable and tangible results from companies that have already received financial support," adds Brearley. "Companies report dramatic improvements in operations, workforce morale, product innovation and management confidence among other things."

Eligible projects:

1. Focus on training to support the adaptation of new technology, processes or procedures or any change within the company to support innovation.
2. Provide training that will support and develop highly skilled personnel in any area that leads to innovation. This can include the development of new engineering skills, training in the use of new software, hardware or other tools necessary to support innovation, retraining to embrace new technologies, new manufacturing methods, or any other business area that will make a manufacturing company in Southwestern Ontario more competitive in the Global marketplace.

Eligible applicants:

Funding is open to all Ontario manufacturing companies in Southwestern Ontario that meet the following requirements:

- ◆ Between 15-1500 employees
- ◆ In business consecutively in Ontario for at least 3 years, or can demonstrate a solid financial footing
- ◆ Manufacturing facility or facilities located in SW Ontario
- ◆ Manufacture a specific product for sale in Ontario or elsewhere

ACT FAST! The deadline for grant applications is January 15, 2010.

For more information, go to: www.yveslandryfoundation.com

New Courses!

Basics of Root Cause Analysis with 8D

DOE—Design of Experiment

SPC (Statistical Process Control) / Advanced SPC

Lean Leadership

Soft Skills for Supervisors