

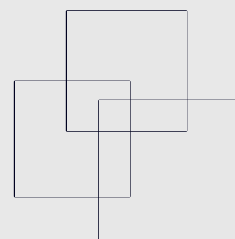


International
Labour
Office
Geneva

WISE +

Work Improvement in Small Enterprises

Action Manual





International
Labour
Office

WISE +

WISE + Action Manual

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

Conditions of Work and Employment Programme

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Permissions), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: pubdroit@ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with reproduction rights organizations may make copies in accordance with the licences issued to them for this purpose. Visit www.ifrro.org to find the reproduction rights organization in your country.

ILO

Work improvement in small enterprises (WISE) Action Manual

Geneva, International Labour Office, 2009

ISBN 978-92-2-122906-3 (print)

ISBN 978-92-2-122907-0 (web pdf)

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

ILO publications and electronic products can be obtained through major booksellers or ILO local offices in many countries, or direct from ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. Catalogues or lists of new publications are available free of charge from the above address, or by email: pubvente@ilo.org

Visit our website: www.ilo.org/publns

Foreword

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

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

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

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

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

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

This *WISE+* binder brings together the *WISE Action Manual (1997)* with the new *WISE-R Training Manual* to create a complete *WISE+ Action Manual*. We have also created a second binder, which contains the *WISE* and new *WISE-R Trainers' Guides*. In the longer term, further work will need to be undertaken to fully integrate the *WISE* and *WISE-R* modules, and their respective guides. This *WISE+* package is thus presented as a prototype, which is ready to provide a solid starting point for future work. The ILO would welcome the feedback of entrepreneurs and practitioners who will use and adapt the methodology to the multiple realities of workplaces around the world.



International
Labour
Office

WISE-R
More
Work Improvement in Small Enterprises

Module 2

Managing and Motivating Workers

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

Conditions of Work and Employment Programme

Introduction

Running a small enterprise is more than a full-time job, and involves everything from designing and developing the product or service, and selling it, to reporting to authorities, and hiring and training new workers. The list of tasks is endless, but your time is limited, so it is normal that the things that are not seen as ‘important’ are put aside.

Unfortunately, managing and motivating employees, is often one of those things, because it does not have a deadline attached and it will not (directly) get the bills paid. This module aims to explain why managing and motivating employees should, in fact, be at the top of your priority list!

Experience in both small and large businesses has shown that enterprises that manage and positively motivate employees improve their productivity. This is because motivated employees work harder, stay with the enterprise longer, and take fewer sick days than other workers. They are also more likely to feel a part of your business, to care about the quality of the job they do, and to come up with good ideas that help improve the products and processes.

So, if you give attention to managing your workers, you can expect your productivity to increase, your operating costs (particularly for recruitment and training) to go down, and your work flow to be smoother.

Managing staff and working out how to motivate them is not easy. This WISE-R Module will help you to make a big difference to the way your employees feel and perform, and all at little or no cost to your business. This Module is divided into 7 sections, each section addressing one guiding principle for managing and motivating workers:

- 1) Hire workers with the knowledge and skills that your enterprise needs
- 2) Provide training opportunities
- 3) Control the demands of the job
- 4) Ensure appropriate supervision, but also be prepared to delegate responsibly to enable workers to learn
- 5) Be positive and value your workers
- 6) Treat workers fairly
- 7) Encourage team spirit through team working, good communication, and by listening to workers.

The objectives of this Module:

- To explain the impact that good management and motivation has on productivity and quality, recruitment and retention;
- For participants to become aware of a range of practical approaches that they can use to improve worker management and motivation;
- To encourage participants to commit themselves to designing and implementing improved management and motivation practices.

2.1

Hire Workers with the Knowledge and Skills that your Enterprise needs

The advantages for your business

If you want to get the most from your employees, it is important to match the employee's skills to the individual job that needs doing. This small task is possibly one of the most important things you can do for increasing production, quality, pace and continuity.

What you can do

Checkpoint 4: Perform a job analysis and elaborate a job description to help you to find workers with the right skills for the job.

Use job analysis to help you to identify the best person for the job

Hiring workers is the first and most important opportunity you have to get the right match between the worker and the job. To do this, you need to prepare a job description before you advertise the post. This job description will set out what the job involves and the experience or training the job demands. You can then use this job description to write a profile of the person you need.

1. *How to create a job description:*

- Write down a list of the job tasks the worker will do.
- Next to each task, or group of tasks, make a note of the skills that the person will need if they are going to do the tasks successfully.



This supervisor and a worker are cooperating to work out what tasks and skills are needed by the assembly-line workers, so they can prepare an accurate job description.

The following items should be taken into consideration when developing a job description:

A. Education/skills

- What *education level* is necessary to perform the work?
- What prior *training* is required to perform the job duties at a satisfactory level?
- What *practical work experience* is required to perform the duties at a satisfactory level?

B. Effort

- What types of effort, i.e. physical, mental, and/or psychosocial, are involved in each of the tasks, which together make up the total job?

C. Responsibility

- What type of responsibility does the job entail e.g. responsibility for equipment, purchases, money, safe-keeping of documents, management of other people?
- What directions are given and what decisions are necessary?
- Does the job involve team and/or independent working?

D. Working conditions

- Does the work entail exposure to physical (noise, dust, temperature, health hazards) or psychological factors (isolation, frequent interruptions, simultaneous requests, and aggressiveness of clients)? Does the job involve travelling?

You should write this information in a Job Description. Below you will see the headings that are commonly used:

- a) Job title.
- b) Department, division, or area of the enterprise where the work takes place.
- c) Supervision requirements and coordination with other people or departments.
- d) Role and responsibility.
- e) Specific tasks to be carried out.
- f) Skills and experience: this is usually the level of education, the training or experience needed). It should include the skills that you want the person to bring to your work team as well as those needed for the particular job, e.g. ability to speak a language.
- g) Other requirements. This might include special work requirements such as the willingness to work weekends or to work in a team.

Once you have developed the job description, you can prepare a description or profile of the ideal candidate. The job description and profile together will make it much easier for you to write the advertisement for the job, to come up with interview questions, and to evaluate and select the best candidate.

They will also help you to ignore irrelevant factors, for example skin colour, religion or sex. This is important because if you take these things into account, you are unlikely to get the best person for the job.

2.2

Provide Training Opportunities

The advantages for your business

Training is an opportunity to upgrade workers' knowledge and skills, which enables them to perform their jobs more efficiently. This brings a direct benefit to your business.

As well as improving skills, training improves worker motivation and loyalty. It gives workers a sign that you value them and think they are worth investing in. It can also be the thing that makes you stand out from the rest, as an employer interested in investing in your business, and so help you attract (and retain) the most serious and dedicated job applicants.

What you should know

Checkpoint 5: Offer workers the opportunity to be trained, and so increase the skills available in your business.

Training can be provided through:

- Privately run short courses outside or at the workplace
- Courses at vocational training institutions or producers' organizations, over a short block of time or longer, e.g. one evening a week
- On the job training by your more experienced employees



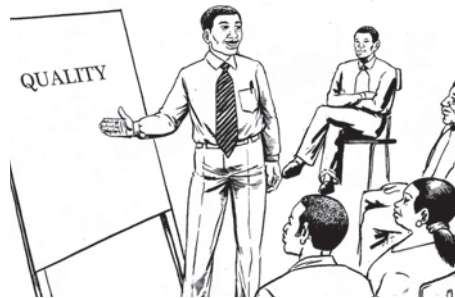
These catering workers are being reminded to ALWAYS put the guard on a meat slicing machine, as it is very dangerous to use it without the guard.

You can use training to help you to keep your business adaptable and ready to meet new challenges e.g. train supervisors on higher quality-checking standards; train workers on fixing simple machinery problems.

Free training is possible:

- If you are planning to use a new machine, you can often negotiate for the provider to give your workers some free training on how to use it.
- Some business organizations, government departments, charities and international organizations provide free training.

On-the-job training by experienced workers from your enterprise does not cost anything and can be the best way to learn many manual tasks.



This trainer is training a group of new supervisors.

What you can do

1. Provide new workers with orientation training:

Checkpoint 6: Make sure that new workers are introduced to your business culture, practices, and rules.

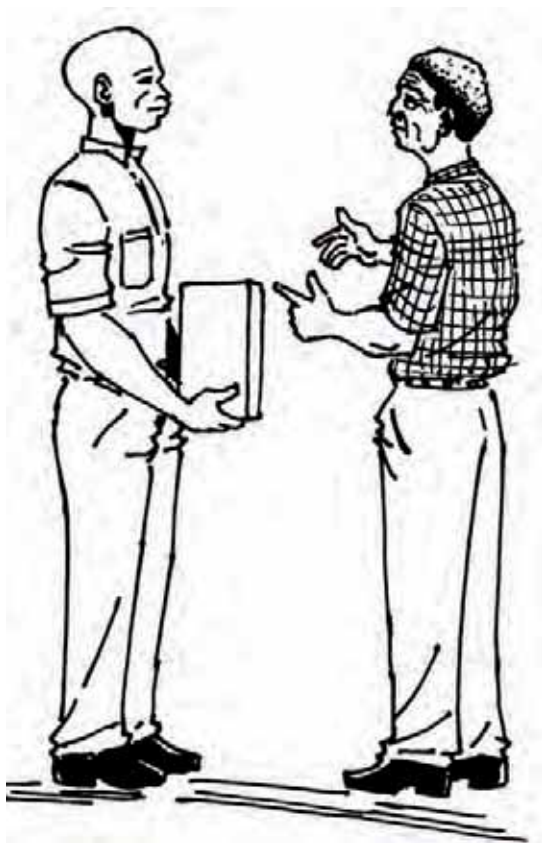
Workers are more productive when they know what is expected of them, so it is important to tell (or show) new workers how your business works including:

- The way workers are expected to dress, behave, address each other and customers
- Working hours, break and lunch arrangements, how and when they get paid, sickness procedures
- Work processes and practices, what is produced and future plans
- Opportunities to learn or advance within the enterprise, including training opportunities
- Your company values, practices
- Who to ask for more information



A new worker is introduced to other workers, on her first day in a new job.

Employee training should, where possible, be offered during the normal working day, so that workers can attend the training and still meet family responsibilities.



An experienced worker explains a job task to a younger worker.

To promote cooperation: Encourage employees to teach each other about their jobs and, where practical, let them swap jobs for a period. Doing this will improve work relations, reduce boredom, and also increase the flexibility that you have to keep work moving when a worker leaves or is absent.

Control the Demands of the Job

As an entrepreneur, you are always under pressure to come up with the next good idea, find the next customer, and sign the next contract. This means that you know how negative you can feel when you are placed under pressure to work harder or quicker, or to do something you simply find boring.

Your employees will sometimes feel exactly the same way about the tasks they have to do, and this can badly affect their attitude to their work and, in the end, productivity. But, with good (positive) day-to-day supervision, and some sound management decisions, you can relieve pressure and boredom and improve productivity.

The advantages for your business

Taking control of the demands you place on workers is mostly about good planning. Good planning will cost you nothing and will help to:

- reduce worker stress and increase worker motivation
- reduce accidents and mistakes
- improve delivery rates and the quality of products
- increase business flexibility
- improve productivity

If you design the workload and organize tasks correctly, and make sure that you provide workers with the tools they need, your workers will feel confident, valued and trusted: errors will go down and production will go up.

What you can do

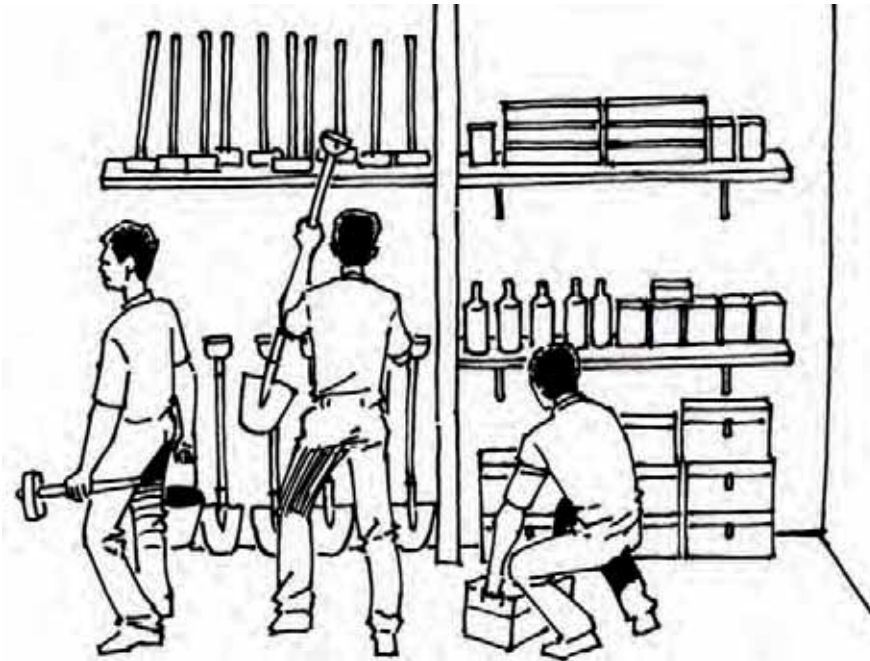
You can take action in two areas:

- 1) Make sure that workers can safely and efficiently do their work
- 2) Plan the workload correctly: Divide or share work so that motivation and performance are maximized

1. Make sure that workers can safely and efficiently do their work

✓ **Supply workers with the tools needed to do their job**

Checkpoint 7: Make sure that workers have the tools they need to do the job.



Workers can easily find the tools they need in a well-organized storeroom.

A worker who has the right tools will be in the best position to complete his or her job efficiently and with minimum stress.

So, keep machines, hand tools, computers, and other job tools:

- regularly maintained and clean
- easily available to workers who need them
- safe – with guards on, usage instructions, and protective gear where needed.

(See WISE Module 5 for more information)

Checkpoint 8: Be clear with workers about what you want them to do and the results you expect.

✓ **Be clear about the task and the results expected**

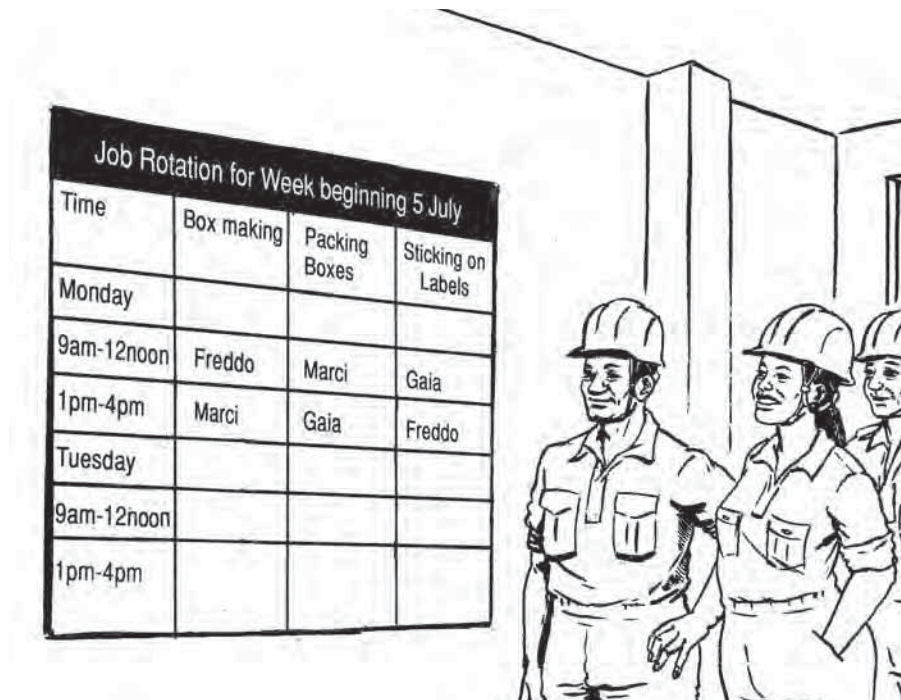
If your workers are not clear on exactly what they are supposed to do, it is almost impossible for them to do it. To avoid this problem you should:

- Provide each worker with a job description (see previous section)
- Describe new tasks carefully and make it clear that workers can come back to you with questions later
- If a worker does something wrong, don't start shouting. Tell them where they have gone wrong and how they can avoid the same mistake again

2. *Divide or share work so that motivation and performance are maximized*

✓ **Reduce repetition**

- Where possible, get rid of repetitive, monotonous jobs.
- Introduce a job rotation system among employees within the same division or department and provide extra training when necessary.
- Give workers the chance to perform several work tasks in the production chain, instead of one or a few fragmented work operations.



Time	Box making	Packing Boxes	Sticking on Labels
Monday			
9am-12noon	Freddo	Marci	Gaia
1pm-4pm	Marci	Gaia	Freddo
Tuesday			
9am-12noon			
1pm-4pm			

A wall chart can be used to give everyone advanced notice of which shifts they will work.

✓ **Control working time**

Controlling working time is a key part of controlling work demands. Later, in these materials you will find a whole module dedicated to this subject (see later).

✓ **Give workers more autonomy**

Workers who have the power to choose how they do their tasks will generally be more content and loyal and perform better than those who do not because:

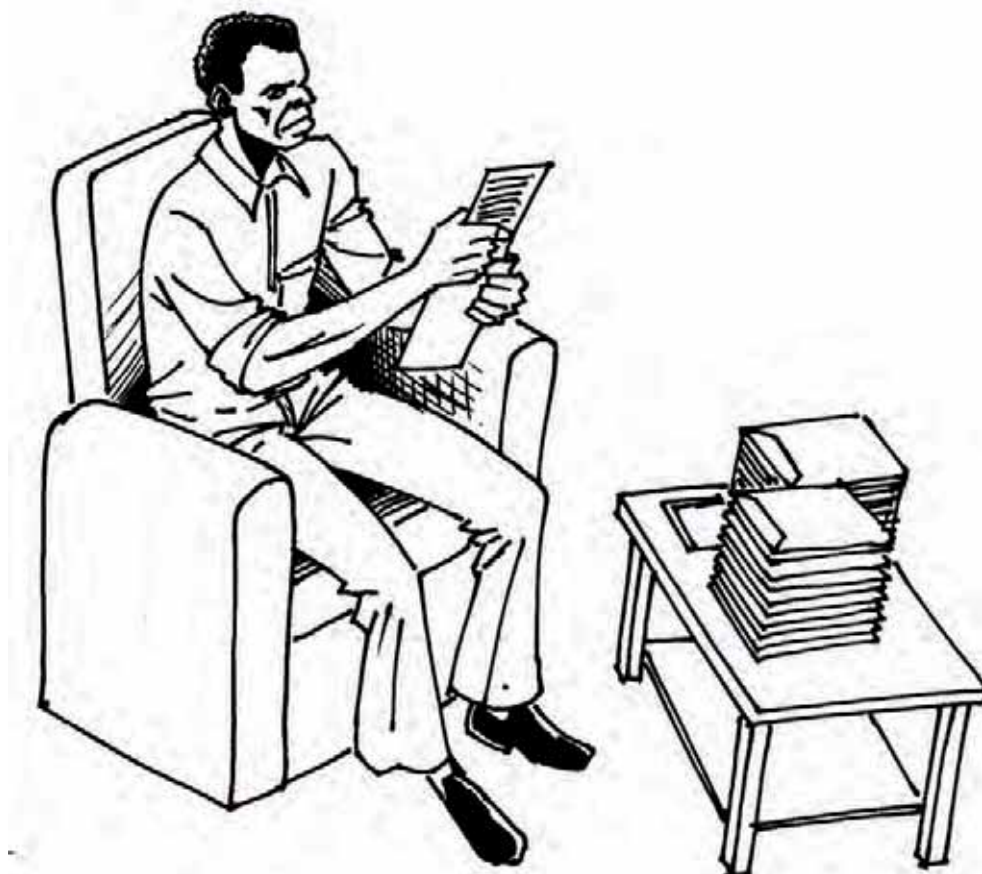
- they feel more trusted and valued, and are more motivated to meet standards that they set;
- it gives them flexibility over when or where they work, so makes it easier for them to carry out their family and social responsibilities (particularly important for parents and carers).
- they have the chance to show their wider abilities

Checkpoint 9: Give workers as much control as possible over the way they carry out their tasks.

Flexibility – through flexitime, home-working – is a great way to increase autonomy (see *Module 3 on Working time*).

Of course, you have customers to take into account: there would be no business without them! You need to maintain quality and you cannot give everyone the freedom to start or finish their work whenever they want to. Another constraint for home working is that most employees need tools to do their job and, often, these are only available in the factory or workshop.

Nonetheless, if you can find ways to satisfy your customers and give workers more autonomy, it will have a positive impact on your productivity.



This worker is able to work at home, putting conference invitations into envelopes.

To promote cooperation: Make it possible for workers to swap working hours, shifts or tasks or to pair up to complete jobs together. But be sure to have a system in place for noting the swap, to avoid misunderstandings.

✓ **Some more ideas**

- Do a plan of staffing needs for each new job
- Introduce flexi-time (see working time module)
- Let workers choose when they take their holidays, breaks and lunch
- If you need workers to work overtime, particularly at the last minute, always provide workers with the choice (to accept or not).

Ensure Appropriate Supervision

Supervising workers is an important way to maintain safety and health standards, work quality and efficiency. However, the level and style of supervision can make a big difference to the impact it has on productivity. In particular, some workers are able to take responsibility for their own work and strongly prefer to do so.

Getting the balance right on supervision is a real management challenge, but it is worth the effort!



This well-trained supervisor is willing and available to help workers or to deal with production problems.

The advantages for your business

Having the right style and level of supervision will help workers to perform their jobs and to keep production moving.

What you can do

1. Clarify the supervisor's role

The supervisor can be responsible for a team or an area of the workplace and will report to the manager. Being a supervisor is not always easy. Often, supervisors are not considered part of the management team, and yet workers perceive them as being on the side of the management and using their power to report on workers in an unfair way. As a result, the cooperation between workers and supervisors can be very limited, and the role that super-

visors can play in promoting efficient working practices is lost. What's more, inappropriate supervision methods can result in you losing valuable workers.

To get the most out of supervision, it is important that you work with supervisors to define what their role is and the results you expect from them, such as:



Supervisors play an important role in checking product quality and helping workers to improve the quality of their work.

- Maintaining performance standards
- Identifying training needs
- Monitoring working hours and attendance
- Controlling shift work
- Providing proposals on wage setting
- Providing proposals on promotions

You also need to let them know how you want them to relate to staff – in a supportive rather than a threatening manner (see the next section for more on this).

To be absolutely clear, you could make a guide for supervisors setting out clear and comprehensive guidelines for their work and put it on a notice board so it is understood by all workers.

2. *Encourage workers to take greater responsibility when they are ready*

Checkpoint 10: Give workers professional responsibility for tasks, and acknowledge this in pay and/or in thanks.

✓ **Give people the chance to ‘manage’:**

We have already talked about giving workers autonomy over their own work tasks. But what about giving them other responsibilities e.g. for production targets, team results, etc.

Giving people responsibility costs nothing (in fact it can save money) and it often gets the job done to a higher quality, because personal motivation is higher. You also end up with a more confident, stable and more skilled workforce, able to take responsibility when colleagues are away or when you need to spend your time on other things.

You can apply this idea from the top to the bottom of your enterprise. If, for example, you employ a number of cleaners, you can divide up the workshop into zones and give each one a zone, so each has their own responsibility. In time, you could appoint one experienced cleaner to be a supervisor or quality checker. Later, you might ask that person to replace a security guard during sickness and give another cleaner the chance to be supervisor for a while.

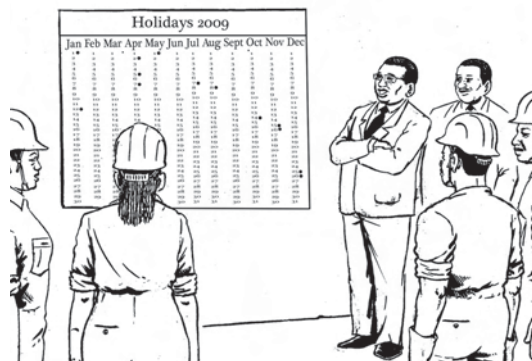
Be careful to check that the worker has enough time, skills, and the tools to take on the extra workload (see below).

To maintain motivation, make sure that the fact that a worker takes on extra responsibility is recognized in pay and/or in thanks.

3. *Learn to delegate efficiently (Give someone else some of your work)*

Entrepreneurs often complain about the work they or their managers have to do, but are not very good at delegating. This is because delegating is not as easy as it sounds, and involves building up trust and careful consideration/judgments such as:

- What does the task involve?
- Does the worker have the skills?
- Can I trust her/him to do it?
- How much responsibility can the worker take on, alongside other tasks?



A group of workers and managers look at a leave planning chart.

The need to delegate will often arise because of short term problems (sickness, training, holidays). But these will happen often, so your delegation plan should anticipate these events. So, you should always think long term when planning for delegating.

- ✓ **It is a good idea to name, in advance, the person who will take over responsibilities in the case of absence (tandem methodology) and to discuss with that worker:**
 - how the extra work will be managed alongside their other tasks.
 - what additional training they need.
 - what additional pay or bonus (if any) they will receive for taking on the extra work.

Checkpoint 11: Plan ahead for absences by preparing junior staff to take on delegated tasks.

Give junior workers the chance to shadow senior workers (or yourself) and to carry out that job when the job holder is around. This will help them to prepare for taking over during absences.

To promote cooperation: Consult with workers or their representative on how delegation will work and in what conditions the extra duties will be paid.



Consulting workers can result in great ideas for upgrading products, organising processes, or managing the workload during staff absences.

Be Positive and Value Workers

Everyone (even you) needs to feel that the effort they put into a job is noticed and valued. Valuing the work of your employees starts with paying the right wages, but it does not end there. There are many other ways to let your workers know that their work has been noticed and that it is appreciated.

The advantages for your business

Paying the right wages will help you to recruit and keep good workers, and so reduce hiring and training costs, improve efficiency and the quality of the work done. Bonuses and other cash incentives complement basic wages and provide a boost to motivation.

But valuing workers is not all about handing over cash. Research shows that praise and guidance make a very positive difference to work performance, whereas complaints and punishments have the opposite effect.

So, if you, and other managers, deal fairly with workers, offer praise when they do a job well, and give practical guidance when needed, you will help to build loyalty, increase staff retention and help to increase productive team work.

Finally, when you give proper support and guidance to workers and a worker still does not work properly, disciplining the worker is easier, fairer, and much less likely to become a cause of grievances or stoppages.

What you can do



A smiling worker looks at his wage slip.

1. Pay workers the right amount

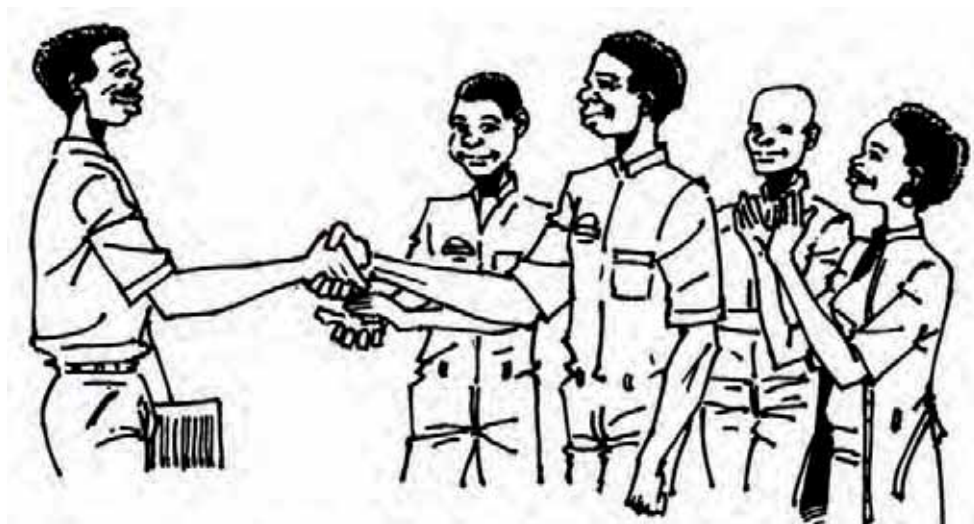
The wages you pay for a job are the first thing that people look at when they see a job advertisement. If the pay is not right, they will not apply to work for you. (See Module 4 on WISE-R Wages and Benefits)

If you choose to pay bonuses, make sure that everyone knows how bonuses can be earned and that everyone has the chance to get one. If not, the bonus will please one worker and de-motivate all the others!

2. *Reward workers for their effort in other ways*

There are many ways of repaying good work, without handing over money. A few are listed below but you will certainly be able to think of more:

- Giving extra leave
- Promotion
- Training opportunities
- A small gift, such as an engraved plaque, to record long service



This manager is announcing the promotion of a worker.

3. *Be a positive manager and a good communicator*

Checkpoint 12: Give praise when it is due and never deliver criticism in public.

- Train managers and supervisors and let them know how you want them to behave with workers
- Spend time in the workshop: get to know more about your workers and the job they do to build trust and motivation.

Checkpoint 13: Organize regular meetings with each employee to give them feedback and orient them in their work.

4. *Give employees feedback on their job performance:*

Have managers/supervisors hold individual meetings with workers to agree achievable targets, provide feedback on work performed, and to note to worker's requests e.g. for training.

5. *Treat workers fairly – read all about this in the next section.*

Treat Workers Fairly

The advantages to your business

Employees need to feel that they are being treated fairly when they compare themselves to:

- Other workers (especially those in similar jobs) within the enterprise
- Other workers in similar jobs in other enterprises in the same labor market

When employees feel that they are not being treated in a fair manner compared to other employees, their motivation goes down.

When employees feel they are not being treated fairly compared to workers in other enterprises, they may even leave your company!

What you can do



Although these workers look different from each other, they do the same job, and should be treated equitably.

1. **Develop sound enterprise employment contract practices**

- ✓ Use short-term contracts only for short term needs
- ✓ Confirm good workers in their jobs at the end of the probationary period
- ✓ Make sure that reasons for dismissals are understandable and based on company rules that workers are aware of
- ✓ Be prepared and plan for justified absenteeism e.g. maternity leave, sick child care or absence related to sickness or injury:



This person has a fever, and needs some time off work to recover.

2. Provide employees with ongoing information about the enterprise

This can be done by displaying notices or briefing supervisors and requiring them to pass the information to workers.

3. Make it possible for carers to combine a good work performance with family responsibilities

Do this by being flexible about working hours or arrangements.

4. Be objective

When you are making decisions, especially about worker recruitment, pay or promotion, it is very important not to let irrelevant things influence you. If, for example, you do not employ a qualified worker because of his or her race, religion, disability or political beliefs, your business will lose out and another business will profit from the worker's skills.

5. Be transparent

✓ **Have a clear discipline and complaints system:**

Checkpoint 14: Have a clear discipline and grievance policy and make sure that managers, supervisors and workers, understand and apply it.

A clear discipline and grievance system is important because everybody – workers, supervisors and managers – knows what will happen, and what procedure should be followed if there is a problem with work performance or behaviour.



This worker is late again! But the manager is careful to talk to him about this privately.

To promote cooperation: Introduce a “no blame” policy for when equipment breaks down or other problems arise. A “no blame” policy means that workers can admit mistakes or point out problems so that they can be corrected quickly. This saves lost time and money, and will help you to maintain the quality of your products.

What you should *not* do

- ✗ Never use “collective” or group punishments to discipline a single worker.
- ✗ Never discipline or point to the faults of workers in front of others. This is embarrassing and very de-motivating. Take the worker aside and talk to him or her.
- ✗ Don’t reduce the wages of workers. This is likely to create resentment between you and your workers and it will not be good for workplace relations or productivity.

Note that, in most countries, national laws do not allow enterprises to take money out of workers’ pay, except in very particular circumstances, such as to pay tax or union fees.

Encouraging Team Spirit

Team spirit is about improving trust and enhancing cooperation between all the members of your enterprise work team. This includes team working and maximizing communication between workers and managers.



Team work can make a huge difference to productivity and motivation.

The benefits to your business

Team work and good communication boost motivation and performance, because they create;

- Increased feelings of being a valued team member
- Better knowledge and skill sharing
- Improved clarity about what has to be done and the standards to be met and so lead to higher quality products and increased productivity.
- Improved problem identification and solving through exchange of ideas across different areas of expertise.

What you can do

1. Remove barriers to clear communication

Barriers to communication	What you can do
Speaking too quickly	Speak more slowly
Using jargon or less common words	Use plain and simple language
Saying something which is offensive to the listener	Be sensitive to personal and cultural differences
Delivering messages via a third party	Try to speak or write directly to the people, if you want them to know.
Mistrust, misunderstanding and/or lack of contact	Spend more time on the work floor and get to know the workers and the jobs they do

2. Encourage teamwork and activities

Some ideas:

- ✓ Organize work teams and give the teams a degree of autonomy on how they divide up tasks
- ✓ Put in place a team bonus system on the top of normal wages.
- ✓ Organize workshops for workers to exchange skills and work-specific experiences.
- ✓ Encourage employees, once in a while, to do activities together not related to work.

3 Listen to workers



Workers and managers chat at the end of a successful day at work.

Your workers have valuable knowledge and experience that your business could profit from. However, workers will soon lose interest if you ask for their opinion or advice, but do not act on it. So:

- ✓ be sincere in wanting to know workers' ideas and be prepared to take action.
- ✓ evaluate workers' contributions fairly and impartially.
- ✓ take action by implementing "good" ideas!



This worker is happy to show the business owner how this workplace equipment is operated.

To promote cooperation: Often, the person doing the job has valuable knowledge and good ideas on how to improve work processes or can see how problems can be solved. So, be sure to ask your workers (and their workplace representative) for their ideas and their opinions and show them that you take their ideas seriously by acting on them if the ideas are good.

Checkpoints for WISE-R Module 2

Managing and Motivating Employees

- Checkpoint 4:** Perform a job analysis and elaborate a job description to help you to find workers with the right skills for the job.
- Checkpoint 5:** Offer workers the opportunity to be trained, and so increase the skills available in your business.
- Checkpoint 6:** Make sure that new workers are introduced to your business culture, practices, and rules.
- Checkpoint 7:** Make sure that workers have the tools they need to do the job.
- Checkpoint 8:** Be clear with workers about what you want them to do and the results you expect.
- Checkpoint 9:** Give workers as much control as possible over the way they carry out their work.
- Checkpoint 10:** Give workers professional responsibility for tasks, and acknowledge this in pay and/or in thanks.
- Checkpoint 11:** Plan ahead for absences by preparing junior staff to take on delegated tasks.
- Checkpoint 12:** Give praise when it is due and never deliver criticism in public.
- Checkpoint 13:** Organize regular meetings with each employee to give them feedback and orient them in their work.
- Checkpoint 14:** Have a clear discipline and grievance policy and make sure that managers, supervisors and workers, understand and apply it.

WISE-R Module 2: Managing and motivating workers

Checkpoint 4: Perform a job analysis and elaborate a job description to help you to find workers with the right skills for the job.

Do you propose action?

☐ No

☐ Yes

☐ Priority

If yes,
what action?

Checkpoint 5: Offer workers the opportunity to be trained, and so increase the skills available in your business.

Do you propose action?

☐ No

☐ Yes

☐ Priority

If yes,
what action?

Checkpoint 6: Make sure that new workers are introduced to your business culture, practices, and rules.

Do you propose action?

☐ No

☐ Yes

☐ Priority

If yes,
what action?

Checkpoint 7: Make sure that workers have the tools they need to do the job.

Do you propose action?

☐ No

☐ Yes

☐ Priority

If yes,
what action?

Checkpoint 8: Be clear with workers about what you want them to do and the results you expect.

Do you propose action?

☐ No

☐ Yes

☐ Priority

If yes,
what action?

Checkpoint 9: Give workers as much control as possible over the way they carry out their tasks.

Do you propose action?

☐ No

☐ Yes

☐ Priority

If yes,
what action?

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