

TRAINING PROGRAMME

TALENT MANAGEMENT AND ANALYTICS 4.0 FOR SMES IN EUROPE



Project Name: Bridging the gap between VET and business: Modern talent management and analytics 4.0 for SMEs in Europe

Project Acronym: Talent 4.0

Project Number: 2018-1-AT01-KA202-039242

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1. Executive Summary

1.1. Introduction

The Talent 4.0 Project aims to develop different resources to enable Small and Medium Enterprises (SMEs) to apply modern Talent Management and Analytics in their business strategy and HR practice. Furthermore, it wants to draw a strong contribution to bridge the gap between current VET practices and business needs.

This Training Programme constitutes the main output of the Talent 4.0 project, which brought together a strong international project consortium of seven different organisations from seven European countries all working in the field of vocational education and training.

The main aim of this Training Programme is to train SMEs and their responsible HR staff in the implementation and application of modern talent management. It is designed in such a way that its utilization is flexible, according to the respective needs of the end-user. The Training Programme is an extra-occupational course that is aimed among others at decision makers of companies, i.e. owners and managers, Human Resources (HR) responsible staff, supervisors, internal and external consultants and educationalists. This programme is designed for people who already have some years of professional experience and qualifications in the area of HR. However, the flexibility and the way it is designed makes it also applicable to people in various industries with less qualifications.

The programme intends to provide the target group mentioned above to develop knowledge, skills and qualifications that can directly be used and integrated in their own day-to-day work.

The Training Programme consists of five Modules:

- Module 1: Check-in to Talent Management for Industry 4.0
- Module 2: Attract - How to find best-fit and attract the right people
- Module 3: Develop - Leading with care and clear action
- Module 4: Motivate - Establishing a high performance culture
- Module 5: Retain - Offering prospects for lasting commitment

The Modules are based on the four Talent Management Pillars - Attract, Develop, Motivate and Retain. The Modules were created following a survey conducted in the Talent 4.0 Project with 331 SMEs from seven different countries.

The total length of all Modules, i.e. the whole Training Programme, sums up to 1.5 ECVET credits or 40 learning lessons. The programme is divided in five training days (one per Module). For each participated and completed Module, a participation-degree is provided to the participant. Upon completing all Modules, a certified degree is given to the participants.

1.2. Name of the Training Programme

“TALENT MANAGEMENT AND ANALYTICS 4.0 FOR SMES IN EUROPE”

1.3. Type of Programme and Degree

Programme: Training Programme for further education.

Degree: Certificate of Attendance for “Talent Management and Analytics 4.0 for SMEs”

1.4. Contact Details

Below the addresses of each involved partner from the Talent 4.0 project can be found.

Austria:

WIFI Steiermark

Körblergasse 111-113
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Tel.: +43 306 602 1234
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E-Mail: info@stmk.wifi.at
Web: <https://www.stmk.wifi.at>

Sweden:

SMEBOX

PO BOX 1633
751 46 Uppsala
Sweden
E-Mail: info@smebox.com
Web: <https://www.smebox.com/>

Cyprus:

Cardet

Lykavitou, Egkomi
Cyprus
Tel: (+357) 22 002100
Fax: (+357) 22 002115
E-Mail: info@cardet.org
Web: <https://www.cardet.org/>

Ireland:

Future in Perspective Ltd. (FIPL)

Cormeen Lodge
Castlerahan
Ballyjamesduff
Cavan
Ireland
E-Mail: fipl.euprojects@gmail.com
Web: <https://www.fipl.eu/>

Germany:

IHK-Projektgesellschaft mbH

Ostbrandenburg
Puschkinstraße 12b
15236 Frankfurt (Oder) Germany
Tel.: +49 335 56 21 2100
E-Mail: projekt@ihk-projekt.de
Web: www.ihk-projekt.de/international

Spain:

Federación Vizcaina de Empresas del Metal (FVEM)

Plaza Euskadi, 9
48009 Bilbao
Spain
Tel.: +34 944 396 469
Web: <https://www.fvem.es/>

Italy:

Tiber Umbria Comett Education Programme (TUCEP)

Piazza dell'Università, 1
06123 Perugia
Italy
Tel.: +39 075.57.33.102
E-Mail: tucep@tucep.org
Web: www.tucep.org

1.5. Duration of Study

The duration of this programme is measured in European Credit System for Vocational Education and Training (ECVET) credits. The entire training programme comprises 1.5 ECVET credits. These credits were divided into 15 separate Units per 0.1 ECVET credit. In total the duration of the course last 42 hours.

The course is divided in five training days. Each day comprises of one Module. All activities were planned to be in classroom setting, therefore, no home based self-study activities are required.

Due to the COVID-19 situation of 2020, which had global effects on every sector, including the vocational education and training sector, the modules were also designed to be carried out in an online/webinar setting. The duration of the individual Modules and Units does not change from classroom to online setting, but the extent of face-to-face sessions and self-study/ group work sessions vary.

During the Covid-19 lockdown period in spring 2020 the consortium developed an alternative format of implementation of the training programme as a virtual training event, which should enable a full achievement of the event's goals. This alternative format follows a blended-learning approach combining online presence phases with individual and small group phases and structured individual evaluation.

The division of the course:

- **Day 1 - Module 1:** “Check-in to Talent Management for Industry 4.0”
 - Content: 3 Units
 - Total Duration: 9 hours
- **Day 2 - Module 2:** “Attract - How to find best-fit and attract the right people”
 - Content: 3 Units
 - Total Duration: 8 hours
- **Day 3 - Module 3:** “Identify and Build-Up the talents of your team”
 - Content: 3 Units
 - Total Duration: 8 hours
- **Day 4 - Module 4:** “Motivate - Establishing a high performance culture”
 - Content: 3 Units
 - Total Duration: 9 hours
- **Day 5 - Module 5:** “Retain - Offering prospects for lasting commitment”
 - Content: 3 Units
 - Total Duration: 8 hours

In summary the total workload for this Training Programme including classroom or online participation and group work equals 42 hours.

1.6. Alternative implementation options

The implementation of the event depends on the training/project partner and the available digital options, but the following technical setup was used during the internal train-the-trainer session of the project partnership (LTTA) and is described below as a possible baseline to be used in case of a blended or online learning setting is needed.

- **Google Meet**

Google Meet is a videoconferencing solution that enables flexible videoconferencing even for larger groups and is fully integrated within the G Suite for Education product suite of google. Furthermore, the screen can be split to use presentations or other illustrative material.

- **Google Classroom**

Google Classroom is a blended-learning management system from Google, which enables the provision of content and tasks in a protected virtual room. In the context of the Talent 4.0 training, google classroom might serve as a transparent accompanying tool for sharing teaching and learning content and for obtaining feedback with the help of the online questionnaire tool Google Forms.

- **Google Drive**

Google Drive is a cloud storage solution from Google and enables data to be stored and shared over the Internet. As part of a blended training event, teaching and learning contents and other accompanying information can be stored on Google Drive and shared via Google Classroom.

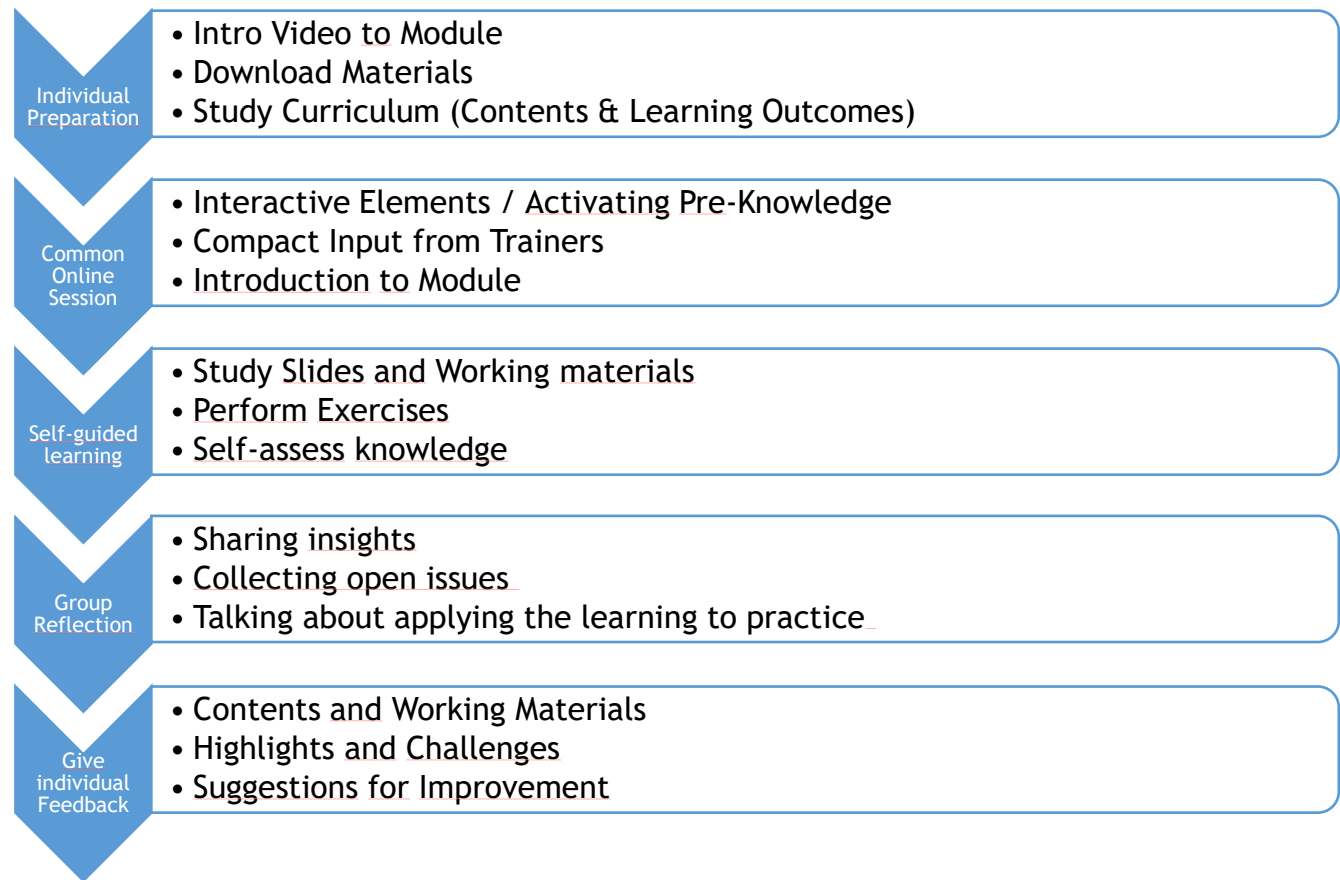
- **Google Forms**

Google Forms is a web-based tool for creating questionnaires and tests. The collected data is automatically stored into a Google table. Furthermore, the tool offers integrated descriptive statistics and analysis functionality. Within the virtual training Google Forms can be used to obtain feedback on the teaching and learning content and to evaluate the event itself after the end of the event.

An online implementation should contain the following elements in order to achieve a good balance between theoretical input, individual activation, group interaction and reflection:

- shorter virtual face-to-face sessions including interactive elements (like quizzes, or micro-surveys)
- self-guided study phases including individual exercises (offline)
- virtual breakout sessions for group reflections where the results
- are collected via collaborative web-based worksheets (e.g. google docs)
- smaller (self) assessment activities after each Module
- individual feedback via online evaluation forms (e.g. using google forms) that include a clear focus on practical application of the knowledge

Below a prototypical process for a course day structure is shown:



1.7. Provider

Depending on the country/location following provider applies:

Austria: Wirtschaftsförderungsinstitut der Wirtschaftskammer Österreich (WIFI) Steiermark in co-operation with trainers.

Sweden: SMEBOX in co-operation with trainers.

Spain: Federación Vizcaina de Empresas del Metal (FVEM) in co-operation with trainers.

Germany: IHK-Bildungszentrum Frankfurt (Oder) in co-operation with trainers.

Cyprus: Cardet in co-operation with trainers.

Italy: Tiber Umbria Comett Education Programme (TUCEP) in co-operation with trainers.

Ireland: Future in Perspective Ltd. (FIPL) in co-operation with trainers.

1.8. Examination Regulations

Depending on the country/location following provider applies:

Austria: The course and examination regulations of WIFI Steiermark apply.

Sweden: The course and examination regulations of SMEBOX apply.

Spain: The course and examination regulations of Federación Vizcaina de Empresas del Metal (FVEM) apply.

Germany: The course and examination regulations of IHK-Bildungszentrum Frankfurt (Oder) apply.

Cyprus: The course and examination regulations of Cardet apply.

Italy: The course and examination regulations of Tiber Umbria Comett Education Programme (TUCEP) apply.

Ireland: The course and examination regulations of Future in Perspective Ltd. (FIPL) apply.

The performance assessment in the classroom courses is based on the attendance of modules 1 to 5 as well as performed tasks within the courses and one multiple-choice test per module. In the courses, the application of the learned concepts and methods to cases from the professional practice of the students is in the foreground.

In case the course is performed in an online setting (blended learning) please consider using the following assessment actions:

- Assessment of individual exercises (offline) during self-guided study phases such as worksheets or application of talent management tools
- virtual breakout sessions for group reflections where the results
- Assessment of active contributions during collaborative group reflections (via web-based worksheets using tools like google docs)
- individual feedback via online evaluation forms (e.g. using google forms)
- smaller (self) assessment activities after each Module

2. Demand and Acceptance

During the Talent 4.0 a survey with 331 SMEs from seven different countries, all members of the European Union, was conducted. This survey indicated the demand and acceptance of this training programme.

When asked who is responsible for Talent Management within the companies that took part in the survey, respondents almost always picked manager, CEO, HR manager, accountant, or educator. It makes sense that in a small company, the owner is also responsible for all HR tasks, including that of fostering or managing Talent Management. At the same time, many answers said that they do not know or that nobody is responsible.

When analysing the answers, it became clear that the need for developing relevant resources for Talent Management is necessary. Some companies have a responsible person in place, while some do not.

Furthermore, the results showed that more than 75 % are interested in investing time and effort in Talent Management. Moreover, according to the investigation research results, SMEs are willing to invest between 2 and 5 hours per month of their time in Talent Management. Taking the mean value, this comes to approximately 3.5 hours per month.

Another question investigated was, if Talent Management was already part of the HR strategies of the participating companies or not. This was done in order to see firstly, where the European SMEs had to start their activities concerning Talent Management and if the individual SMEs or rather HR departments already implemented some sort of Talent Management.

Furthermore, it was investigated what the survey participant thought about the capacity for Talent Management in their companies. While 38.5 % rated their own company's capacity in Talent Management as effective, a large portion, i.e. 31.08 % answered this question with "neutral", which might be connected with unawareness with the Term of "Talent management". However, more than half of the participating SMEs state that they have capacity for Talent Management implementation at their own company. Also, the responses show that Talent Management is already integrated in most Human Resource strategies in bigger (i.e. medium sized) companies, but not yet in micro and small sized enterprises. Close to 50 % of the participating SMEs stated that it was already part of their HR strategy.

The research findings indicate that among the surveyed small and medium sized businesses the greatest challenges and barriers they face regarding Talent Management is that it is difficult to attract the right staff in the first place. Furthermore, the businesses find it challenging to motivate their employees. This is not only challenging for every day work, but also in retaining competent employees as they strive for internal motivation.

Another big issue that was indicated is that SMEs have issues in retaining talent, especially after employees have been trained within the business. This is a huge loss of time, resources and effort and puts barriers on the development of further employees.

It clearly showed that often there is a lack of talent management strategy in the development of skills for existing staff, but also in recruiting new staff. Additionally, it became clear that a lot SMEs find it difficult to understand and define 'Talent' as well as "Talent Management" in the first place, which highlights the importance to work on and improve it even more, so that the SMEs can implement a sound and cost effective strategy that supports them in dealing with current and future challenges.



Talent Management is an important supporting tool for businesses, whether they are micro, small, medium or large sized. It supports in some of the most important factors, including the attraction (hiring), motivation (managing) and retaining (developing) employees. Therefore, for businesses and organisations alike it is essential to foster Talent Management and to define a clear strategy and philosophy.

As could be seen from the survey results, this is especially important in the case of SMEs, which are more reliant and dependent on the individual employees and their personal as whole then bigger corporations. It is harder to find or to replace productive, qualified and experienced personnel for SMEs.

The survey and its results clearly reflects that there is a high demand as well as an acceptance for Training Programmes in Talent Management, which go beyond the intended target groups.

3. Curriculum Overview

Module	Unit Title		Time	ECVET Credits
M1: Check-in to Talent Management for Industry 4.0	1	Talent Management 4.0 - what is it and why should I buy into it?	3 h	0.1
	2	Creating your own Talent Management Strategy	3 h	0.1
	3	Getting started with talent segmentation and planning of competencies	3 h	0.1
M2: Attract - How to find best-fit and attract the right people	1	Employer Brand Defined	3 h	0.1
	2	Employer Branding to Attract Talent	3 h	0.1
	3	Building Your Brand to Attract Talent	2 h	0.1
M3: Develop - Identify and Build-Up the talents of your team	1	What is Employee Development	3 h	0.1
	2	Employee Development Plan	3 h	0.1
	3	Implementing an Effective Development Plan	2 h	0.1
M4: Motivate - Establishing a high performance culture	1	Employee Motivation - in theory	3 h	0.1
	2	How to measure Employee Motivation	3 h	0.1
	3	Tips How to Improve Employee Motivation	3 h	0.1
M5: Retain - Offering prospects for lasting commitment	1	Strong Organizational Culture	3 h	0.1
	2	Performance and Career Management	3 h	0.1
	3	Employee alignment with company's objectives	2 h	0.1
Units:	15		42 h	1.5 ECVET

4. Module and Unit Description

4.1. Module 1: Check-in to Talent Management for Industry 4.0

Module 1 Check-in to Talent Management for Industry 4.0	
General Overview	
Units	3 Units
Duration	9 hours / 540 minutes
ECVET Credits	0.3 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	General/ Introductory
Link	https://t4lent.eu/index.php/talent-4-0-training-programme/check-in-to-talent-management-4-0/
Type of Tool	Video Workshop/self-study materials Checklist
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Assessment	Multiple-Choice Test of the whole Module
Description	This module will support SMEs to understand the necessity and the background of modern talent management and how it can help them to improve their HR activities to better achieve their business goals - find the right people, put them in the right position and make them want to stay. It will guide them with their first steps like talent definitions, strategy design and competency modelling.
Main Topics	<ul style="list-style-type: none"> Definition of the terms Talent and Talent Management Societal, cultural and economic developments that influence Business and Talent Management Talent Management for Industry 4.0 /SMEs - what's new? Overview of typical Talent Management actions Elements of Talent Management Strategy Development Creation of a Talent Management Strategy Talent Segmentation Competency models and planning
Learning outcomes	<p>By the end of this module, you will be able to...</p> <ul style="list-style-type: none"> Describe an inclusive Talent Management approach and its necessity for sustainable business success Outline the novelty of Talent Management for Industry 4.0 /SMEs Summarize typical elements of Talent Management strategy development Apply the basic actions and instruments for Talent Management strategy development to your own business context (using the tools for Strategy development, talent segmentation and competency planning)

Module 1 Check-in to Talent Management for Industry 4.0	
Unit 1 Talent Management 4.0 - what is it and why should I buy into it?	
General Overview	
Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	General/ Introductory
Type of Tool	Workshop Materials (PowerPoint Slides)
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Description	This learning unit sensitizes the learner for carefully looking at the definition of talent (in a business context) as something highly subjective, individual, and fragile that is driven by specific organizational and sector demands and nothing universal. E.g., products and services in many industries are changing due to digitization. This change directly affects the specific demands regarding professional Know-How and skills. Talent therefore is nothing static, rather something constantly evolving. This unit aims for sharpening the reflection on “Talent Management for Industry 4.0 demands” for your business and helping you steer your focus to what really matters.
Main Topics	<ul style="list-style-type: none"> Societal, cultural and economic factors that impact on businesses and their Talent Management efforts Approaches to Talent and Talent Management Talent Management for Industry 4.0 / SMEs and what it is specifically. Typical elements of an inclusive Talent Management Model Formulating a creed and identifying the essence of your business - creating the first step towards Talent Management
Learning outcomes	<p>By the end of this module, you will be able to...</p> <ul style="list-style-type: none"> Explain what social, cultural and economic circumstances have an impact on SMEs and their Talent Management ambitions Identify your understanding of Talent and Talent Management List the typical elements of an inclusive Talent Management model Provide an overview of typical Talent Management actions Discuss what Talent Management for Industry 4.0 could mean Create a creed for your business
Unit outline/ Content	
In this Unit, ten different activities will be carried out in the form of a workshop (WS).	
WS-Activity 01	Introduction of the learning outcomes and contents of the complete introductory module and specifically of this first unit.
WS-Activity 02	<p>Introduction of the activity “What is talent?” and explanation of the 3 steps of this activity:</p> <ol style="list-style-type: none"> Brain dump Case Studies Brainstorming on key features of good and outstanding employees

WS-Activity 03	Group/Pair Work: Sharing of talent profiles and drafting a talent profile for one job role.
WS-Activity 04	Presentation on general and business-specific talent definitions as well as “inclusive talent definition”.
WS-Activity 05	Introduction of the talent management concept and how it is different from traditional HR.
WS-Activity 06	Presentation on the important background development that influences talent management activities and discussion.
WS-Activity 07	Concept of creed/mission statement and its guiding role in a strong talent management strategy as well as good practice examples.
WS-Activity 08	Drafting of own creed in order to define the heart of the attendance Talent Management Strategy/System.
WS-Activity 09	Collection of the creeds for assessment and sharing and feedback round.
WS-Activity 10	Unit summary and outlook.
Resources and Working Materials	
The resources and working materials are provided by the trainer to the participants. <ul style="list-style-type: none"> Worksheet_01_Defining_Talent.docx Worksheet_02_Creating_your_creed.docx Padlet Template “Wall of Talents” Presentation materials 	
Recommended Literature	
<ul style="list-style-type: none"> Ritz, A. und Sinelli, P. (2018): Talent Management - Überblick und konzeptionelle Grundlagen (3.Auflage, S. 3-32) in Ritz, A. and Thom, N. (2018), Talent Management, Wiesbaden, Springer Gabler Morgan, J. (2018): Eight Trends Shaping the Future of Talent Management Programs, in Berger, Lance A. and Berger, Dorothy R. (2018), The Talent Management Handbook (Third Edition, 2018), USA, McGraw-Hill Education Berger, Lance A. and Berger, Dorothy R. (2018): Using Talent Management to build a high performing work force, in Berger, Lance A. and Berger, Dorothy R. (2018), The Talent Management Handbook (Third Edition, 2018), USA, McGraw-Hill Education 	
Unit 2 Creating your own Talent Management Strategy	
General Overview	
Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	General/ Introductory
Type of Tool	Workshop Materials (PowerPoint Slides)
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Description	This learning unit helps SMEs to draw their attention to the key factors critical to their success in order to connect their talent management actions with their business strategy and current and future internal and external factors that influence the business. This is a necessary preparatory step to take in order to create a sustainable talent management system. A good talent management strategy is able to clearly identify and address current challenges such as digitization, automation, shortage of specialized workforce, cultural change, climate change and others.
Main Topics	

	<ul style="list-style-type: none"> Ingredients of a successful talent strategy Analysis of situation and definition of goals Design of a talent management strategy action plan
Learning outcomes	By the end of this module, you will be able to...
	<ul style="list-style-type: none"> Describe the main ingredients for a successful talent management strategy Analyse current challenges your organisation is facing that impact your talent strategy Apply the talent strategy tool to your business

Unit outline/ Content

In this Unit, seven different activities will be carried out in the form of a workshop (WS).

WS-Activity 01	Introduction of the learning outcomes and contents of this learning unit.
WS-Activity 02	Definition of common understanding of the definition of talent management based on unit one.
WS-Activity 03	Explanation of the general goals, demands and main elements of a good talent management strategy and its importance to successful business.
WS-Activity 04	Clarification of the important steps to take in order to develop a talent management strategy.
WS-Activity 05	Introduction and explanation of the talent strategy tool and other resources provided in this module.
WS-Activity 06	Explanation, orchestration of pairing of participants and performing of an exercise.
WS-Activity 07	Unit summary and outlook.

Resources and Working Materials

The resources and working materials are provided by the trainer to the participants.

- Talent Strategy Tool
- Organisational Challenge Template
- Talent Dilemmas Diagnostic Tool
- Talent Roadmap Planning Template

Recommended Literature

- Ritz, A. und Sinelli, P. (2018): Talent Management - Überblick und konzeptionelle Grundlagen (3.Auflage, S. 3-32) in Ritz, A. and Thom, N. (2018), Talent Management, Wiesbaden, Springer Gabler
- Morgan, J. (2018): Eight Trends Shaping the Future of Talent Management Programs, in Berger, Lance A. and Berger, Dorothy R. (2018), The Talent Management Handbook (Third Edition, 2018), USA, McGraw-Hill Education
- Berger, Lance A. and Berger, Dorothy R. (2018): Using Talent Management to build a high performing work force, in Berger, Lance A. and Berger, Dorothy R. (2018), The Talent Management Handbook (Third Edition, 2018), USA, McGraw-Hill Education

Unit 3 Getting started with talent segmentation and planning of competencies

General Overview

Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	General/ Introductory
Type of Tool	Workshop Materials (PowerPoint Slides)
Languages	English, Italian, Greek, German, Swedish, Spanish

Target Group	Managers and HR professionals in SMEs
Description	This final learning unit of Module 01 consists of very important core steps towards successful talent management. It enables SMEs to clearly define competencies and behaviors critical to success, identify crucial talent (segments) and systematically assess and plan for the future. If these steps are done properly, they will support all important talent management efforts and HR processes to be successful. These tasks form the preliminary stage of all future talent analytics and web 4.0-based activities.
Main Topics	<ul style="list-style-type: none"> • Talent Segmentation • Competency models and planning • Tools for your next talent management steps
Learning outcomes	By the end of this module, you will be able to... <ul style="list-style-type: none"> • Give examples of critical talent segments in your business • Select a competence model that fits your needs • Use the talent segmentation tool to identify your critical talent segments • Develop your own customized competence planning grid
Unit outline/ Content	
In this Unit, eight different activities will be carried out in the form of a workshop (WS).	
WS-Activity 01	Introduction of the learning outcomes and contents of this learning unit.
WS-Activity 02	Contents of the last learning unit, the chosen talent management strategy approach and the further crucial steps.
WS-Activity 03	Performing an activity that helps SMEs to concentrate on the talent/roles that are critical to their success using the talent segmentation tool. Identification of critical talent/job roles and explanation of the tool.
WS-Activity 04	Introduction of the term/concept “competency” with examples and demonstration of scientific evidence. Explanation of behaviors that lead to success in activities of talent management and HR.
WS-Activity 05	Explanation of a competency model and its context to talent management.
WS-Activity 06	Performing of exercise “Defining crucial competencies for your organization”.
WS-Activity 07	Introduction of the competency-planning tool and its function within the process of identifying critical talent, creating a competency model and further planning how to fill potential talent gaps.
WS-Activity 08	Unit summary and outlook.
Resources and Working Materials	
The resources and working materials are provided by the trainer to the participants. <ul style="list-style-type: none"> • Talent Segmentation Tool • Worksheet 01.3 - Defining crucial competencies • Competency Planning Tool 	
Recommended Literature	
<ul style="list-style-type: none"> • Ritz, A. und Sinelli, P. (2018): Talent Management - Überblick und konzeptionelle Grundlagen (3.Auflage, S. 3-32) in Ritz, A. and Thom, N. (2018), Talent Management, Wiesbaden, Springer Gabler • Morgan, J. (2018): Eight Trends Shaping the Future of Talent Management Programs, in Berger, Lance A. and Berger, Dorothy R. (2018), The Talent Management Handbook (Third Edition, 2018), USA, McGraw-Hill Education 	

- Berger, Lance A. and Berger, Dorothy R. (2018): Using Talent Management to build a high performing work force, in Berger, Lance A. and Berger, Dorothy R. (2018), The Talent Management Handbook (Third Edition, 2018), USA, McGraw-Hill Education

4.2. Module 2: Attract - How to find best-fit and attract the right people

Module 2 Attract - How to find best-fit and attract the right people		
General Overview		
Units	3 Units	
Duration	8 hours / 480 minutes	
ECVET Credits	0.3 Credits	
Learning Setting	Classroom and/or online setting self-studies	
Talent Management Pillar	Attract	
Link	https://t4lent.eu/index.php/talent-4-0-training-programme/module-02-attracting-talent/	
Type of Tool	Video Workshop/self-study materials Checklist	
Languages	English, Italian, Greek, German, Swedish, Spanish	
Target Group	Managers and HR professionals in SMEs	
Assessment	Multiple-Choice Test of the whole Module	
Description	<p>In the war for talent, having a strong brand can help the organization attract and retain the most talented employees. Candidates want to work for employers with great reputations; who are known for fairness, flexibility, independence, strong leadership and opportunities for growth. In this module, with 3 units: 1. Employer Brand Defined, 2. How Employer Brands Attract Talent, 3. Building Your Brand to Attract Talent; we will take a close look at what an employer brand is all about, why it matters and the factors that make up an employer brand. We will see how some employer brands attract top talent, the impact it has on profits, explains how to build an employer brand to attract talent and keep it compelling and relevant. Become the company people dream of working for; build your brand as a top employer.</p> <p>This module is designed to help managers and HR professionals in SMEs develop their employer brand and reputation so that they can attract the high-quality talent they need. In fact, it will help managers to think about their brand in a way they had never thought of before, applying the tools of Management 4.0 and Industry 4.0.</p>	
Main Topics	<ul style="list-style-type: none"> • How to build an employer brand to attract talent • Evaluating organizations as potential employees 	<ul style="list-style-type: none"> • How to become a company that people dream of working for. • Build your brand as the best employer.
Learning outcomes	<p>By the end of this module, you will be able to...</p> <ul style="list-style-type: none"> • build an employer brand • appeal to candidates • make an emotional connection • communicate your brand 	

Module 2 Attract - How to find best-fit and attract the right people	
Unit 1 Employer Brand Defined	
General Overview	
Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Attract
Type of Tool	Workshop Materials (PowerPoint Slides)
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Description	<p>This unit explain what employer brand is and why you might want to start paying more attention to this topic. An employer brand is the market perception of what it's like to work for an organization. In other words, it's the image that your perspective, current and past employees have in their minds about the employment experience at your company. It's based on a number of factors, including your company culture, work environment and employee benefits. Every company has an employer brand. The key is to manage your employer brand so that your reputation with perspective, current and past employees, all of whom may become future customers, is one that you're proud to call your own.</p> <p>All of this content will help SME companies increase employee satisfaction, improve loyalty, attract higher quality candidates, and the employer's brand will become stronger every day, including in terms of Industry 4.0.</p>
Main Topics	<ul style="list-style-type: none"> The employer brand The components of an employer brand Steps through the employer branding process / cycle A business case
Learning outcomes	<p>By the end of this unit, you will be able to...</p> <ul style="list-style-type: none"> understand what is an employer brand know and apply the components of an employer brand build a company's reputation (= brand)
Unit outline/ Content	
In this Unit, eight different activities will be carried out in the form of a workshop (WS).	
WS-Activity 01	Introduction of the learning outcomes and contents of this learning unit.
WS-Activity 02	Explanation what employer brand is and why it is important for attracting talent.
WS-Activity 03	Presentation of the benefits of employer branding.
WS-Activity 04	Presentation of three components that make up an employer brand: value proposition, culture and candidate experience.
WS-Activity 05	Introduction to the concept "A company's reputation is its brand".
WS-Activity 06	Presentation the employer branding process/cycle for building a strong positive brand.
WS-Activity 07	Exercise: Analyze and discuss in small group the provided business case.
WS-Activity 08	Unit summary and outlook.
Resources and Working Materials	
<p>The resources and working materials are provided by the trainer to the participants.</p> <ul style="list-style-type: none"> PPT Unit 1 Working sheet for collecting strengths and weaknesses from business case 	

Recommended Literature

- Employer Brand Management. Richard Mosley. Wiley 2014.
- The Employer Brand. Simon Barrow & Richard Mosley. Wiley 2005.
- Marketing Management. Quattordicesima Edizione. Kotler- Keller - Ancarani - Costabile. Pearson. 2013
- Come Costruire il tuo Brand. Manuel Schnee, Adriana Velazquez. GueriniNext, 2015.
- Clayton, Sarah. (2018). How to strengthen your reputation as an employer. Retrieved on 30.09.2020 at <https://hbr.org/2018/05/how-to-strengthen-your-reputation-as-an-employer>
- Laurano, Madeline (TLNT.com). Talent acquisition's evolution to strategic business partner. Retrieved 30.09.2020 at <https://more.bountyjobs.com/rs/129-JDH-285/images/TLNT-StrategicTalentAcquisition.pdf>
- Greenhouse.io. (2020). How to create a great workplace culture that will attract (and keep) top talent. Retrieved 30.09.2020 at <https://www.greenhouse.io/blog/how-to-create-a-great-workplace-culture-that-will-attract-and-keep-top-talent>
- Sundber, Jörgen. (2020). The employer Branding podcast. Retrieved 30.09.2020 at <https://soundcloud.com/linkhumans>

Unit 2

Employer Branding to Attract Talent

General Overview

Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Attract
Type of Tool	Workshop Materials (PowerPoint Slides)
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Description	<p>In this unit the user will learn how the best employer brands attract talent. Because, with someone else's 'brand replica' it won't go very far. How they differ and stand out from the competition, with magnetic leaders putting employees first and with a clear business goal; all of these because candidates are looking for an experience. The way an employee perceives a company is the key to the company's success, how to appeal to the self-centric candidates. Be consistent with the communication and with the image of the company.</p> <p>SME business realities can also bring awareness to their brand in a more authentic way. When individuals feel connected and engaged with an organization, they are more receptive to messages about the brand and curious about employment opportunities. All of these can be enhanced with Industry 4.0.</p>
Main Topics	<ul style="list-style-type: none"> • Steps for creating the employer brand, differentiating yourself and standing out from the competition. • Definition of Employer Value Proposition • Development of an overall Talent Strategy • Identification of elements candidates look for in an employer • Impact on customers and profits • An example of Employer Value Proposition
Learning outcomes	By the end of this unit, you will be able to...

	<ul style="list-style-type: none"> • create your own employer brand • define your Employer Value Proposition • build your Employer Brand Network • identify what top candidates want in an employer • evaluate the impact on customers and profits
Unit outline/ Content	
In this unit the managers will learn that a brand is nothing more than a promise, and a brand is just that, a brand. It is what happens in the company every day that really matters. In this Unit, seven different activities will be carried out in the form of a workshop (WS).	
WS-Activity 01	Introduction of the learning outcomes and contents of this learning unit.
WS-Activity 02	Presentation of the steps for creating the employer brand
WS-Activity 03	Introduction to the Employer Value Proposition and the five categories of attributes that affect and shape the EVP.
WS-Activity 04	Presentation of the talent strategy in order to identify the elements top candidates look for in an employer.
WS-Activity 05	Analysis of impact on customers and profits and relevant factors to be taken into consideration.
WS-Activity 06	Exercise: Analysis and discussion of an example of EVP.
WS-Activity 07	Unit summary and outlook.
Resources and Working Materials	
<p>The resources and working materials are provided by the trainer to the participants.</p> <ul style="list-style-type: none"> • PPT Unit 2 • Working Sheet for collecting findings from the analysis of example of EVP • Links for tools that can support the 4.0 talent management strategy: https://business.linkedin.com/talent-solutions https://www.youtube.com/watch?v=OhFjv2VgokE https://resources.greenhouse.io/ https://soundcloud.com/linkhumans 	
Recommended Literature	
<ul style="list-style-type: none"> • Sundberg, Jörgen. (2020). The employer Branding podcast. Retrieved 30.09.2020 at https://soundcloud.com/linkhumans • https://resources.greenhouse.io/ • https://linkhumans.com/dummys-guide-employer-branding/ • https://www.eremedia.com/webinars/from-employees-to-brand-ambassadors-how-to-use-your-employees-to-define-build-and-share-your-employer-brand/ • https://www.top-employers.com/it-IT/insights/culture/hr-trends-report-2020/ • https://www.dummies.com/business/marketing/branding/employer-branding-sample-employer-value-proposition/ • Come Costruire il tuo Brand. Manuel Schneer, Adriana Velazquez. GueriniNext, 2015. • The Employer Brand. Simon Barrow & Richard Mosley. Wiley 2005. 	
Unit 3 Building Your Brand to Attract Talent	
General Overview	
Duration	2 hours / 120 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Attract
Type of Tool	Workshop Materials (PowerPoint Slides)

	Practical Guide to a unique and effective Employer Brand communication including digital tools
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Description	<p>This unit intends to communicate to you what today candidates really hope to see when they are evaluating potential employers. It helps you to build your employer brand to attract talent and become one of those companies they want to work for. How to appeal to the self-centric candidates, the importance of the company's workplace, image and website communication, and what makes an employer brand compelling, providing positive work and favorable work experience.</p> <p>In SMEs, with a strong and coherent strategy to attract, engage and connect with talents, managers can build relationships and better understand the audience they target with the recruitment of marketing activities. Even with innovative tools offered by Industry 4.0.</p>
Main Topics	<ul style="list-style-type: none"> • What candidates really hope to see when they are evaluating potential employers • How to build your employer brand to attract talent and become a company candidates want to work for. • How to appeal to self-centric candidates • Communicating your brand and employees as brand ambassadors • Digital tools for increasing the range of your employer brand • What makes an employer brand compelling, providing positive work and favorable work experience?
Learning outcomes	<p>By the end of this learning unit, you will be able to know...</p> <ul style="list-style-type: none"> • How candidates evaluate potential employers • What appeals to Self-Centric Candidates? • A compelling employer brand • Employees as brand ambassadors • Create an employer brand action plan
Unit outline/ Content	
Employees who are familiar with the brand can act as brand ambassadors, connect with candidates and provide referrals. Brands, especially employer brands, need to be nurtured every day to retain their shine. In this Unit, nine different activities will be carried out in the form of a workshop (WS).	
WS-Activity 01	Introduction of the learning outcomes and contents of this learning unit.
WS-Activity 02	Presentation of 4 factors candidates take into consideration when they have to evaluate potential employers.
WS-Activity 03	Introduction to the tools which your employer brand can appeal the talents.
WS-Activity 04	Presentation of an effective employer brand communication strategy.
WS-Activity 05	Analysis of four issues for a compelling employer brand.
WS-Activity 06	The elaboration of a Brand Action Plan.
WS-Activity 07	Presentation of the practical guide for creating an effective Employer Brand communication.
WS-Activity 08	Exercise: Checklist: you have a problem of employer brand awareness: analyze some strategies for getting you noticed and contacting by the talents you are looking for.
WS-Activity 09	Unit summary and outlook
Resources and Working Materials	
<p>The resources and working materials are provided by the trainer to the participants.</p> <ul style="list-style-type: none"> • PPT Unit 3 	

- PPT Practical guide
- links for tools that can help you support the 4.0 talent management strategy:
<https://www.ere-media.com/webinars/>
<https://tdhs.simplecast.com/>
<https://www.youtube.com/watch?v=oobsCZS5okY>
<https://business.linkedin.com/talent-solutions>

Recommended Literature

- Employer Brand Management. Richard Mosley. Wiley 2014.
- The Employer Brand. Simon Barrow & Richard Mosley. Wiley 2005.
- Come Costruire il tuo Brand. Manuel Schneer, Adriana Velazquez. GueriniNext, 2015.
- <https://blog.smarp.com/6-steps-to-build-your-employees-value-proposition>
- <https://hbr.org/2018/05/how-to-strengthen-your-reputation-as-an-employer>
- <https://linkhumans.com/employer-branding-ebook/>
- <https://more.bountyjobs.com/rs/129-JDH-285/images/TLNT-StrategicTalentAcquisition.pdf>
- <https://b2b.kununu.com/blog/employer-branding-strategy-action-plan>

4.3. Module 3: Develop - Identify and Build-Up the talents of your team

Module 3 Develop - Identify and Build-Up the talents of your team	
General Overview	
Units	3 Units
Duration	8 hours / 480 minutes
ECVET Credits	0.3 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Develop
Link	https://t4lent.eu/index.php/talent-4-0-training-programme/module-03-developing-talent/
Type of Tool	Video Workshop/self-study materials Checklist
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Assessment	Multiple-Choice Test of the whole Module
Description	<p>This module aims to help learners understand what the term employee development entails, as well as its importance for companies and SMEs in particular. Moreover, it will acquaint them with the process of using employee development plans and to identify the steps needed in developing one for their staff, both as a group and individually. Finally, it will manifest the role and involvement of the management through this process, the actions it should take, as well as demonstrate tools and approaches that can be utilized.</p> <p>This module can serve as an introduction to the concept of employee development, helping learners obtain a basic understanding of the process as well as guide them to commence working on introducing good practices and helpful digital tools in the workings of their enterprise</p>
Main Topics	<ul style="list-style-type: none"> Employee Development Plan Development vs. Training Internal Communication & Management of Employee Development Tools, Actions and Approaches for Employee Development
Learning outcomes	<ul style="list-style-type: none"> Attain a clear understanding of what employee development is and how it differs from training Comprehend the importance of employee development Learn how to proceed in developing an employee development plan Obtain a clear conception of the tasks that need to be taken Become aware of relevant approaches and tools that can be used for Employee development

Module 3		Develop - Identify and Build-Up the talents of your team	
Unit 1		What is Employee Development?	
General Overview			
Duration	3 hours / 180 minutes		
ECVET Credits	0.1 Credits		
Learning Setting	Classroom and/or online setting self-studies		
Talent Management Pillar	Develop		
Type of Tool	Workshop Materials (PowerPoint Slides)		
Languages	English, Italian, Greek, German, Swedish, Spanish		
Target Group	Managers and HR professionals in SMEs		
Description	<p>The unit will clearly define what we mean by the term employee development, so to help learners get a clear conception of the term. Most importantly, it will clearly demonstrate the importance of employee development for enterprises in order to both ensure greater efficiency and productivity and to be competitive in their field, as well as a way to further motivate their staff, especially millennials, and elevate their capacity to retain valuable employees. Finally, it will clearly demonstrate the difference between development and training as a means to ensure a clear comprehension of the term.</p> <p>This unit will provide learners with basic yet vital information on the term in a bit to shape the learners’ conception of the term and encourage them to realize its importance and take steps to promote that in their company.</p>		
Main Topics	<ul style="list-style-type: none">• Definition of Employee Development• Employee Development Vs Training• Employee Development Strategy		
Learning outcomes	<p>This unit covers the following learning outcomes:</p> <ul style="list-style-type: none">• Understand what employee development is• Comprehend its importance• Distinguish between employee development and training		
Unit outline/ Content			
The first unit of the Module on Development serves as an introduction and it thus involves only one Activity			
Activity	Through the presentation of the unit, introduce the participants to the concepts, learning objectives and contents of the unit and module. Consecutively, offer participants the opportunity to pose questions and discuss the information presented		
Resources and Working Materials			
The resources and working materials are provided by the trainer to the participants.			
Recommended Literature			
<ul style="list-style-type: none">• CAPA HR Consulting ‘Leadership Development - Employee Development - Team Development’• Chad Halvorson (2015) ‘5 Reasons You Should Be Investing in Employee Development’• Christina Merhar (2016) ‘Employee Retention - The Real Cost of Losing an Employee’• Chronus ‘Modernizing Employee Development for Today’s Workforce’			

- Gerald C. Kane, Doug Palmer (2018) 'Learning and Leadership Development in the Digital Age'
- GYRUS (2016) 'The Difference between Training and Development'
- Harvard Business Review (March-April 2018) 'The new rules of Talent Management'
- Management Study Guide 'Employee Development'
- Michael Zammuto (2019) 'The importance of Employee Development'
- Susan M. Heathfield (2020) 'What Is Human Resource Development - HRD?'
- Susan Dumas 'Training and Development skills for the digital age'
- UpCounsel 'Employee Development: Everything You Need to Know'
- Valerie Bolden-Barrett (2017) 'Study: Turnover costs employers \$15,000 per worker'

Unit 2

Employee Development Plan

General Overview

Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Develop
Type of Tool	Workshop Materials (PowerPoint Slides & Worksheets)
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs

Description	<p>This unit will help learners understand what an employee development plan is, showcasing the different forms it can have. Moreover, it will present the different steps companies and managers can take in formulating an employee development plan emphasizing the need to get staff involved in the process, invest in both personal and professional development as well as constantly evaluating and monitoring the process.</p> <p>This unit will introduce and highlight the importance of putting a structured employee development plan in place, one that ensures that SMEs' drive, support and help their employees to grow and be conducted in an effective manner. Most importantly, it will provide SME executives with guidelines on how to proceed in setting such a plan in place</p>
Main Topics	<ul style="list-style-type: none"> • The process of setting in place an Employee Development plan • Different types of employee development plans
Learning outcomes	<p>This unit covers the following learning outcomes:</p> <ul style="list-style-type: none"> • Become aware and understand the process of employee development plan • Grasp the different forms of employee development plan • Be in a position to identify the steps that need to be taken in designing an employee development-growth plan

Unit outline/ Content

This unit features a selection of activities to help participants to better understand the process and steps followed to set an employee development plan in place.

WS-Activity 01	Through the presentation of the unit, introduce the participants to the concepts, learning objectives and contents of the unit and module. Consecutively, offer participants the opportunity to pose questions and discuss the information presented.
WS-Activity 02	In groups study and discuss cases of Employee Development Plans

WS-Activity 03	Develop a sample growth plan using the mock form provided. Consecutively, discuss with the rest of the group the process and things you feel that should be taken into consideration
WS-Activity 04	Develop a sample performance development plan using the mock form provided. Consecutively, discuss with the rest of the group the process and things you feel that should be taken into consideration
Resources and Working Materials	
<p>The resources and working materials are provided by the trainer to the participants.</p> <ul style="list-style-type: none"> • Mock Template for a Professional Growth Plan • Mock Template for a Professional Growth Plan • Mock Template for a Performance Improvement Plan • Mock Template of a Performance Improvement plan 	
Recommended Literature	
<ul style="list-style-type: none"> • Investors in People ‘Employee Development Plan - Everything you need to know’ • Kent Peterson (2020) ‘Employee Development Plans: 4 Winning Steps to engaged employees’ • WalkMe (2017) ‘Top 4 Employee Development Plan Examples’ • Management Guide Style ‘Employee Development Plan’ • Get Smarter (2019) 7 steps to creating an employee Development Plan • Society for Human Resource Management ‘Developing Employees’ • John Spacey (2018) ‘4 Examples of a Personal Development Plan’ • Insperity ‘5 steps to creating career development plans that work’ • Continu ‘Creating an Employee Development Plan’ • Monster ‘How do I construct an employee development plan?’ • Terra Staffing ‘The Best Employee Development Plan Templates’ 	
Unit 3 Implementing an Effective Development Plan	
General Overview	
Duration	2 hours / 120 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Develop
Type of Tool	Workshop Materials (PowerPoint Slides & Worksheets)
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Description	<p>This unit builds on the terms and concepts already presented in this module and aims to afford learners with advice, also directing them to good practices and useful tools, in order to pursue the development of their staff. In doing so, it highlights the role of executives in this process as well as the importance of good internal communication for effective employee development to be achieved. Most importantly, it introduces learners to methods, tools and ways they can use in order to set and successfully implement an employee development plan.</p> <p>This unit can be the “go to guide” for SME executives when they are in the process of developing and implementing employee development schemes. It will provide them with practical tips as well as a list of effective tools and approaches they can apply throughout this process.</p>

Main Topics	<ul style="list-style-type: none"> Internal communication and Employee Development Methods, tools and approaches for employee development
Learning outcomes	<p>This unit covers the following learning outcomes:</p> <ul style="list-style-type: none"> Become aware of the practical steps that need to be taken in implementing an effective development Plan Comprehend the importance and role of executives and internal communication in this process Acquaint themselves with effective methods, tools and approaches in successfully undertaking employee development
Unit outline/ Content	
This unit features a selection of activities to help participants to better understand the process and steps followed to effectively pursue employee development.	
WS-Activity 01	Through the presentation of the unit, introduce the participants to the concepts, learning objectives and contents of the unit and module. Consecutively, offer participants the opportunity to pose questions and discuss the information presented.
WS-Activity 02	Group discussion on set topics/questions on Employee development
WS-Activity 03	Presentation and discussion of a Mock Personal Development Plan
WS-Activity 04	Presentation and discussion of a professional growth plan form
Resources and Working Materials	
<p>The resources and working materials are provided by the trainer to the participants.</p> <ul style="list-style-type: none"> Worksheet: Developing talent in SMEs - Questions for discussion Worksheet: Mock Template for a Personal Development Plan Worksheet: Mock Template for a Professional Growth Plan 	
Recommended Literature	
<ul style="list-style-type: none"> Employee Development: Everything You Need to Know https://www.upcounsel.com/employee-development Lumen - Principles of Management ‘Employee Development and Performance Evaluations’ https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/employee-development-and-performance-evaluations/ 7 High-Impact Approaches for Employee Development https://www.inc.com/jerome-ternynck/7-high-impact-approaches-for-employee-development.html The Definitive Guide to Employee Development https://www.instructure.com/bridge/sites/blog.getbridge/files/pdf/Definitive_Guide_To_Employee_Development.pdf 11 Employee Development Methods https://www.valamis.com/hub/employee-development-methods Three Methods of Employee Development for Professional Growth https://cmoe.com/blog/three-methods-of-employee-development-training-coaching-and-mentoring/ 7 Ways to Improve Employee Development Programs https://hbr.org/2015/07/7-ways-to-improve-employee-development-programs 8 Key Tactics For Developing Employees https://www.forbes.com/sites/steveolenski/2015/07/20/8-key-tactics-for-developing-employees/#2c39492c6373 5 Ways To Improve Employee Development At Your Company https://www.15five.com/blog/how-do-i-improve-employee-development/ 	

4.4. Module 4: Motivate - Establishing a high performance culture

Module 4 Motivate - Establishing a high performance culture	
General Overview	
Units	3 Units
Duration	9 hours / 540 minutes
ECVET Credits	0.3 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Motivate
Link	https://t4lent.eu/index.php/talent-4-0-training-programme/module-04-motivating-talent/
Type of Tool	Video Workshop/self-study materials Checklist
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Assessment	Multiple-Choice Test of the whole Module
Description	<p>This module aims to help participants to understand that employee motivation is one of the biggest management concerns. In order to successfully motivate employees, it's necessary to understand what it is that motivates and drives them. Employee motivation is defined as the level of energy, commitment, persistence and creativity that a company's workers bring to their jobs. In general, better employee motivation leads to better engagement and productivity.</p> <p>We have a lack of skilled and talented workers on the labor market. Therefore, the companies must make efforts to motivate and retain their employee's talents. This module will raise awareness for the topic "Motivation" of employees. A new generation often called 'Gen Z' is entering the full-time workforce. Now is the time to learn more about how their expectations and goals can mesh successfully with your workplace culture.</p>
Main Topics	<ul style="list-style-type: none"> Employee Motivation - understand the theory behind How to measure Employee Motivation - Methods, Tools, Instruments How to Improve Employee Motivation - Indicators, Ways to boost
Learning outcomes	<p>By the end of this module you will be able to...</p> <ul style="list-style-type: none"> understand the theory about person's motivation (Maslow's hierarchy of needs) know general methods about "How to motivate your Employees" classify motivation of different employee generations know what motivates employees to stay in your company know indicators to measure employee motivation Improve Employee Motivation with better Internal Communications Manage the expectations, goals and motivation of business Generation Z (Talent 4.0)

Module 4		Motivate - Establishing a high performance culture
Unit 1		Employee Motivation - in theory
General Overview		
Duration	3 hours / 180 minutes	
ECVET Credits	0.1 Credits	
Learning Setting	Classroom and/or online setting self-studies	
Talent Management Pillar	Motivate	
Type of Tool	Workshop Materials (PowerPoint Slides)	
Languages	English, Italian, Greek, German, Swedish, Spanish	
Target Group	Managers and HR professionals in SMEs	
Description	<p>In order to successfully motivate your employees, you really need to understand the theory of motivation. Once you have understood these basics, you can also apply them well in practice. This unit deals with understanding employees motivations.</p> <ul style="list-style-type: none">• The role of motivation in determining employee performance.• The theory - Abraham Maslow's hierarchy of needs• What motivates employees• Classifying the basic needs of employees <p>By the end of this learning unit you will be able to...</p> <ul style="list-style-type: none">• describe the term “Motivation” in a useful way• understand Maslow’s hierarchy of needs in a business context• know the motivation from different employee generations• transfer the theory in to practice (company)• know what motivates employees to stay in your company	
Main Topics		
Learning outcomes		
Unit outline/ Content		
In this Unit, six different activities will be carried out in the form of a workshop (WS).		
WS-Activity 01	Introduction of the learning outcomes and contents of this learning unit.	
WS-Activity 02	Introduction of the term “Employees Motivation” with examples and demonstration of scientific evidence. Explanation of behaviors that lead to success in activities to create a positive company culture.	
WS-Activity 03	Brainstorming session about practical examples and Indicators to measure employee motivation.	
WS-Activity 04	Introduction to the topic employee’s performance as interaction between an individual’s motivation, ability, and environment.	
WS-Activity 05	Role play “How to improve employee’s motivation”.	
WS-Activity 06	Unit summary and outlook.	
Resources and Working Materials		
The resources and working materials are provided by the trainer to the participants.		

- IO3_M04_U01_Motivate_vOK.pptx
- Worksheet „16 critical ways to motivate your employees“

Recommended Literature

- Sekhar, Chandra & Patwardhan, Manoj & Singh, Rohit. (2013). A literature review on motivation. Global Business Perspectives. 1. 10.1007/s40196-013-0028-1.
- Sass, Enrico. (2019). Mitarbeitermotivation, Mitarbeiterbindung. Gabler Verlag. ISBN 978-3-658-24649-5. DOI: 10.1007/978-3-658-24649-5.

Unit 2

How to measure Employee Motivation

General Overview

Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Motivate
Type of Tool	Workshop Materials (PowerPoint Slides)
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs

Description	It is difficult to grow your small business if you cannot measure the motivation level of your employees. Employing methods to gauge worker engagement and energy can make the job of increasing these factors easier. Employee motivation is one of the key factors that determines the success of any organization. Organizations having motivated employees are ranked in the top percentile. Rewards, job characteristics, salary, working conditions, recognition and appreciation, training and development, job security, performance appraisal, promotion, leadership etc. are the factors that motivate people in the workplace. It is difficult to grow your small business if you cannot measure the motivation level of your employees.
Main Topics	<ul style="list-style-type: none"> • Checklist How to measure employee motivation • Indicators to measure employee motivation • Methods, Instruments for performance measurement • Motivating Employees through Performance Appraisals
Learning outcomes	By the end of this learning unit you will be able to... <ul style="list-style-type: none"> • Identify methods to measure motivation • Know indicators to measure employee motivation • Understand how to measure • Know the idea behind a performance appraisal

Unit outline/ Content

In this Unit, six different activities will be carried out in the form of a workshop (WS).	
WS-Activity 01	Introduction of the learning outcomes and contents of this learning unit.
WS-Activity 02	Presenting Indicators to measure employee motivation.
WS-Activity 03	Open discussion “Can we measure our employee’s motivation?”
WS-Activity 04	Introduction to the tool : “Performance appraisal”
WS-Activity 05	Discussion forum “Do you believe that self-appraisals are valid? Why would it be helpful to add self-appraisals to the

	appraisal process? Can you think of any downsides to using them?
WS-Activity 06	Unit summary and outlook.
Resources and Working Materials	
The resources and working materials are provided by the trainer to the participants.	
<ul style="list-style-type: none"> IO3_M4_U02_Motivate_vOK.pptx 	
Recommended Literature	
<ul style="list-style-type: none"> Karak, Sanjay & Sen, Krishnendu. (2019). Performance appraisal of employees: a literature review Sanjay Karak. https://www.researchgate.net/publication/331175598_Performance_appraisal_of_employees_a_literature_review_Sanjay_Karak Abraham, Akampurira. (2013). Performance Appraisal. Anchor Academic Publishing, Hamburg. ISBN-13: 978-3954890934. 	
Unit 3	How to Improve Employee Motivation
General Overview	
Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Motivate
Type of Tool	Workshop Materials (PowerPoint Slides)
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Description	Employee motivation is a critical aspect at the workplace which leads to the performance of the department and even the company. Improve employees motivation needs to be a regular routine. Every employee is different, and not the same things motivate them. However, there are a few employee motivation tips every employer should follow. This unit will deal with methods and ways on how to improve employee motivation.
Main Topics	<ul style="list-style-type: none"> Tips on how to improve Employee Motivation <p>At the end of this learning unit you will be able to improve Employee Motivation with helpful Tips and best practice by:</p> <ul style="list-style-type: none"> Improving internal communications Building a positive workplace environment Creating a positive company culture Motivating / Rewarding your employees Tips on how to improve Employee Motivation
Learning outcomes	<p>At the end of this learning unit you will be able to improve Employee Motivation with helpful Tips and best practice by:</p> <ul style="list-style-type: none"> Improving internal communications Building a positive workplace environment Creating a positive company culture Motivating / Rewarding your employees
Unit outline/ Content	
In this Unit, six different activities will be carried out in the form of a workshop (WS).	

WS-Activity 01	Introduction of the learning outcomes and contents of this learning unit.
WS-Activity 02	Presenting methods and good practices.
WS-Activity 03	Open discussion “What can we do to improve employee motivation?”
WS-Activity 04	Introduction to the topic internal communication.
WS-Activity 05	World cafe „Positive company culture - What does it mean?”
WS-Activity 06	Unit summary and outlook.
Resources and Working Materials	
The resources and working materials are provided by the trainer to the participants.	
<ul style="list-style-type: none"> IO3_M4_U03_Motivate_vOK.pptx 	
Recommended Literature	
<ul style="list-style-type: none"> Rehman, Hafeez. (2012). Literature Review on Organizational culture and its Performance. Research Methods. https://www.researchgate.net/publication/224008707_Literature_Review_on_Organizational_culture_and_its_Performance Dickens, George. (2020). Is your company culture increasing employee motivation? Retrieved 30.09.2020 at https://www.polly.ai/blog/company-culture-increasing-employee-motivation 	

4.5. Module 5: Retain - Offering prospects for lasting commitment

Module 5 Retain - Offering prospects for lasting commitment		
General Overview		
Units	3 Units	
Duration	8 hours / 480 minutes	
ECVET Credits	0.3 Credits	
Learning Setting	Classroom and/or online setting self-studies	
Talent Management Pillar	Retain	
Link	https://t4lent.eu/index.php/talent-4-0-training-programme/module-05-retaining-talent/	
Type of Tool	Video Workshop/self-study materials Checklist	
Languages	English, Italian, Greek, German, Swedish, Spanish	
Target Group	Managers and HR professionals in SMEs	
Assessment	Multiple-Choice Test of the whole Module	
Description	<p>This module will focus on talent retention in organizations. Companies nowadays move in a rapidly changing and highly complex environment, so human resources experts and managers are well aware of the importance of human capital or, as it is now often called, human talent. In this way, and taking into account the competitiveness that exists between companies in terms of talent, we consider it important to talk about the aspects to be taken into account in the retention process. Throughout this module, we will talk about the importance of establishing a good work climate, the performance and career management within the company and the alignment of employees towards the company's goal.</p> <p>This module is designed to help managers and HR professionals in SMEs develop their talent retention's key aspects. In addition, a series of tools will be provided to facilitate the implementation process in the organizations.</p>	
Main Topics	<ul style="list-style-type: none"> Understand the importance of implementing an effective Retention Plan. 	<ul style="list-style-type: none"> Learn about the importance of the role of managers in the Retention Process.
Learning outcomes	<p>The module covers the following objectives in terms of learning outcomes:</p> <ul style="list-style-type: none"> Why retaining talent in organizations matters Learn about the importance of having a strong organizational culture How to promote continuous training within the company How the alignment of objectives in employees is key to the process 	

Module 5 Retain - Offering prospects for lasting commitment	
Unit 1 Strong Organizational Culture	
General Overview	
Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Retain
Type of Tool	Workshop Materials (PowerPoint Slides) Videos
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs
Description	Organizational culture refers to the shared assumptions, values, and beliefs that affect the behavior of employees. This module will address key aspects of talent retention in terms of organizational culture as well as company values, transparency, flexibility and leadership style. It will also include some tools to help companies achieve a good working environment in order to retain relevant talent. This module will help to promote an optimal organizational culture to promote talent retention. The information provided can be applied in any company that wants to develop innovative ways of retaining talent.
Main Topics	<ul style="list-style-type: none"> Organizational Culture Organizational characteristics that promote talent retention How to improve organizational alignment
Learning outcomes	This unit covers the following learning outcomes: <ul style="list-style-type: none"> How can we develop a strong organizational culture?
Unit outline/ Content	
In this unit the managers will learn that organizational culture plays a very important role in terms of talent retention since making the employee feel happy and satisfied in his or her environment, will keep him or her in the company.	
WS-Activity 01	Defining Organizational Culture
WS-Activity 02	Organizational characteristics that promote talent retention
WS-Activity 03	How can we develop a strong organizational culture?
WS-Activity 04	Exercises
WS-Activity 05	How to improve organizational alignment
WS-Activity 06	Summary/Conclusion
Resources and Working Materials	
The resources and working materials are provided by the trainer to the participants. <ul style="list-style-type: none"> Employee journey map Most valuable things in an organizational culture infographic. 	
Recommended Literature	
<ul style="list-style-type: none"> Sewang, A. (2016). The Influence of Leadership Style, Organizational Culture, and Motivation on the Job Satisfaction and Lecturer's Performance at College of Darud Dakwah Wal Irsyad (DDI) at West Sulawesi. International Journal of Management and Administrative Sciences (IJMAS), 3(05), 08-22 Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. Public administration quarterly, 112-121. 	

- McManus, T., Holtzman, Y., Lazarus, H., Anderberg, J., Berggren, E., & Bernshteyn, R. (2007). Organizational transparency drives company performance. Journal of management development.

Unit 2 Performance and Career Management

General Overview

Duration	3 hours / 180 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Retain
Type of Tool	Workshop Materials (PowerPoint Slides) Videos
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs

Description	It is commonly said when companies invest in employees, employees invest in companies - with satisfaction, engagement and longevity. It is exactly for this reason that this module will deal with aspects related to training, performance and career management in order to help organizations to improve the commitment of their employees. In addition, resources will be provided and companies can access for information about how to enhance the desire of its employees to stay in the company voluntarily and feeling part of it. This module can help companies to develop action plans that help their employees' loyalty in a dynamic way.
Main Topics	<ul style="list-style-type: none"> Career development plan How to create a PLAN of CD Performance Management Process
Learning outcomes	<p>This unit covers the following learning outcomes:</p> <ul style="list-style-type: none"> Why is management performance so important? The impact of performance and career management in the organization How to develop workers' talent <p>Thanks to this module, companies will be able to learn about the importance of continuous training, performance and career management in terms of talent retention. The objective is to promote key aspects that help to retain talent in organizations.</p>

Unit outline/ Content

In this unit managers will learn that effective performance management is essential to businesses. Through both formal and informal processes, it helps them align their employees, resources, and systems to meet their strategic objectives.

WS-Activity 01	Introduction: Career Management
WS-Activity 02	Career Development Plan
WS-Activity 03	Benefits of a Career Development Plan
WS-Activity 04	How to create a PLAN of CD
WS-Activity 05	Exercises
WS-Activity 06	Two mistakes to avoid when creating a career development plan
WS-Activity 07	How to follow up a career development plan: Performance Management Process
WS-Activity 08	Summary/Conclusion

Resources and Working Materials

The resources and working materials are provided by the trainer to the participants.

- Employee satisfaction survey

Recommended Literature

- Gyansah, S. T., & Guantai, H. K. (2018). Career development in organisations: Placing the organisation and the employee on the same pedestal to enhance maximum productivity. *European Journal of Business and Management*, 10(14), 40-45.
- Abbott, J. A., Klein, B., Hamilton, C., & Rosenthal, A. J. (2009). The impact of online resilience training for sales managers on wellbeing and performance. *Sensoria: A Journal of Mind, Brain & Culture*, 5(1), 89-95.

Unit 3

How to Improve Employee Motivation

General Overview

Duration	2 hours / 120 minutes
ECVET Credits	0.1 Credits
Learning Setting	Classroom and/or online setting self-studies
Talent Management Pillar	Retain
Type of Tool	Workshop Materials (PowerPoint Slides) Videos
Languages	English, Italian, Greek, German, Swedish, Spanish
Target Group	Managers and HR professionals in SMEs

Description	Why is employee alignment with organizational objectives so important? How do you effectively communicate the company's goals, values and mission to your entire workforce? For answering these questions, the first thing that must be done is to define what organizational alignment is and its importance. Also, we must know which are the steps that need be taken to develop it.
Main Topics	<ul style="list-style-type: none"> Organizational Alignment The sense of belonging How to improve organizational alignment
Learning outcomes	<p>This unit covers the following learning outcomes:</p> <ul style="list-style-type: none"> The importance of aligning employees towards a common goal. Employee alignment with company's objectives linked to the sense of belonging. How to enhance the alignment to the objectives in the company <p>In this module participants will learn to understand what employee alignment is, and also to appreciate its value.</p>

Unit outline/ Content

In this unit managers will learn that organizational alignment is a process of ensuring that the entire workforce understands, shares and supports the company's vision and goals. When employees are aligned with the company's strategic goals, they give their best performance to achieve business goals together.

WS-Activity 01	Organizational Alignment
WS-Activity 02	Levels of organizational alignment
WS-Activity 03	The sense of belonging
WS-Activity 04	How to improve organizational alignment
WS-Activity 05	Exercises
WS-Activity 06	Summary/Conclusion

Resources and Working Materials

The resources and working materials are provided by the trainer to the participants.

- Material for reflexion about job satisfaction

Recommended Literature

- Josling, M. (2015). Belongingness, Work Engagement, Stress and Job Satisfaction in a Healthcare Setting.
- Alagaraja, M., & Shuck, B. (2015). Exploring organizational alignment-employee engagement linkages and impact on individual performance: A conceptual model. Human Resource Development Review, 14(1), 17-37.
- Boswell, W. R., Bingham, J. B., & Colvin, A. J. (2006). Aligning employees through “line of sight”. Business horizons, 49(6), 499-509.

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