

The Miyagi Method



ACS FIELD TRAINING PROCEDURE GUIDE

Why Before The How.....

Why Do We Need A System Of Qualified Trainers?

“Why” is what ignites the fire within you and puts you in gear. Everyone has their own personal why that gets them out of bed in the morning. But once they are on the job, it is the job of the trainer to help them understand why we do the job and why it is important to do the tasks in a particular manner. By understanding the Miyagi Method, you will be able to convey that the repetitive mantras assure that they will produce quality in every job they do. It is this quality that we strive for individually, as a team, and as a company. It is what helps us stand out in the industry as a leader. Once they understand this, they will be ready to learn the how...where the rubber meets the road, so to speak. The HOW is the action steps laid out in a logical manner. It is where they learn the mantras and internalize them, so they do the same job with the right results every time. Below you see WHY we teach this method. The HOW is in the teaching steps.

- Increase Efficiency
- Decrease Complaints
- Increase Customer Services
- Fast Track Raises
- Increase Job Satisfaction
- Creates Life Long Skills

Fundamentals

Physical and social confidence, self-discipline, situational awareness, and strong moral character are developed in this training class for all abilities and skill levels. Whether you are a beginner in the cleaning industry or come to us with years of experience, it is believed that everyone can benefit from a deeper awareness of what it takes to do not just a good job, but a great job...each and every time.

To Become A Trainer, The ACS Technician Must:



MINDSET...

Putting Yourself In The Mindset Of A New Hire.

To effectively train a new tech, you must be able to **remember what you felt on your first day on the job**. Perhaps you were already experienced and self-assured. But maybe you were intimidated and unsure of what would be expected of you. As a trainer, you must be able to communicate with the newbie that you are confident and capable of showing them what to do and how to do it. Because we feel that proper training is crucial, we have designed a program to train our trainers.

As we all know from watching (and probably re-watching) “The Karate Kid,” one must start with the simplest of tasks and practice them until they become automatic. We expect you to teach new technicians in this same manner.

It is important to be on time for all training sessions as you will teach accountability by example. **Your first job will be simply to meet them.** This means that you greet them warmly and enthusiastically. You introduce yourself and tell them a few things about yourself. Then you focus on them. Allow them to introduce themselves and tell you a few things about themselves. If necessary, you may need to ask a few questions to draw them out. Do not ask questions that require them to supply personal information, but ones that will help you understand a bit about them.

Focusing on their dreams will be a connector and motivator. Share with them the material from the training manual on dreams and their importance in motivating a person to get out of bed in the morning. You may or may not be the person who went thru the training manual with them. Regardless, you need to draw out what their dreams are as this is their why...Why they are here...NOT to clean toilets or anything else, or even to make money. **It is what the money will give them the opportunity to do.** If possible, help them choose a dream or two to post on the group dream board for others to help encourage them to accomplish.

We are all E.T's or Techs

No one is better than another. Realizing this will help you with worker and client relationships. Tech is a title given to all employees and an alternate form of "E.T." a.k.a. Environmental Technician. It is meant to be a form of **respect** bestowed upon all who enter our training. **From day one, the Tech is expected to be accountable to him or herself.** The Miyagi Method will teach them respect for the job. ***Your delivery will determine if they have respect for you.***

ABC

Always Be Communicating

Whether you do so intentionally or unintentionally, you will always be communicating. You may need to fake confidence in your training ability until you actually feel it, but rest assured, it will happen. Make sure you speak loudly enough to be heard but with a friendly tone. Use eye contact to help them be engaged. Allow them to ask any questions they may have. By demonstrating respect, you will teach respect. Demonstrate interest and enthusiasm even when you don't feel it. It will be contagious!

Delivery

Your delivery is the most important way in which you will communicate. **Speaking with authority yet calmly and with enthusiasm will be the way to capture their attention.** Make sure to enunciate as no one can follow the message of Mr. Mumbler. Remember that in this role you are an actor. **You are an actor, acting the role of ACS trainer. "Play the part" through your delivery!**

Energy and Demeanor

- Scientists define energy as the ability to do work. Modern civilization is possible because people have learned how to change energy from one form to another and then use it to do work. Your demeanor is your outward behavior. It includes the way you stand, the way you talk, your facial expressions, and more. Someone with a friendly demeanor might smile a lot and look you in the eye while talking to you. The wise person uses energy to produce a positive demeanor that makes any job more pleasant. Applying this philosophy to the 5 P's will help you move up the ladder of success.
 - 5 Ps: Pitch, Posture, Pace, Prioritize, Plan
 - **Pitch** – Sets the tone. How loud do you speak? What tone do you use?
 - **Posture** – Are you displaying confidence? Are you slouching?
 - **Pace** – Are you working at a pace that allows you to focus on quality and not just quantity...getting the job done instead of doing it right?
 - **Plan** – Do you prepare your work so that you don't have to re-do things that should have been done last instead of first? Do you have all needed materials?
 - **Prioritize** – Do you know which jobs the client wants done/what order?
- By following this system with a “Prioritized Plan”, the correct energy, tone or pitch, and posture, you will command the attention and respect of your audience.

Create Belief

You should be building their belief by the way you teach. Every company talks about this, but it is true, belief in one's job, or what they are doing, is essential to success. **You must create belief** in the product or cleaning. Belief in the system. Belief in the trainer. Help build their confidence and create belief in themselves.

Start Slow or You Will End Up With A Black-eye.



When you train, you might be tempted to accelerate the process and try to bypass the mantras or skip steps. In order to maintain your status as a Master Trainer, you must not yield to this temptation no matter how much of a time crunch you are under.

Your trainee may be someone who has previous cleaning experience and thinks they don't need to follow the program we have laid out. Remind them that you are not the one that has created this program, but you have been instructed to follow it with EVERY new employee. We cannot have a cohesive team if some team members are pulling in a different direction/dancing to a different tune. It is just like having a team of horses with the horses going different directions, or people in a synchronized dance team with each one listening to different music.

Every step matters. If you try to circumvent the system, you may well find yourself a casualty. Instead of having a well-trained, competent team member that can carry their own weight on the job, you will have a "black eye" (someone whose work you are always re-doing or touching up or receiving client complaints about).

Without a system we are tying a brick to them and throwing them in the deep end of a pool full of sharks. We must first teach them what water is before we teach them to swim, and advance from there. Rushing through the system will lead to callbacks and complaints. This is certainly a black eye on your record as much as it is on theirs.

This program is like a new baby. First, we must learn to crawl before we can walk. We must learn to walk before we can run. But remember this:

"Trying something new might make a mess."

"When creating...failure is not an option. It is a mandatory step towards success. However, it should never be accepted as the destination!"

Face the blank canvas! Do not be intimidated by it! Believe and create!

HOW

How To Become A Trainer:

- Give instructions in the following manner:
 - **Tell** (Verbal instructions)
 - **Show** (Perform the task in front of them)
 - **Do** (watch them as they perform the task)
 - **Reinforce/**constructive **Correction.**
 - **Repeat** as necessary for every task.
 - Must answer all questions.
 - Elicit response from new tech to confirm that they understand directions. (Have them repeat back what they are to do.)
- Give instructions for EVERY task no matter how small or how much experience the trainee has.
- **The process should be duplicatable and done in the same steps EVERY time.**
 - Tasks should be performed in the same order and in the same manner every time to create “**Muscle Memory**”. ***Muscle Memory is a neurological process that allows you to remember certain motor skills and perform them without conscious effort.***
 - Doing it right vs wrong
 - Typically, it doesn't take any more time to do a job right than to do it wrong.
 - Doing a job wrong is like planting seeds in the pathway instead of in the designated trench. They will soon be overcome by weeds or trampled

down. It's like always cutting across the well-manicured lawn. Soon the lawn is no longer neatly sculpted but damaged with pathways that do not belong.

- **Doing the job in the same way encourages the muscle memory to strengthen allowing you to complete the job in an efficient manner without thinking about what comes next.**

First things First!



- By the beginning of field training, all **office paperwork** shall be completed.
- The ACS **handbook and proper procedures** will have been taught.
- **Training videos** and applicable testing will be completed (at least up until the point of your field training skills being demonstrated on that day.)
- Any **paperwork** relevant to the job will be issued.
- The trainee will have been trained on the **ACS portal** and proper portal procedures.
- Your tech will be trained and ready to take proper **pictures**.

Now let's get them to the field.....

- Training sessions should begin with making sure the Tech is clocked in and that they have taken the necessary pictures.
 - Any visual materials needed such as maps or checklists should be available at this time.
 - Equipment and supplies should all be ready.
 - All employees should be present and properly attired.

Second Things Second

Knowing Your Surroundings



- Next you should give the Tech a tour of the entire facility and explain the cleaning process as you go.
 - The tour is necessary when it is the first time employees are in a particular facility whether it is a new client or the employee is new to the job.
 - Questions should be encouraged to make sure everyone fully understands the scope of work.
 - Particular client expectations need to be conveyed at this time.
 - Any unusual duties or features should be pointed out.
 - **Safety, PPE, fire drill, and tornado procedures should be discussed during this walkthrough.**

Prepare

Knowing Self & Weapons Available



- Next, demonstrate how to check equipment and assemble a kit for the upcoming job...both to show that equipment is in good repair and to review the supplies and equipment that will be needed for the job. *(See Equipment Manager Doc)*
 - **Tell** (Verbal instructions)
 - **Show** (Perform the task in front of them)
 - **Do** (watch them as they perform the task)
 - **Reinforce**/constructive **correction**.
 - **Repeat** as necessary.
- When training on products and the actual cleaning process, we will let you create your own system/schedule and flow as long as you do the same steps each and every time, teaching the same things, in the same order every time, and as always ...from top to bottom.
- **Each individual is responsible for the care of equipment. Learning pre- and post-maintenance will not only help them to complete the job, it is a requirement of the job.**
- **Equipment is an extension of them.**
 - When employees understand equipment as an extension of themselves, they will KNOW that they need to be careful that vacuum cords are not closed in the elevator door just as they would be cautious to see that their own foot was not closed in the door.
 - This same care must be practiced when moving from one place to another within a facility as well as when traveling from one client to another.

Task Before the Job

Teach one thing at a time!!!!

- i.e. (One thing at a time. Top to bottom. Repeat, Repeat, Repeat!)
Start by **explaining** the “Top cleaning” (Cobwebs, door trim, fans, etc.)



- **Show** the (One thing) “top cleaning” (Cobwebs, door trim, fans, etc.) by performing the task one or two times yourself with your tech witnessing.



- Must answer all questions.
- Elicit response from the tech to confirm that they understand directions. (Have them repeat back what they are to do.)
- **Repeat** as necessary.

Do/Watch

- **Do/watch** them perform the (One thing) “top cleaning” (Cobwebs, door trim, fans, etc.) by performing the task repetitively. (**At least 3-10 times or 10 buildings** of just one thing.) **NOTE:** Yes, this is different than the normal daily rhythm but necessary to ensure that they have that “One thing” down.



- Must answer all questions.
- Elicit response from trainee to confirm that they understand directions. (Have them repeat back what they are to do.)
- **Reinforce/constructive correction.**
- **Have them repeat** as necessary.
- **Complete proper training paperwork and Portal Procedures.**
- **REPEAT, REPEAT, REPEAT!**

Reinforce/Constructive Correction

- **Two reasons for giving constructive feedback:**
 - Offer guidance and support for the individual to improve their performance and boost confidence.
 - Help the individual identify areas for improvement and give them specific suggestions on how to make those improvements.
- **Why is this important?**
 - Constructive criticism is a feedback method that offers specific, actionable recommendations for change and improvement.
 - Good constructive feedback facilitates positive outcomes and creates a positive working environment.
 - Constructive criticism builds trust and provides an opportunity for both parties to grow. Two key elements of constructive criticism's success are context and actionable advice.
 - It highlights ways the recipient can make positive [improvements in their behavior](#) to minimize future problems.
- **How to give constructive criticism...**
 - Offer a “feedback sandwich.”
 - Wedge your criticism between an opening and an ending (like a burger wedged between 2 buns.)
Example: You did a great job of remembering the tops of door frames, but you need to make sure to get the baseboards too. Think of it as stretch and bend. You’re doing a great job.
 - **PIP – Positive/Improvement/Positive.**



Repeat As Necessary For EVERY Task Until Mastered.

-1st building.....

- **Tell** (Verbal instructions)
- **Show** (Perform the task in front of them)

○ 2nd building.....

- **Tell** (Verbal instructions)
- **Show** (Mime the task in front of them demonstrating movements but not actually doing the task.)
- **Do** (watch them as they perform the task)
- **Reinforce**/constructive **correction**.

○ 3rd building.....

- **Repeat** as necessary.
- Let them do solo.

○ 4th building.....

- **Repeat** as necessary.
- Let them do solo.
- **Inspect and complete necessary paperwork.**
- **Reinforce**/constructive **correction**.



REPEAT, REPEAT, REPEAT for ALL steps...

ONE AT A TIME!

- Move on to the next steps of the cleaning process. (**REPEAT ABOVE STEPS** for this step. **AGAIN** explaining, showing, having them do the task 10 times or more, correcting and reinforcing along the way.) *Always starting with “APPPE” (Assessing, Pictures, Portal, and Proper Equipment!*
- **Must master task to move on to the next!**
- Train on all steps ONE AT A TIME until each is mastered. Actual steps will vary with the job being taught.
 - Clocking In/Out
 - Portal usage throughout the job.
 - Pictures
 - Equipment and supplies prep and maintenance.
 - Each cleaning task (Top to bottom/Back to front. Side to side). *Tasks may vary per job.*
 - Flow of cleaning and flow of day. Once steps are mastered, the flow of cleaning will be like the flow of a gentle stream...one step flowing to the next. Like the water that polishes the rocks in the stream smooth, so will the steps in proper order polish everything in your path.
 - Office communication and paperwork procedures
 - **Customer Service**
 - **Equipment and supplies maintenance, care, and storage**
 - And proper “Off time” (i.e. Break time, bathrooms, and smoking procedures.) **SEE**

HANDBOOK PAGES 14 3.2 and 30 4.6



Push or Along For The Ride



As you train, there will be times that your student needs a little push, a little encouragement. It may be that they encounter a job that is above their skill level. It might be that they feel stuck on the same job, wanting to advance to something more exciting. Sometimes, life in general is getting them down. It is your job as a trainer to be sensitive to all of these obstacles. Don't let them get stuck in a rut. If appropriate, offer them a "feedback sandwich," pointing out progress they have made. Other times, you may need to help them focus on one of their dreams. You will find that some techs catch on quickly and you will be able to relinquish the reins while others require frequent "tune ups" before reaching the finish line. If you follow the system, you will soon have them all chugging along in the "yellow classic car," ready for the next challenge!

As a Master Trainer, always remember that the time invested in proper training will pay dividends. As the tech advances, you will notice their enthusiasm growing. You will be able to release the brake and let them take the wheel. A black belt tech on your team will give you the opportunity to go along for the ride as they can now pull their own weight.

Breathing The Rhythm

- After you feel they have mastered each of the individual tasks, then you will work side by side with them to put the individual pieces together for a full job until you feel they have mastered the job with you there, and confident they are able to perform solo. (**NOTE:** *Remember that this includes office communication, proper equipment usage, task efficiently performed and in expected time, as well as customer service skills.*)
- *Once they have mastered the task does not mean they are ready for the job. They must be able to put the pieces of the task together to complete a job. It is your obligation to help them identify these challenges, work through, and correct them.*
- Completing a task properly does not mean you are doing it properly if your body mechanics are incorrect. **Incorrect body mechanics and improper posture will wear you out**, turning you into a “Tipping Teapot” tumbling over.
 - If you are experiencing constant back pain at the end of the day, you need to review body mechanics to determine how you can correct the way you are sweeping or the way you are bending in order to strengthen your core and ease the daily aching.



Distractions/Excuses/Things That Hold You Back or Mock You/Accountability:

FOCUS DANIEL-SON, FOCUS! (Teach your student to understand the importance of the correct “muscle memory” technique. When they have that down, doing the job any other way won’t feel right.)

In the manner of Mr. Miyagi, give your “student” a simple mantra to repeat to themselves to instill the technique...*i.e. Paint the fence. Up. Down.*

The key according to Miyagi is **FOCUS!** Have trust and teach trust in the system. Convey the importance of leaving distractions at the door when they come to work whether it is home, life, even another co-worker. **Focus on the job.** Do not let anything hold you back from success whether it is co-workers, home life, yourself.

Although practice is considered to be the path to the next level, it is also true that it must be combined with focus...focus on correct performance of the task. This focus always starts with the basics such as the Dojo Rules and Etiquette:

- Be on time.
- Show respect. Treat fellow employees with respect.
- Dress appropriately. Employees are expected to wear a company-provided shirt.
- **Give 100%.** Most people can clean...but what we expect is more than simple cleaning. We strive to clean in a specific manner to accomplish consistent results. It doesn’t matter how long it takes to reach the final goal. **Remember that a black belt is only a white belt that didn’t give up.**
- Follow the Miyagi Method at all times. We are a family of sorts and treat each other as such. *Teasing, bullying, and general unkind behavior will not be tolerated.*



Beat It Into Them

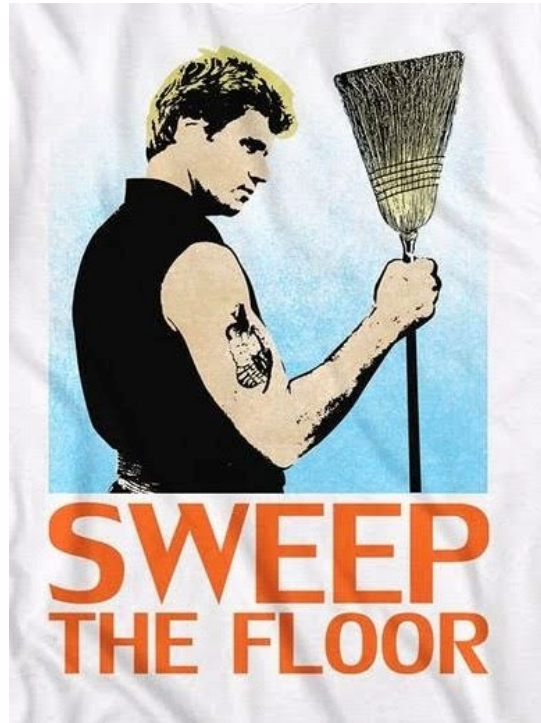


- This does not refer to any physical contact. Rather is **the process of building “muscle memory” by repetition and duplication.** Research suggests that 2 to 4 weeks of **repetitive training** induces neurological adaptations. This is muscle memory where you are on autopilot able to perform without conscious effort.
- **Right vs Wrong way**

Old Chinese Proverb *“It will not be done right until all excuses are worn out and one is too tired to do it any other way.”*

 - Just as repetition of correct Muscle Memory will help one find success, incorrect Muscle Memory will also become a routine or pattern that will lead to failure and frustration. We must help **break them** of these habits before they start. (You paint the fence “Up. Down.” Not “side, side.”)
 - Once the correct Muscle Memory is firmly developed, doing a task out of order or in the wrong way will be as uncomfortable as driving the wrong way on a one-way street or charging through a door into a brick wall.
- By teaching the Tech to do the job the same way every time, you are helping to form the syntaxes that they will carry with them once training is complete. Let it become its own rhythmic motion to success.
 - It will then be automatic for them to do the job in the same way that you instructed.
 - It will not feel right to them if they do the job differently. (Example: Always checking for cobwebs upon entering a room will mean that if they enter a room, that will be the first thing they look for.)

Let Them In The Ring.



- Have the trust and confidence that you have taught them well.
- Give them clear instructions. (Checklist when applicable.)
- Let them do their job and hopefully do their best on their own.
- **Go back and inspect!!!**
 - **Reinforce/constructive correction.**
 - Must answer all questions.
 - Elicit response from the tech to confirm that they understand directions. (Have them repeat back what they are to do.)
 - Complete proper trainer paperwork and Portal Procedures as tasks are mastered to verify task is mastered.
 - Make sure the tech accompanies you when you do the inspection. This allows them to learn what you are looking for and improve/correct their own actions.
 - Make sure the trainee signs off each duty as they pass its performance.

LIVE OR DIE



- At the end of the training session, a short review should be done to give the tech an opportunity to ask questions and/or demonstrate knowledge. Steps and order of the steps help ensure that nothing is missed. Some of the steps will be the same regardless of the job. *Please refer to a complete listing in the Appendix titled Muscle Memory Steps for Every Job.*
- **As you test, look for:**
 - **Ability to perform independently.**
 - **Correctness of performance**
 - **Attitude regarding the job and coworkers**
- Guide/use constructive correction as needed.
- **Be sure to complete paperwork and proper Portal Procedures** are followed when the step is mastered to communicate to the office and/or other trainers that the step has been mastered.
- **Always use the same and correct procedure for teaching and testing to enhance the Muscle Memory.**

CREATION OF A MASTER

As you instruct in this manner, you are teaching the Miyagi Method..."**Same. Same.**" Doing the job "wrong" will be nearly impossible once they learn the skills to face any opponent. **Doing it any other way would be a waste of their time, their team's time, and their client's time which would be something inconceivable to them.**

Teach them what Miyagi taught Daniel. **"You trust the quality of what you know, more than the quantity."** As they learn to master quality, quantity will increase. **There is no point in teaching quantity if there is no quality.** Create a master! Once you are assured that they know all the steps and you have reported this to the Field Trainer or Office, they will be ready to test.



Testing should not be a situation that creates anxiety. The tech should feel relaxed and confident knowing that the muscle memory will carry them through. They will be dancing at the finish line, ready to receive their "black belt" in cleaning. Once they have passed all their tests, they will receive equipment and supplies appropriate for the jobs they will be assigned as well as the coveted increase in pay. To maintain these awards, they must continue to apply the Miyagi method for all jobs assigned.



JOB WELL DONE!

One other element to remember when training is energy. The formula for energy according to Einstein is $E = mc^2$, showing that, when the energy of a body changes by an amount E (no matter what form the energy takes), the mass (m) of the body will change by an amount equal to E/c^2 . So, what does that have to do with cleaning? Think of it this way...The amount of work you have to do is directly influenced by your enthusiasm for the job. If you as a trainer show enthusiasm, the enthusiasm felt by the trainee will increase in direct proportion to your enthusiasm. Therefore, in all aspects of your training, display a healthy dose of energy a.k.a. enthusiasm.

Once your student has completed these steps, and practices the mantras, you will say like Mr. Miyagi, ***“Job well done!”*** It is important to stress the mantras...both for yourself and for your tech. **The intent is to implant these in the brain, to ensure that Muscle Memory will take over and guide when the tech is no longer there.** *“Wax on. Wax off.” “Side. Side.” “Top to bottom.” “Back to front.”* Not only will the actions become automatic, but the quality will reflect the process. **Always stress quality over quantity. Teach them not just quality, but ACS quality.** Help them to feel that ACS quality is the top-ranked and what they should strive for. Once they have that down, clients will surely agree, “Job well done!”

“We are what we consistently do. Excellence, therefore, is not a singular act, but a habit.”

~ Will Durant ~

JOB WELL DONE!



