

TALK TO US TODAY ABOUT HOW WE CAN SUPPORT YOUR TALENT TRANSFORMATION

## 3.5-DAY PROGRAM FOR MANAGERS

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# TALENT SHERPA

## PROGRAM FOR MANAGERS

Trainer Mojo's Talent Sherpa for Managers program is a 3.5 day intensive program to equip people managers with skills to facilitate sustained learning within their teams to inspire peak performance and an agile, innovative approach to meeting organizational goals. The program draws on cognitive psychology and organizational theory.



# Organizations are Different Today

Today's organizations are radically different from 20 years ago. But many still operate on assumptions about organizations that were formed during the Industrial Revolution, when management was invented.

These assumptions include things like the future is predictable, resources are controllable, long term plans when instituted will work best, managers are the best source of knowledge, good systems are the answer to everyone's problems and people want to work to their highest potential.

And while many organizations say they have a postindustrial mindset, many describe their future in terms from the past. Whether they like it, today's organizations are unpredictable, constantly changing and uncertain about their future.

To be successful, leaders need to craft a workplace that is agile, reflective and engaged. And this is only possible when staff are engaged and constantly learning. A critical role for managers in the future is enabling their teams to innovate and constantly build their skills.

To be effective at this requires a fundamental mindset that understands people and how they work. Staff are not merely cogs, in the massive series of gears that we know many organizations to be. They are dynamic, thriving creators of value.

Tomorrow's managers are talent Sherpas. Guiding their teams to excellence, so that every team member can be better at their job. Trainer Mojo's Talent Sherpa for Managers Program is a 3.5 day program for managers who want their teams to be the best in the organization. For managers who are passionate about unleashing the talent they serve to help meet their organization's objectives.

This program is rigorously based on research. It's not a kumbaya retreat for managers to discover the magic of learning. Rather, a practical program of deep learning to equip managers with skills to do the nuts and bolts of helping their teams improve performance.

# Learning Objectives

This program equips managers and supervisors to unleash the power of their people by being strategic about developing their talent and leading them to peak performance.

## Organizational Dynamics

- Describe the dynamics of today's modern organizations.
- Discuss impact of constant change on the organization in terms of business performance and staff engagement.
- Identify key shifts in workplace culture that have taken place in the past ten years and what they mean for business success.
- Describe key players in the talent continuum and their roles in skill development.
- Discuss the importance of aligning development strategies to organization goals.
- Explore the role of manager or supervisor in terms of developing their staff.

## Science of Talent Development

- Describe the mechanics of learning in terms of what has to happen for people to improve their workplace performance.
- Describe the conditions of learning that maximize development and skills learning in the talent continuum.
- Describe the dynamics of achieving peak performance in terms of deliberate practice.
- Describe how the talent continuum interacts and its impact on organizational performance.
- Discuss contemporary issues for talent development and how sustained learning strategies that interact with formal learning functions such as the training department and front-line managers can support healthy change, innovation and agility.

## Sherpa Steps for Facilitating Talent Development

- Build a Sherpa relationship to foster developmental conversations.
- Build and maintain trust to support honest feedback and support. Establish ethical development of relationships that honor the learner.
- Deal with developmental dissonance that may occur within a Sherpa relationship, such as conflict, poor performance or lack of engagement.
- Identify development needs for individuals. Discuss the personal values that staff connect to their work and engagement.
- Facilitate a critical job analysis that identifies tactical and strategic development needs.
- Discuss the importance of personal responsibility in building skills.
- Plan an informal development strategy that can feed into formal appraisal systems
- Establish development impact and learning objectives that are measurable and accountable.
- Link objectives to organizational goals in a way that demonstrates learning is aligned to business objectives.
- Describe your personal values as a talent Sherpa or people developer.



# 3.5 Day Intensive Program

No two training programs ever look alike. Different people in each group bring different experiences, different skills levels and different interests. As such, Trainer Mojo does not offer specific agendas for workshops because learning needs to be agile and we adapt to specific needs within each group. But we know it's helpful to have an idea of how a program will look, so here's how it may look. But don't forget, it may stretch or change.

## **First Day:**

Starts with an introduction with a focus on exploring the dynamics of the modern organization. It looks at how work culture has changed, what's driving that change, the role of managers, the talent continuum and the roles of managers and people they lead, and other stakeholders. It finishes with the question of what is the manager's or supervisor's role in talent development?

## **Second Day:**

Building on the conversations from Day One, participants explore the dynamics of what makes people good at their work, and what needs to happen to continue to improve their performance. Drawing on cognitive psychology and neuroscience, people will look at the mechanics of learning, the necessary conditions to make it happen, and how to achieve peak performance in the workplace.

## **Third Day:**

Drawing together what was discussed on Day One and Day Two, participants will look at the practical skills of enabling the learning and development to happen. They explore what it means for longer-range strategic development, such as someone's 2-year career plan, as well as more immediate tactical needs such as skilling up for a new project or learning new software.

## **Fourth Day:**

The final day draws together what this means and explores the manager's role as a learner and how s/he can continue to grow and improve both as a manager and talent Sherpa. Participants finish with an action plan to improve their performance and help others attain peak performance.

# Systems and formulas aren't the magic sauce of an organization. People are.

## Trainer Mojo Assumptions

### **The New Organization:**

Yesterday's organizations were predictable, certain, and easy to make sense of. With changes in things like technology, social values, geographic connections and the regulatory frameworks, the new organization is not. As such, we need to build a workforce that is comfortable with change, agile to meet the unpredictable demands of the future, and innovative to lead those changes. That's the spirit of this program.

### **Organizational Success:**

Organizations thrive when their people have the skills and autonomy to achieve their business and personal goals. The more people are trusted and respected to drive the future, the better an organization can become. Success doesn't come down to good systems, it comes down to good people. And it's not the boss who creates success, it's the people.

### **Talent Sherpas:**

Sherpas are the guides who help mountaineers climb the peak of Mt Everest. To be a successful climber, like a learner, climbers must do the physical work of climbing. No-one else can do it for them. Sherpas guide the climbers and help in practical ways like setting up camp or climbing ahead to secure ropes for climbers to use. As such, people development professionals, like trainers or managers, acts like Sherpas. They guide, support and help people reach the peak of their performance.

### **Manager & Supervisors:**

In traditional organizations, people were sent to the training department to learn new skills. That doesn't work anymore. While trainers provide critical foundational skill development, managers and supervisors must be part of that process. Most managers are not trained for this and our commitment is to help them thrive in this role to see greater success as leaders.

### Logistics

The program should be conducted in a spacious room so participants can move around for group activities. Large windows with plenty of natural light is important. We will need a breakout room for 120 minutes each day after lunch. There are no PowerPoints in this program, however we will require flip chart pads and pens. If lunch is provided, we urge clients to order healthy food, avoiding heavy carbs and starches which makes learning difficult after lunch. While this workshop is designed over a 4-day period, we recommend doing it over 5 days, starting the afternoon of day 1 and finishing on the morning of day 5. This provides participants plenty of travel time. This program is designed for a maximum of 14 participants.



## JONATHAN HALLS

Jonathan Halls, is a global expert on talent development and digital instructional content. He is author of the leading book on training videos, *Rapid Video for Trainers*. He also wrote, *Rapid Media for Trainers*, and *Video Script Writing*. He's also author of *Confessions of a Corporate Trainer* and *Memory & Cognition in Learning*. He has led workshops for thousands of learning professionals in 25 countries over the past 30 years..

Jonathan has worked at all levels of training. He was a learning executive at the BBC where he ran a multi-million pound training operation. He's been a training manager, trainer and consultant. He is an adjunct professor at George Washington University. And has both a bachelors and masters degree in adult learning. He is active in the Association for Talent Development and teaches on their Master Trainer Program and Training Certificate. He was on the review panel for the Best Awards and was on the advisory panel for ATD's new ground-breaking Capability Model for the Talent Profession. Jonathan is CEO of Trainer Mojo, based in northern Virginia. He is a regular conference speaker at events throughout the world, recently including keynote at Core Four, and BEST Awards. He's spoken often at ATD ICE, Learning Solutions, DevLearn and others.