

INTRODUCTION

Employers are increasingly aware of the importance of investing in their staff and often have structures and processes in place to provide opportunities for the training and development of their employees. Managers also need to take personal responsibility for renewing and updating their skills and knowledge throughout their working lives. Personal development is a continuous lifelong process of nurturing, shaping, and improving skills and knowledge to ensure maximum effectiveness and ongoing employability.

This Information Pack, and the various activities within it, will introduce you to principles and practices associated with developing people in the workplace and will enable you to tackle confidently these elements of your management role. The activities and exercises will require you to consider theories and models that align with each topic but, importantly, you will be expected to make parallels with your own experience in the workplace, which will help in ensuring that you can manage and lead your team(s) effectively.

SAMPLE

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures;

Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

Example

The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

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Defining Development

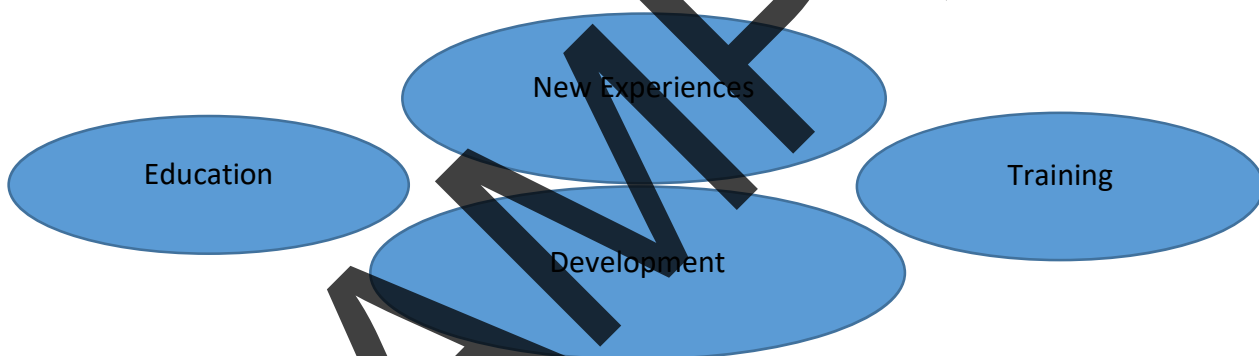
'The act or process of developing; growth; progress: [staff] development'. (Dictionary.com)

Management Development: This process typically includes-

1. Cognitive thinking development, idea generation, and decision-making.
2. Behavioural attitudes and values, choosing what is appropriate.
3. Environmental situations, appropriate management style

Development in an organisational context is a broad process of building potential and tends to focus on developing a person for more senior management roles. This often goes beyond, therefore the immediate requirements of the job in which a person is employed. Experience, education and training often combine to form the basis of an individual's development.

Elements of the development of people



Training

'Organised activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill' (The Business Dictionary)

Training tends to be specific to a job or particular skills. For many activities, such as driving, surgery or playing tennis, performing the activity with feedback helps people to learn and improve. Besides being specific to a particular job, training is also more likely to be a practical endeavour than education; the trainee is often shown a skill then practises it. Training is the practical application of education.

Education

'The wealth of knowledge acquired by an individual after studying particular subject matter or experiencing life lessons that provide an understanding of something' (The Business Dictionary)

Generally, education is classroom based or is undertaken through study of academic literature. Knowledge is developed through theoretical means. Education is unlikely to be as practical as training, but it does help to develop a person's reasoning and critical thinking skills.

Benefits of Development

Question

What are the benefits to both the organisation and to the individual of professional development in the workplace?

Benefits of Training and Development

To the individual:

- Learning new skills.
- Refreshing existing skills.
- Developing enthusiasm to become more effective at work.
- Overcoming problems and discovering better ways of doing things.
- Enhancing prospects for progression.
- Sustaining of motivation and satisfaction gained from recognition and achievement in training and development.

To the organisation:

- Enhanced efficiency and effectiveness.
- Maintenance of skill levels.
- Increased revenues through application of knowledge and skills.
- Improved commitment to the organisation. o Having people suitable for promotion (often called 'succession planning'- preparing people with potential for advancement).
- Increasing capacity for greater output.
- Improved retention - staff remaining with the organisation.
- Improved image of the organisation, making it easier to attract to new talent. o Greater possibilities through application of new technologies and methods.