

Delivering Training Results in a Complex Environment

making SPC engineers marketable

SPC is a subsidiary of a global supplier to the power generation industry. The company recruits and trains I&C engineers and project managers which are then integrated into the parent's project teams or assigned to SPC's own projects. The ability to communicate effectively in English is essential for international projects. By sharpening this skill set, SPC ensures full flexibility of deployment for its engineers and greatly adds to the value of the service offered to the end-client.

facing the facts

The nature of the SPC business added to the challenge of developing a successful training program:

- disruption of on-going work had to be minimized and SPC's 80+ engineers were already deployed around Germany and abroad on running projects
- project pressures meant participants being suddenly pulled from scheduled training was inevitable
- training needs were diverse (language competency and business experience varied)

managing the situation

2 key questions had to be addressed:

- "What English communications skills are required for effective performance?"
- "How can training goals consistently be met under such circumstances?"

Target took a two-pronged approach: interviewing potential program participants to establish the training need and, secondly, gathering knowledge of the parent's environment to ensure the training content was transferable.

blended learning

The optimum solution was a blended-learning approach in which workshops were supported by a range of remote learning options (e.g. e-learning, email- & telecoaching / self-learning units etc.). Communication skills were trained using client-specific terminology and situations. Role plays and practice were driven by job-specific tasks.

optimizing results through flexibility

Working in close cooperation with SPC, Target monitored the take-up and effectiveness of the various training elements. The great challenges of organization and motivation were overcome through constant steering and flexible scheduling.

keys to success were:

- SPC management communicated the importance of the training
- end-client support won by demonstrating the tangible benefits
- timely scheduling of workshops
- support for participants forced to miss scheduled training
- oversubscription of events in anticipation of individual cancellations
- adaptability and persistence of trainers



This flexible yet focused approach to organization and delivery created the required scalable and sustainable English training solution that resulted in SPC engineers adding value to their client's projects.

Rüdiger Burkhardt, CEO, SPC

"Target delivered a quality training service in a challenging and continually changing environment. Their flexibility meant that our employees could make genuine progress in developing their English skills and everyone enjoyed doing so"

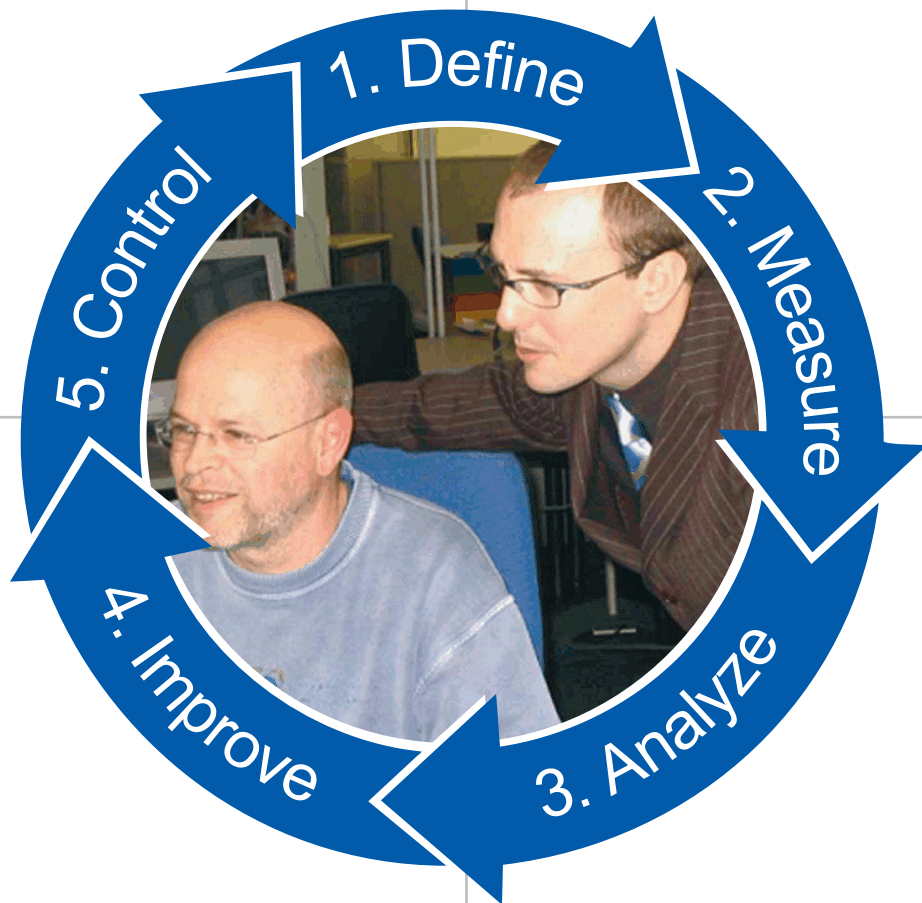
The Project Team

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InCorporate Trainer[®]

Helping staff do their jobs better in English through Target's innovative and proven approach to in-house training.

- trainer teams embedded on-site
- on-the-job training and support
- minimized loss of working time
- transparency and measurability

Coaching

The ultimate results-driven training measure: one goal, one participant, one trainer. Plan, practice and perfect:

- presenting to potential investors
- negotiating with global suppliers
- facilitating international meetings
- communicating goals to regions

Seminars

Intensive, targeted training for industry- and function-specific solutions incorporating blended learning.

- negotiating for procurement
- effective presentations for engineers
- telecons for software developers
- call-center skills for logistics

Beyond Language

Effective communication at an international workplace demands mastery of the language, the skills and the behaviors.

- influencing across the matrix
- performing in virtual teams
- managing people and projects
- optimizing customer-service

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