

### Learning & Development Newsletter

<http://www.pinalcountyaz.gov/Departments/HumanResources/Pages/Training.aspx>

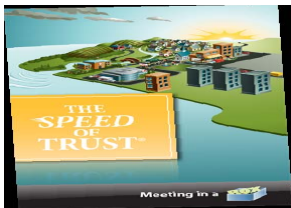
March 2011



#### Do you need to sharpen the saw?

##### Project Management Workshop

Do all of your employees know how to effectively visualize, plan, implement, and close a project? Because projects are the means to achieving your organization's goals, great project management is not a skill that can be left to chance. If developed and applied effectively to each project in your organization, skillful project management can mean the difference between mediocre and phenomenal results. This workshop teaches a four-step process for skillfully managing small or large projects: Visualize, Plan, Implement, and Close. This proven approach helps project managers and their teams develop and deliver high-quality projects on time and within budget. This workshop is taught as a one-day facilitator-led process, and encourages attendees to focus on their own current projects for a truly hands-on experience. **March 24.**

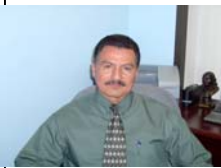


##### Skill Development Opportunity Working at the Speed of Trust

Exercise your leadership by creating a culture of trust! Take the next step in your learning by extending the trust message to the people you lead

and work with. This program will introduce you to potent new ideas about "the one thing that changes everything." The Speed of Trust is at its heart a very personal learning journey. We'd like to invite you to take a moment and reflect upon your own cores of credibility. Enroll on the HR training web site to attend this learning experience. **March 31**, HR training room in Florence.

#### Your Training Team...



Albert Lizarraga  
Learning & Organizational Development Manager  
520-866-6229

"It's all about the people."-Albert is here to facilitate your success and has the experience to get the job done.



Linda Foster  
HR Training Specialist  
520-866-6584

"Think Win Win!!" Linda is happy to have had the opportunity to meet many of you in the training room and looks forward to your participation in the up coming learning events.

Wayne Gretzky: "A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be."

*Just remember: people tend to resist that which is forced upon them. People tend to support that which they help to create.*  
-Vince Pfaff

#### Effective Professional Writing

This training session focuses on the essential elements of effective business writing. Many of your job functions involve written communication. Writing memos, letters, email, job procedures, and reports are part of your daily responsibilities. In addition, people judge you by the way you write. It is a reflection of your professional image. Therefore, the ability to express yourself clearly and accurately has a direct impact on your success. **March 23.**

#### Performance Coaching

Coaching is a key element of an effective supervisor/manager. Learn new techniques to open communication between you and your employees, increase productivity, and inspire employees to reach goals. **March 1.**

#### Learning for Performance

**MANAGERS BEFORE TRAINING:** Managers set the tone for the training. Their view of the importance of training and their expectations for the Learner after training are conveyed through their involvement (or lack thereof) prior to training, explanations of the training's need/value, willingness to let Learners apply the new knowledge and skills, and communications about what behaviors/performance is expected as an outcome of the training. In short, Managers send strong messages about whether the training is "real" or not ... and if Learners will have the opportunity to use the training upon their return.

**MANAGERS AFTER TRAINING:** Managers must be engaged after the employee's return from training. My favorite test to measure the Learner's achievement of the training objectives is to have Managers ask .. "So Jeff (fill in the name) ... how was the training?". Savvy Managers can learn a lot from their employee's answer, including - what new knowledge and skills were gained, the employee's confidence level on these, how they intend to apply the learning, what resources they plan to use/will need to be successful, etc. Most importantly here, Managers need to convey the messages: "I'm willing and I encourage you to apply the new knowledge and skills" ... and ... "Here's how I'll be measuring if your learning has transferred into something that's valuable (to me, your team, or to the organization)". The **investments in training** are huge, yet the expectations (and sometimes the results) remain minimal. Managers, Learners, and Trainers all share a significant responsibility to ensure that "transfer" not only happens, but is maximized. **With the above in mind**, we would like to thank **Wesley LaCrosse** from **Planning & Development** and **Hector Madrid** from the **Assessors Office** for their demonstrated involvement in their employee's training. Both individuals returned 100% of their employees training follow up information demonstrating a commitment to employee development and helps determine the knowledge transfer and impact of the training.