# Module 10: In-house Competence Development

Promotion of Sustainability in the Textile and Garment Industry in Asia-FABRIC

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

FABRIC Asia

# LU 10.1: Engaging with Factory Teams

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# At the end of this module you will be able to…

Engage factory teams and top management in energy program

Contents

Typical challenges when engaging factory team

Reflect on role as advisor

# Reflecting on common challenges in reaching out to companies

**Plenary Discussion**

1. What are common challenges in reaching out to factory teams?
2. What are the possible reasons?
3. How did you deal with such situations/challenges?

Time: 15 min

# Reflecting on common challenges in reaching out to companies

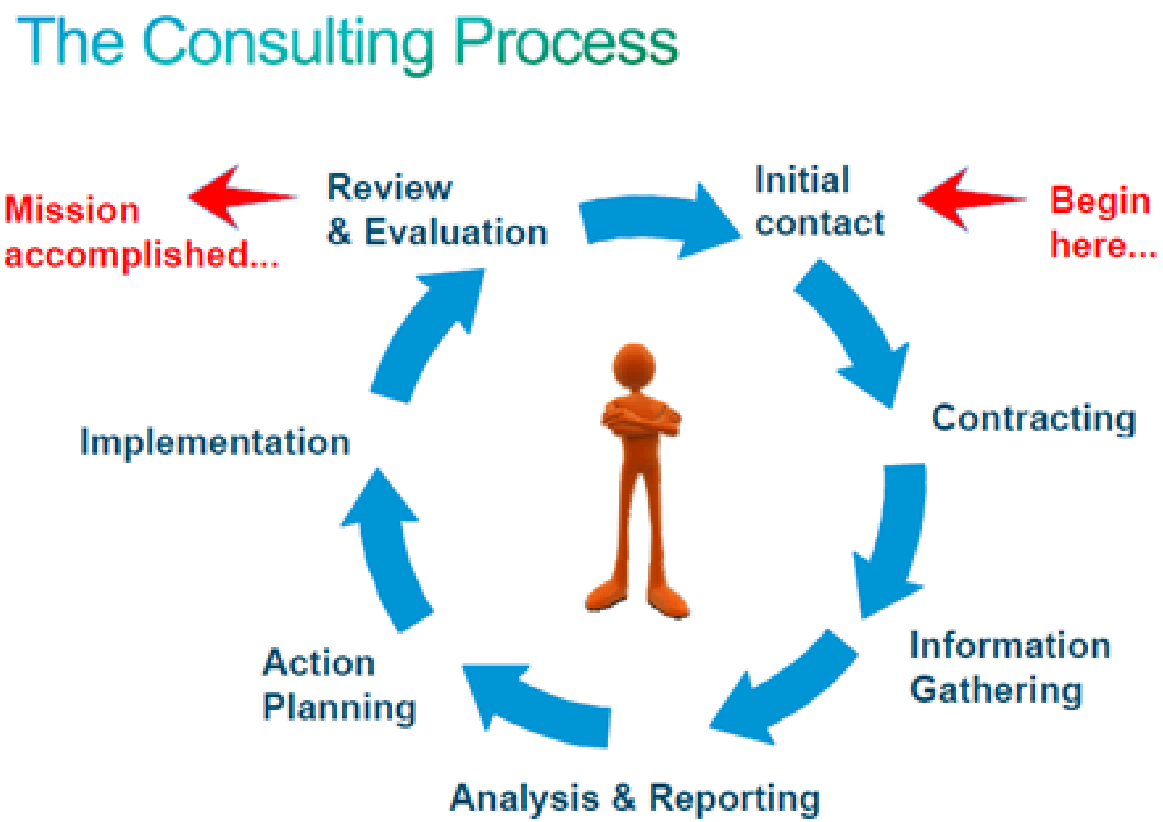
**In two groups:**

Group 1: What are the characteristics of a good advisor?

Group 2: What are the characteristics of a good trainer?

Time: 15 min

# The advisory process




Source: www.consultingskills.com

# Knowing your role

## Being aware of our different roles

**Non-Directive**
Facilitator
Helps clients help themselves
Process helper

**Directive**
Expert
Helps clients by providing expert answers
Content helper

| ***Observer/ Clarifier*** | ***Process Facilitator*** | ***Problem Solving Partner*** | ***Process Resource*** | ***Educator, Trainer*** | ***Technical Expert*** | ***Advocate*** | ***Regulator, Enforcer*** |
|---|---|---|---|---|---|---|---|
| Observes, gives feedback, raises questions, and helps reframe concerns. | Provides process suggestions to help client(s) find their own best answer. | As equal partner, participates in the problem-solving process from beginning to end. | Frames issues, gathers data and suggests new options | Helps client(s) develop new knowledge and skill | Provides expert information and solutions to client(s). | Actively promotes best technical solutions to client(s). | Protects the integrity of the system in the area of content expertise. |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# Knowing your client

## Who is your client („Buyer model“)

| Typical Client Group | Working Client(s) | Sponsor, Economic, or Financial Client(s) | End User Client(s) | Indirect or Stakeholder Client(s) | Coach Client(s) | Other Clients or Stakeholders |
|---|---|---|---|---|---|---|
| Description | Work directly with you<br>Often on your project team<br>*Represent* the sponsor client | Approve your proposals<br>Release money<br>Give the organizational "go ahead"<br>The "real" client | Will use your recommendations on the job<br>Will live with the results day-to-day | Have to be involved because your project needs their approval from a policy or technical perspective | Help you to succeed in their client system | Various others who have a stake in your proposal, e.g., your profession, professional group or government agencies |
| Typical Key Concerns (of Client Group) | Will this project succeed?<br>Will I look good as a result of this project? | Are these proposals organizationally sound?<br>Are these proposals financially sound? | Will this really work in the trenches?<br>Do I have to change?<br>Will I lose something?<br>Do I like the change? | Do these changes fit policy?<br>Are these changes technically sound?<br>What problems can we see with these changes? | How can I help you succeed?<br>How can you reciprocate in the future? | Do these changes fit with our definition of success? |
| Typical Benefits Desired (from Client's' point-of-view) | Clean project guidelines<br>Won't take too much time<br>Career enhancement<br>Project is successful - on time and on budget | Bottom line<br>Cost / Benefit<br>Fits with the organizational strategy<br>Politically easy to sell to more senior management or stakeholders | It works<br>It's easier<br>Makes my job more fun<br>Career enhancement | Fits policy<br>Fits technological strategy | Enjoy working with you<br>Networking<br>Future considerations | Fits our policies and strategies |

# Understanding Client’s Needs

*What do you want at the end of the project?*

*Why do you want this?*

*How will you know you have what you want?*

*How will it look/feel/sound when the organisation has this?*

*What other assistance will the organisation have to reach this goal?*

*What has stopped you/the organisation doing this until now?*

*What are the logistical requirements?*

Date/by date:

Maximum number of days:

People involved:

Location(s) of people involved:

Project driver (time/cost/quality):

Special requirements:

**Clarifying client´s needs: Guiding questions**

- What do you want at the end of the project?
- Why do you want this?
- How will you know you have what you want?
- How will it look/feel/sound when your organization has this?
- What other assistance will/does your organization have to reach this goal?
- What has stopped you/your organization doing this until now?

# Planning first client visit

| Sequence of meeting | Have available… |
|---|---|
| **Start off with an introduction of yourself, explaining the general purpose of the visit** | |
| **Make a preliminary presentation of energy management and its possible benefits for the company** | Handouts, brochure |
| **Get permission to take a look at the company using the EnMS Maturity Matrix tool. Explain that this tool allows the company to get a quick idea of the present situation of its energy management.** | EnMS Maturity Matrix Tool, CbD 10 Best Practices Tool (or similar) |
| **Suggest that the management, production manager, EHS or Utilities-in-charge and you separately fill the questionnaire** | Have 3 - 4 extra copies of the Maturity Matrix tool readily available |
| **Conduct walk-through visit and gather information to answer the quick scan questions** | |
| **Meet after the walk-through to review the results**<br><br>**Present your finding**<br><br>**Compare your findings with the answers entered by the company representatives**<br><br>**Encourage a reflection on the findings**<br><br>**Explain how the EnMS/EE program can address shortcomings identified** | In case you have a notebook computer with you, enter the findings into the spider-web diagram |
| **Decide on the next steps**<br><br>**Conclude meeting** | Prepare minutes and share with company |

# Other issues to clarify in advance

- Main contact person in the company
- Support needed from the company during the service delivery
  - Technicians required
  - Working space
  - Accessibility
- Preliminary data requirements
  - Data logs
  - Test reports
- Announcement of scope, boundaries, and responsibilities
- Top management availability
- …

# Remember the Change Formula

Key factors influencing the willingness to change in your company

- **C** is change
- **D**issatisfaction with current situation (D)
- **V**ision of what is possible (V)
- **F**irst concrete steps that can be taken towards the vision (F)
- **R**esistance to change (R)

Change will take place when

$$C = D \times V \times F > R$$

Gleicher Formula (Dannemiller version)

# Putting the client into the driver`s seat

**Example "Dialogue of Sustainability"**

- Step 1: Constitution of factory-level Change Management Teams (CMT)
- Step 2: Development of baseline
- Step 3: Development of action plan using six step methodology

| | |
|---|---|
| 1- Identify Problems | • Statement round, checklists, meta-plan method, idea generation from workers |
| 2- Cause Analysis | • Fishbone diagram / Pareto principle |
| 3- Goal Analysis | • Flow chart |
| 4- Find solutions | • Brainstorming<br>• Best practice |
| 5- Agree on solution | • Voting by dots |
| 6- Action Plan | • Creating action plan |

- Step 4: Schedule regular meetings of the CMT members

# Key takeaways

- Reaching out to key personnel in the factory to engage energy team is a challenging task. Keep the formula for change in mind and assess the resistance to change
- Advisors (internal or external) must understand their role in supporting the energy program; depending on needs of the clients, advisors may choose to switch between various modes
- Always try to put the key personnel in driving seat; this gives them motivation to improve and ownership of the process

# Plan next steps

- Identify key personnel relating energy, develop an energy team and adopt mechanism to put them into driving seat

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