

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 13 – Developing Employees and Managers – Winter 08

Developing Employees and Managers

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Human Resource Development Process

- Orientation to Company and Job
 - Training
 - Management Development
 - Methods Used In Management Development
 - Evaluating Training & Development
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ORIENTATION

- Introduction to Company

 - General Organizational Orientation – HR

 - Departmental & Job Orientation – Manager
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Case study: 24 Hour Fitness Inc.

General Organization Orientation:
"New Hire Orientation"

- The Orientation is conducted by the District Managers

Workshop Objectives:

- Introduce organization to newly hired employees
 - Describe 24 Hr Fitness' mission, core values and brand
Core Values: Caring, Accountability, Limitless, Integrity, Fun
 - Describe 24 Hr Fitness' products and services
 - Identify basic company policies and procedures
 - Understand the importance of member services
 - Understand what's expected of club members and how they can contribute to the success of the company
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Case study: 24 Hour Fitness Inc. General Orientation – Cont.

- **Target audience:**
Membership Counselors, Front Desk Team Members, Group X Instructors, Kid's club Team Members, Personal Trainers, Floor Trainers
 - **Class size and frequency:**
10-20 participants, every Friday 10 am- 12 pm
 - **Orientation Kit includes:**
New hire packet and Employee Handbook
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Case study: 24 Hour Fitness Inc.

Departmental & Job Orientation

- Performed in-club by Club Manager and/or Department Heads
 - Covers topics unique to the new employee's specific department and job
 - Conducted during In-Club Training (ICT)
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TRAINING

- Needs Assessment
 - Training Objectives
 - Methods of Training
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Case study: 24 Hour Fitness Inc.

Methods of Training adopted

A - On-the-Job Training (OJT)

B - Classroom Training

C - Computer-based Training

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Case study: 24 Hour Fitness Inc. Methods of Training – Cont.

A - On-the-job training (OJT)

I.C.T. Training – all positions (after New Hire Orientation)

- Performed by Club Manager and Department Heads
 - Departmental & job orientation
 - I.C.T. Workbooks are used. Managers check topics/tasks completed
 - Hands-on training “shadowing” Club Manager and/or Department Head
 - Cross-training: learning other’s departments job
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Case study: 24 Hour Fitness Inc Methods of Training – OJT - Cont.

Specific I.C.T for Personal Trainers

- 20 hours before and 20 hours after CPT Certification (classroom training)

Specific I.C.T. for Membership Counselors

- 4 weeks I.C.T. with Club Manager and/or Membership Manager Supervision
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Case study: 24 Hour Fitness Inc
Methods of Training – Cont.

B - Classroom Training

B.1- "CPT Certification" 4-day course for Personal Trainers

- Taught by APEX/NASM instructors

Workshop objectives:

- Anatomy, physiology, nutrition
 - Exercise Program design
 - Case studies review
 - Hands-on training
 - Prospecting Clients & Consultative Selling Method
 - Test
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Case study: 24 Hour Fitness Inc
Classroom Training - Cont.

B.2 - "New Hire Sales Training"

- 4-day Sales course for Membership Counselors
- Facilitated by District Managers

Workshop objectives:

- Understand basic anatomy to add credibility when discussing how to use equipment on the tour
 - Perform Guest introduction & qualification
 - Membership and Personal Training Presentation
 - Understand the 5 steps to overcome objections (Listen, Agree, Overcome, Re-Enthuse, Close)
 - Q & A with a Panel of club Managers & Membership Managers
 - Test
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Case study: 24 Hour Fitness Inc
Classroom Training - Cont.

B.3 - NASM Enrichment Program

- Free Personal Training Certification earned based on performance achievements (sessions serviced and personal sales)

 - Frequency: monthly
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Case study: 24 Hour Fitness Inc
Training - Cont.

C - Computer-based training

- CEC's for Personal Trainers

 - Workplace harassment training/certification

 - GMS training/certification (Electronic daily planner, agreement processing, leads, appointments, shows, follow ups management etc..)

 - Body Bug training/certification
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MANAGEMENT DEVELOPMENT

- Organizational Needs

 - Individual Managers Needs
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Management Development Methods

ON THE JOB

- Understudy Assignments
- Coaching
- Job Rotation
- Special Projects & Committee Assignments

OFF THE JOB

- Classroom Training
 - Lectures
 - Case Studies
 - Role Playing
 - In-basket techniques
 - Business Games
 - Assessment Centers
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EVALUATING TRAINING & DEVELOPMENT

- Reaction
 - Learning
 - Behavior
 - Results
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Case study: 24 Hour Fitness Inc.

Management Development Methods

- Understudy assignments**
 - Assistant Membership Manager, Assistant Fitness Manager, Assistant Service Manager
 - Manager On Duty (MOD) in absence of Department Head or Club Manager
 - Incentives and bonuses are offered in their comp plan based on club performance
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Case study: 24 Hour Fitness Inc
Management Development – cont.

☐ Coaching

- Offered by Club Manager and District Manager
- Coach's Report (assessment and weekly follow up)

☐ Committee assignments

- Club Excellence committee (comprised of 24 Club Managers)
 - Fitness, EFT, Marketing committees (comprised of Club Managers, District Managers and RVPs)
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Case study: 24 Hour Fitness Inc.
Management Development – cont.

☐ Classroom Training

- Workshops for Next Generation Managers
 - ☐ Fitness Managers Fundamentals for Assist.FMs
 - Workshops for Club Managers
 - ☐ Hiring process, performance management, best practices
 - Workshop for District Managers
 - ☐ "The Leadership Challenge", Coaching, Mentoring, workshops facilitation
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QUESTIONS

Thank you!

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