1A: Understanding Your Employer's Perspective

How to Gain Employer Support for Your Professional Development | Presentation 1A of 3



What You'll Learn

1

Why Employers Fund Development

Organizational benefits vs. personal ones

2

Common Reasons for Rejection

Anticipate why requests get turned down

3

Who Influences Approval

Identify key roles and what each person cares about

4

Find an Internal Coach

Enlist someone who knows how decisions are really made

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1.1

Why Employers Invest — and Why They Say No

Before committing funds, someone has to believe the training is worth both the money and the time away from your duties.

What Employers Gain

Organizations fund development when it **strengthens the organization**, not just the individual.

Performance

Stronger planning, fewer repeat failures

Lower Risk

Current codes, fewer costly mistakes

Retention

Capable people stay where they can grow

Succession

People ready to step into key roles

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Lead With the Organization's Benefit

Your goals are valid — but they are rarely the reason an employer pays.

Career-Focused ❌

"This course will help me grow and move toward management."

Organization-Focused ✅

"This course covers the maintenance record gaps from our last accreditation survey."

Same course — but only the second answers a problem your manager already owns. A perk is easy to cut; an investment is hard to dismiss.

Five Reasons Requests Get Turned Down

1. **Cost**
   Tuition competes with every other budget need
2. **Time Away**
   Someone has to cover your responsibilities
3. **Unclear Benefit**
   Link to the department isn't visible
4. **Fear You'll Leave**
   New skills may help you move on
5. **Budget Timing**
   Funds already spent or not yet set

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1.2

Who Influences the Decision

A training request rarely depends on one person's judgment. Several people take part, each viewing the request from a different angle.

1.2

Four Roles in Every Decision

A strong request answers the concerns of **all four roles**.

Role	Who usually holds it	What they care about most
The person who controls the budget	A department head, facilities director or operations manager	Whether this is the best use of limited funds right now
The reviewers	Human resources, procurement, or training and education staff	Whether the request follows policy, the provider is appropriate and the paperwork is complete
You, the participant	The person who will complete the training and apply it on the job	Whether you can manage the added workload and the department will see results
Your internal advocate	A trusted colleague who supports the request and helps move it forward	Whether you are well prepared, since their credibility is tied to yours

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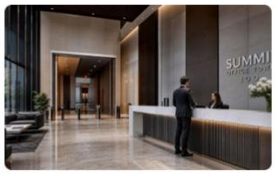
Map the Roles Where You Work



Office Building

Property manager holds budget; owner's HR reviews; chief engineer shows coverage



Hospital

Facilities director holds budget; education department reviews; senior engineer advocates

Write a name for each role. Look for one person in two roles, or a role left empty.



1.3

Finding a Coach Inside Your Organization

A coach is someone inside your organization who **wants your request to succeed** and knows how decisions are really made. Much of what decides a request is never written down.

Where to Find a Coach

A suitable coach is often closer than you might expect.

- **Mentor or Former Supervisor**
  Someone who knows your work
- **Respected Peer**
  Many years in the organization
- **Approved Colleague**
  Someone whose own request was approved
- **HR or PD Staff**
  They see many requests — trusted and well informed

What to Ask Your Coach

Focused questions reveal the **unwritten rules**.

Priorities
What are management's top priorities this year?

Budget Cycle
When does it begin, and when are funds committed?

Decision Makers
Who really signs off, and who influences that person?

Past Approvals
What has been approved before, and why?

Later, a coach helps you test your case, rehearse, and may know colleagues with similar needs.

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Key Takeaways

Lead With Org Benefits

Present personal growth as an added result

Expect 5 Objections

Anticipate them before you ask

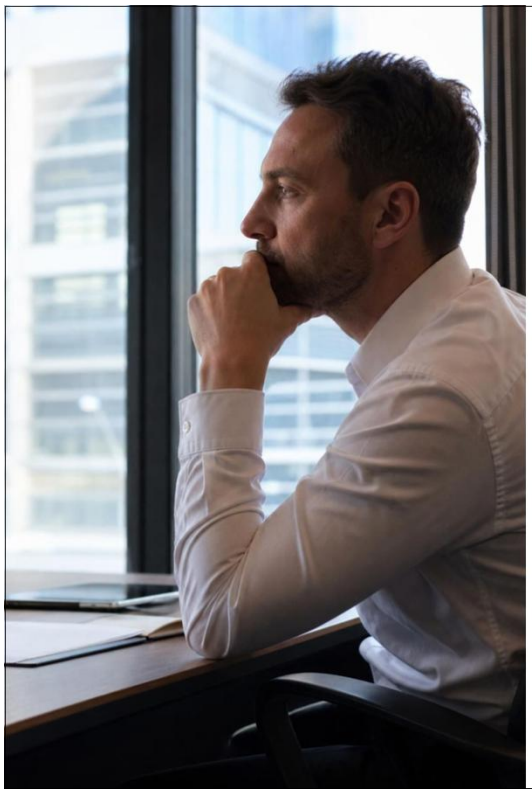
Know the 4 Roles

Understand what each person cares about

Find a Coach

Someone who explains how decisions are really made





Reflection Question

> Who in your organization plays each of the four roles, and what does each one care about?

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WHAT'S NEXT

Presentation 1B: Building Your Business Case

Presentation 1B shows how to turn this understanding into a concise business case.



Presentation 1B

Building Your Professional Development Business Case



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Who Decides? Approval Map & Coach Finder



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Written Topic 1A

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