



## White Paper

# A Blended Approach

## TO EMPLOYEE DEVELOPMENT

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# Why Peregrine

Peregrine Global Services started as a dream to change the world. It began with the discovery that organizations of all kinds were in need of quality leadership training. In reaction, two friends came together and leveraged their leadership experience to bring you solutions.

## Developing Values-Based Leaders and Effective Organizations



### Your Thought-Partner

Providing real solutions to real challenges.

When you partner with Peregrine, together, we create solutions that establish a culture of excellence, a diversified workplace, and optimal organizational effectiveness. We deliver a blended approach to training, including self-guided online instruction, assessment, in-person or virtual workshops, and one-on-one mentoring. We provide you with a consultative and flexible solution because we know that one size does not fit all.

Serving thought-partners in more than

**50**

countries around the world.

### Supervisor and Manager Education

You may find that your first-line supervisors have exceptional technical skills and unparalleled dedication. However, more often than not, they have not had the opportunity to develop as a leader. Peregrine provides you with the resources needed to engage supervisors in learning, applying, and improving their leadership abilities.

### Team & Employee Advancement & Development

You know the importance of continuous optimization of your organization's retention, morale, productivity, safety, efficiency, and effectiveness. Peregrine Global Services aims to help you juggle these various initiatives by collaboratively developing a customized education that allows team members at all levels to understand change, provide exceptional customer service, communicate effectively, and apply vision.

### Executive Education

Developing strong executive leadership is imperative to the sustainability and success of all organizations. Peregrine delivers leadership development solutions that are Balridge-based and systems-focused. At Peregrine, we believe leadership is a choice. Through values-based leadership development, we help leaders learn how to make choices based on a set of core values, including integrity, honesty, and respect.

### Organizational Development

You diligently work to maximize the potential of your organization, and we are here to help you. Peregrine provides organizational development training and education so that your organization can react appropriately to any changes that come your way and experience continued success. Peregrine provides you with a team of experts to help in areas related to human resource management, strategic planning, continuous quality improvement, and assessment.

**80%**

of trainings are with return clients.

**200**

business & industry partners served.

# Introduction

*In the wake of the pandemic, many organizations were forced to rethink their employee training and development approaches.*

In-person training and workshops became nearly impossible for some companies and converting instructor-led training to a virtual format has proven difficult. Furthermore, adopting technology such as Zoom and WebEx to simply deliver a lecture has proven to be ineffective, nonengaging, and contributes to “Zoom fatigue.” The largest issue is that many virtual workshops and training do not provide the same level of interaction, discussion, and applied learning. Within an in-person workshop, participants often learn just as much from their facilitator as they do from each other.

Adding another layer of challenge, many employees have experienced barriers to obtaining professional development as their home lives changed drastically, including a change in available work hours and obligations within the home. Finding a quiet space or uninterrupted time has become onerous.

The sudden change in work environments and the marketplace have also caused many organizations to reprioritize their learning and development plans to be more in tune with current needs. HR and L&D professionals have struggled with how to effectively assess the needs of employees and the results of training and ensure that team members are accountable for their ongoing development. Finally, the pandemic impacts have largely impacted many organization’s training budgets – some seeing a decrease in allocated training dollars, but most are experiencing an increase (Taylor, 2020). We suspect that the growth in training budgets is due to the understanding that training and development dollars have a high Return on Investment. Some of the notable ROI areas include improvements to workplace safety, employee retention, improved processes, employee morale and engagement, and leadership communication.

This white paper features the steps that Peregrine Global Services took in partnership with Mountain West Credit Union Association Leadership Institute to develop a comprehensive and blended approach to learning and development. You will find how with the use of leading-edge learning technologies, it is possible to remove barriers related to online training and the assessment of employee growth and performance.

In this white paper, you will learn how Peregrine Global Services utilized digital technologies to develop and deliver a blended training program.

**1. Discovering skills gaps and understanding tendencies**

**2. Utilizing online modules to learn foundational knowledge**

**3. Delivering virtual and in-person workshops to facilitate application**

**4. Mentoring, a critical component of the overall program**



## Discovering skills gaps and understanding tendencies

*To begin the training program, Peregrine Global Services provided the Credit Union Leadership Institute participants with a 360-degree assessment.*

The assessment measures each participant's relative soft skills related to leadership and is based on the feedback of supervisors, peers, subordinates, mentors, and clients. Soft skills refer to personal qualities, such as dependability, conflict resolution, and problem-solving, that each person has and exhibits within and outside the workplace.

360-degree assessments have been around for over 30 years, but the quality and objectivity of information collected is often criticized due to bias and subjectivity. However, the purpose of many training programs today is to cultivate soft skills, and therefore, these skills need to be measured. Measuring these skills gives employers a baseline for developing plans and addressing training challenges. Furthermore, assessment creates a culture of feedback and encourages participants to understand their relative strengths and growth areas.

To address the limitations of many 360-degree evaluations, Peregrine Global Services utilized EvaluSkills:Workplace Skills Assessment. Unlike other evaluations, each soft skill is tied to a behavior-based rubric that provides examples of behaviors that align with a 1-5 Likert scale rating. The design of the rubrics forces the evaluator to focus on the observed behavior instead of the person. This process increases the objectivity of the assessment and reduces bias.

In addition to the EvaluSkills assessment, the training program participants also completed the Myers-Briggs Type Indicator assessment. The evaluation reveals individual tendencies and preferences that impact the way they work with others. Learning from EvaluSkills and Myers-Briggs were utilized to individualize each participant's coaching session and set forth an action plan for personal growth.

At the end of the training program, the EvaluSkills assessment was repeated to be compared. Annually, the comparison of assessment results shows that participants improved in at least some of the areas identified through the initial assessment process.

**EvaluSkills is a 360-degree evaluation process that collects feedback from supervisors, peers, subordinates, mentors, and clients.**

**Figure 1 shows the scores for the soft skill, emotional control.**

In this example, the participant rated themselves as 4.00, but those who evaluated the participant rated them as a 3.60. The results show that the participant may have a blind spot concerning their ability to exhibit emotional control. Additionally, the comparison to the group average of 3.68 indicates that this individual's behavior aligns with their peer's scores.



Figure 1 - EvaluSkills Participant Report

## Utilizing online modules to learn foundational knowledge



To set up participants for success and meet the logistical needs of the Credit Union Leadership Institute, Peregrine Global Services provided participants with self-guided, online modules that provided foundational knowledge in leadership competencies.

Leading Edge Learning Modules offer organizations a portfolio of eLearning resources that can be mixed & matched to meet specific needs and goals. During the training program, the Credit Union Leadership Institute participants completed four leadership focused modules between in-person and virtual workshops.

The modules provided participants with the flexibility needed to develop knowledge at their own pace. By providing this information before workshops, participant confidence in the competencies of leadership was raised, and facilitators saw an increase in participation as individuals reflected on the lessons they had learned. Finally, the individual completion of modules allowed the facilitator to focus less on introductory or foundational content and spend more time in exercises focused on application of concepts.

Participants reported that this learning model was enjoyable as the modules included a variety of multimedia to keep them engaged, such as audio clips, video, activities, and quizzes.

See Figure 2 for a view into one of the modules.

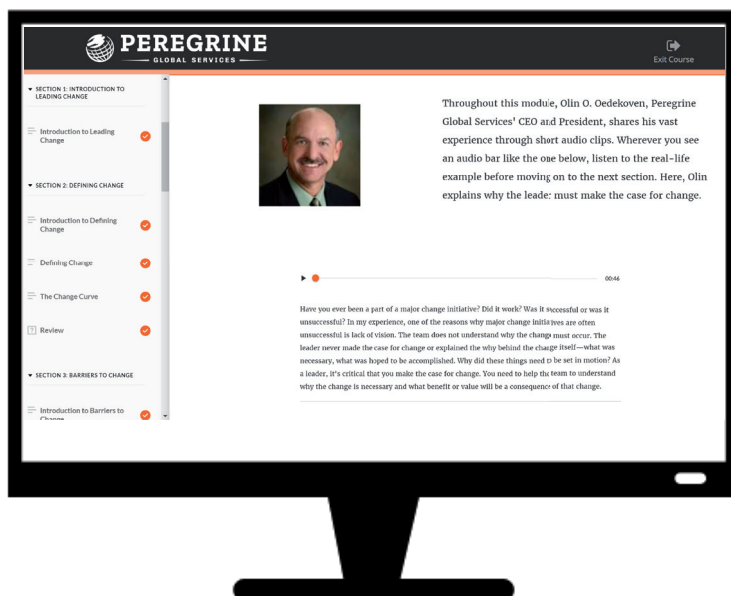


Figure 2 - Leading Change Module

## Modules used during this training program included Leading Teams, Leadership Communications, Managing Conflict, and Leading Change.

**Leading Teams** includes instruction on team planning, building the team, leading the team, conducting team meetings, team problem-solving, and developing trust within teams.

**Leadership Communications** provides instruction on giving and receiving feedback, communication modes, active listening, presentation skills, and effective leadership communications.

**Managing Conflict** includes instruction on defining conflict, conflict management principles, what to do when conflict happens, barriers to conflict resolution, dealing with high maintenance relationships, and rules for conflict resolution.

**Leading Change** gives instruction on defining change, barriers to change, change survival tips, inspiring the team, and leading change initiatives.

## Delivering virtual and in-person workshops to facilitate application

*Throughout the training program, the participants came together four times to participate in virtual and in-person workshops.*

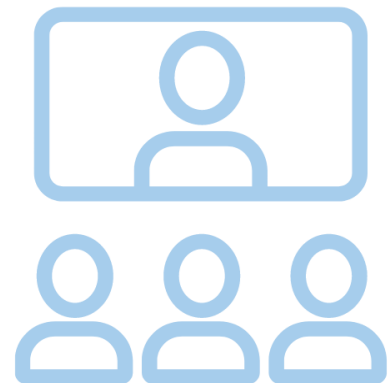


Workshops concentrated on the application related to specific areas of leadership development.

Through delivering this blended training model, Peregrine Global Services has learned that workshops are most effective when participants can attend at least the first of the four workshops in person. Attending in person allows the cohort to build relationships and gain a level of comfort. Also, the final workshop is best in person as the cumulation of learning and sharing.

Other tips in designing and delivering a blended experience is to give more time in small group discussions with virtual workshops. It takes a bit longer for people to open up and share their ideas virtually than in person. Making virtual break times into side conversations by putting people into small groups during breaks also helped to engage them in sharing. Creating the environment where participants had the opportunity to get to know one another, share experiences and ideas and build relationships was very intentional in the virtual workshops. This proved effective for participants learning from one another.

- ① Leadership Foundations
- ② Coaching & Mentoring
- ③ Leadership Essentials
- ④ Leadership Character



### Tip for virtual workshops:

Use virtual break out rooms for small group discussions.



## Workshops

Virtual and in-person workshops covered the following areas:



### 02

#### Coaching & Mentoring

Coaching & Mentoring provided an understanding of what coaching and mentoring are and how to apply these skills to improve employee performance today and grow the next generation of leaders for tomorrow. Participants learned about workplace culture, applying the appropriate leadership approach, the power of diversity, and mentoring.



### 04

#### Leadership Character

The Leadership Character workshop developed the techniques to become a leader of character and lead teams and organizations more effectively. Participants learned to identify and exemplify leadership characteristics and traits, demonstrate commitment, work collaboratively, and create a sustainable leadership development plan.

### 01

#### Leadership Foundations

The Leadership Foundations workshop established a foundation of knowledge related to leadership communications, styles, values/attributes, and conduct to strengthen leadership effectiveness in the workplace. Specifically, participants developed their leadership brand and leadership definition, learned the difference between a good leader and a bad leader, the difference between leadership and management, various leadership styles, and developed a leadership development action plan.



### 03

#### Leadership Essentials

The Leadership Essentials participants discussed and learned how to apply several leadership skills for better team and individual performance management in the workplace. These skills included applying mission, vision, and values to decision making, emotional intelligence, performance management, and conflict management.



## Mentoring, a critical component of the overall program

Mentoring is one of the most critical components of building a comprehensive training program. When a 360-degree evaluation is paired with mentoring, it serves as an invaluable tool in a persons' professional development. Research has shown that 94% of individuals who receive mentoring and set forth a viable action plan found greater value (DecisionWise, 2009).

As part of the training program, Peregrine Global Services provided each participant with a one-on-one mentoring session. The sessions were a vital part of digging into leadership goals individually and further formulating a plan for future development.



All of the mentoring was conducted virtually. The sessions consisted of reviewing the EvaluSkills and MBTI® and workshop notes from the first two workshops to refine the leadership development action plan.

The beginning of the mentoring is spent understanding the participant and the dynamics of their work environment and understanding any challenges they may be experiencing. The second step is to review the 360-degree evaluation and go over each of the strengths and weaknesses and determine any blind spots the EvaluSkills report revealed. Then a plan for sustaining their strengths and mitigating weaknesses is created. The participant can mentally process the results and reflect on their behaviors. For the MBTI, the mentor and participant discuss the results and how to leverage their natural tendencies to maximize leadership effectiveness and better work with others.

Finally, as part of the mentorship process, the mentor and participant discuss leadership initiatives, issues, or questions they are experiencing. The mentor listens closely to discern a point of needed leadership growth, a leadership principle to apply, a self-talk issue, or other obstacles that may be holding them back.

Participants report that the mentorship meetings are invaluable. Some expressed that it was the first time anyone had ever sat down and focused on them and their leadership development extensively.



Participants reported that the mentoring session was the first time anyone had focused on them and their leadership development extensively.



# THANK YOU FOR READING

Peregrine Global Services provides you with a consultative approach when creating solutions. To learn more about how you can be a thought-partner and develop a customized and solution driven training program for your organization, contact us at [Info@PeregrineGlobal.com](mailto:Info@PeregrineGlobal.com).

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