

# Pen Portrait of an MBM Prospect: HR Director/ Manager, L&D Manager, or Training Officer

## About Me

- I am a HBDI Red, which means I care about people and their development.
- I am female.
- I am 37 years old.
- Previously I was a HR Advisor.
- I earn £50k.
- I am part of the Senior Management Team.
- I attend some HR conferences, and L&D Expo's, but rarely.
- I try to keep up to date with all legislation, e.g. Anti-Slavery and GDPR. Basically whatever comes out of a Retailer's audit we need to do.
- I am responsible for all L&D.
- When I need training, I tend to google for it, unless some has recommended a provider, or, if it is very technical, I'll ask that departments if they know of a company.
- I read some HR magazines, emails, like 'Personnel Today', 'People Management', and CIPD, to stay in touch.
- I am a member of the CIPD and possibly studying for my next level.
- People come to me from other departments and they haven't got a clue what their people need, but they expect me to know.
- I hear about risk assessments completed by our solicitors and have to act on the results.

## My Challenges and My Problems

My biggest overall challenges are:

- There is not enough resource in the HR department and for the business.
- I keep sacrificing nice to have vs need to have. That the business expect things to change overnight and it's an ongoing investment
- Recruitment is tough because there are not enough people and not enough good people around.
- I am pulled by all departments for training and spend.
- Everything seems to land in the HR Office. From a query off of the shopfloor that no-one knows how to deal with, to advice on how to deal with two people that don't get on', to dealing with someone's holiday. Largely because management cannot deal with their own people.
- Mental health employee welfare is starting to become something we need to deal with.
- Succession planning is something we never get around to.
- Appraisals are sort of done each year, but are not effective, and are too much paperwork.

My biggest challenges with training are:

- My guys come back from training courses and do nothing with what they have learnt.
- The Line Managers give their teams no support with their training.
- I cannot prove to my boss that the money we invest in training shows a return on investment.
- Getting people to attend training when it is booked, and not pull-out at the last minute.
- I am confused about the levy money and how to spend it. In truth, I am probably just ignoring it, and I shouldn't.



This is Karen

## Questions to Ask

- How much do people change after training?
- How much does your Line Manager get involved in the training of their people?
- What evaluation is done of your training?

## My Wants

- To change the opinions of my senior team that learning and development is important and vital for growth.
- To improve employee engagement because I want them to feel like they are part of this, because they are.
- I want education/training that lasts. Making it long term and practical.

## Things I say

- Culture is important - Keep plugging away at the little things and it will change over time.
- We want to help people see the people part of the job. To help management to own the people agenda.
- I am sooo busy.

## My Training Provider

- They understand my business because I don't want to buy off-the-shelf.
- They understand this industry.
- The trainers understand this industry.
- Hassle-free - very easy to work with.

## Selling Approach

Talk about Sticky Learning®, not negotiation Skills training.