

Trimester Workbook

How do I excel at growing my people?

Summer 2019

Introduction

This workbook serves as the notes for Trimester 2 of the Level 7 Manager Development on Growing People.

There are six webinars and a workbook page is devoted to each.

Webinar 1: Introduction - basic concepts of human development

Webinar 2: Making the business case for investment in people

Webinar 3: Understanding what makes many people 'developable'.

Webinar 4: The processes of development, talent management and succession

Webinar 5: Planning and implementing organisational up-skilling

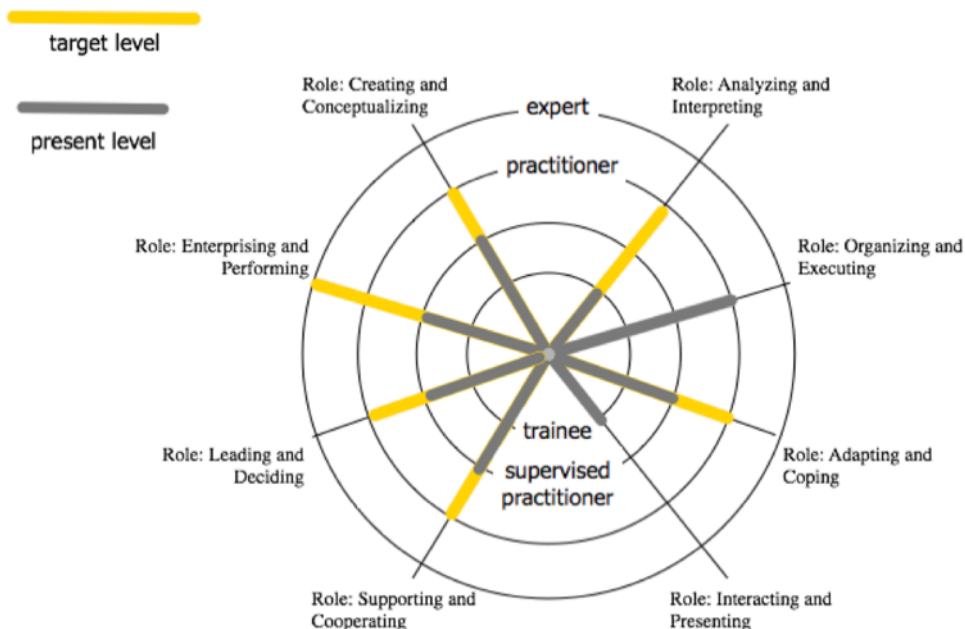
Webinar 6: Determining the right developmental tool for each person and goal

There is then a closing workshop during which online and local participants will discuss the issues that the webinars have raised.

Growing people

Growing people involves a single central idea - that people can undertake developmental activities (or interventions) that will cause growth of their skills, knowledge, abilities and other personal characteristics. The idea extends also to changes in behaviour.

The idea assumes a planned activity that first identifies the characteristic to be improved. This planning then assesses present ability level (shown grey below) and speculates on some future desirable ability (shown yellow below) that will benefit the business. The gap between present and future then determines the developmental activities needed to achieve the future characteristics. It only remains to determine the interventions needed to cause the change.



Those skills, knowledge, abilities and other characteristics that enable a person to do a job are referred to collectively as competencies.

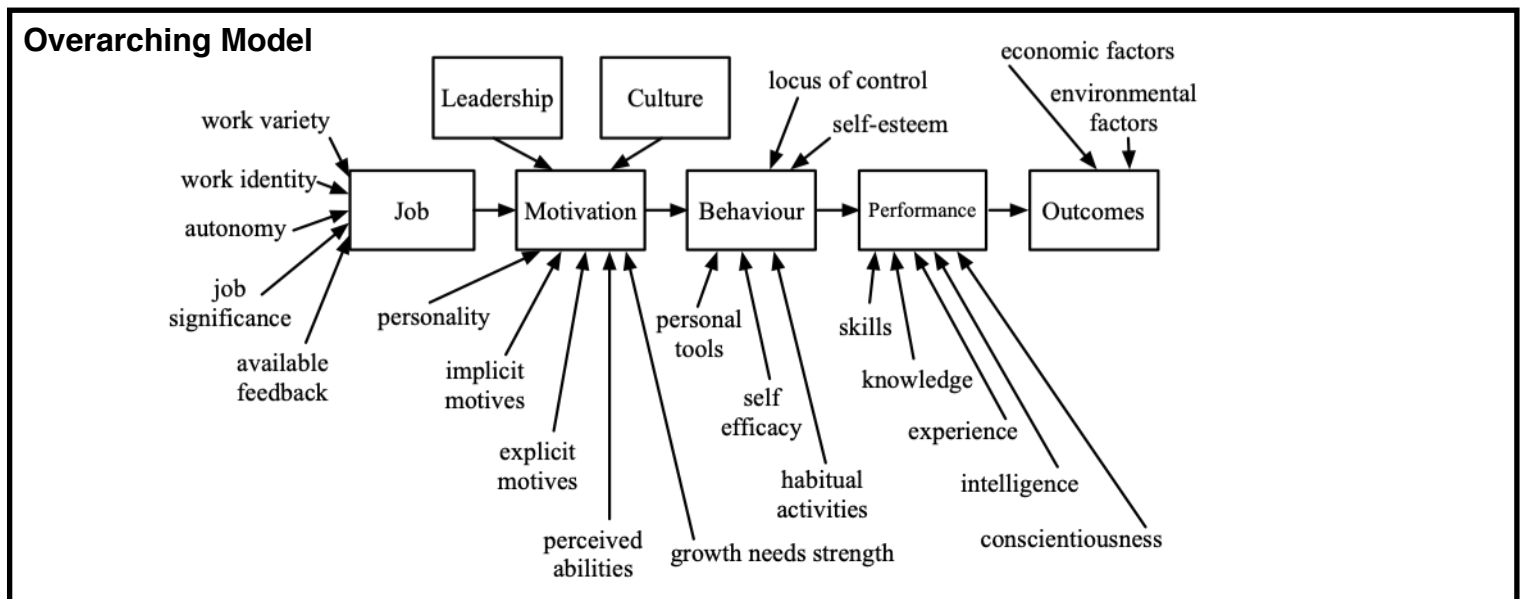
The adjacent shows eight competencies to be held by an employee.

Four possible competency levels are shown: trainee, supervised practitioner, practitioner and expert. For more on competency levels see our tool at <https://timelesstime.co.uk/tools/grow-your-people>.

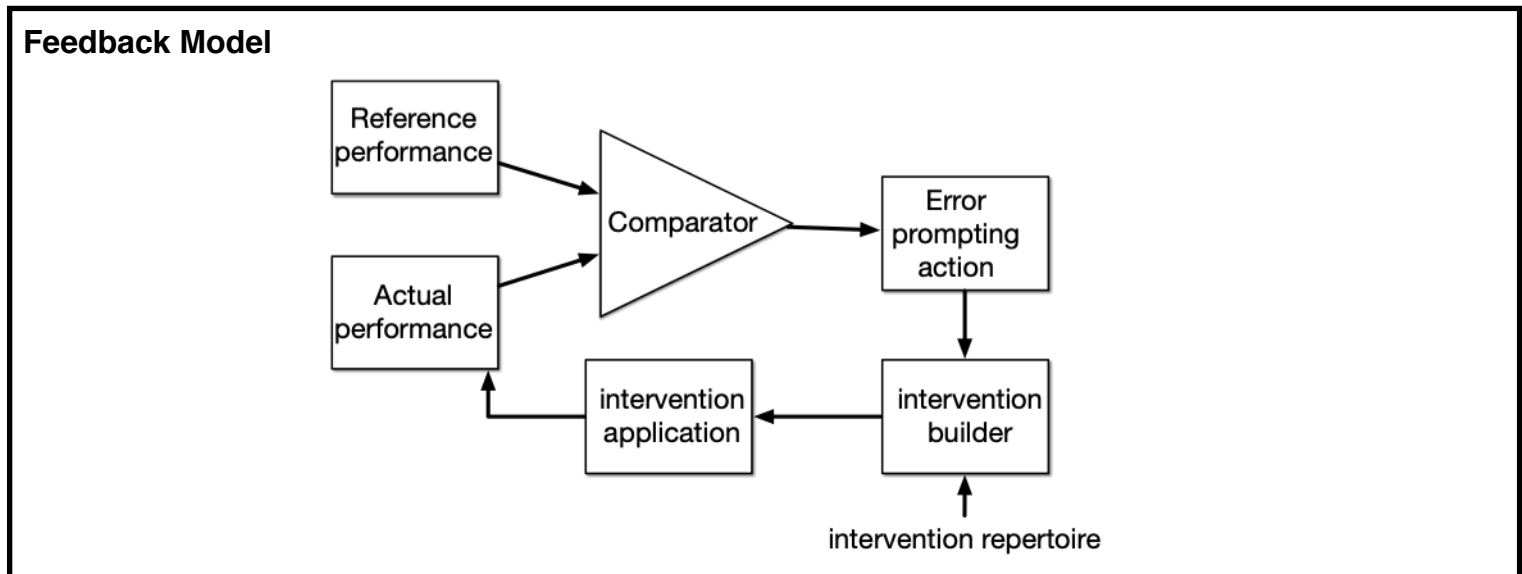
The eight competencies show are known as the Great 8. Bartram asserted that all competencies in all jobs could be distilled to this set of 8. See <https://timelesstime.co.uk/knowledgebase/the-role-of-competency-in-staff-development-for-more>.

Whilst it all sounds simple, it isn't. Development should be planned. This trimester discusses how this planning might be done.

Webinar 1: Introduction - basic concepts of human development



- ### What helps people learn?
- intelligence
 - abstract reasoning
 - verbal reasoning
 - numerical reasoning
 - growth needs strength
 - self efficacy
 - personality
 - openness to new ideas
 - preferences
 - realistic
 - investigative
 - artistic
 - social
 - enterprising
 - conventional



Webinar 2: Making the business case

Competitive Advantage

Competitive advantage is the state where a firm enjoys lower costs than its competitors or enjoys some product or service differentiation such that it sells more than its competitors.

Sources of competitive advantage

- productivity
- effectiveness
- innovation
- quality
- service
- price
- market reach

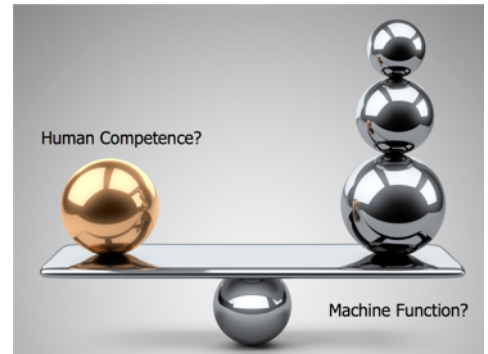


Developing Business Strategy

Cost minimiser
Technology maximiser
Effectiveness maximiser

Business strategy will determine the requirement to grow people.

Change can be fast or slow. Need a strategy to deal with this.



Common Drivers for L&D



Some benefits of investing in L&D

- productivity rises
- scope of business rises
- turnover rises
- costs fall

What might the benefits be for your firm?

Some consequences of not investing in L&D

- good people will leave
- poorer performers will stay
- lack of motivation
- lack of job engagement

What might the consequences be for your firm?

Further reading:

<https://timelesstime.co.uk/knowledgebase/competitive-advantage-through-people>

<https://timelesstime.co.uk/landing/using-the-right-technology>

<https://timelesstime.co.uk/knowledgebase/staff-career-management-what-role-for-managers>

<https://timelesstime.co.uk/knowledgebase/knowledge-management-and-competence>

Webinar 3: What makes people developable?

To understand why some people are developable and others less so, we need to look at why humans are wired to strive throughout their life for happiness and success.

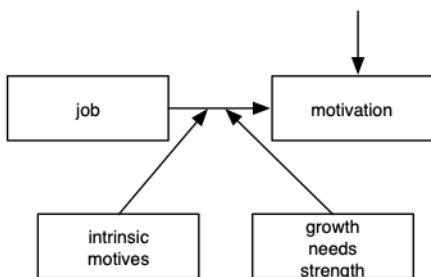
Happiness tends to be found through having a tendency to seek personal growth. Success tends to be found through a tendency to seek personal success and social level achievements. There's much written on both.

Drivers for growth and success exist in each person to some degree or other. In some, those implicit motives are strong. In others they are less so - and in others they are very weak.

The drive to grow is expressed as a person's growth need strength (GNS).

GNS is socially constructed and managers can foster GNS in the cultures they create.

Training and development aims to improve a person's individual differences in line with business needs.



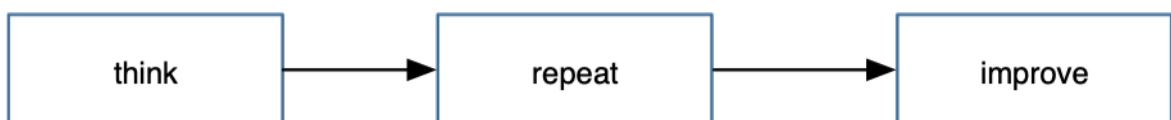
The greatest motivator a person has is the job they do. GNS acts to mediate the possible beneficial effects existing between the job someone does and their motivation to put in effort and ultimately cause performance.

If a person has low GNS, they won't be motivated to strive for personal growth. They won't seek out and embrace job-related growth opportunities. As a result they won't grow. As a result their performance will be lower than someone seeking growth.

A manager's task in achieving growth is to create a high-GNS company culture.

How people learn

- by rote
- socially
- by trial and error/rehearsal and practice
- through understanding/cognition
- exercising models
- by following example



Further reading:

<https://timelesstime.co.uk/knowledgebase/why-some-people-are-developable-and-others-not>

<https://timelesstime.co.uk/knowledgebase/the-role-of-competency-in-staff-development>

<https://timelesstime.co.uk/knowledgebase/a-calling-or-just-a-job-finding-staff-with-more-than-an-interest>

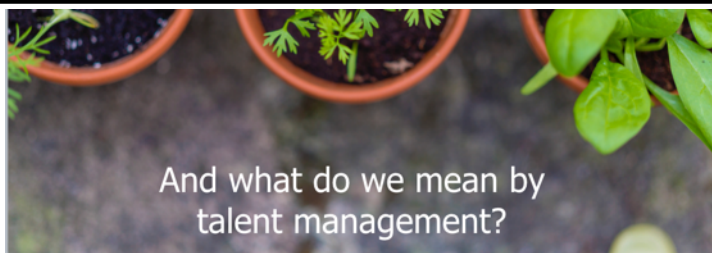
<https://timelesstime.co.uk/knowledgebase/select-apprentices-for-their-career-decisiveness>

Webinar 4: Managing succession and talent

What do we mean by talent?

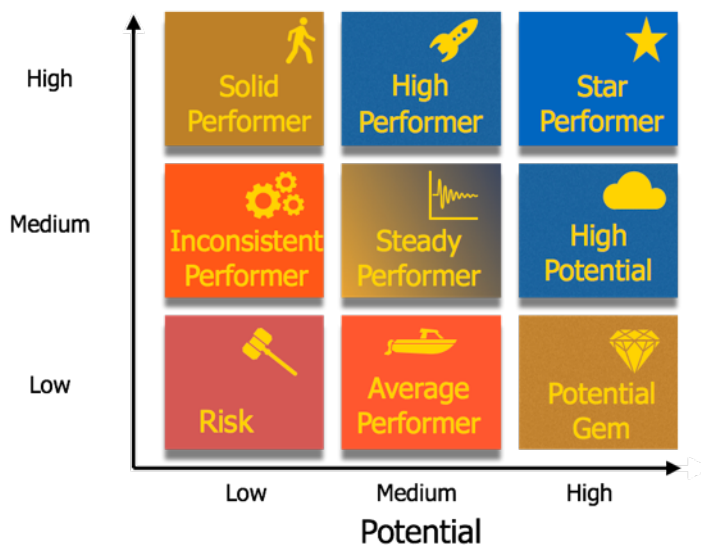


And what do we mean by talent management?

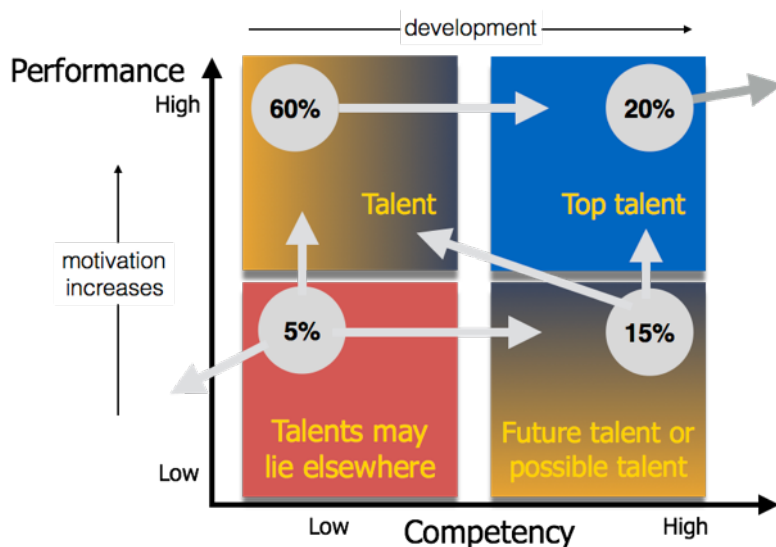


GE 9-box Talent Management Matrix

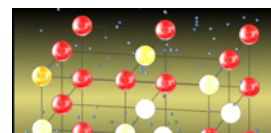
Performance



CIPD 4-box Talent Management Matrix



Talent Management is: getting the right people in the right jobs, always.



What can you do in your organisation to facilitate talent management and succession planning?

- Identify core competencies needed
- check what needs to change - TNA
- consolidate current resources, cheaper than recruiting
- model who is developable
- consider options to develop
- review what competitors are doing

Further reading:

<https://timelesstime.co.uk/knowledgebase/why-some-people-are-developable-and-others-not>

<https://timelesstime.co.uk/knowledgebase/solutions-for-career-management-in-SMEs>

<https://www.youtube.com/watch?v=mkCxetAbMD0>

Webinar 5: Developing everyone

It starts with what each person is to be able to do



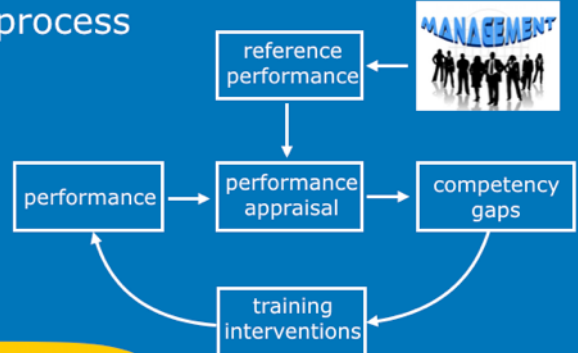
psychology arguments



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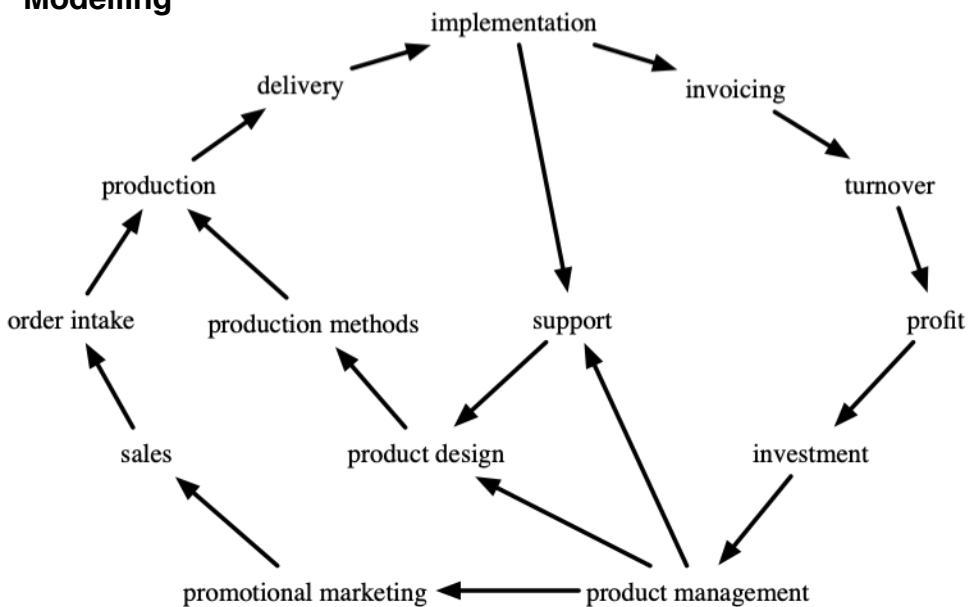
process



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Modelling



Competency Central



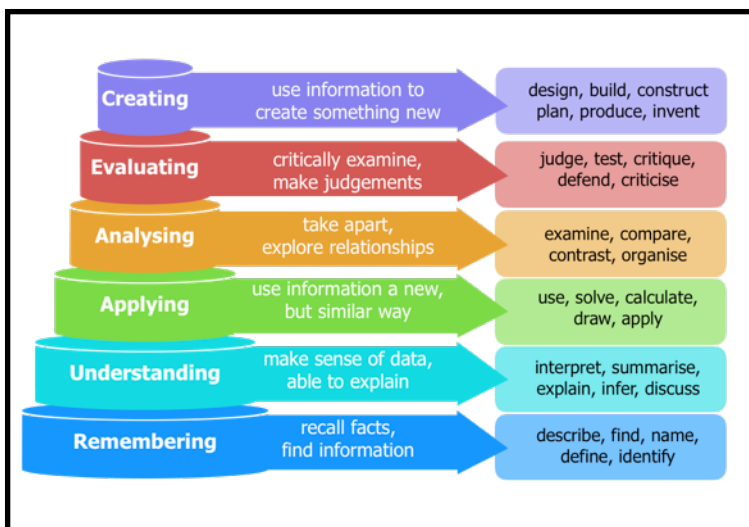
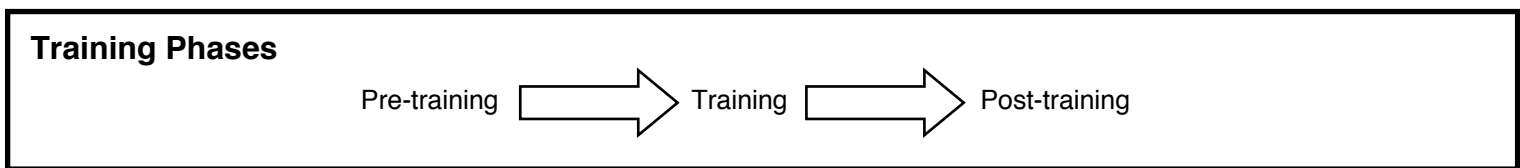
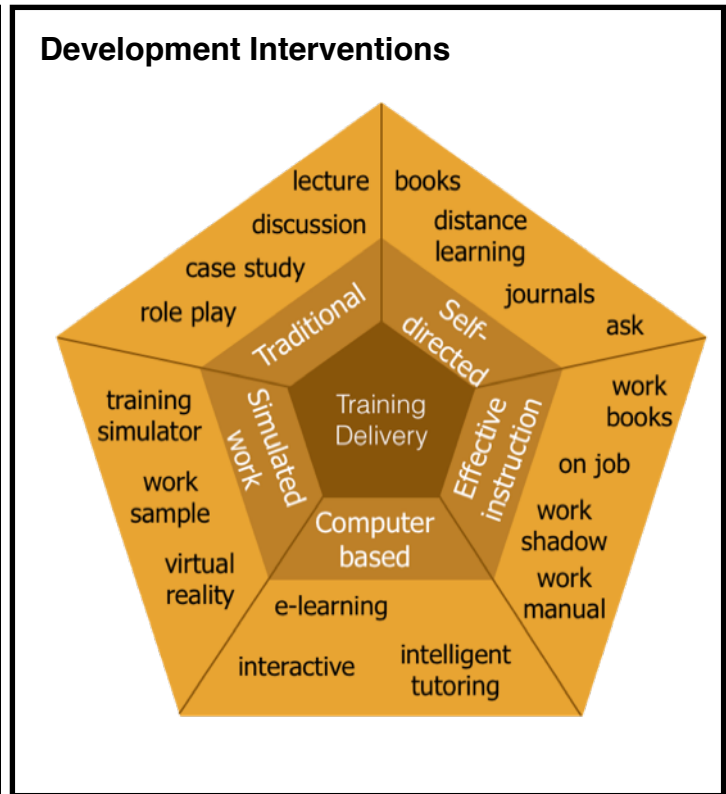
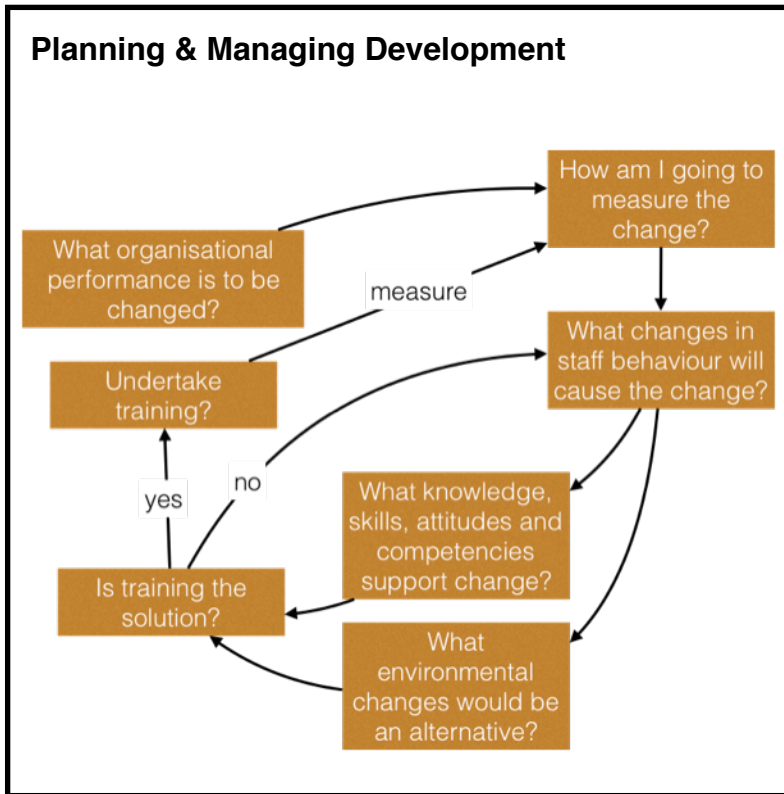
Further reading:

<https://timelesstime.co.uk/knowledgebase/up-skilling-the-firm-to-match-change-in-customer-needs>

<https://timelesstime.co.uk/knowledgebase/energy-and-process-two-keys-to-successful-staff-development>

<https://timelesstime.co.uk/knowledgebase/staff-career-management-what-role-for-managers>

Webinar 6: Determining the right development tool



Training Evaluation

Business Impact	What measurable organisation benefits resulted from training, e.g. productivity, efficient, sales revenue?
Behavioural Change	To what extent did trainees change behaviour in workplace as a result of training?
Learning	To what extent did the trainees improve knowledge and skills and change attitudes?
Reaction	To what extent did the trainees find the training useful and challenging?

Further reading:
<https://timelesstime.co.uk/knowledgebase/training-effectiveness>
<https://timelesstime.co.uk/knowledgebase/importance-of-training-transfer>

Talent Management (TimelessTime YouTube video) <https://www.youtube.com/watch?v=mkCxetAbMD0&t=1s>

Because your people are important

Managing people is complex.

We know. We've managed firms and led teams for many years in organisations in the UK and worldwide.

We'll help managers hire their people - taking any or all aspects of the search, selection and on-boarding processes.

We'll help them manage their people day to day - taking on any aspect of organisational development and performance management.

And we'll help them develop their people - taking on mentoring, coaching and training as needed to ensure competency and behaviour growth.

Our aim is to optimise the contribution that people make to our clients' firms.



About TimelessTime

TimelessTime is a management consulting firm specialising in strategy development, human resource management and organisational development.

We provide practical, detailed support to managers in every aspect of people-management.

We have possibly the best qualified and most experienced consultants of all. Check us out at <https://timelesstime.co.uk/about>.

TimelessTime works across the United Kingdom and abroad for UK organisations. We work too for foreign firms starting and running subsidiaries or branch offices in the UK.

All initial meetings are free of charge. No job is too small; no job too large. TimelessTime works with managers, taking on as much or as little of any job to help complete necessary tasks. TimelessTime consultants aim to transfer knowledge at every stage.



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