

Professional Value

BMGM5005

Week 6: Learning & Development

Ben Chong

k.chong@uwtsd.ac.uk

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What have we done last week?

1. Quality Standard
2. Quality Culture
3. Quality Management Tools



Learning & Development

Do you consider learning opportunities?

YES / NO

What is learning and development?



Learning

“Changed or new behaviour resulting from new or reinterpreted knowledge that has been derived from an external or internal experience”

(Torrington & Hall, 2005 p. 385)

How do you make a cup of tea?



Do you know how to make a cup of tea
without Training and learning ?

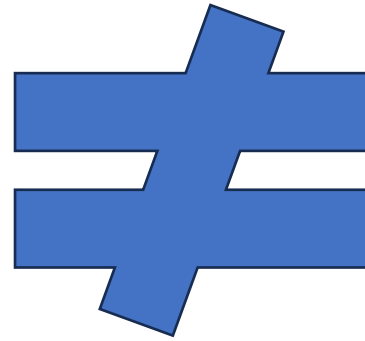
Training helps facilitate employees ' learning job-related knowledge, skills and behavior.

Differences between Training and Development?

- Training (Organisation's goals?)
 - Short term and job specific
 - Legal compliance
 - Cost to employer
- Development (Employee's goals?)
 - Longer term
 - Wider remit- 'the learning organisation'
 - Investment by employer



Training



Development

The Purpose of Training Needs Analysis

- Equip its employees with the skills and knowledge they need to perform in their role
- Skill gaps
- Create training and development plan
- Increases the likelihood of ROI in training



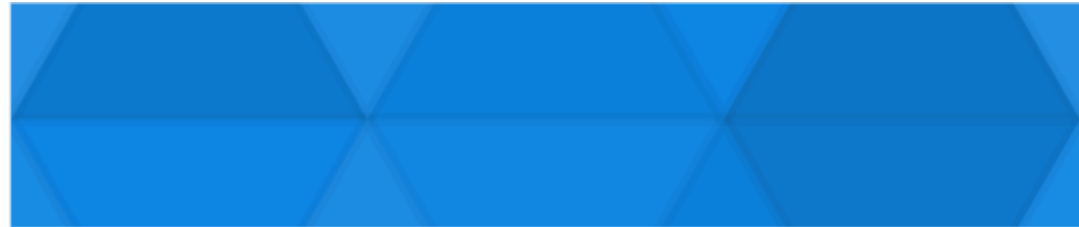
Types of Training

- Internal training
- External training
- On-the-job training
- Off-the-job training
- Mentoring
- Coaching

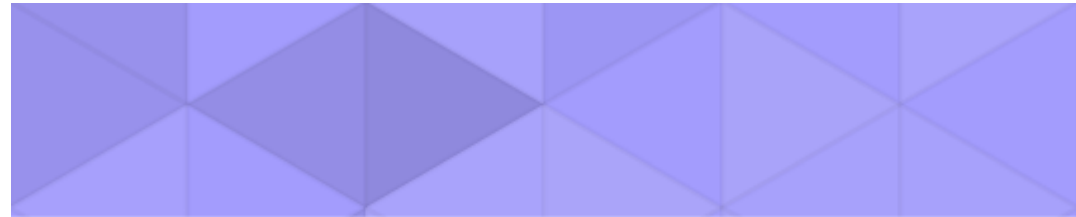


Internal Training

- E-learning
- In-house HR
- In-house Manager



Library Infoskills



Information Security Awareness Training

Internal Training

- The most cost-effective solution
- Narrow perspective and may not meet industry standards
- Not valued

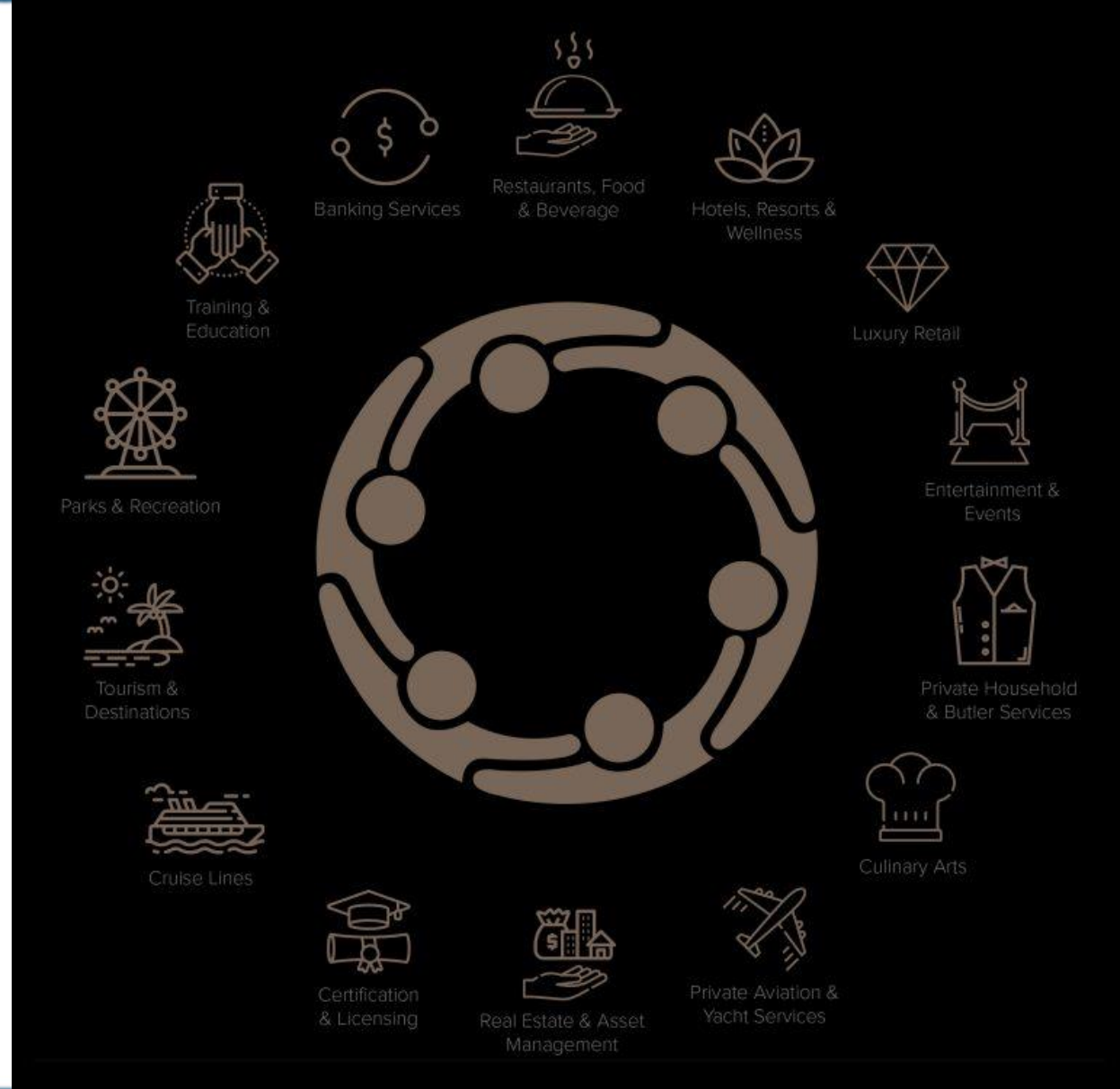


External Training

- Private training providers, college, or a commercial training centre
- Delivered by a qualified trainer to industry with formal qualification or certification



- Often be generic and not specific to the business' needs
- Cost consuming



On the Job Training

Equipment, Machinery, Operation

- How to process a sale on the till systems
- How to visually merchandise on the shop floor
- How to receive a delivery in the warehouse

✓ First-hand experience

✓ Specific to the employees' role

✓ Delivered by any time

❖ Workplace distractions

❖ Employees not willing to train others

❖ Poor standard or bad habits can be taught



Off the Job Training

Off-the-job training occurs when an employee receives training away from their usual workspace

- ❖ more theoretical
- ❖ Health and safety threat
- ❖ Simulator



Mentoring

A 'mentor' is essentially an experienced and competent individual who acts as a trusted advisor and supports their 'mentee'.

- Very effective method of acclimatising an employee into a new role
- Build positive working relationships
- Most mentees are commonly motivated to improve and gain their mentors approval



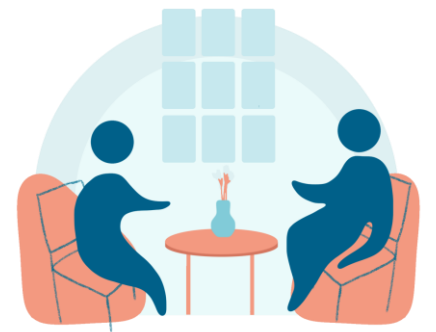
❖ *Selected mentor may not want to be involved*

❖ *Demotivate or even leave the business*

Coaching

Coaching is a process that aims to improve performance and focuses on the 'here and now' rather than on the distant past or future

- Identifying and prioritising goals
- Provide a fresh perspective about the business and its current position in relation to skills requirements and training needs
- ❖ Requires a lot of time and patience
- ❖ A two-way process



Difference between Coaching & Mentoring

Learning Method:	Coaching	Mentoring	Counselling
The Question:	How?	What?	Why?
The Focus:	The present	The future	The past
Aim:	Improving skills	Developing and committing to learning goals	Overcoming psychological barriers
Objective:	Raising competence	Opening horizons	Building self-understanding

Based on the work of: Clutterbuck, D. & Schneider, S. (1998)



Learning Style

Activity - Honey and Mumford Questionnaire



- Complete the questionnaire found in Moodle Page or Scan the QR Code
- [Free Online Mumford and Honey Learning Styles Questionnaire \(mint-hr.com\)](https://mint-hr.com)



When you have completed the questionnaire press **SUBMIT**

The highest score is your learning type – e.g a Reflector

Learning Styles

Learning Style	Attributes	Activities
Activist	• Learn by doing, and happy to jump in • Enjoy the challenge of new experiences, without bias • Often guilty of acting before they think • Do not learn well from teaching, theory, reading or analysing data	• Puzzles • Competitions • Role-play • Brainstorming • Problem-solving
Theorist	• Like to understand the theory behind actions • Enjoy models, concepts and facts • Analyse and synthesise testable hypotheses • Not suited to learning without instruction • Not good in situations that involve 'feelings' or when objectives or instructions are ambiguous	• Models • Statistics • Stories • Quotes • Applying theories

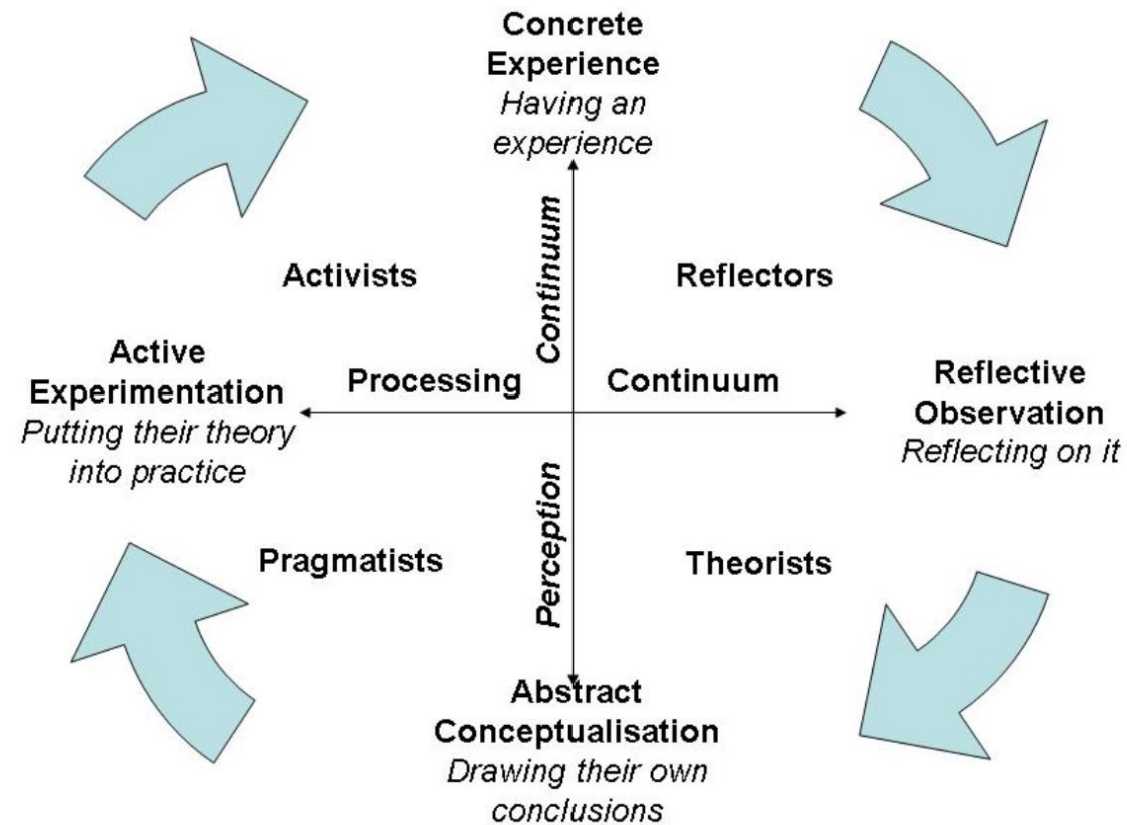
Pragmatist

- Need to be able to see how they apply their learning to the real world
 - Abstract concepts are useless if they cannot see how it is applicable
 - Enjoy trying new theories and techniques
 - Do not happily engage when objectives and instructions are unclear, or when it is heavy in theory
- Thinking about how to apply theories to reality
 - Case studies
 - Problem-solving
 - Discussion

Reflector

- Learn through observation and reflecting on results
 - Prefer to watch from the sidelines
 - Take information in from multiple perspectives and work to a conclusion
 - Reflectors are not good at leading activities or being rushed, with no preparation
- Observing activities
 - Feedback from others
 - Coaching
 - Interviews
 - Paired discussions

Honey and Mumford



Millennials in the Workplace





Dr. [Name]
[Title]

Dr. [Name]
[Title]

Dr. [Name]
[Title]

Dr. [Name]
[Title]



University of California, San Diego



Leadership Style

The 7 Types of Leadership Styles

- Autocratic
- Democratic/ Participative
- Paternalistic
- Laissez-faire
- Transactional
- Transformational
- Charismatic



Autocratic

- Top-down approach and Hierarchy
- Expect all of the employees to comply without question
- Employees' opinions are not valued
- Effective but short term solution
- Demotivated



Democratic/ Participative

- Employees' opinions are valued and involved in decision making process but **the manager has final say**
- Increased morale and performance levels
- Inspire employees growth
- Longer decision making process
- Employees may demotivated if their opinions are not adopted



Paternalistic

- Family unit
- Manager acts as the head of the family
- Value and truly care for their employees
- Obedience, high performance levels, and loyalty
- Closely linked to the autocratic style
- over-reliant on the manager



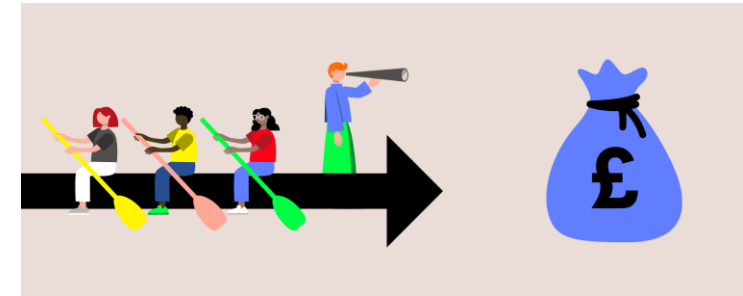
Laissez-faire

- Employees with freedom and autonomy to make decisions
- Employees should be vastly experienced and capable in their role
- Manager is accountable for any mistakes or any failure
- Very quick decision-making process
- Encourage innovation
- The employees may get lost or loss control



Transactional

- Simply follow the organisations process and systems by dictating and assigning tasks
- Employees are expected to follow the command of the leader and are monitored carefully
- Motivated by reward and the fear of punishment



Transformational

- Focus on and prioritises the team need rather than personal need
- Organisations objectives and behaviour
- Build commitment
- Tends to support and motivate employees to achieve organizations' objectives
- Reward by achievement



Charismatic

- Very confident and charm
- Excellent communication skills
- Most unpredictable styles of management
- Highly productive and innovative
- May misinterpret the way messages are portrayed







Activity – Discussion

Which style you prefer? Why?



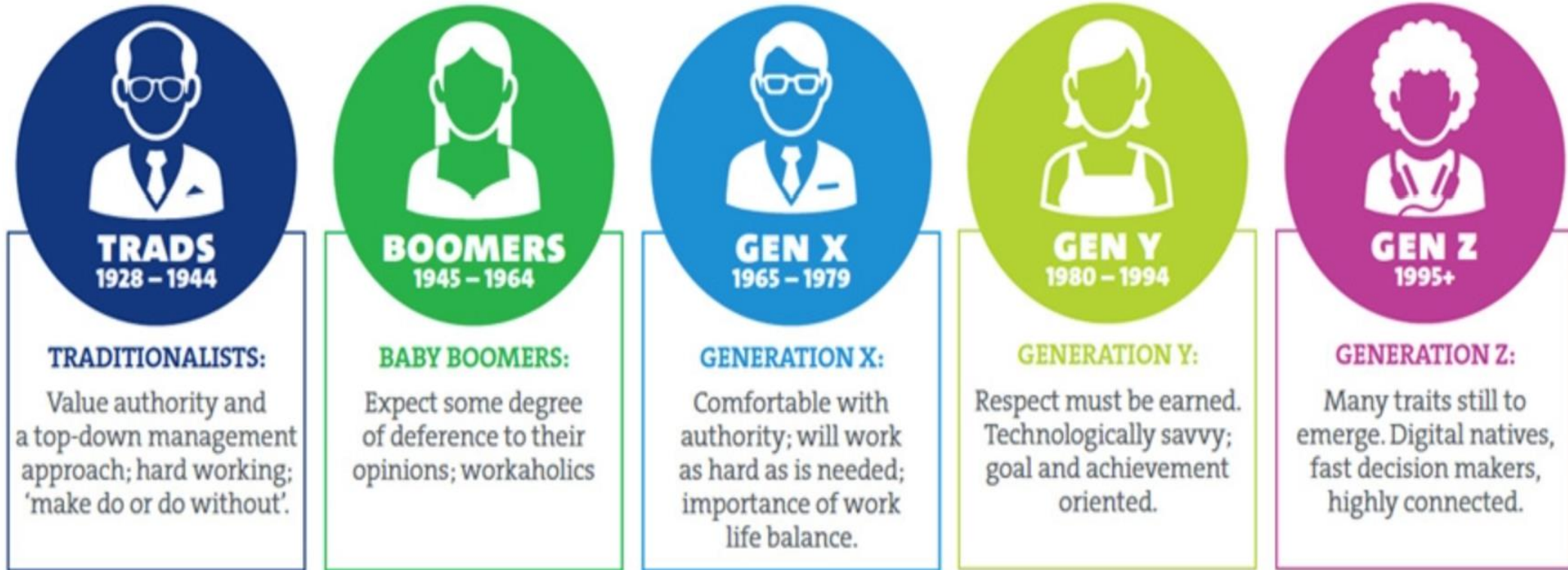
Generation



How do generations impact HR?

SO WHO ARE THE DIFFERENT GENERATIONS?

Here is how they are often grouped:



Generation Zs

Table 3: Summary of Characteristics and Preferences of Gen Z

3a. Characteristics of Gen Z

- | | |
|--------------------------------|------------------------------|
| ▪ Entrepreneurship orientation | ▪ Gratification towards life |
| ▪ Grit | ▪ Confident |
| ▪ Loyal | ▪ Innovative |
| ▪ Committed | ▪ Willing to work hard |
| ▪ Tech-savvy | ▪ Creative |
| ▪ Motivated to strive hard | |

(Ganguli, R., et al. 2022)

Generation Zs

3b. Preferences of Gen Z

a. Type of Work/Setting

- Purposeful, appealing and thrilling job
- Prestigious jobs providing higher status
- Prefer to work in a group
- Flexi work time
- Innovative atmosphere
- Inspiring projects
- Open office

c. Benefits

- Pay and Perks minded
- Generous pay
- Well-being and peripheral benefits
- Monetary security
- Intrinsic rewards

b. Workplace Relationship

- Cordial relations with colleagues
- Positive interpersonal relationship
- Positive work atmosphere
- Stability and job security
- Feeling of respect
- Good team environment
- Cooperative colleagues
- Ease of information exchange
- Prefers face-to-face connect

d. Managerial Relationship

- Looks for mentor
 - Respects professional managers
 - Understanding and compassionate manager
 - Inspiring
- ### e. Learning and Development
- Delightful onboarding experience
 - Professional induction
 - Seeks continuous good training
 - Interesting career paths
 - Continuous feedback

(Ganguli, R., et al. 2022)

Generation Z is reshaping the workforce

ACNBC

SUS

SLAY

VIBE

VOW-key

BOOMER

Next Week...

- Legal and Ethnical Concern



List of Reference



I look forward to seeing you next week.

If you have any questions in the meantime, please send an email from your student account to k.chong@uwtsd.ac.uk

Thank
you!

