

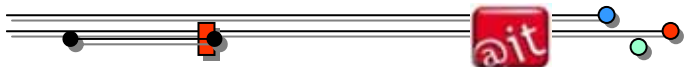
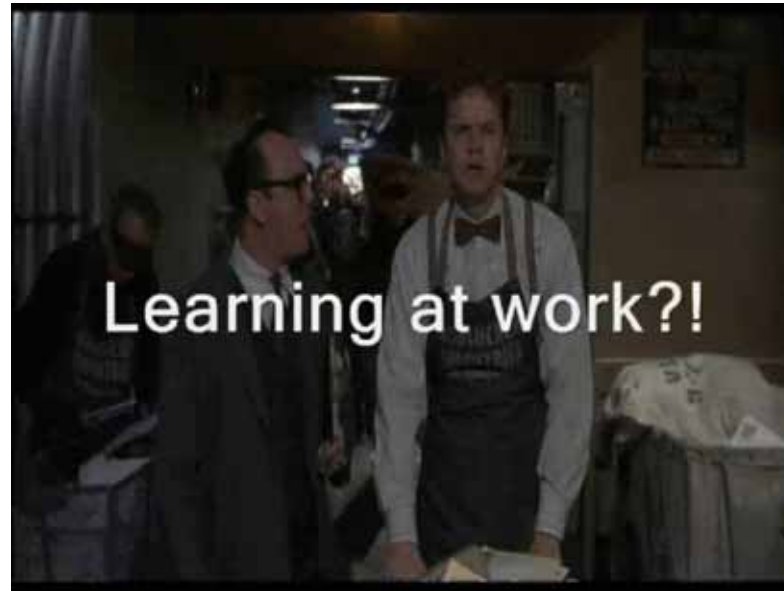
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MAIL ROOM

SEC. B-13

CAN BANK MANAGERS PLAY?

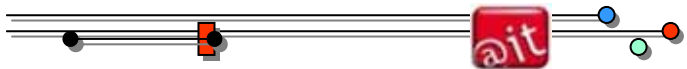
Probably not the most effective
induction training...



What is Induction Training?

Definition used by the Learn@Work consortium

“Induction training is regarded as the training provided to new employees to acquaint them with the company structure, their specific job requirements and practical/organisational issues”





- Main Menu
- Home Page
- What Can We Do For You?
- Membership Benefits
- Join Today!
- Training Courses
- Facilities
- Fish & Chip Shop of the Year
- Young Fish Frier of the Year
- News
- Suppliers
- Fish Friers Magazine
- Fish & Chips - A History
- Did You Know?
- Gluten Free Batter
- Promotions
- Executive Council

Induction and training

This is the third in the series of five articles, this section following on from Advertising and Selection Interviewing. The normally accepted definition of induction is – a formal introduction of a new starter to a new job would support that placement.



However, it is our view that induction (and training) does not only happen at the commencement of employment, when it is intensive to say the least, but is on-going to provide solutions to problems as the job duties change, as more efficient practices or

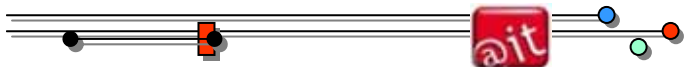
Shopping Basket
There are no items in your basket.

Promotions

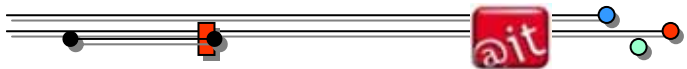



Learn@Work

- The project particularly aims to identify and create effective induction training and to find ways to enhance ICT in the induction process in order to formalise the usually 'informal' way in which new employees are inducted in the company.
- Results: State of the Art Report, Developer & User Guides, Case Studies, implemented pilots...



The ATiT pilot projects for Learn@Work



De Lijn: A "Just in time training" Proposition



CAN BANK MANAGERS PLAY?



Fortis Coaching Game



Objective

Help job coaches to become better trainers and supporters for the new employees at Fortis Retail Banking.



- Trained on the job
- Duration about 5 months
- Job coach assigned: local bank manager or deputy



Existing Situation

- No specific preparation or training to improve coaching
- Training manual
- No knowledge by central training management of placement and coaches of new employees

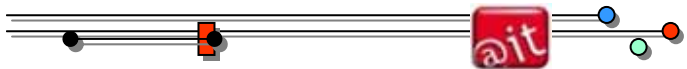


The FCG aim is to improve the coaching skills of the coaches (additionally, it gives the central management a better insight in the training of their new employees)



Starting Conditions: Coach

- Non-obligatory: choice between the online game and the regular training manual
- No specific incentives (or penalties), only of intrinsic value: better new employees, improved overall performance of the office, better support for coaching
- The FCG follows accurately the existing training manual



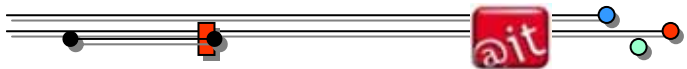
Game Specifications

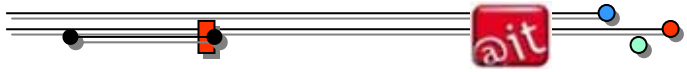
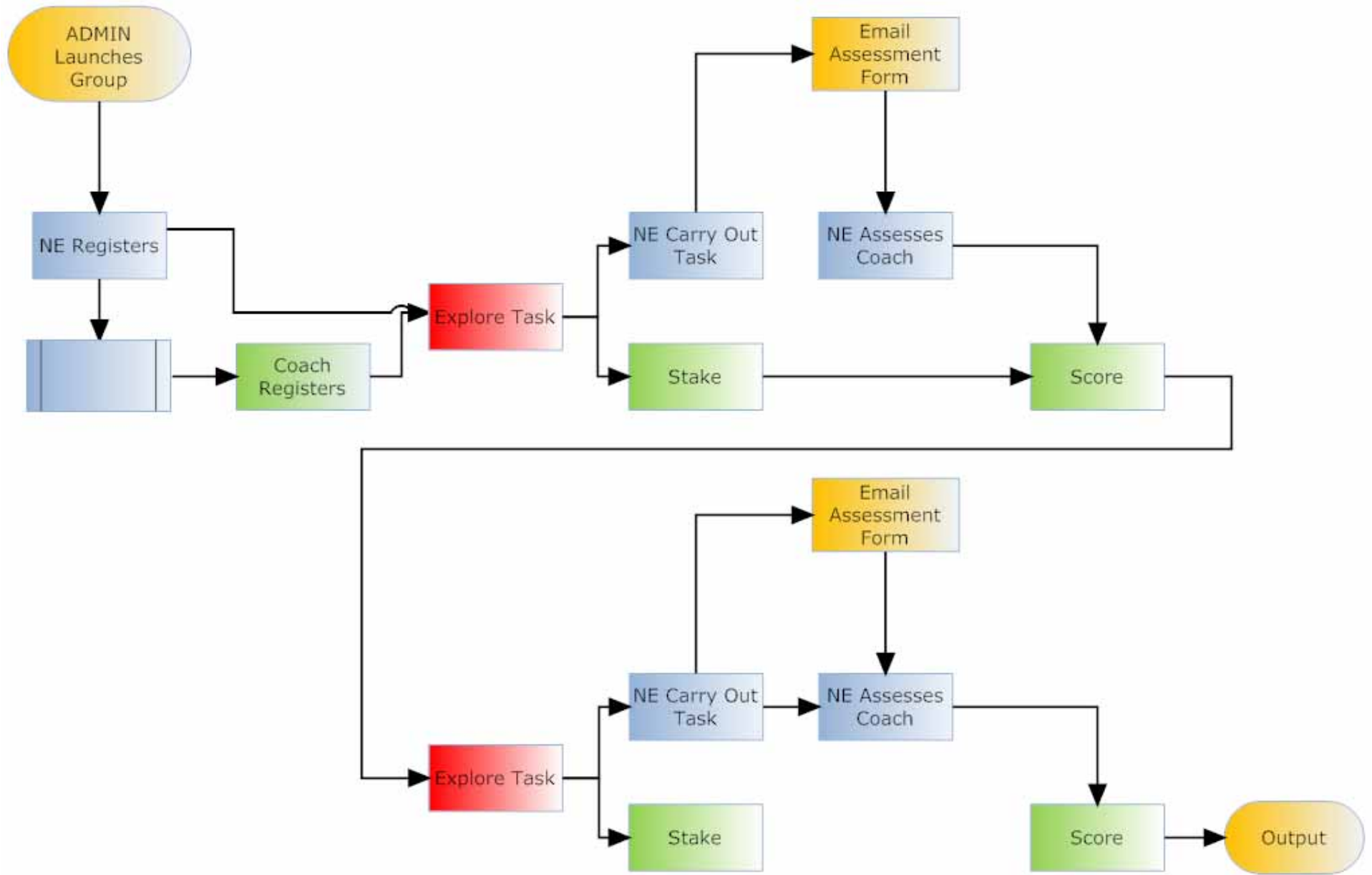
- Element of competition to encourage coaches to try to better support the new trainees
- Online coaching guidance:
 - Structured coaching programme
 - Documents to support coaching
 - Tracking of new employees (possibly also monitoring)
 - Flexible (low-cost adaptations: content and procedures)
- Compatible with the FORTIS ICT EULA and specifications regarding security and privacy



FCG Start Procedure

- All new employees are welcomed at introduction day.
- End of this introduction day: new employee receives an invitation card where he/she is requested to register. It contains the URL to the Fortis Coaching Game and a code to gain access.







marie.bijnens

- Welkom
- Spelregels
- Speel Het Spel
- Mijn Account
- Helpdesk
- Forum
- Gebruikers
- Uitloggen



Scorebord

Spelsessies

- bemobile
- bepositive
- developyourself
- drivenbypassion
- All-time

Rangschikking

1	75320	Katrien De Cloet
2	45167	erik van braekel
3	34370	Gunter Schepers
4	33934	Yves De Wit
5	31477	Dirk Verhagen
6	30604	ilse denivel
7	18762	Dirk Verhagen
8	13258	Jean Degreef
9	9384	Paul De Bont
10	8345	Filip Patteet
11	6200	maureen verkindere
12	5208	Bruno Van De Poel
13	5000	Geert Bal
-	5000	Erik Van Mossevelde
-	5000	stephan vincken
-	5000	Gerda Winnen

Scorebord

All-Time Top 5

1	75320	K. De Cloet
2	63077	S. Administrat
3	45167	E. van braekel
4	36179	H. Terweduwe
5	34370	G. Schepers

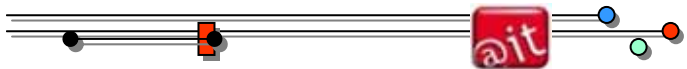
[Bekijk het volledige scorebo](#)

Wie is online

Er zijn momenteel 1 gebruiker e gasten online.

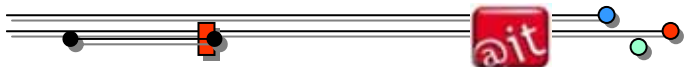
Evaluation

- Snapshot 15th of August 2007
- 48 coaches registered
- 24 coaches are actively participating
- Interviewed:
 - 10 coaches
 - 9 new employees
(with both active and non-active participants)



FCG Participants' Feedback 1/4

- Obstacles for participation:
 - FCG not understood correctly: 1 (n=19)
 - Lack of time: 3 (n=10 coaches)
- Coaches: good instrument to support the coaching process of a new employee
- New employees: good instrument for the assignment and support of tasks



FCG Participants' Feedback 2/4

- Pros:
 - Structurally organised coaching, good overview
 - All information is conveniently available in one place
 - The coach knows the tasks and progress of the new employee
 - Offers good support for (new) coaches
 - Motivating
 - Interactive
 - Raising awareness for the importance of coaching and feeling that the effort they make is appreciated and rewarded



FCG Participants' Feedback 3/4

- Cons
 - Takes up a lot of time
 - The coaching game follows the pace of the training programme, which is not always what coaches do in practice
 - Understanding the game requires some effort
 - Non-obligatory, thus dependent on the motivation of the coach
 - Non-transparent score system: some coaches want more transparency to understand the feedback of their new employees
 - Too little involvement of the upper management of the game / the central trainers [generic comment]



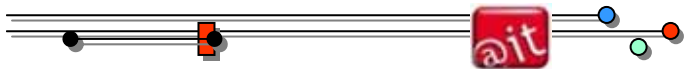
FCG Participants' Feedback 4/4

- *“Those who do not have time for the training manual, do not have time for the game and vice versa.”*
- *“The FCG can offer a good contribution to the coaching of the new employees given that there is enough man power available in the office.”*
- *“The FCG definitely succeeds in its goals, it is an additional coaching tool and mechanism to gather feedback from the new employee.”*
- *“The FCG is handy to follow up on the progress of the new trainee. It is easier than using the training manual.”*
- *“... But a motivated coach will most likely be a good coach without the game as well. For some coaches it might offer an extra stimulus, but this is strongly related to the personality of the coach.”*
- *“It is highly motivational to the coach”*



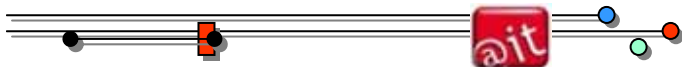
Conclusions

- The FCG is definitely useful but more transparency is required from the beginning regarding the intention and proper usage of the game.
- The FCG seems to function better when the new employee is informed about what is going on. This improves communication with regard to coaching and the new employee can motivate the coach to invest more time in his/her coaching.



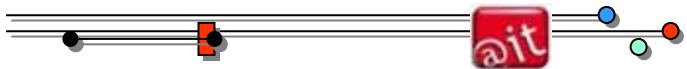
Questions

- Is the game aspect motivating enough? Should there be real incentives (e.g. a prize)
- Is the gaming concept acceptable in a “serious” environment such as the banking sector? A cultural issue
- Is it acceptable that there is a certain level of secrecy for the participants? i.e. Unknown scoring mechanism, stealth evaluation by top management...



More Questions

- What long should such training be, 5 to 7 months? How often should tasks be presented to the coaches?
- Voluntary or obligatory?
- A flexible learning programme or not? Management vs. learner



Thanks

Mathy Vanbuel, ATiT
mathy.vanbuel@atit.be

