

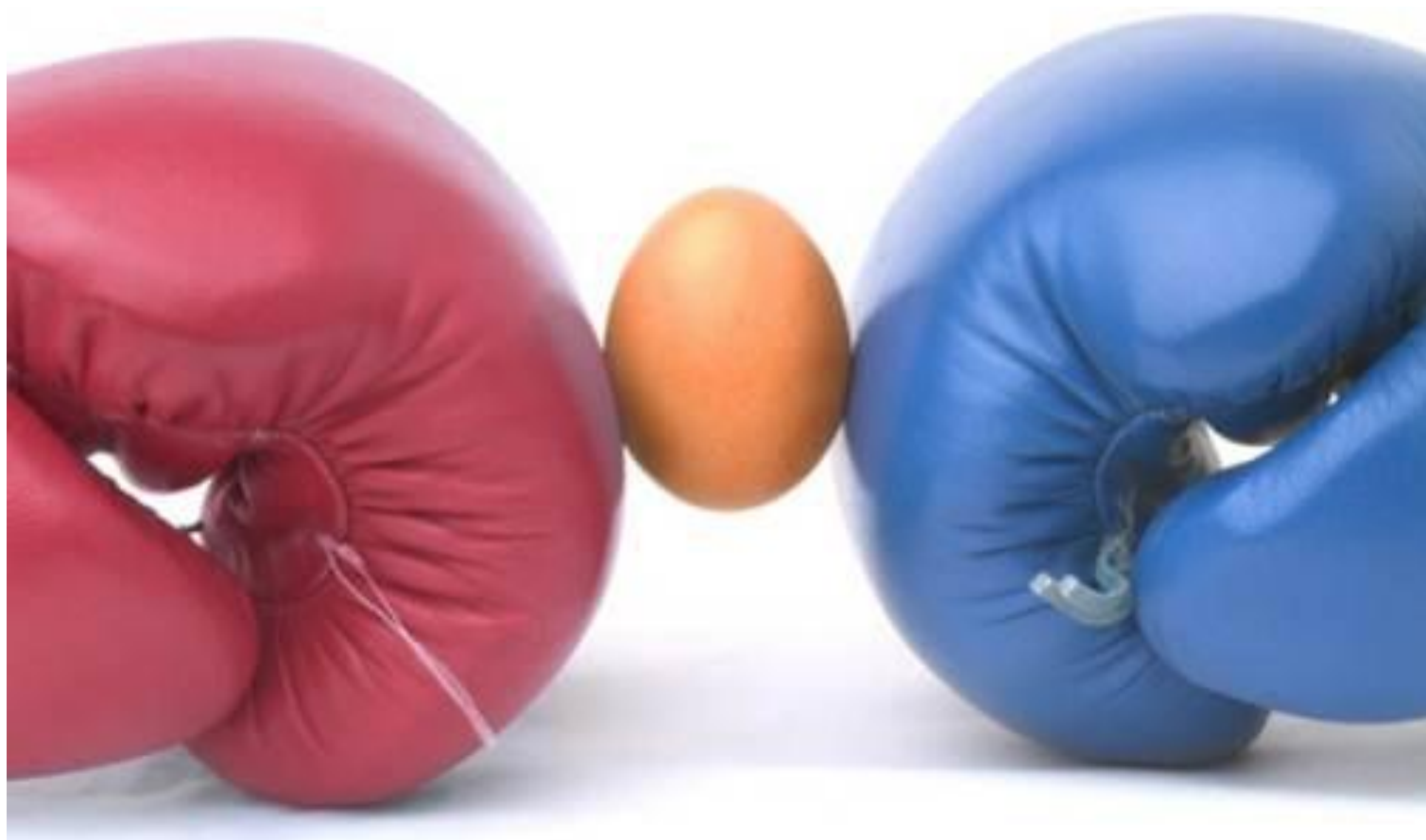
Polish Agency for Enterprise Development Congress
25th November 2014

“Training and Transformation”

Presented by
Prof. John Gavin.



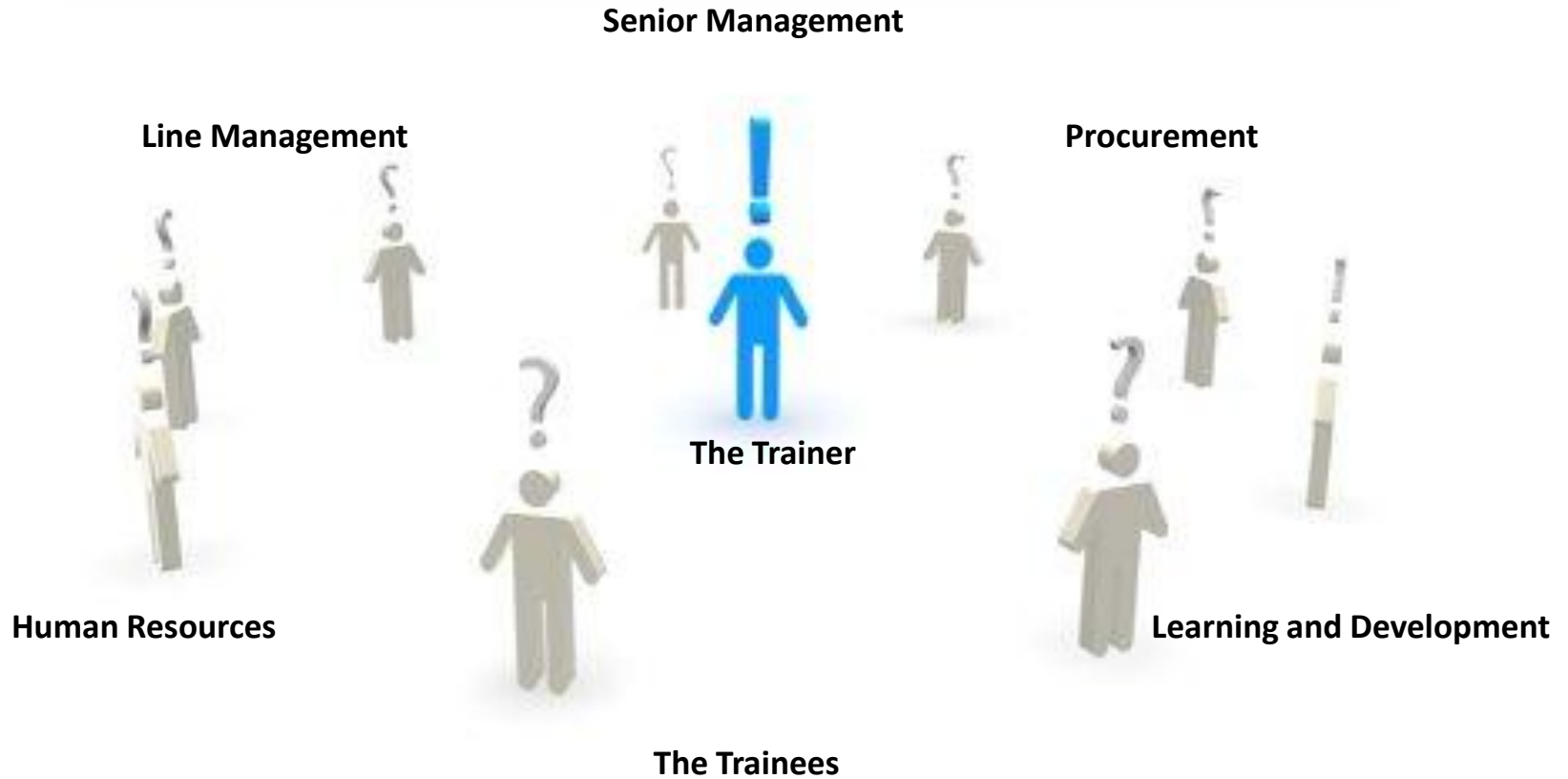
Where's the Trainer ?



“The reason the trainer is there is to transform”



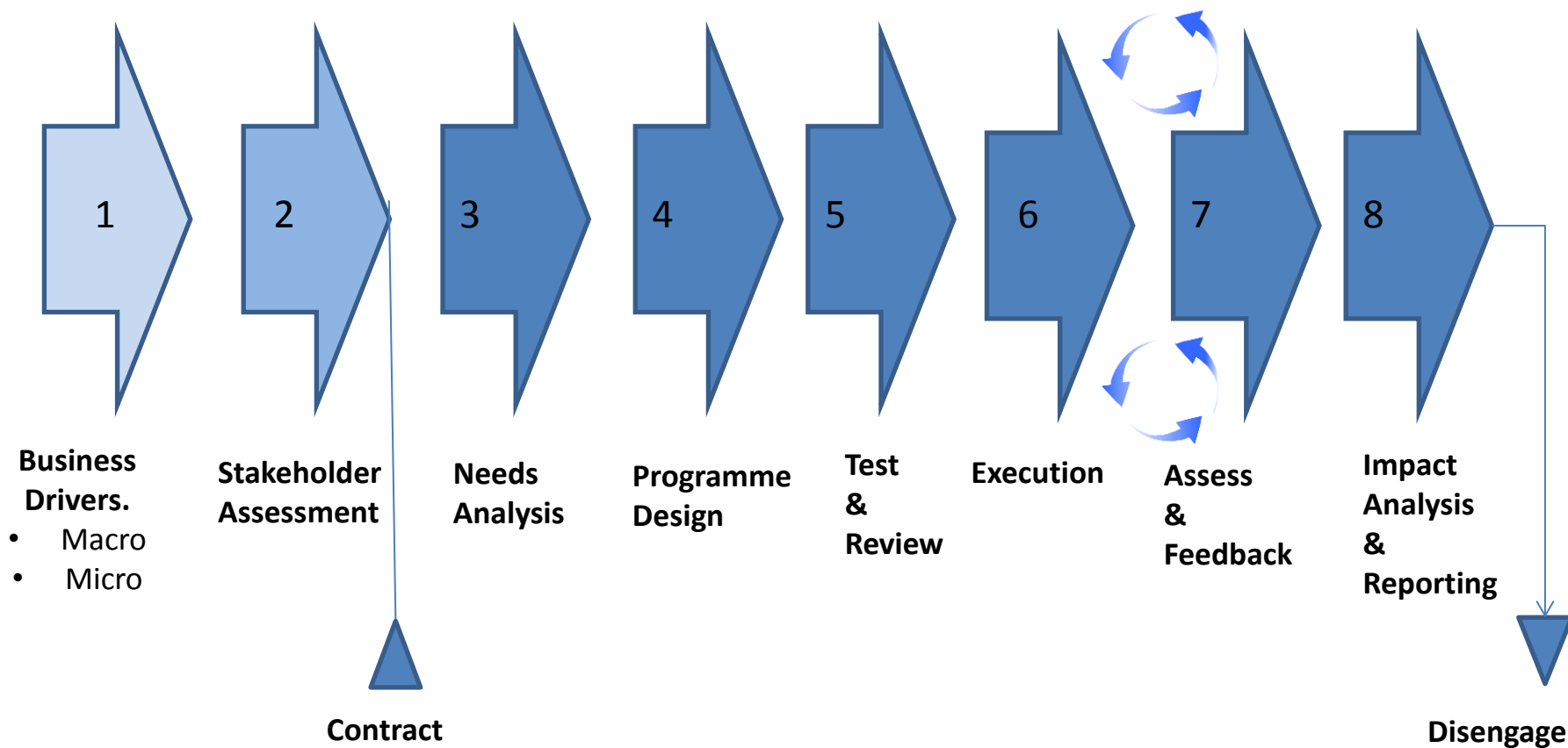
Stakeholders.



- **All expecting a result for them. (or are they ?)**
- **All of whose expectations could change at any time.**



The Stages of Engagement



Business Drivers



What's are the external issues effecting the company ?

- Qualifying them?
- Quantifying them?

What are the implication?


And therefore what do they need to do?

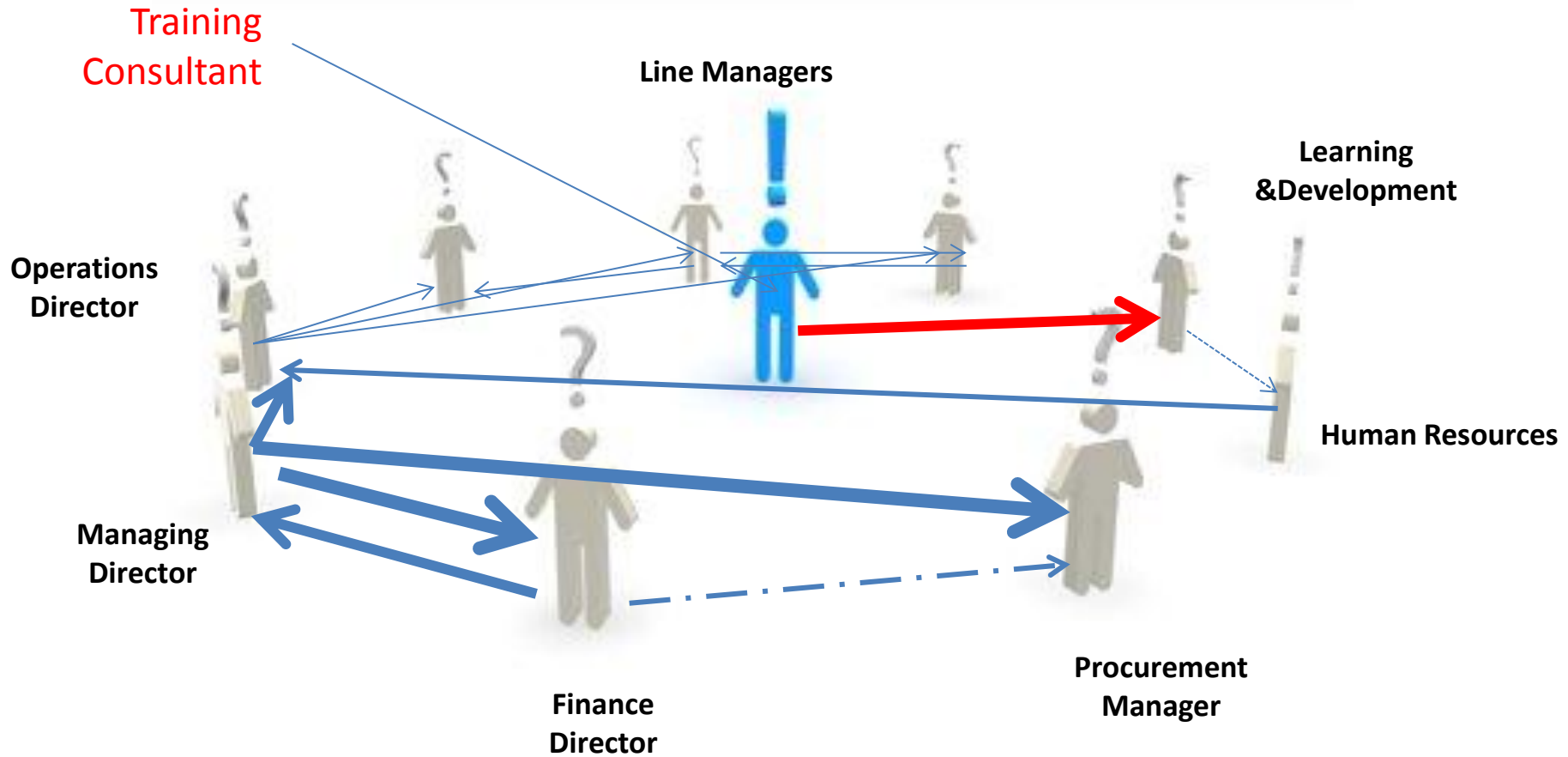
What can you deliver?

Tools

- PESTAL Analysis
- SWOT



2  Stakeholder Assessment



Understanding the power base -

- Training Needs
- Transformation Goals
- Communicate your proposition in those terms

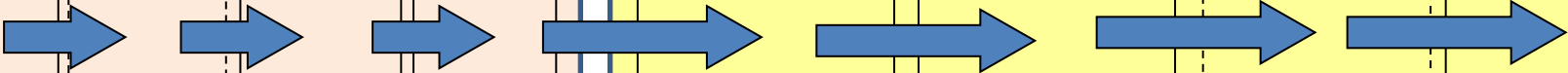
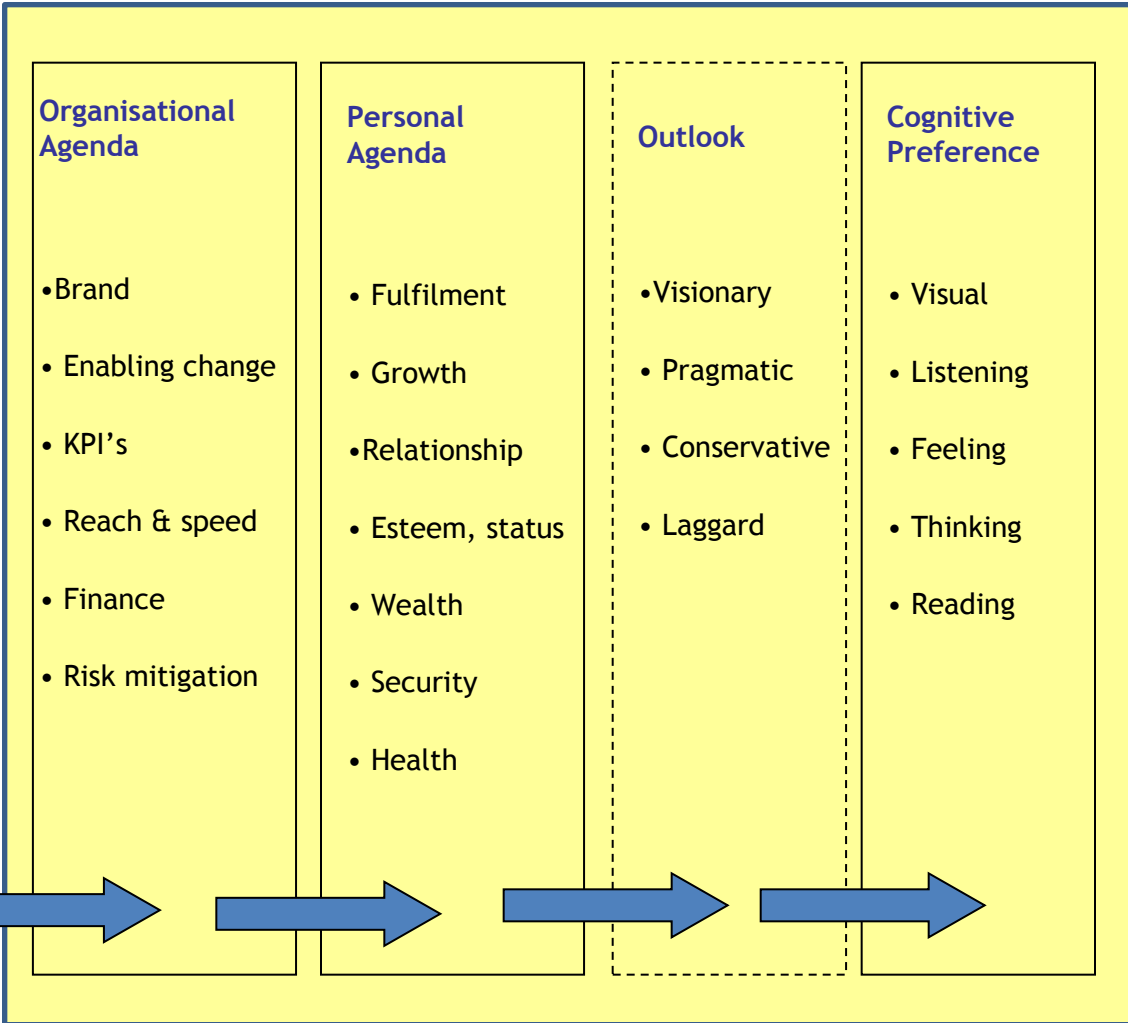
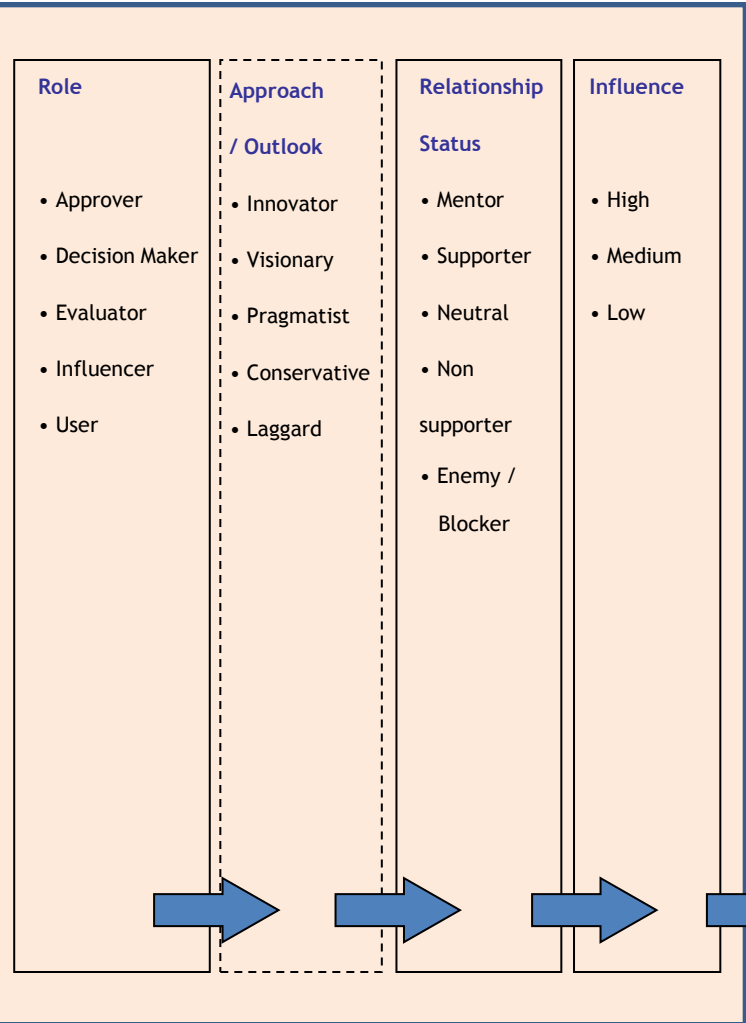




Stakeholder Assessment

Position

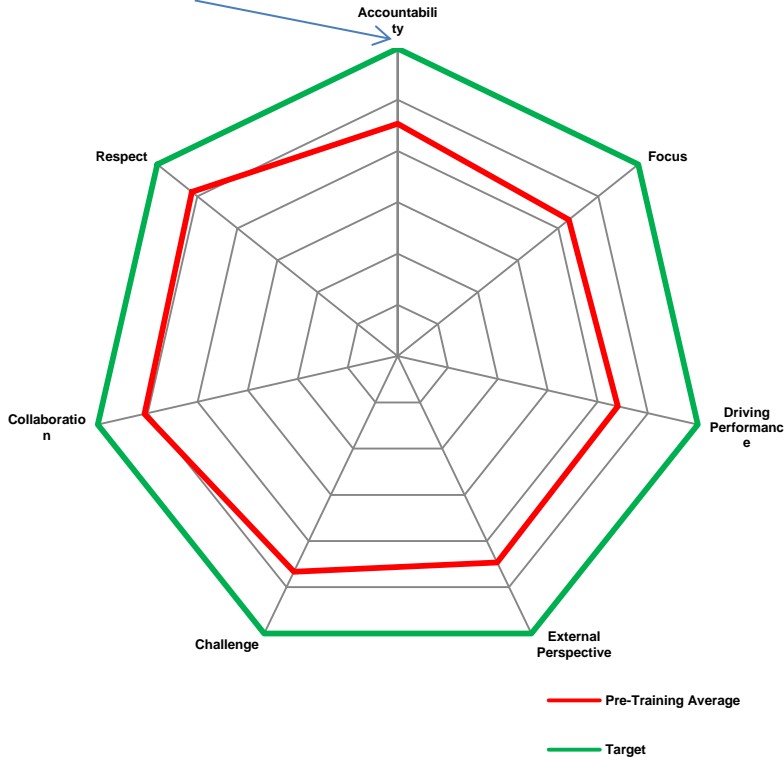
Profile – agenda, outlook & preferences





Needs Analysis

Assessment Criteria.



RWE Critical behaviours

Focus
Prioritising where time and resources are spent

Accountability
Giving and taking responsibility for our actions

Driving performance
Delivering on our promises

Challenge
Improving the outcome by giving and receiving ideas

External perspective
Acting with our customers, shareholders, and regulators in mind

Collaboration
Working together to achieve better results quicker

Respect
Treating colleagues with integrity and dignity

Assessed by working with the management team both before and after -

- Interviews
- Presentations and assignments
- Performance review
- Psychometric testing / Profiling tools
- Capabilities





Needs Analysis

Considerations which could impact course design:-

- Academic background and experience.
- Technological awareness
- Culture. (corporate ,social, etc.)
- Age profile.

Generation	US	Middle East	India
X	Attentive / Questioning	Male - Respectful engage but only committed whilst present. Female – Quiet and none questioning.	Very respectful don't really question say they always understand even if they don't.
Y	Less attentive have a pad or I phone on desk that they will constantly check if rules are not agreed up front.	Male -Inattentive and easily distracted. Female – Attentive	Attentive and hard working





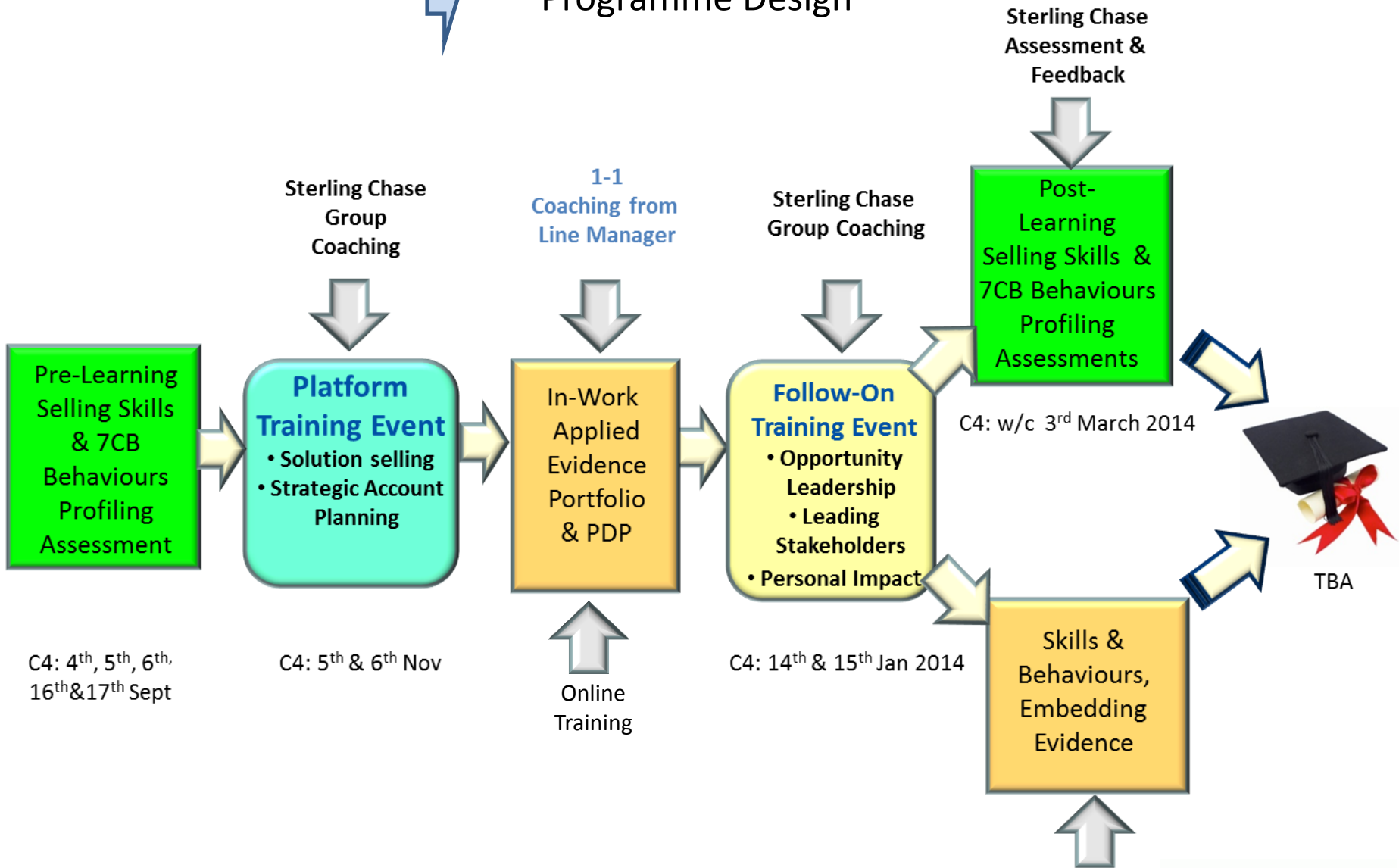
Considerations

- Entry level criteria.
- Timing
- Pre course preparation.
- Face to face training (applied / non-applied)
- Online training.
- On the job training
- Assignments
- Coaching
- Assessment.
- Grading
- Rewards and celebration of success



4 

Programme Design



C4: 4th, 5th, 6th, 16th & 17th Sept

C4: 5th & 6th Nov

C4: 14th & 15th Jan 2014

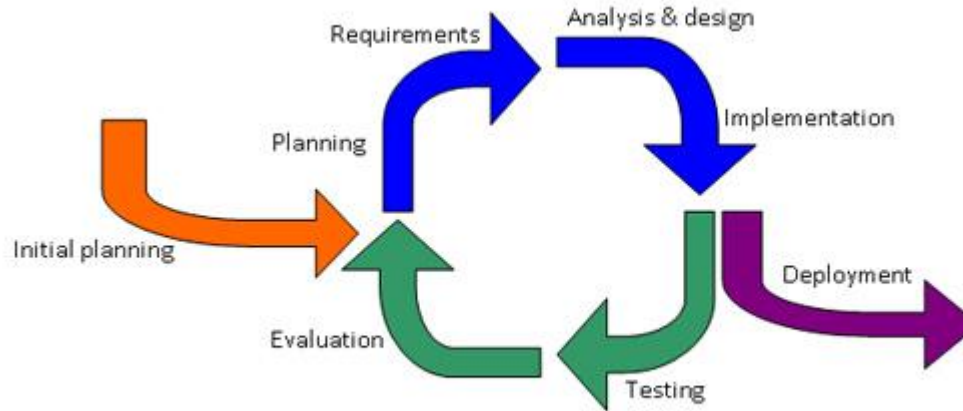
C4: w/c 3rd March 2014

TBA



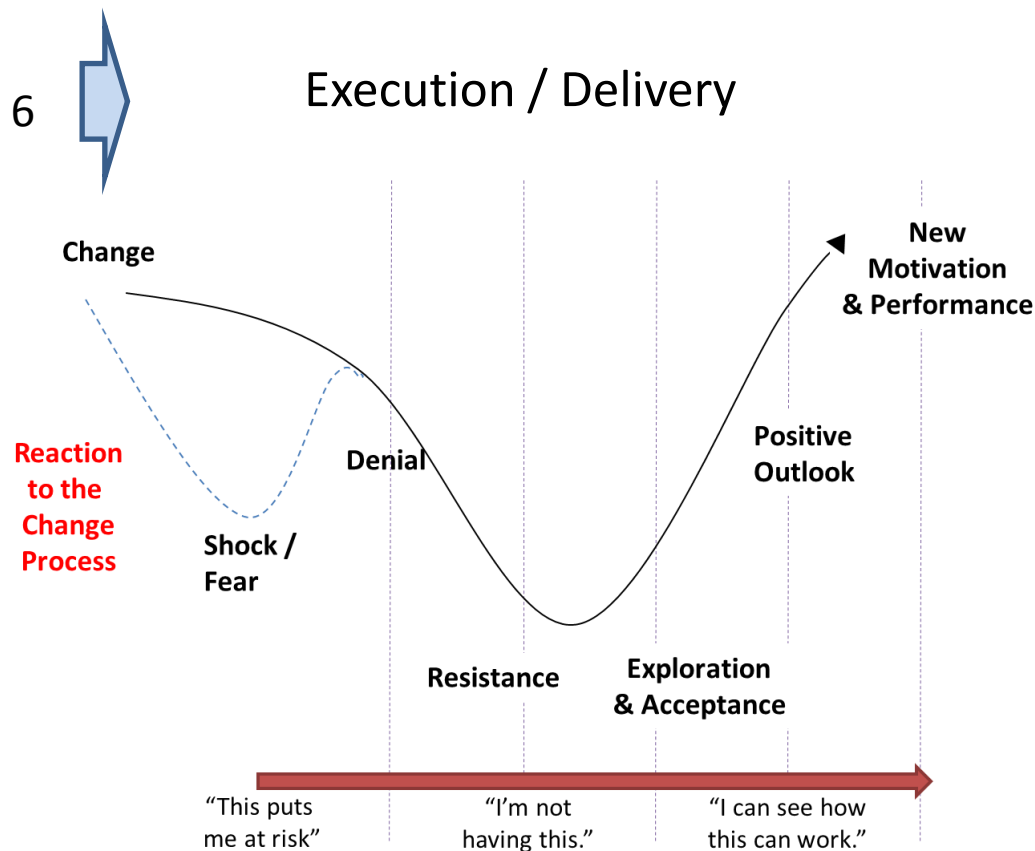


Test and Review



- Testing can be done in parallel.
- Its good to put members of the management team through aspects of a training programme.
- Take special care with timings.
- Test with the best.
- Ensure feedback can be openly given.
- Whatever the timescales and pressures to run an untested programme is very high risk.



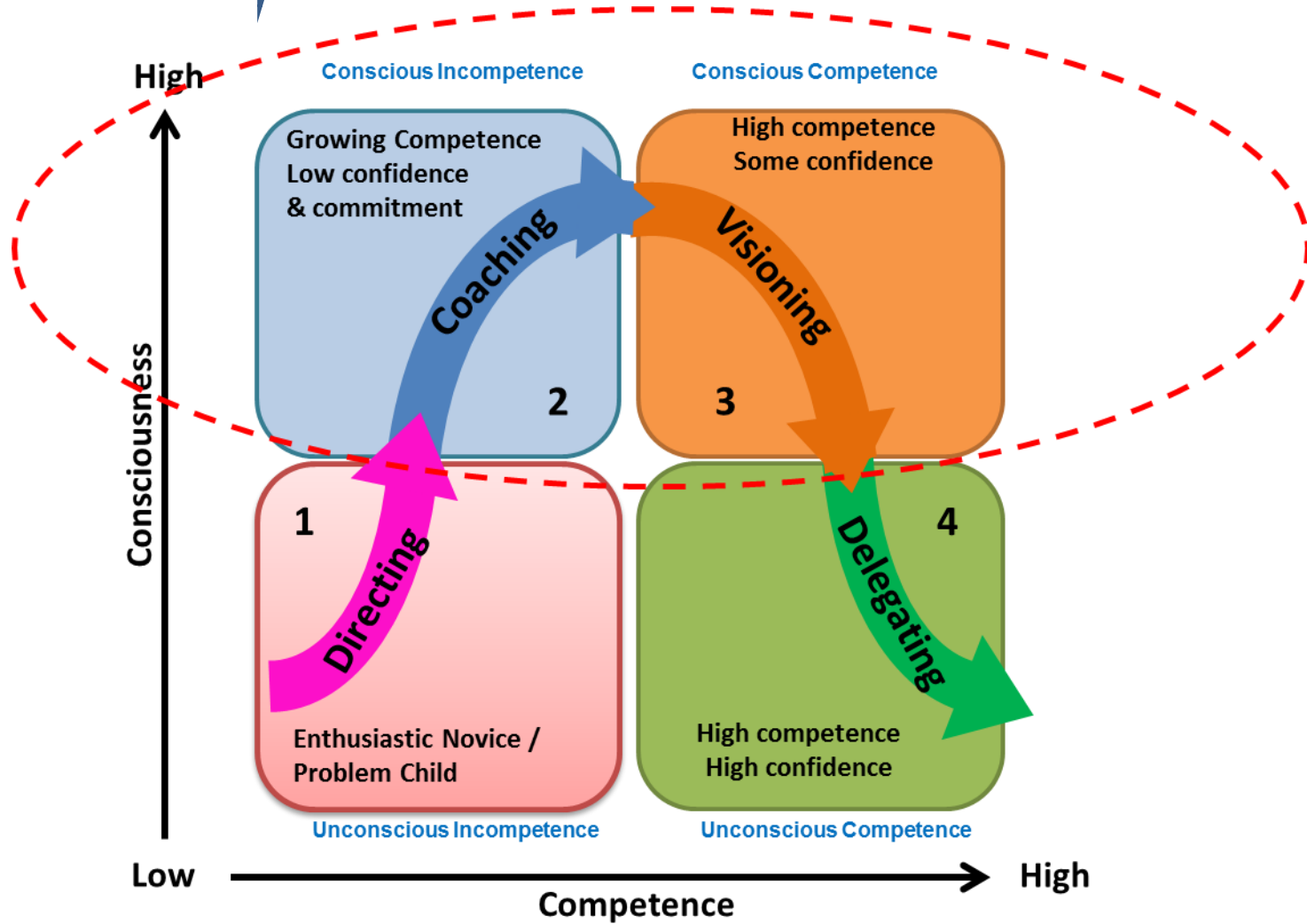


- It always gets worse before it gets better.
- Ensure that you have appointed a programme manager (and budgeted for it).
- Don't rely on the clients admin, and when you have to make who is responsible.
- Double check everything and triple check if it's the first programme.
- Keep an execution log.
- Do all of the above twice if its an international programme and have built at least one strong relationship with the local team.



6 

Execution and Delivery

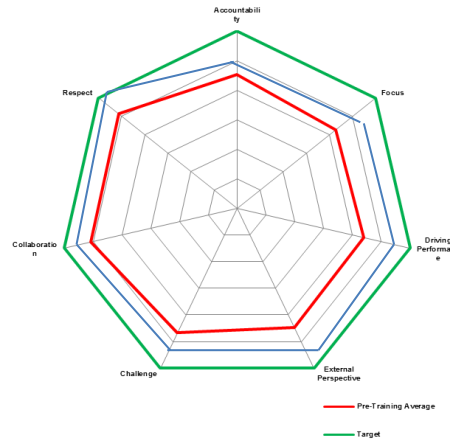
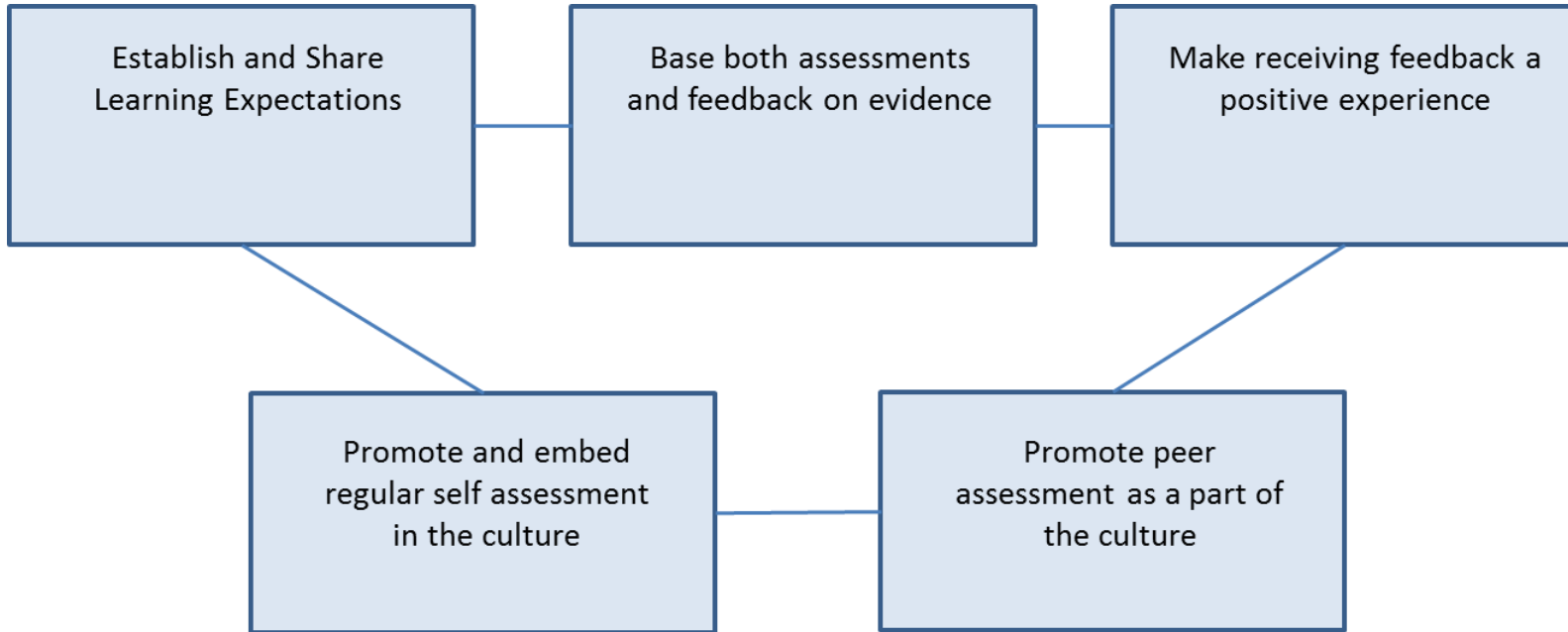


Adapt the style of delivery according to progress and capability





Assessment and Feedback

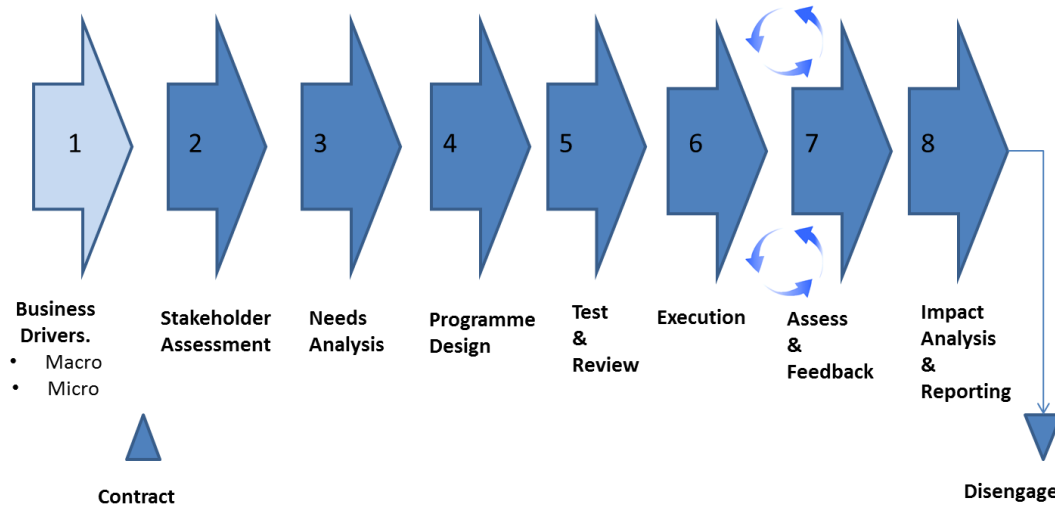




- Has the programme delivered ?
- What has it delivered against its original success criteria.?
- What else has it delivered?
- Where has it fallen short ?
- Is it a sustainable change ?
- Make it as quantitative as possible.
- Also have the individual stories.
- Ensure its reported back to the stakeholders and recognised.
- Ensure that the participants celebrate success.



To Summarise



- A structured approach is key to being successful.
- Getting buy in from the client at each stage is critical.
- Know who your assessors are.
- Blend the programme design to map on to the candidates profiles.
- Have strong programme management.
- Collect evidence and give feedback as you go along.
- Training is a means to an end ,Transformation is the end of the next beginning.
- Love your alumni – CPD should be on everyone's agenda.
- Academies are the way that many organisations see of instilling continuous professional development as a part of the culture of the organisation.





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