

Development Tracks



Success Track



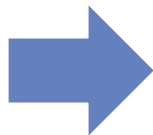
Tracks. Key Principles.

Effective Corporate Education is to be built on the principle of **70-20-10***

70%

On-the-job Training:

- Working on real projects
- Solving real everyday problems and challenges\ doing real problem optimization
- Doing special learning projects, aiming to develop competence and people
- Carrying out the implementation of complex work tasks under the observance of a supervisor



Focus on current tasks

Training get efficient in case an employee get new knowledge or competence training in small portions, and immediately implements it at work.

20%

Training relying on the experience of the others:

- Active seeking for feedback
- Communication with experts
- Observing the work of the expert

10%

Formal Training

(Webinars, trainings, workshops, seminars)

Key Success Factors in Education:

- The presence of development plan
- Minimized volume of theory
- Maximized implementation of theory in practice
- Continuous learning



Example “Influencing People”

1



Goals of Development

Learn to deliver high quality presentations
Learn to prepare presentation materials properly (collect and select information, create presentation structure, draft slides in ppt, etc.)



Books

Presenting to Win: The Art of Telling Your Story, Updated and Expanded Edition - Jerry Weissmann, 2008
The Wall Street Journal Guide to Information Graphics: The Dos and Don'ts of Presenting Data, Facts, and Figures - Dona M. Wong, 2014
Pitch Anything: An Innovative Method for Presenting, Persuading, and Winning the Deal - Olaf Klaff, 2011

2



Observing the actions

1. Observe the expert while he or she is doing preparations for the presentation.
2. Observe the expert when he or she shapes his ideas and makes his team\ his listener comprehend them.
3. Observe the expert. Keep focus on one particular competence, observe all the competences in several presentations.



Question to the expert

1. How do prepare for delivering a presentation? Do you have and use a certain preparation structure, defined steps plan, check list?
2. What tools and methods do you utilize to structure the information you deliver to the listeners?
3. How do you keep the focus of attention during the presentation? How do you deal with difficult questions?

3



On-the-Job training actions

1. When preparing a presentation, create check-list with the points to be done for the presentations, including materials and tools to be used.
2. Always draft the plan of presentation, or an important meeting, establishing the linkage between important issues and slides. Follow the plan.
3. Rehearse the presentation in front of a colleague. Ask the colleague to evaluate the comprehension of the idea and contents. Introduce necessary corrections.
4. Analyze video-taping of one's own presentations. Assess the precision of one's own formulations and wording, both in reference to contents and in manner of information delivery.
5. Find on the net open presentations of Russian and Foreign politicians and businessmen and carry out analysis on:
 - What is the pursued purpose of his presentation in front of this audience?
 - How has he structured the information?
 - What tools and instruments has he used to make his presentation clear and most comprehensible?

4



Feedback

1. What is my degree of precision in structuring information in a presentation or in a meeting?
2. Do I manage to clearly and appropriately formulate my ideas?
3. Do You always understand and comprehend the main idea of my presentations?
4. Have I achieved my goals in conducting a presentation?
5. Did the participants like the presentation?



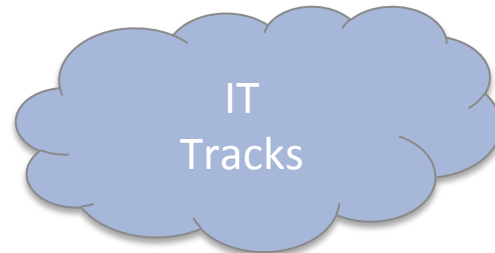
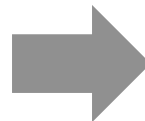
Development Tracks



Development Tracks – is the information system designed on basis of the development actions referring to each particular competence. This system enables management of individual development of employees by creating for everyone of them tracks of developing of the defined competences..

Working with tracks coincides following elements:

- Library consisting of 108 development tracks
- Methodology of using a track
- Customized instant premise (specialized client access)



Advantages of Development Track System

For Participants

- Receives a sequence of steps to develop single particular competence
- Does not spend time on presence training formats

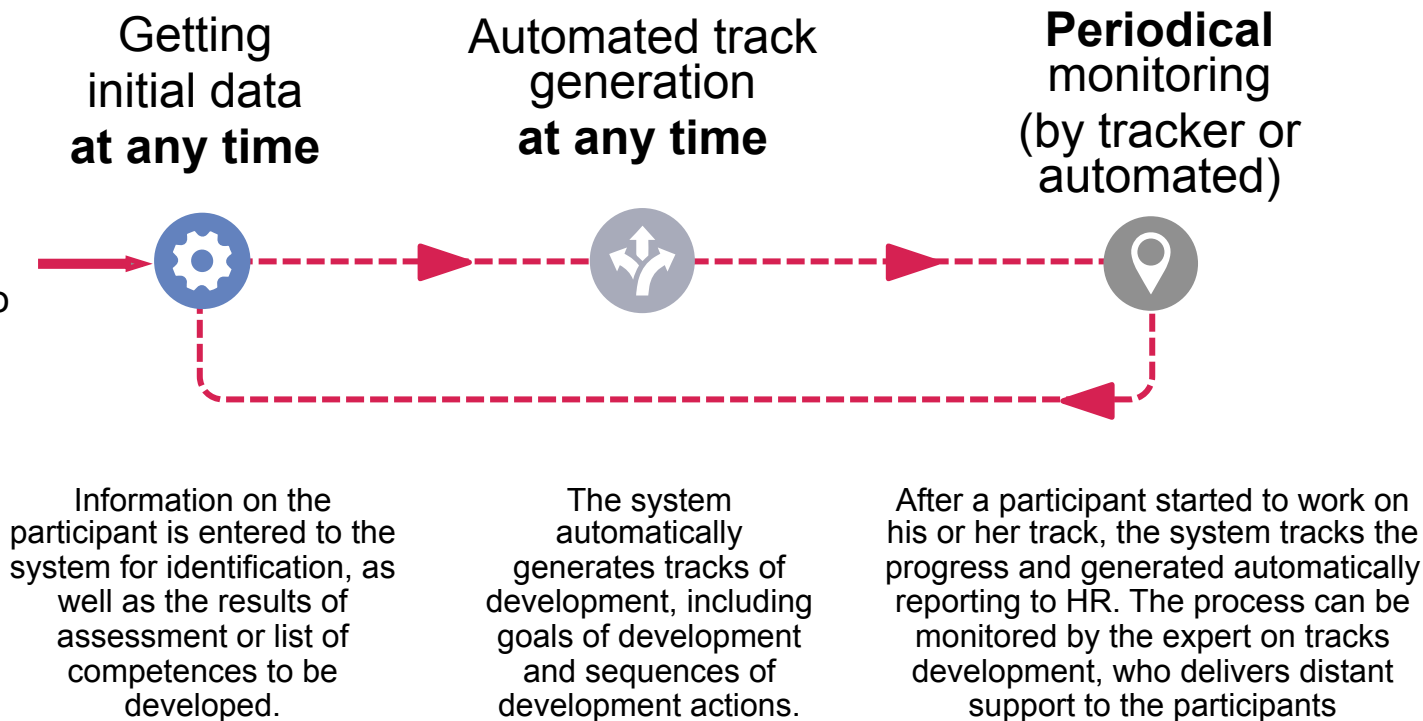
For HR

- Considerable decrease of education-related expenses per employee combined with retained or increased efficiency
- Considerable decrease of administrative workload: lists, rooms, business trip administration is no longer necessary.



Working with Tracks / Process

- Name of participant
- Competences to be developed

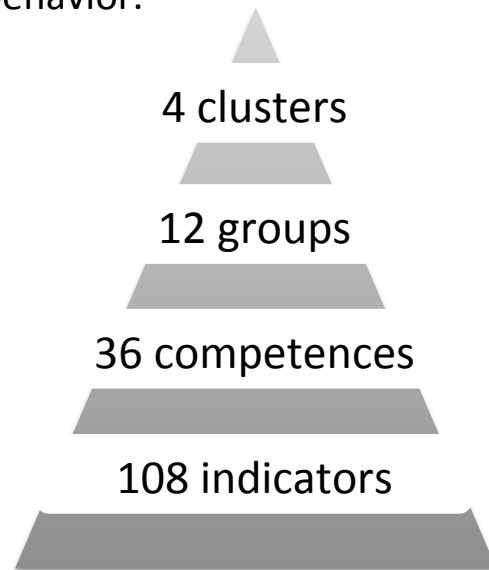
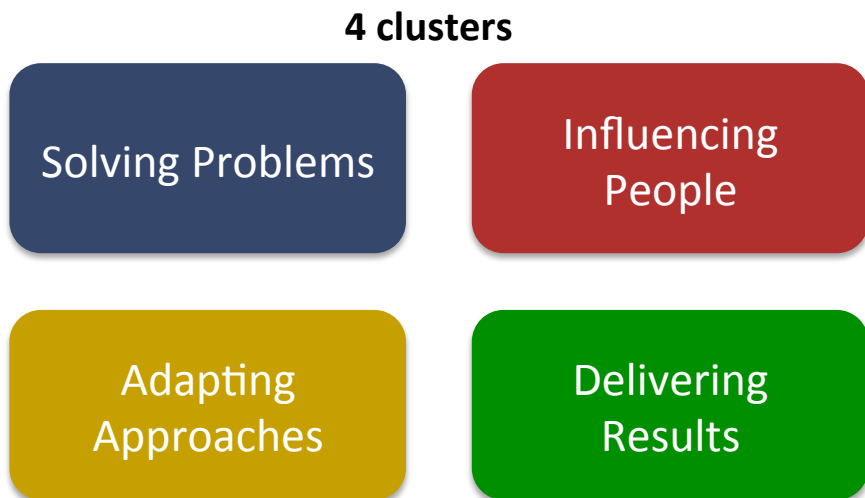




Wave Model

Wave — hierarchically developed tree-like model of competence, which covers all the major areas of work life in modern business work environment.

This model is structured alongside 4 major cluster blocks, each of the latter referring to the potential of an employee on key features of resultative behavior.



Information System



Development Tracks

Personal Cabinet

Login

Password



Remember my Password

(recommended in case you are using your personal computer)

Enter


Register

Can be connected with API and corporate LMS, and the participant will be automatically registered in the system



SYSTEM INTERFACE

Development Tracks



JOHN CURIOUS
CEO, Member of Board


Development Expert

PLAN OF DEVELOPMENT

STATISTICS

ACHIEVEMENTS

Formulates Strategy	10/20
Devises Solutions	0/20
Designs Approaches	0/20
Takes Radical Decisions	✓
Goes ahead of Trends	0/20
Shows Enthusiasm	✓
Establishes Contacts	0/20
Diminishes Pressure	0/20
Develops Business Connections	0/20
Does Networking	✓

**Success Track**

Formulates Strategies

Learning Progress – 75%


Goals of Development:

Learn to formulate project, branch and department strategies.

Learn to use and implement theoretical models of & approaches to strategy design

Learn to find the discrepancies between corporate strategy and department strategy on the stage of strategy design and develop at least two alternative for each discrepancy.

Books



Henry Mintzberg
The Strategy Process: Concepts, Context, Cases
4th Edition

Questions to the expert:


Choose an expert and discuss with him or her following questions:

#	Task	Time Line & Status
1	What are the theories and Approaches that you use to design a strategy? In a short-term perspective? In a long-term perspective?	Done
2	Study the strategies of the competitors. Define major differences from your corporate strategy.	15 days left
3	Provide the example of the most efficient strategy.	Time line to be defined.

Chosen Development Indicators

Major Field with Development Steps and Actions

Development Tracks



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CEO, Member of Board

Development

Expert

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On-the-job Training Actions

Actions to be made on self-development on the job

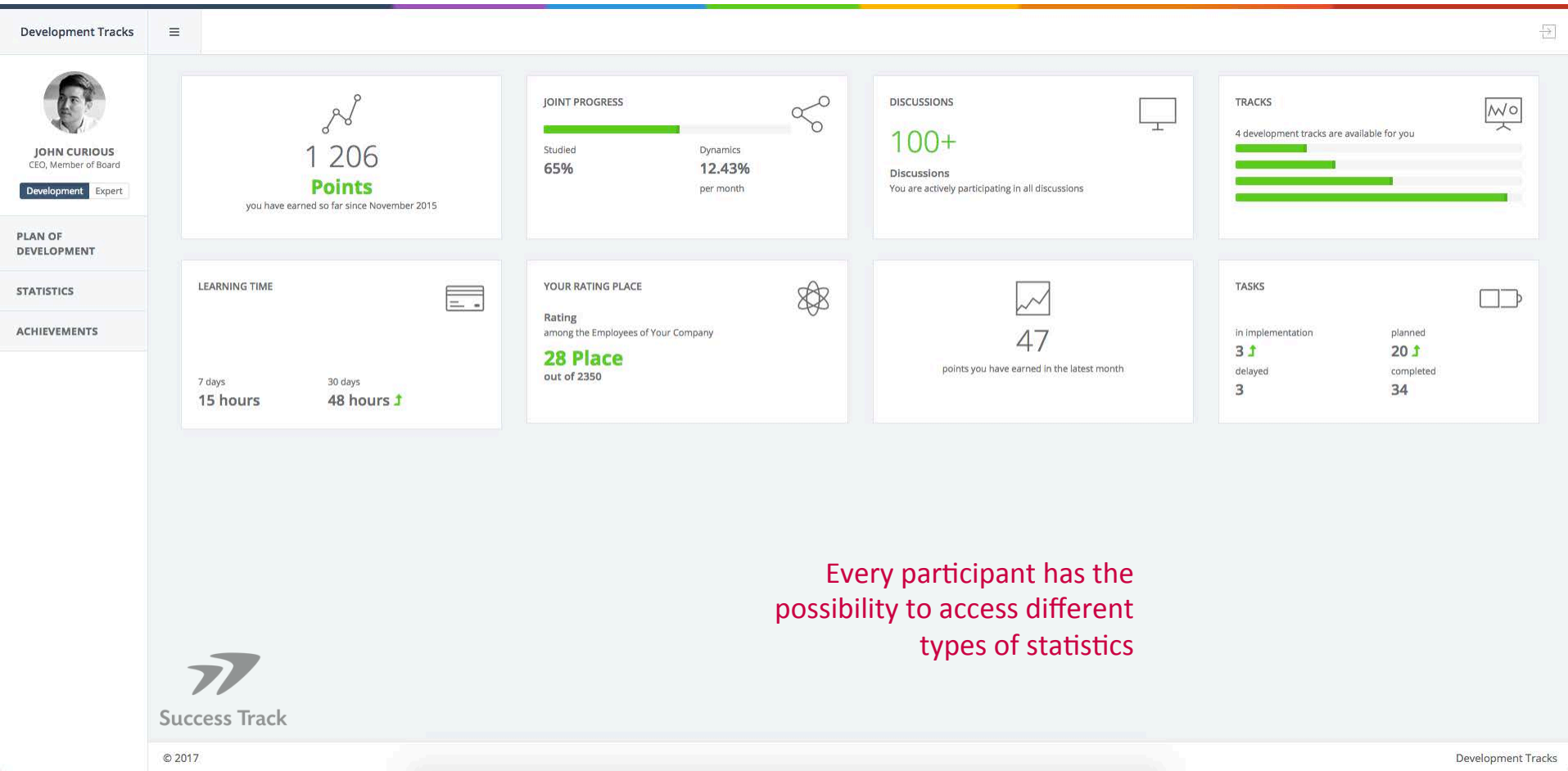
#	Task	Time Line	Control
1	Study the strategies of the competitors. Define major differences from your corporate strategy.	Done	
2	Choose a strategic project in your field, function, department, division.	15 days left	Execute
3	While working on a strategic project, integrate other people, having corresponding experience and developed strategic thinking. Clarify and learn, what criteria do they use to evaluate the quality of work, what facts, risks and opportunities do they consider important for devising a strategy.	15 days left	Execute
4	Practice in designing a strategy.	15 days left	Execute
5	Check and compare the strategy as design by you with your corporate strategy. Pay stecial attention to discrepancies between your business unit strategy and that of the company.	Establish time line	
6	Consult the expert or supervisor, show the work you have done, request feedback.	Establish time line	
7	Conduct a training or seminar for the colleagues on how to use tools and instruments to devise a strategy.	Establish time line	
8	Create and execute the task for the managers of your sub-divisions to devise strategy for their own fields of work.	Establish time line	

Feedback

Request your colleagues or your line manager to comment on the strategy as created by you and receive answers on the following questions:

- Does your strategy cover all necessary fields?
- What else can be added to make it more exhaustive?
- What is over excessive in it and shall be cut out?
- What trends can exercise influence on your strategy, yet, have not be sufficiently taken into consideration?

Major Field with Development Steps and Actions



Every participant has the possibility to access different types of statistics



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CEO, Member of Board

Development Expert

PLAN OF
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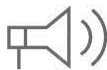


NEW

Pupil

of the 1st category

by having completed 10 initial tasks



NEW

Commentator

100+ comments

by having written more than 100+ comments



Scientist

of the 1st category

you have raised to the expert in the issue "Socialization"



Sleepless


you have fulfilled more than 10 tasks at night, after midnight

Every participants gets badges
for completing tracks



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Back to Track

Formulates Strategy

Study the strategies of the competitors. Define major differences from your corporate strategy

Briefly describe the strategies of two or more competitors.

Мэйл.ру - is one of the most interesting companies in regard to competitiveness: it positions itself as the market leader, yet, hardly has any original products.

Мэйл.ру - take over western models of business and devises an almost identical product, slightly adapted to local Russian market.

Save

Complete Action

Expert Evalaution

Task completed

Task completed successfully

Mark as not completed

Task Tracking History

20.10.2016 15:20

Decision/Task sent to expert for evaluation

22.10.2016 16:32

Robertson 1990 has commented on evaluation

30.10.2016 07:37

Decision/Task re-sent for evaluation

03.11.2016 08:16

Harrison has commented on evaluation

Forms of fulfilling the tasks

13



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← Back to Track

Formulates Strategy

Consult the supervisor, deliver him or her the work completed and request feedback: have you managed to formulate the strategy? What other instruments and tools does he / she recommends to use? Improve the results based on feedback. Correct the mistakes. Do corrections.

Please mark, what actions and additional actions have been carried out by you:


<input checked="" type="checkbox"/>	Presentation of strategy to the supervisor and feedback request ⌚ Started 14.08.2016		20%	June 12, 2017
<input type="checkbox"/>	Corrections done and / or new instruments used ⌚ Started 21.07.2016		40%	
<input checked="" type="checkbox"/>	Strategy aligned with the supervisor ⌚ June 16, 2017		75%	Started 12.06.2016
<input type="checkbox"/>	Strategy presented to management		16%	

Forms of fulfilling the
tasks



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Does Networking
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Formulates Strategy


Learning Progress – 75%

Goals of Development:


Learn to formulate project, branch and department strategies.
Learn to use and implement theoretical models of & approaches to strategy design
Learn to find the discrepancies between corporate strategy and department strategy on the stage of strategy design and develop at least two alternative for each discrepancy.

You would better start with books.
Please choose one book for reading.


Books



Минцберг Г., Куинн Дж.Б., Гошал С.
«Стратегический процесс»: Пер. с англ./ Под ред. Ю.Н. Каптуревского.
СПб.: «Питер», 2001



Виссема Х.
«Стратегический менеджмент и предпринимательство: возможности для будущего процветания»: Пер. с англ.
М.: «Финпресс», 2000.




Озеров Г.М.
«Стратегия организации: от корпоративных намерений к плану действий»//«Управление персоналом». 2002. — № 4.

Questions to the expert

System informally communicates with an employee

15

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Does Networking	✓

Formulates Strategy

Progress – 15%

Goals of Development

Books

It is import to find the expert now

Consider who of your colleagues has expertise in this field


Questions to the expert:

Choose an expert and discuss with him or her following questions:

#	Task	Time Line & Status
1	What are the theories and Approaches that you use to design a strategy? In a short-term perspective? In a long-term perspective?	Done
2	Study the strategies of the competitors. Define major differences from your corporate strategy.	15 days left
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Observing the action of the expert


On-the-job Training



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System informally communicates
with an employee

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Shows Enthusiasm✓

Establishes Contacts0/20

Diminishes Pressure0/20

Develops Business Connections0/20

Does Networking✓

Formulates strategy

Learning Progress - 85%

Goals of Development

Books

Questions to the expert

Observing the action of the expert


On-the-job Training

Feedback

You know, it would be very important to refer to the expert for feedback. We have already considered a list of questions for you:

Request your colleagues or your line manager to comment on the strategy as created by you and receive answers on the following questions:

- Does your strategy cover all necessary fields?
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Short View of the System

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ACHIEVEMENTS

Formulates Strategy10/20

Devises Solutions0/20

Designs Approaches0/20

Takes Radical Decisions0/20

Goes ahead of Trends0/20

Shows Enthusiasm0/20

Establishes Contacts0/20

Diminishes Pressure0/20

Develops Business Connections0/20

Does Networking0/20

Formulates strategy

Learning Progress - 85%

Goals of Development

Books

Questions

Observations

On-the-job

Feedback

Hurra! You are close to the finish line!


Evaluate Your Progress on a 10-Point Scale

OK

You know, it would be very important to refer to the expert for feedback. We have already considered a list of questions for you:

Request your colleagues or your line manager to comment on the strategy as created by you and receive answers on the following questions:

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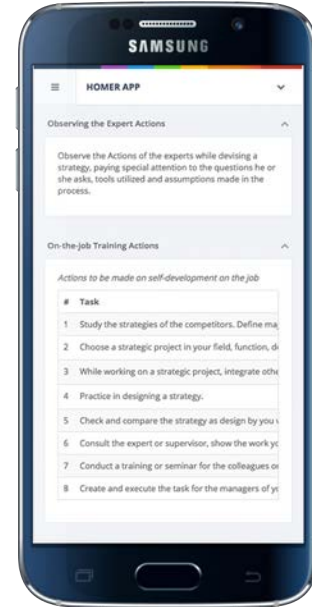
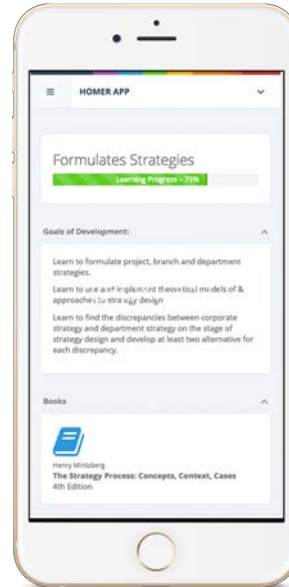
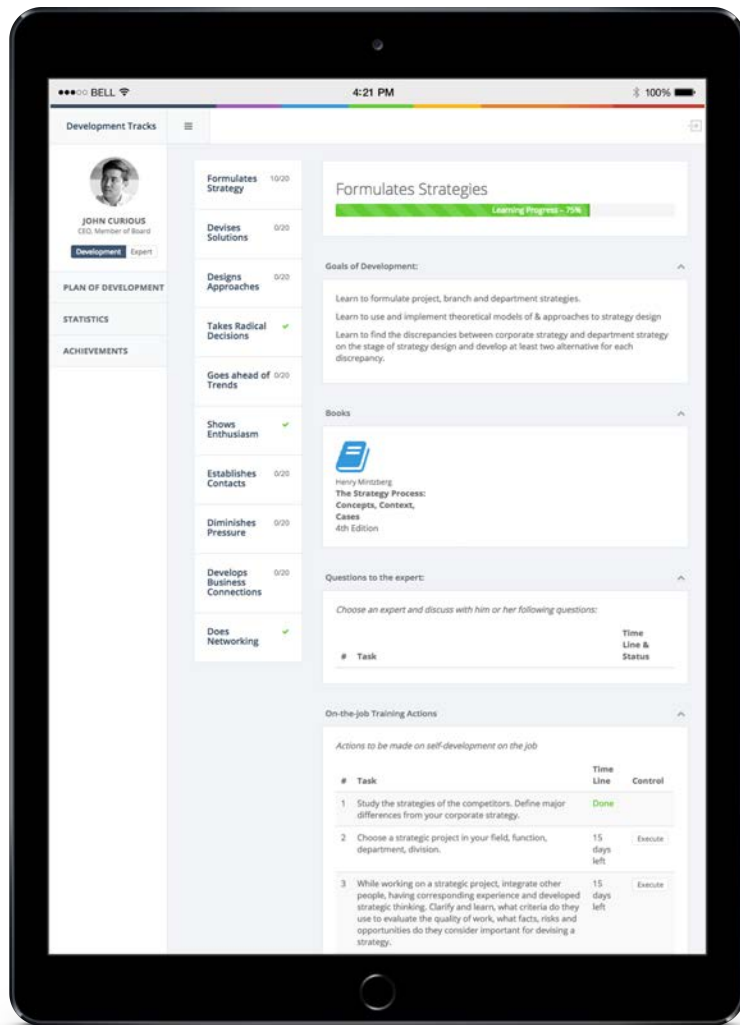


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