

November / December 2007

Welcome to our final Edition for 2007

"If you are not learning today, you are not earning tomorrow."



This edition is all about maximising learning in your workplace. We discuss creating a culture for learning, the types of learning and the benefits of these learning strategies. We have accessed some recent research studies to support this case and the results really do make sense when we relate it to the workplaces we enter.

As Australia's leading sales and service training organisation, we are committed to implementing world class business development programs. Our goal is to match solutions that bridge the performance gap in your business and we support this with our 100% money back service guarantee.

Here's a thought for the month: Is your product boring? Why don't you come up with 10 ways to change the product (not the hype) to make it appeal to even a sliver of your audience?

Welcome to our new clients:

- **Astrum Legal**
- **Digital Hearing Centre**
- **NILC.**
- **Nepean Blinds**
- **PC Connection**
- **Petbarn McGraths Hill**
- **Urban Sport**
- **Wild Surf Co.**

We are focused on your success.

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For an e-version of this newsletter, simply contact us at info@targettraining.com.au Wishing you successful trading.

Louise Tarrett

Workplace Learning Creates Win-Win

"Little things make for perfection and perfection is no little thing."

Both employers and employees tend to agree that workplace learning is important. Jobs can be structured to either enhance learning opportunities or impair them.

The workplace is the most important place where the development of employees' competencies occurs, according to both employers and employees. As pressure mounts on organisations to keep cutting costs, many employers are looking at the workplace itself to build employees skills.

A number of studies conducted in recent years have highlighted the potential of the workplace as the venue for learning.

If employers can determine what it is that makes jobs and the work environment learning-conducive, the benefits should be seen in higher productivity, higher morale and better retention.

Since the 1990's Australia has seen more and more focus on outcomes and the achievement of competencies.

- The results include more flexible options for training including learning in the workplace.
- More emphasis on lifelong learning, considering learning is not finished when a person has completed school or a vocational qualification, but needs to continue throughout life. The workplace becomes the focus of the lifelong learning.
- Successful organisations created a culture and systems whereby learning is an ongoing activity at all levels of the organisation
- Knowledge management has created interest in how it is stored, shared and created.

Congratulations to the 7 graduates at SMS Diesel who completed Certificate III in Retail Supervision



Creating a Learning-Conducive Workplace

"There's a degree of passion in every great business decision."

Here is the winning formula in creating a learning-conducive workplace...

- 1. Customer demands** – The sources most often cited as requiring the worker to acquire new knowledge and skills are management and customers. If you are a customer-centric business, then this learning is critical to business growth.
- 2. Technological and organisational changes** – changes in products and services, changes in equipment and internal changes in the organisation or procedures can create the need for learning.
- 3. Support from management and external contact** – jobs which are learning-intensive are characterised by managers who support and encourage learning. **In a recent study 40% of workers experienced little or no encouragement for learning from their managers. Are you a manager? Are you supporting your team through their learning experiences?**
- 4. Responsibility and rewards** – consider introducing systems of reward for proficiency and with accountability. Career promotion or the assignment of more interesting tasks are the most usual forms of reward, while salary increases could also be considered. Feedback from managers to learners should be positive and not just when mistakes were made.

Learning to Appreciate Learning

"Most people die with the music still locked in them"

There are a number of facts about learning and workplace that indicate managers would be well-served to pay more attention to this area, despite the pressures to ignore it.

Fact 1: Some kinds of learning occur anyway. If learning, innovation and enhancement of skills are not valued in an organisation then employees soon learn this fact and adjust their performance levels accordingly. Therefore learning is always occurring but not necessarily good for work productivity.

Fact 2: How much an employee learns in the workplace is influenced by the characteristics of the job and the work environment.

Fact 3: Employees perceive the workplace to be the most important source of their current competencies and work knowledge. In a recent study 60% of workers reported that learning through daily work was the most important source of their competency. 16% said vocational training was the most important source, 8% nominated organised training at their workplace and another 16% said all of these sources were equally important.

Our strategy at Target Training is to combine all of these approaches (i.e. on-the-job learning, vocational training and workplace workshops) in order to maximise the learning and create a win-win situation for employer and employee.



A totally simulated experience

The students at Qantas are learning more than their Certificate IV Business qualification. Last month they went for the ride of their life on a flight simulation experience at Mascot. Here is a photo of Deanne Ranyard our trainer (third from left) and her group of learners.