

## Empowered

### Work Process:



#### 1. Identify Key Positions

The main target of empowered is to support the asset management project or RCM project to take the key leaders that are directly involved in it to the next level. We start by identifying the positions that are directly involved in the Asset management project, these are named key positions because they have a direct impact in the project i.e. Maintenance Manager, Maintenance Supervisor, Sales Manager, Operations Manager, ect.

These ones ensure that the project works correctly and help to stablish an RCM program in the company.

#### 2. Select Key Soft Skills

From the Hogan's 62 competencies we identify 8 key ones that the position must have to ensure a proper performance in the position; these ones are directly related to the current and new responsibilities.

To do this we take the correct job description of the position and along with the Summit team of consultants we stablish which responsibilities stay and which new ones are needed, when this is done we identify the soft skills that are needed to have a good performance in these responsibilities.

#### 3. Evaluate

Now that we have the positions and the soft skills we evaluate using the **Hogan** and **Summit 360° Evaluations** to assess in which degree the leaders of the positions have each soft skills. The evaluation has a score from 0 to 100 making a 60 score or more a good score in each soft skill and in the overall score.

#### 4. **Coach and Train**

Now that we have the scores we identify which soft skills score below 60 and we design a training process to take each soft skill to the next level. The process will consist of a leadership course, coaching in and off the field with real life situations (i.e. Soft Skill Team Work, we interview their team, assist to team meetings, and look at his/her communication style to identify the areas of opportunity and work with the leader to improve them thru work sessions, in field coaching and trainings), and trainings or courses. In this part we use a **Gant Chart** to establish sessions and the time each soft skill will take to improve them.

#### 5. **Re-evaluate and Assess Results**

Even though the results will start to show in a short period of time, at the end of the coach and train step we apply again the **Hogan and Summit 360° Evaluations** to identify the results of the program, if the soft skill didn't show any improvement we need to discuss with the client's management team the reason and what action to take with the person in the position or re-design the coach and train program for that soft skill. At the end we deliver to the client a career-life plan for each leader in the position to develop themselves and continue to improve, Summit will accompany in the beginning but will step back shortly to ensure the correct application of the program.