

A LEARNING AND DEVELOPMENT STRATEGY

Introduction

This new and dynamic approach to learning and development (L&D) emphasises the importance of strategic human resource management (SHRM) with aligning integrated strategies to the overall business strategy.

This contemporary L&D strategy is an organisational strategy that articulates the creative ideas of a workforce to fully release the capabilities, skills and competencies of people, and how these can be enhanced further, to ensure a sustainable, successful business.



Learning 2 train and training 2 learn.

Training and learning the traditional way – NOT!

Scope

An effective organisational L&D strategy based on the principle core values can provide a vision which supports an organisation's work, workforce, workplace and wellbeing in the management of change, enhanced employee engagement, to improved performance and ultimate success.



This is all about self-directed learning.

Learning material created, shared and improved by learners.

The agreed L&D strategy should reflect and reinforce the overall business strategy of an organisation and also be aligned with other important strategies, particularly, for example, people and reward.

The importance of L&D

As well as reflecting and reinforcing the overall business strategy, a contemporary L&D strategy must be aligned with the organisation's cultural strategy, which has been derived from the principle core values. A continually improving L&D strategy will have a life of its own; whereas, a 'once and for all' method is an indicator of an introverted business. However, this approach is based on quantitative and qualitative measures to identify the type of learning best suited to delivering improved performance.

This approach includes a process of continuing developing, implementing and evaluating of the L&D strategy against measurable results. This enables the L&D strategy and the associated programmes and practices to be kept fresh, relevant and up to date.

www Tried and tested

The FLO organisation is best suited to this approach.

Adopting the new way to L&D includes the element of succession planning.

Some useful pointers

- This is a contemporary approach to plan, create and implement an L&D strategy that is fully aligned with business goals and objectives in order to develop people.
- It introduces L&D Champions who achieve greater alignment between business goals, L&D attitudes and improved performance.
- All work is a better process for learning, developing and improving.
- Engaging people in continuing L&D is a means to releasing human capability.
- Learning should be linked to each person's aspirations and key performance needs.
- L&D is more than a personal journey; it affects individuals, teams, groups, and the organisation as a whole, and can potentially change society.
- All learning should be delivered economically, effectively, efficiently and excellently.
- L&D is an investment in the present, with a real return in the future.
- This approach is critical to recruitment and retention.

www L&D Champions

iLearn Champions own the L&D programmes.

Who coaches the mentors? Who mentors the coaches?.

The newest of approaches ever

This approach to L&D proposes some new and dynamic ideas to be implemented in the organisation's business strategy. It utilises user-generated content (UGC) and is fed by learner-generated content (LGC). It encourages all learning material to be produced, shared and augmented by learners themselves. It is captured, managed and shared through the organisation's intra and internet networks and is lodged in the organisation's internal management system.

The content is highly contextualised and always 'bite-sized'; people can learn at pace as they chose the most relevant parts. This approach will create learning communities and allow users to share ideas, questions and answers, and reflect together. Its real value lies in the breadth to which these learning communities own the content, shape and comment on its use, and therefore increase the importance and value to others.

LGC is organic and fluid in nature, but this should not prevent organisations from validating good practice and rewarding excellence in learning. iLearn Champions can upload their own questions and answers, part of being self-regulating, but a bespoke designed app for

learning could be added as a gaming element – with points and badges ‘earn as you learn’.

Building the right learning culture in an organisation encourages all to learn and enables the most knowledgeable to be employed as helpers for others to learn with. The right atmosphere for learning could be achieved quickly if a cooperative attitude is adopted. The use of Yammer and Moodle@organisation would give users a degree of ownership and a sense of belonging to the learning community.



Learning and learning to learn again is not easy.

It's about connecting people with people.

Making the connections

The Follower-Leader Organisation (FLO) will encourage and enable all to learn through work. The workplace and the workforce will create their own learning communities, and much of this will happen away from the eyes of the bosses. The first connection is made at the strategic level and is something to shout it from the rooftops about. It can be launched across the organisation through a campaign to allay fears about learning and would benefit from being called ‘Learn how to learn’.

The second connection is made as bite-sized learning modules are introduced on the organisation’s intranet, and the first is a ‘gizzit’ – the Yorkshire slang for a free go with no strings attached or give it a go.

The third connection is in the individual’s attitude to learning and uses LGC to capture the imagination and allow the user to get lost in the content.

The fourth connection introduces iLearn Champs with the opportunity to use learning video clips to help others learn.

The penultimate connection is a directed approach to develop the FLO to embrace iCoach, uMentor and Captain-Coach-Right Hand-Left Hand.

All other connections will happen automatically as people learn and develop together.

Outcomes

Learning is all about making connections – that’s how we learn from the moment we enter the world – and from the connections relationships develop. This should be encouraged because the shiest of people can become the most knowledgeable. It is all about

connecting people with people, teams with teams, people with technology, people with the business, and a community of iCoach, uMentor.