

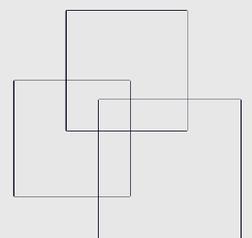


International
Labour
Office
Geneva

WISE +

Work Improvement in Small Enterprises

Trainers' Guide





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Labour
Office

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Trainer's Guide

Developed and piloted within the ILO/DANIDA project:
**Improving Job Quality in Africa through concerted efforts by Government,
Employers and Workers**

Conditions of Work and Employment Programme

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Work improvement in small enterprises (WISE) Trainers' Guide

Geneva, International Labour Office, 2009

ISBN 978-92-2-122908-7 (print)

ISBN 978-92-2-122909-4 (web pdf)

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Foreword

Work Improvement in Small Enterprises (*WISE*) is an innovative approach to improving working conditions and productivity in small and medium-sized enterprises around the world. It is not simply a training package, but a process in which entrepreneurs and managers are empowered and supported to address working conditions issues through the identification, sharing and implementation of local and affordable good practices. In the long term, the improvements in working conditions achieved are sustained through the development of supportive networks of local entrepreneurs and trainers who continue to share ideas and practices, motivated by the measurable improvements in productivity that participants experience.

A series of training modules and guides, first published in 1988, form the heart of *WISE*. Until now, these have provided guidance on nine technical areas of working conditions, all of which address the physical organization of the workplace and work processes and simple ways to alter these, so as to improve safety and health and increase productivity. These manuals have been used, adapted and translated into more than ten countries in Africa, Asia and Latin America, evidencing the flexibility and effectiveness of the *WISE* approach.

WISE-R (*More Work Improvement in Small Enterprises*) builds upon this success and is designed to meet the needs identified by *WISE* trainers and entrepreneurs around the world to expand the *WISE* package to include other key dimensions of working conditions. *WISE-R* consists of six new modules and training guides that address not only the physical work environment, but also the more complex day-to-day challenges that entrepreneurs face when handling employee recruitment, management and motivation.

WISE-R is a natural extension of the original *WISE* manuals. It reflects the global recognition that the employees of a business are not only often a significant investment, but that their performance holds the key to the success of the business. *WISE-R* reflects this reality and takes on the issues that are central both to workers' recruitment, retention and motivation, and to maximizing individual productivity in a safe and healthy way: wages, working time, maternity protection, work-family balance, management and motivation, and workplace relations.

As with *WISE*, the suggestions made in *WISE-R* are both practical and low-cost. The focus of these ideas is, in fact, to introduce simple working practices and measures that can make a huge difference to the motivation and the ability of employees to perform their job and, consequently, to the productivity of the business.

The concept of combining *WISE* and *WISE-R* into a *WISE+* package arose in the course of a six-month period of pilot testing carried out in Mozambique and the United Republic of Tanzania in 2009. Following the development of the *WISE-R* modules, a decision was taken to pilot the *WISE* and *WISE-R* training modules in tandem. The implementation phase was carried out with the cooperation and participation of a range of local and national actors, including local entrepreneurs, employers' and workers' organizations, labour inspectorates, ministries of labour, training institutions and others. The feedback received following this exercise has suggested that combining *WISE* and *WISE-R* is an effective and efficient approach.

This *WISE+* binder brings together the *WISE Package for Trainers* (2004) with the new *WISE-R Trainers' Guide*, to create a complete *WISE+ Trainers' Guide*. This binder accompanies the *WISE+* Action Manual, which comprises the original *WISE* and new *WISE-R Action Manuals*.

In the longer term, further work will need to be undertaken to fully integrate the *WISE* and *WISE-R* modules, and their respective guides. This *WISE+* package is thus presented as a prototype, which is ready for use, but will also provide a solid starting point for future work. The ILO would welcome any feedback from *WISE* and *WISE-R* practitioners who will use and adapt *WISE+* to the multiple realities faced by entrepreneurs around the world.

Trainers' Guide to WISE-R Module 2

Managing and Motivating workers

1. Objective, duration, approach and tools

Objective:	<p>By the end of this session, participants will be able to understand the importance of managing and motivating workers in their company and be motivated to take practical actions to do so.</p> <ul style="list-style-type: none"> • Participants will understand and be able to explain the impact that good management and motivation has on productivity and quality, recruitment and retention. • Participants will be able to mention a number of practical approaches that they could use to improve worker management and motivation. • Participants will have committed themselves to designing and implementing improved management and motivation practices.
Duration:	<p>Session of 4 hours approximately:</p> <ul style="list-style-type: none"> • 175 minutes (approx) presentation and group discussion/work (3 hours); • 60 minutes (1 hour) final group work exercise/ action planning. <p>NOTE: Additional time is required for an enterprise visit prior to the training, in order to provide training participants with an initial shared experience of looking at workplace organization and practices in one enterprise, and completing the WISE-R Checklist. The time required for this activity is about one hour plus transportation time to/from the training site.</p>
Outputs:	Participants willing and able to introduce/improve existing management and motivation practices in their enterprises.
Methods:	Presentations / Group Discussions / Exercises
Training Tools:	Practical exercises, WISE-R Checklist, slides or transparencies and the WISE-R Action Manual

2. Session design

Pedagogic strategies:

- Introduce the principles for the managing and motivating worker in an enterprise;
- Identify the benefits of good practices;
- Propose practical actions;
- Obtain the participants’ own ideas from their experience.

3. Division

This session is divided into eight sub-units, plus exercises and conclusions: Introduction plus presentations on the 7 principles. More than two and a half hours of the four hours involved is allocated to discussion, group work, and action planning.

Sub-unit	Time available
1. Introduction	15 minutes
2. Hire workers with the knowledge and skills that your enterprise needs	40 minutes
3. Provide training opportunities	15 minutes
4. Control the demands of the job	20 minutes
5. Ensure appropriate supervision	20 minutes
6. Be positive and value workers	20 minutes
7. Treat workers fairly	25 minutes
8. Encourage team spirit	20 minutes
Total of technical topics:	175 Minutes
Exercises	40 Minutes
Conclusion	25 Minutes
Total:	240 Minutes

4. Preparation for the training session

Read through all the training materials and prepare yourself for potential questions. Make sure that computer equipment and projectors are available and functioning. If not, print the PowerPoint presentation on transparencies and use an overhead projector. If there are no facilities, prepare flipcharts or handouts in advance.

5. Equipment needed

- A computer with PowerPoint programme;
- An LCD projector;
- A screen or a white wall;
- Flip chart and paper;
- Transparency and pens for each work group if using an overhead projector;
- Some A4 paper and pens for each participant.

6. Exercises

See point 2 and 16 for details.

7. Potential questions and answers

The following are potential questions that may be asked by participants in the course of running this session, together with some sample answers. There may be other questions, but most of these can be answered with the help of the “WISE-R Action Manual”.

Question 1: How often do I need to develop and update the job descriptions?

Answer 1: You should have a job description for every job in the enterprise. You can update these job descriptions whenever a change occurs in your organizational structures or in the tasks for the specific job. It is recommended to analyze and, if needed, adjust the job description, as part of a yearly evaluation of the worker's performance (feedback session). Adjusting the job description could be one of the outcomes of the evaluation session.

Question 2: How can I ensure that employees do not consider a feedback session as an extra workload or as a way of criticizing their performance?

Answer 2: In many SMEs, feedback is considered as “negative”. However, there are some simple techniques for having a constructive dialogue that can have a direct impact on the worker's performance.

The session should start by you finding out if the tasks done and the results expected of the employee are clear to him/her. To start on a positive note, you could simply ask the employee what he/she considers to be good about his/her performance.

You should, where possible, agree and even add some more strengths that you have noted. This will boost the employee's self confidence and they will understand that you are noticing when they work well.

You can then move on to ask the employee which points he/she wants to improve during the period up to the next feedback session. Most of the time, the employees know very well in which areas their performance is weakest. If you have some points to add to what the worker mentions, you can do this at this point.

At the end of the session, the worker should feel valued (because of a long list of positive items) but also be aware of the areas where improvement is needed.

It is recommended to have these feedback sessions at least yearly.

Question 3: I often organize formal meetings, where I ask employees' opinions on things relating to the business and their work, but they do not provide any feedback. Yet, at the end of the day I hear them complain in the corridor. How can I ensure a more open communication between me and my employees?

Answer 3: Workers are often not eager to provide comments/suggestions to a manager or to their supervisors, because you have power over them and they are worried that you will be unhappy with what they suggest.

You need to make sure that your workers are confident and that they feel they can trust you. So, whenever they bring up a problem in a meeting, show that you are listening to them and try to follow up on the issues raised, even if they appear insignificant. This will build their confidence in you for the future.

Spend more time with your workers (e.g. have lunch together or organize informal events where families can meet). This will help them to see that you are, like them, just a human being with family responsibilities and daily problems.

Step-by-step guide to Module 2

Introduction (15 minutes)

Key activities	Method	Tools	Time
<p>If this is the first WISE-R Module to be taught, refer to the General <i>Introduction to WISE-R training and briefing on the WISE-R Checklist</i>.</p>			
<p>1. Welcome participants and introduce yourself. Invite participants to introduce themselves. Present the title of the unit session (slide 1).</p> <p>Describe the objectives (slide 2). Ensure that each participant understands the objectives.</p> <p>Encourage a discussion about the problems and what participants find challenging about managing and motivating workers. Note these on the flipchart, so that you can use them later in discussions.</p> <p>Briefly introduce the 7 Principles on Slide 3, which provide the structure for the training on this Module.</p>	<p>Presentation and discussion</p>	<p>Presentation Slides 1-3</p>	<p>15 mins</p>

PRINCIPLE 1. Hire workers with the knowledge and skills that your enterprise needs (40 Minutes)

Key activities	Method	Tools	Time
<p>2. Explain why getting the right workers is important to the performance of the enterprise. Mention:</p> <ul style="list-style-type: none"> • the problems and expense (hiring and training costs) that can arise if workers are not able to do their job; • the costs that can be saved by making the right choices. <p>Emphasize that the manager needs to analyze the tasks that she needs workers to do, so that he/she can work out the skills the worker will need. Run through slide 4.</p>	<p>Presentation</p>	<p>Slide 4</p>	<p>5 mins</p>

Key activities	Method	Tools	Tim
<p>Lead the group exercise on slide 5 : each group needs to elaborate a job description for one of the following jobs:</p> <ul style="list-style-type: none"> • Assistant manager • Security guard • Cleaner <p>Have no more than 4 groups. Allow 15 minutes for writing the description and 15 minutes for sharing/ discussion.</p> <p>To avoid losing time on choosing the type of enterprise, ask the groups to write down the description for the enterprise that was visited.</p> <p>To make the discussion more meaningful, when the descriptions are completed, copy them and hand them out to other groups before they are discussed</p>	Group discussion	Slide 5	30 mins
<p>3. Show slide number 6, where common elements on a Job Description are listed.</p> <p>Stress that a job description will help them to choose new workers on the basis of their skills and not take into account irrelevant factors e.g. race, religion, gender</p>	Presentation	Slide 6	5 mins

PRINCIPLE 2. Provide training opportunities (15 minutes)

Key activities	Method	Tools	Time
<p>4. Present Principle 2: <i>Provide training opportunities.</i></p> <p>Acknowledge that many employers only think about the cost and do not have the time to think about the advantages listed on slide 7.</p> <p>Encourage a brief discussion on: <i>What sort of training for workers would most benefit your enterprise?</i></p> <p>Encourage participants to think about training at every level of the enterprise.</p> <p>Present at the ideas given on slide 8 and encourage discussion on the sort of skills workers in participants' enterprises could share with each other. Ask: <i>How could this skill sharing increase business flexibility – particularly when a worker is absent?</i></p>	Presentation	Slides 7 and 8	15 mins

PRINCIPLE 3. Control the demands of the job (20 minutes)

Key activities	Method	Tools	Time
<p>5. Introduce the principle: Control the demands of the job, and the advantages set out on slide 9.</p> <p>Before presenting the remainder of the slide, encourage a group discussion on problems caused by work overload and stress, using the question: <i>What problems have you experienced in your enterprise as a result of work overload or stress?</i></p> <p>Note the answers on a flip chart.</p>	Discussion	Slide 9	10 mins
<p>6. Run through the advantages on slide 9 and the suggestions on slide 10.</p> <p>Try to refer back to the problems that participants mentioned earlier and how these suggestions could have helped avoid these problems.</p> <p>Remember that they, as entrepreneurs, are also 'working' long hours or doing boring tasks so they should be encouraged to relate their experience to that of workers.</p> <p>Discuss whether it is important for them to have control over their work tasks, and how they balance home and work time etc.</p>	Presentation	Slide 9-10	10 mins

PRINCIPLE 4. Ensure appropriate supervision (20 minutes)

Key activities	Method	Tools	Time
<p>7. Present the principle: <i>Ensure appropriate supervision</i>, and run through the advantages of good supervisory practices set out on slide 11.</p> <p>Encourage a group discussion: <i>How do you get the balance right between supervision and personal responsibility?</i></p>	Presentation and discussion	Slide 11	10 mins

Key activities	Method	Tools	Time
<p>8. Run through slide 12 on what participants can do.</p> <p>Talk about the benefits of having positive relationships between workers and supervisors – so problems are shared and resolved quickly.</p> <p>Clarity over the supervisor's role ("power") reduces the chance of the supervisor becoming oppressive or bullying workers.</p>	Presentation	Slide 12	10 mins

PRINCIPLE 5. Be positive and value workers (20 minutes)

Key activities	Method	Tools	Time
<p>9. Present the principle: <i>Be positive and value workers</i>. Run through the advantages set out on slide 13.</p>	Presentation	Slide 13	10 mins
<p>10. Discuss the actions that can be taken, which are set out on slide 14.</p> <p>Explain that adjusting wages periodically is essential as prices change so wages have to change. If not workers will not stay or perform well.</p> <p>Spend some time on discussing "feedback on performance". Ask participants: <i>How many of you have previously received feedback on their performance, and how did you feel about it?</i></p> <p>If no-one has had this experience (very probable), tell a story about how you received feedback in a job, and that it led to a positive discussion, with you feeling that the manager was valuing your work. Emphasize that this 30 minutes (constructive) feedback session helped you to develop improved skills and improved your motivation.</p>	Presentation and discussion	Slide 14	10 mins

PRINCIPLE 6. Treat workers fairly (25 minutes)

Key activities	Method	Tools	Time
<p>11. Introduce the principle: Treat workers fairly</p> <p>Emphasize that workers need be treated fairly and to feel they are being treated fairly – otherwise they will become demotivated or bitter, or leave. All of these are bad for enterprise performance.</p> <p>Encourage participants to think about how they feel when they are treated unfairly e.g. when they don't get an order because someone else is 'friends' with the customer/decision maker. Encourage them to share examples.</p>	Presentation	Slide 15	5 mins
<p>12. Introduce the idea of sound enterprise employment practices. Stress that written contracts can help to avoid disputes or uncertainty, because they make all of the terms of employment clear.</p> <p>Explain that long-term employment contracts are important because they can make workers feel settled. They underline the fact that they have a longterm future with your enterprise, so improve loyalty, dedication and performance. They also make it possible for the worker and the enterprise to plan ahead.</p> <p>Flexibility can help the enterprise to attract the best female (and male) candidates.</p>	Presentation	Slide 16	10 mins
<p>13. Go through the list of things not to do on Slide 17.</p> <p>Emphasize that the practice of reducing wages needs to be strongly discouraged as it can create hardship for workers and it encourages workers to hide problems rather than solve them.</p> <p>Some countries even prohibit this in their laws.</p> <p>Ask participants to share their practices and their understanding of the legal situation concerning deducting money from a worker's salary.</p>	Presentation and discussion	Slide 17	10 mins

PRINCIPLE 7. Encourage team spirit (20 minutes)

Key activities	Method	Tools	Time
14. Present the principle: <i>Encourage team spirit</i> and go through the benefits on slide 18	Presentation	Slide 18	5 mins
<p>15. Run through points on the slide.</p> <p>Jargon: Emphasize that specialist language can be helpful when talking to other specialists but it is often an obstacle to communication.</p> <p>Ask participants to share examples of when they have not understood what someone is saying and pretended they have.</p> <p>Explain that, with workers, such problems can cause mistakes /stoppages or under-performance so they need to work to avoid any misunderstandings with workers.</p> <p>Listening to workers: Ask participants if they listen to their workers' comments and act on their ideas. If not, why not?</p> <p>Explain that workers have an expert knowledge of their job and their ideas can result in time being saved or quality improving. They will also feel valued/motivated.</p>	Presentation and discussion	Slide 19	15 mins

Final group work exercise (40 minutes)

Key activities	Method	Tools	Time
<p>16. Final group work exercise</p> <p>Ask participants to break into small groups (5-6 persons) to identify the following:</p> <ul style="list-style-type: none"> • Two positive examples of practices that they noted during the initial enterprise visit, relating to managing and motivating workers; • Three practical, concrete suggestions for improved practices relating to managing and motivating workers; • Describe what the impact would be of these suggestions. <p>Remind participants that their suggestions should benefit both workers and the enterprise. If they have no concrete ideas for the</p>	Group Discussion Plenary report	Slide 20	40 mins

Key activities	Method	Media	Time
<p>visited enterprise, participants can think about their own enterprise.</p> <p>Ask the groups to present their suggestions, and encourage a discussion on the suggestions made by the different groups.</p>			

Conclusion and Action Planning (25 minutes)

Key activities	Method	Media	Time
<p>17. Conclusion</p> <p>Summarize the session. Show the 7 principles again and then run through the checkpoints. You could ask participants to read them, if you are confident of their literacy standards.</p> <p>Invite questions and comments.</p>	<p>Presentation/ Questions & Answers</p>	<p>Slides 21-24</p>	<p>10 mins</p>
<p>18. Action Planning</p> <p>This should take place at the end of the WISE-R training, whether this includes all or just some of the modules.</p> <p>Remind participants of the checklist exercise done at the beginning of the session, where participants completed the checklist for the enterprise they visited during the training.</p> <p>Explain that the next step is for participants to implement WISE in their own enterprise.</p> <p>Tell them that the first step they will need to take is to complete the checklist exercise for their own enterprise, to identify possible improvements that could be made. From this they will develop an Action Plan: a plan for those things they intend to improve over an agreed period. This should be based on the observations they have made on the WISE-R Checklist, and upon active discussions with their managers, supervisors and workers.</p> <p>The Action Plan is a tool that facilitates implementation of the “improvements”. Without a clear Action Plan, managers can forget or be tempted to postpone implementation of some actions. The action plan will ensure a proper follow up of the initial ideas.</p>	<p>Presentation</p>		<p>15. mins</p>

Key activities	Method	Media	Time
<p>Explain that WISE-R facilitators will help participants to develop a strong and realistic plan, and will support the participants in implementing it, through a series of meetings, to be agreed with them.</p> <p>It is important that participants agree a date for a first meeting with a facilitator, before leaving the training.</p> <p>Explain that It is crucial to involve as many employees as possible in the development of the action plan. The proposed actions are aimed at improving productivity and the working conditions of the employees. If employees are involved in the identification of the planned improvements, they are more likely to cooperate in their implementation and to value the results.</p> <p>Mention that the ILO can support the facilitators in their work with participants and offer further advice about the plan and its implementation if needed.</p>			
<p>19. End the session. Thank participants for their attention and active participation.</p>		Slide 25	

WISE-R Module 2: Managing and motivating workers

Checkpoint 4: Perform a job analysis and elaborate a job description to help you to find workers with the right skills for the job.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 5: Offer workers the opportunity to be trained, and so increase the skills available in your business.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 6: Make sure that new workers are introduced to your business culture, practices, and rules.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 7: Make sure that workers have the tools they need to do the job.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 8: Be clear with workers about what you want them to do and the results you expect.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 9: Give workers as much control as possible over the way they carry out their tasks.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		

Checkpoint 10: Give workers professional responsibility for tasks, and acknowledge this in pay and/or in thanks.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 11: Plan ahead for absences by preparing junior staff to take on delegated tasks.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 12: Give praise when it is due and never deliver criticism in public.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 13: Organize regular meetings with each employee to give them feedback and orient them in their work.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 14: Have a clear discipline and grievance policy and make sure that managers, supervisors and workers, understand and apply it.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		