



Dear Chief

By Jeff “Chief” Urbaniak
COLUMNIST

DEAR CHIEF: I own a pizza shop that specializes in freshly made Italian-style pizzas. Our niche is making pizzas from fresh ingredients at the time of order and precisely baking them in a wood-burning oven. Each pizza requires special touch and skill. I currently do all pizza preparation and cooking. On days I was absent, my replacement didn't perform as well as I required. Also, I'm considering opening another store and will need someone to prepare and cook pizzas to my standard there too. I have no leadership or training experience and need advice on how to best train my cooks so they perform precisely the same way I do.

PIZZA MAN



DEAR PIZZA MAN: Your pizzas sound tasty. Training someone to duplicate your efforts takes a process using the five M's of training introduced by John Maxwell in his book *Developing the Leaders Around You*. They are: model, mentor, monitor, motivate, and multiply. Following these five steps will

The five M's of training

enable you to have a fully capable back-up as well as someone who can perform adequately at your new shop location.

Step 1: You model. The process begins with you doing the task while the person being trained watches. When you do this, you try to give the person an opportunity to see you go through the whole process. When people see the task performed correctly and completely, it gives them something to try to duplicate.

Step 2: You mentor. You continue to perform the task, but this time the person you're training comes alongside you and assists in the process. You also take time to explain not only *the how* but also *the why* of each step.

Step 3: You monitor. The trainee performs the task and you assist and correct. It's especially important during this phase to be positive and encouraging. Work with him until he develops consistency. Once he's gotten down the process, ask him to explain it to you.

Step 4: You motivate. You take yourself out of the task at this point and let the trainee go. Your task is to make sure he knows how to do it

without help and to keep encouraging him. At this time the trainee may want to make improvements to the process. Encourage him to do it, and at the same time learn from him.

Step 5: You multiply. Once the trainee does the job well, it becomes his turn to teach others how to do it. As teachers know, the best way to learn something is to teach it.

Following these five steps of training will improve your training situation drastically. And hiring capable and competent people makes this process much easier to execute. Without the right people, this process becomes extremely challenging.

Good luck with your training efforts and I hope my advice helps. May your pizza shop thrive for many years to come!



For an opportunity to have your question, issue or concern addressed in the Dear Chief column, go to www.DearChiefAdvice.com and submit your comments or email them to Jeff@DearChiefAdvice.com.