CWCF Conference

"Resilient Strategic Planning Toolkit for Worker Co-ops"

Financing Links:

https://canadianworker.coop/funding/technical-assistance-grants/

https://bcca.coop/bc-government-funding/

https://www.ccec.bc.ca

https://ccif.coop

https://thriveimpactfund.ca

https://cooperativesfirst.com/wp-content/uploads/2020/03/Financial-programs-for-co-operative-businesses.pdf

Training & IT Links:

https://www.realizeu.ca

https://cantrusthosting.coop/canwork-cloud/

https://louderthanten.com

-How to adapt to workforce shortage - cross functional training-

https://hbr.org/2020/09/5-principles-to-guide-adaptive-leadership#:~:text=Adaptive%20leadership%20means%20teams%20and,about%20the%20outcomes%20of%20decisions.

An article from HBR outlined the "4 A's" of Adaptive Leadership, which are required for responding to a crisis but are also good principles to follow outside a crisis as well to respond to the evolving world of work.

- *"**Anticipation** of likely future needs, trends and options.*
- ***Articulation** of these needs to build collective understanding and support for action.*
- ***Adaptation** so that there is continuous learning and the adjustment of responses as necessary.*

- *__Accountability,__ including maximum transparency in decision-making processes and openness to challenges and feedback."*

Strategies to manage hybrid workplaces:
1. **Set Collaboration Days**
   a. Create clear "in office" days where you can plan meetings to avoid a mix of in person and virtual attendees and increase collaboration and innovation
2. **Get 3 Agreements**
   a. **Standard Work Hours –** clear boundaries for start/end of day to avoid people feeling the need to be available 24/7. Some people may have different hours than others or there may be flexibility but this helps avoid burnout and feeling on call at all times
   b. **Response Times –** clear expectations on how long to get back to each other, immediate? Within an hour? End of day? Different expectations based on mode of communication (e.g., email vs chat vs phone call)?
   c. **Communicating availability / schedule changes** – clear expectations on when and how to notify people when unavailable or unable to meet response time or work hour expectations
3. **Establish a cadence of communication**
   a. How often are supervisors having one on one check-ins?
   b. How often are you having team meetings?
   c. How often are you having project check-ins to communicate updates, align priorities, and address challenges?

Cross Training

Benefits:
- **Save money** - can cover for each other without needing to hire temporary workers
- **Flexible team** – can react quickly to changing goals or business conditions because your team is trained and flexible
- **Strengthened team relationships** – knowing and understanding what your colleagues do leads to people being more willing to lend a hand when someone needs support
- **Increased job satisfaction –** many people enjoy being challenged and learning new skills. Cross training can help people discover and develop new talents, strengths, and skills .
- **Improved processes and workflow** – cross trained teams have a better understanding of the overall workflow and can provide more perspectives on ways to strengthen and improve processes
- **Protected knowledge assets** – cross training ensures that if someone leaves suddenly (or is on an extended leave of absence), that knowledge doesn't disappear with them and the team can more easily jump in to keep things moving forward

Steps to Implement Cross Training

1. **Identify Roles and Responsibilities** - Ensure you have up to date job descriptions with clear understanding of knowledge and skills needed for each position and make a list of people on the team and their unique strengths they bring to the team

2. **Cross Reference skills** – match positions with potential cross-trainees. Ideally positions that require similar skills and strengths to make cross training easier. You may also want to consider positions that have different timing for fluctuating workloads – maybe one role is busiest in the fall and another in the spring – if these have similar skills and strength requirements then cross training in each others positions would help them support one another during peak workloads.

3. **Figure out the method for cross training –** job shadowing and training each other can be the most effective but make sure people know the right skills for how to train since not everyone may be a naturally effective trainer. Online learning can supplement training but people still need the opportunity to practice the skills.

4. **Communicate the goal of crosstraining** – tell people the benefit and ensure they understand why you're doing it so they see it as a positive not negative exercise

5. **Start cross-training –** once you've communicated the goal, the rationale, and the method of cross training, launch the program and give people the support they need to be successful, practice applying skills, and debrief on how its going

6. **Keep the learning fresh –** people will lose the knowledge if they don't get to practice it regularly, it can be valuable to implement a rotation plan every few months to allow people to spend a day working in the role they've cross trained for