ELT Ireland

a network for English Language Teaching Professionals

TEACHING IN THE NEW NORMAL

ELT Ireland 2021 Annual Conference

Saturday 20 February 2021

PROVIDING LEARNING AND DEVELOPMENT FOR ALL STAFF - THE BITESIZE APPROACH

LIAM BROWN TRAINING

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YOUR FIVE QUESTIONS ANSWERED

WHO ARE YOU?

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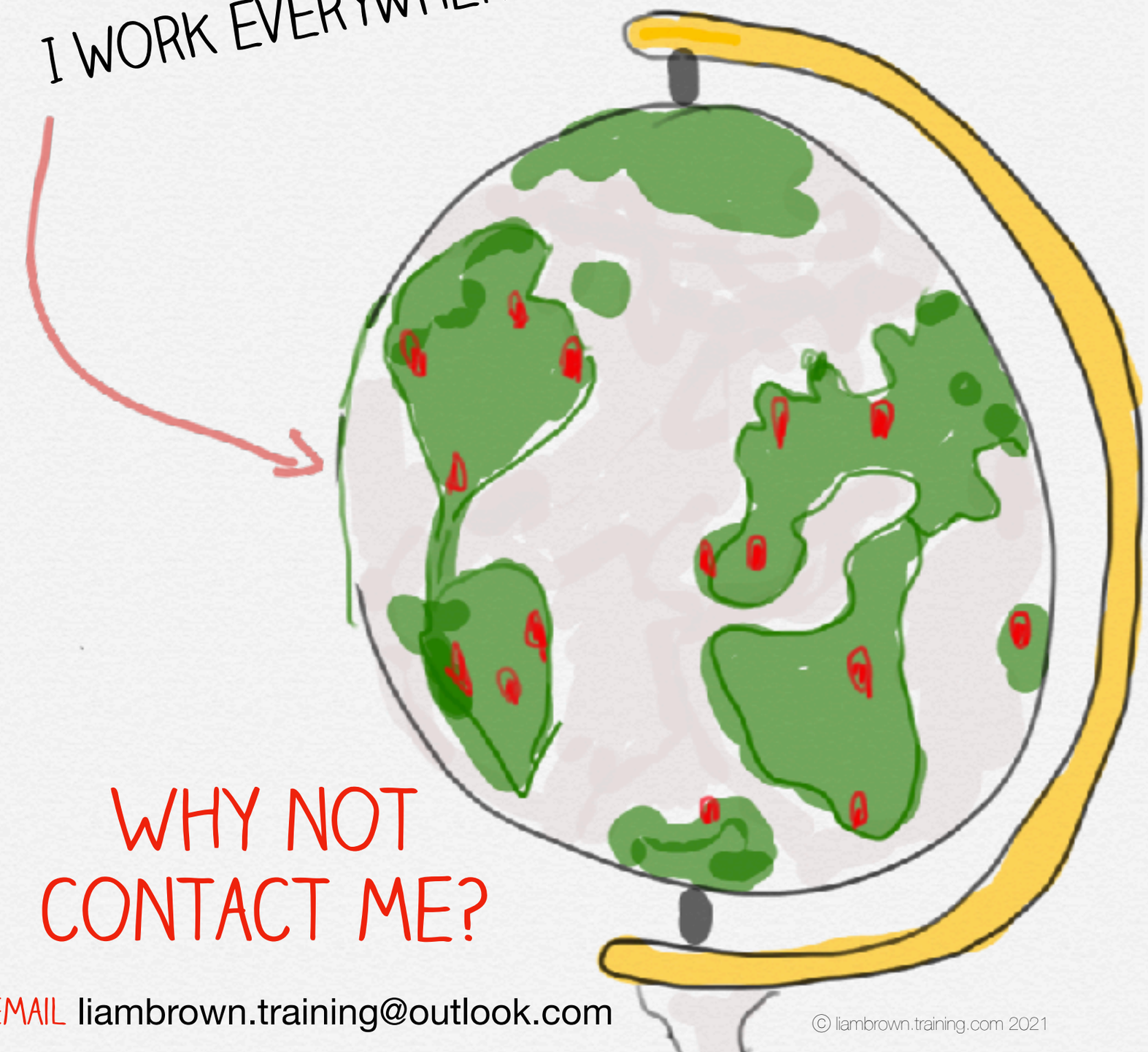
ABOUT ME

I WORK EVERYWHERE!



TEACHER
TRAINER
FACILITATOR
MANAGER
SPEAKER
CONSULTANT

AWAYDAYS

WORKSHOPS

SPEAKING

WHY NOT
CONTACT ME?

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YOUR FIVE QUESTIONS ANSWERED

- WHO ARE YOU?
- WHAT IS BITESIZE?
- (WHY) DO I NEED IT?
- HOW DOES IT WORK?
- HOW DO I EVALUATE IT?

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THIS IS A STORY ABOUT.. ..

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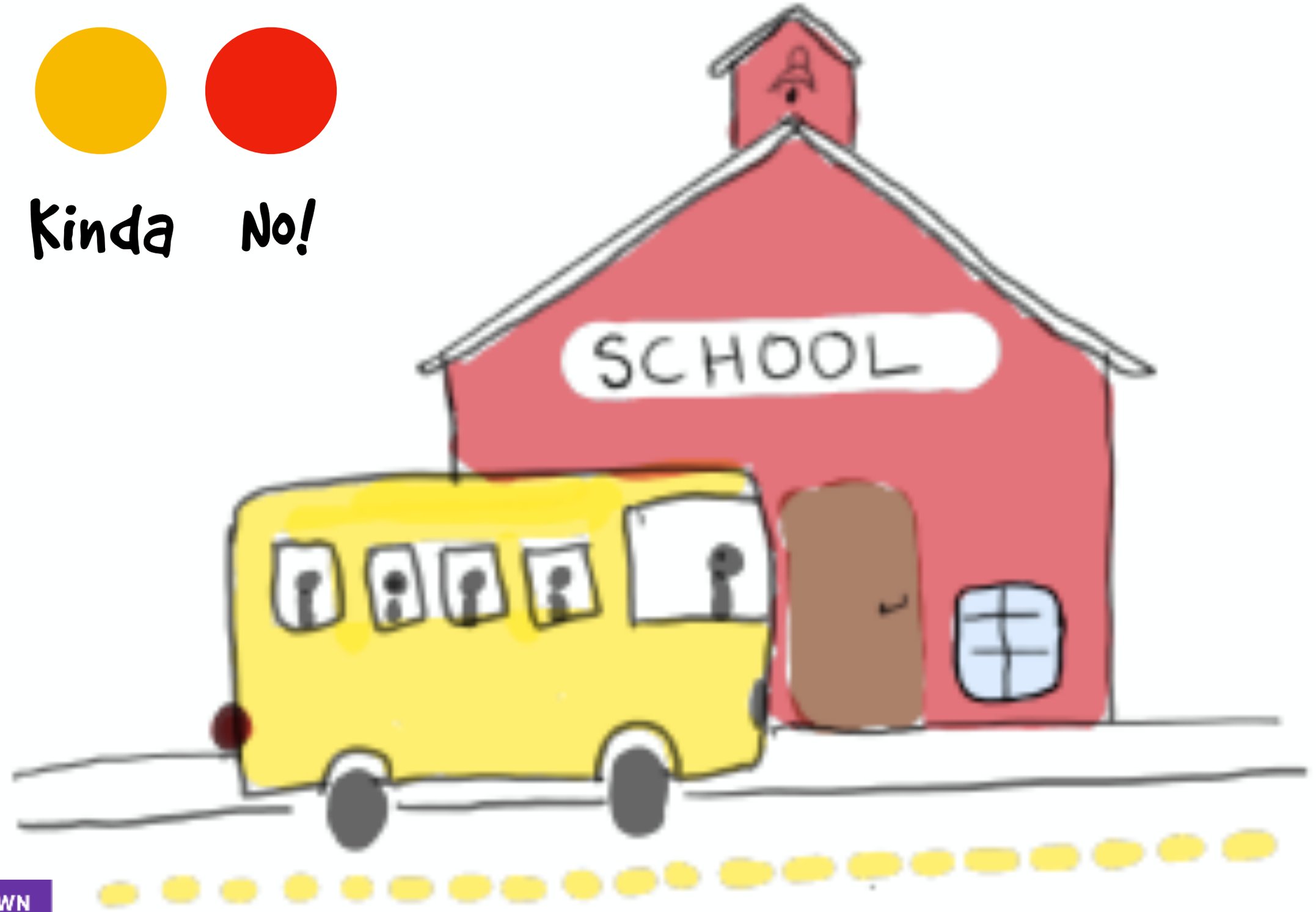
9 QUESTION QUIZ!

Yes! Kinda No!



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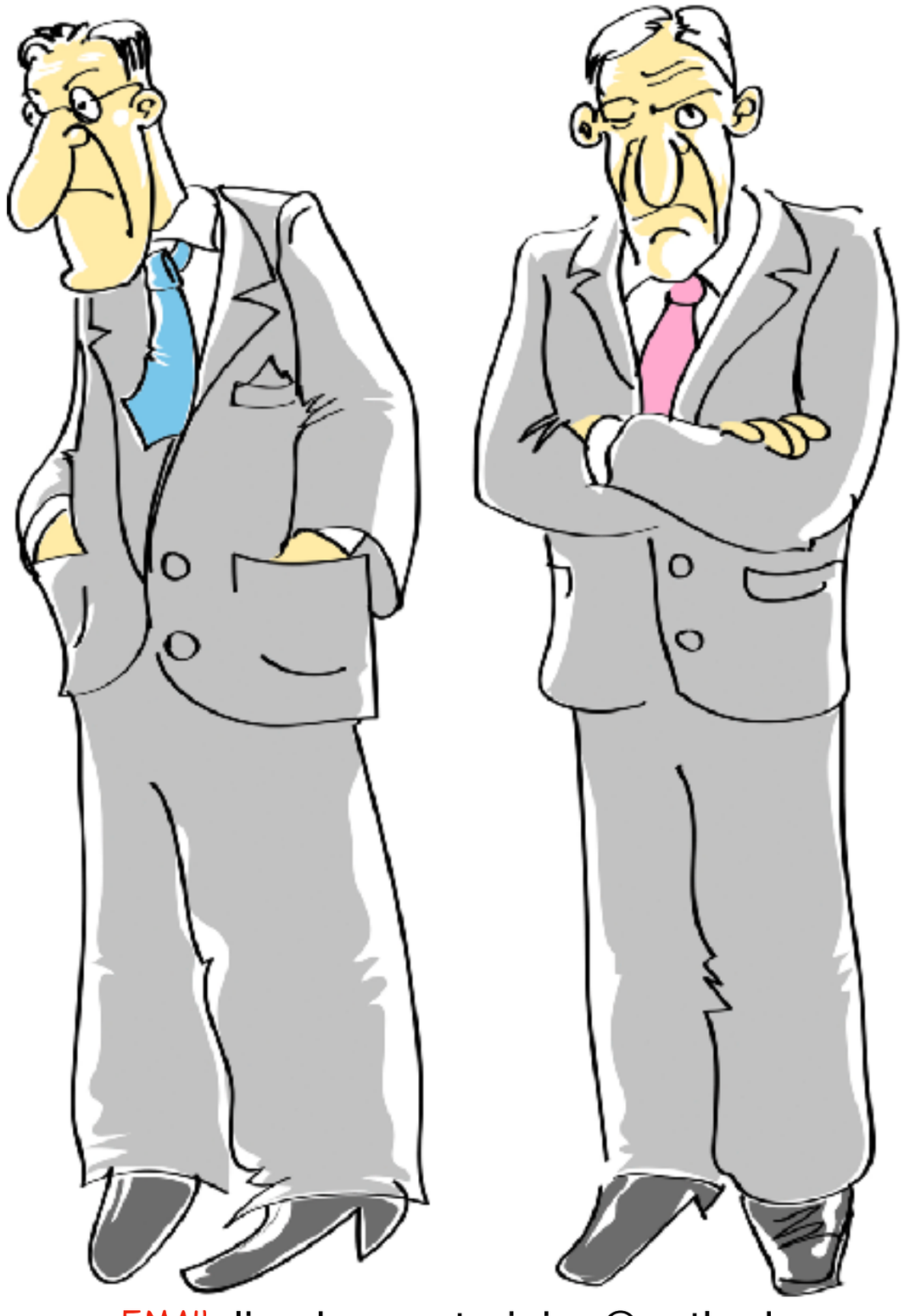
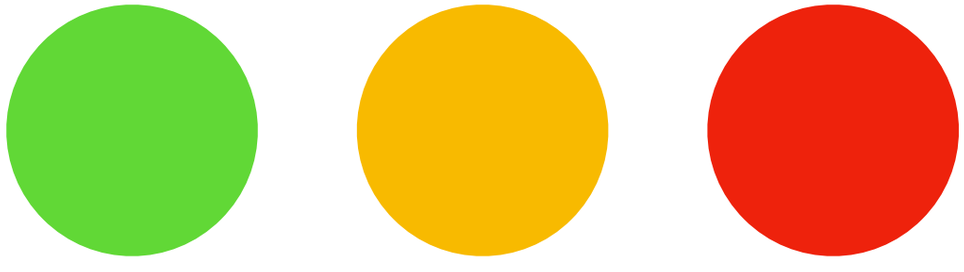
IS THIS YOU TOO?

1 "WE WANT A TYPE OF LEARNING OR TRAINING IN OUR INSTITUTION THAT LETS PEOPLE ACHIEVE QUICKER LEARNING OUTCOMES IN LESS TIME, WITHOUT COSTING THE EARTH."



Yes! Kinda No!



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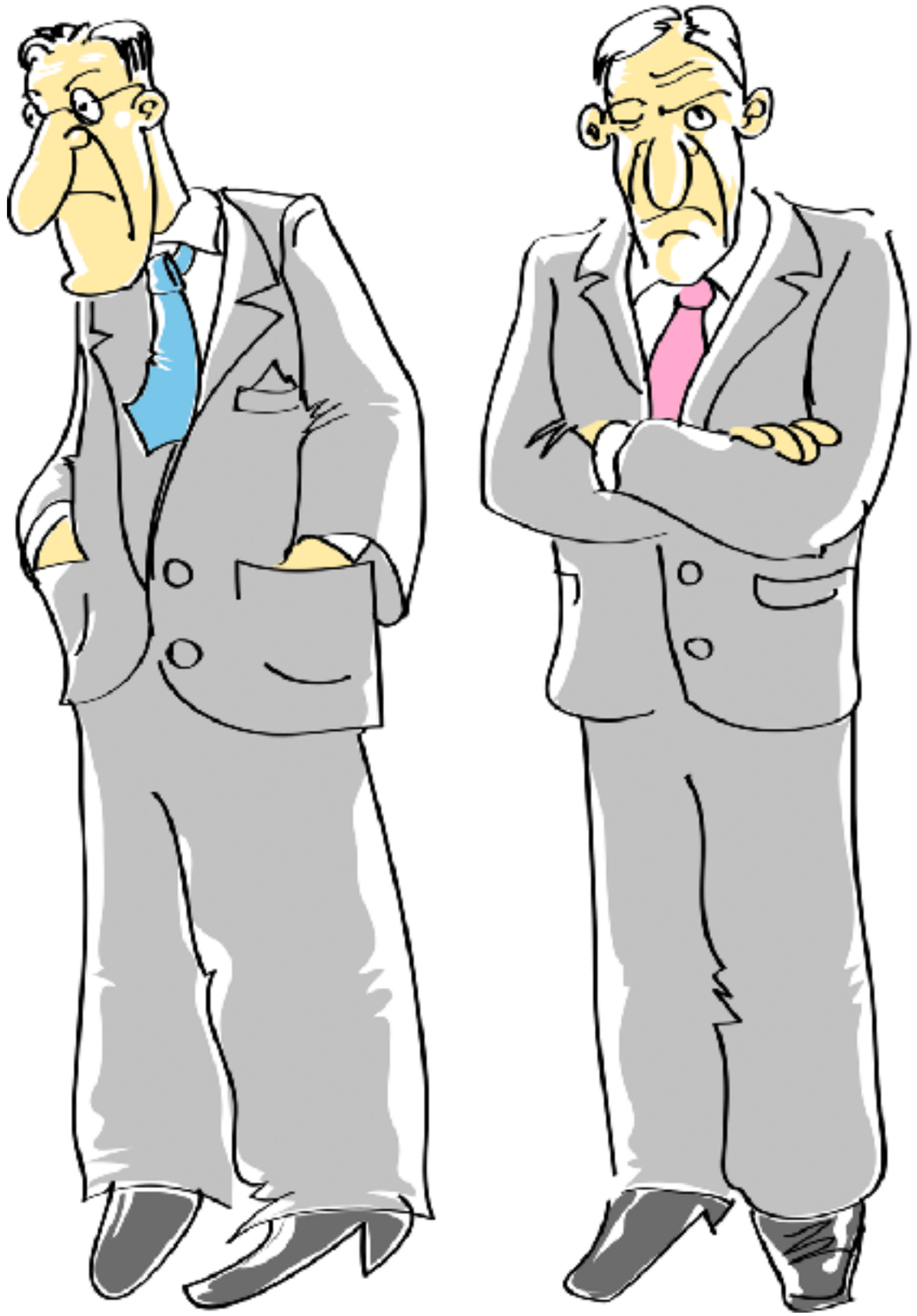
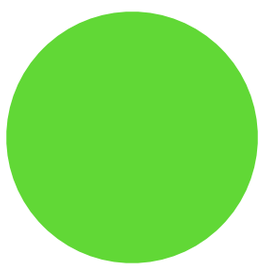
IS THIS YOU TOO?

21

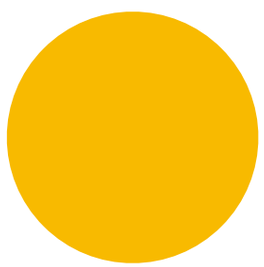
"WE WANT SOMETHING THAT GIVES US THE SAME END LEARNING (AND BUSINESS) RESULTS AS A 3-DAY EVENT WHILE FLEXIBLE ENOUGH TO FIT INTO A BUSY WORK SCHEDULE."



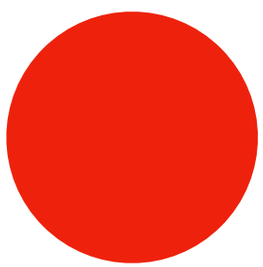
Yes!



Kinda



No!



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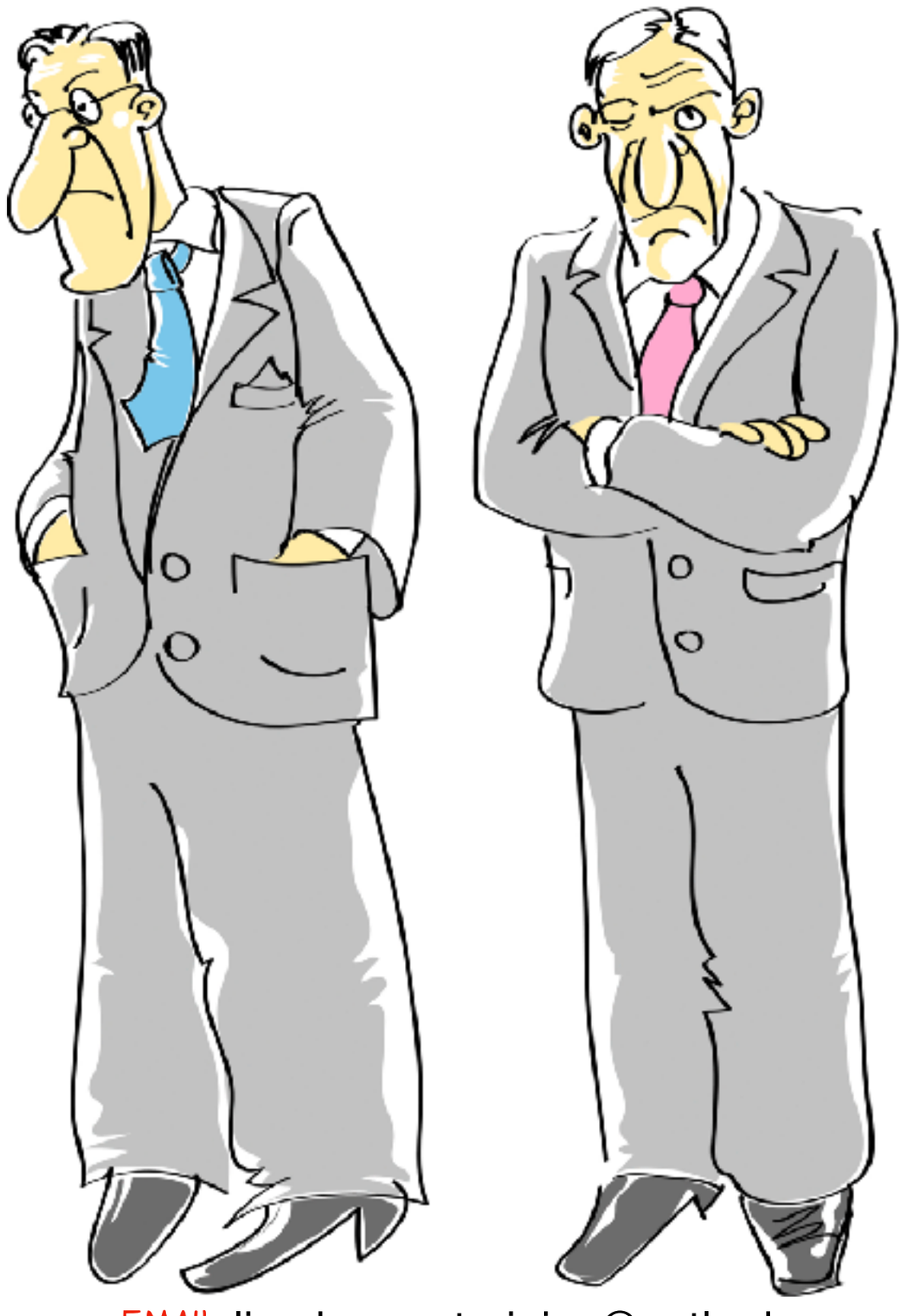
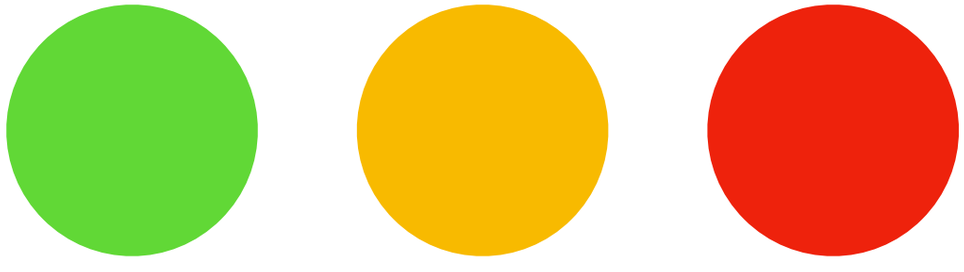
IS THIS YOU TOO?

2 1 3

"WE WANT LEARNING THAT'S TAILORED, FOCUSED ON OUR ISSUES AND CHALLENGES AT WORK, NOT ABSTRACT.. BUT ENGAGING. REAL."



Yes! Kinda No!



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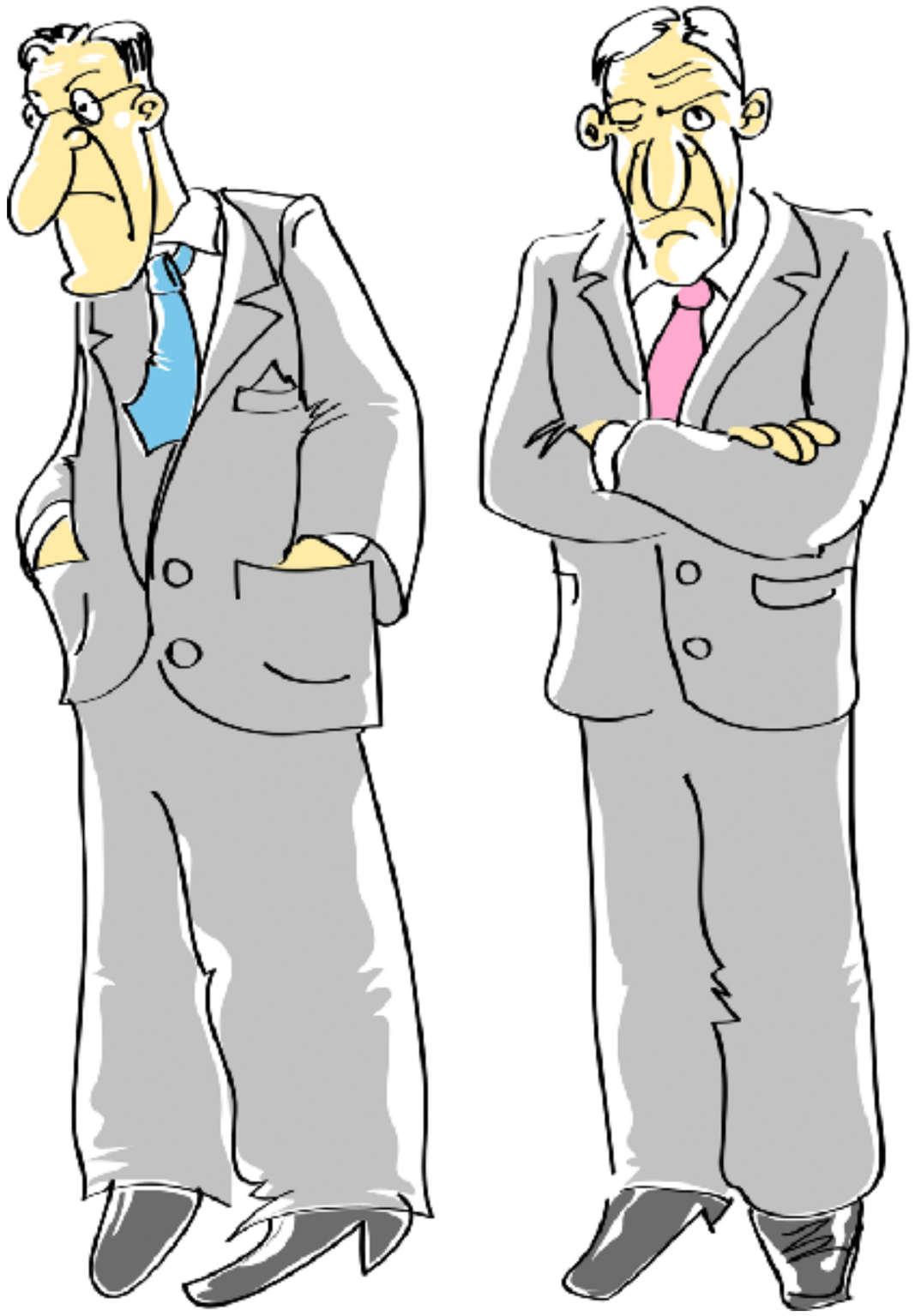
IS THIS YOU TOO?

2 1
4 3

"WE WANT LEARNING OPTIONS WE CAN FRAME FOR OURSELVES, JOINING AND INTERACTING WITH COLLEAGUES, NOT SOLO, AND SET AT A TIME THAT SUITS US. F2F OR VIRTUAL."



Yes! **Kinda** **No!**

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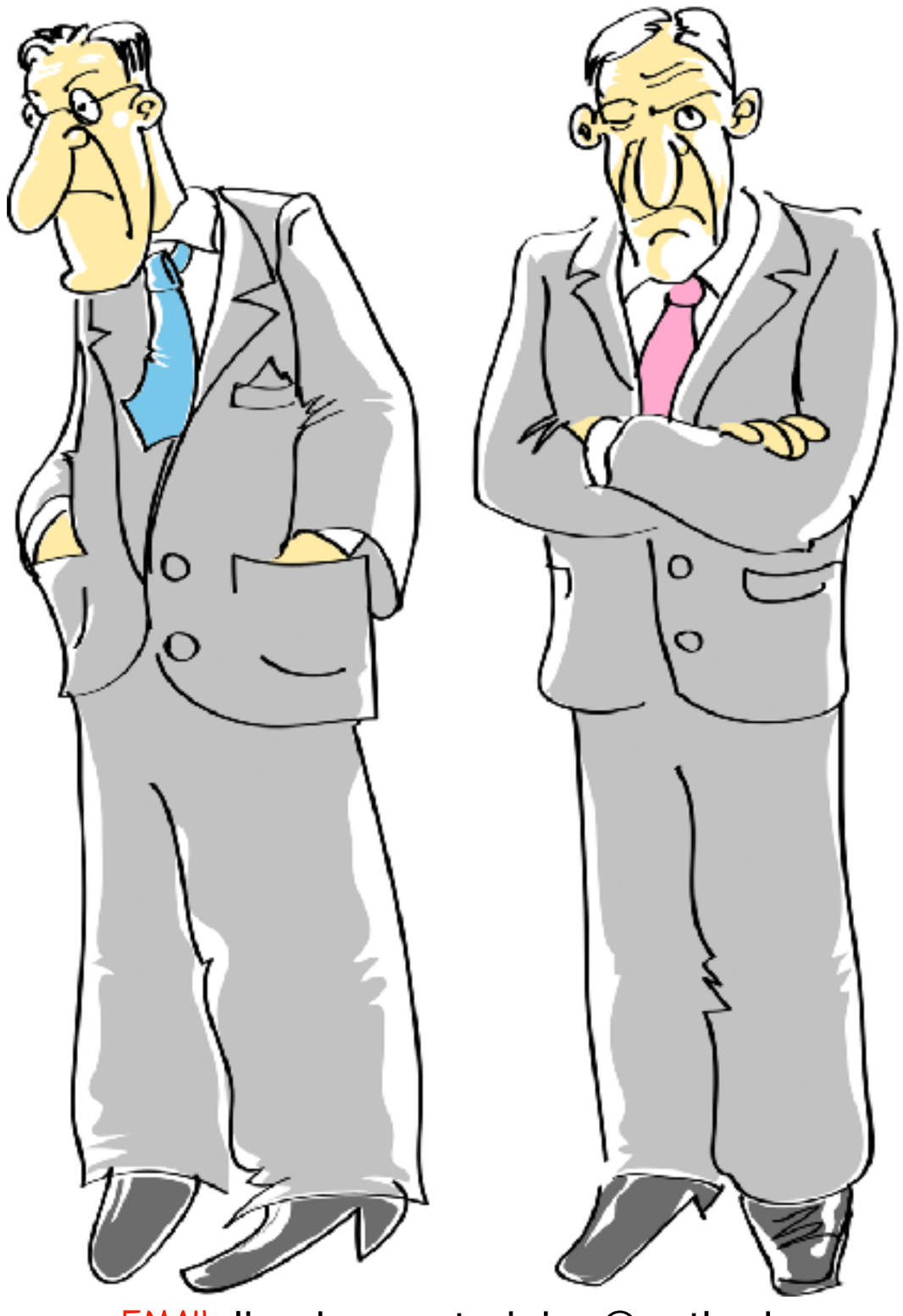
IS THIS YOU TOO?

2 1
4 3
5

"SOMETHING ALIGNED TO OUR PLANNING AND REVIEW CYCLES: NEW STAFF INDUCTION; PERFORMANCE REVIEW PROGRAMMES AND THE ANNUAL BUSINESS PLANNING AND ACADEMIC CYCLES."

Yes! **Kinda** **No!**



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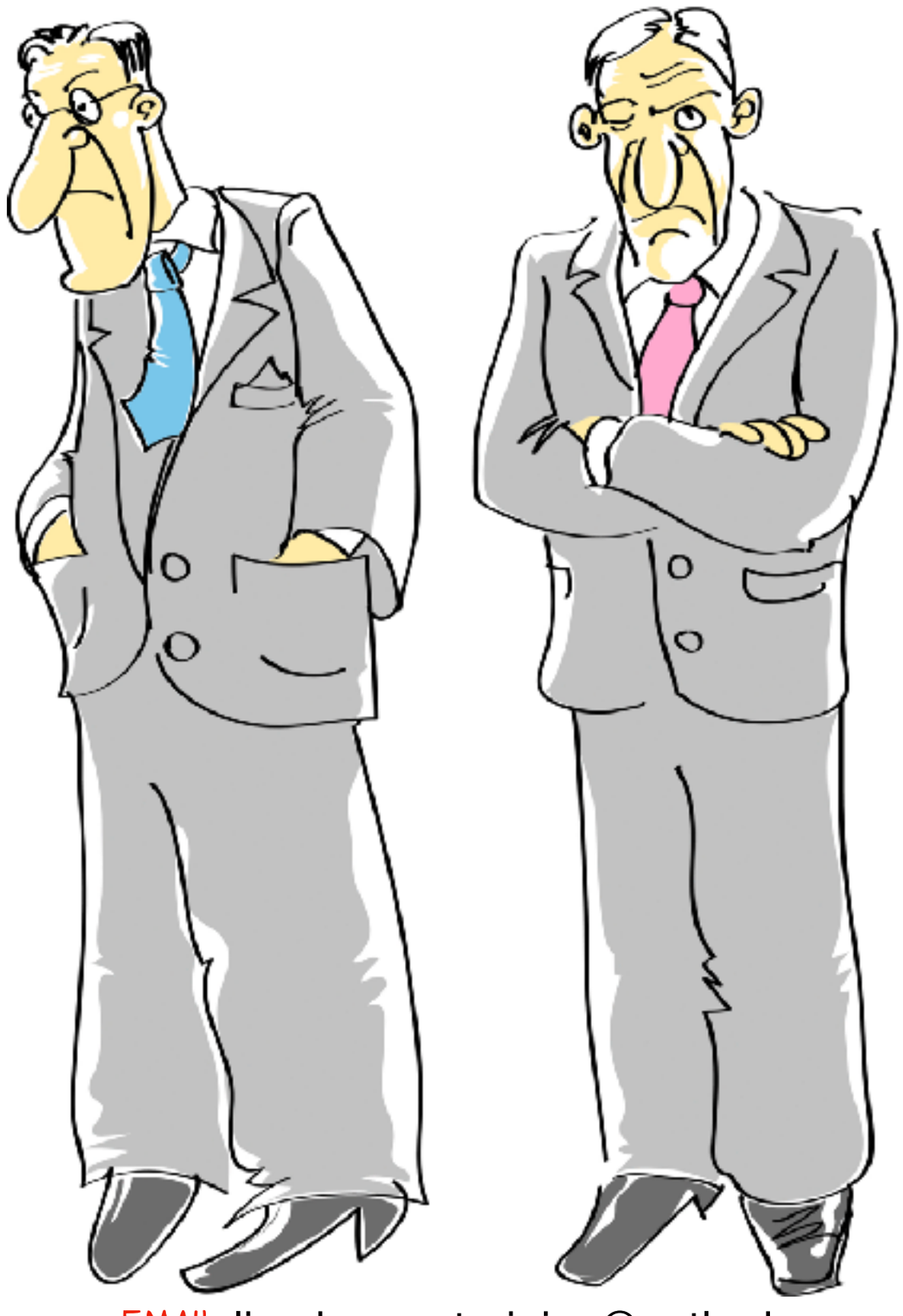
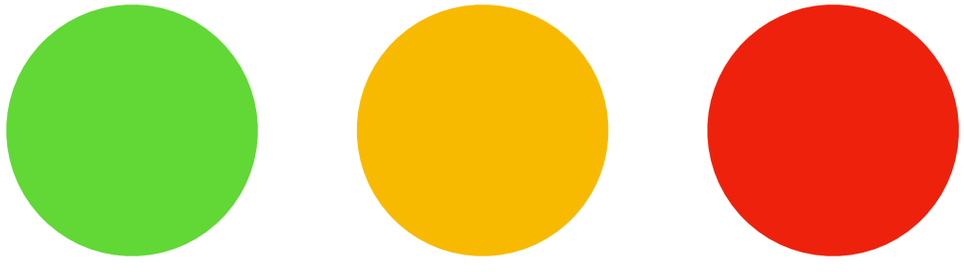
IS THIS YOU TOO?

2 1
4 3
6 5

"THE LEARNING AND DEVELOPMENT OPPORTUNITIES MY INSTITUTION PROVIDES DON'T BENEFIT ALL STAFF .. IT'S MOSTLY FOR TEACHERS."



Yes! Kinda No!



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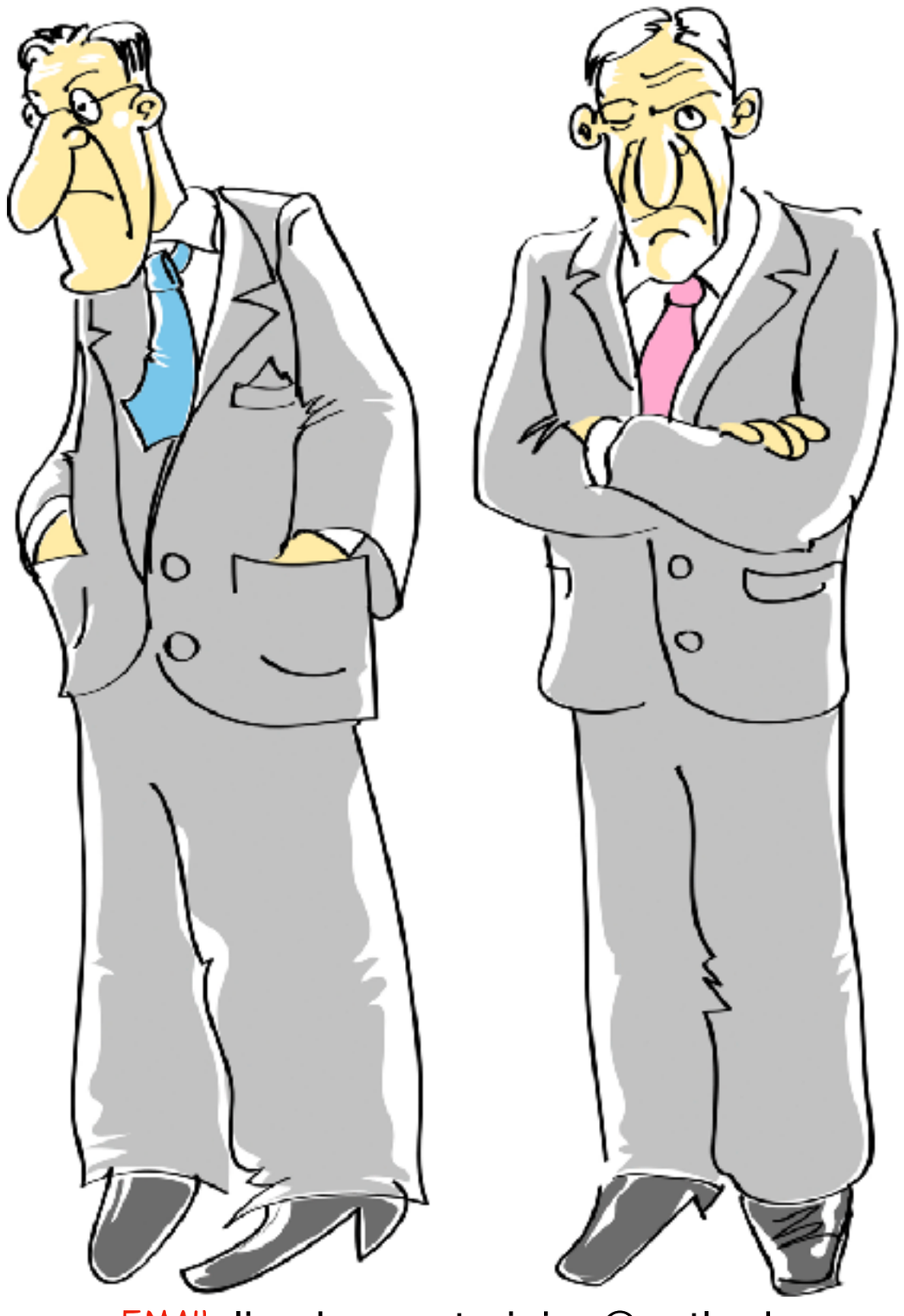
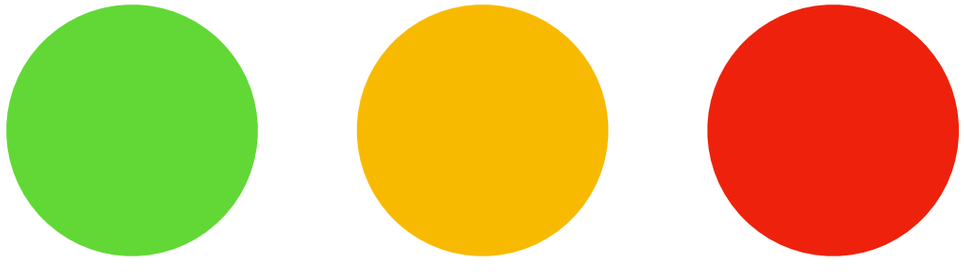
IS THIS YOU TOO?

2 1
4 3
6 5
7

"THE L&D OPPORTUNITIES MY INSTITUTION PROVIDES ARE EXPENSIVE AND DISRUPTIVE.. .. AND TAKE AGES TO DELIVER."



Yes! Kinda No!



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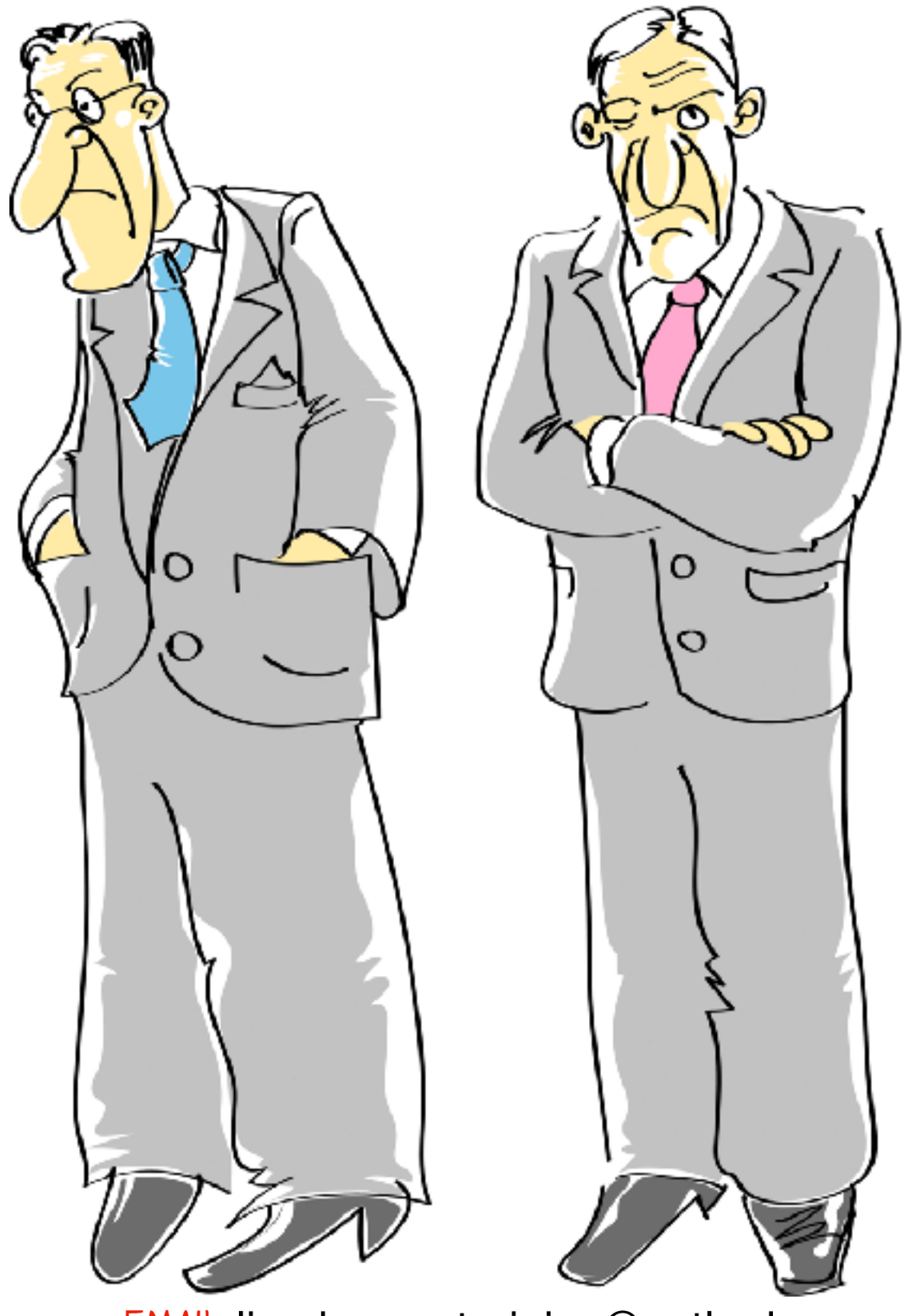
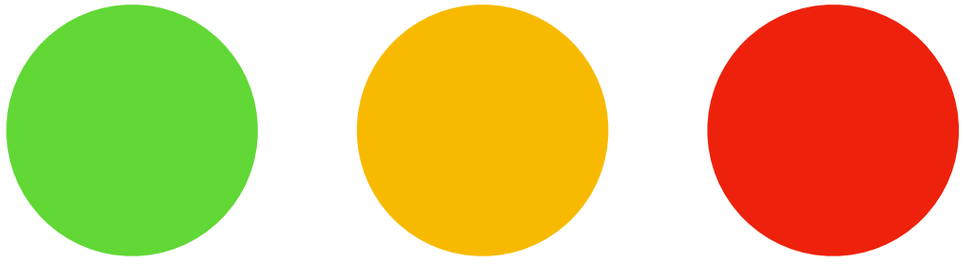
IS THIS YOU TOO?

2	1
4	3
6	5
8	7

"LEARNING & DEVELOPMENT INTERVENTIONS IN MY INSTITUTION ARE UNEVEN ACROSS CUSTOMER SERVICE, FINANCE, HR, MARKETING AND RESOURCES STAFF."



Yes! **Kinda** **No!**



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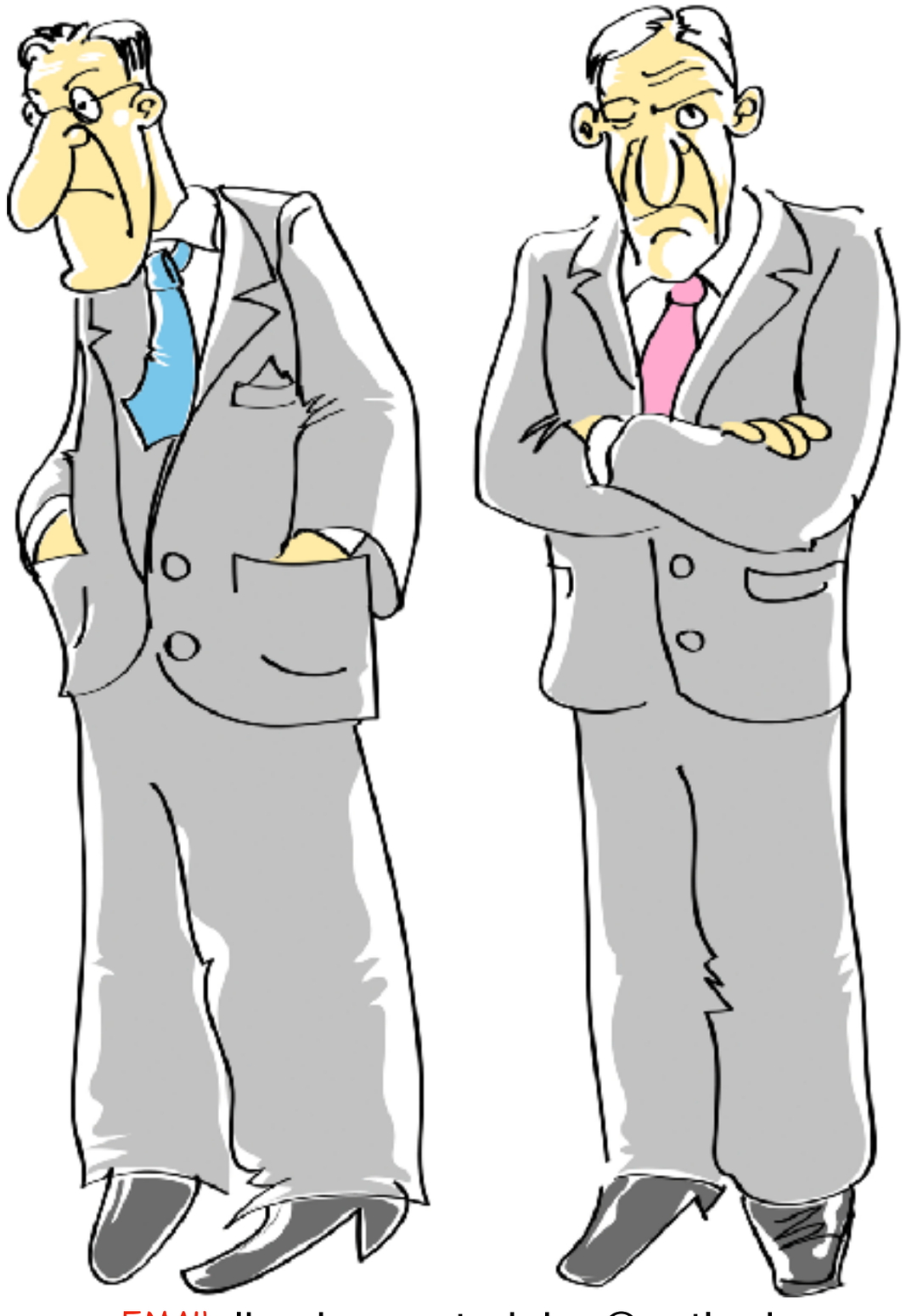
IS THIS YOU TOO?

2 1
4 3
6 5
8 7
9

"CUSTOMER SERVICE" OR CUSTOMER FACING STAFF DO NOT FEEL CONFIDENT IN THEIR TECHNICAL AND INTERPERSONAL SKILLS AS BUSINESS DEMANDS CHANGE, ESPECIALLY IN COVID TIMES, AND THEY LOOK TO THE ORGANISATION TO PROVIDE SUPPORT, BUT DON'T GET IT."

Yes! **Kinda** **No!**



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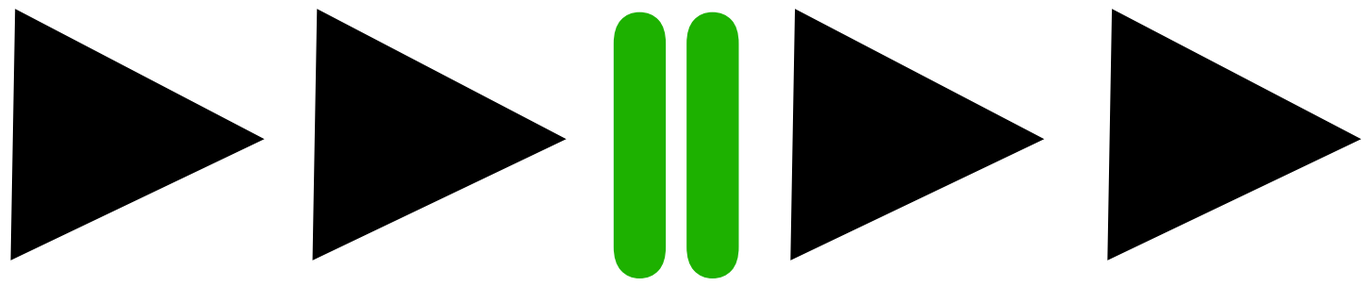
DON'T JUST DO
SOMETHING...
STAND THERE!

PAUSE



Yes!

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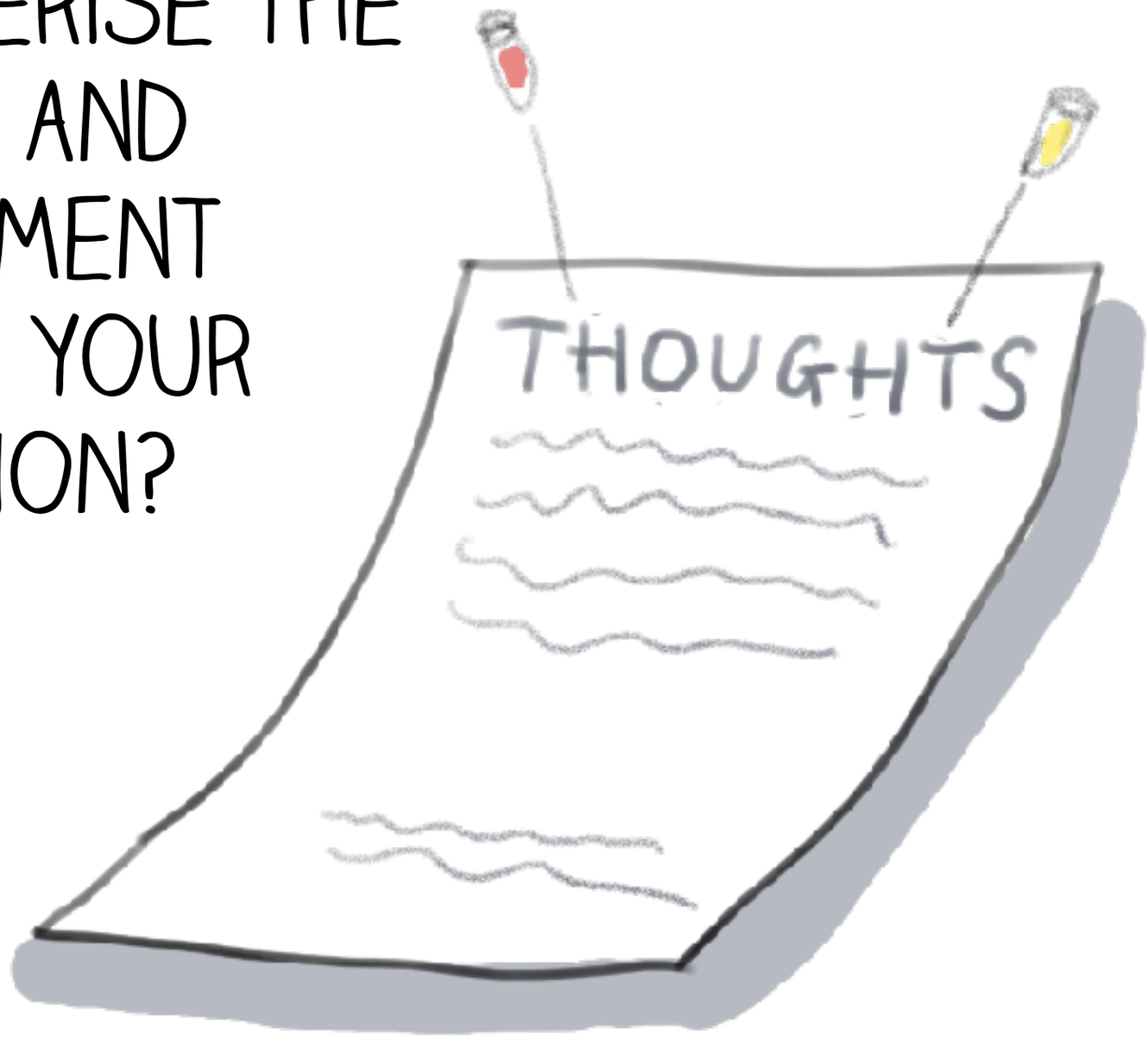
HOW WOULD YOU CHARACTERISE THE TRAINING AND DEVELOPMENT STORY IN YOUR INSTITUTION?



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What we're going to deliver is training that.. ..

1. SOLVES PROBLEMS IN THE REAL WORLD.

2. FOCUSES ON DISTINCT CAPABILITIES TO ACCOMPLISH TASKS: SKILLS, KNOWLEDGE AND EXPERIENCES

3. GIVES BALANCE BETWEEN CHOICE AND SCALE

4. IS QUICK, NIMBLE AND TAILORED AROUND PARTICIPANTS' WORK SCHEDULES.

5. INCLUDES STAFF & THEIR MANAGERS, + WORK AND CULTURAL CONTEXT

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What we're going to deliver is training that.. .. anything you'd add?

6

7

8

9

10

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SOLUTION

A MODULAR BITESIZE PROGRAMME

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YOUR FOUR QUESTIONS ANSWERED

- WHAT IS BITESIZE?
- DO I NEED IT?
- HOW DOES IT WORK?
- HOW DO I EVALUATE IT?

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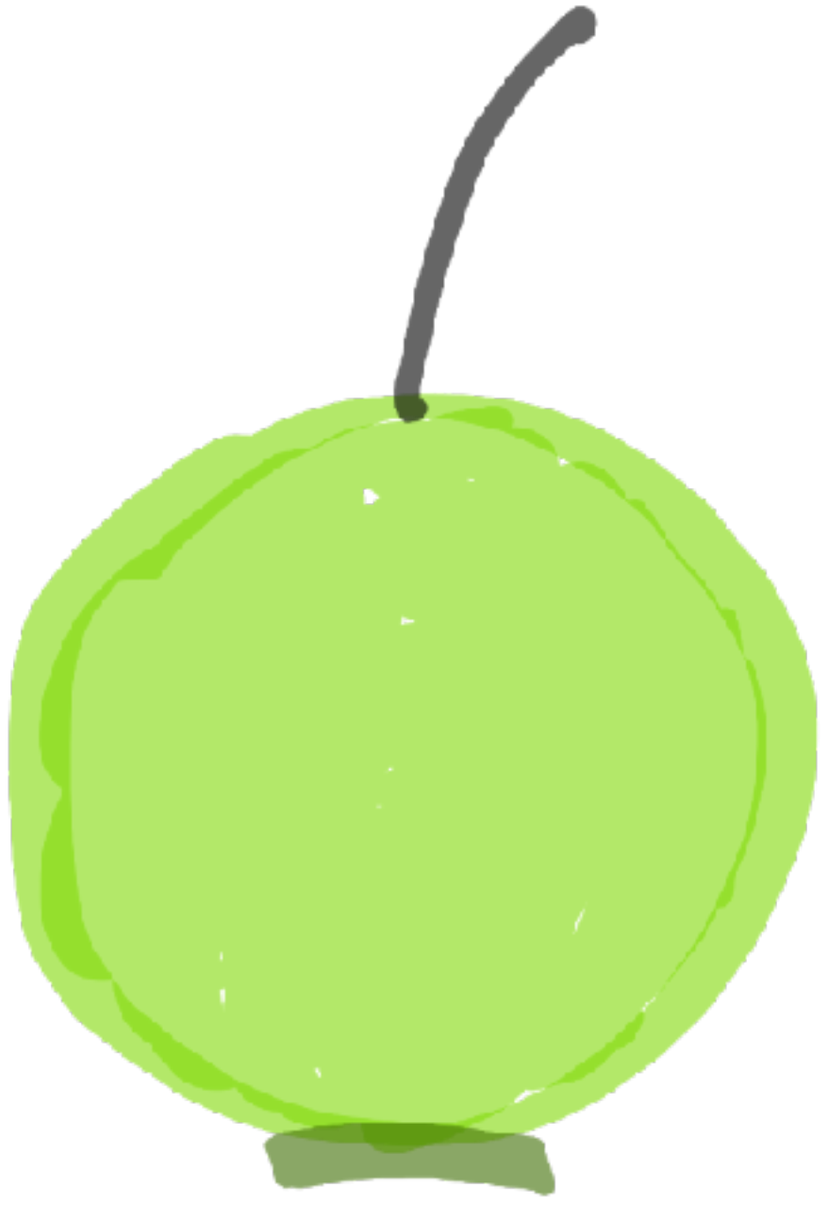
BITESIZE IS .. .. ?



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BITESIZE IS .. .. ?

- DESIGN
- ADAPT

EASIER TO ATTEND

- SCHEDULE
- MONITOR
- SCALE
- CONNECT
- "SELL"
- TRANSFER

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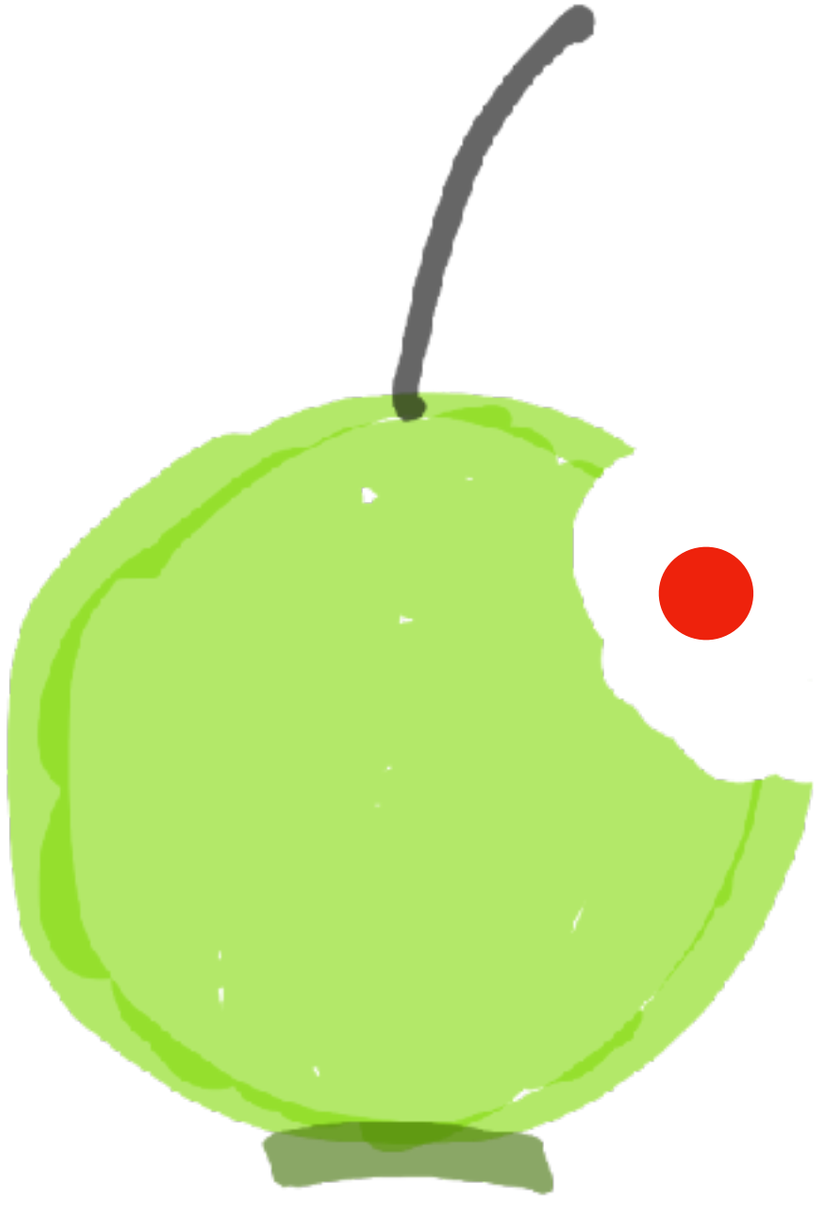
BITESIZE CAN .. .. ?



- CAN S-T-R-E-T-C-H THE LEARNING JOURNEY OVER TIME

to integrate
- learning,
- application,
- support and
- reflection

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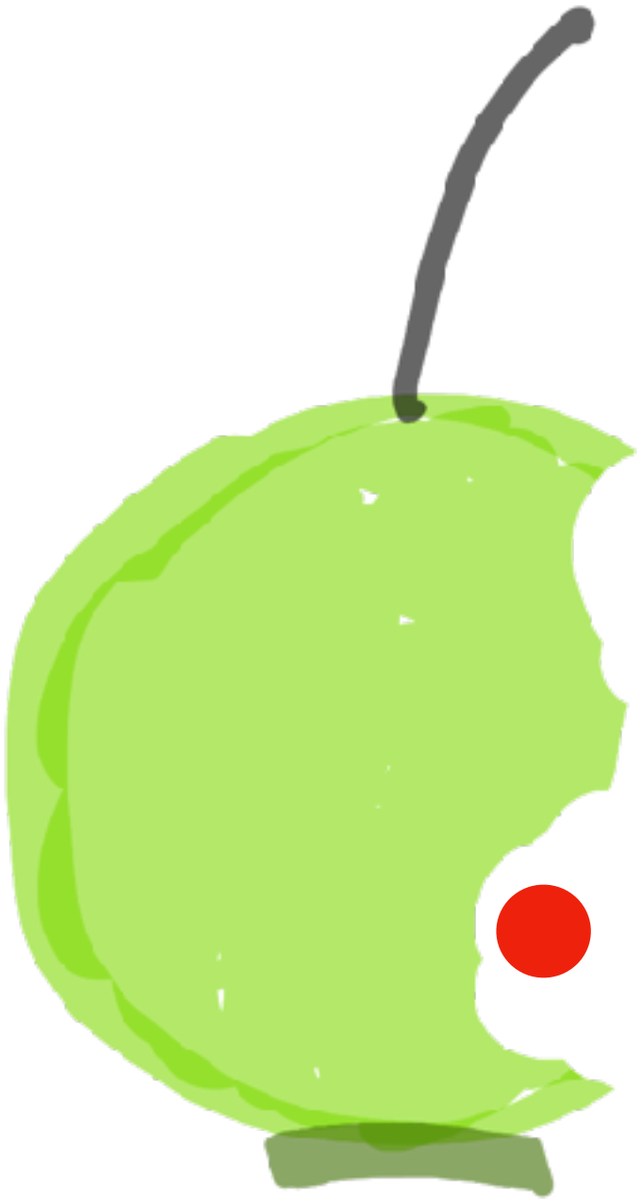
BITESIZE CAN .. .. ?



CAN REDUCE OPPORTUNITY COST OF TRAINING INTERVENTIONS

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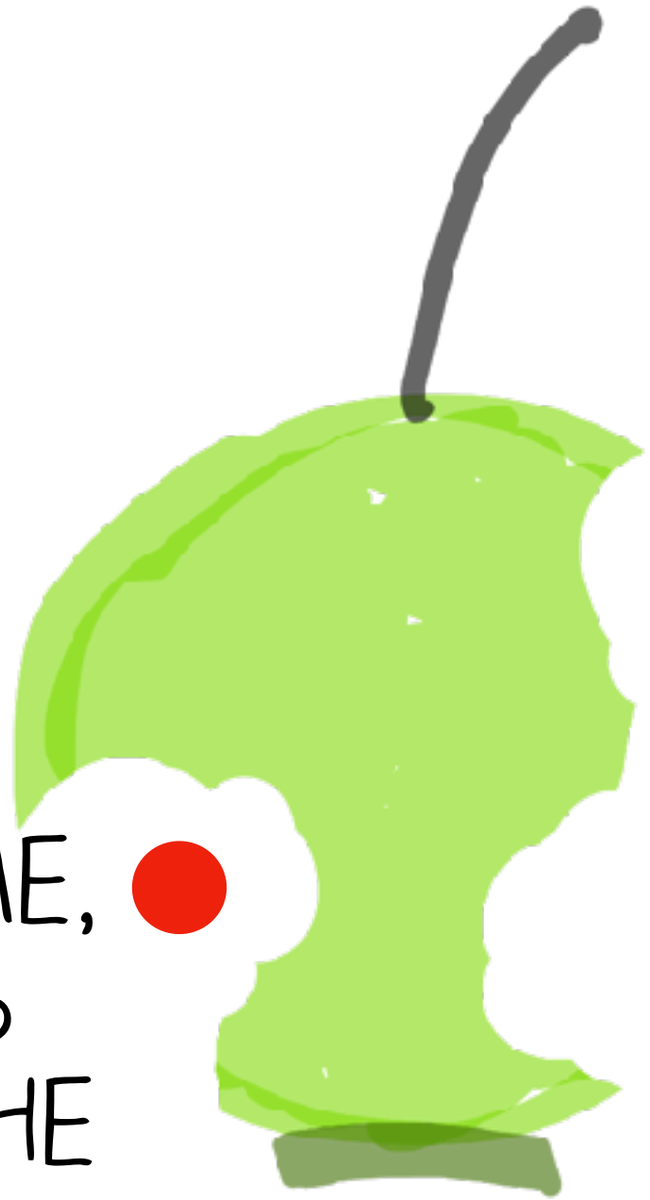
BITESIZE IS .. .. ?



IS TARGETED,
IS JUST-IN-TIME,
AND MAXIMISES
BENEFITS TO THE
MANY

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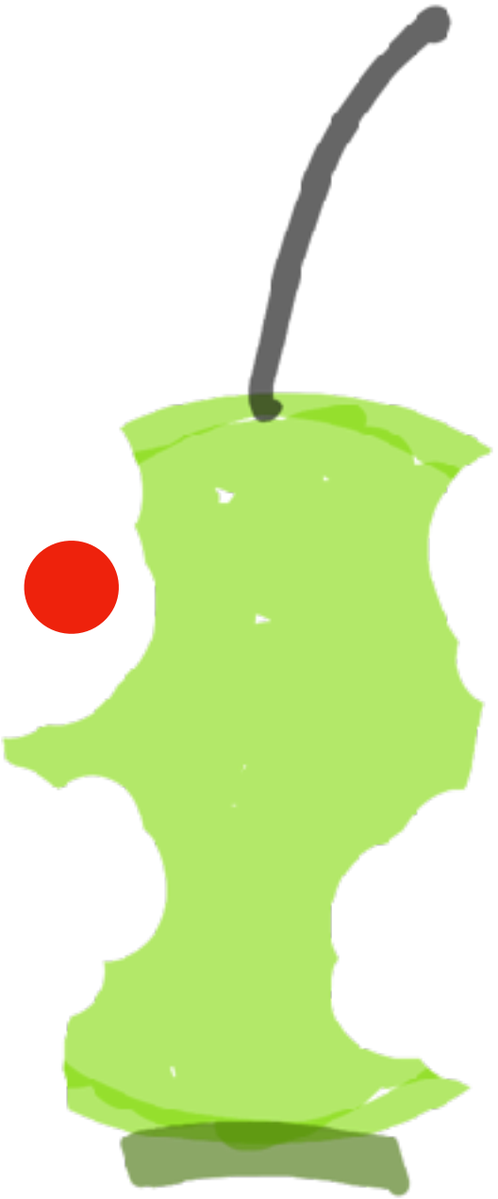
BITESIZE IS .. .. ?

IS CHEAPER.. ..
A LOT CHEAPER.



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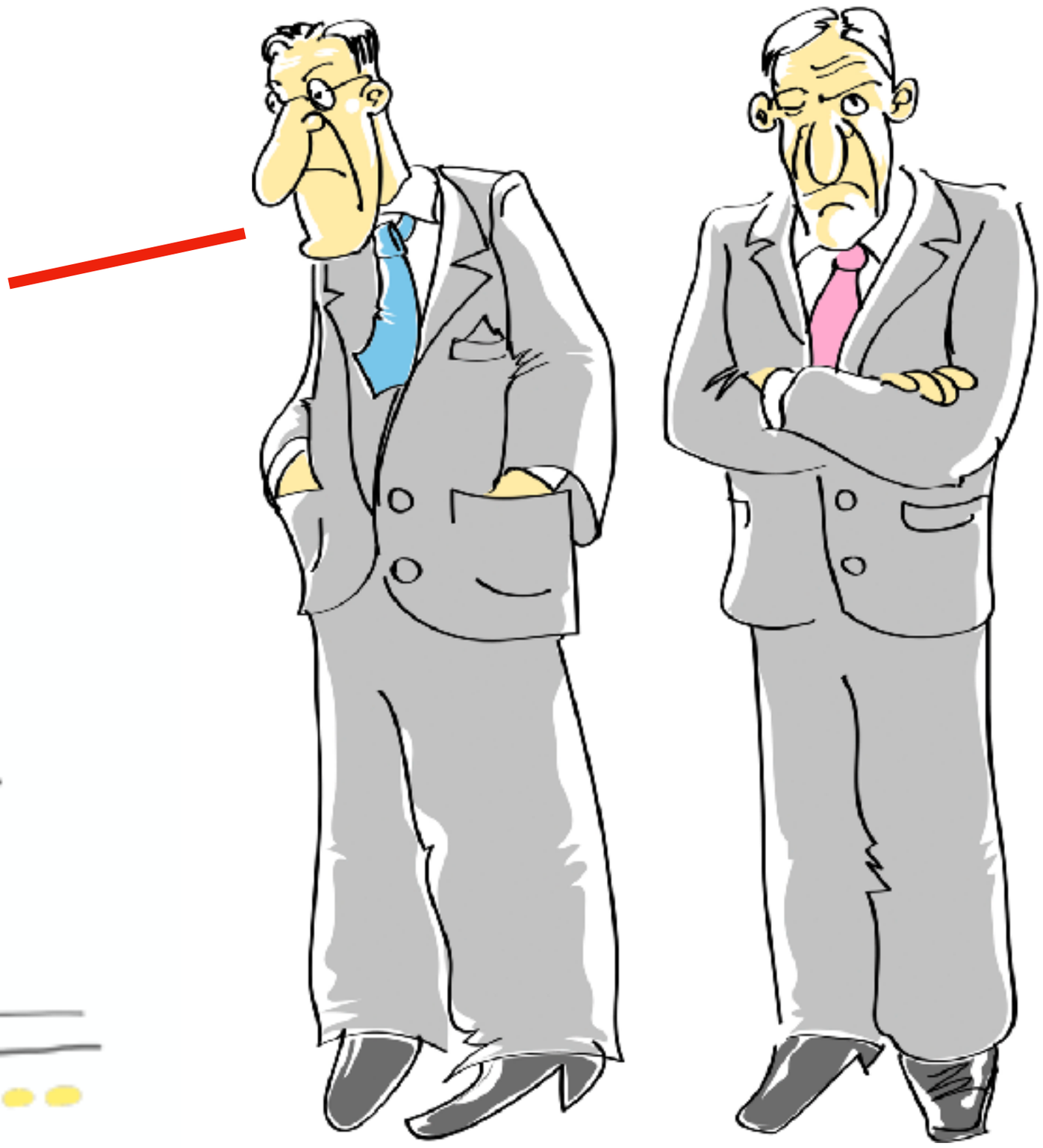
ok .. but how do we make it work for us?



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BITESIZE HOW .. .. ?

90 MINUTES EACH MODULE

HIGH ENERGY, HIGH IMPACT

NO TIME. GET MOVING.

FOCUS ON PROBLEMS.

"HOW.." NOT "WHY.."

ONLY PRACTICAL TIPS AND TECHNIQUES TO PUT INTO PRACTICE STRAIGHTAWAY.

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BITESIZE HOW .. .. ?

DESIGN FOR "SIMPLE".

WORK BACKWARDS. IDENTIFY THE TRIGGER FOR THE TRAINING AND THEN MAKE IT GO AWAY.

RUN FOCUS GROUPS.

OBSERVE PEOPLE IN ACTION. OBSERVE TEAM MEETINGS.

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BITESIZE HOW .. .. ?

CREATE MEASURABLE OBJECTIVES. ASSESS LEARNING AGAINST THESE OBJECTIVES

CREATE THE MATERIAL*

RUN SMALL PILOT - TEST

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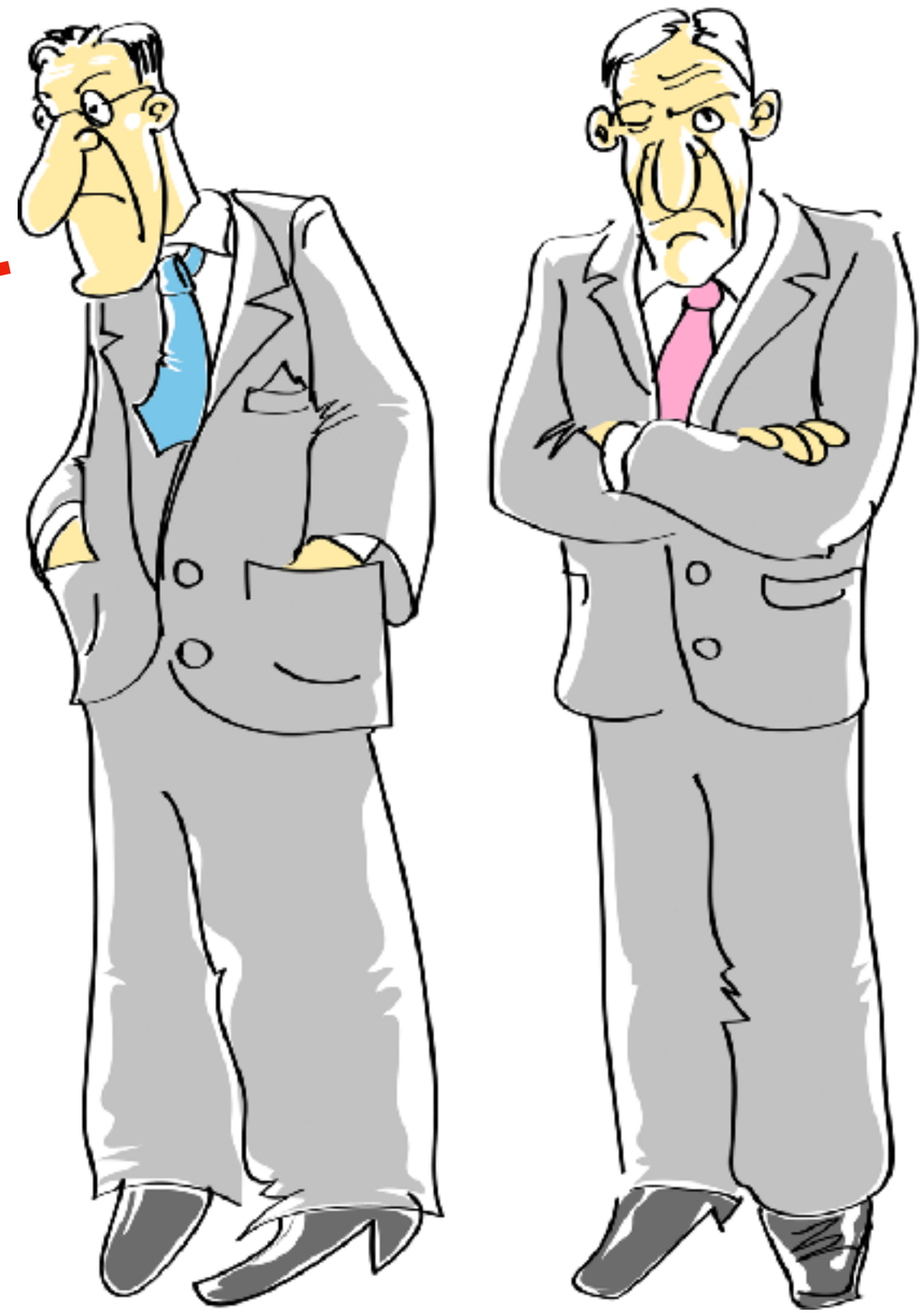
ok .. Anything else to make this especially useful?*



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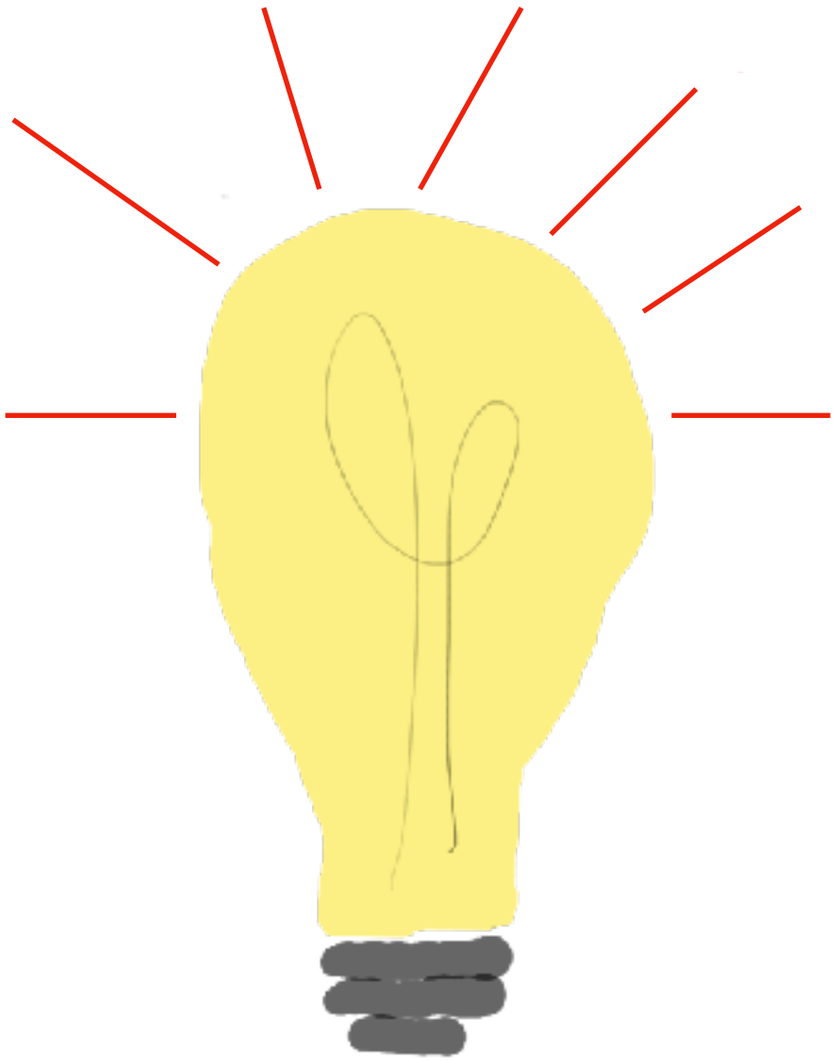
BITESIZE HOW DESIGNED .. .. ?

EACH MODULE HAS THE SAME FORMULA OR SHAPE



BITESIZE DOESN'T NEED A 'TRAINER' TO DELIVER IT.

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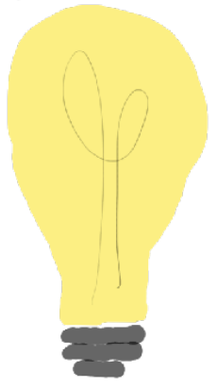
BITESIZE HOW DESIGNED .. .. ?



Each module has same formula or shape

This way?

DEFINE

INFORM

CONNECT

RESOLVE

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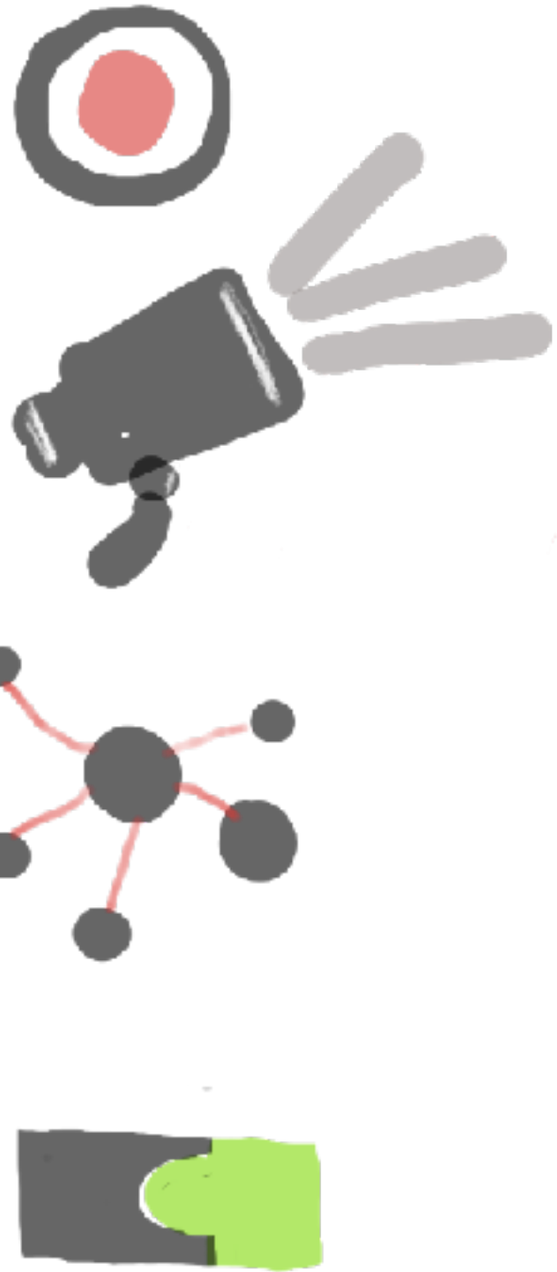
BITESIZE HOW DESIGNED .. .. ?

Each module has same formula or shape



OR This way?

TELL

SHOW

DO

REFLECT

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BITESIZE HOW DELIVERED .. .. ?

- CREATE INDEPENDENCE.
- BUILD SUSTAINABILITY
- SKILLS TRANSFER AND TRAIN THE TRAINER AN INTEGRAL PART OF THE PROCESS.

Who delivers?

- TEAM from within?
- TEAM LEADER/manager?
- Externally sourced facilitator?

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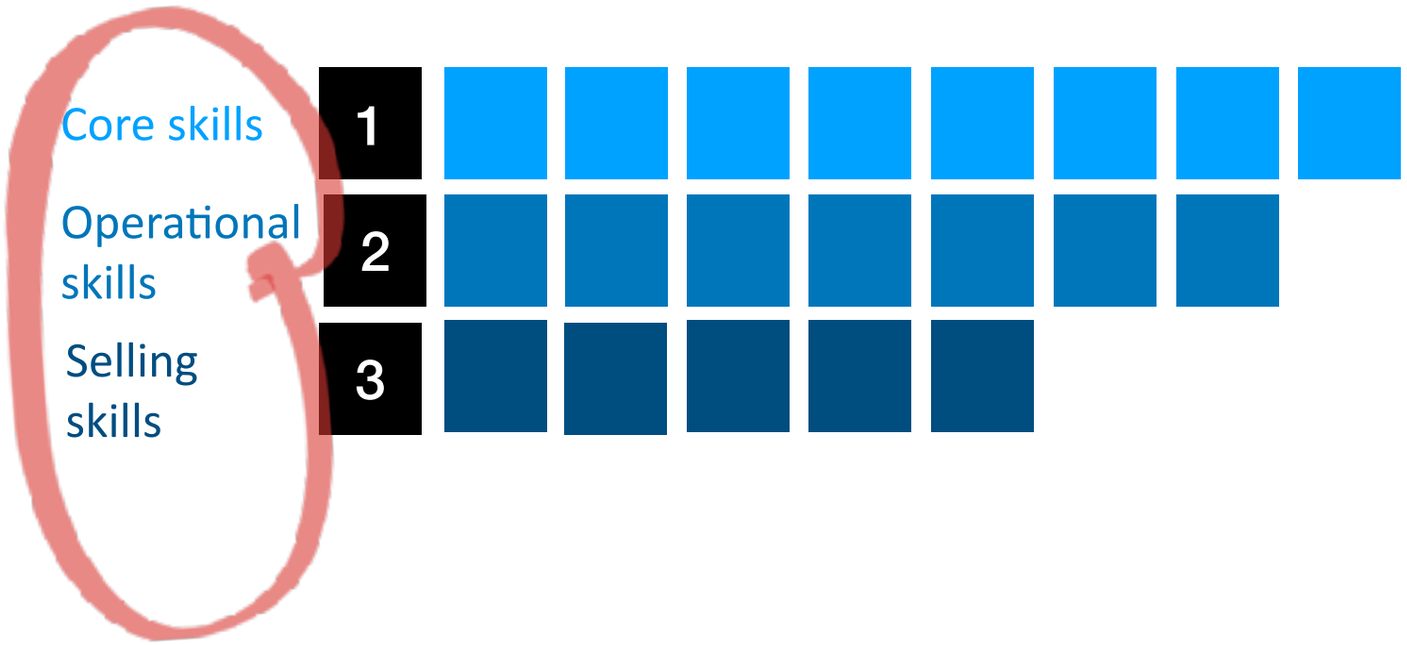
CASE STUDY 1 -
CUSTOMER SERVICE TEAM NEW BRANCH



3 THEMES

20 MODULES

90 MINUTES EACH

"HOW DO WE.. .."?

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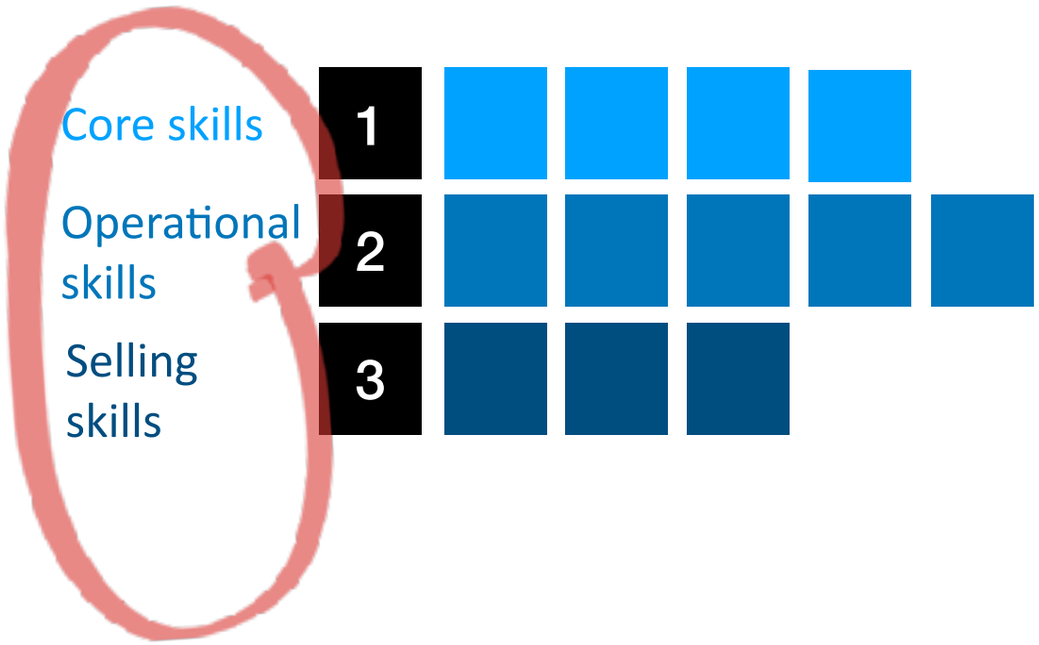
CASE STUDY 2 -
TWO NEW CS TEAM MEMBERS - HQ



3 THEMES

12 MODULES

90 MINUTES EACH

"HOW DO WE.. .."?

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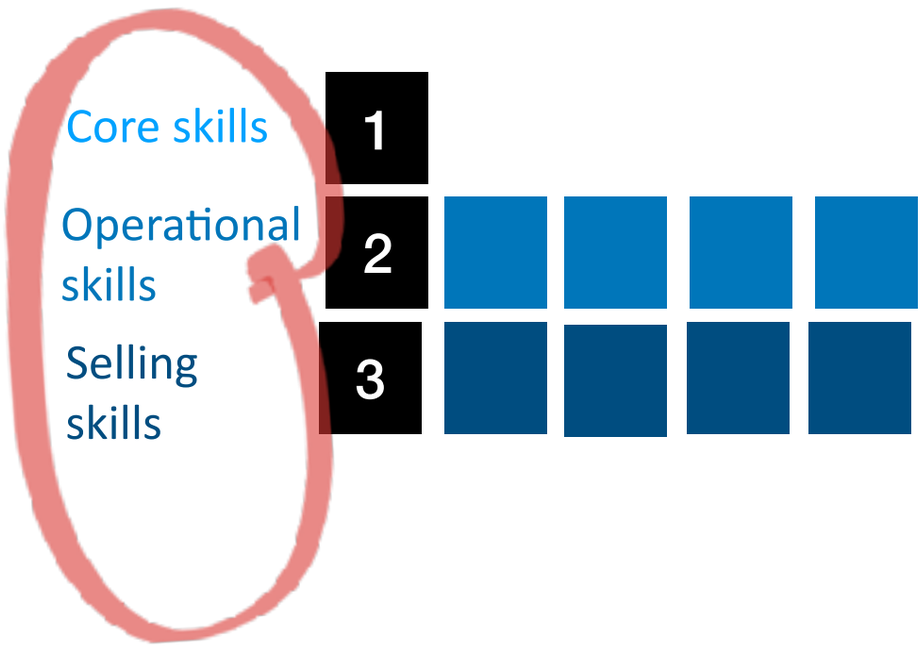
CASE STUDY 3 -
ONE EXISTING CS TEAM MEMBER - HQ REFRESH



2 THEMES

8 MODULES

90 MINUTES EACH

"HOW DO WE.. .."?

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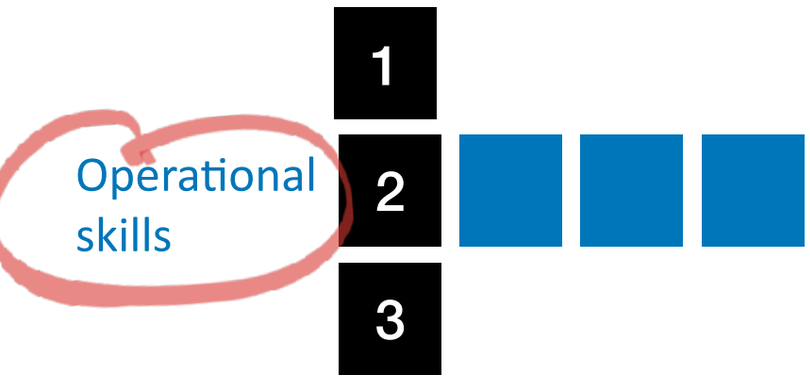
CASE STUDY 4 -
ONE EXISTING CS TEAM MEMBER - HQ PM ISSUE



1 THEME

3 MODULES

90 MINUTES EACH

"HOW DO WE.. .."?

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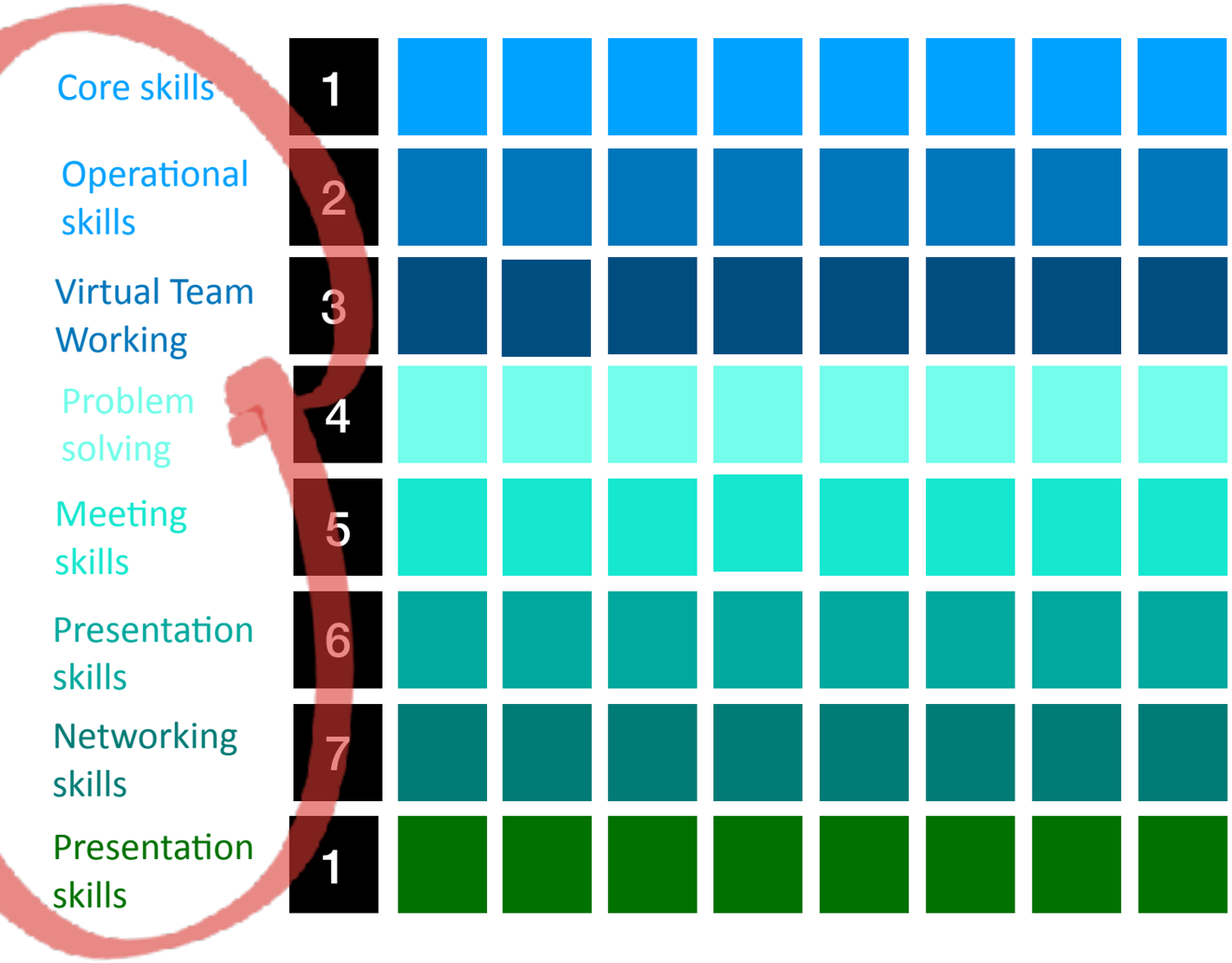
CASE STUDY 5 -
AVAILABLE TO ALL STAFF



8 SKILL SETS

64 MODULES

90 MINUTES EACH

NOW - JUNE PERIOD

"HOW DO WE.. .."?

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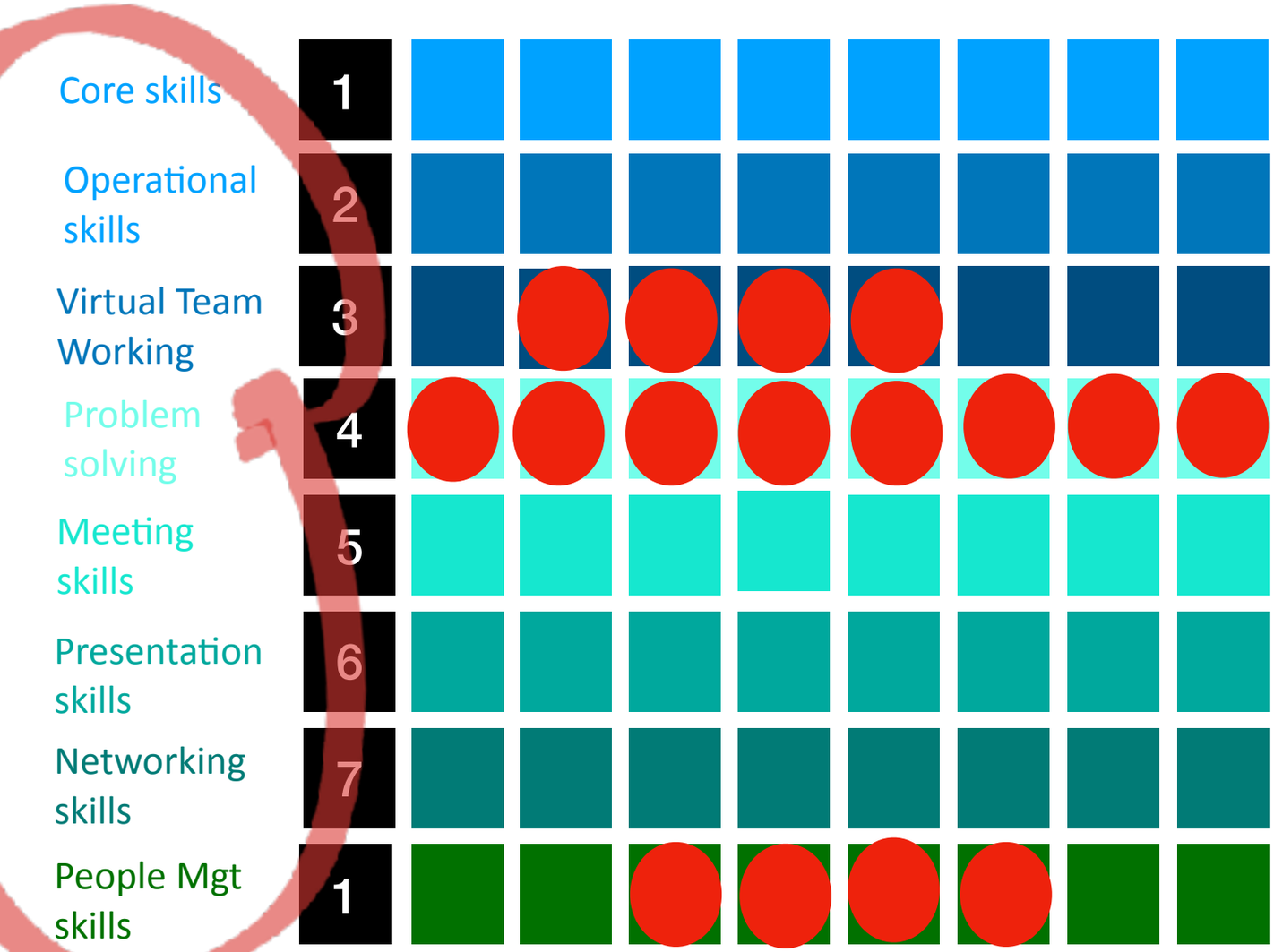
CASE STUDY 6 -
SUMMER SCHOOL LEADS



3 SKILL SETS

16 MODULES

90 MINUTES EACH

APRIL - JUNE PERIOD

"HOW DO WE.. .."?

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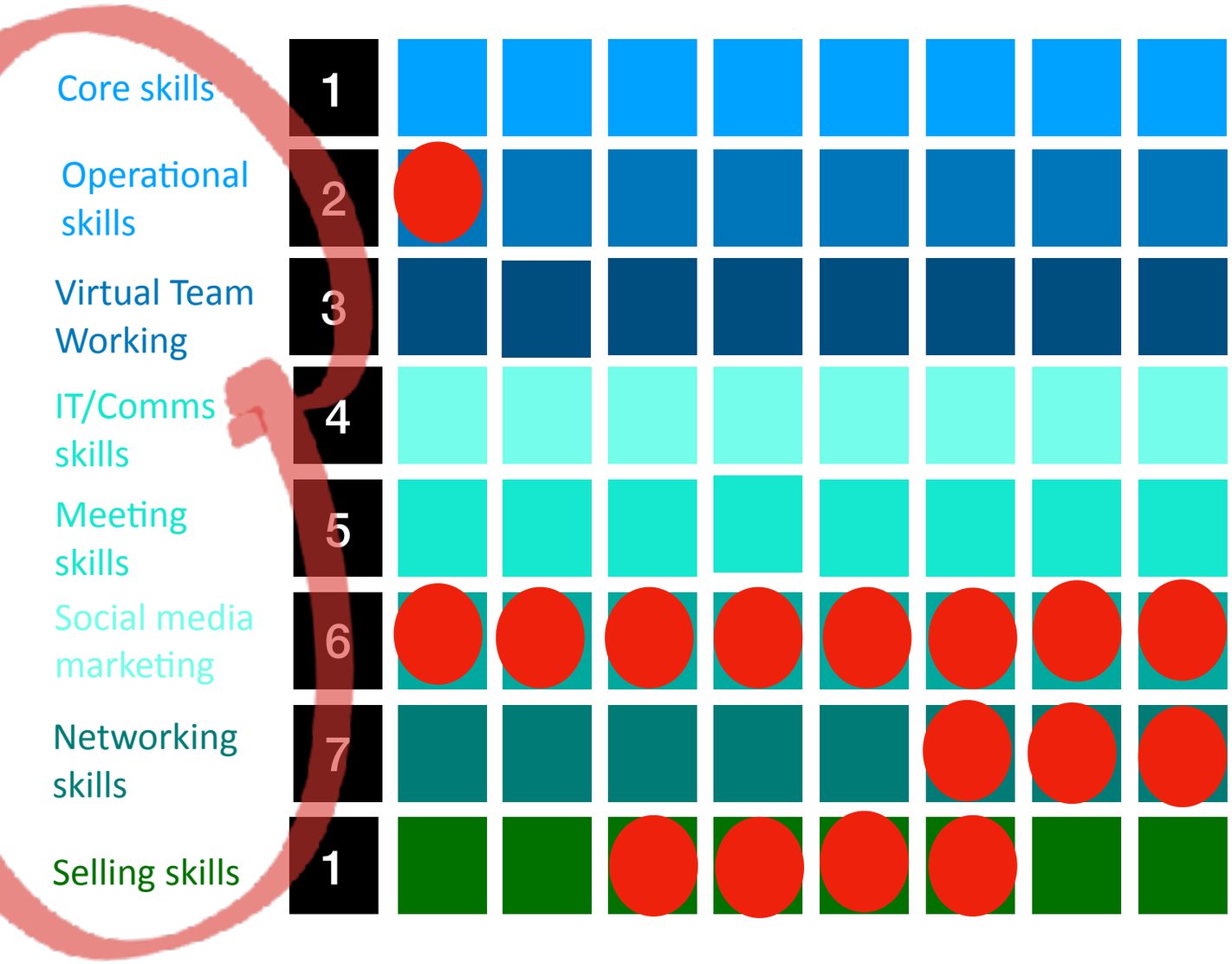
CASE STUDY 7 -
SALES AND MARKETING TEAM



4 SKILLS SETS

16 MODULES

90 MINUTES EACH

JAN - MARCH PERIOD

"HOW DO WE.. .."?

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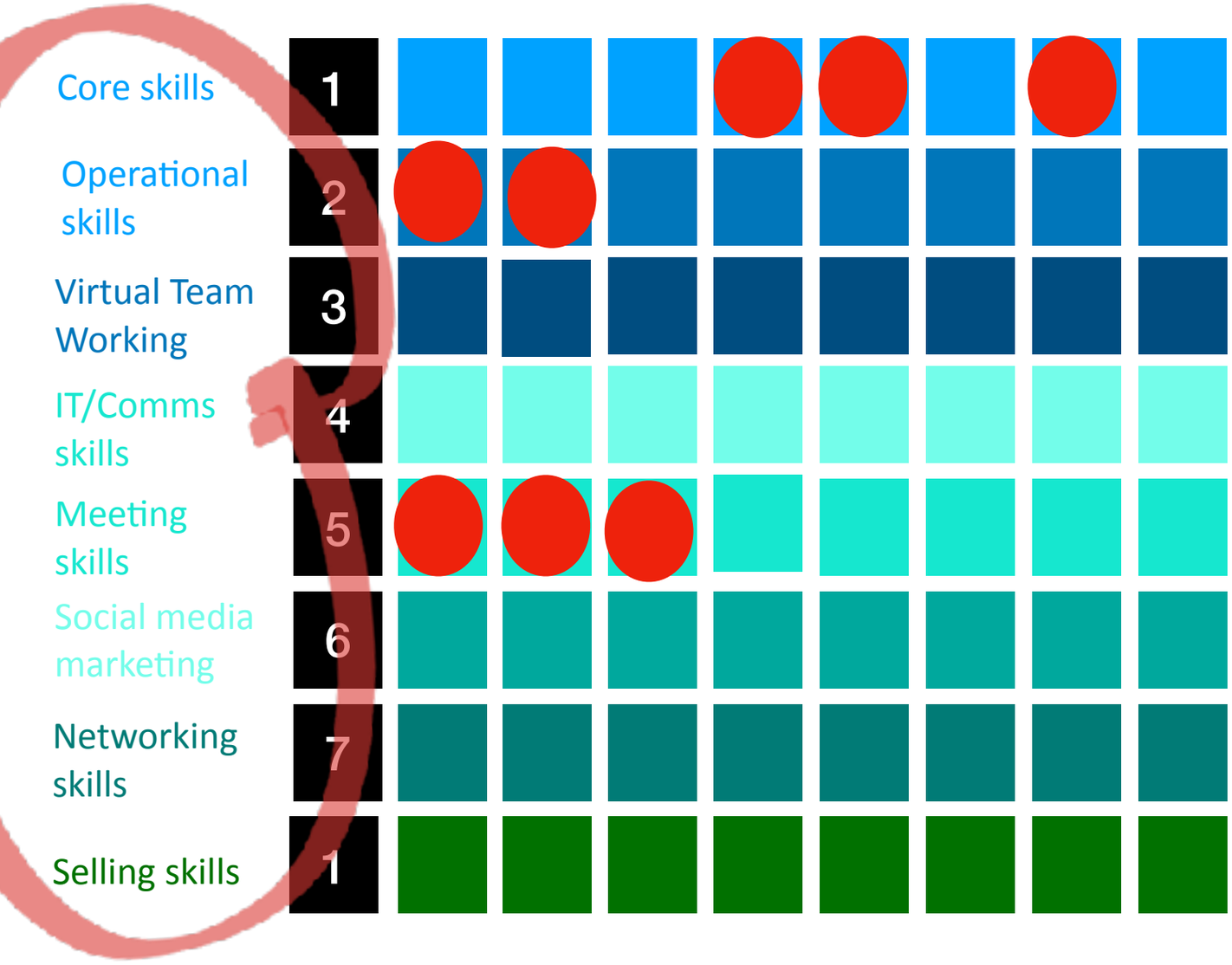
CASE STUDY 8 - 1 MANAGER

POST END YEAR APPRAISAL



3 SKILLS SETS

8 MODULES

90 MINUTES EACH

ONE WEEK PERIOD

"HOW DO WE.. .."?

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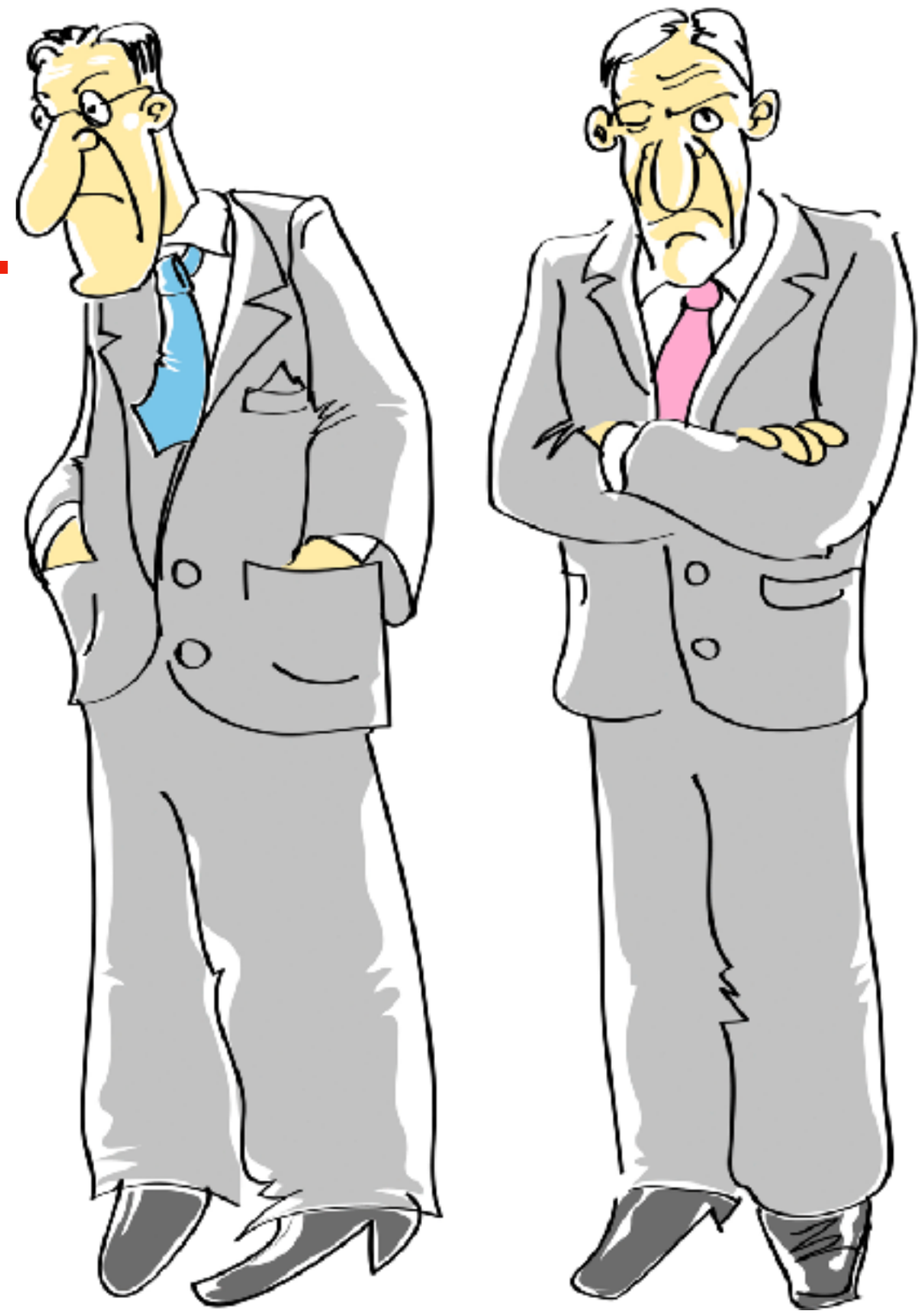
What about monitoring and evaluation?



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MONITOR & EVALUATE
USE KIRKPATRICK!

LEVELS **0** TO **4**

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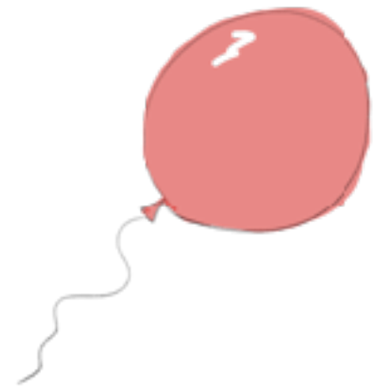
MONITOR & EVALUATE USE KIRKPATRICK

DO NOTHING.

Benefits?



Downsides?

0

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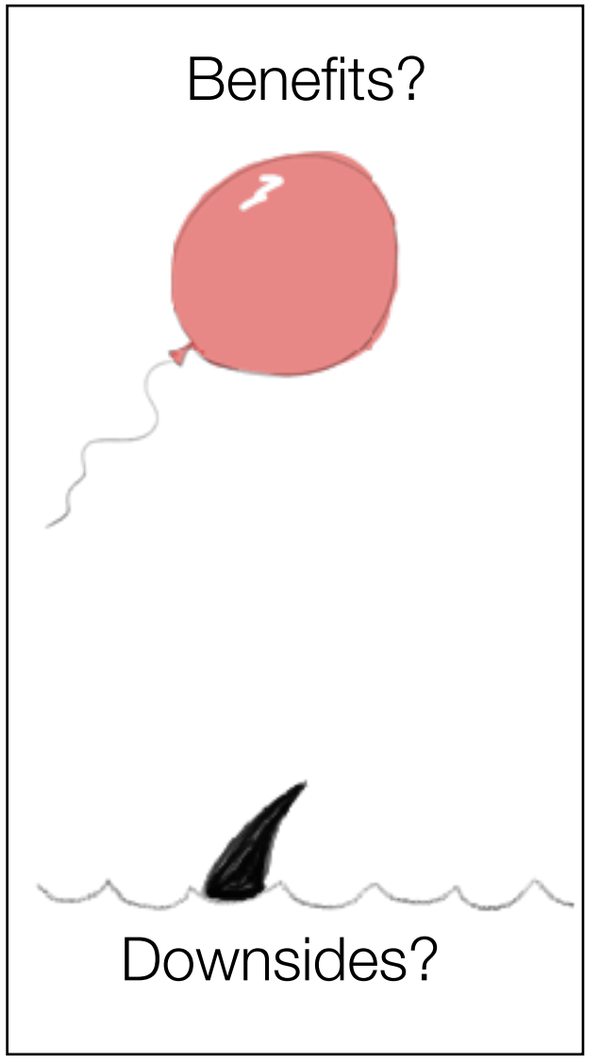
MONITOR & EVALUATE
USE KIRKPATRICK

REACTION - ENJOY, ENGAGED, POSITIVE?

Survey

Focus group

1



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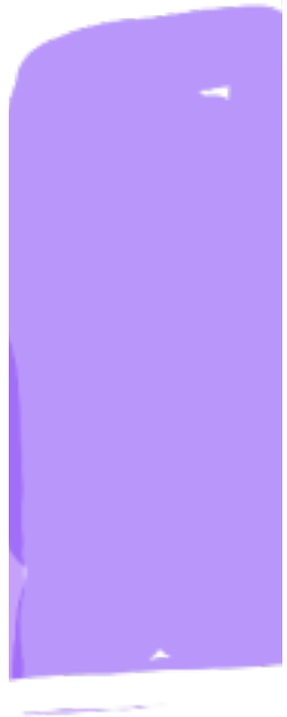
MONITOR & EVALUATE
USE KIRKPATRICK

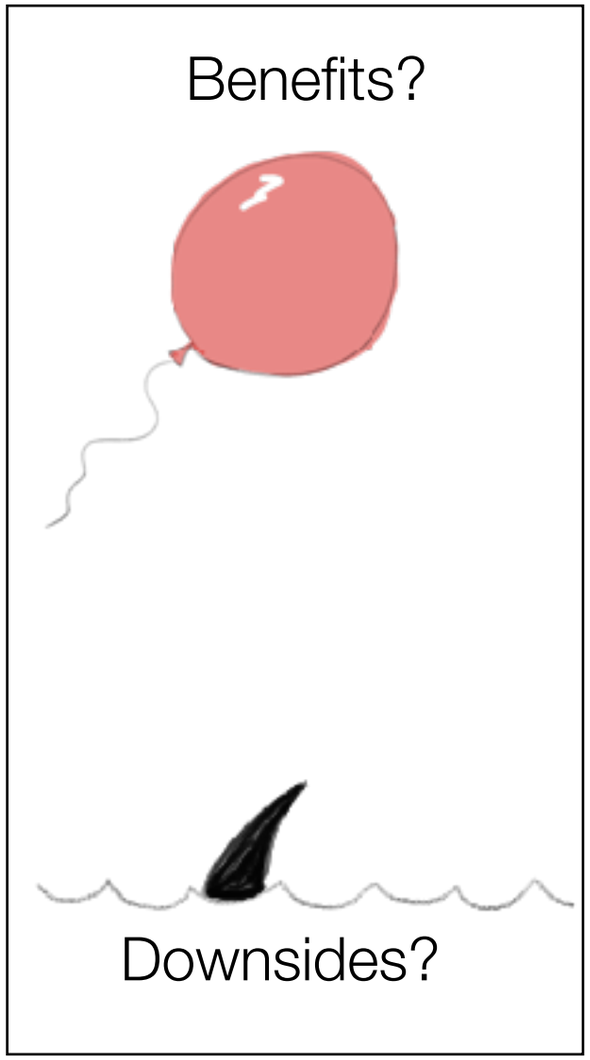
LEARNING - ACQUIRE, LEARN, RETAIN?

Test before, during, after event

Peer, manager, customer observation & feedback (Informal)

2





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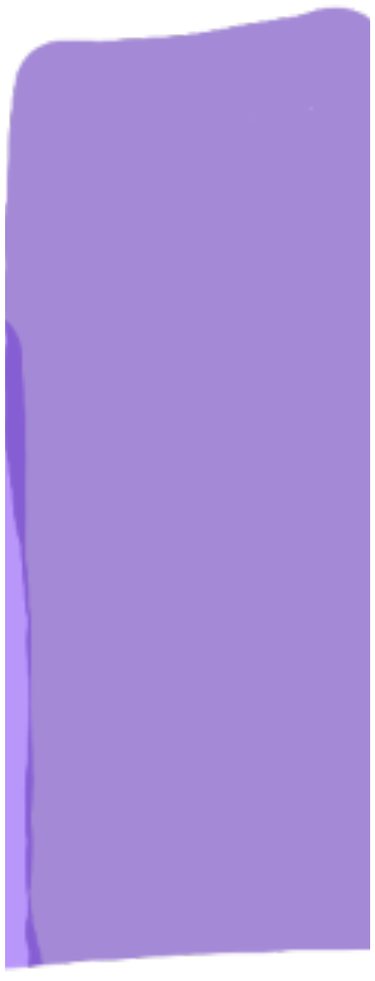
MONITOR & EVALUATE USE KIRKPATRICK

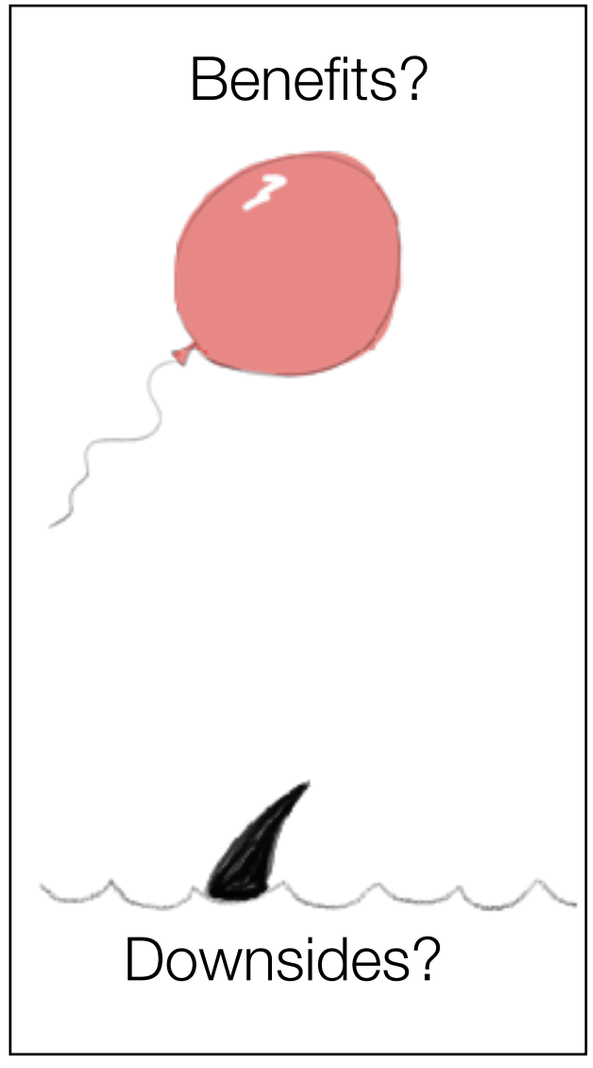
3

BEHAVIOUR - APPLY ON THE JOB?

Applied Learning Projects

Peer, manager, customer observation & feedback (formal)





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MONITOR & EVALUATE USE KIRKPATRICK

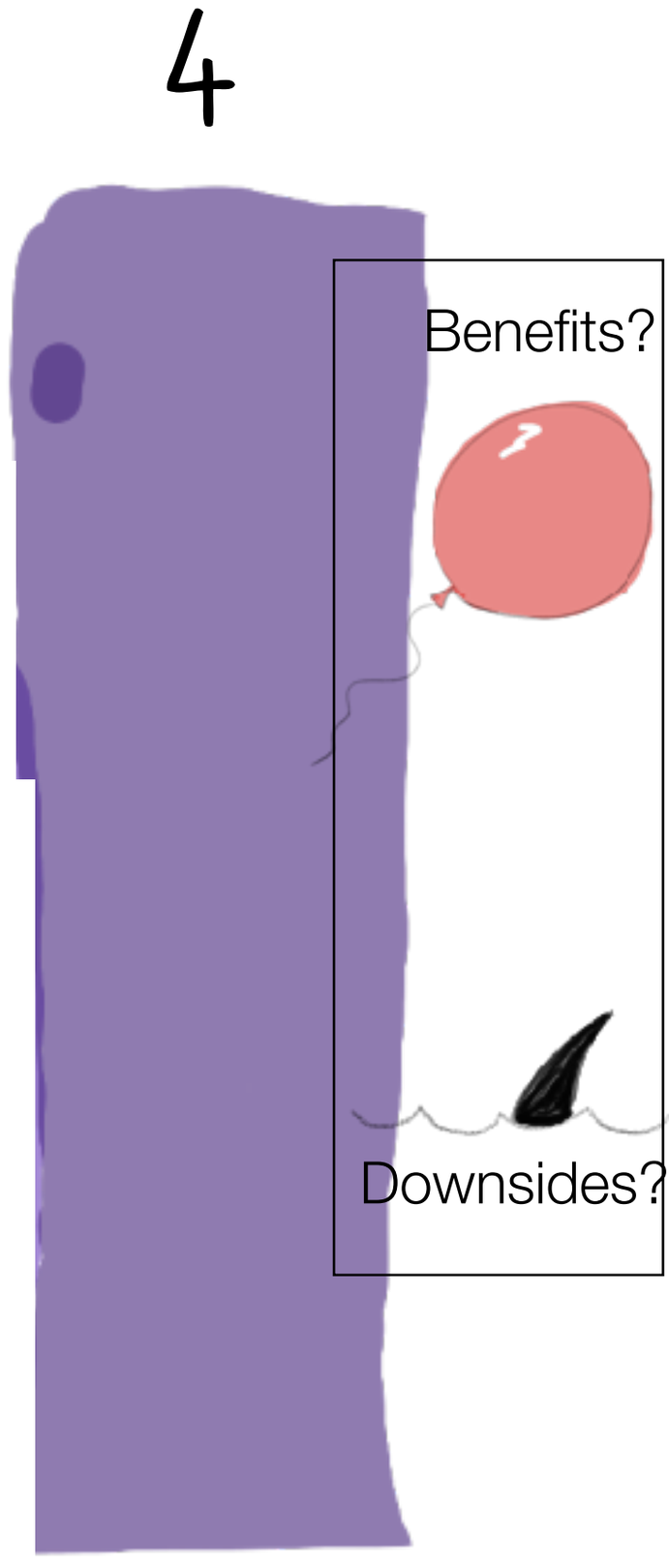
RESULTS - IMPACT ON THE BUSINESS, OUTCOMES?

Metrics

OBSERVE AND MEASURE

- productivity/output rates
- sales/student registration volumes
- staff turnover rates
- Student satisfaction and retention rates
- number of customer complaints
- non-compliance with ‘regulations’
- rate of student accidents per year
- number of sick-absence days per month
- number of cancelled classes/sessions

Survey



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THIS WAS A STORY ABOUT.. ..

- WHAT BITESIZE IS
- WHY YOU NEED IT
- HOW IT WORKS
- HOW TO EVALUATE IT

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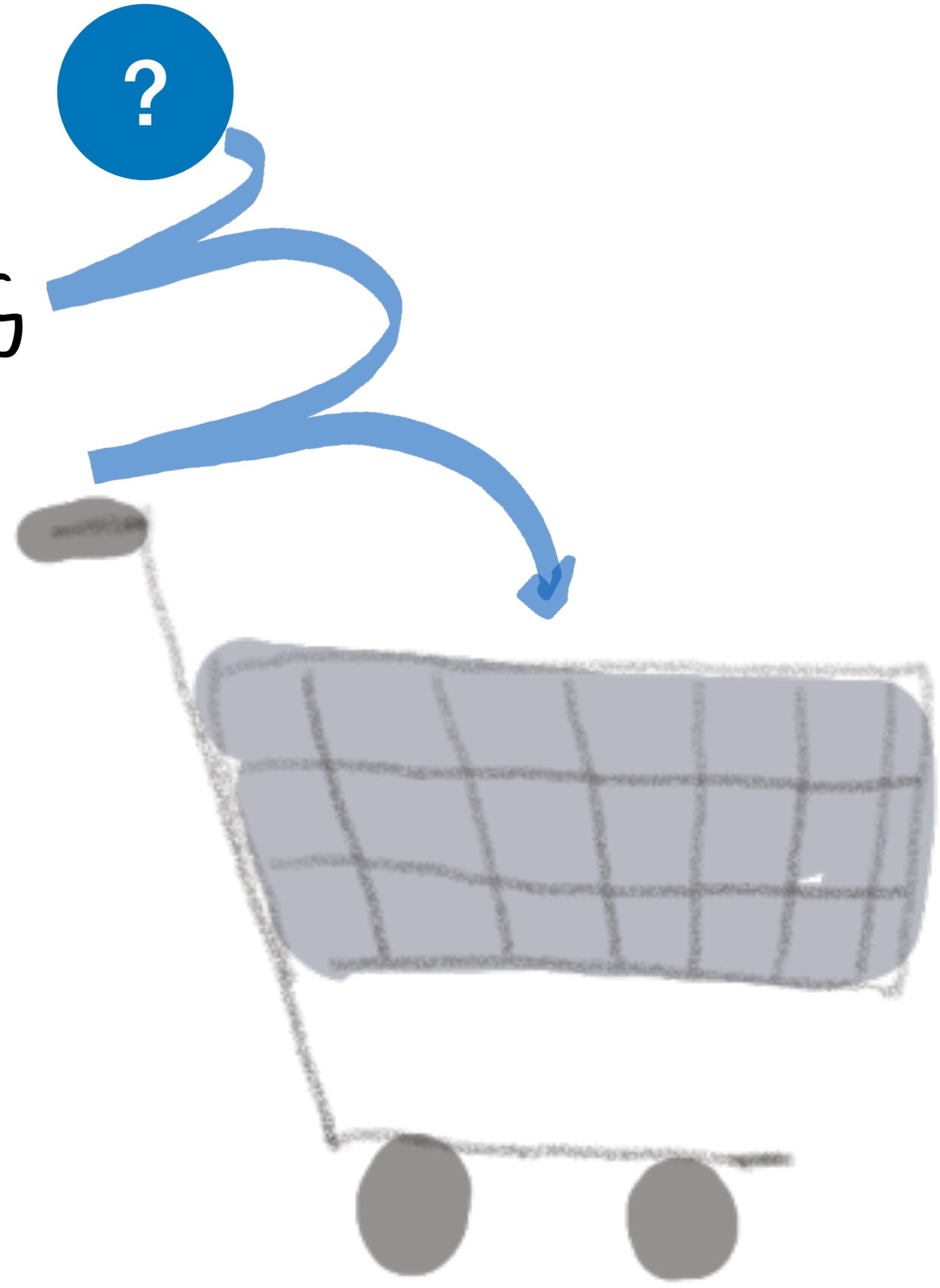
ONE BIG QUESTION YOU'RE ITCHING TO ASK?



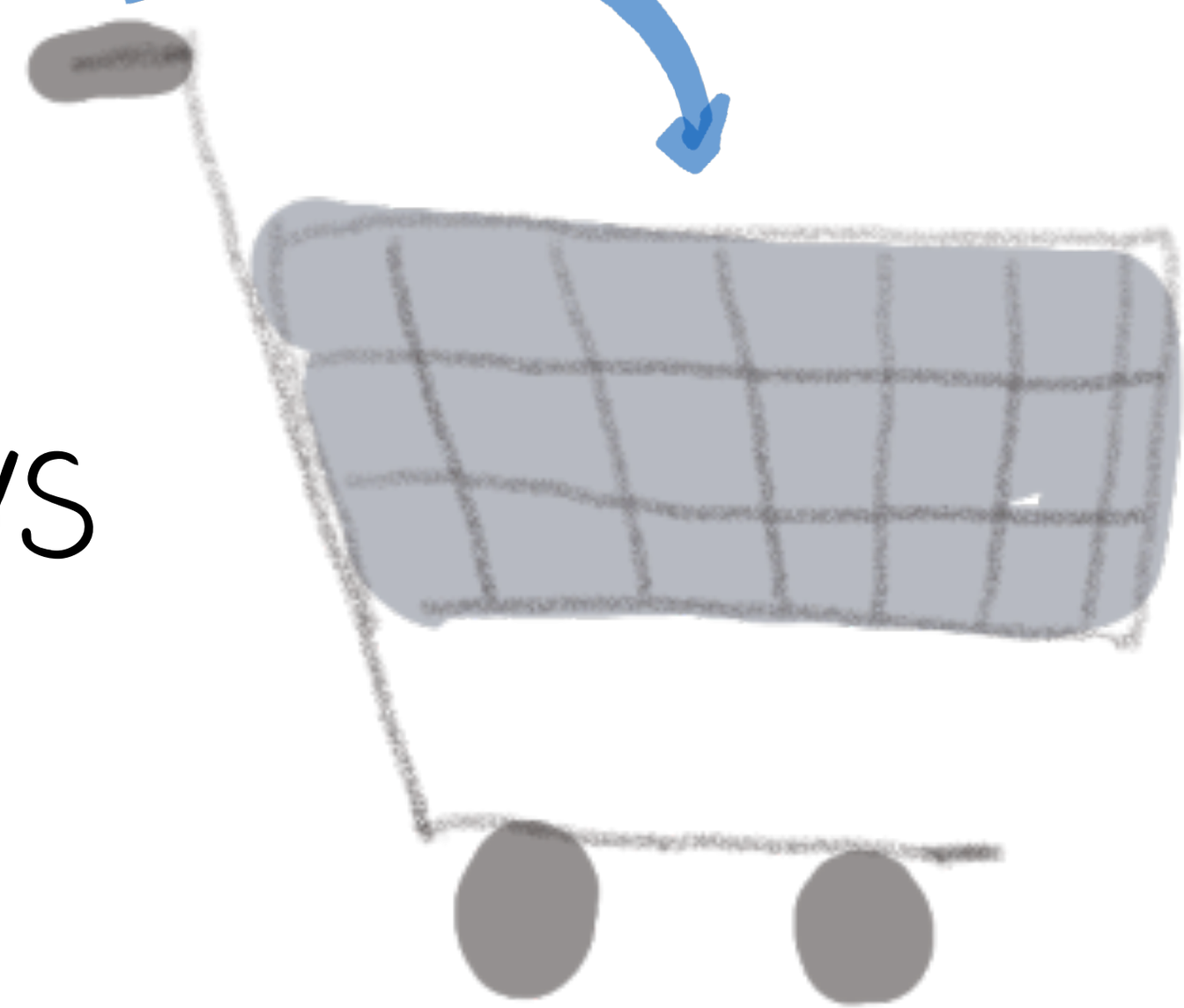
1

2

3

4

SOME TAKEAWAYS YOU'D LOVE TO SHARE?



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THANK YOU!

TRAINING & DEVELOPMENT

Managing And Leading In The ELT Sector

WHY NOT CONTACT ME?

LET'S CHAT

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