

THE DEVELOPING PEOPLE POCKETBOOK

3rd Edition

By Ian Fleming

Drawings by Phil Hailstone









"Very user-friendly, informative and thought provoking. A must for managers involved in, or with, training."

Mary Douglas, Production Director, Seven Seas

"Brimming with common sense for a painless approach to developing others."

Jacqueline Smith, Global Support Chain Capability Manager, Wyeth

CONTENTS

	INTRODUCTION Why bother to develop, reasons, whose job is it, development in context, costs	5		PREPARING FOR LEARNING Briefing the learner, training nomination form, briefing the trainer, running an event, recap	61
	RECOGNISING DEVELOPMENT NEEDS Need for accuracy, places to look, will it add value?, needs identification, questionnaire, assessing performance, performance flowchart, avoid generalisation, learning gap	15		WHO TO USE Internal, using outsiders: 10 questions to ask, beware of experts, where to find help, what to look for, a fresh approach	73
	NEEDS INTO OBJECTIVES Reasons, writing learning objectives, examples: time management/creativity, objectives not aims, checklist	33		INCREASING YOUR CHANCES Influencing the content, learner centred training, don't make assumptions, training failures, learning styles, implications, older learners, the next step	85
	FINDING LEARNING OPPORTUNITIES Within work, ten techniques: coaching/action learning/role rehearsals/courses & workshops/conferences/delegating/project/computer-based training/ online or e-learning/integrated approach, transfer of learning	45		MEASURING THE IMPACT Assessment or evaluation, the case for evaluation, techniques, course evaluation form, what stops people learning	97

Author's note

Welcome to the Developing People Pocketbook.

Discussion about people in organisations increasingly focuses on their development as opposed simply to training.

Whilst training can often have a narrow focus on specific subjects or skills, development includes all learning experiences, both formal and informal.

Learning embraces a wide range of exciting and innovative approaches. However the value of these approaches can be limited unless they are relevant to – and evaluated against – the needs of your organisation and individuals.

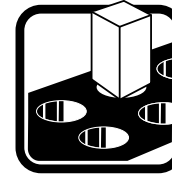
As a manager you have a key role in making development happen – this book will show you how.

A handwritten signature in black ink that reads "Ian Fleming". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Ian Fleming

RECOGNISING DEVELOPMENT NEEDS

IDENTIFYING INDIVIDUAL NEEDS



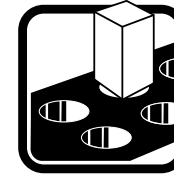
As well as identifying organisational/departmental needs, you need to be able to analyse the performance of your staff, eg:

- If your people are not performing to the standard expected of them, then why is this?
- In what areas do staff need to improve?
- Is training or some other action the answer to performance improvement?

The following pages contain a practical way of identifying the action that can be taken to improve individual performance.

RECOGNISING DEVELOPMENT NEEDS

ASSESSING PERFORMANCE



Potentially you have a lot of data with which to gauge a person's performance.

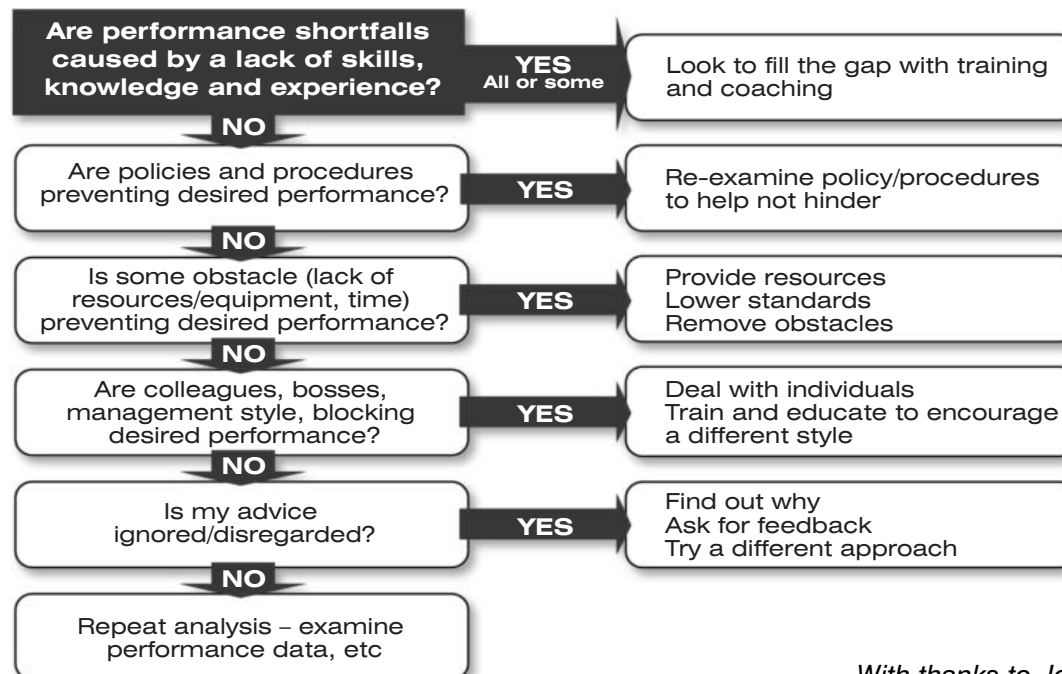
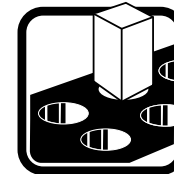
- Look at the job description to identify the areas of skills, knowledge and experience required to do the job satisfactorily
- Consider any objectives that have been set for the individual
- In which of the above areas is the person not performing adequately?
- Are any of these shortfalls caused by the fact that they lack skills, knowledge and/or experience?

If the answer is 'Yes', then action such as appropriate training, coaching or job rotation needs to be taken.

If it is 'No', then other action needs to be taken such as that outlined in the Performance Flowchart, which follows.

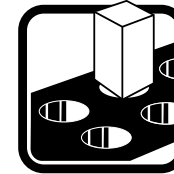
RECOGNISING DEVELOPMENT NEEDS

PERFORMANCE FLOWCHART



RECOGNISING DEVELOPMENT NEEDS

AVOID GENERALISATION



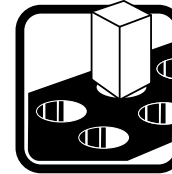
As a result of the previous exercises, you may have identified say, 'financial awareness', 'managing staff' and 'improving communications skills' as areas for improvement. These descriptions are too broad to be helpful.

Consider what skills might be involved in each.

- Financial awareness could include:
 - the ability to put together a budget for your department
 - understanding the breakdown of costs and their application to your business
 - being able to read, understand and use financial data/information
- Managing staff might involve:
 - recognising the talents and abilities of your staff
 - setting objectives for both groups and individuals
 - maintaining team spirit while under pressure

RECOGNISING DEVELOPMENT NEEDS

AVOID GENERALISATION



Communication skills could call for the ability to:

- Present information, both formally and informally, to groups
- 'Sell' decisions made by others to your staff
- Accurately listen to the views of others and, where appropriate, feed them back to selected individuals

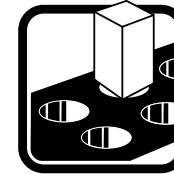
All three are very broad areas, open to a variety of interpretations and, without clarification, are of little practical use.

It pays, therefore, to be as precise as possible when identifying needs.



RECOGNISING DEVELOPMENT NEEDS

AVOID GENERALISATION



When you are looking for training to meet any needs, it helps to be as **specific** as possible.

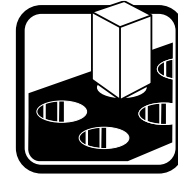
In so doing, you will eventually save time and money as needs can often be met in ways other than sending people on courses. (See pages 49-58 for examples.)

Any Learning and Development/Talent Management Department will ask you to be more precise. So probe behind any general statements for a more accurate description. Then you should be in a position to take some meaningful action.

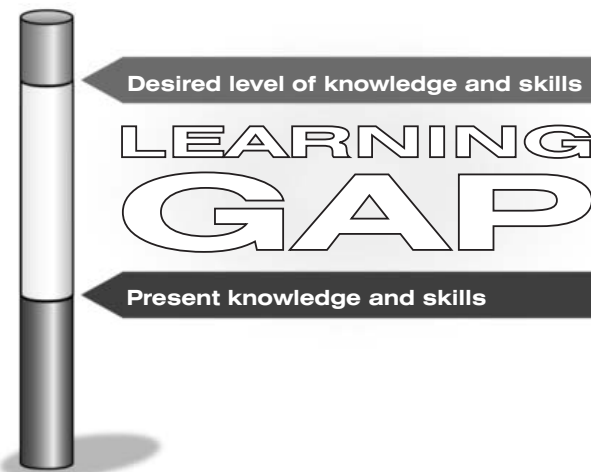
Tip: Look at people's job descriptions for details of knowledge and skills that are needed. Refer also to any Key Performance Indicators (KPIs) that exist.

RECOGNISING DEVELOPMENT NEEDS

LEARNING GAP



Accurate identification of **needs** will reveal a **learning gap** between present knowledge and skills, and the desired level.



Identify the gap with those involved. This will help motivation and ownership.

- Why do they think that it has occurred?
- How do they think that the gap can be closed?
- What support do they want and from whom?

About the Author

Ian Fleming, MA, DMS, DipEd

Ian worked as a management trainer. His approach was to work in-company, helping managers and their teams tackle real situations and opportunities. As a result he built up a wealth of practical experience.

This Pocketbook (one of six that Ian has written in the series) is based on those experiences in organisations that sought to develop their people in ways other than sending them on courses.

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