
Program Recommendations — Production Workers

The process needed to arrive at program recommendations is time-consuming and should not be rushed. However, it's made easier by the process of observation writing, which naturally draws attention to program needs identified by participants in the process. It is also necessary to examine other information sources; for example, I looked to the workplace tour document I created and the company's core statements for hints as to what the recommended training programs would need to accomplish.

In order to ensure that I considered the data from all angles, I created this table to guide my analysis. Here's the completed table for production workers. You can easily create such a table to suit your own particular TNA.

Document	Need Identified
Play Magic's Core Statements	Used for cross reference with workplace tour and focus group and individual interview data
Workplace Tour	Used for cross reference with focus group and individual interview data
Senior Management's Collated Tables & Observations	<ul style="list-style-type: none">• document use• problem solving• adaptability• decision making
FG1 Supervisors' Tables & Observations	
FG2 Union's Tables & Observations	<ul style="list-style-type: none">• writing & document use• digital• problem solving• communication• collaboration• adaptability• creativity & innovation
FG3-7's Collated Tables & Observations	<ul style="list-style-type: none">• adaptability• collaboration• digital• problem solving• communication• reading (especially documents)

As you can see, I highlighted skills that occur frequently across the various data sets. This helped me identify promising topics for courses.

From my examination of the needs, I identified five areas where courses would be appropriate. Note that although document use has been mentioned by three groups, I have not set up a separate course for it but, rather, incorporated it into the digital course. Here are the five courses I recommend for production workers.

Program Recommendations — Production Workers
Adaptability
Collaboration
Communication
Digital
Problem Solving

Three of the courses have the same names as courses for supervisors, however, while topics are generally the same, the focus and practical application should be adapted to the production workers' situations.

I recommend the following for each course:

- 13 weeks duration
- 3 hours per week
- 2 sessions per week (either Monday and Wednesday OR Tuesday and Thursday; this separation of sessions is important to give participants time to process and experiment with new ideas before coming back to them in the following session)
- each session: 1.5 hours

I suggest the following:

- that courses meet in the evening
- that there be some level of remuneration for participants

As with the supervisors' courses, these programs can have an important spin-off effect. If a "lunch and learn" program is implemented, participants will be well equipped to actively participate, since many of the topics in the courses would be excellent for sharing and discussion with other company personnel.

Possible topics for the courses are given in the following tables.

Adaptability — Production Workers	
Possible Topics	
<ul style="list-style-type: none"> • Goal setting • Responsiveness • Experimentation • Resilience • Learning to accept change 	<ul style="list-style-type: none"> • Accepting alternative ideas • Learning from mistakes • Developing your curiosity • Asking the right questions • Welcoming opportunities to learn

Collaboration — Production Workers	
Possible Topics	
<ul style="list-style-type: none"> • Understanding group dynamics • Fostering unity • Active listening • Open discussion • Closed discussion 	<ul style="list-style-type: none"> • Collaborative decision making • Collaborative goal setting • Brainstorming • Mixed-skill teams • Cross-functional collaboration

Communication — Production Workers	
Possible Topics	
<ul style="list-style-type: none"> • “Charged” (hot-button) language • Asking the right questions • Barriers to effective communication • Clear explanations • Communication process • Confirming/checking the message • Giving & receiving feedback 	<ul style="list-style-type: none"> • Empathic/active listening (sensitivity & awareness) • Hedge words • Generational differences • Giving clear directions • Looking at the “facts,” not the personality (“don’t shoot the messenger”) • Slowing down & acting thoughtfully

Digital — Production Workers	
Possible Topics	
<ul style="list-style-type: none"> • Play Magic’s IT policies • Basic word processing • Creating documents of different formats • Sharing files • System-wide document updating 	<ul style="list-style-type: none"> • Communicating • Email & messaging etiquette • Handling information • Transacting • Problem solving • Being safe and compliant online

Problem Solving — Production Workers	
Possible Topics	
<ul style="list-style-type: none"> • Being proactive • Identifying the problem • Doing the research • Looking for possible solutions • Consulting with supervisor • Making a decision 	<ul style="list-style-type: none"> • Putting the decision into action • Awaiting results • Critical thinking • Brainstorming • Learning from mistakes

