



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Learning and Development

HUMAN RESOURCE MANAGEMENT

VI
group



Nestlé

Meet our Team

“Train people well enough so they can leave. Treat them well enough, so they don’t want to.” — Sir Richard Branson

Ludmila Otgon/1906085 - Purpose of a learning and development in HRM

Elsa Almeida/1906940 - Learning and development strategies

Renaldin Terrance Raju /2213527 - Models of Learning and Development

Maura De Sousa/ 1815905-Methods of learning in HR and IHRM



**HUMAN RESOURCES
MANAGEMENT**



Nestle Background

A systematic demonstration of current issues in Human Resource Management. To operate effectively and implement appropriate, efficient, practical policies and procedures to support and meet Nestle's strategic aims.

Henri Nestle founded Nestle in 1866, the basis being condensed milk for babies.

The company began diversity in the early 1900 and bought chocolate rights that would eventually result in products under the Peter, Kohler, Nestlé, and Cailler brand(Britannica, 2018).



Why L&D at Nestle?

“Leaders create and drive the overall company vision so effectively that it becomes a shared vision(Castrillon,2021).”

Nestle is a big company with more than 276,000 employees which 30,000 are leaders.

Unfortunately, many people don't transition well—sixty per cent struggle within their first 12-18 months, and that number is staggering. It's a highly stressful time(Kruse,2021).

So the company must create a journey that supports employees' evolution from individual workers to first-time leaders.

Aim and Objectives

Aim

The aim of this presentation is to create a journey that supports employees' evolution from individual workers to first-time leaders to reduce the time of transition from 12-18 months to 8-9 months.



Objectives

- To develop a personalized L&D journey for the first-time leader to prove the value to the organization.
- Success engagement - to reduce the transition period from 18 months to 8 months.
- To deliver upon the strategic aims of the organization
- To manage effectively and suitable policies and procedures in HRM and IHRM

Understanding Learning and Development?

"Education is the most powerful weapon which you can use to change the world." – Nelson Mandela

Learning is a self-directed, work-based approach that expands employees' potential (Hayden, 2021).

Development implies a longer-term or more general process – acquiring skills or knowledge(Hayden,2021).



Current issue in HRM and IHRM at Nestle

SWOT Analyses

Strengths

- Technology Implementation.
- Compensation Packaging - according to the Compensation report (2020), Nestle paid 50% in cash and 50% in Nestlé S.A. shares for their employees.
- Cooperation -between the HR department and employees

Weakness

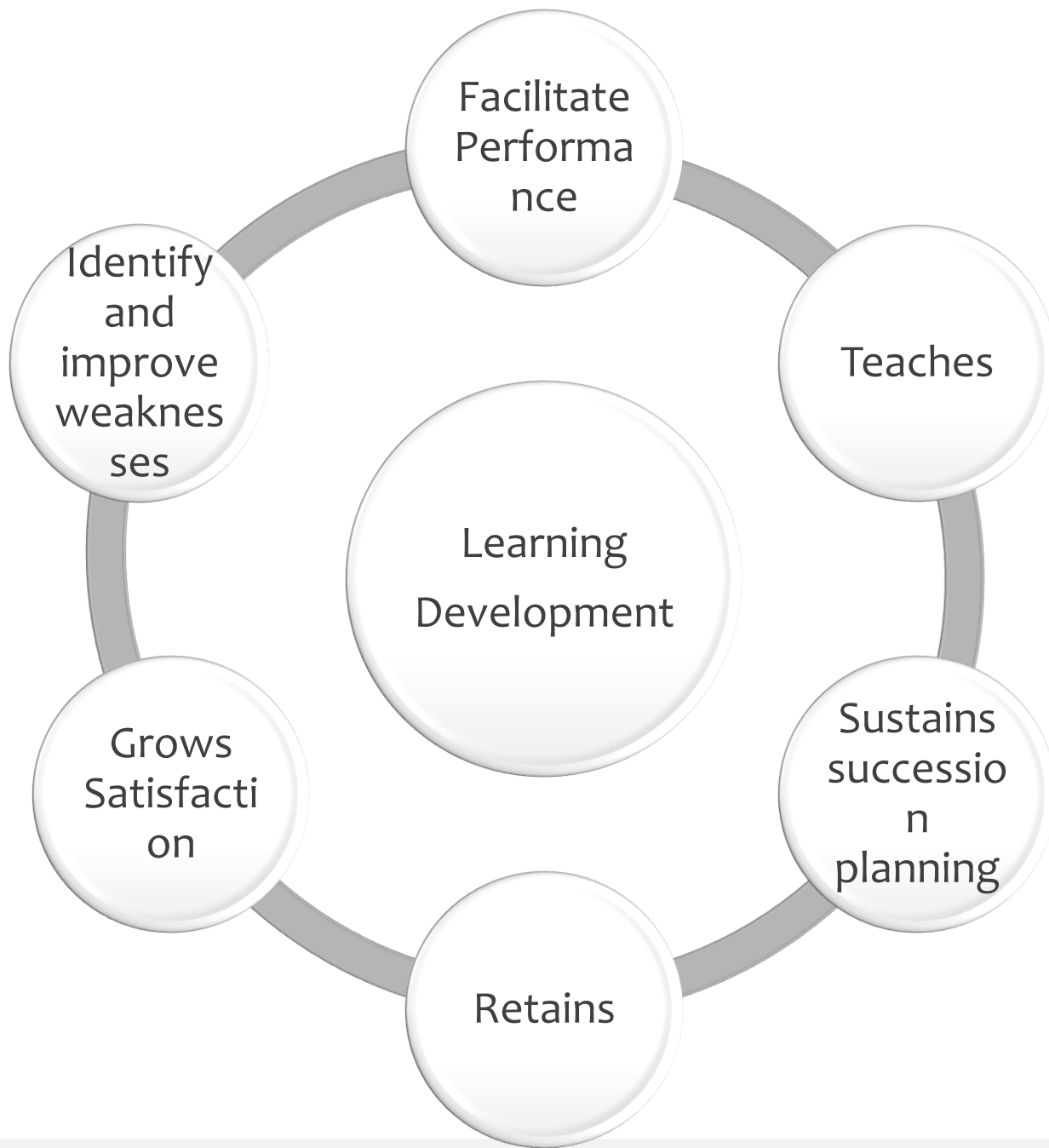
- Comprehend strategic corporation goals
- Decision-Making process- Employees must understand how their daily decisions influence business performance.
- Lack of training for transitioning leaders.

Opportunities

- Human Resource policies update
- Introduction of AI
- Create a HR Development Centre

Threat

- Rising competition
- Government regulations



Why L&D?

L&D managers are developing from scratch content for employees.

Trends



Adaptable
Working



Expanded Focus
on Diversity,
Equality and
Inclusion



Upskilling, Reskilling,
and the rise of Cross-
Skilling

Trends in L&D

Investing in Transferable Soft Skills &
Human-Power!



L&D Strategies

Understanding Learning and Development strategies

- Helps organisations set their workforce capabilities, skills and the competencies needed to remain successful
- The way they can develop and ensure a successful and sustainable organisation
- An organisation needs to adapt to the constant labour market changes
- The organisation's performance depends on the development of their employees



Influences on learning and development strategies



- The strategy of the business
- The need to recognize the internal and external context of the organisation
- Operational factors and the learning environment
- Keeping their strategy updated
- Providing employees with the tools and skills to perform according to the organisations needs

Types of learning and development programs

- Formal Orientation
- Literacy training
- Technical skills development
- Nestle's Apprenticeship program
- Soft skills development
- Products and service training
- Quality training and Safety training
- Local and International Team Training



11. Why is learning and development important in HR?

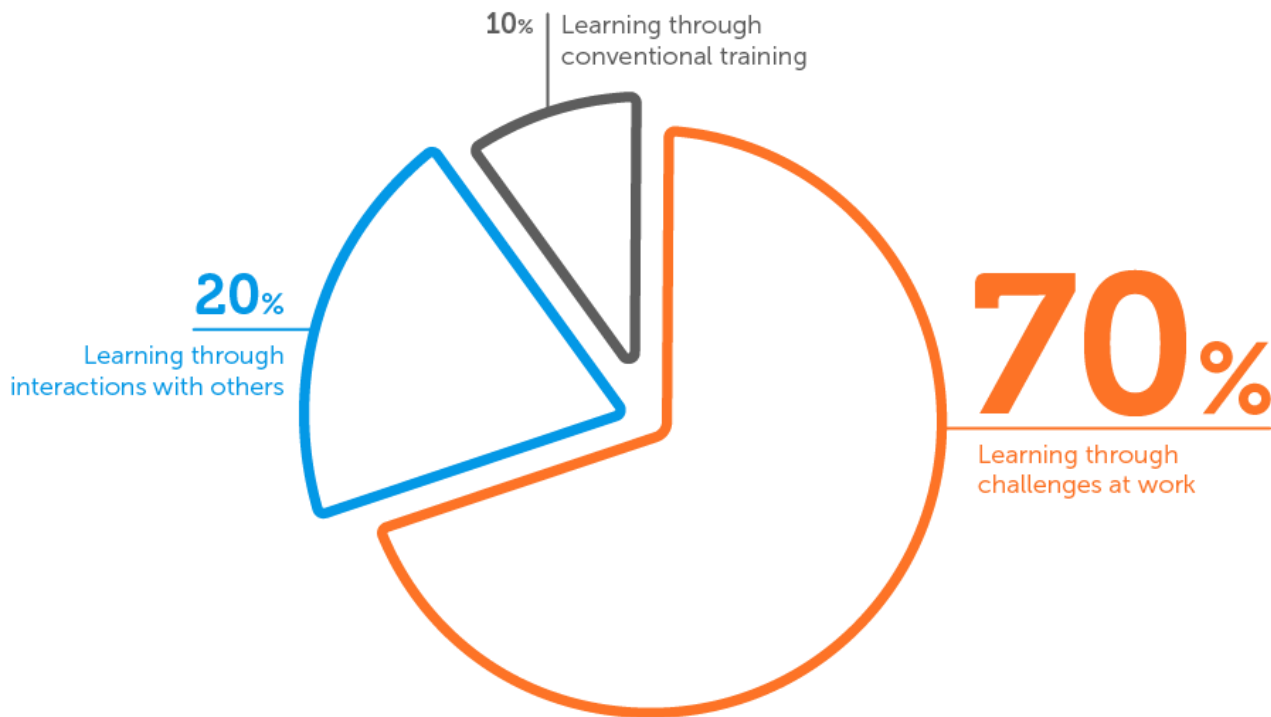
- It is a tool to bridge skills gaps
- To improve workplace culture, learning is an integral part of Nestle's culture
- Increase engagement of the employees
- To increase retention rates
- People's development, for strong leadership, a commitment to life-long learning is a requirement

A group of business professionals are gathered around a table, looking at a large diagram drawn on a whiteboard. The diagram features a central circle labeled 'GOAL' with arrows pointing to it from other circles labeled 'START PROJECT' and 'PROCESS'. There are also yellow sticky notes on the table. A coffee cup and a tablet are also visible on the table. The background shows a modern office setting with wooden cabinets.

Models of Learning and Development

"You don't manage people; you manage things. You lead people."
Stephen Covey

Every company has his basic to impore their way of status of development



One of the major theme for development of any company is learning the better way of development in that way learning and development plays a important role in sucess of a company. The 70-20-10 Model for Learning and Development is a commonly used formula within the training profession to describe the optimal sources of learning by successful managers. It holds that individuals obtain 70% of their knowledge from job related experiences, 20% from interactions with others, and 10% from formal educational events.

14.70 Percent Rule

The model's creators hold that hands-on experience (the 70%) is the most beneficial for employees because it enables them to discover and refine their job-related skills, make decisions, address challenges and interact with influential people such as bosses and mentors within work settings. They also learn from their mistakes and receive immediate feedback on their performance.

15.20 Percent Rule & 10 Percent Rule

Employees learn from others (the 20%) through a variety of activities that include social learning, coaching, mentoring, collaborative learning and other methods of interaction with peers. Encouragement and feedback are prime benefits of this valuable learning approach.

The formula holds that only 10% of professional development optimally comes from formal traditional courseware instruction and other educational events, a position that typically surprises practitioners from academic backgrounds.

Methods of Learning and Development



Why is methods of learning Important?



- Helps with the development of individuals
- Allows the ability of acquiring new skills and knowledge
- Enhances the adaptability

What are the Efforts for the employee learning

Methods of learning such as

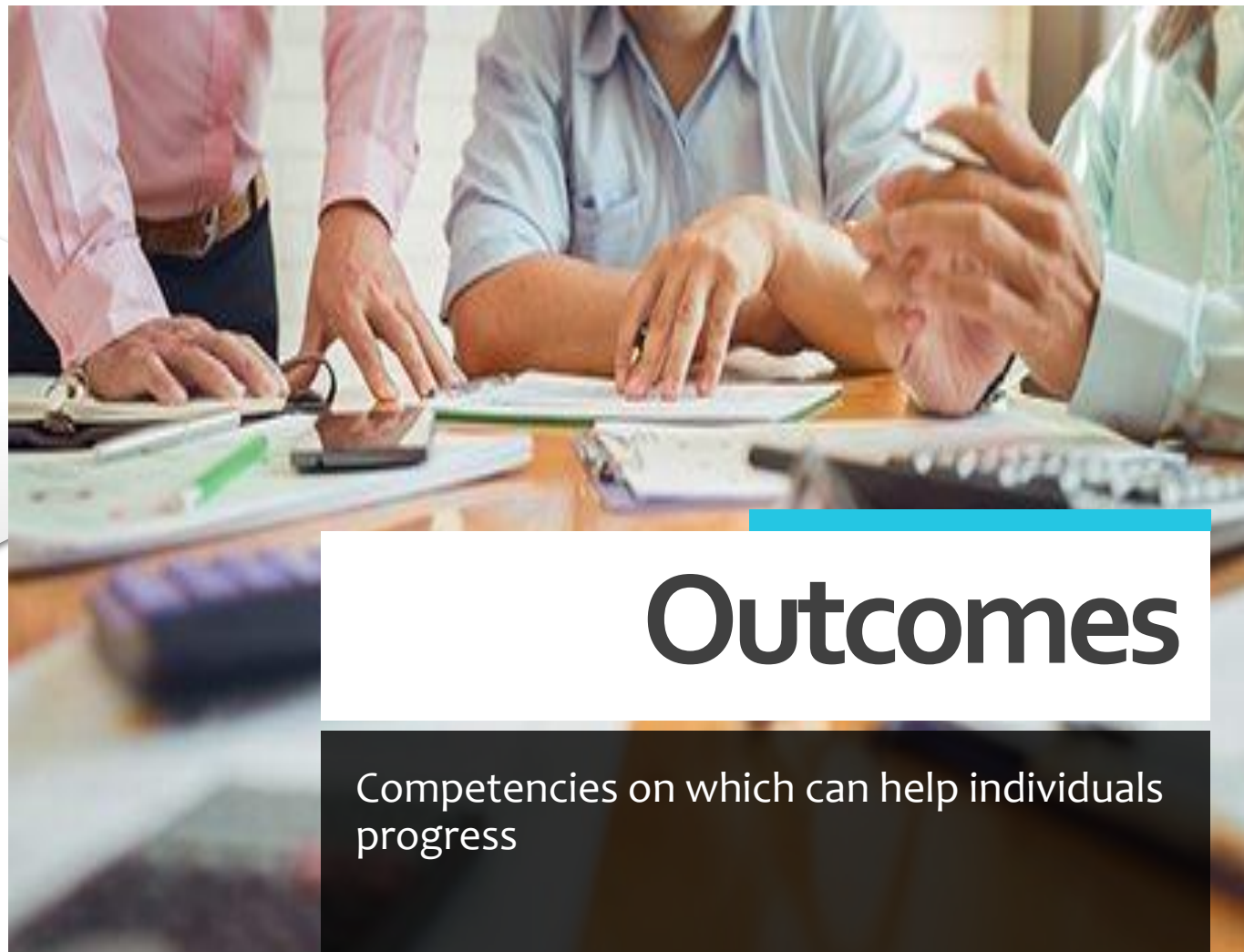
- . Training
- . Mentoring
- . Development programs



The Skills

The
Attitudes

The
Knowled
ge



Outcomes

Competencies on which can help individuals progress



Business impact

Organizational capabilities for the future lead

- Growth
- Long term development
- Evaluation



Thank You

Questions?

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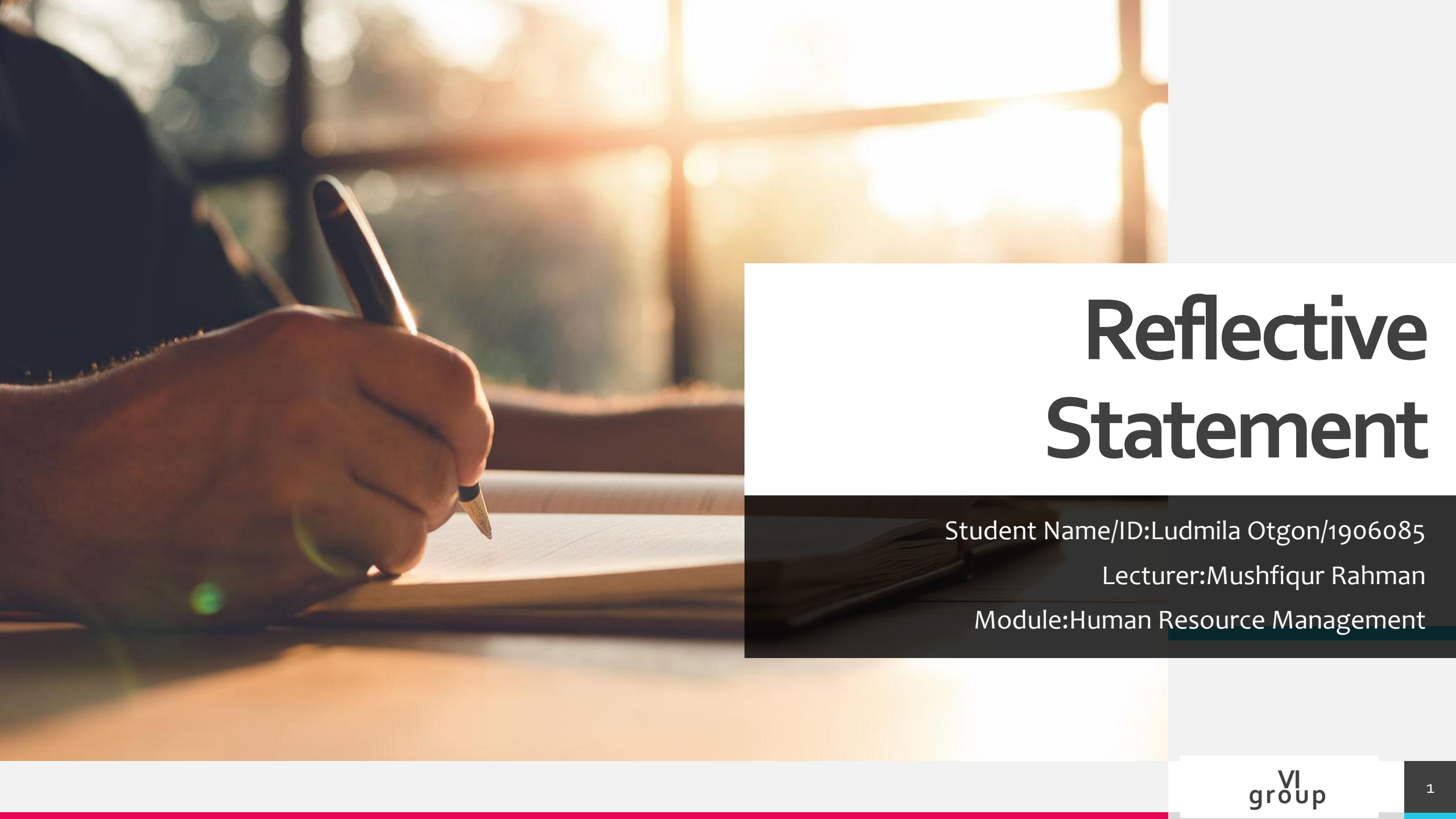
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Reflective Statement

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Lecturer:Mushfiqur Rahman

Module:Human Resource Management

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1.Introduction

This statement reflects the author's contribution to the Learning and Development Presentation for Human Resource Management Module – Group No VI. According to the Health and Care Professional Council(2021), reflection is a process that helps you gain insight into your professional practice by thinking analytically about any element.

Firstly, will reflect on how the subject was selected and how the presentation was split up and planned. Gibbs's Reflective Cycle model will be used to create a deep analysis. Secondly, the author will reflect on what was found challenging about working together to produce the presentation.

Finally, reflect on how you would improve the author's role in the task and provide the recommendation list(the last two elements from Gibbs Reflective Cycle will be used).

2.Gibbs Reflective Cycle

Graham Gibbs created the Reflective cycle in 1988 to offer a clear structure on how we can learn from experience. According to The University of Edinburgh(2020), this method allow us to learn and plan from things that either went well or didn't go well.



2.1 Description

As a part of my MBA program Human Resource Management module, the author had to deliver a 5 minutes presentation on Learning and Development topic. During the planning process, I was selected as the group's Team Leader (Group No. VI). Various companies need to develop L&D because of internal and external issues. Finally, together with my team, we decided to choose the company Nestle; the problems in HRM and IHRM intensified on the transitioning of leaders from daily employees. At Nestle, 30.000 of 276.000 employees are leaders. This experience was new to me; after selecting the topic, I started with deep research on the chosen topic. The information provided was based on books, articles and data from Nestle website. As a team leader, I was in charge of the presentation PowerPoint slides, and to make them more effective, I used some visuals, images and diagrams to make them simple and easy to understand. The collaboration with my team was smooth, but sometimes the issues with the deadline and one of the group members switch to another group. After our lecturer feedback, we improved the presentation. Finally, the final draft was ready; I started to lower the stage of fear by practicing in front of the mirror.

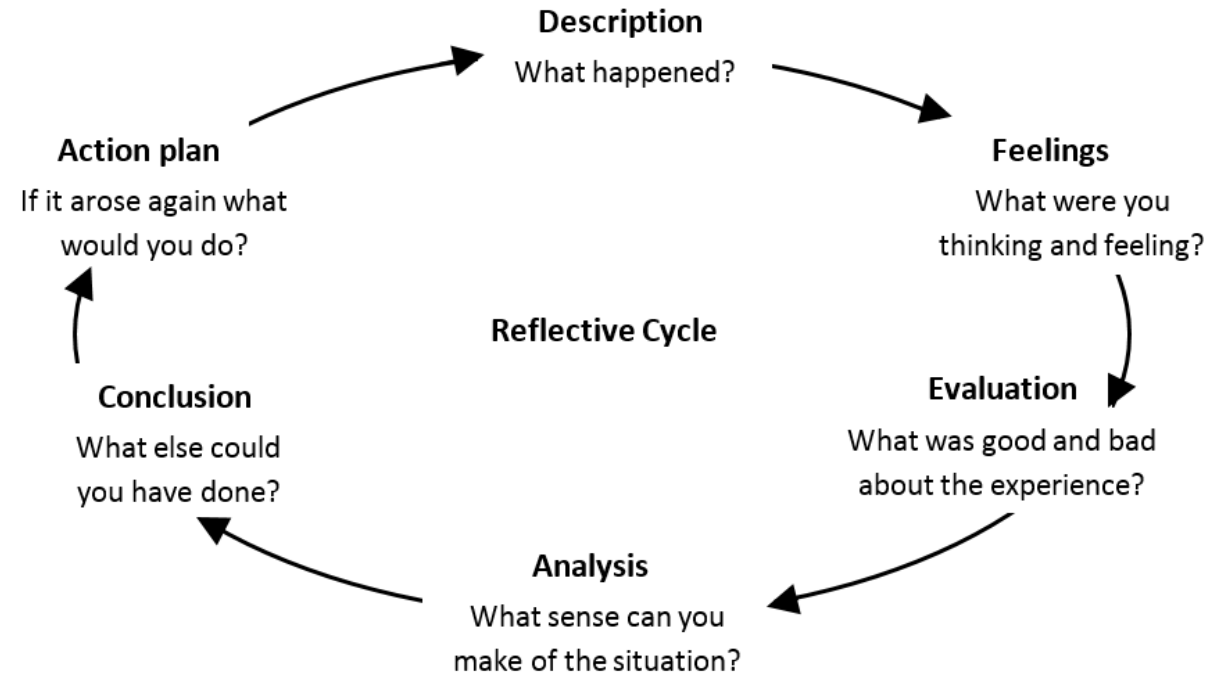


Fig. 7: Adapted from (Gibbs, 1998) 'Reflective Cycle' in Ghaye and Lillyman, (2006, p. 23)

2.2. Feeling

Practical time management skills (CBT Automotive Network, 2022) are fundamental for our team; our group was divided into four topics to adjust the time. As a Team Leader, I was honored to open the Presentation and to start with the Nestle Background, and I was very nervous and insecure with my presentation skills. Thankfully, at the time of the presentation, I feel confident. Furthermore, doing this exercise allowed me to accomplish a crucial skill in my career, as presenting is a significant part of Business Management.

2.3. Evaluation

Evaluations can inform changes to improve intervention and aid decision-making about future courses of action (GOV.UK, 2018). In addition, it has a vital role in enhancing own skills. After my presentation, I approached my tutor, who gave me effective and transparent feedback. For clear feedback, I approached my lecturer for guidance on how to improve myself. 4. Analyses According to Gibbs (1988, p9), "It is not sufficient to have the experience to learn." We need to analyse the process; I was disappointed at the beginning that not all group members participated in selecting a topic, so I needed to research and propose a company to work on. But after that, I engaged the group members to participate. I understood the importance of planning during the presentation.

2.4. Analyses

The presentation could have been better, but in the end, it performed well because the members delivered suitable quality work for the decided deadline. The situation that one member of the group and another didn't participate in the first instance encouraged us to work harder. The things that could have worked were that we assumed that our communication and presentation skills perfectly influenced the overall group's professional ethic.

3. Analyses of Personal Contributions

One of the most tangible contributions you can make is directly impacting the team's bottom line(Thompson,2018). The author's contributions to the presentation are significant. Firstly, I created a list of companies for the topic, Learning and Developing. Then, after a lengthy debate, the Nestle company was selected to cover issues in HRM and IHRM. After that, together with another team member, we created the presentation's content, and each member chose the topic that wants to talk about. Secondly, I was responsible for each member to create their slides by the deadline. Also, I was responsible for making the slide and submitting the presentation by the required deadline. The Personal contribution that I utilized was creativity, coordinative & accepts responsibility, problem solving skills, delegate task to my team, inspired clear & logical objectives and to provide feedback to my team then needed.

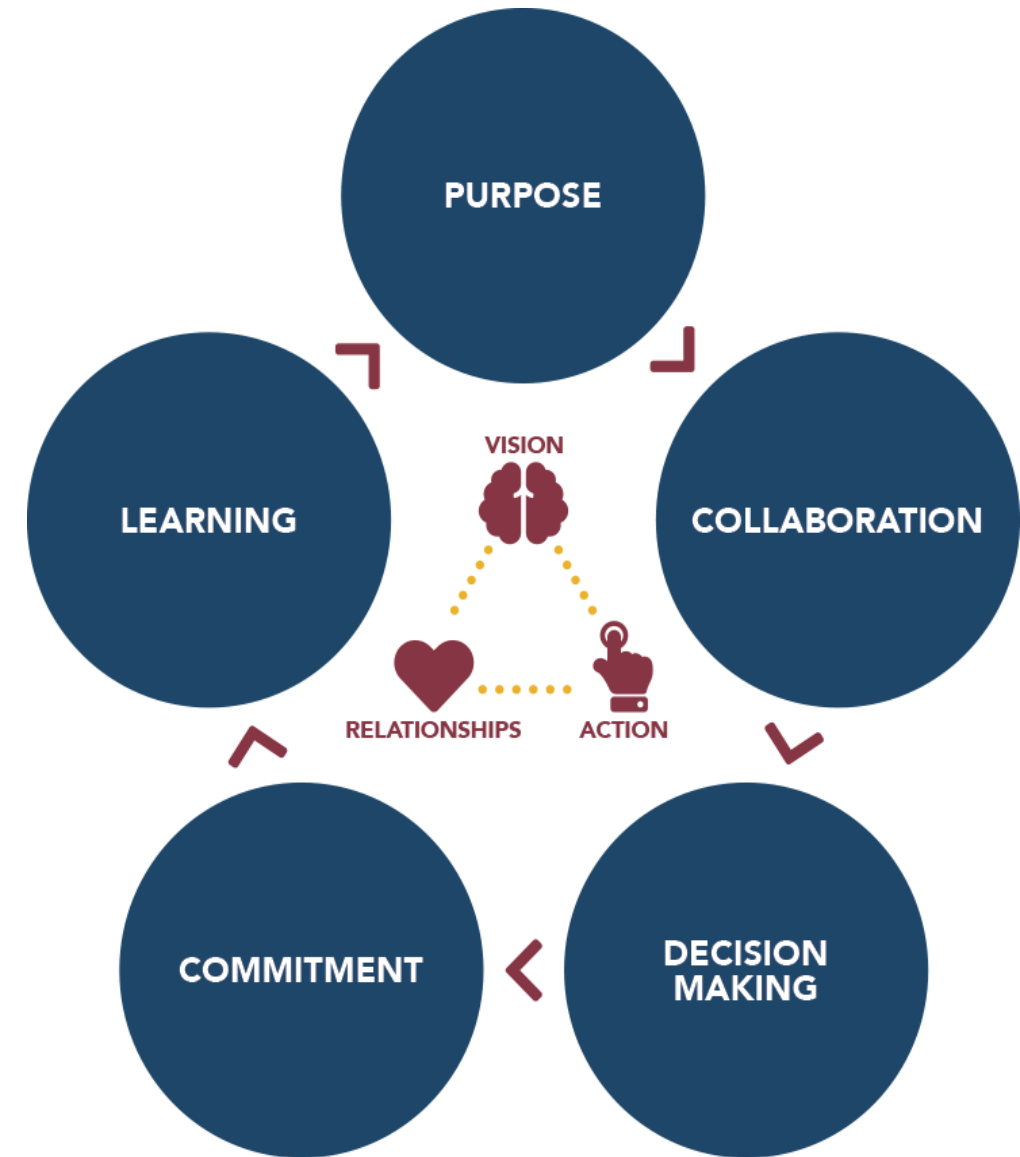


4. Conclusion

Our initial sectioning of the topic was successful because each member selected a part they wanted to work on, and it was a democratic process according to members' strengths. This past experience saved us time to finish the presentation on time. I explored articles and literature on group presentations and found some interesting facts about HRM that helped me understand the circumstances. By researching the specialized literature in the Human Resource Management field, I discovered a fascinating concept - collective rationalization. According to Communication Theory (2017), group members rationalize thoughts or suggestions that challenge what the majority is thinking. Then, members try to explain why the others contradict and go along with their initial findings.. At this stage, we validate that it would not work well and what will be the best. Awareness of collective rationalization in future presentations will benefit group decision-making.

5. Recommendations (Action Plan)

According to Johnston(n.d), we must suggest that everyone start thinking like a team player. It would be best if you had a plan of action to make teamwork a reality. Next time, I will do a group presentation; I will do team building to discover my teammate's strengths. If we choose to divide tasks, I will demand that we plan out what we expect and create a Gantt Chart. Another suggestion is to write the introduction together to have a reference to start our work as soon as possible. Remembering I enjoy the best achievable result will permit me to contradict actual when it feels uncomfortable. I have learned from this exercise to benefit from each other to have a vision, a good relationship and action.



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Human Resource Management LCMB7000

Assessment 2

This reflective report will analyse my contribution to the presentation about Learning and Development, the company our group chose is Nestle, a 135-year-old company that operates in many countries all over the world. Nestle is a global organisation, that employs people from various nationalities, various religions, from a diversified ethnical background, and all the employees are working together in a unified organisational culture. (The Nestlé People Development Review Contents, n.d.) My part of the presentation was about the Learning and Development strategies that the company Nestle uses for their learning and development within the company.

Learning and development strategies are used by organisations to help the organisations setting the capabilities, the skills, and competencies of their workforce, that are needed for them to continue to be successful. This will also help the organisation to continue to develop and be more successful and to be more sustainable. The organisations need to constantly adapt to the changes in the labour market. In Nestle as in any other organisation, their performance depends on their employee's development. (Vulpen, 2020)

There are some factors that influence the learning and development strategies, factors such as the strategy that the organisation is using, the organisation need to have in consideration the internal and external context, they need to evaluate the learning environment and the organisations operational factors, the organisation needs to maintain their strategy always updated. Nestle needs to provide their employees with the necessary skills and tools so as to optimise their performance, according to the organisations needs. I learned that in Nestle just like in most of the organisations, the organisation has some different types of learning and development programs, programs such as orientation programs, technical skills development programs, programs for onboarding in the organisation, development programs for soft skills, in many countries Nestle has programs for their employees to learn English, especially in countries in South America, their employees are trained in service and in the products, they are trained in programs for the quality of their products, they have safety training programs , as well as team training programs. Nestle upgrades their employee's literacy skills, and has on-the-job

training, many times sending their employees to another country, so that it can help develop them according to their needs, so that the employees can enhance their skills and become more efficient. They have guiding and coaching programs so that their employees can acquire more maturity through thought and action development. One of Nestle's beliefs is that performance is equal to ability plus motivation. The employees of Nestle mainly receive their trainings either in house or in other places, through this they will become more efficient in their respective positions within the organisation. 65% of the employees at Nestle receive annual training. Nestle also has apprenticeship programs, the organisation also offers fieldwork so that the employees can learn about the new systems and the new technologies. (The Nestlé People Development Review Contents, n.d.)

There are a few steps that Nestles uses in their training and systematic approach. They assess the training needs of their employees, then the organisation defines the objective of those training needs, the following process is to design the training program, once the training program is designed, they will implement the training program, and as the last step they will evaluate and follow up once the training program has been terminated. (UK Essays, 2018)

During my research for this report, I found the reason as to why learning and development is important in Human Resources, this is used as a important tool to help bridge the skill gaps in an organisation, it helps the organisation to improve the culture in the workplace, as it will help the employees to maintain the organisations values, it will also help to increase the employees engagement within the organisation, and it helps the organisation to increase the retention rates of their employees.

Nestle has been using this learning and development strategy to help develop their employee's human capacity, demographics change according to the country where the organisation is based, the workforce also changes according to that diversity, by using learning and development strategies nestle ca gain competitive advantage over their competitors. Nestle is committed to a life-long learning process for their employees, especially they believe in creating a strong leadership in their employees.

During my research I also found that at Nestle, there are many barriers in communication throughout the various department of the organisation, that many times lead to certain conflicts, as the organisation is department centred, and some of the organisation's employees can feel discriminated, because of compensation issues, some employees feel that certain departments are more favoured than other departments. The Human Resource Department at Nestle is

trying to get all the workforce engaged, so that they can retain the talented workers of the organisation, as well as they are trying to attract to the organisation new talented employees, they are trying to manage the relationships between the employees to create an healthy work environment in the workplace, believing that the better the relations between the various departments, the more the employees will feel empowered and the better their work performance as well as the more effectively they will work together, and more trust in the organisation. Human Resources Management at Nestle still have struggles in building good diversity, equity and inclusion goals in the organisation, but their main concern is the wellbeing and health of the employees. (Ethical Consumer, 2018).

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Prifysgol Cymru
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Human Resource Management

LCMB700

Reflective writing



Nestlé

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Section 1: Introduction

The nestle history commenced in 1866 in the city of Vevey in Switzerland by the founder Henri Nestle. Anglo-Swiss Condensed Milk company was its first name. However, by 1905 Henri the founded has turn into the famous name so called Nestle (Nestle,2003). The purpose of this report is to conduct a personal reflective writing on which it will reflect on how my PowerPoint presentation went. The PowerPoint point was based on the company nestle and the topic that I have presented was the methods of learning. Graham Gibb's was whom who developed the Gibb's reflective cycle. The theory was structured by six main steps on which it helps individuals on reflecting on their past experiences and apply them to a future improvement (Gibb's , 1998).

The report will be divided into four sections on which it will allow the readers to follow and understand the structure of the reflective writing. First the introduction will be stated then secondly a brief definition of the Gibb's model will be giving, aligning with my reflective writing of my presentation then towards the end I'll be conducting an analysis on what went well and what would I do differently. Lastly to conclude the report a conclusion, the references table will be mentioned along with the PowerPoint appendix slides and speaker notes.

Section 2: Gibb's reflective cycle model

Graham Gibb's was whom who developed the Gibb's reflective cycle model in 1988. The main purpose of this model is to individuals the perfect strategy to learn from one's past experiences and turn them into positive outcomes for the future. The model is constructed by six frameworks on which examines the experiences and allows one's to plan from what was positive and negative (Gibb's, 1988).

Description- is about describing the circumstances.

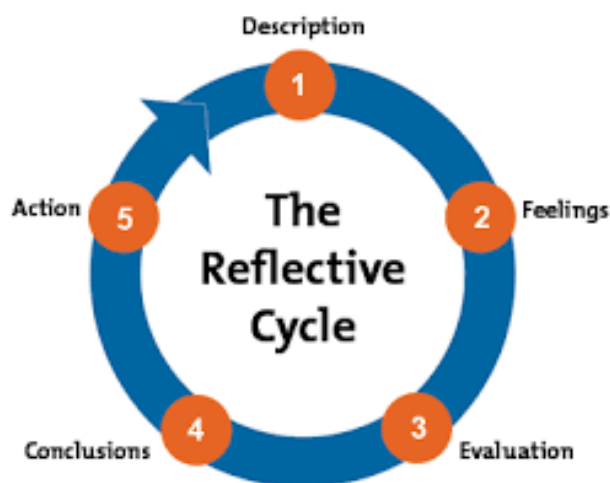
Feelings- thoughts and feelings of one's.

Evaluation - evaluating in general what worked or what didn't work.

Analysis - analyse what went well and what went wrong.

Conclusion- overall conclusion of what happened.

Action plan- what would one's do differently.



This is a diagram on which it shows the six main steps of the Gibb's reflective cycle model.

Section 3: Reflective writing of the PowerPoint

Learning the Gibb's model helped me see things differently. For an instance the Gibb's model allowed me to look back at my group PowerPoint presentation and figure it out what went well and what went not so well. The purpose of the PowerPoint presentation was to select groups of four or five then pick a company on which my group was Nestle and then demonstrate the current issues faced in HR

and HRM. The area chosen for the presentation was learning development and my main topic to present was methods of learning. I had to conduct secondary research on Nestle to help me decide which methods would benefit the company to overcome its issues. When I was doing the research, I became overwhelmed as I was so confused on what to do. However, as the time went by I was able to find more about the brand Nestle and it was super interesting. I have decided to use as headings for my PowerPoint presentation which are: why is methods of learning important, what are the efforts for the employments leading, the outcomes and the business impact. The process of researching and making the PowerPoint went very well. Although, I felt that I could've done much better. I wish that I could've asked for more feedback from my lecturer to develop more on the PowerPoint presentation as I felt that something more was missing.

Section 4: PowerPoint Analysis

What went well?

Overall, the presentation went well, yet it could've been excellent. However, I felt that I carried the presentation mannerly with a clear speech and I was looking at my audience instead of focusing on the board to read the PowerPoint slides. From my point of view, I followed my lecturers' instructions as he has advised me and the rest of my colleagues that when directing a PowerPoint presentation, the ability of relaxing and breathing before speaking is important to avoid using the Humm sound as it indicates the signs of hesitation and thinking. Mentioning my group, I would say that all topics chosen by each individual made sense as merging all the topics together it turns out in good information that the audience could understand what was being discussed without being confused. The research conducted was done accurately as I gathered relevant information that it turns out being very valuable within the presentation.

What would I do differently in the future?

At all times nothing is ever perfect. However, there's always room for improvement. For the future presentation I would like for me and my group to come together and discuss the subject instead of doing it by parts as it would save us more time to structure the PowerPoint and know what each person would have to do.

Nevertheless, next time I will pay more attention to instructions giving as I am easily

distracted and sometimes, I tend to ask the same questions over and over again. In terms of time management, I noticed that I could've had more time to research and prepare my slides but instead I neglected that fact and decided to other things. I would be most likely in the future have more developed questions that can lead to open questions to possible allow my audience to answer then using their own knowledge.

Section 5: Conclusion

Concluding this reflective writing report. I can say that I was a wonderful experience. I was able to construct and conduct PowerPoint slides and presentation on which it allowed me to discuss the topics issued by me. With the help of secondary research on the Nestle website I was able to gain more knowledge and find out sources that I didn't even know that Nestle had.

By using the Gibb's reflective writing, I was able to reflect on how my presentation went and discover what went well and how it could improve next time. As a result of my learning, I can state that now I have knowledge on methods of learning and the Gibb's reflective model. However, the focus and plan is to gain more knowledge and have the ability to apply it in the real world.

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4. Nestle, S.A (2003). *The Nestle People Development Review: Public Affairs*. (online) Available at: <https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/people/people-development-review-en.pdf> (Assessed 1 Dec, 2022).

Section 7: Appendix PowerPoint slides/ speaker notes



Methods of learning

VI
group

16

On my behalf I be talking about the methods of learning. Four slides will be presented to ensure the understandings of methods of learning and its respective steps on which it helps with the effective management to deliver good strategic aims for the company.

Why is methods of learning Important?



- Helps with the development of individuals
- Allows the ability of acquiring news skills and knowledge
- Enhances the adaptability

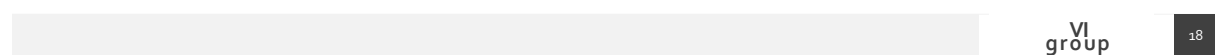
So, why are methods of learning important? Methods of learning is very important as it brings the employee and employees together in alignment with the performance and goals of individuals within the company. One can say that it picks out the gaps on which it needs to be developed and delivered to close the space back again. It helps with the development of individuals as it brings opportunities and new experiences, along with the acquisition of new skills and new knowledge. Main point is that it enhances the ability of individuals to progress within the company and to adapt into the workplace environment.



What are the Efforts for the employee learning

Methods of learning such as

- . Training
- . Mentoring
- . Development programs



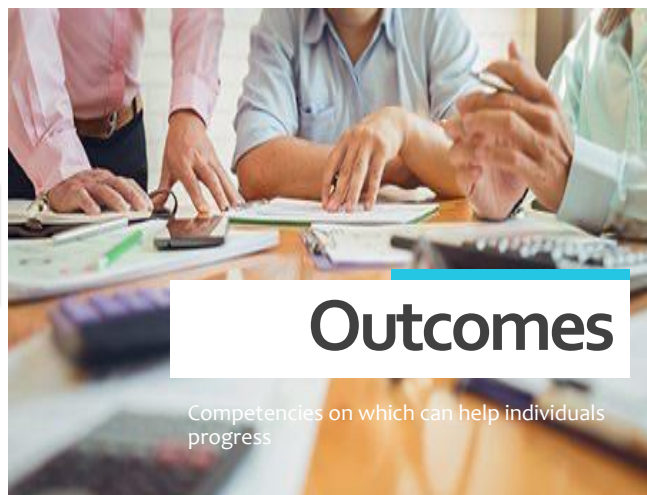
The efforts for the employee learning is to provide reasonable methods on which can help everyone with the company.

Training - training can be interpreted as the ability of having a good performance at the workplace. It helps with the gaining and retaining within the company, not forgetting that it helps with the productivity.

Mentoring- mentoring involves a partnership of 1-1 to discuss the issues encountered or to supply with guidance in terms of goals and growth. Mentoring develops the bond on which it creates a welcoming sense amongst individuals.

Developing programs- having developing programme it enhances the performance and growth of each individual within the workplace. It gives more awareness on what is supposed to and not to be doing.

Overall nestle provides mentoring, training, and developing programs in which helps individuals. NESTLE Has its apprenticeship programmes since 1959 on which it helps their employees all over the 115 countries that nestle produces



The Outcomes

The outcomes of having these competencies is that it helps not only the company but the individuals who are within it. By having competencies, it helps with the behaviours the knowledge on which it enables individuals to apply the skills for a good result on the company.



Business impact

Organizational capabilities for the future lead

- Growth
- Long term development
- Evaluation

Overall, these are the positive capabilities for a good future within the company. The company will generate long term growth, development, and evaluation. This will ensure that the company will run effectively and with control guaranteeing that each individual knows what to do and complete their respective job roles

(No subject)

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Mon 12/12/2022 22:06

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REFLECTIVE ESSAY OF LEARNING AND DEVELOPMENT

RENALDIN TERRANCE RAJU

INTRODUCTION:

THE COMPANY WHICH I CHOOSED FOR THE ESSAY IS NESTLE ITS A GREAT COMPANY TO EXPLORE AND GET TO KNOW ABOUT OTHER INTRESTING MODERNS IN THIS COMPANY

BODY PARAGARAPH :

MY EXACT TOPIC IN LEARNING AND DEVELOPMENT IS 70,20,10 RULE . ITS REALLY AN INTRESTING ONE TO LEARN

THINGS I LEARNED IN THIS RULE IS A REAL PRATICAL WAY OF SORTING THE THING IN REAL WORLD BUSINESS

THIS SYSTEM AND RULES HAVE BEEN USED IN EVERY SINGLE SUCCESSFUL COMPANY . I SPEND MANY HOURS DOING A RESEARCH IN THIS TOPIC . SO ITS REALLY A USEFUL ONE IN LEARNING THE THINGS HAPPENING IN EVERY COMPANY

THE 70,20,10 RULES ARE VERY EASLY UNDERTOOD AND EASLY TEACHABLE TO ANY PEOPLE WHO HAVE A LESS AMOUNT OF BUSINESS KNOWLEDGE

CONCLUSION :

WHATEVER I LEARNED IN THIS REFLECTIVE WILL BE VERY USEFUL IN MY BUSINESS LIFE .THIS COURSE AND RESEARCH RELATING TO DEVELOPMENT IS MORE USEFUL FOR ME PERSONALLY .