

## **TRAINING AND DEVELOPMENT**

### **Manager Learning Development Program**

### **Personal Association Learning (P.A.L.)**

### **Staff Support Services - Employee Counseling, Management Referrals**

**Thank you for the opportunity to discuss relevant learning requirements for managers in the organization and the importance of providing invaluable counseling support services for staff.**

**As per your request, I am submitting a working proposal that will outline the benefits your designated managers and staff will receive in an *On-Site Manager Learning Development Program*. The core function of the program will incorporate your Guiding Principles with an emphasis on “learning and people focused skills”.**

**Integrity, Teamwork, Recognition, Innovation, Continuous Growth and People Focus are all learning concepts that can be realized and attained if appropriate follow-up based on experiential understanding and guidance is provided. Manager Learning Development means that any productive change in behavior will be the result of positive interactive guidance/coaching. When learning is taken out of the experiential process the manager and organization ceases to be effective and growth potential is diminished.**

**The questions I repeatedly ask managers: What are you learning and are you transferring the knowledge/experience into constructive solutions that will enable you to be a more successful leader? Are you satisfied with your results? What can you do to improve the working environment?**

**If the answer is unclear, then I assume that either the manager responsible for the group’s over all contributions and wellbeing are not being recognized and met accordingly and that possibly the manager is not engaging new learning potential to change his/her own behavior. The result – personal and professional growth becomes stagnate, people focus skills are hampered and leadership is diminished.**

**As the *Learning Coach for Personal and Professional Manager Growth*, I guide and review each designated employee through an enriching strategy that is tailored to meet the strengths of the individual. Consulting firms offer the information, but unless it is implemented with interest and direct follow-through the experience is meaningless and the learning desired does not take place. In other words, the company's training investment is superfluous and managers and staff do not change their behavior patterns.**

**As we discussed in our meeting, the above service does not replace training, but is an added value service incorporated to ensure continuous growth. In addition, the manager's learning program will reduce future training costs, lost man-hours due to work related/personal stress will be minimized and the principle of integrity will not be compromised. Managers will learn to change unproductive patterns by actively seeking innovative solutions.**

**Potentially, every employee in the organization would be part of the newly incorporated *Personal Association Learning Service*. To begin, as we discussed in our meeting, it would be more appropriate at this stage to design a learning program for a select group of managers. Ideally, it would be a great opportunity to work with each of the managers that you presently have on board.**

**Once the program is implemented, consistency and reliability is paramount to the success of the program. Trust and genuine support takes time in solidifying the efficacy of the services. There will be issues presented by managers that are personal and private, but have direct impact on performance and motivation levels. Therefore, confidentiality is of great importance in the learning/behavior change development process. You might agree with me, this is another example of how training consultants only derive minimal results from intermittent presentations of module systems – it does not reach the core of personal and professional learning and behavior change. Of course, there are other aspects that play an important part in understanding the process of behavior change and delivery - namely culture, language and education. Part of the relationship building structure between the coach and manager will address these topics.**

**Learning and professional enrichment are associations that provide meaningful and rewarding relationships. The goals and objectives of the *Learning Coach for Personal and Professional Growth* encourages direct one-on-one acknowledgement of the individual's performance. In turn, the Guiding Principles are fully implemented and the mission emphatically states – “We care and our employees' wellbeing and professional growth are important to the success of your organization”.**

## **CORE ACTIVITIES:**

### **Learning Coach for Personal & Professional Manager Growth**

#### **Personal Association Learning (P.A.L.)**

**I. Introduction – Organizations are “learning centers” directed by managers who provide pro-active stimulus whereby staff are challenged to meet the standards of the company’s mission. Managers learn to recognize their personal strengths by participating in open communication sessions with the Learning Coach. This process is based on building mutual support respecting individual differences and personal skill development. The name of this service is called Personal Association Learning.**

**Personal and professional growth occurs when experiences change behavior patterns that are meaningful, innovative and creative. The organization evolves by the energy put forward from its leaders. The personality of an organization is measured by the performance and motivation characteristics of its staff. Therefore, the direct measure of a manager’s success is demonstrated in the behavior of his/her staff. It is the manager’s responsibility to understand his/her staff both on a personal and professional level.**

**Essentially, employees are not driven by rewards alone; they seek timely acknowledgement and verbal praise. In a learning situation it is deemed an invaluable experience that enhances working relationships.**

#### **People Focused is Personal Association Learning:**

**Managers will be asked to participate in Personal Association Learning strategy sessions with their learning coach to review their departmental goals and objectives and discuss his/her staff performance levels. In addition to this, the manager will present/discuss his/her fundamental program in how he/she attains mission results.**

**The questions often asked in session: What new innovative principles are you applying and does your staff understand what is being asked of them. Are you, as a manager, learning from your experiences? Is the staff learning new information that will help them in fulfilling their tasks? How often is it reviewed? What are the procedures?**

**Association Learning provides improved personal and professional reward by making the manager more aware of his/her:**

**Self-awareness skills that enable personal observation and recognizing feelings and emotional reactions in work related situations**

**Personal decision making allows you to examine your actions and the consequences of what is said and improve problem solving**

**Handling stress and valuing the importance of techniques/exercise to redirect tension, coping -skills and impulse control**

**Communication is being an effective listener and providing appropriate feedback, taking time to fully understand what is being said to you without becoming impatient and improve interpersonal effectiveness**

**Self-disclosure opens the opportunity to build trust and value openness**

**Assertiveness without demonstrating anger, passivity, stating concerns with mutual respect**

**Group dynamics is cooperation based on knowing when to lead and when to follow by respecting differences and build upon everyone's strengths**

**II. Personal Association Learning: Manager – Learning Coach Sessions**

**Establish relationship with each manager and open channel for confidential communication process.**

**Discuss issues that pertain to learning, personal/professional growth, manager responsibilities and goals of department.**

**Outline goals and strategies to be addressed during P.A.L. sessions.**

**Open – Door Policy: Special employee/manager counseling sessions may be arranged by manager for staff member that may require special counseling.**

### **III. Accountability: Regular Assessment Up-Dates - Director/Training Manager**

**The Learning Coach will work directly with the Training Directors in providing detailed activity reports. The learning coach observes, evaluates and guides the managers in achieving their personal/professional development skills through strategy sessions. Progress development will be ascertained by the changes in behavior and performance/motivation levels of the staff.**

**In conclusion, Personal Learning Association – Learning Coach for Personal & Professional Manager Growth will improve long-term organizational effectiveness. The added value service will incorporate the Guiding Principles and enable managers to become genuinely innovative in learning more about themselves and how to become emotionally more intelligent in working with people from diverse cultures and countries.**

**Thank you very much for the opportunity to enrich our industry. I look forward to the next opportunity to discuss the options I have presented.**

**Sincerely,**

**David Gwodzik, Counseling Psychologist – HR/Training  
Personal Association Learning**

**[www.global-expat-counseling.com](http://www.global-expat-counseling.com)**

**Berlin, Germany**

**Tel: 0176 2410 5597**

