Maximising the value of your investment in learning
Jack Bauer

Life is..

Work is..

‘Maximising the value of your investment in learning’
Simplicity from Complexity

Learning and Development ➔ The Corporate CTU?

Lessons from 24

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Simplicity from Complexity

our agenda

Purpose

Environment

People

Strategy

Data

Flexible

Process

Alignment

Operations

Responsibility

Technology

PLUS ----- Secret!

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Simplicity from Complexity

Sense of purpose

- Leadership
- Management
- Individual performance

Focus

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

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Environment & Climate

TRUST     Fairness     Reward

Simplicity
from
Complexity

Mindset
Risk of winning
Fear of failure

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Simplicity from Complexity

Challenges – The Field of Play

Alignment/Integration
- Strategy, Style

Governance
- Operational management
- Compliance
- Legislation
- Communication

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

Efficiency
- Time, Priorities, Cost

Sustainability
- Expectation, Complexity

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Complexity  The world of learning & development

Direction  Strategy  Leadership

Performance consultancy & need analysis

Prioritisation & planning

Design  Measurement

Delivery

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The three components of each of our responsibilities:

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

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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

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

- 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

- Support
- Productivity
- Service
- Technical capability

- R&D
- Access
- Supply
- Impact

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Simplicity from Complexity

Systems

Organisation
Learners
Functions

Connectivity

‘Maximising the value of your investment in learning’
INL Six Elements of Effective Implementation

Purpose / Results

- engage
- enthuse
- equip
- enable
- energise
- effect

Communication

Raise Awareness
- Initial Learning

Build Trust
- Events / Main Focus

Gain Agreement
- Make It Happen Activity

Gain Commitment
- Review

Achieve Advocacy

Measurement

- pre-measure
- intent
- reaction
- application

Impact/ value

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Simplicity from Complexity

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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Levels of Reporting – L&D

CEO  
CFO  
COO

Senior Management

Line Managers  
Trainers  
Learners  
Suppliers

You

The right data for the right people...

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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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SECRET

HE CARES!
Contact

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