

TRAINING AND DEVELOPMENT

WHY WE NEED TRAINING AND SELF-DEVELOPMENT?

Dr. Ivanna Shubina

<https://www.youtube.com/watch?v=YFGBrjBSZjo> Training Needs Analysis vs Learning Needs Analysis 3 min.

TRAINING AND DEVELOPMENT OUTLINE:

- Understanding training and development
 - Orienting new employees
 - Implementing the training program
 - Management development programs
 - Measuring training effects
 - Performance appraisal: techniques, errors, guides
 - Managing organizational change

ORIENTING NEW EMPLOYEES

Why is it needed?

How can we conduct effective onboarding?

Duration



GOALS OF ORIENTATION:

1. Make the new employee feel **welcome** and part of the team.
2. Make sure the new employee has the **basic information to function** effectively (e-mail access, personnel policies and benefits, and expectations)
3. Help the new employee **understand the organization** in a broad
4. Start **socializing** the person into the firm's culture and ways of doing things.



THE TRAINING PROGRAM

What should we know before we start?

What are the steps?



IMPLEMENTING THE TRAINING PROGRAM

- Experience exchange / multi-week classroom / internet classes
- Aligning strategy and training (employee behavior)
- ADDIE 5-step Training program:
 - Analyze* the training need.
 - Design* the overall training program.
 - Develop* the course (assembling/creating the training materials).
 - Implement* training, by actually training the targeted employee group using methods such as on-the-job or online training.
 - Evaluate* the course's effectiveness.



ADDIE / STEP 5 EVALUATE

- What can we evaluate after conducting a training and how?
- Why evaluation matters?



PRACTICE/CREATE YOUR OWN TRAINING PROGRAM

- Develop workshop for: “Effective communication and persuasion” or “Time management skills” or “Conflict resolution and listening skills for successful communication” or “Stress management” or “Effective decision making” or “Emotional intelligence and leadership”
- ADDIE: analyze, design, develop, implement, evaluate
- Prepare the outline including:
 - Training objectives
 - Specific topics / skills
 - Relate it to job/position



PERSONAL DEVELOPMENT

- WHAT IS PD?
- WHICH AREAS CAN WE IMPROVE?



ACTIVITY SELF-EVALUATION



- Write down your 3 strengths, 3 weaknesses, 3 areas you would like to improve as a professional employee.
- Measurement:
- <https://www.gallup.com/cliftonstrengths/en/252137/home.aspx> (video 3 min.)
- <https://www.authentichappiness.sas.upenn.edu/>
- <https://www.viacharacter.org/survey/account/register> (free survey)

SELF-DEVELOPMENT

- Keeps employee motivated
- Allows You to Reflect on Your Talents
- Refine Your Existing Skills, improves performance
- Increases Employee Confidence
- Reduces Staff Turnover
- Reduces Staff Turnover
- Improves Self-Awareness
- Provides a Sense of Direction
- Increases Creativity
- Increases Resilience



PERSONAL DEVELOPMENT / CHANGE

HOW DO WE CHANGE?
WHAT MAKES US KEEP GOING?



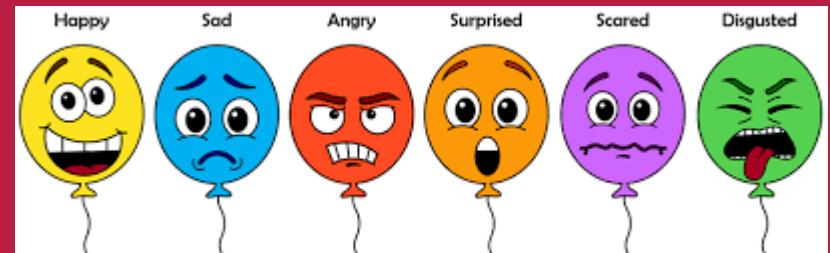
MANAGING ORGANIZATIONAL CHANGE

- Why managing organizational change matters?
- What helps to manage it effectively?
- How can trainings help to make organizational change more efficient?



EMOTIONS / EQ

- WHAT EMOTIONS ARE? WHAT IS THE DIFFERENCE: MOOD – EMOTION – FEELING
- WHAT IS THE IMPACT OF EMOTIONS ON OUR LIFE?
 - Body – thought – emotion – behavior
- WHEN POSITIVE EMOTIONS MAKE BENEFICIAL EFFECT?
- WAYS IN WHICH NEGATIVE EMOTIONS ARE BENEFICIAL TO PERSONAL GROWTH AND SUCCESS?
- WHAT IS EMOTIONAL INTELLIGENCE? CAN WE CONTROL EMOTIONS?



<https://www.youtube.com/watch?v=0gks6ceq4eQ>

You aren't at the mercy of your emotions -- your brain creates them. 18 min.

PERSONAL DEVELOPMENT / OPTIMISM

WHAT IS OPTIMISM?

WHY OPTIMISM MATTERS?

CAN WE LEARN OPTIMISM?

WHAT IS THE DIFFERENCE BETWEEN OPTIMISM –
REALISTIC OPTIMISM – DEFENSIVE PESSIMISM?



Watch the video. 18 min.

<https://www.ted.com/talks/tali-sharot-the-optimism-bias>

SELF-CONFIDENCE, SELF-ESTEEM & SELF- EFFICACY

- HOW THESE 3 “SELF” HELPS US TO BE MORE SUCCESSFUL AT WORK?

Why self-efficacy matters? 15 min.

<https://www.youtube.com/watch?v=agwsjYg9hJ8>



PERSONAL DEVELOPMENT / RESILIENCE

WHAT IS RESILIENCE?

WHY IT MATTERS?

HOW CAN WE REINFORCE RESILIENCE?



<https://www.youtube.com/watch?v=l73F4j1Xa0Q> Resilience in the Workplace 6 min.

<https://www.youtube.com/watch?v=Q7vYuKvpneM>
resilience | Raphael Rose 12 min.

<https://www.youtube.com/watch?v=DbC18wFkHNI>
Happiness and Resilience: Dr. Ilona Boniwell 18

From stress to
Educating For

PRACTICE/FLYING THE FRIENDLIER SKIES

- Develop 3-day training program for 30 job of airline reservation clerk for a major airline. Produce the related outline, content and skills, methods and aids you suggest using to train them.
- Customers contact our airline reservation clerks to obtain flight schedules, prices, and itineraries. The reservation clerks look up the requested information on our airline's online flight schedule systems, which are updated continuously. The reservation clerk must deal courteously and expeditiously with the customer and be able to quickly find alternative flight arrangements to provide the customer with the itinerary that fits his needs. Alternative flights and prices must be found quickly, so that the customer is not kept waiting, and so that our reservations operations group maintains its efficiency standards. It is often necessary to look under various routings, since there may be a dozen or more alternative routes between the customer's starting point and destination.



LET'S SUM UP

Questions? Comments?

