

# Five Proven Principles for Building an Engaged and Skilled Workforce

— By Joseph Weitzer, Dean of the Center for Business Performance Solutions

**R**ecent reports indicate that the most successful organizations invest an average of \$1,200 and allocate 30 hours of training and development per employee each year. These organizations represent all types of businesses - simple and complex, large and small, for-profit and non-profit. In addition to the company being more “successful” as a result of a more knowledgeable and skilled workforce, each has discovered that their employees appear more engaged in their roles.

There is more to ensuring this return on investment than merely committing to a dollar amount. Consider these five proven principles when weighing your options.

## **Start with the strategic plan**

Your strategic plan should extend beyond value proposition and key objectives. It should consider the organization’s capability to achieve and sustain success. There should be deliberate strategy focused on talent management that includes objectives and measures relative to recruitment, onboarding and development. A workforce of inadequate size, capacity or ability will undermine the organization’s stability and hamper its ability to grow and succeed.

## **Incorporate a succession strategy**

Succession planning extends beyond the level of the C-suite. Include any member of

the organization who holds key institutional knowledge or whose position is vital to the successful operation of a process, system or piece of technology. These positions require a backup plan that addresses short-term disruptions and long-term transition. The identification and implementation of a development program for these key individuals will build bench strength and minimize disruption due to promotions or turnover.

## **Provide development opportunities for your leaders**

Define the competencies required of your leaders. Ensure they have a solid understanding of core leadership principles and whose attitudes and values align to those of the organization. Then invest in their continued development and provide a path of increased experiences and responsibilities. Leadership skills are enhanced when mentors play an active role in the transformative decision-making process. Without a strong foundation, a premature promotion will not only undermine a new leader’s confidence, it can have a detrimental effect on the whole organization.

## **Implement an employee development plan**

Great organizations view employee development as an integral part of the strategic plan and development begins during the onboarding process. An early investment

can accelerate employee performance and engagement, while bringing long-term value realized through employee retention, improved processes and quality output, enriched work environment, enhanced ability to recruit new talent and increased customer satisfaction.

## **Establish performance standards**

Establishing performance measures aligned to training can have a multiplying effect. Employees should be encouraged to use the knowledge and skills learned and add value to the work they do. Without this expectation and associated accountability, the training investment is likely to be lost.

## **A Vital Resource for Business**

Ensure you have the right training and approach to achieve your business results by partnering with the Center for Business Performance Solutions. With our commitment to aligning business solutions to your strategic objectives, you can rest assured that investment in your team will result in building a skilled, motivated and engaged workforce for tomorrow. From technical skills and fundamentals to leadership development and executive coaching, we provide solutions to your company’s unique challenges in talent management.

**For more information on optimizing the performance of your team, contact CBPS at 262-695-7828 or [cbps.info@wctc.edu](mailto:cbps.info@wctc.edu).**



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