



How training and
development can
generate interest,
excitement and
collaboration to build
an innovative and
effective team.

By Jeri Oien



Whole System Training Design

Support Request
Merge 3 established teams:
Design Concepts
Engineering Standards
Design Implementation

Phase: One

- Assess
- Discover
- Compile

Phase: Two

- Revise
- Adjust
- Connect

Newly appointed VP, after initial research, asks for help merging three established teams. Will need support and guidance with all aspects of quickly implementing his plan, limiting disruption. Goals: Eliminate 'Silo' thinking and interactions. Increase collaboration, innovation, and better understanding of complete store design cycle. Increase build velocity reducing time from concept to construction. Improve design build quality, enhance relationships with real estate, construction teams, vendors, and landlords.

Using HPT model, determine current state and gaps. Explore all aspects of teams- job descriptions, staffing levels, training, career development, support infrastructure, etc. Create and administer needs assessment. Identify WIFM. What's working, What could be improved? Compile team documentation. Review and verify end-to-end processes. Discover external dependencies to address requirements.

Rearrange process steps, create links, reduce overlap, remove redundancies. Review skills, staffing levels and current responsibilities. Assess training and development needs, career paths. Clarify priorities and opportunities for aligning career goals, work styles, skills, and values. Rewrite or merge job duties where relevant. Consider: potential fears vs. how the changes could improve team members jobs.



Phase: Three

- Poke Holes
- Challenge
- Develop



Phase: Four

- Champion
- Outreach
- Counsel



Phase: Five

- Timing
- Milestones
- Prepare Training

Begin including team leads and objective team members as influencers providing input. Ask them for feedback and to 'poke holes' in new job responsibilities and process. Discuss tentative rollout schedule with milestones. Brainstorm what's needed to mitigate/overcome potential roadblocks, challenges, and push back. Review change management and communication plans. Create initial 'official' communication. Develop list of talking points for champions and influencers.

Start change management, official and planned 'informal' leadership communication. Talking points and role-plays. Drive and shift discussions. Open door, listen, question, coach. Why should they care? What are the benefits to **them**? How can this change make jobs easier, better, faster, more interesting? What are perceived hurdles, limits, challenges, obstacles, both physical and psychological (real or imagined)? What will help?

Continue formal 'official' communication and informal discussions, influence, and leadership outreach. Rollout transition plan with schedule and milestones. Ask for questions and feedback. Plan 'aligned' talking points for leaders and influencers. Develop goals, objectives, and focus for training offsite. Begin to include training offsite info and 'tease' the reason and value in all communications. Finalize training agenda.

Learning Objectives

At the end of this workshop you will be able to:

- Explain how Design Development contributes to the Store Development mission and values and how our mission contributes and supports our work.
- Understand the 'New' end-to-end Design Development process and determine how our roles connect.
- Describe essential links between concepts, operation standards and requirements, and process owners.
- Demonstrate the balance of urgency, organization and process, fun, and service to those you work with.

Learning Offsite Focus and Talking Points*:

Collaboration
Innovation
Brand
Urgency
Service
Support
(and Fun!)

*reinforced from previous leadership communications.

Design Development Learning Offsite

Thursday

Kathy Casey Food Studios

Ballard

Learning Focus

Welcome! We are glad you are here! Coffee Tasting, Setting the Stage, Expectations and Goals for the day. "...Recognizing our partners qualities, skills, strengths, and how each person contributes..."

Activity: Smorgasbord: Instructions and name selection. This activity will be completed at the end of the day, during our celebration. In the meantime, after you've each drawn the name from the box, please keep it to yourself. As you move through your day, think about: What do you already know about this person? Even if you don't know much or you just met them, that's okay. *Your challenge?* Try to spend some time today getting to know them better. What matters to them? What are they excited about or challenged by? What do they do outside of work? How do they interact with others? What perspectives, attitudes, strengths, qualities, skills, etc. do you see in them and admire? How do you see this person contributing to our success? During our celebration I'll ask, "What does each person bring to the table?" Each person will reveal the name you drew and will have the opportunity to share what they've learned and acknowledge and celebrate each person's unique contributions.

Activity: Store Development Mission: How does the 'New' Design Development contribute to and support our mission and values. You will break into small groups and each group will work with a section of our mission or one of our values. Please discuss:

- How does this statement or phrase dovetail into the overall mission of our company?
- What does this statement or phrase mean in terms of what we do?
- How does it influence our brand, design approach, A&E standards and vice versa?
- What can we do more of (or less of) to reinforce this part of our mission? As a team? As individuals?

Select a member of your group to act as a recorder. (use flipcharts and smelly pens provided) Select a team member who will share your statement and your discussion with the larger group after you've finished your focus.

After our small groups report back, we'll 're-assemble' our Store Development mission statement and discuss what we've learned. Then each team member will reflect on what they are personally willing to commit to, in order to make our mission come to life as actionable. Use the commitment form provided in your packet.

Quick Break-Coffee and tea available in the Wine Salon



Take Aways:

- "We work with great people!"
- Our Commitments
- T&D Support
- Follow up questions
- Next Steps



Design Development Learning Offsite

Group One: Working with Chef Casey and staff, prepare lunch for your team. Focus will be on balancing organization, urgency, FUN and service to your partners. Aprons, recipes and cooking instructions will be provided.

Group Two: Activity: Work in small groups to review current projects.

Consider: How do new Job Descriptions and processes impact the current development pipeline? What information, resources, and updates are needed to meet budgets and timelines? Draft action plans and make recommendations. Please prepare to share your thoughts with the whole team. Team members will rotate at the bell.

Relaxed 'Working' Lunch: Group One Servers

Open Forum: Whole Team Discussion: Review current development pipeline and Group Two's findings, recommendations, and draft action plans. What are potential challenges and concerns? What will help address those challenges and concerns? *Consider:* How does collaboration and creativity factor into our ability to overcome those challenges?

Quick Break-Coffee, tea, and sodas available in the Wine Salon

Group One: Break into small groups. Review results from Open Forum discussion. Work together to divvy up tasks. Prepare a loose, tentative project outline with team assignments as appropriate. Create a list of communication requirements and training and development support needed over the next 6 months to ensure success of every person on the Design Development team. Select a recorder and presenter for each group. Team members will rotate at the bell. Prepare to present your findings and review outline, tasks, and support needs at our first team meeting next week.

Group Two: In the Liquid Lab, you'll be working with Casey mixology staff to learn how to create several delicious (alcoholic and non-alcoholic) cocktails while focusing on teamwork, FUN, and 'service' to your partners. Recipes and instructions will be provided. Then you will act as bartenders to prepare, mix, shake and serve cocktails for your 'customers'.

Celebration! Cheers to us all! Appetizers and Cocktails: Group Two Servers

Activity: Smorgasbord: Going around the room, tell the team whose name you drew and then tell us what strengths, qualities, skills, etc. does this person bring to the table?

A Toast to YOU! "Congratulations! As you look around the room, think about how you'll continue to build your "go to" resource network from these talented teammates. Based on what we learned today, imagine all the great things we can do! Very exciting!"

Our Commitments, Next Steps, and Thank you!



Final Phase

- Assessment
- Review
- Release



Offsite Feedback

- Executive
- Director



Next Steps

- Champion
- Fine tune
- Training Needs

Release and announce final team structure and schedule to general audience. Final review of job descriptions and process documentation. 30, 60, 90 day assessment measures on communication hurdles and team effectiveness. Leadership and influencers to continue to support and encourage the change and address challenges.

"Kudos to you for preparing and conducting a stellar experience for Store Concepts. You created a day that reinforced ideas around collaboration and client service tied to innovation. It was also extremely fun! Several team members told me it was the best experience that they have ever had in an activity of this type. Thank you for translating my objectives so seamlessly." Howard W., Senior VP, Starbucks Coffee Company

"Thank You again for your efforts to pull together a quality off-site training. Even though our schedules are tight and there never seems to be a good time to take a whole day away, we did quality work, got to know each other better - and thusly respect each other in a different light." Tonja E. Director, Starbucks Coffee Company

Leadership, directors and team continue to champion transition. Training will design and administer 3 assessments over 90 days focused on progress. HR and Training will partner to provide support and change management training, tools, team facilitation and coaching as needed.

