

# ITP



# LINK

## The Newsletter for Members of the Institute of Training Professionals

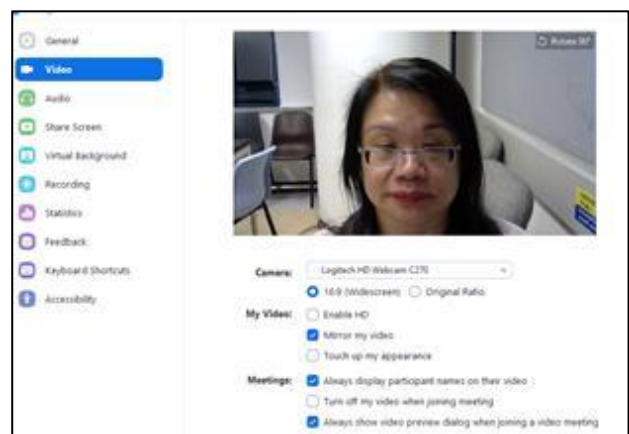
### Learning Should Go On

By Dr Eleanor Cheung, FITP

Coronavirus has drastically changed not only our social life but also our learning pattern. The restriction of face-to-face learning in schools has left on-line learning the only option to enhance learning. However reluctant, both trainers and learners have to learn and adopt on-line teaching and learning mode and to learn it fast. Tough time is inevitable when both learners and trainers have to face difficult times in familiarizing themselves with online learning technologies whether it is Zoom or Teams.

Besides coping with technology, enhancing engagement of learners via online platform can be another real challenge. Moderating learning materials to provide interaction is prominent.

Surprisingly, there has been active response and better participation from learners when compare with physical class. One is not sure when the coronavirus will subside, but one can be sure that learning should go on, seamlessly and continuously.



Snapshot of author at online learning

## 遙距教學

By Pius Lam, MITP

新冠肺炎疫情全面擴散，令人與人之間倍感疏離，對培訓業界來說，乍暖還寒，猶如投下一顆偌大的震撼彈，帶來不少衝擊與改變。

遙距教學實非新鮮事，唯一直未能普及，直至疫情期間，相關教學軟件可謂大行其道，如網上直播軟件：「Zoom」。由於環境所限，員工對普遍網上直播軟件的接受程度大為提升，除了不受時間、地點、人數所限，還能大大提升學習的便利性，令學習零距離，可謂塞翁失馬，焉知非福。

現時不少公司已將 Zoom 應用於會議及教學之中，相信於可預見的將來，待疫情過後，

科技熱潮不會因此而冷卻，網上直播軟件將繼續成為培訓業界的主要培訓工具之一。



課程封面

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## The Positive Side of COVID-19

By Angie Yu, FITP

The outbreak of COVID-19 forced us to work from home (WFH) and kept appropriate social distancing. We suspended all training courses immediately. As the pandemic persisted and social distancing regulation prolonged, we did have concern if the course suspension continued. We then decided to resume all customer service coaching first as they are crucial to us, but through webinars by TEAMS, an online meeting platform. Gradually more

and more training courses resumed, but they were shortened to meet the limitation of webinars. However, this is especially valuable to us as we are going to launch our eLearning portal and introduce blended learning mode in September. It will save our time and effort getting colleagues' buy-in by that time. No one likes COVID-19, we hope it will disappear soon, it do have its positive side.

# Getting Ourselves Prepared for Overcoming the Hurdles

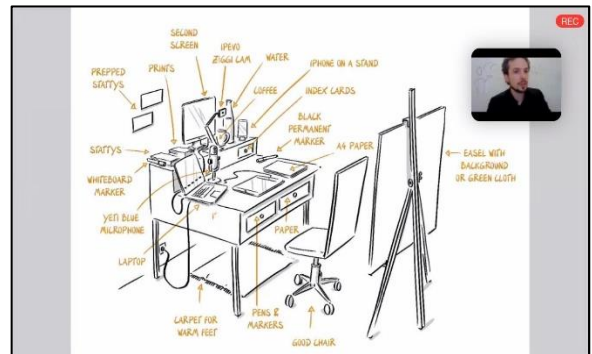
By Don Chan, MITP

Due to the outbreak of Covid-19, corporations and organisations have regulated the face-to-face class delivery severely. Trainers have gradually shifted to delivering via the online tools. No matter it is solely driven by the pandemics or tapping into the wave of digital transformation. We can get much prepared in advance:

1. Online tools — to familiarise with some of the prevailing online tools such as Zoom, Teams, Webex, GoToWebinar... plus other collaboration tools such as Mira, Mural, Facebook Workplace
2. Emotional healthiness — to take care of the employees' emotion which is probably stretching for months, due to the societal unrest, pandemics threat, the technology disruption...
3. 'Stay Hungry, Stay Foolish' — the motto by Steve Jobs can always work well. With the availability of virtual classes, trainers can learn and thus add values to the classes and profile as well. I have attended one called 'Visual at Work Bootcamp' in June for 10 consecutive days. Here are some of the interesting learning points:



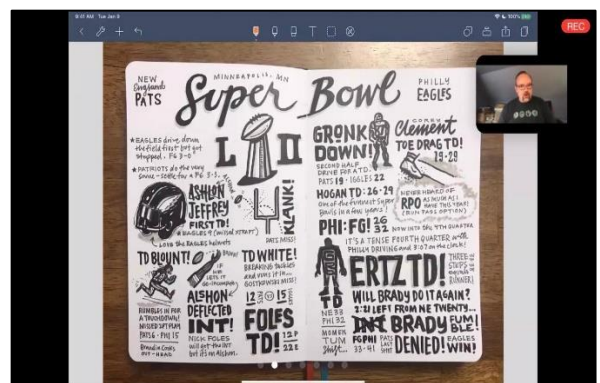
Graphical illustration/ metaphor for online facilitation by Tim Hamons



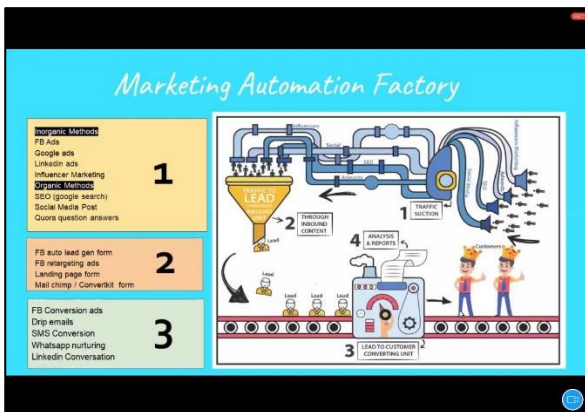
The physical setting to host the virtual session by Holger Nils Pohl



The practical step to draw graphics by Willemien Brand



Sketching tips for note taking by Mike Rohde



Social marketing illustrated by visual graphics

‘Keep Learning’ would be definitely the critical habit of the trainers nowadays. Apart from the virtual events, I would recommend multiple platforms as our learning partners, such as Coursera, edX, Udemy.

In conclusion, Covid-19 is definitely one of the hardships in the current Century. After settling our emotion, we should get ourselves prepared to overcome the hurdles, as well as demonstrating the proactive and positive actions to influence our colleagues. Let’s work together to gain the momentum and energy.

## Strategic Role of Human Resource Development in Organizational Crisis Management

By Dr Aaron Chiang, FITP

I was invited to speak at the annual symposium organized jointly by Hong Kong Baptist University and the Chartered Institute of Personnel Development this May on the above subject. Below is the extract of my presentation which reveals that training and development plays a pivotal, strategic role in managing organizational crisis, which is vividly demonstrated in the ‘double whammy’ situation in Hong Kong – social movement since June 2019 and Covid-19 pandemic from Jan this year.

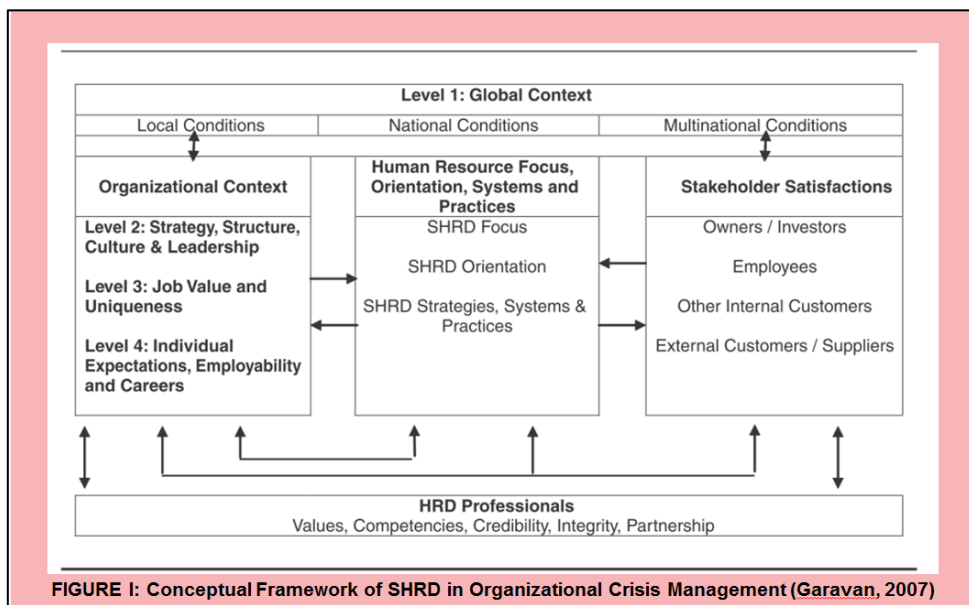
A literature review of the above from the open source was conducted and highlights of the following article that are found most relevant to the subject are summarized below.

Title: **Exploring the Strategic Role of Human Resource Development (“SHRD”) in Organizational Crisis Management**

Source: Jia WANG, Texas A&M University; Holly M. HUTCHINS, University of Houston; Thomas N. GARAVAN, University of Limerick (Human Resource Development Review Vol. 8, No. 1 March 2009, 22-53)

Highlights:

1. SHRD can make the following contributions to crisis management:
  - provides organizations with operational capabilities to manage crises;
  - enables organizations to accumulate wisdom by “learning together from an event to prevent, less the severity of, or improve on responses to future crises”;
  - represents an important set of interventions that facilitate both collective and individual learning;
  - helps induce practices and behaviors that are likely to improve crisis responses.
  
2. Thomas N. Garavan developed the Model of SHRD in Organizational Crisis Management. The framework of its concept is shown in the diagram hereunder.



The article reveals that the arrangement of suitable training and development programs for different levels of staff in an organization to prepare them for the occurrence of organizational crisis is of utmost important in order for appropriate and timely actions be carried out to ride over the crisis. This is particularly the case for senior management staff who should be well equipped with the capabilities to manage crisis situation properly and swiftly or else it will have very far-reaching implications to the sustainability of an organization.

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