

Ilm developing yourself and others



**ASSIGN
BUSTER**

Know how to identify development needs 1. 1 Identify own learning style(s) and the learning style(s) of another team member To identify the learning and development style of myself and a team member we both completed a Multiple Intelligence (MI) test developed by Howard Gardner. After completion of the test on myself I have discovered that I have a learning style of Logical - Mathematical, with a majority score of 37, closely followed by Interpersonal with a score of 32, (see Appendix 1). People who are strong in logical-mathematical intelligence are good at reasoning, recognising patterns and logically analyse problems.

These individuals tend to think conceptually about numbers, relationships and patterns. Characteristics of Logical-Mathematical Intelligence are: * Excellent problem-solving skills * Enjoys thinking about abstract ideas * Likes conducting scientific experiments * Good at solving complex computations The conclusion of the test does not come as a revelation to me. As I am the Finance & HR Manager with an accounting qualification this examination confirms my knowledge and learning style as being logical thinking with ability to evaluate and solve problems.

During the course of my career and training aspects I believe that I learn and develop in a methodical and analytical way. I execute mathematical calculations, detecting irregularities and patterns, creating resolutions to issues that have been identified, plus producing a strategy to achieve successful working systems within my role. After completing the MI test myself I then requested a member of my team (Jane Doe) to complete the same learning styles questionnaire to see what type of style they were. On completing the questionnaire she scored equally in 3 areas; Linguistic,

Logical-Mathematical and Intrapersonal, (see Appendix 2) People who are strong in linguistic intelligence are able to use words well, both when writing and speaking. These individuals are typically very good at writing stories, ability to learn languages, memorizing information and reading.

They tend to learn best by reading, taking notes, listening to lectures, and by discussing and debating about what they have learned. The characteristics of Linguistic Intelligence are as follows: * Good at remembering written and spoken information * Enjoys reading and writing Good at debating or giving persuasive speeches * Able to explain things well * Often uses humour when telling stories Individuals who are strong in intrapersonal intelligence are good at being aware of their own emotional states, feelings and motivations. They tend to enjoy self-reflection and analysis, including day-dreaming, exploring relationships with others and assessing their personal strengths. The characteristics of Intrapersonal Intelligence are: * Good at analysing their strengths and weaknesses * Enjoys analysing theories and ideas * Excellent self-awareness Clearly understands the basis for their own motivations and feelings

1. 2 Use a simple technique to identify own development needs and the development needs of another member of the team To identify any development needs that would enhance my current skills and abilities I decided to complete a development needs analyses in the form of a SWOT analysis (Strengths; Weaknesses; Opportunities; Threats). Strengths: * Very organised and meticulous with excellent prioritisation skills * Always willing to help others, friendly and approachable * Ensures protocol is followed by me and others at all times * Quick learner *

Conscientious * Finance / Accounts * Excellent communication skills with all levels of people | Weaknesses: * Expect others to be very tidy and meticulous like myself * Sometimes try to take on too much work, as I don't like to say no * Forget people have different learning speeds * Perfectionist * Health & Safety management * Management training | Opportunities: * Work closely with the Director of Support Services * ILM Course * Job Opportunities * Network meetings with other business managers * External / Internal training | Threats: * Funding for courses due to funding cuts * Unexpected things in personal life * Out of comfort zone * Policy Changes | I then requested for a member of my team (Jane Doe) to carry out a development needs evaluation by completing a SWOT analyses. Strengths: * A willingness to learn * Always happy to help others * Quick learner * Can work at a quick pace * Good IT skills (Excel / Word) | Weaknesses: * Not always very confident with others * Need to have confidence in my answers, so I don't need to check I am doing things correctly * Stressed easily under pressure * Works too quickly at times and make trivial mistakes |

Opportunities: * Take work from others to learn new roles * Study AAT * In-house training with colleagues. Shadow colleagues to learn new roles * Read policies / bulletins / news to keep up to date with rules and regulations * Customer Service courses | Threats: * Not enough time to learn new tasks due to busy office environment * Not enough funding to pay for training * Training too expensive to pay from personal income * Confidence | After completing the SWOT for me and Jane the following development needs were identified: * Myself - Leadership & Management Training; HR development training; Health & Safety development * Jane - Customer

Service Training; AAT Qualification; In-house training to improve skills. 1. 3 Identify potential barriers to learning. After considering the DELTA model and barriers to learning I have found that there are potentially a various number of barriers that Jane and I face. I have listed the potential barriers below: My Self Time /

Workload - Work is extremely busy and the amount of work is exceptionally high, therefore to take time out of work to attend training would mean work could suffer, get backlogged and deadlines missed. * Personal Commitments - This is due to home life being very busy and possibly not having time to complete studying on an evening or weekend. * Resources / Funding - due to funding cuts with the LA, the school has had to reduce budgets therefore depending on the costs of courses there may be no funds available to pay for training. Jane Faulkner * Time / Workload - Work is extremely busy and the amount of work is exceptionally high, therefore to take time out of work to attend training would mean work could suffer, get backlogged and deadlines missed.

Costs for AAT training is expensive and she is unable to afford the full costs from her personal income * Confidence / Fear / Self-esteem - Jane is very quiet and shy, and she feels very uncomfortable in unfamiliar surroundings and may shy away from learning. * Personal Commitments - This is due to home life being very busy and possibly not having time to complete studying on an evening or weekend. * Mobility / Transport - Jane doesn't drive therefore if a course is some distance she may have difficulties getting there. * Resources / Funding - due to funding cuts with the LA, the school has had to reduce budgets therefore depending on the costs of courses there may be

no funds available to pay for training. 1. 4 Explain how barriers to learning can be overcome.

There are a number of solutions for Jane and I to be able to overcome the barriers to learning that was mentioned above: 1) Time / Workload - Some courses/training aspects are important and workload should not be a reason for not attending any courses. Jane and I need to ensure workload is organised and prioritised, and possibly get other staffs assistance to ensure work load does not get behind. 2) Expensive Training Costs - Contribution or full costs of any training development should be paid for by the school or at least a contribution towards the costs if the training will benefit the school and improve Jane and the service she provides the school. 3) Confidence / Self Esteem - Put Jane at ease and give her ownership of and pride in what she can do.

Also have regular progress reviews in order for her to measure her personal achievements and progress. 4) Personal Commitments - Undertake training through the school day or provide time off in lieu if the training is beneficial to the service we provide. 5) Funding - Free training may be available, if very beneficial to the school funding should be located. 6) Transport - Training can be provided in local colleges or at school, therefore there would be very little travel required. Jane would be able to get local public transport and costs would be reimbursed by the school. Section 2: Know how to develop self and others to achieve organisational objectives 2. Briefly analyse learning/development options to meet need(s) of self and another member of the team. After studying and analysing the SWOT analyse and appraisals completed earlier in the year, I have identified various learning opportunities

for Jane and I. After undertaking my appraisal in December 2011 it was identified that I required further training on leadership and management of others. I felt that this was a significant area to develop as I had never received any training on managing staff, yet I have line managed several numbers of staff over the years. I am now currently undertaking the ILM Effective Management course. Another area that I found to have a weakness in is Health and Safety Management.

I currently line manage a member of staff who has the responsibility for the Health and Safety of the school, pupils and staff. I currently have limited knowledge in this area and believe that this is an important area to improve to ensure I can manage the member of staff and her role efficiently. The member of staff is currently attending a diploma course in Health and Safety, which was organised by me through school. I have also arranged for myself to attend a 2 day workshop on Health and Safety within the workplace. A further area for development for me is HR & Recruitment policies and procedures. As a HR manager I feel that I have not received adequate training relating to HR Law, rules and regulations and Recruitment policies.

I also feel this is the same for my team that manages the day to day processing of personnel matters, including contracts, sickness, maternity leave and much more. I have therefore arranged a one day seminar with a HR Adviser from OMBC to talk to myself and the team on HR & Recruitment policies and procedures to develop my team and I. Through Jane's appraisal completed earlier this year and the SWOT analyses I feel that a vital area for development is her confidence with people, including staff and pupils. With her lack of confidence this sometimes affects her customer service, therefore

I have arranged for a customer service course to be done at the school so Jane and 14 other staff receive training in this remit.

Also to improve her confidence within the work place I ensure I give her tasks that encourages her to leave the sanctuary of the office and work with other colleagues in the school. Another development for Jane, which she is keen on is to commence her AAT (Association of Accounting Technicians) qualification. This is an expensive course and I have arranged for the school to contribute funds towards the costs of this course. Jane will also be attending a one day seminar that I have arranged in relation to HR and Recruitment policies and procedures. She currently works in the Finance & HR office and all staff come into the office asking questions in relation to contracts, pay, special leave, recruitment and I feel this is an area for her to develop.

I have also arranged for some training to be provided to Jane, by me, on the payroll system so she can learn how to process timesheets, unpaid leave, and sickness pay. Again this is another vital area for Jane to develop in to enable her to progress in the future in her career. The development of my needs and the needs of my team are always connected to the service provided to the school and to improve their professional development.

2. 2 Identify support mechanism for the development of self and another member of the team. For me, Jane and all other members within my team there are a number of significant support mechanisms in place. These are: * Annual appraisals where discussion on past progress and future development takes place. Termly (3 times a year) 1: 1 meets take place to discuss any issues, training requirements, any difficulties they may be facing. * Monthly team

meetings providing updates, and any questions, queries or ideas the staff may have to improve service or themselves. * Termly www. ebi (what works well & even better if) feedback from staff in relation to the office or themselves. * Regular in-house training provided by me to improve necessary skills for their development of themselves and the team. *

Flexible working arrangements if necessary. * Engraining a whole school Continuous Professional Development (CPD) attitude and constantly reminding staff that school funding is available for self-development. 2.

Prepare a development plan to achieve a learning objective either for self or another team member. The below table has been extracted from the staff appraisal which is completed every year and referred to throughout the year to review and monitor the development of the staff members development.

Development Need	Development Action	Approx. Cost	Measure of Success (Training Outcomes)	Evaluation Outcomes (Individual Outcomes)	Who to take action /
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By	Customer Service training to improve confidence and service	Arrange training course to come to school and provide training for 15 staff (including Jane) ? 800 for 15 staff	Jane to attend and complete course. Improvement to Jane's customer service	Line Manager	Course booked for March 2013 inset day
	AAT Qualification training for work and self-development	Oldham College contacted and course information, dates and costs sent out to me and Jane. Jane to commit to 2 evenings per week at college ? 1200 approx. for 1st year. This is a 3 year course.	Jane to attend course over the year and enrol for year 2. To improve knowledge of basic accounts, improve self-confidence with attending college.	Line Manager & Jane Doe.	Information

obtained by December 2012. Funding secured by February 2013. Enrol during August 2013. | HR & Recruitment Training| HR Adviser from OMBC contacted by Helen Sharples.

They are to provide training in the school conference room for HR team| Free| Jane & other HR staff member to attend one day seminar| To improve knowledge of HR/ Recruitment policies and procedures for whole of the team| Line ManagerNovember Inset training day. | 2. 4 Describe a method that could be used to monitor the development of self and another member of the team. One method that can be used to monitor the development of people, myself and team members is an appraisal system. This is what is currently used in my place of work. The main objective of an appraisal system is to review performance, potential and identify training and career planning needs. Performance reviews give managers and employees opportunities to discuss how employees are progressing and to see what sort of improvements can be made or help given to build on their strengths and enable them to perform more effectively.

They are also used to look back on what has been achieved during the specific period and agree objectives for the next year. By using the appraisals system this can help to improve a team member's job performance by identifying strengths and weaknesses and determining how their strengths can be best utilised within the organisation and weaknesses overcome. They can help to reveal problems which may be restricting employees' progress and causing inefficient work practices. As a manager I appraise my team on an annual basis setting target and development needs.

In their initial or annual appraisal the staff member and I talk about how they wish to develop and progress within their role and the team.

The areas of development are then discussed to ensure training is provided, either in-house or an external provider, to meet the development needs. Target dates are then set to ensure the training has commenced or completed before the next appraisal. Throughout the year I monitor the progress of the team member on a regular basis to ensure they are developing as discussed and no issues have come up. When monitoring I review their targets through 1: 1 meetings which are done every half term. At the end of the 12 month period the training and development of the person is reviewed and assessed to ensure the training has had a beneficial impact on the person and the service the team provide. The cycle then commences again with a new set of targets for the next 12 months are agreed.