

ProMAs - Project Management Association

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POCKET GUIDE CAREER PLANNING



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Pocket guide

Introduction

Career management, is one of the most effective methods to be used to fill new positions, to increase efficiency of production, to improve the quality and to provide protection of the current situation. For this reason, career management, developing rapidly in recent years has become one of the important administrative functions of companies. Today's leaders, if they are guiding putting forth current and future objectives of their subordinates in a planned and systematic manner, have realized both organizations and subordinates will perform their goals. Employees' desire in any organization to choose a profession best suited to their talents and abilities, a job suitable to work in their chosen profession, to make a career in business life throughout the profession.

In today's business life, it is a fact of management science that human beings and their efforts are the essential factors for the success of all organizations. Furthermore, there have been some significant developments regarding how skilled employees consider business relations and what they expect from the organization.

Tools of career planning with requirements of innovative approaches in this field are an issue which has great importance for our country and therefore needs to be developed. There will be efforts to obtain outputs for the benefit of employees, practicing on the experience and knowledge of the EU within the scope of the project.

Our project aims to produce innovative educational materials by which employees will be able to plan their careers; to develop applications by which employees will be able to measure their skills and competences,

The target group of the proposed project will include all employees and the individuals who are going to start working in near future. Thus, the career guide and the mobile application to be developed within the scope of the project will be useful for all employees and for the individuals who are going to start working in near future. The reason why we have chosen all employees and the individuals who are going to start working in near future as our target group is the fact that career planning is an important need for the people in these statuses.

Within the scope of our project, need analysis, career planning guide and mobile application towards of employees will be developed. First of all, a literature review and survey will be conducted on the subject of career planning. Then, based on the results of the needs analysis,

a career planning guide at three levels will be prepared. And then, the mobile application will be developed on the basis of the career guide.

The career guide and the mobile application to be prepared within the scope of the project will be for the use of all employees and the individuals who are going to enter into the working life. The career guide will be prepared in a way that it will comprise the following three levels: the initial, intermediate and advanced career planning. The mobile application will be prepared based on this guide to be produced. The mobile application will comprise the options of initial, intermediate and advanced levels as well. The users will select a level based on their current status, and then carry out their career planning. For instance, a newly employed individual will select the initial level in order to develop his/her career plan. Likewise, an employee at the expertise level will select the intermediate level, and a director will conduct his/her career planning by selecting the advanced level in the mobile application.

Results and impact envisaged and finally the potential longer term benefits:

- Employees will have increased awareness about career planning.
- Employees will be made their own career planning.
- Employees will be increased productivity.
- Employees will be increased success in business.
- Employees will be more planned.
- Employees will be created their own CV.
- Employees will be planned easier their careers with mobile apps.
- Employees would understand the importance of career planning.
- Innovative training materials will created related to career planning.
- The employees' compatibility with the labour market as their professional competence and capability of career planning has been enhanced.
- The employees' knowledge, ability and competence on the issue of career planning has improved.
- The employees' participation in learning and training activities has been increased by improving counselling and supporting services in Career Guidance.
- International communication and collaboration in adult training has been developed.
- Various implementations of adult training in the EU countries have been adapted.
- Target groups will be conscious about the future and career planning.
- Career planning guide and mobile application that individuals and institutions in charge benefited from will be developed.

Project's website

You will find on our project website more information about the „Career Guidance and mobile application for employees” project, the partners, and the work that has been done in this topic.

You will also have approach to the Career Guidance book where you can read in detail about information on the research results, that was conducted in 5 countries and more importantly you can gain knowledge on competence development for all the three levels: beginners, who are about to start work, employees, who are already working and would like to widen their knowledge in career development and managers, who can develop their skills in leadership.

In the Career Guidance you will learn about work related skills, you can find out about methodological approaches for skill development, and you will also find separate modules about job interview, self management (motivation), and e-managerial strategies.

Our website: www.career-academy.eu

Guide on the education

Formal, non-formal, informal education

Formal training is ideal for new learners, for example, to learn a new technology or specific procedure. Obtaining degrees and university attendance enhance the knowledge and capabilities of the staff while broadening their experience with diverse people and ideas.

Informal training and development is rather casual and incidental. Typically, there are no specified training goals as such, nor are their ways to evaluate if the training actually accomplished these goals or not. This type of training and development occurs so naturally that many people probably aren't aware that they're in a training experience at all. Probably the most prominent form of informal training is learning from experience on the job. Examples are informal discussions among employees about a certain topic, book discussion groups, and reading newspaper and journal articles about a topic. A more recent approach is sending employees to hear prominent speakers. Informal learning is very likely the most common form of learning. There is no formal structure or curriculum, and usually no expert trainer who teaches. There usually is no formal recognition of completion, for example, a certificate or diploma. Informal learning is ideal for very experienced people.

Informal training is less effective than formal training if one should intentionally be learning a specific area of knowledge or skill in a timely fashion. Hardly any thought is put into what learning is to occur and whether that learning occurred or not. However, this form of training often provides the deepest and richest learning because this form is what occurs naturally in life.

Informal/Non-formal training could also include field trips to other companies and organizations.

We could also describe training and development processes using two dimensions - one for the degree of formality and one for the balance between self-directed and other-directed learning.

These two sets of choices result in four overall approaches. That is, one can take an informal approach to self-directed or "other-directed" learning. Similarly, one can take a formal approach to self-directed or "other-directed" learning.

Other-directed, formal training is typically more expensive than other approaches, but is often the most reliable to use for the learner to achieve the desired knowledge and skills in a timely fashion.

Self-directed, informal learning can be very low-cost, however the learner should have the capability and motivation to pursue their own training. Training may take longer than other-directed forms.

If training is needed right away, then other-directed training is often very useful, e.g., to sign up for a training course at a local university, college or training center. Or, a training professional can be brought in. As previously mentioned, other-directed training is usually faster and more reliable, but more expensive.

Self-directed forms of training require that the learner be highly motivated and able to conceptualize their approach to training, particularly in formal training.

Self-Directed Learning

Self-directed training includes the learner/graduate/employee/manager making the decisions about what training and development experiences will occur and how. The learner/graduate/ employee/ manager selects and carries out their own learning goals, objectives, methods and means to verify that the goals were met. Self-directed training seems to be more popular of late. Note that one can pursue a self-directed approach to informal or formal training. For example, self-directed, informal training might include examples of informal training listed above (book discussion groups, etc.), as long as the learner chose the activities and topics themselves, either for professional or personal reasons. Self-directed, formal training includes the learner's selecting and carrying out their own learning goals, objectives, methods and means to verify that the goals were met.

Probably the most important skill for today's rapidly changing workforce is skills in self-reflection. The highly motivated, self-directed learner with skills in self-reflection can approach the workplace as a continual classroom from which to learn. Supervisors and employees who work together to accomplish formal, self-directed learning in the workplace also accomplish continuous learning for continued productivity and learning.

Self-directed learning programs hold numerous advantages over traditional forms of classroom instruction for employees in the workplace, whether they be leaders, managers, or individual contributors. Bouchard (Self-directed Learning in Organizational Settings (working paper), Concordia University, Montreal, Canada) explains, "Over the years, it has become increasingly clear that traditional approaches to program design and delivery in the workplace and in associative

organizations present some important weaknesses. Problem areas include: coping with the short life span of useful knowledge; passing down acquired competencies to succeeding cohorts; accommodating the demands of productivity while providing for a continuity of learning; [and!] enabling learners to pursue activities that correspond to their learning styles and needs” (p. 1).

After many years of reflection about learning, eminent psychologist, Carl Rogers, founder of self-directed therapy, asserted that “anything that can be taught to another is relatively inconsequential, and has little or no significant influence on behavior” (On Becoming a Person: A Therapist’s View of Psychotherapy, Houghton Mifflin, 1961, p. 276). He adds, “The only learning which significantly influences behavior is self-discovered, self-appropriated learning” (p. 276).

Self-directed learning programs:

- Are more effective in development because learning accommodates graduates’/employees’/managers’ learning styles and objectives
- Save substantial training costs because learners learn to help themselves and each other with practical and timely materials
- Achieve increased employee/employer effectiveness in their jobs as they learn to learn from their own work experiences and actually apply their learning in their places of work

Other-Directed Learning

This form, of course, is where someone other than the learner drives what training activities will occur. Other-directed, informal training includes, e.g., supervisors sending employees to training about diversity, policies, sexual harassment in the workplace.

Other-directed, formal training includes where someone other than the learner specifies the training goals will be met in training, how those goals will be met and how evaluation will occur to verify that the goals were met. This form of learning is probably the most recognized because it includes the approach to learning as used in universities, colleges and training centers. This form of learning typically grants diplomas and certificates. Note that this form of training, although readily available in universities, etc., is usually somewhat "generic", that is, the program is geared to accommodate the needs of the most learners and not be customized to any one learner. Therefore, a learner may pay tuition fees to learn knowledge and skills that he or she may not really need.

Another form of "other-directed", formal training is employee development plans. The plans identify performance goals, how the goals will be reached, by when and who will verify their accomplishment. "Other-directed", formal training can be highly effective for helping learners gain desired areas of knowledge and skills in a timely fashion. A drawback is that learners can become somewhat passive, counting on the "expert" to show them what they should be doing and when.

How to do a training?

New employee Training Methods and Techniques

New employee orientation is the process used for welcoming a new employee into the organization. The goal of new employee orientation is to help the new employee feel welcomed, integrated into the organization, and performing the new job successfully as quickly as possible.

New employee orientation, often spearheaded by a meeting with the Human Resources department, generally contains information in areas such as: safety, the work environment, the new job description, benefits and benefits eligibility, the employee's new manager and coworkers, company culture, company history, the organization chart and anything else that is relevant for the new employee to working in the new company.

New employee orientation often includes an introduction to each department in the company and a list of employees to meet who are crucial to the new employee's success. The best orientations have set up these meetings prior to the new employee's arrival.

Employee onboarding also includes training on-the-job often with a coworker who does or has done the job. New employee orientation frequently includes spending time doing the jobs in each department to understand the flow of the product or service through the organization.

Employee training that is crucial in bringing a new employee up-to-speed as quickly as possible is known as employee onboarding or new employee orientation.

The right employee training, development, and education, at the right time, provides big payoffs for the employer in increased productivity, knowledge, loyalty, and contribution from employees.

Training that helps each employee grow their skills and knowledge to better perform their current job is appreciated as a benefit. The opportunity for development also increases employee loyalty, and thus retention.

Internships are offered usually by organizations to college students wanting to find work experience during the summer months. The internships offer precious, real-life job experience and the organizations often get skilled, highly dedicated service. Many times, interns go on to be hired by the organizations, as well.

Apprenticeships give employers the opportunity to shape inexperienced workers to fit existing and future jobs. These programs give young workers the opportunity to learn a trade or profession and earn a modest income. Apprenticeship combines supervised training on the job with classroom instruction in a formal, structured program that can last for a year or more.

Interactive employee training techniques keep your employees engaged, which makes them more receptive to new information. These techniques incorporate group discussions, which is one of the best ways for more knowledgeable employees to pass their skills onto new employees. In other words, discussions provide open communication among the trainees and with the trainer.

Demonstrations are powerful training tools as they involve use of tools and equipment to showcase the steps being taught or the main processes being adopted.

Career Counseling - Hopefully, learners have the opportunity to work with their supervisors to develop career plans which identify areas for improvement or advancement, how those areas can be addressed and when.

Coaching is becoming a very popular means of development, and often includes working one-on-one with the learner to conduct a needs assessment, set major goals to accomplish, develop an action plan, and support the learner to accomplish the plan. The learner drives these activities and the coach provides continuing feedback and support.

Experienced Employee Training Methods and Techniques

Employers wisely spend their training and development funds in diversified methods of training presentation to meet the needs of their employees. Instructor-led, live face-to-face in the classroom was the delivery method chosen most frequently by the companies worldwide. On-the-job learning was a key part of employees' development experiences; learning that occurs during work is very important in organizations.

Classroom or Instructor-Led Training

Instructor-led training remains one of the most popular training techniques for trainers. There are many types including:

Blackboard or whiteboard. This may be the most "old-fashioned" method, but it can still be effective, especially if you invite trainees to write on the board or ask for feedback that you write on the board.

Overhead projector. This method is increasingly being replaced with PowerPoint presentations, which are less manually demanding, but overheads do allow you to write on them and customize presentations easily on the spot.

Video portion. Lectures can be broken up with video portions that explain sections of the training topic or that present case studies for discussion.

PowerPoint® presentation. Presentation software is used to create customized group training sessions that are led by an instructor. Training materials are provided on CDROM and displayed on a large screen for any number of trainees. Employees can also use the programs individually, which allows for easy make-up sessions for employees who miss the group session. This method is one of the most popular lecture methods and can be combined with handouts and other interactive methods.

Storytelling. Stories can be used as examples of right and wrong ways to perform skills with the outcome of each way described. This method is most effective with debriefing questions, such as:

How does this story relate to training?

How did the main character's choices make you feel?

What assumptions did you make throughout the story? Were they correct?

What would you have done differently?

This technique makes communication easier since it is nonthreatening with no one right answer. It is cost effective, especially if trainers have their own stories to tell. Stories can also make sessions more personal if they involve people trainees know. You can also find many training stories online.

Advantages

Instructor-led classroom training is an efficient method for presenting a large body of material to large or small groups of employees.

It is a personal, face-to-face type of training as opposed to computer-based training and other methods we will discuss later.

It ensures that everyone gets the same information at the same time.

It is cost-effective, especially when not outsourced to guest speakers.

Storytelling grabs people's attention.

Disadvantages

Sometimes it is not interactive.

Too much of the success of the training depends on the effectiveness of the lecturer.

Scheduling classroom sessions for large numbers of trainees can be difficult—especially when trainees are at multiple locations.

Interactive Methods

There are many ways that you can break up training sessions and keep trainees attentive and involved, including:

Quizzes. For long, complicated training, stop periodically to administer brief quizzes on information presented to that point. You can also begin sessions with a prequiz and let participants know there will also be a follow-up quiz. Trainees will stay engaged in order to improve their prequiz scores on the final quiz. Further motivate participants by offering awards to the highest scorers or the most improved scores.

Small group discussions. Break the participants down into small groups and give them case studies or work situations to discuss or solve. This is a good way for knowledgeable veteran employees to pass on their experience to newer employees.

Case studies. Adults tend to bring a problem-oriented way of thinking to workplace training. Case studies are an excellent way to capitalize on this type of adult learning. By analyzing real job-related situations, employees can learn how to handle similar situations. They can also see how various elements of a job work together to create problems as well as solutions.

Active summaries. Create small groups and have them choose a leader. Ask them to summarize the lecture's major points and have each team leader present the summaries to the class. Read aloud a prewritten summary and compare this with participants' impressions.

Q & A sessions. Informal question-and-answer sessions are most effective with small groups and for updating skills rather than teaching new skills. For example, some changes in departmental procedure might easily be handled by a short explanation by the supervisor, followed by a question-and-answer period and a discussion period.

Question cards. During the lecture, ask participants to write questions on the subject matter. Collect them and conduct a quiz/review session.

Role-playing. By assuming roles and acting out situations that might occur in the workplace, employees learn how to handle various situations before they face them on the job. Role-playing is an excellent training technique for many interpersonal skills, such as customer service, interviewing, and supervising.

Participant control. Create a subject menu of what will be covered. Ask participants to review it and pick items they want to know more about. Call on a participant to identify his or her choice. Cover that topic and move on to the next participant.

Demonstrations. Whenever possible, bring tools or equipment that are part of the training topic and demonstrate the steps being taught or the processes being adopted.

Other activities.

- Create a personal action plan

- Raise arguments to issues in the lecture

- Paraphrase important or complex points in the lecture

Advantages

- Interactive sessions keep trainees engaged in the training, which makes them more receptive to the new information.

- They make training more fun and enjoyable.

- They provide ways for veteran employees to pass on knowledge and experience to newer employees.

- They can provide in-session feedback to trainers on how well trainees are learning.

Hands-On Training

Experiential, or hands-on, training, offers several more effective techniques for teaching employees, including:

- Cross-training. This method allows employees to experience other jobs, which not only enhances employee skills but also gives companies the benefit of having employees who can perform more than one job. Cross-training also gives employees a better appreciation of what co-workers do and how their own jobs fit in with the work of others to achieve company goals.

Demonstrations. Demonstrations are attention-grabbers. They are an excellent way to teach employees to use new equipment or to teach the steps in a new process. They are also effective in teaching safety skills. Combined with the opportunity for questions and answers, this is a powerful, engaging form of training.

Coaching. The goal of job coaching is to improve an employee's performance. Coaching focuses on the individual needs of an employee and is generally less formal than other kinds of training. There are usually no set training sessions. A manager, supervisor, or veteran employee serves as the coach. He or she gets together with the employee being coached when time allows and works with this employee to: answer questions, suggest more effective strategies, correct errors, guide toward goals, give support and encouragement, provide knowledgeable feedback.

Drills. Drilling is a good way for employees to practice skills. Evacuation drills are effective when training emergency preparedness, for example.

Advantages

Hands-on training methods are effective for training in new procedures and new equipment.

They are immediately applicable to trainees' jobs.

They allow trainers to immediately determine whether a trainee has learned the new skill or procedure.

Computer-Based Training (CBT)

Computer-based training is becoming increasingly prevalent as technology becomes more widespread and easy to use. Though traditional forms of training are not likely to be replaced completely by technological solutions, they will most likely be enhanced by them. Human interaction will always remain a key component of workplace training.

Nonetheless, it is a good idea to look more closely at what training technologies have to offer and how they might be used to supplement existing training programs or used when developing new ones. Computer-based training formats vary from the simplest text-only programs to highly sophisticated multimedia programs to virtual reality. Consider the following types:

Text-only. The simplest computer-based training programs offer self-paced training in a text-only format. These programs are similar to print-based, individualized training modules with the addition, in most cases, of interactive features. While simple in format, these programs can be highly effective and present complicated information and concepts in a comprehensible and easily accessible way.

CD-ROM. A wide variety of off-the-shelf training programs covering a broad range of workplace topics are available on CD-ROM. Programs can also be created by training consultants for the specific needs of the particular organization or individual departments.

Multimedia. These training materials are an advanced form of computer-based training. They are much more sophisticated than the original text-only programs. In addition to text, they provide stimulating graphics, audio, animation, and/or video. Multimedia tends to be more provocative and challenging and, therefore, more stimulating to the adult mind. Although costs are higher than text-only software, the benefits in terms of employee learning may well be worth it. Multimedia training materials are typically found in DVD format.

Virtual reality. Virtual reality is three-dimensional and interactive, immersing the trainee in a learning experience. Most virtual reality training programs take the form of simulation, which is a highly effective form of training. It is hands-on experience without the risks of actual performance. Flight simulators, for example, have been used successfully for years to train airline and military pilots in critical flying skills, as well as to prepare them for emergency situations in a safe and forgiving environment.

Advantages

Computer-based training programs are easy to use.

They can often be customized or custom designed.

They are good for helping employees develop and practice new skills.

They are useful for refresher training. They are applicable to self-directed learning.

They can be cost-effective because the same equipment and program can be used by large numbers of employees.

They are flexible because trainees can learn at their own pace and at a time that's convenient for them. Computer-based programs are available 24 hours a day, 7 days a week. No matter which shift an employee works, training is always available.

Some programs are interactive, requiring trainees to answer questions, make choices, and experience the consequences of those choices. This interaction generally results in greater comprehension and retention.

They are uniform, which makes it possible to standardize training.

They are measurable. When computers are used for training, it is possible to track what each employee has learned right on the computer. Most programs have post-tests to determine whether the employee has understood the training. Test scores give trainers statistics for training evaluations.

Online or E-Learning

In addition to computer-based training, many companies with employees in a variety of locations across the country are relying on other technologies to deliver training. This method is becoming more and more popular as access to the Web becomes more widely available. Some examples include:

Web-based training. This method puts computer-based training modules onto the Web, which companies can then make available to their employees either on the company's intranet or on a

section of the vendor's website that is set up for your company. There are many courses available on the Internet in many different topic areas. These courses provide a hands-on, interactive way for employees to work through training presentations that are similar to CD-ROM or PowerPoint, on their own. Training materials are standardized because all trainees will use the same program. Materials are also easy to update, so your training is always in step with your industry. Web-based training programs are also often linked with software (a learning management system, or LMS) that makes trainees' progress trackable, which makes recordkeeping very easy for the training administrator.

Tele- or videoconferencing. These methods allow the trainer to be in one location and trainees to be scattered in several locations. Participants are networked into the central location and can usually ask questions of the trainer via the telephone or by a webchat feature. Lectures and demonstrations can be effective using this method.

Audioconferencing. This method is similar to videoconferencing but involves audio only. Participants dial in at the scheduled meeting time and hear speakers present their training. Question and answer sessions are frequently held at the end of sessions in which participants can email questions or call in and talk to a presenter.

Web meetings, or webinars. This method contains audio and visual components. Participants dial in to receive live audio training and also follow visual material that appears on their computer screens. These presentations are similar to CD-ROM or PowerPoint presentations and sometimes offer minimal online interactivity. Q & A sessions may also be held at the end of sessions.

Online colleges and universities. This method is also known as distance learning, and many schools now offer certificates or degrees through online programs that require only minimal on-campus residency.

Collaborative document preparation. This method requires participants to be linked on the same network. It can be used with coaches and trainees to teach writing reports and technical documents.

E-mail. You can use e-mail to promote or enhance training. Send reminders for upcoming training. Solicit follow-up questions for trainers and/or managers. Conduct training evaluations through e-mail forms.

Advantages

Online or e-learning programs are effective for training across multiple locations.

They save the company money on travel expenses.

They can be a less expensive way to get training from expert industry professionals and consultants from outside the company.

They are useful for refresher training.

They are good for self-directed learning.

They can be easy to update with new company policies or procedures, federal regulations, and compliance issues.

They offer trainers a growing array of choices for matching training programs to employee knowledge and skill levels.

How to Use a Blended Learning Approach

Blended learning is a common sense concept that results in great learning success. The blended learning approach is simply acknowledging that one size doesn't fit all when it comes to training. In a nutshell, blended learning means using more than one training method to train on one subject.

Learning experts believe that a big advantage of blended learning is that it more closely replicates how people actually learn on the job, through experience and interaction with co-workers.

This approach works well because the variety of approaches keeps trainers and trainees engaged in training. Blended learning simply makes a lot of sense.

Employee training options through the job the employee performs could include:

- Expand the job to include new, higher level responsibilities that help the employee stretch his skills.

- Reassign responsibilities that the employee does not like, that are routine and that the employee may have been doing for a long time. (They may help another employee stretch and grow while alleviating boredom for the employee in question.)

- Provide more authority for the employee to self-manage and make decisions. These chances to self-manage will help the employee spread her wings and fly.

- Invite the employee to contribute to more important, department or company-wide decisions and planning.

- Provide more access to attend the more important and desirable meetings.

- Provide more high-level information by including the employee on specific email lists, in company briefings, and in your confidence.

- Provide more opportunity for the employee to participate in the process of establishing goals, priorities, and measurements.

- Assign reporting staff members to his or her leadership or management position. You can make the employee grow professionally through managing coworkers as a boss.

- Assign the employee to head up projects or teams to further develop leadership skills.

- Enable the employee to spend more time with his or her boss. The time spent in mentoring, sponsoring and coaching with the boss will expand the employee's skills.

- Provide the opportunity for the employee to cross-train in other roles and responsibilities.

Internal Education, Employee Development, and Training Options

- Onsite seminars and classes provide training customized to the organization.

- Coaching gives employees the opportunity to share knowledge.

- Mentoring is increasingly important in employee development and training as are formal mentoring programs.

- Form a book club at work.

Managers Training Methods and Techniques

Management Development Programs

Local universities, colleges and training centers usually offer these programs.

Training ideas that can be implemented within the organization by the managers.

1) Develop an Organizational Learning Culture

One of the chief tasks of any successful modern organization is to develop an effective and engaging learning culture. To do this means encouraging continuous learning and growth in the employees. The best employees are those who are motivated to learn and continuously grow their knowledge and skills.

Organizations that nurture a learning culture are those that attract the best, brightest, and most innovative talents. They also help to develop more skilled and agile employees.

The steps to help organizations develop strong learning cultures include: teaching employees to learn beyond the classroom, encouraging creative solutions without concern of failure, welcoming dissenting opinions and feedback, rewarding engaged employees who contribute to the learning culture, getting buy-in from existing leadership.

2) Encourage Existing Leaders to Share Their Knowledge

When leaders treat the organizations they work for as opportunities to share their knowledge, it can help to transform them into environments that cultivate leadership talent. Providing leadership training through mentorship and coaching makes the experience personal to the employees who receive their guidance. It also helps them to feel like they truly matter, both as people and as workers.

3) Use Self-Directed Instructional Methods

Being able to engage in self-directed learning is an essential life skill for everyone. The abundance of web-based technologies that are available today — video, website, online course portals, games, and more — help to foster curiosity, agility, and innovation in continuous learning. They provide an informal learning environment for leadership training outside of a classroom setting.

Self-directed learners are intrinsically motivated. They understand that their passion for learning is fundamentally connected to their ability to differentiate themselves and succeed in the workplace. They know where they need to get smarter to add even more value to their organizations and to advance their careers. They take responsibility for their own learning because they are passionate, inspired and curious.

4) Employ Experiential Exercises in Training

Learning doesn't have to strictly be theoretical or learning lessons from what others have done. Another great leadership training idea is the using experiential learning exercises to provide employees with an opportunity to learn these insights firsthand. It helps to create the "a-ha" moments where

things finally click and are understood in ways that cannot be accomplished simply by reading about a concept. Experiential training also makes it more memorable for participants.

Experiential learning opportunities can include: management-in-training type programs in which employees can shadow existing leaders; placing employees in charge of specific programs and projects that help them to develop their leadership skills; or having employees participate on committees to create solutions to specific problems the organization faces.

An added benefit of these leadership groups is that they provide a resource for the organization regarding mock strategy execution. The leaders-in-training can provide additional business and learning value by performing a mock run-through of the strategy to identify and address any missing components before it officially launches.

5) Develop and Implement Specialized Training

Another great way to develop leaders is through the use of specialized training programs. These focused programs can target specific areas and skill sets that are missing or lacking within the organization.

These programs can break the group of leaders down into smaller groups, ensuring more personalized learning. Furthermore, it can include: group discussions and exercises focusing on different topics; case studies based on real-world examples from the organization; and games and other methods of learning to increase knowledge of skills.

How to use the mobile application?

To use the Career Guide & Mobile App for Employees application you have to visit a web page with the application. After that there are two ways to use the app:

- use it in your smartphone web browser or,
- downloaded it to your smartphone and use it like native application even without internet connection.

Below are the steps needed to download the application.

On Android devices:

visit a web page with the application,

- tap on „Options” button in Chrome web browser,
- tap on „Add to main screen” button,
- tap on „Add” button.

On iOS devices:

visit a web page with the application,

- tap on „Share” button in Safari web browser,
- tap on „Add to home screen” button,
- tap on „Add” button in the right upper corner of the screen.

When you run the application on the first screen you have to select which country you are from and the language you use. Then you can choose which level you are and the survey will begin. After that, there will be presented the results with descriptions. In the end, the application will return to the first screen so you can start another survey.