



Unit-3

Professional Identity and Practice



**L02. Assess own skills, competences
and the different learning and
development approaches**

M2-Evaluate own skills and competences and the most appropriate developmental approach to develop personal and professional skills for a specific job role

Yearly companies focus time and resources internally to deliver performance reviews, set goals and finalize development plans.

This usually occurs annually, however it is best to converse throughout the year with employees and emphasize the importance of development by providing real opportunities and growth for the teams.

By focusing on effective development activities, managers and leaders can tap into their employees' talents and strengths.

7 Approaches To Development

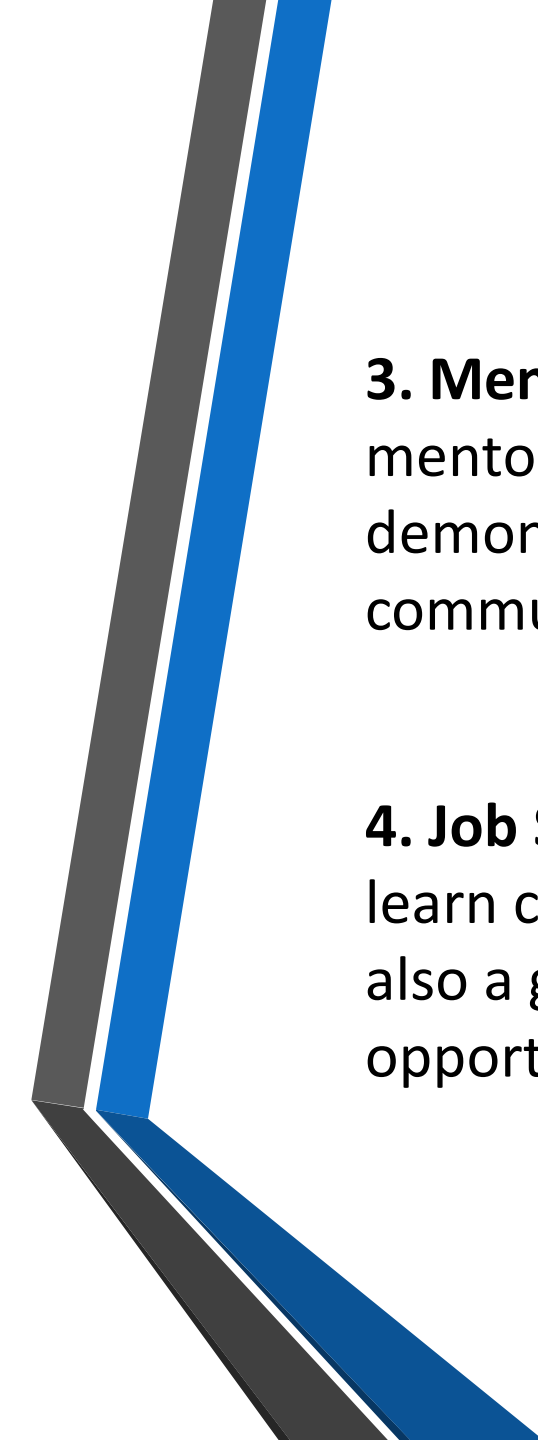
Jerome Ternynck, CEO and Founder of Smart Recruiters believed these 7 approaches will deliver the best growth and impact for professional development to employees.

1. Stretch assignments and projects.

Think about what special assignments might exist in the coming months and who on your team would benefit from serving on a cross-functional team while developing additional skills.

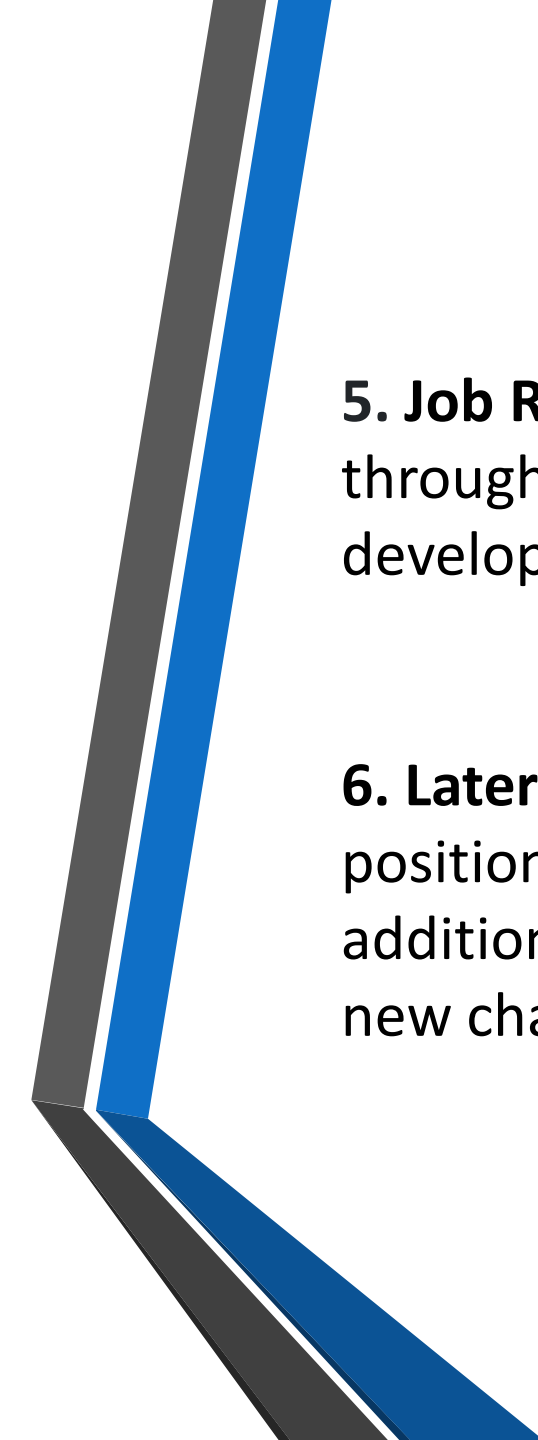
2. Job Enrichment.

These opportunities typically exist internally that will benefit an employee's current role, while creating additional ways to develop. Examples could include presentations at team meetings, joining a diversity committee or volunteering.



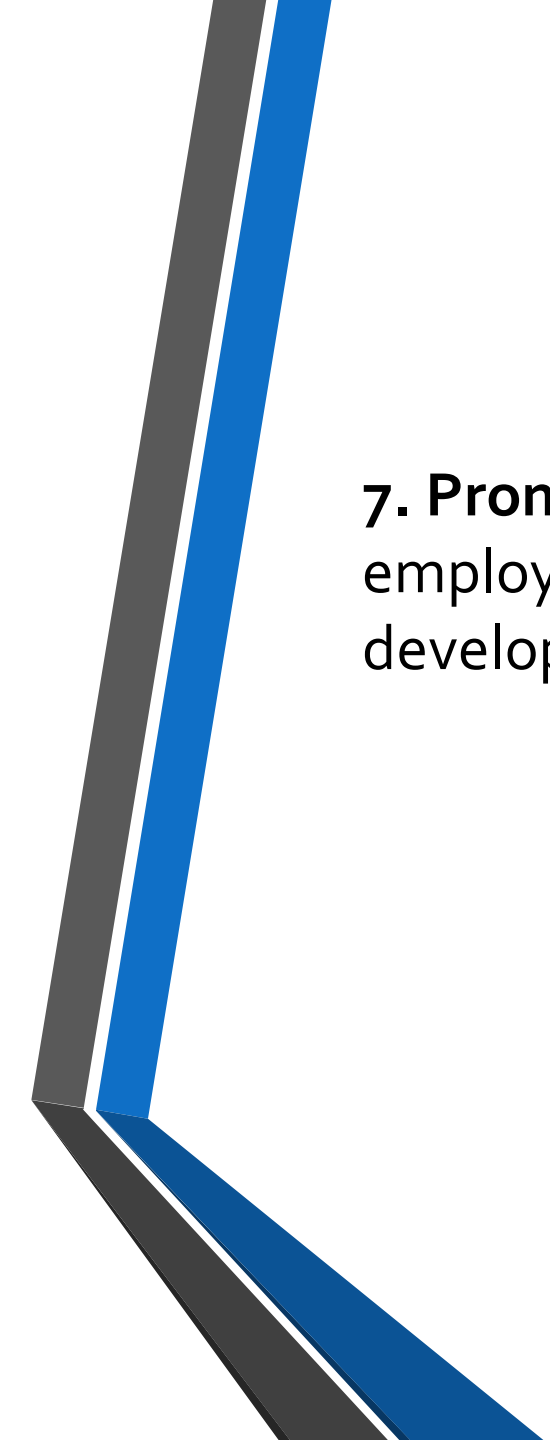
3. Mentoring or Coaching. Whether or not your company has a formal mentoring program, start small. Mentoring and coaching provides demonstrated benefits around quality of work, problem solving and communication skills.

4. Job Shadowing. Job shadowing can be a great way for your employees to learn critical elements of other jobs, while further developing in their own. It is also a great way for employees to more formally explore potential career opportunities internally, yet outside of their current job.



5. Job Rotation. Providing an opportunity for your team to move and rotate through one or more positions is another great strategy in employee development. Rotations can last for days, months, or even a year or two.

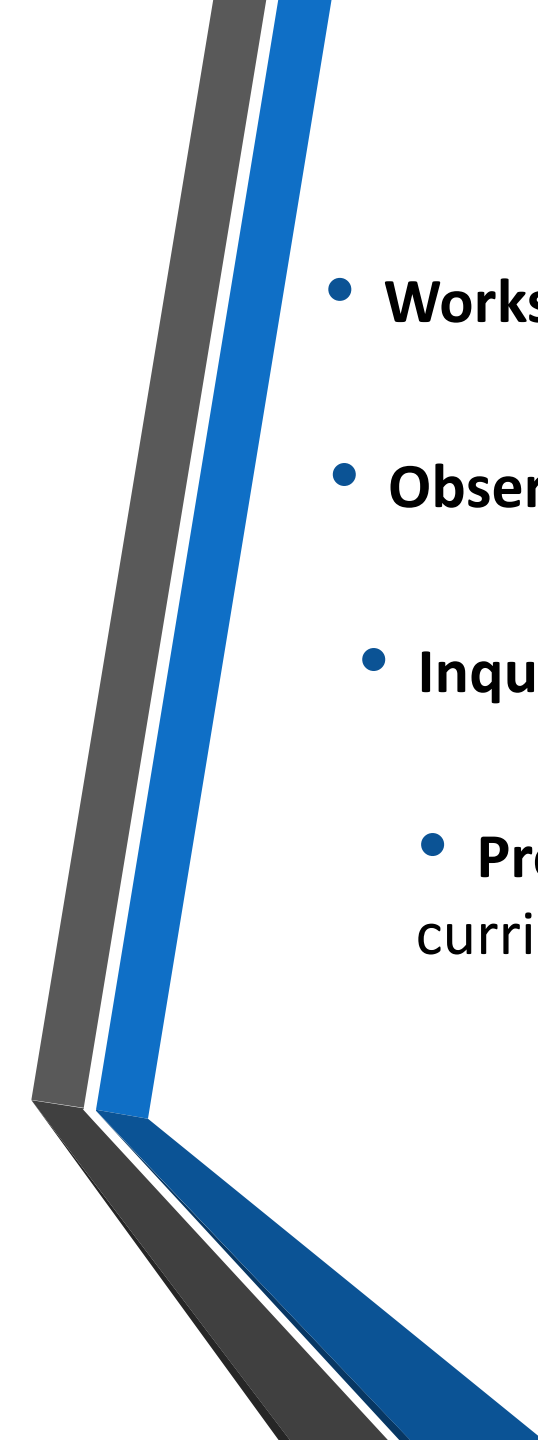
6. Lateral move. Typically with a lateral move an employee takes on a different position with the same salary grade and similar level of responsibilities. In addition to retaining employees longer, the real benefit of a lateral move provides new challenges and skill development.



7. Promotions. When executed with the right plan, promoting your employees into a new position is another way to reward great performance, develop skills and increase motivations.



In today's adult world, studies show that when planning for professional development, it is important to consider a variety of approaches. These four approaches will help employees maximize their professional development within the workplace.

- 
- **Workshop/Presentation** fosters acquisition of new skills and knowledge about a topic through direct instruction and participatory activities.
 - **Observation/Feedback** provides practitioners with data and feedback regarding their performance.
 - **Inquiry/Research** requires employees to reflect upon their daily practices in a systematic, intentional manner, over time.
 - **Product/Program Development** engages employees in such processes as curriculum development, program enhancement, and program improvement.



Workshop/ Presentation



Raise awareness among participants regarding new ideas or strategies. Introducing employees to other approaches to professional development and refining skills or for further exploring other concepts.



Practice a new skill introduced in the workshop and choose to follow up with another approach.



Observation/ Feedback



Depending on the skill being observed, the methods of observation will vary. For example, if a leader needs to improve their presentation skills, you will want to make note of their word choice, voice volume and stage presence. If observing change management skills, you will want to review their change plan and observe their ability to manage resistance and effective communication of messaging to others.



This will take some time for the observer to analyze data, give meaning to the information, and develop feedback that is both actionable and value-added. Once observations are completed, employers develop feedback that can be career changing for the employee. It's important that feedback be both candid and thoughtful.

Inquiry/ Research



Ways of gathering and recording information, documenting experiences, and producing a written record.



Recollecting, rethinking, and analyzing classroom events. This may involve instructor journals, essays which include conversations, description, and documentation.



Product/ Program Development



Stimulates reflection, employers identify needs and produce action plans to develop a new training programs or to engage in a program improvement process.



Require employees to reflect upon ways to improve the current program or to make changes to accomplish desired or required goals.



Case Study: Putting into Practice (RYDE)

An experienced Travel Agent in a supervisory role has been recommended to coach newly hired Ryde Reseller Agents but is being known to be extremely rude and arrogant. Although there was resistance to coaching, explorations were agreed upon.

The observation and feedback model/approach is instrumental in both observing behaviors and getting buy-in (Armentrout, 2019). The observation entailed watching the travel agent with customers, during sales and upselling phone conversations and with the staff within the working environment. Although observing with customers is different from how the agent socialized with staff, it revealed behaviors that needed modification.

Case Study: Putting into Practice (RYDE)

The travel agent's interactions with the staff members, and her verbal and non-verbal communication, lacked respect and had negative tones.

Through careful observation, the negativity in both her overt and subtle behaviors was obvious. The playback of what was observed was revealed by the coach, the travel agent gained clarity around the impact of her behaviors. In time, and through additional observations, the agent was able to let go of disrespectful behaviors and begin to practice new ways of interaction.

The powers of observation and feedback are bringing daily consciousness to subtle behaviors that need refining. Through multiple observations, the travel agent was able to gain continuous feedback over time and practice new behaviors that was more respectful to team members (Armentrout, 2019).

Professional Development Options

- Formal training
- On-job training
- Shadowing
- Buddying
- Self-directed study
- Secondment
- Coaching and Mentoring
- Job rotation
- Workshops
- Conferences
- Social learning
- Networking



- **Formal training**

Formal learning is defined by Jacobs (2003) as structured learning that takes place 'off the job' and outside of the working environment which is typically in classroom-based formal educational settings.

- **On-job training**

Jacobs (2003) explains that on the job training (OJT) is the process in which an individual most often a supervisor or team leader passes on job knowledge and skills to another person most times in a job setting



- **Shadowing**

This may be considered under the development description called the position exposure. This helps an employee to experience a “day-in-the-life” of another employee by following that person during his/her workday and learn how the role functions (Hr.cornell.edu, 2017).

- **Buddying**

Buddying represents the description of professional networks and as explained by this is if you are new to your role or are learning a new skill you would consult with your manager to find a buddy. Your manager can help you navigate the new territory you are experiencing and share various formulas for success. Once successful you may be a buddy, provide a shadow opportunity for another employee, or teach a skill to others (Hr.cornell.edu, 2017).



- **Secondment**

Secondment is the opportunity to undertake other jobs of work within one's field of employment and involves release from an employed post on a temporary, usually time-limited basis to work elsewhere. This may be another post within their own organization or elsewhere. A secondment provides a great opportunity to extend and develop skills and knowledge and develop networking skills.

- **Self-directed study**

Jacobs



• Coaching & Mentoring

Coaching is a person-to person process that helps individuals to change their working practices and improve performance at work. The coach will be an acknowledged expert who has the necessary skills to facilitate the required learning.

A mentor is a person who has acknowledged expertise who provides guidance and support to an individual (mentee) to help them achieve their potential. This is achieved through a process of relationship building with the mentee and takes place over a period of time. The purpose of the mentoring process is to enable individuals to recognize their own skills and capabilities and maximize on development opportunities.



- **Job Rotations**

- Job rotation is considered as an effective tool for successful implementation of HR strategy. It is about setting employees at the right place where they can deliver the maximum results. Job rotation helps HR managers determine who can be replaced by whom and create a suitable and beneficial fit.

- **Conferences**

- This is a formal meeting which typically takes place over one or two days and involves organizations and individuals with a shared interest. They are a useful forum to present new ideas and practices and to meet with others from the same field of interest.



- **Social Learning**

- This is a theory of learning and social behavior which proposes that new behaviors can be acquired by observing and imitating others. This way, social learning not just helps learners retain the learning but also helps apply that learning on the job Great alignments for social learnings are;
- Group collaboration projects.
- Group discussions (moderated).
- Coaching or mentoring.



- **Networking**

Networking is the process by which individuals take opportunities to make contacts, share interests, experiences, and exchange ideas. It enables the practitioner to tap into the enormous depth of expertise of peers and acknowledged experts. Sharing experiences is a powerful opportunity for learning which will enhance work and practice.

Benefits of Job Rotation

Helps Managers Explore the Hidden Talent

Helps Individuals Explore Their Interests

Identifies Knowledge, Skills and Attitudes

Motivates Employees to Deal with New Challenges

Increases Satisfaction and Decreases Attrition Rate

Helps Align Competencies with Requirements

DISCUSSION

NEXT CLASS- COME PREPARED TO COMPLETE YOUR
PERSONAL DEVELOPMENT PLAN

Learning styles (Grace, 2001, pp.125-128)

REFERENCES

- Amelia, Manuti & Pastore, Serafina & Scardigno, Anna & Giancaspro, Maria & Morciano, Daniele. (2015). *Formal and informal learning in the workplace: A research review*. International Journal of Training and Development. 19. 10.1111/ijtd.12044.
- Armentrout, J. (2019). *Using an Observation & Feedback Model for Leadership Development - Training Industry*. [online] Training Industry. Available at: <https://trainingindustry.com/magazine/july-aug-2017/using-an-observation-feedback-model-for-leadership-development/> [Accessed 12 Feb. 2019].
- Calpro-online.org. (2019). [online] Available at: <https://www.calpro-online.org/pubs/Approach2.PDF> [Accessed 13 Feb. 2019].
- Hr.cornell.edu. (2017). [online] Available at: https://hr.cornell.edu/sites/default/files/documents/edo_descriptions.pdf [Accessed 14 Feb. 2019].
- Hr.cornell.edu. (2017). [online] Available at: https://hr.cornell.edu/sites/default/files/documents/edo_descriptions.pdf [Accessed 14 Feb. 2019].
- Hscbusiness.hscni.net. (2011). *LEARNING AND DEVELOPMENT POLICY*. [online] Available at: http://www.hscbusiness.hscni.net/pdf/Learning_and_Development.pdf [Accessed 13 Feb. 2019].
- Jacobs, R. (2003). *Structured on-the-job training*. 2nd ed. San Francisco, Calif: Berrett-Koehler, pp.14-16.
- Pandey, A. (2017). *5 Steps To Implement The Social Learning Strategy In Your Corporate Training - eLearning Industry*. [online] eLearning Industry. Available at: <https://elearningindustry.com/implement-the-social-learning-strategy-in-your-corporate-training-5-steps> [Accessed 14 Feb. 2019].
- Pastore, M., Scardigno, S, Giancaspro, A, & Morciano, M. (2015). *Formal and informal learning in the workplace: a research review*. International Journal of Training and Development, 19(1), pp.1-17.
- Ternynck, J. (2019). *7 High-Impact Approaches for Employee Development*. [online] Inc.com. Available at: <https://www.inc.com/jerome-ternynck/7-high-impact-approaches-for-employee-development.html> [Accessed 10 Feb. 2019].