

OEOC

Training Programs for ESOPs

Ohio Employee Ownership Center

Employee Ownership Training & Development

Ownership Education

Business Basics

Communication & Participation

Leadership Development

ESOP Committees

Ohio Employee Ownership Center

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OEOC Training & Development Services

Owner education and training has been provided by the Ohio Employee Ownership Center since 1988 in response to the reality that employee ownership does not automatically lead to increased employee commitment and improved firm performance. The OEOC's training services are designed to:

- ♦ *Interface with your firm's existing, or soon-to-be developed, employee participation structures.*
- ♦ *Ensure basic understanding of employee roles, rights, and responsibilities as owners, including specifically how they own the business through the ESOP, what drives the business they own, and how to read the financial information they get as owners.*
- ♦ *Build your firm's in-house capacity for continual education and training.*

The OEOC also provides organizational development services to implement employee participation systems.

Assessment of Organizational Culture

Identifies your firm's strengths and weaknesses through employee focus groups and written questionnaire processes in order to prioritize ESOP concerns and expectations and to evolve effective employee ownership and participation. Survey feedback processes are useful in long-term planning and for periodic measurement of progress toward employee ownership and human resource goals.

Study results can be benchmarked against other Ohio ESOP and conventionally owned companies.

Ownership Education

Provides basic information and training which helps employee-owners understand their ESOP and their business.

- **ABCs of ESOPs:** A basic introduction to the concept, history and uses of ESOPs, and how they work.
- **Understanding Your ESOP:** Introductory session on your company's ESOP to explain how your plan works and the new roles and responsibilities of ownership.
- **The ESOP Game:** An interactive game which teaches the nuts and bolts of ESOPs and business. Can be tailored to your ESOP plan rules and your current business issues.

Kent State University's Ohio Employee Ownership Center is a university-based, non-profit program which provides information, outreach, training, and technical assistance to persons interested in employee ownership.

Business Basics for Employee Owners

Employee owners need basic financial information about the business they own. The Center's financial training prepares employee owners to understand business financial statements and to use them in decision making.

- **What Drives Your Business:** Introduces non-managerial employees to the firm's business, markets, and objectives. Key business concepts and strategies may be highlighted such as process improvement, capital investment and competitive elements in the marketplace.
- **What Every Employee Owner Needs to Know about Understanding Financial Reports:** A basic introduction to business financials. Participants learn the basics of financial statement terms found on your firm's balance sheet, profit & loss statement, and cash flow statement. A one-day program appropriate for all non-managerial employees.
- **Financial Analysis for Nonaccountants:** This workshop teaches employee owners to analyze their financial statements including the operating cycle, cash flow, working capital needs, and how to figure standard financial ratios and apply these skills to uncover the financial problems of a simulated ESOP firm. This program is appropriate for non-managerial employees serving on teams, boards, and committees.

Communication and Participation

Working effectively on committees and teams to share information and solve problems and communicating the results effectively are crucial parts of participatory employee ownership.

- **Building a Winning Team:** Working as a team can be difficult, but successful employee ownership requires teamwork and problem solving skills. Using team-based exercises, individuals learn how to share experiences and apply problem solving approaches to guarantee that every meeting gets results.
- **Trainer / Facilitator Development:** Training and coaching for steering committee members and in-house facilitators to build their firm's internal capacity in the areas of group facilitation, owner education, and financial education.
- **Managing Internal Communication:** Presents a proactive approach to managing organizational communication and emphasizes the benefits of information sharing and two-way communication. An open communication model and strategies for effective routine and nonroutine communication processes are explored through interactive case study-based activities.

Training and development are not quick fixes; rather both are key elements in the long term process of transforming the structure and culture of ESOP companies toward becoming participatory workplaces in which everyone can use their knowledge and creativity daily at work.

Leadership Development

Successful ESOPs develop and improve leadership skills throughout the company and build a cooperative culture.

- **Company Leadership Development Retreat:** A two or three day program for managers and shop-floor leaders exploring the skills and attitudes needed to lead employee involvement efforts in ESOP companies. Possible topics include managing change, leading group meetings, communications and effective listening, problem solving, conflict management, building trust, and action planning.
- **Supervising Owners:** Supervisors explore new styles of management, common problems and stumbling blocks, and develop interpersonal skills. Hands-on exercises illustrate leadership approaches to specific workplace situations.
- **Board Training:** Do you have non-managerial employees on the board? This seminar covers legal rights and responsibilities, role of the board in corporate governance and decision-making, effective group process approaches for boards, and current issues.
- **Getting Started with Open Book Management:** Presents the basic elements of employee education and involvement toward business understanding and continuous improvement. Topics include basic business concepts, techniques for basic financial education, and strategies for establishing business targets and meaningful rewards.
- **Collective Bargaining in ESOP Companies.** This multiday workshop, which was developed for the Steelworkers' Worker Ownership Institute, provides collective bargaining training designed specifically for ESOP companies. Topics include bargaining law, contract costing, table tactics, analyzing company financials for bargaining, win-win negotiations, and ample practice sessions. Simulated bargaining sessions are taped and analyzed with participants. This joint labor

management bargaining training gives both sides more insight into the other side's point of view. SOP companies often involve employees in communication, education, and plan administration.

ESOP Committees

- **ESOP Communication Committee Training:** Training specifically designed to help ESOP committees communicate the ESOP successfully to their fellow employees including understanding that they are owners, building enthusiasm for ownership, and strengthening their capacity to act like owners.
- **ESOP Administration Committee Training:** Topics covered include: Roles and obligations according to your company's ESOP plan; legal issues; prudent care and record keeping; repurchase issues; and common pitfalls for administration committees.

For more information on the Ohio Employee Ownership Center's training and assistance programs, please contact the OEOC .

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