



## International blended-learning program "Influencing beyond Authority"

### COMPANY

The client is a leading international consulting company with several thousand employees.

### PROJECT TARGETS

The consulting company offers customised qualification programmes designed specifically for experts with specialised management functions. A programme on the subject of "influencing beyond authority" is being offered to follow on from the other modules after these have been completed successfully.

The target participants are experienced specialists with expertise in a specific industry or function, which has been obtained partly from consulting and partly from work in the company. In their current functions, while they do not have disciplinary responsibilities, they manage others as part of projects, delegate tasks or are responsible for specific issues and maintenance of standards. In these situations, they also manage co-workers on an equivalent level and even those with a higher rank. They are required to lead, guide and convince others. These participants must be trained accordingly so that they will be capable of accomplishing the challenging task of management without disciplinary responsibilities.

## FRAMEWORK CONDITIONS

- The participants work in various regions around the world. Face-to-face training therefore takes place in these regions. The training sessions are conducted in English.
- Travel expenses should be kept to a minimum. Learning should also take place outside the face-to-face training sessions.
- When designing the programme, priority should be given to action learning. The application of the knowledge learnt during the face-to-face meetings and e-learning sessions should be a fixed methodological component of the programme.
- A learning management platform should be used as the practical basis for this.

## SOLUTION

The participants are encouraged to learn actively and the transfer of practical knowledge is supported. Therefore the programme integrates elements that enable participants

- self-manage and document their learning with regard to individual learning goals
- reflect on their approach to their day-to-day work
- apply new methods to their day-to-day work
- help solve individual challenges in their day-to-day work

## IMPLEMENTATION

### Concept meeting

During the concept meeting with the project manager of the consulting company, the programme modules are discussed and organisational questions answered.

At this meeting, it is decided that Profil M Academy should be used as a learning platform to form the technical basis for the programme. This offers:

- an overview of the entire programme as well as details for each participant of which learning steps have already been completed and which are still incomplete
- an individual learning diary for recording learning goals and results
- WBTs or video tutorials
- organisational information and tools for scheduling virtual coaching
- checklists, conversation guidelines, documents and handouts for all modules in the programme

## Kick-off meeting (virtual)

Agenda for the web-based kickoff meeting:

- Introduction of the person in charge of the programme and the Profil M Lead Trainer
- Outline of programme goals, contents and procedure
- Briefing on Profil M Academy (learning management platform)

## Preliminary meeting with team leader

The participants and their team leader define their learning goals for the programme together. A guide to the Profil M Academy is made available for this purpose.

## Web-based training

Participants complete several web-based training sessions individually, using Profil M Academy contents:

- WBT on the topic of leadership
- Video tutorials on the topic of conflict management

## Face-to-face training

During the three-day face-to-face training meeting, the contents of the web-based training sessions are expanded on and their application in day-to-day work is practised. The focus is on practical cases that occur in participants' day-to-day work – using methods including peer consulting. Two Profil M trainers attend the training meeting.

## Transfer tasks

After the training session, the participants work in learning partnerships to tackle two transfer tasks:

- Creation of a specific development plan to achieve the previously defined learning goals
- Application of learnt knowledge to an issue from day-to-day work

## Virtual coaching

Each participant has at least one coaching session with one of the two trainers. The participants are given advice regarding their development plan and also have the opportunity to include individual questions in the coaching session.

## Final meeting (virtual)

At the end of the programme, a final virtual meeting is held to discuss the following agenda:

- Summary and discussion of the results of one of the transfer tasks in small groups
- Feedback on the programme
- Outlook for further actions

## Follow-up meeting with team leader

Participants discuss their individual learning progress with their team leader and where necessary decide on further measures for achieving their goals.

## RESULTS

- The high level of acceptance of this programme is clearly demonstrated by the very high participation rate in the virtual components of the programme.
- The participants evaluate this programme extremely positively. In particular, participants praised the integration of faceto-face training into the entire process including preliminary and follow-up measures and requested that this be continued.
- Judging by the presentations of transfer tasks during the final meeting, it is obvious that the participants have taken in new points of view and are already actively trying out new ways to master day-to-day challenges.



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