

## The Learning & Development Spectrum

	1. Training	2. Development	3. Learning	4. Embedding Performance
<b>Main activities</b>	<ul style="list-style-type: none"> <li>Curriculum of stand-alone training almost exclusively classroom based</li> <li>Mix of technical skills, interpersonal skills and personal development on the curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Combination of different delivery methods including classroom training, e-learning and follow on external coaching</li> <li>Potentially some limited action learning activity</li> </ul>	<ul style="list-style-type: none"> <li>A blended programme of activities comprising training, e-learning, coaching and e-learning with background reading and research</li> <li>Action learning activity</li> <li>Line management coaching and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Integrated activities combining skills development with opportunities to apply new skills and behaviours in the business</li> <li>Integrated coaching, attachments &amp; new projects</li> <li>Development is an integral part of the job not an add-on</li> <li>Clearly aligned to roles of individuals</li> </ul>
<b>Core focus</b>	<ul style="list-style-type: none"> <li>Speed of response to expressed needs Minimise short term costs</li> <li>Use of existing or widely available training solutions</li> <li>Ease of implementation</li> </ul>	<ul style="list-style-type: none"> <li>Recognition of need to meet wider range of learning styles</li> <li>Desire to provide more tailored learning solutions for individual</li> </ul>	<ul style="list-style-type: none"> <li>The desire to develop an individual's full capability</li> </ul>	<ul style="list-style-type: none"> <li>Developing long term business performance through teams and individuals</li> </ul>
<b>Driven by</b>	<ul style="list-style-type: none"> <li>L&amp;D function</li> </ul>	<ul style="list-style-type: none"> <li>Line managers</li> </ul>	<ul style="list-style-type: none"> <li>Individual</li> </ul>	<ul style="list-style-type: none"> <li>Genuine team of individual, line manager and L&amp;D function</li> </ul>

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<b>Role of line managers</b>	<ul style="list-style-type: none"> <li>▪ Identify and nominate people</li> <li>▪ Specify high level needs</li> <li>▪ Free up time to attend courses</li> <li>▪ Provide pre and post course briefing</li> <li>▪ Select topics from a training menu</li> </ul>	<ul style="list-style-type: none"> <li>▪ Set clear development objectives for individuals as part of appraisal process</li> <li>▪ Free up time for development activity</li> <li>▪ Provide pre and post development briefing</li> <li>▪ Provide access to coaching resource and engage with the development activity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with individuals to establish development objectives and review progress subjectively</li> <li>▪ Complete pre and post learning reviews</li> <li>▪ Support with on-the-job coaching</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clarify performance objectives from the business plan and strategy and translate into SMART performance objectives for individuals</li> <li>▪ Provide clear and actionable feedback for team members</li> <li>▪ Contract with them on clear future performance and development objectives to enable achievement</li> <li>▪ Contract with the individual about whole range of development activities with including opportunities for embedding of skills and behaviours within the job</li> </ul>
<b>Role of L&amp;D professionals</b>	<ul style="list-style-type: none"> <li>▪ Perform basic needs analysis</li> <li>▪ Select providers and administer delivery of courses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Perform needs analysis</li> <li>▪ Advise on most appropriate mode of delivery</li> <li>▪ Select providers and administer delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shape the programme working with the individual, line management and providers</li> <li>▪ Act as the main co-ordination point</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide line managers and individuals with tools &amp; resources to shape programmes</li> <li>▪ Provide expert advice on a different approaches</li> <li>▪ Help the organisation to think strategically about what new skills and behaviours are required by the strategy and how to integrate them into the organisation</li> </ul>

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<b>Measuring effectiveness</b>	<ul style="list-style-type: none"> <li>Level one post course questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>Pre and post development conversations will take place</li> </ul>	<ul style="list-style-type: none"> <li>Some basic behavioural changes and effectiveness measures agreed</li> <li>Ad hoc measurement and assessment of progress</li> </ul>	<ul style="list-style-type: none"> <li>Development objectives linked inextricably to business objectives</li> <li>Specific measures agreed and measurement process in place over a 12 month period</li> </ul>
<b>Impact or outcome</b>	<ul style="list-style-type: none"> <li>Almost exclusively driven by the individual participant</li> </ul>	<ul style="list-style-type: none"> <li>Primarily driven by the individual with personal support provided by line managers, colleague and potentially external coach on ad hoc basis</li> </ul>	<ul style="list-style-type: none"> <li>Individual capability is developed and may be transferred into business performance in the short term</li> </ul>	<ul style="list-style-type: none"> <li>The organisation invests in developing performance of individuals and teams</li> <li>Development activity is used to generate business results rather than operating as a disconnected investment and a distraction</li> <li>Capability is translated into business performance</li> </ul>
<b>Key questions to ask</b>	<ul style="list-style-type: none"> <li>Are we delivering the right support in the most effective way?</li> <li>Do you really know how this will drive business performance?</li> <li>Are we responding to a need or a want?</li> </ul>	<ul style="list-style-type: none"> <li>How do the different delivery methods complement each other?</li> <li>How do we ensure that development activity transfers into long term performance gains?</li> </ul>	<ul style="list-style-type: none"> <li>How will enhanced capability be translated into increased performance?</li> <li>How do we get each party to see that each has a key part to play in development?</li> <li>How do we sustain the short-term performance and motivation bounce?</li> </ul>	<ul style="list-style-type: none"> <li>Is our organisation ready to see development in this way?</li> <li>Are our leaders, managers and people aligned and equipped to work together in this way?</li> <li>Does our L&amp;D function have the credibility to work with the business more strategically?</li> </ul>