

Developing your team through internal skills

The Process

Decide on where your organisation needs to be headed. Devise a strategy or aim.

Increase market share through improved levels of customer service.

What skills, technology, equipment are needed to achieve aims?

- Box Office System?
- Experienced customer service staff?
- Captioning equipment?
- Improved facilities?
- Signage?

Audit

From the results of this discussion, perform an audit on your organisation to determine your strategic readiness.

- Do you have the necessary skills?
- Do you have the necessary equipment?
- What skills do you have?

SWOT/TOWS Analysis

2004

<p>Strengths Locally recognisable 'brand'. Loyal Staff Long serving members of staff. Staff known to a number of regular attendees They had tacit knowledge of organisation</p>	<p>Weaknesses May have a perceived reputation as being white, middle class and middle aged. Staff who were resistant to change Reluctance to engage in sales activities Cliques existed. Difficult for new members of staff to feel welcomed. The self managing nature of the team meant that it was a 'closed shop' – if your face fitted Although self managing the team did not want to take responsibility when problems arose. Staff not representative of community</p>
<p>Opportunities The redesign of the physical aspects of the building – the bar and restaurant New management team Restructuring the existing team to incorporate a Customer Service Manager role</p>	<p>Threats Resistance to change. Funding cuts</p>

<p>Strengths Locally recognisable 'brand'. Loyal Staff Staff known to a number of regular attendees Vibrant and adaptable staff, willing to embrace and to offer new ideas Low staff turn over Staff have a clear definition of their role and are able to undertake greater levels of responsibility. Staff are able to use their initiative.</p>	<p>Weaknesses Staff not representative of community. Franchised bar / different management style Communication lines can sometimes be blurred</p>
<p>Opportunities Staff have more opportunity to develop other skills and career paths within the theatre Participate in external benchmarking e.g. Learning Histories and Artsquest</p>	<p>Threats Ever present threat of funding cuts Credit crunch</p>

Decide address skill/technology/equipment shortages?

- Training?
- Recruitment?
- Investment?
- Restructure?
- ROI?