



DESIGN OF INSTRUCTIONAL KIT FOR LOCAL FACILITATORS AND COACHING

INTRODUCTION:

Due to rapid growth and acquisitions, the Corporate University wanted to decentralize its integration program for Managers. We developed an Instructional Toolkit that could be used by the Business units to deliver those programs locally and we trained a group of local facilitators to use the instructional material and design. In China the first two groups of facilitators were trained and are actually using the kit to set up their integration process.

PROJECT DESCRIPTION:

Context : A large international Industrial group is in a process of continuous acquisition of smaller and larger Business Units all over the world. One of the consequences is that there middle and higher management population grows significantly.

Business Issue : The organization indicated a clear need for an 'integration workshop' that could be organized locally', because the centrally organized integration program could not cope with such numbers of new managers, but more importantly a large part of the 'target population' didn't possess the necessary proficiency in English to participate in an international program.

Initial Request : Create an instructional toolkit for local training managers to organize a decentralized integration program

Consulting Process / Intervention :

- Interviews and meetings with the 'Corporate University' and the local Business units to define the objectives
 - See and feel they are part of a 'larger picture': some understanding of the structure, international position and business lines of the organization
 - Understand the key values and principles of the organization:
 - Focus on strategy and projects in the unit as part of the worldwide group strategy
 - Examine how they, in their role, in their work environment can contribute to the challenges, values and principles of the organization and take a commitment to do that.
- In close collaboration with the corporate university, we created a 2 day integration program with a mix of activities (experiential games, case studies, action plans,...) and key messages.
- We created an Instructional toolkit for the local trainers so they could prepare and organize the program locally. The instructional toolkit consisted out of a well written scenario, material lists, a guide to adapt the program to their local needs and possibilities, information and checklists for the logistics.
- We facilitated a Train-the-Trainer for a group of local trainers from different BU's who would use the Instructional Toolkit for the first time. The objectives where to:
 - Trainers see through the 'overall structure' of the program and understand the objectives and why those objectives have been translated into this particular instructional process.
 - Trainers demonstrate the facilitation skills necessary to facilitate a workshop
 - Trainers find their way in the instructional toolkit and can easily use the scenario's, handouts and job-aids provided



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Results & impact :

- Multiple local integration programs have taken place, organized by the local Business Unit
- New managers who could not participate the centralized integration program are able to go to a local integration program
- New local managers feel part of a bigger structure from the start of their career



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