

Achieving Simplicity from Complexity in Learning Leadership

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Jack Bauer – Key player



Experience

Education

Personal

Military



Life is..

Work is..

Almost sound familiar?!



Complexity The world of learning & development

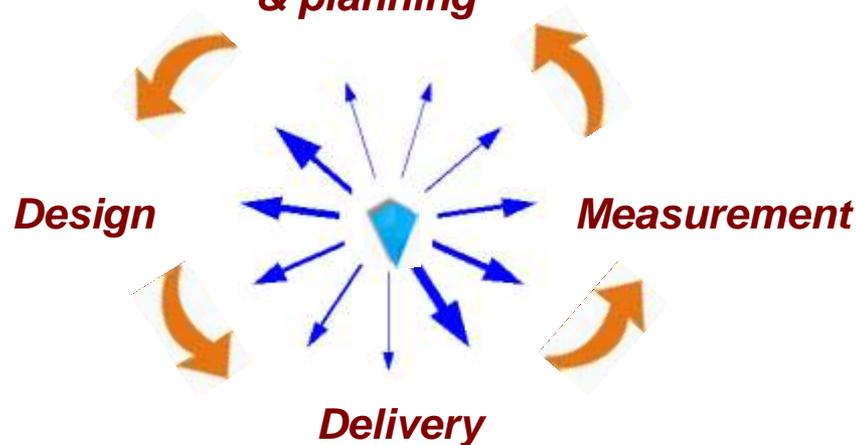
Direction ————— Strategy ————— Leadership



*Performance consultancy
& need analysis*



*Prioritisation
& planning*



Internal

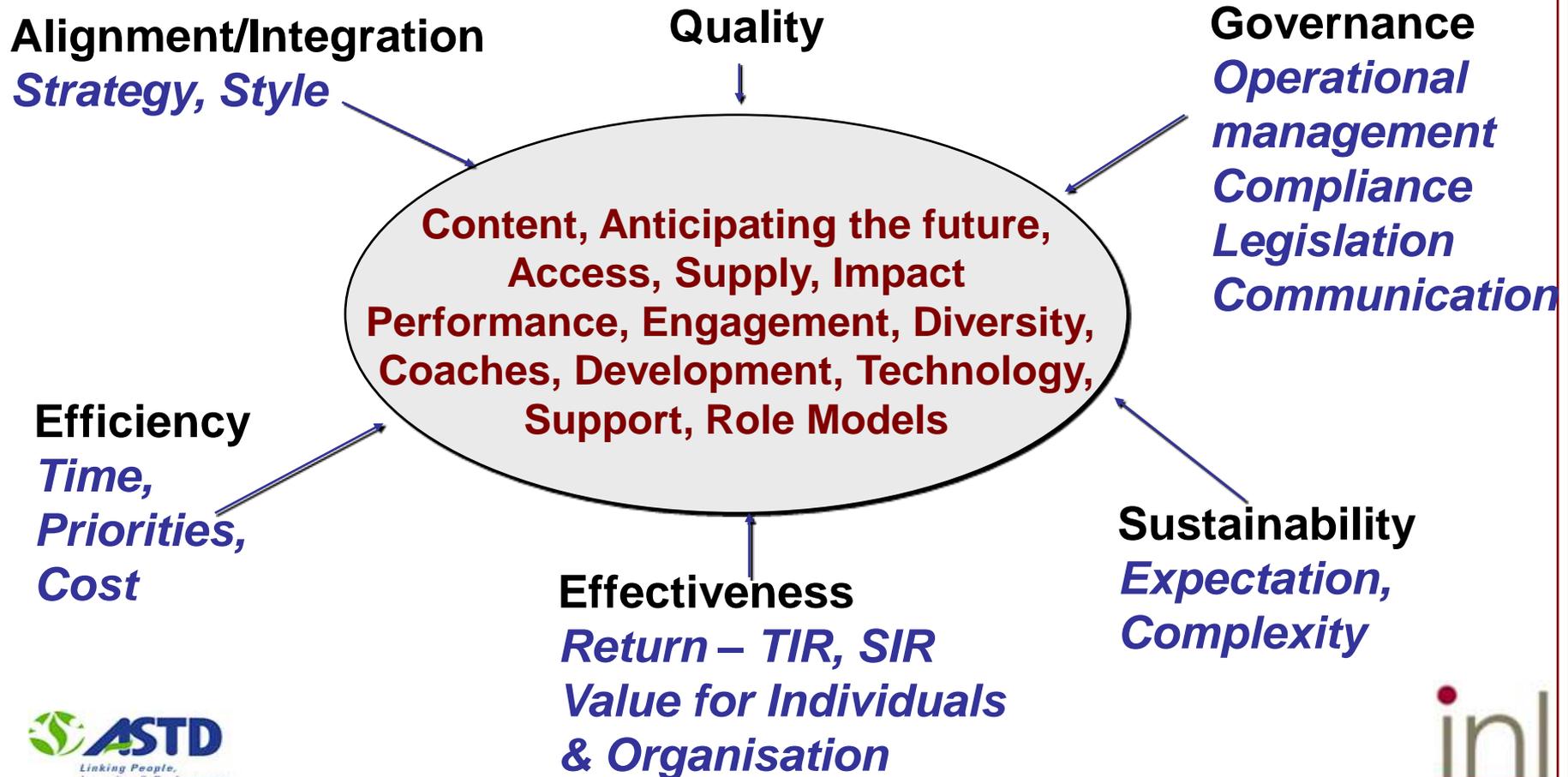
External

'Maximising the value of your investment in learning'



Simplicity from Complexity

Challenges – The field of play – angles of attack



What can be done?

What do CTU have?





Simplicity from Complexity

Learning and Development → The Corporate CTU?



Lessons from 24



Simplicity from Complexity

our agenda

Purpose



Environment



Strategy



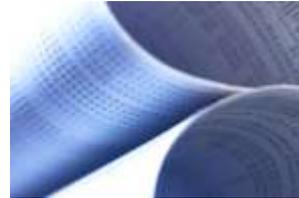
Alignment



People



Data



Operations



Responsibility



Technology



Flexible



Process



PLUS ----- Secret!

Simplicity from Complexity

Sense of purpose

- Leadership
- Management
- Individual performance



Focus

- Performance
- Engagement
- Sustainment
- Reputation
- Capability
- Quality



Politics and Power - Environment & Climate

TRUST

Fairness

Reward

**Simplicity
from
Complexity**

Mindset

Risk of
winning

Fear of
failure



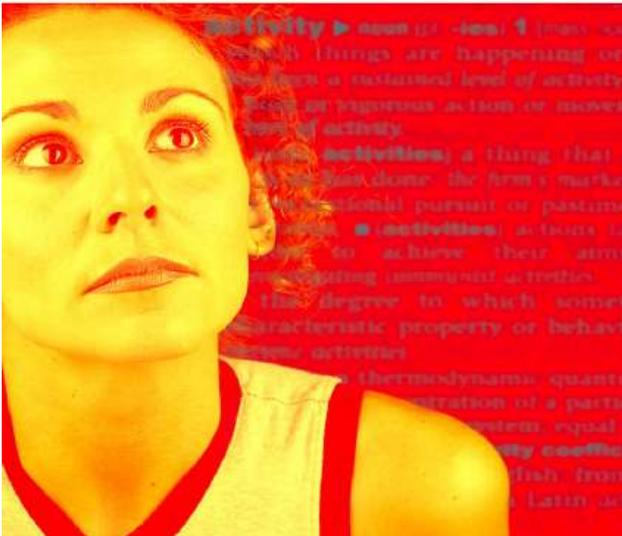
Pattern and alignment

- *Fit*
- *Real access*
- *Real understanding*
- *Clarity of role*
- *Performance imperatives*



Simplicity from Complexity

Principles - Personal responsibility - mindset



The concept of personal responsibility can only be related when everyone is first accountable for their actions, behaviours and relationships to the mission or purpose and not to the agenda of others.

Simplicity from Complexity - Priorities

Categorisation

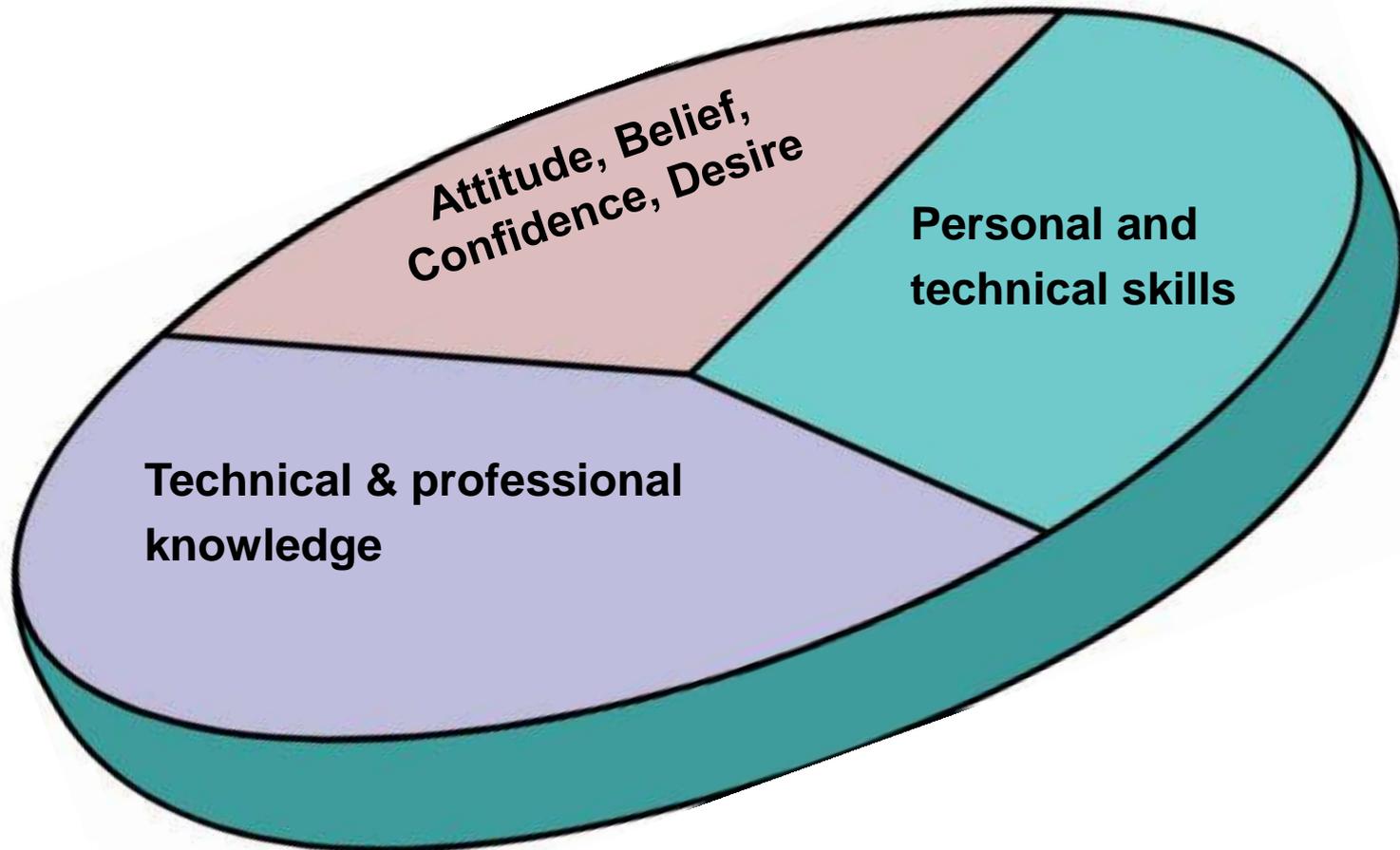
To suit industry and organisation maturity, strategy and objectives/intent

Examples -- ??



Simplicity from Complexity - Priorities

The three components of each of our responsibilities



Simplicity from Complexity

People

- **Capability**
- **Energy**
- **Team**
- **Customer**
- **Stakeholders**



Simplicity from Complexity



Development Framework

What and why?

Development Approach

How?

Development Plans

When and who?

Performance Development Approach



Simplicity from Complexity

Flexible Processes & Innovation

-ve

- Compliance
- Justification
- Personal turf
- Defence



+ve

- Current state awareness
- Benchmarking
- Continuous Improvement
- New horizons

***Seeking differentiation, service levels, productivity,
& performance through people***

Simplicity from Complexity

Operational excellence

- **Blend Management**
- **Support**
- **Productivity**
- **Service**
- **Technical capability**



- **R&D**
- **Access**
- **Supply**
- **Impact**

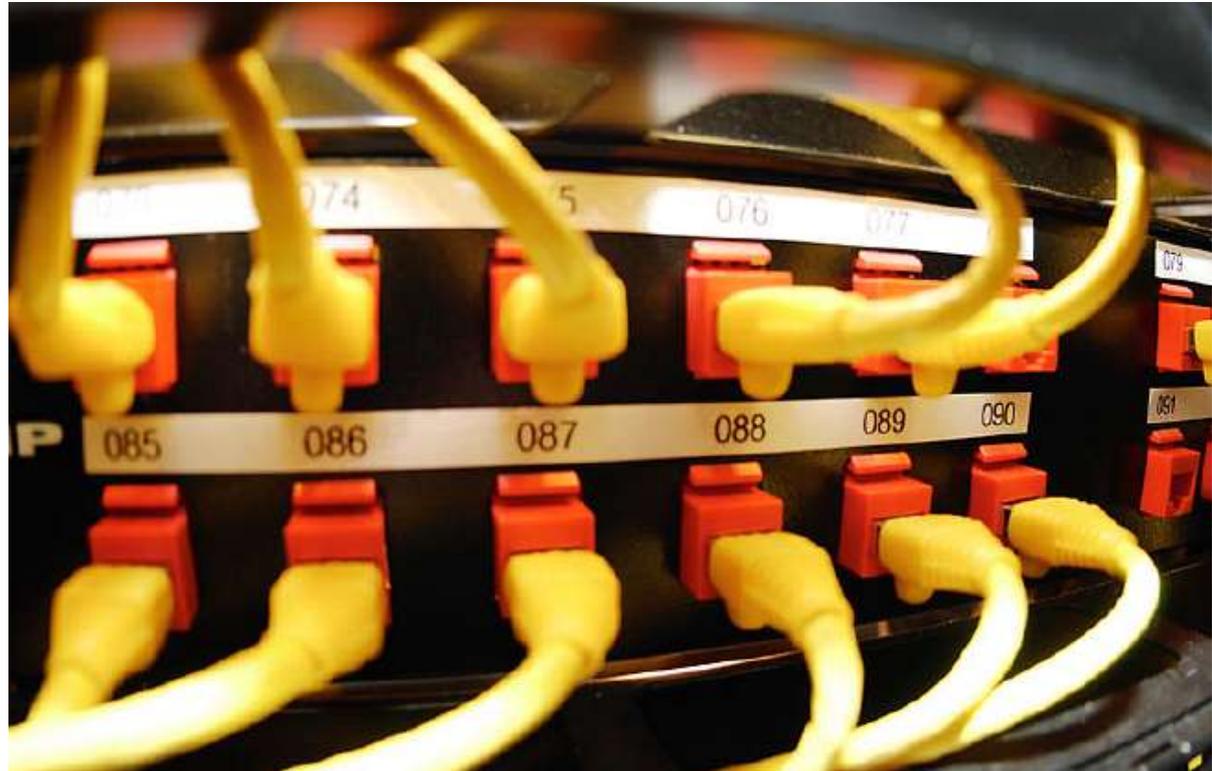
Simplicity from Complexity

Systems

Organisation

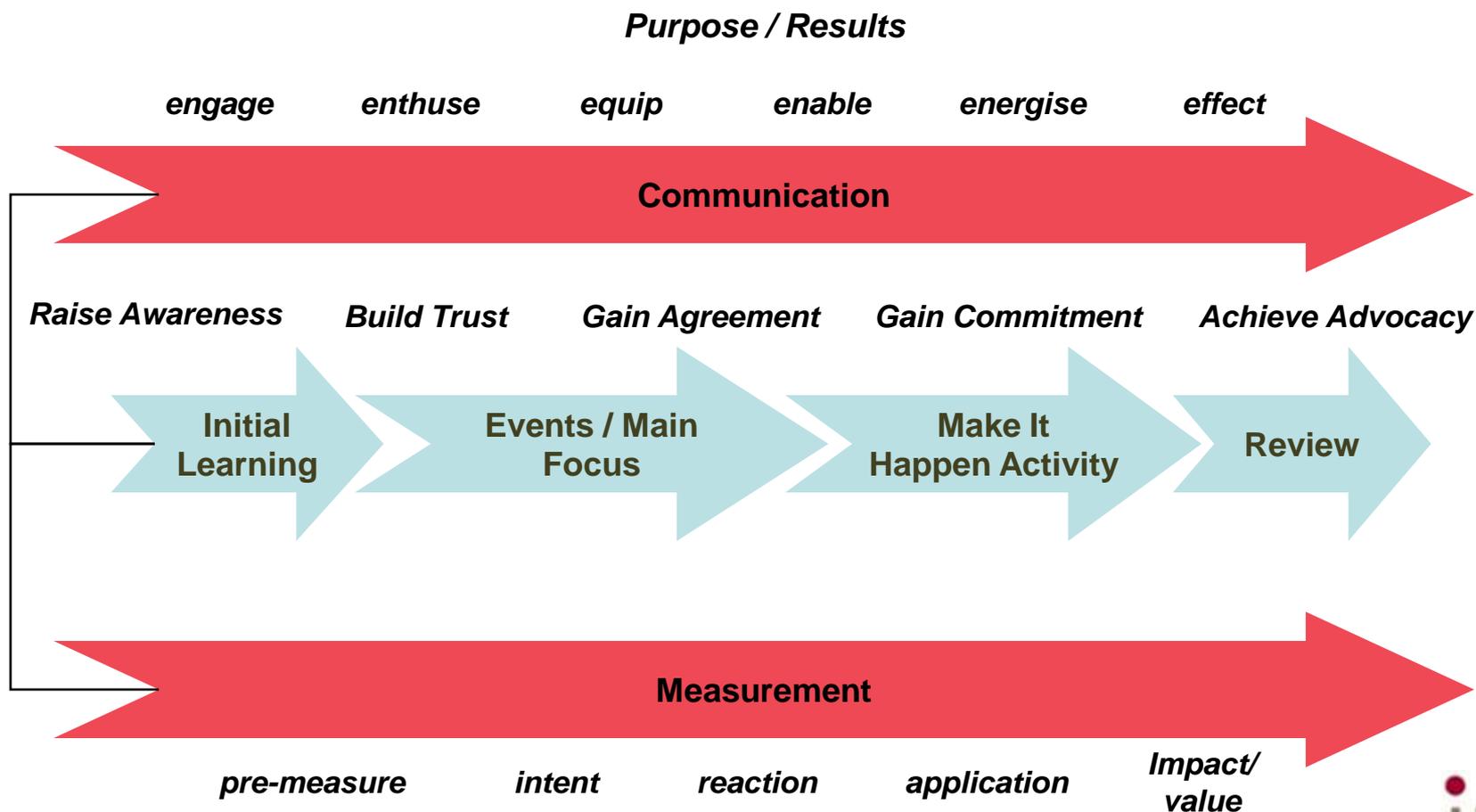
Learners

Functions



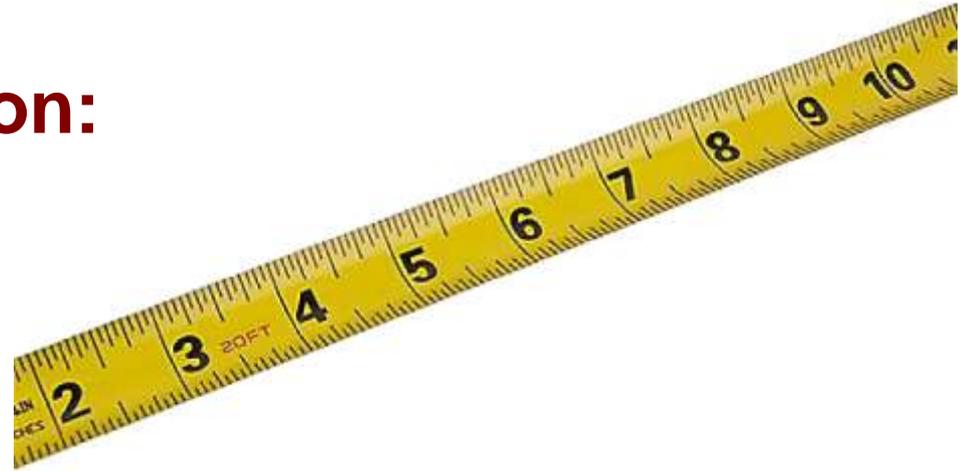
Connectivity

INL Six Elements of Effective Implementation



Performance: Perception: Persuasion

HR/L&D measurement
must move..



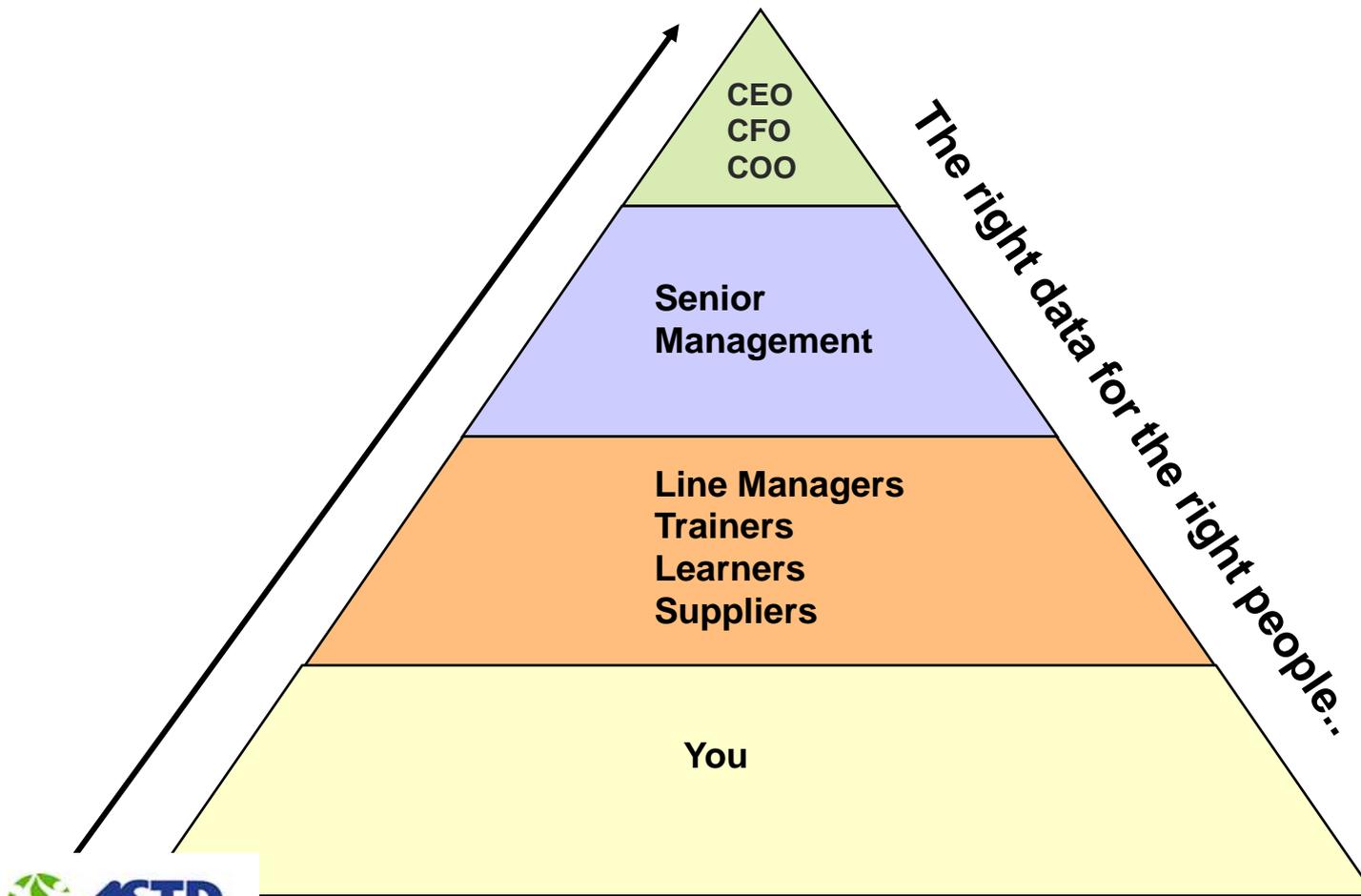
FROM

TO

- | | | |
|---------------------------------|-------|--|
| Backward looking | — — ▶ | Predictive/Diagnostic |
| HR with HR | — — ▶ | Business relevance |
| Discrete training events | — — ▶ | All inclusive learning |
| Lacking credibility | — — ▶ | Accountability enhancement |
| Tactical orientation | — — ▶ | Used for continuous improvement |
| Internally reported | — — ▶ | Dev. & management focus |
| Reactive | — — ▶ | Proactive |

Simplicity from Complexity

Performance: Perception: Persuasion



'Maximising the value of your investment in learning'

Simplicity from Complexity

What does this mean to your organisation?

- Promote opportunity
- Provide reassurance to board and to staff
- Focus on Performance
- Energise engagement and commitment
- Enhance reputation
- Achieve sustained change
- Minimise people risk
- Maximise our investment in people



Simplicity from Complexity

What does this mean to your function?

- Improved alignment – function not individuals
- Increased involvement and integration
- Stronger governance
- Improved efficiencies
- Increased effectiveness
- Sustained contribution
- Enhanced credibility



Simplicity from Complexity

What does this mean to the learners?

- Improved access to learning opportunity
- Clarity in supply options
- Focussed performance support
- Access to expertise
- Improved working environment
- Increased sense of belonging
- Increased confidence in capability to meet future demands



Simplicity from Complexity

What does this mean to you?

- Seek expertise and depth
- Use depth to create simplicity
- Take responsibility for what lies beneath
- Be part of the organisation
- Be for the organisation
- Be part of your teams
- Be for your teams
- Develop your own performance
- Enjoy life – bring you to work





Simplicity from Complexity

SECRET

HE CARES !



Contact

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'Maximising the value of your investment in learning'



Job Aid

Consideration	Key points	Action we can take
<i>Purpose & focus</i>		
<i>Politics and Power - environment and climate</i>		
<i>Pattern and Alignment</i>		
<i>Principles –strategy, leadership and responsibility</i>		
<i>Priorities</i>		
<i>People</i>		
<i>Performance focus</i>		
<i>Flexible processes & innovation</i> <i>Operational excellence</i> <i>Technology</i> <i>infrastructure & systems</i>		
<i>Performance, Perception</i> <i>Persuasion - Data and reporting</i>		