

Global Manufacturing Company

HR Journey to Success

Training Design

Version 3.1

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Training Design

Intended Audience

Human Resources organization worldwide

Objectives and Segment in which Covered

At the end of the training, individuals will be able to:	(Seg #)
1. Describe the need for change in HR.	(E, F)
2. Describe the winning future and the plan for achieving it.	(most)
3. Use the 4 major HR roles (derived from Ulrich), the products & services matrix, and the new service delivery model to describe work in the new HR.	(H, I, J)
3.1. List and define the 4 major HR roles (derived from Ulrich).	(J)
4. Apply the new service delivery model to HR practices.	(K)
4.1. List, define, and describe the major parts and functions in the new service delivery model.	(K)
5. Improve skill at working with the new products and services matrix.	(N, O, P, Q, R)
5.1. Interpret the products and services matrix.	(N, O)
5.2. Apply the products and services matrix to various activities in the new HR.	(N, O, P, Q, R)
5.3. Based on customer needs and/or requests, specify the roles and responsibilities of each functional group involved.	(N, O, P, Q, R)
6. Apply the SDM and PSM to your own situation in the new HR.	(Q)
7. Apply the SDM and PSM to other situations, regions, and functions in the new HR.	(R)
8. Apply the eight transition HR behaviors to your job.	(S, V)
8.1. List and define the eight transition HR behaviors.	(S)
8.2. Describe how you should exhibit the eight transition HR behaviors in your job.	(V)
9. Apply the new HR competencies list to assess your own or another's competencies.	(W, X)
9.1. Define "competency."	(W)
9.2. Describe the architecture of the new HR competencies.	(W)
9.3. Describe the competency assessment tool to be used in HR.	(X)
9.4. Describe the relationship between personal commitment and job performance.	(W)
10. Describe the new HR developmental curriculum, and where and when it will be available.	(X)

Training Design

Target Audience

Primary: all HR associates E6 and above.

Secondary: all HR associates E5 and below.

Learning Strategy

This workshop will be a combination of lecture, cases, and games. The lecture portion will be kept to an absolute minimum. Most of the learning will come from the cases and games.

Delivery Method

Instructor-led.

Length

9 hours.

Class Size

25 people

Learning Environment

This workshop will be planned for a standard classroom with the following characteristics:

- Presentation area (computer projector, screen, and lectern).
- Individuals seated at 5 tables (any shape) accommodating 5 people each for small group exercises.
- Posters on walls listing some of the problems from the cases. These should each have a graphic.

Small Group Formation

Natural “work groups (service teams) wherever possible; otherwise, random but functionally divided.

Preclass Assignmant

Bring own personal commitment documents. Bring a problem to solve.

Design Details

The design details are contained on the following pages.

Training Design

Detailed Training Design							
Seg#	Mins	Segment Title	Method	Group	Description of Activity	Obj#	Support Needed
A	2	Welcome	Lecture	Large	Individuals receive a welcome from the lead instructor	-	
B	13	PreTest	Assess	Individual	Individuals complete a pre -training assessment of knowledge.	All	Assessment tool #1
C	5	Overview	Lecture	Large	Individuals see/hear an overview of the training including objectives, major topics, logistics, etc.	-	
D	8	Getting to Know You	Introductions	Large	Individuals introduce themselves: name, business / organization, functional speciality.	-	
E	35	Journey to Success, part 1	Game	Small	Each team uses game 1 to: (1) honor the past, (2) agree why change is needed, (3) identify clients' views of HR, (4) identify dangers & threats to HR, (5) discard old HR models, and (6) see a way to the winning future.	1	Game 1 Prizes
F	15	A Word from Our Sponsor	Live or Video	Large	Individuals hear/see (watch a video from) an HR VP relates how important the new SDM is, how important the re-org is, why it is happening, what is expected of them, that new roles and responsibilities have been defined and are expected to be followed, and that it will stick for X years.	1, 2	Video #1 Video projection Speaker script
G	45	Journey to Success, part 2a	Game / Lecture	Small & Large	Individuals hear/see explanation of the following key concepts: (1) being part of the value chain, (2) identify with traits in the winning future, (3) clarify "customer," "client," and "consumer," and (4) the rules of engagement. Then each team uses game 2 to prepare their own descriptions and examples of the winning future	2	Game 2 Exercises in PG
H	10	4 HR Roles	Lecture	Large	Individuals watch/listen to an explanation of the four HR roles of action that led to the new corporate HR SDM.	3	PPT presentation PPT projection
I	15	Roles Sort	Exercise	Small	Each team sorts the "what is expected" and the "how to do this" into the 4 HR roles.	3	Cards with one of these items each

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J	20	Reflection 1	Exercise	Individual	Individuals for their own jobs identify (1) their job responsibilities, and (2) which role type each is.	3	Form that has room for later listing 8 behaviors and the competencies required; organized in the same way as the HR competencies
K	20	Corporate SDM and R&R	Lecture	Large	Individuals watch/listen to an explanation of the new corporate HR service delivery model and how it is different from the recent approach.	4.1	PPT presentation PPT projection
L	45	Journey to Success, part 2b	Game	Small	Each team (1) builds the HR tower and adds the SDM labels, (2) identifies where the different HR functional components fit in this tower, and (3) identifies examples of the results and actions for one of the HR function components.	2, 4	Game 2 Lists of results and actions for each segment of HR
M	20	Products & Services Matrix	Lecture	Large	Individuals watch/listen to an explanation of the corporate HR Products & Services Matrix (P&SM), and how to use it. The P&SM is positioned as a temporary document that will help and guide HR professionals to involve the appropriate people, but will ultimately be replaced by the results of the HR core process re-engineering that is just starting.	2.2	PPT presentation PPT projection
N	25	Matrix Case 1 - Easy	Exercise	Small	Each team reads the same case study that is fairly easy and straightforward in order to learn how to use the matrix. They identify the roles and responsibilities with the new SDM and new P&SM in place. Each team reports to the large group and corrections are made by the facilitator.	5	Matrix Flip chart
O	45	Matrix Case 2 - Complex	Exercise	Small	Each team reads a different case study that is more difficult. They identify the roles and responsibilities with the new SDM and new P&SM in place. Each team reports to the large group.	5	Matrix 4 case studies Flip chart

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P	45	Matrix Case 3 – Roll Your Own	Exercise	Small	Each individual identifies a case that is important in his/her own situation, and then lists the major steps that should be followed with the new SDM and new P&SM in place, and the roles and responsibilities. Each individual reports the situation and action plan to their small group, which provides feedback.	5, 6	Matrix Flip chart
Q	15	One Stop Shops	Role Play	Large	Individuals watch facilitator and subject expert play an HR professional talking with a client. Two individuals from the audience are selected as “interpreters,” one for each role player. After every sentence of the role players, the corresponding interpreter says aloud to the class what the person might really mean in terms of (1) reality, and (2) the HR role definitions.	5, 7	Select a topic to discuss with the client from a case study
R	20	8 Transition Behaviors	Lecture	Large	Individuals watch/listen to an explanation of the 8 transition behaviors and 4E+1, and why they will be needed and emphasized. Examples are given). Each individual must choose to agree or not.	8	PPT presentation PPT projection
S	20	Journey to Success, part 3a	Game	Small then Large	Each team uses the game to prepare their explanation of the 8 transitional behaviors and how they apply to their area of HR expertise. They do the same for the HR Renewal components that are already in place. Large group discussion follows.	8	Game 3 Prizes
T	20	Journey to Success, part 3b	Game	Small then Large	Each team uses the game to identify obstacles to HR achieving their winning future, resources needed, metrics to use, and competencies needed. They are not allowed to say “more resources.” Also, they must focus on the needs / satisfaction of the client. Report back to large group. Large group report out follows.	2	Game 3 Prizes
U	30	Case 4 – Behaviors	Exercise	Small	Each team reads the same new case study, and lists the roles, responsibilities, and behaviors needed. Each team reports to the large group.	5	Matrix 4 case studies Flip chart

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Seg#	Mins	Segment Title	Method	Group	Description of Activity	Obj#	Support Needed
V	15	Corporate HR Competencies & Professional Development	Lecture	Large	Participants watch/listen to an explanation of the new corporate HR competency system and the professional development system.	7	PPT presentation PPT projection
W	15	Reflection 4a	Exercise	Individual	Individuals apply the competencies to their own jobs.	9	Same form as before
X	10	Reflection 4b	Exercise	Individual	Individuals write what they will include in their own Personal Commitment.	9	Same form as before
Y	30	College Bowl	Game	Large	Small groups as teams compete in a "college bowl" type of game to answer questions about what has been learned in this workshop.	All	GameShow Pro (or PPT)
Z	5	More Words from Our Sponsor	Live or Video	Large	Another HR VP gives essentially the same message as at the beginning of the workshop.	1, 2, 4, 5	Video # Video projection
AA	13	PostTest	Assess	Individual	Individuals complete a post-training assessment of knowledge.	All	Assessment tool #2
BB	5	What Have You Done For Me Lately	Exercise	Small	Each individual prepares a card with his/her name. Each other team member writes on the card what she/he thinks the card owner will be able to do for the writer. The cards circle the table in unison, then are returned to the owners.		5 x 8 cards
CC	3	Goodbye and Good Luck	Lecture	Large	Individuals listen to closing remarks and say their goodbyes.	-	Graduation items
TOT=		589	minutes,	or	9.8	hours	