Session S102
From Rock to Rock Star: Jumpstart New-hire Performance

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Bill Parry, Kaleidescape

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Bill Parry

Leadership Instructor
USCG Leadership & Quality Institute

Company Officer
U. S. Naval Academy
Preparatory School (NAPS)

Corporate Sales and Training
Ingram Micro
Monster Cable
Lucent Technologies
Invaluable
Kaleidescape

(Plays Poker & Loves Scotch)
Ed Beale

Chief Academic Officer
“Dean” USCG Leadership Development Center

Multi-site Standardization
Ship-Helicopter Training Team

Corporate Performance Design
GP Strategies
nPlusOne Group
(Stanley Black & Decker, Trumpf, Bicron, Arthur G. Russell)

Awards
• ISPI Award for Excellence: Innovation (2013)
• Gold Award - Best Learning Team (Brandon Hall Group 2014)

(Culture geek, Travel addict)
Maori Canoe Experience
Apprentices are held back by:

DAVID GLOW
Inability to find/access right info. Close 2nd = Mgmt commitment to bad processes (TPS forms, anyone?) #LSCON

Betsy Sentamu
Mgmt not empowering workers to think. Aka not listening to good suggestions and giving them authority to make thing happen.

DAVID GLOW
Culture. Many stories about management and team cultures (tenure > talent regarding assignment is a standout)

Linda Kirk Immediate access to the technology they were just trained on in the training environment. Ugh!!!

My good mentor did this:

Alexander Salas
Ample time to practice in real world-like simulation environments and opportunity to reflect on discrepancies and mistakes.

David Kelly
Two things: didn't TELL me what to do, SHOWED me. And created an environment where it was safe to say "I need help".

JD Dillon
They let me break things and showed me how to fix them.

Kristen King @kristenking
@edbeale Walked me through processes that were unconscious to others, tipped me off to personalities, offered to answer questions, listened.

What's The Problem?
Job Performance

Time

Skill

“Rockstar”

“Qualified”

Structured:

A ROADMAP

Shadowing only: Just do it like them…

OJT only: Jump in and learn…
Our first “canoe”!

The USCGC MUNRO!
Do you think...? On our first day, the Captain said:

Hey guys! Here are the keys, take her out.
Welcome to the Canoe!

Now Start Paddling...
We started our “Qualification” program.
Fight a Fire
Fundamentals
“Basics”

Systems
“Processes”

Activities
“Results”

To operate an extinguisher:

1. PULL the pin
2. AIM nozzle at base of fire
3. SQUEEZE the handle
4. SWEEP nozzle side to side

Know your extinguisher
Use the correct extinguisher

To Nozzle

To Exit
Remember This?
How do we get it done?
Start with the *Role*

- Desk Clerk
- Waiter
- Sales Associate
- Claims Adjuster
- Lead bottle washer

**MUST be productive in 30-60 days (or less)**
Who's your "Rock Star?"
The role’s impact on others

vs.

vs.
Performance Ecosystem

Isolated Development vs. Integrated Development
What do they need to DO?
What do they need to **KNOW**?
How do **YOU** know?

Confirmation of Learning

“Coaches”
Choose Your Coaches

Technical expertise

Passionate

Explains things well

Flexible
(Shhhhh... It's a Merit Badge)
Examples
101 SAFETY FUNDAMENTALS

101.1 Discuss your unit’s Safety Program. [ref. a]
101.2 Discuss the concept of ORM. [ref. b]
101.3 Explain the following as they apply to ORM: [ref. b]
   a. Defining mission/task
   b. Identifying hazards
   c. Assessing risks
   d. Identifying options
   e. Evaluating risk versus gain
   f. Executing a decision
   g. Monitoring a situation

101.4 Discuss the risk assessment methods employed by your cutter. [refs. b, c]

101.5 Discuss the responsibilities of the following personnel with respect to shipboard safety: [ref. a]
   a. Commanding Officer
   b. Executive Officer
   c. Department Head
   d. Safety Officer
   e. Supervisors
   f. OOD

101.6 Discuss the responsibilities of all hands with respect to shipboard safety. [ref. c]

101.7 Define the different classifications of mishaps: [ref. a]
   a. Class A
   b. Class B
   c. Class C
   d. Class D
   e. Class D-HPO

101.8 Discuss when a Mishap Report is required. [ref. a]

References:
[a] Safety and Environmental Health Manual, COMDTINST M5100.47 (series)
[b] OPNAVINST 5000.39, Operational Risk Management
[c] Cutter’s Organization Manual/Cutter Instructions
[d] Shipboard Regulations Manual, COMDTINST M5000.7 (series)
[e] Asbestos Exposure Control Manual, COMDTINST M6260.16 (series)

101 SAFETY FUNDAMENTALS (CONT’D)

101.9 Discuss your unit’s Hazard Communications Program with respect to the following: [refs. c, d]
   a. Purpose and location of unit’s inventory of hazardous materials
   b. Knowing how to interpret and where to find the Material Safety Data Sheets for hazardous materials aboard
   c. Requirement that all containers for hazardous materials be labeled to show contents

101.10 Discuss your unit’s Hearing Conservation Program with respect to the following: [refs. c, d]
   a. How to identify a hazardous noise area and what warnings are required to be posted
   b. What hearing protection is required for areas where the noise hazard is at or above 84dBA and 104dBA

101.11 Discuss your unit’s Sight Conservation Program with respect to the following: [refs. c, d]
   a. Personnel protective equipment
   b. Use of and location of emergency eyewash stations

101.12 Discuss the precautions to be followed when asbestos materials are aboard. [ref. e]

101.13 Discuss the types of head protection, harnesses, respirators, and safety goggles available aboard, and describe the hazardous exposure or injury the equipment protects against. [ref. d]

101.14 Discuss the safety precautions to be used when working around shipboard antennas and the maximum permissible exposure limits. [ref. d]

101.15 Discuss the OOD’s actions when a member of the crew reports a hazardous condition. [ref. d]

(Signature and Date)
Corporate Setting

23 pages

Detailed, but not overwhelming

60 days to complete
Retail Setting

3 pages
Not overwhelming
30 minutes to complete
# Roadmap for: Canoe Paddler

## Prepare: Knowledge and Basics

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date / Score / Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundamentals Activity</td>
<td></td>
</tr>
<tr>
<td>Define five parts of the paddle.</td>
<td></td>
</tr>
<tr>
<td>State the paddling “prep” command.</td>
<td></td>
</tr>
<tr>
<td>(with two coaches)</td>
<td></td>
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</tbody>
</table>

## Develop: Skills and Cross-training

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date / Score / Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Activity</td>
<td></td>
</tr>
<tr>
<td>Demonstrate paddle grip, both left and right side.</td>
<td></td>
</tr>
<tr>
<td>Demonstrate paddling in time to coxswain directions.</td>
<td></td>
</tr>
<tr>
<td>(with two coaches)</td>
<td></td>
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</tbody>
</table>

## Qualify: Coaching and Demonstrations

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date / Score / Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Activity</td>
<td></td>
</tr>
<tr>
<td>Prepare for a canoe paddling excursion.</td>
<td></td>
</tr>
<tr>
<td>Act as a member of a canoe paddling team</td>
<td></td>
</tr>
<tr>
<td>(with two coaches)</td>
<td></td>
</tr>
<tr>
<td>(one instance)</td>
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</table>

## Qualified Canoe Paddler

<table>
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<tr>
<th>Signature:</th>
<th>Date:</th>
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Road Map

Prepare + Develop = Qualify
The Role
Must be productive in 30 - 60 days

The Rockstars
Already performing at a high level *in this role*

The Impacts
Who do they touch? Who touches them?

Need to DO?
The 10-20 productive actions *that get results*

Need to KNOW?
Policy and book knowledge needed for the role

How do you Know?
Are they qualified to represent your brand? How do you know?
Widget Sales

Gizmo Sales

Gizmo Marketing

Sales Manager

Gizmo Manager