



Team Trainer Manual

Team Trainer Manual Table of Contents

5/28/2020

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Copy of Technician Manual



Green Frog Cleaning

"Cleaning with a conscience"

Position Agreement

Position Title: Team Trainer

Manager's Position: Lead Trainer

Result Statement

Produce and maintain well trained technicians. Help your team grow the number of Maturing Clients.

Reporting Position(s)

Position: Technicians

Work Listing

Strategic Work:

Makes recommendations on how to improve training and nurturing team members and clients

Evaluates new products and cleaning methods/training & makes recommendations for improvement

Works with marketing and CEO on pricing

Tactical Work:

In Home Training of new Technicians. Teaching Perfect Cleaning (PMC), Friendly (Core Values), On time service (Jobber), that resolves problems quickly (Italian Mama).

Continuously retrains Technicians as needed

Nurture technicians with the goal of long term employment. Communicating with them weekly.

Cleans homes. Sells cleaning service, provides customer service.

Communicate closely with the Field Support Team

Date entry of notes into our scheduling system to keep track of client wants and needs as well as other important information

Meets weekly to review team performance scorecard and solve issues (L10 Meeting). Attends other meetings as requested

Recommends bonuses for Technicians

Perform Field Quality Checks

Ensures Company Safety Policy is being followed and is understood by all employees

Maintain clients' keys throughout the day and return them to the office at the end of the day or as otherwise instructed.

May be asked to perform other tasks as needed

Requests cleaning time increases and price increases from Field Support or Lead Trainer

Standards

Position Specific

Training for direct reports will be planned according to the Company Training Schedule

No More than 1 Written Warning in 6 mo.

Must meet all technician position standards and qualifications

Available 4 days per week 2 jobs per day

A training review report will be filled out for each new trainee

Companywide

All work will be performed in accordance with all government laws, regulations, ordinances and court rulings in those jurisdictions in which the company operates.

All routine work systems will be documented in an operations manual. The information included in the operations manual is proprietary.

All work will be performed according to company policies and standards inherent in all position agreements, system action plans, employee handbook, operations manual, ongoing policy memorandum and dress codes.

Client and company information will be held as strictly confidential outside the company.

All telephone calls, both internal and external, will be returned within one business day and within two hours whenever possible.

All emails, both internal and external, will be returned within one business day and within two hours whenever possible.

Manager will be notified in an exception report of any issues to be resolved or deadlines that cannot be met by reporting person, prior to the due date.
All innovation will be quantified, tested and improved, then documented for routine implementation (i.e. well orchestrated once proven).
Problems with any system must be brought to the attention of manager in an exception report so the system can be improved, within the structure of the operations manual.
Employees are encouraged to recommend ideas for the improvement of their department and position that are consistent with the company's Strategic Objective.
All policy memorandum indicating changes in policy and / or procedure will be stored in each employee's operations manual, until the time an updated procedure is provided.
Employees will provide staff assistance as requested; each employee may be asked from time to time to cover other areas of accountability and / or departments.
All business communications, whether verbal, visual or written, whether for internal or external use, will be professional in tone and content and in accordance with applicable and existing company policies and standards.
Employees will respect each other's time, space and need for concentration. Socializing and interruptions must not impede workflow.
Employees will have regularly scheduled meetings with their managers.
Employees will be honest as they deal with everyone they come in contact with at work.
Employees will communicate with others in a respectful tone that is audible to the person(s) with whom he or she is speaking.
Employees will use positive, uplifting language and never use profane, vulgar or crude language.
Employees will exhibit a positive attitude toward and about their co-workers, supervisors, residents, guests, vendors and others with whom they come in contact.
Employees will be punctual in clock-in/check-in and out for their assigned shifts as well as breaks.
All emails will contain a Green Frog approved signature.
Signature

Hiring:

%Capacity

Candidate Advertising
#Respondants
Doc: WWD Craigslist Ad

Phone Interview
#In Person Scheduled
Doc: WWD Phone Interview

In Person Interview
#Hired
Doc: Tech Scorecard

Initial Training:

%Turnover

Orientation
#No Shows
Doc: Orientation Checklist

Initial Training
#Handbook Highlights Score
Doc: Training Checklist

Coaching:

Survey Results

FQC's
#Avg Score
Doc: WWD FQC's

In Person Coaching
#Absences
Doc: WWD In Person Coaching

Training Meetings
#held each quarter
Doc: WWD meetings

Cleaning:

%Complaints

1st Time Cleaning
#Second Booked
Doc: Starting The Relationship

Maintenance Cleaning
#Complaints
Doc: PMC Manual

Lead Generation

\$Cost Per Net Maturing

Market Identification
#\$Cost Per Lead
Doc: VTO Worksheet

Ad Placement/SEO
#Leads
Doc: Ult Guide To Local Marketing

Referrals
#5 star Reviews Social Media
Doc: Review Us Post Card

Initial Conversion

%Booked 1st

Booked 1st
#%Conversion
Doc: WWD Booked 1st

Booked 2nd
#%Converted from 1st
Doc: WWD Booked 2nd

Booked 3rd
#%Converted from 2nd
Doc: WWD Booked 3rd

Reconversion

#Net Maturing Growth

Maturing
#Net Maturing Increase
Doc: WWD Maturing

Fanatic
#Net Fanatic Increase
Doc: WWD Fanatic

Customer Service

#Fanatic Client Growth

Client Communication
#Missed Calls
Doc: Book Jeffrey Gittomer

Tech Communication
#Lockouts
Doc: WWD Manage Voxer

Scheduling
#Sout of area fees
Doc: WWD Scheduling

Admin

\$Rev/Office Staff

HR
#Techs
Doc: Emp Handbook

Finance
#\$AR
Doc: WWD Reduce AR

IT
#%Revenue Spent
Doc: IT website FAQs

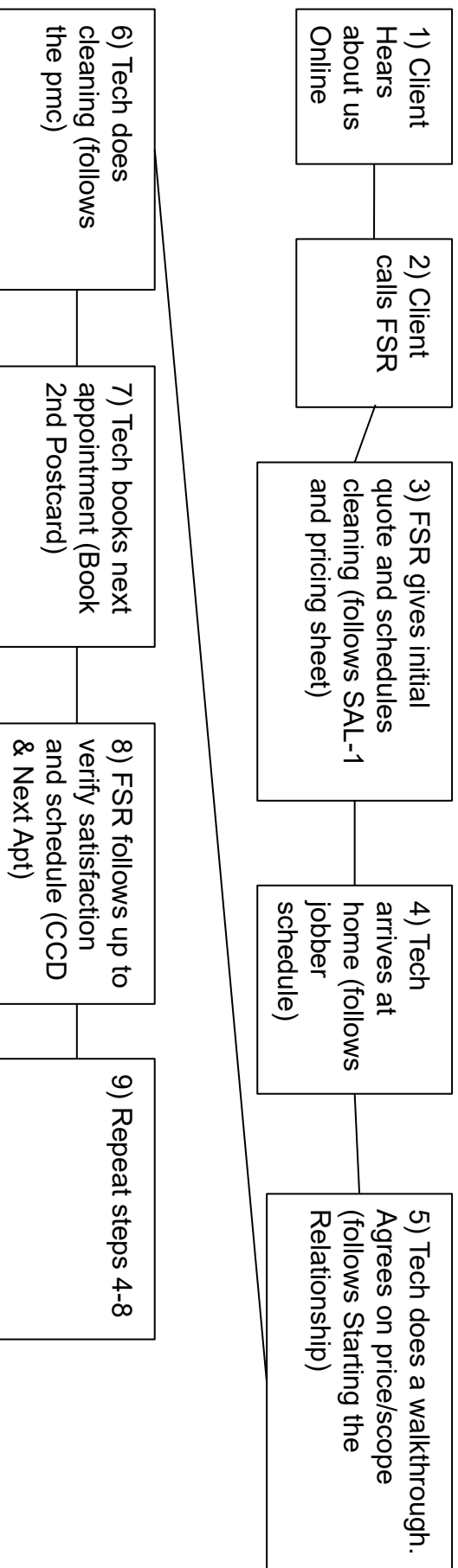
Leadership

%Profit

Traction
#Meetings Held
Doc: Book Traction

Vision
#%Profit Goal Attained
Doc: VTO

The Green Frog Cleaning “Proven Process”



Training

The Never Ending Process

It's important to think of training as something that goes on forever, as long as the employee stays on the job. Basically, you will be conducting two levels of training with the trainee:

- ✓ Initial Training
- ✓ Follow Up Training

Beware of the trap that is easy to stumble into: *Training Complacency*. "I don't have time for training," isn't something you want to hear yourself saying. **Adequate initial and follow-up training is the very foundation of your business.** The "vehicle" on which our business moves is satisfying the housecleaning needs of our clients. However, our "product" is our *people*, whose mission is to satisfy the cleaning needs of those clients.

Your Product is Your People

- If you don't put every effort into building the best product (your employees) at the front end, all the best marketing programs, sales skills and professional image-building won't matter a hoot if the product doesn't deliver.
- What it all boils down to is "who" you send out to fulfill your company's promises and your client's expectations. If you send out poorly trained personnel, everything falls apart at the "back end" because you didn't pay enough head at the "front end."
- The only way you can expect to offer and deliver the Best Product is to "manufacture" it as close to perfection as humanly possible. You can't manufacture anything by just "throwing" a bunch of parts together and expecting those parts to assemble themselves.
- Little or no training will derive the same end results. Poor or inadequate training might hold the product together long enough to get it in the consumer's door, but it's bound to fall apart and break down real fast. Like any product that fails to meet the buyer's reasonable expectations, the consumer will stop purchasing it.
- Why do some products we buy and use work better and last longer than others? How can Mercedes justify charging twice as much for their product than Cadillac can command for its product? Both cars will get you from Point A to Point B, right? Both are luxury automobiles, right?

- How can Rolex® justify \$5,000 for a watch when you can buy a Timex® for \$50? They both tell time, don't they?
- The engineering, quality of the parts, the careful assembly of those parts, and rigid quality control are what define the value of the manufactured product.
- Your "people-product manufacturing" model is no different:.

The "People" Manufacturing Model

- **Engineering:** Your "engineering" process is the efficient and Professional House Cleaning System. The System won't work at "Mercedes" or "Rolex" perfection unless the product is well engineered to those standards. And as in the engineering of any high quality product, the specifications call for high quality parts.
- **The Parts:** Consist of the "fit" of the people you hire for the job they're intended to perform. That's why it's so important to implement and religiously follow the Hiring Process in the first place. If you try and build the product using parts that don't "fit" or of the wrong material, you can't expect a quality end-product.
- **Assembly:** The assembly of your products pertains to how well you match engineering specifications with the parts you use. It is the Training Process of your product manufacturing procedure. Miss any steps in the assembly procedure (training), and all the benefits of high engineering standards and quality parts go flying out the window.
- **Quality Control:** This consists of the mechanisms you have in place to ensure that your product's quality is checked before it goes out the door of your "factory", and periodic follow-up training and Performance Reviews. When you catch a problem, you "fix" it immediately — whether it means retraining for technical shortcomings or redirecting behavior.
- Like any product, how you build it is what determines the level of its reputation and value in the marketplace. Just as cars or watches aren't *just* cars and watches, cleaning services aren't *just* cleaning services.
- You may not be the Rolex®, and you certainly don't want to be the Timex®, but you do want to be the Seiko® of the housecleaning business.

Three Types of Training

- We talked about the two “levels” of training, those being Initial Training and Follow-Up Training. Within each of those levels are three types of training which need to be performed:
 1. **Classroom Instruction:** By Classroom Instruction, we are referring to training conducted by an instructor with the employee at a site other than the home of a paying client.
 2. **Home Study:** The review of training materials by the employee on her own time.
 3. **On-the-Job:** Actual training for the employee in a “real world” environment in clients’ homes.

Classroom Training

- Classroom training is the part of the training where you review the various cleaning products, equipment and supplies with the employee, talk about the “what”, “how”, and “why” of your cleaning system, review training materials with the employee, and basically conduct your “chalk talk.”
- Here’s where conducting training in a home office has its advantages, because you can *show* the employee how to use the system and products in a real residential home environment. This can give your On-the-Job training a head start.
- Try and limit your classroom training time to the minimum. In other words, save most of your “show and tell” using products and cleaning techniques for On- the-Job training sessions.
- Limit most of your Classroom Training to discussion of training materials, such as going over the Manual and any training videos
- You can explain the “what” and “why” but it’s not so easy to show the “how” in other than a normal home with regular bathrooms, bedrooms, kitchen, residential flooring, carpets and household furnishings.

Home Study

- Hopefully, your new employee Mary will be taking enough of an interest in her new job to be willing to do some learning at home on her own time. Materials to be reviewed on the first day of Classroom

Training should be handed out at the end of the Orientation Day. Explain that it will be very helpful to review these materials tonight in preparation for tomorrow's training day.

- Suggest that you'll be quizzing her on the materials in order to see how much she's been able to get out of the information. Explain that it's not a "pass" or "fail" matter, but rather to expedite the training process by finding out how much Mary has learned.

On-the-Job Training

- In the Employee Survey we conducted with House Cleaning Employees, of the three types of training they received, they indicated that they were most satisfied with the On-the-Job portion of their training program. And that response is understandable. They get to "see", "feel", "touch" and "do". It's the easiest way for any of us to learn anything. "Show and Tell."
- **ON-THE-JOB TRAINING:** Will be conducted by the Team Trainers
- This means it's VERY important for to train the Team Trainers VERY thoroughly, and follow up to make absolutely sure that our Team Trainers are following our professional cleaning procedures exactly.
- You want to have employees mature enough on the job that they not only learn the Professional Cleaning System, but are capable of teaching it to others.
- With good, quality training being so very important, it is necessary that you take the time to train and follow up
- A Team Trainer who is not qualified to train other employees should not be a Team Trainer. This responsibility is why Team Trainers compensation is set at a higher level. Your mission with respect to On-the-Job Training is to "train the trainer."

- Once we have seasoned Team Trainers who we are comfortable with delegating the entire On-the-Job Training responsibility to, our Lead Trainers participation will be limited to periodic follow-up On-the-Job.

Indoctrination

- If you look up the word "Indoctrination" in the thesaurus, you'll find the synonyms, "brainwashing," "infusion," and "ingraining." The training you conduct with your employees MUST have the goal of doing just that with respect to the outcome of your training.
- Remember, the goal is not training. Training is the vehicle to accomplish your goal. Your goal is "Learning" on the part of your employees (ingraining).
- Nobody ever became "brainwashed" in ten minutes, nor an hour, nor a day, not even a week. You don't ingrain knowledge or skills in anyone in one day, either. It takes constant, unrelenting repetition, day after day, after day, after day . . .
- The key to effectively ingraining your cleaning system in employees is through repetition, repetition, repetition, repetition and repetition. It's kind of like exercising, doing it once or twice can't hurt, but it's sure not going to achieve any results, either. Showing or explaining something to somebody a couple of times won't hurt, but it sure isn't going to make it "habit."
- The objective of your indoctrination training is to ingrain your methods and behavioral expectations into your employees so that those methods and behavior become habit. They're used and applied without even thinking about it, like tying shoelaces or riding a bike — the employee goes through the motions automatically, out of habit.
- What are the primary habits you want to ingrain?

Technical Habits to be Ingrained

Eight primary technical habits to be ingrained

1. Work from top to bottom, back to front, left to right.
2. Always wear the apron *without exception*.
3. Glass Cleaner in the left apron loop; All-Purpose Cleaner in the right apron loop.

4. Never set your GC or AP spray bottles down on the counter; *always* place them back in their appropriate (left or right side) apron loops.
5. One trip around the room; never retrace your steps (except for the bathrooms, where we go once around to do the shower, tub, sink and toilet — the “wet” work, and once around the room again to do the rest of the cleaning).
6. Work *smarter*, not harder.
7. Work *safely*, avoid accidents.
8. Think “*efficiency*”, not speed; work “*efficiently*”, not faster.

Behavioral Habits to be Ingrained (CORE VALUES)

Eight primary behavioral habits to be ingrained

Honesty: Are you willing to do the right thing even if you have to personally suffer?

Conscientiousness (Work Ethic): Do you work hard when it’s time to work or when you feel like working hard?

Positive Attitude: Can you see a way to win even when the odds are stacked against you?

Cooperative: Can you give a genuine compliment to someone who acts like your enemy?

Humility: Who is it really all about? (hint: it’s not you)

What, Why and How?

- Your training program needs to be organized, structured, consistent, thorough, and effective. It needs to answer “what”, “why”, and “how” on each subject of instruction.
- With respect to methods, Mary needs to know exactly *what* has to be done, *why* it must be done in a particular way, and shown precisely *how* to do it.
- With respect to equipment, materials and cleaning supplies, she needs to know *what* the product is used for, *why* “this” particular product is used, and shown *how* to use it.

Pace the Training in Accordance with the Adeptness of the Trainee

- On Orientation Day, you gave Mary a Visual Training Schedule outlining the course of the program.

- Because people absorb information and learn at different rates, you may have a general time frame in mind pertaining to training on any given subject. But while some new employees may grasp on to the “how” very quickly, others may require more intense instruction and may take longer to acclimate.
- If you try to move some people along too quickly, not only will they not learn the subject of instruction properly, they may become frustrated and quit before they become proficient
- One way to move the training along, and still allow the slower learner to grasp what’s already been taught, is to spend some time each day reviewing subjects which have previously been covered.
- Remember, repetition, repetition, repetition, repetition, repetition. In fact, whether the person is a slow learner or not, constant review of previously covered training segments is necessary in ingraining the desired technical and behavioral work habits.

What, Why and How, Then — DEMONSTRATE

- When instructing any new procedure, you will always first explain the “what”, “why” and “how”. Then, demonstrate “how”. As you’re performing the procedure, be sure to explain what you’re doing, why you’re doing it, and give specific instructions on how to do what you’re demonstrating.
- Sometimes the demonstration can be stronger by first showing the wrong way of doing something. Sometimes this can be a very convincing way of showing why the technique is done the way you’re training the employee to do it. For example:
- You might show how inefficient it is to clean objects with a cleaning cloth that should be cleaned with a feather duster (picture frames, for example).
- Pretend to trip over a vacuum cleaner that Mary may have left in a poor place, when and if indeed she does so (but be careful that your demonstration doesn’t become a real event!).
- When you’re giving instructions about always putting the spray bottles back in their appropriate apron loops, don’t just “tell” them how inefficient it is; demonstrate by walking away from a spray bottle you’ve intentionally left on the counter and then retracing your steps (while verbally pointing out how inefficient this mistake was).

- Showing the wrong way, and explaining and demonstrating “why” it’s wrong, can be an effective and memorable training exercise

Keep the Training Focused and on Track

- Encourage Mary to ask questions at any time, so long as the line of questioning is relevant to the subject currently being taught.
- Getting into other areas of questioning on other topics will cause the trainer to lose continuity and will distract the trainee from the matter currently being taught. However, if Mary does introduce a non-relevant (to the current topic) question, tell her that she’s asked a good question but that you want to jot it down and cover it when you’ve finished discussing the current subject/procedure.
- For each training segment, set a goal of accomplishment that you intend to achieve by the end of the session. Explain to Mary what the goal for this particular training segment is before you start the training.
- An example would be:
 - ✓ *“What we’re going to discuss and learn in this next little while is doing the “wet work” in the bathroom. I’m going to teach you “what” we’re going to clean, “what” we’re going to use to clean it, “why” we use the products we do, “why” we use the methods we use, and “how” to use each product and do each procedure. The **goal** here is for you to ‘**understand**’ the **bathroom wet work procedures** before we move on to cleaning the rest of the bathroom.”*
- Breaking your training into smaller segments (i.e. the “wet work portion” of the bathroom as opposed to learning to clean the entire bathroom) will focus the training on very specific “parts” of the cleaning process. It forces the trainee’s full attention on the specific, topical procedure you’re teaching. It also gives you a way of rating Mary’s progress in small, progressive “chunks”.

“Test” the Trainee’s Comprehension

- As you progress through each training issue, it’s important to “test” how well Mary is learning what her instructor has been attempting to teach her. Simply telling Mary what to do and how to do it is no assurance that she’s learning what you’re explaining and demonstrating.

- Throughout each training segment, keep asking Mary to paraphrase what you've explained.
 - ✓ *"Do you remember what we use to clean hard water stains in the toilet, Mary?"*
 - ✓ *"Do you remember which pad we use on the shower doors, was it the white pad or the green pad?"*
 - ✓ *"What tool and cleaning product do we use to clean the shower door runners when you can't get at the section which can't be reached with a toothbrush?"*
- Of course, the best way to test your trainee's comprehension is to have Mary explain and demonstrate the procedure to you after you've explained and demonstrated it to her. You're the "expert" and she's the "novice", so it's understandable she's going to be nervous at first.
- You will facilitate her training by remaining calm and patient throughout her schooling. Calmly redirect her, but *enthusiastically* compliment her and applaud her when she's "got it".
- As you continue to review and retrain on each succinct training segment, raise the goal that you and Mary aim to achieve. The first time you discussed the segment of the bathroom "wet work", your mutual goal was for Mary to UNDERSTAND the procedures.
- The next goal with respect to this subject is for Mary to KNOW the procedures. Finally, once you're confident that Mary knows and understands the procedure, your mutual goal will be for Mary to MASTER the procedure.
- You shouldn't expect to accomplish all three goals in one training session or in one day. It may take awhile for your trainee to actually achieve a given goal on a particular training subject, particularly "mastering" it. Ingraining takes time and patience, but it's an important and integral part of your "Assembly" and "Quality Control" [people] product-manufacturing process.

The Training Sequence

- We follow a very strict Training Sequence. Please follow the Daily In Home Training Schedule

Training is the most important thing we do!

There are two major ingredients to training 1) The trainer 2) The program the trainer follows. If our trainers or training program is weak, dysfunctional, ineffective, or nonexistent, our trainees will suffer, our clients will suffer, and the company will suffer.

Being selected as Team Trainer shows how much trust and confidence we have in you. You're incredibly valuable!

In Home Training Points to Remember:

- Training should be done the same way, with every trainee, every single time. Think of your training program as the Starbucks of training—the same every day with every trainee.
- Give every trainee your best. Treat each new employee like the rock star you want them to be.
- Focus more on method and less on results. By the end of the week, if she masters the methods, the results will follow.
- Use the training techniques you've learned: what, why, how, demonstrate, test.

3 Training Areas

There are three main training areas 1) Perfect Maintenance Cleaning (PMC) 2) Customer Service 3) Sales

- Perfect Maintenance Cleaning
 - Here you are reinforcing that the PMC is not “suggested” it is a job requirement and there are no other approved methods. There will be a test (tests)
- Customer Service
 - If they like you the client will be less likely to complain about minor issues. This involves setting expectations through excellent communication skills and problem resolution.
- Sales
 - All the perfect cleaning by friendly people doesn't matter much if we only do it once. The real benefit to the client and to the new technician is regular on-going maintenance cleaning. You'll teach the trainee how to develop a relationship with each client and book the next recurring service each time they visit.

The Daily In Home Training Schedule Instructions

Each day of In Home Training you will follow the Daily In Home Training Schedule. Here is a brief explanation of each step.

Before the 1st Job

- **Friendly Greetings and Introductions**
 - This step is what it sounds like. Be enthusiastic and smile each morning when meeting the trainee (even if you don't feel like it).
 - Why? If you are tired and grumpy then the trainee will follow your example. They will think "the manual says to be cheerful but my Trainer is grumpy so that means I don't have to follow the manual, I can be grumpy too"
 - Say something like: "Good morning Susan! Thank you so much for meeting me on time. It's a beautiful day today and we're going to have a great time!"
- **Trainee explains the jobber schedule**
 - In this step have the trainee tell you the client details of the client you will be cleaning. Name, Man Hours, Special Instructions. When you should arrive and when you should leave. Is it a Deluxe or a General? First time or repeat cleaning? Don't give them the answers. Make them find it in jobber on their device.
 - Why? This will help them get in the habit of checking jobber notes carefully before meeting a client.
 - Say something like: "I'd like to help you get familiar with Jobber. Would you please tell me the name of the client and any special instructions for this house? How long should we plan to be in the house?"
- **Discuss: Habits that they need to improve (behavioral or technical)**
 - Points to keep in mind
 - Use the "sandwich method" (good-bad-good). Remind them of something they are doing right, then coach them on something they need to improve, then follow up with a positive expression about your confidence in them to "get it"
 - Remember your first week on the job. Lots of pressure, lots of new things to learn. You don't want to let them slide by with shoddy work but you also don't want to make them feel that they'll never get it and give up.
 - Keep the negative...positive. Rather than "you are terrible at dusting", "one thing you can improve on today is dusting, I know you'll get it"
 - It's better to tell someone they have mustard on their face than "be nice" and let them walk around looking like a fool (but say it with love).
 - You will use the previous days Training Review Report results (hopefully you remember them, if not try making notes) to discuss with the Trainee what they are doing well at and what they need to work on. Pick one of each. You are not

allowed to say “you are doing great on everything you don’t need any improvement”. Everyone (including you and me) can improve.

- Why: This reinforces the PMC, Core Values, and 4 Pillars of Excellent Service. We want the Trainee to know that we have high standards but that with study and effort they can meet our standards.

In Each Home

- Follow the Visual Training Schedule
 - Each day of training has a different aspect of the PMC to focus on. Remember to use what you learned in the “Training The Never Ending Process” portion of the Trainer Manual: What, Why, How, Demonstrate, Test.
 - You will almost always be with the Trainee in the same room. Rarely, if they are doing really well can you leave them on their own for a few minutes if you need to attend to something urgent. Why? They need you to train them. You can’t do that if they are by themselves.
- Check in/out: Make sure they check in and out via voxer for each job and start the appropriate job timers
 - Why? This trains them to use voxer each day and record their time appropriately.
- Trainee handles home entry and client greetings
 - They should be doing most of the talking to clients where appropriate. You may have to encourage them to do this if they are shy or scared. They should be using the keys and alarm codes to open the doors
 - Why? If you do it they will never learn. You have to let them do as much as possible on their own with you as a guide while you are in the home training.
- Trainee uses Quality Control Sheet
 - They should do the walkthrough and check your work and their work. Have them use a paper or digital copy (on the team page) to do the final Quality Check.
 - Why? This gets them in the habit of doing the check every time. They will probably find some issue to fix on almost every check.
- Trainee handles client goodbye and home exit
 - If the client is home they should find the client and tell them that you are done and that you’ll be leaving. Have them set up/verify the clients next appointment. They should say something like “Thank you so much for letting us clean your house. It was nice meeting you. Our schedule shows your next appointment is a) Not schedule b) scheduled for X. Can we confirm that date now or is there a better date for you?”
 - If the client is not home they should write the note and leave a candy.
 - Why? This will train them that confirming client satisfaction before leaving and booking the next appointment are the responsibility of the technician, not the FSR team, the Lead Trainer, the customer, the owner, or anyone else.

Before the end of the day

- **Role Play**
 - This is where you will play the part of the customer and the Trainee will play the part of the Technician. Use the appropriate role play script (see below) for each day. Feel free to modify the wording to match your style. However, the main point of each script should still be conveyed. Express confidence in the Trainee that they can do this even if they seem shy or scared.
 - Why? Role playing prepares the Trainee for real job experiences that will happen. They will need to talk to customers to handle issues and to sell cleaning services. It's best to show them in a "safe" environment where they can make mistakes and ask questions.
- **Discuss: Habits that they need to improve (behavioral or technical)**
 - See explanation above
- **Discuss: How to enter time on jobber timesheet.**
 - Make sure they really understand how this is done. Don't assume they do. Have them show you. Refer to the technician manual portion that discusses this.
 - Why? Recording their time accurately makes sure they get paid on time and helps us see if they are taking too long on jobs or not spending enough time on jobs thereby ensuring quality service that makes a profit.
- **Wrapping it up.**
 - Discuss what's next. Remind them of where to meet you then next day. Any homework they have (re-reading the PMC or Technician Manual)
 - Ask: Any questions?
 - Friendly salutations (say goodbye)
 - Like the greeting in the morning. Be enthusiastic and positive, smile.
- **Submit: Training Review Report (inform the Lead Trainer of any problems)**
 - See the guide below for more details. This should be done every day of In Home Training.

PMC Training

Your goal for each trainee is for them to become an efficient expert.

Think of learning to touch type. You might have started with hunt-and-peck. When you first start to learn touch typing, the method might actually slow you down. But after you master the technique, you get better and faster with practice. Make sure you bring your PMC book to each day of training so you can show them, from the book, why and how we do things.

What Every Trainee Should Know:

- If you put into practice everything you learn from this book, you'll be better than 99% of all the mediocre house cleaners in the country.
- PMC is a proven method that's been perfected and practiced by professionals for more than 30 years. It's a program with authority.
- PMC is a complete set of instructions by professionals: how to clean houses in the smartest possible way.
- It's for maintaining the home using a perfect system.
- We don't expect you to be perfect, but the system is perfect—so the more closely you follow it, the closer to perfect you'll be.
- Emphasis is on maintenance. However these methods work for all house cleaning.
- The PMC book is not a collection of tips, hints, and suggestions, but a comprehensive system. It tells you where to start, what to do next, and exactly how to proceed with each cleaning step until the job is finished. You'll never have to wing it again.
- Following the book and being committed to the system is the key to your training.
- Just like a surgeon learning to open a chest, when you follow precise rules you eliminate the risk of failure.
- Focus on method, not speed.
- The method makes your job easier—when you don't waste motion, you don't get tired.

Benefits of Perfect Maintenance Cleaning:

1. House cleaning is an active job that increases fitness.
2. Physical activity is good for you—exercise releases endorphins that make you feel great.
3. PMC allows you to please your customers, which in turn pleases your boss.
4. PMC saves energy and makes your job easier.
5. When the job gets easier, you speed up and your quality improves, which allows the FSR team to give you a full schedule.
6. You'll be better placed for bonuses or promotions.
7. Being an expert and doing your job well is a reward in itself: you become the solution to your customers' problems.

Sales Customer Service Training with Scripts

For this section you'll want to be familiar with the Green Frog Lexicon Postcard and Booking Second Postcard. You'll also want a copy of your Trainer Manual handy and make sure the Trainee has their Technician Manual as well so you can review "Starting the Relationship" and "The Dirt Code"

You'll want to give the Trainee as many opportunities to interact with the client as possible. To help them do so effectively you'll want to use role playing to train them.

Customer Greetings and Goodbyes role play script

Read each script with the Trainee. You can change some of the wording to match your style. You (the Trainer) are the "Client". The trainee may want to modify their responses based off of the Lexicon Postcard or Booking Second Postcard

1) Greetings and home entry

- a) Trainee: [knocks on imaginary door] "Good morning my name is _____ I'm with _____ we're from Green Frog and we've been scheduled to clean your house today. Is your name Jane? How are you today?"
- b) Client: "I'm great thank you. Come on in."
- c) Trainee: "Thank you. It is so nice to meet you."
- d) Client: "You too"
- e) Trainee: "My notes say there is a cat and that we need to keep all the doors shut. Are there any other special instructions that I need to know about or any special projects you would like done today before I do my walkthrough?"
- f) Client: "Yes, I'd like you to do the dishes"
- g) Trainee: "I'd be happy to, however it's not part of our normal maintenance cleaning so we'll have to add on an extra half an hour. Your bill will be an extra \$30 are you ok with that?"
- h) Client: "Wow just for dishes. That's a lot can't you just do the dishes?"
- i) Trainee: "If you want to keep the price the same I can do the dishes and skip the guest bathroom. It looks like it's pretty clean already."
- j) Client: "No, I want both. Just bill me an extra \$30"
- k) Trainee: "Great, like I said I'm happy to help. I'll get started right away."

2) Goodbye and home exit.

- a) Trainee: "Ok Jane, we're almost done. Just finishing up the vacuuming. Is there anything we can do before we leave?"
- b) Client: "No, thanks for all your help"
- c) Trainee: "You're welcome. It was so nice meeting you. I noticed that you don't have your next appointment scheduled yet. I have this same day available in two weeks would that date work for you or would some other date work better?"
- d) Client: "I'm not sure, can't you just have the office call me?"

- e) Trainee: "They would be happy to but our schedule fills up so fast I'd hate for you to get rescheduled with a different tech or lose your spot. What I can do is tentatively schedule you for that date to save your appointment with me. You can always reschedule if you need to. How does that sound? Is two weeks from today good?"
- f) Client: "Actually yes, I do want you to come back and not some random tech. Yes, let's just schedule it for then. Thanks for being pro-active about that."
- g) Trainee: "No problem. I just want to make sure you get me next time on a day that works for both of us. Also, I'll let the office know about the extra charge for the dishes today."
- h) Client: "Thanks so much. See you in two weeks."
- i) Trainee: "Thanks. I'll finish vacuuming and doing my quality check then I'll lock the door on my way out."

Customer Complaints role play script

Read each script with the Trainee. You can change some of the wording to match your style. You (the Trainer) are the "Client". Trainees can modify using the Lexicon Postcard and Italian Mama Method (in the Technician Manual undre Client Fulfilment Supplement).

1) The floors look streaky

- a) Trainee: "Hi Jane. We're just finishing vacuuming and we'll be leaving in about 10 minutes. Is there anything else you would like us to do before we leave?"
- b) Client: "Actually I noticed that you really messed up the floors. They look totally streaky!"
- c) Trainee: "Oh my goodness, that is horrible! I'm so sorry. Would you mind showing me so I can understand the issue better?"
- d) Client: "Sure, do you even know how to clean a floor?"
- e) Trainee: "I understand this can be very frustrating. Let's see if we can work together to solve this problem"
- f) Client: "Whatever. Look, here is what you did. Can you see all the streaks!"
- g) Trainee: "Yes, you are right. I do see the streaks. I am really sorry. This is terrible. Would you mind if I spent a little extra time recleaning it today? Of course we wont charge you anything for it."
- h) Client: "Fine, just get it done"
- i) Trainee: "I'll get started right away. Again, I'm really sorry about this"
- j) Client: "mhhmm"
- k) Trainee: "Ok, Misses Jones. I was able to get the streaks off the floor. Again I am really sorry about that"
- l) Client: "No, I'm sorry. You see, my mom has been in the hospital and we're not sure if she is going to make it. "
- m) Trainee: "I'm so sorry to hear that. I understand, something similar happened to me. I just want to make sure you are satisfied with our cleaning and help in any

- way I can. We guarantee our work and we do make mistakes sometimes so I appreciate you calling it to my attention”
- n) Client: “Thanks. Will you come clean my house again?”
 - o) Trainee: “Yes, I’d be happy to”

Adjusting client expectations role play script

Read each script with the Trainee. You can change some of the wording to match your style. You (the Trainer) are the “Client”. Trainees can modify using the Lexicon Postcard and Starting the Relationship Document (in Tech Manual).

1) Original Estimate Quote does not match expectations.

- a) Trainee: “My notes say there is a cat and that we need to keep all the doors shut. Are there any other special instructions that I need to know about or any special projects you would like done today before I do my walkthrough?”
- b) Client: “Nope, go ahead”
- c) Trainee: “Hi Jane. After my walkthrough I noticed that this is a 3 bedroom 4 bathroom but my notes say its a 2 bedroom 2 bath. Do you want me to just clean 2 bedrooms and two bathrooms?”
- d) Client: “My husband booked the appointment and he forgot about the other bedrooms and bathrooms, it’s a new addition. I’d like you to clean all of them”
- e) Trainee: “Wow, that’s nice. It looks like part of the original home. We only scheduled enough time to clean a 2 bed 2 bath and the quote was from \$300 to \$500. I can adjust my schedule to stay longer but that will add an additional cost to the final price”
- f) Client: “What! You said \$500 max!”
- g) Trainee: “I’d be happy to keep the price under \$500. We just won’t be able to clean those extra bathrooms and bedrooms since it wasn’t part of the original quote”
- h) Client: “Ok, get started and I’ll call my husband to see what he wants to do”
- i) Trainee: “Ok, I’ll message the office and let them know I may need more time. Let me know what he says”
- j) Client: “Ok, he said you can clean the whole house”
- k) Trainee: “Great! The office said my next appointment can be adjusted. Your new price will be between \$500 and \$800. I’ll let you know when I’m halfway done so you have a better idea of the final price.”
- l) Client: “Great. Thanks for the understanding”
- m) Trainee: Thank you!

2) Scheduled Man Hours does not match expectations.

- a) Trainee: “My notes say there is a cat and that we need to keep all the doors shut. Are there any other special instructions that I need to know about or any special projects you would like done today before I do my walkthrough?”
- b) Client: “Nope, go ahead”

- c) Trainee: “Hi Mrs Smith. My notes say that your normally scheduled cleaning takes 2 about hours for \$128. However, it seems that your home may need some extra attention today. Has it been a while since we cleaned?”
- d) Client: “Actually no, you come every two weeks but my inlaws have been living here recently.”
- e) Trainee: “I see. Would you like me to modify my cleaning today to stay at the \$128 price or would you like me to clean the whole house?”
- f) Client: “How much will it cost me”
- g) Trainee: “To get it to your normal maintenance level it will probably take me another hour so your price for today will be \$187.”
- h) Client: “Ok, that’s fine. But will it always be that price?”
- i) Trainee: “Usually with extra people in the house the house will need extra attention. So I recommend keeping that price while your in-laws are here. Or if you want I can make notes to rotate the bathrooms to keep your price at \$128”
- j) Client: “Let’s just keep it at \$187 until they leave”
- k) Trainee: “Great I’ll just update the office and get started”

Starting the Relationship role play script

This is critical sales training. If we don’t get the first visit right it will be almost impossible for us to book the second visit. Some technicians have felt in the past that it is the job of the FSR team, Owner, or Lead Trainer to quote the client and decide on a price. This is faulty reasoning. How could anyone know what needs to be done in the house before they see it? Why not just have someone quote them in the house before the tech gets there? It’s super expensive and the house could change by the time the tech arrives. Only the tech in the house knows what needs to be done and so only they can be responsible for the final price quote. Setting expectations is key to technician and client satisfaction. Give this your full attention. You’ll want to rely heavily on the “Starting the Relationship” document in the Tech manual” Show the trainee how to calculate the price using test hours.

1. First time Deluxe

- a. Trainee: [knocks on imaginary door] “Good morning my name is _____ I’m with _____ we’re from Green Frog and we’ve been scheduled to clean your house today. Is your name Jane? How are you today?”
- b. Client: I’m great thank you. Come on in.
- c. Trainee: “Thank you. It is so nice to meet you.
- d. Client: “You too”
- e. Trainee: “Here is a copy of the invoice and what we plan to do today. My notes say this is a Deluxe cleaning so we will plan to the Deluxe Items but not the Extra tasks. The price will be between \$600 and \$800 and we’ll be here for about 5 or 6 hours (there’s two of us). I’d like to do a walkthrough with you while my partner gets started on the bathroom so I can give you a better idea of the final price.”

- f. Client: "Great let's get started"
- g. Trainee: "Ok, so we'll plan on doing those extra tasks you asked for. The final price will be toward the high end of the quote, \$800. After we're done with the bathrooms I'll come find you with an update. Then again after we're about half way done. That way there are no surprises on the final bill"
- h. Client: "Ok, thanks for all your help."

2. First time General

- a. Trainee: "Thank you. It is so nice to meet you."
- b. Client: "You too"
- c. Trainee: "Here is a copy of the invoice and what we plan to do today. My notes say this is a General cleaning so we will plan to do the General Items but not the Deluxe or Extra tasks. The price will be between \$400 and \$600 and we'll be here for about 3 or 4 hours (there's two of us). I'd like to do a walkthrough with you while my partner gets started on the bathroom so I can give you a better idea of the final price."
- d. Client: "Great let's get started. Can you keep my price at \$400. I don't want to spend very much money"
- e. Trainee: "Let's work together to come up with a plan and see if we can do that"
- f. Client: "ok".
- g. Trainee: "So we'll plan to skip the guest bathroom for now and we won't have time to do the dishes in the sink. But after those modifications we should be able to keep the price at right around \$400. After we're done with the bathrooms I'll come find you with an update. Then again after we're about half way done. That way there are no surprises on the final bill"
- h. Client: "Ok, thanks for all your help."

3. Move Out Clean

- a. Trainee: "Thank you. It is so nice to meet you."
- b. Client: "You too"
- c. Trainee: "Here is a copy of the invoice and what we plan to do today. My notes say this is a Move Out cleaning so we will plan to do the Move Out Items but not the Extra tasks. The price will be between \$1000 and \$1300 and we'll be here for about 7 to 9 hours (there's two of us). I'd like to do a walkthrough with you while my partner gets started on the bathroom so I can give you a better idea of the final price."
- d. Client: "Great let's get started. Can you clean inside my cabinets and also clean my patio?"
- e. Trainee: "Let's work together to come up with a plan and see if we can do that"
- f. Client: "ok".
- g. Trainee: "So based on what you have told me including inside the cabinets and patio the final price would be closer to \$1500 are you ok with that?"
- h. Client: "No that's too much. You said \$1300 on the phone max!"

- i. Trainee: "Yes, you are right. Typically for your size home the max would be \$1300. However if you want to add extras like the cabinets and the patio it would be around \$1500. Would you like us to skip the patio and cabinets?"
- j. Client: "Yes, I can't afford \$1500, but \$1300 is fine"
- k. Trainee: "So we'll plan to skip the patio and cabinets. But after those modifications we should be able to keep the price at right around \$1300. After we're done with the bathrooms I'll come find you with an update. Then again after we're about half way done. That way there are no surprises on the final bill"
- l. Client: "Ok, thanks for all your help."

Training Review Report Guide

This form should be filled out for each day of training. This includes each day of initial training and re-training

Training Checklist:

Please complete each of the tasks on the checklists for training.

Fill out each scale 1-5. Where 5 is the highest. Or, A-F where A is the highest.

There is a video on the form that explains how to fill it out in detail.

Here is an explanation of the sections to be graded.

8 Technical habits to be ingrained

Focus on getting your trainee to follow these 8 technical habits in training. They closely shadow the 13 rules outlined in the PMC book but are easier to remember and teach to your trainee. With some effort most anyone can learn these. However if someone lacks effort and won't learn these they can't work here.

Behavioral Habits (Core Values)

It doesn't matter if someone masters the technical habits if they are a terrible person and no one can stand to be around them (clients or fellow technicians). Watch for these behavioral habits. Some of them may be minor flaws that can be corrected. But generally if they are struggling with their behavior it will not get better. It is best to tell the Lead Trainer that we have made a hiring mistake as soon as possible.

Major Trainee Issues

You can expect some minor Trainee issues. You can handle these by bringing them to the Trainees attention and asking them to fix them. However if you find a Major issue please tell the Lead Trainer so that they can decide if Training should continue or not. Here are some examples of major issues that could happen under each core value.

Honesty: stealing, lying

Conscientiousness: late for the job, absent, bad personal appearance/hygiene.

Positive Attitude: complaining about Green Frog, complaining about their old job/boss

Cooperative: using bad language, arguing with the Trainer

Humility: acts like they know everything, won't take suggestions, becomes defensive.

Initial Training (in home and 1st week solo)

Primary Responsibility

Lead Trainer

Objective

Produce well trained and equipped technicians who will create fanatical clients who recommend us to their friends

Outcomes

Each new technician will be trained by a qualified team trainer. The trainer will follow this training procedure.

Standards

- New trainees will be trained by the same trainer each day of in home training. Trainee will carpool with their trainer for the first week.
- Trainer should meet the trainee at the office each day of training and carpool to each job
- Trainees should train with the team trainer of the zone that they will be assigned whenever possible.
- Training is to be completed within seven days not to exceed a two week period.
- The technician will be paid minimum wage during training with a mandatory 30 minute break each day
- Technicians will be paid when they arrive at the training location until they leave the last training location (minus breaks, and the mandatory 30 minute lunch). They will not receive tips.
- A [Training Review Report](#) will be filled out each day of their training.
- The Trainer will receive a \$150 bonus for the week of Training if they a training review report every day.
- Each client will be told that their regular technical (the Trainer) has been promoted to a Trainer and that from time to time they will be bringing Trainees to the home with them. If the client objects we will assign a different regular Technician to them. The **client does not have the option** of declining the training visit and still keeping the Trainer. This will ensure that the Trainee is always with the same trainer all 5 days of training.
- The Trainee will be assigned to one job per day for the 1st solo week of training (Unless they are exceptional)
- Trainee will be scheduled to do a fridge and oven cleaning as a free service to the client on which they train
- Training Gap: If trainee is done with 'in field' training, but the classroom training is days away. Trainee can be moved to the 'ongoing training' pipeline. And inform field support that they can be scheduled to jobs, but not yet solo's.
- Trainee (or rookie) does not go in home without trainer!
- During each day of training the Trainer will have their own PMC handbook open while asking questions such as:
 - ◊ Why are you starting there? (The correct answer is "Because the PMC says so")
 - ◊ Why are you using that tool now? (The correct answer is "Because the PMC says so")
 - ◊ What should you say when you meet a client ? ("Hello Mrs Jones my name is _ . Nice to meet you. What

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Green Frog Cleaning

- would you like me to clean for you today?")
- ◊ Why should you say that? (Because the lexicon says so (and it's the conscientious thing to do which is a core value))

Step by Step Instructions

Lead trainer will schedule a team trainer to work with the trainee. One of the days a fridge cleaning and oven cleaning will be added to the job notes in jobber. It should say "Please train the trainee on how to clean a Fridge/Oven using the PMC manual, then add a note to the timer notes saying the Fridge/Oven was done so the FSR team can update the WOW for the client"

Trainer will meet the Trainee at an agreed upon place before the cleaning so that they can carpool together through the day. This will give them an opportunity to get to know each other and offer training.

Trainer will follow the "Visual Training Schedule" (See attached) for each day of training. Here's a summary as of Feb 28, 2020.

1. Demonstration
2. Bathrooms and Dusting
3. Kitchen and Vacuuming
4. Clean the Whole House
5. Clean the Whole House
6. Classroom Training in office
7. First time cleaning

Lead Trainer will schedule a "getting to know you" meeting withing the first two weeks of training. The Trainer will be given a \$25 dollar Starbucks gift card and allowed to spend 1 hour there with the trainee performing the "Personal Histories Exercise" as follows:

- Each person explains three things :
 - ◊ Where they grew up
 - ◊ How many kids were in their family
 - ◊ What was the most difficult or important challenge of their childhood.

FSR schedules Tech for 1 job each day of the first "Solo" week.

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Orientation

Introduction to GF.
Fill out orientation forms including; tax forms, and safety policy.

Welcome to Green Frog! This is your Orientation and Training Schedule. Text Brian this message, at 1-619-888-1825, and you will receive a \$50 bonus on your first paycheck! "Hi Brian - Giraffes are super tall!" After you have completed training you will be assigned to clean clients homes by yourself. Make sure to study hard and ask lots of questions. You get out what you put in! Questions? Give us a call 1-888-438-1781

Classroom

CLASSROOM DAY:

The Trainee will go through the technician manual with the conductor. The Trainee will read through all supplementary material and take any supplementary quizzes. Conductor will make any recommendations to the scheduler about scheduling the Trainee additional training may be required.

In Home Day 1

DEMONSTRATION:

Pre Cleaning Huddle: Trainer and Trainee discuss various points about training

The Trainer will be doing all of the cleaning in the house. As the Trainer is working the Trainee will be watching. The Trainer will explain what she is doing in each step and make sure that what she is doing is backed up by what is written in the PMC manual and other supplementary material. The Trainer will endeavour to clean the home in the normally allotted time (Billed Hours). This will allow the Trainee to see how fast they are expected to clean. Depending on skill/progress the Trainee may be allowed to clean a bathroom on the second house.

Post Cleaning Huddle:
Trainer and Trainee discuss various points about training

In Home Day 2

BATHROOMS and DUSTING:

Pre Cleaning Huddle: Trainer and Trainee discuss various points about training

The Trainee will clean the bathrooms in each home and the Trainer will watch and teach based on what is written in the PMC Manual. Then the Trainer will clean the Kitchen as the Trainee dusts the rest of the home. The Trainer will then vacuum behind the Trainee.

*One of the training days will have an oven or fridge cleaning. The trainer will train how to clean according to the Fridge and Oven Cleaning training document.

Post Cleaning Huddle:
Trainer and Trainee discuss various points about training

In Home Day 3

KITCHEN and VACUUMING:

Pre Cleaning Huddle: Trainer and Trainee discuss various points about training

The Trainee will clean the Kitchen in each home and the Trainer will watch and teach based on what is written in the PMC Manual. The Trainee will then clean the Bathrooms in each home while the Trainer dusts the rest of the home. The Trainee will then vacuum the home while the Trainer watches and teaches.

Post Cleaning Huddle:
Trainer and Trainee discuss various points about training

In Home Day 4&5

WHOLE HOUSE:

Pre Cleaning Huddle: Trainer and Trainee discuss various points about training

The Trainer will take the Trainee on all the jobs assigned to the Trainer that day. The Trainee will clean the entire home while the Trainer watches and teaches based on what is written in the PMC manual.

Post Cleaning Huddle:
Trainer and Trainee discuss various points about training

In Home Day 6

FIRST TIME CLEANING:

Pre Cleaning Huddle: Trainer and Trainee discuss various points about training

The Trainee will work with the Trainer in a First Time Cleaning, either a Deluxe or General. The Trainer will allow the trainee to calculate the final bill and present it to the client. The trainer will be careful to point out the difference between a first time and a regular clean as well as Deluxe vs General. The trainer will rely on the Green Frog Scope to help the trainee to make a distinction between General/Deluxe.

Post Cleaning Huddle:
Trainer and Trainee discuss various points about training

Day 1

- ❑ Before the 1st job
 - Discuss: Friendly Greetings and Introductions
 - How was orientation and classroom?
 - What are your expectations for this week?
 - Discuss: Trainee explains the jobber schedule for the day including client name and arrival time.
 - Ask: Any questions?

- ❑ In Each Home.
 - Verify: Trainee Checks In on Voxer.
 - **Demonstration** (follow Visual Training Schedule)
 - Demonstrate: How to use the Quality Control Checklist
 - Verify: Trainee Checks Out on Voxer.

- ❑ Before the end of the day
 - **Role Play: Customer greetings and goodbyes role play script**
 - Discuss: Habits that they need to improve (behavioral or technical)
 - Discuss: How to enter time on jobber timesheet.
 - Discuss: What's next?
 - Ask: Any questions?
 - Discuss: Friendly salutations

- ❑ Submit: Training Review Report (inform the Lead Trainer of any problems)

Day 2

- ❑ Before the 1st job
 - **Discuss: Habits that they need to improve** (behavioral or technical)
 - Discuss: Trainee explains the jobber schedule for the day including client name and arrival time.
 - Any questions?

- ❑ In Each Home.
 - Verify: Trainee Checks In on Voxer.
 - Trainee handles home entry and client greetings
 - **Bathroom and Dusting** (follow the Visual Training Schedule)
 - Trainee uses Quality Control Sheet
 - Trainee handles client goodbye and home exit
 - Verify: Trainee Checks Out on Voxer.

- ❑ Before the end of the day
 - **Role Play: Customer complaints role play script**
 - Discuss: Habits that they need to improve (behavioral or technical)
 - Discuss: How to enter time on jobber timesheet.
 - Discuss: What's next?
 - Ask: Any questions?
 - Discuss: Friendly salutations

- ❑ Submit: Training Review Report (inform the Lead Trainer of any problems)

Day 3

- ❑ Before the 1st job
 - **Discuss: Habits that they need to improve** (behavioral or technical)
 - Discuss: Trainee explains the jobber schedule for the day including client name and arrival time.
 - Any questions?

- ❑ In Each Home.
 - Verify: Trainee Checks In on Voxer.
 - Trainee handles home entry and client greetings
 - **Kitchen and Vacuuming** (follow the Visual Training Schedule)
 - Trainee uses Quality Control Sheet
 - Trainee handles client goodbye and home exit
 - Verify: Trainee Checks Out on Voxer.

- ❑ Before the end of the day
 - **Role Play: Adjusting client expectations role play script.**
 - Discuss: Habits that they need to improve (behavioral or technical)
 - Discuss: How to enter time on jobber timesheet.
 - Discuss: What's next?
 - Ask: Any questions?
 - Discuss: Friendly salutations

- ❑ Submit: Training Review Report (inform the Lead Trainer of any problems)

Day 4

- ❑ Before the 1st job
 - **Discuss: Habits that they need to improve** (behavioral or technical)
 - Discuss: Trainee explains the jobber schedule for the day including client name and arrival time.
 - Any questions?

- ❑ In Each Home.
 - Verify: Trainee Checks In on Voxer.
 - Trainee handles home entry and client greetings
 - **Whole House** (follow the Visual Training Schedule)
 - Trainee uses Quality Control Sheet
 - Trainee handles client goodbye and home exit
 - Verify: Trainee Checks Out on Voxer.

- ❑ Before the end of the day
 - **Role Play: Starting the Relationship role play script**
 - Discuss: Habits that they need to improve (behavioral or technical)
 - Discuss: How to enter time on jobber timesheet.
 - Discuss: What's next?
 - Ask: Any questions?
 - Discuss: Friendly salutations

- ❑ Submit: Training Review Report (inform the Lead Trainer of any problems)

Day 5

- ❑ Before the 1st job
 - **Discuss: Habits that they need to improve** (behavioral or technical)
 - Discuss: Trainee explains the jobber schedule for the day including client name and arrival time.
 - Any questions?

- ❑ In Each Home.
 - Verify: Trainee Checks In on Voxer.
 - Trainee handles home entry and client greetings
 - **Whole House** (follow the Visual Training Schedule)
 - Trainee uses Quality Control Sheet
 - Trainee handles client goodbye and home exit
 - Verify: Trainee Checks Out on Voxer.

- ❑ Before the end of the day
 - **Role Play: Starting the Relationship role play script**
 - Discuss: Habits that they need to improve (behavioral or technical)
 - Discuss: How to enter time on jobber timesheet.
 - Discuss: What's next?
 - Ask: Any questions?
 - Discuss: Friendly salutations

- ❑ Submit: Training Review Report (inform the Lead Trainer of any problems)

Day 6

- ❑ Before the 1st job
 - **Discuss: Habits that they need to improve** (behavioral or technical)
 - Discuss: Trainee explains the jobber schedule for the day including client name and arrival time.
 - Any questions?

- ❑ In Each Home.
 - Verify: Trainee Checks In on Voxer.
 - Trainee handles home entry and client greetings
 - **Whole House** (follow the Visual Training Schedule)
 - Trainee uses Quality Control Sheet
 - Trainee handles client goodbye and home exit
 - Verify: Trainee Checks Out on Voxer.

- ❑ Before the end of the day
 - **Role Play: Starting the Relationship role play script**
 - Discuss: Habits that they need to improve (behavioral or technical)
 - Discuss: How to enter time on jobber timesheet.
 - Discuss: What's next?
 - Ask: Any questions?
 - Discuss: Friendly salutations

- ❑ Submit: Training Review Report (inform the Lead Trainer of any problems)

Day 7

Getting to know you lunch: Ask where did you grow up? How many kids in family? What biggest challenge as kid?

TEAM TRAINER
LEADERSHIP TRAINING
Green Frog Cleaning

Practical Training For Developing Leadership Skills

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Notes:

ROLE OF THE TEAM TRAINER

Team Leaders have many roles in a residential cleaning company. Generally speaking, a **team trainer** is responsible for the day-to-day performance of a small group of cleaning technicians. The

primary responsibilities are to guide their crews to make sure team members are productive, to ensure quality control, and to resolve problems as they arise.

In addition, **team trainers** may be promoted to **Lead Trainer** or **Assistant Lead Trainer** and may have additional responsibilities including hiring, rewarding, disciplining, evaluating, and discharging employees.

Most **team trainers** are promoted into the position within the company, so they've probably already proven that they have above average job performance skills. But that is just one consideration when deciding whether to promote an employee into the **team trainer** position. The prospective **team trainer** must also possess leadership qualities if they are to successfully lead their team.

Residential cleaning **team trainers** must ensure that each person on the team works productively and to company standards. In order to do this, they must be aware of each person's performance to make sure they're making the best use of their time. **Team trainers** must constantly be aware of the following to accomplish their team goals:

- ◇ Is each team member meeting productivity goals? Each home should have productivity goals measured as "Man Hours" or "Billed Hours". This is important because if only one or two team members are meeting these goals, it can cause resentment among the team if not everyone is carrying their weight. It is also important to meet productivity goals in order to keep costs within the budget. If the company is not working within the budget, profits will be down, which can affect how much the employer is able to pay its workers. Our goal is to have each Team Member get paid 1 hour and 10 minutes for every billed hour. That includes driving time and training. Typically that means we need to finish under our Man Hour goal for cleaning and be very efficient driving between jobs and loading/unloading vehicles.
- ◇ Is each team member meeting the quality standards set by the employer? If a team member is meeting productivity goals, but their quality of work is not to standard, it should raise a red flag for the **team trainer**. Perhaps more training is in order.

- ◇ Is each team member working efficiently? Are they performing their job according to the methods demonstrated during their training or have they decided to use their own methods of cleaning? The **team trainer** must be aware of the methods team members use to get the job done and to make sure they're working efficiently, making the most of their movements, and not wasting time with unnecessary backtracking.
- ◇ Is each team member doing his or her part in controlling costs? Working efficiently as mentioned above, will save labor costs. But team members also have control over supply and equipment costs. Measuring chemicals properly, cleaning filters in vacuums and emptying vacuums, can all help in controlling costs.
- ◇ Does each team member have a positive attitude? Do they take pride in their work? **Team trainers** need to lead by example. Having a positive attitude when dealing with employees and taking pride in your work at all times is important when leading a group of cleaning technicians.
- ◇ Is each team member receiving ongoing training? Providing continuous education and training is an ongoing method of overseeing your team. **Recommend re-training as needed.**
- ◇ Is each team member working safely? Safety training is a **team trainer's** responsibility and it must be ongoing. If you see an employee working in a manner that is unsafe (i.e.: not wearing PPE), you must point it out and remind them of the rules and the reason it's important.
- ◇ Is each team member open to change? Change is inevitable so when changes need to be made it's the **team trainers's** responsibility to ease them through the transition and make sure they understand the reason for the change. **Be aware of a complaining or critical attitude. It's like if we were all rowing in a boat in the same direction but one person didn't want to or worse, was rowing in the wrong direction! Help each team member see where we are going and help them get rowing!**

Qualities of a Good Team Trainer

There are many qualities that make a good **team trainer** . Most people will be stronger in some areas than others. It is your responsibility, along with additional training from the **Lead Trainer**, to work at improving any areas that are lacking. Following are some of the key qualities of a good **team trainer** :

- ◇ Positive attitude and gets along well with others. This is key for the success of any organization.
- ◇ Technical knowledge and the ability to perform. **Team trainers** must be able to train and answer employee questions so they must have the technical knowledge to be able to handle this aspect of their job. They must also have the ability to perform the work.
- ◇ Communication skills (verbal and written). **Team trainers** must be able to motivate, teach, delegate, and coach. They must also be able to write **Field Quality Check reports** and **Training Review reports**
- ◇ Thirst for knowledge and creativity. **Team trainers** must have the desire to learn or they will stagnate. There are always new innovations in the cleaning industry and new information available. Staying on top of what's happening will help to foster new, creative ideas.
- ◇ Desire to succeed. **Team trainers** must possess an inner drive that keeps them motivated. When they have the desire to succeed they are motivated to make sure the cleaning technicians they supervise also succeed in whatever it is they're trying to accomplish.
- ◇ Self-starter, meets deadlines, is dependable. **Team trainers** are the core of any cleaning business. **Lead Trainers** have deadlines to meet so they depend on their **team trainers** to follow through to make sure things happen in a timely manner. **Team trainers** must be self-starters and have the ability to make quick decisions.
- ◇ Has integrity, is honest and trustworthy. **Lead Trainers** depend on their **team trainers** to represent their company and take care of business. They need honesty from each **team trainer** and they need to be able to trust and depend on each **team trainer** to ensure a smooth-running company.
- ◇ Cares about safety. Carelessness when it comes to worker safety is not acceptable in any cleaning organization. **Team trainers** must constantly be aware and be on the watch for any

possible safety hazards and communicate those to management. They must also emphasize the importance of safety to their **team members** in order to create a company culture that places a high emphasis on safety.

- ◇ Cares about their personal well-being. Stress can be hard on a person's health both mentally and physically. **Team trainers** should exercise, eat right and stay in good physical shape.

Which of these **team trainer** qualities do you have and which ones do you need to work on? **Please write today's date next to each**

I have these qualities:

I need to work on these qualities:

Why Do Team Trainers Fail?

There are **several** reasons **team trainers** fail. Here are the most common:

1. Poor interpersonal skills (with peers, **team members** and management). Likes to "stir the pot" or ignore **people**
2. Negative attitude
3. Lack of initiative
4. Insufficient job knowledge or ability
5. Resistant to change, closed-minded, inflexible
6. Unwilling to improve and grow (they know they have a problem and are unwilling to do anything about it)
7. Failure to plan, organize, implement and follow up
8. Does not accept management's viewpoint (referring to management as "they" not "we")
9. Allowing personal problems or stress to impair work performance

In order to avoid some of these common pitfalls, here are a few tips:

1. Be yourself. Don't change your personality just because you have a new job title. People will see right through that.
2. Keep in mind that respect is earned; it doesn't come with a job title. If you let yourself get caught up in your ego, respect will be hard to come by.
3. Don't rush to make immediate changes as a new **team trainer** . Observe and learn how things run first.
4. Establish your expectations with your **team members**. Knowing your expectations makes their job easier.
5. Think before speaking. Remember that you can't take back words and actions. Like trying to put toothpaste back in the bottle.
6. Frequent communication is key.
7. A majority of your **team cleaning** time should be spent working directly with your team(s) (approximately 75 to 80%). **If not please inform Lead Trainer.**
8. Be fair but firm, and keep prejudice and bias out of your decisions.

Team Trainer Responsibilities

The primary responsibility of the **team trainer** is to make sure client cleaning specifications are followed and that employees/ teams are performing to management's standards. This will cover three main areas 1) PMC 2) Customer Service 3) Sales

Residential cleaning **team trainers** have many job duties. Some of the primary duties are:

1. Follow up on all complaints and make sure they are taken care of immediately. **Recommend re-training.**
2. Perform quality control inspections (FQC). Discuss inspections with cleaning technicians performing the work and give appropriate feedback.
3. Ensure cleaning technicians are fully stocked with supplies and ensure storage area is clean and organized (**you may share this responsibility with another Trainer(s)**).
4. Fill in for absent cleaning technicians, assist cleaning technicians as needed, handle emergencies.
5. Check in with cleaning technicians regularly, talk to them in a friendly manner, assign duties, and ask for feedback. **You may request to have a paid coffee/lunch break with a team member.**
6. Answer all calls from management and cleaning technicians. **Return missed calls/messages within 4 business hours.**
7. Report damage or emergencies to customer and FSR team.

Communication with Management

Team trainers should meet with the **Lead Trainer** regularly and communicate daily. Discuss problems and potential problems so that solutions can be determined before the situation escalates. **Once we find a solution we write it down and then follow the written procedure until it changes.** Open communication is the key to prevention, so if **team trainers** and management work together as a team they will achieve their goal of keeping the customers happy.

It can be challenging if things aren't going the way you want, but it's important to maintain a positive attitude when dealing with

management. This will help keep the lines of communication open and allow more productive conversations and problem solving.

Also remember that if you have a negative attitude after talking with management, you may inadvertently pass your negative attitude off to your cleaning technicians. They will often develop an attitude similar to that of their team leader's, which can lead to problems down the road.

Cost Control

For the company to be profitable, everyone must do their part in controlling costs. **Team trainers** must be observant and suggest ways to cut costs without sacrificing quality of service.

Some examples of cost controlling measures include:

1. Increasing cleaning technician's productivity through more efficient cleaning techniques or methods. **Follow the PMC.**
2. Ensure that technicians are not using unapproved tools and supplies. This will add complexity and slow down the team. It could also cause costly damage/accidents.
3. Suggesting a different level of cleaning service in certain areas. For example, if an area in a home is not used often, perhaps dusting and vacuuming frequency could be reduced.
4. Reduce waste (chemicals, time-related waste, etc.). Especially between jobs or any other time we are not actually billing the client. A few minutes chatting outside while loading the car can cost a lot of money.

LEADERSHIP

Becoming a Good Leader

If you want to be successful as a team trainer you must become a good leader. If a cleaning company owner or manager is not focused on training their team trainers on how to be a good leader, the team trainers are left to figure it out on their own. When this happens, most end up leading by the "seat of their pants". The result is that the team trainer spends most of their time putting out fires instead of preventing problems.

Here are some tips for becoming a good leader:

- ◇ Set a good example for your cleaning technicians by always having a sense of urgency. Your sense of urgency will rub off on your employees. Conversely, if cleaning technicians see you slacking off, chatting about non-work related topics, moving slowly through the clients home, etc.; they will have no motivation and no sense of urgency. After all, if the team trainer is slacking, why shouldn't I?
- ◇ Set high standards for yourself and your cleaning technicians. Your motto should be to under-promise and over-deliver. Your customers will be thrilled with the service and your cleaning technicians will be proud of the work they do.
- ◇ Pay attention to the details. It is your job to make sure cleaning technicians aren't missing the details of cleaning tasks. But getting the point across without seeming "nit-picky" is a sign of a good leader. Always start with the positives of what the cleaning technician is doing right. Then let them know about some of the details you'd like them to work on that will help their overall performance go from good to excellent. Follow up with expressing confidence that they can do it. This is the "sandwich method"
- ◇ Good leaders lead balanced lives. Understand what is important in work and in life. Many successful people make faith their first priority, followed by such other priorities as health or family. Then work would come after those priorities. When you have your priorities in line, you will become less stressed at work and you'll enjoy your work more, which will translate into being a better leader and a more valuable employee.
- ◇ Don't ask your cleaning technicians to do that which you are not willing to do yourself. That doesn't mean you should spend all your time cleaning tough jobs to prove this fact; it simply means that your

cleaning technicians will respect you more if they know you are ready and willing to pitch in if needed.

- ◇ Be tough, but fair. People may not admit it, but they want a leader who is tough because it keeps everyone accountable, which means everyone is pulling their own weight. But they also want a leader who is fair, so never show favoritism – always treat people equally. **Follow the written procedure.**
- ◇ Be open-minded and flexible. Let your cleaning technicians know they can always come to you with questions and that you welcome their suggestions. Some of the best ideas come from the people that are in the trenches doing the work, so never shut down an idea because it came from a cleaning technician. Never be so in-flexible that you seem uncaring or rigid with cleaning technicians. Good leaders know when to be flexible when it comes to the rules, and people respect them for it. **For example a team member wants to start in the bedrooms rather than the bathrooms and feels they have a good reason be flexible enough to allow it – as long as it will keep them happy and not affect their work performance in a negative way.**
- ◇ Never ignore tough problems, and never delegate them to avoid dealing with it. When you deal with tough situations head-on, you'll spend less time worrying about it so you can move on to the next task. **If someone has an attitude it won't go away without bringing it to their attention.**
- ◇ Don't spend your time worrying about things you have no control over. Concentrate on those things you can control, because it will keep you moving forward.
- ◇ Become a strategic thinker. When you get wrapped up in your own cleaning tasks, you don't give yourself an opportunity to think strategically about how you and your team can work more efficiently. When you think strategically, you contribute to growing the company and ensuring a good future for yourself and your team. **Are we being PMC efficient? Are we proving excellent customer service? Are we selling future cleanings?**
- ◇ Know your numbers. When you have specific goals for your team like productivity goals, safety goals, and customer service goals, you hold yourself and your team accountable. It also keeps you disciplined and keeps your team on track because your follow up will improve. **Do you know your complaint ratio?**
- ◇ Surround yourself with good people. Never allow yourself to let "warm bodies" get through the training process because you want your bonus. Spend the time

needed to thoroughly review each trainee for the qualities we are looking for in a long term team member.

Good people, expect more of themselves and the people they work with, so your team will become stronger and more disciplined.

Improving Personal Weaknesses

In order to become a good leader you must identify and improve upon personal weaknesses. The sooner you identify your weaknesses, the sooner you can work on improvement. In order to help you identify possible weaknesses, we've listed statements that will help you identify possible areas of concern:

1. I often lack of confidence in my own abilities.
Y ___ N ___
2. I am sometimes unable to make decisions and stand by them.
Y ___ N ___
3. I sometimes struggle to make decisions under pressure.
Y ___ N ___
4. I'm sometimes unsure whether I made the right decision.
Y ___ N ___
5. I tend to worry over every decision I make.
Y ___ N ___
6. I sometimes overreact to criticism.
Y ___ N ___
7. I sometimes procrastinate.
Y ___ N ___
8. I want everyone to like me.
Y ___ N ___
9. I sometimes panic when things go wrong.
Y ___ N ___
10. I sometimes struggle to keep a positive attitude.
Y ___ N ___

11. I sometimes don't have patience for other people.

Y ____ N ____

12. I am quick to anger.

Y ____ N ____

The first step in overcoming any weakness is to become aware of it. Take a look at your "Yes" answers. These could be areas of personal weakness. Make a list of these weaknesses and brainstorm ideas on how you can improve so you can become a better and more confident leader.

You will not be able to change overnight and you will likely always struggle to overcome some of these weaknesses. But when you are aware of them and continually strive for improvement, you WILL become a better leader.

What are my primary leadership weaknesses and how can I improve?

Identifying Cleaning Technician Types

1. Worker Bees are those productive cleaning technicians we all love. However some **team trainers** make the mistake of ignoring these cleaning technicians because they know they can assign the work and they'll get the job done. These cleaning technicians may get bored or discouraged if they feel they're being taken advantage of or not being challenged. To keep their interest, give them added responsibility (**maybe they can handle the sale at the end of the cleaning**) and make time for them to encourage and recognize their performance.
2. Manipulators like to play mind games and may have a hard time staying focused and productive. They are good at looking busy, but never seem to get as much done as their Worker Bee counterparts. Be sure to give these cleaning technicians a detailed work list with time restrictions. **Recommend re-training or discipline (like reduced hours) if they don't improve.**
3. Unmotivated and unhappy cleaning technicians can be a real problem for **team trainers** because it's hard to get them motivated. The best approach is to talk to them to see what kind of work they enjoy doing and see if you can accommodate them (**may not be possible on all jobs**). If they're simply doing this job for the paycheck and you've taken the appropriate performance improvement warnings, then recommend we let them go as soon as possible.

Communicating With Cleaning Technicians

We are going to spend a fair amount of time discussing communication because it is critical to a **team trainers's** success. **Team trainers** must have good communication skills. Lack of good employee communication can cost the company money, time, opportunity and reputation.

Money – When there is a lack of communication, mistakes happen, which costs money. Here are some examples:

- ◇ Re-doing the job. Jobs that have to be re-done cost additional payroll and possibly supplies. This will significantly reduce the profit of the job and possibly even cause a loss.
- ◇ Offering a discount to the customer. **We** sometimes have to offer a discount to the client because of a mistake that was made.

- ◇ Cost of retraining cleaning technicians. If training was done incorrectly the first time, **team trainers** must spend time retraining cleaning technicians.
- ◇ Replacing or repairing property. If damage was done to property of the client, it may need to be repaired or replaced.

Time – When there is a lack of communication, it also costs the company time. Here are some examples:

- ◇ If a mistake was made, the employer or **team trainer** must spend time talking to the client to find out what the problem is and to reassure them it will be taken care of. A follow up call should also be placed.
- ◇ When cleaning technicians or **team trainers** have to go back and spend time correcting a mistake; that is time that could have been spent on an income-generating **cleaning**.
- ◇ If **team trainers** are not communicating exactly how much time a project should take, cleaning technicians may spend extra time than was budgeted. **This is a major issue**
- ◇ The more time **team trainers** spend communicating from the start of a project, the less time they have to spend correcting miscommunication problems later on.

Opportunities – When there is a lack of communication, it can cost the company opportunities. Here are some examples:

- ◇ **Lost referrals/Sales.** If communication problems are causing problems with your clients, they are less likely to refer your company. **And they won't book again.**
- ◇ Lost time that could have been spent on **customer service and sales.**

Reputation – When there is a lack of communication, it can cost the company their reputation. Here are some examples:

- ◇ When your company has a bad reputation, you lose possible opportunities to gain new business from good prospects.
- ◇ Cleaning technicians lose their respect for you and let others know that this is not a good place to work.
- ◇ Clients lose their respect for you and may go shopping for a new cleaning service.

When you have good communication in your company, good things happen:

- ◇ Cleaning technicians are happy
- ◇ Clients are happy
- ◇ It's easier to grow the business
- ◇ You can hire more cleaning technicians and find better employees because your reputation will precede you
- ◇ When you get it done right the first time, you'll have more profit

In order to have good communication, **team trainers** must be able to communicate in a way that is friendly, and that gets the message across.

There are 3 types of communication:

1. Verbal
2. Written
3. Non-verbal (dress, appearance, tone of voice, body language and facial expressions).

We'll take a look at each of these individually and offer tips for improving each type of communication.

1. Verbal Communication. Sometimes we take for granted the way our voice sounds to other people. This is the way we speak, take it or leave it! If you're talking to a cleaning technician on the phone, she can't look you in the eye or see the smile on your face. So you need to make a conscious effort to communicate through your voice.
 - a. Think about the speed with which you talk. Some people simply talk too fast. They don't take pauses or even take a breath! The person on the receiving end can't comprehend everything that's being said. The trick here is to match the speed of the person you are talking to. If she speaks quickly, keep your pace even with hers. If you go too slow, she might get bored and grow impatient. If she speaks slowly, speak slowly and clearly back to her. If you speak too quickly in this situation you might lose her.

- b. Don't be afraid to pause when speaking. Some people don't like to pause because they think pauses are awkward. However when you pause, you give people a little time to take in what you're saying. Pauses also give emphasis to your statement. Try this exercise. When you want to emphasize a point with a pause, think about adding a period to the end of your sentence and count to three in your head. This will also help you with the speed with which you talk if you tend to talk too fast.
- c. Use inflection when speaking. Inflection means putting more emphasis on certain words as you speak. You don't want to sound monotone when speaking with a cleaning technician because this conveys boredom or lack of enthusiasm for what you're doing.
- d. Think about the pitch of your voice when speaking. Pitch refers to the tone of your voice. Is it high-pitched, low, soft, or loud? It's not always easy to change the pitch of your voice, but you can make a conscious effort to tone it down or pick it up a bit. Try to find the middle ground when speaking.

Speaking too softly gives the impression that you're not assertive or confident. Of course, louder is not always better either – it's actually quite annoying to many people, so try to tone it down a bit. If you speak with a low voice, you need to put more emphasis on certain words or you'll sound monotone. Conversely, if you speak with a high-pitched voice, try to control your breathing or you might sound too excited and squeaky when you speak. Drinking plenty of water also helps.

- e. Speak clearly and enunciate each word. There is nothing more irritating when you're talking to people and you don't understand what they just said! Sometimes we just get sloppy with our speech; we use jargon, or drop word endings. For example, we might start dropping "ing" endings. Instead of saying "doing", we say "doin", or instead of saying "going to", we say "gonna".

"Are you gonna dust the blinds today?" Should be, "Are you going to dust the blinds today?"

"Do you wanna fill in for Jane today?" Should be, "Do

you want to fill in for Jane today?"

- f. Eliminate um, uh, you know, like, and ok from your vocabulary. Have you ever listened to someone speak and they add "you know" to the end of almost every sentence? Or add "like" in between each word? It's very irritating, isn't it? Yet, many of us do that very same thing without even realizing it. Make a conscious effort to eliminate these phrases from your vocabulary.
- g. The best way to test your own voice communication is to record yourself and listen to how you sound. If you don't have a recorder, perhaps you could record voicemail messages to yourself. Figure out which one of the above tips need some attention.

2. Written Communication. Team trainers must be able to write instructions, reports to management, disciplinary recommendations, cleaning technician reviews, just to name a few. Here are some suggestions for improving writing skills:

- a. Read articles and books by good writers. Social media is nice but it is not "well written". Blogs are a little better depending on the writer. Go for reputable news and information sites like jw.org.
- b. Ask for suggestions. Have someone you know who has good writing skills proof your work. Ask them to make corrections in red so you can see where your mistakes are. Chances are, you probably mis-spell the same words over and over again without even realizing it. Use spell checker.
- c. Re-read your writing. Before sending, pause, and reread what you wrote. See if you can find the errors before someone else does.
- d. Writing doesn't have to be so formal. Write as you speak (without using too much slang or jargon).
- e. Use active words rather than passive words. Passive example: The bathroom was cleaned by the cleaning technician. Active example: The cleaning technician cleaned the bathroom.

- g. Keep your paragraphs short and to the point. Don't ramble on.
 - h. When finished writing, read it out loud to see how it flows.
 - i. Even if you have top notch writing skills, it's still a good idea to have someone else proofread your work. Sometimes even the best writers miss typos or other errors.
3. Non-Verbal Communication. Body language is considered an "unspoken language" and most people are surprised to realize that the majority of communication is done through body language. As a team trainer, it's important to be able to read the body language of your cleaning technicians, and it's just as important to be aware of your own body language and the signals you're sending.

Here are some basic body language characteristics:

Positive

- head is up or tilted
- shoulders upright
- posture erect
- firm handshake
- smiling
- eye contact

- open arms
- feet flat on floor
- hands in lap or at side

Negative

- head is down
- shoulders dropped
- slouching posture
- weak handshake
- no expression
- no eye contact, shifty eyes, rubs eyes, eye roll
- crossed arms
- legs crossed
- hands in pockets or fidgeting

Controlling

- invades personal space
- interrupts, loud voice
- pointing fingers and gestures
- loud, talks fast
- stern expression

Submissive

- allows personal space to be invaded
- allows interruptions, soft voice
- rubbing hands, nervous gestures
- quiet, talks little
- downcast eyes

Warm

- smiles
- open posture
- warm tone of voice
- warm eyes
- respects personal space

Hostile

- frowns, no expression
- aggressive posture
- harsh tone of voice
- staring eyes
- invades personal space

If you're talking with a cleaning technician and she suddenly folds her arms across her chest and starts shaking her head "no," you're losing her. You might want to try going back and picking up where the conversation took a turn for the negative and see what you can do to change things back to a positive direction.

If the cleaning technician is stroking her chin, this means she's making a decision. When you see this, don't interrupt – let her digest what she's heard so you can discuss the situation.

Think about your own body language as well. You want to convey a positive and confident attitude with cleaning technicians, so study the positive, warm sections and make sure you're using these body language signals. You can also build trust by mirroring the body language your cleaning technician is using. It's a way of showing that you like them and agree with them.

Try this when speaking with your cleaning technician. If she has her arms crossed, subtly cross your arms. After a few moments, uncross your arms to see if she will mirror you. If you notice that she unconsciously matched your movements, this indicates that you're developing trust. On the flip side, if she doesn't mirror you, then trust has not been established and you know you have more work to do.

How to Give Instructions

First, make them specific. Give the Who, What, Where, When and Why, that they need to accomplish the task. Explain exactly what you want done, when you want it done, how to do it, where to do it, why to do it, etc. This is especially important for newer cleaning technicians. Experienced cleaning technicians may need less information.

When giving instructions, be calm and confident. Have eye contact with the cleaning technician, and ask questions to make sure they

understand. Have them repeat back to you their understanding of what you want them to do. And always give them an opportunity to ask questions.

The “Don’ts” of giving instructions:

- ◇ Don’t give too many instructions at once. It will confuse people and they won’t remember everything. When there are a lot of instructions, consider giving written instructions as well as verbal. **Like trying to fill a thimble with a firehose.**
- ◇ Don’t assume the cleaning technician(s) understand what you’re saying. Have them repeat back to you their understanding of what you just told them, and ask questions to make sure they understand. **Especially if they say "uh huh"**
- ◇ Don’t issue commands – your cleaning technicians will resist and they won’t respect you for it. That being said, don’t be indifferent; speak with authority. **Say please.**
- ◇ Don’t give conflicting instructions. Be clear and concise.
- ◇ Don’t pick on certain people by giving them the “dirty work”.
- ◇ Don’t give all the work to the people you know will do whatever you ask – spread the workload evenly.
- ◇ Don’t have 2 people giving orders to one cleaning technician. Make sure the lines of delegation are clear. **There is 1 lead.**

Active Listening

Studies show that employee problems are related to poor communication. In other words, we don’t listen to each other very well.

You’d be amazed at how many people think they’re listening to the cleaning technician, when the truth is, they’re hearing words come out of the cleaning technician’s mouth, but they’re not truly listening to what he or she is saying.

When talking with cleaning technicians, do you find yourself thinking about how you’re going to respond to their comments before they’ve even finished talking? Many of us fall into that common trap because we never really learned how to listen.

Active listening is the art of listening with intention by focusing on the person who is talking in order to understand what he is saying. It sounds easy, but so many of us allow other “noise” to invade our

head. So while we might hear the cleaning technician, we might not comprehend what she is saying.

How can we become better listeners? It takes a lot of practice for it to come naturally. Here are some tips that will help you become an active listener:

- ◇ Show empathy for the speaker. Empathy means that you're putting yourself in her place so you understand where she's coming from.
- ◇ Don't judge the speaker. Listen to what she's saying without forming an opinion. Don't interrupt the speaker to voice your opinion, let her finish. **Maybe they are right.**
- ◇ Don't start thinking ahead to what you want to say after the cleaning technician stops speaking. Instead, focus on what she is saying right now.
- ◇ Leave your emotions out of it. When you listen and start letting your emotions take over, you can't listen effectively.
- ◇ Keep an open mind. Don't jump to conclusions and don't let personal opinions influence you.
- ◇ Listen accurately. It's not only important to listen, but it's important to listen accurately. Listen to the content and remember it accurately.
- ◇ Be motivated to listen. Before going into the meeting or talking on the phone with the cleaning technician, remind yourself to actively listen to what the he or she is saying.

When the cleaning technician is finished talking, it's a good time to ask clarifying questions. Is there anything you heard that needs to be clarified? This shows the cleaning technician that you were actively listening and want to make sure you understand what she just said.

Here are some more tips for active listening:

- ◇ Look the speaker in the eyes while she is talking.
- ◇ If you are seated, lean forward slightly. This shows that you're interested in what she's saying.
- ◇ Nod your head if you agree with what she's saying.
- ◇ Use other positive body language: smile, keep your arms/palms open, feet flat on the floor.

- ◇ Avoid distractions (turn off your cell phone, use a quiet space).
- ◇ If you need clarification, either ask for it or repeat what she just said. For instance, “Let me see if I understand what you just said.” Then proceed to repeat back what you just heard.
- ◇ Use a warm tone when asking clarifying questions. Don’t sound defensive or aggressive.
- ◇ Ask more questions to build understanding.

As a **team trainer** , you’ll need to learn how to separate fact from fiction, and you’ll need to listen with an empathetic ear. Oftentimes, if you just let the cleaning technician talk through their thought without interruption or input, they end up reaching their own solution.

Remember that listening and hearing are two different things. Most people can hear what is being said, but really listening and understanding what is being said takes practice.

Getting along with team members

It is natural for people to want to be liked. But this can be a problem for **team trainers** , especially if you were promoted into the position and are now supervising your peers. You must remember that **your job is not to be liked, but to be effective** at getting the work done. Being liked certainly makes your job easier and is the best situation to be in, but don’t confuse the fact that this is not your most important responsibility – getting the work done efficiently is.

Rather than focusing on being liked, focus your attention on handling yourself in a professional manner. Strive to be fair, consistent, and calm. Have a positive, can-do attitude, and treat your **team members** with respect. If you focus on these things, most cleaning technicians will like and/or respect you because you are a good **team trainer** .

What are my primary communication weaknesses and how can I improve?

MANAGING TEAM MEMBERS

Working Effectively With Team Members

As a team trainer, you can expect to spend about 80% or more of your team cleaning time working with and dealing with cleaning technicians on your team. You need to learn how to work effectively with them in order to get the job done efficiently.

Here are some tips for working effectively with cleaning technicians:

- ◇ Treat others as you wish to be treated. Most team trainers have been promoted from within, so you must not forget what it is like to be a front line cleaning technician that just wants to be treated with fairness and respect. Also remember that every cleaning technician is different – they have their own lifestyle and opinions and as long as it doesn't adversely affect their job performance, it is not your job to judge.
- ◇ Expect the best from each cleaning technician, but do not expect perfection and do not be unreasonable.
- ◇ You cannot clone yourself, so don't judge cleaning technicians solely based on your abilities. You may have years of experience that they don't have. Realize that some cleaning technicians do not learn as fast as others; but if they are making progress, acknowledge it and continue to work on developing their skills.
- ◇ When there is a problem, don't assume it is the cleaning technician. Most cleaning technician problems stem from a lack of communication and training from their team trainers (you). Before assuming it is their problem, check to make sure it isn't you.
- ◇ Be fair, but firm. Treat all cleaning technicians fairly; be firm when dealing with problems, and discipline when needed. This will make you a more effective team trainer.
- ◇ Don't jump to conclusions. Listen to all sides, gather the facts, and look for underlying reasons for what is going on. The first person to tell you their side always seems right until you hear the other side.

Motivating Team Members

Many employers and team trainers feel that as long as they pay their cleaning technicians well, they'll stay motivated. But cleaning technicians are looking for more than just good pay.

If you want to motivate your cleaning technicians, encourage them to grow and set personal goals. Let them know there are job advancement opportunities within your company and spend time learning more about them to see how this may fit with their own plans for advancement.

People become motivated when they feel management appreciates their contribution to the success of the company. Here are more ideas to keep your cleaning technicians motivated:

- ◇ Recognize them for a job well done
- ◇ Treat them with respect
- ◇ Show trust
- ◇ Give them responsibility
- ◇ Tell them about opportunities for advancement
- ◇ Keep them informed of what's going on in the company
- ◇ Give them opportunities to participate and offer feedback

If you'd like to create a work environment that encourages self motivation, follow these guidelines:

- ◇ Be a leader, but leave your ego at the door
- ◇ Never ask a cleaning technician to do something that you are not willing to do
- ◇ Earn the respect of your cleaning technicians by speaking, acting, and dressing professionally
- ◇ Get to know your cleaning technicians
- ◇ Treat your cleaning technicians and customers with respect
- ◇ Keep a positive attitude and greet your cleaning technicians warmly
- ◇ Always compliment a job well done
- ◇ Don't make your cleaning technicians feel as if you're always looking over their shoulders waiting for them to make a mistake
- ◇ Guide and train your cleaning technicians so they perform to their best ability

- ◇ Correct them when needed and use it as an opportunity to train

Advancement Opportunities

Many cleaning technicians don't realize there may be advancement opportunities within our company. As mentioned in the previous section, it is your responsibility to show your appreciation of their contribution to the success of our company. One way to do that is to tell them of advancement opportunities that are available to them.

Why should **team trainers** care about possibly advancing a **team member** into a **team trainer** position? If you train and coach your cleaning technicians to be the best they can be, it will make your work life easier because you'll have better trained cleaning technicians. Plus it will reflect well on your own performance as a leader. This will benefit your own career advancement. **Good leaders create more good leaders.**

Here are tips to coaching a cleaning technician towards advancing their career:

- ◇ Emphasize the cleaning technician's strong points.
- ◇ Recognize and point out the cleaning technician's weak points and offer guidance on improvement.
- ◇ Cross-train the cleaning technician so they are familiar with several aspects of the job.
- ◇ Become a mentor, taking the time to answer questions and explain the role of the **team trainer** within the company
- ◇ Look on the time spent coaching a cleaning technician towards career advancement as an investment in the company, not time wasted.
- ◇ Challenge the cleaning technician with real life situations. Present them with a situation and ask how they would handle it.

While these tips are beneficial to the cleaning technician, it also helps the company decide if this is the right person for the job. It can prevent employers from investing too much time and money in hiring the wrong person for the job.

Remember that not all cleaning technicians are interested in career advancement. Some are perfectly content to continue in their current position. And some are not cut out for a supervisory position (refer back to the section on why **team trainers** fail).

Dealing_With_Complaints

No one likes to receive customer complaints about their work, and **team trainers** are no exception – especially when they have to talk to the cleaning technician responsible. But the way you deal with the employee(s) who are responsible for the complaint can go a long way towards reducing the number of complaints you receive.

Following are tips for handling customer complaints with your cleaning technicians:

1. Don't approach the cleaning technician and start yelling about the complaint. First compliment her on the work she does well, and then discuss the complaint calmly.
2. Make sure the cleaning technician understands exactly how to please the customer and why it is so important to keep the customer happy (e.g. complaints can result in loss of account, which could lead to loss of jobs).
3. Find out the cleaning technician's point of view and then help her find a solution. Perhaps there is something the employer can do to make it their job easier. For example, if the customer called to complain that the bathroom mirror wasn't cleaned again; ask the cleaning technician, "**how can we keep this from happening again?**" This gives the employee the opportunity to come up with her own solution. When you handle it in this way, the cleaning technician feels as if she helped solve a problem, even if you already had the answer. It also makes her feel more ownership towards her job and more a part of the team. It can also make it a much more pleasant experience than it could have been if you'd simply approached her and said; "Sally, you forgot to clean the bathroom mirror again!"
4. When **training** new cleaning technicians, take this approach. Ask this question; "If a customer isn't happy with your work, would you want me to let you know?" Naturally she will say yes. Then say, "Ok, what I'd like to do is make an agreement with you, that I will let you know if there is ever a complaint or an improvement needed, and you will make sure to take care of it immediately."
Taking this approach will make it easier for you to communicate complaints to the cleaning technician later when

Resolving Conflicts

Team trainers need to realize that conflicts at work are inevitable and it's your job to resolve the conflicts on your team. When you do it effectively, it can lead to personal and professional growth.

Examples of workplace conflict:

- ◇ A cleaning technician is upset because she feels a less qualified person got the bonus or recognition she wanted.
- ◇ A cleaning technician doesn't get along with a co-worker.
- ◇ A cleaning technician regularly has to work overtime and doesn't want to.
- ◇ A cleaning technician didn't get the paycheck she expected.
- ◇ A fellow cleaning technician is making harassing comments.
- ◇ A cleaning technician feels the company is ignoring an accommodation request such as a schedule change.

How big is the problem?

Is it a serious problem? How often does the conflict occur? Is it big enough that you need to step in?

Identify the easiest way to solve the conflict

Do you need to have a conversation with the people involved? Is an apology in order? Keep the solution as simple as possible. There are three steps you can use to keep it simple:

1. State the problem
2. State the facts related to the problem
3. State your recommendation for resolving the conflict

Many conflicts can be resolved with the **Employee Handbook and Training Manuals**. So be prepared with the manual and state the policy.

What is your conflict resolution style? According to the Thomas-Kilmann Conflict Mode Instrument (TKI), there are five conflict resolution styles. If you understand the different styles, you can use them to decide the most appropriate approach to use for situation you are in.

Competitive. People who use the competitive approach take a firm stand on the issue. Use this style when you need to make a quick decision or when you need to make an unpopular decision.

Collaborative. People use this style when they're trying to meet the needs of all people involved. This approach acknowledges that everyone's opinion is important, but you need to come to the best resolution.

Compromising. This style attempts to find a solution that will at least partially satisfy everyone involved in the conflict. Everyone must concede something. Use this approach when things are at a standstill or if there is a deadline looming.

Accommodating. The accommodator is highly cooperative and may surrender their position if they feel the issue matters more to the other party. It is often used when peace is more important than winning.

Avoiding. The easy way out is to avoid conflict. **Team trainers** who don't want to hurt people's feelings often avoid conflict. They may also avoid conflict if they feel it is trivial, or if they feel someone else should manage the situation. In any case, it is never good to avoid conflict if it is your job to keep the peace.

How to handle yourself during conflict resolution. It is important to remain calm and courteous, and to not take things personally. It is your job as the **team trainer** to **keep the peace** and guide the cleaning technicians towards resolution.

Listen first; talk second. You need to understand where each person is coming from before offering a solution or making a decision. You also need to identify the real issue – it may be an underlying problem that isn't immediately apparent. After listening to all sides, lay out the facts and explore options together.

Conflict may not be pleasant, but not all conflict is bad. In fact, some conflict may even be beneficial because it requires us to face issues that may be going on within the company. It also encourages us to come up with new ways of doing things that will benefit all cleaning technicians, not just a few.

TEAM TAINER LEADERSHIP QUIZ

1. While inspecting a home you notice that a cleaning technician missed cleaning a sink. Would you:
 - a. Clean it up yourself and then go tell her about it.
 - b. Go find her and tell her you are going to write her up.
 - c. Go get the cleaner and have her correct the problem.

2. When a client leaves you a signed note requesting that you start cleaning the spare bedroom every visit from now on you should:
 - a. Leave her a note back saying that you can't because it is not in the specifications.
 - b. Start cleaning the bedroom as requested and don't tell anyone about the change.
 - c. Start cleaning the bedroom as requested and notify the office or your manager.
 - d. Throw away the note – it's not your problem.

3. Often you can persuade people to buy into new training by:
 - a. Tricking them into doing what you need.
 - b. Telling them it would be in their best interest to do what management wants.
 - c. Explaining how the change will benefit them.
 - d. Intimidating them until they do what you want them to do.

5. Your relationship with the cleaning technicians should be:
 - a. A good friend, so that no one quits or gets mad at you.
 - b. Strictly business so they are intimidated by you.
 - c. That of leader, coach, boss, friend and mentor.

6. You are working with a new cleaning technician who has not done this job before. The best way to help her succeed is:
 - a. Let her try things on her own and come back and check her work when she is finished.
 - b. Provide pmc coaching to help her learn as she tries it herself.
 - c. Show her how to do the job today and let her do it on her own tomorrow.
 - d. Watch every move she makes as she does the job and point out everything she does wrong.

7. A cleaning technician has gone above and beyond the expectations of the job. You would like to recognize her for her effort. The best option is to:
 - a. Celebrate her success with the whole team.
 - b. Give her a nice thank you gift and a letter.
 - c. Meet with her and discuss what kind of recognition she would appreciate.
 - d. Take her out to lunch and tell her how much you appreciate her work.

8. You should report a team members poor behavior/attitude to the Lead Trainer:
 - a. Whenever you feel like yelling at someone.
 - b. Instead of asking questions.
 - c. When you need to address a problem that you have tried to solve and need help.
 - d. Every time you talk to a cleaning technician.

9. If you are lacking skills that would help you feel in better control of a situation you should:
 - a. Not worry about it. You will learn these skills eventually.
 - b. Wing it. Go with your gut instincts and intuition.
 - c. Arrange to get the training you need(ask).
 - d. Badmouth management for not teaching you these skills before.

10. When trying to make peace with fighting team members you should:
 - a. Get all sides of the story before offering a solution.
 - b. Side with your most trusted and valued cleaning technician.
 - c. Think about the different personality types involved and decide the best course of action.
 - a.

13. A cleaning technician claims her hours were short on her paycheck. How would you handle it?
- Tell her the hours will be added to the next paycheck.
 - Ask if she is sure about the hours.
 - Tell her that another check will be issued for those hours.
 - Tell her you will check with HR about the hours and get back to her with an answer.
14. If a cleaning technician reports unauthorized time worked, the employer:
- Should not pay the unauthorized hours
 - Should pay the unauthorized hours and then explain the policy on working unauthorized hours.
15. If workloads were too high in your workplace and you and your team are feeling very stressed with the situation. The best option is to:
- Take the issue up with **the Lead Trainer** and ask for more staff or less work.
 - Meet with the team, discuss the problem and come up with some solutions. **If you still need help ask the Lead Trainer**
 - Do as much as you can every day and quit when your 8 hours are up.
 - Take a course on stress management.
16. While training a cleaning technician of the opposite sex, **they** keep talking about **their** sex life with **their partner**. What should you do?
- Ask **them** to tell you more.
 - Tell **them** about your sex life with your **partner**.
 - Listen and say nothing.
 - Tell **them** this is not an appropriate subject to discuss in the workplace.

17. A cleaning technician asked you if they can record time when you know they were in their car checking facebook. You should:
- a. Explain that this is against company policy and have her review the policy manual.
 - b. Tell her you'll think about it.
 - c. Ask for her employee ID number and clock her out.
 - d. Allow it depending on the situation.
18. A cleaning technician comes to you and says she was hurt while cleaning a couple days ago. What should you do?
- a. Tell her it's too late, she should have let you know when the accident occurred.
 - b. Ask if anyone witnessed the accident.
 - c. Ask if she went to the hospital or clinic.
 - d. Ask why she didn't come to you right after the accident and then explain that all accidents must be reported immediately so an accident report can be filled out. Proceed to fill out the accident report with the cleaning technician and call the nurse hotline.