

Impulses for Professionalizing Personnel Development from the Practice for the Practice

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Critical Remark

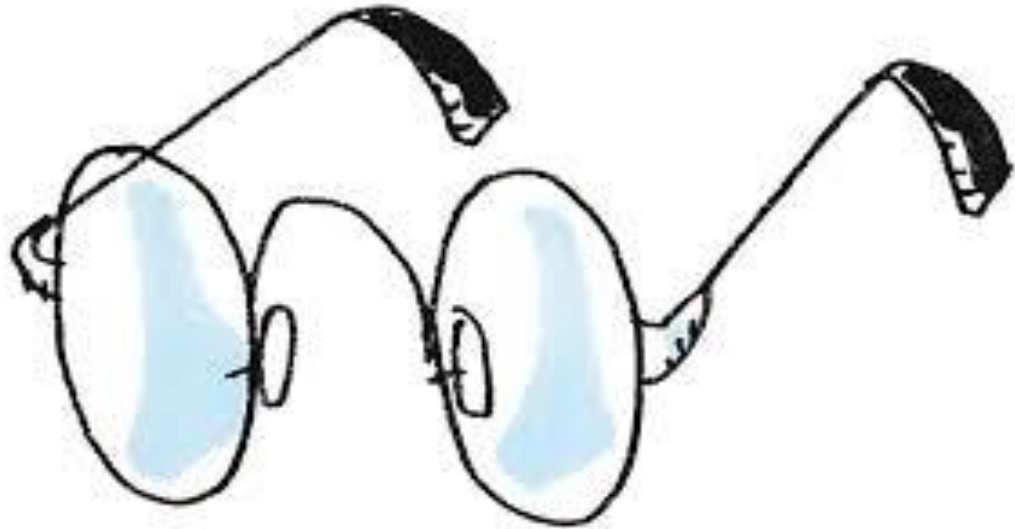
«We don't need Personnel Development. We are already doing well. Another further education will not move us further.»

«Personnel Development is for fixing a deficit.»

Aim of the Presentation

- Draw attention to correlations between Personnel Development and values within an organization.
- Giving impulses for a reflected use in the practice.
- Contribute to a broader and sustainable practice of Personnel Development.

My Perspective on the Subject



Clarification of Term

in the Context of this Presentation

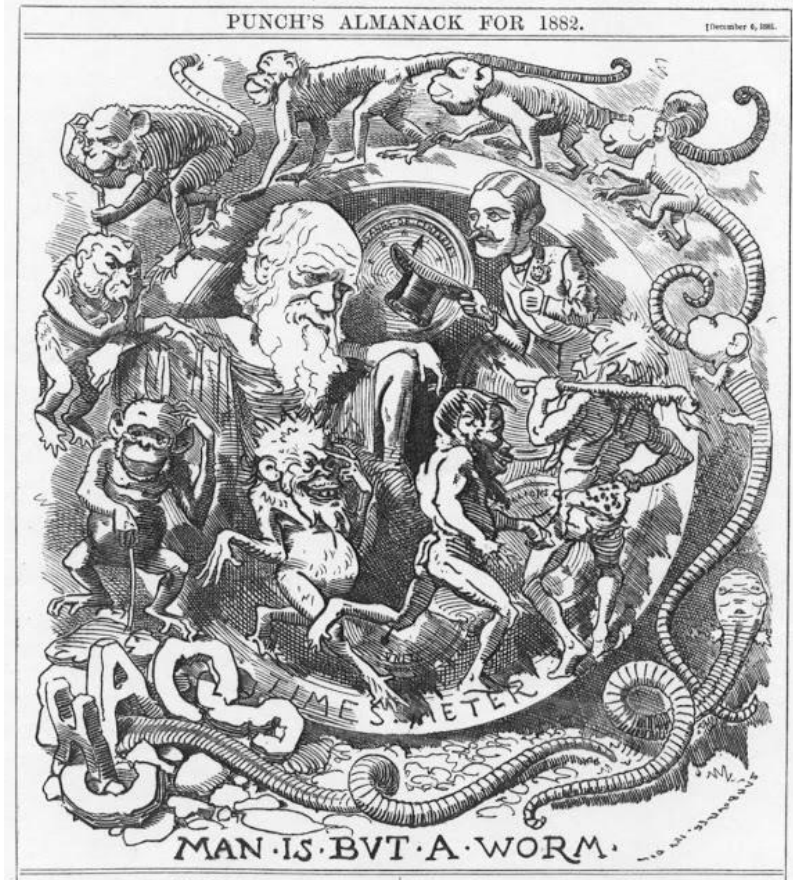
“Personnel Development can be defined as all measurements which serves the professional development of the staff and which mediate the appropriate qualifications for current and future tasks - taking into account the personal interests.”

(see Mentzel, 1985)

“Personal Development can be defined as all measurements of education, of promotion and of organizational development, which are goal-oriented, systematically and methodically planned, realized and evaluated by a person or an organization to achieve specific purposes.”

(see Becker, 2013)

Term and Image of Man / Woman



The Normative Framework

Values

- give orientation and direction at work
- give purpose and meaning to daily work
- legitimate action on a daily basis

(see Heyse et al., 2009)



Focus Leaders

within the Normative Framework

- key roles
- role models: basis for identification & satisfaction¹
- structure: basis for performance
- «why»

¹ (see e.g., Felfe, 2012)



Focus Leaders

within the Normative Framework



Holistic Approach towards Personnel Development

- The level of the person
- The level of the team
- The level of the organization

(see Wunderer, 2011)



The Level of the Person



Example 1: School Leader of a Primary School

«Structure helps me to balance distance and closeness.»

«I work e.g., with competence cards to get into a discussion about strengths and weaknesses of a teacher in a meeting. The teacher chooses one card and I take one. So we develop the story behind our choices.»

-> *example for individual handling of the complexity of relations*

-> *example for methodical approach to foster individual development*

The Level of the Person



Example 2: Board Member Umbrella Organization of Foundation

«Leaders are companions of a career section of an individual.»

«Our support for each team member especially enables them to take over a position outside the organization. (...) We offer niches for individual career paths as long as possible.»

-> *example for leadership attitude*

-> *example for common commitment*

-> *example for shared understanding*

The Level of the Team

Example 3: School Leader of a Primary School



«Goodwill is the basis of our cooperation with parents. We don't make accusations. We communicate more. We repeat. We invest more.»

«I know why I get up every morning. (...) We do something against 'uneven chances' - not for equal opportunities.»

-> *example of team attitude in matter of cooperation with «clients»*

-> *example for intrinsic motivation for extra efforts*

The Level of the Team

Example 4: School Leader of a Secondary School



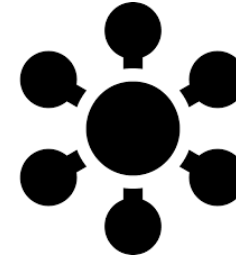
«Over the detour of quality-groups we built up well-functioned, professional learning communities – coming from teachers more or less working on their own.»

«In the beginning these groups «just» met for their self-evaluations - in the meantime they are coming together for the preparation of lessons, the discussion and questions about performance and behavior of pupils and more.»

-> example of team building and collaboration for professionalizing work

The Level of the Organization

Example 5: Board Member Umbrella Organization of Foundations

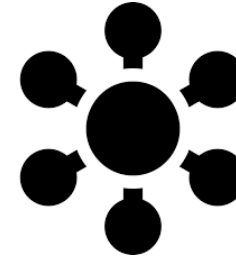


«Personnel Development is a value for us. (...) Our yearly development focus is developed bottom-up and arrives from daily practice.»

«We don't make a full cost accounting. (...) The learnings often show up later. (...) We make a deliberate contrast to standardization, we love the informal.»

-> example for «organizational fit» of Personnel Development

The Level of the Organization



Example 6: Director of a Foundation

«Today our trainings are not for free any longer. We want to win those who are really interested.» ↔ «We work on our financial situation with the goal to pay our employees.»

«We support our clients to find their solutions. We don't «save» them any longer.» ↔ «We built up a strong team which is actively involved in finding decisions. (...) Everyone defines his priorities in the foundation. (...) We share our experiences, mistakes, solutions in our teammeetings (...) we share knowledge or train each other so that everyone can be a role model.»

-> example for interdependencies of outer and inner context of an organization and how to work intentionally

Preliminary Assumptions

for Professionalizing Personnel Development in the Practice

Differentiation as overall guideline for development activities



Preliminary Assumptions

for Professionalizing Personnel Development in the Practice

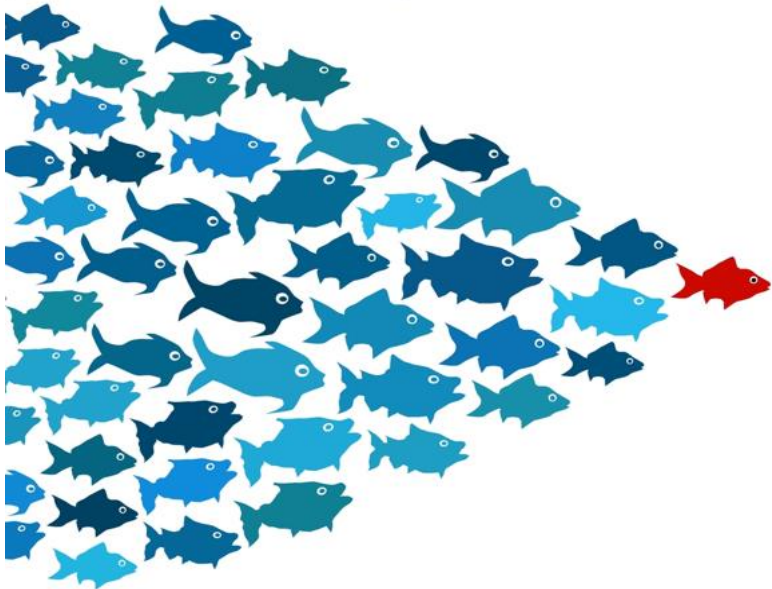
Individualizing of Personnel Development



Preliminary Assumptions

for Professionalizing Personnel Development in the Practice

Focusing on leadership competencies



Preliminary Assumptions

for Professionalizing Personnel Development in the Practice

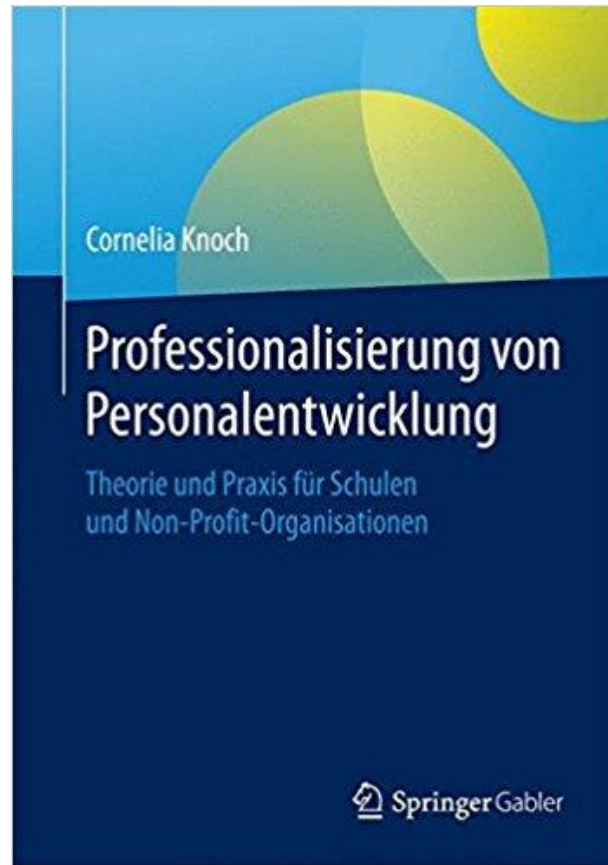
«Organizational attractiveness» through «tailormade» Personnel Development



Summary



All Examples



Extract Literature

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Thank you for your interest!

I am looking forward to your questions:

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