

# How the Learning & Development world is changing.



**Lynn Clarke**

CIPD MANCHESTER BRANCH

Director

THE MAWDSLEY

CONSULTANCY

SEARCH & SELECTION • INTERIM MANAGEMENT



Professional Development Conference  
8<sup>th</sup> & 9<sup>th</sup> November 2007  
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# OBJECTIVES

- Useful information
- Stimulate some ideas, thoughts and action



# CIPD Annual Learning & Development Survey

- Role of line managers
- Building Coaching Capability
- Integrating L & D with organisational strategy
- Use of competencies
- Trends in workplace learning



# Focus on 3 Key Issues

- Trends in Workplace Learning
- Building a Coaching Capacity
- Role of Line Managers



# Trends in Workplace Learning

- Focus from training to learning
- Focus on learner
- Individual encouraged to take more responsibility for own learning
- Develop climate to support effective learning
- Impact of e learning & blended learning

*Training in the Age of the Learner*  
*Martyn Sloman, CIPD*

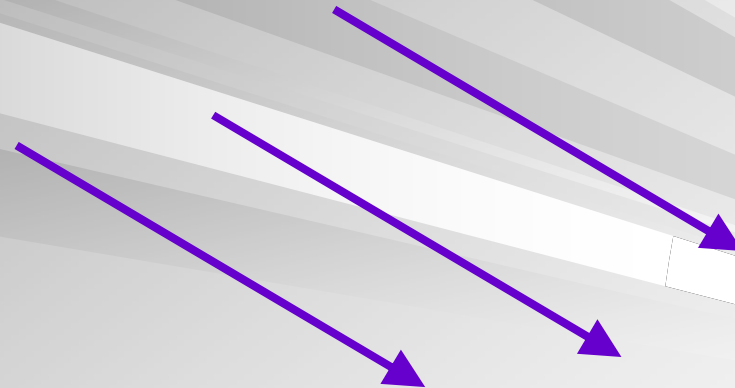


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# Trends in Workplace Learning

## Training

Instructor led  
Content based  
changes in behaviour



## Learning

Self directed  
Work based  
incr adaptive capacity



# LEARNING

process by which  
person constructs new knowledge,  
skills & capability

# TRAINING

One of several responses available to  
promote learning



# CIPD Annual Learning & Development Survey

- Not much changed 06 -07
- Traditional forms still seen as most effective
- E learning very low in effectiveness
- Coaching ranked low in effectiveness
- OTJ and in house devel – most used activities



# Trends in Workplace Learning CIPD Survey findings

- On the job training and in house devel progs most used (incr 2007)
- Coaching & Mentoring - % scored as most effective dropped in 2007
- 2005 survey said e learning expected to increase – hasn't – dropped
- Evidence – individuals taken greater responsibility for own L & D
- Little has changed in terms of the means of delivery



# Building Coaching Capability

- Survey suggests coaching activity declining
- Organisations involved in coaching activity down:

From 79% in 2006

To 63% in 2007

## Why is this?



# ?? Why ??

- Value of coaching questioned
- Expected business benefits not delivered
- Management fad that's passed its peak
- Insufficient training and support for coaches

**WHAT DO YOU THINK?**



# Building Coaching Capability

- Survey indicates insufficient support for coaches
  - 38% less than 2 days coaching preparation
  - 10% offered supervision
- Development activity part of managers role
- Model coaching approach from the top



# Role of Line Managers

- Increasing recognition of role of line managers in L & D
- Survey – line managers taken on greater responsibility in past 2 years
- Biggest obstacle to line manager involvement is work pressures

**Is it too hard? Do they know how?**



# What can we do?

- Highlight potential advantages
- Sell the benefits to them
- Provide training and support
- Senior managers as role models
- Give them time to devote to L&D



# Some suggested actions

- If happy with current methods – stick with them
- Assess merits of new methods – use where appropriate and beneficial
- Sell benefits of methods recommended
- Turn ‘fluffy’ into tangible business benefits
- Use business language not HR speak



# Some suggested actions

- People development part of line managers job description
- Recognise and reward their contribution
- Examine motives for coaching activity
- Ensure ongoing learning and support
- Model coaching approach



# CIPD Information, Research & Resources

- Annual Learning and Development Survey Report
- Reflections on the 2007 learning and development survey  
Daniel Wain, Carole Pemberton, Sue Hutchinson
- The Value of Learning Research
- Value of Learning 'Tool'



The good news for Trainers ....

**Talk and chalk trainers  
are unlikely to be crushed  
by a stampede out of the  
classroom**

*Daniel Wain*

*Worldwide Director of Learning and Development, Research International*



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