

DEVELOPMENT OF A CUSTOMISED STAFF DEVELOPMENT CONCEPT

CASE STUDY



Nowadays, it is not enough to merely be a specialist in your area of expertise in order to have a successful career. More and more additional skills are to be acquired by employees in the context of continuous professional and personal development. For this purpose, a customised staff development concept is required that takes into account the personal requirements of each employee.

THE CUSTOMER PROJECT

A German comparison portal for hotels asked KERN Training to support them in the area of (competence) training. The task was to develop a customised concept that takes into account the personal requirements of employees and trains a variety of skills. The internationally operating portal employs about 1,500 people from

14 countries worldwide. English is the corporate language.

It is of special importance to the company that the mainly young workforce (the average is below 30 years of age) is trained extensively in the area of time and self-management to make it significantly easier for the professional newcomers to organise their daily work, simplify the workflow and offer them support. Additionally, company-specific language training in English and Portuguese, to be used as part of content and language integrated learning (CLIL), serves to utilise communication channels on the operational side of daily business in a targeted manner and quickly reduce the language barrier. The training measures are taking place inter-divisionally and are being attended, for example, by

employees responsible for telephone sales and by software developers.

What started as two-day pilot project in November 2016 has now turned into intense collaboration in the context of which employees were trained at many different locations at home and abroad, attending numerous workshops and language training sessions.

Individual needs assessment

Specifically tailored training content is the prerequisite for CPD measures to be successful. For this purpose, a specific needs assessment is necessary, which is also of particular importance to the customer. It is carried out using a pre-assessment questionnaire. When filling out the questionnaire, the individual employees think about their own specific requirements in terms of time and self-management: In what areas are they particularly skilled? What poses a special challenge to them? Which skills specifically would they like to improve? The participants answer these and similar questions in advance so that the coaches get an impression of the employees' strengths and weaknesses. Based on that, the coaches can determine the focus of the seminar and can align it specifically with the participants' requirements.

Furthermore, the needs assessment helps the company to recognise where further training is necessary to effectively utilise employee potentials in the context of skill management and based on that enhance steadily the competencies necessary to achieve sustainable competitiveness. In this way, skills can be developed further in an active and precise manner based on staff profiles and job requirements, which contributes significantly to achieving strategic corporate goals.

A format for targeted continuous professional development

Short learning formats are particularly in demand considering the fast-paced working environment with limited time capacity. This is also the case with the customer who wants a concept that can be implemented flexibly. Training measures that can be implemented in a short period of time are preferred over the traditional two-day format.

To take this into account, KERN Training provides specifically customised training sessions that are divided into different modular learning units that can be completed within half a day. As a result, they can be better integrated into your professional life.

Furthermore, as part of a "skills week", a one week condensed workshop was conducted for the employees on site in Mallorca. In terms of content, the focus was on time and self-management and the basics of external and internal communication in professional life. Therefore, within the framework of the training week, an entire facility could be trained comprehensively in a time-efficient manner.

Results and outlook

So far, 218 employees have been trained in the context of 18 workshops, including both language training and training in the area of time and self-management, thanks to the close collaboration and the company-specific staff development concept. The positive feedback from participants, who emphasise the impact the training has had on a personal and professional level, validates KERN Training's concept.

Additional workshops are already in the planning stage. With the "train the trainer" workshop, a pilot project is underway in which selected employees are trained to become in-house coaches.

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