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DuALPlus

European Regional Development Fund



# FIT FOR THE FUTURE: IMPROVING DUAL TRAINING

## ● WORK PACKAGE

T2 - Innovation and quality of dual training

## ● DELIVERABLE

D2.4.1 Training programs reports

## ● AUTHOR

Hannelore Schwabl - lvh

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# CONTENT

<b>1 SUMMARY</b>	<b>3</b>
<b>2 INITIAL SITUATION</b>	<b>4</b>
<b>3 GOALS FIT FOR THE FUTURE</b>	<b>4</b>
<b>4 DESCRIPTION OF THE DEVELOPED PROGRAM</b>	<b>5</b>
4.1 BUILDING BLOCKS FIT FOR THE FUTURE .....	5
4.1.1 INFORMATION EVENTS FIT FOR THE FUTURE	6
4.1.2 KICK-OFF FUTURE FIT	6
4.1.3 TEACHERS AND TRAINERS AMONG THEMSELVES	6
4.1.4 APPRENTICES AMONG THEMSELVES	6
4.1.5 WITH EACH OTHER	7
4.1.6 FIRESIDE CHATS	7
4.1.7 MENTAL TRAINING AND COACHING	7
4.1.8 KICK OUT	7
4.2 METHODS .....	8
<b>5 IMPLEMENTATION</b>	<b>9</b>
<b>6 EVALUATION</b>	<b>9</b>
6.1 COVID CRISIS .....	9

# 1 SUMMARY

## INTRODUCTION

The focus of the DuALPlus project is to promote and further improve dual training in the Alpine regions.

First, the project will improve guidance on the right career choice for young people and increase public recognition of dual education as a valuable learning path.

Second, it will promote innovation and quality in dual education.

As a third focus, the results of the project will improve the framework conditions for innovation by raising the horizontal and vertical permeability of the dual education system.

A survey was designed on the topic of "career guidance and recognition". One result of the surveys of young people and trainers at the beginning of the project was that prestige and social recognition for the dual training program are quite low. In addition, young people have increasingly high expectations of their future employers and companies are looking for fitter apprentices. These problems can be counteracted by improving dual training. On the topic of "Innovation and quality in dual training". The project aims to develop a multilingual handbook on innovative methods in dual training and is divided into five intermediate steps. The first step is the establishment of a "community of practice" learning group, followed by qualitative and quantitative surveys on the needs of SMEs to optimize dual training.

Further, suggestions for the training of company tutors will be collected and possibly a training program for trainers in cooperation with SMEs will be introduced.

The final stage is the development of a field report on training of company trainers.

All the knowledge accumulated in the different stages is used in the development of the multilingual manual.

An important goal of this project is the development and improvement of training programs. Here, the project partners are asked to improve their own training programs for trainers and/or introduce new ones. This is done in cooperation with SMEs and trainers.

Lvh has developed the concept "Fit for the Future" on this topic, a workshop together with trainers and apprentices.

The focus is on getting to know each other and clarifying open organizational questions.

Together, trainers and trainees look at what is necessary to positively influence the training path, to master challenges and to take advantage of opportunities. In addition, all participants experience a sense of cohesion and mutual trust. The participants also learn about the use and importance of mental training and coaching.

## EXPERT INVOLVED

### **Valentin Piffrader**

MentalTraining . TeamDevelopment . Incentives  
valentin@piffrader.com - piffrader.com

### **Vera Nicolussi-Leck**

Conflict Management, Systemic Organizational  
Development  
info@veranicolussileck.com - veranicolussileck.com

### **Ingrid Daprà**

Council of masters  
meisterbund@handelskammer.bz.it  
www.handelskammer.bz.it/de/dienstleistungen/hand  
elsregister/suedtiroler-meisterbund

## 2 INITIAL SITUATION

Companies are increasingly looking for fit apprentices and apprentices are looking for recognized companies in which they can get to know and love their future profession.

But it is not always self-evident that these needs are also satisfied on both sides.

lvh.apa as a trade association for crafts and service providers represents the interests of this industry and strengthens them. As an interest group, lvh, together with its members, fights at all levels for acceptable framework conditions for the economy. Another important task of the lvh is to inform, advise and support its members on an ongoing basis

lvh repeatedly receives feedback from its members that the training of apprentices does not run smoothly and has therefore set itself the goal of offering support to both the entrepreneur and the apprentice. Since no program in this direction is offered in South Tyrol, lvh has developed the concept "Zukunftsfit" together with two experienced trainers, where they support apprentices, entrepreneurs, and trainers on the common path.

The freelance outdoor and mental trainer Valentin Piffraeder has been working with the lvh for many years, primarily preparing apprentices for the world championships of the trades. His ability to weld young people into a team, to inspire them and motivate them to train together for a goal have helped the

South Tyrolean young craftsmen to achieve many top performances and awards.

The trainer for conflict management and systemic organizational development Vera Nicolussi-Leck accompanies and supports people and organizations competently and effectively in conflict resolution and development of future strategies.

Unfortunately, the program could not be implemented within the project timeframe, but it is planned to launch the "Zukunftsfit" workshops in the fall of 2021.

Contents are getting to know leadership and learning techniques, strategies for solving conflicts and mutual resources. These skills, coupled with reflection on one's own actions, contribute to strengthening social skills and support personal development. Through increased performance, communication, and team skills, as well as appreciative mutual interaction, the culture of the entire company changes in the long term.

Dissatisfaction, conflicts, and apprenticeship terminations automatically decrease. In turn, the motivation, quality, and willingness to perform of trainers and apprentices improve. The apprentices' loyalty to the company also increases.

At the same time, the attractiveness of the dual education system for crafts and trades in the Alpine region is strengthened and the networking of business, education and science can be experienced and felt.

## 3 GOALS FIT FOR THE FUTURE

The participants

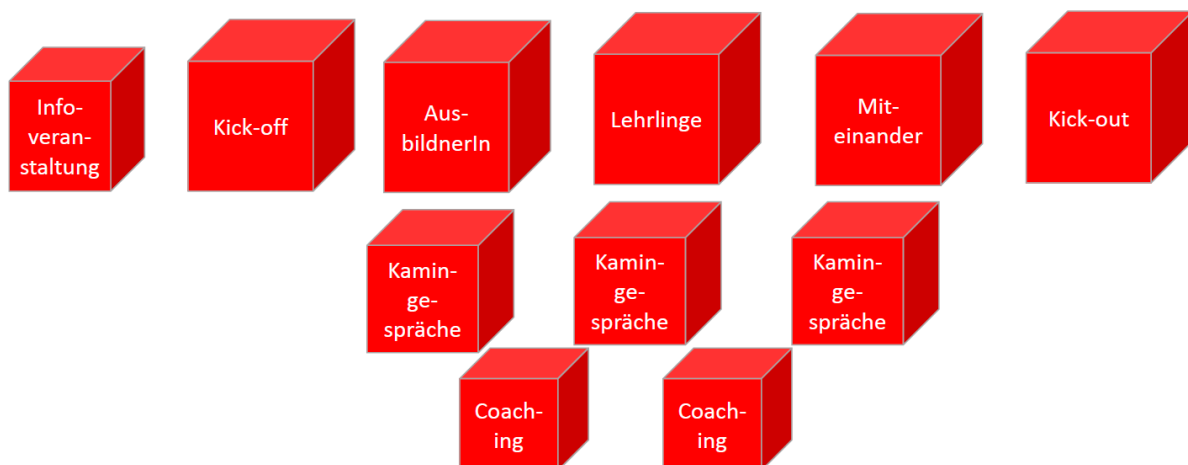
- Recognize that learning is a form of interaction in which everyone acquires new knowledge and skills through shared and mutual exchange.
- Understand that everyone is equally involved in the learning process and thus share responsibility for it.
- get to know and apply schemes, models and techniques from leadership science and learning research
- develop personally, strengthen their social and problem-solving skills
- learn that new knowledge comes from teaching
- understand business interrelationships and contribute their strengths to the team

- learn to accept and give feedback, are active
- can move on any parquet and become a figurehead for the company
- permanently change the culture of the entire company.
- bring a positive spirit to the company

- and curious
- are characterized by an appreciative and apprentice-friendly corporate culture
- build a nourishing network
- Have a clear picture on the topic of onboarding and training plan

## 4 DESCRIPTION OF THE DEVELOPED PROGRAM

### 4.1 BUILDING BLOCKS FIT FOR THE FUTURE



The contents of the individual modules are described in detail below.

#### 4.1.1 INFORMATION EVENTS FIT FOR THE FUTURE

The information events will take place in the districts of Silandro, Bolzano, Bressanone and Brunico. Here the project will be presented for the first time. All interested parties will have the opportunity to ask questions, make suggestions and, of course, register

#### 4.1.2 KICK-OFF FUTURE FIT

The Kick-Off is the kick-off event for the additional qualification "Zukunftsfit" for teachers, trainers and apprentices.

On this day, the focus is on getting to know each other and clarifying organizational questions that are still open.

Together, apprentices, trainers and apprentices look at what is necessary to have a positive influence on the training path, to master challenges and to take advantage of opportunities. In addition, all participants experience the first contents of "Zukunftsfit".

Duration: 1 day

#### 4.1.3 TEACHERS AND TRAINERS AMONG THEMSELVES

A clearly structured training program creates a framework, provides security and orientation, and thus makes it possible to take responsibility for a common, profitable learning path.

What does "leading with a sense of purpose and a view of the big picture" mean? How do I recognize and use resources and strengths? Where are my own resources and strengths?

How do I deal with feedback or mistakes? How do I support my apprentice professionally and socially? How do we manage to work together in an appreciative manner?

We answer these and similar questions together in the modules.

Participants:

- have a clear idea about the onboarding phase and the training plan
- can create the framework for a suitable learning environment in the company

immediately for the additional qualification "Zukunftsfit".

The moderation of these 30 minutes gives a first insight into the working methods of the trainers and the effect of the additional qualification.

Duration: 4 x 30 min.

- reflect on their attitude as a leader
- recognize their own personality structure
- Use their role in relation to the organization and its environments in a situationally aware manner
- get to know and apply schemes, models and techniques from leadership science and learning research
- Know their own resources, strengths and weaknesses
- know their self-image and the image of others
- train their communication skills
- experience themselves as self-effective
- learning through teaching
- know how to get an impression of the apprentices' skills and competencies
- can give and take feedback
- identify learning gaps and catch this
- address critical issues constructively
- recognize conflicts in time and have the competence to solve them
- Know how to support their apprentices on their learning journey
- use techniques for deceleration
- Learn ways to change behavior
- Know the dynamics and the prerequisite for team performance
- recognize the value of team development
- can design an appreciative exit

Duration: 2 x 2 days

#### 4.1.4 APPRENTICES AMONG THEMSELVES

These two modules create a learning environment for young people that enables them to develop. They get to know their skills and talents better and know how they can best use them on their training path and in the company.

Participants:

- reflect on their attitude as apprentices and towards the company
- recognize their own personality structure
- know what shapes their behavior
- Use their role in relation to the organization and its environments in a situationally aware manner
- Know their own resources, strengths and weaknesses
- know their self-image and the image of others
- train their communication skills
- experience themselves as self-effective
- learning through teaching
- know the dynamics of teams
- get to know and apply schemes, models and techniques from learning research
- know how to get an impression of their own skills and competencies
- can give and take feedback
- recognize learning gaps and address them actively and independently
- address critical issues constructively
- Know how to get support on their learning journey
- use techniques for deceleration
- Learn ways to change behavior
- Recognize the value and importance of time management

Duration: 2 x 2 days

#### 4.1.5 WITH EACH OTHER

Together, the contents learned are now deepened, applied, reflected upon, and checked for their transfer effectiveness into everyday life.

Participants:

- Recognize and reflect together on their values, attitudes, and beliefs
- experience their own team building process coupled with theoretical background knowledge and reflection
- clarify their role and role expectations
- discover their responsibility for the success of the learning process and the company
- train their communication skills
- practice the constructive and solution-oriented handling of conflicts

- recognize the value of trust and joy in everyday activities
- plan the transfer together

Duration: 2 days

#### 4.1.6 FIRESIDE CHATS

The two-day modules are rounded off by fireside chats on current and future topics (such as innovation, digitalization, sensible occupational safety). A cozy get-together with exchange, networking, making new plans, bring the evenings to a close.

Duration: two-hour evening event including dinner

#### 4.1.7 MENTAL TRAINING AND COACHING

Supportively, all participants take advantage of individual mental training or coaching between modules.

This takes place both in an individual setting and in a team setting (trainer-apprentice).

Questions such as: "How do I affect others, what are my blind spots and unconscious patterns, what expectations are placed on me as a teacher, trainer or apprentice, how do I shape my work, etc." are reflected upon in personal coaching or mental training and thus enable more conscious action. At the same time, techniques for better handling stress and demanding situations are practiced.

Duration: Total of 16 hours per participant, can be planned individually

#### 4.1.8 KICK OUT

A successful project needs a successful conclusion

Together, we draw final transfer loops:

- we exchange first experiences
- collect successes and hurdles,
- consider suitable transfer actions
- give outlook
- plan more meetings at the regulars' table

and let the time together come to an end with a joint dinner.

Duration: 1 day

## 4.2 METHODS

The methods used are appropriate to the respective problem situation and thus all the tools listed are to be seen as possible means of application, i.e., flexible in their situational application.

A theoretical background is provided by the model of strategic, generic problem solving (Watzlawick, Bateson, etc.), which states that only through joint clarification of the current situation can feasible solutions be developed and implemented that are supported by all participants. Further methods come from communication science, systemic consulting and the type of theory of the enneagram.

Borrowing from Positive Leadership theory, we assume that everyone has a valuable wealth of basic knowledge, and with this methodology we can ensure maximum customization of workshop experiences, which, together with concrete experimental results, leads to maximum learning (with head, heart and hand).

The additional teaching method used is the so-called "action learning".

In contrast to a typical trainer approach, where the participants sit opposite the trainer who describes the golden rules of a particular topic, the participants experience new experiences in concrete action. The experiences and the sense of achievement are then reflected on together with the trainer and checked for their transfer effectiveness. In this way, they are sustainably transferred into everyday work. The format is interactive and highly participative.

Creative techniques, outdoor methods and techniques from mental training expand the design of the individual modules.

Finally, by creating ad hoc implementation plans, the conditions are created under which the participants can systematically and proactively transfer the contents of the individual modules into their everyday work.



# 5 IMPLEMENTATION

The implementation of the "Fit for the Future" package was originally planned for April 2020. Due to the Covid19 pandemic in spring 2020, the implementation was postponed to September 2020. Due to the new lockdown caused by Covid19 in winter 2020, this date became impossible again and the implementation for 2020 was cancelled. We are going to try to organize it in September 2021, even though the date is not anymore in the project-time. Instead, the focus of the task will be on the "digital apprenticeship folder".

# 6 EVALUATION

## 6.1 COVID CRISIS

The program could not be implemented due to the current COVID-19 pandemic. "Zukunftsfite" was advertised two times (spring and fall 2020) but had to be cancelled each time because physical meetings were not possible.

However, for the chosen workshop type for the project "Zukunftsfite" a physical presence is indispensable for various reasons.

Online-workshops complicate and minimize interaction with each other. The inability of apprentices and their supervisors to exchange information is a particular hurdle for the modules "Trainers", "Apprentice", "Together" and "Kickout".

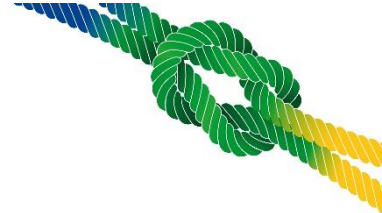
In addition, the informal exchange among the participants, which normally takes place in the times between the individual modules, is missing. Thus, the breaks are held at home and not on site, and hardly allow for casual conversations in between.

The same results are also not achieved with fireside chats online, since in an online event the talks have to be led by one person and thus no natural exchange can take place among the participants.

Mental coaching and training cannot be done online because the coaches cannot see the facial expressions and gestures of the participants in relation to certain questions and thus cannot interpret and coach them.

In addition, a poor Internet connection or lack of technical equipment, such as no camera, can frustrate participants and be disruptive to the entire group. This negatively influences the desired results.

All the above reasons would worsen the course and results of the "Zukunftsfite" project. Due to this, an attempt will be made to postpone the implementation of "Zukunftsfite" to September 2021. Unfortunately, this schedule is no longer within the project phase



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