Achieving Simplicity from Complexity in Learning Leadership

Neville Pritchard
ASTD – ICE
Atlanta
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Jack Bauer – Key player

Experience
Education
Personal
Military

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‘Maximising the value of your investment in learning’

Life is..

Work is..

Almost sound familiar?!
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The world of learning & development

Complexity

Direction ———— Strategy ———— Leadership

Performance consultancy & need analysis

Prioritisation & planning

Design ———— Measurement ———— Delivery

Internal ———— External

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Simplicity from Complexity

Challenges – The field of play – angles of attack

Alignment/Integration
- Strategy, Style

Quality

Content, Anticipating the future, Access, Supply, Impact
- Performance, Engagement, Diversity, Coaches, Development, Technology, Support, Role Models

Effectiveness
- Return – TIR, SIR
- Value for Individuals & Organisation

Governance
- Operational management
- Compliance
- Legislation
- Communication

Efficiency
- Time, Priorities, Cost

Sustainability
- Expectation, Complexity

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What can be done?

What do CTU have?
Simplicity from Complexity

Learning and Development ➔ The Corporate CTU?

Lessons from 24

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Simplicity from Complexity
our agenda

Purpose

Environment

Strategy

Alignment

People

Data

Operations

Responsibility

Flexible

Process

PLUS ----- Secret!

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Simplicity from Complexity

Sense of purpose

• Leadership
• Management
• Individual performance

Focus

• Performance  • Reputation
• Engagement   • Capability
• Sustainment  • Quality

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Politics and Power - Environment & Climate

Simplicity from Complexity

TRUST  Fairness  Reward

Mindset  Risk of winning  Fear of failure

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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

Attitude, Belief, Confidence, Desire
Personal and technical skills
Technical & professional knowledge

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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?

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Performance Development Approach

Analyse Performance
Existing & Required

Agree objectives, priorities and
Appropriate solutions

Train
Direct
Coach
Support
Counsel
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

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Simplicity from Complexity
Operational excellence

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

- R&D
- Access
- Supply
- Impact

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Simplicity from Complexity

Systems

Organisation

Learners

Functions

Connectivity

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INL Six Elements of Effective Implementation

Purpose / Results

engage enthuse equip enable energise effect

Communication

Raise Awareness Build Trust Gain Agreement Gain Commitment Achieve Advocacy

Initial Learning Events / Main Focus Make It Happen Activity Review

Measurement

pre-measure intent reaction application Impact/value

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Performance: Perception: Persuasion

HR/L&D measurement must move..

FROM
- Backward looking
- HR with HR
- Discrete training events
- Lacking credibility
- Tactical orientation
- Internally reported
- Reactive

TO
- Predictive/Diagnostic
- Business relevance
- All inclusive learning
- Accountability enhancement
- Used for continuous improvement
- Dev. & management focus
- Proactive

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Simplicity from Complexity

Performance: Perception: Persuasion

The right data for the right people...

CEO
CFO
COO

Senior Management

Line Managers
Trainers
Learners
Suppliers

You

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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

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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

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Simplicity from Complexity

SECRET

HE CARES!
Contact

Neville Pritchard

INL Consultancy Ltd
info@inlconsultancy.com
Telephone:  +44 7886 559 669
           +44 207 553 9753
www.inlconsultancy.com

The Learning Sanctuary Ltd
info@thelearningsanctuary.co.uk
Telephone:  +44 7886 559 669
           +44 845 833 1178
www.thelearningsanctuary.co.uk

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